



# OUR 2023 INCLUSION, DIVERSITY & EQUITY REPORT

SAFE TO BE YOU





# TABLE OF CONTENTS

<b>A Message from Our CEO</b> .....	<b>3</b>
<b>A Message from Our Inclusion Council</b> .....	<b>4</b>
<b>Defining Inclusion, Diversity &amp; Equity</b> .....	<b>6</b>
<b>The Foundation of Inclusion, Diversity &amp; Equity at CF Industries</b> .....	<b>7</b>
Our Core Values.....	7
Inclusion Statement: Safe to Be Authentically You.....	7
<b>ID&amp;E Progress and Path Forward</b> .....	<b>8</b>
Our Journey .....	8
Embracing Inclusion, Diversity & Equity.....	9
Workforce Highlights .....	11
Diversifying Our Board .....	12
Advancing Our ID&E Strategy.....	13
Connection to Our ESG Goals .....	15
<b>Taking Action Through Our Inclusion Resource Group</b> .....	<b>16</b>
The IRG Experience.....	16
<b>Careers</b> .....	<b>17</b>
Cultivating a Culture of Continued Learning and Mentorship .....	17
<b>Community</b> .....	<b>19</b>
Being a Good Neighbor .....	19
<b>Culture</b> .....	<b>22</b>
Learning from Each Other.....	22
Building an Inclusive, Safe Culture .....	24
<b>Connection</b> .....	<b>25</b>
Building Relationships with Colleagues .....	25
<b>Our Path Forward</b> .....	<b>26</b>
<b>About CF Industries</b> .....	<b>26</b>
<b>Appendix</b> .....	<b>27</b>



## A MESSAGE FROM OUR CEO

CF Industries is at an exciting moment in our nearly 80-year history as we work to fulfill our mission to provide clean energy to feed and fuel the world sustainably. In line with our mission, we recognize our responsibility to protect, support, and develop our employees and the communities where we live and work. Through our Do It Right Culture, we place an uncompromising focus on fostering an inclusive and diverse workplace that preserves physical and psychological safety and empowers our people to do — and feel — their best. Simply put, we ensure our employees feel safe to be themselves so they can be their best selves.

Our 2,700 employees are critical to the success of our business. We focus on retaining and hiring standout individuals who bring unique perspectives. Our strength lies in how we come together and embrace our differences to unlock our potential as an organization.

That's why CF Industries prioritizes Inclusion, Diversity & Equity (ID&E) across the business and encourages employees to bring their authentic selves to work. ID&E is a key part of CF Industries' broader business strategy to feed and fuel the world sustainably. By promoting an inclusive, equitable workplace, we are providing all our employees with the tools they need to succeed while driving innovation and collaboration.

Doing so has led to significant ID&E progress in 2023. CF Industries created a new ID&E-centered mentorship

program that focuses on how personal development leads directly to professional growth. We have also experienced positive increases in diversity of our leadership and broader workforce. Our new partnerships with HBCU Connect and FOSSI are a testament to our continued investment in the recruitment and retention of diverse talent. Finally, the CF Industries Foundation began providing grants this year to advance our philanthropic goals and develop programs that further our charitable objectives.

While there is more to do, we are proud of how far we have come and where we are headed. We look forward to building on our positive momentum to create a truly inclusive, diverse, and equitable organization for all.

Thank you to the CF Industries team for your support and countless contributions to our ID&E program. I hope you feel as proud of our progress as I do while reading this report. This is just the beginning of what we can — and will — achieve within our organization, our communities, and our world.

Sincerely,

**Tony Will**  
President and Chief Executive Officer

# A MESSAGE FROM OUR INCLUSION COUNCIL

At CF Industries, safety is our top priority. We are dedicated to maintaining the physical safety of everyone who works at our sites, which power the world's largest ammonia production footprint. Safety also includes creating a culture where all employees feel confident in who they are and what they do.

This focus on safety is reinforced at every level of our organization.

In 2021, we advanced our commitment to ID&E by creating the Inclusion Council (IC). The IC is a diverse committee of leaders that oversees activities from the IRG and, more broadly, ensures CF Industries continues prioritizing our three key focus areas: Representation, Education & Skill

Development, and Belonging. Our shared commitment to ID&E has only increased in the past year; in fact, ~24% of CF Industries' employees are members of the IRG (635 individuals across all sites).

The IC acts upon three core tenets to protect and empower CF Industries employees:

## THE 3 CORE TENETS OF OUR INCLUSION COUNCIL

### REPRESENTATION

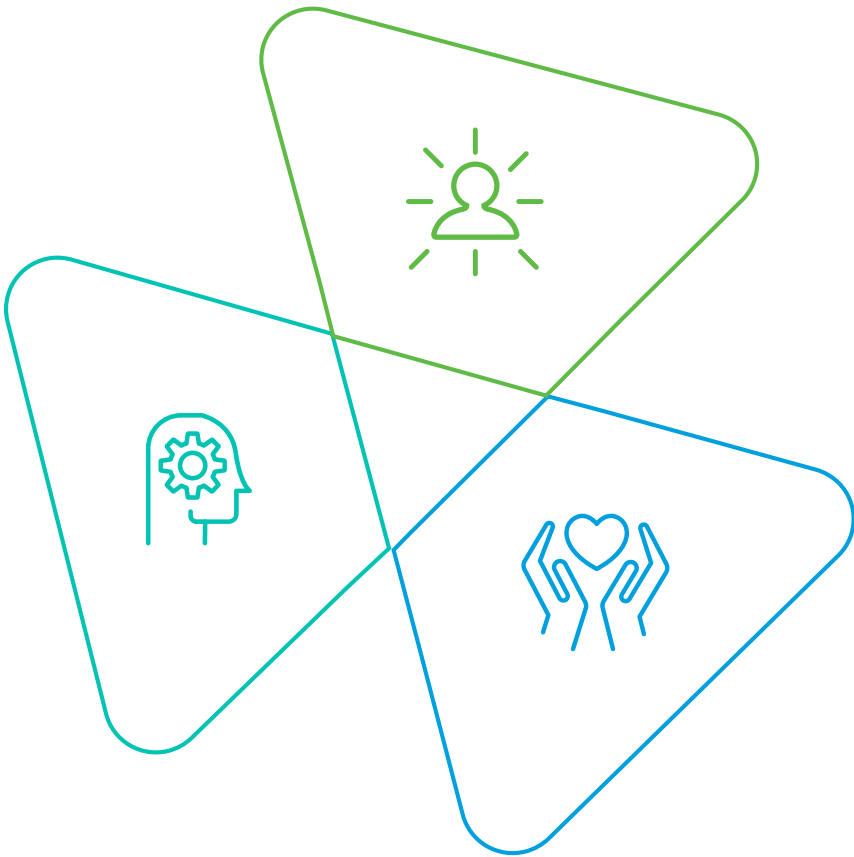
It is important to us that we build a diverse workforce that includes individuals from underrepresented groups. For our organization to thrive, we need to capture the unique perspectives of all genders, races, and ethnicities.

