

PERFORMANCE SUMMARY

Workplace	Units	2012	2013	2014	2015	2016	2012-2016 Trend
Employees ¹	count	15,988	17,568	17,230	16,710	16,884	↑6%
Regular	count	14,467	15,851	15,549	15,232	15,185	↑5%
Temporary and Casual	count	1,521	1,717	1,681	1,478	1,699	↑12%
Voluntary Turnover Rate	percent	9.6	9.8	11.0	10.5	10.2	↑6%
Women at Various Levels							
Board	percent	15	15	25	22	30	↑100%
Executive Officers	percent	19	20	23	25	29	↑53%
Senior Leaders ²	percent	15	16	12	13	13	↓13%
All Employees	percent	19	20	20	20	19	0%
Employee Age Profile							
Under 25	percent	5	5	4	4	4	↓20%
25-34	percent	21	21	21	21	21	0%
35-44	percent	24	23	23	23	23	↓4%
45-54	percent	26	26	25	24	23	↓12%
55-64 ³	percent	24	24	22	22	23	↓4%
65+	percent	-	-	5	6	6	-
Employee Learning and Development ⁴	\$ per employee	750	881	671	692	556	↓26%
Employee Survey							
Engagement Index ⁵	score (out of 5)	-	-	-	4.14	-	-
Participation Rate	percent	-	-	-	88	-	-
Employees Covered by Collective Bargaining or Belonging to Unions ⁶	percent	6.3	8.2	9.0	7.0	9.2	↑46%
Discrimination Complaints ⁷	count	3	3	5	4	3	0%

The "-" in the table signifies that the indicator was not available or measured for a particular year, or that a trend could not be calculated.

Notes:

- Employees: Include statistics as of December 31 of each year. Regular Employees include full-time and part-time permanent employees.
- Senior Leaders: Include executive officers, vice presidents, and typically roles reporting to vice presidents. Reported for North America only to align with target (15% women senior leaders by 2019).
- Employee Age Profile: The 65+ category was not tracked separately in 2012 and 2013 and was included in the 55+ group.
- Employee Learning and Development: The average expenditures per employee decreased during the past five years due to an increased focus on efficiency and effectiveness of our training delivery model. This included strengthening our internal training and development capability thereby reducing external consultants, and implementing a worker competency verification program, which phased out unnecessary training. We have also audited our training against regulatory requirements and implemented additional identified efficiencies. Figures based on Regular employee count.
- Engagement Index: Year-over-year comparison is not possible for this indicator since the 2015 employee survey scoring methodology was revised from previous years.
- Employees Covered by Collective Bargaining or Belonging to Unions: Percentage is based on Regular employee count.
- Discrimination Complaints: This data is collected for North America only.

Safety	Units	2012	2013	2014	2015	2016	2012-2016 Trend
Lost Time Injury Rate – Employees	cases per 200,000 hours worked	0.64	0.57	0.61	0.49	0.56	↓13%
Lost Time Injury Rate – Contractors ⁸	cases per 200,000 hours worked	0.10	0.08	0.08	0.09	0.11	↑10%
Recordable Injury Rate – Employees	cases per 200,000 hours worked	2.10	1.74	1.79	1.54	1.86	↓11%
Recordable Injury Rate – Contractors ⁸	cases per 200,000 hours worked	1.23	0.64	0.59	0.88	0.49	↓60%
Fatalities – Employees	count	0	0	0	1	3	-
Fatalities – Contractors	count	0	1	1	1	1	-
Process Safety Events ⁹	count (3-year rolling average)	53	37	26	25	19	↓64%

Society and Economy ¹⁰	Units	2012	2013	2014	2015	2016	2012-2016 Trend
Economic Value Generated – Sales	\$ million	16,024	15,727	16,042	14,795	13,665	↓15%
Economic Value Distributed							
Wages and Benefits	\$ million	1,436	1,445	1,549	1,431	1,334	↓7%
Expenses ¹¹	\$ million	12,405	12,714	13,338	11,716	11,147	↓10%
Taxes Paid ¹²	\$ million	579	793	397	186	362	↓37%
Community Investments	\$ million	7.5	9.2	8.8	7.6	6.7	↓11%
Dividends and Interest Paid ¹³	\$ million	249	535	646	725	778	↑212%
Value Retained in Agrium ¹⁴	\$ million	1,347	231	103	730	37	↓97%
Community Investments	percent of pre-tax profit (5-year rolling average)	0.6	0.6	0.6	0.5	0.4	↓33%
Coverage of Defined Benefit Retirement Obligations ¹⁵	percent	59	76	75	77	76	↑29%
Political Donations in Canada	CAD \$	1,650	3,000	16,000	14,800	5,696	↑245%
Political Donations in U.S.	USD \$	0	0	0	0	7,500	-
Financial Assistance Received from Governments	\$ thousand	48	646	0	0	55	↑14%

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

Notes:

⁸ Contractor Injury Rates: Prior to 2013, the figures exclude contractor injuries for Retail.

⁹ Process Safety Events: Include 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.

¹⁰ Society and Economy: All financial information that appeared in our 2012 financial reports has been restated to reflect the adoption of IFRS 11 Joint Arrangements requiring equity accounting for joint ventures and reclassifications resulting from discontinued operations.

¹¹ Expenses: Include the sum of cost of product sold, selling, general and administrative and share-based payments, but exclude wages and benefits.

¹² Taxes Paid: Includes corporate income, property, sales, excise and production taxes.

¹³ Dividends and Interest Paid: Includes capitalized borrowing costs, in addition to Dividends and Interest Paid.

