



Non-financial performance discussion 2014

incl. The Good Growth Plan and
Corporate Responsibility performance

The Good Growth Plan	03
Make crops more efficient	04
Rescue more farmland	06
Help biodiversity flourish	08
Empower smallholders	10
Help people stay safe	12
Look after every worker	14
People	16
Employment	16
Diversity and inclusion	17
Employee development	18
Reward and recognition	19
Health, safety and wellbeing	19
Sustainable operations	21
Energy	22
Greenhouse gases and climate change	22
Other air emissions	24
Water	24
Wastewater	25
Waste	26
Environmental compliance	27
Security management	27
Economic value shared	28
Business integrity	29
Corporate conduct	29
Animal testing compliance	29
Biotechnology and regulatory compliance	30
Quality management	30
About our non-financial reporting	31
Corporate Responsibility governance	31
Materiality and stakeholder engagement	31
Reporting scope	32
Reporting approach	32
Report structure	32
UNGC and GRI	33
Recognition	33
Independent Assurance Report	34
Non-financial performance summary	36

Corporate Responsibility is an integral part of everything we do. We are guided by the conviction that value creation depends on successfully integrating business, social and environmental performance.

Our non-financial performance is covered throughout the printed Annual Review 2014, summarized in the “Non-financial information” section and explained in further detail in this document, which is available on the [Online Annual Report 2014](#) website.

The Syngenta Annual Report, together with this document, also serves as our annual Communication on Progress (COP) for the United Nations Global Compact.

This document is structured in four main sections aligned with the Non-financial performance summary presented on pages 53 to 58 of the [Annual Review 2014](#): The Good Growth Plan, People, Sustainable operations and Business integrity. The summary is also included at the end of this document.

In the “About our non-financial reporting” section, we discuss our reporting approach, including our materiality processes and reporting scope, and include PwC’s Independent Assurance Report.



More online:
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Contact us

Your feedback is important to us. It will help us to improve our reporting and inform our Corporate Responsibility strategy.
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Securing our future together

Syngenta's business serves and sustains one of the world's largest industries: agriculture. And today that industry is grappling with one of the toughest challenges on earth – feeding the world's fast-growing population. Each day, the world has an extra 200,000 mouths to feed, and the planet's agricultural resources are already under unprecedented strain. The Good Growth Plan is Syngenta's commitment to help the world's growers rise to that challenge in a sustainable way.

The Good Growth Plan considers: the resource efficiency that must underpin current productivity; the ecosystem resilience necessary to sustain future productivity; and the far-reaching knowledge transfer needed to support and strengthen rural communities. It focuses our attention on smallholders. And its overall mission is to improve the sustainability of agriculture and of our business.

How did we do in our first year?

We intended our Good Growth Plan targets to be ambitious, and there is no certainty that we will achieve them all.

In 2014, our focus was on securing firm foundations. We established networks of benchmark and reference farms, gathered baseline data and clarified how best to track and verify progress. This process has itself yielded insights of value to our commercial and product development teams.

At the same time, we have created soil management and biodiversity programs to improve agricultural ecosystems. And as we have extended our reach to smallholders, we have brought our customers not only our products, but also access to knowledge, technologies, safe-use training and markets.

A central part of our strategy

The Good Growth Plan is an integral part of our strategy. It ensures that we focus our business on understanding and meeting our customers' and stakeholders' most pressing needs. And it aims to make Syngenta an indispensable part of the solution, now and for the foreseeable future.

We focus our integrated capabilities on six crucial issues shaping the future sustainability of agriculture, so that we can deliver solutions that are better, more productive, and more beneficial to rural economies.

Six commitments



Make crops more efficient

Page 04



Empower smallholders

Page 10



Rescue more farmland

Page 06



Help people stay safe

Page 12



Help biodiversity flourish

Page 08



Look after every worker

Page 14



Make crops more efficient

Increase the average productivity of the world's major crops by 20 percent without using more land, water or inputs

The world needs to grow more food in the next 50 years than it has produced in the past 10,000 – while using resources far more efficiently. Climate change could make the task even harder. So we want to help farmers use limited natural resources efficiently and make the best use of all their inputs.

Traditionally, land productivity (crop output per hectare) has been the main metric of farm performance. But land is not the only limited resource needed to produce food, feed, fuel and fiber. Assessing crop output in relation to the whole set of inputs and resources used in production will help us design even better growing protocols and enable our customers to make more sustainable farm decisions.

Make crops more efficient

2014	Number of reference farms	Number of benchmark farms	Number of clusters ¹
Europe, Africa and Middle East	420	1,335	76
North America	85	– ²	26
Latin America	201	546	48
Asia Pacific	154	857	55
Total	860	2,738	205

¹ Number of clusters with either reference farms or benchmark farms
² US Department of Agriculture data are used for benchmark farms in clusters located in the USA

How are we measuring our performance?

We've created a global network of nearly 3,600 farms spanning 41 countries and 23 different crops. Through this network we're able, for the first time, to collect the data needed to measure resource and input efficiency in agricultural production, observe changes over time, and improve where needed.

The farm network includes two types of farms: reference and benchmark farms. Reference farms use one or more Syngenta product(s) or recommended protocols and have a direct link to Syngenta. Benchmark farms are selected by the independent company Market Probe to represent conventional growing practices in their particular market segment. Both groups include growers of all types and sizes, including smallholders in developing countries.

With Market Probe, we've developed a questionnaire covering farm activities, soil management and safe-use practices, use of chemical and organic fertilizers, pesticide quantity by application, seed variety and seeding rates, labor and machinery hours, input costs, pest pressure, abiotic stresses (such as heavy rain, cold or lack of rainfall), crop yield and post-harvest losses. Data collection, cleansing, analysis and reporting are being undertaken independently by Market Probe.

Collecting farm data is not an easy task – especially with smallholders, who don't usually have access to record-keeping systems and farm management tools. In these cases, conducting face-to-face interviews is especially important to ensure the accuracy of the responses.

The Good Growth Plan

Make crops more efficient¹

	Reference farms' performance compared to baseline 2014 ²			Benchmark farms' performance compared to baseline 2014 ²		
	2012	2013	2014	2012	2013	2014
Land productivity index:						
≤0%	–	–	183	–	–	183
>0–<5%	–	–	–	–	–	–
5–<10%	–	–	–	–	–	–
10–<15%	–	–	–	–	–	–
15–<20%	–	–	–	–	–	–
≥20%	–	–	–	–	–	–
Nutrient efficiency index:						
≤0%	–	–	183	–	–	183
>0–<5%	–	–	–	–	–	–
5–<10%	–	–	–	–	–	–
10–<15%	–	–	–	–	–	–
15–<20%	–	–	–	–	–	–
≥20%	–	–	–	–	–	–
Pesticide efficiency index:						
≤0%	–	–	183	–	–	183
>0–<5%	–	–	–	–	–	–
5–<10%	–	–	–	–	–	–
10–<15%	–	–	–	–	–	–
15–<20%	–	–	–	–	–	–
≥20%	–	–	–	–	–	–

1 2014 first year of reporting

2 Number of clusters with both reference and benchmark farms per range of percentage increase in land productivity, nutrient efficiency and pesticide efficiency since the 2014 baseline. US Department of Agriculture data are used as baseline for both reference and benchmark farms in clusters located in the USA

The table above outlines the distribution of percentage increases in land productivity, nutrient efficiency and pesticide efficiency on a cluster basis. A cluster represents farms with similar agro-climatic conditions and contains reference and/or benchmark farms with comparable characteristics. The distribution of percentage increases achieved on a cluster basis represents the reference farm and benchmark farm performance compared to the baseline. As the baseline year is 2014, all clusters are reported as “≤0%” this year.

Land productivity is defined as the percentage increase in crop yield in tonnes per hectare. Pesticide efficiency is defined as the percentage increase in crop yield in tonnes per pesticide application. Fertilizer efficiency is defined as the percentage increase in crop yield in tonnes per kilogram of nitrogen applied through chemical fertilizers.

What impact are we having?

In 2014, we designed and established our farm network and collected baseline data to allow us to measure progress in the years to come. We now have the capacity to measure, monitor and manage improvements in land productivity and input efficiency. This is an unprecedented initiative in our industry and a true game-changer.

From year to year, climatic and marketing conditions may change, impacting crop activities, growing practices and farmer behavior. It will take a few measurement years to be able to draw meaningful implications on crop and input performance from the data. Meanwhile, we're continuously applying our knowledge and technology to help farmers use their land and resource inputs more efficiently. To take just one example, in Germany our HYVIDO® hybrid barley on 90 reference farms outperformed leading varieties by 0.6 tonnes per hectare in 2014, without using more fertilizers or crop protection. Compared to national yields, this represents additional yield of 24.9 percent. This followed a 0.8 tonnes per hectare yield advantage in 2013, indicating consistently higher performance. Compared with other leading varieties, HYVIDO® has longer roots which improve water and nutrient uptake. This leads to increased stress tolerance and higher yields even in challenging situations such as drought or poorer soils.

What next?

We're now working with Market Probe to collect 2015 data on the same farms. We will be sharing the results and their implications with participating growers, so they can further optimize their recommended growing protocols using the lessons we learn from the data. We'll also continue to improve our questionnaires and the data collection process.

And we'll be sharing the data with research partners for in-depth analysis to better understand the relationship between agricultural technology adoption and resource efficiency.



Read more about our network of reference and benchmark farms on www.goodgrowthplan.com

The Good Growth Plan



Rescue more farmland

Improve the fertility of 10 million hectares of farmland on the brink of degradation

Sustainable farming needs resilient, healthy soils to secure our food supply for the long term and help increase yields right now. Poor management practices degrade millions of hectares. We're working with partners to improve these practices.

To achieve this commitment, we're focusing on conservation agriculture – combining conservation tillage, crop rotation and permanent ground cover. This lets farmers improve cropping while protecting soil and water resources on which production relies.

Conservation tillage minimizes soil disturbance. Crop rotation counteracts weed, disease and insect damage and builds soil fertility. And permanently covering the soil with crops and crop residues reduces erosion and pesticide runoff. These techniques foster healthy productive soils that can store more water and reduce erosion and crop damage.

We're advising farmers and giving them the tools they need to implement these practices globally, in partnership with external stakeholders such as academics, policy makers and soil experts. Together, we're assessing the best ways to make soil more productive, select the most promising projects, tailor them to local conditions and then get them under way with the help of local farmers.

Rescue more farmland¹

	Cumulative since baseline 2014	2012	2013	2014
Hectares of impacted farmland (m)	0.8	–	–	0.8

¹ 2014 first year of reporting

Soil conservation projects

2014	Number of projects	Number of countries	Hectares of impacted farmland
Europe, Africa and Middle East	13	5	40,000
North America	0	0	0
Latin America	5	3	787,000
Asia Pacific	0	0	0
Total	18	8	827,000

How are we measuring our performance?

Once projects are established, we need to make sure they're working. We track and report the number of hectares of impacted farmland – the land benefiting from conservation agriculture practices. In 2014, over 0.8 million hectares were impacted in Latin America and Europe. In Asia Pacific and North America, we have a longstanding tradition of helping farmers implement conservation agriculture practices. We will report on these activities next year.

In 2014, we estimate that almost 120,000 people including farmers, authorities, academics and other stakeholders joined our training initiatives on environmental measures.

What impact are we having?

In 2014, we were involved in 18 projects around the world. For example, the Mexican government is leading the [MasAgro](#) program to increase the country's maize production. More than 100 national and international organizations, including Syngenta, are involved. As part of our contribution, we're setting up demonstration farms to develop farmers' conservation agriculture skills – so that they obtain higher yields in the most effective and environmentally friendly way.

Our integrated technologies can also help. We've developed our [PLENUS™](#) soybean system to reduce soil disturbance and moderate the application of crop protection products. PLENUS™ seeds carry their own fungicide, insecticide and inoculant in a polymer coating for easy and safe grower use, reducing the number and amount of crop protection products applied. We're supporting their introduction with knowledge transfer activities to raise production standards, including soil management practices.

The Good Growth Plan

Our field experts collaborated with independent institutes and professional growers to develop [CONTIVO](#)[®], an integrated soil, nutrient and crop management solution for fields vulnerable to erosion and soil degradation. The [CONTIVO](#)[®] program begins with a detailed assessment of each farm by specialist advisors who propose changes in soil and crop management programs. Our field experts' advice is based around crop rotation, which is important for managing stubble, nutrients and soil moisture. Field implementation shows that [CONTIVO](#)[®] can help raise yields for the crops in rotation, cut fuel costs, enhance soil quality and biodiversity, and support water quality management by preventing agricultural runoff.

What next?

In this first year we've continued helping growers to implement management practices that improve soil health and preserve fertility, counteracting weed, pest and disease pressures and reducing soil erosion. We've also opened up further opportunities to integrate conservation agriculture with our technical solutions.

