



ESSENTIAL



SUSTAINABLE



RESILIENT

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# DEAR STAKEHOLDERS,

For most of us, 2020 was a year of challenge, change and growth. The social and economic impacts of the global COVID-19 pandemic strained health care and education systems, disrupted supply chains, and changed the way we work, socialize and communicate. We also witnessed acts of racism, violence and injustice in 2020 that rattled each of us to our core. But during times of crisis, opportunities also arise for those with the resilience to keep pushing forward, the humility to learn and the agility to evolve.

As our company worked to navigate these challenges, our environmental, social and governance (ESG) responsibilities continued to be a priority.

To keep our employees, customers and communities safe while maintaining our essential operations, we built upon our existing zero harm culture by implementing heightened safety and health protocols across our operations. We empowered remote work where possible, shifted training opportunities to virtual platforms, and provided flexibility and support to those employees who experienced additional personal and family struggles, health concerns or related stress as a result of the pandemic.

Over the course of the year, we engaged with and sought guidance from our employees about what practices and procedures were working well at Compass Minerals and where we had room for improvement. As a reflection of our efforts to ensure ethical operating practices and service reliability, we participated in select site audits and launched a service rating process in North America to better understand and improve the customer experience. And we prioritized philanthropic contributions that addressed the needs we heard from our community partners.

Through these learnings, one area of focus that received significant attention in 2020 was our commitment to continue building a safe and inclusive workplace, where diversity is respected and valued in all of its forms. In 2020, I was honored to join other CEOs around the world in signing the CEO Action for Diversity and Inclusion pledge to help leverage the collective voices of company leaders to advance diversity and inclusion. In addition, we

created a new management-level position at our company with the primary focus of driving our diversity, belonging, inclusion and equity efforts forward. Together, these actions embody a foundational belief we adhere to at Compass Minerals – that everyone has a voice and every voice matters.

Many of our operating sites continued to make strides over the course of the year to mitigate impacts within key environmental and sustainability metrics we track around emissions reductions and the responsible use of energy and water. Overall, however, we did not meet our previously set topline environmental goals for 2020. As we work to achieve continuous improvement within our environmental performance, we remain steadfast in our responsibility to be good stewards of the natural resources we transform to produce and manufacture our essential products.

We are also excited about new opportunities ahead of us, such as our announcement in July 2021 of a sustainable lithium brine resource of approximately 2.4 million metric tons lithium carbonate equivalent at our Great Salt Lake solar evaporation facility near Ogden, Utah. As we continue to chart our path forward, we do so guided by our Core Purpose and the commitments we have made to our employees, shareholders, customers and communities. To assist us in our journey, we invite your feedback on this 2020 report, as well as your continued input to inform our company's broader ESG strategy.



Sincerely,

A handwritten signature in black ink, appearing to read 'K. Crutchfield', written over a white background.

Kevin S. Crutchfield  
President and CEO

Sept. 7, 2021

# OUR COMPANY



## ABOUT COMPASS MINERALS

Compass Minerals takes pride in developing and delivering essential products around the world. By responsibly transforming Earth's natural resources, we help keep people safe, feed the world and enrich lives. For over 175 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 overcome nature's challenges. Our salt products keep roadways safe during winter weather and are used in numerous other consumer, industrial and agricultural applications. Our plant nutrition business manufactures an innovative portfolio of products that improve the quality and yield of crops. These products support sustainable agriculture and enhance food production to meet consumer demand. In addition, our specialty chemical business serves the water treatment industry and other industrial processes.

### 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)

*Map current as of Dec. 31, 2020.*

## ABOUT THIS REPORT

This report highlights Compass Minerals' approach toward and management of the environmental, social and governance (ESG) matters of greatest importance to our company and our stakeholders. The structure and disclosures of this report 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 [United Nations Sustainable Development Goals \(SDGs\)](#) to help inform our reporting.

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

Information contained in this report covers the period between Jan. 1, 2020, and Dec. 31, 2020, and is intended to be viewed as a summary of our sustainability efforts. Unless otherwise indicated, the data in this report refers to all Compass Minerals sites.



## COVID-19

At Compass Minerals, we place no priority higher than the health and safety of our employees, and the commitments we have made to our shareholders, customers and communities. As the COVID-19 global pandemic unfolded in the spring of 2020, our cross-functional Crisis Management Team closely monitored developments and took appropriate steps to protect our workforce. While COVID-19 presented new challenges, we navigated this health crisis with a firm focus on employees' well-being, enabling us to continue operating as an essential business and delivering on our customer commitments.

Some of the measures we took to help safeguard our employees from potential exposure and spread of COVID-19 include, but were not limited to, the following:

- Implemented staggered shift times and restricted crew sizes at operations to enable and encourage social distancing.
- Installed thermal scanners at sites for pre-shift temperature screenings.
- Provided additional personal protective equipment (PPE) for all employees and required mask usage at all sites.
- Implemented increased professional sanitation of offices and common areas within our facilities across the organization.
- Provided ongoing confidential support to employees for anxiety related to the pandemic or other personal challenges through our Employee Assistance Program.

Our ability to respond to the pandemic was aided by existing business continuity protocols. Compass Minerals' business continuity and incident response plans address each of our operating sites, while our leaders continually evaluate and implement the necessary actions to maintain operational discipline and meet customer needs during times of crisis.

Due to these actions and protocols, Compass Minerals experienced limited impacts during the course of the year related to the pandemic. We worked proactively to ensure the safety of all employees while preventing any material disruption to our production or distribution networks.

## LIVING OUR VALUES

Compass Minerals is guided by our Core Values of *Integrity*, *Respect*, *Collaboration*, *Value Creation* and *High Performance*. These values are foundational to who we are and how we engage with our shareholders, customers, communities and colleagues.

- **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 reflected in formal policies and procedures, employee training, reporting channels and a strong governance structure. This includes our [Code of Ethics and Business Conduct](#) (Code of Ethics), which outlines our shared ethical principles and standards for doing business the right way. Grounded in our Core Values, our Code of Ethics governs our decisions and actions, whether we are working in a mine, selling our products to customers or meeting in our corporate offices. All employees must adhere to this framework, and we encourage employees to speak up and report any known or suspected violations of our company policies and applicable law.

In addition to our Core Values, Compass Minerals' approach to ESG-related matters is guided by our four-point sustainability compass, which reflects our commitments to safety, growth, transparency and stewardship. These four pillars emphasize our commitment to sustainable business practices and reinforce our Core Purpose to help keep people safe, feed the world and enrich lives, every day.





COMPASS MINERALS SHAREHOLDERS

COMPASS MINERALS BOARD OF DIRECTORS  
EIGHT 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
- NOMINATING/CORPORATE GOVERNANCE

## GOVERNANCE

Governance of ESG responsibilities at Compass Minerals is overseen at the highest level of our company. Our [board of directors](#) and its four standing committees set policy and oversee senior management's decision-making on sustainability topics related to Compass Minerals' operations. We have a dedicated board-level Environmental, Health, Safety and Sustainability (EHS&S) Committee, which oversees EHS&S 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 and human capital management strategies, as well as our policies and practices promoting diversity and inclusion.

Compass Minerals' [Environmental, Health, Safety and Sustainability Policy](#) emphasizes our commitment to the safety and health of our employees as well as our dedication to minimizing any adverse environmental impact related to our activities, products and services. These commitments are valued at every level of the organization and serve as the foundation from which all priorities are developed. This includes our "tone at the top" compliance commitment from our board of directors and senior management team and our Code of Ethics certification process.

## ANTI-CORRUPTION

Compass Minerals' anti-corruption program is overseen by our chief legal and administrative officer. We provide anti-corruption training and have mechanisms for evaluating corruption issues on a case-by-case basis. Each of our sites is assessed for risks related to corruption, and we consider corruption risks when evaluating third parties such as sales agents using screening procedures. Significant risks related to corruption include how products are sold within the industries and countries in which we operate.

We communicate our anti-corruption policies to all of our employees. In addition, anti-corruption training is part of our networked-employee new hire curriculum and included in broad-based employee communications. Our third-party sales agents in Brazil receive training on anti-corruption. Compass Minerals' [Supplier Code of Conduct](#) also requires compliance with anti-corruption laws.

## ANTI-COMPETITIVE BEHAVIOR

Our chief legal and administrative officer also oversees Compass Minerals' competition policy. We implement and evaluate the effectiveness of our fair competition training, policies and overall legal compliance program in several ways. Our record of zero fines or legal actions for anti-competitive behavior is further indication of our commitment to operating an ethical workplace. In these efforts, we take an approach that is aligned with legal requirements, the priorities of our business and our Core Values.



## ESG COMPLIANCE

Team members throughout the organization manage 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 management is successful and performance expectations are achieved.

Improving the efficacy of our products and efficiency of our production processes are a few of the ways we can significantly reduce our environmental impact. By developing products that meet stringent standards and guidelines, we provide effective market solutions that have reduced environmental impacts. Several of our consumer deicing products have been awarded the [U.S. Environmental Protection Agency's \(EPA's\) Safer Choice label](#) and some of our sulfate of potash (SOP) products have been approved as organic by the [Organic Materials Review Institute](#) as well as the [Organic Input Material Program](#) by the California Department of Food and Agriculture and the [Canadian Organic Standards](#).

## 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 behavior embracing the highest ethical standards and seek guidance in situations of actual or potential noncompliance. The Code of Ethics is available in English, Canadian French and Brazilian Portuguese.

In 2020, more than 3,000 employees completed 5,236 hours of compliance training and approximately 1,360 employees completed an annual Code of Ethics certification. As part of the certification process, networked employees receive training on the Code of Ethics, answer questions regarding compliance with company policies, and certify that they have read, understand and agree to comply with our Code of Ethics.

### 2020 COMPLIANCE TRAINING HOURS

COUNTRY	TRAINING HOURS
U.S.	2,152
CANADA	1,002
U.K.	248
BRAZIL	1,834
<b>GRAND TOTAL</b>	<b>5,236</b>

Compass Minerals provides systems for employees and others to easily report concerns. For example, if employees are not comfortable speaking with their manager or a Human Resources representative, we have a [Compass Minerals ethics hotline](#) that employees can access at any time via the phone or internet. Our ethics hotline is operated by an independent third-party provider and employees can make complaints to the ethics hotline anonymously to the extent permitted by local law. Employees can also submit confidential complaints or inquiries via Compass Quest, a dedicated email platform.

Our chief legal and administrative officer oversees our Code of Ethics and legal compliance program. Members of Compass Minerals' Legal team receive reports of potential Code of Ethics noncompliance through the ethics hotline and other company resources such as the Human Resources team. The Legal team works closely with the Ethics Hotline Committee, Internal Audit, Human Resources and other groups to ensure compliance and that reports are appropriately investigated. The board of directors' Audit Committee is notified of all reports received through the ethics hotline, and the board of directors' EHS&S Committee is notified of all hotline reports related to EHS&S matters.

## ANTI-HARASSMENT AND ANTI-DISCRIMINATION TRAINING

Compass Minerals' Human Resources and Legal teams collaborated on creating and presenting anti-harassment and anti-discrimination training to North American and U.K employees. Additionally, the presentation was translated, modified and recorded for employees at Brazil sites.

This training focused on ways we live our Core Values and their connection with our organizational health. The training covered unconscious bias, bullying, different types of harassment and hostile work environment. It discussed the importance of speaking up, the many company resources available and our commitment to non-retaliation. Applicable company policies such as our Code of Ethics, our Policy Against Discrimination and Harassment and our Policy Against Retaliation were also emphasized.

