

# GRI tables 2009-2013



**PHOSAGRO®**

# Level of disclosure

■ Fully reported ■ Information not reported (not considered material to business operation)

Indicator	Indicator description	Location/Content
<b>1. Strategy and analysis</b>		
1.1	■ Statement from the most senior decision-maker of the organization.	Pages 14–16, see also the Company's Annual Report 2013, pages 24–27
1.2	■ Description of key impacts, risks, and opportunities.	Page 22, see also the Company's Annual Report 2013, pages 34–39
<b>2. Organizational Profile</b>		
2.1	■ Name of the organization.	Open Joint Stock Company "PhosAgro"
2.2	■ Primary brands, products, and/or services.	Pages 12–13
2.3	■ Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Pages 2–3, 29
2.4	■ Location of organization's headquarters.	119333, Moscow, Leninsky prospekt, d. 55/1, str. 1
2.5	■ Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Page 3, see also the Company's Annual Report 2013, pages 10–11
2.6	■ Nature of ownership and legal form.	The Company's Annual Report 2013, page 122
2.7	■ Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	The Company's Annual Report 2013, pages 10–11, 47–48
2.8	■ Scale of the reporting organization.	Pages 2–3, 29; see also the Company's Annual Report 2013, pages 2–3
2.9	■ Significant changes during the reporting period regarding size, structure, or ownership.	Page 29
2.10	■ Awards received in the reporting period.	Pages 54–55
<b>3. Report Parameters</b>		
3.1	■ Reporting period (e.g., fiscal/calendar year) for information provided.	2009–2013
3.2	■ Date of most recent previous report (if any).	This report is PhosAgro's first Sustainability Report
3.3	■ Reporting cycle (annual, biennial, etc.)	Annual
3.4	■ Contact point for questions regarding the report or its contents.	Page 60
3.5	■ Process for defining report content.	Page 1
3.6	■ Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Page 1
3.7	■ State any specific limitations on the scope or boundary of the report.	Page 1
3.8	■ Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Acquisition of 100% of Metachem took place in 2013, and has been included only in the 2013 data.
3.9	■ Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Page 1

Indicator	Indicator description	Location/Content
3.10	■ Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Not applicable
3.11	■ Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Not applicable
3.12	■ Table identifying the location of the Standard Disclosures in the report.	Page 48
3.13	■ Policy and current practice with regard to seeking external assurance for the report.	The report has not obtained external assurance.
<b>4. Governance, Commitments, and Engagement</b>		
4.1	■ Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Page 19; see also the Company's Annual Report 2013, pages 65–71
4.2	■ Indicate whether the Chair of the highest governance body is also an executive officer.	The Chair of the highest governance body is not an executive officer; see also the Company's Annual Report 2013, page 59
4.3	■ For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	In 2013 there were 3 independent board members, see also the Company's Annual Report 2013, pages 58–60, 64
4.4	■ Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Pages 21, 24–25; see also the Company's Annual Report 2013, page 62
4.5	■ Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	The Company's Annual Report 2013, pages 68–69
4.6	■ Processes in place for the highest governance body to ensure conflicts of interest are avoided.	The Company adopted a regulation on conflicts of interests (the "regulation") on 15 April 2014 in order to prevent conflicts of interest from arising. The regulation sets out the main principles to be used for managing risks related to conflicts of interests, as well as the procedures for monitoring and resolving actual or potential conflicts of interests.
4.7	■ Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	The Board of Directors has established the Remuneration and Human Resources Committee, which is responsible for determining the criteria for selection of candidates for the Board of Directors, members of the Management Board and the position of Chief Executive Officer of PhosAgro; this Committee is also responsible for the initial evaluation of candidates.  See also the Company's Annual Report for 2013, page 66
4.8	■ Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Page 20
4.9	■ Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	The Remuneration and Human Resources Committee evaluates PhosAgro's economic and social impact, while environmental performance is monitored by the Environmental, Health and Safety Committee.  See also the Company's Annual Report for 2013, pages 66–67

Indicator	Indicator description	Location/Content
4.10	■ Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	During 2013, a system of key performance indicators ("KPIs") was introduced for the CEO, his direct subordinates and their direct subordinates. The achievement of the targets established by these KPIs is monitored by the direct superior of the employees for whom the KPIs have been set. In addition, the committees of the Board of Directors monitor performance against KPIs.  See pages 30-31  See also the Company's Annual Report for 2013, pages 32-33
4.11	■ Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Adherence to the principle of prevention involves an all-encompassing analysis of various operational risks related to the production activities of the company's factories. This analysis is conducted with regards to current activities, but also for modernization, renovation and new construction projects. For the more material risks, the company develops plans to prevent or reduce the likelihood of such risks occurring (for example environmental impact reduction plans), which are a required part of documentation governing the factories' activities.
4.12	■ Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Apatit endorses the ICCA's Responsible Care Initiative.
4.13	■ Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	1. The International Fertilizer Industry Association (IFA) 2. Russian Union of Industrialists and Entrepreneurs 3. Russian Chemists Union 4. Russian Association of Fertilizer Producers 5. Russian Gas Society Non-Commercial Partnership 6. Miners of Russia Non-Commercial Partnership
4.14	■ List of stakeholder groups engaged by the organization.	<ul style="list-style-type: none"> <li>• Shareholders and investors</li> <li>• Employees</li> <li>• Trade unions</li> <li>• Regional governments</li> <li>• Local communities</li> <li>• Public and mass media</li> <li>• Business partners</li> <li>• Customers</li> </ul>
4.15	■ Basis for identification and selection of stakeholders with whom to engage.	The Company seeks to address the social needs of all parties that may influence its activities. See pages 23-27 for details. Interaction with key stakeholders is regular and ongoing.
4.16	■ Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Pages 23-27
4.17	■ Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Pages 23-27

# In accordance with GRI guidelines for GRI 3.1 reporting

## Level of disclosure

■ Fully reported  
 ■ Partially reported  
 ■ Information not reported (not considered material to business operation)  
 □ Not reported

