Our employees are the force behind FMC’s success. We rely on their diverse talents, high energy and creativity to move the business forward. Together we strive to make a difference in the world – whether in our immediate environment or impacting the five identified global challenges.

**Career Growth and Enrichment**

Through a number of development opportunities, FMC strives to help employees reach their career goals. We encourage growth and mobility across disciplines and regions within our company.

**Establishing Stronger Skill Sets**

Nurturing an internal talent pipeline enables us to identify and grow future leaders who know FMC well and are dedicated to our mission. In addition to on-the-job training that occurs throughout the company, over 100 leaders around the world participated in formal training programs to ensure they are equipped with the proper skills and competencies. Additionally, in 2014 we will launch the FMC Strategic Leadership program to address the development of our more senior leaders.

There are additional training and development programs for employees such as seminars, symposiums and conferences; however, we currently do not track all details on involvement in these programs. We are evaluating ways to track this information in the future to ensure that our employees continue to gain additional skills and knowledge.

In several countries, the company offers an Educational Assistance Program. The program provides tuition reimbursement to employees who wish to further their education through courses that relate to a present or probable assignment at FMC. Tuition reimbursement is available to full-time employees who meet certain requirements when taking courses at accredited colleges and universities.

**Technical Career Paths**

Technology and innovation are critical to our business, and we have made a concerted effort to create an environment that develops relevant skills.

FMC’s culture recognizes individual values and aspirations while encouraging teamwork and sharing of best practices. An empowered workforce is more motivated and better aligned with a company’s business objectives, leading to higher productivity and increased success.
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The FMC Technology Council’s mission is to foster greater innovation by:

- Leveraging cross-fertilization of technology and innovation best practices.
- Establishing a strong intellectual property strategy.
- Setting directions for expanding science resources in rapidly developing economies.
- Establishing proactive approaches to attracting, growing and rewarding talent across the globe.

In 2013, the Technology Council described the various positions and career directions available to employees through the Technical Professional Career Program. This roadmap is designed to empower employees to own and drive their development paths as well as to attract talented people to FMC. It provides a framework for consistent knowledge- and competency-building, performance reviews and understanding of FMC’s technical career opportunities.

Manufacturing Career Paths

The Manufacturing Council is responsible for developing the processes, tools and talent that enable operational excellence at FMC manufacturing and contract manufacturing locations. It:

- Ensures effective management of talent across our enterprise.
- Identifies future leaders at early stages of their careers so they can grow into broader roles.
- Prepares a slate of “ready-now” candidates to fill key manufacturing leadership positions.

In 2013 the Manufacturing Council focused on preparing a strong pipeline of global manufacturing and engineering talent, a key component of which was to hold meetings at FMC locations globally to foster networking and relationship building. To get to know people from the different businesses who worked in these areas, the Council held both formal presentation sessions and informal meet-and-greets. The engagements allowed employees from around the world to meet and share ideas in person.

Creating Global Consistency and Interaction

To foster collaboration, innovation, communication and movement across businesses and geographies, we began creating a more uniform employee experience. This effort represents an evolution toward greater consistency in role definitions, onboarding processes, fundamentals training, ongoing coaching and performance review standards around the world. Although we are in the early stages of creating this level of uniformity, we have achieved success with the immediate immersion of new employees and newly acquired businesses into our safety and ethics cultures.

Encouraging a Diverse Workplace

We rigorously screen internal and external candidates to match the best talent with each position and consider diversity a vital aspect of our strategy. A gifted and diversified workforce enables us to compete more effectively in today’s complex global marketplace by attaining more balanced insights into stakeholder needs and a multiplicity of perspectives on new products, services and processes.

One high priority element of FMC’s diversity emphasis is increasing representation of women in professional and leadership positions. As we continually seek the most qualified individuals to join our team, women are increasingly filling senior leadership positions throughout the company - on our Executive Committee, our Board of Directors and in key business and functional roles. We have offered training internships to recent female graduates in the U.S., many of whom were introduced to through a relationship with the Society of Women Engineers. We continue to monitor recruitment progress and

<table>
<thead>
<tr>
<th>WOMEN IN MANAGEMENT</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of women</td>
<td>23.0%</td>
<td>23.7%</td>
</tr>
<tr>
<td>employed at FMC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women in professional roles*</td>
<td>26.2%</td>
<td>25.8%</td>
</tr>
<tr>
<td>Women in senior management*</td>
<td>19.5%</td>
<td>21.3%</td>
</tr>
</tbody>
</table>

*Exempt Workforce

Professional roles are defined by certain types of responsibilities or requirements, such as independent judgment and decision making that impact the business. Senior management roles are a smaller subset of professional roles defined by more specific leadership criteria.

