



Our 2022 Inclusion, Diversity & Equity Report

CULTIVATING A CULTURE OF BELONGING



Table of Contents

Introduction

A Message from our CEO: Creating a Safer Future	3
Inclusion Council Message: Our Inclusion, Diversity & Equity Journey	4
Defining Inclusion, Diversity & Equity	5

Inclusion, Diversity & Equity at CF Industries

Strengthening Inclusion, Diversity & Equity Across Our Organization	7
Acting on Our Strategy	8
Striving Toward Our Sustainability Goals	9
Gender, Race, and Ethnicity Across Our Organization	10
Progressing Inclusion, Diversity & Equity Among Our Board	11

Meet Our Inclusion Resource Group at CF Industries

Bringing Our Inclusion Resource Group to Life	13
Careers: Developing Talent	14
Communities: Increasing Involvement	16
Culture: Growing Awareness	19
Connection: Fostering Relationships with Colleagues	20

Where CF Industries is Going

About CF Industries



A Message from our CEO

CREATING A SAFER FUTURE

At CF Industries, we put safety first. For more than 75 years, our team's hard work and relentless focus on taking care of one another has helped CF Industries become the world's largest ammonia producer and driven our success in helping farmers feed a growing population. Today, as our mission evolves and we work to untap the clean energy potential of ammonia, safety remains fundamental to our mission.

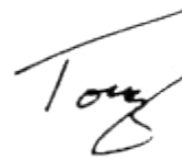
Our "Do It Right" approach has historically focused on the physical safety of our employees. Over the years, however, and especially during challenging times, we have learned that there are many tenets to safety. As a result, the way we think about and act on safety has continued to evolve to prioritize psychological safety as well. This means we are committed to creating a culture where all employees feel safe to respectfully voice their ideas and bring their full authentic selves to work...to feel seen, heard, and valued.

We believe this commitment is enhanced by creating a workplace that prioritizes Inclusion, Diversity & Equity (ID&E). This is why we focus on elevating diverse perspectives and creating an inclusive, equitable working environment. It not only brings out the best in all of our team members, but it ensures we are all better equipped to achieve our mission to feed and fuel the world sustainably.

Since our inaugural report in 2021, our ID&E efforts, which are measured against CF Industries' corporate sustainability goals, have brought our business strategy and Core Values to life. While our work across our three key areas of Representation, Education & Skill Development, and Belonging has only started, it is already making a meaningful difference for our people, partners, and the communities where we live and work.

To the CF Industries team, thank you for all that you continue to do and have done to support our journey to a safer and better future. There are big economic, environmental, and social challenges ahead for our world, but, as a team, we can navigate them together and come out stronger than before.

Sincerely,



TONY WILL
President and Chief Executive Officer



Our Inclusion, Diversity & Equity Journey

A MESSAGE FROM OUR INCLUSION COUNCIL

What does change look like?

In CF Industries' second annual Inclusion, Diversity & Equity (ID&E) Report, you will read about the numerous efforts underway to enact important change across our organization. Three years ago, we intentionally linked inclusion and psychological safety to our safety culture and ability to ensure the well-being of our people. Since then, we've been on a journey of discovery and progress toward creating an inclusive working environment where all can thrive and feel a sense of belonging.

As part of our efforts to ensure everyone's voice is heard, we established an Inclusion Council (IC), a committee of diverse leaders empowered to be change agents, allyship leaders, and ID&E champions across our organization. IC members come from varied background and differing roles at CF Industries, providing an opportunity for diverse thought. Our IC oversees the efforts of our Inclusion Resource Group (IRG).

First formed in 2021, our IRG is a forum for employees to get involved and help create a workplace where all feel included. This employee-led group works to foster a diverse, inclusive workplace aligned with CF Industries' organizational mission, values, goals, business practices, and objectives. We are proud of the many ways in which our IRG has advanced our ID&E strategy this year.

REPRESENTATION

We recognize being a more diverse organization will attract and retain our talent while making us stronger. As a result, we are focused on increasing representation of underrepresented groups across our organization.

EDUCATION & SKILL DEVELOPMENT

We are raising ID&E awareness across our organization through training and actions. When onboarding new colleagues, we use a values-driven approach to build inclusive, high-performing teams. We strive for equity across our Company through efforts like the Multiple Pathways Initiative, a multi-year effort to create skill-based pathways to long-term professional growth for underrepresented groups, and our Disrupting Everyday Bias training, which teaches employees to disrupt the impact of bias in their interactions, behaviors, and decision-making.

BELONGING

We cultivate a culture of belonging within our organization and in our communities. More than 17% of our workforce are members of our IRG, which grew rapidly in size and organizational influence this year from 150 team members to more than 450 people. Our team also performed more than 1,700 hours of community service through our Volunteer Time Off (VTO) program and is on track to achieve 25% employee participation by 2025.

We are proud of what our team has accomplished over the past 12 months but know there is more to be done. We look forward to sharing our progress with our internal and external stakeholders as we continue this important journey.