Further systematic actions against land degradation are possible, and more and more stakeholders are willing to support them. We have the privilege of working with partners such as the United Nations Convention to Combat Desertification (UNCCD) and United Nations Global Compact (UNGC).

We're supporting the UNCCD in developing the [Soil Leadership Academy](#), which aims to strengthen international policy and decision-making processes for soil conservation and sustainable land management. The Academy is building a network linking research institutes, universities and key decision makers, and will offer information and training opportunities to policy makers and land users worldwide.

We've worked with the UNGC to develop the [Food and Agriculture Business Principles](#). These principles offer simple, practical, and globally relevant guidelines to business and other sectors on appropriate action for well-functioning and sustainable global food and agriculture systems.

All this work will continue in the year ahead, and we're confident of making further progress towards achieving the goals we've set for 2020.



Read more about our soil conservation projects on www.goodgrowthplan.com
Learn more about soil in this [Why is soil so important?](#) infographic

The Good Growth Plan



Help biodiversity flourish

Enhance biodiversity on 5 million hectares of farmland

Biodiversity helps build the resilience needed to make agriculture sustainable in many ways. It helps to regulate nutrient-cycling and control pests, and provides pollination services, diverse crops and genetic stocks for plant breeding. So we're helping growers to create rich habitats in field margins and riparian zones alongside rivers. We're promoting managed forests and agro-forestry, which also help protect water bodies. And to preserve crop diversity, we're working with groups that conserve wild crop relatives to integrate them into farming practice.

Multi-functional field margins are often focused on less productive land unsuitable for farming. Research shows that the highest potential to create a positive impact on biodiversity is by connecting them in "corridors" that allow greater migration of species between habitats.

In a similar way, managing forests or integrating crops or pastures – for example by growing shaded varieties of crops – helps conserve forests, benefit farming income and protect land from erosion.

Help biodiversity flourish¹

	Cumulative since baseline 2014	2012	2013	2014
Hectares of impacted farmland (m)	0.7	–	–	0.7

1 2014 first year of reporting

Biodiversity enhancement projects

2014	Number of projects	Number of countries	Hectares of impacted farmland
Europe, Africa and Middle East	39	18	144,000
North America	5	2	16,000
Latin America	3	2	488,000
Asia Pacific	2	2	11,000
Total	49	24	659,000

How are we measuring our performance?

To measure our progress we report the number of hectares of 'impacted farmland' – the land benefiting from biodiversity enhancement practices. We also track the number of 'implemented' hectares, which is the area of farmland actually restored or managed.

How do we calculate the impacted hectares? Areas such as field margins have an impact on biodiversity over a much larger area. We consulted with scientist and conservation experts and have taken the initial view that enhancement action on 3 percent of an area has a significant impact on its biodiversity – so 3 hectares of implemented margins benefit 100 hectares of land. This may vary from location to location, depending on local biodiversity and environmental goals, cropping patterns and climatic conditions. We'll continue consulting with experts and other stakeholders to refine our practices and reporting approach.

In 2014, 0.7 million hectares were impacted by implementing practices on over 30,000 hectares.

Our work is dependent on engaging stakeholders including farmers, scientists, policy makers, and conservation experts. We're very encouraged by the progress we've made in this first year – a great step towards creating an inclusive stakeholder platform that will enable us to achieve our goals by 2020.

What impact are we having?

We have 49 projects all over the world helping biodiversity flourish. For example, the Greener Soy project is helping Brazilian growers comply with new government measures to restore forest land previously cleared for farming. Syngenta has partnered with [The Nature Conservancy](#) and national and municipal government on the project, which is expected to create significant local job opportunities. The first phase involved mapping 6.8 million hectares to understand the extent of biodiversity degradation, while making recovery and conservation plans for growers. We're now working with partners to disseminate effective restoration practices and create demonstration areas.

The Good Growth Plan

Through Colombia's [Ecoaguas](#) project, we've been working for 18 years with development agencies and local governments to help farmers and communities manage water resources in the Andean region's river basins. The project aims to reforest degraded riverside land, protect existing forest areas and ecosystem services, as well as educating local people in environmental awareness and responsible agro-business.

Since 2011, we've also worked with the European Landowners' Organization on the [Pollinators Network initiative](#) (PNI) to promote farming practices that improve habitats for pollinating insects and wildlife. The PNI highlights the importance of field margins, encourages innovative ideas to tackle bee population decline, and engages landowners in sustainable estate management. Field advisory services are provided by Syngenta experts.

What next?

In 2014 we worked with partners across the world to identify priorities and targets, and define implementation plans. With projects under way in 24 countries, we've deepened our understanding of the impact that simple, pragmatic farming practices can have on landscape quality and resilience.

The priority now is to embed what we've learned in some of our commercial offers – tailoring biodiversity programs to local conditions and scaling up projects to suit larger rural communities.



Read more about our biodiversity enhancement projects on www.goodgrowthplan.com
Learn more about our Operation Pollinator program on www.operationpollinator.com

The Good Growth Plan



Empower smallholders

Reach 20 million smallholders and enable them to increase productivity by 50 percent

Smallholder growers are critical to the world's food security, yet often face high financial risks and low returns. We're helping to make farming a viable and attractive occupation by enabling growers to substantially raise their productivity and earnings while preserving the long-term potential of their land. Bringing them better products and know-how is part of the solution. We can also help by introducing new business models that help them finance higher-yielding products and reach markets to sell their crops.

We define smallholders as growers who face significant challenges in production and market access due to their limited land area. While this typically means growers with less than two hectares, each country has its own particular dynamics; consequently we do not use a rigid global definition of size.

What progress are we making?

The more smallholders we reach, the more impact we'll have. We have two kinds of contact with smallholders: when they buy Syngenta products; and through our field force. There can be an amount of overlap between those farmers we reach through sales and through field force activities.

Empower smallholders¹

	2012	2013	2014
Smallholders reached through sales (m)	–	–	15.3
Smallholders reached through field force activities (m)	–	–	3.3

¹ 2014 first year of reporting

Smallholders reached

2014	Indirectly through sales	Directly through field force activities
Europe, Africa and Middle East	974,000	120,000
North America	n/a	n/a
Latin America	823,000	79,000
Asia Pacific	13,520,000	3,120,000
Total	15,317,000	3,319,000

In 2014, we developed methodologies for calculating our reach and concluded that we currently reach 15.3 million smallholders through sales worldwide. Our field force reached 3.3 million smallholders. This is a platform from which we can also influence farming towards safer and more sustainable practices. Each year, we aim to have direct contact with 20 percent of the smallholders who buy our products.

In order to provide smallholders with the best possible agronomic support to improve their yields, we need a network of farms to test and develop the most effective protocols. In 2014, we established our global network of smallholder reference and benchmark farms. These are distributed across 26 clusters with similar agro-climatic conditions and with a target to increase productivity by 50 percent.

How are we measuring our performance?

The territories included in our reach figures are Africa and Middle East, Latin America North, Brazil, China, Association of Southeast Asian Nations, and South Asia.

To estimate indirect reach, we look at our products that are sold in pack sizes or solutions specifically scaled for smallholders. Taking our sales data for those products, we apply empirically derived assumptions to calculate the total land area on which they are applied, and from that the number of smallholder farmers. These numbers will be supported through targeted impact assessments.

Our field force has direct contact with farmers through conducting training, running field days on farms, and sales activities. We gather information on all these activities to calculate our direct reach. Where we do not have a recorded number for smallholder interactions, we estimate them using average participation rates and the total number of events run.

Our target of 50 percent yield improvement will be measured on our network of smallholder reference farms as described in the ["Make crops more efficient" section](#).

The Good Growth Plan

What impact are we having?

We're building a range of solutions tailored specifically for smallholders, combining agronomic protocols with safe use training. For example, our GroMore rice program provides clear guidance on best practice at each step from seed germination to harvest. Following its success in countries such as Bangladesh and Indonesia, we are extending this approach across Asia – and we've developed similar programs for corn and vegetables.

We're also developing partnerships to help us reach and support more growers. For example in Nigeria, we're working with USAID to provide [smallholder training](#) that will accelerate the adoption of best practices. In Mexico, we're part of the [MasAgro](#) initiative with CIMMYT, the international maize and wheat improvement program. Here we're helping tens of thousands of small-scale farmers to adopt sustainable practices and technologies to increase maize and wheat output. Our contribution centers on our experience in reaching farmers effectively, as well as our expertise in developing protocols.

What next?

With our reference farm network now established, we're developing protocols and solutions that improve yield dramatically. These solutions can then be delivered to smallholders to enable them to achieve greater yields.

We're working to achieve better outcomes for the farmers we reach – promoting better health and safety as well as agronomic practices to enable them to sustainably increase productivity. We also seek to understand our role in ensuring better livelihoods for farmers, beyond pure yield improvements.

In 2014, we carried out the first formal impact assessment on one of our smallholder projects, FRIJOLNICA™, to measure the social impact it has had on the participating growers. What we've learned is helping us refine our commercial approach, so that our extended reach translates into greater success for growers. The methodology is now applied to complement our smallholder reach assessment.



Read more about our smallholder reach on www.goodgrowthplan.com

The Good Growth Plan



Help people stay safe

Train 20 million farm workers on labor safety, especially in developing countries

We share a responsibility to help improve occupational safety and health in agriculture – particularly by ensuring that smallholders use crop protection efficiently, responsibly and safely. We train millions of farmworkers in safe use of agrochemicals each year. And through our toxicovigilance program we also ensure that attending physicians can get medical advice on treatment for any health effects following misuse of pesticides, whether accidental or intentional.

What progress are we making?

Our training programs raise awareness of hazards and share knowledge of how these can be effectively managed and prevented. We train farm workers, farm owners, product distributors, employees, and others – both directly through our sales and stewardship teams, and in partnership with local organizations and product retailers. Partnering is essential to our efforts: it enables us to reach more farmers and gives us external challenge to find ever-better ways of delivering our messages.

In 2014, we trained 4.7 million people in responsible handling and use of crop protection products. Of these, 74 percent were smallholders – a primary target for us because they have relatively limited access to training and resources.

Help people stay safe

	Cumulative since baseline 2014	2012	2013	2014
People trained on safe use (m)	4.7	3.0	2.8	4.7
Of which: smallholders ¹		–	–	74%
Countries with established Syngenta product toxicovigilance programs		85	100	100
Crop Protection sales represented		92%	93%	93%

¹ 2014 first year of reporting

Help people stay safe

2014	People trained in safe use	Of which: smallholders (%)
Europe, Africa and Middle East	99,000	48%
North America	700	0%
Latin America	199,000	73%
Asia Pacific	4,408,000	75%
Total	4,706,700	74%

The base of our training is instruction in the “Five Golden Rules” covering: caution and care; understanding product labels; personal hygiene; care of equipment; and using appropriate protective clothing and equipment. These basic safety principles are crucial – so we keep a separate record of time spent on this training.

In addition, farmers received training on issues such as environmental impacts and compliance with product quality standards.

We’ve been reporting numbers of people trained for many years. Since the introduction of The Good Growth Plan we’ve enhanced our monitoring processes, so the 65 percent increase in 2014 partly reflects better data collection. But it also reflects a strong rise in activity, particularly in Bangladesh, Pakistan, China and India. Bangladesh contributed 2.2 million of the 4.7 million total, after integrating safe-use training into its commercial strategy.

As part of our toxicovigilance program, we gather and review all available information on exposure incidents. In 2013, we expanded the program to include African countries without local poison control centers. For the first time, local physicians there have access to a 24-hour helpline providing medical expert advice on treatments. The program now operates in 100 countries covering 93 percent of our crop protection sales.

The Good Growth Plan

How are we measuring our performance?

In countries where our business model involves direct interaction with farmers, we give our sales representatives the technical knowledge and facilitation skills to transfer labor safety knowledge directly to growers. This is particularly important in countries like India and Bangladesh, where smallholders predominate. We track training activities in a variety of ways, including through sign-up sheets and attendance reports received from training partners. In countries where we train very large numbers, we calculate the total of farmers trained from the number of field visits made by sales representatives and the average attendance of farmers.

In countries where the sales force has less interaction with farmers, we partner with external trainers such as [CropLife](#) to reach people with whom we would otherwise have no direct contact. In Indonesia, for example, we partnered with the Ministries of Health, Agriculture and Labor to deliver over 50 training sessions that reached more than 5,300 farmers in 2014. Partner organizations tell us how many people attend their events, normally supported with signed attendance lists.

What impact are we having?

In Argentina, we're working with local partners to enhance the knowledge of young students who are about to graduate from agro-technical schools all over the country. Our teaching program covers good practices for using crop protection products, focusing on health and environmental care.

With the Universidad Central de Venezuela, we've developed a survey to assess how well farmers in Colombia, Peru and Venezuela are retaining and acting on the messages delivered in training. Today the adoption rate has reached 70 percent, and we're still working to improve the delivery and adoption of our messages. We've begun similar programs in other countries including Brazil, Kenya and China.