<table>
<thead>
<tr>
<th>VOLUNTARY TURNOVER RATE</th>
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<tbody>
<tr>
<td>2012</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Globally</td>
</tr>
<tr>
<td>Non-Exempt</td>
</tr>
<tr>
<td>Hourly</td>
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<tr>
<td>Exempt</td>
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</tbody>
</table>

In 2013, FMC’s master data management project was expanded internationally, allowing us to better track turnover around the world. We continue to review turnover on a quarterly basis and our rates remain comparable or lower than local averages in our industry.
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In our second survey, employees reporting use of the sustainability intranet as a primary information source increased significantly.

- Disseminated a poster series demonstrating how employees in the R&D, sales and marketing, legal, operations, and human resources functions could “make a difference” in sustainability.
- Provided Sustainability Implementation Teams with a sustainability report toolkit to promote readership of the report, answer questions and facilitate information-sharing with customers, suppliers and other external stakeholders.

In our second survey conducted in late 2013, we were pleased to discover that 73 percent of respondents read at least part of the most recent sustainability report. However, we are challenged to grow this rate and to address survey responses that were either flat or slightly lower than the previous year. Given the high energy around the 2011 launch of our sustainability program, the slight decline in results is to be expected. We are working to ensure this is not a trend and that sustainability integration continues to progress.

Specifically, the survey results indicated the need for more information on the relationship of sustainability to employees’ jobs, training on how to advance our program with outside partners,

Outreach posters, detailing department-specific ways to impact sustainability, were distributed in multiple languages.

1 https://netimpact.org/whatworkerswant
SCIENCE OF CURiosity INITIATIVE WINS AWARD

An FMC initiative that helped science teachers motivate their students earned a Pepperpot Award from the Philadelphia chapter of the Public Relations Society of America (PRSA)’s “Teaching the Science of Curiosity” involving some 150 FMC employees who contributed materials and money to create 125 volcano-making kits that Philadelphia teachers used for hands-on experiments in the classroom. As many schools do not have the funds to carry out such activities themselves, opportunities for children to experience scientific exploration can be limited. The project exposed children to new areas of knowledge in a fun way and hopefully will inspire some to pursue STEM education.

work to ensure that a diverse pool is considered for all positions. FMC’s Executive Committee reviews progress on a quarterly basis.

Expanding the Talent Pool

In an environment where the demand exceeds the supply of technically-skilled workers, FMC encourages opportunities to pursue science, technology, engineering, and mathematics (STEM) education and careers. We offer scholarships programs to four food engineering university students in Turkey. The scholarships, awarded for the third consecutive year, enable FMC to forge collaborative relationships with universities in Central and Eastern Europe and Turkey while helping support the students for the remainder of their studies. FMC is the first food ingredient supplier to sponsor this type of program in the region.

To broaden global exchange, we launched corporate Facebook and LinkedIn pages. The FMC LinkedIn page, used to assist in talent recruiting, gained 16,000 new followers in 2013, up 63 percent from the year before. The use of social media is helping strengthen awareness of FMC and expanding engagement with our company worldwide. We expect to take further advantage of these and similar platforms as visibility and recruiting tools in the coming year.

Advancing Sustainability Engagement

Studies have shown that many people aspire to do work that has a direct and positive impact on the world. This desire is increasing in importance to both current and future generations and is linked to increased job satisfaction and engagement. To better assess employees’ understanding of FMC’s sustainability program and solicit suggestions for further engagement and involvement, FMC conducts an annual sustainability survey.

Our initial survey found there was enthusiasm for the program, but still room for progress. Based on the input received, in 2013 we:

- Developed communications that encouraged employees to utilize the sustainability resources available on our intranet.

