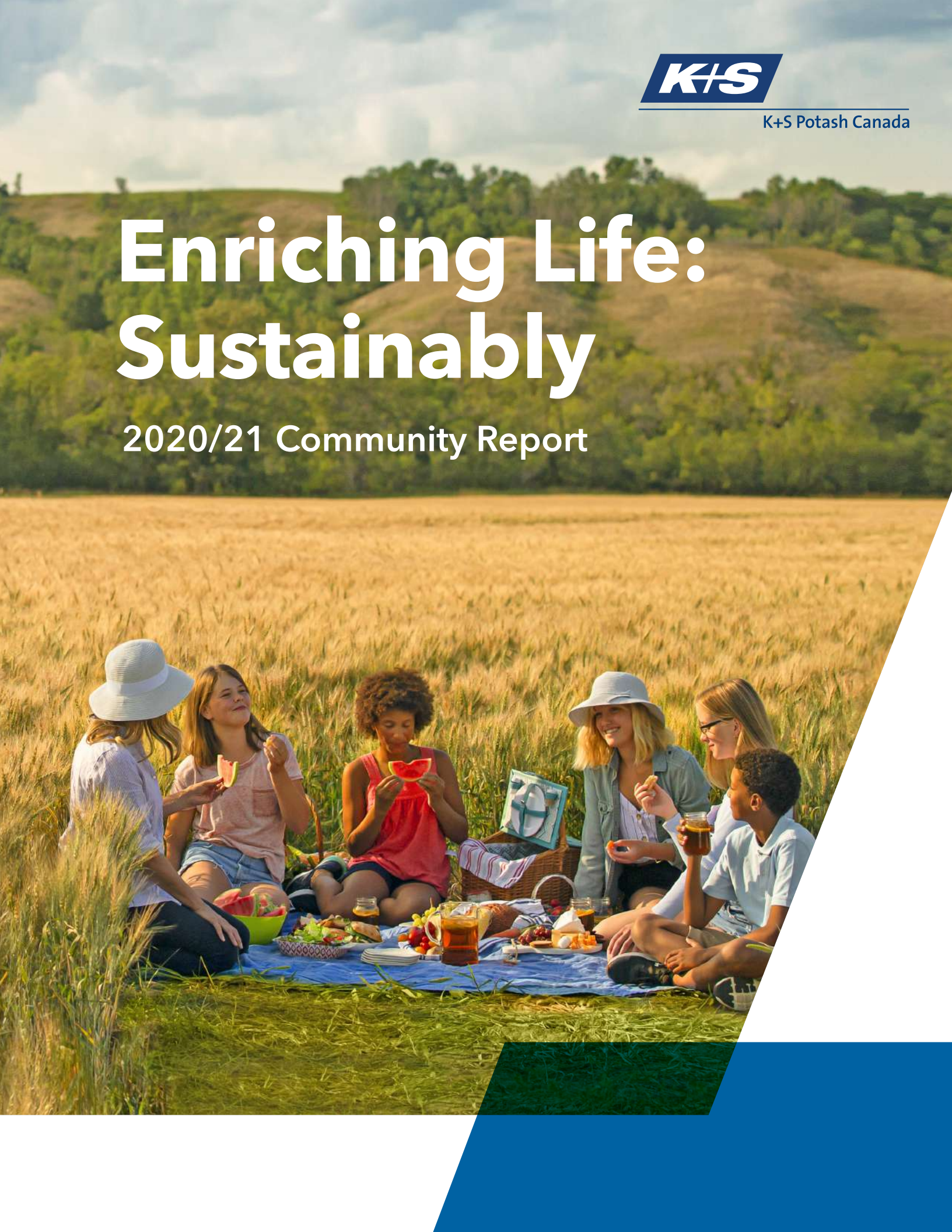




K+S Potash Canada

# Enriching Life: Sustainably

2020/21 Community Report



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# We're K+S Potash Canada.

We enrich life through the sustainable mining and refining of natural minerals into essential products for agriculture.



K+S Potash Canada (KSPC) is part of the K+S Group, a German-based company that has been mining and processing potash and salt for over 125 years. K+S Group is one of the world's leading suppliers of mineral products which are used in everything from agriculture to consumer products.

Our story began in 2010 when the K+S Group acquired Potash One, a Canadian junior mining and exploration company. With the completion of the acquisition in 2011, K+S Potash Canada was formed.

Over the next five years, the \$4.1 billion CAD Bethune Potash Mine (formerly known as the Legacy Potash Project) was constructed in the rural municipality of Dufferin, Saskatchewan. The province of Saskatchewan contains more than 50% of the world's potash reserves. It was not only a ground-breaking venture for K+S Group in terms of being the single largest project in the company's history, it was the first new potash mine built in Saskatchewan in more than 40 years. At the peak of construction of this incredible production facility, more than 2,500 people were employed, including contractors and sub-contractors.

Today, KPSC has more than 400 permanent employees across three different locations ranging from operators and tradespeople to accountants and IT specialists, and many professions in between.

Our headquarters are located in Saskatoon, Saskatchewan, but the large majority of KSPC is at the company's mine in Bethune, which extracts potash crude salt through solution mining and processes it into two grades of potash: MOP Granular and MOP Standard White which is used in both a natural crystal and compacted form as a high purity source of potassium for agriculture. From there, our product makes an 1,800-kilometer-long journey by Canadian Pacific rail, through the Canadian Rockies to KSPC's Port Moody potash handling and storage facility in beautiful British Columbia. The Port Moody office is the transportation and logistics hub of KSPC's shipping operations. The small and agile team of employees based in Port Moody - along with one team member in Saskatchewan - works with our partners Pacific Coast Terminals and Canadian Pacific Rail. Together, they get our products shipped to customers all over the world from South East Asia to South America.



In 2020, the governments of the United States and Canada identified potash as an example of a *critical* mineral in its Joint Action Plan on Critical Minerals Collaboration.<sup>i</sup> Potash is primarily used as a fertilizer (approximately 95%) to support plant growth, increase crop yield and disease resistance, and enhance water preservation.<sup>ii</sup>

## What inspires us?

At KSPC, what connects and inspires us are our company values. We feel by living these values, as employees and as a company, we can be the best at what we do. We can make a positive difference in the local communities where we live and work for generations to come:



# ONE K+S VALUES



## SAFE & SUSTAINABLE

We always put safety first and act sustainably in everything we do.

- I believe that nothing is more important than health and safety.
- I act sustainably to protect the environment, local communities, and the economy.
- I commit to building a sustainable future for generations to come.



## COLLABORATIVE

We support each other by treating one another with trust and respect.

- I am a team player who believes that we achieve more together.
- I celebrate other people's competencies, experiences, and diversity.
- I maintain positive relationships with my colleagues, business partners, customers, and communities.



