

ESG Performance Table

2018 data includes only ADAMA Solutions data. In 2021, the data boundary is expanded to all

	2018	2019	2020
Energy			
Total Energy consumption (TJ)	3,344	12,480	10,966
Energy Intensity (TJ/ \$million revenues)	0.94	3.12	2.66
Total Direct Energy (TJ)	1,251	7,964	4,908
Coal (TJ)	0	6,735	3,753
Natural Gas (TJ)	675	556	753
Fuel Oil (TJ)	95	87	85
Diesel (TJ)	112	39	34
LPG (TJ)	83	41	37
Other fossil fuels (TJ)	286	506	246
Total Indirect Energy (TJ)	2,093	4,516	6,023
External Electricity (TJ)	1,248	3,448	4,539
External Steam (TJ)	845	1,068	1,485
Renewable Energy Used (TJ)	-	50	34
Greenhouse Gas emission			
Scope 1+2 GHG emissions (tonne CO2e)	242,249	1,429,852	1,273,618
GHG Intensity (tonne CO2e/ \$million revenues)	68	358	309
Scope 1 emissions: on-site fuels (tonne CO2e)	93,702	688,557	421,172
Scope 1 emissions: company vehicles (tonne CO2e)	not measured	not measured	11,391
Scope 2 emissions: indirect energy (tonne CO2e)	148,547	741,295	852,446
Scope 3 emissions: others indirect (tonne CO2e)	not measured	3,048,317	
Water			
Total Water Consumption (m3)	3,503,711	10,289,074	11,624,389
Water Intensity (m3/ \$million revenues)	989	2,574	2,816
Total Wastewater discharged (m3)	1,837,594	6,434,057	9,398,207
Total Wastewater reclaimed ** (m3)	114,090	282,155	220,690
TOC in effluents (tonne)	212	284	369
COD in effluents (tonne)	636	852	1,107
TSS in effluents (tonne)	94	235	254
Herbicides discharged *** (tonne)	1.2	1.1	0.84
Air Emissions			
Particulate matter (tonne)	not measured	not measured	14

NOx emissions (tonne)	106	330	131
SOx emissions (tonne)	32	178	25
VOC emissions (tonne)	72	82	89
Solid Wastes			
Total Hazardous Waste (tonne)	23,429	44,766	121,262
Hazardous waste to landfill/incineration (tonne)	NA	40,827	40,649
Hazardous waste to recycling (tonne)	NA	3,939	80,613
Total Non-Hazardous Waste (tonne)	8,214	108,804	79,256
Non-Hazardous waste to landfill/incineration (tonne)	NA	107,165	72,646
Non-Hazardous waste to recycling (tonne)	NA	1,639	6,611
Environmental Management			
Expenditures on Environmental Protection (Million USD)	12	9	19.2
Investments on Environmental Protection (Million USD)	48.6	48.2	50.6
Sites certified to ISO 14001 or to an eqv. Standard (%)	NA	NA	64%
Environmental Compliance			
Environmental Fines (Million USD)	0	0.1	0
Significant Environmental Incidents	5	3	4
Health and Safety			
Recordable Injuries	55	49	40
Fatal Incidents	0	0	1*
Injury Rate (IR)	0.76	0.56	0.46
Total Days missed due to safety incidents	710	878	874
Recordable Occupational Illness cases	0	0	0
Sites certified to ISO 45001 or to an eqv. Standard (%)			56%
Quality Employment			
Total Employees	7,675	7,759	7,505
*Female		1,825	1,800
*Men		5,934	5,705
Total full-time employees(FTEs)	7,635	7,719	7,562
*Female		1,793	1,800
*Men		5,926	5,676
Total part-time employees	40	40	29
*Female		32	22
*Men		8	7
Unionized employees portion of workforce (%)	23%	21%	21%
*Female			
*Men			
Employee Retention rate (%)		89%	88%
Employee Turnover rate (%)	8.70%	12.20%	12.80%

