



Our 2021 Inclusion, Diversity & Equity Report

Building a Culture
of Belonging



A Message from our CEO

BUILDING A CULTURE OF BELONGING

Our mission to feed and fuel the world sustainably is taking CF Industries to exciting new places, and our long-standing commitment to inclusion, diversity and equity (ID&E) is integral to our journey.

We focus on fostering an inclusive and diverse culture at CF Industries first and foremost because it's the right thing to do, aligned with the priority we place on safety at work. We not only want to safeguard each person's physical well-being every day, but also their personal well-being – helping each other feel welcomed, valued and inspired to do our best work. When we do this successfully, we put all our people in a position to succeed.

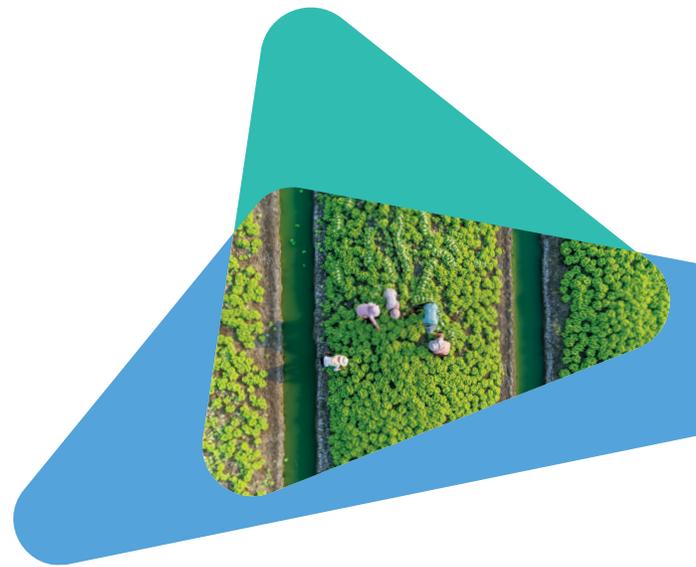
Building a company where everyone feels they belong and are empowered to help us take on the big challenges ahead is an ongoing journey. Guiding us are our Core Values, our ID&E strategy and set of goals to measure our progress. This report shares these foundational pieces and the advances we have made so far. It also highlights the improvements we still must realize to achieve our aspirations for the future.

This is a tremendous time to be a part of CF Industries as we take on some of the most urgent global issues before us to accelerate the world's transition to clean energy. These challenges demand incredible talent and many perspectives, which we are committed to nurturing as we execute our ID&E strategy and cultivate an even more inclusive and diverse culture.

Thank you for your interest in CF Industries and our ID&E journey. We look forward to sharing our progress with you.



TONY WILL | President and Chief Executive Officer



Overview

CF Industries is pleased to present our inaugural **Inclusion, Diversity & Equity Report**, documenting our journey and progress since late 2020 in building a culture of belonging.

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2020 - 2021 Highlights



100%

PERCENTAGE OF EMPLOYEES
who completed *Disrupting Everyday Bias* eLearning training

IRG

**INCLUSION
RESOURCE
GROUP**

First employee resource group launched in 2021

2021

**INCLUSION COUNCIL
ESTABLISHED**



152 **PARTICIPANTS**

with CF-featured guest speakers at Women in Agribusiness. Proud Platinum Sponsor for 2020 & 2021



1,800+ **EMPLOYEE**

participants in various cultural awareness and engagement events

99

**INTERSHIPS,
CO-OPS AND
APPRENTICES**

\$4.7M

The amount CF contributed to our

PHILANTHROPIC FOCUS AREAS



Introduced new **VOLUNTARY TIME OFF PROGRAM** providing paid time off for charitable activities



76%

**ENGAGEMENT
SURVEY SCORE**

Employees feeling happy and engaged; 2 points above global benchmark



2020

**CORE VALUES
REFRESHED**

making explicit commitment to Inclusion, Diversity and Equity



JOINED MULTIPLE PATHWAYS INITIATIVE

A multi-year effort, in partnership with the Business Roundtable (BRT), to emphasize value of skills to improve diversity, equity and workplace culture.



