



**Fiscal 2021**  
**ESG Report**

**SAFETY • GROWTH • TRANSPARENCY • STEWARDSHIP**



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## DEAR STAKEHOLDERS,

I am pleased to share with you Compass Minerals' Fiscal 2021 ESG Report. In the following pages, we detail how our company is performing — and continuously working to improve — around the environmental, social and governance (ESG) issues most important to our business and our stakeholders.

We approach this work through a fundamental commitment to four key pillars: safety, growth, transparency and stewardship. Together, these pillars form our sustainability compass, guiding our decisions and business practices across all aspects of our company.

- **Safety:** Striving toward zero harm, our highest priority is ensuring the health and safety of our employees and communities in which we operate
- **Growth:** We work to enable sustainable, profitable growth by maximizing the value and efficiency of our production assets, investing in our people, driving innovation and exceeding customer expectations
- **Transparency:** Firmly committed to a culture of trust, transparency and accountability, we seek open and honest communication with our stakeholders, while showing respect for diversity, in all its forms
- **Stewardship:** We honor our responsibility to serve as good stewards of the natural resources we rely on to produce, manufacture and market essential mineral products, minimize the impact we have on our environment, and recognize the markets we serve may be impacted by a changing climate

Living our commitment to these four pillars requires active management of our ESG impacts and opportunities for improvement. Throughout fiscal 2021, we embraced such opportunities and positioned our company for sustainable growth.

Following a strategic assessment of our asset portfolio, product mix and core competencies, we finalized the sale of our North America micronutrient assets, as well as our South America specialty plant nutrition business. We also announced plans to expand our essential minerals portfolio through the development of a sustainable lithium brine resource at our solar evaporation site on the Great Salt Lake. Additionally, we acquired a minority ownership stake in a next-generation fire retardant company dedicated to producing a portfolio of more environmentally friendly fire retardants to combat the devastating effect of wildfires.



Alongside the continued evolution of our company, we undertook a materiality assessment to better understand the ESG priorities of our shareholders, employees, customers, business partners and neighbors — and assess them against those of our company. The results of this assessment helped to identify those material topics on which we will keep you informed in the years to come, as well as shape our fiscal 2025 ESG goals and targets, outlined in the Looking Forward section of this report.

As you explore our Fiscal 2021 ESG Report, I extend my thanks to all of you — our stakeholders — for contributing to our journey by providing Compass Minerals with the trust, counsel and support to help ensure we remain a sustainable business. Through the responsible transformation of Earth's natural resources, we deliver products that help keep people safe, feed the world and enrich lives. That is our Core Purpose, and we take great pride in fulfilling it.

Sincerely,

**Kevin S. Crutchfield**

*President and CEO  
June 9, 2022*



# MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

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

In fiscal 2021, Compass Minerals worked with a third-party sustainability partner to conduct a materiality assessment. The purpose of this exercise was to determine our priority ESG and economic topics as we continue reporting and set new goals in our sustainability journey.

This materiality assessment included:

- Research and peer benchmarking to identify sustainability-related risks and opportunities
- Engagement from Compass Minerals' Sustainability Steering Committee members
- Surveys and interviews with diverse stakeholders representing employees, investors and analysts,

customers, business partners, community influencers and local regulators

- A strategic business perspective from Compass Minerals' [board of directors](#) and [senior management team](#)
- Mapping and prioritization based on stakeholder engagement and leadership review

In the survey, we asked stakeholders to read through a set of topics and rank them on a scale of importance from low to high. The result of this exercise is represented in our materiality matrix. The vertical axis reflects topics of greatest importance to the business, while the horizontal axis reflects the topics of greatest priority to stakeholders. The topics that were the highest priority to both stakeholders and the business are in the "Tier 1" category and are considered material topics<sup>1</sup> in this report.

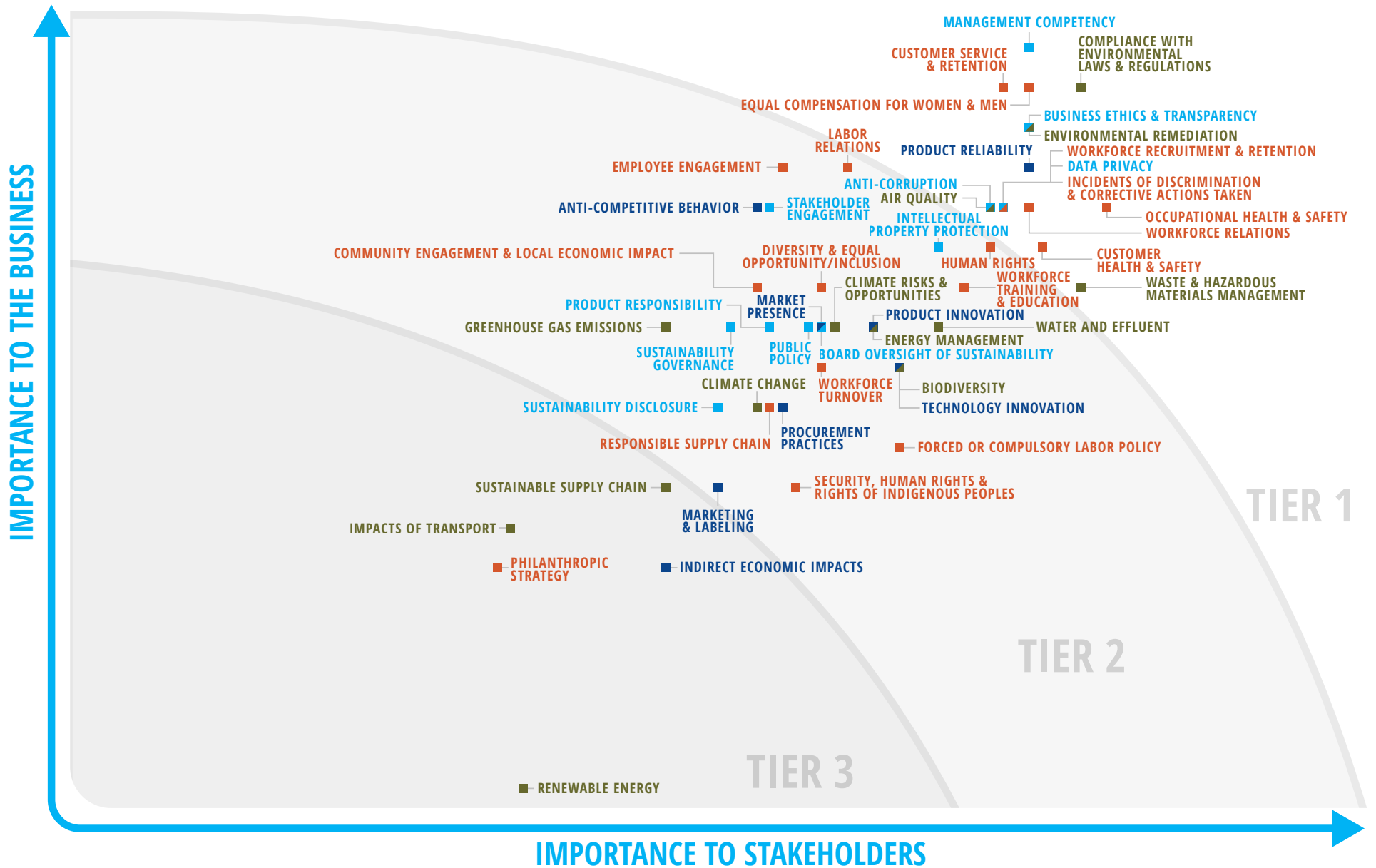
In addition to these topics, we recognize that there are other ESG issues of importance to our company and our stakeholders, so we have included relevant updates in this report beyond just those topics deemed material. As the ESG landscape continues to change and evolve, we continuously assess which topics to include in our disclosures. One of the ways

we make these determinations is through ongoing dialogue with our stakeholders. While Compass Minerals follows best practices in undertaking formal materiality assessments to help determine areas of focus, we engage with our stakeholders more frequently through a variety of channels. We communicate through anonymous surveys, one-on-one meetings, focus groups and multi-party calls to directly solicit feedback, answer questions and stay connected.



<sup>1</sup> In this ESG report, we use the terms "material," "materiality" and similar terms to refer to ESG topics that are most significant to Compass Minerals' business and stakeholders. We are not using these terms as they have been defined or construed in accordance with the securities laws or any other laws of the U.S. or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting, and nothing in this report should be construed to indicate otherwise.

# 2021 MATERIALITY MATRIX





# OUR COMPANY

Compass Minerals is a leading global provider of essential minerals focused on safely delivering where and when it matters to help solve nature’s challenges for customers and communities. By responsibly transforming Earth’s natural resources, we help keep people safe, feed the world and enrich lives.

## ABOUT COMPASS MINERALS

For over 175 years, we have embraced the responsibility to develop and deliver high quality, consistent and reliable products. 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 products that improve the quality and yield of crops, while supporting sustainable agriculture. Our chemical solutions business serves the water treatment industry and other industrial processes.

Compass Minerals has remained agile in our ability to evolve and meet market needs. After undertaking a deep strategic assessment of our core strengths and opportunities, we completed the sale of our North America micronutrients assets and our South America specialty plant nutrition business in fiscal 2021.

In July 2021, we announced the identification of an approximately 2.4 million metric ton lithium brine resource at our solar evaporation site on the Great Salt Lake. In November 2021, we announced a \$45 million equity investment in [Fortress North America](#) (Fortress), a next-generation fire retardant

company dedicated to developing and producing a portfolio of more environmentally friendly fire retardants to combat the devastating effects of wildfires.



### Compass Minerals Named One of “America’s Most Responsible Companies 2022” by Newsweek

In partnership with Statista, a world-leading statistics portal and industry ranking provider, Newsweek recognizes the most responsible public U.S. companies for the difference they are making through ESG actions. Managing the ESG issues that matter most to our company and stakeholders is critical to our business, and this award recognizes our commitment to these important issues.



## ABOUT THIS REPORT

This report highlights our approach toward and management of the ESG issues that matter most to our company and our stakeholders. The structure and disclosures of this report align with leading sustainability reporting frameworks, namely 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 the [United Nations Sustainable Development Goals](#) (U.N. SDGs) to inform our reporting and actions.



Compass Minerals uses a variety of channels to communicate and disclose our ESG priorities, impacts, risks and opportunities. Beyond our ESG report and website, we disclose relevant ESG information in our annual report, proxy statement, press releases, external presentations and employee communications.

To better align our financial reporting with the seasonality of our business and the work we do as a company, in 2021, we changed our fiscal year-end from Dec. 31 to Sept. 30. Data contained in this report labeled “fiscal 2021” covers the 12-month period beginning Oct. 1, 2020, and ending Sept. 30, 2021. The data in this report does not include our former South America operations.<sup>2</sup>

<sup>2</sup> Sale of our South America specialty plant nutrition business was completed in July 2021 and sale of our South America chemicals business was completed in April 2022.

## SUSTAINABILITY GOVERNANCE

Our ESG responsibilities are governed at the highest level of our company. Our [board of directors](#) and its

four standing committees oversee our management team to help ensure we meet our responsibilities to our diverse stakeholders. This includes growing sustainably, acting ethically and working to deliver on our full potential.





We have a dedicated board-level Environmental, Health, Safety and Sustainability (EHS&S) Committee, which oversees EHS&S management, policies, targets and procedures. In May 2021, the EHS&S Committee updated its charter to provide additional detail on its oversight responsibility regarding Compass Minerals' efforts to advance progress on sustainability. Furthermore, the Compensation Committee's mandate in February 2021 was updated to expressly include oversight of our company's human capital management strategies, in addition to talent management policies and practices for promoting diversity and inclusion. The Compensation Committee regularly reviews and discusses with management our diversity, belonging, inclusion and equity (DBIE) strategy and progress.

In July 2021, we created an expanded senior management level role, the position of chief public affairs and sustainability officer, who reports directly to the CEO.

## GOVERNING POLICIES

We are 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, vendors, communities and colleagues. Our business strategies are built upon the foundation of shared ethical principles and standards for doing business the right way, which are outlined in our [Code of Ethics and Business Conduct](#) (Code of Ethics).

