

How We're Doing



Employee and Contractor Safety

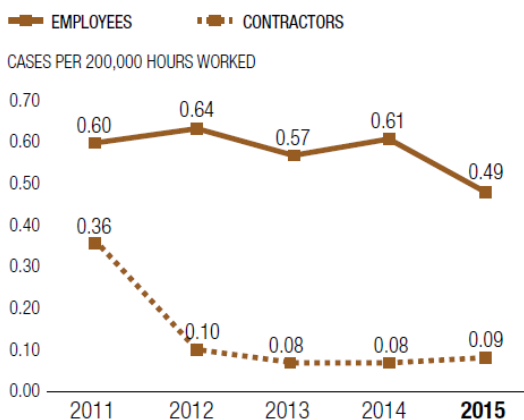
Over the past 10 years, we have reduced our employee lost time injury rate by 61 percent and our contractor total recordable injury rate by 68 percent. Our performance improves through clearly communicating expectations of behavior, and consistent dedication to awareness programs, audits and improvement measures.

Despite these efforts, two contractors and one employee tragically lost their lives at Agrium facilities during 2014-2015. Each incident involved a thorough investigation and there have been many learnings and outcomes. Contractor management standards, describing our increased expectations for training and safe work practices, were developed and implemented in 2014. A company-wide analysis of injuries pointed to slips, trips and falls as an important area of focus, since they accounted for about 40 percent of all safety incidents. In late 2015, we began an assessment of all elevated work in our operations, and will review all our facilities in 2016 and develop plans to eliminate or mitigate risks due to elevated work.

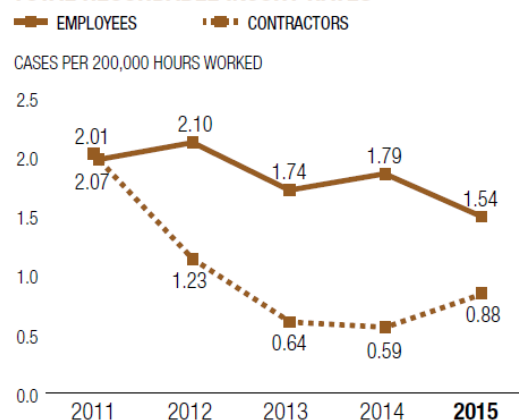
Personal safety has continued to be challenging in 2016. During the first six months, we were saddened by the death of two employees and one contractor. Investigations are ongoing. We held a mandatory all-Agrium town hall in May 2016 to strongly reinforce our commitment to safety and reaffirm the responsibility of any employee or contractor to stop work should unsafe conditions exist. We are redoubling our safety efforts through *Commitment to Zero*, which aims to eliminate such serious incidents.

To reinforce Agrium's safety culture, achievement of safety performance targets is included in the EHS&S component of the senior executive annual incentive. Although Agrium exceeded the majority of our internal EHS&S targets in 2015, the Board of Directors, on Management's recommendation, decided to reduce financial incentive payments to the company's senior leaders, due to the two fatalities that occurred during the year. A large portion of the funds that would have been distributed to the senior leaders will be redirected as company donations to support external safety initiatives such as rural safety education. The remaining funds will be directed internally to further enhance our safety programs.

LOST TIME INJURY RATES



TOTAL RECORDABLE INJURY RATES



Our employee injury rates are at their lowest ever. The increase in the contractor recordable injury rate is partly attributable to our expansion projects, which involve construction, a consistently higher injury activity.



Safety	Units	2011	2012	2013	2014	2015	2011-2015 Trend
Lost Time Injury Rate – Employees	cases per 200,000 hours worked	0.60	0.64	0.57	0.61	0.49	↓18%
Lost Time Injury Rate – Contractors ¹	cases per 200,000 hours worked	0.36	0.10	0.08	0.08	0.09	↓75%
Recordable Injury Rate – Employees	cases per 200,000 hours worked	2.01	2.10	1.74	1.79	1.54	↓23%
Recordable Injury Rate – Contractors ¹	cases per 200,000 hours worked	2.07	1.23	0.64	0.59	0.88	↓57%
Fatalities – Employees	count	1	0	0	0	1	0%
Fatalities – Contractors	count	1	0	1	1	1	0%
Process Safety Events ²	count (3-year rolling average)	-	53	37	26	25	-

The “-” in the table signifies that the indicator was not available or measured for a particular year and consequently a trend could not be calculated.

¹ Prior to 2013, the figures exclude contractor injuries for Retail.

² Includes Tier 1 process safety events (i.e., loss of primary containment with the greatest consequence) and Tier 2 events (i.e., loss of primary containment with moderate consequence) as described in API RP-754.