## STAKEHOLDER ENGAGEMENT

Compass Minerals values the feedback and input from stakeholders when determining our material ESG priorities and reporting practices. We define "stakeholders" as those who are impacted by our operations and products, as well as those with interest in, or who can influence our business. We identify stakeholder groups across the value chain and continually assess our methods of engagement to deepen stakeholder relationships.

Our stakeholders include employees, customers, suppliers, investors, local community leaders and partners, governance agencies and regulators, and civil society organizations. Our engagement approach varies based on stakeholder group and ranges from informal conversations to meetings, events and both soliciting and providing formal input.

In 2017, we conducted a formal [Materiality Assessment](#) to identify medium- and long-term sustainability-related risks, impacts and opportunities. We have used this Materiality Assessment to prioritize focus areas and inform our reporting. During the assessment, we engaged with our stakeholders and gathered input from key leaders from across the business to discuss impacts along the value chain.

This assessment included:

- Research and peer benchmarking to identify sustainability-related risks and opportunities.
- Internal and external stakeholder surveys and interviews.
- Engagement from Compass Minerals' Sustainability Steering Committee.
- Mapping and prioritization based on stakeholder engagement and leadership review.

In late 2020, we began the process of a new Materiality Assessment to inform future strategy, goals and reporting. Please see the [Looking Forward](#) section of this report to learn more.

## CYBERSECURITY

Compass Minerals firmly safeguards our internal data and information as well as that of our business partners and customers. We abide by our Information Security Policy, which provides an overview of our practices and procedures related to the company's cybersecurity efforts.

Our chief information and transformation officer leads our company's cybersecurity systems, and at the board level, cybersecurity is overseen by our Audit Committee. Regular updates on the status of our cybersecurity efforts are provided to the Audit Committee and board of directors.

To ensure high levels of protection, Compass Minerals offers annual cybersecurity training to employees and contractors. We promote year-round awareness through internal communications and also routinely conduct tests and simulations to identify vulnerabilities.

Compass Minerals endeavors to adhere to all applicable public disclosure requirements regarding cybersecurity.

## PUBLIC POLICY

Compass Minerals engages in public policy relevant to our business, employees, stakeholders and the communities where we operate at local, regional and national levels. We support public policies that promote safe and sustainable operations, responsible stewardship of our natural resources, productive mining and manufacturing practices, fair competition and regulatory certainty. Our advocacy efforts occasionally include support for political organizations that align with our business interests.

Compass Minerals' active involvement in a range of associations and organizations supports our collaborative approach and our acknowledgement that shared, collective action drives greater impact. For the advancement of our industry, we work to strengthen external relationships, promote research and share best management practices.



# OUR PRODUCTS



Compass Minerals' products keep roads safe during winter weather, enhance agricultural productivity, contribute to human and animal nutrition and improve water quality. In addition, they are essential to numerous chemical and industrial products and processes.

## SALT

Compass Minerals is 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 in Ontario, Canada, is the world's largest operating underground salt mine and our Winsford rock salt mine in Cheshire, England, is the largest, oldest and only dedicated salt mine in the U.K.

We 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.

Our salt products include bulk and packaged deicing minerals to keep roadways, driveways and sidewalks safe in the winter. Compass Minerals offers several ice-melting products that prevent snow and ice from bonding to the pavement during extreme winter storms and that have been proven as an environmentally safer solution for concrete and equipment. For example, Safe Step® meets the [Safer Choice Standard](#), a distinction awarded by the EPA to products that exemplify safety, both in protecting consumer health and the environment.

Salt 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 markets. 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.

## PLANT NUTRITION

Compass Minerals plays an important role in global agriculture by exporting plant nutrition products worldwide. Growers, regardless of climate conditions, depend on fertilizer as a key product or input to maximize crop yields. Our products contribute to higher crop yields, improved overall plant health and protection, consistent growth and enhanced shelf life.

Compass Minerals develops our products to target nutritional requirements at specific plant and tree growth stages, which leads to more efficient fertilizer usage, improved nutrient uptake and a reduction in excess fertilizer runoff. We make a concerted effort to minimize our products' environmental impacts and ensure that growers understand their efficient use and application.

In North America, our primary product is SOP, a high-value form of potassium that we market and sell as Protassium+®. It is virtually chloride-free and includes sulfur nutrients in plant-ready form. Our Ogden facility in Utah is the largest SOP production site in the Western Hemisphere, employing a solar evaporation process to harvest SOP, salt and magnesium chloride from the Great Salt Lake's naturally occurring brine. This technique involves pumping mineral-rich brine from the lake into large open ponds where the sun and wind evaporate the water, leaving beds of naturally occurring, crystallized minerals. By harnessing the power of the sun, the use of carbon-based energy sources is minimized, saving costs and limiting greenhouse gas emissions. A portion of our SOP production has been certified as organic.

### RECOGNITION FOR SUSTAINABILITY IN BRAZIL

For the third consecutive year, Compass Minerals South America received the More Integrity Seal. This prestigious award is sponsored by the Brazil Ministry of Agriculture and Food Supply and recognizes Brazilian agribusiness companies that adopt good governance and strong management practices, promoting policies of integrity, ethics, social accountability and environmental sustainability. We are the only plant nutrition company to receive this award three years in a row.



### PLANTING TIPS IN A PANDEMIC

COVID-19 spurred us to think and act differently, and Compass Minerals' Plant Nutrition teams adjusted quickly to the ever-shifting pandemic challenges.

Due to social distancing and quarantine restrictions, people increased their consumption of digital content. The North America team recognized the opportunity to engage digitally with farmers and customers and created a series of planting tip videos to reach people in their homes.

The video series focused on ways to address planting season agronomic issues, including the use of our products. Specific topics included planting in compacted soil, checking planting conditions, early-season zinc deficiency and corn seeding depth and emergence.

With that same intention of finding new ways to reach our stakeholders, the Brazil team launched a podcast called PlantCast, which covered the technical aspects of agribusiness. Each episode featured an interview with agronomy professionals, such as teachers, researchers or industry consultants. Those preferring a visual approach could also access their online videos via social media. Additionally, the team launched a series of webinars covering a variety of agricultural topics.

While 2020 was a challenging year for all of us, we were proud to find new and creative ways to communicate and provide value.



## CHEMICAL SOLUTIONS

Compass Minerals' chemical solutions 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.

The MagnaPro® product line is an example of our product offerings that support our customers' environmental stewardship. Through the use of MagnaPro, magnesium chloride provides magnesium ions that bind with phosphate and ammonium ions in wastewater to produce struvite crystals, which allows phosphorus to be preserved and recycled. This chemical change removes excess phosphorus and nitrogen from the wastewater stream, which can be harmful to agriculture and natural habitats. Struvite crystals can then be used in arable land to help crop yields. This is just one of the ways in which our innovative products can provide multiple environmental benefits.

## PRODUCT QUALITY

Many of our products are subject to environmental registration and labeling requirements in local and state jurisdictions where they are sold. Compass Minerals provides country, state and local product documentation for all shipments, including detailed labels for products as required. These documents provide information about proper product handling and safety precautions.

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 questions or claims about labeling or guaranteed analysis of our products, and we work with the customer and/or appropriate agency to resolve any claims that arise. None of these claims in 2020 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 evaluated for potential hazards, and we follow recommendations for storage and handling made by our site leaders and safety teams. We also adhere to the [BRC: Global Standard for Food Safety](#), 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 product.

In 2020, Compass Minerals participated in a Sedex Members Ethical Trade Audit ([SMETA](#)) at our Lyons, Kansas, facility and Cote Blanche, Louisiana, mine. SMETA is a widely used social auditing methodology, helping businesses assess their suppliers' sites and monitor health and safety working conditions in their supply chain. SMETA evaluates a company's performance in terms of social responsibility objectives in four primary categories: Environment/Sustainability, Labor Standards/Human Rights, Business Ethics, and Health and Safety. Our Lyons facility and Cote Blanche mine both passed the SMETA, achieving outstanding results.



## CUSTOMER EXPERIENCE

The Customer Experience team is dedicated to building relationships with our customers and focused on consistently exceeding their expectations. In 2020, Compass Minerals implemented a rating system to identify areas or ways to improve customer service levels. With an established baseline, the Customer Experience team has set a goal to improve the rating score in 2021 as well as increase overall customer participation.

In response to customer feedback, we began development of a web-based portal for customers to gain increased visibility into existing orders. In 2021, we will focus on starting the buildout of additional functionality in our web-based system to give customers 24-7 access to track order information end-to-end.

## RESPONSIBLE SUPPLY CHAIN

Our suppliers are critical to Compass Minerals success, providing us with logistics and transportation services, facility and professional services, equipment, packaging and raw materials. They serve as key partners and we expect our suppliers to uphold the same commitment to responsible and ethical operations as we uphold in our own business. 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 aim to improve the environmental and social impacts of our operations and we encourage our suppliers to do the same. In 2020, Compass Minerals began evaluating a supplier intelligence platform to help provide us with more robust information about our suppliers. This platform, which we will begin using in 2021, will enable us to better monitor the diversity of our current supply chain and identify opportunities to increase small business, women-, veteran-, or minority-owned supplier spend. We will also be able to review suppliers' sustainability certifications. By using this platform, we will have more visibility to potential partnerships with diverse and sustainable suppliers, which we are committed to supporting. We plan to report our progress in upcoming years.

# OUR WORKFORCE



**% OF WORKFORCE BY COUNTRY**

- 1,224 BRAZIL
- 1,051 U.S.
- 780 CANADA
- 174 U.K.

**TOTAL: 3,229**

Compass Minerals has built a strong foundation for success by putting our people first. Our employees' well-being, career development and sense of belonging and inclusion are of key importance, because we know that by investing in our workforce, we can ensure long-term value.

## 2020 SOCIAL TARGETS

2020 TARGET	2019	2020	2020 VERSUS 2019
<b>EMPLOYEE DEVELOPMENT:</b> ACHIEVE ANNUAL IMPROVEMENT IN SPENDING ON EMPLOYEE TRAINING AND DEVELOPMENT	\$1,727,577	\$1,956,745	↑ 13%
<b>EMPLOYEE EXPERIENCE:</b> ACHIEVE ANNUAL IMPROVEMENT IN GENDER PAY EQUITY	90%	89%	↓ 1 PERCENTAGE POINT
<b>EMPLOYEE EXPERIENCE:</b> ACHIEVE ANNUAL IMPROVEMENT IN EMPLOYEE RETENTION (MEASURED BY TURNOVER RATE)	15%	12%	↓ 3 PERCENTAGE POINTS
<b>PIPELINE FOR DIVERSITY:</b> ACHIEVE ANNUAL IMPROVEMENT IN GENDER DIVERSITY (FEMALE) AMONG LEADERSHIP*	23%	20%	↓ 3 PERCENTAGE POINTS
<b>PIPELINE FOR DIVERSITY:</b> ACHIEVE ANNUAL IMPROVEMENT IN ETHNIC DIVERSITY AMONG LEADERSHIP*	3%	7%	↑ 4 PERCENTAGE POINTS

\* Data reflects employees at VP level and above.

## HEALTH AND SAFETY

A top priority for Compass Minerals is that each of our employees have a safe and healthy work environment. During the COVID-19 pandemic, as a provider of essential minerals that support a range of industries including transportation, pharmaceutical, agriculture, chemical, food and animal nutrition, it was vital to continue reliable and resilient operations. By encouraging open communication, proactive safety measures and ongoing employee support, our business experienced limited operational disruptions stemming from the pandemic.

## ZERO HARM GOAL

Compass Minerals' EHS&S team is focused on the ultimate goal of "zero harm," which includes zero injuries to our employees and contractors. We are committed to implementing continuous improvement in our safety measures and believe our goal is achievable through a robust framework that includes policies, procedures, training and company standards that go beyond compliance.