### EDUCATION AND SKILL DEVELOPMENT

Equitable onboarding and career advancement opportunities remain top-of-mind for all of us at CF Industries. We work to meet our employees where they are and supply them with the tools necessary to have long-term professional success with the Company.

### BELONGING

Whether it be within our employee network or in the communities we serve, CF Industries strives to build an environment where everyone feels empowered to own their unique identities and perspectives.



# EXECUTIVE SPONSORS AND KEY MEMBERS OF THE INCLUSION COUNCIL

Support from our Executive Leadership ensures the IC is positioned for continued success.



**Amanda Pascavage**  
Vice President,  
Product Management  
(Northbrook)



**Kathy Frashier**  
Vice President, Human Resources  
(Northbrook)



**Ashraf Malik**  
Senior Vice President,  
Manufacturing and Distribution  
(Northbrook)



**Mark Hlady**  
Production Manager  
(Medicine Hat Complex)



**Bert Frost**  
Executive Vice President,  
Sales, Market Development  
and Supply Chain  
(Northbrook)



**Melissa Bjella**  
Vice President,  
Associate General Counsel  
(Northbrook)



**Clare Jamieson**  
Shift Chemist  
(Billingham Complex)

“Enhancing inclusivity can facilitate a more psychologically **safe workplace** with employees confidently identifying and sharing ideas and solutions that **promote safety** and **continuous improvement.**”



**Claudio Nascimento**  
General Manager  
(Verdigris Complex)



**Nicole Jones**  
Director, Diversity, Inclusion  
and Talent Acquisition  
(Northbrook)



**Donald Thomas**  
Director, Technical Services  
and Quality Programs  
(Yazoo City Complex)



**Olga Peterson**  
Supervisor, Engineering  
Design and Workflow  
(Donaldsonville Complex)



**Julie Scheck Freigang**  
Chief Information Officer  
(Northbrook)



**Ronald Scott**  
Production Superintendent  
(Donaldsonville Complex)

# DEFINING INCLUSION, DIVERSITY & EQUITY

Conversations about Inclusion, Diversity & Equity (ID&E) are more present than ever in interactions with co-workers and exchanges outside of work. While the terms “inclusion,” “diversity,” and “equity” are often linked and used interchangeably, each term has a specific context at CF Industries. We appreciate and recognize ID&E through the unique skills, experiences, and perspectives each colleague brings to our Company. To ensure a shared understanding of ID&E throughout this report, we define each term below.

## INCLUSION

Intentionally engaging all individuals based on respect for differences. Such differences include but are not limited to race, ethnicity, sexual orientation, and gender identity.

## DIVERSITY

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



## EQUITY

Acknowledges and addresses systemic imbalances to ensure fair treatment, opportunity, and advancement for all. While equality means the same for all, equity means recognizing that we do not all start from the same place and therefore should acknowledge and adjust for imbalances.

## Additional Definitions:

- ▼ **Belonging:** An experience in which a person feels safe to be their authentic self and empowered to contribute their unique perspectives.
- ▼ **Bias:** An automatic response that provides a shortcut for interacting with our world; a tendency or inclination toward or away from someone or something, particularly when this tendency results in judgement without consideration.
- ▼ **Equality:** The state of being equal, especially in status, rights, and opportunity.
- ▼ **Psychological Safety:** Believing one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. When there is psychological safety in the workplace, people feel comfortable being themselves.
- ▼ **Unconscious Bias:** A bias that exists without someone being aware of it but nevertheless influences one's actions and perceptions of others. Operates without our attention, awareness, or control and can even conflict with our conscious attitude and beliefs.

# THE FOUNDATION OF INCLUSION, DIVERSITY & EQUITY AT CF INDUSTRIES

## INCLUSION STATEMENT:

### Safe to Be You

At CF Industries, safety comes first. The inclusive and diverse culture we strive for every day is a key part of that priority. 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.



**Jennifer Morgan**

General Manager Admin Assistant  
(Verdigris Complex)

"I believe that the programs at CF Industries have opened my thinking and grown my knowledge of inclusion, diversity, and well-being. I engage with my colleagues in a respectful and considerate manner. I value their perspectives, and I treat everyone with kindness. I also understand that **everyone has different experiences, traits, skills, beliefs, and thoughts.** I respect others' opinions even when they differ from my own opinions. I encourage open conversations and advocate for equal opportunities and fair treatment."

## Our Core Values

Our Core Values drive everything we do at CF Industries, are the foundation of our ID&E strategy, and are closely intertwined with our safety priorities.

### 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

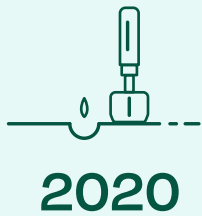
### WE TAKE A LONG-TERM VIEW

- ▼ 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 and building a diverse, inclusive organization for the future

# ID&E PROGRESS AND PATH FORWARD

## Our Journey

Over the past several years, CF Industries has made steady progress toward becoming a truly inclusive, diverse, and equitable organization. From our mentorship programs to our community involvement, we have implemented initiatives to promote ID&E within and outside of our organization. We recognize we have more work ahead and will continue to prioritize ID&E for our people and communities. This is just the beginning of our journey.



- Refreshed core values with explicit commitment to ID&E
- Launched Employee Engagement Survey



- Rolled out Disrupting Everyday Bias training
- Established our Inclusion Council
- Introduced Volunteer Time Off program
- Joined Multiple Pathways Initiative
- Published our first ID&E report
- Launched our Inclusion Resource Group



- Surpassed goal of increasing representation of females and persons of color in senior leadership roles to at least 30% by the end of 2025
- Expanded new paid parental leave benefit for all employees
- Rolled out our Employee Value Proposition
- Expanded definition of infertility under our U.S. medical plan to include a single individual or an employee with a partner
- Launched New Hire Integration program



- Launched ID&E dashboard to capture, track, and monitor progress around ID&E initiatives
- Forged new partnerships with HBCU Connect, Jopwell, and Datapeople
- Introduced Positive Workplace Training
- Introduced Propel, a well-being program that provides physical, financial, and emotional health support to employees
- Launched new ID&E mentorship program, Creating Connections and Nurturing Talent
- Implemented Employee Lifecycle surveys to better understand the employee experience and engagement
- Increased Inclusion Resource Group membership across all our sites to about 24% of organization – a 41% increase from 2022



# EMBRACING INCLUSION, DIVERSITY & EQUITY

## OUR 2023 HIGHLIGHTS



5,128 & 1,415

articles and lessons completed through **Blue Ocean Brain** curated microlearnings focused on ID&E topics and development



4,267

hours CF Industries employees contributed through our **Volunteer Time Off Program**, supporting the communities where we live and work



\$170,000

total amount of grant funding awarded through the **CF Industries Foundation** in its first year



635

**Inclusion Resource Group** members across all sites



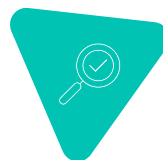
\$2.6M

total amount of **charitable giving** outside of the CF Industries Foundation



66

employees enrolled in new **Creating Connections and Nurturing Talent** mentorship program



100%

compliance with **Disrupting Everyday Bias Training**



3

identity-based conferences sponsored and attended to promote equitable employee development and engagement



6

total number of cultural events hosted collectively across sites to promote cultural awareness and engagement

In 2023, we expanded our social media presence by sharing ID&E content more frequently on our accounts to demonstrate what it's like to be part of the CF Industries community. Social media plays an important role in increasing engagement both inside and outside of our organization. Inside our organization, proper use of social media platforms can boost employee morale by spotlighting standout performances and individuals while also deepening a sense of community and cultural awareness by showcasing team activities. Outside of our organization, social media can reach potential employees and community members by promoting job openings and demonstrating how CF Industries gives back where we operate.