Inclusion, Diversity & Equity at CF Industries

Our Inclusion Statement is the foundation for everything we do to support our strategy in our three areas of focus:



Representation



Education & Skill
Development



Belonging

Inclusion Statement

Safe to be Yourself

At CF Industries, safety comes first, and the inclusive and diverse culture we strive for every day is no exception: it starts with feeling safe to bring your true self to work. We do this by embracing our differences, while learning about and respecting each other's unique perspectives and experiences. When we do this well, everyone is empowered to be their best and do their best.

"I am so proud to be in this new role, dedicated to leading CF's Inclusion, Diversity and Equity efforts and helping weave it into all we do. We are finding new ways every day to make our strategy and priorities come alive."

CORRIN CAPELES | Director, Organizational Effectiveness & Inclusion

Our Definitions

INCLUSION

Intentionally engaging all individuals based on respect for difference.

DIVERSITY

Variations among individuals and groups (visible and invisible) based on identities and life experiences.

EQUITY

Acknowledging and addressing systemic imbalances to ensure fair treatment, opportunity and advancement for all while recognizing that people may need unique resources to be successful.

Our Company Today

The following represents today's workforce in numbers - we include data on gender, race & ethnicity and company leadership.



Our Sustainability Goals

Our sustainability goals focus on females and traditionally underrepresented groups.



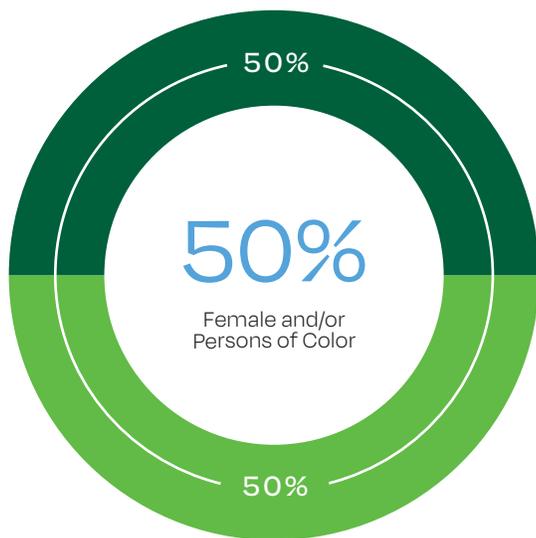
Increase representation of females and persons of color in senior leadership roles (director level and above) to at least **30% by the end of 2025**.

As of June 2021, we have **SURPASSED THIS GOAL** and are at **36%**.



Implement a program to create additional pathways to long-term professional growth for traditionally underrepresented employee groups by the end of 2021 with the ultimate goal of increasing the hiring and promotion of minority and female candidates.

In March 2021, we joined Multiple Pathways Initiative with the Business Roundtable.



Our Board

Over the past seven years, six new independent directors have joined our Board of Directors. The new directors bring impressive business credentials, experience, and diversity.

The entire Board of Directors is engaged and committed to supporting our inclusion, diversity and equity focus at CF.



Male, Non-Persons of Color



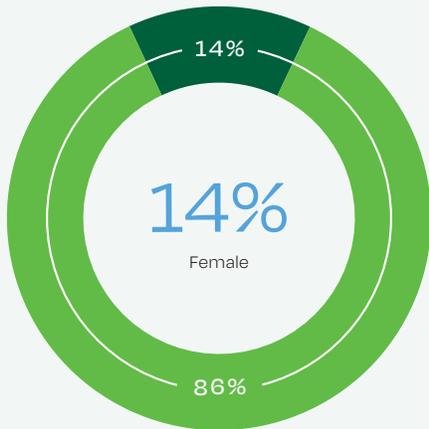
Female and/or Persons of Color

All workforce data contained in the Inclusion, Diversity & Equity Report is as of June 2021.