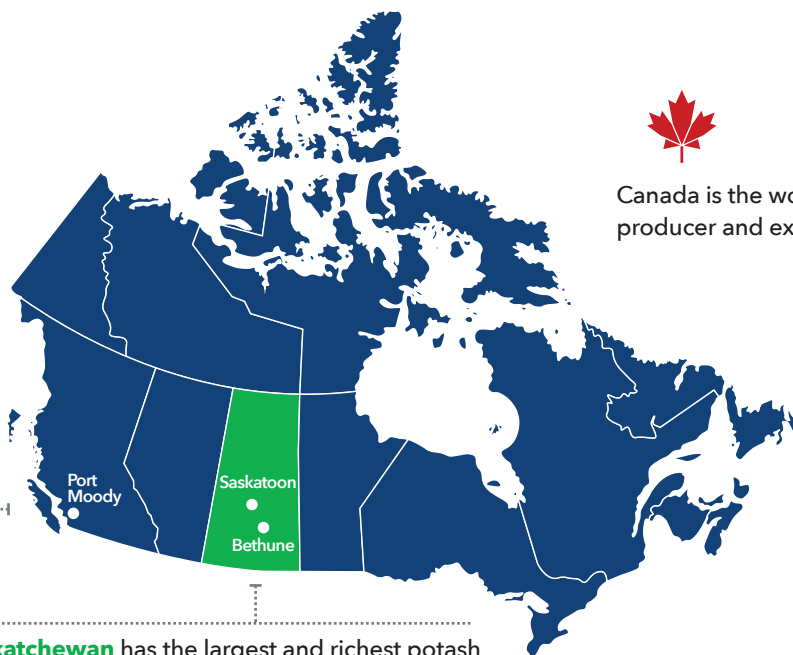
## ENTREPRENEURIAL

We are entrepreneurs and take on challenges.

- I set ambitious goals and take a proactive approach to achieve them.
- I put the customer at the center of everything I do and add value to their experience with K+S.
- I identify business opportunities, assess risks, and make informed decisions.
- I never compromise on our ethics and integrity.



Each month, approximately ten trains are filled with up to 18,000 tonnes of product and are shipped to Port Moody BC, from our mine in Bethune.



Canada is the world's largest producer and exporter of potash.<sup>iii</sup>

**Saskatchewan** has the largest and richest potash resources on the globe, and could supply the needs of farmers world-wide for several hundred years.<sup>iv</sup>



## AGILE

We utilize lean and flexible structures to work quickly and efficiently.

- I question current work processes and continuously look for opportunities to increase efficiency and add value.
- I effectively collaborate.
- I act with a sense of urgency to meet market and customer demands.
- I find ways to say "yes" – not excuses to say "no."



## INNOVATIVE

We are adaptable and encourage innovation.

- I am open to new ideas and ways of working.
- I embrace change as an opportunity to innovate and grow.
- I listen to other perspectives and learn from our collective experiences.
- I challenge the status quo, with the future always in mind.



## OPTIMISTIC

We believe in the success of K+S.

- I believe in One K+S and the success of Shaping 2030 and I actively contribute to implementing our strategy.
- I am dedicated to strengthening the reputation of K+S as an industry leader, business partner, and employer of choice.

# The K+S Mission on Sustainability: We Seize Opportunities and Meet Challenges

The K+S mission sets the framework for our activities and for the strategic orientation of the K+S Group. It determines what we do, the way we do it, and for whom we do our business. We think and act sustainably.

We are aware of our responsibility as a supplier of mineral products. We supply our agricultural customers with sustainably extracted and refined minerals.



**DID YOU KNOW?** The world's population is expected to soar towards an estimated 9.7 billion by 2050. That's a lot of mouths to feed.™

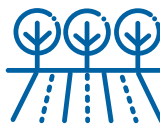
# For K+S Potash Canada, Sustainability Means Future Viability

**“At KSPC, we are well-positioned to be leaders in sustainability.”**



## 70%

Estimated increase in food production required by 2050.



## 23 hectares

Estimated loss of arable land worldwide per minute.<sup>vi</sup>

## The world is rapidly changing.

Our global population is bursting at 7.8 billion people. It is expected we will have to increase food production by 70% by the year 2050. But the land which feeds us is rapidly disappearing. According to one estimate, *every minute* we lose 23 hectares of arable land worldwide.<sup>vi</sup> Add to this the fact that in the last 40 years, the expansion of cities and towns has meant there is actually less farmland overall.<sup>vii</sup>

As a potash company, we see ourselves as a part of the solution. We have the means to help farmers revitalize their fields. The potash we produce returns essential nutrients back to the soil. Without this fertilizer, land would be stripped of its nutrients within a few growing seasons, forcing farmers to encroach on land that might otherwise be conserved.

Our potash helps farmers achieve higher yields. This is how we play an important role in the global food supply chain. We can help farmers do more, with less. We can help ensure soil is still productive and produces the food needed to feed our growing global populations. We in Saskatchewan have more than 50% of the world's potash reserves and we live in a favorable mining jurisdiction. We can help, and we can help in a big way.

At the same time, we recognize that while our products play a vital role in food production, our industry is a significant consumer of energy and water. We recognize that we need to be transparent about the true social, economic and environmental impact of our sector. We need to always get ahead of these issues instead of being reactive. If we don't, we risk too much. For the last two years in a row, the social licence to operate has been identified as the number one risk to the mining sector.<sup>viii</sup> At a time of heightened environmental awareness and sustainability, consumers and our stakeholders expect more from us.

At KSPC, we are well-positioned to be leaders in sustainability. Our mine in Bethune is the first greenfield potash mine in Canada in more than 40 years. We use modernized technologies, and intelligent mining approaches that can help us reduce energy and water

consumption. Our use of selective mining - which we call secondary mining - means we can recover potassium chloride from leftover brine. We can mine potash from the large caverns formed from primary mining without the consumption of more energy or water. We also re-deposit up to 1/3 of our salt back underground in this step, which would otherwise go on to a tailings pile. During secondary mining, we use no additional heat (thereby reducing our greenhouse gas emissions intensity), water and we reduce our net salt tailings. This means our energy and water and tailings intensity (impact per tonne of potash produced) actually decreases significantly as we continue to grow our mine. We also reuse water in our mining process. Our plant heats the water for our primary mining by using waste heat from an evaporation process. Evaporated water is recycled and reused to dissolve ore, so we consume less.

Our practices are rooted in the sustainability goals of our parent company K+S Aktiengesellschaft. They were developed based on the United Nations' 17 Sustainable Development Goals and focus on **Health, Safety and Environment, Economy and Social**. This year marks the fifth anniversary of our company becoming a signatory to the United Nations Global Compact: the world's largest corporate sustainability initiative. This means as a company, we align our strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.

There is so much potential to do more. And we believe we can. The future of KSPC is determined by the actions and commitments we make today, as a company, as employees and as people. This is how we do business.



**Sam Farris**  
President and General Manager,  
Operations  
K+S Potash Canada

# Environmental

## »» We're going Further.

As KSPC exits the start-up phase and moves into a ramp-up phase in production, we recognize the critical importance of reducing our resource use. As a new mine site, we are in a great position to make this happen.