In China, we've been working with the National Agriculture & Technical Extension Service Center since 2000 to conduct safe-use training across the country. Supported by the Chinese government and CropLife China, we conduct safe-use training at provincial Plant Protection Stations. To extend our coverage, we've also launched a 'train-the-trainer' system.

What next?

Our performance in 2014 gives us the confidence that we will meet our target. We're now optimizing the quality and content of our programs, strengthening our cooperation with external stakeholders and using their recommendations to maintain continuous improvement. We are also stepping up our efforts to increase the number of large and small scale farmers trained in countries where we have the greatest reach.



Read more about how we help people stay safe on www.goodgrowthplan.com

The Good Growth Plan



Look after every worker

Strive for fair labor conditions throughout our entire supply chain network

We have a responsibility to ensure that our supply chain meets the highest ethical standards, especially in developing countries. Labor standards are a priority concern for all our operations, and we expect the same of our suppliers. We set strict contractual requirements and encourage suppliers to meet our standards through intensive training, periodic assessments and financial incentives.

We have more than 50,000 seed supply farms, which have been a focus of attention. But we also ensure that other parts of the supply chain, particularly chemical suppliers, meet high standards on health, safety, and labor conditions.

Look after every worker

	2012	2013	2014
Seed supply farms included in Syngenta Fair Labor Program ¹	17,625	22,895	28,361
HSEQ assessments at chemical suppliers	74	86	72
HSEQ assessments at formulation, fill and packaging suppliers and seed toll manufacturing ²	35	38	74
HSEQ assessments at warehouse/logistics service providers	115	157	156

¹ Number of farms in Fair Labor Association (FLA)'s audit scope
² Seed toll manufacturing has been included since 2014

What progress are we making?

We've been working with the Fair Labor Association (FLA) since 2004 to address labor standards on seed supply farms. The Syngenta Fair Labor program assesses labor practices on farms, including health and safety, child labor, awareness of workers' rights, wages and benefits, working hours, harassment and abuse, and discrimination. The program covers 28,361 farms in Argentina, Bangladesh, Brazil, Hungary, India, Romania, Turkey and Thailand – up from 22,895 in 2013. The 24 percent increase in 2014 was driven mainly by India and Thailand, up by some 3,100 and 1,800 respectively. India contributes 76 percent and Thailand 11 percent to the total number.

We set global requirements for suppliers on health, safety, environment, labor and human rights. We carry out rigorous health, safety, environment and quality (HSEQ) assessments of chemical suppliers, formulation, fill and packaging suppliers, seed toll manufacturing suppliers, and warehouse and logistics service providers worldwide.

In 2014, our HSEQ team assessed 66 chemical suppliers in Asia Pacific, our main sourcing region, four in Europe, Africa and the Middle East, and two in North America. To promote further improvements, we added process risk assessment to the HSE support we offer to leading suppliers.

We assessed 29 formulation, fill and packaging suppliers and extended the program to include seed toll manufacturers, carrying out 45 assessments in 2014. We also conducted 156 assessments at warehouse and logistics service providers.

The Good Growth Plan

How are we measuring our performance?

In the Syngenta Fair Labor Program, we assess labor conditions at seed suppliers using FLA methodology. With the FLA we've developed a system to assess and improve labor standards through internal monitoring. This is conducted by Syngenta representatives using a checklist addressing the nine principles of our supplier Code of Conduct, which is based on the [FLA Workplace Code of Conduct](#), plus additional country-specific requirements.

Our production teams visit farms regularly during the growing season for quality assessments, including monitoring labor standards. The FLA conducts independent external monitoring, such as random farm-level assessments of working conditions, and requires us to provide corrective action plans and report on them publicly. Its verification of labor conditions concentrates on working conditions at farm level and benchmarking the employment relationship between growers and workers against the FLA Workplace Code of Conduct.

We were the first agricultural company to affiliate with the FLA. As part of the assessment process, the FLA has worked with us on action plans for farms that do not meet required standards. Syngenta assessments on the FLA website include all the non-compliances found, along with remediation plans explaining how Syngenta intends to make improvements.

What next?

We strive for fair labor conditions throughout our entire supply chain network by 2020. Currently we're establishing programs for our flower supplier farms and chemical suppliers worldwide.

In the years ahead, we plan to extend our reporting KPIs to include the number of identified non-compliances and progress on action plans developed in response to them. Building on our experience of setting up fair labor programs in diverse countries and activities, we aim to transfer our experience to more parts of the supply chain.



Read more about how we look after every worker on www.goodgrowthplan.com
Read more about our work with the Fair Labor Association on www.fairlabor.org/affiliate/syngenta

People

The changing nature of our business and the markets in which we operate requires us to continue to attract, develop and retain great talent. We are committed to invest in training to enable employees to achieve their full potential and develop the right capabilities for our business.

All employees participate in goal setting, review and development discussions with their line managers throughout the year. These discussions enable them to take accountability for developing both themselves and their careers.

As a leading company with operations in more than 90 countries, our business success reflects the quality and skill of our people. We recognize that human diversity is as important to our business as biodiversity. Embracing the unique perspectives and capabilities of our employees will help us continue to catalyze innovation, maximize performance and create business value.

Ensuring that our employees actively participate in delivering The Good Growth Plan is also paramount. Many employees around the world were engaged in business projects that specifically deliver on our commitments. Others participated in community engagement projects, which not only contribute to our commitments, but also help to open local discussions about the contribution Syngenta makes.

Employment

The number of people we employ increased to 29,340 full-time equivalents (FTEs) in 2014. We operate 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.

The overall 4.2 percent increase was mainly a consequence of a 17 percent increase in FTEs in Asia Pacific (APAC), mostly in India, Indonesia and China. EAME increased slightly (+4 percent) – due mostly to the integration of Zambia as a new reporting unit, but also due to increases in the UK, France, Belgium and Russia.

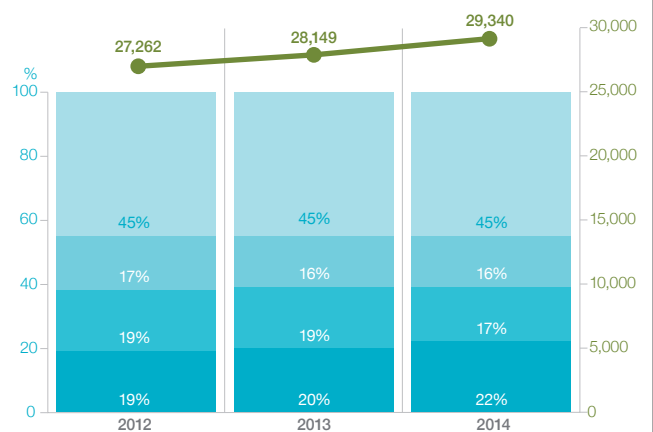
Syngenta offers flexible employment to help balance business priorities with work-life integration. In 2014, 948 employees worked part-time.

Part-time employees

	2012	2013	2014
Part-time employees	975	976	948

Employees¹

- Europe, Africa and Middle East²
- North America
- Latin America
- Asia Pacific
- Employees



¹ Permanent full-time equivalent (FTE)
² Including headquarters (Switzerland)

People

In 2014, the employee turnover rate decreased from 14.1 percent to 9.9 percent. This included voluntary leavers, retirees and employees leaving the organization due to restructuring. The attrition rate, which represents only the percentage of voluntary leavers, stayed stable at 5.5 percent in 2014.

In November, Syngenta announced important steps in implementing its Accelerating Operational Leverage program. These will result in some 1,800 job reductions and relocations across the company, most taking place in 2015. We will carry them out in a socially responsible way.

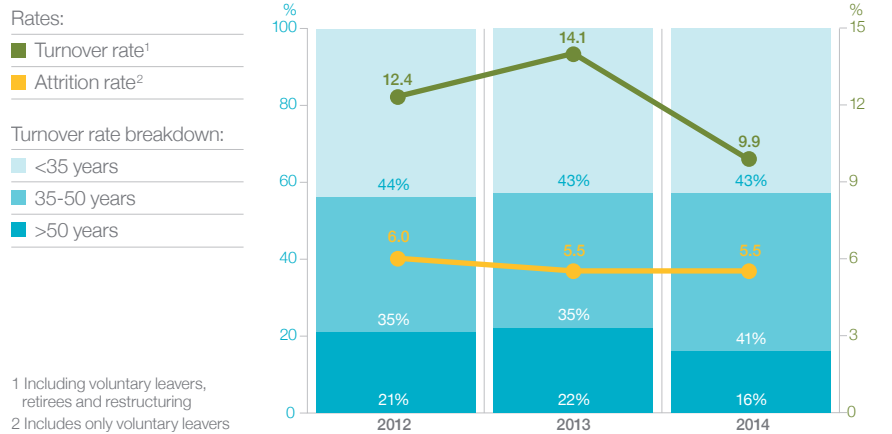
In 2014, Syngenta employed 359 people in senior management positions. Most of these positions (42 percent) are in our headquarters in Switzerland. This is followed by North America and EAME with 18 percent each. The changes in percentage of senior managers in headquarters (a 5 percentage point decrease) and EAME (a 5 percentage point increase) from 2013 to 2014 are due to recategorization of senior managers in the HR reporting system.

Diversity and inclusion

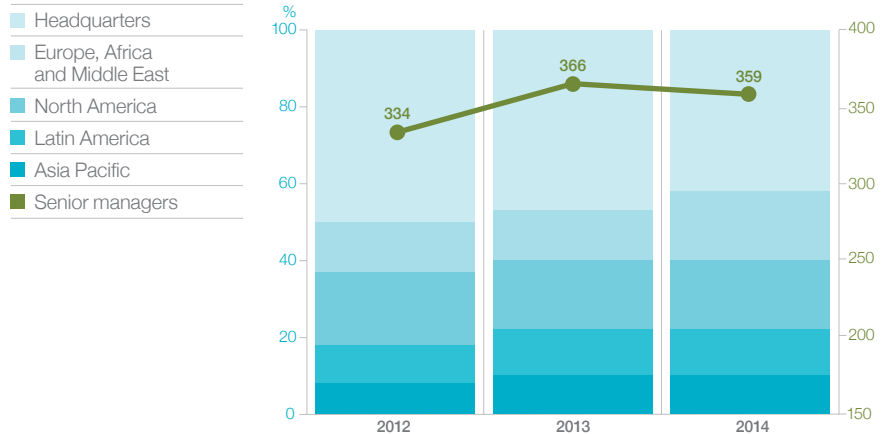
Diversity is important to our business. Embracing the unique perspectives and capabilities of our employees will help us continue to drive innovation and achieve our business goals. Our culture enables us to create an environment of inclusion, respect and connection with the communities where we operate – benefiting individual employees and the company.

Our diversity policy and initiatives are based on: attracting, recruiting, retaining and engaging diverse talent; leveraging diversity and inclusion as a business driver; and being a leader in diversity and inclusion in business and the broader community.

Turnover and attrition rates



Regional distribution in senior management



At the most senior level, our [Board of Directors](#) includes three women and seven men, representing eight nationalities and drawn from a broad range of international business and scientific backgrounds.

Our [Executive Committee](#) includes two women and seven men, representing three nationalities and with a variety of professional backgrounds and experience.

People

Our senior management teams include 40 different nationalities. Women in senior management account for 13 percent.

The proportion of women in management positions has continued to increase, reaching 21 percent in 2014.

The proportion of women in the total workforce declined by one percentage point in 2014 to 29 percent. However, the underlying reason for this decline was an increase in employing field workers – mainly men, previously on temporary contracts – rather than a decrease in the absolute number of women.

The Global Diversity and Inclusion Committee has laid the foundations to foster diversity, and we are now developing programs to embed and implement our new diversity strategy. This work includes increasing awareness, tailoring existing mentoring programs to promote gender balance throughout the organization and rolling out a leadership development program for high-potential women across our global organization. We are also looking for ways to better support work-life integration.

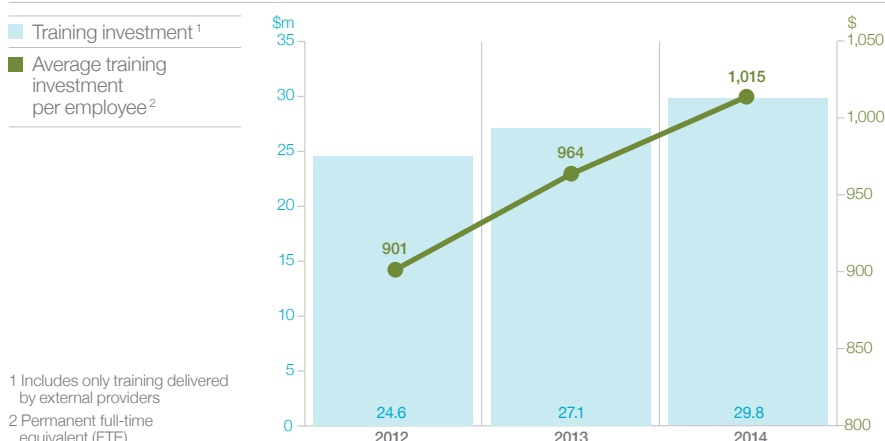
Employee development

The opportunities we offer for personal growth and development are a key element in our Employee Value Proposition. As well as good career prospects, we provide special assignments, on-the-job development and training opportunities. We expect our people to develop their level of competency during their careers, with the support of their leaders.