**What are impressions?**

Impressions calculate the number of times a specific piece of content was seen or displayed across a platform.



**What are engagements?**

Engagements is a measurement of how many individuals are interacting with social media accounts and content including likes, shares, comments, etc.



**13,561** Engagements with CF Industries' new social media strategy and channels between September and December, with highest post engagement connected to:

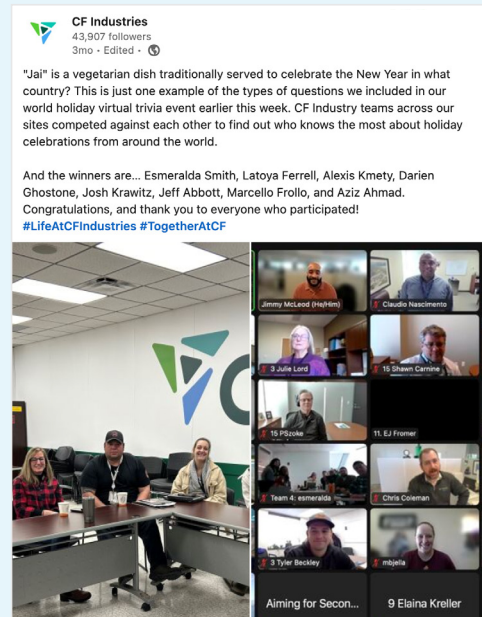
**VETERANS DAY CELEBRATION POST**



**in**  
12,935  
engagements

**f**  
7,148  
impressions

**WORLD HOLIDAY VIRTUAL TRIVIA EVENT**



**in**  
871  
engagements

**f**  
4,715  
impressions

# WORKFORCE HIGHLIGHTS

At CF Industries, we want all employees to feel heard, respected, and valued for their unique experiences and perspectives. We believe this philosophy enables us to achieve our mission to feed and fuel the world sustainably. With our determined and thoughtful focus on ID&E, CF Industries is better positioned to attract and retain talent, enhance business efficiency, and maximize innovation.

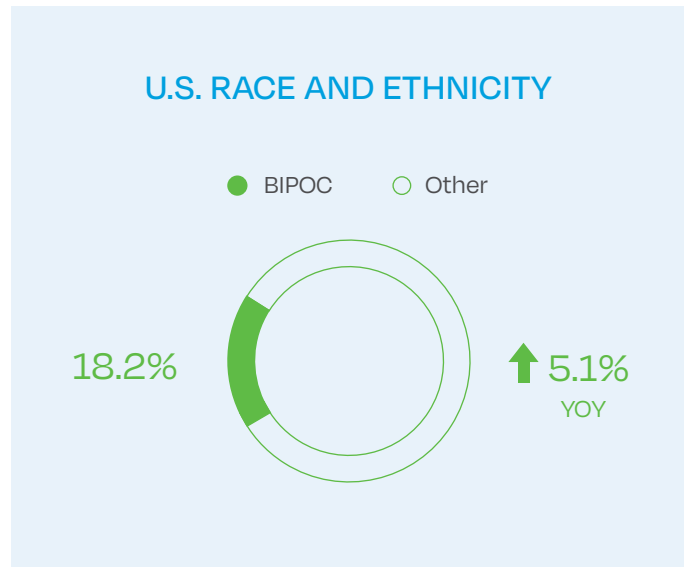
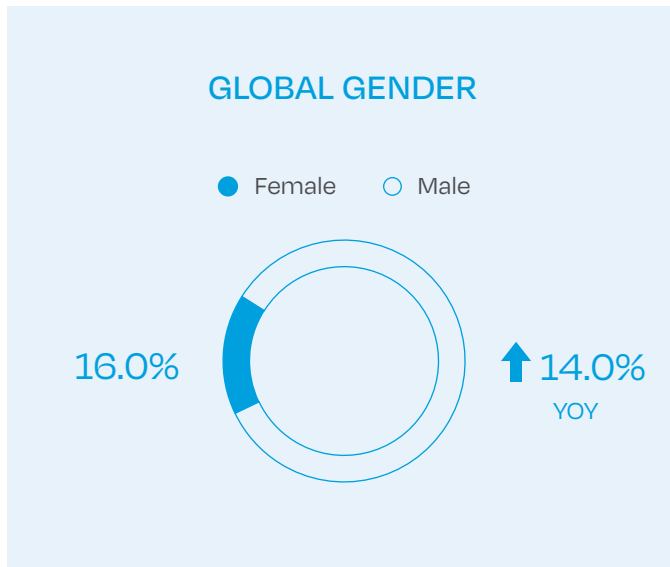


**Bert Frost**  
Executive Vice President, Sales,  
Market Development and  
Supply Chain (Northbrook)

In the years ahead, CF Industries will continue to make cultivating a diverse employee network a top priority. While there is much room for improvement, we are proud of our quantifiable accomplishments thus far.

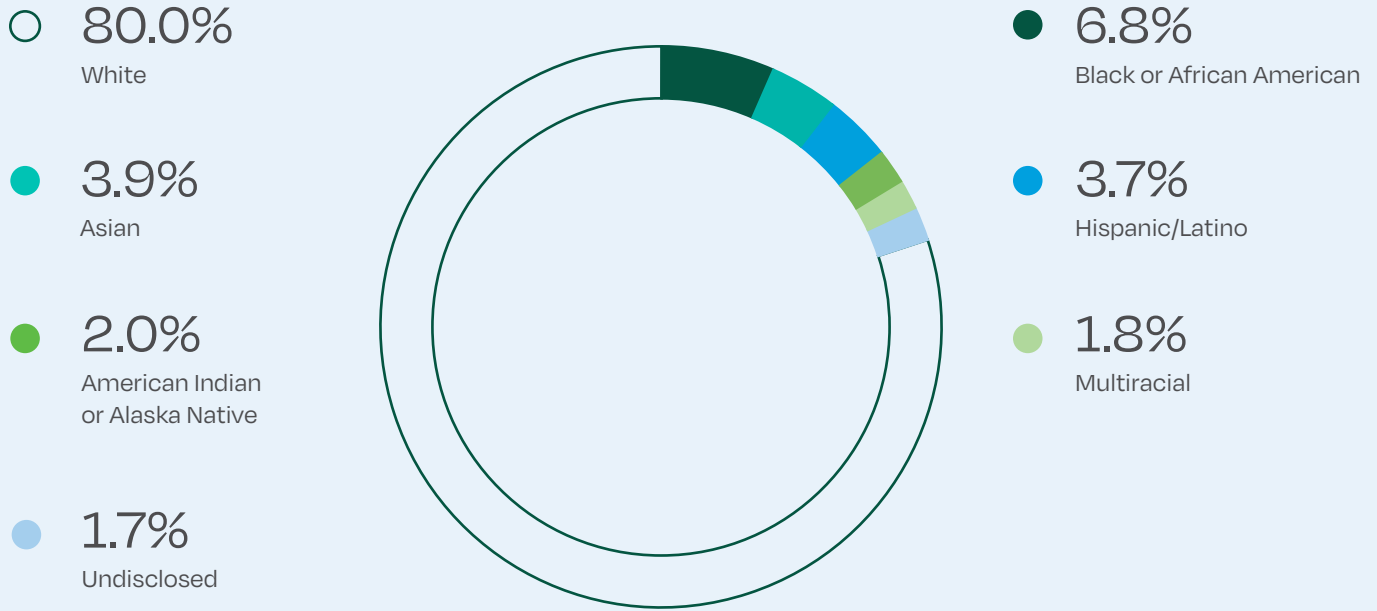
"Together, we are better. Our perspectives, ideas, and energy improve as a result."

