

Corporate Responsibility performance 2012

At Syngenta, Corporate Responsibility (CR) is an integral part of everything we do. Syngenta is guided by the conviction that value creation depends on the successful integration of business, social and environmental performance. In this document, we provide information on our CR performance in 2012.

Supporting the UN Global Compact

Syngenta continues to support the 10 principles of the UN Global Compact (UNGC) through an established commitment to Corporate Responsibility and ongoing implementations of policies on human rights, fair labor, environmental protection and anti-corruption. We actively engage in UNGC workgroups such as the CEO Water Mandate and the UNGC Sustainable Agriculture Business Principles.

Assured CR performance indicators

You can download a document with the assured CR performance indicators from www.syngenta.com/ar2012, section "CR performance".

Contact us

Your feedback is important to us. It will help us to improve our reporting and inform our sustainability strategy.

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About our CR reporting

Our approach

Corporate responsibility (CR) is part of everything we do – from managing the impact of our own operations to helping farmers grow more from less through innovative products and sustainable farming techniques.

By maintaining the very highest standards of ethics and integrity we aim to gain the trust of our stakeholders and their confidence in our business. We maintain a robust Code of Conduct and accompanying strong policies and guidelines. Transparent reporting and open dialogue with stakeholders helps us build trust.

Our social and environmental activities are embedded in our core business. This is reflected in our integrated approach to our annual reporting. Our printed Annual Review sets out our strategy and demonstrates how CR issues are managed in different aspects of our business. More detailed information on our CR performance in 2012 is reported in this extended Online Annual Report.

For 2012, we have reorganized our CR reporting around seven key focus areas, revised our performance indicators and aligned the reporting period to the 12 months ending September 30 (exceptions noted). Performance indicators related to health, safety and wellbeing; environment; responsible agriculture; product safe use training; and corporate community investment have been reported using the new reporting period since 2009. For the other indicators, the reporting period was adjusted in 2012. To ensure consistency with previously published data, we have not restated the 2010 and 2011 values.

Materiality

Our CR management and reporting focuses on the aspects that are most important to our business and our stakeholders. Our Corporate Responsibility Panel (CRP) and our Compliance and Risk Management Committee (CRMC), both at executive level, advise on priorities, implementation of policies and the content and structure of our annual reporting.

In 2012 we used assessments with key stakeholders to review how we communicate our CR performance to ensure we meet their expectations and help us further align our reporting of business and CR performance. This resulted in a revised framework. The new structure covers seven reporting pillars to better reflect our operations. We have introduced new performance indicators in response to stakeholder feedback. We anticipate publishing additional information next year as our reporting continues to evolve.

Our seven reporting pillars are:

- **People** – Attracting and retaining the very best people while creating an environment that stimulates innovation and personal performance and development
- **Manufacturing and procurement** – Maintaining the highest standards within our operations and working with our partners and suppliers to ensure the same ethical behavior
- **Environment** – Managing and reducing the environmental footprint of our operations from energy use and carbon emissions to waste and water use
- **Responsible agriculture** – Developing sustainable farming techniques that increase productivity while minimizing the impact on the environment
- **Product safe use** – Ensuring that our products are used safely and securely to deliver maximum benefit
- **Economic value shared** – Providing benefit to the communities and economies in which we operate
- **Business integrity** – Maintaining the highest standards across our entire business and going beyond regulatory compliance

This Online Annual Report provides further detail on our approach and performance on each key reporting pillar.

GRI/UNGC

Syngenta is a signatory of the United Nations Global Compact. We are committed to aligning our operations with the Compact's 10 principles in the areas of human rights, labor, environment and anti-corruption. Our CR reporting forms our Communication on Progress made in implementing these principles.

Our performance on CR is reported in this integrated Online Annual Report and aligned with the Global Reporting Initiative (GRI) guidelines. We publish an index of our reporting against the Global Compact principles alongside our GRI Content Index. Since 2010, Syngenta has achieved A+ in its level of application of the GRI guidelines.

Recognition

Our reputation for transparent CR reporting is evidenced by our continued recognition from external ESG/SRI rating agencies. The Dow Jones Sustainability Index and the FTSE4Good Index are two of the most well-known and referenced indexes for ESG/SRI investors and stakeholder groups. By assessing corporate economic, environmental and social performance these indexes recognize leading sustainability-driven companies around the world. Syngenta encourages further engagement with ESG service providers based on a fully transparent and independent approach.

- **Dow Jones Sustainability Indexes (DJSI)** – Syngenta has been included in DJSI World since 2006.
- **FTSE4Good Index** – Syngenta has been a member of the FTSE4Good Index since 2005.
- **Carbon Disclosure Project (CDP)** – Syngenta reports greenhouse gas emissions and water use through the CDP. We received a disclosure score of 84 out of 100 in 2012 in recognition of our transparent reporting on the management of greenhouse gas emissions.

External assurance

Independent Assurance Report on the Syngenta Corporate Responsibility Reporting

To the Head of Legal and Taxes, Syngenta AG, Basel ('Syngenta')

We have performed assurance procedures to provide assurance on the following aspects of the 2012 Corporate Responsibility (CR) reporting of Syngenta.

Subject matter

Data and information disclosed in the CR reporting of Syngenta and its consolidated subsidiaries, for the financial year ended December 31, 2012 and with the indicated level of assurance as follows:

- The application of the Syngenta internal Health, Safety and Environment (HSE) and Corporate Community Investment (CCI) reporting guidelines to the CR reporting with a reasonable assurance;
- The internal reporting system and procedures, including the control environment, to collect and aggregate CR data with a reasonable assurance; and
- With the exceptions noted below, the CR performance indicators disclosed in the CR performance section of Syngenta Annual Report 2012 website with a limited assurance.

Our assurance procedures do not cover the information presented in the "CR performance" landing page, the "About our CR reporting" and "Economic value shared" pages, the side bars and the footers of the Annual Report 2012 website.

Criteria

- The Syngenta internal HSE and CCI reporting guidelines; and
- The defined procedures by which the CR data are gathered, collated and aggregated internally.

Responsibility and Methodology

The accuracy and completeness of CR performance indicators are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. Our assurance report should therefore be read in connection with Syngenta's internal guidelines, definitions and procedures on the reporting of its CR performance.

The Board of Directors of Syngenta AG is responsible for both the subject matter and the criteria. Our responsibility is to provide a conclusion on the subject matter based on our assurance procedures in accordance with the International Standard on Assurance Engagements (ISAE) 3000.

For the subject matter for which we provide limited assurance, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

Main Assurance Procedures

Our assurance procedures included the following work:

– Evaluation of the application of group guidelines

Reviewing the application of the Syngenta internal HSE and CCI reporting guidelines.

– Site visits

Visiting a Crop Protection site and a Seeds site in the USA. The selection was based on quantitative and qualitative criteria.

Interviewing personnel responsible for internal reporting and data collection at the sites we visited and at the Group level.

– Assessment of the performance indicators

Performing tests on a sample basis of evidence supporting the CR performance indicators relative to completeness, accuracy, adequacy and consistency.

– Review of the documentation

Reviewing the relevant documentation on a sample basis, including, management and reporting structures and documentation.

– Review of the management assertions

Reviewing the evidence supporting the CR-related management assertions on the Syngenta Annual Report 2012 website relative to accuracy and adequacy.

– Review of consistency with the printed version of the Syngenta Annual Review 2012

Reviewing the consistency of the CR data and information disclosed in the Syngenta Annual Report 2012 website with that disclosed in the CR Performance Summary in the Syngenta Annual Review 2012.

– Assessment of the processes and data consolidation

Reviewing the appropriateness of the management and reporting processes for CR reporting.

Assessing the consolidation process of data at the group level.

– Review of technical processes related to the update of the Syngenta Annual Report 2012 website content (change management, security)

Understanding the change management procedures to update the website content.

Understanding the security concept around the website and the supporting infrastructure.

Conclusions

In our opinion

- The internal HSE and CCI guidelines are being applied properly; and
- The internal reporting systems to collect and aggregate CR data are functioning as designed and provide an appropriate basis for its disclosure.

Based on our work described in this report, nothing has come to our attention that causes us to believe that the data and information mentioned in the subject matter and disclosed with the CR reporting in the Syngenta Annual Report 2012 website does not give a fair picture of Syngenta's performance in the area of CR.

Zurich, March 1, 2013
PricewaterhouseCoopers AG
Gerd Tritschler
Jonas Buol

People

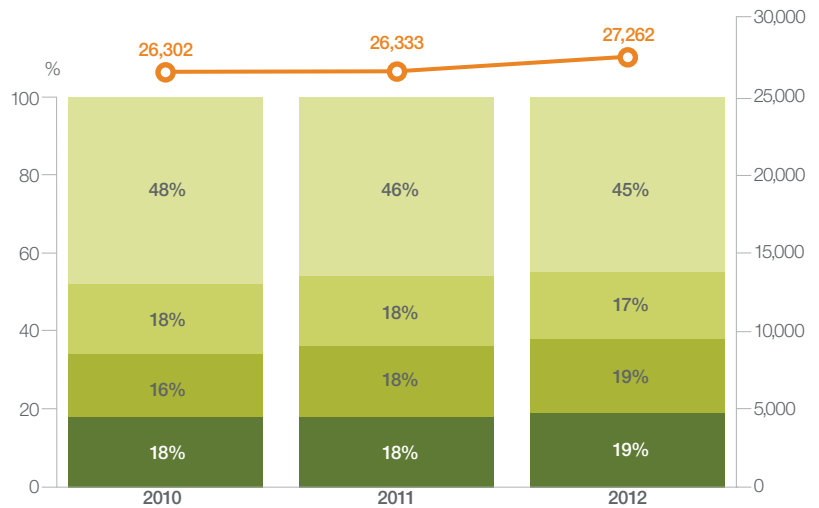
Highlights

Our employees are the driving force behind our business. The dynamic nature of our business means we must attract, retain and engage our employees to achieve our ambitious goals. We offer our employees a working environment in which they can grow with the business and where their commitment and innovation is given the opportunity to flourish.

The safety of our employees is always our first priority and this is a key element of our Health, Safety and Wellbeing strategy – through a range of activities we ensure our corporate policies are implemented effectively on a local level. We are committed to upholding national and international labor laws and standards across all our sites.

