ESG REPORT

2021

syngenta

About this report

This Environmental, Social and Governance Report (ESG Report) 2021 is for the following operations of Syngenta Group: **Syngenta Crop Protection, Syngenta Seeds and the operations of Syngenta AG group that now form part of Syngenta Group China** – referred to as '**Syngenta**' or 'Syngenta AG group in this report. Syngenta AG group encompasses Syngenta AG, a company domiciled and incorporated in Switzerland, and all of its more than 150 subsidiaries globally. Information and data presented in this report reflect the activities within this scope, if not otherwise specified.

We have started to transition our ESG reporting to encompass the Syngenta Group but aligning our ESG disclosures and reporting processes across the new organization takes time. We expect to publish our first Syngenta Group report in 2023. Meanwhile, Syngenta Group business units remain committed to publishing their own ESG reports. This is the ESG Report 2021 for Syngenta AG group.

This report has been structured to address non-financial reporting requirements from selected reporting standards and frameworks, in particular the Global Reporting Initiative (GRI), the United Nations Global Compact (UNGC), the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). It is also meant to provide information relevant to ESG rating agencies, investors and other stakeholders.

This report has been prepared in accordance with the **GRI Standards: Core option** and serves as our **Communication on Progress (COP)** in implementing the UNGC's 10 principles as well as the UNGC's CEO Water mandate.

In 2020, we introduced several new key performance indicators (KPIs) to measure our progress toward the goals set in our Good Growth Plan launched in June 2020. This year, we also introduced a few new KPIs to provide more detailed breakdowns in our employment and diversity and inclusion disclosures. These new KPIs and any changes in reporting definitions or restatements are included in the Non-financial performance summary and throughout the document. Data presented represents the period October 1 to September 30, if not otherwise specified. The non-financial performance indicators aggregated as of and for the twelve months ended September 30, 2021 have been externally assured.

The ESG Report 2021 was published on March 31, 2022.

Should you have any questions, please contact us at: sustainability.syngenta@syngenta.com

COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

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Highlights of 2021

Delivering strong growth by supporting farmers
Increased demand for sustainability-enabling products and services translated into strong financial results in 2021. Innovation in seeds and crop protection helps farmers accelerate the implementation of regenerative agricultural practices.

Developing sustainability governance
We appointed a new Chief Sustainability Officer and established a new Sustainability Committee at the Syngenta Group Board level to oversee our sustainability activities.

Making progress on the Good Growth Plan
We invested USD 546 million in sustainable agriculture breakthroughs, benefitted 7.5 million hectares of farmland though our soil and biodiversity projects and trained 11 million people on the safe use of our products.

Helping farmers to become more resilient to climate change
We have made good progress in reducing our scope 1 and 2 carbon emissions, but still have work ahead to tackle the scope 3 emissions of our supply chain. This is a high priority and work is ongoing to address this challenge. At the same time, we continue amplifying our efforts to provide innovative solutions and encourage the use of agricultural practices that help farmers mitigate agriculture's climate footprint – from soil carbon sequestration and reduction of methane emissions to yield increase and feed efficiency.

Scaling up partnerships with TNC and Solidaridad
We scaled up our strategic partnership programs with The Nature Conservancy and started work on the ground on our flagship projects Reverte in Brazil, Run Tian in China, and Dairy Feed in Focus in the US. We also expanded our partnership with Solidaridad to implement sustainable solutions for smallholders.

Joining forces to tackle agricultural challenges
Syngenta Group signed the Business Declaration for Food Systems Transformation at the 2021 UN Food Systems Summit, and the Innovative Finance for the Amazon, Cerrado and Chaco Declaration at the World Leaders' Summit at COP26.

Supporting the wellbeing of our people
We revised our Diversity and Inclusion strategy, strengthening our focus on inclusive workplaces. With COVID-19, we adopted more agile ways of working and continued to foster a culture that encourages everyone to take care of their mental health and wellbeing.

Strengthening our efforts against illicit trade
Thanks to improved tools and procedures, a focus on high-risk countries, and enhanced cooperation with law enforcement and customs agencies, the amount of suspect counterfeit crop protection and seed products seized by authorities this year was nearly doubled – protecting our corporate brand, the health of users and the public, and the environment.

Further improving our ESG ratings and rankings
We improved our Sustainalytics rating to medium risk in line with the industry and maintained our A- score in the CDP climate change and water security submissions. Further, we were ranked 28th out of 350 companies and 5th among agricultural input companies in the World Benchmarking Alliance's Food and Agriculture Benchmark.

Statement of the Sustainability Committee Chair

The year 2021 was marked by COVID-19, extreme weather events and emerging conflicts around the world – having the potential to dramatically affect the world's already fragile food systems.

Reduced incomes and supply chains interruptions, compounded by weather fluctuations, led to many countries facing growing levels of food insecurity and reversing years of development gains. Even before the pandemic hit, world hunger was on the rise, and those living in poverty and in countries impacted by conflict were the most affected.