Inclusion Council Executive Sponsors



ASHRAF MALIK
Senior Vice President, Manufacturing and Distribution



JULIE SCHECK FREIGANG
Chief Information Officer



BERT FROST
Senior Vice President, Sales, Supply Chain and Market Development

Defining Inclusion, Diversity & Equity

INCLUSION

Intentionally engaging all individuals based on respect for differences

DIVERSITY

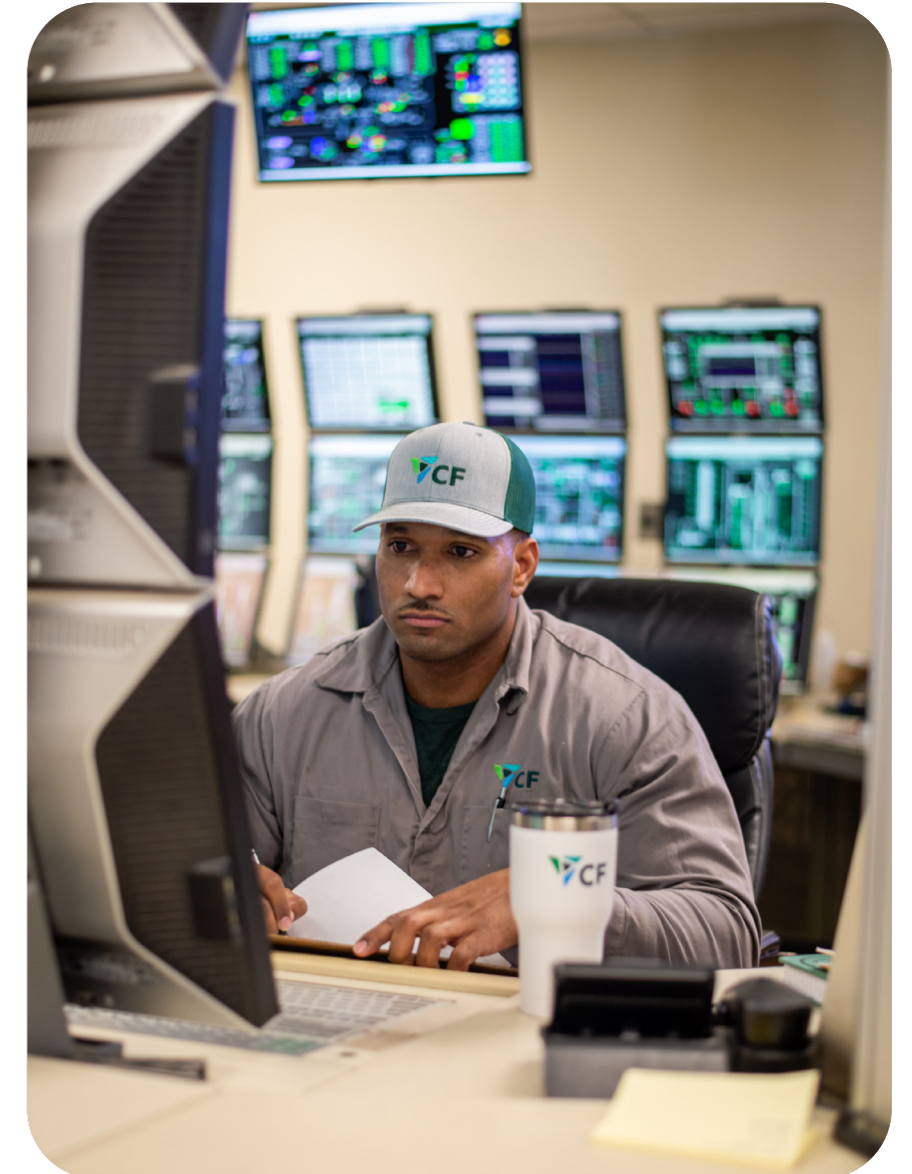
Differences among individuals and groups (visible and invisible) based on identities and life experiences

EQUITY

Acknowledges and addresses systemic imbalances to ensure just treatment, opportunity, and advancement for all—recognizing that individuals may need a unique set of resources to be successful

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
- **Inclusion Resource Group:** Voluntary, employee-led group that fosters a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives
- **Equality:** The state of being equal, especially in status, rights, and opportunity
- **Unconscious Bias:** A bias that exists without someone being aware of it, but nevertheless influences their actions and perceptions of others. Operates without our attention, awareness, or control and can even conflict with our conscious attitude and beliefs



Inclusion, Diversity & Equity at CF Industries

Living Our Core Values

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

WE DO IT RIGHT

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

WE 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 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 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

Being Intentional

Inclusion Statement: Safe to be Yourself

At CF Industries, safety comes first, and the inclusive and diverse culture we strive for every day is no exception

It starts with feeling safe to bring your true self to work. We do this by embracing our differences, while learning about and respecting each other's unique perspectives and experiences. When we do this well, everyone is empowered to be their best and do their best.



Strengthening Inclusion, Diversity & Equity Across Our Organization

2022 HIGHLIGHTS



17%

During its first full calendar year, **Inclusion Resource Group (IRG) membership has grown** to include 17% of our organization



1,700+

Hours CF Industries employees volunteered together through our new **Volunteer Time Off (VTO) program**, positively impacting our communities



Proud sponsor of **Women in Agribusiness, National Association for EHS&S Management, Society of Women Engineers, and Society of Hispanic Professional conferences**, which advances equitable professional development opportunities for our team



100%

employee compliance with mandatory **Disrupting Everyday Bias** training

4M+

Total **charitable giving**



Internal roll-out of our **Employee Value Proposition**, our unique offer and promise to current and future employees



1,100+

Hours of dedicated **mentoring performed by colleagues through CF Industries'** new mentoring program, Mentoring@CF, since its launch in April 2022



Launched **New Hire Integration program**, providing all new hires with consistent and engaging experience as well as connections to peers and resources during first 90 days to help create a sense of belonging