Diversity in the workforce

	2012	2013	2014
Nationalities in senior management	38	41	40
Female employees	31%	30%	29%
Female employees in management roles	20%	20%	21%
Female employees in senior management	13%	13%	13%

Employee development



As we strive to achieve our strategic ambitions, deliver on our commitments and meet our growth challenges, we constantly update and upgrade the content and relevance of our leadership programs. Continued investment in our workforce's capabilities is essential. Our approach to employee development recognizes both individual competency needs and the organization's strategic priorities. We offer both global and local learning programs, ensuring training access and coverage for all our employees.

The employee development performance indicators in the chart show our investment in training delivered by external providers. In 2014, we invested \$29.8 million in learning programs, or \$1,015 per employee. This represents only a part of our overall investment in many different learning opportunities across the company – further complemented by, for example, on-the-job learning and coaching.

In 2014, the 10 percent increase in training investment outpaced the 4.2 percent increase in the number of employees. As we transform our business, all of us need to learn new roles and skillsets while adapting to a newly consolidated team. So we are focusing on developing competencies such as collaboration, business strategy, marketing excellence, team building and solution selling. At the same time, we continue to offer a robust platform of technical competency training through our functional academies. We will continue to accelerate the pace of learning and development and increase its effectiveness to achieve our ambition.

Reward and recognition

Reward and recognition are integral components of our Employee Value Proposition. They support our culture and enable us to attract, motivate, engage and retain highly-qualified, successful employees to deliver the company's strategic plans and objectives.

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.

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 up to CHF 5,000 worth of shares per year at 50 percent of the share price on the date of purchase. Similar employee share purchase plans are in operation in other countries where reasonably possible, taking into account local practices, tax and legal requirements. In 2014, the ESPP was introduced in two new countries, bringing the total number of countries with an ESPP to 39.

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 success and share price.

Reward and recognition

	2012	2013	2014
Employees eligible to participate in Employee Share Purchase Plan (ESPP)	16,561	18,790	18,779
of which: employees participating	46%	47%	43%
Employees participating in long-term equity incentive plans	1,098	1,226	1,304

Health, safety and wellbeing

	2012	2013	2014
Recordable injury and illness rate (IIR) per 200,000 hours ¹	0.39	0.41	0.37
Recordable injury rate per 200,000 hours ¹	0.35	0.35	0.33
Europe, Africa and Middle East ²	0.39	0.38	0.41
North America	0.87	0.64	0.54
Latin America	0.17	0.38	0.41
Asia Pacific	0.16	0.15	0.10
Recordable occupational illness rate per 200,000 hours ¹	0.03	0.07	0.04
Europe, Africa and Middle East ²	0.07	0.07	0.03
North America	0.00	0.14	0.02
Latin America	0.00	0.08	0.12
Asia Pacific	0.03	0.02	0.01
First aid cases	693	623	420
Recordable injuries	144	148	145
Cases of recordable occupational illness	14	28	17
Cases of work-related stress ³	127	36	35

¹ According to US OSHA definition for injuries and illness

² Including headquarters (Switzerland)

³ The high value in 2012 is due in most cases to a change in shift pattern at our Monthey site in Switzerland. Following extensive consultation, a new shift pattern was implemented early in 2013

Health, safety and wellbeing

The health of our people is a top priority and underpins our success. 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 monthly through our Health and Safety Reporting System.

The recordable injury and illness rate (IIR) decreased in 2014 to 0.37, staying well within our commitment to keep the level below 0.5. This was a good performance in a year of intensifying activity that included an increased proportion of field work, where injury rates tend to be higher.

The increase in recordable occupational illness rate in Latin America is due to pre-2013 historical noise-induced hearing loss cases at one of our sites, which could not be officially classified for reporting until 2014.

Instances of work-related stress remained stable in 2014. The high level of work-related stress in 2012 was primarily due to a change in shift patterns at our Monthey site in Switzerland. In response, new shift patterns were implemented in early 2013.

Sadly, we recorded two fatalities in 2014. One of our employees was travelling on business on Malaysia Airlines flight MH370, and a member of our technical support team in India was fatally injured in a motorcycle accident caused by a third party when leaving a customer site.

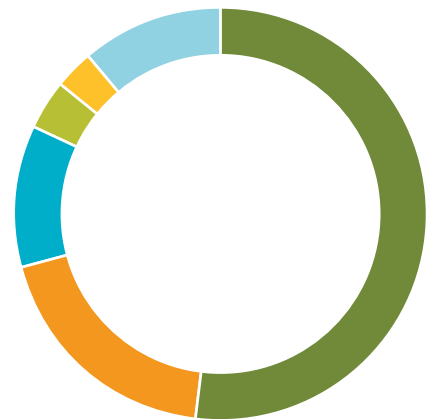
We have programs in place to continuously improve the safety of our sales force when driving. These focus on communication and awareness raising, driver training, improvement of vehicle fleet standards, and performance monitoring.

We introduced a new Health and Safety Reporting System in 2014. This tool provides a more holistic approach to incident management as it includes incidents associated with environment, security, process safety and distribution safety. It also allows for multi-event recording and has improved incident investigation and validation processes. Overall, it has improved the quality and completeness of incident reporting as well as strengthening our ability to learn from incidents and drive improvements.

As a consequence of the new reporting system, we have updated the injury classification reported in the “2014 recordable injuries” graph. Most injuries suffered by our employees are relatively minor bruises, strains, sprains and dislocations, or cuts and abrasions.

2014 recordable injuries

■ Bruise, strain, sprain and dislocation	52%
■ Cut and abrasion	19%
■ Bone fracture	11%
■ Concussion and internal injury	4%
■ Multiple injuries	3%
■ Other	11%



Local leadership is strongly committed to building a culture based on our Goal Zero mission. In June 2014, our largest active ingredient plant, at Monthey in Switzerland, completed a million hours without a recordable incident following renewed focus on safety procedures. Our Greens Bayou Biosciences site in the USA, which produces active ingredients and final products for crop protection, reported a full year without a recordable incident.

In 2014, we continued expanding the Seeds of Safety program in North America, which has proven to reduce IIR significantly. Seeds of Safety is one of our Behavior-Based Safety programs, which apply behavior analysis to modify unsafe behavior. It promotes people-focused interventions that include observation of employees performing work tasks, setting goals and giving feedback on safety-related behavior, and mentoring.

In 2014, we rolled out a new Serious Injury and Fatality (SIF) rating for incident reporting to sharpen our focus on life-changing and life-threatening incidents. Teams involving all regions review actual and potential SIF cases monthly and share lessons learned as part of our continuous improvement efforts. SIF cases are also recorded in our new reporting tool.

Employees’ wellbeing can be affected by a range of issues at home and at work. We offer a range of wellbeing programs tailored to local needs – including sports centers, healthy options at staff restaurants, health checks, family counseling services, and access to legal advice.



Read more about our **Health, Safety and Environment Policy Standards** and **Syngenta Labor Standards**

Sustainable operations

Our Production and Supply strategy aims to support growth and enable us to deliver innovation to growers with scale and agility. In 2014, we have been accelerating its implementation to drive profitable growth. As an integral part of this strategy, our Production and Supply team has intensified its focus on the sustainability of our operations.

Just as The Good Growth Plan seeks to increase the sustainability of our offers in the field by 2020, this work aims to secure the long-term viability of our own activities. It is based on rigorous analysis over a period of some 18 months, considering our business sustainability in its broadest sense – economic and social as well as environmental.

Our future viability depends on using resources efficiently and maintaining our license to operate by minimizing our external impacts. Deeper analysis of these impacts is driving a more focused approach to maximize the effectiveness of our environmental programs.

While we have over 250 sites, some 80 percent of all our environmental impact comes from our eight active ingredient manufacturing plants. So a key element of our sustainable operations strategy is to concentrate effort on these sites, where continuous improvement can achieve reduced environmental impact.

Syngenta's environmental impacts are felt mostly in the areas of hazardous waste, wastewater, and energy and water consumption. We report our performance both in absolute and intensity-based terms, the latter expressed per dollar of sales.

Our operations are an integral part of local economies and communities, both urban and rural, in more than 90 countries worldwide. We aim to benefit them in a variety of ways. We provide economic benefit by paying taxes, employing locally, and sourcing goods and services locally where appropriate.

For many years, we have made it a business priority to partner directly with the local communities wherever we operate – contributing to their needs and responding to their interests and concerns. Good relationships are good for our business; we believe our business interests are best served when we listen to local communities, share knowledge, protect the environment, promote health, and improve the quality of life.

Sustainable operations

Energy

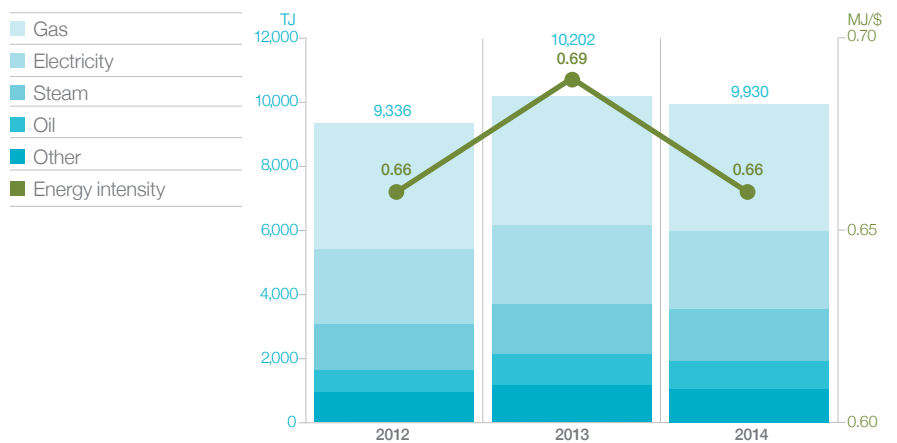
Reducing the amount of energy consumed across our operations is critical to helping us cut costs and greenhouse gas emissions. We encourage our sites to monitor energy usage and implement programs for reducing consumption and increasing operational efficiency.

Lower production volumes in 2014 resulted in total energy consumption of 9,930 TJ, a 3 percent decrease from 2013 in absolute terms. Energy intensity decreased 3 percent to 0.66 MJ/\$sales.

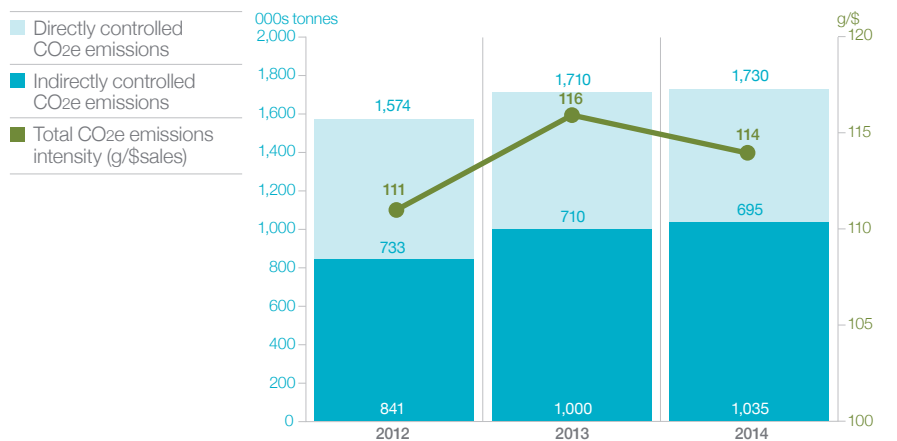
The greatest decreases were in oil (-12 percent), natural gas (-3 percent) and other energy sources (-9 percent) such as liquid gas. Overall energy consumption decreased in our top energy consuming sites, especially those involved in active ingredient production. In particular, our St. Gabriel site in the USA (representing 27 percent of our total energy consumed) reduced its consumption by 7 percent, our Huddersfield site in the UK (12 percent of the total) by 5 percent and our Goa site in India (6 percent of the total) by 16 percent. Oil consumption decreased by 12 percent, due mainly to lower consumption of heavy fuel oil at Goa's incinerator as a result of reduced activity at the site.