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SPARKING BIG IDEAS

To empower talent, encourage innovation, foster teamwork and promote awareness of sustainability, the Alkali Chemical business held its first Sustainability Idea Contest. The contest, created and coordinated by Alkali’s Sustainability Implementation Team, sought well-developed ideas with significant potential impact on sustainability.

Employee “inventors” worked individually and in teams across the spectrum of job functions and business locations. In total, they submitted more than 50 new ideas. Awards were given for the "best-defined idea" and the idea with the “greatest potential for significant impact.” Winning entries recommended:

- Lowering energy consumption by installing natural gas turbines, routing “waste” heat to existing gas boilers, and using steam generated for electricity.

- Reducing water use by replacing regular shower heads with high efficiency ones.

The first idea is being further reviewed and defined; the second will be implemented. Another winning idea remains undisclosed because it is being considered for patent protection. After the judging, contest winners received cash awards, as did six participants who were selected in a random drawing.
and business-specific information on their team’s progress. Therefore, we will work on the following communications objectives throughout 2014:

- Continue to make sustainability relevant to employees and their jobs.
- Increase employee understanding of FMC’s sustainability metrics, targets and progress.
- Provide tools to increase the effectiveness of sustainability implementation teams.

We expect to pilot a focused training program in 2014 to help advance the objectives above.

Fostering a Culture of Wellness

Health and wellness programs help create a positive work culture which in turn contributes to employee satisfaction and well-being. FMC’s voluntary U.S. program “Choose Well, Live Well” provides an opportunity for employees and their family members to learn more about managing their health. Through the program FMC participants can take advantage of tools that encourage positive steps toward reducing health risks and improving personal well-being. FMC encourages and supports participation in certain programs through financial incentives.

Efforts to support healthy behaviors are evident at FMC locations around the world. In 2013, several locations ran health fairs and many invited members from their local community to join. Some sites initiated walking or weight competitions. More nutritious food choices were offered at several large global meetings as well as exercise activities such as yoga and Zumba classes.

Maintaining Respect and Ethical Behavior

Affirming human dignity internally and across our value chain is a core value. In 2013 we expanded the Civil Treatment Program to managers throughout our global network – another step forward in becoming an ever-more inclusive and respectful workplace. We will expand the program throughout 2014 and will integrate it into the on-boarding process for all new employees.

Additional activities that reinforced a culture of shared respect and ethical behavior included:

- Retraining and recertifying 97 percent of employees on the FMC Code of Ethics and Business Conduct. The remaining 3 percent are expected to complete the program in 2014 to ensure total compliance with the Code.
- Evaluating significant suppliers by Global Procurement based on our Supplier Code of Conduct.
- Initiating a Social Responsibility Program to increase transparency into all aspects of business practices at our manufacturing facilities.
- Updating our social media policy to provide guidance on dealing appropriately with the increasing intersection of one’s personal and professional profiles.
- Good faith collective bargaining in union relationships and professional profiles.
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Enabling a Winning Team

We continue to nurture talent internally, encourage STEM-talented youth, explore ways to increase workforce diversity and promote employee health and wellness. We are firmly committed to creating a culture that facilitates professional and personal growth, satisfaction and well-being in an inclusive and ethical environment.
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- Good faith collective bargaining in union relationships and appropriate ways to report possible infractions.
- Developing technical and professional profiles.
- Identifying key talent and host 9 internships that sped up their leadership skills.
- Increasing from 1.2% to 12% of employees are expected to complete the program in 2014 to ensure total compliance with the Code.

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**FUN, GAMES AND WELLNESS IN SUZHOU**

FMC’s site in Suzhou, China, held Autumn Fun Games to build team spirit and promote good health for employees. Ping pong, rope skipping and hula hooping were activities used to reinforce the plant’s goals of fostering a healthy lifestyle and team spirit.

**LIGHTHEARTED TONE DELIVERS SERIOUS ETHICS MESSAGE**

To highlight the importance of reporting any potential ethical issues, we produced an entertaining yet informative set of wallet cards and posters promoting the FMC Ethics Response Line and other ways to report possible infractions. Translated into 13 languages, the imagery and messages were tailored to accommodate cultural nuances. Attention-grabbing visuals such as the Loch Ness monster and a flying saucer helped communicate the serious need to report possible ethical improprieties without fear of retaliation.