In 2012, our workforce increased by 4% to 27,262 full-time equivalent employees to support our integration strategy and continued business growth. We invested \$901 per person in training, increasing our total spend on training to \$24.6m. Our diverse workforce is an asset to Syngenta. In 2012 the percentage of women in the company was 31%. The percentage of women in middle and senior management was 20% and 13% respectively. The number of nationalities in senior management roles increased to 38. Health and safety incidents continued to decline with an 11% reduction in the recordable injury and illness rate to 0.39 per 200,000 hours worked.

Employees¹



1 In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31
 2 Including headquarters (Switzerland)
 3 Permanent full-time equivalent (FTE)

People retention

A committed and engaged workforce will ensure our business continues to grow. By providing our workforce with the skills, confidence, and training to succeed, we nurture the innovative thinking that is integral to our own continued success.

To support continued business growth, the number of people we employ increased to 27,262 – expressed as full-time equivalent – in 2012. We operate at sites around the world with almost half of our employees based in Europe, Africa and the Middle East (EAME), including our headquarters in Basel, Switzerland. We offer part-time employment to help balance work and family life. In 2012, the number of our part-time employees increased 11% to 975.

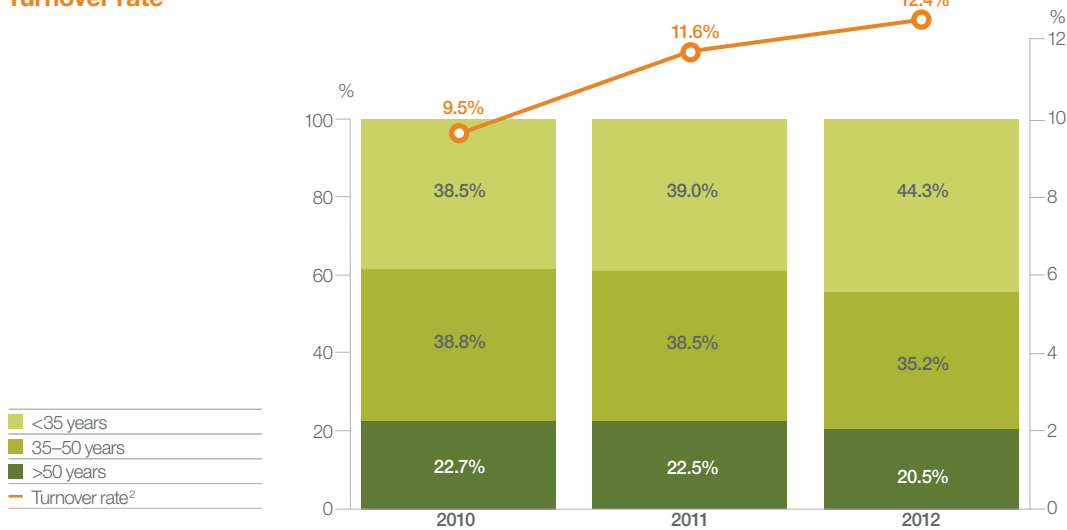
Part-time employees

	2010	2011	2012
Part-time employees ¹	850	881	975

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

In 2012, the employee turnover rate increased to 12.4%, which included voluntary leavers, retirees and those employees leaving the organization due to restructuring. However, the percentage of voluntary leavers decreased to 6%. Our leadership teams regularly review retention rates and we focus on employee engagement, development opportunities and competitive reward packages to help us retain the best people. We have also increased the number of employees who are 35 and under to support future succession planning.

Turnover rate¹



¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31
² Including voluntary leavers, retirees and restructuring

Diversity

As a global organization, a diverse workforce is a competitive advantage. It also enables us to create an environment of involvement, respect and connection with the communities where we operate – benefitting individual employees and the company.

By embracing diversity and inclusion, we create an environment that champions innovation and performance, and ensures the development of innovative solutions tailored to our diverse customers.

Women in the workforce¹

	2010	2011	2012
Female employees	32%	32%	31%
In management roles	20%	21%	20%
In senior management	11%	12%	13%

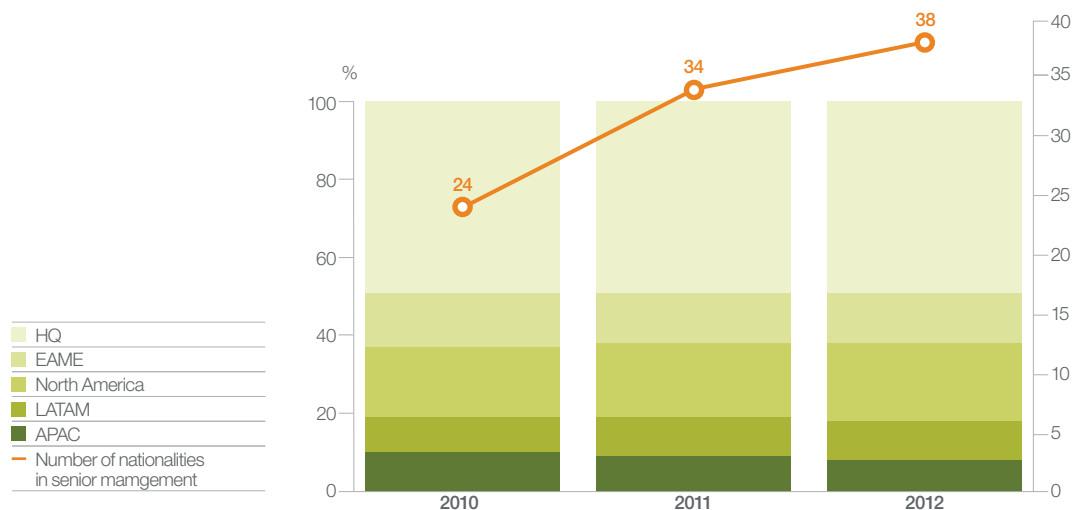
¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

The proportion of women in the workforce as a whole and in management roles declined by 1% in 2012. However, the number of women holding senior management positions continued to increase.

In 2012, we appointed a Global Head of Diversity and agreed a company-wide diversity and inclusion strategy. We are establishing a leadership development program for high potential women and tailored our mentoring programs to promote gender balance as well as looking for ways to better balance work and family life.

In 2012 Syngenta employed over 330 people in senior management positions across the organization. The majority of these positions are held at our headquarters in Switzerland (49%), followed by North America (19%) and Europe, Africa and the Middle East (EAME) (13%). Our senior management team includes representation from 38 different nationalities, up from 34 in 2011.

Nationalities and regional distribution in senior management¹



¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

Employee development

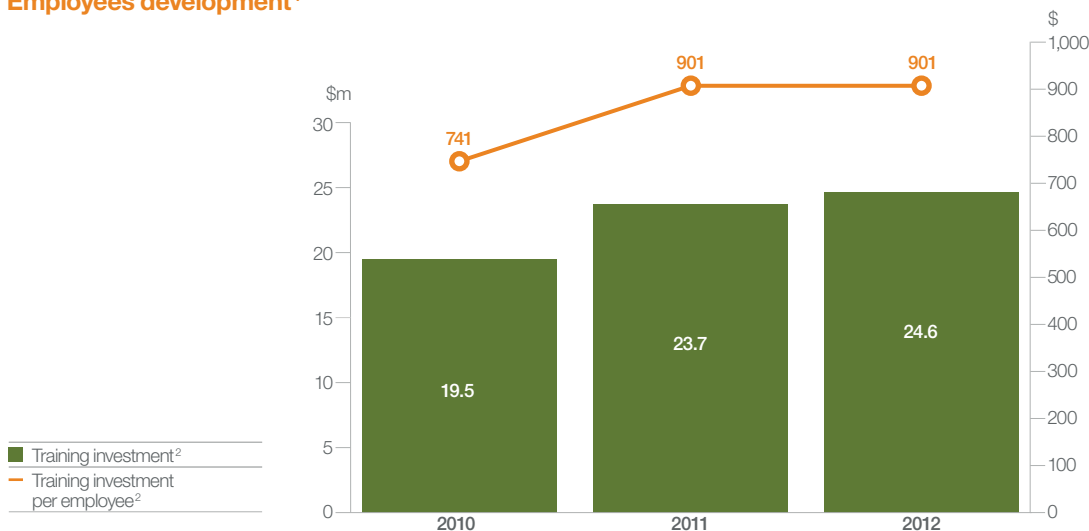
Investing in our workforce is essential to help our employees enhance their existing skills and provide them with the opportunity to learn and gain new capabilities. This is particularly important as our business evolves and employees take on new roles and responsibilities.

Our approach to employee development recognizes the importance of focusing on local needs. We manage both global and local training programs which ensure our strategies are translated consistently and effectively to all employees.

We have amended the scope of our employee development performance indicators to show our investment in training delivered by external providers. This represents only a small part of our overall investment in employee development, which is complemented, for example, by leadership and internal coaching. In 2012, we invested \$24.6 million in training and development programs – equivalent to \$901 per person.

Compared with 2011, our overall investment in training increased by about 3%, in line with the increase in the number of employees. We have efficient processes for delivering training initiatives on a global level, supported by our local learning and development teams to tailor global initiatives to each market. This adaptive approach ensures the success of training initiatives such as the ‘Solutions Selling’ training program which equips employees with the capabilities they need to better deliver Syngenta’s strategy.

Employees development¹



¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² Restated values due to change in scope to include only training delivered by external providers

Reward and recognition

Reward and recognition are integral components of our total employee value proposition, supporting our culture and enabling us to attract, motivate, engage and retain highly qualified, successful employees to deliver the strategic plans and objectives of the company.

Our compensation and benefits programs are aligned with the market conditions in our different locations globally. We reward our employees for their individual contribution to the business.

Our performance management system emphasizes the need for coaching and development alongside appraisal. Incentive programs are linked to financial and individual performance indicators and support our global strategy and culture.

Reward and recognition¹

	2010	2011	2012
Employees eligible to participate in Employee Share Purchase Plan (ESPP)	16,262	16,872	16,561
Eligible employees participating in ESPP	46%	46%	46%
Employees participating in long-term equity incentive plans	1,031	1,047	1,098

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

The Employee Share Purchase Plan (ESPP) provides employees with the opportunity to become Syngenta shareholders through the purchase of Syngenta shares at a preferential price. Under the Swiss ESPP, participants can purchase shares at 50% of the share price at the date of purchase up to a maximum share value of CHF 5,000 per year. Similar employee share purchase plans are in operation in other countries where reasonably possible, taking into account local practices, tax and legal requirements.