Indicator	Indicator description	Location/Content				
<b>Environmental</b>						
<b>EN1</b>	<span style="color: green;">■</span> Materials used by weight or volume.					
<b>Sulphur, '000 t</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<i><b>Sulphur</b></i>						
Apatit		-	-	-	-	-
PhosAgro-Cherepovets		704	832	837	825	760
BMF		448	482	628	640	620
Metachem		-	-	-	-	48
<b>Total</b>		<b>1,152</b>	<b>1,314</b>	<b>1,465</b>	<b>1,465</b>	<b>1,428</b>
<i><b>Sulphur in sulphuric acid</b></i>						
Apatit		-	-	-	-	-
PhosAgro-Cherepovets		96	21	13	5	129
BMF		51	69	1	3	31
Metachem		-	-	-	-	21
<b>Total</b>		<b>147</b>	<b>90</b>	<b>14</b>	<b>8</b>	<b>181</b>
<b>Potassium chloride, '000 t</b>						
Apatit		-	-	-	-	-
PhosAgro-Cherepovets		305	370	465	561	518
BMF		-	-	-	-	-
Metachem		-	-	-	-	1
<b>Total</b>		<b>305</b>	<b>370</b>	<b>465</b>	<b>561</b>	<b>519</b>
<b>Diesel, '000 t</b>						
Apatit		61	66	68	65	56
PhosAgro-Cherepovets		3	4	4	3	3
BMF		2	2	2	2	2
Metachem		-	-	-	-	0.3
<b>Total</b>		<b>66</b>	<b>72</b>	<b>74</b>	<b>70</b>	<b>61</b>
<b>Natural gas, (000) m<sup>3</sup></b>						
Apatit		-	-	-	-	-
PhosAgro-Cherepovets		1,710,948	1,633,385	1,578,440	1,699,634	1,652,425
BMF		57,934	59,861	63,535	65,263	66,914
Metachem		-	-	-	-	79,567
<b>Total</b>		<b>1,768,882</b>	<b>1,693,246</b>	<b>1,641,975</b>	<b>1,764,897</b>	<b>1,798,906</b>

EN1 Materials used by weight or volume (Continued)					
Ammonia (purchased), '000 t					
	2009	2010	2011	2012	2013
Apatit	-	-	-	-	-
PhosAgro-Cherepovets	-	-	-	15	130
Agro-Cherepovets	-	-	-	-	-
BMF	184	203	219	211	216
Metachem	-	-	-	-	-
<b>Total</b>	<b>184</b>	<b>203</b>	<b>219</b>	<b>226</b>	<b>346</b>
Phosphate rock, '000 t					
	2009	2010	2011	2012	2013
Apatit	-	-	-	-	-
PhosAgro-Cherepovets	2,648	2,661	2,704	2,553	2,606
BMF	1,607	1,728	1,900	1,795	1,946
Metachem	-	-	-	-	213
<b>Total</b>	<b>4,256</b>	<b>4,390</b>	<b>4,604</b>	<b>4,348</b>	<b>4,765</b>
Indicator	Indicator description	Location/Content			
<b>EN2</b>	■ Percentage of materials used that are recycled input materials.	The Company's enterprises use certain types of waste as recycled input materials. These wastes include used synthetic oil, organic acid waste, sweepings from production facilities and vehicles, and phosphogypsum. The share of the recycled input materials is rather modest, accounting for about 0.8% of the total waste. Minute amounts of overburden produced by Apatit are used as on-site roadways filling. The Company keeps record of new wastes and recycled input materials. The Company views integration of phosphogypsum recycling technologies as its bulk waste recycling priority.			
<b>EN3</b>	■ Direct energy consumption by primary energy source.				
Heat generated chemically, '000 Gkal					
	2009	2010	2011	2012	2013
Apatit	-	-	-	-	-
PhosAgro-Cherepovets	2,380	2,743	2,791	2,705	2,543
BMF	1,071	1,173	1,577	1,516	1,529
Metachem	-	-	-	-	111
<b>Total</b>	<b>3,451</b>	<b>3,916</b>	<b>4,368</b>	<b>4,221</b>	<b>4,183</b>
Natural gas (burning without processing gas), '000 m <sup>3</sup>					
	2009	2010	2011	2012	2013
Apatit	-	-	-	-	-
PhosAgro-Cherepovets	347,149	348,663	327,314	346,126	377,337
BMF	9,777	10,143	7,415	3,129	145
Metachem	-	-	-	-	711
<b>Total</b>	<b>356,926</b>	<b>358,806</b>	<b>334,729</b>	<b>349,255</b>	<b>378,193</b>
Heating oil, '000 t					
	2009	2010	2011	2012	2013
Apatit	225	246	231	232	222
PhosAgro-Cherepovets	3	1	-	-	-
BMF	-	-	-	-	-
Metachem	-	-	-	-	-
<b>Total</b>	<b>228</b>	<b>247</b>	<b>231</b>	<b>232</b>	<b>222</b>