The resilience of our food systems is also under alarming threat from soil degradation, water scarcity, and increased exposure to pests and disease. Equipping farmers with innovative technologies and sustainable practices is therefore essential to creating a more regenerative food system. Syngenta Group is ideally positioned to deliver the needed solutions and knowledge to farmers to help accelerate this transformation, while supporting rural prosperity.

At the 26th UN Climate Change Conference of the Parties (COP26) in November 2021, participating countries recognized that a transition toward sustainable and climate resilient food systems is crucial to achieving the world's climate ambition. They also highlighted that agricultural innovation is a critical enabler.

Despite the significant challenges of 2021, Syngenta made good progress toward achieving its sustainability commitments. The company continued to scale its investment in the research and development of solutions that help farmers mitigate climate change. Progress was also made on several important NGO partnerships and value chain projects. Around the world, training programs continued to help farming communities stay safe and healthy, and the company strengthened its focus on building an inclusive workplace for employees.

In 2021, Syngenta Group also bolstered its sustainability governance. A new Sustainability Committee, which I have the privilege to chair, was established at the Syngenta Group Board level to oversee sustainability activities and practices. The Sustainability Committee welcomed Daniel Vennard as the new Chief Sustainability Officer, managing sustainability activities in Syngenta Group. I look forward to working with Daniel and his team to shape Syngenta Group's sustainability agenda.

This annual ESG Report is for Syngenta AG. We aim to report as the Syngenta Group – the family of business units that includes Syngenta Crop Protection, Syngenta Seeds, ADAMA and Syngenta Group China beginning next year.

Louise O. Fresco
Chair of the Sustainability Committee
of the Syngenta Group Board of Directors

Statement of the Chief Sustainability Officer

In 2021, the COVID-19 pandemic and related economic disruptions continued to pose business and personal challenges to our employees and partners around the globe. With this in mind, we are all the more grateful for the innovation, hard work and collaboration that enabled us to live up to our collective mission of feeding the world while respecting the earth.

Our sustainability journey is guided by the Good Growth Plan. Despite the significant challenges of 2021, we made good progress toward achieving our commitments.

We continued investing to accelerate innovation for farmers and nature. Under the brand ELESTAL®, we launched a new insecticide active ingredient Spiropidion, which is safe to pollinators and beneficial insects, and provides farmers with an important new Integrated Pest Management tool.

This year, we continued reducing our scope 1 and 2 carbon emissions, but have work ahead to tackle our scope 3 emissions. To achieve our carbon reduction targets, we need to reduce the emissions generated in our supply chain and this is a high priority within the organization. While significant work is ongoing to reduce emissions in our supply chain, we also continue to provide solutions that help growers mitigate and adapt to climate change.

We are partnering with farmers worldwide to promote sustainable agriculture practices. In China, we are scaling up our Run Tian project, which encourages farmers to reduce straw burning and to incorporate straw and crop leftovers into the soil, improving air quality and sequestering carbon in the soil. In 2021, our soil conservation and biodiversity enhancement projects benefited 7.5 million hectares and generated a carbon benefit potential of 3 million tonnes of CO_2e.

Some of our innovations are helping farmers mitigate these emissions. An academic study released in 2021 found that Syngenta's ENOGEN® corn hybrids deliver feed efficiency gains in beef production. Increased feed efficiency means that producers need less feed to achieve the same outcomes, thus less water, land, and energy – ultimately generating fewer emissions.

Our work with farmers and other stakeholders around the world is based on partnerships. In Latin America, Syngenta became a member of the Innovative Finance for the Amazon, Cerrado and Chaco coalition. This initiative aims to scale up innovative financial instruments and accelerate investment in sustainable cattle and soy production in the Amazon basin, Brazil's Cerrado savanna and the Gran Chaco – a lowland area that covers parts of Argentina, Bolivia and Paraguay.

Our work on the ground is supported by our strong culture. Syngenta has been a signatory to the United Nations Global Compact since 2009, and we support its 10 principles relating to human rights, labor, the environment, and anti-corruption. We have embedded them in our business strategy, day-to-day operations and culture, and we engage with others to advance the UN Sustainable Development Goals.

We take pride in what we have achieved, but our work has only begun. I am amazed by the skills, talent and commitment of our people, customers and partners, and by the opportunities that lie ahead of us. Thank you for your interest in the vital work we are doing at Syngenta. We invite you to partner with us on the exciting journey ahead.

Daniel Vennard
Chief Sustainability Officer

1 Organizational profile

1.1 Syngenta Group

Syngenta Group was launched on June 18, 2020, when Sinochem Agriculture, ADAMA and Syngenta AG group came together to create a leader in sustainable agricultural innovation and technology.

Swiss-based and Chinese-owned, the Syngenta Group helps safely feed the world while taking care of the planet. We are proud to be the global leader in agricultural technology. Each organization brings a distinctive culture to our Group, enabling us to form four unique business units:

- Syngenta Crop Protection, based in Basel, Switzerland
- Syngenta Seeds, based in Chicago, USA
- ADAMA, based in Airport City, Israel
- Syngenta Group China, based in Shanghai, China

With 49,000 employees in more than 100 countries, the Syngenta Group is the most geographically and culturally diverse business in agriculture. Our people strive every day to transform agriculture through tailor-made solutions that benefit farmers, society and our planet. The passion and diversity of our people are distinctive assets and key elements of our brand and culture.