¹⁴ Value Retained: Is equal to Value Generated (i.e., sales) minus Economic Value Distributed (i.e., wages and benefits, expenses, taxes paid, community investments, and dividends and interest paid). This is not a financial reporting indicator and should not be confused with Retained Earnings.

¹⁵ Coverage of Defined Benefit Retirement Obligations: Calculated on a funded basis for registered defined benefit pension plans.

PERFORMANCE SUMMARY

Environment ¹⁶	Units	2012	2013	2014	2015	2016	2012-2016 Trend
GHG - Scope 1 (Direct)	million tonnes CO ₂ e	3.81	3.62	3.23	3.53	3.61	↓5%
GHG - Scope 2 (Indirect)	million tonnes CO ₂ e	0.82	0.83	0.85	0.93	1.00	↑22%
Captured for Enhanced Oil Recovery	million tonnes CO ₂ e	0.33	0.26	0.27	0.21	0.05	↓85%
GHG Intensity - Scope 1	tonnes CO ₂ e per tonne of net production	0.51	0.43	0.47	0.45	0.45	↓12%
GHG Intensity - Scope 2	tonnes CO ₂ e per tonne of net production	0.11	0.10	0.12	0.12	0.12	↑9%
Energy Use							
Total ¹⁷	terajoules	107,000	99,200	93,300	111,700	102,500	↓4%
Intensity	gigajoules per tonne of net production	14.3	11.8	13.6	14.1	12.7	↓11%
Environmental Events (Total) ¹⁸							
Reportable Quantity Releases ¹⁹	count	25	30	22	19	16	↓36%
Non-compliances	count	1	0	0	0	0	↓100%
Enforcement Actions	count	7	0	4	5	2	↓71%
Environmental Incident Rate ²⁰	per 200,000 hours worked (employee + contractor)	0.17	0.14	0.11	0.11	0.09	↓47%
Non-accidental Ammonia Releases ²¹	releases per thousand railcar movements	0.24	0.00	0.00	0.00	0.00	↓100%
Air Emissions							
Criteria Air Contaminants ²²	tonnes	9,170	10,800	8,800	10,100	10,100	↑10%
Other Air Emissions ²³	tonnes	4,530	4,370	4,230	4,870	4,810	↑6%

The "-" in the table signifies that the indicator was not available or measured for a particular year, or that a trend could not be calculated.

Notes:

¹⁶ Environment: Data in this section includes statistics for Wholesale manufacturing and terminals, and Retail manufacturing, unless specifically noted.

¹⁷ Energy Use, Total: Includes natural gas, fuel, and electricity use at our facilities. Almost 95 percent of our energy use is from natural gas.

¹⁸ Environmental Events: Includes Environmental Events company-wide for our Wholesale business unit and only in North America for our Retail business unit.

¹⁹ Reportable Quantity Releases: Include releases to air, water or land that exceeded regulatory thresholds in their applicable jurisdiction, and releases of any regulated substance.

²⁰ Environmental Incident Rate: Includes the total of Environmental Events (Reportable Quantity Releases, Non-compliances, and Enforcement Actions) per 200,000 hours worked by employees and contractors.

²¹ Non-accidental Ammonia Releases: Include the unintentional release of ammonia while in transit, including loading and dispensing of the product, which is not caused by a derailment, collision or other rail-related accident.

²² Criteria Air Contaminants: Include CO, NOx, SOx, VOCs, and particulates reported under NPRI. The 2015 number has been restated since the publication of our 2014-2015 Sustainability Report.

²³ Other Air Emissions: The main substances included are ammonia, methanol, nitric acid, nitrate compounds and sulfuric acid.

Environment	Units	2012	2013	2014	2015	2016	2012-2016 Trend
Water Effluents (Total) ²⁴	tonnes	2,855	2,407	2,715	3,021	3,181	↑11%
Discharges to Water Bodies	tonnes	50	42	70	56	56	↑12%
Underground Injections Onsite	tonnes	2,673	2,235	2,557	2,833	2,986	↑12%
Transfer to Publicly Owned Treatment Works	tonnes	132	130	88	132	139	↑5%
Water Use	million m ³	22.5	19.4	24.2	24.9	24.3	↑8%
Water Use Intensity	m ³ per tonne of net production	3.00	2.30	3.53	3.14	3.02	↑1%
Hazardous Waste	tonnes	21,600	13,600	13,900	9,140	8,670	↓60%
Non-hazardous Waste ²⁵	tonnes	14,700	22,800	35,800	23,500	18,860	↑28%
Environmental Fines and Penalties ²⁶	\$	530,626	484,071	265,421	254,871	240,580	↓55%
Environmental Remediation Liabilities ²⁷	\$ million	170	165	169	158	141	↓17%
Internal EHS&S Audits ²⁸	count	688	757	726	706	694	↑1%

The "-" in the table signifies that the indicator was not available or measured for a particular year, or that a trend could not be calculated.

Notes:

²⁴ Water Effluents: Include ammonia, methanol and nitrate compounds. We historically reported a single number as Water Pollutants. To align with external reporting guidance, provide expanded data, and more accurately reflect our impacts on water, in 2016 we renamed the indicator as Water Effluents, and now provide a breakdown by destination.

²⁵ Non-hazardous Waste: Agrium typically recycles between 40 to 60 percent of our Non-hazardous Waste.

²⁶ Environmental Fines and Penalties: Amounts settled in a particular year often relate to activities in prior years. This data is reported company-wide.

²⁷ Environmental Remediation Liabilities: Are calculated on a discounted basis. This data is reported company-wide.

²⁸ Internal EHS&S Audits: Data is reported company-wide.