The Long-Term Incentive Plan and the Deferred Share Plan for members of the Executive Committee and selected leaders are designed to reward leadership, innovation and performance. They provide participants with equity-based incentives that are restricted for three years, linking the potential compensation to Syngenta's long-term and share price.

Health, safety and wellbeing

The health and safety of our people is our first priority. Our aim is to maintain an industry-leading approach to employee health, safety and wellbeing and we foster a culture where everyone is expected to take personal responsibility for safety.

Our robust global health and safety policies are communicated through local training programs at all our sites. We monitor performance across the business and each site reports performance on a monthly basis through our HSE Performance Reporting System.

Injury and illness rates declined across the board in 2012 with an 11% reduction in the recordable injury and illness rate (IIR) per 200,000 employee hours. The IIR fell to 0.39 and remained well within our ongoing commitment to keep this rate below 0.5.

However, reports of work-related stress increased significantly in 2012. We conducted an investigation into this and found the increase was primarily the result of a change in shift pattern at our Monthey site in Switzerland. Following extensive consultation with employees at the site, a new shift pattern has now been developed and will be implemented early in 2013. Instances of stress at the site have already declined since the start of the consultation exercise.

Our global occupational health team has also created a stress awareness program for local HSE managers and a number of sites across the EAME region are developing stress management programs.

Health, safety and wellbeing

	2010	2011	2012
Recordable injury and illness rate (IIR) per 200,000 hours ¹	0.41	0.44	0.39
Recordable injury rate per 200,000 hours ¹	0.39	0.39	0.35
EAME ²	0.43	0.38	0.39
North America	0.75	0.99	0.87
LATAM	0.22	0.20	0.17
APAC	0.18	0.17	0.16
Recordable occupational illness rate per 200,000 hours ¹	0.02	0.05	0.03
EAME ²	0.01	0.05	0.07
North America	0.06	0.16	0.00
LATAM	0.00	0.00	0.00
APAC	0.01	0.01	0.03
First aid cases	820	798	693
Recordable injuries	154	147	144
Cases of recordable occupational illness	6	19	14
Cases of work related stress	28	32	127

¹ According to US OSHA definition for injuries and illness

² Including headquarters (Switzerland)

The majority of the injuries suffered by our employees are relatively minor bruises, strains and sprains or cuts and abrasions. However, we continue to address the causes of injuries by addressing particular local issues. For example, in Vietnam we have developed local training programs to increase motorcycle safety by our sales force to address a cultural reluctance to use crash helmets. Similar approaches, where corporate policy is delivered locally, have proven successful in our operations in Egypt, Kenya, Brazil and Pakistan.

Employee wellbeing is also an increasing focus. We are applying what we have learned from our US operations, where the wellbeing programs are further developed, to improve the programs in other regions around the world. We have implemented a wellbeing program in Switzerland and a similar one is being developed in the UK.

Our Goal Zero program, launched globally in 2010 across our Production and Supply functions, is designed to drive a health and safety culture. We aim to ensure that employees work together to reduce incidents. In 2012 dedicated workshops and local initiatives have contributed to continued improvements of our HSE performance.



Recordable injuries		2012
Fracture		17%
Bruise, strain and sprain		30%
Burn		1%
Cut and abrasion		30%
Eye injury		6%
Head injury and concussion		3%
Other		13%

Manufacturing and procurement

Highlights

Our integrated Production and Supply organization ensures the delivery of high quality products safely and reliably. Strong global and local supply chains are integral to our business growth.

Our robust policies and processes set clear standards on security and compliance with both national and international regulations. We expect suppliers to maintain the same high standards as we do in our own operations.

In 2012, our manufacturing capacity grew significantly. We expanded corn processing facilities at our sites in Hungary and Indonesia, established a new biofactory in Brazil, and increased capacity within the TEGRA rice production process in India. We also announced plans to build a new multi-crop (corn and sunflower) processing plant in Argentina and to invest \$85 million in a new integrated hybrid seed and crop protection facility in Russia.

As part of our continued commitment to ensuring a responsible supply chain, we carried out 224 health, safety, environment and quality (HSEQ) assessments at our chemical suppliers and warehouse and logistics service providers, and included 17,625 seed supplier farms around the world in the Fair Labor Association (FLA) program that monitors compliance with standards on issues such as health and safety, child labor and labor rights.

Our production and research and development sites

Syngenta has operations in more than 90 countries around the world. Our global presence means we are close to the challenges facing growers every day. We use this information to inform the development of our products and solutions.

Our production and R&D sites^{1, 2}

	2012
Active ingredient production	8
Formulation, fill and packaging	23
Lawn and Garden supply chain	15
Seed processing	62
Research and development	154

¹ 2012 first year of reporting

² Including 35 multi-functional sites

This is the first year that we report production and R&D sites in detail.

Raw materials and intermediates are converted into active ingredients used in our crop protection products at eight sites around the world. All of these sites are well-established – the last to open was our Nantong site in China in 2000. The active ingredients are shipped to our formulation, fill and packaging sites to produce crop protection products ready for use by our customers.

Our seeds processing sites dry, process, treat and pack seeds. In 2012, in response to increasing demand, we expanded sites across Europe, Africa and the Middle East, North America and Asia-Pacific to increase capacity. We also announced plans to build a multi-crop (corn and sunflower) processing plant in Argentina and an integrated hybrid seed and crop protection facility in Russia.

Our Lawn and Garden business offers a range of solutions for turf and landscape professionals, flower growers and consumers. Our 15 Lawn and Garden supply chain sites consist of farms producing unrooted plant cuttings and flower seeds, facilities processing and packing seeds, and others growing and distributing young plants.

One key to our R&D success is our strong global presence which keeps us close to the different challenges facing growers. We have 154 sites with field, laboratory or greenhouse operations, which are supported by an extensive network of field trial locations. Improving our biotechnology capability remains a priority and we continued to invest in this area in 2012 with a new facility opening in Beijing and the extension of our facility in North Carolina, US, with climate-controlled greenhouses and precision growth chambers.

Quality management

Maintaining robust quality assurance processes ensures that Syngenta continues to deliver high-quality products and services. By expanding these processes to cover sites managed by suppliers, we ensure our high standards are replicated throughout our supply chain.

Quality management^{1, 2}

	2012
Quality audits performed on own sites	91
Quality audits performed on third parties	89

¹ 2012 first year of reporting

² Reporting year ending December 31

We undertake audits at seed and crop protection sites managed by Syngenta and third parties. The audit program assesses processes against international standards such as ISO and ETS, and Syngenta internal standards. Each year we select sites to audit based on risk, maintaining flexibility to enable us to respond to any issues that may arise. By tracking performance against a range of indicators we can quickly identify issues and put in place strategies to address them.

This is the first year that we include our quality management activities in this report. In 2012 we conducted 91 quality audits at Syngenta sites, including 80 seeds and 11 crop protection sites. A further 89 audits were completed at third party sites.

Our global reporting system tracks KPIs that measure the efficiency of our quality management system. We have Global Codes of Practice (CoP) that help local teams apply consistent rules and procedures irrespective of location.

Security management

Syngenta takes the security of its people, products, assets and information extremely seriously. We make it a priority to create an environment where employees feel secure, have peace of mind and can perform at their best.

Security management¹

	2012
Evaluated high and medium risk sites	72
Of which: production sites	39%

¹ 2012 first year of reporting

We make security a key consideration in our everyday work to help us manage continually changing risks. As a global organization, we are exposed to a significant and complex range of potential risks – from cyber crime to conflicts arising from political instability. We aim to proactively assess, identify and address emerging security risks before they become an issue.

Our security processes focus on high and medium risk sites identified by a Country Security Risk Index. These sites include production, R&D or commercial facilities and are evaluated to determine the level of security risk and any mitigation measures needed. Our security processes also extend to third-party supplier sites and warehouses.

2012 is the first year that we include our security management activities in this report. We evaluated 72 of our high and medium risk sites, 28 of these were production sites.

Responsible supply chain

Choosing responsible partners to work with is part of our commitment as a responsible business. We set global requirements for suppliers on health, safety, environment, labor and human rights, and we carry out rigorous assessments to monitor compliance.

Supplier assessments¹

	2010	2011	2012
Seed supply farms included in Syngenta/FLA program	11,886	16,880	17,625
HSEQ assessments at chemical suppliers ²	70	97	109
HSEQ assessments at warehouse/logistics service providers ³	–	129	115

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² Formulation, fill and packaging supplier assessments have been included since 2011

³ 2011 first year of reporting

We conduct health, safety, environment and quality (HSEQ) assessments of chemical suppliers and warehouse and logistics service providers globally. Supplier sites are selected for assessments based on a range of criteria including the strategic importance of particular sites and location.

In 2012, our HSEQ team assessed 109 chemical suppliers: eight in Europe, Africa and the Middle East, two in North America, 33 in Latin America and 66 in Asia-Pacific. To promote further improvements, we have extended the scope of the HSE support we offer leading suppliers to include process risk assessment. We also carried out 115

HSEQ assessments at warehouse and logistics service providers.

For seed suppliers, we focus on assessing labor conditions in compliance with the Fair Labor Association's (FLA) methodology. This measures performance relating to health and safety, child labor, awareness of workers' rights, wages and benefits, working hours, harassment and abuse, and discrimination. Since becoming a full member of the FLA in 2009, we have steadily increased the number of seed farms assessed to 17,625 in 2012, almost 1,000 more than in 2011. This increase followed the expansion of our assessment area from initially focusing on India in 2009 to also include Argentina, Brazil, Colombia, Hungary and Romania in 2012.

India still represents more than 90% of the seeds supply farms in Syngenta/FLA program. In 2012, about 25% of the total 16,343 Indian seeds supply farms in the program cultivated okra, a high-risk crop for child labor. We monitored all okra farms and found non-compliance on 0.2% of the farms. We have seen a sharp decrease of non-compliance cases since the beginning of the program, but we believe that even one case is not acceptable. We recognize that compliance issues can surface when we bring new growers into our supply chain, and this is an area of focus when working with any new supplier.

The FLA provides independent assurance that our processes are robust and comply with their methodology. To provide this assurance, FLA representatives visit farms, review documentation and interview workers. Each visit lasts three days and takes place during peak production seasons when the risk of non-compliance is greatest. The FLA publishes records of the audit process on its website, and we work with the FLA and growers to develop detailed remediation plans in response to audit findings.