Our chief legal and administrative officer and corporate secretary serves as our chief compliance

officer and oversees our legal compliance program, which includes our anti-corruption and fair competition policies. Employees throughout the organization manage legal and regulatory compliance, audits and reporting requirements for 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. In addition, Compass Minerals' Policy Committee is a cross-functional, multi-disciplinary team of employees that helps to ensure a consistent and collaborative process for developing, implementing, revising and maintaining our companywide policies.

## CODE OF ETHICS

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. In fiscal 2021, we further enhanced our ethics and compliance efforts by integrating our legal compliance training program with Compass Minerals University. Employees can now access compliance training on the same web-based platform they use to access leadership and development training. The new compliance training platform also allows our ethics and compliance content to be tailored to specific company policies and the jurisdictions and industries in which we operate. In fiscal 2021, approximately 1,450 employees completed compliance training and approximately 1,125 employees completed our annual Code of Ethics certification. This training is in addition to other components of our compliance



program focused on providing our employees with tools to help ensure we comply with our policies and legal requirements, including ethics and compliance communications and Code of Ethics toolbox talks for production employees.

## ANTI-CORRUPTION POLICY

We communicate our anti-corruption policy to all employees, provide anti-corruption training as part of our new-hire curriculum for networked employees and include anti-corruption topics in broad-based employee communications. In March 2021, we updated our anti-corruption policy to include specific examples of actions that align with, or are prohibited by, the policy. Following this policy update, more than 675 employees completed a web-based global anti-corruption training course.

Anti-corruption risk assessment is part of our annual enterprise risk management process. We use screening procedures to consider corruption risks when evaluating third parties, such as sales agents, and we have other mechanisms to evaluate corruption risks, including risks related to how products are sold in the industries and countries in which we operate. Our company's [Supplier Code of Conduct](#) also requires our suppliers fully comply with all applicable anti-corruption laws.

## REPORTING CONCERNS

Compass Minerals provides systems for employees and external stakeholders to easily report concerns. For example, employees are encouraged to speak

with their manager or a human resources representative. Employees and others can also raise issues, seek guidance and express concerns via Compass Quest, a dedicated email platform. In addition, we have a Compass Minerals [Ethics Hotline](#) that employees and others can access at any time via the phone or internet. Our Ethics Hotline is operated by an independent third-party provider and any stakeholder can make complaints to the Ethics Hotline anonymously to the extent permitted by local law.

## CYBERSECURITY

Our company firmly safeguards the data and systems of our business, our partners and our customers. Our chief information and transformation officer leads our cybersecurity program, overseen by our board-level Audit Committee. Regular updates on our cybersecurity risks and the status of our cybersecurity efforts are provided by the senior management team to the Audit Committee and broader board of directors.

We conduct an annual risk assessment of the company's security posture against industry standards, identifying risks and new threats or vulnerabilities. Our information security policies play a central role in ensuring the success of the company's cybersecurity strategy. These policies are aligned with best practices and comply with applicable laws and regulations. In addition, our company maintains an information security risk insurance policy. We also offer annual cybersecurity training to employees and contractors and promote year-round awareness

through internal communications and ongoing simulated phishing campaigns.

## PUBLIC POLICY

Compass Minerals engages in public policy discussions 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.



# OUR WORKFORCE

Our workforce drives the success of our company and is paramount to creating long-term value. We strive to put our employees first and foster an environment in which their well-being, career progression and sense of belonging are prioritized. By investing in our workforce and culture, we are ensuring a strong, sustainable future for our company.

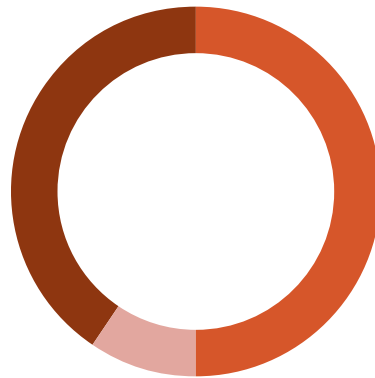
## HEALTH AND SAFETY

### A SAFE WORKPLACE: OUR ZERO HARM GOAL

We prioritize a safe and healthy work environment for all our employees. Our company is focused on the ultimate goal of zero harm, which includes zero injuries to our employees and contractors. This goal requires the collaboration and participation of all employees, at every site. We approach health and safety through the lens of continuous improvement and utilize a robust environmental, health and safety framework that includes policies, procedures, training and company standards that go above and beyond compliance.

All of our locations aim to comply with applicable occupational health and safety regulations. Our [EHS&S commitment](#) outlines companywide principles for identifying and applying protocols that reflect our dedication to safety and health for employees throughout our operations. In addition, all of our collective bargaining agreements address safety and occupational health issues.

The board of directors' EHS&S Committee has ultimate oversight of EHS&S management strategies and performance targets. Our senior vice president of



#### WORKFORCE BY COUNTRY <sup>3</sup>

975 U.S.

783 CANADA

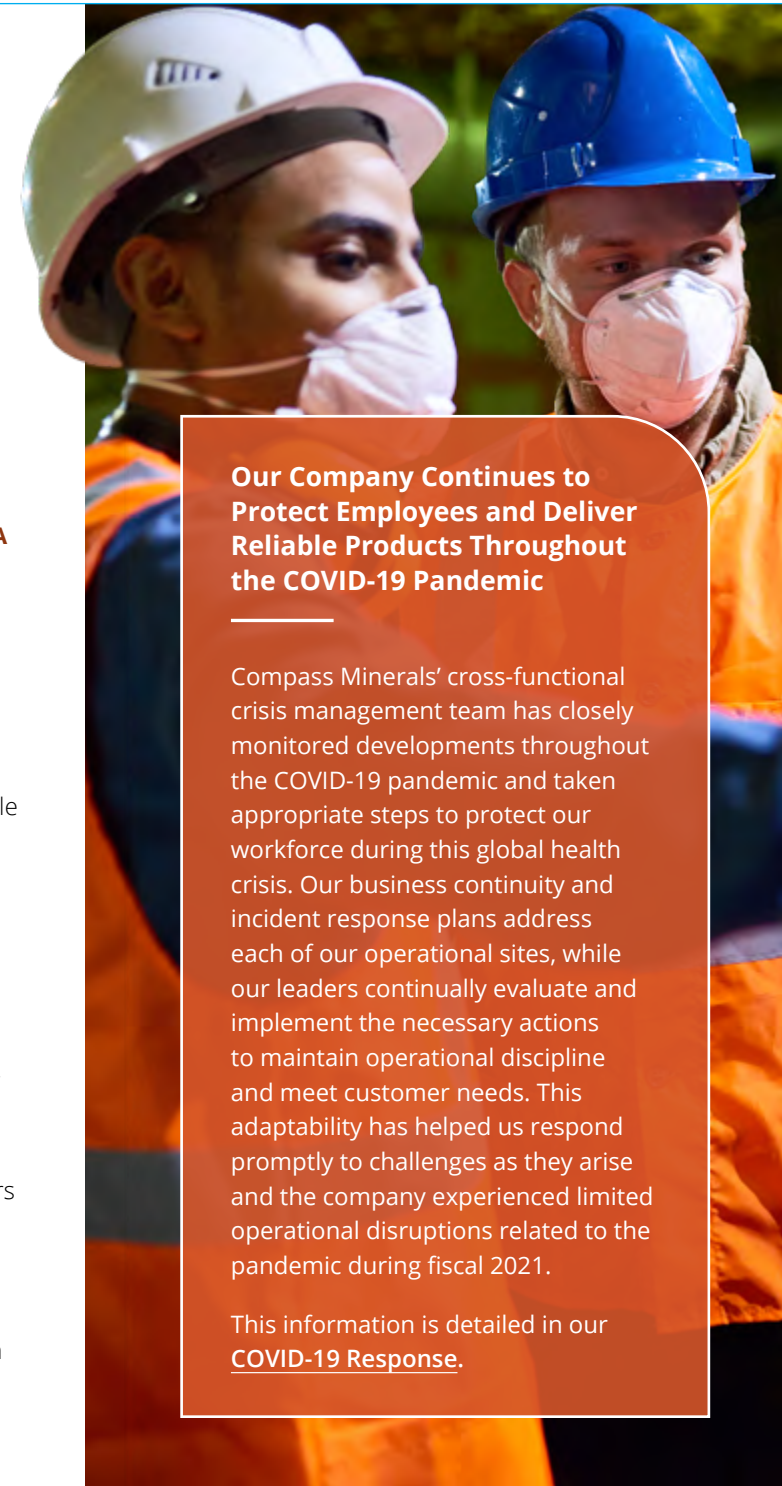
182 U.K.

**TOTAL: 1,940**

<sup>3</sup> As of Sept. 30, 2021.

environment, health, safety and security is responsible for setting the safety strategy, implementing companywide programs, ensuring regulatory compliance, and overseeing audits and reporting requirements. At our sites, EHS&S managers are responsible for site-specific risk mitigation.

Each of our operational sites has a safety committee, which includes employees and management, and when applicable, union representation. In addition, our sites form focus groups to engage team members and establish best practices for specific health and safety issues. To keep health and safety top of mind, we also encourage our employees to begin internal meetings with a "safety share," a safety reminder or a lesson learned.



### Our Company Continues to Protect Employees and Deliver Reliable Products Throughout the COVID-19 Pandemic

Compass Minerals' cross-functional crisis management team has closely monitored developments throughout the COVID-19 pandemic and taken appropriate steps to protect our workforce during this global health crisis. Our business continuity and incident response plans address each of our operational sites, while our leaders continually evaluate and implement the necessary actions to maintain operational discipline and meet customer needs. This adaptability has helped us respond promptly to challenges as they arise and the company experienced limited operational disruptions related to the pandemic during fiscal 2021.

This information is detailed in our [COVID-19 Response](#).



Compass Minerals employs a comprehensive approach to workplace health and safety that covers risk identification, assessment, elimination and mitigation. Through these efforts, we have developed a safety-focused culture that drives progress toward an injury- and incident-free workplace. In 2016, we established a Health and Safety Management System, which continues to evolve as we evaluate opportunities to raise health and safety standards. We have instituted processes and piloted programs intended to engineer out risk when possible, which include installing barriers to isolate risk, improved lighting systems, automatic fatigue monitoring technology and improved visibility for equipment operators. We continue to enhance policies and procedures related to health and safety, and have implemented numerous standards related to electrical work, fall protection, confined space and dock loading of trucks, to name a few.

Employees at each of our operational sites receive annual health and safety training, and equipment operators receive equipment-specific training and safe work procedures for specific tasks. We use safety software platforms to manage and document health and safety compliance, and these platforms also allow us to tailor training 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.

As a part of our safety strategy, we continue to prioritize investigation and elimination of high-potential incident factors. A high-potential incident is a serious near-miss event that could have resulted in a fatality or life-changing injury. Through investigation, we work to determine which factors played a role in an incident and use this information to focus on mitigation and opportunities to establish more effective controls.

Compass Minerals complies with the appropriate national and local jurisdictional reporting agencies worldwide to measure injury and illness, including the U.S. Occupational Safety and Health Administration (OSHA), the U.S. Mine Safety and Health Administration, the Canadian Ministry of Labor and Minister of Mines, and the U.K. Health and Safety Executive. Where there are no local regulatory reporting requirements, we use OSHA standards as our benchmark. Our primary metric for measuring workplace injuries is the Total Case Incident Rate (TCIR), which is an injury rate calculation used by OSHA.

### Chief Operations Officer Annual Safety Awards Recognize Outstanding Safety Achievements

As part of our commitment to zero harm and putting safety above all else, we recognize the efforts and safety milestones of our sites in fiscal 2021.