Indicator	Indicator description	Location/Content				
<b>EN4</b>	■ Indirect energy consumption by primary source.					
Electricity (production), '000 kWatt*h		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Apatit		-	-	-	-	-
PhosAgro-Cherepovets		718,325	775,265	745,325	798,314	926,774
BMF		193,306	206,849	302,049	303,448	290,559
Metachem		-	-	-	-	-
<b>Total</b>		<b>911,631</b>	<b>982,114</b>	<b>1,047,374</b>	<b>1,101,762</b>	<b>1,217,333</b>
Electricity (consumption), '000 kWatt*h						
Apatit		1,464,241	1,600,864	1,524,399	1,588,816	1,562,888
PhosAgro-Cherepovets		1,036,869	1,035,317	1,015,205	1,081,153	1,042,062
BMF		381,629	406,330	417,252	419,493	419,370
Metachem		-	-	-	-	133,958
<b>Total</b>		<b>2,882,739</b>	<b>3,042,511</b>	<b>2,956,856</b>	<b>3,089,462</b>	<b>3,158,278</b>
Heat (production), '000 Gkal						
Apatit		1,251	1,248	1,171	1,152	1,086
PhosAgro-Cherepovets		5,421	5,695	5,556	5,631	5,530
BMF		1,136	1,243	1,628	1,537	1,531
Metachem		-	-	-	-	115
<b>Total</b>		<b>7,808</b>	<b>8,186</b>	<b>8,355</b>	<b>8,320</b>	<b>8,262</b>
Heat (purchase), '000 Gkal						
Apatit		393	399	366	362	343
PhosAgro-Cherepovets		-	-	-	-	-
BMF		-	-	-	-	-
Metachem		-	-	-	-	91
<b>Total</b>		<b>393</b>	<b>399</b>	<b>366</b>	<b>362</b>	<b>435</b>
Indicator	Indicator description	Location/Content				
<b>EN5</b>	■ Energy saved due to conservation and efficiency improvements.	<p>The Company views integrated energy conservation technologies as one of its priorities. The first energy efficiency improvement programme for the Company's enterprises was drafted and approved in 2004, spanning a period of six years, through 2010. During this period, the Company's enterprises, such as Ammophos, BMF and Cherepovetsky Azot, saw a major overhaul of their core and auxiliary manufacturing technologies with a focus on key product output growth and cost-cutting. The technical revamp made a significant contribution to energy efficiency improvements at the Company's enterprises.</p> <p>For now, the Company has approved a program for improved energy efficiency and safe and sustainable energy supply, running from 2011 through 2015 and providing for a wide range of measures to ensure the Company's self-sufficiency in core resources and transition to environmentally friendly replacement fuels. The estimated reduction in energy costs stands at RUB 1.57 bn per annum.</p>				
<b>EN6</b>	■ Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	<p>The Company's enterprises do not use alternative or renewable fuels. Products and services, which include energy supplies for people from the adjoining territories, rely on conventional efficiency improvement methods, such as automation of internal consumption accounting procedures, loss reduction, innovative technical solutions and transition to more efficient fuels.</p>				

Indicator	Indicator description	Location/Content
EN7	□ Initiatives to reduce indirect energy consumption and reductions achieved.	
EN8	■ Total water withdrawal by source.	
Water withdrawal, (000) m <sup>3</sup>		
		<b>2009</b> <b>2010</b> <b>2011</b> <b>2012</b> <b>2013</b>
Apatit		48,870      51,401      51,889      49,616      50,648
PhosAgro-Cherepovets		22,344      22,653      22,137      22,338      21,322
BMF		4,142      5,349      6,586      6,748      6,499
Metachem		-      -      -      -      2,330
Total		75,356      79,403      80,612      78,702      80,799
Indicator	Indicator description	Location/Content
EN9	■ Water sources significantly affected by withdrawal of water.	For industrial use and public water supply, the Company's enterprises source water from both surface water reservoirs (the Volga and Volkhov rivers, Rybinsk Reservoir, Imandra and Bolshoi Vuduyavr lakes) and Apatit underground mine wells. The Company's enterprises have no encumbrances on surface and ground water use, with production facilities situated outside of protected water zones, wellhead protection areas observed and surface water withdrawal structures equipped with fish protection nets. The Company operates an automated measurement system for water use.
EN10	■ Percentage and total volume of water recycled and reused.	The Company's production facilities use state-of-the-art technologies to reduce industrial water consumption. For example, the share of recycled water supply at PhosAgro-Cherepovets stands at approximately 98% (96.1% in the nitrogen segment and 97.8% in the phosphate one), while BMF has implemented a zero liquid discharge technology with all industrial wastewater recycled and reused in the production process. The other enterprises are running programmes on fresh water consumption reduction.
EN11	■ Location and extent of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	The Company's production facilities are located outside of protected areas, hence, the Company has no restrictions with regard to its production operations. In 2015, Apatit is planning to create the Khibiny national park within its area of responsibility. The Company is negotiating the final boundaries of the national park to mitigate the potential negative impact in the future.
MM1	■ Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated.	The Company's enterprises run no land rehabilitation programmes and are not planning to, since the Company has not decommissioned any land as yet and will not do so in the near future.
EN12	■ Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	The Company's enterprises do not affect protected areas, whereas the latter lie outside of the Company's industrial sites.
EN13	■ Habitats protected or restored.	The Company's enterprises run no disturbed land restoration programmes for habitats within protected areas, since the latter lie outside of the Company's industrial sites.
EN14	■ Strategies, current actions, and future plans for managing impacts on biodiversity.	The Company is not planning to run programmes or take measures on biodiversity preservation within the adjoining territories.
EN15	■ Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	The Company delivers biodiversity assessments, including those for IUCN Red List animals and plants populating the territories adjacent to its industrial sites, as part of the environmental impact assessment (EIA) process, which has become a prerequisite for obtaining a permit to construct new facilities.