To achieve our goal of zero harm, we rely on participation and commitment at all levels of the organization, at every site. All our locations comply with applicable occupational health and safety regulations as well as our internal policies. Our senior vice president of EHS&S is responsible for setting the safety strategy, ensuring regulatory compliance and overseeing audits and reporting requirements. The board of directors' EHS&S Committee has ultimate oversight of EHS&S management strategies and performance targets. In addition, many of our collective bargaining agreements also address safety and occupational health issues.

Compass Minerals works to engage all employees in building our safety culture. We ensure safety is top of mind by encouraging internal meetings to begin with a "safety share," a safety reminder or lesson learned.

Our operations have Safety Committees, which include employees and management, and when applicable, union representation. For example, our Canadian sites have joint Health and Safety Committees that are responsible for reviewing safety related issues and recommending improvements to conditions and processes. In addition, our sites form focus groups to engage team members and find best practices for a specific health and safety issue.

Our primary metric for measuring workplace injuries is the Total Case Incident Rate (TCIR), which is an injury rate calculation used by the U.S. Occupational Safety and Health Administration (OSHA). In 2020, we saw a 16% decrease in our TCIR, from 1.83 in 2019 to 1.53 in 2020. While in previous years we have also reported the Severity Index as a metric, we no longer track and report Severity Index as that categorization is subjective and difficult to benchmark against.

*\*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. All metrics are converted to OSHA calculation standard.*

As a part of our updated safety strategy, we are continuing to prioritize investigation and elimination of high potential-for-incident factors. A high potential incident is a serious, near-miss event that could have resulted in a fatality or life-changing injury. Utilizing investigations to determine what factors played a role in an incident helps us to focus on mitigation and identify opportunities to establish more effective controls.

## SAFETY PERFORMANCE

	2015	2016	2017	2018	2019	2020
<b>TOTAL REPORTABLE INJURIES</b>	46	62	73	58	65	57
<b>U.S.</b>	28	37	30	23	24	25
<b>CANADA</b>	15	24	18	13	20	16
<b>U.K.</b>	3	1	1	0	1	0
<b>BRAZIL</b>	-	-	24	22	20	16
<b>TOTAL CASE INCIDENT RATE (TCIR)*</b>	2.33	3.38	2.31	1.70	1.83	1.53
<b>U.S.</b>	2.41	3.33	2.91	2.20	2.31	2.27
<b>CANADA</b>	2.17	3.93	2.77	2.45	3.37	2.44
<b>U.K.</b>	2.39	0.88	0.64	0	0.58	0
<b>BRAZIL</b>	-	-	1.81	1.31	1.15	0.89
<b>LOST TIME INCIDENT RATE (LTIR)</b>	1.31	2.29	1.48	1.23	1.35	1.10
<b>U.S.</b>	1.12	1.98	1.45	1.34	1.64	1.36
<b>CANADA</b>	1.45	3.11	1.69	1.51	2.53	1.53
<b>U.K.</b>	2.39	0.88	0.64	0.00	0.58	0
<b>BRAZIL</b>	-	-	1.51	1.19	0.86	0.89
<b>OCCUPATIONAL DISEASE RATE (ODR)</b>	0.35	0.27	0.13	0.06	0	0
<b>U.S.</b>	0.60	0.45	0.39	0.19	0	0
<b>CANADA</b>	0	0	0	0	0	0
<b>U.K.</b>	0	0	0	0	0	0
<b>BRAZIL</b>	-	-	0	0	0	0
<b>FATALITIES</b>	0	0	0	0	0	0
<b>U.S.</b>	0	0	0	0	0	0
<b>CANADA</b>	0	0	0	0	0	0
<b>U.K.</b>	0	0	0	0	0	0
<b>BRAZIL</b>	-	-	0	0	0	0

*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.*

## A SAFE WORKPLACE

Compass Minerals remains 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 [Environment, 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.

We employ a comprehensive approach to workplace health and safety that covers risk identification, assessment, elimination and mitigation. Compass Minerals established a Health and Safety Management System (HSMS) in 2016 and since then has worked to continually evolve by evaluating opportunities to raise our health and safety standards. In 2020, we improved our incident management platform, our root cause investigation process and training tools. To support EHS&S training across the company, we use safety training software platforms to manage and document health and safety compliance training. Our platforms allow training to be tailored to site-specific needs. In addition, our sites employ a work-halt process that empowers all employees and contractors, regardless of position, to stop work immediately in a hazardous situation.

In 2020, we also began implementation of the [SafeStart](#) program at our mine in Goderich. This program complements the current safety systems we have in place and focuses on modifying human behaviors to strengthen safety outcomes. We are implementing SafeStart at eight additional sites throughout 2021 and anticipate completing implementation at all locations by the end of 2022.

Compass Minerals complies with the appropriate national and local jurisdictional reporting agencies worldwide to measure injury and illness, including OSHA, the U.S. Mine Safety and Health Administration, the Canadian Ministry of Labor and Minister of Mines, the U.K. Health and Safety Executive and the Brazilian Ministry of Labor. Where there are no local regulatory reporting requirements, we use OSHA standards as our benchmark.

## DIVERSITY, BELONGING, INCLUSION AND EQUITY

At Compass Minerals, we believe everyone has a voice and every voice matters. By hiring, promoting and retaining people with different backgrounds and experiences, we can bring in a wider range of perspectives on critical issues. As a global organization, we approach diversity, belonging, inclusion and equity (DBIE) in a way that reflects the rich diversity and talent of the communities where we live and work.

In 2020, we strengthened our commitment to DBIE by creating the new position of vice president of diversity, inclusion and belonging who is responsible for developing a research-driven, culturally sensitive and strategic approach to help create a diverse environment where our employees are included, have a sense of belonging and are treated equitably. This individual is also responsible for overseeing and implementing our strategy and tracking our progress toward completion of our DBIE goals. By assessing insights from external research, employee feedback, focus group analysis and our company-wide Organizational Health Index (OHI) survey, we have established four areas of focus that further our commitment to DBIE at Compass Minerals.



### MICRO-MIST SPRAYS

To improve underground working conditions for employees, our Goderich mine team introduced micro-mist sprays, a high-pressure, low-flow spray system used for dust-suppression. Mounted on continuous miners, it is superior to the previously installed scrubber system by providing safety-related benefits including improved operator visibility, reduced dust and noise exposure, and reduced hydraulic temperatures, water usage and maintenance time.

We assembled a diverse employee focus group from our North American workforce to participate in a diversity and inclusion pilot training program. The goal of this ongoing initiative is to provide guidance on our diversity and inclusion efforts and to ensure they are aligned with our employees' interests and needs. In 2021, the program will be expanded to our operations in Canada and the U.K.

### COMPASS MINERALS COMMITMENT TO DIVERSITY, BELONGING, INCLUSION & EQUITY

- We will foster a trusting environment by having complex and sometimes difficult conversations about DBIE topics.
- We will implement and expand unconscious bias education.
- We will expand and enhance our policies, programs and initiatives around DBIE.
- We will create and share strategic DBIE plans with our board of directors.

In 2020, Compass Minerals' president and CEO, Kevin Crutchfield, reinforced our commitment to being an ambassador for change by signing the [CEO Action for Diversity & Inclusion pledge](#). By joining other CEOs around the world in this pledge, Compass Minerals recognizes that greater diversity and inclusion in the workforce is a collaborative and collective effort.

Compass Minerals is an equal opportunity employer and hires and promotes candidates without regard to race, color, religion, sex, disability, age, sexual orientation, gender identity, national origin, veteran status or genetic information. We are focused on recruiting the most qualified candidate and, whenever possible, we aim to hire locally and promote from within. This approach is part of our investment in the communities where we operate and the development of our workforce.



“Diversity is measurable. Inclusion is a behavior. Belonging is a resulting emotional outcome. And equity is when our employees — regardless of their race, gender, backgrounds or beliefs — have access and opportunity based on their merits at our company. Bringing these components together will result in a high-performance culture.”

Brandy Johnson  
Vice President  
Diversity, Inclusion and Belonging



## COMPASS MINERALS EARNS MANSFIELD RULE “CERTIFICATION PLUS” STATUS FROM DIVERSITY LAB

Compass Minerals’ Legal team was one of 13 corporate legal departments to complete the Mansfield Rule: Legal Department Edition 2019-2020 certification program from [Diversity Lab](#), earning “Certification Plus” status. We met or exceeded the pipeline consideration requirements for certification and have at least 50% representation of lawyers from historically underrepresented backgrounds in key legal team roles.

## ETHNIC DIVERSITY OF U.S. WORKFORCE

	2016	2017	2018	2019	2020
WHITE	79%	78%	78%	73%	71%
BLACK	9%	9%	9%	9%	9%
ASIAN	1%	1%	1%	1%	2%
HISPANIC	8%	9%	8%	8%	7%
UNDISCLOSED	1%	0.2%	1%	7%	10%
OTHER*	2%	3%	3%	2%	2%

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

Because of the EU’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	2020
<b>U.S.</b>					
MALE	84%	84%	83%	81%	82%
FEMALE	16%	16%	17%	19%	18%
<b>CANADA</b>					
MALE	91%	92%	92%	92%	91%
FEMALE	9%	8%	8%	8%	9%
<b>U.K.</b>					
MALE	89%	90%	90%	90%	90%
FEMALE	11%	10%	10%	10%	10%
<b>BRAZIL</b>					
MALE	-	-	80%	80%	77%
FEMALE	-	-	20%	20%	23%
<b>TOTAL</b>					
MALE	87%	88%	84%	83%	82%
FEMALE	13%	12%	16%	17%	18%

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

## MANAGEMENT DIVERSITY

We continue to seek ways to diversify our leadership and recognize the benefits that come from diverse backgrounds and experiences. We are increasing diverse recruitment and development with the following actions:

- Targeted partnerships and intentional recruiting focused on diverse talent pools.
- Expanded opportunities to leverage skill sets outside of our industry.
- Proactive sourcing strategies to ensure diverse candidate pools as positions become available.

### MANAGEMENT DIVERSITY

	2016	2017	2018	2019	2020
<b>GENDER DIVERSITY (FEMALE)</b>					
VP AND ABOVE	13%	14%	20%	23%	20%
DIRECTOR	30%	26%	34%	33%	28%
<b>ETHNIC DIVERSITY</b>					
VP AND ABOVE	0%	0%	5%	3%	7%
DIRECTOR	6%	7%	7%	3%	9%

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

AGE	2016	2017	2018	2019	2020
<55	25%	33%	33%	20%	11%
56-62	38%	33%	11%	40%	56%
63-69	25%	11%	22%	10%	11%
>70	13%	22%	33%	30%	22%
GENDER DIVERSITY (FEMALE)	25%	22%	22%	20%	22%
ETHNIC DIVERSITY	13%	22%	22%	20%	22%

## FEMALE TO MALE PAY RATIO

Compass Minerals strives to pay our employees equally, regardless of gender. While the overall female to male pay ratio has remained relatively flat over the past three years, we have revitalized our commitment to DBIE and are taking active steps to improve pay equity, recognizing that this is an essential element in attracting and retaining talent.

### FEMALE TO MALE PAY RATIO

	2018	2019	2020
U.S.	85%	87%	88%
CANADA	82%	87%	85%
U.K.	85%	77%	77%
BRAZIL	96%	97%	95%
TOTAL	88%	90%	89%



## DEVELOPING OUR EMPLOYEE CULTURE

Over the course of 2020, Compass Minerals launched and expanded programs and initiatives for employee development, community building and employee engagement. These efforts are an extension of our 2019 work to continue fostering Compass Minerals' employee culture and company success. For example, one of the aims of our enterprise-wide optimization initiative is to strengthen organizational health. By transforming behaviors and mindsets to empower employee input and collaboration, we believe we also enable the company to achieve long-term, sustainable growth in business performance.