Environment

Highlights

Our environmental management system monitors environmental performance globally and helps us identify opportunities to reduce our impact. We apply our policies and standards consistently around the world, while local targets ensure we continue to reduce our footprint.

As our business grows, our robust reporting processes enable us to understand, monitor and report performance over time. We report our environmental impact in absolute terms and normalized against earnings before interest and tax (EBIT) (excluding restructuring and impairment) to measure intensity.

In 2012, our reporting scope expanded to cover 78 sites around the world. Energy, water usage and greenhouse gas (GHG) emissions across our sites have risen as a result of our growth and increases in overall production volumes. Our goal is to grow our business while reducing our resource intensity. In 2012, we have further improved, with reductions of 3% in GHG emissions per \$EBIT, 4% in energy use per \$EBIT, and 10% in waste generation per \$EBIT. We also recorded notable reductions in emissions to air and wastewater discharges.

Energy efficiency

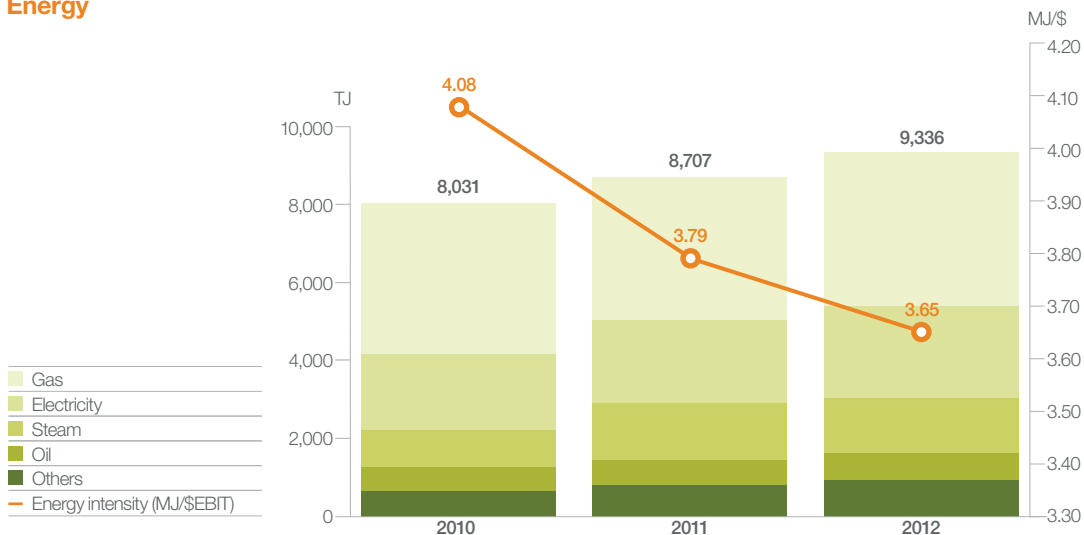
Reducing the amount of energy consumed across our operations is critical to helping us cut costs and greenhouse gas emissions. We encourage our sites to monitor energy usage and identify and implement programs for reducing consumption and increasing operational efficiency.

Increased production volumes in 2012 resulted in a total energy consumption of 9,336 TJ, a 7% increase from 2011 in absolute terms. However, we reduced energy intensity by 4% to 3.65 MJ/\$EBIT.

The use of both gas and electricity increased across our sites, though consumption of steam, oil and other energy sources such as biomass remained relatively steady. We experienced an increase in energy consumption in our top energy consuming sites, especially those that manage active ingredient production processes. Our St. Gabriel site in the US, which is our highest energy user, increased its energy consumption by 10% due to a significant increase in production. Our site at Huddersfield, our largest in the UK, managed to limit increased energy use to 3% despite a 9% increase in production in 2012.

Site energy-saving initiatives are tailored to local needs. These include investment in more energy efficient equipment such as coolers that shut down when the outside temperature drops and lighting that turns off when office space is unoccupied. Initiatives also include process improvements in production such as the use of new highly efficient farm equipment and the optimization of climate control parameters at greenhouses. 19 of our sites have their own energy reduction targets and energy management plans in place, representing about 40% of total energy consumption.

Energy



Climate change and GHG emissions

Managing greenhouse gas (GHG) emissions is important to ensure that business growth is not matched by increases in our climate impact. Reducing GHG emissions is a high priority at Syngenta.

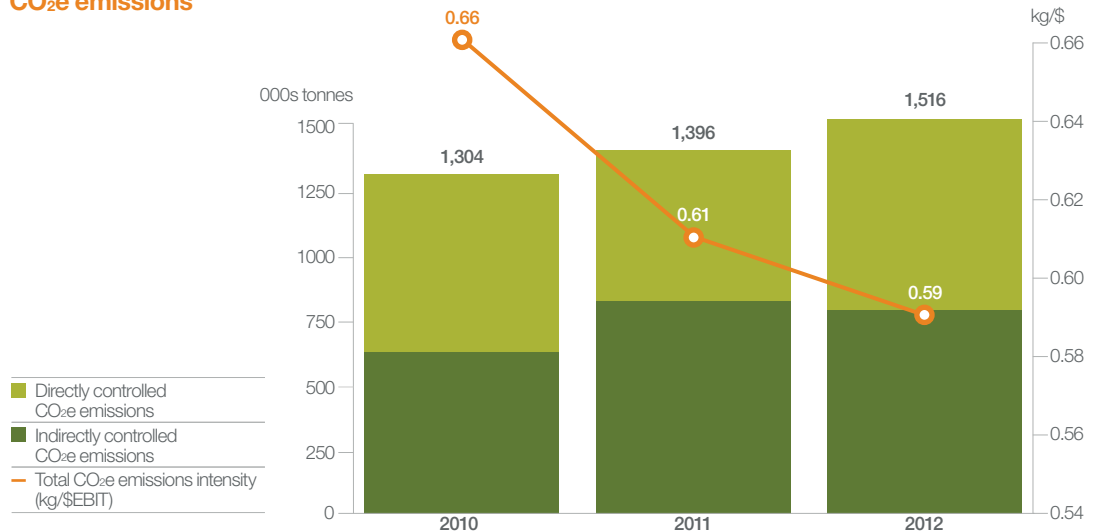
At group level, we set a 40% carbon intensity reduction target, from 0.93 kilograms of CO₂ equivalents emissions per dollar of operating income (kg CO₂e/\$EBIT) in 2006 to 0.56 by 2012. The CO₂e emissions intensity in 2012 was further reduced to 0.59 kg CO₂e/\$EBIT, translating to a 37% reduction over the six year period. Though this falls just short of meeting our 40% reduction target, we are proud of our overall progress. We have improved policies and practices, made production processes more efficient, implemented new technologies and significantly enhanced data quality and reporting processes. We strive to continuously reduce our carbon intensity.

In 2012, our total GHG emissions increased by 9% to 1.5 million tonnes of CO₂e as a result of increased production volumes across our sites and associated increases in support activities such as distribution.

Scope 1 (direct) emissions from our own operations and company vehicles were 733,000 tonnes of CO₂e in 2012, an increase of 27% compared to the previous year. This reflects unusually good performance in 2011 as scope 1 emissions in 2012 are very close to those in 2010 despite a significant increase in production. Initiatives to reduce emissions at our production sites in 2012 included the implementation of driers that use biomass renewable energy in Asia-Pacific and a greater use of a high efficiency combined heat and power (CHP) unit in the UK. Using CHP instead of grid electricity resulted in a 13% decrease in CO₂ emissions.

Scope 2 (indirect) emissions associated with the production of energy we purchase were 391,000 tonnes of CO₂e in 2012, an increase of 5% from 2011 reflecting increased production.

CO₂e emissions



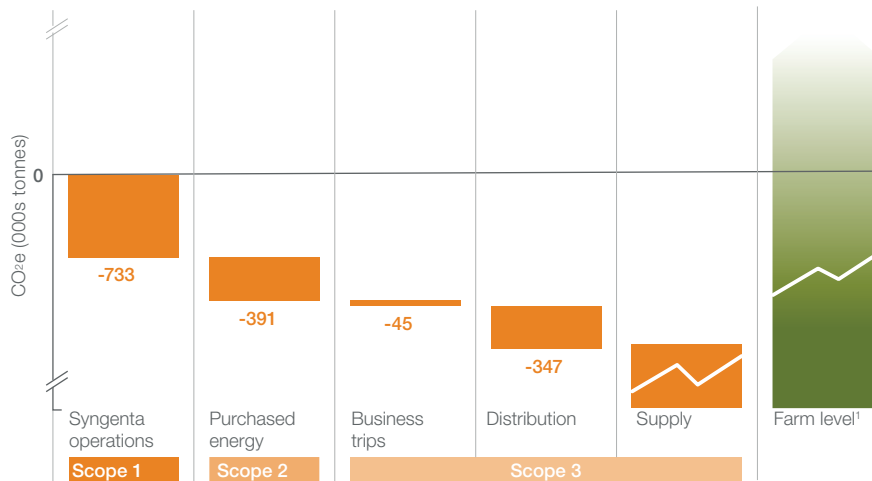
Scope 3 (indirect) emissions associated with product distribution and business travel were 392,000 tonnes of CO₂e in 2012. This is a decrease of 12% despite an increase in scope to include business travel data from 50 countries compared with 42 countries in 2011 as a result of improvements in the way we manage employees' travel choices. Our policy is to limit unnecessary business travel and we are committed to reducing our scope 3 emissions, for instance by promoting the use of rail over road for distribution (rail transport emissions are some 90% lower than those from trucks).

We monitor all GHG emissions relating to our operations – even those outside our direct control. The diagram above illustrates our carbon footprint at each stage of our products' lifecycle – from supply chain to production, through to use by growers. We estimate emissions outside our direct control which we cannot accurately quantify (including emissions from suppliers and farms). Based on these figures and estimates, we believe the overall carbon footprint of our products is net positive.

We recognize that GHG emissions also result from our supply chain. We support the World Resources Institute/World Business Council for Sustainable Development protocol to properly measure emissions generated within our supply chain. We also work with suppliers to share best practice regarding GHG emissions reduction initiatives and to improve their data collection systems.

Syngenta works with growers to increase resource efficiency and develop farming techniques that require less land, energy and water, and which produce higher and better yields. In doing so, Syngenta ensures that farmers around the world can adapt to changing climates, reduce their GHG emissions and maximize the potential of their land. By working with growers and others in our supply chain on GHG management, we can tackle the elements of our footprint beyond our direct control and reduce our overall impact on climate change. For example, we have been working with our chemical suppliers since 2011 to quantify the indirect carbon emissions associated with production of the chemicals we purchase.