Indicator	Indicator description	Location/Content				
EN16	■ Total direct and indirect greenhouse gas emissions by weight.	The Company has delivered no greenhouse gas emission assessments. The Company shall redefine its approach thereto after adopting specific regulations as prescribed by Presidential Executive Order No. 752 of 30 September 2013 On Reducing Greenhouse Gas Emissions. The order sets out requirements to target cuts in greenhouse gas emissions (GHG emissions) by industry, reporting and guidelines for GHG emissions calculation.				
EN17	■ Other relevant indirect greenhouse gas emissions by weight.	The Company has delivered no assessments on indirect greenhouse gas emissions from external thermal and electrical power supply, and product transportation operations. The Company shall develop its approach thereto further on.				
EN18	□ Initiatives to reduce greenhouse gas emissions and reductions achieved.					
EN19	■ Emissions of ozone-depleting substances by weight.	The Company's enterprises use no ozone-depleting substances (ODS) either in production, or fire extinguishers, or as refrigerants. Minute amounts of carbon tetrachloride may be used as reagents for laboratory tests. More details will be provided in the next report.				
EN20	■ NOx, SOx, and other significant air emissions by type and weight.					
PhosAgro emissions into the air by type, t		2009	2010	2011	2012	2013
Solids		5,389	6,027	6,033	5,740	5,758
Gaseous and liquid:		25,005	22,776	22,876	20,712	24,063
sulphur dioxide		13,445	12,049	12,764	11,709	13,082
carbon monoxide		2,595	2,283	2,214	1,975	3,020
nitrogen oxides (calc. in NO <sub>2</sub> )		5,493	5,482	5,229	4,321	4,874
others, gaseous and liquid		3,472	2,962	2,670	2,707	3,087
PhosAgro emissions into the air by site, t						
Apatit		14,825	14,681	13,813	12,300	12,377
PhosAgro-Cherepovets		10,467	9,138	8,501	7,801	10,454
Agro-Cherepovets		267	263	274	315	273
BMF		4,834	4,720	6,322	6,035	5,182
Metachem		-	-	-	-	1,535
Indicator	Indicator description	Location/Content				
EN21	■ Total water discharge by quality and destination.					
Water discharge, (000) m <sup>3</sup>		2009	2010	2011	2012	2013
Apatit		179,935	168,574	164,202	200,385	172,911
PhosAgro-Cherepovets		9,111	9,618	9,526	10,367	9,484
BMF		-	-	-	-	-
Metachem		-	-	-	-	1,040

Indicator	Indicator description	Location/Content				
<b>EN22</b>	■ Total weight of waste by type and disposal method.					
Waste by class of hazard, t		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Total weight of waste, by class of hazard:</b>		103,280,281	116,776,898	116,247,859	116,266,817	101,421,001
I		10	65	95	40	73
II		38	50,285	52,689	49,365	50,730
III		6,231	8,056	7,383	8,643	6,692
IV		6,783,192	3,184,416	3,540,958	3,269,666	3,485,008
V		96,490,810	113,534,075	112,646,734	112,939,104	97,878,497

Waste by site, t

<b>Total weight of waste, by site:</b>	103,280,281	116,776,898	116,247,859	116,266,817	101,421,001
<b>Apatit</b>	96,414,542	109,430,820	108,518,991	109,073,113	93,900,614
<b>PhosAgro-Cherepovets</b>	4,016,807	4,231,405	4,258,615	3,988,168	4,099,440
<b>Agro-Cherepovets</b>	2,771	2,493	2,611	2,032	659
<b>BMF</b>	2,846,161	3,112,180	3,467,642	3,203,504	3,418,377
<b>Metachem</b>	-	-	-	-	1,911

Indicator	Indicator description	Location/Content				
<b>MM3</b>	■ Total amounts of overburden, rock, tailings, and sludges and their associated risks.					

Total amounts of overburden, rock, tailings, and sludges and their associated risks, t

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Overburden</b>	80,281,483	91,618,000	91,947,000	91,598,400	76,667,054
<b>Tailings</b>	16,093,737	17,767,260	16,529,191	17,312,564	17,177,944

Indicator	Indicator description	Location/Content
<b>EN23</b>	■ Total number and volume of significant spills.	In the reported period, the Company's enterprises saw practically no emergency emissions or pollution spills into the air or water bodies. In Q4 2013, there was an isolated incident of emergency tailings leak from Apatit's ANOF-2 mine dump due to the bund wall failure. The enterprises have no technical capacity to produce one-off concentrated pollutant emissions or discharges.
<b>EN24</b>	■ Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	The Company performs no cross-border shipping of waste deemed hazardous under the terms of the Basel Convention.
<b>EN25</b>	■ Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	The Company's enterprises discharge their waste waters into a number of surface rivers and water bodies. Apatit discharges them into lakes (the Bolshoi Vudyavr and Kithepakhk) and rivers (the Zhemchuzhnaya, Belaya and Vuonnemyok), with the aggregate discharge amount standing at 160–200 million cubic metres per year. PhosAgro-Cherepovets discharges its waste waters into the Koshta river and Rybinsk Reservoir, with the aggregate discharge amount for two sites standing at 9–10 million cubic metres per year. Metachem discharges its waste waters into the Volkhov river, with the aggregate discharge amount standing at 1.6–1.7 million cubic metres per year. BMF discharges no waste waters.

Indicator	Indicator description	Location/Content
EN26	■ Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	The Company's enterprises develop annual and long-term plans to mitigate the environmental impact and run various environmental programmes. Over the last five years, the Company has seen a decline in the environmental impact per product unit (See pages 37–38, 53). The Company regularly benchmarks its environmental profile and impact against best industrial practices. Construction of the new PhosAgro-Cherepovets integrated urea production and power generation complex with a dedicated gas turbine power plant, is to be a good example of comprehensive modern capacity building meeting the BAT compliance criteria for technology, energy and environment.
EN27	■ Percentage of products sold and their packaging materials that are reclaimed by category.	The Company reclaims no used products. Disposal is the primary obligation of the consumer.
EN28	■ Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Over the last five years, the Company's enterprises have seen only isolated cases of environmental fines or sanctions. For example, from 2009 through 2013 BMF was fined twice, in 2010 and 2012.
EN29	■ Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	The Company does not deliver products to the ultimate purchaser. The Company transports goods to the point stipulated by the Purchase Contract by means of PhosAgro-Trans, the Company's dedicated business unit. PhosAgro-Trans delivers products by railway mostly.
EN30	■ Total environmental protection expenditures and investments by type.	