- Working with Zero Reportable Injuries: **Duluth and Wynyard**
- Worked 1,000 Days+ without a Lost-Time or Restricted-Duty Injury: **Amherst, Buffalo and DeepStore**
- Most Improved Underground Mine: **Goderich**
- Best Overall Underground Mining Operation: **Winsford**





SAFETY PERFORMANCE <sup>4</sup>

## FISCAL 2021

**Reportable Injuries**

U.S.	35
Canada	14
U.K.	0
<b>Total Reportable Injuries</b>	<b>49</b>

**Total Case Incident Rate (TCIR) <sup>5</sup>**

U.S.	3.14
Canada	2.03
U.K.	0
<b>Total TCIR</b>	<b>2.45</b>

**Lost Time Incident Rate (LTIR) <sup>6</sup>**

U.S.	2.42
Canada	1.45
U.K.	0
<b>Total LTIR</b>	<b>1.85</b>

**Fatalities**

U.S.	0
Canada	0
U.K.	0
<b>Total Fatalities</b>	<b>0</b>

**EXPANDING SAFESTART  
ACROSS OUR OPERATIONS**

In fiscal 2021, we continued deploying the [SafeStart](#)<sup>®</sup> program across our platform. SafeStart is a behavior-based safety awareness training that highlights the state-to-error pattern, which can lead to workplace incidents. The training spotlights four states of mind: rushing, frustration, fatigue and complacency, which may cause or contribute to four critical errors: eyes not on task, mind not on task, line of fire, and loss of balance, traction or grip.

The SafeStart program complements our other safety systems to enhance and accelerate our ongoing efforts to eliminate workplace incidents. Each site's historical safety information was evaluated to determine where the greatest improvements could be made in our aim to achieve zero harm. During the program's implementation, sites establish a steering committee and a leadership committee to guide the training process and help tailor SafeStart's relevancy and effectiveness at each location. SafeStart has now been implemented at the majority of our sites, and we anticipate completing implementation at all locations by the end of fiscal 2023.

**Compass Minerals Joins  
CASERM to Evaluate the  
Stability of Mine Roof Structures**

In fiscal 2021, Compass Minerals joined the Center for Advanced Subsurface Earth Resource Models ([CASERM](#)) consortium, a collaborative venture between the Colorado School of Mines, Virginia Tech and the National Science Foundation. Along with the National Institute for Occupational Safety and Health, we will be conducting research and evaluating the stability of mine roof structures using ground penetrating radar. Aside from the key benefit of improving our ability to ensure the stability of the mine's roof, this technology also has potential to significantly improve our mine planning. Key lessons and best practices from this research will be shared across the mining industry with the aim to improve safety. By using innovative technology to assess roof structures, we can improve the safety of our work conditions and strengthen our progress toward our zero harm goal.

<sup>4</sup> Includes employees and contractors under the company's direct supervision. For historical data, please visit [Compass Minerals Reporting & Archives](#).

<sup>5</sup> TCIR is calculated as the number of reportable incidents per year multiplied by 200,000, divided by exposure hours. It is an indicator of the number of incidents per 100 employees per year.

<sup>6</sup> LTIR is calculated as the number of lost-time and restricted-duty incidents per year multiplied by 200,000, divided by exposure hours. It is an indicator of the number of lost time/restricted duty incidents per 100 employees per year.

## Employee Resource Groups

An important way for employees to be involved and feel represented in the workplace is through employee resource groups (ERGs). ERGs are led by employees with the intent of fostering an environment that recognizes, supports, recruits, retains, develops, and connects employees and allies who share commonalities. Additionally, our ERGs demonstrate how inclusion enhances employee engagement, provides a sense of belonging, creates opportunities for development and drives business results. Our ERGs are open to all Compass Minerals employees and each ERG has an executive sponsor.

In fiscal 2021, our vice president of diversity, inclusion and belonging held informational sessions and sought feedback on ERGs. This process laid the groundwork for four new ERGs that began in fiscal 2022: Women and Allies, Compass Pride, Advanced Career, and Asian Employees and Allies.

Emerging Leaders is an existing ERG that continues to enhance our employee culture by providing ways for our employees to participate in professional development opportunities, facilitate collaboration between employees and engage with local communities.

## DIVERSITY, BELONGING, INCLUSION AND EQUITY

At Compass Minerals, we believe everyone has a voice and every voice matters. We hire, promote and retain people with different backgrounds and experiences, which strengthens our culture and brings a wider range of perspectives to help solve critical issues.

Our companywide strategy for DBIE is built on three foundational components:

- Raising awareness and educating employees about DBIE in the workplace
- Engaging employees in creating a more diverse, inclusive and equitable workplace where all employees feel they belong
- Impacting DBIE through more inclusive policy and procedural enhancements, enrichment activities and community service where we live and work

Our senior management team issued a pledge outlining their commitment to nourishing a workplace where diversity in all its forms is embraced and encouraged. This pledge included a commitment to creating accountability systems to track progress and to share regular updates with employees. We believe that by sharing and learning from each other, we can strengthen our existing programs to better serve employees and the communities where we operate.

In fiscal 2021, we expanded our efforts to engage with employees on DBIE issues. We introduced a DBIE training called OneVoice, which is a self-reflective journey about how life experiences shape perceptions. This training highlights the uniqueness

of each person's experience and celebrates our differences as coworkers. We also expanded our partnership with the Society of Women Engineers, an organization dedicated to giving women engineers a unique voice in the engineering industry. Society of Women Engineers provides training content to help women develop professionally and shares educational resources to help allies understand their role in supporting women in the workplace.

## Celebrating Our Diverse Workforce

We focused on finding more ways to celebrate the rich diversity represented within our company, commemorating Women's History Month, Black History Month, Asian American and Pacific Islander Heritage Month, Pride Month, and Juneteenth. During Black History Month, in addition to recognizing notable Black people and their accomplishments, we made contributions to Xavier University in Louisiana and Lincoln University in Missouri, both historically Black universities geographically near two of our locations.



## RACIAL/ETHNIC DIVERSITY OF U.S. WORKFORCE <sup>7</sup>

FISCAL 2021	
White	69%
Black	8%
Asian	2%
Hispanic	7%
Other <sup>8</sup>	2%
Undisclosed	12%

## GENDER DIVERSITY <sup>9</sup>

FISCAL 2021	
<b>U.S.</b>	
Male	83%
Female	17%
<b>Canada</b>	
Male	91%
Female	9%
<b>U.K.</b>	
Male	88%
Female	12%
<b>Total</b>	
Male	87%
Female	13%

## MANAGEMENT DIVERSITY

Compass Minerals continues to explore ways to diversify our leadership, recognizing the benefits that come from diverse backgrounds and experiences. We are committed to being an employer of choice for top diverse talent globally, by creating a company that embraces diversity, equity and inclusion. To expand our access to a diverse talent pipeline, we are taking the following actions:

- Increasing targeted partnerships and intentional recruiting focused on diverse talent pools
- Leveraging transferrable skill sets from talent outside of our industry
- Establishing proactive sourcing strategies to ensure diverse candidate pools as positions become available

<sup>7</sup> As of Sept. 30, 2021. Excludes contractors, temporary workers, interns and apprentices. For historical data, please visit [Compass Minerals Reporting & Archives](#).

<sup>8</sup> Represents Native American, Hawaiian and/or two or more races.

<sup>9</sup> As of Sept. 30, 2021. Excludes contractors, temporary workers, interns and apprentices. For historical data, please visit [Compass Minerals Reporting & Archives](#).

<sup>10</sup> As of Sept. 30, 2021. Excludes contractors, temporary workers, interns and apprentices. Director-level management employee and above. For historical data, please visit [Compass Minerals Reporting & Archives](#).

<sup>11</sup> As of immediately following the Annual Meeting of Stockholders on May 18, 2021. For historical data, please visit [Compass Minerals Reporting & Archives](#).

## MANAGEMENT DIVERSITY <sup>10</sup>

FISCAL 2021	
<b>Gender Diversity (Female)</b>	30%
<b>Racial/Ethnic Diversity (Non-white)</b>	8%
<b>BOARD OF DIRECTORS DIVERSITY <sup>11</sup></b>	
FISCAL 2021	
<b>Gender Diversity (Female)</b>	25%
<b>Racial/Ethnic Diversity (Non-white)</b>	13%
<b>Age</b>	
≤55	13%
56-62	38%
63-69	25%
≥70	25%





## FEMALE TO MALE PAY RATIO

Compass Minerals is committed to providing equal opportunities and pay to our employees, regardless of gender. Our pay policies comply with all applicable laws and regulations, and we conduct pay equity audits at regular intervals to ensure equity across the organization. While Compass Minerals is achieving gender pay parity<sup>12</sup> at the consolidated company level, we recognize we still face challenges in certain geographies where we operate and are actively working toward improvement in those areas.

### FEMALE TO MALE PAY RATIO <sup>13</sup>

COUNTRY	FISCAL 2021
U.S.	108%
Canada	82%
U.K.	81%
<b>Total</b>	<b>98%</b>

<sup>12</sup> We define gender parity as a female to male pay gap of 2% or less at the consolidated company level.

<sup>13</sup> As of Sept. 30, 2021. Ratio compares average female salary to average male salary. Excludes contractors, temporary workers, interns and apprentices. For historical data, please visit [Compass Minerals Reporting & Archives](#).

## EMPLOYEE CULTURE

Encouraging and empowering employee input and collaboration helps us maintain a healthy organizational culture and meet our business performance goals. In fiscal 2021, Compass Minerals continued to implement and expand programs and initiatives for employee development and engagement.

### PRIORITY HEALTH PRACTICES

Through our nine priority health practices, employees gain a stronger understanding of our company's future plans, goals and milestones and how their work contributes to Compass Minerals' success.

We offered a comprehensive professional development series designed to support our organizational health efforts. The training program provided content to help our employees build capabilities related to a wide range of skills, including prioritizing effectively, mitigating and avoiding risk, engaging with colleagues, having courageous

conversations and driving innovation. The program was intended to develop a shared skill set and common language to sustain our company's growth and transformation. The training provided employees with tools to work together and lead and coach others by demonstrating our priority health practices. In fiscal 2021, employees completed more than 5,800 hours of organizational health training, which was delivered virtually and in-person.

In fiscal 2021, we reinforced employee understanding of our priority health practices through our employee newsletter and toolbox talks. Toolbox talks are designed to support our site leaders, managers and supervisors, and encourage discussion as they communicate business information to our frontline employees. In addition, we recognize employees through our monthly Above the Line award, which is granted to individuals who model the priority health practices and demonstrate outstanding engagement and impact.

## PRIORITY HEALTH PRACTICES



Shared Vision



Strategic Clarity



Role Clarity



Bottom-Up Innovation



Knowledge Sharing



Operationally Disciplined



Rewards and Recognition



Consequence Management



Supportive Leadership

## Innovation Tournament

In fiscal 2021, we introduced a new format for our annual innovation tournament, which is sponsored by our Emerging Leaders ERG. Three strategic challenges facing Compass Minerals around sustainability, evolving markets and the workforce were identified and teams were asked to propose their solutions. Nineteen cross-functional teams, representing all Compass Minerals locations, submitted their ideas and solutions to these challenges.

The tournament provides a unique opportunity to demonstrate our priority health practices — bottom-up innovation, knowledge sharing, and rewards and recognition — and winners receive cash prizes and companywide recognition.

## COMPENSATION AND REWARDS

Compass Minerals offers a competitive total 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 our company and is measured by financial and other metrics, including safety and individual performance, that connect company performance with individual bonus payouts.

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 shareholders
- 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 shareholders’ 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 are eligible for health, dental and vision insurance, life insurance, disability coverage, vacation, paid sick leave and well-being programs. 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 spending accounts.

We offer an employee assistance program (EAP), and during the COVID-19 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-19 relief pay to be used in the event of a positive COVID test or need to quarantine.

In fiscal 2021, we introduced a parental leave policy that provides all regular full-time employees in the U.S. with the opportunity to take up to six weeks of paid parental leave at 100% of base pay rate. This policy applies to all genders and includes adoptive parents.

To help ensure employees are equipped with the tools and knowledge regarding their benefits, we communicate benefit-related information via emails, our employee app, screens located at our operating sites and webinars hosted by benefit providers.

## WORKFORCE RECRUITMENT AND RETENTION

As a global organization, we participate in a competitive market for talent. Recruiting, developing, promoting and retaining top talent is critical to the overall success of the company. We are expanding our recruitment strategies by partnering with organizations like Direct Employers, Society of Women Engineers, and historically Black colleges and universities to connect us to a diverse pool of professionals. We are also engaging with local high schools and universities to recruit talent from the communities in which we operate. We remain focused on recruiting the most qualified candidates and aim to hire locally when possible.

Compass Minerals is an equal opportunity and affirmative action employer. We are firmly committed to making all employment-related decisions without regard to race, ancestry, ethnicity, color, religious creed or belief, national origin, sex (including sexual orientation, gender identity, and pregnancy and breastfeeding), age, military or veteran status, status as a qualified individual with a disability, genetic information, and any other characteristic protected by law.