New Hires- Employees	742	944	749
New Hires- Managers	100	112	65
New hires by gender and age group			
Female <30			
Female 30-50			
Female >50			
Men <30			
Men 30-50			
Men >50			
Total new hires <30			
Total new hires 30-50			
Total new hires >50			
End of Employment- Employees	595	866	1,101
End of Employment- Managers	72	79	113
Leavers by gender and age group			
Female <30			
Female 30-50			
Female >50			
Men <30			
Men 30-50			
Men >50			
Total leavers <30			
Total leavers 30-50			
Total leavers >50			
Employees participating in performance review* (%)	93%	95%	96%
Open positions filled by internal candidates (%)		27%	25%
Employee Role distribution			
Manufacturing	3,221	3,034	2,817
R&D	238	264	243
Sales & Registration	1,716	1,835	1,739
Management & Administration	568	485	469
Other	1,932	2,141	2,237
Total	7,675	7,759	7,505
Employee Age distribution			
Total employees senior managers	127	131	130
Total employees middle managers	523	621	684
Total employees non-managers	7,004	6,986	6,672
Top management	21	21	19
Female Top Management	2	2	2
Female senior managers	21	24	25
Female middle managers	140	161	176
Female non-managers	1,588	1,638	1,597
Men Top Management	19	19	17
Men senior managers	106	107	105
Men middle managers	383	460	508
Men non-managers	5,416	5,348	5,075

Total Top managers - under age 30	0	0	0
Total Top managers - age 30-50	5	4	2
Total Top managers age - age 50 and up	16	18	17
Total senior managers - under age 30	0	0	0
Total senior managers - age 30-50	54	55	49
Total senior managers age - age 50 and up	73	76	80
Total middle managers - under age 30	8	7	4
Total middle managers - age 30-50	378	446	460
Total middle managers - age 50 and up	135	166	214
Total non-managers - under age 30	995	833	603
Total non-managers age 30-50	4,554	4,540	4,447
Total non-managers - age 50 and up	1,447	1,602	1,610
Total employees - under age 30	1,003	840	607
Total employees age 30-50	4,991	5,045	4,958
Total employees - age 50 and up	1,671	1,862	1,921

Diversity and Gender Equality

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

Community Engagement

Community donations (USD)	1,866,000	1,920,000	2,738,000
Donation per pre-tax profits (%)	0.90%	0.94%	2.70%
% of workforce participating in volunteering *** (%)	10%	10%	20%
Hours of employee volunteering (hours)	1,400	1,120	1,300

Hours of volunteering per employee (hours per employee)	10.6	8	0.9
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Board of Directors - ADAMA Ltd

Total number of directors	6	5	5
Number of Non-Executive Directors on Board	4	4	4
Number of External Directors	2	2	2
Number of Independent Directors	2	2	2
Separate Chair and CEO	Yes	Yes	Yes
Annual Election of Directors	6	0	3
Average Age of Directors	56	57	58
Women directors	0	0	0
Board meeting held	11	9	10
Attendance rate- general board meetings (%)	100%	100%	100%
Audit Committee - meetings held	6	5	5
Audit Committee - attendance rate (%)	100%	100%	100%
Nomination Committee - meetings held	2	-	5
Nomination Committee - attendance rate (%)	100%	-	93%
Compensation and Appraisal Committee - meetings held	2	2	3
Compensation and Appraisal Committee - attendance rate (%)	100%	100%	100%
Strategy Committee - meetings held	0	0	0

Board of Directors - ADAMA Solutions

Total number of directors	7	7	7
Number of Non-Executive Directors on Board	5	5	3
Number of External Directors	2	2	2
Number of Independent Directors	1	1	1
Separate Chair and CEO	Yes	Yes	Yes
Annual Election of Directors	No	No	No
Average Age of Directors	58	57	59
Women directors	1	1	1
Board meeting held	7	7	7
Attendance rate- general board meetings (%)	89%	80%	84%
Audit Committee - meetings held	11	8	13
Audit Committee - attendance rate (%)	93%	93%	92%
Financial Statements Review Committee - meetings held	4	4	4