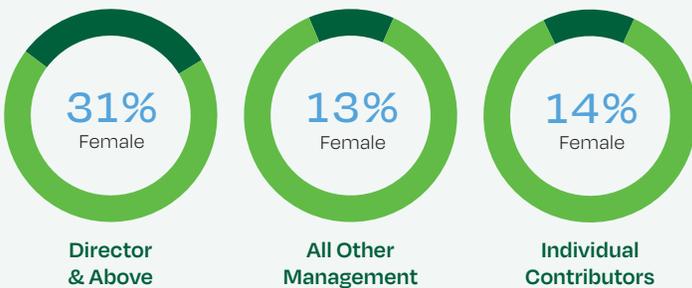
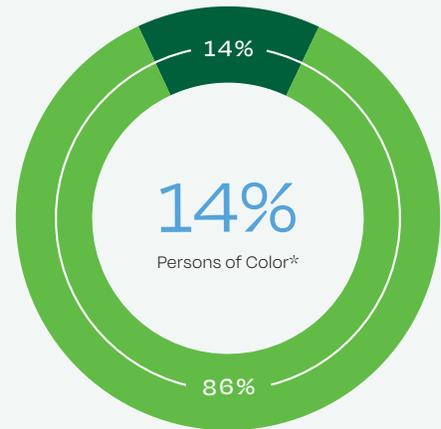
Gender, Race & Ethnicity

Here is a breakdown of gender, race & ethnicity at CF Industries today. We are making progress, but there is much work to do to create new opportunities and growth for traditionally underrepresented employee groups.

GLOBAL GENDER



U.S. RACE & ETHNICITY



● Male ● Female

● Non-Persons of Color ● Persons of Color

GENDER PAY EQUITY

Third-party expert analysis shows that CF Industries pays female employees equitably relative to male counterparts**

What CF Industries Female Employees Earn Compared to CF Male Employees



* Persons of color includes American Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian and two or more races.

** Utilizing a recognized statistical methodology that grouped employees in similar jobs, and then controlled for factors expected to influence pay such as job grade, experience, length of service and performance ratings to establish a "predicted pay" for each employee.

Our Core Values

Our Core Values drive everything we do at CF Industries and are the foundation of our Inclusion, Diversity and Equity strategy. They speak directly to our longstanding commitment to ID&E, which is aligned with our culture of safety.



WE DO IT RIGHT

- + We put safety first
- + We are ethical and compliant in our business dealings
- + We are stewards of the environment
- + **We foster an inclusive culture, treating each other with respect**



WE EXECUTE AS A TEAM

- + We work as a team for the greater good of the company
- + **We lead courageously and actively seek diverse perspectives, experiences and ideas**
- + Our decisions are made on the basis of data and analysis



WE DO IT WELL

- + Our operations are productive and efficient
- + **We are flexible in order to deliver the best solution**
- + We focus on execution and results



WE TAKE A LONG-TERM VIEW

- + We are an honest and reliable partner
- + We collaborate and cooperate with all stakeholders
- + Our goal is outstanding financial performance
- + **We are committed to employee development, building a diverse and inclusive organization for the future**

SAFETY – PHYSICAL, ORGANIZATIONAL AND SOCIAL

Safety excellence is more than preventing injuries and incidents; it means we all take responsibility for our own well-being as well as that of our colleagues and community every day. It means continuously pursuing a culture where all employees are engaged in the process, innovative in their approach and empowered to do it right every time.