## WHO WE ARE



More information on global gender diversity across CF Industries can be found on page 29 in the Appendix.

## U.S. RACE AND ETHNICITY

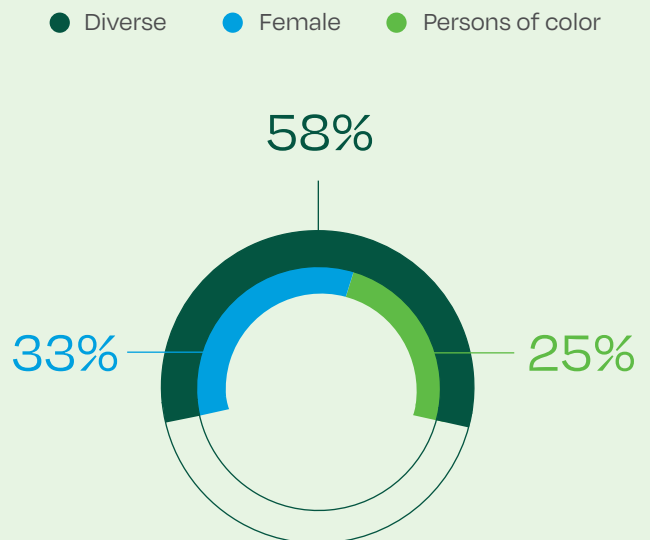


## DIVERSIFYING OUR BOARD

In 2014, the Board of Directors at CF Industries began to re-evaluate its nomination and selection processes to diversify its membership, in accordance with our corporate governance, nominating committee charter, and corporate governance guidelines. We believe that diversity across our Board, including personal characteristics such as race, gender, and age, as well as experience and skillset, is key in preparing CF Industries to protect the interests of our people and our communities while realizing our mission.

To introduce new perspectives into our everyday operations and long-term goals, the Company has made a concerted effort to appoint more females and persons of color. Over the past six years, we have recruited six new Board directors with varying backgrounds and experiences. As of 2023, our Board is comprised of four females – two of which serve in key leadership roles as committee chairs – and three persons of color, which accounts for 25% of the Board. Since 2014, we have transitioned from zero percent gender, racial, and ethnic diversity of our Board to 33% gender diverse and 25% racially or ethnically diverse, resulting in 58% overall diverse representation. The Board expects to continue evolving to meet the changing needs of CF Industries' shareholders.

## OUR DIVERSE LEADERSHIP



Recently, CF Industries elected Susan A. Ellerbusch to the team as an independent director of the Company in October 2023. Ms. Ellerbusch possesses extensive leadership experience, a nuanced global perspective, and robust subject matter expertise in hydrogen, industrial gases, and chemicals. We will continue to employ, in any director search, recruitment protocols designed to identify candidates who diversify our Board and, in turn, strengthen our organization.

# ADVANCING OUR ID&E STRATEGY

Our ID&E strategy focuses on working concurrently across three key areas: Representation, Education & Skill Development, and Belonging. We continued to propel our strategy forward in 2023 and have progress to share in each of these areas.



## REPRESENTATION

Increase representation of females and underrepresented groups at all levels.

### ACCOMPLISHMENTS

- Launched ID&E dashboard to capture, track, and monitor data on underrepresented groups
- Established a corporate membership with HBCU Connect and Jopwell to attract diverse candidates in critical areas of need
- Partnered with Datapeople to create job descriptions that help increase the number of diverse candidates
- Sponsored and attended Women in Agribusiness Conference, Society of Women Engineers, and Society of Professional Engineers

### LOOKING AHEAD



- Host virtual and in-person recruiting events with diverse students based on open positions in 2024
- Implement strategic recruitment efforts for veterans in 2024
- Sponsor and mentor STEM students during their four-year programs at Historically Black Colleges and Universities (HBCUs)
- Launch partnership with The Future of STEM Scholars Initiative (FOSSI) to sponsor scholarships, create internships, and facilitate mentoring and leadership training for students majoring in STEM at HBCUs

## EMPLOYEE SPOTLIGHT

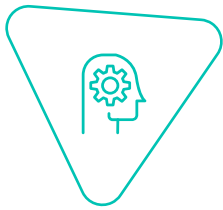


**Jordy Dennis**  
Maintenance Technician  
(Donaldsonville Complex)



Jordy used VTO hours to mentor young men at Lowery Middle School in Donaldsonville. The Mentoring Men experience was designed to help young men in middle/high school expand their horizons to consider career opportunities, learn about budgeting, STEM, and essential skills.

"I really appreciate having the opportunity to spend time with the kids at Lowery Middle School. The day was very interesting teaching kids skills they would need to transition into adulthood. We taught them basic skills like how to tie a tie, effective communication, and how to be a team player. I really enjoyed the mentoring program. I really think that it shows young adults that with hard work and dedication opportunities are available."



## EDUCATION & SKILL DEVELOPMENT

Enhance organizational understanding and skillsets related to ID&E.

### ACCOMPLISHMENTS

- Launched an ID&E-centered mentorship program called *Creating Connections and Nurturing Talent* to support professional development and promote inclusivity
- Logged 995+ hours of mentoring recorded through our career development and inclusion mentoring programs, Mentoring@CF\_Career Development and Mentoring@CF\_IDE
- Continued partnership with Blue Ocean Brain, promoting weekly microlearning on specific ID&E topics
- Continued Disrupting Everyday Bias Training for employees and leaders, achieving 100% compliance

### LOOKING AHEAD



- Conduct inclusive leadership training to teach people leaders what it means to be an inclusive leader by examining different biases, recognizing the unintentional impact it can have on their teams, and learn how to apply leadership behaviors designed to create inclusive environments
- All employees will complete an online module on allyship in the workplace, so everyone can define allyship, learn the core concepts related to being an ally, recognize allyship accountabilities and opportunities, and practice allyship in the workplace



## BELONGING

Strengthen a sense of belonging and an inclusive culture internally and in our communities.