## »» What are we doing?

### Protecting Grassland Habitat and Wetlands

Using a new science-based method to calculate habitat offsets, we at KSPC achieved the largest known industry investment in both grassland habitat and wetlands offsets in Saskatchewan. Partnering with the Government of Saskatchewan, and the Nature Conservancy of Canada (NCC) we were able to offset the 194 hectares of grasslands that were impacted by our mine by conserving 402 hectares of some of the rarest and most at-risk biomes in the world. Our off-set agreement with Ducks Unlimited is the largest mitigation payment the conservation group has ever received in Saskatchewan. The direct and indirect impact on 199 acres of wetlands near the Bethune mine site will be offset by restoring 361 acres of wetlands in Saskatchewan.

"I help make sure KSPC uses best available technology to efficiently utilize natural gas and power consumption in a manner which has the lowest carbon footprint for Saskatchewan. KSPC works with provincial public utilities to help promote solutions which reduce carbon emissions and would more effectively utilize natural gas we already consume at our Bethune facility to generate power for the grid. I believe renewables can contribute to this process as we continually work towards balancing environmental and economic needs in all our projects."

**James Wirth,**  
**Senior Manager,**  
**Gas and Energy**  
**Management**





We strive not just to be better environmental stewards, but industry leaders when it comes to conservation. We turn to innovation, technology, and research to guide us on how to reduce the impact of our production on the environment. It isn't enough to just meet government requirements.

### Collaborating with Government and Research

We work with our provincial and federal governments to ensure we can actually achieve legislative and regulatory targets. We're looking to fulfill K+S corporate objectives while exceeding currently legislated requirements such as the provincial 5% reduction in emissions intensity by 2030. We are working with the International Mineral Innovation Institute and the mining industry to explore less intensive energy sources such as SMRs, co-generation and renewable energy sources as well as looking at ways to integrate these technologies at our site.



### Turning to Technology

As a new mine, we were able to use the best available equipment at the time of building our facility so it could be as efficient as possible. This includes state-of-the-art boilers and small scale co-generation.



### Reducing Emissions

The Province of Saskatchewan requires us to reduce our CO2 emissions intensity by 5% by 2030. KSPC and the K+S Group have additionally implemented targets to reduce emissions from electricity by 20% during this same time frame.



### Curbing Water Consumption

KSPC's short-term goal is to reduce water consumption by 350,000 m3 this year alone, which would almost single-handedly achieve our parent company's 2030 objective of reducing water consumption by 500,000 m3/per annum.



**There's a lot of work still to be done on our sustainability initiatives.  
But there's a lot of potential as well.**

We're using 2020 as our baseline from which we'll measure our future improvements. This will help us get closer to achieving our environmental sustainability goals.

## Grassland and Wetland Compensation: KSPC's Landmark Investments

KSPC's ongoing grassland and wetland compensation programs, in partnership with Ducks Unlimited and the Nature Conservancy of Canada, works toward providing protected areas for wildlife throughout the province

Using a new science-based method to calculate habitat offsets, we at KSPC achieved the largest known industry investment in both grassland habitat and wetlands offsets in Saskatchewan. Partnering with the Government of Saskatchewan, and the Nature Conservancy of Canada (NCC) we were able to offset the 194 hectares of grasslands that were impacted by our mine by conserving 402 hectares of some of the rarest and most at-risk biomes in the world.

In addition to this, our off-set agreement with Ducks Unlimited is the largest mitigation payment the conservation group has ever received in Saskatchewan. The direct and indirect impact on 199 acres of wetlands near the Bethune mine site will be offset by restoring 361 acres of wetlands in Saskatchewan.

The framework calculated the value of the habitat that has been impacted in order to determine the conservation project that would effectively match that value somewhere else. In other words, our formula aimed to take into consideration more than just the area that needed to be compensated. We were considering the value of the habitat and targeting high-quality habitat offset projects to compensate for that land.

"Wetlands have been in decline for many years and because Saskatchewan is in the heart of waterfowl breeding habitat in North America, this offset agreement goes a long way to help mitigate habitat loss in this very important region."

**Trevor Plews, Head of Conservation Programs for Ducks Unlimited in Saskatchewan**



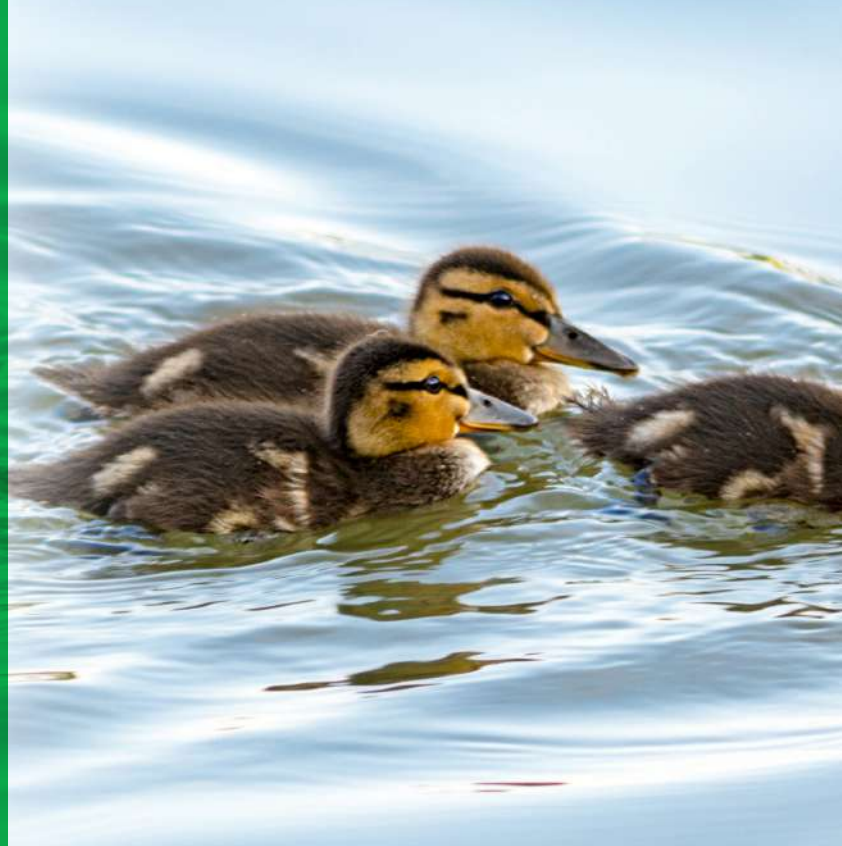
**\$2.8 million +**

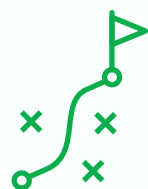
Committed over \$2.8 million in funding for wetland conservation through an agreement with Ducks Unlimited Canada (DUC).



