

People

Syngenta's strength lies in its employees. It is their talent, commitment and innovation we depend on to develop, manufacture, and sell new and improved products. We continually invest in our employees to enable them to reach their full potential with a range of training and development programs including regular discussions with line managers to help identify and achieve their career aspirations. We aim to create an inspiring and inclusive working environment, promote diversity, and offer competitive pay and benefits in each of the markets where we operate.

We provide regular feedback for employees on their progress and respond to their input. Site managers collect feedback through local programs and respond directly to employees. We share best practice from around the company through an online database. This dialogue with employees helps us maintain a successful business that our people are proud to be part of.

The safety and wellbeing of our employees remains a priority, and we are committed to respect employee rights such as freedom of association, collective bargaining and fair pay. Our Code of Conduct sets out our commitment to comply with national and international labor laws and to uphold the principles set out in the Universal Declaration of Human Rights and the International Labor Organization's Core Conventions.

See more on external recognition and what we offer [our people](#).

People retention

We offer excellent development opportunities and competitive rewards that contribute to a positive working environment and enable us to attract and retain the most talented people. We introduced a suite of programs and guidelines in 2010 to ensure we maintain our reputation as a top employer. In 2010, Syngenta ranked 7th in Science Magazine's top 20 companies to work for, up from 20th in 2009.

All our people processes are linked to our Employee Value Proposition (EVP) – a series of guidelines designed to engage current and potential employees at both a functional and emotional level. The EVP supports the Syngenta brand, communicating our corporate identity as a place where employees can “Grow with a business where your work matters”.

Our staff turnover rate was 9.5 percent in 2010 – up slightly from 2009. We have continued to expand our workforce through the economic downturn because we recognize the need to invest in the right people to grow our business sustainably over the long term. At the end of 2010, Syngenta employed over 26,000 people.

See [People](#) for more on our EVP, development programs and external recognition for Syngenta as an employer of choice.

People retention	2010	2009	2008
Employees as of December 31 ¹	26,179	25,925	24,148
EAME ²	12,466	12,565	11,471
NAFTA	5,022	5,214	5,076
LATAM	4,004	3,782	3,610
APAC	4,687	4,364	3,991
Part-time employees	850	763	716
Turnover rate	9.5%	9.3%	9.8%
Turnover rate <35 years	3.6%	3.2%	3.8%
Turnover rate 35–50 years	3.7%	3.2%	3.9%
Turnover rate >50 years	2.2%	3.0%	2.0%
Employees entitled to participate in the Employee Share Purchase Plan (ESPP)	16,262	15,829	13,821
Entitled employees participating in ESPP	46%	48%	49%
Employees participating in Long-term Incentive (LTI) plan	1,031	1,016	886

¹ Permanent full-time equivalent (FTE)

² Including Headquarters (Switzerland)

Diversity

Our 26,000 employees working in over 90 countries around the world bring a rich mixture of diverse skills and experiences that reflect the different markets where we operate. This diversity broadens our collective experience and fuels the innovation our business is built on. It is therefore essential that we respect and retain the most talented people, ensuring that everyone has

equal opportunity to develop their career and contribute to the business. We do not tolerate discrimination on any grounds.

In 2010, our senior management team – approximately the top 200 employees – represented 24 nationalities. Women accounted for 11% of this most senior group and 20% of all managers. These figures remain constant from the previous year and we aspire to increase diversity in management roles through our leadership development programs. The proportion of women in the workforce as a whole has continued to rise steadily in 2010 to 32%.

Diversity	2010	2009	2008
Female employees	32%	30%	28%
In management roles	20%	20%	19%
In senior management	11%	11%	12%
Proportion of senior management from each region			
Number of senior managers	196	196	190
HQ	49%	49%	51%
EAME	14%	15%	13%
NAFTA	19%	20%	22%
LATAM	8%	7%	6%
APAC	10%	9%	9%
Number of nationalities in senior management	24	24	22

Employee development

As our employees develop, so does our business. We contribute to employee development through training and development programs that help them achieve their full potential. In 2010, we invested \$29 million in these programs, which include formal classroom-based training events, e-learning and project-based development opportunities, as well as development plans tailored to local and individual capabilities. Our local learning and development groups analyze and respond to development needs in each of our markets.

We have implemented a career management framework based on our employees' skills and the Leadership Capabilities that will support their further development. To facilitate this process, we have launched a new guide for managers on how to apply leadership capabilities in the coaching and development of our employees. Each employee meets with their line manager at least once a year to discuss their career progression and create an individual development plan tailored to their unique talents and needs. In recognition of the importance of unlocking our employees' potential, people development is now a key element of management objectives and is tied to managers' annual incentive scheme.

See more on employee development and leadership programs for [our people](#).

Employee development	2010	2009	2008
Total training investment (\$m)	29.0	24.9	27.2
EAME ¹ (\$m)	18.4	16.3	16.6
NAFTA (\$m)	4.1	2.5	3.4
LATAM (\$m)	3.3	3.1	3.6
APAC (\$m)	3.1	3.0	3.6
Training investment per employee (\$)	1,109	962	1,126

¹ Includes numbers for Headquarters (Switzerland)

Health and safety

Syngenta is committed to safeguarding the wellbeing of its people, and expects every employee to adhere to the standards, codes of practice and guidance outlined in our Health, Safety and Environment (HSE) management system. We communicate these expectations through our intranet, training, and site visits, and carefully monitor performance at all our sites worldwide. All incidents must be reported on a monthly basis through our HSE Performance Reporting System.