2,000+

Participants in **cultural awareness and engagement events**



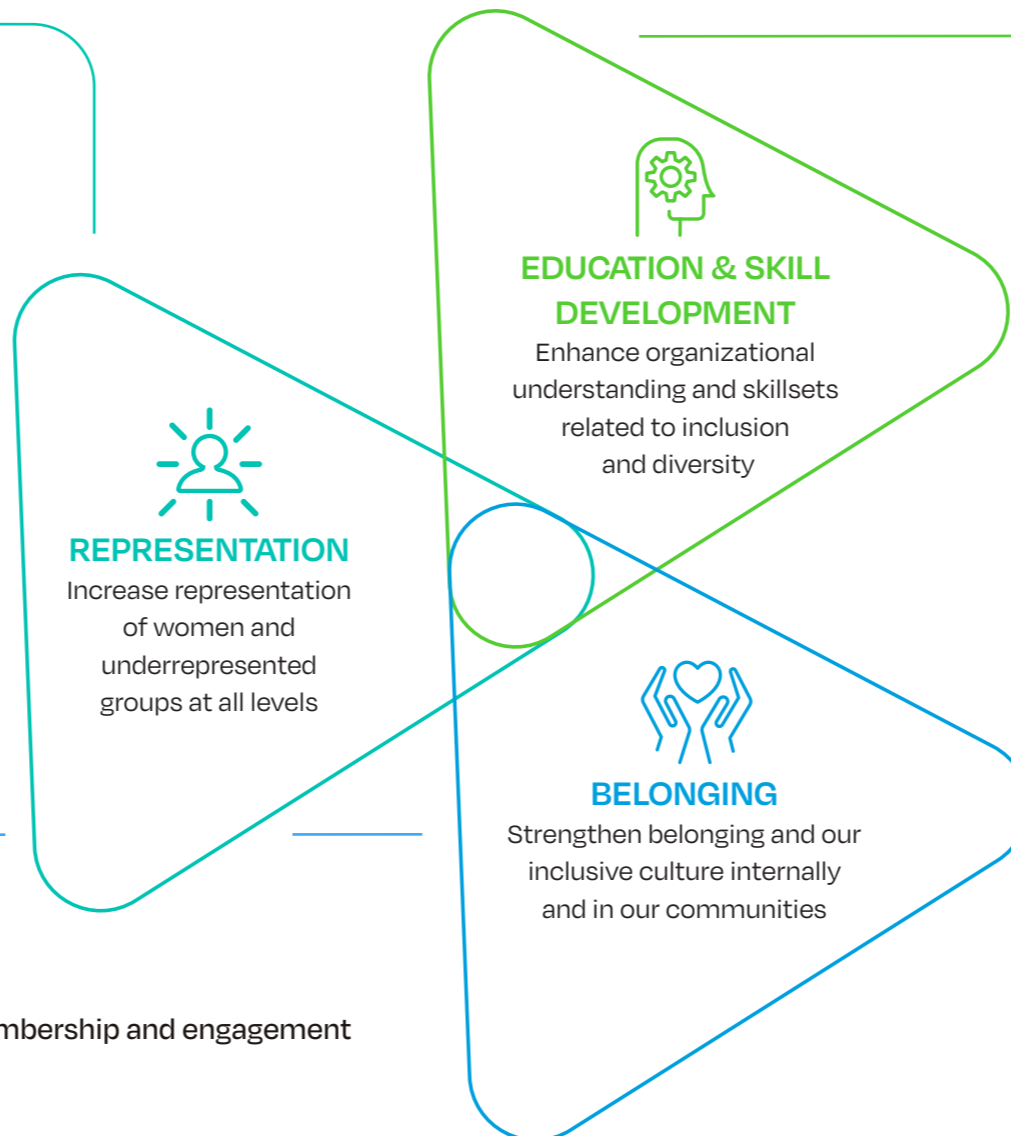
Expanded new paid parental leave benefit for all employees, offering paid leave of up to four weeks for new parents

Acting on Our Strategy

Our long-term Inclusion, Diversity & Equity (ID&E) strategy focuses on working concurrently across three key areas - Representation, Education & Skill Development, and Belonging. Aligned to the same categories, we advanced our strategy on multiple fronts in 2022.

- Developed an ID&E scorecard to measure the impact of individual ID&E efforts
- Identified diverse sources of talent and built partnerships targeting Historically Black Colleges and Universities in the US and Science, Technology, Engineering, and Mathematics (STEM) organizations
- Leveraged talent assessment process to identify diverse talent and create talent development plans
- Launched new mentoring program, Mentoring@CF, to develop and retain diverse talent
- Sponsored new professional conferences, advancing equitable professional development opportunities for our team

- Planned engagement survey for 2023
- Established Inclusion Council goals and action plans
- Supported Inclusion Resource Group (IRG) 2022 plans to increase membership and engagement activities
- Identified and organized two organization-wide philanthropic events
- Partnered with internal centers of excellence in wellness, Total Rewards, safety, and procurement
- Incorporated 7, 45, 90, 180 day belonging surveys into the New Hire Integration program



- Continue to require Disrupting Everyday Bias training as part of our core curriculum and onboarding strategy, with 100% of employees completing online training
- Provided inclusive leadership training to all people leaders
- Supported Multiple Pathways Initiative to develop underrepresented employees and attract minority and female candidates
- Integrated IRG and ID&E goals into recruitment efforts and CF's New Hire Integration program, which provides a consistent and engaging experience for new hires during their first 90 days
- Integrated communication strategy and campaign reinforcing ID&E goals
- Continued to reinforce existing bias training in daily interactions, behaviors, and decisions
- Launched new ID&E Learning Journey program

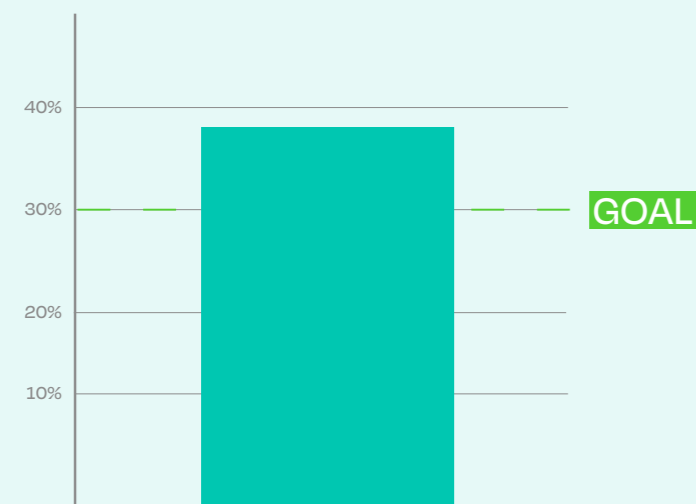
Striving Toward Our Sustainability Goals

Our corporate Sustainability Goals serve as an additional guide and accountability tool for our Inclusion, Diversity & Equity (ID&E) strategy.

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

As of November 2022, we have surpassed this goal and are at 37%



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



In 2021, we joined over 80+ companies in supporting the Multiple Pathways Initiative, a multi-year effort to facilitate career development and shift talent practices to emphasize skill versus credentials



In 2022, we advanced toward those goals, working with internal and external experts to develop skills-based job descriptions, create clear pathways to promotions, and optimize our recruiting process