In 2020, we continued timely and robust communications with our employees through various channels. This included our employee newsletter and a dedicated page on our company intranet, which offered a centralized source for all enterprise-wide optimization-related information, progress and updates. In addition, we launched three trainings for employees as part of our enterprise-wide optimization:

- **Capability Training:** Builds workstream leaders', contributors' and initiative owners' capabilities to efficiently implement specific initiatives by deepening their understanding of roles and responsibilities.
- **Electronic Tracking System Training:** Electronically documents and tracks initiatives' progress.
- **Organizational Health Training:** Establishes a baseline understanding of what organizational health is and why it is important to Compass Minerals.

We utilize an OHI survey, a comprehensive employee assessment of the efficiency and effectiveness of our business operations. The 2019 OHI survey helped us identify nine priority health practices, which set a clear direction for our organization. These key practices are designed to improve our long-term performance and facilitate employee engagement by establishing a shared vision, role clarity and accountability. These practices help employees understand Compass Minerals' plan for our future and how their work contributes to company success. We invested in a robust educational and engagement program, launched in 2020, where managers lead monthly meetings with their teams to discuss how the practices connect to employees' work and Compass Minerals' goals and milestones.

## OUR PRIORITY HEALTH PRACTICES

 <b>SHARED VISION</b>	 <b>STRATEGIC CLARITY</b>	 <b>ROLE CLARITY</b>
 <b>KNOWLEDGE SHARING</b>	 <b>BOTTOM-UP INNOVATION</b>	 <b>OPERATIONALLY DISCIPLINED</b>
 <b>CONSEQUENCE MANAGEMENT</b>	 <b>REWARDS &amp; RECOGNITION</b>	 <b>SUPPORTIVE LEADERSHIP</b>

In 2020, we conducted another OHI survey where approximately 90% of our employees participated. Our OHI score rose by 20 points over 2019, which is well above the average of 7 to 10-point year-over-year increase for companies that utilize OHI surveys. We had above average improvement in every practice area and saw the highest level of improvement in our nine priority health practice areas. Approximately 55% of employees responded that they felt things at Compass Minerals were better than the previous year. The survey results indicated that our enterprise-wide optimization efforts are driving tangible, positive impacts for our employees and our organizational health.

Our employee resource group, Emerging Leaders LINK (Learning, Inspiring, Networking and Knowing), further drives our employee culture by providing ways for our employees to participate in professional development opportunities, facilitate collaboration between employees and engage with local communities. Each year, Emerging Leaders LINK hosts an Innovation Tournament where employees can propose new ideas or solutions to improve areas of the business or Compass Minerals' organizational health. In 2020, a total of 169 ideas were submitted covering topics ranging from production efficiencies and new product lines to employee well-being. The tournament aligns with our philosophy of bottom-up innovation, knowledge sharing and rewards and recognition — part of our priority health practices — and winners receive cash prizes and company-wide recognition.



## TURNOVER RATE

Attracting and retaining a talented workforce is essential to our business performance. As a global organization, we participate in a competitive market for recruiting and retaining talent. We aim to attract top talent and provide our employees with opportunities to grow professionally. In 2020, we saw a three percentage-point improvement from 2019 in total turnover, from 15% to 12%.

### TURNOVER RATE BY GENDER AND GEOGRAPHY

	2016	2017	2018	2019	2020
<b>U.S.</b>					
MALE	16%	17%	17%	20%	12%
FEMALE	15%	24%	19%	14%	17%
TOTAL	15%	18%	17%	19%	13%
<b>CANADA</b>					
MALE	19%	12%	19%	8%	9%
FEMALE	16%	33%	12%	14%	15%
TOTAL	19%	14%	18%	8%	9%
<b>U.K.</b>					
MALE	16%	12%	15%	5%	8%
FEMALE	5%	11%	28%	0%	6%
TOTAL	15%	12%	16%	4%	7%
<b>BRAZIL</b>					
MALE	-	-	16%	17%	13%
FEMALE	-	-	16%	16%	13%
TOTAL	-	-	16%	17%	13%
<b>OVERALL (TOTAL)</b>					
MALE	17%	15%	17%	15%	11%
FEMALE	15%	26%	17%	14%	15%
TOTAL	17%	16%	17%	15%	12%

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



## COMPASS MINERALS: A GREAT COMPANY TO WORK FOR

We are proud to have been recognized by various external organizations for our company culture and business practices. In 2020, Compass Minerals U.K. and DeepStore earned a Great Place to Work® certification for creating an exceptional employee experience and being an employer of choice. The accreditation process involved an employee survey, culture audit and assessment of Compass Minerals' COVID-19 response.

Ingram's magazine named Compass Minerals among the winners of Kansas City's "Best Companies to Work For" list in 2020, citing Compass Minerals' commitment to care for employees, the local community and the world around us as well as professional advancement opportunities, benefits, collaborative environments and management practices. This regional award showcases companies that have earned the loyalty of their employees and the respect of the Kansas City business community.

## LABOR/MANAGEMENT RELATIONS

We employ hourly and salaried workers, as well as employees 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 total workforce are represented by CBAs. Trade union membership is mandatory in Brazil, where approximately 40% of our global workforce was located in 2020. Maintaining strong relationships with the unions that represent our employees is critical to our success, and our CBA-represented employees play an active role in our safety compliance and performance committees. During the COVID-19 pandemic, we worked closely and collaboratively with union representatives to implement enhanced safety protocols to protect our employees.

Of our 12 collective bargaining agreements in effect on Jan. 1, 2021, two will expire in 2021, five will expire in 2022, three will expire in 2023 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. In 2020, none of our sites experienced any strikes or lockouts.

## TRAINING AND DEVELOPMENT

We offer employees opportunities to increase their skills, knowledge and experiences to grow their career at Compass Minerals. Depending on employee level and location, these opportunities can range from tuition reimbursement for external education to technical-skills training to on-demand learning opportunities. Throughout the year, employees completed more than 2,450 hours of on-demand training as part of their professional development.

In 2020, Compass Minerals reevaluated how we train and upskill our employees. After an extensive review of our professional development training programs, we launched Compass Minerals University (CMU) in early 2021. CMU consolidates and streamlines our leadership and



management training and is hosted on a single online platform, which creates a consistent language throughout the trainings and allows the entire organization to grow together. This new training strategy and platform provides our employees access to a wider range of training opportunities that are more direct and efficient.

Prompted by the need to find creative training solutions during the pandemic, we have also modified much of our face-to-face training to a virtual format, resulting in additional access for many employees. In 2020, we invested nearly \$2 million in employee training and development, a 13% increase over the previous year.

We also develop training programs to meet specific business needs. For example, Compass Leadership Essentials (CLE) is a structured program that focuses on developing effective leadership skills and is intended for all managers in the company. Our CLE materials were developed in partnership with Skillsoft and MIT Sloan School of Management. Available on CMU's online platform, CLE is a year-long program divided into four modules. Each module has required courses as well as optional courses for learners to explore content further. The first three modules are grouped by the following themes: Lead Yourself, Lead Your Team and Lead Your Business. The fourth module is a capstone project, designed by the participant and their manager, that gives participants an opportunity to apply what they have learned throughout CLE.

In 2020, we implemented an expanded talent review program, which included increasing the use of individual development plans, consistent reviews and succession planning. As of Dec. 31, 2020, 100% of our critical positions have a succession plan in place, along with individual development plans to help ensure business continuity.

### EMPLOYEE TRAINING AND DEVELOPMENT INVESTMENT

	2017	2018	2019	2020
<b>NORTH AMERICA</b>	\$908,000	\$1,186,000	\$1,147,000	\$1,437,673
<b>U.K.</b>	\$186,000	\$30,000	\$68,577	\$36,399
<b>BRAZIL</b>	\$320,000	\$302,000	\$512,000	\$482,673
<b>TOTAL INVESTMENT</b>	\$1,414,000	\$1,518,000	\$1,727,577	\$1,956,745
<b>INVESTMENT PER EMPLOYEE</b>	\$458	\$497	\$552	\$606

## COMPENSATION AND REWARDS

Compass Minerals offers a competitive total compensation and rewards package, recognizing that competitive pay contributes to employee engagement and performance. Our pay-for-performance philosophy intends to motivate our employees to be accountable and contribute to our business strategy. Incentive-based compensation is paid to eligible employees at all levels of Compass Minerals and is measured by financial and other metrics that connect company performance with individual bonus payouts. In 2020, TCIR safety performance was added to bonus compensation metrics to further increase the company's focus on safety outcomes.

Incentive compensation programs are designed to:

- Provide employees with industry competitive pay that balances "at risk" incentive-based pay and cash compensation.
- Implement a pay-for-performance philosophy to encourage exceptional performance and long-term value for stockholders.
- Promote an environment of accountability, teamwork and cross-functional collaboration.
- Utilize a simple to understand framework that enables hiring flexibility and diverse talent attraction.
- Measure individual performance with relevant metrics tied to our business' and 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 in the dynamically changing markets and environments in which we operate.



## BENEFITS

Full-time employees at all locations are eligible for health, dental and vision insurance, life insurance, disability coverage, vacation, sick leave and well-being programs.

We offer an Employee Assistance Program (EAP) and during the pandemic, we communicated regularly with our employees to promote valuable EAP services like counseling, crisis support, coaching, legal and financial advice and childcare assistance. In addition, our employees were eligible for COVID relief pay to be used in the event of a positive COVID-19 test or if needed to quarantine.

Based on employment status and location, employees may be eligible for additional benefits such as company matching contributions to employee retirement savings plan accounts, tuition reimbursement and medical and dependent care flexible savings accounts.

## HUMAN RIGHTS

Compass Minerals promotes and supports human rights throughout our business and supply chain, consistent with our Core Values of respect and integrity. Our policies and actions regarding human rights, including our [Human Rights Policy](#) and [Supplier Code of Conduct](#), are informed by internationally recognized standards and principles including the [Universal Declaration of Human Rights](#) and the Ten Principles of the [United Nations Global Compact](#).

We expect our suppliers to uphold our human rights standards and we communicate these expectations in our Supplier Code of Conduct. These standards include zero tolerance for the use of child labor, all forms of forced or compulsory labor, discrimination and harassment. We also expect suppliers to respect freedom of association, provide a secure and safe work environment and comply with all applicable laws. 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. However, integrating and promoting respect for human rights throughout our operations remains a priority for our business.



# OUR COMMUNITIES

Compass Minerals is committed to supporting and creating value for our communities. In many areas, we play an integral role in providing jobs and fostering local economic growth. We also find ways to engage with and support our communities through philanthropy and volunteering, which bring our Core Purpose to life. On a larger scale, through our products we support safety, sustainability and addressing food insecurity in communities around the world.

As part of Compass Minerals Cares, we developed charitable giving guidelines to more formally support local, national and global causes and initiatives that align with our Core Purpose. These criteria guide our charitable engagements

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** - Medical care and research, veterans' organizations, family support and prevention services.
- **Feed the world** - Sustainable agriculture solutions, food banks and meal distribution.
- **Enrich lives** - Science, technology, engineering and math (STEM) education and careers, art, diversity and inclusion.