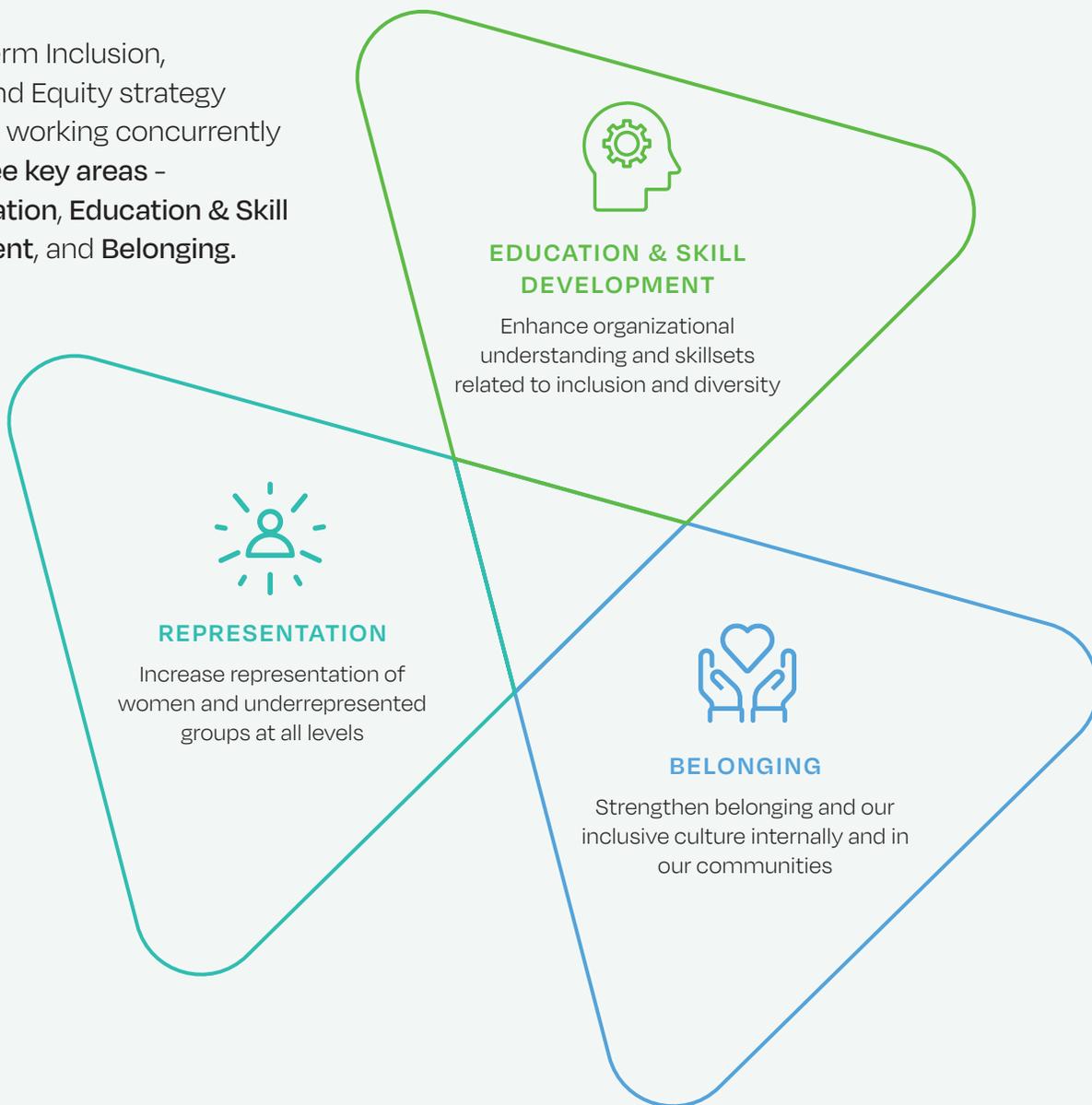
Our commitment to physical safety is renowned in our industry. We are making the same commitment to psychological safety, by creating a culture where all employees feel safe to respectfully voice their ideas and bring their full authentic selves to work... **to feel seen, heard and valued.**

"Safety is a top priority for myself and my crew every day. 'Do It Right' means everyone is watching out for one another."

ERIC CAMPBELL | Operator

Our Strategy and Actions

Our long-term Inclusion, Diversity and Equity strategy focuses on working concurrently across **three key areas** - **Representation, Education & Skill Development, and Belonging.**



"Encouraging people to work together and strive toward a common goal is something I credit to my heritage."

SERGIO VILLAREAL | I&E Supervisor

"Every one of us can get involved in inclusion, diversity, and equity by being open-minded and embracing differences."