Energy-saving initiatives at our sites in Monthey in Switzerland and Nantong in China also achieved reductions. These initiatives are tailored to local needs. In Monthey, we installed a new absorption-based air emission control device, which significantly reduced natural gas consumption and saved some 430 tonnes of CO₂ equivalent (CO₂e) emissions. In Nantong, we implemented a new formulation plant using solar energy to heat water instead of natural gas. The site also reduced its consumption of light fuel oil by about 40 percent by re-using waste solvent as fuel and improving efficiency in production processes and its incinerator.

Energy



CO₂e emissions



Greenhouse gases and climate change

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.

Despite the reduction in energy consumption at our own operations, our total CO₂e emissions in 2014 remained stable at 1.7 million tonnes of CO₂e – mainly as a result of a 6 percent increase in emissions from distribution. Our CO₂e emissions intensity decreased slightly to 114 g/\$sales.

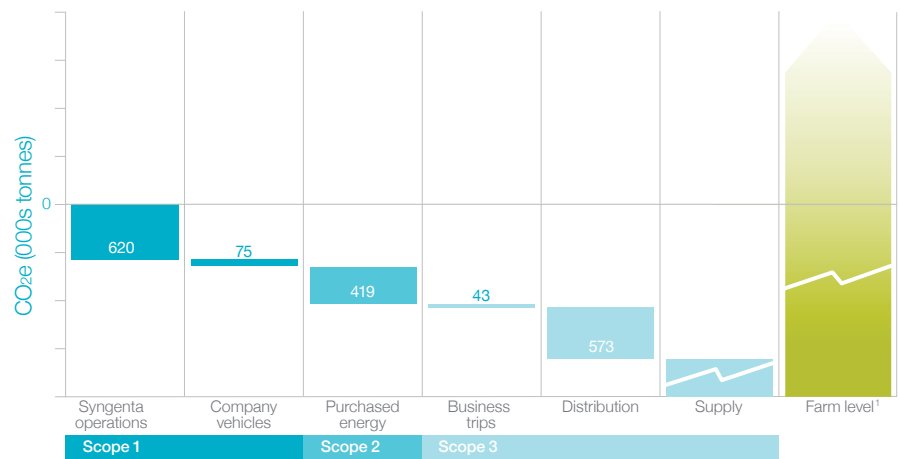
Sustainable operations

Scope 1 (direct) emissions from our own operations and company vehicles fell by 2 percent in 2014 to 695,000 tonnes of CO₂e. This reduction resulted mainly from a reduction in energy consumption due to lower production. Reported emissions from company vehicles decreased slightly – due mainly to improvements in data collection in Asia Pacific. Average emissions per company vehicle decreased by 7 percent in 2014.

Scope 2 (indirect) emissions associated with the production of energy we purchase remained stable at 419,000 tonnes of CO₂e. Some 18 percent of our electricity comes from renewable sources such as solar, wind, biomass or hydroelectric.

Scope 3 (indirect) emissions associated with product distribution and business travel increased 6 percent to 616,000 tonnes of CO₂e. This reflected a 6 percent increase to 573,000 tonnes in emissions from distribution due to increased activity in Asia Pacific and North America. We have reduced the volumes moved by air and increased less carbon-intensive means of transport, such as rail and sea. This helped to reduce average emissions per tonne moved by 7 percent compared to 2013. Although less material in the larger context, emissions from business travel increased 7 percent as a result of more air travel in the USA, Switzerland, Singapore, Brazil and India. Our policy is to limit unnecessary business travel. We are committed to further improving reporting quality and reducing our Scope 3 emissions.

2014 carbon footprint



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

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 through production to use by growers. We estimate emissions outside our direct control, including emissions from suppliers and farms, which we cannot accurately quantify. Based on these figures and estimates, we believe the overall carbon footprint of our products is net positive.

Climate change not only impacts Syngenta’s operations; it also shapes demand for our products, as changes to the climate affect growing seasons, water availability, pests and crop productivity. We want to help growers grow more from less. We use science to transform the way crops are grown, to improve yields sustainably. In this way, we help to increase food security and meet the needs of a growing population while helping to overcome increasing pressure on limited resources such as land, water and energy.

By working on GHG management with our supply chain and growers, we can tackle the elements of our footprint beyond our direct control and reduce our overall impact on climate change. We work with growers to increase resource efficiency and develop farming techniques that produce higher and better yields while using less land, energy and water. In doing so, we ensure that farmers around the world can adapt to changing climates, reduce their GHG emissions, and maximize the potential of their land.

Sustainable operations

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 2014, we reduced other air emissions by 1 percent in absolute terms to 1,500 tonnes. The emissions intensity decreased by 4 percent to 0.099 g/\$sales.

However, there were increases in nitrogen oxides (NO_x, +19 percent) and halogenated VOCs (+52 percent) – due mainly to improvements in reporting and data quality in our St. Gabriel site in the USA and Monthey site in Switzerland. The decreases in sulfur dioxide (SO₂, -22 percent) and hydrochloric acid (HCl, -11 percent) resulted mainly from lower heavy fuel oil consumption at our Goa site incinerator in India due to reduced activity. Process modifications and improved air emission controls at our Grangemouth site in the UK contributed to reductions in ammonia (NH₃, -25 percent) and HCl (-11 percent).

Water

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

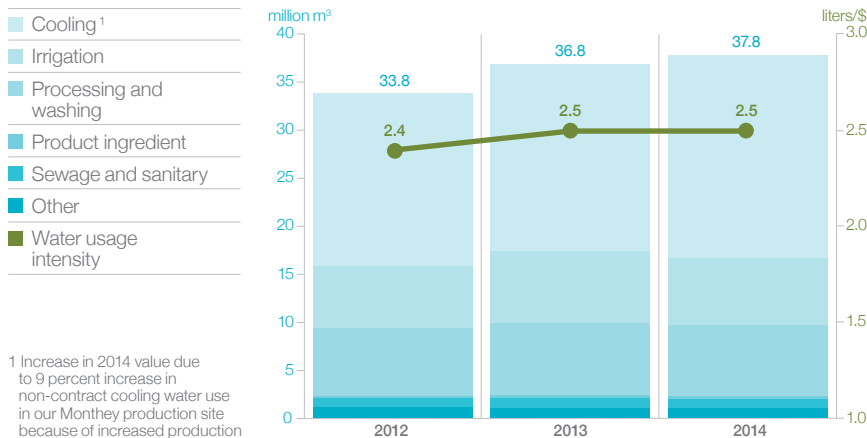
Our total water consumption in 2014 was 37.8 million cubic meters, 3 percent up on 2013. Water usage intensity remained stable at 2.5 liters/\$sales.

More than 55 percent of the water consumed across our sites is used for cooling (21.2 million cubic meters) and about 19 percent for irrigation (7 million cubic meters). The 2014 increase in total water consumption was due to a 9 percent increase in non-contact cooling water use at Monthey in Switzerland because of increased production. Although absolute cooling water usage increased, the intensity of water usage per tonne of product decreased. See the [“Wastewater” section](#) for more information on cooling water.

Other air emissions

	2012	2013	2014
Other air emissions intensity (g/\$sales)	0.100	0.103	0.099
Other air emissions (tonnes)	1,421	1,514	1,500
NO _x (tonnes)	476	440	523
Non-halogenated VOCs (tonnes)	505	427	435
Halogenated VOCs (tonnes)	13	21	32
Particulates (tonnes)	108	105	101
SO ₂ (tonnes)	295	494	386
NH ₃ (tonnes)	8	8	6
HCl (tonnes)	16	19	17

Water usage



Sustainable operations

Most of the water we use is surface fresh water, including the water used in our cooling systems and for irrigation. We monitor usage to identify opportunities to reduce water consumption. Water reduction initiatives are tailored to local needs. For example, leakage monitoring and systematic pipeline maintenance programs at our Koka site in Ethiopia contributed to a 20 percent reduction in irrigation water use at the site. At our Aigues-Vives site in France, a new heating pump helped reduce water consumption by 34 percent. And our Revadim site in Israel completed installation of a new home farm, helping to cut the site's overall water consumption by 48 percent.

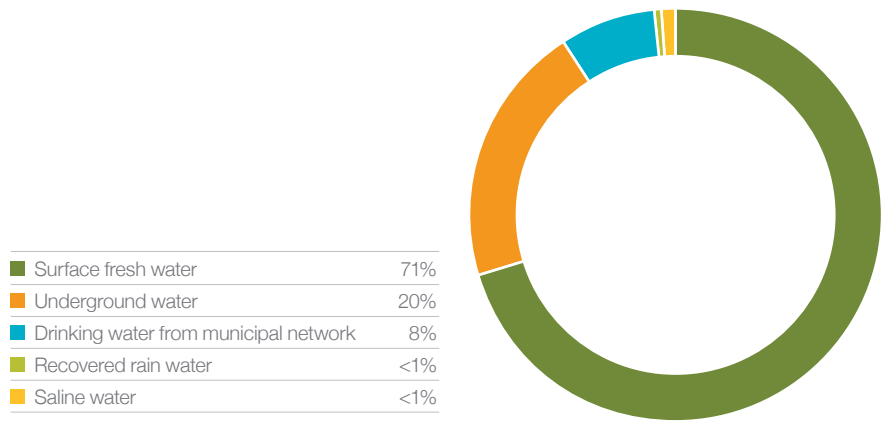
We have been collecting detailed water usage data for the past five years. However, this has focused predominantly on our manufacturing sites and has not considered consumption by our seed production, toll manufacturing and toll suppliers. In 2015, a comprehensive water footprint analysis will give us the data to develop a new baseline and detailed action plans. This analysis will be undertaken by a third party, to give us an independent view of our current impact.

In addition, we are currently running trials in Hungary and Brazil to assess efficient water use and the role of irrigation technology on our seed production farms. Together, these will help us to better understand ways of reducing water stress while increasing yield reliability and improving product quality.

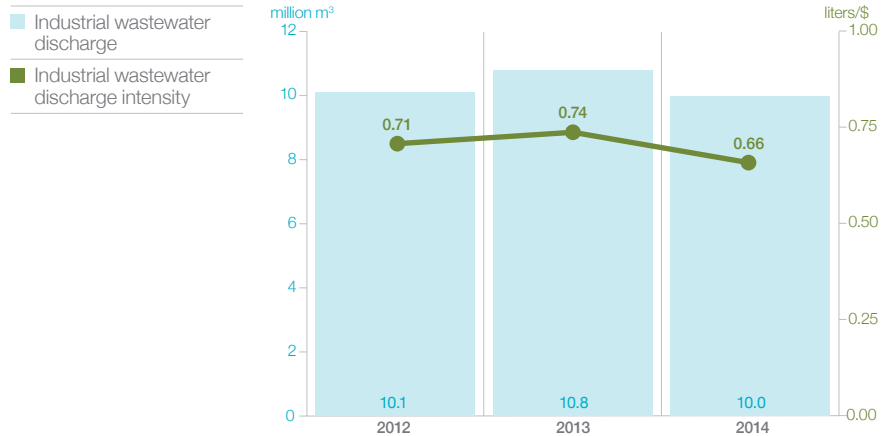
Wastewater

Managing wastewater is an important part of operating our sites. Ensuring it is treated before discharge – on-site or off-site by Syngenta, a contractor or a municipal system – minimizes our impacts on surrounding watercourses.

2014 origin of water



Industrial wastewater discharge



Cooling water

	2012	2013	2014
Direct discharge of uncontaminated cooling water (million cubic meters) ¹	17.8	19.1	21.0

¹ Increase in 2014 value due to 9 percent increase in non-contact cooling water use in our Monthey production site because of increased production

In 2014, we released 8 percent less industrial wastewater, due to lower production. From a total 10 million cubic meters, about 54 percent was processed in on-site treatment plants and the rest was treated off-site. Industrial wastewater intensity decreased by 10 percent to 0.66 liters/\$sales.

In 2014, we used 21 million cubic meters of water for non-contact cooling, representing about 99 percent of the total water withdrawn for cooling. 'Non-contact' means there was no contact with chemicals or contaminants, so the water could be returned to rivers and lakes with no need for treatment.

Sustainable operations

Waste

Managing hazardous and non-hazardous waste is integral to the efficient operation of our sites. Robust waste management 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.

One of our major impacts is hazardous waste, generated mostly by our active ingredient manufacturing sites. We aim to reduce the waste generated during product manufacturing, or enable it to be converted or reused. This requires constant attention to process optimization for both new and existing products. We are working to develop regeneration, recycling and waste minimization options.

In line with last year, we handled about 236,000 tonnes of hazardous waste in 2014. The hazardous waste intensity decreased by 3 percent to 15.6 g/\$sales.

Although our Goa site in India achieved a significant hazardous waste reduction of 31 percent in absolute terms, representing 16,677 tonnes, this was largely offset by increases at Grangemouth in the UK, where waste previously treated by our effluent treatment plant was sent for incineration and recycling, which in this case has a better overall environmental impact. The overall increase in recycled and re-used hazardous waste and decrease in incinerated hazardous waste were mainly due to a shift in waste streams at our Monthey site in Switzerland.