Over fiscal 2021, our company's voluntary turnover rate was 12%. We have a multi-pronged strategy to reduce turnover, including creating a culture that prioritizes organizational health, working toward a shared vision and providing career development opportunities for employees. In addition, we are

making efforts to increase engagement with current employees and prospective employees to better understand and meet their needs, such as flexible scheduling and remote work or hybrid work options.

## VOLUNTARY TURNOVER RATE <sup>14</sup>

### FISCAL 2021

#### U.S.

Male	14%
Female	26%
<b>Total</b>	<b>16%</b>

#### Canada

Male	7%
Female	11%
<b>Total</b>	<b>7%</b>

#### U.K.

Male	4%
Female	11%
<b>Total</b>	<b>5%</b>

#### Companywide

Male	10%
Female	21%
<b>Total</b>	<b>12%</b>

<sup>14</sup> Excludes contractors, temporary workers, interns and apprentices. For historical data, please visit [Compass Minerals Reporting & Archives](#).





## WORKFORCE TRAINING AND DEVELOPMENT

Leveraging talent and building capabilities with professional development is beneficial both to our employees and the growth of our business. We offer employees opportunities to increase their skills, knowledge and experience 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.

In February 2021, we launched Compass Minerals University (CMU), which consolidates and streamlines our leadership and management training. Hosted on a single online platform, CMU provides our employees with on-demand access to nearly 500 learning modules on topics ranging from project management to strategic thinking to emotional intelligence. Professional certifications in areas like Six Sigma, information technology and business analysis are also available to employees at no cost. Content is presented in a variety of formats from videos and readings to downloadable templates and work aids for managers to use in team meetings or with direct reports. In addition, there are live virtual trainings and bootcamps employees can attend. In fiscal 2021, our employees completed approximately 1,075 training hours on the CMU platform as part of their professional development.

The Compass Leadership Essentials (CLE) learning track is a structured program that is available for

employees interested in developing effective leadership skills. The program includes a 360-performance evaluation tool that solicits feedback about an employee from their manager, direct reports and peers, as well as a DiSC personality profile assessment. Both are tools to help deepen employees understanding of themselves and others to improve communication, teamwork and business results. Our CLE materials were developed in partnership with Skillsoft and Massachusetts Institute of Technology Sloan School of Management. Available on CMU's online platform, CLE is a year-long program divided into four modules: Lead Yourself, Lead Your Team, Lead Your Business and a capstone project that gives participants an opportunity to apply what they have learned.

Our organizational development team consults with business leadership to provide customized development programs for employees based on business needs, such as sales training, coaching and managing in remote environments. We aim to be a workplace where employees can thrive and grow in their careers, and in fiscal 2021, we designed a new system to improve performance and engagement. The new process, which will launch in fiscal 2022, will drive more frequent conversations with our employees to support professional development and ensure performance expectations are on track throughout the year, and aligns with our pay-for-performance philosophy. In addition, to ensure business continuity, we have a succession plan in place for 100% of our critical positions.

### Compass Minerals: A Great Place to Work

We are proud to be recognized for our commitment to the employee experience and our strong business practices. In fiscal 2021, our U.K. business, which is comprised of our Winsford mine and DeepStore, earned a Great Place to Work® certification. The accreditation process included an employee survey and culture audit, which examined our company policies, standard operating practices and our response to the COVID-19 pandemic.



## 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. is represented by CBAs. Maintaining strong relationships with 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. We continue to work closely with union representatives to protect employees and adjust to the ongoing challenges of the COVID-19 pandemic.

Of our 12 CBAs in effect on Sept. 30, 2021, five will expire in fiscal 2022, three will expire in fiscal 2023 and one will expire in each of fiscal 2024, 2025, 2026 and 2027. Notably in March 2021, Compass Minerals ratified a new five-year CBA with unionized employees at our Goderich mine, the longest CBA ever negotiated at the site. In fiscal 2021, none of our sites experienced strikes or lockouts.

## HUMAN RIGHTS

Compass Minerals promotes and supports human rights consistent with our Core Values. Our [human rights policy](#) is guided by the Universal Declaration of Human Rights, the [United Nations Global Compact](#) and the [Guiding Principles on Business and Human Rights](#). We respect the rights of individuals belonging to groups or populations who may be particularly vulnerable including, but not limited to: children; ethnic or racial minorities and people of

color; indigenous peoples; the LGBTQ+ community; migrant workers and their families; national, linguistic and religious minorities; people with disabilities; and women.

Through our Supplier Code of Conduct, we expect our suppliers to uphold our human rights standards, which 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 or child labor. However, integrating and promoting respect for human rights throughout our operations remains a priority for our business.

## RIGHTS OF INDIGENOUS PEOPLES

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.



# OUR PRODUCTS

Through our diverse line of products, Compass Minerals lives our Core Purpose to help keep people safe, feed the world and enrich lives. Our salt keeps roads and travelers safe during winter weather. Sulfate of potash (SOP), a high-value form of potassium, enhances agricultural productivity and supports food security. Our products contribute to human and animal nutrition, improve water quality and are essential to numerous chemical and industrial processes.

## KEEP PEOPLE SAFE

### DEICING SALT

Compass Minerals is the North American and U.K. leader in salt production. We offer bulk and a variety of packaged salt products promoting winter safety for many communities. Our deicing salt prevents ice formation and facilitates ice melting from roadways to driveways and sidewalks. For home use, three of our Safe Step® deicing product lines meet the

[Safer Choice Standard](#), an EPA distinction awarded to products that exemplify safety, both in protecting consumer health and the environment.

### MAGNESIUM CHLORIDE

Magnesium chloride has many uses, including as an additive and a stand-alone deicer, or as a dedusting and stabilizing agent for gravel roads, which reduces maintenance and increases safety.

Compass Minerals is a minority owner of Fortress, a next-generation fire retardant company. Fortress' suite of products was developed primarily using magnesium chloride from our Ogden, Utah solar evaporation site. The formulations are more environmentally friendly than standard long-term fire retardants used to combat wildfires in North America and around the world.





## FEED THE WORLD

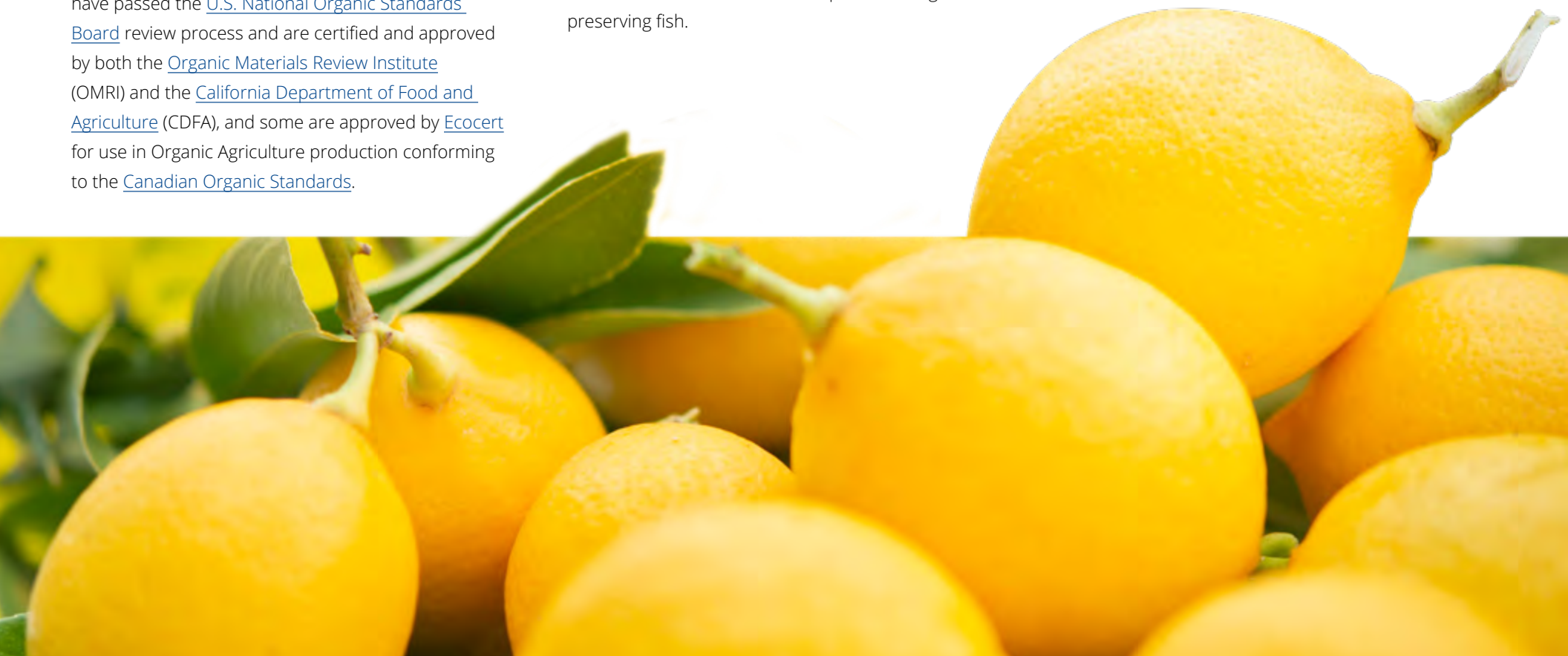
### PLANT NUTRITION

Our plant nutrition products help improve yields and produce consistent crop quality, resulting in higher performance for growers. Protassium+® is a premium SOP plant fertilizer that delivers high potassium and sulfate sulfur with little to no chloride or salt. The dual nutrients of potassium and sulfur help control water loss and improve drought tolerance. Many high-value crops such as tree nuts, citrus, strawberries, avocado, lettuce and grapes can benefit from a premium SOP product. Some forms of Protassium+ premium SOP have passed the [U.S. National Organic Standards Board](#) review process and are certified and approved by both the [Organic Materials Review Institute](#) (OMRI) and the [California Department of Food and Agriculture](#) (CDFA), and some are approved by [Ecocert](#) for use in Organic Agriculture production conforming to the [Canadian Organic Standards](#).

### ANIMAL NUTRITION

Salt is an indispensable nutrient for animals. Animals need salt and other trace minerals to develop healthy bones and muscles and to maintain normal blood pressure. Compass Minerals offers an array of salt and mineral products to support the nutritional needs and enhance the overall health of livestock, such as horses, cattle and pigs.

Our salt products also support the fishing industry and aquaculture process. During the fish raising process, adding salt to their feed helps fish maintain a healthy mineral and fluid balance within their bodies. After harvest, salt is an input for curing and preserving fish.



## ENRICH LIVES

### SALT

Compass Minerals produces a diverse array of salt products that are an integral part of everyday routines. Our naturally sourced water softening products make water gentler on skin and hair and more effective for cleaning. Decreasing mineral buildup helps water-consuming appliances operate more efficiently, improving performance and longevity. Customers reduce energy use and water consumption while also saving money.

Our pool salt creates pool water that is gentler on eyes, skin and hair. Our pool salt is National Sanitation Foundation NSF/ANSI 50 certified, a global independent health and environment safety standard. Compass Minerals also offers salt for many culinary uses, including iodized table salt, kosher salt and pickling salt, bringing added flavor to nutritious meals.

### INDUSTRIAL PRODUCTS

We produce chemical products that serve as critical inputs for a wide variety of industries including pharmaceutical, textiles and petroleum. Our products are used to manufacture plastics, glass, detergents and disinfectants, rubber and polyester, and help enable communities to treat wastewater in a more environmentally sustainable manner.