RONALD SCOTT | Production Supervisor

Representation

We will increase representation of women and underrepresented groups at all levels by:



Attracting and building a pipeline for **diverse talent**

Building accountability into our **talent processes**

Establishing **key metrics**

Our Progress

DIVERSE TALENT

We are building a diverse pipeline through broader talent sourcing strategies that include:

- + Historically Black Colleges and Universities (HBCUs)
- + Science, Technology, Engineering and Math (STEM) organizations

- + Partnerships with high schools, technical schools and colleges in the communities in which we work
- + Building our brand awareness with key sponsorships. CF has been a Women in Agribusiness sponsor since 2014
- + Launching a **new careers website** to reflect our Inclusion, Diversity and Equity commitment
- + Leveraging **social media** to spotlight employees and advertise key roles at CF

PROGRESS IN ACTION



**PORT NEAL,
IA**

Participated in an engineering career fair at **Iowa State University** and hosted the **Northwest Iowa Community College** career workshop for Instrument and Electrical students



**WOODWARD,
OK**

Partnered with **Southwestern Oklahoma State University** to engage Engineering Technology students and partnering with **High Plains Technical Center, Vocational-Technical School** to build our pipeline



**COURTRIGHT,
ONTARIO, CA**

Collaborating with **Western University** and **Lambton College** to build our diverse pipeline of talent



**JACKSON,
MISSISSIPPI**

Established a successful internship commitment with **Jackson State University** (HBCU)



**INCE/
BILLINGHAM
UK**

Established an apprenticeship program targeting process operations and maintenance technicians with **local colleges** and over 20 apprentices annually

TALENT PROCESSES

- + Developed behavioral interview guides and training to help remove bias from the interview process
- + Revised job descriptions to emphasize and focus on skills to broaden our candidate pool
- + Identified diverse talent for succession planning empowered by targeted development plans

KEY METRICS & REPORTING

- + Reviewed talent practices and workforce data to help ensure **pay** among females and underrepresented groups is **fair and equitable**
- + Established standards for diverse slates of candidates
- + Conducted a U.S. self-identification campaign that increased self-reporting from 61% to 87% with 6% reporting as veterans and 5.3% reporting as individuals with disabilities
- + Our 2020 UK Pay Gap Report showed the percentages of women who received a bonus in 2020 increased from 90.3% to 96.9%

"CF definitely recognises hard work and supports women looking to progress."

CARLY PEEL | Supply Chain Specialist

"When there is a sense of belonging, people from a wide variety of backgrounds will flourish."

KATHY FRASHIER | Vice President, HR and Talent



Education and Skill Development

We will enhance organizational understanding and skillsets related to Inclusion, Diversity and Equity by:



Curating **training and development** offerings for all leadership levels

Enhancing the new **employee experience** to reinforce our values and culture

Championing the **Multiple Pathways Initiative**

Our Progress

TRAINING AND DEVELOPMENT

- + Conducted **Disrupting Everyday Bias** training as part of our core curriculum and onboarding strategy

100% of all employees have completed online training

93% of people leaders have completed instructor-led training

- + Developed online toolkit to reinforce learnings using the Cook Ross PAUSE Model™
- + Conducted annual inclusion, diversity and equity training for VPs and above
- + Enhanced **Frontline Leadership Development Program**, incorporating self-awareness assessments and tools to mitigate everyday bias
- + Launched **Executive Development Program**, established for future leaders of the business. Explores best practice in establishing a culture of belonging
- + Launched LinkedIn learning for all employees, and identified inclusive leadership training for all levels

- + More than 550 people attended an interactive webinar during National Safety Month to understand how psychological safety and well-being is part of CF's overall safety program

EMPLOYEE EXPERIENCE

- + Designing and implementing a best-in-class framework and supporting processes for new employee onboarding and integration across the enterprise
 - Creating **interactive roadmaps** for new employees in their first 90 days, outlining key learning and activities tailored to their employee level, location, or function
 - Developing an **onboarding and integration coaching guide** for new employees' **team leaders** with corresponding roadmap for how they can prepare for and support their new employee's onboarding and integration experience
- + Established flexible work arrangements as schedules and duties allow