1.2 Syngenta Crop Protection and Syngenta Seeds

Particularly relevant for this Syngenta AG group ESG Report are the following two business units.

- Syngenta Crop Protection provides farmers with advanced and sustainable ways to keep their plants healthy – from sowing to harvest. The business unit develops and produces herbicides, insecticides, fungicides, biological controls, and seed treatments that promote strong and healthy plant growth.

- Syngenta Seeds offers a broad portfolio of crops, with particular strengths in corn, soybean, sunflower, cereals and vegetables. Its flower business, a key global player, is a leader in bedding and pot plants. Syngenta Seeds offers one of the industry's broadest germplasm pools and a strong pipeline of next-generation traits, built through a collaborative, on-farm approach to product development, strong customer focus, and an innovative global research and development program.

Syngenta AG group comprises just over 30,000 employees and delivered USD 16.7 billion in sales in 2021. More information about employment figures can be found in the Non-financial performance summary. More information about the Syngenta AG group organization, including ownership, products and services, markets served, significant changes in organization and activities, and financial performance can be found in Syngenta AG group's Financial Report 2021.

1.3 Syngenta Foundation for Sustainable Agriculture

The vision of the Syngenta Foundation for Sustainable Agriculture (SFSA) is a bright future for smallholder farming. To achieve this, SFSA stimulates innovations that help small-scale farmers in a dozen developing countries increase their productivity, income and resilience. In collaboration with a wide range of organizations, the Foundation focuses on three areas: access to seeds, insurance and agriservices. To support its initiatives, SFSA also engages in research and development work that improves smallholders' yields, and it promotes policies that encourage better opportunities for farmers and rural youth.

In 2021, the Foundation published its refreshed strategy for the next four years. One key aspect is the integration of climate-smart, resilient agricultural approaches across its portfolio. SFSA also aims to achieve gender parity among beneficiaries by 2025. Further impact goals include better nutrition, health and food security for smallholders and their customers, as well as at least 20% higher incomes for five million smallholder families.

Based in Basel, Switzerland, the Foundation is a non-profit organization established by Syngenta under Swiss law. The Foundation can access company expertise but is legally independent and has its own Board. Syngenta provides core funding and is sometimes a project partner. An increasing portion of the program budget comes from third parties.

SFSA activities are not featured in this ESG Report. The SFSA publishes a Highlights & Performance Report and local reviews on its Publications' webpage.

2 Sustainability

The Good Growth Plan puts sustainability at the center of our business and innovation. It is key to ensure our success and it helps us meet our commitment to the United Nations Sustainable Development Goals.

Building on the progress we made and the lessons we learned from the first Good Growth Plan (2013-2019), Syngenta Group launched a new Good Growth Plan in June 2020. This plan puts the urgent fight against climate change and biodiversity loss at the heart of farming's productive future and the global economic recovery.

Under the new Good Growth Plan, Syngenta makes four ambitious commitments and sets targets for 2025. We are accelerating our innovation to provide solutions for farmers to make agriculture more resilient and sustainable. We strive for carbon neutral agriculture, while continuing our work to enhance biodiversity and soil health. We are reinforcing our existing commitment to help people stay safe and healthy in our operations and in the field. Last, we want to achieve these commitments in partnership with others and through open dialogue about the value of agriculture innovation for farmers, nature and society.

We report on progress toward achieving the targets set in the Good Growth Plan in detail throughout this ESG Report (see links in green below) and in summary form in the Good Growth Plan Progress Report 2021.

The Good Growth Plan	
Accelerate innovation for farmers and nature	**Strive for carbon neutral agriculture**
• **Continue investing in sustainable agriculture breakthroughs** → See Innovation in agriculture • **Deliver two new sustainable technology breakthroughs per year** → See Innovation in agriculture • **Strive for the lowest residues in crops and the environment** → See Lowest residues in crops and the environment	• **Measure and enable carbon capture and mitigation in agriculture** → See Carbon capture and mitigation in agriculture • **Enhance biodiversity and soil health on 3 million hectares of rural farmland every year** → See Soil health and Biodiversity • **Reduce the carbon intensity of our (Syngenta Crop Protection and Seeds) operations by 50% by 2030** → See GHG emissions
SDG 1, 2 and 12	**SDG 6, 13 and 15**

Help people stay safe and healthy	Partnering for impact
• **Goal zero incidents in our operations** → See Health and safety • **Train 8 million farm workers on safe use every year** → See Safe use of products • **Strive for fair labor across our entire supply chain** → See Working with suppliers	• **Build cohesive partnerships and publish their sustainability objectives** → See Partnering for impactPartnering for • **Launch innovation dialogues for inclusive consultation on sustainability** → See Partnering for impact • **Board-level governance of sustainability** → See Governance
SDG 3 and 8	**SDG 16 and 17**

2.1 In focus: Helping farmers mitigate climate change

We recognize the challenges climate change poses for agriculture – and the contribution Syngenta can make to tackle it. Agriculture presents a significant climate change mitigation potential derived from greenhouse gas (GHG) removals, as well as reduction of GHG emissions through adequate management of land and livestock.