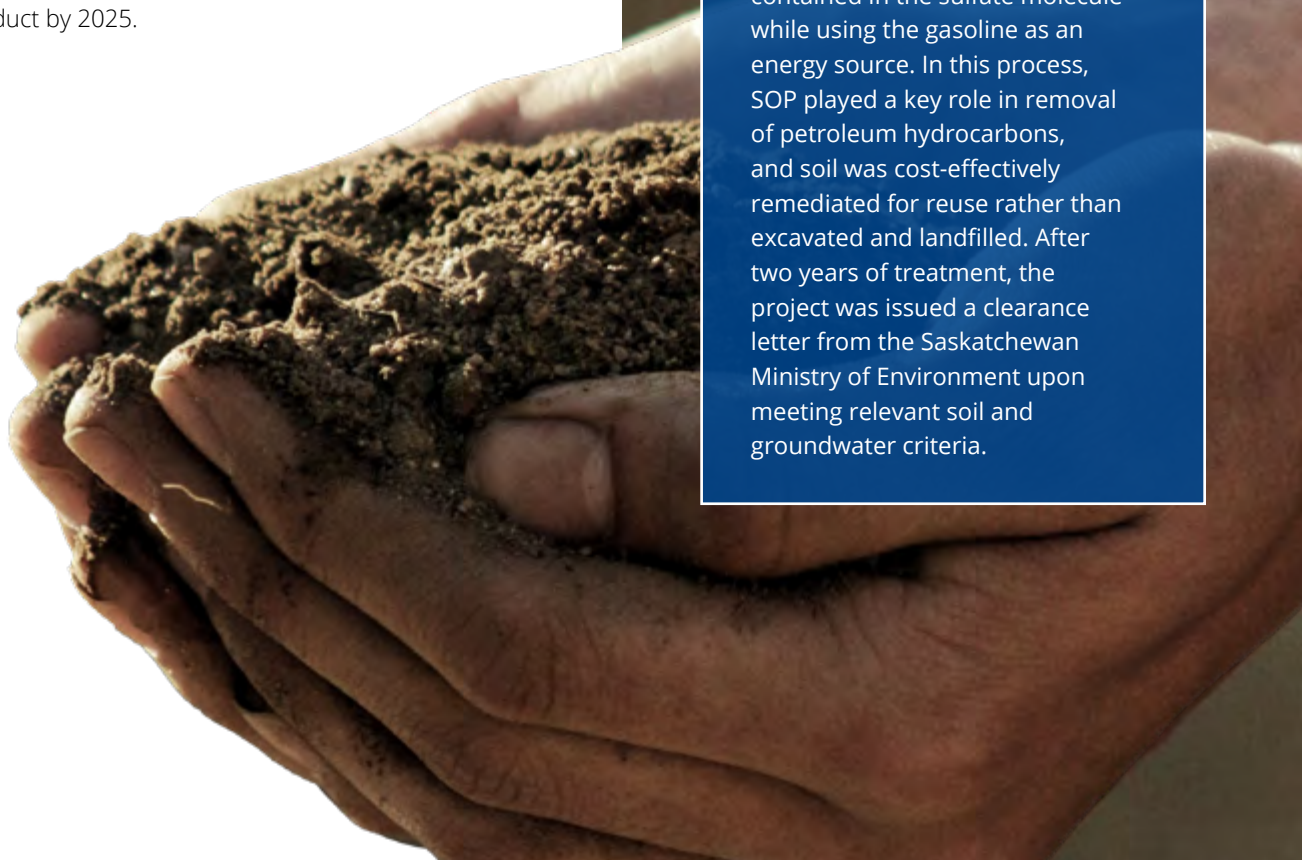
### LITHIUM

Lithium is a key resource to fuel the clean energy transition and enable people to access more sustainable transportation, especially as many car manufacturers shift to electric vehicles. In fiscal 2021, Compass Minerals identified a lithium brine resource at our Ogden solar evaporation site. We are uniquely positioned to harvest this resource sustainably using the sun and wind to evaporate the Great Salt Lake's naturally occurring brine, leaving behind beds of crystallized minerals. With solar evaporation, our company minimizes the use of carbon-based energy and greenhouse gas (GHG) emissions. We expect to enter the lithium market with a battery-grade product by 2025.

### Using Compass Minerals Products to Rehabilitate Contaminated Soil

As part of a novel bioremediation project by PINTER, our Protassium+ premium SOP product was used to treat an area where gasoline had infiltrated soil and groundwater.

Potassium sulfate is a feedstock used to promote anaerobic activity of sulfate-reducing bacteria. The bacteria "breathe" the oxygen contained in the sulfate molecule while using the gasoline as an energy source. In this process, SOP played a key role in removal of petroleum hydrocarbons, and soil was cost-effectively remediated for reuse rather than excavated and landfilled. After two years of treatment, the project was issued a clearance letter from the Saskatchewan Ministry of Environment upon meeting relevant soil and groundwater criteria.







## PRODUCT QUALITY

Product quality and reliability come from raw materials that meet our high standards as well as formulation and manufacturing consistency. All of our suppliers undergo an approval and evaluation process to ensure they comply with our standards. In addition, our operating sites follow specific formulations in manufacturing our products, resulting in consistency from batch to batch.

All Compass Minerals products have undergone a hazard assessment. Chemicals that are brought on-site are evaluated for potential hazards, and we follow recommendations for proper storage and handling made by our site leaders and safety teams. We also adhere to the [BRCGS: Global Food Safety Standard](#), 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 producing food-grade products.

Our formulations are tested rigorously to meet or exceed the claims on our packaging. Many of our products are sold in areas with registration and labeling requirements. We are compliant with all applicable regulations, including the U.S. Food and Drug Administration, the U.S. Department of Agriculture and the Canadian Food Inspection Agency labeling regulations and the Federal Trade Commission's Truth in Advertising and Marketing regulations. We provide documentation for all product shipments, including the required labels and information about proper product handling, storage and safety precautions.

Compass Minerals has systems in place to track and monitor incidents related to noncompliance with labeling regulations and voluntary codes concerning our products, service information and labeling. We investigate reported incidents of noncompliance about labeling or guaranteed analysis of our products and work with customers and/or appropriate agencies to resolve any claims that arise. In fiscal 2021, we received no claims resulting in penalties exceeding \$5,000.

## RESPONSIBLE SUPPLY CHAIN

Our suppliers are critical to our business, providing us with logistics, transportation services, facility and professional services, as well as 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 encourage our suppliers to improve the environmental and social impacts of their operations. In fiscal 2021, we began evaluating a source-to-pay platform to provide data on supplier business health and identify potential sustainability concerns. Once fully implemented, the source-to-pay platform will also enable us to send and collect customizable questionnaires, such as ESG metrics and surveys to and from our suppliers. In addition, in fiscal 2022 we plan to develop a supplier scorecard to engage with our suppliers on upholding our ESG expectations outlined in our Supplier Code of Conduct.

We use a supplier intelligence platform to provide our procurement teams with better visibility and analytics across our supplier base and to support operational efficiencies. This supplier intelligence platform enables us to review sustainability certifications and identify opportunities to increase small business, women-, veteran- or minority-owned spend.

## STRUCTURE AND RESILIENCE

Despite significant supply chain disruption across the global economy, our suppliers have remained agile and worked to provide us with services essential for our company's operations. To ensure supply chain reliability and resilience, we have enhanced our communication with suppliers to address critical items in terms of supply chain risk. We also have qualified alternative vendors to ensure multiple sourcing options.

## CUSTOMER EXPERIENCE

Our customer experience team is dedicated to building relationships with our customers and exceeding their expectations. In fiscal 2021, we conducted our second annual Net Promoter Score survey to identify opportunities for improving customer service levels. Our rating score significantly improved from our 2020 baseline and participation

rates increased across all segments. Overall, customers indicated that they felt heard and that actions were taken based upon their feedback in the 2020 survey, reinforcing the importance of the survey process. Results from the fiscal 2021 survey were reviewed and action plans were developed in partnership with our customers.

In fiscal 2021, we continued developing a web-based portal for customers to gain increased visibility into existing orders. The portal grants customers 24/7/365 access to account information and enables them to submit orders electronically. Customers who participated in initial testing and pilot deployment have shared positive feedback. We plan to expand the portal's launch and incorporate additional functionality in fiscal 2022.



# OUR COMMUNITIES

Compass Minerals actively engages with the communities where we work and live. Our community engagement initiatives include charitable gifts and volunteer opportunities. From conserving ecological landscapes and volunteering with local organizations to targeting our philanthropy toward causes that align with our Core Purpose, our aim is to make sure our presence benefits those around us.

## COMMUNITY ENGAGEMENT SURVEY

We seek ongoing feedback from community stakeholders to help us focus our community engagement efforts. In fiscal 2021, this process was formalized through an anonymous survey sent to non-profit organizations, community volunteers, civic leaders and government officials in our local

communities. We use this input to better understand community needs, inform our charitable giving and guide our actions to have a positive impact. For example, after survey respondents conveyed the importance of our employees volunteering, we instituted a volunteer time off policy to allow employees across our sites additional flexibility to engage in their communities.



Our giving program, known as Compass Minerals CARES, helps our company and our employees support their communities in a way that furthers our Core Purpose.

- **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; food banks and distribution
- **Enrich lives** — Science, technology, engineering and math (STEM) education and careers; DBIE efforts; arts





## COMPASS MINERALS CARES

In fiscal 2021, we donated more than \$350,000 through Compass Minerals Cares and our employees volunteered with numerous organizations to make a difference. Some highlights of our contributions and volunteer activities include:

- Donated \$25,000 to the Joyce Hansen Hall Food Bank to help more than 1,500 Utah families in need
- Supported the American Royal with volunteer hours and a financial contribution to fund youth scholarships and agriculture education opportunities for children and adults across the U.S.
- Developed a partnership with George Jackson Academy, New York City's only independent middle school for academically talented boys from underserved communities; through this partnership, we gave \$10,000, and more than 65 employees across our company donated time to coach students for high school entrance interviews
- Contributed \$21,000 to and volunteered with Changing Lives Together, an organization that provides housing and hunger assistance, family support, work placement and befriending services to communities in the U.K.
- Partnered with The Victory Project to launch a youth soccer scholarship program through the organization's "Soccer for All" initiative that covered costs for teams from Boys & Girls Clubs of Greater Kansas City; we also donated \$25,000 to help grant wishes to children fighting cancer and provide unique opportunities to children with disabilities
- Aided families and children in Huron County during the holiday season with proceeds from an annual lasagna dinner hosted by Goderich employees; through employee donations, community fundraising efforts and a company match, Compass Minerals donated more than \$52,500 to the Huron County Christmas Bureau
- Funded an annual scholarship at Ogden-Weber Technical College to benefit technical education students in the Electrical Trades Preparation and Industrial Automation programs
- Volunteered with Family Promise of Western New York, an agency offering emergency family housing and support, to landscape and clean the exterior of the facility; we also contributed funding to support the shelter's mission
- Executed Charity Hoisting Day at our Cote Blanche mine to support pressing needs in the community, which resulted in \$8,500 shared between two Louisiana nonprofits: Solomon House, providing food assistance, and St. Mary Outreach, offering emergency services and supplies
- Supported COVID-19 medical assistance in underserved countries through a \$7,500 contribution to Doctors Without Borders

## EARTH WEEK

Compass Minerals' business is inextricably tied to our planet's natural resources, instilling within our company a deep respect for the environment and underscoring that it is incumbent upon us to be good stewards of these resources. During Earth Week, our employees organized a variety of activities to celebrate our planet, from electronic and battery recycling drives to participating in cleanup efforts in the community.

Our Buffalo employees completed landscaping projects for a local family shelter, Cote Blanche employees conducted a road cleanup near the local bayou, Goderich plant employees hosted a charity raffle to benefit the Maitland Trail Association and Winsford employees installed raised bed planters in addition to sowing pollinator-friendly plants.