Hazardous waste

	2012	2013	2014
Hazardous waste intensity (g/\$sales)	13.4	16.0	15.6
Hazardous waste (000s tonnes)	190	235	236
Recycled and re-used (000s tonnes)	60	72	114
Incinerated (000s tonnes)	118	148	106
Landfill (000s tonnes)	1	3	1
Other (000s tonnes)	11	12	15
Hazardous waste by type:			
Chemical	65%	66%	59%
Solvents	26%	27%	33%
Other	9%	7%	8%

Non-hazardous waste

	2012	2013	2014
Non-hazardous waste intensity (g/\$sales)	7.7	9.0	9.4
Non-hazardous waste (000s tonnes) ¹	110	132	143
Recycled and re-used (000s tonnes)	80	101	106
Incinerated (000s tonnes)	4	8	9
Landfill (000s tonnes)	19	17	20
Other (000s tonnes)	7	6	8
Non-hazardous waste by type:			
Plant and seed waste from seed sites	60%	66%	65%
Inerts	5%	3%	4%
Packaging materials	7%	7%	6%
Household	5%	5%	5%
Other	23%	19%	20%

¹ Increase in 2014 value due mainly to increased disposal of seeds

The decrease in hazardous waste delivered to landfill in 2014 was due to a one-off increase in 2013, resulting mainly from the removal of contaminated soil during the final stage of remediating acquired land at our St. Pierre-la-Garenne site in France.

About 48 percent of our total hazardous waste was recycled or reused.

The 9 percent increase in non-hazardous waste resulted mainly from the recycling, reuse or incineration of treated seeds classified as non-hazardous. The non-hazardous waste intensity increased by 5 percent to 9.4 g/\$sales.

Plant and seed waste from seeds sites accounts for 65 percent of total non-hazardous waste. Of the 143,000 tonnes of non-hazardous waste produced, 74 percent was recycled or reused. Our sites constantly seek ways to reduce waste. For example, our Greens Bayou Biosciences site in the USA, has implemented a more robust recycling program which also includes wood pallets, metals and tertiary treatment carbon.

Sustainable operations

Environmental compliance

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

Unplanned releases from our chemical manufacturing activities are a particular concern, and we allocate significant resources to prevent them. In 2014, there were no unplanned releases.

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.

Making security a key consideration in our everyday work helps us manage continually changing risks. As a global organization, we are exposed to a significant and complex range of potential risks – from counterfeiting of our products to cybercrime to conflicts arising from political instability. We aim to assess, identify and address emerging security risks proactively, before they become live issues; we train our local security staff in handling emergencies to safeguard our people and surrounding communities.

Environmental compliance

	2012	2013	2014
Significant unplanned releases ¹	0	1	0

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

Security management

	2012	2013	2014
Evaluated sites ¹	72	70	105
Of which: production sites	39%	44%	41%

¹ Policy on security management reporting was revised: 2014 includes all evaluated sites. 2013 and 2012 include only sites in medium and high risk countries

Our security processes focus on sites with potential risk exposures for people, products, assets and/or information. In 2014, we changed our security management reporting approach to include all evaluated sites. In the past, we reported only on the evaluated sites in medium- and high-risk countries as identified by a Country Security Risk Index.

Under our Security 360 program, sites are evaluated by our own security professionals to determine the level of risk. We then develop an improvement plan with the site and monitor progress. Security 360 assessments are conducted at our own production, R&D or commercial facilities, and also at third-party supplier sites and warehouses. As of September 30, 2014, the Security 360 program covered 105 sites, of which 43 were production sites.

Counterfeiting of our products can be hazardous to users and the public. We have increased our resources for combating it, and in 2014 played an active part in securing seizures of some 178 tons of counterfeit and illegally imported chemicals with an estimated retail value of \$17 million.

We constantly update the security that protects our IT systems and websites from hackers and cyber-attackers. During 2014, we successfully defended our main websites from three substantial attacks.

Sustainable operations

Economic value shared

Syngenta contributes to the economies and communities of the countries where it operates.

Our operations stimulate sustainable supply chains and create significant revenue for thousands of companies and suppliers worldwide. Our purchasing helps strengthen local economies and communities.

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 by 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 is integral to the way we work with farmers.

As our business continues to grow, the value we create is shared. In 2014, our overall contribution increased by 0.8 percent. The principal factors were a slight increase in employee wages and benefits (+2 percent), payments to providers of capital (+13 percent) due to an increased dividend payment in 2014, and capital expenditure (+19 percent) due to investment in production capacity and research and development facilities to support long-term growth objectives.

Economic value shared

	2012	2013	2014
Economic value shared (\$m)	13,866	14,864	14,982
Payments to suppliers	8,550	9,792	9,613
Employee wages and benefits	2,710	2,828	2,888
Payments to governments (taxes) ¹	345	405	366
Payments to providers of capital ^{2,3}	971	1,139	1,285
Capital expenditure ⁴	662	679	805
Corporate community investment ⁵	19	21	25

- 1 Consists of income and other taxes paid, excluding VAT (included in Payments to suppliers) and employment-related taxes (included in Employee wages and benefits)
- 2 Consists of expenditures for dividends, share repurchases (excluding those for employee share plans) and interest on debt
- 3 Increase in Payments to providers of capital reflects an increased dividend payment in 2014
- 4 Increase in Capital expenditure reflects investment in production capacity and research and development facilities to support long-term growth objectives
- 5 The PwC Independent Assurance Report includes in its scope only the Corporate community investment figure used in the calculation of Economic value shared

In 2014, we made direct community investments of \$25 million. The 16 percent increase compared to 2013 was due to improvements in data collection as well as an increase in reported initiatives triggered by the roll-out of our Community Engagement Policy. Our community investments support locally-tailored initiatives that address the expectations, interests and concerns of local communities. In 2014, they included 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 Sustainable Agriculture](#).

We rolled-out the Community Engagement policy through a series of workshops bringing together some 300 people from 87 sites in 34 countries covering all regions. The workshops focused on gathering and sharing experiences from employees who are dealing daily with community expectations, to generate a common knowledge base. Our people are passionate about their work and proud to share their initiatives and experience of working with local communities.

For example, as a company we have a lot of experience in managing waste – and waste is a common problem in many communities where we operate. Engagement opportunities include educating our neighbors on reducing, reusing and recycling waste – and above all handling it safely. In places that lack formal waste management, our site teams are looking into partnering with local authorities to set up community waste recycling centers.

Access to sanitation and clean and safe water are other recurring community issues. In the Philippines, a Syngenta team is working with the local school to improve the schoolchildren's access to sanitation. At other sites, our teams are creating access to safe water by providing simple water purification systems and partnering with local authorities on deep-well boreholes. Where the dry season adds to water stress, site teams have also endeavored to provide clean water to surrounding communities.

Goal Zero is our internal health and safety program that aims to keep our employees safe in the workplace and to bring them home safely when they are traveling for the company. Some sites have recognized a need to extend the Goal Zero mentality to their surrounding communities, to promote safe behavior in everyday activities such as farming, hygiene and driving.

Business integrity

We believe that building and maintaining a culture of doing the right thing is key to being a sustainably successful business. It is also the essential foundation on which The Good Growth Plan is built.

We comply 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 sets out clear ethical, environmental, and social responsibilities for all employees; we expect them to honor these and report any suspected breaches. We also monitor our suppliers' compliance with our standards and external regulations on issues such as health and safety, the environment, fair labor practices and animal welfare.

We have continued to strengthen and refine our governance framework. Compliance and Risk Management Committees in all territories mirror our global governance structure. They bring together leaders of the Commercial organization, Human Resources, Finance, Legal and Taxes, Syngenta Business Services, Production and Supply, and Health, Safety and Environment, so that we can take a holistic view of compliance and risk.

But we don't stop there. Business integrity goes beyond compliance and risk management – and no formal system of rules and regulations can cover all eventualities. So we are evolving from a rules-based approach to one that reaches deeper: a values-based culture of doing the right thing. And we are working to instill the same respect for these values in our partners and suppliers.

Corporate conduct

We believe that building and maintaining a culture of doing the right thing is key to being a sustainably successful business. Our **Code of Conduct** sets out clear ethical, environmental, and social responsibilities for all employees. We have clear reporting procedures that encourage employees to speak up and report any suspected breaches of our Code of Conduct.

Issues and 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 in local languages 24 hours a day, 7 days a week. Every reported case is taken seriously and investigated as appropriate.

In 2014, 96 cases were reported. The increase since 2012 was due to our efforts to raise awareness of the need for compliance and encourage employees to come forward with any concern or suspected breach of the Code of Conduct. To further foster a speak-up culture, we relaunched the Compliance Helpline with new features and a comprehensive communication campaign in April 2014.

Besides raising awareness about the Compliance Helpline, the campaign focused on enabling leaders to create a speak-up culture where employees feel comfortable about raising concerns with managers, local compliance officers or Human Resources representatives. The relaunched helpline allows employees to ask questions about compliance-related topics in addition to raising potential issues.

We embed our Code of Conduct into our everyday operations and expect employees to take personal responsibility for their behavior. We give all new employees a copy of the Code and offer them Code of Conduct e-training. As of September 30, 2014, over 76 percent of employees had completed the online course. Alongside this e-training, we conducted targeted training and engagement sessions across all Syngenta regions and provided support on a variety of compliance-related issues – often through face-to-face workshops where employees role-play real-life scenarios.

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 some industries the law requires animal testing to ensure the safety of customers and the environment. We set the highest standards for animal care and audit our contractors to ensure these standards are applied consistently.

Corporate conduct

	2012	2013	2014
Compliance cases reported through the compliance helpline ¹	58	110	96

¹ This does not include cases reported through line management, HR or legal processes. 2013 increase reflects improved communication

Animal testing compliance

	2012	2013	2014
Management system audits performed in contract laboratories	15	13	17
Management system non-compliances found	1	0	0

Business integrity

We expect our contract laboratories to use management systems that are consistent with our policies and commitments on the care and use of animals. And to ensure compliance, we maintain an agreed audit plan for contractor laboratories. The slight increase in the number of audits performed in 2014 was within normal range. The number fluctuates annually depending on the geographical locations being reviewed. The level of inspection was consistent with maintaining appropriate oversight of our global pool of contract laboratories.

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 our management system for handling genetically modified crops is modeled on the ISO 9001 international quality standard.

In 2014, we trained 1,711 employees and contractors in field trial regulatory compliance. Planting trials were conducted in 411 authorized greenhouse and field trial site locations worldwide: we carried out 203 inspections to ensure these sites met regulatory requirements.

The number of training participants and inspections tends to fluctuate every year. The 39 percent increase in employees trained was mainly driven by the USA and Chile. In the USA, employees indirectly involved with regulated genetically modified crops were encouraged to complete online training to increase awareness, and, in Chile, an increased number of employees required training.

Biotechnology and regulatory compliance

	2012	2013	2014
Employees completing trial regulatory compliance training	1,559	1,228	1,711
Trial locations requiring a permit	400	420	411
Trial inspections performed by Syngenta	278	272	203

Quality management^{1,2}

	2012	2013	2014
Quality audits performed on own sites	91	83	97
Quality audits performed on third parties ³	89	496	83

1 In 2014 and 2013, reporting year ended September 30. In 2012, reporting year ended December 31

2 Further refinement of the "quality audit" definition has resulted in a significant decline in the number of audits performed. Starting 2014, "assessments" are no longer included in the reported value

3 The high value in 2013 is due to 411 audits in North America due to the wider introduction of a trait technology

Our regulatory compliance team works globally to ensure 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.

Quality management

We maintain robust quality assurance processes to ensure that we continue to deliver high-quality products and services. By extending these processes to cover sites managed by suppliers, we ensure our high standards are replicated throughout our supply chain.

We undertake audits at seed and crop protection sites managed by Syngenta and third parties. This audit program assesses processes against international standards such as ISO and ETS, as well as our own internal standards. Each year, we select the sites to audit based on risk, but keep the selection flexible so that we can respond to any issues that may arise. By tracking performance against a range of indicators, we can quickly identify issues and put strategies in place to address them. Our Global Codes of Practice help local teams apply consistent rules and procedures wherever they are.

In 2014, we conducted 97 quality audits at Syngenta sites: 87 at seeds sites and 10 at crop protection sites. Another 83 were completed at third-party sites.

In line with our strategy to integrate the Crop Protection and Seeds businesses, the Quality function has started a program to standardize quality processes across Syngenta. In 2014, one of the highlights of this effort was the review of our Quality Auditing Code of Practice. This code describes the best practice processes we have now adopted globally to perform Quality Audits in our own sites as well as at third parties. It also clarifies some definitions – including what constitutes a Quality Audit and what are the minimum requirements – to ensure we apply a consistent approach everywhere. As a result, the number of audits reported in 2014 is significantly lower than the figure for 2013, which also included local and other lower-level assessments.