While we remain committed to reducing the GHG emissions generated in our operations, we also believe that our solutions can make a significant contribution to help farmers mitigate climate change. There are many ways through which we can support this.

We have product and service innovations on the market – and in the pipeline – that improve the water productivity of plants, increase yield and feed efficiency, reduce food loss and waste, and help sequester and mitigate loss of carbon in the soil. We also provide agricultural advice to farmers and undertake projects addressing specific needs on the ground. Below are examples of how our innovations and projects help.

Healthy roots: Seed treatment technology, such as our VIBRANCE™ fungicide, supports stronger, healthier root mass, which helps sequester carbon in the soil and increase yield.

Feed efficiency: ENOGEN® Feed corn delivers feed efficiency gains over regular rolled corn, hence reducing the carbon footprint of animal protein production.

Nitrogen efficiency: Biostimulants, such as those from our Valagro portfolio, and new nutrient efficiency traits optimize nutrient uptake by plants and help reduce GHG emissions from fertilizers.

Yield increase: Protecting crops from weeds, insects and diseases with modern pesticides and new traits, improves the vigor of plants, making them more resilient to droughts and floods, heat and cold, resulting in increased land productivity and reducing GHG emissions from avoided land conversion.

Regenerative management practices: When our products are combined with good management practices, agriculture becomes part of the solution to mitigating climate change. We help growers adopt climate-smart practices such as minimum tillage, crop rotation, and effective nutrient management. Combined with permanent crop cover strategies, these practices turn agricultural fields into carbon sinks, helping to remove carbon dioxide from the atmosphere. In 2021, our soil conservation and biodiversity enhancement projects benefited 7.5 million hectares and generated a carbon benefit potential of 3 million tonnes of CO_2e. Our Run Tian program in China is showing what is possible at scale. (See Soil health, Biodiversity and Carbon capture and mitigation in agriculture)

We are constantly working to find ways to measure the benefits our solutions bring to climate and nature. We support accounting efforts in this space and call on peers and other stakeholders to collaborate with us. We are committed to continue innovating and delivering solutions and advice to farmers, hoping carbon benefits will soon exceed the GHG emissions from our operations and supply chain.

Related information in this report:	**Further information:**
• Disclosures	• The Good Growth Plan • Press release: The Good Growth Plan launch (June 30, 2020)

3 Ethics and integrity

Syngenta is committed to operating at the highest standards of ethics and integrity. By fostering a culture of doing the right thing, we aim to earn recognition as a trustworthy and collaborative partner at every level – from farmers, governments and research bodies to our employees, partners, suppliers, and the broader society.

How we operate is as important as what we do

The Syngenta Group Code of Conduct sets out our commitment to the highest standards of fair labor practice, ethics and integrity. It covers the areas of law, business integrity, society, people, science, products, and property rights. Everyone working for Syngenta must adhere to our Code of Conduct and violations will result in appropriate disciplinary action under applicable employment laws and practices.

The Code of Conduct and related corporate policies, codes of practice and standards are available for employees on our internal Syngenta Policies portal. The issuance, storage, accessibility, implementation, and lifecycle management of the policies are governed by the Syngenta Policy Framework owned by Syngenta Group Compliance. The validity of all policies is confirmed by the respective policy owners annually through an assurance process, which is audited by our statutory auditors as part of the annual Company Level Controls.

The Syngenta Principles for Sustainable and Responsible Agriculture describe our approach to empowering farmers and supporting the development of agricultural systems that function within planetary boundaries, and promote the rights, health and wellbeing of all.

High standards of ethics and integrity also guide our procurement activities. We ensure our suppliers – and Syngenta employees engaging with suppliers – meet our expectations in labor practices, business ethics and Health, Safety and Environment. Our Compliance guide for third parties outlines our expectations of those supplying products or services either to Syngenta or on our behalf. We monitor supplier conduct through regular risk assessments and audits. (See Working with suppliers)

Embedding ethics and integrity at the core of our business

The Syngenta Group Ethics and Compliance Board (ECB) oversees policies and standards and the implementation of our compliance framework, decides on material non-compliance cases, and monitors compliance risk areas. The ECB comprises the Group Chief Financial Officer, the Group General Counsel, the Head of Group Accounting, Reporting & Internal Audit as well as the Head Group Compliance and Risk Management. A compliance dashboard, issued twice a year, provides leaders with an overview of the state of ethical compliance throughout Syngenta.

The Head Group Compliance and Risk Management and a team of regional compliance officers are responsible for developing, implementing and monitoring our corporate compliance framework and tools. Together, they ensure a holistic review of compliance at Syngenta. Compliance officers work directly with legal counsels and managers around the world to ensure consistent implementation of the Code of Conduct as well as other policies and guidelines.