### ACCOMPLISHMENTS

- Named one of Newsweek's Most Responsible Companies
- Hosted site-wide cultural events for Women's History Month, Pride, and Veterans' Day
- Implemented Employee Lifecycle and Exit surveys to better understand employees' experiences at CF Industries
- Launched an expanded social media campaign highlighting the Company's inclusive culture
- Expanded IRG membership to 635 members in 2023 (33% of employees)

### LOOKING AHEAD



- Provide opportunities for employees to utilize their volunteer time off by organizing two organization-wide events that align with CF values and giving strategy
- Enhance the IRG leader experience by providing training and development opportunities to build their leadership, knowledge, and skills related to ID&E.
- Launch an employee engagement survey for all CF Industries' employees and work with leaders to understand results and deploy an action plan to increase employee engagement and belonging

While our commitment to ID&E is not new, we are identifying new ways to live out our commitment and advance our culture through our ever-evolving strategy. We look forward to the year ahead and the new opportunities it will bring.

# CONNECTION TO OUR ESG GOALS



Scan for ID&E section of the 2023 Sustainability Summary



Scan for 2023 ESG Report

ID&E is a critical part of how CF Industries is executing our core business strategy and building a sustainable company for the long-term. That's why we've made our ID&E strategy a key enabler of our ESG goals.

## GOAL

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.

## RESULT

**37%** of senior leadership is represented by females and persons of color.

## GOAL

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 underrepresented groups.

## RESULT

We know that in order to retain talent we need to make sure everyone feels like they belong. That is why we launched the nine-month-long, ID&E-centered mentorship program called *Creating Connections and Nurturing Talent*. Progress so far includes:

- 66 employees enrolled
- 34 mentors and 41 mentees
- 26 females and 40 males
- All sites participating
- 32 identify as white, 17 persons of color, one unspecified (16 work outside of the US)



Launched an ID&E dashboard focusing on talent pipelines, retention, and leadership transition for underrepresented groups.



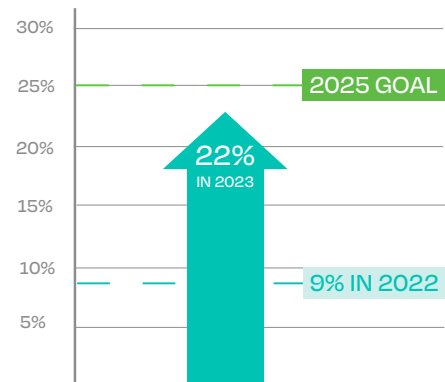
Implemented a networking platform to reach and recruit students from HBCUs.

## GOAL

Implement a Volunteer Time Off (VTO) program by the end of 2021 which provides paid time off for employees to volunteer in their communities with organizations that are part of the Company's giving strategy. Achieve 25% employee participation in VTO program by the end of 2025.

## RESULT

In 2023, 598 employees (22%) logged 4,267 hours under the VTO program, putting us well on our way to achieving our 2025 goal.



# TAKING ACTION THROUGH OUR INCLUSION RESOURCE GROUP

Our IRG is an active, employee-led forum for our people to create and contribute to a workplace where everyone feels a sense of belonging. Established in 2021, the IRG continues to be a priority for our leadership in growing and advancing our commitment to fostering an inclusive culture every day. It's increasingly becoming an integral part of our organization; since its founding, the IRG's membership has grown from 150 employees to 635 employees.

## THE IRG EXPERIENCE

The IRG looks to its members to create and drive ID&E initiatives that inspire and resonate with them. From community involvement to career advancement opportunities, the IRG strives to engage and empower colleagues to become ID&E change agents and champions. Additionally, IRG members provide valuable insights on the sentiment and priorities of our broader workforce, ensuring that our leaders are actively listening and making a difference where it matters most.

The IRG focuses its efforts on four key priorities: Community, Connection, Career, and Culture — what we call the four Cs.

### Career

Ensuring all employees have access to growth and development opportunities and resources

### Community

Building a sense of belonging in the communities where we work and live

### Culture

Sharing and learning about the diverse communities and heritages we represent

### Connection

Empathizing with and advocating for each other, always from a place of respect and shared Core Values

As IRG members, employees can expect to:

- Meet colleagues from different departments and other sites.
- Develop professional skills and engage in meaningful conversations about belonging, inclusion, and diversity at CF and in your community.
- Enhance your cultural competence by learning about and celebrating other cultures, holidays, and important historical events.
- Experience IRG gatherings, both virtual and in-person as conditions allow, to learn, grow, participate, and celebrate with fellow members.
- Voice your opinion and help drive action on priorities that matter to you as they relate to organization-wide ID&E strategies, programs, and activities.
- Champion ID&E efforts at your location and throughout the organization.

## IRG MEMBER SPOTLIGHTS



"Being a part of the IRG has helped me to connect with people from different departments and form collaborative relationships."

– **Renee Towne**, Laboratory Supervisor (Port Neal Complex)



"The IRG is a great initiative to be part of. It is a fun way of taking a break from our regular job roles and being part of something that creates an inclusive atmosphere at work."

– **Kashif Syed**, Process Safety Engineer (Courtright Complex)



# CAREERS

As an industry leader, we recognize that our Company is only as strong as our people. We must harness the strength of our full team to power our business forward. That's why we prioritize nurturing and developing our employees. From our mentorship programs to our leadership trainings, we provide employees with opportunities to grow professionally, network within the Company, and develop their skills as they help CF Industries fuel the world's largest ammonia production footprint.

## Cultivating a Culture of Continued Learning and Mentorship

### MENTORSHIP

- We launched a new ID&E-centered mentoring program, **Creating Connections and Nurturing Talent**, to provide personal and development opportunities to our employees of diverse backgrounds and experiences. Working with our existing mentorship program, **Mentoring@CF**, **Creating Connections and Nurturing Talent** guides employees through a learning framework that focuses on ID&E topics like emotional intelligence, cultural competence, and micro-inclusion. All employees were invited to apply to this program based on their interests and personal development goals. Since the start of the program in 2023, 66 members joined and dedicated more than 225 hours between September and December 2023 alone, creating a community of individuals who empower each other to bring their authentic selves to work. The sense of belonging created through these connections helps increase engagement, break down unconscious biases, and promote cultural awareness.
- Our traditional mentorship program, **Mentoring@CF**, matches mentors and mentees to promote networking and a culture of learning. Mentees are empowered to grow professionally and develop their skillsets while mentors earn recognition for their subject matter expertise. In 2023, more than 730 hours were logged toward **Mentoring@CF** activities.

The mentors who participate in the *Creating Connections and Nurturing Talent* program have knowledge or experience in the ID&E field, promoting a shared understanding of ID&E at CF Industries among our workforce. As part of our efforts to improve the member experience, we implemented mid-program and end-of-program surveys to gather feedback. We look forward to continuing to optimize the program for employees going forward.