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



We launched our VTO program in 2021

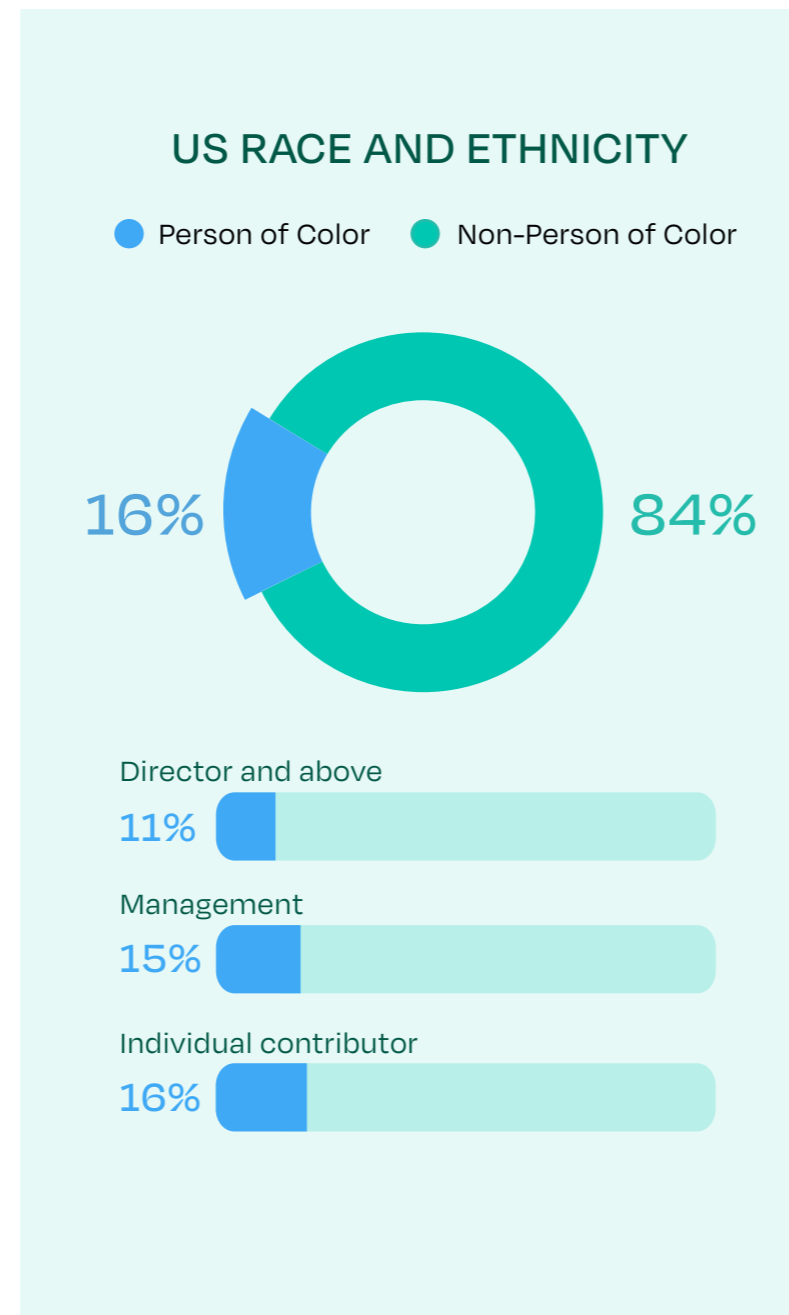
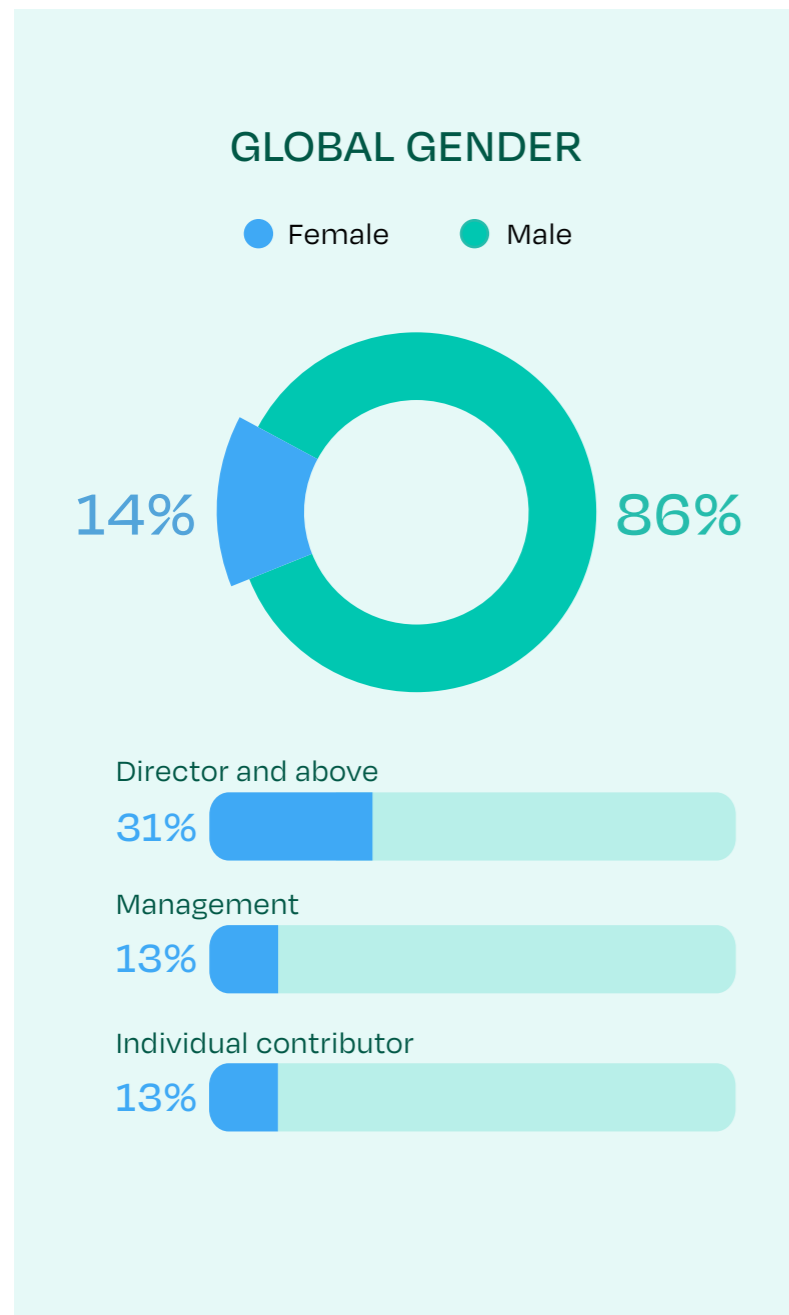


In 2022, CF Industries employees volunteered 1,736 hours, making a positive impact across all four areas of our charitable giving strategy: environmental sustainability; healthy food access; Science, Technology, Engineering, and Mathematics (STEM) education and awareness; and local community advancement

- STEM Education Awareness
- Local Community Advancement
- Environmental Sustainability
- Healthy Food Access

Gender, Race, and Ethnicity Across Our Organization

We are increasing diverse representation across our organization but recognize that much work remains to create new opportunities and growth for historically underrepresented employee groups.