Managers play a key role in fostering an ethical culture. They must lead their teams according to the Code of Conduct and help create a safe environment for employees to speak up about concerns. Employees

are expected to have read and understood the Code of Conduct, and to apply it in their everyday activities. (See Corporate conduct)

Raising concerns without fear of retaliation

We encourage our employees to raise any compliance concern to their line manager, our Legal, Compliance or Human Resources teams, or on an anonymous basis through the Syngenta Compliance Helpline. The helpline, managed by an independent third party, is available online and by phone 24/7 in 24 languages. It can also be used by anyone external to our organization such as our suppliers and contractors.

We take every concern seriously and investigate each one in line with our policies to determine if and what further action is required. We do not tolerate any form of retaliation against an employee who has reported a suspected compliance violation in good faith, nor do we tolerate any abusive accusation. (See Corporate conduct)

Related information in this report:	**Further information:**
• Corporate conduct • Working with suppliers	• Syngenta Group Code of Conduct • FAQ: Corporate conduct • Syngenta Compliance Helpline

4 Governance

Syngenta AG group is a subsidiary of Syngenta Group Co. Ltd. Syngenta Group Co. Ltd. is domiciled in China, but the operational headquarters of Syngenta Group are in Basel, Switzerland. Syngenta Group encompasses four business units: Syngenta Crop Protection, Syngenta Seeds, ADAMA and Syngenta Group China.

Syngenta AG, a company domiciled and incorporated in Switzerland, and its subsidiaries – together referred to as the 'Syngenta AG group' – cover the following operations of Syngenta Group: Syngenta Crop Protection, Syngenta Seeds and the operations of Syngenta AG group that now form part of Syngenta Group China.

Syngenta Group Co. Ltd. is governed by the Syngenta Group Co. Ltd. Board of Directors, managed by the Group Leadership Team (GLT) and supervised by a Board of Supervisors.

Board of Directors of Syngenta AG

The Board of Directors of Syngenta AG has the duties set forth under the Swiss Code of Obligations. The Board is responsible for the ultimate direction and management of Syngenta AG, under the direction of its shareholder Syngenta Group Co. Ltd., and establishes the basic strategic, accounting, organizational and financial policies to be followed by Syngenta AG. The operational management of Syngenta AG is delegated to the Executive Team of Syngenta AG. The Board of Directors of Syngenta AG also acts as an advisor to the Syngenta Group Co. Ltd. Board of Directors.

Board of Directors of Syngenta AG as of December 31, 2021		
Name	Responsibilities in the Guarantor	Principal activities outside the Guarantor
Gaoning ("Frank") Ning	Chairman, Non-Executive Director	Sinochem Group Co., Ltd. (Chairman of the Board); Sinochem Hong Kong (Group) Co., Ltd. (Chairman of the Board); China National Chemical Corporation Limited (Chairman of the Board); Far East Horizon Ltd. (Chairman of the Board); China Jinmao Holdings Group Ltd. (Chairman of the Board); APEC Business Advisory Council (Co-Chair); APEC China Business Council (Chair); International Chamber of Commerce (Executive Director); Sinochem Holdings Corporation Ltd. (Chairman); Pirelli & C. S.p.A. (Chairman of the Board); Luxi Group Co Ltd. (Chairman of the Board); ADAMA Agricultural Solutions Ltd. (Board Director)
Carl M. Casale	Non-Executive Director, Independent Director	Ospraie Management, LLC (Senior Agricultural Partner); Casale AG, LLC (Co-Owner)
Sophie Kornowski	Non-Executive Director, Independent Director	Gurnet Point Capital (Senior Partner); Même Cosmetics (Founder and Non-Executive Director); Teal Bio (Non-Executive Director); Alladapt Therapeutics (Non-Executive Director); Corium Pharmaceuticals (Non-Executive Director); Naveris (Non-Executive Director); Innocoll pharmaceuticals (Non-Executive Director); Crossover health; Before Brands (Non-Executive Director)
Jürg Witmer	Non-Executive Director, Lead Independent Director	Montcaud Holding SA (Chairman of the Board); A. Menarini IFR Florence (Non-Executive Director)

As of December 31, 2021, the Board of Directors of Syngenta AG is composed by four members from four nationalities. All Board members are non-executive directors and three are independent.

Executive Team of Syngenta AG

The Executive team of Syngenta AG is responsible for the leadership and operational management of Syngenta AG. The Executive Team is composed by six members representing four nationalities.

Executive Team of Syngenta AG as of December 31, 2021
• J. Erik Fyrwald, Chief Executive Officer • Steve Landsman, General Counsel • Chen Lichtenstein, Chief Financial Officer • Jon Parr, President Global Crop Protection and EAME, LATAM and APAC • Laure Roberts, Chief HR Officer • Jeff Rowe, President Global Seeds and North America

Sustainability governance

The sustainability governance is led by the Board of Directors of the parent company Syngenta Group Co. Ltd., which provides strategic direction regarding all sustainability matters and exercises oversight over the Syngenta Group Co. Ltd. Group Leadership Team in this respect.

The Syngenta Group Co. Ltd. Board of Directors delegates some of its powers and duties to the Syngenta Group Sustainability Committee. The committee is mainly responsible for sustainability matters in innovation and operations, and for the review of the company's sustainable practices. It also oversees the company's sustainability framework and standards, including public ESG reporting, the company's sustainability plan, strategic sustainability partnerships, and innovation dialogues.