**361 acres restored**

Direct and indirect impact on 199 acres of wetlands near the Bethune mine site will be offset by restoring 361 acres of wetlands in DUC's target landscapes in Saskatchewan.





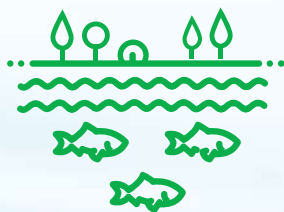
## 5 Years

From start to finish this project almost took 5 years - nearly as long as it took us to complete the Legacy Project!

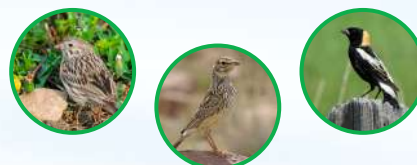


## \$1 million

Committed almost \$1 million to Nature Conservancy of Canada in offset funds.



Offset dollars have helped the Nature Conservancy of Canada purchase Pasqua Lake Property in the Aspen Parkland ecoregion, an area of national importance due to its high biodiversity. The 280-acre (113-hectare) property protects the marshes upstream from the lake as well as the trees and grasslands that filter and help clean the lake's water.



Pasqua Lake Property, which KSPC helps protect, is home to a number of species at risk including the Baird's Sparrow, the Sprague's Pipit and Bobolink.



# It's the Little Things

**At KSPC, we want to make sure we act responsibly in our daily operations to ensure we reduce our environmental impact. Here's some of the ways we are doing that:**

KSPC has **daily and weekly routine inspections** of all product and substance storage locations to ensure all materials are being handled appropriately.



KSPC has **wildlife deterrents installed throughout the mine site including cooling pond, brine pond, and well field.** Regular breeding bird and vegetation surveys take place on site in accordance with provincial guidelines.

Our control room operators are responsible for ensuring **air pollution abatement equipment is always operational** when the associated process equipment is in operation. Emissions from the mine site are monitored continuously and audited annually by certified third parties to ensure they are within predicted levels.

KSPC is currently working on **energy management and sustainability processes** with the end goal of overall energy use and emission reduction at site in alignment with the provincial strategy.

Water used at the Bethune mine is run through the plant multiple times to **maximize wastewater recycling and minimize raw water usage.**



KSPC has **no discharges to surface water or groundwater.** The vast amount of reagents or process-related materials/substances consumed at site are contained within a closed loop system and are not released to the environment.

The majority of substances that are not process-related are **disposed off site at registered facilities** and are tracked through KSPC's waste management plan.

During 2019, **65 tonnes of recyclables including paper, cardboard, plastics and beverage containers were recovered from our site,** while 230 tonnes of scrap metal and 255 tonnes of scrap wood were segregated and distributed to appropriate off-site recycling facilities.



**DID YOU KNOW** the Canadian Minerals and Metals Plan is a milestone in Canada's mining history? It includes a vision, principles and strategic directions that governments, industry and stakeholders can pursue to drive industry competitiveness and long-term success. That vision includes responsible mineral development which integrates the concept of sustainability—human, social, economic, and environmental.<sup>ix</sup>

## Giving Used Equipment a New Life and Fresh Start

**Our Bethune mine is generating a wide range of opportunities for individuals, organizations and businesses within its region and throughout Saskatchewan. However, some of the benefits that have been most appreciated are not necessarily the most obvious ones.**

When we transitioned from construction to operational mode, we found ourselves with dozens of computers, peripherals and network devices that were still in good working order. Years ago, dated computer equipment may have ended up in the local landfill, but times have changed. "Our IT department is always looking for ways to be more environmentally friendly and minimize the impact we make on the planet," says Brody Wasmann, an IT business consultant at KSPC. "A lot of equipment we would deem to be at end-of-life stage can still provide good opportunities for places like educational institutions or communities that might be running 10-year-old hardware."

Wasmann contacted a number of groups and communities in the region of Bethune mine to see whether they might be interested in receiving a donation of some of the equipment. Not surprisingly, a number of them said, "Yes please." We also donated more than 100 previously used wireless phones to SaskTel's Phones for a Fresh Start program. Proceeds from their sale to recyclers go to help victims of domestic abuse. Still other beneficiaries of our "used-but-still-good" computer equipment are KSPC employees who purchased the gear for use in their homes. We're committed to acting sustainably to protect the environment and to support the communities where we live and work.

### Saskatchewan Polytechnic Students in Moose Jaw benefit from KSPC Equipment Donation

About 40 computer engineering technology students at Saskatchewan Polytechnic's Moose Jaw Campus are among the people and groups in the province who are benefiting from donations of used equipment from KSPC.

"The equipment in our lab was more than 10 years old and the equipment we got from KSPC is high quality equipment that was approximately three years old," says Shaun Nanan, Program Head and Instructor of Computer Engineering Technology, School of Mining, Energy and Manufacturing at the campus.



The donated gear includes servers, workstations, monitors, network switches and cables, and it's being used to deliver courses and rebuild the program's internal network. "Our technology is changing just as fast as industry and we need to keep up," says Nanan. "This is a generous donation of good quality equipment that's very useful for us. It also saves us thousands of dollars that we can use for other equipment and software." The business information systems program at the campus also received used equipment from KSPC.

Groups and communities who've benefited from our donations of used computer equipment include:

#### Carry the Kettle First Nation:

 35 desktop computers and monitors

 5 laptops

#### Piapot First Nation:

 44 desktop computers and monitors

 6 laptops

#### Village of Bethune Town Council:

 5 laptops


#### Saskatchewan Polytechnic Moose Jaw Campus

(Computer Engineering Technology and Business Information Systems programs):

 4 servers

 6 network switches

 70 Monitors

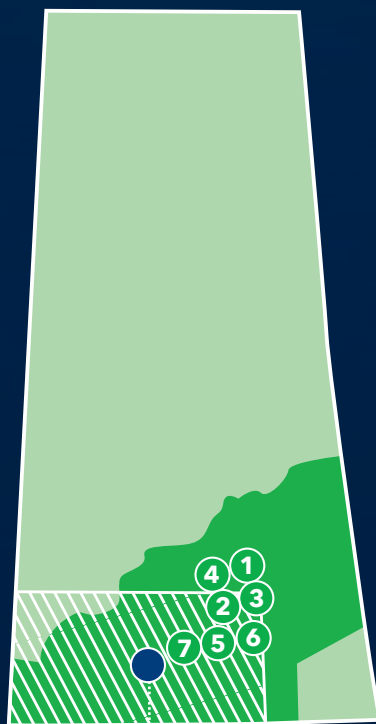
 10 Desktops

# Social

## Working Together: Indigenous Relations

KSPC's mine is situated within Treaty 4 Territory which is the traditional lands of the Plains Cree, Sauteaux and Sioux and Métis Nations.

