

ESG Performance Table

2018 data includes only ADAMA Solutions data. In 2021, the data boundary is expanded to also include two large sites in China - Sanonda and Anpon

	2018	2019	2020	2021	Additional Information
Energy					
Total Energy Consumption (TJ)	3,344	12,480	10,966	10,516	Includes Huifeng (2nd semester), Lycored and Chilen production site
Energy Intensity (TJ/ \$million revenues)	0.94	3.12	2.66	2.18	
Total Direct Energy (TJ)	1,251	7,964	4,908	4,686	
Coal (TJ)	0	6,735	3,753	3,210	
Natural Gas (TJ)	675	556	753	1,125	
Fuel Oil (TJ)	95	87	85	80	
Diesel (TJ)	112	39	34	40	
LPG (TJ)	83	41	37	20	
Other fossil fuels (TJ)	286	506	246	127	Not including Hydrogen and Biomass (wood)
Total Indirect Energy (TJ)	2,093	4,516	6,023	5,831	
External Electricity (TJ)	1,248	3,448	4,539	4,082	
External Steam (TJ)	845	1,068	1,485	1,749	
Renewable Energy Used (TJ)	-	50	34	51	Based on energy mix of electricity supplier
Greenhouse Gas Emission					
Scope 1+2 GHG emissions (tonne CO ₂ e)	242,249	1,429,852	1,273,618	1,210,860	Includes Huifeng (2nd semester), Lycored and Chilen production site
GHG Intensity (tonne CO ₂ e/ \$million revenues)	68	358	309	252	
Scope 1 emissions: On-site fuels (tonne CO ₂ e)	93,702	688,557	421,172	413,466	
Scope 1 emissions: company vehicles (tonne CO ₂ e)	not measured	not measured	11,391	24,287	2021 less lockdowns due to the epidemic
Scope 2 emissions: Indirect energy (tonne CO ₂ e)	148,547	741,295	852,446	797,393	

Scope 3 emissions: others indirect (tonne CO2e)	not measured	3,048,317			Not evaluated
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Water

Total Water Consumption (m3)	3,503,711	10,289,074	11,624,389	13,565,073	Includes Huifeng (2nd semester), Lycored and Chilen production site
Water Intensity (m3/ \$million revenues)	989	2,574	2,816	2,818	
Total Wastewater discharged (m3)	1,837,594	6,434,057	9,398,207	9,511,529	
Total Wastewater reclaimed ** (m3)	114,090	282,155	220,690	160,531	
TOC in effluents (tonne)	212	284	369	682	
COD in effluents (tonne)	636	852	1,107	2046	
TSS in effluents (tonne)	94	235	254	234	
Herbicides discharged *** (tonne)	1.2	1.1	0.84	0.8	

Air Emissions

Particulate matter (tonne)	not measured	not measured	14	28	Includes Huifeng (2nd semester), Lycored and Chilen production site
NOx emissions (tonne)	106	330	131	159	
SOx emissions (tonne)	32	178	25	41	
VOC emissions (tonne)	72	82	89	81.3	

Solid Wastes

Total Hazardous Waste (tonne)	23,429	44,766	121,262	158,735	
Hazardous waste to landfill/incineration (tonne)	NA	40,827	40,649	49,464	
Hazardous waste to recycling (tonne)	NA	3,939	80,613	109,271	
Total Non-Hazardous Waste (tonne)	8,214	108,804	79,256	78,061	
Non-Hazardous waste to landfill/incineration (tonne)	NA	107,165	72,646	71,049	
Non-Hazardous waste to recycling (tonne)	NA	1,639	6,611	7,013	

Environmental Management

Expenditures on Environmental Protection (Million USD)	12	9	19.2	41*	*Not include China
Expenditures on Environmental Protection (Million USD)				19*	*Investment in China only
Investments on Environmental Protection (Million USD)	48.6	48.2	50.6	54.5	

Sites certified to ISO 14001 or to an eqv. Standard (%)	NA	NA	64%	57%	Huifeng and Colombia
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Environmental Compliance

Environmental Fines (Million USD)	0	0.1	0	0.008
Significant Environmental Incidents	5	3	4	4

Health and Safety

Recordable Injuries	55	49	40	49
Fatal Incidents	0	0	1*	
Injury Rate (IR)	0.76	0.56	0.46	0.45
Total Days missed due to safety incidents	710	878	874	1,744
Recordable Occupational Illness cases	0	0	0	0
Sites certified to ISO 45001 or to an eqv. Standard (%)			56%	43%