# OUR ENVIRONMENT

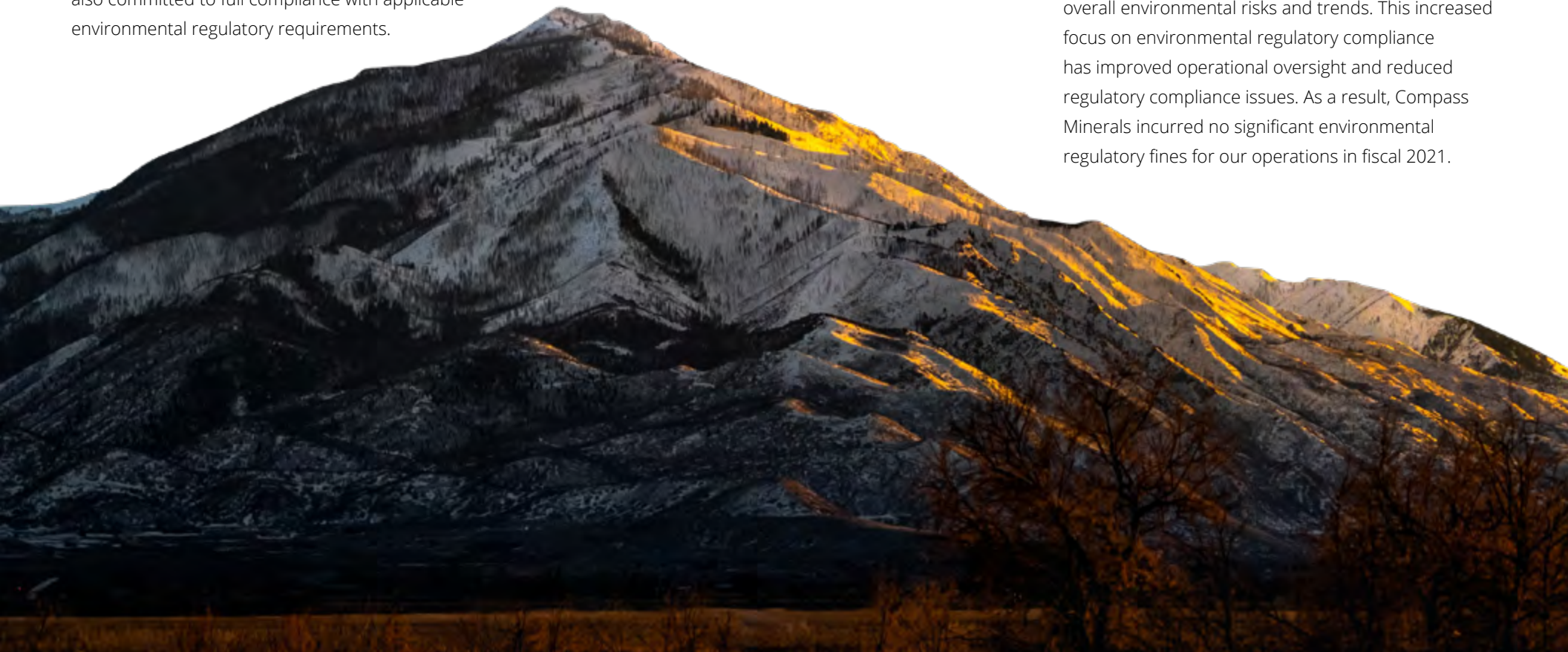
Compass Minerals is committed to responsible environmental stewardship. We strive to protect and preserve ecological balance in the areas where we operate and to minimize climate-related impacts from our operations.

## ENVIRONMENTAL STEWARDSHIP

Our strategy is based on measurement and management of key environmental impacts from our operations, including impacts to air, water, waste and natural resources consumption. We are also committed to full compliance with applicable environmental regulatory requirements.

In fiscal 2021, Compass Minerals created a new role, the director of environmental compliance, who collaborates with the environmental leads at each site to ensure that environmental legal and regulatory requirements are met and to drive development of a more proactive environmental program.

The company developed environmental metrics that are periodically distributed to the company's senior management team and other decision-makers. The purpose of these internal metrics is to: raise the visibility of environmental compliance and drive improvements; increase transparency across the organization; and provide a meaningful measure of overall environmental risks and trends. This increased focus on environmental regulatory compliance has improved operational oversight and reduced regulatory compliance issues. As a result, Compass Minerals incurred no significant environmental regulatory fines for our operations in fiscal 2021.



## CLIMATE CHANGE

As we work to strengthen Compass Minerals' climate resilience, we are focused on identifying, managing and mitigating the physical and transition risks associated with climate change. At the same time, we explore opportunities where our products and services can help enable broader resilience to climate-related impacts.

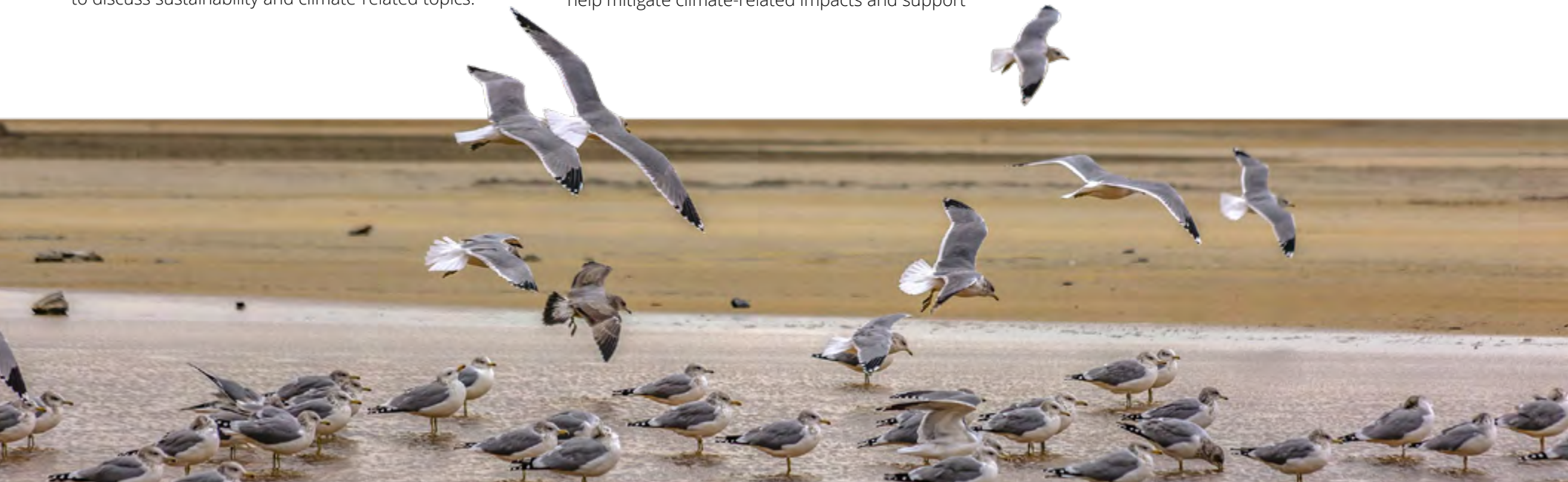
Climate-related risks and opportunities are managed at multiple levels within our company. Reducing GHG emissions from our operations is a key area of focus. Our chief public affairs and sustainability officer collaborates with our chief operations officer and the broader operational team to drive improvements in GHG emissions. Additionally, we seek input from our Sustainability Steering Committee — a cross-functional team of subject matter experts from across the company — which meets quarterly to discuss sustainability and climate-related topics.

Ultimate oversight of climate-related issues occurs at the board of directors level, primarily through the board's EHS&S Committee.

Physical risks, such as substantial changes to weather and climate patterns, may affect our operations, product demand and the needs of our customers. Longer periods of mild winter weather could reduce market demand for our deicing products, while droughts could reduce demand for our plant nutrition products. The increased frequency and intensity of natural disasters and adverse conditions, such as major storm events and wildfires, could impact the production and distribution of our products. For transition risks, governmental measures to address climate change could increase our costs, restrict our operations and affect our ability to compete and obtain permits and/or licensing for our facilities.

Our business strategy incorporates opportunities to help mitigate climate-related impacts and support

a climate-resilient economy. The shift to electric vehicles has the potential to significantly reduce GHG emissions from the transportation sector. Compass Minerals is working toward serving the growing market demand for battery-grade lithium through the development of a sustainable, domestic lithium brine resource at our solar evaporation site on the Great Salt Lake. Our Protassium+ SOP product can help farmers adapt to climate-related impacts by improving 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.





## GREENHOUSE GAS EMISSIONS

Compass Minerals is committed to reducing our GHG emissions across our processes and operations. Our companywide environmental data management platform is used to track our progress. The system compiles data that helps us benchmark across our operating sites to identify best practices and address gaps. While we monitor and report GHG emissions as required by the jurisdictions in which we operate, we are not subject to any GHG emission-limiting regulations.



## GHG EMISSIONS PERFORMANCE <sup>15</sup>

### FISCAL 2021

Scope 1 Direct Fuel Combustion (MT CO <sub>2</sub> e)	230,251
Scope 2 Indirect Electricity Use (MT CO <sub>2</sub> e)	84,762
Scope 3 Upstream Transportation and Distribution (MT CO <sub>2</sub> e)	360,141
<b>Total (MT CO<sub>2</sub>e)</b>	<b>675,154</b>
<hr/>	
Scope 1 Intensity (kg CO <sub>2</sub> e/Ton Production)	19.3
Scopes 1 and 2 Intensity (kg CO <sub>2</sub> e/Ton Production)	26.4

<sup>15</sup> For historical data, please visit [Compass Minerals Reporting & Archives](#).

## ENERGY

Managing energy use helps to reduce costs, lower GHG emissions and increase operational efficiency. We minimize our energy consumption while implementing efficiency improvements where possible. In addition, some sites are working with their local utilities to explore energy efficiency and renewable energy opportunities.

We operate specialized heavy equipment across our mining and manufacturing sites. Conserving fuel is beneficial for both our business and the environment. As such, we are analyzing and considering economically viable alternatives to our current processes to reduce fuel use and corresponding GHG emissions.

## 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.

We try to optimize the use of rail transportation to ship our plant nutrition, consumer & industrial and highway products. As low-carbon transit systems, rail helps to drive logistics efficiency and reduce our GHG footprint. According to the American Association of Railroads, moving freight by rail instead of truck lowers GHG emissions by up to 75%. In addition, we seek to utilize barge and vessel, which is significantly less GHG intensive on a cargo-mile basis than trucks, to transport our salt products. We continually assess and utilize transportation modes that increase our efficiency while minimizing environmental impacts.



### Reaching New Heights with Solar Evaporation

As one of the most energy-efficient and low-cost methods of mineral processing, solar evaporation enables us to extract multiple products from our extensive high-grade mineral deposits. We harness the power of the sun and wind at our facility on the Great Salt Lake, drawing highly concentrated brine from the lake into shallow solar evaporation ponds to produce salt, SOP and magnesium chloride.

In addition to our salt and plant nutrition products, we are working to develop a lithium brine resource at our Great Salt Lake operations. This sustainable resource can be converted into battery-grade lithium hydroxide for use in domestic electric vehicles and energy storage. We look forward to serving the growing market demand for battery-grade lithium, and we will continue to explore innovative and energy-efficient ways to manage our production process. In fiscal 2021, we engaged Minviro — a global industry leader in this field — to perform a formal life cycle assessment (LCA) of our lithium development scenarios under consideration. We expect to leverage the findings of the LCA to identify ways to further minimize the project's environmental footprint.

## AIR QUALITY

Ensuring safe air quality at our operational sites is necessary to protect the health of our employees, our communities and the environment. Over the last several years, Compass Minerals has made strides toward improving air quality in the communities in which we operate. In fiscal 2021, our Lyons facility transitioned from a major source of air pollutants, subject to a Title V operating permit, to a minor source that no longer requires this permitting. Only one of our sites, Ogden, was classified as a major source in fiscal 2021. Some of our facilities are in the process of developing, or have already developed, a preventative maintenance program for operational and air pollution control equipment to ensure stringent air quality standards continue to be met. Additionally, several multi-year projects are underway at our Ogden facility to replace aging air pollution control equipment, such as baghouses and scrubbers, to improve reliability and efficiency and reduce the impact on air quality.

## WATER

Water is an essential component of our business, playing a crucial role in our production processes. Our strategy for water management is twofold: 1) measuring, managing and minimizing water consumption to conserve the natural resources we rely on for our operations and 2) reducing the impacts on local watersheds from our operations. A large portion of the water used in our operations is derived

from brine sources and does not negatively impact freshwater availability in watersheds.

Oversight of water at each site is coordinated through our overall environmental management approach. Water impacts and issues vary by location, so a core aspect of our management approach involves ongoing engagement, collaboration and coordination with local stakeholder groups on water policy. Company representatives serve in an official capacity on working groups such as the Utah Water Quality Board and the Great Salt Lake Advisory Council to participate in these important policy discussions.

We monitor our stormwater and effluent-related discharge in line with all applicable national, state and provincial regulations. In fiscal 2021, we experienced three minor water-related noncompliance incidents, none of which resulted in regulatory penalties or fines.