-  Saskatchewan
-  Treaty 4
-  Métis Nation
-  First Nations communities around Port Moody, British Columbia



KSPC Bethune Mine

### Local Saskatchewan Treaty 4 Communities

- |                 |                |
|-----------------|----------------|
| ① Day Star      | ⑤ Muscowpetung |
| ② George Gordon | ⑥ Pasqua       |
| ③ Muskowekwan   | ⑦ Piapot       |
| ④ Kawacatoose   |                |



**DID YOU KNOW** frontline supervisors at KSPC receive Indigenous Awareness Training? This module was specifically-designed by KSPC's own Indigenous Relations Team. It addresses common myths and misconceptions about Indigenous Peoples, historical legacies experienced by Indigenous Peoples, and provides an overview of the diverse Indigenous Communities that are local to the Bethune mine and KSPC's Logistics Hub in Port Moody, BC.

# KSPC's Indigenous Relations Policy: Capturing the Spirit of Community Partnership

## Sustainability means nurturing and maintaining positive relationships with the communities where we live and work.

It is crucial for KSPC to build its social licence to operate. That's why KSPC sits down with key decision-makers both from within and outside of the organization in order to work together in ways that are collaborative, positive, and transparent.

KSPC's mine is situated within Treaty 4 Territory which is the traditional lands of the Plains Cree, Saulteaux and Sioux and the Métis Nation. When the Bethune Mine (then known as the Legacy Project) was first being developed back in 2012, there was great interest from local Indigenous Communities. Terry Bird, Manager of Indigenous Relations for KSPC, says at the time, KSPC quickly recognized there was a need to have a policy which would provide assurances to local First Nations and Métis Communities that the company would operate with inclusiveness.

"As we transitioned from a construction project to operations we had more budget constraints and we needed to revise the policies to have one consistent policy in place for the life of the mine," Terry explains.

"It had to be something of substance."

Over the next two years, KSPC would work closely with several local Indigenous leaders and academics to develop a more extensive Indigenous Relations Policy that reflected both the diverse needs and perspectives of these Indigenous Communities. The result is an Indigenous Relations Policy which today serves as a guiding framework on how best to build respect and awareness of local Indigenous communities among KSPC's entire workforce. It also serves as a best practice model of how to foster greater appreciation of the treaty land on which we operate.

Since the policy was developed in collaboration with all the members of the KSPC Leadership Team, there was input from every area of our business, which meant it could be integrated right across the entire organization. This has allowed KSPC to gain clear commitments from multiple departments within the company to celebrate KSPC's Indigenous partners through a focus on Human Resources, Procurement, Community Investment and Environment.

## Education, Awareness, Engagement

As part of the implementation process, both Terry and Andrew Gajadhar, Senior Manager of Corporate Affairs, hold regular sessions with specific departments to describe the many benefits of KSPC's Indigenous Relations Policy and address any questions and or concerns in a transparent and meaningful way. They also use social tools such as teambuilding events to engage employees. Indigenous Awareness training is also available for all employees. In addition to this, both Andrew and Terry continue the conversation with local communities to ensure there is ongoing dialogue and transparency regarding KSPC's work in the territory. Today, KSPC works closely with 11 Saskatchewan-based Indigenous companies.

Terry Bird says KSPC's Indigenous Relations Policy is an integral part of KSPC's sustainability plans as a business.

"There's a lot of value in terms of a business case. Given Canada's increasing Indigenous population, this means an increase in workforce potential and more entrepreneurs. Indigenous entrepreneurship is the fastest growing demographic of entrepreneurs in the country. At the same time it creates economic development with Indigenous Communities."

"This is really a win-win situation for us all."



**Terry Bird**  
Manager of Indigenous Relations  
K+S Potash Canada

**"What K+S Potash Canada strives to do is capture the spirit and intent of good relations with Indigenous People and Communities. A key part of it all begins with mutual respect."**





## It Takes a Collective Effort

*“Sustainability involves significant cooperation and partnership. To advance our efforts KSPC is committed to working with local Indigenous communities, community partners, the mining and fertilizer industries, and all levels of government. We also focus internally on continuous improvement and research and development activities to become increasingly efficient with the resources we use. We are committed to being an environmental steward on the land on which we operate to ensure that we continue to develop a sustainable ecological, social, and economic environment.”*

**Andrew Gajadhar, Senior Manager of Corporate Affairs**



KSPC is committed to building an inclusive and diverse workforce by providing employment and economic opportunities to Indigenous peoples, women, and other minorities in our industry.

## KSPC's Indigenous Recruitment Strategy: A Career Stepping Stone for Indigenous Students and Employees

Building a representative workforce is a goal for KSPC.

In several statistics, Indigenous People within Saskatchewan are the youngest and fastest growing population. KSPC, recognizing this statistic, has introduced an HR initiative that ensures KSPC is a representative workforce that is inclusive of Saskatchewan Indigenous people.

When designing this strategy, KSPC worked closely with two incredible organizations that focus on training, skills development and pre-employment. The Saskatchewan Indian Institute of Technologies (SIIT) is governed by the Federation of Sovereign Indigenous Nations and encompasses more than 90% Indigenous Students. Although there are several programs within SIIT, one of the programs it hosts is the Mining Industry Pre-Employment Program (MIPP). In the fall of 2019, six student graduates from MIPP were given a tour of KSPC's Bethune mine. These SIIT MIPP students were also able to meet with managers and members of the operations team. Each of the students were asked to participate in a mock-interview in preparation for any mining company opportunities for career employment. In March 2020, three of these MIPP graduates were presented employment offers in areas of KSPC potash production.

In addition to this, KSPC worked with and continues to work closely with FHQ Developments Ltd. to recruit skilled Indigenous workers. FHQ Developments is a limited partnership agreement of the 11-member First Nation communities of File Hills Qu'Appelle Tribal Council (FHQTC). Representing over 15,000 First Nation citizens and 435,000 acres of reserve lands in Treaty 4 territory, its mission is to contribute to the long-term independence and prosperity of its Limited Partners and Citizens by developing profitable business ventures, economic development opportunities, and advancing employment and livelihood for its Nations and citizens in a manner consistent with the Nehiyaw (Cree), Dakota, Nakota, Lakota, and Anishinaabe (Saulteaux) Nations teachings. The activation of the FHQ Developments Recruitment & Retention Services resulted in the successful hire of 10 Indigenous employees who joined KSPC in the spring of 2020.

These joint ventures have been a great success. KSPC is committed to ensuring it builds on this important work, today and well into the future.

## Partners from the Start, Growing a Legacy Together

In 2019, KSPC made the decision to sell a parcel of fully serviced land, previously used for the K+S Legacy Camp throughout the construction of the Bethune Mine. With the prospect of a great opportunity to build positively upon its relationships with local Indigenous communities, K+S Potash Canada explored the idea of selling the land to interested local First Nations through a tender process.

George Gordon Development Ltd. (GGDL), the economic development arm of George Gordon First Nation, was the successful bidder. George Gordon First Nation is one of the largest First Nations within the Treaty 4 territory, their membership consists of over 4,000 people.