The GLT oversees business sustainability-related standards, strategy, objectives, and partnerships. It reviews and advises on the effectiveness of implementation of internal policies. Each member is responsible for embedding sustainability in her/his area of responsibility.

The Chief Sustainability Officer (CSO), reporting to the CEO of Syngenta Group, leads the Sustainability function. This function coordinates and channels sustainability initiatives, performance management and policy engagements, and monitors sustainability performance. The CSO provides regular sustainability updates to the GLT and the Syngenta Group Co. Ltd. Board of Directors.

In July 2021, Daniel Vennard joined the company as our new CSO, overseeing sustainability activities in Syngenta Group, including Syngenta Crop Protection and Syngenta Seeds.

Related information in this report:	**Further information:**
• Ethics and integrity	• Syngenta Group Governance • Press release: Syngenta Group appoints Daniel Vennard as Chief Sustainability Officer (May 20, 2021)

5 Engagement and collaboration

5.1 Engaging with stakeholders

We engage with stakeholders to understand their concerns and expectations, as well as the issues that present the greatest risks and opportunities for our business.

Interacting with a broad range of stakeholders

Our stakeholders include a wide range of players, and we interact with them in different ways. For example:

- **Growers**: We use satisfaction surveys, and our teams on the ground work directly with farmers to ensure they reap the full benefits of our products
- **Industry**: We engage with peers through industry associations
- **Non-governmental organizations (NGOs)**: We partner with NGOs on specific issues
- **Capital markets**: We communicate and hold regular meetings with investors, bondholders and ESG rating agencies
- **Employees**: We communicate regularly with employees and use local workshops and surveys to gauge their views
- **Governments**: We put forward our position on relevant issues and seek dialogue on those
- **Communities**: We support and partner with communities where we operate

To ensure stakeholders have easy access to information about our activities, we also answer their frequently asked questions on our FAQ website.

Gathering stakeholder input

We conduct stakeholder research to understand consumers' perception of topics associated with agriculture and our industry. We also perform regular materiality assessments to evaluate stakeholder concerns and expectations. (See Materiality analysis).

The first Good Growth Plan, launched in 2013, was based on a global research study involving more than 7,500 people in 13 countries to assess their perceptions on food security and agricultural challenges. Results showed that producing more food for a growing population in an environmentally sustainable way was one of the most important global challenges. However, there were conflicting opinions about how best to address this challenge and about the impact of increased production on the environment and on the people, who grow the food and work on the farms.

In 2018, we undertook three months of consultation, completing more than 150 listening sessions with stakeholders from around the world to build a shared vision for the future of sustainable agriculture. As a result, we committed to accelerate our innovation to address the increasing challenges faced by farmers and society's changing views on agriculture technology.

In early 2020, preparing for our new Good Growth Plan, we conducted a global survey of about 600 large-scale farmers in the US, France, China, Brazil, India and across Africa to measure their opinions and attitudes toward climate change and associated issues. Results showed that 72% are worried about the impact climate change will have on crop yields, animal health and their ability to do business over the next

five years. Based on these findings, we have placed the fight against climate change and biodiversity loss at the core of our new Good Growth Plan, including bold new commitments to reduce agriculture's carbon footprint.

External initiatives and dialogue

Syngenta supports a wide range of initiatives and engages with different membership organizations and associations. We also have partnerships and work closely with NGOs and other civil society organizations.

Examples of global engagements include:

External initiatives	Memberships	Partnerships
• Agriculture Innovation Mission for Climate • Business Declaration on Food Systems Transformation • #ClimateShot • Coalition of Action 4 Soil Health • Convention on Biological Diversity • International Labor Organization's core conventions • OECD Guidelines for Multinational Enterprises • Task Force on Climate-related Financial Disclosure (TCFD) • United Nations Global Compact • Universal Declaration of Human Rights • UN Convention to Combat Desertification • UN Framework Convention on Climate Change • UN Guiding Principles on Business and Human Rights • UN LGBTI Standards of Conduct for Business • UN Women's Empowerment Principles • Valuable 500 • World Economic Forum's Alliance of CEO Climate	• Business at OECD • CropLife International • Economiesuisse • International Seed Federation • Cool Farm Alliance • Global Alliance for Climate-Smart Agriculture • GlobalG.A.P. • Life Sciences Cluster Basel • Science Based Target Network • Scienceindustries • Sustainable Agriculture Initiative (SAI) Platform • Sustainable Food Lab • SwissHoldings • Swiss Malaria Group • Swiss-Seed • Swiss Society for Phytiatry • The Consumer Goods Forum • The Sustainability Consortium • The Sustainable Trade Initiative – Sustainable Initiative Fruit and Vegetables • Together for Sustainability • World Business Council for Sustainable Development • World Economic Forum	• Global Business Initiative on Human Rights • Solidaridad • The Nature Conservancy

Syngenta also engages with local organizations and national industry associations.