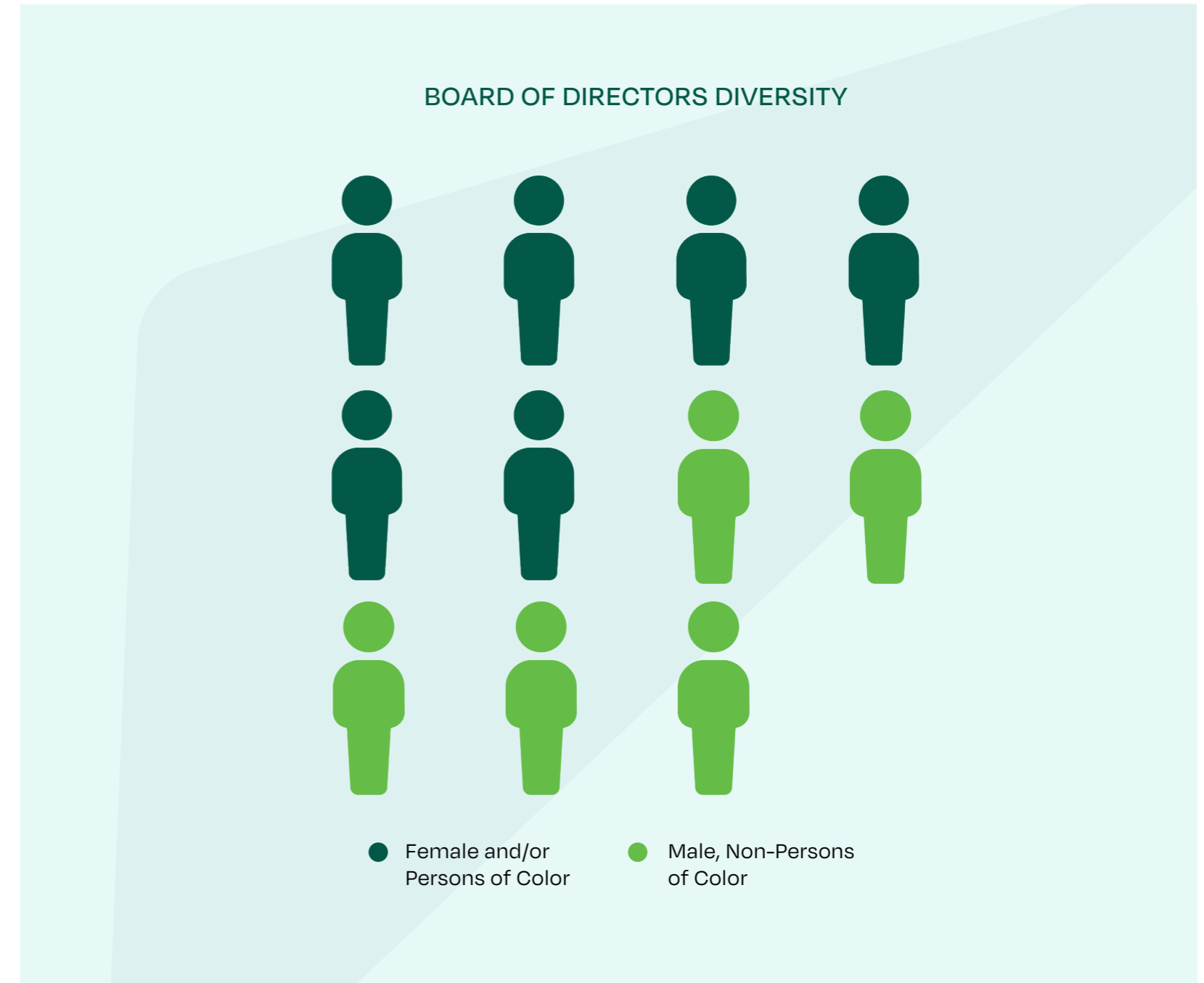
Please note: This data reflects the demographics of CF Industries' employees as of June 31, 2022.

Progressing Inclusion, Diversity & Equity Among Our Board

Our Board of Directors believes its members should reflect a diversity of backgrounds, including experience, skills, and personal characteristics such as race, gender, and age. Since 2014, we have improved our representation of highly qualified and diverse leaders on our CF Industries' Board.

During this time, eight new independent directors have joined our Board. In addition to impeccable business credentials, these directors include three women, an African American male, a person of Hispanic origin who has dual citizenship in the United States and Mexico, and a person of Asian origin who lives in the United Kingdom and has dual citizenship in the US and UK.

As of September 2022, our Board of Directors has 11 members, composed of 10 independent Board members and Tony Will, President and Chief Executive Officer, CF Industries Holdings, Inc. We are very proud that 55% of our Directors are women and/or people of color.



Meet Our Inclusion Resource Group at CF Industries

While CF Industries' commitment to Inclusion, Diversity & Equity (ID&E) is not new, we are finding new ways to live out our commitment and advance our culture. As always, we know the best insights come from our own employees.

Our Inclusion Resource Group (IRG) is the foremost example of this reality in action. The IRG is an active, employee-led forum for CF Industries employees to get involved and help create a workplace where we all feel included. Launched in late 2021, our IRG truly came to life in 2022 through a series of programs that enabled members to significantly expand IRG influence across our entire organization. You can read more about these exciting and important efforts in the pages ahead.

Our Mission and Structure

The IRG provides a forum for all of CF Industries' employees to support ID&E in meaningful ways. CF Industries employees are welcome to join their local IRG at any time and, in just one year, our IRG ranks have grown from 150 to more than 450. More than 17% of our workforce are IRG members.

Our IRG is led by a cross-functional leadership team representing our headquarters office, distribution facilities, and eight North American and United Kingdom production facilities. Each CF Industries location has an IRG leader that interested employees can contact for more information and questions. Employees receive regular communications from the IRG to maintain momentum.



IRG Executive Sponsors



MELISSA BJELLA
VP Associate General Counsel
Deerfield, Illinois



CLAUDIO NASCIMENTO
General Manager
Verdigris Plant

Bringing Our Inclusion Resource Group to Life

How We Are Making An Impact

The Inclusion Resource Group (IRG) focuses its efforts on four key priorities: Communities, Connection, Career, and Culture, what we call the four Cs. IRG activities within each of these areas will continue to evolve with employee input. Employees are encouraged to align their personal efforts with the priorities that matter most to them.

Career

Making sure 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

The IRG Experience

As an employee-led group, the IRG looks to its members to be the sounding board to help build Inclusion, Diversity & Equity (ID&E) programs that interest and resonate with employees. Members also help to measure the impact of existing programs so the IRG can adjust efforts as needed.