Quality Employment

Total Employees	7,675	7,759	7,505	9,162	
*Female		1,825	1,800	2,236	
*Men		5,934	5,705	6,926	
Total full-time employees(FTEs)	7,635	7,719	7,562	9,145	
*Female		1,793	1,800	2,222	
*Men		5,926	5,676	6,923	
Total part-time employees	40	40	29	17	
*Female		32	22	14	
*Men		8	7	3	
Unionized employees portion of workforce (%)	23%	21%	21%	16%	
*Female				3%	
*Men				13%	
Employee Retention rate (%)		89%	88%	87%	
Employee Turnover rate (%)	8.70%	12.20%	12.80%	13.70%	
New Hires- Employees	742	944	749	2,617	2020 - Due to reorganization and relocation in China
New Hires- Managers	100	112	65	191	

New hires by gender and age group

Female <30	-	-	-	97	
Female 30-50	-	-	-	525	
Female >50	-	-	-	67	
Men <30	-	-	-	257	
Men 30-50	-	-	-	1107	
Men >50	-	-	-	755	
Total new hires <30	-	-	-	354	
Total new hires 30-50	-	-	-	1632	
Total new hires >50	-	-	-	822	* Include new company ADAMA Huifeng & ADAMA Dibai
End of Employment- Employees	595	866	1,101	1,014	
End of Employment- Managers	72	79	113	135	

Leavers by gender and age group

Female <30	-	-	-	24	
Female 30-50	-	-	-	165	
Female >50	-	-	-	68	
Men <30	-	-	-	81	
Men 30-50	-	-	-	478	
Men >50	-	-	-	333	
Total leavers <30	-	-	-	105	
Total leavers 30-50	-	-	-	643	
Total leavers >50	-	-	-	401	
Employees participating in performance review* (%)	93%	95%	96%	95%	
Open positions filled by internal candidates (%)		27%	25%	35%	

Employee Role distribution

Manufacturing	3,221	3,034	2,817	3,871
R&D	238	264	243	250
Sales & Registration	1,716	1,835	1,739	1,939
Management & Administration	568	485	469	500
Other	1,932	2,141	2,237	2,602
Total	7,675	7,759	7,505	9,162

Employee Age distribution

Total employees senior managers	127	131	130	125
Total employees middle managers	523	621	684	810
Total employees non-managers	7,004	6,986	6,672	8207
Top management	21	21	19	20
Female Top Management	2	2	2	2
Female senior managers	21	24	25	25
Female middle managers	140	161	176	212
Female non-managers	1,588	1,638	1,597	1,997
Men Top Management	19	19	17	18
Men senior managers	106	107	105	100
Men middle managers	383	460	508	598
Men non-managers	5,416	5,348	5,075	6,210
Total Top managers - under age 30	0	0	0	0
Total Top managers - age 30-50	5	4	2	2
Total Top managers age - age 50 and up	16	18	17	18
Total senior managers - under age 30	0	0	0	0
Total senior managers - age 30-50	54	55	49	43
Total senior managers age - age 50 and up	73	76	80	81
Total middle managers - under age 30	8	7	4	4
Total middle managers - age 30-50	378	446	460	526
Total middle managers - age 50 and up	135	166	214	279
Total non-managers - under age 30	995	833	603	591
Total non-managers age 30-50	4,554	4,540	4,447	5,172
Total non-managers - age 50 and up	1,447	1,602	1,610	2,444
Total employees - under age 30	1,003	840	607	595
Total employees age 30-50	4,991	5,045	4,958	5,743
Total employees - age 50 and up	1,671	1,862	1,921	2,824

Diversity and Gender Equality

Women FTEs	1,719	1,793	1,800	2222 (All = 2,236)
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Men FTEs	5,916	5,926	5,705	6,923 (All = 6,926)
Non-Management Employees - Women	1,588	1,638	1,597	1,997
Middle Management Employees - Women	140	161	176	212
Senior Management Employees - Women	21	24	25	25
Top Management - Women	2	2	2	2
Non-Management Employees - Men	5,416	5,348	5,075	6,210
Middle Management Employees - Men	383	460	508	598
Senior Management Employees - Men	106	107	105	100
Top Management - Men	19	19	17	18
Gender Salary Ratio- non-management employees ** (%)	79%	77%	76%	72%
Gender Salary Ratio- middle management ** (%)	103%	100%	97%	93%
Gender Salary Ratio- senior management ** (%)	110%	109%	105%	114%
Gender Salary Ratio- top management ** (%)	113%	113%	109%	112%