Collective bargaining

As stated in the Syngenta Group Code of Conduct and the Syngenta Labor Standards, we recognize employees' rights to become members of relevant labor unions and/or other employee organizations and bargain collectively. No employee or employee representative will be subject to discharge, discrimination,

harassment, intimidation or retaliation for exercising her or his right to associate or bargain collectively. And, where the right to freedom of association and collective bargaining is restricted under law, the company allows the development of parallel means for independent and free association and bargaining.

Collective bargaining agreements (CBA) are usually managed at a local level and participation in them varies. In Switzerland, for example, about half of our work contracts in our Monthey site are covered by the Collective Labor Agreement Monthey, while in Northwestern Switzerland only a small number of employees are covered by a CBA given the nature and seniority level of roles in that geography. We also have a regional workers council called Syngenta European Employee Consultation Council, which deals with topics relevant to Syngenta operations across the EU27 countries, the UK and Switzerland.

5.2 Partnering for impact

Our Good Growth Plan exemplifies our engagement with stakeholders. Our belief that no single business or organization can do enough by itself is encapsulated in our partnering for impact goal. We intend to grow our network of strategic partnerships by joining forces with like-minded organizations to advance sustainability in agriculture. We collaborate with a wide range of academic institutions, food value chain stakeholders, agricultural businesses and farmers around the world, and our partners value us for our open and collaborative culture.

In 2021, we scaled up strategic partnership programs with The Nature Conservancy (TNC). In particular, we expanded the on-the-ground work with our projects Reverte in Brazil, Run Tian in China and Dairy Feed in Focus in the US. Reverte aims to return more than one million hectares of degraded land in the Cerrado region to profitable agricultural production through livestock integration and crop rotation. In 2021, we reached agreements with farmers to restore over 31 thousand hectares. Run Tian aims to support farmers in improving air quality, sequestering carbon in the soil and increasing their income by encouraging them to reduce straw burning and, together with crop leftovers, incorporate them into the soil. In 2021, we trained farmers that benefited about 50 thousand hectares with this practice.

In 2021, we also expanded our partnership with Solidaridad to develop and implement sustainable solutions for smallholders. Together, for example, we are introducing technical solutions among horticulture smallholders in the East-Western regions of Kenya aimed at improving product quality and yield to serve local markets. In China, we are also training smallholders from the Gansu Province on good agricultural practices for cotton production, financial literacy and market requirements as well as working to improve technology adoption and market connectivity.

Syngenta and the Syngenta Foundation for Sustainable Agriculture (SFSA) have partnered over the years in many ways. In 2021, this included thought leadership. For example, the two organizations jointly participated in debates on agricultural development at the Africa Green Revolution Forum and other conferences. A recent addition to our collaboration was opening SFSA's Seeds for Impact program to volunteering. Syngenta employees from around the world contributed *pro bono* to capacity-building at small African seed companies, benefiting at the same time from experience outside their usual work environment.

This year, we also continued working with our partners in the food industry and in civil society to promote sustainable agricultural practices aimed at reducing farmers' environmental footprint and improving the livelihoods of the farming community. In 2021, we continued to promote climate change resilience for coffee plantations in Vietnam with three value chain partners: Louis Dreyfus Company, Jacobs Douwe

Egberts and IDH The Sustainable Trade Initiative. Using demonstration plots and direct action on farms, the project aims to develop and promote sustainable landscapes that reduce soil degradation, combat deforestation, conserve irrigation water, and improve climate change resilience. Since the start of the project in 2016, we have trained more than 7,200 farmers, group leaders and agronomists on sustainability issues, eliminating overuse and unsafe use of pesticides.

In 2020, we started our series of innovation dialogues with external stakeholders to address sustainability trade-offs and dilemmas linked to new technologies. Through these dialogues, we want to strengthen our company's value proposition, increase our alignment with new societal and market needs, and build stronger collaboration with partners along the value chain. In 2021, we convened multiple players from the production system sector at our South-East Asia Palm Oil Innovation Dialogue to explore whether and how a system-wide change strategy, driven by innovation and other key enablers, could create transformative economic, social and environmental value.

Building on the work done in 2020 at our first Innovation Dialogue on ENOGEN® Feed, Syngenta partnered with the University of Arkansas Resiliency Center to research the potential for beef producers to reduce their environmental footprint by using ENOGEN® for livestock feed. This study, which presents a comparative lifecycle assessment of the environmental performance of ENOGEN® corn as an ingredient in beef cattle rations, showed an approximate 5% reduction in environmental impact per unit of live weight gain across four categories: climate change, embedded energy, land use, and water use[1]. As part of the Dairy Feed in Focus program, Syngenta is also collaborating with the US dairy industry and The Nature Conservancy to support and scale the adoption of best practices in feed and forage production, and feed efficiency on dairy farms through the US Dairy Net Zero Initiative (NZI). NZI looks to advance research, on-farm pilots and new market development to make sustainability more accessible and affordable to farms of all sizes.

The Sustainability Committee of the Syngenta Group Board of Directors reviews the progress made in our strategic sustainability partnerships and at innovation dialogues (see Governance). In 2021, the committee met for the first time to approve its charter and discuss the current and future sustainability strategy for Syngenta Group.