Specifically, IRG members can expect:

- Opportunities to voice their opinion and help drive action on priorities that matter to them
- Invitations to scheduled IRG gatherings, both virtual and in-person, as conditions allow to learn, grow, participate, and celebrate
- Advanced news and updates on IRG activities and opportunities

“The IRG is a great way for CF Industries’ team members to get involved. Employees can pick one of the focus areas and volunteer to be part of an initiative that strikes a chord with their passions.”

Julie Freigang
Chief Information Officer
Deerfield, Illinois



Careers: Developing Talent

Education, skill, and career development are integral to keeping our business and our people strong. As an industry leader, we make sure employees have access to growth and development resources to be and bring their best selves to work every day. We also aim to inspire our next generation of leaders through our work with the Multiple Pathways Initiative.

Key Progress

MENTORSHIP

- In April, we launched our new mentoring program, Mentoring@CF. The program provides mentees with opportunities to grow professionally, network within the company, and develop their skillsets. Mentors are empowered to lead and earn recognition for their subject matter expertise. Our 188 active mentor-mentee matches spent more than 1,100 hours mentoring during the year. While program participants have rated the experience highly, we are eager to make improvements and launch the program more broadly across the Company in the coming year

SPONSORSHIP

- CF Industries is expanding the way in which we support the professional development of our team. In 2022, we sponsored the Women in Agribusiness conference, as we have done regularly in recent years, in addition to events for the National Association for EHS&S Management, the Society of Women Engineers, and the Society of Hispanic Professional Engineers

ENGAGEMENT

- We launched a new paid parental leave program, which allows employees with 12 months of service to bond with their newborn baby or newly adopted child for a period of up to four weeks
- We recently launched our New Hire Integration program, which is designed to onboard and integrate new employees to their role, our culture, our business, and our people processes over their first 30, 60, 90 days on the job
- We advanced the internal rollout and use of our new Employee Value Proposition, our unique offer and promise to current and future employees

CF Industries offers LinkedIn Learning to all its employees

All team members can take courses from three distinct libraries including business, creative, and technology, accessing over 10,000 online resources



EDUCATION & SKILL DEVELOPMENT



REPRESENTATION



BELONGING



Careers: Developing Talent



EDUCATION & SKILL
DEVELOPMENT



REPRESENTATION



BELONGING

Leadership and Management Training

- CF's Frontline Leadership Development (FLD) Program was designed in partnership with the Center for Creative Leadership (CCL) to help frontline leaders capitalize on their strengths and provide the tools to build around their development opportunities. Approximately 218 employees have attended the program
- Also, our Leading Leaders Program is an innovative 3-month development journey that enables busy function leaders to accelerate their business impact, improve their leadership effectiveness, and enhance their resilience and well-being as they navigate the "new normal."

Multiple Pathways Initiative

Our team continues to make important headway toward the goals of the Multiple Pathways Initiative, a multi-year effort to create skill-based pathways to long-term professional growth for underrepresented groups. In 2021, we joined nearly 80 other companies in signing on to support the initiative, organized by the Business Roundtable, a nonprofit association of chief executive officers of major corporations.

In 2022, we:

- Worked with internal subject matter experts and external recruitment specialists to develop skills-based job descriptions and job-posting documents to improve and streamline the recruiting process
- Partnered with manufacturing sites and outside vendors to build a diverse pipeline through broader talent sourcing strategies
- Implemented new job descriptions and job postings for four groupings of jobs in information technology, operations, environmental health and safety, and quality
- Identified internal metrics to measure the impact of skills-based recruitment and talent advancement strategies

We look forward to keeping our Multiple Pathways Initiatives efforts moving ahead in 2023 and beyond.



Careers Spotlight



"I joined CF Industries as a production manager of the Woodward Complex in Woodward, Oklahoma, nine years ago and moved to our Deerfield, Illinois, headquarters five years ago as the general manager of the distribution facilities team. In both roles, my main passion has been in keeping our teams safe and providing career advancement opportunities for those who seek it; that's creating platforms and venues to match business needs with people's career aspirations."

Amanuel Welderufael
General Manager, Distribution
Facilities Team
Deerfield, Illinois

Communities: Increasing Involvement

CF Industries believes in supporting the communities where we live and work, both through financial donations and donations of personal time, along with employing a local giving strategy aligned with our business strategy.

Throughout this past year, CF Industries has participated in charitable giving initiatives to support our communities and the environment, connect with colleagues, and educate our future generation of leaders.

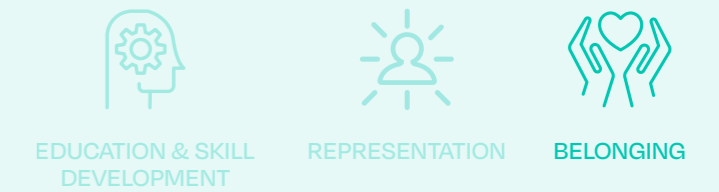
In 2022, our team has:

- Volunteered **over 1,700 hours**
- Given more than **\$4M in charitable contributions**
- Donated more than **5,700 pounds of food and supplies**

Charitable Giving Strategy

Our giving strategy is highly localized and focused on core pillars that align with the Company's values and business.

In April 2021, we established our Volunteer Time Off (VTO) program, through which employees receive one full scheduled day in a normal work week to participate in volunteer activities. In 2022, 263 employees have used their VTO to support their communities.



	<h3>Environment Sustainability</h3>	Protecting and caring for the lands and natural resources that feed and fuel our communities
	<h3>Healthy Food Access</h3>	Improving access to nutritious, affordable food that members of all communities - including low-income communities and communities of color - need to grow and thrive
	<h3>STEM Education and Awareness</h3>	Helping people of all backgrounds, genders, and races access education and career development resources in the areas that will support global sustainability efforts and our clean energy future
	<h3>Local Community Advancement</h3>	Making a difference in local communities where CF Industries employees live and work while addressing the needs of marginalized cultural groups and supporting first responders