Total environmental protection expenditures and investments by type, RUB thsd

	2009	2010	2011	2012	2013
<b>Apatit</b>	1,028,447	765,833	969,333	1,090,871	175,087
<b>PhosAgro-Cherepovets</b>	2,017,294	1,334,985	2,603,217	1,084,950	1,909,717
<b>Agro-Cherepovets</b>	132,867	132,545	138,177	86,583	–
<b>BMF</b>	563,524	610,241	753,173	812,608	666,543
<b>Metachem</b>	–	–	–	–	37,225

Indicator	Indicator description	Location/Content
<b>Social: Human Rights</b>		
<b>PR1</b>	■ Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and categories of service subject to such procedures.	
<p>All products, whether new or traditionally produced, are registered and certified pursuant to the Russian laws and the laws of any country where they are marketed. Since nearly all kinds and grades of the Company's products are exported to a variety of countries worldwide, including the EU, they are registered in accordance with REGULATION (EC) No. 1907/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). During the registration, each product passes identification tests and undergoes classification in accordance with REGULATION (EC) No. 1272/2008 on classification, labelling and packaging of substances and mixtures. Based on the test results and the knowledge about the possible uses of the products, the Company creates exposure scenarios, safe use and storage recommendations, emergency instructions and safety data sheets (SDS). The knowledge about hazardous materials is used when creating new technologies and products, and when choosing source components for their production. The nature of developing and producing new kinds of mineral fertilizers, which are the basis of the Company's product portfolio, requires that their effects be assessed at nearly all life cycle stages.</p>		
		<b>Status</b>
Development of product concept		+
R & D		+
Certification		+
Manufacturing and production		+
Marketing and promotion		-
Storage, distribution and supply		+
Use and service		+
Disposal, reuse, or recycling		+
Indicator	Indicator description	Location/Content
<b>PR2</b>	■ Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by types of outcomes.	In the reported period the Company did not uncover any incidents of non-compliance with regulations and voluntary codes.

Indicator	Indicator description	Location/Content
PR3	■ Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	
<p>Safety data sheets created by the Company are based on the Russian legislation, include information on the properties of the substances contained in the Company's products, and conform with the requirements of interstate standard GOST 30333-2007, which in turn complies with the recommendations of the UN ST/SG/AC.10/Rev.1 (Globally Harmonized System of Classification and Labelling of Chemicals (GHS)). Warning information is placed on product labels, pursuant to GOST 31340-2007:Labelling of Chemicals. General Requirements, which conforms with the recommendations of the UN ST/SG/AC.10/Rev.1 (Globally Harmonized System of Classification and Labelling of Chemicals (GHS)).</p> <p>REGULATION (EC) No. 1907/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) stipulates that safety data sheets are mandatory for the products classified pursuant to REGULATION (EC) No. 1272/2008 on classification, labelling and packaging of substances and mixtures. In 2013, these products accounted for 5% of the Company's product range. Still, the Company creates safety data sheets for all its products on a voluntary basis.</p>		
		<b>Status</b>
The sourcing of components of the product or service		-
Composition, particularly with regard to substances that might produce an environmental or social impact		+
Safe use of the product or service		+
Disposal of the product and environmental/social impacts		+
First aid measures		+
Emergency mitigation measures		+
Indicator	Indicator description	Location/Content
PR4	■ Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by types of outcome.	In the reported period the Company did not uncover any incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling.
PR5	■ Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	PhosAgro's policy in regards of customer relations relies strongly on the client-oriented approach. As PhosAgro is a B2B company, we have a structured scheme of handling claims, if any. Upon receiving a claim it is registered, all the information is accumulated and reconfirmed with a third party surveyor, and then sent to technical specialists who give their comment on the situation. Afterwards based on the data gathered we provide feedback and undertake corrective actions.
PR6	■ Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Does not apply to the Company's activities since marketing communications, including advertising, promotion and sponsorship, are not typical of the Company's large-scale chemical production activities.
PR7	■ Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by types of outcome.	Does not apply to the Company's activities since marketing communications, including advertising, promotion and sponsorship, are not typical of the Company's large-scale chemical production activities.

Indicator	Indicator description	Location/Content
PR8	■ Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	In the reported period the Company did not uncover substantiated complaints regarding breaches of customer privacy and losses of customer data.
PR9	■ Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	In the reported period there were no significant fines imposed on the Company for non-compliance with laws and regulations.
<b>Social: Society</b>		
S01	■ Percentage of operations with implemented local community engagement, impact assessments, and development programmes.	100%. All investment projects involving new construction and increasing production volumes include public hearings and provision for the local community of full access to project, environmental and other documentation in order to ensure that all information about potential negative factors as well as measures taken to minimise them are available.
MM6	■ Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples.	Does not apply to the Company's activities.
MM7	■ The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and Indigenous Peoples, and the outcomes.	Does not apply to the Company's activities.
MM8	■ Number (and percentage) of Company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks.	No such cases.
MM9	■ Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process.	There were no resettlements.
MM10	■ Number and percentage of operations with closure plans.	There are no operations with closure plans.
S02	■ Percentage and total number of business units analysed for risks related to corruption.	100%. Security and internal auditing services do regular monitoring of corruption-related risks.
S03	■ Percentage of employees trained in organisation's anti-corruption policies and procedures.	PhosAgro employees adhere to all applicable laws in the areas of its presence and the corporate governance code. Starting in 2014, PhosAgro conducts special training courses for its employees on anti-corruption law.
S04	■ Actions taken in response to incidents of corruption.	In 2014, two incidents of corruption that had taken place in 2004–2009 and involved former PhosAgro employees were discovered. The Company's investigation of these incidents is ongoing, and appropriate measures will be taken upon completion of the investigation.
S05	■ Public policy positions and participation in public policy development and lobbying.	PhosAgro expresses its positions regarding various government policies through participation in professional non-governmental organisations, expert councils to various branches of federal executive power dealing with health, safety and the environment, as well as through participation in the preparation of strategic programmes regarding the development of the chemicals sector. The company adheres to the principles of maximum openness in its cooperation with authorities at all levels.
S06	■ Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	The Company makes no monetary or in-kind donations to political parties, politicians or organisations related to them.