2012 carbon footprint



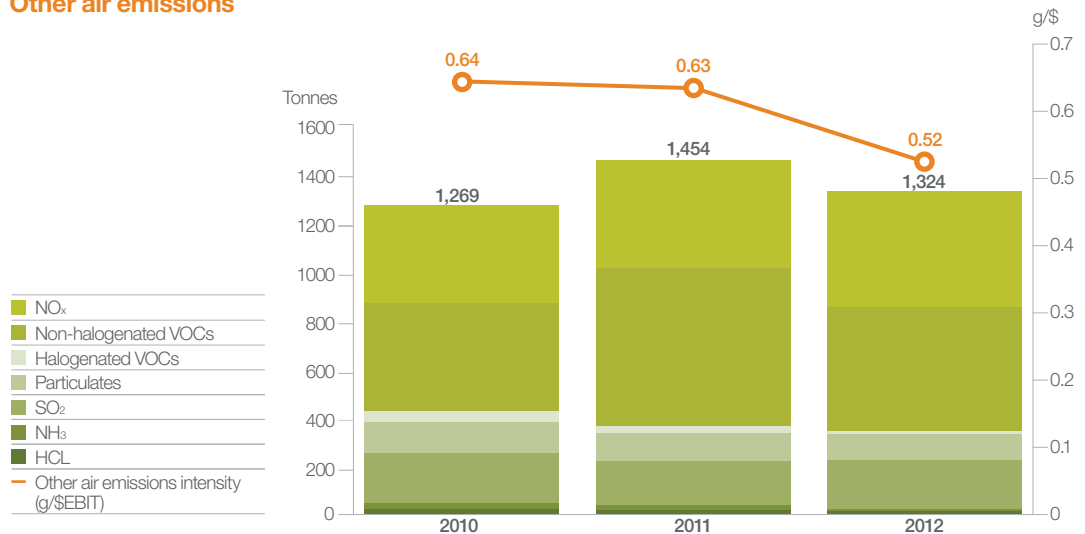
¹ Use benefits on the farm driven mainly by increasing and protecting yield and enabling minimum tillage

Other air emissions

Greenhouse gases are not the only emissions to air that we monitor and control. Our manufacturing processes also release emissions such as nitrogen oxides, sulfur dioxide, particulates and volatile organic compounds (VOCs). We maintain local systems that limit these emissions to reduce our impact on air quality.

In 2012, we had an overall reduction of other air emissions of 9% in absolute terms and 18% in emission per EBIT. In absolute terms, nitrogen oxides (NO_x) increased by 7% and sulfur dioxide (SO₂) by 10% as a result of higher production outputs. However, all other emissions to air were reduced – ammonia (NH₃) by 64%, halogenated VOCs by 55%, non-halogenated VOCs by 22%, hydrochloric acid (HCL) by 6% and particulates by 5%. These reductions are a result of variations in the mix of products sold as well as process improvements at many of our sites. For example, using less ammonia soap at one of our biggest sites in North America led to the significant reduction in NH₃ emissions and process modifications led to a substantial cut in non-halogenated VOCs at another site in the UK.

Other air emissions



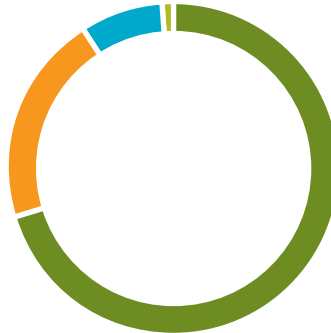
Water

Water is an essential resource for agriculture and plays an important role in our manufacturing – for cooling, irrigation and as a product ingredient. As well as working to reduce water use in our own operations, we are working with growers to develop innovative and sustainable farming techniques that require less water.

Our total water consumption in 2012 was 33.8 million cubic meters, a 10% increase from the previous year. However, water intensity reduced by 1% to 13.2 liters/\$EBIT. More than half of the water consumed across our sites (around 18 million cubic meters) is used for cooling. See wastewater for more information on cooling water.

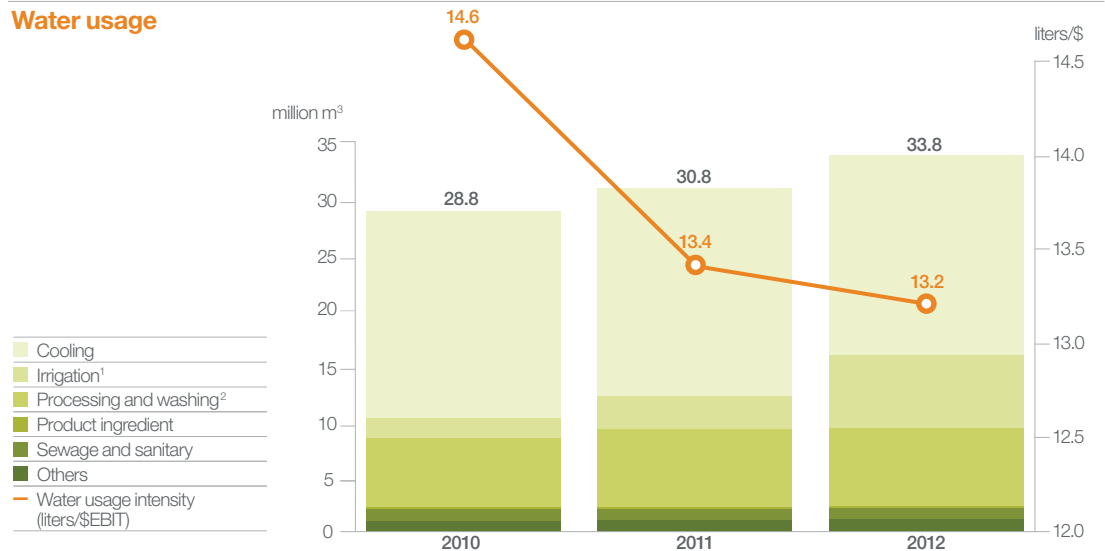
While water use in most areas remained constant, we recorded an increase in water used for irrigation as we improved data quality and began reporting on 12 new seeds sites.

Most of our water use is from surface fresh water, including the water used in our cooling systems or for irrigation. We monitor usage to identify opportunities to reduce water consumption, such as low-flush toilets, harvesting rain water, and recycling process water (from air conditioning units, for example).



Origin of water	2012
Surface fresh water	71%
Underground water	21%
Drinking water from municipal network	8%
Recovered rain water	<1%

Water usage



1 Policy on water reporting was revised in 2012 and 12 additional reporting sites were added
2 Restated values due to change in scope to exclude irrigation

Wastewater

Managing wastewater is an important part of operating our sites. Ensuring wastewater is treated prior to discharge, either on-site or off-site by Syngenta, a contractor or a municipal system, minimizes our impacts on surrounding water courses and helps maintain good relationships with local communities.

While 2012 saw more wastewater released due to increased output, discharges relative to \$EBIT fell by 6% to 3.9 liters/\$EBIT.

Wastewater

	2010	2011	2012
Direct discharge of uncontaminated cooling water (million cubic meters)	18.5	18.5	17.8

In 2012, 18 million cubic meters were used for cooling. More than 98% (17.8 million cubic meters) of the cooling water was used for non-contact cooling. That means no contact with chemicals or contaminants occurred, and as a result the water could be released back into rivers and lakes without the need for treatment.

Waste

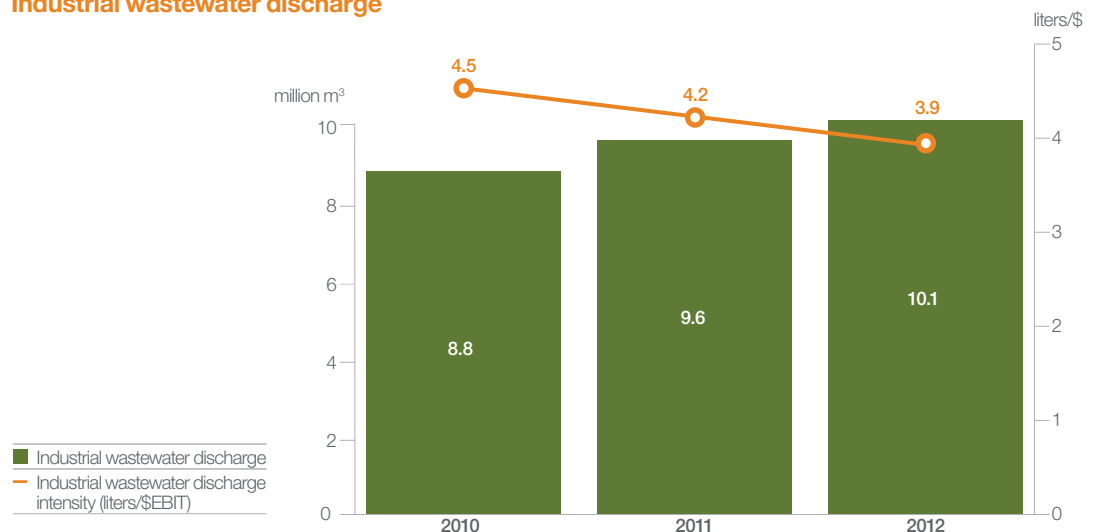
Managing hazardous and non-hazardous waste is integral to the efficient operation of our sites. Maintaining robust waste management practices ensures compliance with local and international legislation and helps minimize our impact on the local environment.

Effective waste management is a high priority for all our sites, which apply our global policies and report against individual targets and action plans. Sixteen sites have local waste reduction programs in place, representing about 50% of the total waste generation.

Hazardous waste

	2010	2011	2012
Hazardous waste intensity (kg/\$EBIT)	0.10	0.09	0.07
Hazardous waste (000s tonnes)	198.7	201.4	190.0
Recycled and re-used (000s tonnes)	64.0	66.9	60.0
Incinerated (000s tonnes)	124.0	121.5	118.0
Landfill (000s tonnes)	0.4	0.4	1.0
Other (000s tonnes)	10.3	12.6	11.0
<i>Hazardous waste by type:</i>			
Chemical	61%	59%	65%
Solvents	31%	29%	26%
Other	8%	12%	9%

Industrial wastewater discharge



Our sites handled 190,000 tonnes of hazardous waste in 2012, 6% less than the previous year. Our hazardous waste intensity decreased by 17% to 0.07 kg/\$EBIT. Over 60% of hazardous waste was incinerated under controlled high-temperature conditions to ensure safe disposal, while almost a third was reused or recycled. The increase in landfill resulted from the removal of contaminated soil during the final stage of a long-term remediation program at one of our sites.