Communities: Increasing Involvement

Key Progress

Healthy Food Access

- As part of a poverty outreach day of service, two teams of Inclusion Resource Group (IRG) members from our Verdigris Complex production facility in Claremore, Oklahoma, volunteered at the Food Bank of Eastern Oklahoma. The teams packed more than 8,000 pounds of food that went on to provide more than 6,700 meals to community neighbors in need
- Members of the corporate human resource team volunteered at the Northern Illinois Food Bank in Park City, Illinois. The team inspected, sorted, and packaged food to be distributed to the 13 counties in their community
- Our corporate finance team put their Volunteer Time Off (VTO) into action by spending an afternoon sorting and packing meals for children through Feed My Starving Children at the organization's Schaumburg, Illinois location. Feed My Starving Children distributes meals in schools, orphanages, clinics, and feeding programs around the world
- Our team at Port Neal spent its VTO hours supporting Siouxland Solders, a non-profit organization that provides foods, grants, and services to active military members, veterans, and their families. The team served breakfast to veterans to show support for the military community while promoting CF Industries' commitment to healthy food access



- Members of the IRG from our production facility in Courtright, Ontario, engaged their colleagues to support Pink Shirt Day. The mission of Pink Shirt Day is to create a kinder, more inclusive world by raising awareness and funds for anti-bullying initiatives. The Courtright IRG successfully raised \$2,700 selling 250 pink shirts to colleagues, which the team wore in a day of solidarity
- CF Industries distribution facilities donated \$9,125 in grants to local community organizations and \$32,450 to 20 first responder organizations. Our Peru Terminal also hosted visitors from Brazil to learn about ammonia and urea ammonium nitrate transportation in the US. The group toured CF Industries' terminal facility and terminal leadership team members participated in a Q&A session
- Deerfield, Illinois IRG members organized a community walk and raised more than \$20,000 to support Sarah's Circle. Established in 1979, Sarah's Circle provides a full continuum of services for women, including housing, life necessities, and supportive services to help them permanently end their homelessness
- Our team at Port Neal volunteered with Camp High Hopes, a program that provides fun, safe, and adaptive recreational experiences for people with disabilities, special needs, and chronic illnesses. Team members helped build structures for the camp, cleaned the site, and assembled activities for participants to enjoy
- The Environment, Health, Safety, and Quality Leadership Team participated in a group volunteer event at Bernie's Book Bank. During the two hour session, the team packed more than 1,000 bags of books to empower under-served children to read their way to a better life

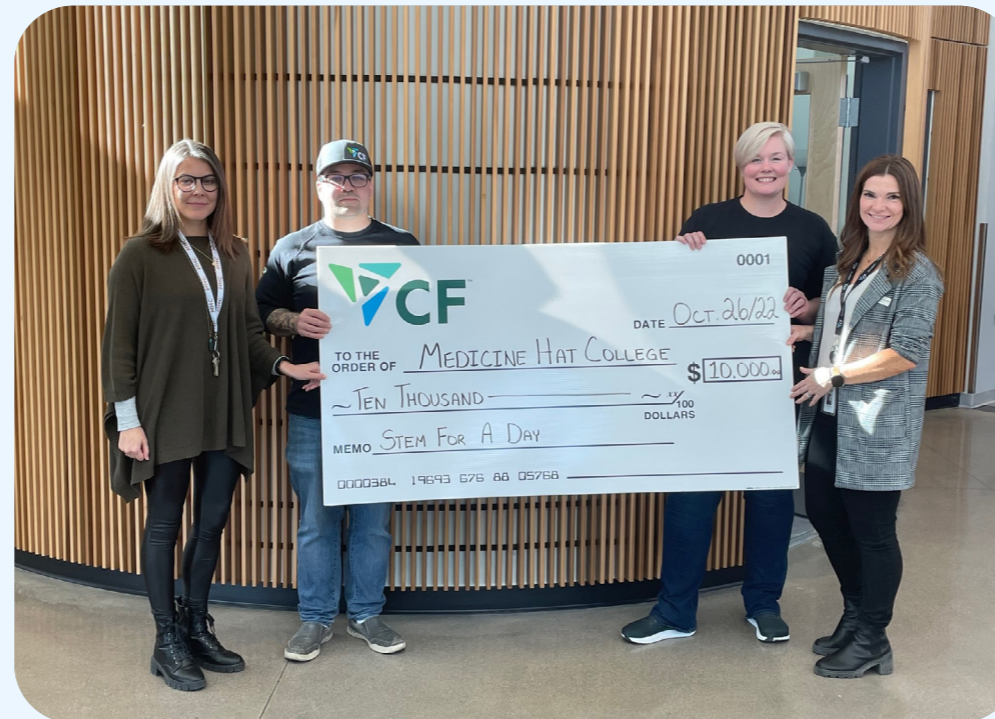


Communities: Increasing Involvement

Key Progress

Science, Technology, Engineering, and Mathematics (STEM) Education and Awareness

- CF Industries launched a partnership with the River Parish Community College and Ascension Parish Schools to bring the Introduction to Process Technology Program to Donaldsonville High School. The program prepares individuals to become refinery, chemical, and other industry related operators and two Donaldsonville employees are serving as instructors for the bi-weekly course
- We recently launched a partnership with Cristo Rey, which provides students with a unique complement of career and technical training to their education to create pathways to diversity. The Corporate Work Study Program imparts students with early access to professional networks and environments typically underrepresented in their communities, equipping them with the social and technical acumen to excel at careers they may not have otherwise considered
- Through a STEM education partnership with their local public school system, 26 employees from our Woodward Complex production facility in Woodward, Oklahoma, have undergone the process to become substitute teachers, educating students on the chemistry of fertilizer production and the positive effects it has on the local community
- Employees from our production facility in Yazoo City, Mississippi led a STEM event for the Boys and Girls Club of the Mississippi Delta. The event included hands-on experiments and demonstrations highlighting the properties of liquids and how scientists use them. Staff from the Yazoo City technical services lab, control lab, and human resources supported the effort
- Eleven IRG members from our headquarters office in Deerfield, Illinois, supported a STEM education event on Chicago's South Side. The effort was held in partnership with the Chrysalis Program, which focuses on helping African American girls and their families in under-resourced neighborhoods of Chicago's South Side
- We partnered with the Ascension Parish Government, Ascension Parish Public Schools, and the Ascension Parish Sheriff's Office to construct an Early Childhood Development Center (ECDC) in Donaldsonville, which is projected to open in 2024. The ECDC will provide after school tutoring and programming for inner-city students. CF Industries has committed to donate a total of \$1 million over five years to support supplemental educational and extracurricular programming and activities, including STEM, art, music, and athletics
- CF Industries donated \$10,000 to Medicine Hat College in October to promote STEM education in its community



Environment Sustainability

- This year we launched our inaugural annual Earth Day Celebration, "CF Blue, Green, Clean" focusing on Waste Minimization & Management. The week-long event focused on accelerating solutions to combat climate change and activate everyone to do their part. Our team at Courtright celebrated by helping clean up their local community
- A team of 30 CF Industries employees cleaned up grounds in Yazoo City that had gone unattended during the COVID-19 pandemic. The project was part of our effort to preserve this historical treasure for the local community
- Our team at Port Neal assisted with clearing trails at Adams Homestead and Nature Preserve to help protect and preserve the grounds. The clean up effort was part of our work to restore the grounds for the surrounding neighborhoods



Culture: Growing Awareness

We understand the importance of a diverse workforce and aim to inspire each other through meaningful dialogue, education, and action. In doing so, we create a workplace where employees feel recognized and valued for their unique cultures, experiences, and perspectives every day.