<b>S07</b>	■	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	PhosAgro has not been subject to legal action over anti-competitive behaviour, anti-trust or monopoly practices or their outcomes.
<b>S08</b>	■	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	During the reporting period the company has not been subject to any material fines or non-financial sanctions.
<b>S09</b>	■	Operations with significant potential or actual negative impacts on local communities.	Implementation of best international and Russian methods and practices to manage the negative impact on society and the environment, plans to prevent emergency situations, training for personnel, replacement and upgrades to equipment, automation of production processes, informing local communities about current activities and plans for expanding production, using various systems to prevent accidents, conducting activities to prevent emergency situations and how to handle dangerous chemicals.
<b>S010</b>	■	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	All the Company's enterprises have environmental protection programs implemented under control of the environmental authorities.

#### Social: Human Rights

<b>HR1</b>	■	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have been subject to human rights screening.	100% of employees of the Company's subsidiaries are covered by collective bargaining agreements. The observance of human rights is envisaged by the Company's internal regulations, which are annexed to the collective agreements of the subsidiaries.
<b>HR2</b>	■	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	In 2013, the Company did not conduct human rights screening of significant suppliers.
<b>HR3</b>	■	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	In 2013, the Company's employees did not have any training on policies and procedures concerning human rights.
<b>HR4</b>	■	Total number of incidents of discrimination and corrective actions taken.	There were no incidents of discrimination in 2013.
<b>HR5</b>	■	Operations and significant suppliers identified for which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Any employee at any enterprise of the Company has the right to exercise freedom of association and collective bargaining. The terms of collective bargaining agreements at all the production facilities are subject to review every three years.
<b>HR6</b>	■	Operations and significant suppliers identified as having significant risk of incidents of child labour, and measures taken to contribute to the effective abolition of child labour.	The Company does not use child labour.
<b>HR7</b>	■	Operations and significant suppliers identified as having significant risk of incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour.	All security personnel are trained in the legal standards concerning human rights.

<b>MM5</b>	■	Total number of operations taking place in or adjacent to Indigenous Peoples' territories, and number and percentage of operations or sites where there are formal agreements with Indigenous Peoples' communities.	Does not apply to the Company's activities.
<b>HR8</b>	■	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	All security personnel are trained in the legal standards concerning human rights.
<b>HR9</b>	■	Total number of incidents of violations involving rights of Indigenous People and actions taken.	Does not apply to the Company's activities.
<b>HR10</b>	■	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	The Company does not tolerate human rights violations.
<b>HR11</b>	■	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	The Company fully complies with Russian Federation law. No complaints were recorded through the formal mechanisms for resolving conflicts.

#### Social: Labor Practices and Decent Work

<b>LA1</b>	■	Total workforce by employment type, employment contract, and region, broken down by gender.
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Indicator/Region	Headcount as of 31 December 2013	
PhosAgro AG and 4 businesses (Apatit, PhosAgro-Cherepovets, BMF, Metachem)	Total including	17,183
	Part-time employees	6
	Fixed-term employees	650
	under 25	1,077
	25–35	3,752
	35–45	3,020
	45–55	2,704
	over 55	1,231
	under 25	363
	25–35	1,491
	35–45	1,354
	45–55	1,706
	over 55	485
Murmansk Region	Total including	7,730
	Part-time employees	3
	Fixed-term employees	268
	under 25	482
	25–35	1,941
	35–45	1,566
	45–55	1,221
	over 55	401
	under 25	153
	25–35	602
	35–45	592
	45–55	579
	over 55	193



<b>Vologda Region</b>	Total including	5,758
	Part-time employees	3
	Fixed-term employees	299
	under 25	391
	25–35	1,117
	35–45	883
	45–55	887
	over 55	421
	under 25	152
	25–35	566
	35–45	433
	45–55	758
	over 55	150
Males		
Females		
<b>Saratov Region</b>	Total including	2,371
	Part-time employees	0
	Fixed-term employees	54
	under 25	151
	25–35	512
	35–45	408
	45–55	408
	over 55	281
	under 25	33
	25–35	176
	35–45	154
	45–55	181
	over 55	67
Males		
Females		
<b>Leningrad Region</b>	Total including	1,324
	Part-time employees	0
	Fixed-term employees	29
	under 25	53
	25–35	182
	35–45	163
	45–55	188
	over 55	128
	under 25	25
	25–35	147
	35–45	175
	45–55	188
	over 55	75
Males		
Females		

<b>LA2</b>	■	Total number and rate of new employee hires and employee turnover by age Group, gender, and region.	
<b>Total number and rate of new employee hires and employee turnover by age, group, gender, and region</b>			
Average headcount of staff is 18,170 in 2013 at all production facilities.			
Turnover rate at production facilities is 6.4% per annum in 2013			
<b>Region</b>		<b>Turnover rate in 2013</b>	
Murmansk Region		7.7%	
Vologda Region		3.8%	
Saratov Region		6.4%	
Leningrad Region		9.6%	
<b>LA3</b>	■	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Benefits established by collective bargaining agreements apply to all employees of the respective enterprises and do not depend on employment conditions or contracts.
<b>LA4</b>	■	Percentage of employees covered by collective bargaining agreements.	100% of employees are covered by collective bargaining agreements.
<b>LA5</b>	■	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	According to the notification procedure, the minimal notice period regarding significant operational changes is two months.
<b>MM4</b>	■	Number of strikes and lock-outs exceeding one week's duration, by country.	No such incidents recorded.
<b>LA6</b>	■	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes.	In 2013 – 1.42%.
<b>LA7</b>	■	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	

