

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 Hydeogen 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	base on energy mix of electricity supplier
Greenhouse Gas emission					
Scope 1+2 GHG emissions (tonne CO2e)	242,249	1,429,852	1,273,618	1,210,860	Includes Huifeng (2nd semester), Lycored and Chilen production site
GHG Intensity (tonne CO2e/ \$million revenues)	68	358	309	252	
Scope 1 emissions: on-site fuels (tonne CO2e)	93,702	688,557	421,172	413,466	
Scope 1 emissions: company vehicles (tonne CO2e)	not measured	not measured	11,391	24,287	2021 less lockdowns due to the epidemic

Scope 2 emissions: indirect energy (tonne CO2e)	148,547	741,295	852,446	797,393	
Scope 3 emissions: others indirect (tonne CO2e)	not measured	3,048,317			not evaluated
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	59.9	
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%	75%	Huifeng and Colombia

Environmental Compliance

Environmental Fines (Million USD)	0	0.1	0	0.0075	
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%	74%	

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	460	
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	838	
Diversity and Gender Equality					
Women FTEs	1,719	1,793	1,800	2222 (All = 2,236)	
Men FTEs	5,916	5,926	5,705	6923 (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%	20%	*** Volunteering figures only currently available for Adama Israel

Hours of employee volunteering (hours)	1,400	1,120	1,300	1,200	*** Volunteering figures only currently available for Adama Israel
Hours of volunteering per employee (hours per employee)	10.6	8	0.9	0.87	*** 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	
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)
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	