Our goal is to maintain an Injury and Illness Rate (IIR) below 0.5 per 200,000 employee hours and maintain a leading health and safety performance in our industry. In 2010, the IIR remained within this target and continued to fall to 0.39 from 0.42 the previous year. While the total recordable injuries rose by 16 percent to 142 in 2010, the injury rate per 200,000 hours worked continued to decline by three percent from 2009. The number of first aid injuries – fractures and cuts in particular – continued to increase in 2010, primarily as a result of more stringent reporting. At 70 percent of our sites, we experienced zero recordable injuries and illnesses in 2010.

Syngenta Biotechnology Inc's excellent safety record at the Research Triangle Park site in the US gained external recognition in 2010 with two Occupational Safety & Health Administration awards from the North Carolina Department of Labor: the Million-hour safety award for reaching the milestone of one million employee working hours without days lost to injury or illness; and the gold level safety award which recognizes sites that have had no fatalities and have maintained an incidence rate at least 50 percent below industry average during the year.

Safety awareness programs are organized locally to target specific risks in each market or site. For example, we are focusing on vehicle safety in Thailand, introducing monthly vehicle maintenance checks and raised awareness of guidelines on vehicle safety including use of seat belts, no mobile phones while driving and the need to report near misses as well as accidents. This campaign, which rewards employees who achieve 20,000 kilometers without an accident, has reduced accident rates from 86 – an average of more than one a week – in 2008 to 21 in 2010.

Preserving the wellbeing of our employees strengthens our ability to deliver innovative products and technologies. We encourage our people to maintain a healthy, balanced lifestyle and in 2010, we appointed a Global Health and Wellbeing manager to develop our global health and wellbeing strategy. As part of this strategy, we offer a range of local programs to promote wellbeing, including sports centers, healthy options at staff restaurants, health checks, family counseling and legal advice.

These programs are tailored to the needs of individual sites or countries. For example, our healthy eating programs focus on prevention of diabetes at our Goa site in India and on tackling high salt intake in food at our Iksan site in Korea. In Kenya, the Pollen HIV program has helped to reduce absenteeism and improve productivity through weekly awareness sessions and voluntary counseling and testing for employees. Our well established Bambanani program in South Africa also continues to contribute to low rates of absenteeism by offering counseling and advice to employees and their families on a wide range of issues that affect their daily lives including emotional difficulties, stress and trauma, HIV/AIDS, substance abuse, legal and financial issues. In the US, our Mobile Wellness Unit has provided free health screenings for over 3,000 employees and partners to help identify health problems early, improve wellbeing and reducing healthcare insurance costs.

An important part of employee wellbeing is achieving a healthy balance between work and family commitments. We offer flexible, full and part-time working options where possible to enable employees to choose whichever best suits their work and family commitments. We also offer childcare facilities at many of our sites. In Kenya, for example, we opened a new center our site near Nairobi offering childcare, healthcare and medical counseling for employees and the wider community.

Our efforts appear to be paying off. The total number of occupational health cases decreased from 11 to 6 in 2010, and the recordable illness rate decreased slightly to 0.02 per 200,000 hours worked. However, cases of stress continued to rise to 28 in 2010. We continue to target stress through programs such as those at our UK sites which aim to identify and address sources of stress.

Health and safety¹	2010	2009	2008
Recordable injury and illness rate (IIR) per 200,000 hours ²	0.39	0.42	0.50
Recordable injury rate per 200,000 hours	0.37	0.38	0.47
EAME	0.43	0.47	0.46
NAFTA	0.66	0.58	0.98
LATAM	0.22	0.19	0.19
APAC	0.18	0.19	0.24
Recordable occupational illness rate per 200,000 hours ²	0.02	0.03	0.03
EAME	0.01	0.05	0.04
NAFTA	0.06	0.06	0.03
LATAM	0.00	0.03	0.06
APAC	0.01	0	0
First aid cases	820	712	421
Total number of recordable injuries	142	122	133
Fracture	18%	10%	16%
Bruise/strain/sprain	31%	40%	29%
Burn	1%	1%	2%
Cut/abrasion	33%	27%	32%
Eye injury	3%	3%	4%
Head injury/concussion	3%	4%	4%
Other	11%	15%	13%
Total number of cases of recordable occupational illness	6	11	8
Cases of work related stress	28	20	16
% of sites with NO recordable injuries or illness	70%	76%	66%

Economic value shared

Syngenta contributes directly to the economies of the countries and communities where we operate through the taxes we pay, the wages and benefits we offer our employees, and the products and services we purchase from suppliers. In 2010, we paid \$268 million in taxes globally and more than \$6 billion to our network of suppliers. We believe in rewarding employees with fair and competitive wages and benefits, which totaled \$2.3 billion in 2010 – up from \$2.2 billion in 2009.

In addition to these typical business costs, Syngenta also invests in the communities where we operate and in developing markets to promote their sustainable development. We focus this support in areas directly relevant to our business such as water, land use efficiency, biodiversity conservation, access to technology, health and nutrition, and science and education. Our approach to these contributions varies according to local needs. For example, in India we engage with communities to address youth unemployment and women empowerment. In the UK, we promote science programs in schools and universities. In Kenya, we invest in infrastructure such as schools and health care facilities.

However, we believe that the greatest value we can add is through our core capabilities. Syngenta is committed to delivering innovative agricultural products and technologies which can make a significant contribution to economic development. We share our experience, technology and products with rural communities, improving their welfare through sustainable agricultural skills and innovation. We channel much of our support for smallholder farmers through the [Syngenta Foundation](#). For more information, see more on how we are [strengthening rural economies](#).

Economic value shared	2010	2009	2008
Corporate community investment (\$m) ¹	16.7	17.5	10.8
Salaries (\$m) ²	2,305	2,176	2,157

¹ \$0.8 million from Resource efficient programs

² After effect of accounting policy change for post-employment benefits described in Note 2 to the Syngenta Group consolidated financial statements in the Financial Report 2010 which is available [here](#).