

Assured Corporate Responsibility performance indicators 2011

¹ Excluding restructuring and impairment

² For further information see Note 5 to the consolidated financial statements in the Financial Report 2011

The environmental performance numbers have been normalized to US\$EBIT¹ to better relate our performance in these areas to value creation.

In 2011, Syngenta re-organized its region structure resulting in certain countries moving from one region to another and the former region "NAFTA" becoming region "North America". For comparability purposes, 2009 and 2010 region information has been adjusted to reflect the new region structure.² For more detailed information on our Corporate Responsibility performance in 2011, see the Annual Report website www.syngenta.com/ar2011

Resource efficiency programs and stewardship

Soil, water, biodiversity, IPM/ICM, safe use ¹	2011	2010	2009
Total investment (US\$m)	7.5	7.6	7.0
EAME ²	48%	42%	29%
North America	20%	20%	25%
LATAM	14%	21%	27%
APAC	18%	18%	19%
Active programs	150	182	177
Investment per program (US\$ 000s)	50.0	41.6	39.7

Product stewardship

Total number of people trained (m)	2.9	4.3	3.9
Direct training	2.9	3.2	2.2
Televised training ³	0	1.1	1.7
Active training programs	61	90	129
Number of people directly trained per Syngenta program (000s)	48	36	18
Number of countries participating in adverse health incident management system	84	84	50

Product stewardship – biotechnology and regulatory compliance

Number of employees completing regulatory compliance training	2,044	1,593	1,177
Number of trial locations requiring a permit	406	435	471
Number of trial inspections performed by Syngenta	155	237	189

¹ Starting 2009, reporting year October 1 to September 30

² Including headquarters (Switzerland)

³ Televised training pilot completed

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

Economic value shared¹

Economic value shared	2011	2010	2009
Revenues (US\$m)	13,268	11,641	10,992
Payments to suppliers	8,140	6,851	6,959
Employee wages and benefits	2,661	2,305	2,176
Payments to governments ¹	312	292	186
Payment to providers of capital ²	1,078	884	625
Capital expenditure	575	526	771
Corporate community investment ³	18	17	18
Economic value retained	484	766	257

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 In 2011 US\$0.8 million from resource efficient programs

People

People retention	2011	2010	2009
Employees as of December 31 ¹	26,333	26,302	26,206
EAME ²	12,134	12,509	12,564
North America	4,713	4,809	4,978
LATAM	4,681	4,282	4,300
APAC	4,805	4,702	4,364
Part-time employees	881	850	763
Turnover rate ³	11.6%	9.5%	9.3%
Of which:			
< 35 years	38.9%	38.5%	32.7%
35–50 years	38.5%	38.8%	32.9%
>50 years	22.5%	22.7%	34.4%
Employees entitled to participate in Employee Share Purchase Plan (ESPP)	16,872	16,262	15,829
Entitled employees participating in ESPP	46%	46%	48%
Employees participating in Long-term Incentive (LTI) plan	1,047	1,031	1,016
Diversity			
Female employees	32%	32%	30%
In management roles	21%	20%	20%
In senior management	12%	11%	11%
Proportion of senior management from each region			
Number of senior managers ⁴	345	196	196
HQ	49%	49%	49%
EAME	13%	14%	15%
North America	19%	18%	19%
LATAM	10%	9%	8%
APAC	9%	10%	9%
Number of nationalities in senior management ⁴	34	24	24
Employee development			
Total training investment (US\$m)	30.6	29.0	24.9
EAME ²	19.9	18.4	16.3
North America ⁵	2.9	4.1	2.5
LATAM ⁵	3.5	3.3	3.1
APAC	4.3	3.1	3.0
Training investment per employee (US\$) ¹	1,161	1,103	951
Health and safety			
Recordable injury and illness rate (IIR) per 200,000 hours ^{6,7}	0.44	0.41	0.42
Recordable injury rate per 200,000 hours ^{6,7}	0.39	0.39	0.38
EAME ²	0.38	0.43	0.47
North America	0.99	0.75	0.58
LATAM	0.20	0.22	0.19
APAC	0.17	0.18	0.19
Recordable occupational illness rate per 200,000 hours ⁶	0.05	0.02	0.03
EAME ²	0.05	0.01	0.05
North America	0.16	0.06	0.06
LATAM	0.00	0.00	0.03
APAC	0.01	0.01	0.00
First aid cases	798	820	712

1 Permanent full-time equivalent (FTE), 2010 and 2009 data revised and updated

2 Including headquarters (Switzerland)

3 2011 increase reflects the inclusion of seasonal workers in Kenya and Ethiopia

4 2011 increase due to new senior management categorization

5 2010 and 2009 reflecting figures according to previous organizational structure

6 According to US OSHA definition for injuries and illness

7 2010 data corrected due to six late recordables after closing of the reporting year