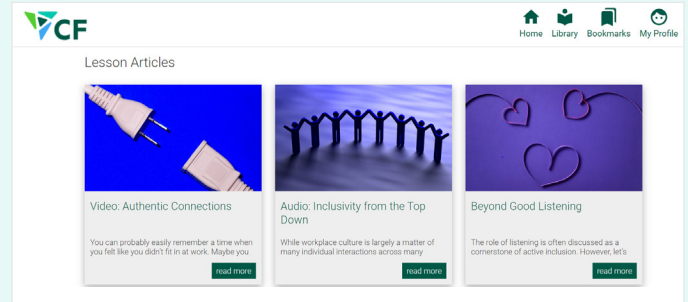
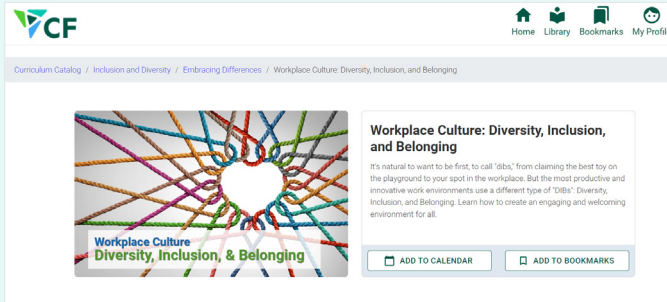
### EMPLOYEE SPOTLIGHT



**Buddy Evans**  
Chief Process Engineer  
(Woodward Complex)

**"As an employee that has gone through the program not once but twice as a mentee, I believe I gained valuable insight and perspective from both of the mentors that I had the privilege of working with."**

## BLUE OCEAN BRAIN PLATFORM



### LEADERSHIP AND MANAGEMENT TRAINING

- We continued **Disrupting Everyday Bias** training as part of our core curriculum and onboarding strategy. The training teaches employees to disrupt the impact of bias in their interactions, behaviors, and decision-making. We received 100% training compliance for the third consecutive year, demonstrating our continued commitment to reducing bias in our workplace.
- Our **Frontline Leadership Development Program** upskills new team leaders by teaching change management and leadership skills, including goal setting, coaching, and feedback. We completed one full cohort and launched a second one in 2023. The program received an overall satisfaction score of 4.5 out of 5, according to the participants surveyed — a testament to the value the program offers our leaders.
- The **Leading Leaders Program** targets senior managers and directors while focusing on five pivotal leadership functions: strategist, change leader, talent developer, internal influencer, and results orchestrator. In 2023, we expanded the program to incorporate training on inclusive leadership, including the addition of a Psychological Safety module.
- The **Executive Development Program** unlocks the potential of our high-performing employees. 75% of participants have been promoted or transitioned to a new role since our first cohort in 2022, and our second cohort is set to launch in 2024. The program advances the Company's overall mentorship efforts, as seasoned members are able to mentor new cohorts. As part of our commitment to employee development, we have partnered with Northwestern University's Kellogg School of Management to enhance the program.

### INDIVIDUALIZED LEARNING OPPORTUNITIES

- We continued partnering with **Blue Ocean Brain** to offer employees microlearning opportunities, which are bite-size educational content that make for a more enjoyable learning experience, on ID&E topics. The platform features lessons and articles that build a shared understanding of ID&E across the business. Our employees have completed 1,416 lessons and 5,128 articles since we partnered with Blue Ocean Brain in 2022. Due in part to the digestible microlearning programming, we continue to see strong engagement; in 2023 alone, employees accessed the platform 2,806 times.

### EMPLOYEE SPOTLIGHT



**Marci Obringer**  
General Manager  
(Woodward Complex)

"I am proud to help guide and be a part of the Woodward Facility employee-led Inclusion Resource Group that provides a platform to bring all members of our site together to work in unison to fulfill objectives of the members while having a tremendous impact on the community, enhancing career opportunities, creating teamwork, and sharing cultures. This enables us to work in harmony to bring to life ideas and opportunities that previously would have been just dreams."

# COMMUNITY

At CF Industries, we find that the best way to attract and retain talent is by fostering a genuine sense of belonging between our employees and the communities we operate in. We want everyone to feel proud that they work at CF Industries and spread the word to their friends and neighbors about the good work they are doing. In many cases, our employees and their families have lived around our sites for a number of years and have a clear stake in how CF Industries partners with the broader community. To effectively roll out our ID&E strategy, we rely on those local advocates who understand their community's unique needs and how we can respectfully advance ID&E initiatives within and outside of our sites.

In addition to our Do It Right culture, many of our employees act on this through their VTO hours, the IRG, and the CF Industries Foundation. These efforts not only show how much we value our communities but, for potential new employees, it also sheds light on what it means to work at CF Industries.

## Being a Good Neighbor

Our workforce is filled with many individuals who are inherently generous and altruistic; it is our privilege to harness that positive, impactful attitude for the benefit of our communities. To be a true community, CF Industries encourages our workforce to seek out personal fulfillment opportunities while accomplishing professional goals. One option that our employees have is to utilize the VTO program, which reserves a full workday of paid time off to volunteer. In 2023, 598 CF Industries employees combined to perform 4,267 hours of community service through our VTO program that provides time off for employees to volunteer in their communities with organizations that are part of the Company's giving campaign.

Another major giving outlet, developed in 2023, is through the CF Industries Foundation – a non-profit organization formed to advance the philanthropic goals and develop programs that further our charitable objectives. The Foundation issues local grants toward Environmental Sustainability, Healthy Food Access, STEM Education and Awareness, or Local Community Advancement.

Beyond the CF Industries Foundation, the Company contributed \$2.6 million in 2023 to charitable organizations.

### VERDIGRIS HABITAT FOR HUMANITY



# HOW WE GAVE BACK IN 2023

## CORE AREA & DEFINITION

## EXAMPLES



### ENVIRONMENTAL SUSTAINABILITY

Protecting and caring for the land, ecosystems, and natural resources that feed and fuel our communities.

- **\$100,000 donation to the Gulf Coast Restoration and Protection Foundation:** Provides temporary relief to victims of natural and man-made disasters along the Gulf Coast.
- **Earth Week activities at the Boys and Girls Club of the Mississippi Delta:** Facilitates water treatment experiments, tree planting, and waterway clean-ups for students.



### HEALTHY FOOD ACCESS

Improving access to nutritious, affordable food that members of all communities — including historically disadvantaged communities — need to grow and thrive.

- **\$5 million donation commitment, spread over 5 years, to One Acre Fund:** Increases food security via enhanced productivity and resource availability in Sub-Saharan Africa.
- **\$120,000 donation from the CF Industries Foundation, spread over 3 years, to Second Harvest Food Bank of Greater New Orleans and Acadiana:** Addresses food deserts in the area by bringing low-cost fresh produce, meat, and dairy food items to local residents.
- **Packing and distributing boxes of food with local food banks:** Partners with Meals on Wheels to package and deliver food to communities nationwide.



### STEM EDUCATION AND AWARENESS

Helping people of all backgrounds, genders, and races access education and career development resources in the areas that support global sustainability efforts and our clean energy future through monetary donations and volunteerism at local schools and organizations.