Glen Pratt, CEO of GGDL says it has been a positive relationship collaborating with K+S Potash Canada.

"By acquiring the land, we hope to develop a long-lasting, mutually-beneficial partnership with K+S Potash Canada," he says.

Mr. Pratt adds that he is optimistic about the future potential this land deal will have in terms of benefitting the members of George Gordon First Nation in positive and long-lasting ways. The land itself represents a host of possibilities that might include job creation, revenue generation, ongoing communications and training, and additional contracts.

Chief Bryon Bitternose says the George Gordon First Nation has worked well in partnership with K+S Potash Canada from construction and continue to do so right through to its current phase of operations.

"This land deal is just a continuation of this positive business relationship between K+S and GGFN."

"Our community has benefitted from K+S Potash Canada developing the mine and we look forward to the economic opportunities that can flow from our new site."





## Inclusion and Diversity Matters

*"Helping advance KSPC to be a more inclusive, diverse and welcoming workplace is personally rewarding for me. The sustainability and the longevity of our company will depend on how well we reflect the diverse mosaic of people which make up Canada and the province of Saskatchewan. I feel our Inclusion and Diversity Initiatives at KSPC have set us on a positive trajectory which will help us grow, and flourish."*

**Maeghan Dubois, Vice President, Communications, Americas**



## Meet Bella

*"One of the things I like the most about working at KSPC is how diverse our team is. We have employees who have come from all over the world and across Canada. Here in Port Moody, our team members all bring passion, and unique insights and experiences to the table. It's one of our strengths."*

**Bella Tennant, Administrative Assistant**

# Inclusion + Diversity

## KSPC: Inclusive, Diverse and Culturally-Responsive

We are committed to building a representative workforce; meaning we want to employ a workforce that reflects the people who live in our community.

That's why we are committed to creating a culture of inclusion, where all people feel a sense of belonging and comfort. KSPC recognizes diversity is a critical aspect of any successful and thriving organization. It's important our workforce consists of women in non-traditional roles, Indigenous Peoples, people with disabilities or individuals from other minority groups.

Inclusion fosters understanding and acceptance and strengthens the bottom line.

Diversity brings unique perspectives to the table and allows for innovation.

There is still much progress to be made to achieve a truly representative workforce, but we believe we can lead this positive change.

### How are we moving forward?

- We have a dedicated Inclusion and Diversity Project team that works to make sure KSPC is inclusive and accepting of women, Indigenous Peoples, Members of the LGBTQ2S+ community, persons with disabilities and racialized minorities



- We offer Unconscious Bias Training to hiring leaders and senior leadership



- We conduct regular pulse surveys to assess employee attitudes and experiences



- We make sure our inclusion and diversity (I + D) initiatives are grounded in research, both internal and external, and identify set targets for us to meet



- Each of our company policies are reviewed through an inclusion and diversity lens.





KSPC thinks differently about community investment. For us, it's less about "donations" and "sponsorships" and instead about acting with purpose in everything we say and do.

We want to collaborate with community organizations which specifically offer programming which benefits children in growth and development, health and wellbeing and leadership. We call these Purposeful Partnerships, and together, we're achieving a number of milestones and having a greater, more long-lasting impact on the youth of today and generations to come.



## Inspiring Kids to Focus on Conservation

KSPC's partnership with Earth Rangers is bringing engaging, inspiring, and educational experiences to elementary school students across Saskatchewan

Earth Rangers is a Canada-wide, 200,000 members strong kids' conservation organization. They are committed to instilling environmental knowledge, positivity, and the confidence to take action in children across Canada. In pursuit of this mission, Earth Rangers offers a variety of free and engaging education programs that children can participate in at home, at school, and in their communities. Most importantly, Earth Rangers' programs show children that it's not too late to help the planet and teach kids that their actions can have a positive impact in their communities today, and those actions will continue to impact the future of our planet.

Abigail Hynes, age 8, joined Earth Rangers two and a half years ago and has reached Super Ranger status, appearing on the Wild Wire Wall of Fame for the work she has done with the organization. She loves animals, and she enjoys spending lots of time outdoors. Her favourite activities are the swing, golf, basketball, water fights with her mom, and exploring nature.

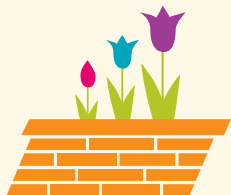
With KSPC's support as a partner of the Earth Ranger School Assembly Program, Abigail and children like her can continue to be conservation champions and grow into leaders in their communities.



## We believe in growing our future.

We believe it's important to offer a helping hand to our future leaders, innovators and trailblazers to help them overcome life's obstacles. We want to spark hope, courage and ambition to ignite and feed a generation's dreams, talents and convictions, so that we raise up a generation that creates a better community, a better Saskatchewan, and a better world. A world rooted in Canadian values, and lifted up by the Saskatchewan spirit. A place where we are connected by shared passions, dreams and goals, and a commitment to building a brighter tomorrow.

### Our three main areas of focus include:



#### Growth and Development

Providing young people with opportunities to engage, create and discover through sports, art, culture and education.



#### Health and Wellbeing

Enriching young people's bodies and minds by nurturing physical, emotional and mental health.



#### Leadership

Celebrating change-makers who work hard to provide young people with access to more in our communities.

We are committed to **giving back** to the communities where we live and work!

Organizations supported in  
**500+** SK & BC

**Over 100**  
 Indigenous organizations supported

**\$300** per employee per year  
 donated to a charity of their choice

More than **7M**  
 invested into the community

# Local Community Investment

## Investing in the Well-Being of our Communities

### KSPC Covid-19 Relief

In an average month, the 32 food banks scattered across the province of Saskatchewan supports as many as 40,000 people. But Food Banks of Saskatchewan officials say this number skyrocketed due to the Covid-19 pandemic.

KSPC stepped up to partner with the Food Banks of Saskatchewan by matching every donation - up to \$50,000 CAD - designated to the organization's COVID-19 Crisis Response Fund during a special fundraising week at the end of April, 2020. In total, \$103,000 was raised. These funds were used to purchase food, deliver food hampers, and help employ staff coordinating these efforts. KSPC also made a \$5,000 CAD donation to SHARE Family & Community Services Food Bank in Port Moody, British Columbia, home to KSPC's shipping office, in support of its local COVID-19 relief efforts.

KSPC's Volunteer+ program allows each KSPC employee 8 hours of paid time off to volunteer at a non-profit of their choice. KSPC follows up by donating \$300 to that organization once employees have completed their volunteer time. However, in response to the pandemic, KSPC allowed employees to reallocate their Volunteer+ contribution and waived the volunteer time requirement if employees wished to donate to organizations offering COVID-19 relief services. This initiative ran from April 16 - May 15 and a wide range of organizations providing COVID-19 relief benefitted from employee generosity. This included local groups providing food services, health foundations, mental health organizations and shelters. At the end of the six weeks, 130 KSPC employees had donated to 38 different organizations in 13 different communities. In total \$39,000 CAD was donated by KSPC employees.