¹ In 2011 additional seeds sites have been added to the data collection system

Environment¹

Energy	2011	2010	2009
Energy (TJ)	8,707	8,031	8,334
MJ/US\$EBIT	3.79	4.08	4.36
Gas (TJ)	3,655	3,851	3,675
Electricity (TJ)	2,155	1,963	2,096
Steam (TJ)	1,438	935	1,153
Oil (TJ)	660	631	635
Others (TJ)	799	652	775
Number of sites setting energy targets	19	22	19
Greenhouse gases			
Total CO ₂ e emissions (000s tonnes)	1,396	1,304	1,452
kg/US\$EBIT	0.61	0.66	0.76
Within direct control:			
CO ₂ e emissions from own operations (000s tonnes)	513	616	641
kg/US\$EBIT	0.22	0.31	0.34
of which: CO ₂ (000s tonnes)	332	329	426
kg/US\$EBIT	0.14	0.17	0.22
CO ₂ emissions from company vehicles (000s tonnes)	65	68	65
kg/US\$EBIT	0.028	0.035	0.034
Within indirect control:			
CO ₂ e emissions from purchased energy (000s tonnes)	374	301	418
CO ₂ emissions from business trips (000s tonnes) ¹	51	20	25
CO ₂ emissions from distribution (000s tonnes)	393	299	303
Other air emissions			
Total other air emissions (tonnes)	1,454	1,269	980
g/US\$EBIT	0.63	0.64	0.51
NO _x (tonnes)	445	404	416
g/US\$EBIT	0.19	0.21	0.22
Non-halogenated VOCs (tonnes)	647	440	415
g/US\$EBIT	0.28	0.22	0.22
Halogenated VOCs (tonnes)	29	48	49
g/US\$EBIT	0.01	0.02	0.03
Particulates (tonnes)	114	123	63
g/US\$EBIT	0.05	0.06	0.03
SO ₂ (tonnes)	180	208	20
g/US\$EBIT	0.08	0.11	0.01
NH ₃ (tonnes)	22	23	7
g/US\$EBIT	0.01	0.01	0.004
HCL (tonnes)	17	23	10
g/US\$EBIT	0.01	0.01	0.005

¹ The increase in 2011 is due to improved data provided by our travel agency, which includes 42 countries instead of 23 in 2010

Environment continued

Water	2011	2010	2009
Water consumption (million cubic meters)	30.8	28.8	32.0
liters/US\$EBIT	13.4	14.6	16.7
Cooling (million cubic meters)	18.7	18.6	21.0
Processing and washing (million cubic meters)	9.9	8.0	7.1
Product ingredient (million cubic meters)	0.2	0.2	0.2
Sewage and sanitary (million cubic meters)	1.0	1.1	1.7
Others (million cubic meters)	1.0	0.9	2.0
Origin of Water:			
Surface fresh water (million cubic meters)	22.4	22.1	—
Underground water (million cubic meters)	5.9	4.1	—
Drinking water from municipal network (million cubic meters)	2.6	2.5	—
Recovered rain water (million cubic meters)	0.1	0.1	—
Waste water effluents			
Total industrial waste water discharge (million cubic meters)	9.6	8.8	10
liters/US\$EBIT	4.2	4.5	5.2
of which: total organic carbon (TOC) (tonnes)	1,033	769	783
chemical oxygen demand (COD) (tonnes)	3,119	2,336	2,677
biological oxygen demand (BOD) (tonnes)	308	240	234
total suspended solids (tonnes)	520	393	303
soluble salts discharged (000s tonnes)	120	114	123
Direct discharge of uncontaminated cooling water (million cubic meters)	18.5	18.5	20.8
Waste water discharge			
From off-site treatment plant	51%	51%	—
From on-site treatment plant	48%	46%	—
Others ¹	1%	3%	—
Waste			
Hazardous waste (000s tonnes)	201.4	198.7	173.9
kg/US\$EBIT	0.09	0.10	0.09
of which: recycled/re-used (000s tonnes)	66.9	64.0	51.4
incinerated (000s tonnes)	121.5	124.0	97.1
landfill (000s tonnes)	0.4	0.4	0.7
other (000s tonnes)	12.6	10.3	24.7
Hazardous waste by type			
Chemical	59%	61%	57%
Solvents	29%	31%	30%
Others	12%	8%	11%
Non-hazardous waste (000s tonnes)	94.5	133.7	124.0
kg/US\$EBIT	0.04	0.07	0.06
of which: recycled/re-used (000s tonnes)	64.3	76.6	66.4
incinerated (000s tonnes)	7.1	18.0	25.2
landfill (000s tonnes)	19.1	28.7	15.5
other (000s tonnes)	4.0	10.4	16.9
Number of sites with reduction programs	16	19	19
Non-hazardous waste by type			
Plant & seed waste from seed sites	56%	51%	63%
Inerts	5%	22%	9%
Packaging materials	9%	6%	7%
Household	5%	3%	7%
Others	25%	18%	14%

¹ Incinerated water, sanitary water directly released, water used for fire exercises, evaporated water in process equipment

Compliance

Corporate conduct	2011	2010	2009
Cases reported through the Compliance Helpline	82	78	76
EAME ¹	32.5%	28.2%	17.1%
North America	20.0%	7.7%	23.7%
LATAM	15.0%	10.3%	17.1%
APAC	32.5%	53.8%	42.1%
Health, Safety, Environment and Social compliance in supply			
Number of seed supply farms included in Syngenta/FLA program ²	16,880	11,886	9,094
Number of HSEQ assessments at chemical suppliers ³	97	70	65
Number of HSEQ assessments at warehouse/logistic service providers ⁴	129	–	–
Animal welfare			
Number of audits performed in contract laboratories	8	6	3
Number of instances of non-compliance found	0	0	0
Environmental compliance			
Significant unplanned releases ⁵	0	0	0

1 Including headquarters (Switzerland)

2 In 2011, the FLA program was extended to Argentina, Brazil and Romania. The scope of the indicator was also amended to represent the number of farms in the program

3 Starting in 2011, formulation, fill and packaging supplier assessments are included

4 2011 first year of reporting

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