Since the launch of our Compass Minerals Cares initiative in 2019, we have donated over \$650,000 with more than \$350,000 contributed in 2020. We continued fulfilling our multi-year, \$100,000 commitment to Alexandra Marina and General Hospital Foundation in Goderich in 2020. We also donated \$8,500 during the annual Charity Hoisting Day in Cote Blanche, with funding shared among Solomon House and St. Mary Outreach. And in keeping with our commitment to DBIE, we made meaningful contributions totaling more than \$75,000 to organizations fighting racial injustice in North America and the U.K., including the Equal Justice Initiative, Black Health Alliance, National Cares Mentoring Movement, National Urban League and Show Racism the Red Card.

Despite the challenges posed by the COVID-19 pandemic, in 2020, our employees continued volunteering and supporting numerous organizations that align with our Core Purpose. We were pleased to serve as Presenting Sponsor for United Way of Greater Kansas City's Day of Caring, where employees wrote cards with supportive messages for survivors of domestic violence. The cards were sent to Hope House, an organization that works to break the cycle of domestic violence. We raised more than \$20,000 at our Goderich annual lasagna dinner, awarding funds to the Huron County Christmas Bureau and Children's Aid Society. We also sponsored the Big 12 Basketball Food Drive benefitting Harvesters, a midwestern food bank serving a 26-county area, with a \$10,000 contribution in the fight against hunger.

### **ADDITIONAL CONTRIBUTIONS AND VOLUNTEER ACTIVITIES INCLUDE:**

- Supporting the educational outreach program of FRIENDS of Great Salt Lake.
- Hosting a toy drive to help provide Christmas gifts to underserved U.K. families.
- Gathering blankets and winter coats for families in need in Brazil.
- Providing meals for 1,000 U.K. families served by the Cheshire Food Hub.
- Donating a defibrillator to have onsite at Knights Grange Sports Complex in the U.K.
- Helping fund School Tours, AgSTEM Explorer programs and the annual Leadership Summit of the American Royal Association in the Kansas City metro region.

### **HELPING OUR COMMUNITIES RESPOND TO COVID-19**

The COVID-19 pandemic presented incredible challenges, particularly to vulnerable populations. Our commitment to making a positive impact in our communities was more important than ever during the pandemic.

Compass Minerals donated more than 30 cases of hand sanitizer to hospitals, retirement homes and long-term care facilities in Goderich and surrounding communities to help combat the spread of COVID-19. We also contributed \$25,000 to the Regional COVID-19 Relief Fund coordinated by the Greater Kansas City Community Foundation and United Way.

Our Brazilian operations donated a total of \$55,000 to pandemic relief efforts, which included more than \$26,000 in medical supplies to help treat COVID-19 patients, along with nearly \$29,000 in hygiene and cleaning products and food.



# OUR ENVIRONMENT

Compass Minerals has a responsibility to be good stewards of the environment in areas where we do business and the communities where we live. Our environmental strategy is centered on detailed measurement and management of key impacts such as greenhouse gas (GHG) emissions, energy and water. In 2020, that measurement was aided by use of a new data management platform that enables better precision on the information being collected. Beyond our immediate impacts, we also aim to preserve the biodiversity around us, and ensure sustainable operations for years to come.

## CLIMATE CHANGE

Compass Minerals recognizes that climate change may present challenges, such as physical and transition risks. At the same time, we explore opportunities where our products and services can help enable resilience to climate-related impacts.

For physical risks, the potential impact of climate change on our operations, product demand and the needs of our customers remains uncertain. Significant changes to weather patterns, a reduction in average snowfall or an increase in regional drought within our served markets could negatively impact customer demand for our products and our costs, as well as our ability to produce our products. For example, prolonged periods of mild winter weather could reduce the market for deicing products. Drought conditions could similarly impact demand for our plant nutrition products. Climate change could also lead to disruptions in production or the distribution of our products due to major storm events or prolonged adverse conditions, changing temperature levels or flooding from sea level changes.

For transition risks, future governmental initiatives to address climate change or GHG emissions could restrict our operations, increase our costs, impact our ability to compete or negatively impact efforts to obtain permits, licenses and other approvals for existing and new facilities.

Compass Minerals also seeks opportunities where our business can be part of the solution in helping to build climate resilience in local communities. For example, Compass Minerals' Protassium+ SOP product can help improve plants' water use efficiency and ability to tolerate stress stemming from droughts. 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. In addition, during extreme winter storms, our highway deicing products help keep roadways safe and commerce running.

Within Compass Minerals, climate-related issues are managed at a number of different levels. The EHS&S team has primary responsibility over operational impacts such as energy use and GHG emissions. We also seek input from our Sustainability Steering Committee, which is a cross-functional team comprised of subject matter experts from across the company. The group meets quarterly to discuss topics and initiatives related to sustainability, including climate change. Ultimate oversight of climate-related issues occurs at the board level, principally through its EHS&S Committee.



## ENVIRONMENTAL TARGETS

In 2016, Compass Minerals set a suite of environmental targets to achieve by 2020 in order to guide our actions on energy, GHG emissions and freshwater use. Over the course of the past five years, we launched a number of initiatives – from energy efficiency upgrades at individual sites to implementing our company-wide sustainability data management platform – that have helped us in managing impacts in these areas. While we did not reach our 2020 targets overall, we are able to take key learnings from our efforts to drive change at Compass Minerals and use those learnings to inform future targets. We are currently in the process of setting a new suite of targets and look forward to sharing our progress towards them in future reports.

### 2020 ENVIRONMENT TARGETS

2020 TARGET	BASELINE (2013–2015 AVERAGE)	2019*	2020	2020 VERSUS BASELINE	2020 VERSUS 2019
REDUCE ENERGY INTENSITY BY AT LEAST 4%	118.9 KWH/TON	131.4 KWH/TON	130.6 KWH/TON	10%	↓ 1%
REDUCE SCOPE 1 GHG EMISSIONS INTENSITY BY AT LEAST 7%	18.4 KG CO2E/TON	20.1 KG CO2E/TON	20.1 KG CO2E/TON	9%	0%
REDUCE SCOPE 1 + 2 GHG EMISSIONS INTENSITY BY AT LEAST 8%	26.9 KG CO2E/TON	27.0 KG CO2E/TON	27.4 KG CO2E/TON	2%	↑ 2%
REDUCE FRESHWATER INTENSITY BY 5%	1,111 GALLONS/TON	1,551 GALLONS/TON	1,347 GALLONS/TON	21%	↓ 13%

Targets and baseline set prior to our acquisition of operations in Brazil; data does not include our operations in Brazil.

\* Restated using improved data and calculation methodology.

## ENVIRONMENTAL AWARENESS AWARDS

Our EHS&S team presents a series of annual awards to sites and employees whose efforts have helped advance environmental stewardship. While the pandemic made this year more challenging than ever, Compass Minerals employees rose to the challenge.

Our first Individual Stewardship Award went to Holly Hurst, director, environmental compliance. Throughout 2020, Holly was instrumental as the Ogden on-site leader at keeping environmental initiatives and awareness top of mind. Holly particularly shined in her ability to integrate environmental communications into daily conversations.

Our second Individual Stewardship Award went to Casee Eisele, senior product manager. Casee has a passion for sustainability, especially as it applies to our Plant Nutrition business. As a member of the Sustainability Steering Committee since 2019, Casee is dedicated to amplifying the committee's efforts and initiatives and keeps the committee abreast of industry-related best practices within the fertilizer and agriculture market.

## GHG EMISSIONS

Compass Minerals is committed to reducing our GHG emissions, which include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and nitrogen trifluoride (NF<sub>3</sub>). We do not generate hydrofluorocarbons (HFCs) or perfluorocarbons (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.

## GHG TARGETS

Compass Minerals' GHG targets aimed to reduce Scope 1 emissions intensity by at least 7% and combined Scopes 1 and 2 emissions intensity by at least 8% by 2020, using our 2013–2015 emissions intensity average as a baseline. While our total Scope 1 and Scope 2 emissions have increased in 2020 compared to 2019 due in part to company growth, we have been able to realize meaningful reductions in our Scope 3 emissions. Our reported Scope 1 and Scope 2 emissions levels were also impacted by a new data management platform, which calculated a slightly higher carbon footprint in 2020 compared to our previous methodology.

Our new sustainability data management platform is streamlining the data collection process. For example, the system harvests usage data when available directly from utility and energy companies and applies local emissions factors. In addition, the unit conversion process is automated, which results in more timely and accurate reporting. The platform is enabling better data capture and insights into our GHG emissions, showing trends at each site and at the company level. We continue to seek ways to improve our methodologies and management of our emissions and are currently using this detailed data to identify opportunities as we set future targets.

## GHG TARGETS

2020 TARGET	BASELINE (2013–2015 AVERAGE)	2019*	2020	2020 VERSUS BASELINE	2020 VERSUS 2019
REDUCE SCOPE 1 GHG EMISSIONS INTENSITY BY AT LEAST 7%	18.4 KG CO2E/TON	20.1 KG CO2E/TON	20.1 KG CO2E/TON	9%	0%
REDUCE SCOPE 1 + 2 GHG EMISSIONS INTENSITY BY AT LEAST 8%	26.9 KG CO2E/TON	27.0 KG CO2E/TON	27.4 KG CO2E/TON	2%	 2%

Targets and baseline set prior to our acquisition of operations in Brazil; data does not include our operations in Brazil.

\* Restated using improved data and calculation methodology.

## GHG PERFORMANCE

	2015	2016	2017	2018	2019	2020
<b>SCOPE 1 DIRECT FUEL COMBUSTION (MT CO2E)</b>	225,818	217,995	218,013	221,747	229,521	238,176
<b>SCOPE 2 INDIRECT ELECTRICITY USE (MT CO2E)</b>	98,451	88,903	86,570	89,122	78,734*	86,949
<b>SCOPE 3 INDIRECT 3RD PARTY (MT CO2E)</b>	500,201	405,816	424,775	530,322	410,341*	385,906
<b>TOTAL (MT CO2E)</b>	824,470	712,714	729,358	841,191	718,596*	711,031
<b>SCOPE 1 INTENSITY (KG CO2E/TON PRODUCTION)</b>	17.3	22.5	20.9	21.5	20.1*	20.1
<b>SCOPES 1+2 INTENSITY (KG CO2E/TON PRODUCTION)</b>	24.8	31.7	29.2	30.2	27.0*	27.4

Targets and baseline set prior to our acquisition of operations in Brazil; data does not include our operations in Brazil.

\* Restated using improved data and calculation methodology.

## TRANSPORTATION

In transporting our products to market, we aim to maximize efficiencies whenever and wherever possible. To move our products, we use modalities such as barge, vessels, rail and trucks. In 2020, we were able to lower our Scope 3 GHG emissions by nearly 6% compared to the prior year, driven by increasing our ton miles via rail and decreasing our ton miles via truck.

We try to maximize the use of rail transportation to ship our Plant Nutrition and Consumer & Industrial products. 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%. Looking forward, we will continue to assess and utilize transportation modes that increase our efficiency while minimizing environmental impacts.

## ELECTRIC VEHICLES (EVs) AT DEEPSTORE

At DeepStore, we have been using electric-powered mega trucks since 2013 and electric-powered gator transport vehicles since 2017. We also recently updated some vehicles in our fleet with more current versions. These EVs are used by the operations team to transport items to and from storage repositories and customer service points.



## ENERGY MANAGEMENT

As part of our efforts to manage our energy intensity, we seek efficiency improvements whenever we upgrade our equipment at our facilities. In addition, our new data management platform has enabled us to better understand our energy use and where we can strive for efficiency gains by giving us a clearer line of sight into energy consumption across our operations.

## ENERGY TARGET

Compass Minerals' energy target aimed to reduce energy intensity by at least 4% by 2020 below a 2013-2015 energy intensity average baseline. In 2020, our energy intensity slightly improved compared to the prior year due to a variety of energy conservation projects aimed at better managing our impacts. This included installing variable frequency drives on heavy equipment, switching to LED lighting and upgrading our electric vehicle fleet.