<b>Rates of injury, occupational disease, lost days and absenteeism and number of work-related fatalities by region</b>													
Calendar year	Injury Incidence Rate (IIR), Unit/Thsd People	Injury severity rate (workdays lost per accident), workdays	Number of workdays lost in injuries, workdays	Average number of personnel, persons	Number of recorded accidents involving disability					Number of injured, persons			
					Moderate	Group	Critical	Fatal	Total	Moderate	Critical	Fatal	Total
2009	2.18	34.8	1,600	26,330	38	1	4	3	46	39	5	4	48
2010	2.26	42.3	2116	22,091	43	1	3	4	51	44	3	5	52
2011	1.98	30.6	1,287	22,181	32	2	9	1	44	36	9	2	47
2012	1.64	62.7	2,322	22,536	28	1	8	–	37	31	8	–	39
2013	1.92	98.6	3,450	18,170	25	2	6	2	35	29	6	2	37

<b>LA8</b>	■	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.							
<b>Region</b>		<b>Industrial safety evaluation (the number of operating companies' employees who completed their training and evaluation in occupational and industrial health and safety during the reporting year), persons</b>							
Total at all production facilities		3,180							
Murmansk Region		2,011							
Vologda Region		746							
Saratov Region		384							
Leningrad Region		39							
<b>LA9</b>	■	Health and safety topics covered in formal agreements with trade unions.	All the Company's enterprises implement programmes aimed to improve employees' living conditions.						
<b>LA10</b>	■	Average hours of training per year per employee by gender, and by employee category.	Average training hours per employee: 116. In 2013, 2,554 employees of the Company attended professional training programmes, 8,774 individual training cycles were carried out, of which 5,905 were for blue collars.						
<b>Number of employees who completed professional training programme and average hours of training per year per employee by gender, and by employee category</b>									
<b>Number of training hours (average for all businesses)</b>						<b>Number of employees who completed professional training programmes (factory workers)</b>			
Site name	Total	Per employee	Total for female employees	Per female employee	Total for male employees	Per male employee	Total	Total for female employees	Total for male employees
Apatit	646,000	177	124,750	147	521,250	190	1,073	282	791
PhosAgro-Cherepovets	353,655	143	42,560	133	311,095	150	808	128	680
BMF	132,612	81	15,458	75	117,154	82	390	23	367
Metachem	73,942	63	25,944	65	47,998	62	283	36	247
Total	1,206,209	464	208,712	420	997,497	484	2,554	469	2,085
Company Average	301,552	116	52,178	105	249,374	121			
<b>Number of individual training cycles</b>									
		<b>Factory workers</b>				<b>Management/professional employees</b>			
Site name	Total	Total for male employees		Total for female employees		Total for male employees (MPE)		Total for female employees (MPE)	
Apatit	3,596	2,312		829		435		20	
PhosAgro-Cherepovets	2,439	1,063		175		1,056		145	
BMF	1,578	888		91		485		114	
Metachem	1,161	465		82		419		195	
Total	8,774	4,728		1,177		2,395		474	
<b>LA11</b>	■	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	One of the areas where we strengthen our competitive advantages is the improvement of employees' performance skills and addition of new professions mastered by an employee. Mastering related professions will strengthen the competitive advantages of the Company's employees in the labour market in the case of new job search.						
<b>LA12</b>	■	Percentage of employees receiving regular performance and career development reviews, by gender.	No statistic records.						

**LA13** ■ Composition of governance bodies and breakdown of employees per employee category according to gender, age Group, minority Group membership, and other indicators of diversity.

**Composition of governance bodies and breakdown of employees per employee category according to gender, age group**

Indicator/Region	Management headcount as of 31 December 2013		
<b>PhosAgro AG and its 4 businesses (Apatit, PhosAgro-Cherepovets, BMF, Metachem)</b>	Total including	133	
	Part-time employees	0	
	Fixed-term employees	0	
	Males	under 25	0
		25-35	9
		35-45	41
		45-55	39
		over 55	29
	Females	under 25	133
		25-35	1
		35-45	7
		45-55	137
		over 55	2
	<b>Murmansk Region</b>	Total including	43
		Part-time employees	0
Fixed-term employees		0	
Males		under 25	0
		25-35	4
		35-45	17
		45-55	8
		over 55	8
Females		under 25	0
		25-35	1
		35-45	1
		45-55	3
		over 55	1
<b>Vologda Region</b>		Total including	38
		Part-time employees	0
	Fixed-term employees	0	
	Males	under 25	0
		25-35	2
		35-45	13
		45-55	17
		over 55	3
	Females	under 25	0
		25-35	0
		35-45	1
		45-55	1
		over 55	1

Indicator/Region Indicator/Region (Continued)		Management headcount as of 31 December 2013			
Saratov region		Total including	21		
		Part-time employees	0		
		Fixed-term employees	0		
		Males		under 25	0
				25–35	1
				35–45	3
		Females		45–55	7
				over 55	9
				under 25	0
				25–35	0
				35–45	0
		Leningrad Region		Total including	31
				Part-time employees	0
				Fixed-term employees	0
				Males	
25–35	2				
35–45	8				
Females				45–55	7
				over 55	9
				under 25	0
				25–35	0
				35–45	5
				45–55	0
				over 55	0
<b>LA14</b>	■			Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	No statistic records.
<b>LA15</b>	■			Return to work and retention rates after parental leave, by gender.	As of 31 December 2013, 468 people were on maternity/ paternity leave at all production facilities.