WATER PERFORMANCE <sup>16</sup>

FISCAL 2021 (MEGALITERS)	FRESHWATER	OTHER WATER	TOTAL
<b>Withdrawal</b>			
Surface Water	48,668	167,897	216,565
Groundwater	5,092	2,616	7,708
Third-party Water	1,593	0	1,593
<b>Total Withdrawal <sup>17</sup></b>	<b>55,353</b>	<b>170,513</b>	<b>225,866</b>
<b>Discharge</b>			
Surface Water	6,086	99,301	105,387
Groundwater	1,180	1,640	2,821
Third-party Water	322	0	322
<b>Total Discharge</b>	<b>7,588</b>	<b>100,942</b>	<b>108,530</b>
<b>Consumption</b>			
<b>Total Consumption</b>	<b>12,434</b>	<b>104,902</b>	<b>117,336</b>

<sup>16</sup> For historical data, please visit [Compass Minerals Reporting & Archives](#).

<sup>17</sup> Approximately 70% of the total water withdrawn is brine used for mineral extraction; this water is not freshwater and is not suitable for irrigation.

## WATER CONSERVATION

Many of our evaporation ponds use barriers in the earthen pond dikes to improve yield and pond efficiency. These barriers were designed by our engineers to reduce brine loss and retain more of the most concentrated brine for evaporation. 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 utilize water to extract salt from underground salt deposits. The solution mining systems are designed to recycle and reuse as much brine as possible in a closed-loop process, thereby conserving water.

Groundwater will typically enter the subsurface and escape through the underground mine shaft in small, manageable quantities. In fiscal 2021, we addressed excessive groundwater leakage in the shafts at our Goderich mine. In an effort to curtail groundwater leakage into the mine, and preserve groundwater and surface water resources, the shaft lining was grouted, resulting in a 95% reduction in leakage.



## WASTE

Compass Minerals tracks waste disposal through our environmental data management platform, which enables us to better monitor our company's waste footprint. The platform also provides increased visibility for individual sites to identify issues and opportunities to improve their waste profile.

As part of waste measurement, we monitor materials, packaging and other waste outputs at each of our production and packaging sites. Although our material inputs and waste are relatively small in scale, we look for opportunities to further minimize impacts by sourcing more environmentally friendly materials and reducing waste to landfill.

Compass Minerals generates waste, comprised of non-hazardous waste and very limited hazardous waste (approximately 2% of total), through our production processes. We adhere to local and federal regulatory requirements regarding waste management. This includes retaining special waste disposal permits where required, such as at our Lyons plant and Goderich mine.

### WASTE PERFORMANCE

FISCAL 2021 (METRIC TONS)	HAZARDOUS WASTE	NON-HAZARDOUS WASTE	TOTAL
Recycled or Diverted	182	2,703	2,885
Disposed	13	7,682	7,695
<b>Total</b>	<b>195</b>	<b>10,386</b>	<b>10,581</b>

Minimizing waste can help to reduce GHG emissions, lower the risk of soil contamination and conserve land. We encourage all operating sites to explore ways to recycle, increase beneficial reuse or otherwise divert waste from landfills. Some of our sites recycle materials such as cardboard, pallets, steel, used oil and tires. Our Winsford site participates in England's waste management plan and 99% of their waste is either recycled or utilized in a waste-to-energy program.





## BIODIVERSITY

The preservation of a location's rich biodiversity is essential for a thriving natural environment and for the long-term success of our company. Compass Minerals explores ways to preserve biodiversity at locations and communities where we operate.

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. Our exploratory activities begin with assessments to ensure we do not operate in protected areas.

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 avoid critical areas of biodiversity and help to facilitate environmental restoration as 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. Our company endeavors to mitigate operational impacts and demonstrate excellence in environmental stewardship.



### Protecting Wildlife in Winsford

Over the last several years, our DeepStore team has worked to ensure we are protecting the biodiversity that surrounds our Winsford, Cheshire location.

DeepStore operates a protected species program with two ecological management zones, located in the woodlands near the site's underground storage. Artificial habitations, such as bird and bat boxes and an otter holt, have been installed to help these species safely breed. Annually, a professional ecologist ensures that the wildlife species in both areas are not disturbed and are able to thrive in their natural environment.

Our Winsford employees take care to maintain the area's unique flora and fauna. Employees tend to a wildlife garden, where they grow sunflowers and produce in raised planters. This pollinator garden also hosts more than 50,000 honeybees. Although Winsford's employees are skilled at looking after the honeybees, a local beekeeper periodically stops by to check on their well-being.

Compass Minerals will continue protecting the natural environment in communities where we operate.

# LOOKING FORWARD

## FISCAL 2025 ESG GOALS AND TARGETS

At Compass Minerals, we recognize the importance of managing our ESG impacts and growing our company in a sustainable manner. As we look to the future, we have been engaging stakeholders and internal business partners in conversations as well as assessing the broader sustainability landscape to help inform the ESG goals and targets that will guide us in the years ahead.

The outcome of that effort is Compass Minerals' fiscal 2025 ESG goals. These goals, and the targets that serve as milestones toward achieving them, span the key focus areas of Our Workforce, Our Environment, Our Products and Our Communities. They are informed by our most recent materiality assessment and focus on both aspiration and accountability. The aspiration is to work both in and outside our company to ensure Compass Minerals continues living up to our Core Values and Core Purpose. The accountability is in our commitment to report progress against these goals and targets in our annual ESG report so that our stakeholders understand where we are each step of the way.

We will begin reporting our progress in next year's ESG report and invite our stakeholders to continue the conversation on how we can all work together.





## OUR WORKFORCE

Compass Minerals is committed to fostering a safe, ethical, diverse and inclusive workplace that empowers bottom-up innovation and equips employees with the tools and training they need to thrive and grow professionally.

### SAFETY:

Achieve continuous improvement in safety performance across our platform

- **Fiscal 2025 Target:** Achieve 10% annual reduction in Total Case Incident Rate (TCIR) over previous three-fiscal-year average
- **Interim Target:** Enhance behavior-based safety training programs at 100% of our sites by end of fiscal 2023

### EMPLOYEE DEVELOPMENT:

Be an employer of choice, ensuring that employees have access to the tools and training they need to thrive and grow professionally

- **Fiscal 2025 Target:** Maintain at least an 85% voluntary retention rate for employees
- **Interim Target:** Employees will have access to 500+ learning modules of company-sponsored training across safety, compliance, cybersecurity and professional development by end of fiscal 2022
- **Interim Target:** Engage at least 85% of salaried, exempt employees in professional development by end of fiscal 2023

### DIVERSITY AND INCLUSION:

Foster an inclusive workplace, while increasing diversity at all levels of the company

- **Fiscal 2025 Target 1:** Achieve and maintain at least 40% diversity<sup>18</sup> on the board of directors
- **Fiscal 2025 Target 2:** Achieve and maintain at least 40% diversity<sup>18</sup> at the management level<sup>19</sup>
- **Interim Target:** Establish programs to support a diversity pipeline for recruitment and talent development by end of fiscal 2023
- **Fiscal 2025 Target 3:** Maintain gender pay parity<sup>20</sup>

<sup>18</sup> Women, racial/ethnic minorities, people with disabilities, LGBTQ+.

<sup>19</sup> Director-level management employee and above.

<sup>20</sup> We define gender parity as a female to male pay gap of 2% or less at the consolidated company level.





## OUR ENVIRONMENT

Compass Minerals continually evaluates risks and opportunities related to our climate and broader environment. By going beyond compliance, we responsibly transform our natural resources while mitigating impacts and protecting our environment for future generations.

### GHG EMISSIONS:

Pursue a proactive energy strategy that enables GHG emissions reductions

- **Fiscal 2025 Target:** Reduce Scopes 1 and 2 GHG emissions by 5% compared to baseline<sup>21</sup>
- **Interim Target:** Conduct energy assessment at top five GHG emitting sites by end of fiscal 2023

### WATER:

Reduce freshwater use

- **Fiscal 2025 Target:** Reduce freshwater use by 5% compared to baseline<sup>21</sup>
- **Interim Target:** Conduct water assessment at top five water consuming sites by end of fiscal 2023

### WASTE:

Reduce waste to landfill

- **Fiscal 2025 Target:** Reduce waste to landfill by 30% compared to baseline<sup>21</sup>
- **Interim Target:** Conduct waste assessment at top five waste producing sites by end of fiscal 2023

<sup>21</sup> Fiscal 2021, which is the period beginning Oct. 1, 2020, and ending Sept. 30, 2021.



## OUR PRODUCTS

Compass Minerals is committed to product safety, quality and transparency. We are also engaging with our vendors to ensure sustainability throughout our supply chain.

### CUSTOMER TRANSPARENCY:

Ensure customers have transparency on critical information for Compass Minerals-branded products

- **Fiscal 2025 Target:** 100% of Compass Minerals-branded consumer packaged products will have ingredient labeling and packaging end-of-use instructions

### RESPONSIBLE SUPPLY CHAIN:

Engage vendors to accelerate the maturing of a metrics-driven, responsible supply chain

- **Fiscal 2025 Target 1:** Engage suppliers comprising 80% of addressable<sup>22</sup> spend on meeting Compass Minerals ESG supplier scorecard metrics
- **Fiscal 2025 Target 2:** Increase by 10% addressable<sup>22</sup> supplier spend with diverse-owned<sup>23</sup>, veteran-owned or small business enterprises
- **Interim Target:** Develop an ESG supplier scorecard with a set of social and environmental metrics to assess addressable<sup>22</sup> supplier spend by end of fiscal 2022

<sup>22</sup> Excludes costs related to logistics, government fees, certifications, sole-source items or services, business travel, entertainment, or any spend where competitive sourcing is not feasible.

<sup>23</sup> Women, racial/ethnic minorities, people with disabilities, LGBTQ+.





## OUR COMMUNITIES

Compass Minerals is committed to building relationships that support and enhance our communities while operating in a manner that protects the health and safety of its members.

### COMMUNITY ENGAGEMENT:

Drive positive community change through active engagement and support

- **Fiscal 2025 Target 1:** 100% of our sites will actively engage in the community in or around which we operate through charitable giving and company-sponsored volunteer activities
- **Fiscal 2025 Target 2:** Compass Minerals will actively engage with and support organizations focused on local economic development, workforce training, scholarships, internships and/or other educational opportunities in communities around 100% of our operating sites
- **Interim Target:** 100% of our charitable contributions will align with the U.N. Sustainable Development Goals by end of fiscal 2022





## 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. Due to changes in methodology, some data in this report may not be comparable to data reported in prior years. 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, the inclusion of such information in this report is not an indication that the contents are necessarily material to investors or required to be disclosed in SEC filings. 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/DESCRIPTOR		LOCATION IN REPORT 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	2021 Annual Report: <a href="#">Form 10-KT</a>	RT-CH-000.A: Production by reportable segment
102-3	Location of headquarters	2021 Annual Report: <a href="#">Form 10-KT</a>	
102-4	Location of operations	2021 Annual Report: <a href="#">Form 10-KT</a>	
102-5	Ownership and legal form	2021 Annual Report: <a href="#">Form 10-KT</a>	
102-6	Markets served	2021 Annual Report: <a href="#">Form 10-KT</a>	
102-7	Scale of organization	2021 Annual Report: <a href="#">Form 10-KT</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, percentage contractors
102-9	Supply chain	ESG Report: <a href="#">Our Products</a> (Responsible Supply Chain)	
102-10	Significant changes to the organization and its supply chain	2021 Annual Report: <a href="#">Form 10-KT</a> ESG Report: <a href="#">Our Company</a> (About Compass Minerals), <a href="#">Our Products</a> (Responsible Supply Chain)	
102-11	Precautionary principle or approach	Compass Minerals has a comprehensive approach to managing risks but has not formally adopted the “precautionary principle”	
102-12	External initiatives	None	