- **\$50,000 donation from the CF Industries Foundation to the Chicago High School of Agricultural Science:** Enables scholarship program for students to pursue future careers in agriculture.
- **Education partnerships in Woodward, OK; Deerfield, IL; and Donaldsonville, LA:** Enables employees to serve as volunteer substitute teachers in STEM classrooms.
- **Supporting daisy chain:** A local charity that spearheads efforts to encourage neurodivergent children and children with autism to explore STEM.



### LOCAL COMMUNITY ADVANCEMENT

Making a difference in local communities where CF Industries operates while addressing the needs of underrepresented groups and supporting first responders.

- **A Walk to End Homelessness:** Led fundraising event to support people who are unhoused.
- **Technical safety seminars:** Educated vocational-technical center students on the importance of hand tool safety.
- **Food donation in Iowa:** The Port Neal IRG collected 452 pounds of soup and tuna cans to create a can structure in the shape of the American Flag.

## EMPLOYEE SPOTLIGHT



**Kenny Daze'**  
Production Superintendent  
(Donaldsonville Complex)

"It was a very rewarding experience helping the CF Team hand out Thanksgiving dinner packages to our Donaldsonville community. To see so many families grateful for CF and their generosity was a great feeling."



Kenny used VTO hours to help distribute holiday food packages to local families in Donaldsonville. A total of 600 families were served in and around the Donaldsonville and Assumption communities.



# CULTURE

We understand the importance of cultivating a diverse workforce. By doing so, we create a workplace where employees feel appreciated, connected, and safe to be themselves. Whether it be through meaningful dialogue or cultural celebrations, we aim to promote a respectful, collaborative environment where everyone feels valued and set up for success. The virtual events detailed below, in addition to in-person events, allow employees across our sites and in different countries to come together and share experiences that provide opportunities to gain knowledge and connect with one another.

## Learning from Each Other

### WOMEN'S HISTORY MONTH

In March, 177 employees celebrated Women's History Month by partaking in the She Innovates Virtual Tour run by Unexpected Tours, a platform for virtual team-building events and exercises. The unique experience traced the history of female innovation in the U.S. and the relationship between female innovation and the women's suffrage movement. Participants bonded and honored historic innovators by playing "Historic Shark Tank" with live character guides. Employees also paid a virtual visit to Chicago LIVE!, a free performing arts festival hosted on the Navy Pier.

### PRIDE

In June, we enhanced our annual observation of Pride by hosting another virtual experience with Unexpected Tours. The hour-long event showcased the story of Pride, from the founding of the U.S. to after the Stonewall Riots. Through our on-location guide, 141 employees experienced a real-time view of San Francisco's Castro neighborhood while simultaneously getting a live glimpse of New York City's Greenwich Village.

## WOMEN'S HISTORY MONTH





NATIONAL TRUTH AND RECONCILIATION DAY

On September 30, employees at our Courtright, Medicine Hat, and Northbrook sites honored National Truth and Reconciliation Day by raising awareness of the tragic experiences many Indigenous people had in residential schools, as well as the historical impact of this system. Courtright specifically hosted a lunch and learn with a residential school survivor and sold 119 orange shirts, which serve as a national symbol that raises awareness, recognizes and honors school survivors, and shows a collective commitment to ensure that Every Child Matters (Every Child Matters is a slogan used in tandem with National Truth and Reconciliation Day). In addition to selling the shirts and turning out to the event, Courtright raised \$512.31 in donations for the Elder Program.

VETERANS DAY



VETERANS DAY

CF Industries commemorated Veterans Day by acknowledging the sacrifices and bravery of those who have put on a uniform in service to their country. To honor their legacy, our Northbrook, Donaldsonville, and Verdigris sites hosted events to show our respect and appreciation.

- **Northbrook:** We honored and remembered our veterans with an in-person celebration in November. Participants enjoyed lunch from Mission BBQ, a barbecue restaurant whose mission is to proudly serve those who serve, including the military, police, firefighters, and first responders. CF Industries also partnered with Midwest Veterans Closet, a veteran organization that collects and provides food, goods, and financial assistance to military heroes and their families. Attendees brought donations to the celebration and delivered them to the organization afterward.
- **Donaldsonville Complex:** A Veterans Day recognition luncheon honored all those who served and presented each with gifts. The seasonings used to prepare lunch came from Military Made, a platform that promotes veteran and military spouse entrepreneurs and their businesses.
- **Verdigris Complex:** Red Shirt Fridays, a movement to wear a red shirt every Friday to show that you respect and support troops and veterans, was celebrated at our Verdigris Complex. Red shirts with the CF Industries logo were purchased for all employees to wear on Fridays, with proceeds going directly to leading charities and organizations in the military and veteran sector.

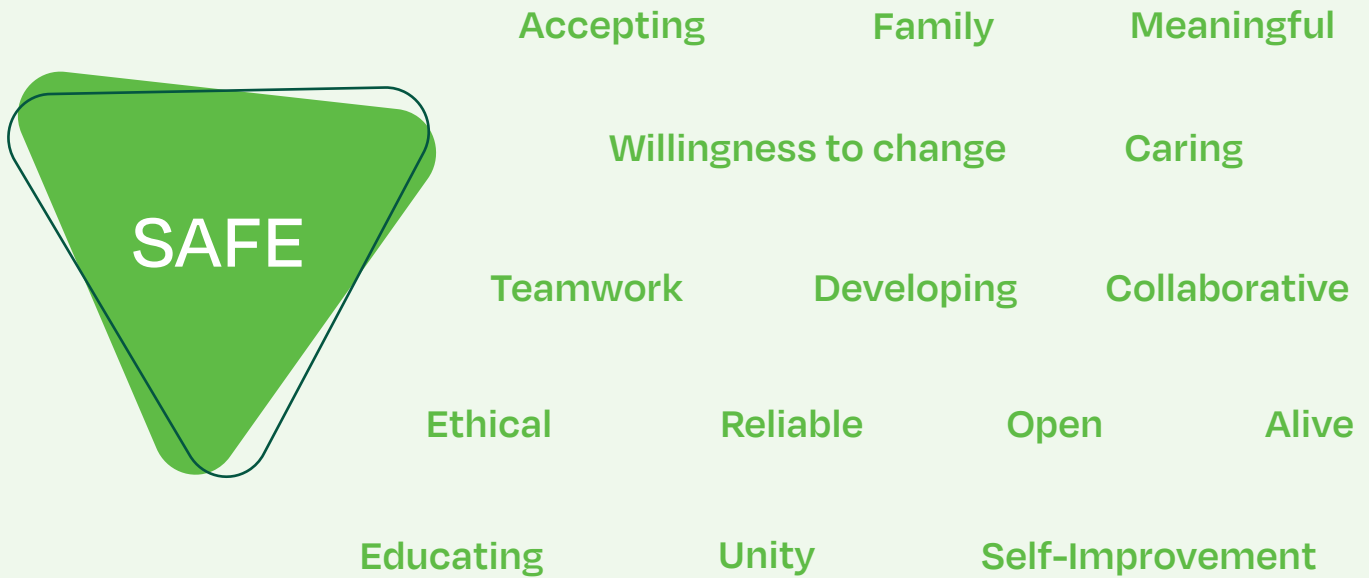
VETERANS DAY



## Building an Inclusive, Safe Culture

We asked our employees what words they would use to define the culture at CF Industries. Here's what they said:

### What does culture look like at CF Industries to you?



### EMPLOYEE SPOTLIGHT



**Mark Hudson**  
UK HR Business Partner  
(Billingham Complex)

"As an HR practitioner, I strongly believe that role modelling my own behaviors – which fosters a culture and environment where everyone feels listened to, is engaged, and feels safe – is a fundamental requirement of my role."