Non-hazardous waste

	2010	2011	2012
Non-hazardous waste intensity (kg/\$EBIT)	0.07	0.04	0.04
Non-hazardous waste (000s tonnes)	133.7	94.5	109.8
Recycled and re-used (000s tonnes)	76.6	64.3	80.0
Incinerated (000s tonnes)	18.0	7.1	4.1
Landfill (000s tonnes)	28.7	19.1	18.5
Other (000s tonnes)	10.4	4.0	7.2
<i>Non-hazardous waste by type:</i>			
Plant and seed waste from seed sites	51%	56%	60%
Inerts	22%	5%	5%
Packaging materials	6%	9%	7%
Household	3%	5%	5%
Other	18%	25%	23%

In 2012, non-hazardous waste increased by 16% due to an increase in plant material from additional seed sites included in this year's report. Our non-hazardous waste intensity, however, remained steady at about 0.04 kg/\$EBIT. Of the 109,800 tonnes of non-hazardous waste produced, 73% was recycled or re-used, up from 68% in 2011.

Environmental compliance

Syngenta maintains comprehensive management systems that help our facilities comply with our standards and environmental regulations. Each site measures and monitors its environmental impacts, and reports data to group and regional HSE managers. The Compliance and Risk Management Committee reviews performance quarterly, and the Syngenta Executive Committee and Board-level Corporate Responsibility Committee review progress annually.

Environmental compliance

	2010	2011	2012
Significant unplanned releases ¹	0	0	0

¹ Releases that escape beyond the site boundary and cause either environmental impact and/or concern from neighbors, regulators, etc.

Unplanned releases from our chemical manufacturing activities are a particular concern and we allocate significant resources to prevent them. In 2012, there were no unplanned releases for the fourth consecutive year.

Responsible agriculture

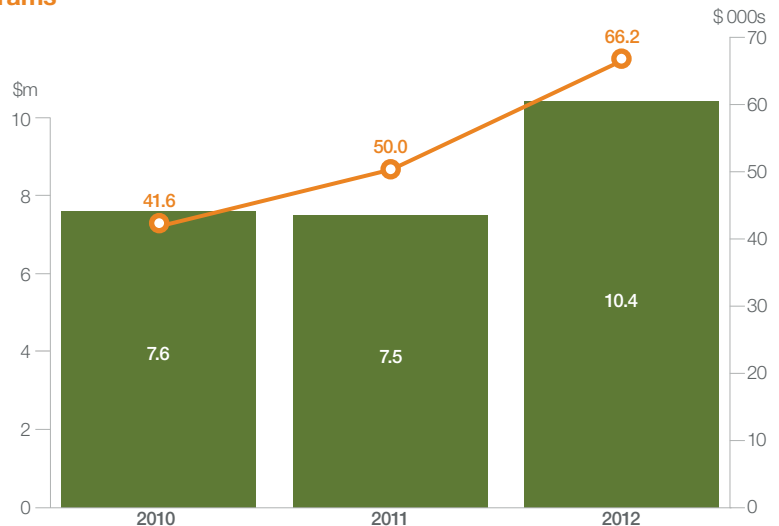
Syngenta works with farmers worldwide to help them grow more from less. Sustainably increased farm productivity is the result of efficient use of natural resources and a commitment to creating value in rural economies.

In 2012, we invested \$10.4million in over 150 resource efficiency programs. Through these initiatives we promote better farming practices including safe handling and correct application of products, prevention of soil erosion, protection of water courses and improved biodiversity. In 2012, our investment was up by almost 40% following an increased focus on developing markets in Asia-Pacific and Latin America.

In China we are working together with the National Agro-tech Extension & Service Center (NATESC), CropLife China and a number of local partners on knowledge transfer projects focusing on safe and responsible use of pesticides, as well as soil and water management. By teaming up with national and local organizations we can bundle our resources and reach many more farmers.

“Conservando La Tierrita” (preserving our soil) is a joint initiative between Syngenta and potato growers in Colombia’s Cundinamarca and Boyacá regions, where nearly two million tons of potatoes are lost every year due to poor agricultural practices. The initiative helps growers implement better land management and the responsible use of protection technologies. This results in higher productivity, reduced costs, and better use of natural resources. As well as preserving the environment, the initiative has made a significant contribution to food security and improved living standards.

Resource efficiency programs



¹ Increase in investment is due to focus on developing markets in APAC and LATAM

Our Multi-Functional Field Margins initiative helps farmers across Europe to share best farming practices that enhance biodiversity as well as increasing productivity. The project focuses on creating strips of land around fields that act as habitats for pollinating species, while also creating a food source for birds and small mammals. The strips are planted with a seed mixture that attracts pollinator species. By planting these strips in areas with high risk for run-off and erosion, we can also help protect soil and water quality.

The Interra network brings together farms across Europe to demonstrate how to increase productivity in a sustainable way. These demonstrations enable discussions about how to implement Best Management Practices (BMPs) that enhance productivity, biodiversity, and soil and water protection. Involving farmers and growers in developing the BMPs ensures practical solutions that can be implemented by the farmer.

These programs have the potential to create positive impact, even in the short term. For example, in Lake Balaton, Hungary, weak soil structure threatened land productivity and local water resources. By establishing vegetative strips around fields and by adopting conservation tillage techniques, soil erosion was reduced by more than 75%.

Another example of our commitment to responsible agriculture is Syngenta's Heliosec biopurification system which reduces environmental impacts by helping farmers manage waste water resulting from the cleaning of pesticide application equipment. The system uses sun and wind to evaporate water, leaving the contaminants in a secure container for appropriate waste disposal. The process is simple, requires little maintenance and leaves only small amounts for disposal. Following a number of demonstration installations in 2011, use of the system is now increasing across Western Europe.

Product safe use

Our stewardship programs support and train growers to use our products safely and effectively to maximize benefits while reducing the risk of harm to themselves or the environment.

Face-to-face product safe use training is delivered locally by Syngenta employees together with established training partners. In 2012, our 92 training programs reached more than 3 million people. Over the last three years we have reached over 9 million farmers with face-to-face training.

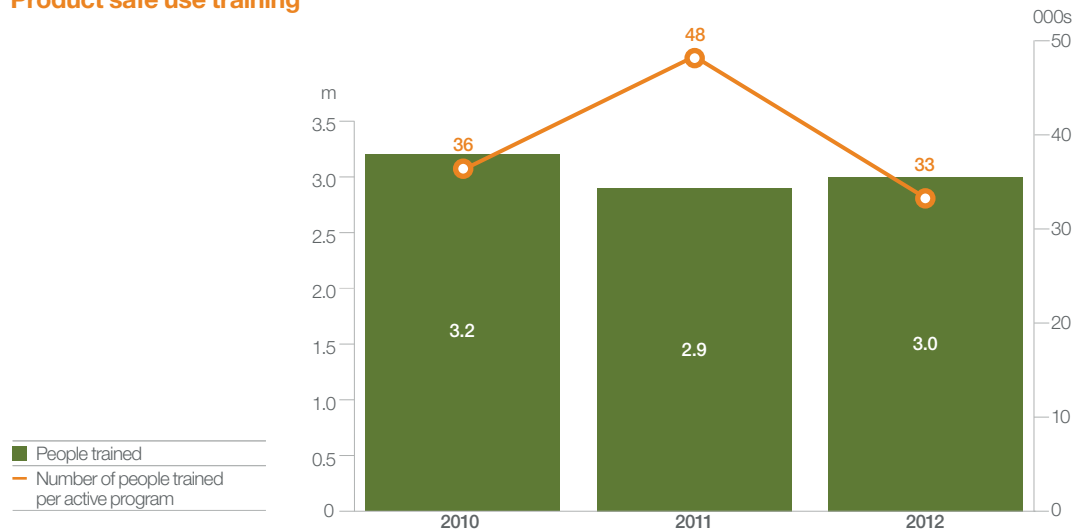
There are an estimated 500 million farmers spread all over the world, often located in very remote areas. We work together with local agricultural extension organizations in many countries to bundle our resources to reach as many farmers as possible.

Each training program covers one or more of three focus areas: human health, environmental and value chain. The majority of programs in 2012 focused on human health training, emphasizing the wellbeing of the workers that apply the product or plant the seed. Environmental training focuses on protecting and enhancing natural resources such as water, biodiversity and soil, while value chain training looks at how farmers can achieve local or global standards such as Good Agriculture Practice certification to help them access new markets.

For instance, in 2012 our field teams in China facilitated over 8,500 farmer meetings, together with local partners, delivering training on safe use of pesticides and better farming practices to almost 260,000 farmers (see case study).

In Colombia, the “Conservando La Tierra” (preserving our soil) initiative, a joint program between Syngenta and potato growers, promoted better land management and safe use of products. In 2012 the program reached 1,400 farmers.

Product safe use training



In the Andes, the Pequeño Agricultor de Syngenta (PAS) program promotes sustainable intensification of smallholder farms. The program has been running for more than 10 years and has reached more than 410,000 farmers with advice and training.

We also communicate regularly with educators, employees, growers and farmers about safe product use through websites, brochures, posters and other channels. We aim to take an industry leading approach. In North America we promote national, state and local pesticide stewardship education, regardless of which manufacturer's pesticide is being used. By partnering with others and using established local providers we ensure that our training materials are tailored to each location. Our online stewardship community (www.stewardshipcommunity.com) is a hub of information on product stewardship and practical advice for farmers or other interested stakeholders. The information is available also in a low bandwidth version to allow access from remote areas with poor connection.

Medical stewardship¹

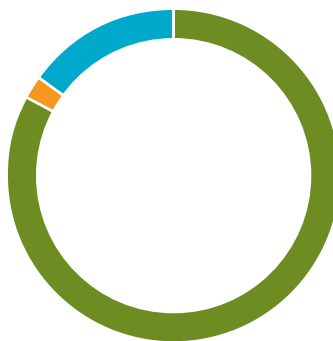
	2010	2011	2012
Countries with established Syngenta product toxicovigilance programs ²	85	85	85
Crop Protection sales represented	88%	89%	92%

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² Restated values due to change in scope to include Canada and the USA

Through our toxicovigilance program we ensure that medical advice is available for users of our products regarding treatment of any health effects following misuse – accidental or intentional. We gather and review any information on exposure incidents, should they occur. In 2012, 85 countries had a Syngenta product toxicovigilance program in place, covering 92% of our crop protection sales.