Financial Statements Review - attendance rate (%)	92%	100%	83%
Remuneration Committee - meetings held	3	4	8
Remuneration Committee - attendance rate (%)	78%	92%	92%
Ethics			
% of Employees trained on code of ethics		80.00%	92%
% of Employees trained on data privacy	-	63.40%	-
Commitment to avoid political donations	Yes	Yes	Yes
Complaints reported to speakup hotline			5
% of complaints regarding suspect of bribery/corruption	-	40%	-
% of complaints regarding HR issues	-	20%	20%
% of complaints regarding Product Compliance	-	20%	-
% of complaints regarding Other Issues			80%
Economic Value Shared			
Payments to suppliers (Million USD)	2,851	3,006	3,150
Employee wages and benefits (Million USD)	479	495	522
Payments to governments (taxes) (Million USD)	92	100	31.5
Payments to providers of capital (Million USD)	114	144	9
Capital expenditure (Million USD)	196	207	214
Community donations (Million USD)	1.87	1.92	2.8
Total Economic value shared (Million USD)	3,734	3,954	3,930.0

so include two large sites in China- Sanonda and Anpon

2021	Adittional Information
10,516	Includes Huifeng (2nd semester), Lycored and Chilen production site
2.18	
4,686	
3,210	
1,125	
80	
40	
20	
127	Not including Hydeogen and Biomass (wood)
5,831	
4,082	
1,749	
51	base on energy mix of electricity supplier
1,210,860	Includes Huifeng (2nd semester), Lycored and Chilen production site
252	
413,466	
24,287	2021 less lockdowns due to the epidemic
797,393	
	not evaluated
13,565,073	Includes Huifeng (2nd semester), Lycored and Chilen production site
2,818	
9,511,529	
160,531	
682	
2046	
234	
0.8	
28	Includes Huifeng (2nd semester), Lycored and Chilen production site

159	
41	
81.3	
158,735	
49,464	
109,271	
78,061	
71,049	
7,013	
59.9	
54.5	
75%	Huifeng and Colombia
0.0075	
4	
49	
0.45	
1,744	
0	
74%	
9,162	
2,236	
6,926	
9,145	
2,222	
6,923	
17	
14	
3	
16%	
3%	
13%	
87%	
13.70%	

2,617	2020 - Due to reorganization and relocation in China
191	
97	
525	
67	
257	
1107	
755	
354	
1632	
822	* (Include New Company Adama Huifeng & Adama Dibai
1,014	
135	
24	
165	
68	
81	
478	
333	
105	
643	
401	
95%	
35%	
3,871	
250	
1,939	
500	
2,602	
9,162	
125	
810	
8207	
20	
2	
25	
212	
1,997	
18	
100	
598	
6,210	

0	
2	
18	
0	
43	
81	
4	
526	
279	
591	
5,172	
460	
595	
5,743	
838	
2222 (All = 2,236)	
6923 (All = 6,926)	
1,997	
212	
25	
2	
6,210	
598	
100	
18	
72%	
93%	
114%	
112%	
2,599,000	
2.80%	
20%	*** Volunteering figures only currently available for Adama Israel
1,200	*** Volunteering figures only currently available for Adama Israel

0.87	*** Volunteering figures only currently available for Adama Israel
5	
4	
2	
2	
Yes	
5	
59	
0	
10	
100%	
6	
100%	
1	
100%	
2	
100%	
0	
7	
3	
2	
1	
Yes	
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)
60	
1	
7	
76%	
10	
97%	
4	

92%	
5	
100%	
87%	
Yes	
20	20 cases were reported via SpeakUp and 3 in addition were reported directly to General Counsel or senior managers/HR
10%	
20%	
-	
70%	
3,410	
560	
59	
12	Includes payment of interest on loans and dividends to shareholders
402	
2.6	
4,446	