**KSPC is dedicated to safety: it's one of our sustainability goals**



**This commitment extends to ensuring the communities close to our mine site are safe and secure.**

We are giving \$150K over three years to the Volunteer Fire Department of Bethune and the Rural Municipality of Dufferin #190. This funding will help aid in the training of volunteers, upgrading and purchasing new equipment and ensures the residents in this area have access to safety services to keep their community protected.



## Meet Scott

*"Helping to build and grow KSPC's relationship with the community of Bethune is one of the highlights of my work. It's important that we as a company become a positive and contributing member of the community where our mine is situated. That's important to our sustainability and ensures we leave a positive legacy for generations to come."*

**Scott Gibney, Land and Community Relations Coordinator**



## Meet Christopher

*"Safety is one of KSPC's Sustainability Goals. That's why it makes perfect sense for me to volunteer with Bethune Fire department as we are constantly dedicated to the public safety of Bethune and the RM of Dufferin #190. I use my volunteer hours and donation each year with the department as it is near and dear to my heart. Helping ensure the community is safe where our mine is located is important to me."*

**Christopher Lloyd, Materials Technician, Warehouse Lead**



## Meet Meaghan

*"Through KSPC's Volunteer + Program, I volunteered with the Regina Food Bank. I loved my experience there. I was surprised at the volume of people the Regina Food Bank works to support. The people at the foodbank work so hard and it's amazing that they can sort through donations to make baskets that follow the Canada Food Guide. What I appreciate about the Regina Food Bank is their commitment towards providing services and supports that address the complex long term issues that create hunger and food insecurity. This aligns with our KSPC values."*

**Meaghan Comrie, Compensation and Benefits Specialist**



## Meet Danka

*"The organization I chose to volunteer with through our Volunteer + Program was Child Find Saskatchewan. I feel I can contribute in a small way to an organization that has - since 1984 - focused on such an important mission: supporting searching families in Saskatchewan and assisting law enforcement in the location and recovery of missing persons."*

**Danka Spiric, Buyer**

# Volunteer +

## Giving Back and Making a Difference: Locally



Each year, KSPC offers 8 hours of paid time for employees to use to volunteer with a non-profit group of their choice. Once the 8 hours of volunteer time has been completed, KSPC follows up with a donation of \$300 to that organization.

Our Volunteer + Program has helped hundreds of KSPC Employees give back to their community over the years. Here are just some of the organizations, charities, and community groups our KSPC employees have dedicated their time to:

**BRAIN TUMOUR FOUNDATION SILTON FIRE DEPARTMENT REGINA CAT RESCUE REGINA HUMANE SOCIETY REGINA FOOD BANK GIRL GUIDES CHILD FIND SASKATCHEWAN MOOSE JAW MINOR HOCKEY SASKATOON FOOD BANK & LEARNING CENTRE REGINA BEACH FIRE DEPARTMENT MOOSE JAW HUMANE SOCIETY CHILDREN'S WISH FOUNDATION OF CANADA/SASKATCHEWAN CHAPTER AND MANY MORE.**



**DID YOU KNOW** KSPC and the Bethune Lions launched the first Bethune Community Lottery together? The campaign was successful in raising more than \$20,000 for 14 community groups in the Bethune and surrounding areas!



**What is the Social Licence to Operate?** The social licence to operate is made up of three components: legitimacy, credibility and trust.<sup>x</sup>

More than 90% of KSPC's workforce are permanent employees.



## Meet Steph

*"There are two things that I really like about my job. The first one is the people. They're engaged in their work, they're loyal, and they care about the company. The other thing is KSPC's open door policy. It's truly an open door policy. Everyone is welcome to talk to their leaders about what they feel is going well, what's not, and to offer ideas on how to improve things. KSPC loves ideas."*

**Stephanie Yandon, Human Resources Advisor**



KSPC has been named one of Saskatchewan's Top Employers for the last seven years running and one of Canada's Top 100 Employers each year since 2018.



# Employee Engagement and Development

## Our Employees At-a-Glance:



**469**

Total active employees

**66**

Saskatoon

**393**

Bethune

**7**

Port Moody

At KSPC, we strongly support the personal growth and development of our employees because we believe their success is essential to the long-term success of our company. Our efforts have been recognized. “We’ve been named one of Saskatchewan’s Top Employers for the last seven years running and one of Canada’s Top 100 Employers each year since 2018,” says Deb MacFadden, Human Resources Advisor at KSPC. “We work hard to be an employer of choice.”

Our Apprenticeship Program provides opportunities for journeyman certification - and dual certification - to employees who are committed to growing within our organization while balancing the needs of our company. The program also provides leadership opportunities for employees wishing to become mentors for apprentices.

The goal of our Operations Progression Program (OPP) is to give employees internal and external training to develop technically and professionally by progressing through production areas at our mine. Performance and behavioural driven, OPP requires that employees show consistent and timely performance while completing competencies in each training block. This best-in-class program, which currently has about 100 participants, offers a pay increase to employees each time they successfully complete one of these blocks. Both our apprenticeship and OPP programs were recently refined using employees’ ideas and input.

Our pay-for-performance approach features fixed base compensation and short term bonuses, while our competitive benefits package includes “baby plus time” that offers five paid days off work to new parents not taking maternity leave.

**We’re striving to create a transparent and collaborative culture where ideas are welcome and opportunity abounds.**



Employees’ ideas and input



Refinement of Operations Progression Program (OPP)



Internal and external training to develop employees



100 participants are currently enrolled in OPP



**DID YOU KNOW** KSPC offers financial support while employees complete their technical training necessary to progress? This includes required tuition, required approved fees upon submission of receipts, and required textbooks upon submission of receipts.

# Health & Safety

At KSPC, we live our values. Occupational Health and Safety is of the highest priority for us. We want our employees and contractors who come to work, to return to their homes healthy and safe everyday. We believe all incidents are preventable and it is our goal to prevent all accidents and injuries from occurring.

**At K+S Potash Canada, we consistently demonstrate that nothing is more important than Health and Safety - not production, not sales, not profit.**

## Committed to Healthy and Safe Workplaces

Creating and maintaining a healthy and safe working environment is our paramount goal at KSPC. We are signatories of the Saskatchewan Health & Safety Leadership Charter which was started in 2010 and outlines seven principles for organizations to commit to. The purpose of the charter is to form the foundation for a cultural shift in the way Saskatchewan leaders view injuries and injury prevention. In 2017, KSPC along with 22 other organizations - ranging from businesses, to unions, government bodies to community groups - committed to the continuous improvement of healthy and safe workplaces and communities.



We also strive to uphold our Mission: Zero commitment to no injuries, no accidents and no family suffering. Our safety initiatives have shifted as our Bethune mine transitioned to operational from construction phase over the past two years. We moved from a largely compliance driven approach to an organizational culture with a focus on root cause and continuous improvement. In the event of an emergency on site, members of our well-trained volunteer emergency response team are prepared to take quick and effective action to protect lives.



