



Inclusion Resource Group

Building a culture of belonging





We're creating opportunities for you to get involved and make an impact at CF.

Building a culture of belonging

At CF Industries, we're on a journey to build a culture of belonging—a workplace where everyone feels welcomed, valued, empowered and inspired to do their best work. A culture where it's safe to be yourself. That's our vision of Inclusion, Diversity and Equity (ID&E).

While this commitment is not new, we're finding new ways to live out our commitment and advance our culture. As always, we know the best insights come from our own employees.

Want to get involved and create an inclusive and diverse workplace at CF Industries?

Join our Inclusion Resources Group (IRG). The IRG is an active, employee-led forum for all CF employees to get involved and help create a workplace where we all feel included.

While the IRG is grounded in the CF Industries core values, everyone brings something uniquely their own – personal perspectives on what makes for a more welcoming workplace and how to move forward and integrate ID&E into all we do.

Our mission

The Inclusion Resource Group provides a forum for all CF employees to support Inclusion, Diversity and Equity in meaningful ways. Working closely with the Inclusion Council (IC), the IRG seeks to involve employees directly in building a culture of belonging where everyone feels safe to be themselves and empowered to do their best work.

Why you belong with the IRG

Join us on our journey of Inclusion, Diversity and Equity. Your perspective, ideas and energy are all valued here. Joining the IRG is your opportunity to take meaningful action for the well-being of yourself and your colleagues. Together, we're making an impact and moving CF Industries' culture of safety (physical, organizational and social) forward.

To see what CF employees are saying about inclusion, diversity and equity, snap the code below for a quick video.







It's about doing the right thing

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

TONY WILL | President and Chief Executive Officer

Our priorities

The IRG focuses its efforts on four key priorities (“the four Cs”). IRG activities within each of these areas will continue to evolve with employee input. You are free to align your personal efforts with the priority(ies) that matter most to you:

			
Career Development: Making sure all employees have access to growth and development opportunities and resources	Community Involvement: Building a sense of belonging in the communities where we work and live	Cultural Awareness: Sharing and learning about the diverse communities and heritages we represent	Connection with Colleagues/Allyship: Empathizing with and advocating for each other, always from a place of respect and shared Core Values

Come join us!

All CF employees are welcome to join the IRG at any time. To do so, visit cfindustries.sharepoint.com/sites/IRG and click **JOIN NOW**.

The IRG experience

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

Specifically, you can expect:

- Meet with and get to know your 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.

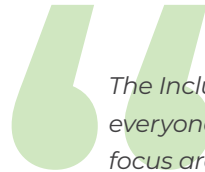
Our inclusion statement: safe to be yourself

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.





**We're committed
to making
a difference.**



The Inclusion Resource Group is a great way for everyone to get involved. You can pick one of the focus areas and volunteer to be part of something that strikes a chord with one of your passions."

"We really are looking to thread diversity and inclusion into all that we do. And you are welcome to join us in that journey."

"We'll have career advancement opportunities, connection events, opportunities for more cultural awareness and chances to give back to the community."

"When we open up and receive and inquire into the differences of others, we can find out more information that would help ourselves and help our company grow."