GRI DISCLOSURE NUMBER/DESCRIPTOR	LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
102-13 Membership of associations	<p>We are actively involved with a range of associations and organizations, which helps to advance public policy discussions, strengthen relationships, and promote research and sharing of best management practices. We are members of organizations including, but not limited to:</p> <p><b>North America</b></p> <ul style="list-style-type: none"> <li>Agricultural Retailers Association</li> <li>American Royal</li> <li>Center for Advanced Subsurface Earth Resource Models</li> <li>Central Exchange</li> <li>Great Salt Lake Advisory Council</li> <li>Industrial Minerals Association - North America</li> <li>Kansas City Area Development Council</li> <li>Manufacturers Alliance</li> <li>Ontario Mining Association</li> <li>Pacific Water Quality Association</li> <li>Society of Women Engineers</li> <li>Southern Mine Rescue Regional Association</li> <li>The Fertilizer Institute</li> <li>Utah Water Quality Board</li> <li>Western Plant Health Association</li> <li>A number of local or regional chambers of commerce</li> <li>A number of local or state manufacturers associations</li> </ul> <p><b>United Kingdom</b></p> <ul style="list-style-type: none"> <li>Mining Association of the United Kingdom</li> <li>Salt Association</li> </ul> <p><b>International</b></p> <ul style="list-style-type: none"> <li>European Salt Producers' Association</li> <li>International Fertilizer Association</li> <li>Water Quality Association</li> </ul>	



GRI DISCLOSURE NUMBER/DESCRIPTOR	LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
<b>STRATEGY</b>		
102-14	Statement from senior decision-maker	ESG Report: <a href="#">CEO Letter</a>
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards and norms of behavior	ESG Report: <a href="#">CEO Letter</a> , <a href="#">Our Company</a> (About Compass Minerals and Governing Policies), <a href="#">Our Workforce</a> (Health and Safety and Human Rights), <a href="#">Our Products</a> (Responsible Supply Chain)  <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> (Governing Policies)
<b>GOVERNANCE</b>		
102-18	Governance structure	2021 Annual Report: <a href="#">Form 10-KT</a>  ESG Report: <a href="#">Our Company</a> (Sustainability Governance and Governing Policies)
102-19	Delegation of responsibility	ESG Report: <a href="#">Our Company</a> (Sustainability Governance)
102-20	Executive-level responsibility for economic, environmental and social topics	ESG Report: <a href="#">Our Company</a> (Sustainability Governance)

GRI DISCLOSURE NUMBER/DESCRIPTOR		LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	ESG Report: <a href="#">Materiality Assessment and Stakeholder Engagement</a>	
102-41	Collective bargaining agreements	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)	EM-MM-310a.1: Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees
102-42	Identifying and selecting stakeholders	ESG Report: <a href="#">Materiality Assessment and Stakeholder Engagement</a>	
102-43	Approach to stakeholder engagement	ESG Report: <a href="#">Materiality Assessment and Stakeholder Engagement</a> , <a href="#">Our Products</a> (Customer Experience), <a href="#">Our Communities</a> (Community Engagement Survey)	
102-44	Key topics and concerns raised	ESG Report: <a href="#">Materiality Assessment and Stakeholder Engagement</a>	
<b>REPORTING PRACTICE</b>			
102-45	Entities included in the consolidated financial statements	2021 Annual Report: <a href="#">Form 10-KT</a>	
102-46	Defining reporting content and topic boundaries	ESG Report: <a href="#">Materiality Assessment and Stakeholder Engagement</a> , <a href="#">Our Company</a> (About This Report)	
102-47	List of material topics	ESG Report: <a href="#">Materiality Assessment and Stakeholder Engagement</a>	
102-48	Restatements of information	No restatements have been made.	

GRI DISCLOSURE NUMBER/DESCRIPTOR		LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
102-49	Changes in reporting	To better align our financial reporting with the seasonality of our business and the work we do as a company, in 2021, we changed our fiscal year-end from Dec. 31 to Sept. 30. Data contained in this report labeled "fiscal 2021" covers the 12-month period beginning Oct. 1, 2020, and ending Sept. 30, 2021. The data in this report does not include our former South America operations. The sale of our South America specialty plant nutrition business was completed in July 2021 and sale of our South America chemicals business was completed in April 2022.	
102-50	Reporting period	Oct. 1, 2020 – Sept. 30, 2021	
102-51	Date of most recent report	September 2021	
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 fiscal 2021 from iCompli Sustainability. For more on external assurance, please see <a href="#">Compass Minerals Reporting &amp; Archives</a> .	

## ECONOMIC

### ANTI-CORRUPTION

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



GRI DISCLOSURE NUMBER/DESCRIPTOR		LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
205-1	Operations assessed for risks related to corruption	ESG Report: <a href="#">Our Company</a> (Governing Policies)	EM-MM-510a.1: Description of the management system for prevention of corruption and bribery throughout the value chain
205-2	Communication and training on anti-corruption policies and procedures	ESG Report: <a href="#">Our Company</a> (Governing Policies)	

## ENVIRONMENT

### WATER AND EFFLUENTS

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Environment</a> (Water)	
103-3			
303-1	Interactions with water as a shared resource	ESG Report: <a href="#">Our Environment</a> (Water)	
303-2	Management of water discharge-related impacts	ESG Report: <a href="#">Our Environment</a> (Water)	

### EMISSIONS

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Environment</a> (Greenhouse Gas Emissions)	
103-3			
305-1	Direct (Scope 1) GHG emissions	We include carbon dioxide (CO <sub>2</sub> ), methane (CH <sub>4</sub> ) and nitrous oxide (N <sub>2</sub> O) in our calculations. We do not generate nitrogen trifluoride (NF <sub>3</sub> ), sulfur hexafluoride (SF <sub>6</sub> ), hydrofluorocarbons (HFCs) or perfluorocarbons (PFCs) and therefore do not measure those gases. Please see the <a href="#">Greenhouse Gas Emissions</a> section of this report for more information on how we are working to reduce our emissions.	EM-MM-110a.1 / RT-CH-110a.1: Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations  EM-MM-110a.2 / RT-CH-110a.2: Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against targets
305-2	Indirect (Scope 2) GHG emissions	ESG Report: <a href="#">Our Environment</a> (Greenhouse Gas Emissions)	

GRI DISCLOSURE NUMBER/DESCRIPTOR		LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
305-3	Other indirect (Scope 3) GHG emissions	ESG Report: <a href="#">Our Environment</a> (Greenhouse Gas Emissions)	
305-4	GHG emissions intensity	ESG Report: <a href="#">Our Environment</a> (Greenhouse Gas Emissions)	
305-6	Emissions of ozone-depleting substances (ODS)	We do not generate ozone-depleting substances such as hydrofluorocarbons (HFCs) and therefore do not measure these gases.	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	ESG Report: <a href="#">Our Environment</a> (Greenhouse Gas Emissions)	EM-MM-120a.1 / RT-CH-120a.1: Greenhouse gas emissions included in these calculations
<b>WASTE</b>			
103-1			
103-2	Management approach	ESG Report: <a href="#">Our Environment</a> (Waste)	
103-3			
306-1	Waste generation and significant waste-related impacts	ESG Report: <a href="#">Our Environment</a> (Waste)	EM-MM-150a.2: Total weight of mineral processing waste, percentage recycled RT-CH-150a.1: Amount of hazardous waste, percentage recycled
306-2	Management of significant waste-related impacts	ESG Report: <a href="#">Our Environment</a> (Waste)	RT-CH-410b.1: 1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) (Category 1 and 2 Health and Environmental Hazardous Substances) and (2) percentage of such products that have undergone a hazard assessment
306-3	Waste generated	ESG Report: <a href="#">Our Environment</a> (Waste)	
306-4	Waste diverted from disposal	ESG Report: <a href="#">Our Environment</a> (Waste)	
306-5	Waste directed to disposal	ESG Report: <a href="#">Our Environment</a> (Waste)	

GRI DISCLOSURE NUMBER/DESCRIPTOR	LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
<b>ENVIRONMENTAL COMPLIANCE</b>		
103-1	Management approach	ESG Report: <a href="#">Our Company</a> (Governing Policies), <a href="#">Our Products</a> (Product Quality), <a href="#">Our Environment</a>
103-2	Management approach	ESG Report: <a href="#">Our Company</a> (Governing Policies), <a href="#">Our Products</a> (Product Quality), <a href="#">Our Environment</a>
103-3	Management approach	ESG Report: <a href="#">Our Company</a> (Governing Policies), <a href="#">Our Products</a> (Product Quality), <a href="#">Our Environment</a>
307-1	Noncompliance with environmental laws and regulations	ESG Report: <a href="#">Our Environment</a> (Water)
307-1	Noncompliance with environmental laws and regulations	EM-MM-140a.2 / RT-CH-140a.2: Number of incidents of noncompliance associated with water quality permits, standards and regulations  RT-CH-530a.1: Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry
<b>SOCIAL</b>		
<b>EMPLOYMENT</b>		
103-1	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)
103-3	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)
401-1	New employee hires and employee turnover	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)
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> (Employee Culture)



GRI DISCLOSURE NUMBER/DESCRIPTOR	LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE	
<b>LABOR/MANAGEMENT RELATIONS</b>			
103-1			
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)	
103-3			
402-1	Minimum notice periods regarding operational changes	<p>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 fiscal 2021, none of our sites experienced strikes or lockouts.</p>	<p>EM-MM-210b.2: Non-technical delays (site shutdowns or delays)</p> <p>EM-MM-310a.2: Strikes and lockouts</p>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
103-1			
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	
103-3			
403-1	Occupational health and safety management system	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	RT-CH-410b.2: Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact
403-2	Hazard identification, risk assessment and incident investigation	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	<p>EM-MM-320a.1 / RT-CH-320a.1: Injury rates and fatalities</p> <p>RT-CH-320a.2: Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks</p>
403-3	Occupational health services	ESG Report: <a href="#">Our Company</a> (Governing Policies), <a href="#">Our Workforce</a> (Health and Safety and Employee Culture)	

GRI DISCLOSURE NUMBER/DESCRIPTOR		LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
403-4	Worker participation, consultation and communication on occupational health and safety	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	
403-5	Worker training on occupational health and safety	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	
403-6	Promotion of worker health	ESG Report: <a href="#">Our Company</a> (Governing Policies), <a href="#">Our Workforce</a> (Health and Safety and Employee Culture)	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	
403-8	Workers covered by an occupational Health and Safety management system	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	
403-9	Work-related injuries	ESG Report: <a href="#">Our Workforce</a> (Health and Safety)	
403-10	Work-related ill health	0	

## TRAINING AND EDUCATION

103-1			
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a> (Diversity, Belonging, Inclusion and Equity and Employee Culture)	
103-3			
404-1	Average hours of training per year per employee	ESG Report: <a href="#">Our Company</a> (Governing Policies), <a href="#">Our Workforce</a> (Employee Culture)	

## DIVERSITY AND EQUAL OPPORTUNITY

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

GRI DISCLOSURE NUMBER/DESCRIPTOR	LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
<b>NON-DISCRIMINATION</b>		
103-1	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture and Human Rights)
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture and Human Rights)
103-3	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture and Human Rights)
406-1	Incidents of discrimination and corrective actions taken	ESG Report: <a href="#">Our Company</a> (Governing Policies), <a href="#">Our Workforce</a> (Employee Culture)
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>		
103-1	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)
103-2	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)
103-3	Management approach	ESG Report: <a href="#">Our Workforce</a> (Employee Culture)
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG Report: <a href="#">Our Workforce</a> (Human Rights), <a href="#">Our Products</a> (Responsible Supply Chain)
<b>CUSTOMER HEALTH AND SAFETY</b>		
103-1	Management approach	ESG Report: <a href="#">Our Products</a> (Product Quality)
103-2	Management approach	ESG Report: <a href="#">Our Products</a> (Product Quality)
103-3	Management approach	ESG Report: <a href="#">Our Products</a> (Product Quality)
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	ESG Report: <a href="#">Our Products</a> (Product Quality)



GRI DISCLOSURE NUMBER/DESCRIPTOR	LOCATION IN REPORT AND NOTES	RELATED SASB DISCLOSURE
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#### MARKETING AND LABELING

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

#### CUSTOMER PRIVACY

103-1		
103-2	Management approach	ESG Report: <a href="#">Our Company</a> (Governing Policies and Cybersecurity)
103-3		
418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	ESG Report: <a href="#">Our Company</a> (Governing Policies and Cybersecurity)

#### OTHER MATERIAL ISSUES

##### CUSTOMER SERVICE AND RETENTION

103-1		
103-2	Management approach	ESG Report: <a href="#">Our Products</a> (Customer Experience)
103-3		



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