Community Engagement

Community donations (USD)	1,866,000	1,920,000	2,738,000	2,599,000	
Donation per pre-tax profits (%)	0.90%	0.94%	2.70%	2.80%	
% of workforce participating in volunteering *** (%)	10%	10%	20%	19%	*** Volunteering figures only currently available for ADAMA Israel
Hours of employee volunteering (hours)	1,400	1,120	1,300	2,777	*** Volunteering figures only currently available for ADAMA Israel
Hours of volunteering per employee (hours per employee)	10.6	8	9	11.5	*** Volunteering figures only currently available for ADAMA Israel

Board of Directors - ADAMA Ltd

Total number of directors	6	5	5	5
Number of Non-Executive Directors on Board	4	4	4	4
Number of External Directors	2	2	2	2
Number of Independent Directors	2	2	2	2
Separate Chair and CEO	Yes	Yes	Yes	Yes
Annual Election of Directors	6	0	3	5

Average Age of Directors	56	57	58	59
Women directors	0	0	0	0
Board meeting held	11	9	10	10
Attendance rate- general board meetings (%)	100%	100%	100%	100%
Audit Committee - meetings held	6	5	5	6
Audit Committee - attendance rate (%)	100%	100%	100%	100%
Nomination Committee - meetings held	2	-	5	1
Nomination Committee - attendance rate (%)	100%	-	93%	100%
Compensation and Appraisal Committee - meetings held	2	2	3	2
Compensation and Appraisal Committee - attendance rate (%)	100%	100%	100%	100%
Strategy Committee - meetings held	0	0	0	0

Board of Directors - ADAMA Solutions

Total number of directors	7	7	7	7
Number of Non-Executive Directors on Board	5	5	3	3
Number of External Directors	2	2	2	2
Number of Independent Directors	1	1	1	1

Separate Chair and CEO	Yes	Yes	Yes	Yes	Aviram Lahav served as the Company's CEO & CFO until September 30, 2021, continuing to be employed by the company till December 31, 2021
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Annual Election of Directors	No	No	No	No	Please note that there is no regulatory nor other need within the AOA for an annual re-election of the board members, whom are being nominated by the sole shareholder. The external directors preside for 3-year terms (for a tenure no longer than nine-year period)
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Average Age of Directors	58	57	59	60
Women directors	1	1	1	1
Board meeting held	7	7	7	7
Attendance rate- general board meetings (%)	89%	80%	84%	76%
Audit Committee - meetings held	11	8	13	10
Audit Committee - attendance rate (%)	93%	93%	92%	97%

Financial Statements Review Committee - meetings held	4	4	4	4
Financial Statements Review - attendance rate (%)	92%	100%	83%	92%
Remuneration Committee - meetings held	3	4	8	5
Remuneration Committee - attendance rate (%)	78%	92%	92%	100%

Ethics

% of Employees trained on code of ethics		80.00%	92%	87%	
% of Employees trained on data privacy	-	63.40%	-		
Commitment to avoid political donations	Yes	Yes	Yes	Yes	
Complaints reported to speakup hotline			5	20	20 cases were reported via SpeakUp and 3 in addition were reported directly to General Counsel or senior managers/HR
% of complaints regarding suspect of bribery/corruption	-	40%	-	10%	
% of complaints regarding HR issues	-	20%	20%	20%	
% of complaints regarding Product Compliance	-	20%	-	-	
% of complaints regarding Other Issues			80%	70%	

Economic Value Shared

Payments to suppliers (Million USD)	2,851	3,006	3,150	3,410	
Employee wages and benefits (Million USD)	479	495	522	560	
Payments to governments (taxes) (Million USD)	92	100	31.5	59	
Payments to providers of capital (Million USD)	114	144	9	12	Includes payment of interest on loans and dividends to shareholders
Capital expenditure (Million USD)	196	207	214	402	
Community donations (Million USD)	1.87	1.92	2.8	2.6	
Total Economic value shared (Million USD)	3,734	3,954	3,930.0	4,446	