### ENERGY TARGET

2020 TARGET	BASELINE (2013-2015 AVERAGE)	2019	2020	2020 VERSUS BASELINE	2020 VERSUS 2019
REDUCE ENERGY INTENSITY BY AT LEAST 4%	118.9 KWH/TON	131.4 KWH/TON*	130.6 KWH/TON	10%	↓ 1%

Target and baseline set prior to our acquisition of operations in Brazil; data does not include our operations in Brazil.

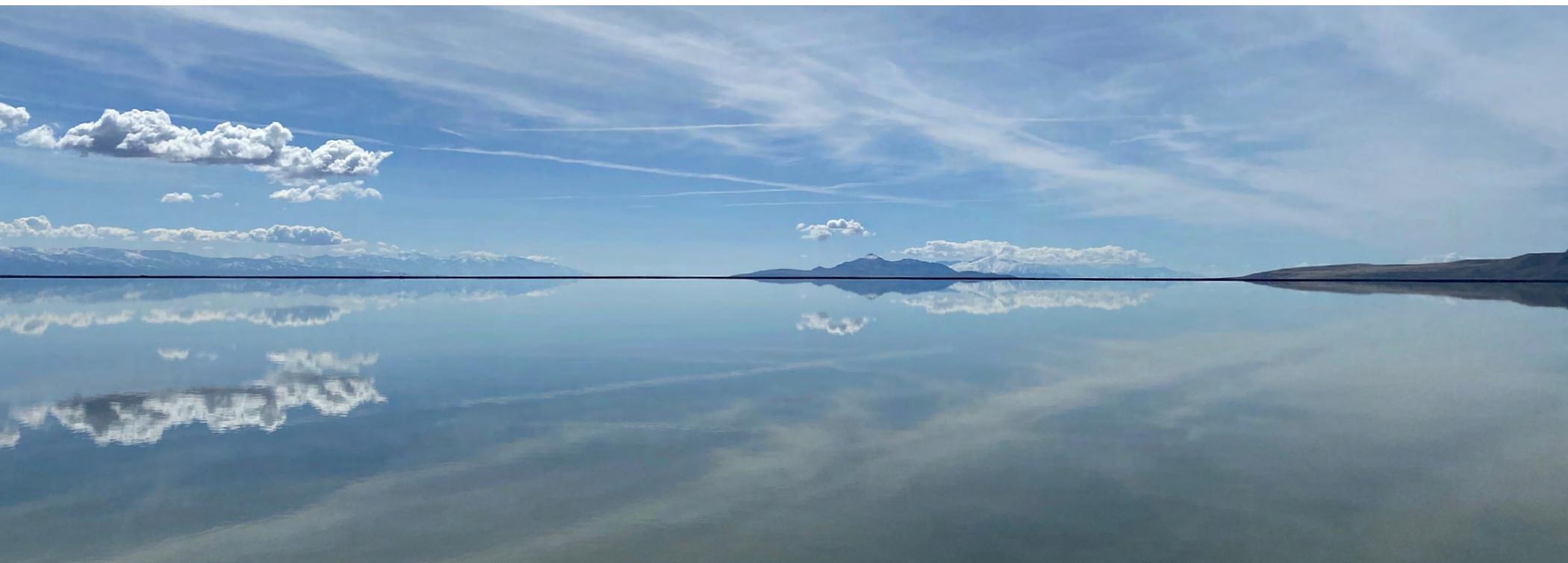
\* Restated using improved data and calculation methodology.

## ENERGY PERFORMANCE

	2015	2016	2017	2018	2019	2020
FUEL COMBUSTION (000 GJ)	4,303	4,188	4,180	4,325	4,456	4,580
PURCHASED ELECTRICITY (000 GJ)	937	886	913	942	944	993
TOTAL ENERGY (000 GJ)	5,239	5,074	5,093	5,267	5,400	5,573
ENERGY INTENSITY (GJ/TON PRODUCTION)	0.40	0.52	0.49	0.51*	0.47*	0.47

Target and baseline set prior to our acquisition of operations in Brazil; data does not include our operations in Brazil.

\* Restated using improved data and calculation methodology.



## ENABLING ACCESS TO CLEAN WATER

Through our products, we help provide access to clean water for millions of people across Brazil.

At our Suzano plant, we produce coagulants, which can be used in the early stages of water treatment to help remove impurities from the water. To help enable clean, potable drinking water, we supply our products to water treatment facilities that service roughly 47 million Brazilians.

At our sites in Igarassu and Marechal Deodoro, we produce chlorine, which can be used to kill harmful bacteria in sewage water. In Brazil, about half the population is not connected to an appropriate sewer system and for those who are, only 43% of the connected sewage is treated. As a result, only about 22% of the population's sewage is treated. Untreated sewage can carry waterborne pathogens, posing a risk to human health and can damage aquatic ecosystems as well.

Compass Minerals water treatment and chlor-alkali products help enable access to clean water and support more sustainable environments for communities.

## WATER MANAGEMENT

Water is an essential component of Compass Minerals' business, playing a crucial role in our production processes. Our strategy is to measure, manage and minimize consumption of freshwater. 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 Great Salt Lake's naturally occurring brine. To facilitate the extraction process, our operations withdraw water from the Bear River Bay of the Great Salt Lake and process that brine through approximately 55,000 acres of solar evaporation ponds.

Solar evaporation is a low cost, low carbon-generating production process. Our plant is one of only four facilities in the world using this environmentally responsible, sustainable method. Many of our evaporation ponds employ barriers in the earthen pond dikes to improve yield and pond efficiency. These barriers, internal to the dikes, were designed by our engineers in order to reduce brine loss and retain more of the most concentrated brine for evaporation, thus resulting in a more efficient mineral harvest relative to the amount of water consumed. In retaining the brine more effectively, we require less water volume for evaporation, thereby reducing overall water consumption at our Great Salt Lake operations.

Our solution mines, which enable mining of underground water-soluble minerals, allow us to use ground water to extract salt from underground salt deposits. Our solution mine facilities use a total of 1 to 2 billion gallons of water each year. The solution mining systems are designed to reuse as much brine as possible in a closed loop process, thereby conserving water.

Our North American underground mines operate near water systems, namely 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. We experienced no water-related noncompliance incidents in 2020 and there is no acid-rock drainage occurring at any of our sites, including those with protected status.

Oversight and improvement of water progress at each site are coordinated through our overall environmental management approach. Because water impacts and issues vary by location, a core aspect of our management approach involves ongoing engagement, collaboration and coordination with local stakeholder groups, such as participation in working groups on water policy.

In order to participate in these important policy discussions, company representatives participate in an official capacity on committees and working groups such as the Great Salt Lake Advisory Council, the Great Salt Lake Technical Team and the Great Salt Lake Salinity Advisory Committee.

## WATER TARGET

Compass Minerals' water target aimed to reduce freshwater intensity by at least 5% by 2020 below a 2013-2015 freshwater intensity average baseline. We sought to make progress toward this target at each site, using our improved data platform to look for ways to increase efficiencies. For example, we identified water leakages in a shaft at our Goderich mine, which resulted in an effort to upgrade the lining of the shaft in order to significantly curtail water leaks. The shaft sealing was nearing completion in 2020, and we look forward to reducing our water consumption at the mine as a result of these upgrades. As with our other environmental focus areas, we are in the process of developing future water targets.

## WATER TARGET

2020 TARGET	BASELINE (2013-2015 AVERAGE)	2019	2020	2020 VERSUS BASELINE	2020 VERSUS 2019
REDUCE FRESHWATER INTENSITY BY 5%	1,111 GALLONS/TON	1,551 GALLONS/TON*	1,347 GALLONS/TON	21%	 13%

Target and baseline set prior to our acquisition of operations in Brazil; data does not include our operations in Brazil.

\* Restated using improved data and calculation methodology.

## WATER PERFORMANCE

	2015	2016	2017	2018	2019	2020
SURFACE WATER (MILLIONS OF GALLONS)	10,818	8,117	10,988	15,317	15,508	13,708
GROUND WATER (MILLIONS OF GALLONS)	1,815	1,870	1,889	2,019	1,920	1,954
MUNICIPAL WATER (MILLIONS OF GALLONS)	251	215	263	190	274	310
TOTAL FRESHWATER (MILLIONS OF GALLONS)	12,884	10,202	13,140	17,526	17,703	15,972
FRESHWATER INTENSITY (GALLONS/TON PRODUCTION)	986	1,054	1,260	1,686	1,551*	1,347
RECYCLED WATER (MILLIONS OF GALLONS)	8,219	6,910	8,612	13,672	16,527	16,816
% OF WATER RECYCLED**	64%	68%	66%	78%	93%*	105%

Target and baseline set prior to our acquisition of operations in Brazil; data does not include our operations in Brazil.

\* Restated using improved data and calculation methodology.

\*\*Due to multi-year pond processes to develop products at our Ogden facility (which represents the bulk of our water usage), water inflows and outflows commonly occur on different calendar years, creating a variance in the annual figures.



## WASTE MANAGEMENT

Compass Minerals generates solid waste through our production processes as well as non-hazardous and limited hazardous waste. Our management of waste is informed by local regulatory requirements, which we adhere to. This includes retaining special waste disposal permits where required, such as at our Lyons plant and Goderich mine. We also comply with federal regulations such as the Resource Conservation and Recovery Act for disposal of our limited quantities of hazardous waste at our U.S. sites.

Our Winsford mine is currently diverting approximately 93% of its waste from landfill and making steady progress toward its zero-waste goal. As part of their efforts, the Winsford mine began a waste-to-energy program in 2020. In addition, at our Lyons site, we were able to take old waste in the form of damaged product bags that could not be reused or recycled and send them to a facility where this waste was turned into energy.

As part of waste measurement, we monitor materials, packaging and other waste outputs 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 further minimize our impacts by sourcing more environmentally friendly materials and reducing waste to landfill.

Through our new environmental measurement platform, we are able to better track our company's waste footprint. The platform has also created an opportunity for our individual sites to better understand how they can identify issues and improve waste management. Moving forward, this will enable us to establish a clear baseline and inform future goals.

## AIR QUALITY

Maintaining strong air quality at our operational sites protects our employees, our communities and the preservation of the natural environment. We comply with all state and federal regulations at our production and packaging facilities. In addition, in 2020, only two of our U.S. 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.

In 2020, our Ogden facility hired a dedicated environmental technician whose primary responsibility is maintaining air pollution control equipment. Across the organization, we have developed a more robust preventive maintenance program, which has enabled us to be more proactive about identifying and managing air pollution issues as they arise.