## Health and Safety is our Culture

- **We create Health and Safety Leaders** through our employee leadership program that focuses on intertwining health and safety into every aspect of work-life.
- **We focus on continual improvement and lessons learned** through our Significant Incident and Fatality (SIF) Reviews which ensure consistent treatment of all high severity or high potential incidents.
- **We constantly consult** by conducting regular and focused feedback sessions and "pulse" surveys to all employees so we can better understand both the positive actions we are doing and provide an opportunity to fully understand the areas we need to improve upon. We also study leading health and safety practices within the mining industry.
- **We raise hazard awareness** through our comprehensive hazard identification program so employees are more aware of the various hazards present in their work environment.
- **We support mental health** by providing a variety of mental health tools to ensure employees have the supports needed to ask questions and deal with any concerns they may have.
- **We're getting safer and better** by having a focused commitment on reducing and preventing all injuries, including lost times, medical treatment cases and first aid.

## Safe and Sustainable

*"I am both encouraged and proud of the health and safety culture we have here at KSPC. It's in the early stages but it's one of constant improvement and evolution. Employees have a vested interest in their safety and in the safety of others. The personal commitment shown by employees who strive to ensure our workplace is healthy and safe can only be described as inspiring."*

**Colin Braithwaite, Vice President, Health, Safety, Security, Environment and Quality (HSSEQ)**





## Meet Ravi

*"My team are problem-solvers. We came up with a way to conduct safe and sustainable inspection procedures within hazardous locations in our plant. We developed the Aerial Unmanned Inspection Program which uses drones. Now, we can visually inspect potentially hazardous confined spaces without putting any personnel at risk. Using technology, protecting employees: this is our commitment to safety and sustainability."*

**Ravi Ramdeo, Supervisor of Predictive Maintenance Team**



## Meet Emily

*"As an occupational hygienist, I'm committed to ensuring our employees are protected from the chemicals, noise and other potential health hazards that exist in the workplace. What I find particularly satisfying about my job is knowing that the controls we're putting in place now will allow our employees to live long and healthy lives, not only for themselves, but for their spouses, children and grandchildren."*

**Emily Prager, Health, Safety and Security Specialist**



**We at KSPC are proud of our award-winning Emergency Response Team and the important role they play keeping our employees safe at work. If there is ever a safety emergency at site, you can be sure KSPC's ERT will be the first ones on the scene.**



## First Place

**2018 Saskatchewan Mining Association ERT Competition Winners**  
(1st time a team in its first year of competition has won)



**52 team members**



**Men and women from departments across KSPC**



**Operates 24 hours a day, seven days a week, 365 days a year**

Medical Response, High-Angle Rescue, Fire-fighting, Confined Space Rescue, Vehicle Entrapments + more



## Meet Katherine

*"One of my primary responsibilities is managing the commercial insurance program for K+S Potash Canada. We need to have access to financial assistance in the event of a loss. It's also my job to improve our risk profile by working continuously with our personnel and insurers to assess and treat risk. Good working relationships are vital to my success and I work hard to build and maintain them."*

**Katherine Dawal, Manager, Risk and Insurance**

# Economic

KSPC generates millions of dollars in benefits to Saskatchewan each year. "There's the obvious economic benefits of employment and procurement, and a large part of that is provincial," says Eldon Ortman, Senior Corporate Controller, Finance, at KSPC. "But there's also local property taxes, provincial sales tax, provincial corporate tax and of course royalties."

We have a small office in Port Moody, B.C. But with our mine located at Bethune and our head office located about 200 kilometres northwest of it in Saskatoon, it's the people, businesses and communities of Saskatchewan that benefit most significantly from our operations in the province. This mutually beneficial relationship means many in Saskatchewan have a stake in the sustainability of our operations.

Each year, our finance department works in an integrated partnership with our operations team to help plan mine operations for the next three years. Their primary consideration is whether production can justify spending proposals. We review all projects to ensure it will further our efforts to realize our economic goals in a sustainable and responsible manner. We're making sure Bethune mine will continue to provide its many and varied benefits in decades to come.

## K+S Potash Canada: Fuelling our Local and Provincial Economies



**DID YOU KNOW** that the minerals sector is a major employer of Indigenous Peoples in Canada? The minerals sector employs 16,500 Indigenous People, making it the second highest proportional employer of Indigenous Peoples among private sector employers in Canada.<sup>xi</sup>



## Meet Sameer

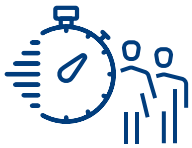
*"One of the main reasons I enjoy working at KSPC is that I've been given the opportunity to help advance the procurement process using the skills and experience I've gained over many years in the business. Cost saving is my primary objective."*

**Sameer Saran, Senior Contract Specialist, Procurement**

## KSPC: A Reliable Partner

**We're proud to offer opportunity and sustainable growth to our regional vendors and suppliers.**

As part of an international company with global purchasing power, we also have access to a wide range of international suppliers and expertise. "In 2019, we employed 162 different companies, big and small, to provide services," says Ryan Martens, Superintendent of Contracts at KSPC. "Some spent as little as one day on site while others were there the whole year and accumulated more than 100,000 person hours of work."



**100,000+ hours**

**External Contractors spent an accumulative 100 thousand person hours of work on our site since 2013.**

We strive to be an inclusive employer. We've focused our efforts to promote employment and economic opportunities for Indigenous peoples through adhering to the spirit and intent of our Indigenous Relations Policy. "Since 2013, KSPC has spent approximately \$400 million on Indigenous-owned or partnered companies and we continuously look for further opportunities with our Indigenous community and business partners," says Martens.

We believe we should never compromise our ethics or integrity, and we expect our suppliers to act in the same way. Our Supplier Code of Conduct, which all suppliers we recruit must agree to, helps ensure our suppliers commit to the same values and principles we do.

If you or your company is interested in becoming one of our vendors, suppliers or contractors, please visit the procurement page on our website and email us with your inquiry.

**>>> [ks-potashcanada.com/contact](https://ks-potashcanada.com/contact)**



**\$400 million**

Since 2013, KSPC has spent approximately \$400 million on Indigenous-owned or partnered companies.



**162**

In 2019, we employed 162 different companies, big and small, to provide services.






- i [http://saskmining.ca/ckfinder/userfiles/files/Plenary%20Session%201%20Update%20on%20Canada-US%20Action%20Plan%20\(Hilary%20Morgan\).pdf](http://saskmining.ca/ckfinder/userfiles/files/Plenary%20Session%201%20Update%20on%20Canada-US%20Action%20Plan%20(Hilary%20Morgan).pdf)
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- vi <https://www.unenvironment.org/news-and-stories/story/fridayfact-every-minute-we-lose-23-hectares-arable-land-worldwide-drought>
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- xi <https://www.nrcan.gc.ca/our-natural-resources/minerals-mining/potash-facts/20521>

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