

Operating With Dignity

Our focus on people extends beyond FMC employees to encompass the many people around the world who directly and indirectly touch our business. As we continue to grow globally, we recognize the potential risks of operating in multiple regions with differing laws and business practices.

Regardless of location, FMC is committed to working in a way that respects human dignity. During 2012, we clarified our commitment in this area by updating our *Code of Ethics and Business Conduct* to unambiguously state our expectations related to human dignity. While our businesses have consistently maintained high standards in this area, we saw this policy update as an important reaffirmation of our ethical principles and practices, especially as our business grows worldwide.

We published the revised *Code of Ethics* in late 2012 and are requiring all employees to be retrained and recertified under the new code in 2013. The most recent recertification took place in 2011. Every new FMC employee receives ethics compliance training, followed by recertification at least every three years to ensure strict adherence to our *Code of Ethics*. FMC employees completed more than 3,600 hours of compliance training in 2012, including courses taught by the FMC Law Department.

CODE OF ETHICS AND BUSINESS CONDUCT

We adhere to the ethical standards set forth in our Code of Ethics and Business Conduct. This code summarizes the legal and ethical principles we follow at FMC. Our Corporate Responsibility Committee, comprised of Executive Committee members, manages overall compliance with applicable laws and FMC policies, and reports to the Audit Committee of the FMC Board of Directors.



Follow the QR code to learn more.

Additional training on *civil treatment, respect and inclusion*, and *discrimination prevention* was conducted by FMC human resources managers in 2012. *Civil treatment* (courses for both employees and managers) are being completed at all U.S. and Canadian sites and will continue globally in 2013.

FMC maintains a zero-tolerance policy for unethical behavior.

Mindful Supply Chains

In addition to our own policy, we took steps this year to reduce the potential for human dignity concerns in our supply chain. FMC expects our external partners to uphold similar policies to ensure ethical operations within their businesses. More detail on our recently published **Supplier Code of Conduct** and our new vendor selection and management process can be found in the **Minding our Resources** section of this report.

Labor Agreements Based on Respect

Treating employees with respect is more than a policy; it's at the heart of how we build positive, constructive, effective teams around the world. Independent of the size of a site or its primary line of business, a strong relationship among those responsible for its operations drives benefits for all involved.

Currently, 32 percent of all FMC employees are covered by collective bargaining agreements. Managing union relationships can pose challenges for any organization, and FMC is no different. However, for each of these sites, we make every effort to reach agreements that are mutually beneficial. We focus on collaborating to find solutions for everyday interactions as well as contract renegotiations. We strongly believe in this cooperative approach, as these recent examples demonstrate:

- **Tonawanda, New York:** We signed a four-year contract in 2011 that balances both employee and company priorities. Indicative of this balance, we reached an agreement ahead of schedule.
- **Green River, Wyoming:** We reached a five-year agreement in 2010. During the negotiations, both sides stayed mindful of the overall partnership and common interests by opening each meeting with the FMC tradition of Safety Shares. After completing the agreement, FMC management and the union acknowledged that the process helped strengthen communication.

- **Salta and Catamarca, Argentina:** Challenging economic conditions in Argentina have prompted difficult discussions between FMC management and the labor union. Cooperation has been key as we have successfully negotiated an agreement in this past year. We continue to monitor the situation and look forward to maintaining a constructive relationship with the labor union.
- **Girvan, Scotland:** We experienced a three-day work stoppage. The company recognizes the right of our union members to undertake this action. Through continued good faith discussions, we were able to reach a solution. There were no material effects on the union relationship or business performance.

FMC has both union-represented manufacturing sites and union-free manufacturing sites. Where we have union represented employees, we enter into good faith bargaining to reach agreements that fairly represent the interests of all parties. Where we have union-free sites, we work hard to maintain open communications and trust between the parties, making third party representation unnecessary.

By focusing on people – how we define responsibilities, engage employees, provide development opportunities, and interact with partners and suppliers who contribute to FMC – we know we’ve made the right choice for the long-term sustainability of the company.

There are plenty of improvements yet to make. But there are also plenty of people we commend for all that has been achieved. Through such efforts, we are becoming a more focused and effective FMC, developing and attracting the future leaders of our business while expanding opportunities for customers, stakeholders and employees around the globe.



"CHOOSE WELL. LIVE WELL." ENCOURAGES GOOD HEALTH

Our employees represent our greatest resource, so we focus on both their safety and health. In 2013, FMC will initiate a comprehensive employee wellness program, "Choose Well. Live Well." By helping employees identify their own health risks, prevent longer term illnesses and maintain their current health, we hope to improve lives and lower healthcare costs for participants and the company. Initially, the program will focus on education, awareness and lifestyle changes. Employees, spouses and domestic partners will be able to participate in a free biometric wellness screening and complete a health assessment. Resources available to participants will include support for managing health issues such as high blood pressure and elevated cholesterol levels and making wise health choices such as a commitment to stop smoking. FMC offers financial incentives for participation in certain programs.

Because healthcare considerations vary by country, the program will roll out first across our businesses in the United States. We are currently evaluating opportunities to implement similar programs in other regions. Improving one's health is a long-term goal, so it won't happen overnight, but we will continue to add program features that offer the best incentives for employees to "Choose Well. Live Well."

My **FMC** Benefits
Choose Well. Live Well.

Amruta Antala (applications technician) and Mike Cammarata (research scientist) work on developing new applications in our Natural Colors Innovation Lab in Ewing, New Jersey.