The Syngenta Quality Management System, which is modeled on the ISO9001 standard, covers all Syngenta operations. About half of our production and R&D sites have a certified quality management system under ISO9001 or other certifications such as [Excellence Through Stewardship](#) and the Biotechnology Quality Management System.

About our non-financial reporting

Corporate Responsibility governance

Corporate Responsibility (CR) is integral to our business. Our ambition is to bring greater food security to an increasingly populous world in an environmentally sustainable way by creating a worldwide step-change in farm productivity. In The Good Growth Plan we have set specific, ambitious and measurable targets which focus on boosting resource efficiency, rejuvenating ecosystems and strengthening rural communities. We are also committed to developing our people, reducing our environmental footprint, enhancing our social engagement, raising supply chain sustainability and doing business responsibly. Syngenta is guided by the conviction that short-, medium- and long-term value creation depends on successfully integrating business, social and environmental performance.

Our Board-level Corporate Responsibility Committee, chaired by the Syngenta Chairman, acts as a custodian on all CR matters. At senior executive level, the Corporate Responsibility Panel directs CR-related standards, strategy, objectives and partnerships, and the Compliance and Risk Management Committee reviews and advises on non-financial reporting and the effectiveness of implementation of internal policies.

Materiality and stakeholder engagement

We regularly assess stakeholder concerns and expectations, as well as the issues that we believe present the greatest risks and opportunities for our business. We use the results to drive our strategy, determine allocation of resources, and guide our communication.

We engage with and collect feedback from stakeholders in a variety of ways. We listen to the grower community through satisfaction surveys and farmers' direct contact with our sales teams on the ground. We also engage directly with our employees and locally with the communities close to our operations. Our interaction with industry associations, non-governmental organizations, governments and the investor community enables us to gather feedback on our activities and monitor issues important to stakeholders. To increase accessibility of information about our activities by these stakeholders, we also answer their frequently asked questions on our [Questions about Syngenta](#) website.

We also conduct research to better understand consumers' perception of topics associated with agriculture and our industry. In July 2013, we commissioned a global research study involving over 7,500 people in 13 countries to assess their perceptions on food security and the challenges of agriculture. The [Agricultural Disconnect](#) study concluded that producing more food for a growing population in an environmentally sustainable way will be one of the next decade's most important global challenges. However, it found conflicting opinions about how best to address this challenge and about the likely impact of increased production on the environment and on the people who grow the food and work on the farms.

Assessment of environmental and social factors is also part of our risk management processes. These factors are considered at Group level for strategic business decisions, and are also included as part of local risk management processes. Environmental and social risks include:

- Adverse weather, climate and geographical conditions, as well as natural hazards
- Effects of not meeting stakeholder expectations
- Environmental damages and liabilities
- Adverse macro-economic situations and population developments
- National or regional insecurity



About our non-financial reporting

All these sources of information help us identify our most material issues. Our contribution to food security is the most important issue to our stakeholders. In particular, our stakeholders want to know how our technologies and products will enable growers to deliver sustainably the quality and quantity of food needed by a growing population. We contribute to addressing these issues through our Good Growth Plan.

The trust and confidence of Syngenta's stakeholders is critical to our continuing success. It will only be sustained if the company acts – and is seen to act – in accordance with the highest standards of ethics and integrity. Our [Code of Conduct](#) sets out clear ethical, environmental and social responsibilities for all employees. Together with our Purpose and Values, it guides our behavior. We call this responsible business.

Reporting scope

At Syngenta, non-financial information refers to quantitative and qualitative information on strategies, policies or activities pursued towards our business, environmental and social goals. We focus on the aspects that are most material to our business and our stakeholders.

Our non-financial reporting is for the operations of Syngenta Group, including material interactions with selected third parties as reported in the non-financial performance summary. Our non-financial reporting is guided by the Global Reporting Initiative principles and externally assured by PwC. The non-financial reporting period is October 1 to September 30, with the exceptions noted.

Reporting approach

2014 was a busy year as we began a project to raise our non-financial reporting processes to the next level. We aim to bring our non-financial reporting from a limited to a reasonable level of assurance in the coming years, starting with the most material issues. To do so, we have established a steering committee, conducted an in-depth gap assessment,

Our material issues

The Good Growth Plan

Land productivity
Input efficiency
Soil fertility
Biodiversity
Smallholder inclusiveness
Product stewardship
Supply chain sustainability
Wellbeing of rural communities

Responsible business

Compliance
Business integrity
Governance and transparency
Public policy and advocacy
Stakeholder engagement
Community relations
Health, safety and environment
Employee relations
Science and intellectual property

identified best practices, and developed an action plan.

We have focused our initial efforts on The Good Growth Plan, for which we have designed, implemented and documented reporting processes and controls. We have made good progress and will continue working to improve them over time – while also working to bring the same rigor to the rest of our non-financial reporting.

2014 was the first year of measuring our progress against our six commitments in The Good Growth Plan. We anticipate publishing additional performance indicators in the years ahead. In addition to the progress report in the Annual Review 2014 and in this document, we also provide information on [The Good Growth Plan](#) website.

We report on our environmental performance in absolute and intensity terms. In the past, intensity figures were normalized using \$EBIT excluding restructuring and impairment. In response to stakeholder feedback, we are using sales figures (\$sales) as the normalization factor from 2014 on.

Report structure

Syngenta's non-financial performance is covered throughout the printed [Annual Review 2014](#) and explained in further detail in this document. Detailed non-financial performance data and associated explanations are presented against the following four objectives:

- **The Good Growth Plan** – contribute to shape the future sustainability of agriculture to provide food security and deliver solutions that are better, more productive, and more beneficial to rural economies
- **People** – attract and retain talent while creating an environment that stimulates innovation and personal performance and development
- **Sustainable operations** – manage our environmental footprint and maintain the highest standards in our operations while benefiting the communities and economies in which we operate
- **Business integrity** – maintain the highest standards across our entire business and go beyond regulatory compliance

This structure differs from previous years' non-financial reporting to better represent our corporate responsibility activities and, in particular, those of The Good Growth Plan. In this document, we further elaborate on the information presented in The Good Growth Plan, People, Sustainable operations and Business integrity chapters (pages 11–17 and 32–39) as well as the Non-financial performance summary (pages 53–58) of the [Annual Review 2014](#).

About our non-financial reporting

UNGC and GRI

Syngenta is a signatory to the [United Nations Global Compact](#) (UNGC). 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 Annual Review and the additional non-financial reporting information presented in this document form our Communication on Progress (COP) made in implementing these principles.

Our non-financial performance reporting is guided by the 3.1 Reporting Guidelines of the Global Reporting Initiative (GRI). We publish the [GRI Content Index](#) alongside our reporting against the UNGC on our corporate website. We have maintained our GRI Application level at A+ since 2010.



Syngenta continues to support the 10 principles of the United Nations 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.

Recognition

Syngenta has been a member of the [FTSE4Good Index](#) since 2005. This is one of the best known and referenced environmental, social and governance (ESG) indexes and is used by socially responsible investment (SRI) investors and stakeholder groups. By assessing environmental and social performance it recognizes leading sustainability-driven companies around the world.

Syngenta encourages a fully transparent and independent approach to engagement with ESG/SRI service providers and other stakeholders. To increase the transparency and accessibility of information about our activities, our [Questions about Syngenta](#) website answers frequently asked questions from stakeholders, including rating agencies, on topics such as corporate governance, technology, intellectual property, health and safety, environment, product stewardship, supply chain management, and community engagement.

We also report greenhouse gas emissions and water use through the [CDP](#). In the climate change program, our disclosure score increased from 91 out of 100 to 97 in 2014 in recognition of our transparent reporting on management of greenhouse gas emissions. We qualified for the 2014 CDP CDLI DACH – the Climate Disclosure Leadership Index for Germany, Austria and Switzerland. We also increased our performance score from B to A, and, as a result, we have been included in [The A List: The CDP Climate Performance Leadership Index 2014](#) as one of 187 companies selected from nearly 2,000 for their superior approach to reducing carbon emissions and mitigating the business risks of climate change.

In 2014, we were also recognized by Corporate Knights, a Toronto-based media and investment advisory company, which included us in its ranking of the [2015 Global 100 Most Sustainable Corporations in the World](#).



Read more about The Good Growth Plan and our CR activities on:
www.goodgrowthplan.com
www.gri.syngenta.com
www.cr.syngenta.com
www.questions.syngenta.com

About our non-financial reporting

Independent Assurance Report on Syngenta's Online Non-Financial Reporting

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

We have been engaged to perform assurance procedures to provide assurance on the aspects of the non-financial reporting 2014 of Syngenta included in the Online Annual Report 2014.

Scope and Subject matter

Our limited assurance engagement focused on the following data and information disclosed in the non-financial reporting of Syngenta and its consolidated subsidiaries, for the financial year ended December 31, 2014:

- The application of the Syngenta internal Health, Safety and Environment (HSE), Corporate Community Investment (CCI) and The Good Growth Plan reporting guidelines in the non-financial reporting, in all material aspects;
- the internal reporting system and procedures, including the control environment, to collect and aggregate non-financial data;
- with the exceptions noted below, the non-financial performance indicators disclosed in the "Non-financial performance discussion 2014" section of the Online Annual Report 2014.

Our assurance procedures do not cover the information presented in the "Economic value shared", except for Corporate Community Investment, and "About our non-financial reporting" pages of the Non-financial performance discussion 2014.

Criteria

The reporting criteria used by Syngenta are described in the internal non-financial reporting guidelines and define those procedures, by which the non-financial performance data are internally gathered, collated and aggregated.

The accuracy and completeness of non-financial 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 non-financial performance.

Responsibilities and Methodology

The Board of Directors of Syngenta AG is responsible for both the subject matter and the criteria as well as for the selection, preparation and presentation of the selected information in accordance with the criteria. Our responsibility is to form an independent opinion, based on our limited assurance procedures, on whether anything has come to our attention to indicate that the identified non-financial information selected contained in the Online Annual Report 2014 is not stated, in all material respects, in accordance with the reporting criteria.

We planned and performed our procedures in accordance with the International Standard on Assurance Engagements (ISAE 3000) 'Assurance engagements other than audits or reviews of historical financial information'. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance on the identified information.

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.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

During 2014 we have not performed any tasks or services for Syngenta that would conflict with our independence, nor have we been responsible for the preparation of any part of the report; and therefore qualify as independent as defined by Code of Ethics and applicable legal and regulatory requirements.

Summary of work performed

Our assurance procedures included, amongst others, the following work:

- **Evaluation of the application of group guidelines**
Reviewing the application of the Syngenta internal non-financial information reporting guidelines;
- **Site visits**
Visiting seven different sites in China, France, Hungary and Switzerland (Regional Offices, Research and Development, Seeds, Active Ingredients and Crop Protection). 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 non-financial performance discussion relative to completeness, accuracy, adequacy and consistency;

About our non-financial reporting

- **Review of the documentation**
Reviewing the relevant documentation on a sample basis, including management and reporting structures and documentation;
- **Review of consistency with the printed version of the Syngenta Annual Review 2014**
Reviewing the consistency of the non-financial information data and information disclosed in the Online Annual Report 2014 with that disclosed in the Non-Financial Performance Summary in Syngenta's Annual Review 2014;
- **Assessment of the processes and data consolidation**
Reviewing the appropriateness of the management and reporting processes for non-financial reporting. Assessing the consolidation process of data at the Group level; and
- **Review of technical processes related to the update of the Online Annual Report 2014 content (change management, security)**
Understanding the change management procedures to update the Online Annual Report 2014 content.
Understanding the security concept around the Online Annual Report 2014 and the supporting infrastructure.

We have neither carried out any work in respect of projections and targets nor such outside of the agreed scope and therefore restrict our conclusion to the non-financial reporting 2014 of Syngenta.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusions.

Conclusion

Based on our work performed and described in this report on the identified non-financial reporting 2014 nothing has come to our attention causing us to believe that

- Syngenta's internal non-financial reporting guidelines are not being applied in all material aspects;
- Syngenta's internal reporting systems to collect and aggregate non-financial data are not functioning as designed and provide an appropriate basis for its disclosure in all material aspects; and
- data and information mentioned in the subject matter and disclosed with the non-financial information reporting in the Online Annual Report 2014 does not give a fair picture of Syngenta's non-financial performance.



