

Assured Corporate Responsibility performance indicators 2012

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

People

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

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

² Permanent full-time equivalent (FTE)

³ Including headquarters (Switzerland)

⁴ Including voluntary leavers, retirees and restructuring

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

CR performance

People continued

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

¹ According to US OSHA definition for injuries and illness

² Including headquarters (Switzerland)

Manufacturing and procurement

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

New indicators for 2012

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

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

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

³ 2011 first year of reporting

⁴ 2012 first year of reporting

⁵ Including 35 multi-functional sites

⁶ Reporting year ending December 31

CR performance

Environment

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

1 \$EBIT excluding restructuring and impairment

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

3 Restated values due to change in scope to exclude irrigation

CR performance

Environment continued

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

¹ \$EBIT excluding restructuring and impairment

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

Responsible agriculture

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

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

² Including headquarters (Switzerland)

Product safe use

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

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

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

³ 2012 first year of reporting

CR performance

Economic value shared¹

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

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

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

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

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

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

Business integrity

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

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

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

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

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