# CONNECTION

Our employees achieve their best personal and professional development when they feel inspired to learn from one another. Whether it be during passing conversations, cultural workshops, or company-wide programming, CF Industries wants our workforce to develop and grow interpersonal connections that enhance their experience at CF Industries.

## WORLD HOLIDAY TRIVIA EVENT



## Building Relationships with Colleagues

Life at CF Industries provides many opportunities to connect with colleagues in exciting and engaging ways. Some highlights from last year include:

**Rock the Block:** During the summer, our Northbrook office hosted a block party with carnival-style games, team tournaments, and raffles. The event provided a light-hearted setting for employees to learn more about each other and what they do in their respective teams at the Company. Employees were able to bond over shared interests and festive foods.

**World Holiday Trivia Event:** As the winter holidays approached, each CF Industries site convened virtually to compete in a friendly match of trivia. The event encouraged employees to bond through enthusiastic discussions of various cultural traditions around the world.

## EMPLOYEE SPOTLIGHT



**Glenn Zeringue**  
Project Engineer  
(Donaldsonville Complex)

**"I enjoy the atmosphere, people, and the relationships we build."**



## OUR PATH FORWARD

Our strength as the world's largest ammonia producer lies in our people. Over the past several years, we have deepened our commitment to inclusion and psychological safety to empower our employees.

We recognize that when our people feel included, protected, and supported, we achieve more as an organization. Inclusion, Diversity & Equity (ID&E) is a top priority at CF Industries as we strive to create a workplace where everyone feels safe to be their authentic selves. The unique perspectives that make up our organization advance our strategy to feed and fuel the world sustainably. It has been a collective effort across all levels to ensure everyone

feels valued and empowered to succeed, and we are proud of the progress we have made. While we celebrate the accomplishments outlined in this report, we recognize our ID&E journey is ongoing. CF Industries is committed to improving our ID&E program every day to better serve our people, our customers, and our communities. We are deeply grateful to our people for embracing our commitment to ID&E and are eager to continue the journey ahead.

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## 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.

We are a leading global manufacturing leader with nine manufacturing complexes in the United States, Canada, and the United Kingdom that are backed by world-class logistics capabilities. Our unparalleled storage, transportation, and distribution network in North America furthers our global reach and strategy to accelerate the world's transition to clean energy.

For additional information, please visit [www.cfindustries.com](http://www.cfindustries.com).

# APPENDIX

At CF Industries, we use ID&E data to provide insights into our ID&E journey, track progress over time, and identify areas where additional effort is needed. This Appendix includes additional data relevant to our 2023 ID&E Report. The data below is also included in our 2023 ESG Report, which can be referenced for further details.

## ID&E METRICS IN ESG GOALS

ESG Goal	2023	2022	2021
<b>Our Workplaces &amp; Communities</b>			
Increase representation of females and persons of color in senior leadership roles (director level and above) to at least 30% by end of 2025	37%	38%	38%
Achieve 25% employee participation in VTO program by the end of 2025 (%)	22%	9%	#N/A
Achieve 25% employee participation in VTO program by the end of 2025 (hrs)	4,267	3,300	#N/A
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 underrepresented groups	#N/A	#N/A	#N/A

## EMPLOYEE HEADCOUNT

2023	Full-Time Employees <sup>2</sup>		Part-Time Employees		Temporary Employees <sup>3</sup>		Total	
Gender <sup>1</sup>	Male	Female	Male	Female	Male	Female	Male	Female
U.S.	1749	328	0	3	—	—	1749	331
Canada	338	69	0	—	—	1	338	70
UK <sup>4</sup>	168	25	1	1	1	—	170	26
<b>Total</b>	<b>2255</b>	<b>422</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>2257</b>	<b>427</b>

2022	Full-Time Employees <sup>2</sup>		Part-Time Employees		Temporary Employees <sup>3</sup>		Total	
Gender <sup>1</sup>	Male	Female	Male	Female	Male	Female	Male	Female
U.S.	1709	306	0	3	—	—	1709	309
Canada	342	68	0	—	1	1	343	69
UK <sup>4</sup>	198	24	1	3	1	—	200	27
<b>Total</b>	<b>2249</b>	<b>398</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>2252</b>	<b>405</b>

All data in this section is as of December 31 of the reporting year and reported by headcount. Data includes regular and temporary employee types.

1 Gender as specified by the employees themselves.

2 This is synonymous with number of permanent employees.

3 Temporary employees are also considered full-time employees, but are not reflected in that total to avoid double counting. Non-guaranteed hours employees are not applicable to CF.

4 The total UK employee population saw a reduction in force in 2023 due to the Company's permanent closure of the Ammonia Plant at its Billingham Complex.

## EMPLOYEE TENURE

Tenure	Unit	2023	2022	2021
0-5 years	Employees	1,110	1,108	1,189
6-10 years	Employees	727	756	866
11-20 years	Employees	544	469	488
21+ years	Employees	303	324	426

## NEW EMPLOYEE HIRES

### WORKFORCE BY AGE AND GENDER (ALL LOCATIONS):

New Hires Gender	Under 30		30-50		Over 50		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
U.S.	72	21	85	29	19	6	176	56
Canada	3	4	19	5	3	0	25	9
UK	9	0	7	7	3	0	19	7
<b>Total</b>	<b>84</b>	<b>25</b>	<b>111</b>	<b>41</b>	<b>25</b>	<b>6</b>	<b>220</b>	<b>72</b>

All data in this section is as of December 31 of the reporting year.

Data includes employees who were hired and terminated in the same year.

Data includes regular and temporary employee types.

## EMPLOYEE GENDER AND AGE DEMOGRAPHICS

### Workforce by Age and Gender (All Locations):

Age Genders	Under 30		30-50		Over 50		Totals	
	Male	Female	Male	Female	Male	Female	Male	Female
U.S.	261	47	1,038	162	450	122	<b>1,749</b>	<b>331</b>
Canada	23	12	244	44	71	14	<b>338</b>	<b>70</b>
UK	20	4	87	16	63	6	<b>170</b>	<b>26</b>
<b>Total</b>	<b>304</b>	<b>63</b>	<b>1,369</b>	<b>222</b>	<b>584</b>	<b>142</b>	<b>2,257</b>	<b>427</b>

Total EEs	% Male	% Female	% < 30	% 30-50	% > 50
2,684	84%	16%	14%	59%	27%

Data includes regular and temporary employee types. Co-ops, interns, and contingent workers are excluded