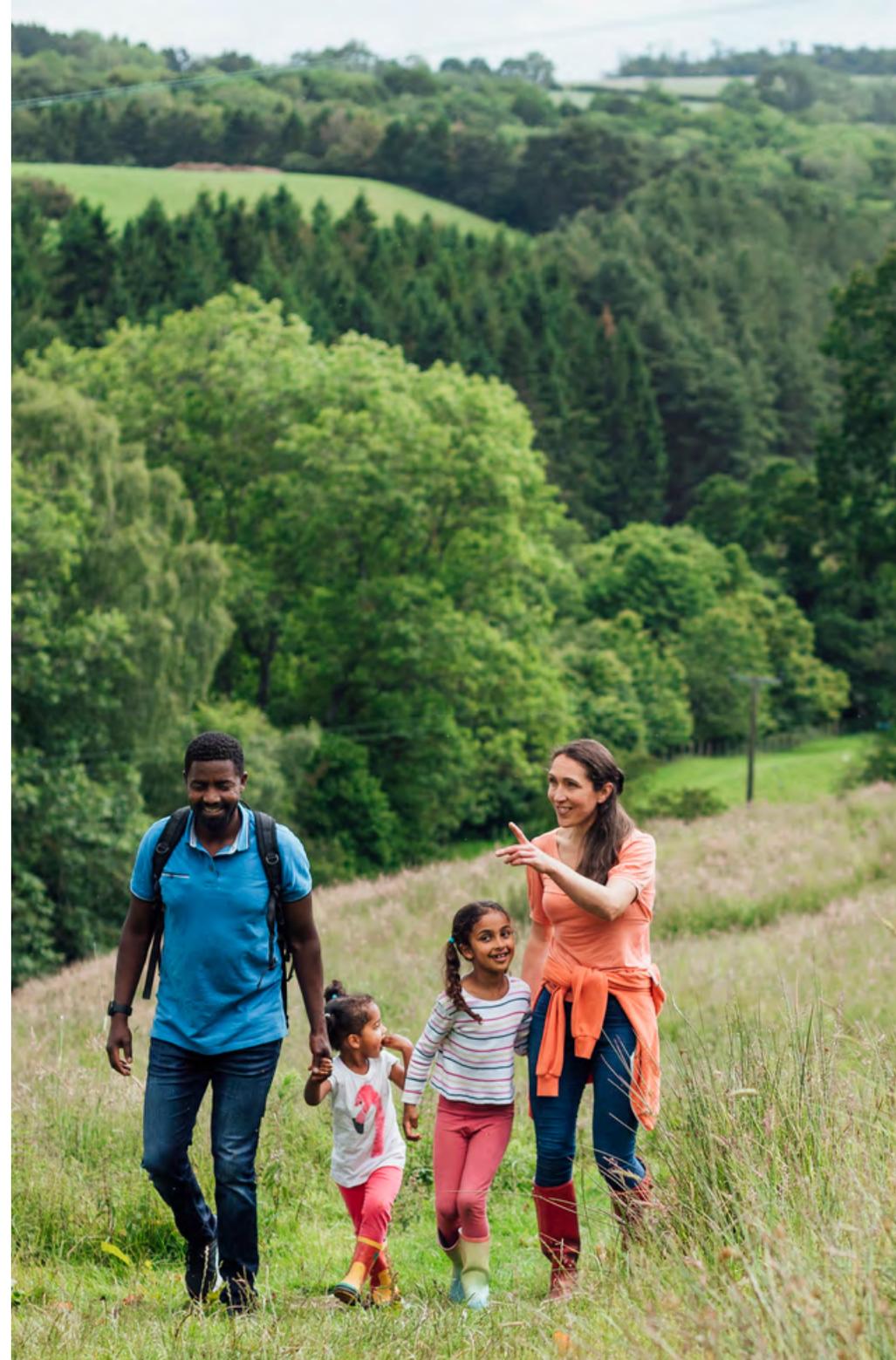
## BIODIVERSITY

Part of ensuring protection of the natural environment at Compass Minerals locations and communities entails prioritizing the preservation of biodiversity. Wherever our facilities are adjacent to areas of high biodiversity, we strive to treat those environments with the respect and care necessary to maintain their long-term resilience.

At our Ogden facility, we recognize the rich biodiversity within and around the Great Salt Lake ecosystem. We ensure that any expansion of our operations avoids critical areas for biodiversity and help facilitate environmental restoration where appropriate.

We continue to make improvements at our Cote Blanche mine to rehabilitate the shoreline and reduce the amount of erosion that is occurring and impacting the habitat. We also assess our exploratory activities to ensure we do not operate in protected areas. Additionally, at our Goderich plant, Compass Minerals undertook a new project to monitor the temperature of discharged water into the Maitland River, which is a heavily protected and ecologically sensitive environment. We endeavor to mitigate operational impacts as protecting our natural environment ensures our long-term success as a business.

Our Winsford site has an active protected species program with biodiversity zones, which contain numerous artificial bird and bat boxes, all monitored by trained ecologists.



# LOOKING FORWARD

While this report looks back to calendar year 2020, we are excited to share updates that will shape future reporting. In early 2021, Compass Minerals worked with a third-party sustainability partner to undertake a new Materiality Assessment, which will help inform the environmental, social, governance and economic areas we should focus on as we continue our sustainability journey. We surveyed diverse stakeholders representing employees, investors and analysts, customers, business partners, community influencers and local regulators. In this survey, we asked stakeholders to review a detailed set of ESG topics and rank them on a scale of importance from low to high. We also surveyed our board and senior leadership in order to benchmark the company's perspective on those same topics.

From this process, we are able to produce an updated list of material topics on which to focus, as well as engage on, in partnership with our diverse stakeholders. We continuously seek input, feedback and open conversation with our stakeholders to better understand their priorities and how they align with those of our business. Compass Minerals is using the results of this assessment to inform our sustainability strategy, goals and reporting. We look forward to sharing these updates in future reports.

## EXPLORING OPTIONS TO SERVICE GROWING MARKET DEMAND WITH SUSTAINABLE LITHIUM RESOURCE

Compass Minerals has identified a lithium brine resource of approximately 2.4 million metric tons lithium carbonate equivalent at our active solar evaporation site in Ogden, Utah, including an indicated lithium resource within the ambient brine of the Great Salt Lake. Lithium contributes to a sustainable economy and is a critical component of low-carbon technology solutions like electric vehicle batteries. In 2020, we continued assessing multiple direct lithium extraction technologies, which may have the potential to unlock the latent value of our newly-defined lithium resource with minimal environmental impact. Our commitment to seeking the most efficient and sustainable extraction process aligns with our efforts to preserve the natural environment and operate responsibly.

## KEY PERFORMANCE INDICATOR TABLE

OUR COMPANY	2015	2016	2017	2018	2019	2020
REVENUE (\$M)	\$1,098.7	\$1,138.0	\$1,364.4	\$1,493.6	\$1,490.5	\$1,373.5*
NET INCOME (\$M)	\$159.2	\$162.7	\$42.7	\$64.8*	\$60.8*	\$63.1*
CAPITAL INVESTMENTS (\$M)	\$217.6	\$182.2	\$114.1	\$96.8	\$98.1	\$84.9*
EMPLOYEES AT YEARS END <sup>1</sup>	1,984	3,103	3,090	3,071	3,131	3,229
<b>OUR WORKFORCE</b>						
TOTAL CASE INCIDENT RATE (TCIR) <sup>2</sup>	2.33	3.38	2.31	1.70	1.83	1.53
WOMEN IN WORKFORCE	12%	13%	12%	16%	17%	18%
WOMEN ON BOARD OF DIRECTORS	25%	25%	22%	22%	20%	22%
DIVERSITY ON BOARD OF DIRECTORS	12%	13%	22%	22%	20%	22%
<b>OUR ENVIRONMENT<sup>3</sup></b>						
ENERGY INTENSITY (GJ/TON PRODUCTION)	0.40	0.52	0.49	0.51**	0.47**	0.47
SCOPE 1 INTENSITY (KG CO <sub>2</sub> E/TON PRODUCTION)	17.3	22.5	20.9	21.5	20.1**	20.1
SCOPES 1+2 (KG CO <sub>2</sub> E/TON PRODUCTION)	24.8	31.7	29.2	30.2	27.0**	27.4
FRESHWATER INTENSITY (GALLONS/TON PRODUCTION)	986	1,054	1,260	1,686	1,551**	1,347

(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. Compass Minerals no longer tracks and reports Severity Index and has transitioned to focus primarily on TCIR (see Health and Safety section).

(3) This data does not include Brazil operations.

\*Financial information represents amounts published in the company's Amendment No. 1 on Form 10-K/A to its Annual Report on Form 10-K for the year ended Dec. 31, 2020. In March 2021, Compass Minerals' board of directors approved the divestiture of the company's North America micronutrient business and its South America businesses as part of the company's broader asset optimization strategy (as of March 31, 2021, the financial results of these businesses are reported as discontinued operations). Compass Minerals completed the sale of its North America Micronutrients assets in May 2021 and South American Specialty Plant Nutrition business in July 2021.

\*\* Restated using improved data and calculation methodology.



# 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 restating 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, if significant data changes occur after publication of an ESG report or other inaccuracies are identified, data is updated and restated 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. We may round data and calculations. 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. In addition, this report may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are based on the company's current expectations and involve risks and uncertainties that could cause the company's actual results to differ materially. The differences could be caused by a number of factors including those factors identified in the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of the company's Annual and Quarterly Reports on Forms 10-K and 10-Q, as well as the company's other SEC filings. The company undertakes no obligation to update any forward-looking statements made in this report to reflect future events or developments, except as required by law.

The company has completed an initial assessment to define the lithium resource at Compass Minerals' existing operations in accordance with applicable SEC regulations, including Subpart 1300. Pursuant to Subpart 1300, mineral resources are not mineral reserves and do not have demonstrated economic viability. The company's mineral resource estimates, including estimates of the lithium carbonate equivalent (LCE) mineral resource, are based on many factors, including assumptions regarding extraction rates and duration of mining operations, and the quality of in-place resources. For example, the process technology for commercial extraction of lithium from brines with low lithium and high impurity (primarily magnesium) is still developing. Accordingly, there is no certainty that all or any part of the LCE mineral resource identified by the initial assessment will be converted into an economically extractable mineral reserve.

# GRI & SASB INDEX

GRI DISCLOSURE NUMBER	DESCRIPTION	LOCATION AND NOTES	RELATED SASB DISCLOSURE
<b>ORGANIZATIONAL PROFILE</b>			
102-1	Name of organization	Compass Minerals International, Inc.	
102-2	Activities, brands, products and services	2020 Annual Report: <a href="#">Form 10-K</a>	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	2020 Annual Report: <a href="#">Form 10-K</a>	
102-4	Location of operations	2020 Annual Report: <a href="#">Form 10-K</a>	
102-5	Ownership and legal form	2020 Annual Report: <a href="#">Form 10-K</a>	
102-6	Markets served	2020 Annual Report: <a href="#">Form 10-K</a>	
102-7	Scale of organization	2020 Annual Report: <a href="#">Form 10-K</a> ESG Report: <a href="#">Our Workforce</a>	
102-8	Information on employees and other workers	ESG Report: <a href="#">Our Workforce</a>	EM-MM-000.B Total number of employees
102-9	Supply chain	ESG Report: <a href="#">Responsible Supply Chain</a>	
102-10	Significant changes to the organization and its supply chain	ESG Report: <a href="#">Responsible Supply Chain</a>	
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

We are actively involved with a range of associations and organizations, which helps to advance public policy discussions, strengthen relationships, promote research and sharing of best management practices. We are members of organizations including, but not limited to:

**NORTH AMERICA**

Agricultural Retailers Association

American Royal

Great Salt Lake Advisory Council

Industrial Minerals Association - North America

Manufacturers Alliance for Productivity and Innovation

Ontario Mining Association

Pacific Water Quality Association

Society of Women Engineers

Southern Mine Rescue Regional Association

The Fertilizer Institute

Western Plant Health Association

A number of local or regional chambers of commerce

**BRAZIL**

Abiclor - Associação Brasileira da Indústria de Álcalis, Cloro e Derivados

Abisolo - Associação Brasileira das Indústrias de Tecnologia em Nutrição Vegetal

Ama - Associação Misturadores de Adubo do Brasil/Anda - Associação Nacional para Difusão de Adubos

Amcham - Câmara Americana de Comércio

Sindirações- Sindicato Nacional da Indústria de Alimentação Animal

**UNITED KINGDOM**

U.K. Mining Association

U.K. Salt Association

**INTERNATIONAL**

European Union Salt Producers' Association

Institute of Environmental Management and Assessment

International Fertilizer Association

Water Quality Association

## STRATEGY

102-14	Statement from senior decision maker	ESG Report: <a href="#">CEO Letter</a>	
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## ETHICS AND INTEGRITY