MULTIPLE PATHWAYS INITIATIVE

- + Joined the multi-year initiative in March 2021 to facilitate career development and shift talent practices to emphasize skills, not just credentials

Belonging

We will strengthen belonging and our inclusive culture internally and in our communities by:



Creating opportunities for **employee involvement** and advocacy

Demonstrating our **commitment to our communities**

Measuring employees' sense of **belonging and inclusion**

Our Progress

EMPLOYEE INVOLVEMENT

- + Established **Inclusion Council** (IC) in July 2021 – a committee of diverse leaders empowered to be the change agents, allyship leaders and champions of Inclusion, Diversity and Equity
- + Launched our first **Inclusion Resource Group** (IRG) in 2021 – an active, employee-led forum for all employees to engage in Inclusion, Diversity and Equity through career development, community involvement, cultural awareness, and meaningful connection with colleagues

- + Celebrated our differences through employee panels, interviews, blogs, and interactive webinars

1,800+ participants in various events building cultural awareness and engagement

PROGRESS IN ACTION



CF hosted a World Day for Cultural Diversity Panel

May 2021



CF employees facilitated an inclusion panel at the National Association for EHS Management (NAEM) Women's Leadership Conference

June 2021



CF employees participated in and facilitated sessions at the Women in Agribusiness Annual Summit

September 2021

INCLUSION RESOURCE GROUP PRIORITIES



Career Development



Community Involvement



Cultural Awareness



Connection with Colleagues/Allyship

"I know one person can make a difference. But collectively as a community and an organization, we can be even more impactful and purposeful."

SHAWNA WALKER | Manager, Inclusion and Engagement

COMMITMENT TO COMMUNITIES

- + CF has committed to providing **financial and volunteer resources** across four philanthropic focus areas, aligning with our business strategy and making a difference in the communities we serve
 - **Environmental Sustainability** – protecting and caring for land and natural resources that feed and fuel our communities
 - **Healthy Food Access** – improving access to nutritious, affordable foods so all communities can grow and thrive
 - **STEM Education and Awareness** – helping people of all backgrounds, genders and races access education and career development in the industries that focus on agriculture, clean energy and environmental quality
 - **Local Community Advancement** – making a difference in local communities where CF employees live and work, addressing the needs of marginalized cultural groups
- + **Voluntary Time Off program** (launched April 2021) provides paid time off for volunteer activities like Team Build Day for Habitat for Humanity at our Courtright, Ontario site

PROGRESS IN ACTION

Community Giving

\$4,700,000

2020 TOTAL GLOBAL CONTRIBUTIONS



Team Build Day
for Habitat for
Humanity

July 2021

MEASURING BELONGING AND INCLUSION

- + **2020 Employee Engagement Survey** was CF's first global survey measuring the emotional commitment employees have to their work and the company's goals. Leaders are now working across the organization to develop action plans to execute against goals and priorities
 - + Key strengths include confidence in the executive leadership team, communication and employees having the resources they need to do their job well
 - + Greatest areas of opportunity include taking meaningful action as a result of the survey, feeling that opinions count and empowerment to make decisions regarding their work

About CF Industries

At CF Industries, our mission is to provide clean energy to feed and fuel the world sustainably.

With our employees focused on safe and reliable operations, environmental stewardship, and disciplined capital and corporate management, we are on a path to decarbonize our ammonia production network – the world’s largest – to enable green and blue hydrogen and nitrogen products for energy, fertilizer, emissions abatement and other industrial activities.

Our nine manufacturing complexes in the United States, Canada and the United Kingdom; an unparalleled storage, transportation and distribution network in North America; and logistics capabilities enabling a global reach underpin our strategy to leverage our unique capabilities to accelerate the world’s transition to clean energy.

For additional information, please visit www.cfindustries.com.