Indicator	Indicator description	Location/Content				
<b>Economic</b>						
<b>EC1</b>	■ Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Pages 44–47. See also the Company's Annual Report for 2013, pages 3, 46–51.				
<b>Direct economic value</b>						
Item, RUB mln		2009	2010	2011	2012	2013
Revenues		60,785	76,951	100,518	105,303	104,566
Cost of sales		(39,894)	(47,670)	(56,196)	(59,966)	(68,139)
including salaries and social contributions		(8,117)	(8,789)	(11,078)	(11,602)	(12,022)
Administrative expenses		(3,914)	(5,247)	(6,036)	(6,904)	(8,380)
including salaries and social contributions		(2,050)	(2,809)	(3,631)	(4,065)	(4,889)
Selling expenses		(5,451)	(6,515)	(6,492)	(7,437)	(8,378)
including salaries and social contributions		(286)	(461)	(340)	(289)	(351)
Other income/(expenses), net		664	(1,833)	(1,064)	(966)	(1,378)
including social expenditures		(755)	(964)	(1,191)	(825)	(1,365)
Taxes, other than income tax		(1,113)	(999)	(1,411)	(1,634)	(2,149)
Operating profit		11,077	14,687	29,319	28 396	16 142
EBITDA		13,185	20,464	35,371	34 917	23 934
Income tax expenses		(3,250)	(3,649)	(5,820)	(6,704)	(1,740)
Profit for the year		8,676	11,981	22,476	24,510	8,576
<b>EC2</b>	■ Financial implications and other risks and opportunities for the organisation's activities due to climate change.	The company adheres to international and Russian regulations with regards to greenhouse gas emissions. The company has the experience and the technical capability to reduce greenhouse gas emissions, including nitrogen oxide from chemicals productions and, therefore, the ability to trade emissions permits.				
<b>EC3</b>	■ Coverage of the organisation's defined benefit plan obligations.					
<b>Coverage of the organization's defined benefit plan obligations, RUB mln</b>						
Item		2009	2010	2011	2012	2013
Current value of employee benefit obligations (private benefit coverage for newly retiring employees)		During 2009–2011, employee benefit obligations through private pension funds were not carried out			34.5	149.2
Retirement-related obligations (other than employee benefit obligations)	Payment of retirement benefits	9.8	21.5	21.3	38.4	141.2
	Merit benefit plans	0.8	0.8	0.9	1.1	1.1
	Financial aid to former employees of Apatit – retirees	23.1	28	36	31	31
<b>EC4</b>	■ Significant financial assistance received from government.	Financial assistance from the government was not provided.				

<b>EC5</b>	■	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.																
<b>Region</b>			<table border="1"> <thead> <tr> <th></th> <th>Males</th> <th>Females</th> </tr> </thead> <tbody> <tr> <td>Murmansk Region</td> <td>1.8</td> <td>1.8</td> </tr> <tr> <td>Vologda Region</td> <td>1.17</td> <td>1.17</td> </tr> <tr> <td>Saratov Region</td> <td>1.6</td> <td>1.6</td> </tr> <tr> <td>Leningrad Region</td> <td>1.66</td> <td>1.66</td> </tr> </tbody> </table>		Males	Females	Murmansk Region	1.8	1.8	Vologda Region	1.17	1.17	Saratov Region	1.6	1.6	Leningrad Region	1.66	1.66
	Males	Females																
Murmansk Region	1.8	1.8																
Vologda Region	1.17	1.17																
Saratov Region	1.6	1.6																
Leningrad Region	1.66	1.66																
<b>EC6</b>	■	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	<p>PhosAgro is a demanding customer in terms of the choice of potential suppliers of goods, materials and services. Contractual relations are based on compliance with legal requirements. The choice of suppliers is made from a number of relevant (specialised) companies with an individual approach based on many years of knowledge and experience.</p> <p>The procurement process is to ensure transparency and long-term win-win contract relations.</p>															
<b>EC7</b>	■	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	<p>The Company's production facilities are located in four Russian regions: the Murmansk Region (Kirovsk and Apatity), Vologda Region (Cherepovets), Saratov Region (Balakovo), and Leningrad Region (Volkhov). Professionals and managers from other regions are hired on exceptional occasions, for positions that cannot be filled by recruiting in the local labour market due to the lack of candidates with the required profile, qualifications and experience. Proportion of employees hired from the local community in the total labour force is 98.7%. Proportion of senior management hired from the local community is 97.6%. In the regions of its operation, the Company has traditionally been recruiting mainly from the local labour market. Requirements for applicants' skills depend on job descriptions, qualifications and health and safety requirements for a specific position. The recruitment process is described in the Company's internal regulations (any other valid document to be specified). Proportion of senior management hired from the local community in 2013: Apatit, Murmansk Region – 96.8%; PhosAgro-Cherepovets, Vologda Region – 100%; Balakovo Mineral Fertilizers, Saratov Region – 97.3%; Metachem, Leningrad Region – 92.5%.</p>															
<b>Proportion of staff and senior management hired from the local community at locations of significant operations</b>																		
<b>Region</b>		<b>Proportion of staff hired from the local community in total headcount</b>	<b>Proportion of senior management hired from the local community in total headcount</b>															
Murmansk Region		98.8%	96.8%															
Vologda Region		98.7%	100.0%															
Saratov Region		98.9%	97.3%															
Leningrad Region		98.4%	92.5%															
Average		98.7%	97.6%															
<b>EC8</b>	■	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Pages 44–47.															
<b>EC9</b>	□	Understanding and describing significant indirect economic impacts, including the extent of impacts.																

## Names of legal entities used

OJSC PhosAgro

**PhosAgro**

CJSC PhosAgro AG

**Management Company PhosAgro AG**

OJSC PhosAgro-Cherepovets

**PhosAgro-Cherepovets**

OJSC Ammophos

**Ammophos**

OJSC Apatit

**Apatit**

OJSC Cherepovetsky Azot

**Cherepovetsky Azot**

Balakovo Mineral Fertilizers LLC/CJSC

Balakovo Mineral Fertilizers

**Balakovo Mineral Fertilizers or BMF**

PC Agro-Cherepovets LLC/CJSC Agro-Cherepovet

**Agro-Cherepovet**

CSJC Metachem

**Metachem**

PhosAgro-Trans LLC

**PhosAgro-Trans**