102-16	Values, principles, standards and norms of behavior	ESG Report: <a href="#">CEO Letter</a> , <a href="#">Our Company</a> and <a href="#">Our Workforce</a> Company Policy: <a href="#">Code of Ethics and Business Conduct</a>	
102-17	Mechanisms for advice and concerns about ethics	ESG Report: <a href="#">Our Company</a>	

## GOVERNANCE

102-18	Governance structure	2020 Annual Report: <a href="#">Form 10-K</a> ESG Report: <a href="#">Our Company</a>	
102-19	Delegation of responsibility	ESG Report: <a href="#">Our Company</a>	
102-20	Executive-level responsibility for economic, environmental, and social topics	ESG Report: <a href="#">Our Company</a>	

## STAKEHOLDER ENGAGEMENT

102-40	List of stakeholder groups	ESG Report: <a href="#">Our Company</a> <a href="#">Materiality Assessment</a>	
102-41	Collective bargaining agreements	ESG Report: <a href="#">Our Workforce</a>	<b>EM-MM-310a.1</b> 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: <a href="#">Our Company</a>	
102-43	Approach to stakeholder engagement	ESG Report: <a href="#">Our Company</a> <a href="#">Materiality Assessment</a>	
102-44	Key topics and concerns raised	<a href="#">Materiality Assessment</a>	

## REPORTING PRACTICE

102-46	Defining reporting content and topic boundaries	ESG Report: <a href="#">About This Report</a>
102-47	List of material topics	<a href="#">Materiality Assessment</a>
102-48	Restatements of information	ESG Report: <a href="#">About This Report</a> , <a href="#">About Our Data</a> ; 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, 2020 – Dec. 31, 2020
102-51	Date of most recent report	Nov. 2020
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	<a href="mailto:Sustainability@compassminerals.com">Sustainability@compassminerals.com</a>
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 ISO 14064-3 standard for certain key metrics for 2020 from iCompli Sustainability

## ECONOMIC

### MARKET PRESENCE

103-1		
103-2	Management approach	ESG Report: <a href="#">Our Company</a>
103-3		
202-2	Proportion of senior management hired from the local community	ESG Report: <a href="#">Our Workforce</a>

### ANTI-CORRUPTION

103-1		
103-2	Management approach	ESG Report: <a href="#">Our Company</a>
103-3		

<b>205-1</b>	Operations assessed for risks related to corruption	ESG Report: <a href="#">Our Company</a>	<b>EM-MM-510a.1</b> Description of the management system for prevention of corruption and bribery throughout the value chain
<b>205-2</b>	Communication and training on anti-corruption policies and procedures	ESG Report: <a href="#">Our Company</a>	

### ANTI-COMPETITIVE BEHAVIOR

<b>103-1</b>			
<b>103-2</b>	Management approach	ESG Report: <a href="#">Our Company</a>	
<b>103-3</b>			
<b>206-1</b>	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	ESG Report: <a href="#">Our Company</a>	

## ENVIRONMENT

### ENERGY

<b>103-1</b>			
<b>103-2</b>	Management approach	ESG Report: <a href="#">Our Environment</a>	
<b>103-3</b>			
<b>302-1</b>	Energy consumption within the organization	ESG Report: <a href="#">Our Environment</a>	<b>EM-MM-130a.1 / RT-CH-130a.1</b> Total energy consumed
<b>302-3</b>	Energy intensity	ESG Report: <a href="#">Our Environment</a>	

### WATER AND EFFLUENTS

<b>103-1</b>			
<b>103-2</b>	Management approach	ESG Report: <a href="#">Our Environment</a>	
<b>103-3</b>			

303-3	Water withdrawal	ESG Report: <a href="#">Our Environment</a>	<b>MM-140a.1 / RT-CH-140a.1</b> (1) Total freshwater withdrawn, (2) total freshwater consumed, percentage of each in regions with High or Extremely High Baseline Water Stress
<b>BIODIVERSITY</b>			
103-1	Management approach	ESG Report: <a href="#">Our Environment</a>	
103-2			
103-3			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	ESG Report: <a href="#">Our Environment</a>	<b>EM-MM-160a.3</b> Sites near reserves with protected conservation status or endangered species habitat
304-3	Habitats protected or restored	ESG Report: <a href="#">Our Environment</a>	
<b>EMISSIONS</b>			
103-1	Management approach	ESG Report: <a href="#">Our Environment</a>	
103-2			
103-3			
305-1	Direct (Scope 1) GHG emissions	ESG Report: <a href="#">Our Environment</a> Gases included in the calculation: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, NF <sub>3</sub>	<b>EM-MM-110a.2 / RT-CH-110a.2</b> 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  <b>EM-MM-110a.1 / RT-CH-110a.1</b> Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations

<b>305-2</b>	Energy indirect (Scope 2) GHG emissions	ESG Report: <a href="#">Our Environment</a> Gases included in the calculation: CO <sub>2</sub> ,CH <sub>4</sub> , N <sub>2</sub> O, NF <sub>3</sub>	
<b>305-3</b>	Other indirect (Scope 3) GHG emissions	ESG Report: <a href="#">Our Environment</a> Gases included in the calculation: CO <sub>2</sub> ,CH <sub>4</sub> , N <sub>2</sub> O, NF <sub>3</sub>	
<b>305-4</b>	GHG emissions intensity	ESG Report: <a href="#">Our Environment</a> Gases included in the calculation: CO <sub>2</sub> ,CH <sub>4</sub> , N <sub>2</sub> O, NF <sub>3</sub>	
<b>305-6</b>	Emissions of ozone-depleting substances (ODS)	ESG Report: <a href="#">Our Environment</a>	
<b>305-7</b>	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ) and other significant air emissions	ESG Report: <a href="#">Our Environment</a>	<b>EM-MM-120a.1 / RT-CH-120a.1</b>  Greenhouse gas emissions included in these calculations
<b>EFFLUENTS AND WASTE</b>			
<b>103-1</b>			
<b>103-2</b>	Management approach	ESG Report: <a href="#">Our Environment</a>	
<b>103-3</b>			
<b>306-1</b>	Water discharge by quality and destination	ESG Report: <a href="#">Our Environment</a> , <a href="#">Our Products</a>	<b>RT-CH-410b.2</b>  Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact

306-2	Waste by type and disposal method	ESG Report: <a href="#">Our Environment</a> , <a href="#">Our Products</a>	<p>RT-CH-150a.1</p> <p>Amount of hazardous waste, percentage recycled</p> <p>RT-CH-410b.1</p> <p>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>
306-3	Significant spills	ESG Report: <a href="#">Our Environment</a>	

**ENVIRONMENTAL COMPLIANCE**

103-1 103-2 103-3	Management approach	<p>ESG Report: <a href="#">Our Company</a>, <a href="#">Our Environment</a></p> <p>Company Policy: <a href="#">Environment, Health, Safety and Sustainability Policy</a></p>	
307-1	Noncompliance with environmental laws and regulations	ESG Report: <a href="#">Our Company</a> and <a href="#">Our Environment</a>	<p>EM-MM-140a.2 / RT-CH-140a.2</p> <p>Number of incidents of noncompliance associated with water quality permits, standards and regulations</p>

**SOCIAL**

**EMPLOYMENT**

103-1 103-2 103-3	Management approach	ESG Report: <a href="#">Our Workforce</a>	
401-1	New employee hires and employee turnover	ESG Report: <a href="#">Our Workforce</a>	

401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG Report: <a href="#">Our Workforce</a>	
<b>LABOR/MANAGEMENT RELATIONS</b>			
103-1			
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a>	
103-3			
402-1	Minimum notice periods regarding operational changes	ESG Report: <a href="#">Our Workforce</a>	<p><b>EM-MM-210b.2</b></p> <p>Non-technical delays (site shutdowns or delays)</p> <p><b>EM-MM-310a.2</b></p> <p>Strikes and lockouts</p>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
103-1			
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a>	
103-3			
403-1	Occupational health and safety management system	ESG Report: <a href="#">Our Workforce</a>	
403-2	Hazard identification, risk assessment and incident investigation	ESG Report: <a href="#">Our Workforce</a>	<p><b>EM-MM-320a.1 / RT-CH-320a.1</b></p> <p>Injury rates and fatalities</p>
403-3	Operational health services	ESG Report: <a href="#">Our Workforce</a>	
404-4	Worker participation, consultation and communication on occupational health and safety	ESG Report: <a href="#">Our Workforce</a>	

## TRAINING AND EDUCATION

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a>	
103-3			
404-1	Average hours of training per year per employee	ESG Report: <a href="#">Our Workforce</a>	
404-2	Programs for upgrading employee skills and transition assistance programs	ESG Report: <a href="#">Our Workforce</a>	

## DIVERSITY AND EQUAL OPPORTUNITY

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a>	
103-3			
405-1	Diversity of governance bodies and employees	ESG Report: <a href="#">Our Workforce</a>	
405-2	Ratio of basic salary and remuneration of women to men	ESG Report: <a href="#">Our Workforce</a>	

## NON-DISCRIMINATION

406-1	Incidents of discrimination and corrective actions taken	ESG Report: <a href="#">Our Company</a>	
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## 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: <a href="#">Responsible Supply Chain</a>	
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## CHILD LABOR

408-1	Operations and suppliers at significant risk for incidents of child labor	ESG Report: <a href="#">Our Workforce</a>	
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## FORCED OR COMPULSORY LABOR

409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG Report: <a href="#">Our Workforce</a>	
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## RIGHTS OF INDIGENOUS PEOPLE

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.	
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## HUMAN RIGHTS ASSESSMENT

412-1	Operations that have been subject to human rights reviews or impact assessments	ESG Report: <a href="#">Our Workforce</a>	<p><b>EM-MM-210a.3</b></p> <p>Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights and operation in areas of conflict</p>
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## LOCAL COMMUNITIES

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Communities</a>	
103-3			
413-1	Operations with local community engagement, impact assessments and development programs	ESG Report: <a href="#">Our Communities</a>	
413-2	Operations with significant actual and potential negative impacts on local communities	ESG Report: <a href="#">Our Communities</a>	<p><b>EM-MM-210a.1</b></p> <p>Reserves in or near areas of conflict</p> <p><b>EM-MM-210a.2</b></p> <p>Reserves in or near indigenous land</p>

## SUPPLIER SOCIAL ASSESSMENT

414-1	New suppliers that were screened using social criteria	ESG Report: <a href="#">Responsible Supply Chain</a>	
414-2	Negative social impacts in the supply chain and actions taken	ESG Report: <a href="#">Responsible Supply Chain</a>	

## PUBLIC POLICY

415-1	Political contributions	ESG Report: <a href="#">Our Company</a>	
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## CUSTOMER HEALTH AND SAFETY

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Products</a>	
103-3			
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	ESG Report: <a href="#">Our Company</a> and <a href="#">Our Products</a>	

## MARKETING AND LABELING

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Company</a> and <a href="#">Our Products</a>	
103-3			
417-1	Requirements for product and service information and labeling	ESG Report: <a href="#">Our Company</a> and <a href="#">Our Products</a>	
417-2	Incidents of noncompliance concerning product and service information and labeling	ESG Report: <a href="#">Our Company</a> and <a href="#">Our Products</a>	
417-3	Incidents of noncompliance concerning marketing communications	ESG Report: <a href="#">Our Company</a> and <a href="#">Our Products</a>	

CUSTOMER PRIVACY

418-1

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

None



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