PricewaterhouseCoopers AG
Zurich, March 11, 2015
Gerd Tritschler
Jonas Buol

Non-financial performance summary

Non-financial performance summary

The Good Growth Plan

	2012	2013	2014			
Make crops more efficient¹						
Total number of reference farms	–	–	860			
Total number of benchmark farms	–	–	2,738			
Total number of clusters ²	–	–	205			
	Reference farms' performance compared to baseline 2014 ³		Benchmark farms' performance compared to baseline 2014 ³			
	2012	2013	2014	2012	2013	2014
Land productivity index:						
≤0%	–	–	183	–	–	183
>0–<5%	–	–	–	–	–	–
5–<10%	–	–	–	–	–	–
10–<15%	–	–	–	–	–	–
15–<20%	–	–	–	–	–	–
≥20%	–	–	–	–	–	–
Nutrient efficiency index:						
≤0%	–	–	183	–	–	183
>0–<5%	–	–	–	–	–	–
5–<10%	–	–	–	–	–	–
10–<15%	–	–	–	–	–	–
15–<20%	–	–	–	–	–	–
≥20%	–	–	–	–	–	–
Pesticide efficiency index:						
≤0%	–	–	183	–	–	183
>0–<5%	–	–	–	–	–	–
5–<10%	–	–	–	–	–	–
10–<15%	–	–	–	–	–	–
15–<20%	–	–	–	–	–	–
≥20%	–	–	–	–	–	–

1 2014 first year of reporting

2 Number of clusters with either reference or benchmark farms

3 Number of clusters with both reference and benchmark farms per range of percentage increase in land productivity, nutrient efficiency and pesticide efficiency since the 2014 baseline. US Department of Agriculture data are used as baseline for both reference and benchmark farms in clusters located in the USA

The table above presents the number of reference farms, benchmark farms and clusters in the network. It also outlines the distribution of percentage increases in land productivity, nutrient efficiency and pesticide efficiency on a cluster basis.

A cluster presents homogeneous agro-climatic conditions and contains reference and/or benchmark farms with similar grower characteristics. Reference farms use one or more Syngenta product(s) or recommended protocols and have a direct link to Syngenta. Benchmark farms are randomly selected by a third-party research agency and represent conventional grower practice for each cluster.

Reference farm and benchmark farm performance compared to baseline 2014 represents the distribution of percentage increases achieved in reference and benchmark farms compared to the baseline year on a cluster basis. The table is set up to show trends over time on reference and benchmark farms. As the baseline year is 2014, all clusters are reported as “≤0%” this year.

Non-financial performance summary

The Good Growth Plan continued

	Cumulative since baseline 2014	2012	2013	2014
Rescue more farmland¹				
Hectares of impacted farmland (m)	0.8	–	–	0.8
Help biodiversity flourish¹				
Hectares of impacted farmland (m)	0.7	–	–	0.7
Empower smallholders¹				
Smallholders reached through sales (m)		–	–	15.3
Smallholders reached through field force activities (m)		–	–	3.3
Help people stay safe				
People trained on safe use (m)	4.7	3.0	2.8	4.7
Of which: smallholders ¹		–	–	74%
Countries with established Syngenta product toxicovigilance programs		85	100	100
Crop Protection sales represented		92%	93%	93%
Look after every worker				
Seed supply farms included in Syngenta Fair Labor Program ²		17,625	22,895	28,361
HSEQ assessments at chemical suppliers		74	86	72
HSEQ assessments at formulation, fill and packaging suppliers and seed toll manufacturing ³		35	38	74
HSEQ assessments at warehouse/logistics service providers		115	157	156

¹ 2014 first year of reporting

² Number of farms in Fair Labor Association (FLA)'s audit scope

³ Seed toll manufacturing has been included since 2014

People

	2012	2013	2014
Employment			
Employees ¹	27,262	28,149	29,340
Europe, Africa and Middle East ²	12,417	12,763	13,300
North America	4,598	4,654	4,636
Latin America	5,095	5,221	4,945
Asia Pacific	5,152	5,511	6,459
Part-time employees	975	976	948
Turnover rate ³	12.4%	14.1%	9.9%
of which: <35 years	44%	43%	43%
35-50 years	35%	35%	41%
>50 years	21%	22%	16%
Attrition rate ⁴	6.0%	5.5%	5.5%
Senior managers	334	366	359
Headquarters	50%	47%	42%
Europe, Africa and Middle East	13%	13%	18%
North America	19%	18%	18%
Latin America	10%	12%	12%
Asia Pacific	8%	10%	10%
Diversity			
Nationalities in senior management	38	41	40
Female employees	31%	30%	29%
Female employees in management roles	20%	20%	21%
Female employees in senior management	13%	13%	13%

¹ Permanent full-time equivalent (FTE)

² Including headquarters (Switzerland)

³ Including voluntary leavers, retirees and restructuring

⁴ Includes only voluntary leavers

Non-financial performance summary

People continued

	2012	2013	2014
Employee development¹			
Training investment (\$m)	24.6	27.1	29.8
Average training investment per employee (\$) ²	901	964	1,015
Reward and recognition			
Employees eligible to participate in Employee Share Purchase Plan (ESPP)	16,561	18,790	18,779
of which: employees participating	46%	47%	43%
Employees participating in long-term equity incentive plans	1,098	1,226	1,304
Health, safety and wellbeing			
Recordable injury and illness rate (IIR) per 200,000 hours ³	0.39	0.41	0.37
Recordable injury rate per 200,000 hours ³	0.35	0.35	0.33
Europe, Africa and Middle East ⁴	0.39	0.38	0.41
North America	0.87	0.64	0.54
Latin America	0.17	0.38	0.41
Asia Pacific	0.16	0.15	0.10
Recordable occupational illness rate per 200,000 hours ³	0.03	0.07	0.04
Europe, Africa and Middle East ⁴	0.07	0.07	0.03
North America	0.00	0.14	0.02
Latin America	0.00	0.08	0.12
Asia Pacific	0.03	0.02	0.01
First aid cases	693	623	420
Recordable injuries ⁵	144	148	145
Bruise, strain, sprain and dislocation	31%	44%	52%
Cut and abrasion	30%	22%	19%
Bone fracture	17%	15%	11%
Concussion and internal injury	3%	1%	4%
Multiple injuries	–	–	3%
Other	19%	18%	11%
Cases of recordable occupational illness	14	28	17
Cases of work-related stress ⁶	127	36	35

1 Includes only training delivered by external providers

2 Permanent full-time equivalent (FTE)

3 According to US OSHA definition for injuries and illness

4 Including headquarters (Switzerland)

5 New reporting system and injury categories introduced in 2014. 2013 and 2012 percentages were restated to align to new breakdown

6 The high value in 2012 is due in most cases to a change in shift pattern at our Monthey site in Switzerland. Following extensive consultation, a new shift pattern was implemented early in 2013

Non-financial performance summary

Sustainable operations

	2012	2013	2014
Energy			
Energy intensity (MJ/\$sales)	0.66	0.69	0.66
Energy (TJ)	9,336	10,202	9,930
Gas (TJ)	3,936	4,050	3,946
Electricity (TJ)	2,347	2,459	2,460
Steam (TJ)	1,419	1,578	1,633
Oil (TJ)	703	975	854
Other (TJ)	931	1,140	1,037
Greenhouse gases			
Total CO₂e emissions intensity (g/\$sales)	111	116	114
Total CO ₂ e emissions (000s tonnes)	1,574	1,710	1,730
Within direct control:			
CO ₂ e emissions from own operations (000s tonnes)	665	634	620
CO ₂ emissions from company vehicles (000s tonnes)	68	76	75
Within indirect control:			
CO ₂ e emissions from purchased energy (000s tonnes)	391	417	419
CO ₂ emissions from business trips (000s tonnes)	45	40	43
CO ₂ emissions from distribution (000s tonnes)	405	543	573
Other air emissions			
Other air emissions intensity (g/\$sales)	0.100	0.103	0.099
Other air emissions (tonnes)	1,421	1,514	1,500
NO _x (tonnes)	476	440	523
Non-halogenated VOCs (tonnes)	505	427	435
Halogenated VOCs (tonnes)	13	21	32
Particulates (tonnes)	108	105	101
SO ₂ (tonnes)	295	494	386
NH ₃ (tonnes)	8	8	6
HCl (tonnes)	16	19	17
Water			
Water usage intensity (liters/\$sales)	2.4	2.5	2.5
Water usage (million cubic meters)	33.8	36.8	37.8
Cooling (million cubic meters) ¹	18.0	19.4	21.2
Irrigation (million cubic meters)	6.5	7.6	7.0
Processing and washing (million cubic meters)	7.0	7.4	7.3
Product ingredient (million cubic meters)	0.2	0.3	0.3
Sewage and sanitary (million cubic meters)	1.0	1.1	1.0
Other (million cubic meters)	1.1	1.0	1.0
Origin of water:			
Surface fresh water (million cubic meters)	23.9	25.6	26.7
Underground water (million cubic meters)	7.1	7.8	7.7
Drinking water from municipal network (million cubic meters)	2.7	3.0	2.9
Recovered rain water (million cubic meters)	0.1	0.1	0.1
Saline water (million cubic meters)	0.0	0.3	0.4

1 Increase in 2014 value due to 9 percent increase in non-contact cooling water use in our Monthey production site because of increased production

Non-financial performance summary

Sustainable operations continued

	2012	2013	2014
Wastewater effluents			
Industrial wastewater discharge intensity (liters/\$sales)	0.71	0.74	0.66
Industrial wastewater discharge (million cubic meters)	10.1	10.8	10.0
Total organic carbon (TOC) (tonnes)	771	879	687
Chemical oxygen demand (COD) (tonnes)	2,337	2,679	2,059
Biological oxygen demand (BOD) (tonnes)	239	225	197
Total suspended solids (tonnes)	363	345	370
Soluble salts discharged (000s tonnes)	133	143	137
Direct discharge of uncontaminated cooling water (million cubic meters) ¹	17.8	19.1	21.0
Waste			
Hazardous waste intensity (g/\$sales)	13.4	16.0	15.6
Hazardous waste (000s tonnes)	190	235	236
Recycled and re-used (000s tonnes)	60	72	114
Incinerated (000s tonnes)	118	148	106
Landfill (000s tonnes)	1	3	1
Other (000s tonnes)	11	12	15
Hazardous waste by type:			
Chemical	65%	66%	59%
Solvents	26%	27%	33%
Other	9%	7%	8%
Non-hazardous waste intensity (g/\$sales)	7.7	9.0	9.4
Non-hazardous waste (000s tonnes) ²	110	132	143
Recycled and re-used (000s tonnes)	80	101	106
Incinerated (000s tonnes)	4	8	9
Landfill (000s tonnes)	19	17	20
Other (000s tonnes)	7	6	8
Non-hazardous waste by type:			
Plant and seed waste from seed sites	60%	66%	65%
Inerts	5%	3%	4%
Packaging materials	7%	7%	6%
Household	5%	5%	5%
Other	23%	19%	20%
Environmental compliance			
Significant unplanned releases ³	0	1	0
Security management			
Evaluated sites ⁴	72	70	105
Of which: production sites	39%	44%	41%

1 Increase in 2014 value due to 9 percent increase in non-contact cooling water use in our Monthey production site because of increased production

2 Increase in 2014 value due mainly to increased disposal of seeds

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

4 Policy on security management reporting was revised: 2014 includes all evaluated sites. 2013 and 2012 include only sites in medium and high risk countries

Non-financial performance summary

Sustainable operations continued

	2012	2013	2014
Economic value shared			
Economic value shared (\$m)	13,866	14,864	14,982
Payments to suppliers	8,550	9,792	9,613
Employee wages and benefits	2,710	2,828	2,888
Payments to governments (taxes) ¹	345	405	366
Payments to providers of capital ^{2,3}	971	1,139	1,285
Capital expenditure ⁴	662	679	805
Corporate community investment ⁵	19	21	25

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

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

3 Increase in Payments to providers of capital reflects an increased dividend payment in 2014

4 Increase in Capital expenditure reflects investment in production capacity and research and development facilities to support long-term growth objectives

5 The PwC Independent Assurance Report includes in its scope only the Corporate community investment figure used in the calculation of Economic value shared

Business integrity

	2012	2013	2014
Corporate conduct			
Compliance cases reported through the compliance helpline ¹	58	110	96
Animal testing compliance			
Management system audits performed in contract laboratories	15	13	17
Management system non-compliances found	1	0	0
Biotechnology and regulatory compliance			
Employees completing trial regulatory compliance training	1,559	1,228	1,711
Trial locations requiring a permit	400	420	411
Trial inspections performed by Syngenta	278	272	203
Quality management^{2,3}			
Quality audits performed on own sites	91	83	97
Quality audits performed on third parties ⁴	89	496	83

1 This does not include cases reported through line management, HR or legal processes. 2013 increase reflects improved communication

2 In 2014 and 2013, reporting year ended September 30. In 2012, reporting year ended December 31

3 Further refinement of the "quality audit" definition has resulted in a significant decline in the number of audits performed. Starting 2014, "assessments" are no longer included in the reported value

4 The high value in 2013 is due to 411 audits in North America due to the wider introduction of a trait technology

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