Black History Month

In February, we enhanced our annual observation of Black History Month by hosting a virtual experience that drew more than 240 employees. The live-streamed, interactive, and engaging event traced the story of Black History Month and featured trivia to help participants gain a stronger appreciation of the month and its significance.

Reflections on Black History Month



"Black History Month is a time to acknowledge the many accomplishments of a race of brilliant people. We are a strong, proud, caring, intelligent race of people, and Black History Month is the time to showcase all of these great attributes that make us who we are."

Joseph Mathis
Operator
Donaldsonville, Louisiana



"Black History month is important to me because it reminds me not only how far we've come but how much further we must go. I love working for an organization that gives me freedom to be me and have provided me with leadership opportunities because I know that was not always the case."

Brigette Major
Account Supervisor
Donaldsonville, Louisiana

Women's History Month

In March, IRG members celebrated Women's History Month by coming together to support a "Break the Bias" campaign on International Women's Day, March 8. Developed in alignment with the official theme of International Women's Day 2022, our "Break the Bias" event promoted a world free of bias, stereotypes, and discrimination against women.

Reflections on Women's History Month



"One of the things I love about working for CF Industries is the Company's commitment to developing women at all levels. Seeing a female engineer, a female EHS manager, a female plant manager, encourages young girls to continue their education and to go for their dreams because they CAN do it!"

Katie Pizzolato
Environment, Health and Safety Manager
Yazoo City, Mississippi



"At CF Industries, our Laboratory Functions are a great example of how women are being represented in Science and in Leadership. I am proud that 6 of our 9 Manufacturing Labs are led by women! During Women's History Month, I am reminded of the progress which has been made towards achieving gender equality in the Chemical Industry, traditionally a male-dominated sector."

Alison Booth
Laboratory Supervisor
Billingham, UK

Connection: Fostering Relationships with Colleagues

Forming meaningful connections with colleagues through allyship allows us to build a culture of respect and empathy for all. We have remained committed to fostering these connections with each other through various initiatives and events year-round.

Key Progress

- We launched the CF Industries New Hire Onboarding Integration program, which provides various tools and resources to assist employees in navigating through key activities during their first 90 days. In addition, each new employee is given a peer partner to help make connections to other colleagues and provide support
- Employees participated in a “canstruction” project during Pride Month, building pride flags out of canned food and donating the cans to people in need. Each flag took approximately 900 cans of food to build and all canned food was donated to local food banks at the end of June
- We held a “LGBTQ+ 101” lunch-and-learn for our Inclusion Resource Group (IRG) members with guest expert speaker Dansen Mayhay and had an attendance of approximately 140 employees
- Our teams connected across the organization to attend our virtual inclusive safety leadership workshop that demonstrated steps to create a safer workplace
- Our Woodward IRG held a site-wide scavenger hunt where 68 employees worked with colleagues from outside their normal work group to explore five different parts of the plant
- Our Distribution facilities held lunch-and-learn events across their terminals to learn how to explore and utilize our LinkedIn Learning partnership to access the many trainings offered



Additional Cultural Events

CF Industries encourages our employees to learn about different heritage and cultural celebrations going on around the world. Below are a few of the celebrations we highlighted this year:

- **Chinese New Year:** We informed our team of various ways the holiday is celebrated in and a call to action outside of our company. Traditions include catching up with family and friends, wearing bright colors, sharing wealth with loved ones, and eating festive treats
- **Immigrant Heritage Month:** Our team encouraged employees to celebrate the sacrifices and accomplishments of immigrants, acknowledging the important role they have played in shaping our nation
- **National Indigenous People Day:** We encouraged employees to recognize the innumerable ways First Nations, Métis, and Inuit peoples have shaped Canada over thousands of years
- **Hispanic Heritage Month:** Celebrating the American LatinX and Hispanic community, we organized a 60-minute virtual event exploring Hispanic and LatinX history, from America’s South to its North. The event featured two live location guides and a fun trivia competition that gathered over 150 attendees
- **National Day for Truth and Reconciliation and Orange Shirt Day:** We encouraged all employees to share their support by wearing orange shirts to raise awareness of the individual, family and community inter-generational impacts of Canadian residential schools



Where CF Industries is Going

At CF Industries, we put the holistic safety of our employees first. Our team drives our global success. Their well-being, both physical and personal, is paramount to what we do and what we can accomplish.

As our society continues to face physical and psychological challenges, we continue to learn the value of listening — to each other and to our personal needs. When we commit to elevating diverse perspectives, we are better equipped to overcome our collective obstacles.

While we are proud of our progress, the Inclusion, Diversity & Equity (ID&E) efforts outlined in this report are just a start. CF Industries is committed to ensuring that everyone remains safe and feels a sense of belonging. We know diverse, inclusive teams inspire us to do our best work and provide insights that lead to better results, which is why we are committed to this work in our organization and across the communities where we live and work. We are immensely grateful to our people for bringing this commitment to life every day and look forward to continuing this important journey together.



"In my opinion, CF Industries' strength has always been its deeply ingrained "we are a team" culture. Collaboration and teamwork are highly encouraged. We strive to do great work and "do it right", but you are not alone in that process to do great work."

Said Yussuf

Production Superintendent at AM2
Port Neal, Iowa



About CF Industries

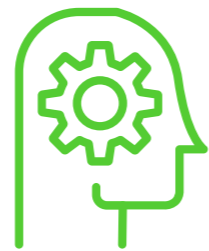
At CF Industries, our mission is to provide clean energy to feed and fuel the world sustainably.

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

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

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





EDUCATION & SKILL
DEVELOPMENT



REPRESENTATION



BELONGING