Our efforts in this area also extend to training medical personnel to deal with pesticide-related incidents. In Argentina, we have trained nearly 1,900 doctors since 2005 at the TAS national toxicology center, and we have similar medical training programs in China, Indonesia, the Philippines and Thailand.



Type of training	2012
Human health	83%
Environment	2%
Value chain	15%

Economic value shared

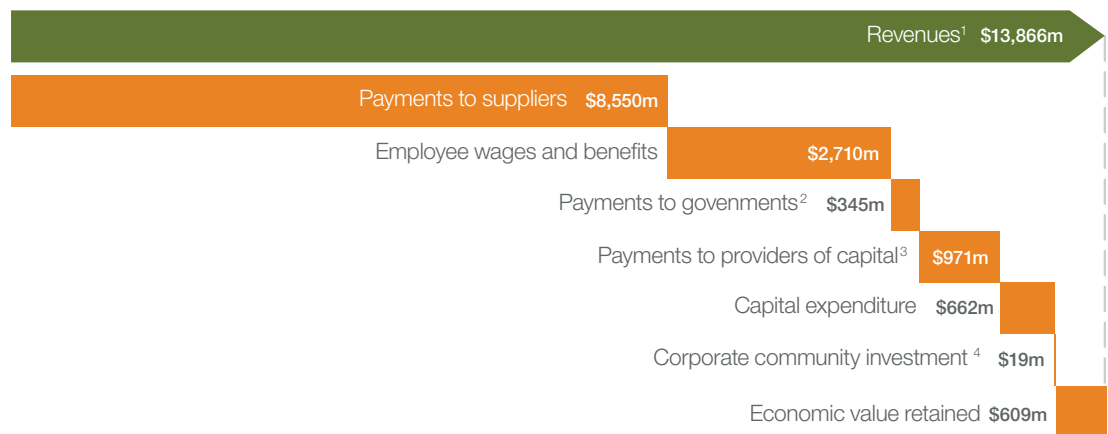
Syngenta contributes to the economies and communities of the countries where we operate. With our 27,000 employees in more than 90 countries around the world, our direct contribution to the global economy is significant. Our operations stimulate sustainable supply chains and create significant revenue for thousands of companies and suppliers worldwide.

We invest in the communities where we operate through training and advice that help millions of farmers to improve productivity, increase resource efficiency and earn a better living. The biggest impact we make is through our products and services which help improve food security for many millions of people.

By developing innovative products, techniques and technologies and working with farmers and growers to increase productivity and sustainability, we add value to economies and communities while helping farmers meet increasing global demand for food. Our commitment to sharing knowledge, operating sustainably, promoting health and improving quality of life are integral aspects of the way we work with farmers.

As our business continues to grow, so does our contribution through employee wages and benefits paid, which, in 2012, increased by almost \$60 million from the previous year. As we continue to expand, the value we create is shared. For example, our increased purchasing helps strengthen local economies and communities.

Our 2012 economic contribution



1 Reporting year ending September 30
 2 Consists of income and other taxes paid, excluding VAT (included in payments to suppliers) and employment-related taxes (included in employee wages and benefits)
 3 Consists of expenditures for dividends, share repurchases (excluding those for employee share plans) and interest on debt
 4 In 2012, \$0.5 million from resource efficiency programs

CR performance

Economic value shared continued

All our operations – rural or urban – are surrounded by communities. Our people are part of these communities. Working with our employees, we engage actively in creating benefits for them. We respond to concerns, contribute to local needs and look to provide lasting benefit to these communities. Our commitment to supporting local communities is set out in the Syngenta Code of Conduct.

In 2012, we made direct community investments of \$19 million. We support locally-tailored initiatives that address environmental issues, improve access to technology, increase health and nutritional awareness, and enhance science and education. Our investment in 2012 includes direct financial contributions, in-kind contributions and staff time spent on sponsorship, donation and community engagement programs. Much of this support is channeled through the Syngenta Foundation.

For example, in Argentina, Syngenta employees launched Cultivando Solidaridad (Growing solidarity) to support rural communities affected by the country's 2001 economic crisis. Initially colleagues collected clothes, food and toys for vulnerable families. Since then, the program has developed to include partnering with head teachers from local schools to improve opportunities for children – for example by developing vegetable gardens and supplying seeds so children can grow their own food. In 2012, Cultivando Solidaridad helped about 1,700 school children in 15 schools across 10 provinces.

The diverse nature of the communities we engage with means we adapt our approach to suit local needs. In Kenya, for instance, Syngenta's participation in the "Shamba shape up" project helps local farmers improve their knowledge of farming techniques.

Business integrity

Highlights

Business integrity drives shareholder value. We believe that operating responsibly is vital to being a sustainable, successful business. We ensure compliance with all local, national and international laws, codes and conventions, and uphold the principles set out in the Universal Declaration of Human Rights and the International Labor Organization’s Core Conventions.

Our Code of Conduct ensures everyone working for Syngenta shares our commitment to business integrity and corporate responsibility. The Code sets out clear ethical, environmental and social responsibilities and we expect each employee to take personal responsibility for upholding it. Employees are encouraged to come forward with any concerns and our compliance helpline enables employees to report any suspected breaches. We also set high standards for our suppliers and monitor their performance to ensure compliance.

Corporate conduct

We have clear reporting procedures that encourage employees to speak up and report any suspected breaches of our Code of Conduct.

Corporate conduct¹

	2010	2011	2012
Compliance cases reported through the compliance helpline ²	78	82	58

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² This does not include cases reported through line management, HR or legal processes

Concerns can be raised directly to management or to compliance functions including Legal, Compliance or Human Resources. Employees can also use our confidential global compliance helpline which is available 24-hours-a-day, seven-days-a-week in local languages. Every reported concern is taken seriously and investigated as appropriate.

We embed our Code of Conduct into our everyday operations and expect our employees to take personal responsibility for their behavior. We provide a copy of the Code to all new employees and offer Code of Conduct e-training. As of September 30, 2012, 53% of employees had completed the online course. We are currently working with leadership teams across the business to improve e-training participation. We have already seen a significant increase in completion rate.

Alongside this e-training, we offer targeted training and support on a variety of issues relating to compliance – often through face-to-face workshops where employees role-play real-life scenarios. For example, in 2012 we continued with our Anti-Bribery, Gifts & Entertainment and Anti-Fraud policy training sessions.

Compliance is an integral part of every investment we make. For the new integrated hybrid seed and crop protection facility in Russia, compliance was highlighted as a priority from the outset. Everyone involved in the venture is required to adhere to our compliance framework and undertake personalized compliance training to achieve certification from our compliance team.

Animal testing compliance

Syngenta uses animal studies only when appropriate and aims to develop alternative techniques that replace and reduce the use of animals. However, in many countries and in some industries, legislation requires animal testing to ensure the safety of customers and the environment. We set the highest standards for animal care, and we audit our contractors to ensure these standards are consistently applied.

Animal testing compliance¹

	2010	2011	2012
Management system audits performed in contract laboratories	6	8	15
Management system non-compliances found ²	0	0	1

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² Syngenta management system procedures were not fulfilled. Corrective actions were taken immediately

We expect our contract laboratories to have management systems in place that are consistent with our policies and commitment to the care and use of animals in research and development. We maintain an agreed audit plan for contractor laboratories to ensure compliance. The increase in audits from eight in 2011 to 15 in 2012 reflects our commitment to maintaining a high level of compliance with the requirements set out in our policy and commitments on the care and use of animals in research and development. The number of audits undertaken can also fluctuate annually depending on the geographical locations being reviewed.

In 2012 our audits covered our major contractors, as well as a number of our smaller contractors in Asia. At one contract laboratory, we recorded one instance of non-compliance. While the contract laboratory met regulatory requirements and no instance of poor practice involving the actual use of animals was identified, it did not meet our management system requirements. As a result, we have removed the contract laboratory from our supply chain.

Biotechnology and regulatory compliance

Our focus on safety and the environment begins at the start of our product lifecycle. We are committed to complying with plant biotechnology regulations and maintain a management system for handling our genetically modified crops that is modeled on ISO 9001, the international quality standard.

Biotechnology and regulatory compliance¹

	2010	2011	2012
Employees completing trial regulatory compliance training ²	1,593	2,044	1,559
Trial locations requiring a permit	435	406	400
Trial inspections performed by Syngenta	237	155	278

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² The peak in 2011 was primarily due to additional training during the integration of Seeds and Crop Protection

In 2012, we trained 1,559 employees and contractors on field trial regulatory compliance. This follows a spike in 2011 resulting from an increase in the number of Crop Protection employees involved in biotechnology field trials following the integration of our Crop Protection and Seeds businesses.

Globally, planting trials were conducted in 400 authorized greenhouse and field trial site locations in 2012. We carried out 278 inspections to ensure these sites complied with regulatory requirements. This increase from 2011 reflects our continued commitment to monitoring field trial compliance and maintaining high standards throughout our operations.

Our regulatory compliance team works globally to ensure compliance best practices are shared and comprehensive compliance programs are in place in every region. This approach, combined with the experience, knowledge and risk awareness of our employees, ensures that we maintain a high level of compliance (see case study).

Assured Corporate Responsibility performance indicators 2012

Corporate Responsibility (CR) is integral to our business and our reporting. CR performance data is presented in seven categories that align with the way we work: people, manufacturing and procurement, environment, responsible agriculture, product safe use, economic value shared and business integrity. Our CR reporting is for the period October 1 to September 30, with the exceptions noted. In 2012, we made improvements to our CR reporting processes, revised some CR performance indicators, and added a number of new indicators. For more information on our CR performance in 2012 see the Online Annual Report: www.syngenta.com/ar2012

People

	2012	2011	2010
People retention¹			
Employees ²	27,262	26,333	26,302
EAME ³	12,417	12,134	12,509
North America	4,598	4,713	4,809
LATAM	5,095	4,681	4,282
APAC	5,152	4,805	4,702
Part-time employees	975	881	850
Turnover rate ⁴	12.4%	11.6%	9.5%
<35 years	44.3%	39.0%	38.5%
35-50 years	35.2%	38.5%	38.8%
>50 years	20.5%	22.5%	22.7%
Diversity¹			
Female employees	31%	32%	32%
In management roles	20%	21%	20%
In senior management	13%	12%	11%
Senior managers	334	345	196
Headquarters	50%	49%	49%
EAME	13%	13%	14%
North America	19%	19%	18%
LATAM	10%	10%	9%
APAC	8%	9%	10%
Nationalities in senior management	38	34	24
Employee development^{1, 5}			
Training investment (\$m)	24.6	23.7	19.5
Training investment per employee (\$)	901	901	741
Reward and recognition¹			
Employees eligible to participate in Employee Share Purchase Plan (ESPP)	16,561	16,872	16,262
Eligible employees participating in ESPP	46%	46%	46%
Employees participating in long-term equity incentive plans	1,098	1,047	1,031

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² Permanent full-time equivalent (FTE)

³ Including headquarters (Switzerland)

⁴ Including voluntary leavers, retirees and restructuring

⁵ Restated values due to change in scope to include only training delivered by external providers

CR performance

People continued

	2012	2011	2010
Health, safety and wellbeing			
Recordable injury and illness rate (IIR) per 200,000 hours ¹	0.39	0.44	0.41
Recordable injury rate per 200,000 hours ¹	0.35	0.39	0.39
EAME ²	0.39	0.38	0.43
North America	0.87	0.99	0.75
LATAM	0.17	0.20	0.22
APAC	0.16	0.17	0.18
Recordable occupational illness rate per 200,000 hours ¹	0.03	0.05	0.02
EAME ²	0.07	0.05	0.01
North America	0.00	0.16	0.06
LATAM	0.00	0.00	0.00
APAC	0.03	0.01	0.01
First aid cases	693	798	820
Recordable injuries	144	147	154
Fracture	17%	14%	18%
Bruise, strain and sprain	30%	34%	31%
Burn	1%	3%	1%
Cut and abrasion	30%	28%	33%
Eye injury	6%	7%	3%
Head injury and concussion	3%	3%	3%
Other	13%	11%	12%
Cases of recordable occupational illness	14	19	6
Cases of work related stress	127	32	28

¹ According to US OSHA definition for injuries and illness

² Including headquarters (Switzerland)

Manufacturing and procurement

	2012	2011	2010
Responsible supply chain¹			
Seed supply farms included in Syngenta/FLA program	17,625	16,880	11,886
HSEQ assessments at chemical suppliers ²	109	97	70
HSEQ assessments at warehouse/logistics service providers ³	115	129	–

New indicators for 2012

Our production and R&D sites^{4,5}	2012
Active ingredient production	8
Formulation, fill and packaging	23
Lawn and Garden supply chain	15
Seed processing	62
Research and development	154
Quality management^{4,6}	
Quality audits performed on own sites	91
Quality audits performed on third parties	89
Security management⁴	
Evaluated high and medium risk sites	72
Of which: production sites	39%

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² Formulation, fill and packaging supplier assessments have been included since 2011

³ 2011 first year of reporting

⁴ 2012 first year of reporting

⁵ Including 35 multi-functional sites

⁶ Reporting year ending December 31

CR performance

Environment

	2012	2011	2010
Energy			
Energy intensity (MJ/\$EBIT)¹	3.65	3.79	4.08
Energy (TJ)	9,336	8,707	8,031
Gas (TJ)	3,936	3,655	3,851
Electricity (TJ)	2,347	2,155	1,963
Steam (TJ)	1,419	1,438	935
Oil (TJ)	703	660	631
Others (TJ)	931	799	652
Sites setting energy targets	19	19	22
Greenhouse gases			
Total CO₂e emissions intensity (kg/\$EBIT)¹	0.59	0.61	0.66
Total CO ₂ e emissions (000s tonnes)	1,516	1,396	1,304
Within direct control:			
CO ₂ e emissions from own operations (000s tonnes)	665	513	616
CO ₂ emissions from company vehicles (000s tonnes)	68	65	68
Within indirect control:			
CO ₂ e emissions from purchased energy (000s tonnes)	391	374	301
CO ₂ emissions from business trips (000s tonnes)	45	51	20
CO ₂ emissions from distribution (000s tonnes)	347	393	299
Other air emissions			
Other air emissions intensity (g/\$EBIT)¹	0.52	0.63	0.64
Other air emissions (tonnes)	1,324	1,454	1,269
NO _x (tonnes)	476	445	404
Non-halogenated VOCs (tonnes)	505	647	440
Halogenated VOCs (tonnes)	13	29	48
Particulates (tonnes)	108	114	123
SO ₂ (tonnes)	198	180	208
NH ₃ (tonnes)	8	22	23
HCL (tonnes)	16	17	23
Water			
Water usage intensity (liters/\$EBIT)¹	13.2	13.4	14.6
Water usage (million cubic meters)	33.8	30.8	28.8
Cooling (million cubic meters)	18.0	18.7	18.6
Irrigation (million cubic meters) ²	6.5	2.9	1.8
Processing and washing (million cubic meters) ³	7.0	7.0	6.2
Product ingredient (million cubic meters)	0.2	0.2	0.2
Sewage and sanitary (million cubic meters)	1.0	1.0	1.1
Others (million cubic meters)	1.1	1.0	0.9
Origin of water:			
Surface fresh water (million cubic meters)	23.9	22.4	22.1
Underground water (million cubic meters)	7.1	5.9	4.1
Drinking water from municipal network (million cubic meters)	2.7	2.6	2.5
Recovered rain water (million cubic meters)	0.1	0.1	0.1
Wastewater effluents			
Industrial wastewater discharge intensity (liters/\$EBIT)¹	3.9	4.2	4.5
Industrial wastewater discharge (million cubic meters)	10.1	9.6	8.8
Total organic carbon (TOC) (tonnes)	771	1,033	769
Chemical oxygen demand (COD) (tonnes)	2,337	3,119	2,336
Biological oxygen demand (BOD) (tonnes)	239	308	240
Total suspended solids (tonnes)	363	520	393
Soluble salts discharged (000s tonnes)	133	120	114
Direct discharge of uncontaminated cooling water (million cubic meters)	17.8	18.5	18.5

1 \$EBIT excluding restructuring and impairment

2 Policy on water reporting was revised in 2012 and 12 additional reporting sites were included

3 Restated values due to change in scope to exclude irrigation

CR performance

Environment continued

Waste	2012	2011	2010
Hazardous waste intensity (kg/\$EBIT)¹	0.07	0.09	0.10
Hazardous waste (000s tonnes)	190.0	201.4	198.7
Recycled and re-used (000s tonnes)	60.0	66.9	64.0
Incinerated (000s tonnes)	118.0	121.5	124.0
Landfill (000s tonnes)	1.0	0.4	0.4
Other (000s tonnes)	11.0	12.6	10.3
Hazardous waste by type:			
Chemical	65%	59%	61%
Solvents	26%	29%	31%
Other	9%	12%	8%
Non-hazardous waste intensity (kg/\$EBIT)¹	0.04	0.04	0.07
Non-hazardous waste (000s tonnes)	109.8	94.5	133.7
Recycled and re-used (000s tonnes)	80.0	64.3	76.6
Incinerated (000s tonnes)	4.1	7.1	18.0
Landfill (000s tonnes)	18.5	19.1	28.7
Other (000s tonnes)	7.2	4.0	10.4
Non-hazardous waste by type:			
Plant and seed waste from seed sites	60%	56%	51%
Inerts	5%	5%	22%
Packaging materials	7%	9%	6%
Household	5%	5%	3%
Other	23%	25%	18%
Sites with waste reduction programs	16	16	19
Environmental compliance			
Significant unplanned releases ²	0	0	0

¹ \$EBIT excluding restructuring and impairment

² Releases that escape beyond the site boundary and cause either environmental impact and/or concern from neighbors, regulators, etc

Responsible agriculture

Resource efficiency programs (soil, water, biodiversity, IPM/ICM, safe use)	2012	2011	2010
Total investment (\$m) ¹	10.4	7.5	7.6
EAME ²	37%	48%	42%
North America	4%	20%	20%
LATAM	35%	14%	21%
APAC	24%	18%	18%
Active programs	157	150	182

¹ Increase in investment is due to a focus on developing markets in APAC and LATAM

² Including headquarters (Switzerland)

Product safe use

Medical stewardship ¹	2012	2011	2010
Countries with established Syngenta product toxicovigilance programs ²	85	85	85
Crop Protection sales represented	92%	89%	88%
Product safe use training			
Active training programs	92	61	90
Human health ³	83%	–	–
Environment ³	2%	–	–
Value chain ³	15%	–	–
People trained (m)	3.0	2.9	3.2

¹ In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

² Restated values due to change in scope to include Canada and the USA

³ 2012 first year of reporting

CR performance

Economic value shared¹

	2012	2011	2010
Revenue (\$m) ²	13,866	13,268	11,641
Payments to suppliers	8,550	8,140	6,851
Employee wages and benefits	2,710	2,661	2,305
Payments to governments (taxes) ³	345	312	292
Payments to providers of capital ⁴	971	1,078	884
Capital expenditure	662	575	526
Corporate community investment ⁵	19	18	17
Economic value retained	609	484	766

1 Except Corporate community investment, these figures have not been included in the CR assurance

2 In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

3 Consists of income and other taxes paid, excluding VAT (included in Payments to suppliers) and employment-related taxes (included in Employee wages and benefits)

4 Consists of expenditures for dividends, share repurchases (excluding those for employee share plans) and interest on debt

5 In 2012, \$0.5 million from resource efficiency programs

Business integrity

	2012	2011	2010
Corporate conduct¹			
Compliance cases reported through the compliance helpline ²	58	82	78
Animal testing compliance¹			
Management system audits performed in contract laboratories	15	8	6
Management system non-compliances found ³	1	0	0
Biotechnology and regulatory compliance¹			
Employees completing trial regulatory compliance training ⁴	1,559	2,044	1,593
Trial locations requiring a permit	400	406	435
Trial inspections performed by Syngenta	278	155	237

1 In 2012, reporting year ending September 30. In 2011 and 2010, reporting year ending December 31

2 This does not include cases reported through line management, HR or legal processes

3 Syngenta management system procedures were not fulfilled. Corrective actions were taken immediately

4 The peak in 2011 was primarily due to additional training during the integration of Seeds and Crop Protection