Related information in this report:	**Further information:**
• Employee development and engagement • Responsible lobbying • Community engagement • Materiality analysis • Governance	• Stakeholder engagement • Materiality assessment • FAQ: Engagement activities • Collaborating for sustainable agriculture • The Good Growth Plan: Partnering for impact

[1] Matlock, M., Christie, M., & Thoma, G. (2021). Analysis of Life Cycle Environmental Impacts of Using ENOGEN® Corn in Beef Cattle Rations. *Animals*, *11*(10), 2916. https://doi.org/10.3390/ani11102916

6 Non-financial reporting practice

Corporate non-financial information enhances the understanding of a company's activities, challenges and opportunities. At Syngenta, non-financial information refers to quantitative and qualitative information on strategies, policies or activities pursued toward our business, environmental and social goals.

Every year, we publish an ESG Report outlining our non-financial performance. Our most recent reports can be found in the Reporting on sustainability section of our website.

This report is complemented by material information available on our website, news center and media channel. We also disclose our ESG activities and progress through initiatives such as CDP and the World Benchmarking Alliance's Access to Seeds Index and Food and Agriculture Benchmark, and by engaging directly with ESG rating agencies, investors and other stakeholders.

6.1 Focus on quality

External stakeholders and internal managers use non-financial information to measure performance and make decisions about the business – and they should be able to have complete confidence in it.

Internal control environment over non-financial reporting

To this end, Syngenta has established internal controls for reporting non-financial information in our ESG Report. The Board of Directors of Syngenta AG and management are responsible for establishing and maintaining adequate internal controls over non-financial reporting. Syngenta's internal controls are designed to provide assurance to our Board of Directors and management on the reliability of non-financial reporting and the fair presentation of the information published in the ESG Report's Non-financial performance summary. The ESG Report, including the Non-financial performance summary, is reviewed by the Sustainability Committee of the Syngenta Group Board of Directors and approved by the Board of Directors of Syngenta AG before publication.

All internal controls, no matter how well designed, have inherent limitations and therefore may not prevent or detect misstatements. In designing internal controls for non-financial reporting, we used the criteria established in COSO's Internal Control – Integrated Framework (2013). We implemented an internal control environment supported by sound reporting processes and systems, clearly defined accountabilities, and detailed documented procedures. We also developed a Sustainability Reporting Guideline to direct our non-financial reporting activities and trained the individuals involved in reporting.

External assurance

Mandated by the Board of Directors of Syngenta AG and management, Syngenta seeks external assurance for the non-financial information published in our Syngenta AG group ESG Report every year. External assurance provides external and internal stakeholders with the additional confidence that the data disclosed by Syngenta is reliable, accurate and relevant.

This year, PricewaterhouseCoopers AG (PwC), Switzerland, an independent assurance provider, issued a limited assurance opinion on Syngenta's Non-financial performance summary provided on page 92. PwC's independent assurance report is included on page 97.

6.2 Materiality analysis

Our materiality analysis guides our strategy and helps us identify where we can create the most value and where we should focus our efforts, allocate resources, and direct our external reporting and communication. The following three criteria are used for the analysis:

- **Importance to Syngenta**: Matters that present the greatest risks and opportunities for Syngenta's ability to create long-term value and achieve our ambition
- **Importance to stakeholders**: Concerns and expectations frequently raised by stakeholders about our company, our industry, agriculture, and food systems
- **Relevance to sustainable development**: Level of significant impact on global sustainable growth based on The Global Risks Report 2021, The Earth Security Report 2017 and the Food in the Anthropocene report of the EAT Lancet Commission[2]

A detailed description of our materiality assessment can be found at: www.materiality.syngenta.com

[2] World Economic Forum, The Global Risk Report 2021, 16th Edition, p. 12; Earth Security Group, The Earth Security Report 2017, p. 6; The Lancet Commissions, Food in the Anthropocene: the EAT-Lancet Commission on healthy diets from sustainable food systems, 2019, p. 6, p. 27 and p. 33-39

Updated in early 2021, our analysis has identified 17 topics important to Syngenta and our stakeholders, and relevant to sustainable development. We divide these topics into:

- **Material topics**: Six topics have been classified as "high" in all three categories (column on the far right). For these topics, Syngenta has set goals in our Good Growth Plan, and we actively measure and evaluate our performance. These are also our material topics according to GRI requirements.
- **Monitored topics**: The remaining 11 topics are important to maintain the trust and confidence of our stakeholders, and for us to be a responsible business.

Each of these topics is described in detail in the Disclosures and other sections of this report as outlined below.

Topic		Disclosure or report section
Material **Good Growth Plan** & GRI	Biodiversity	7.1.5 Biodiversity
	Climate change mitigation and adaptation	7.1.3 Carbon capture and mitigation in agriculture 7.2.1 GHG emissions
	Health, safety and fair labor	7.2.6 Working with suppliers 7.3.3 Health and safety
	Innovation in agriculture	7.1.1 Innovation in agriculture 7.1.2 Lowest residues in crops and the environment
	Product responsibility	7.1.6 Safe use of products
	Soil health	7.1.4 Soil health
Monitored	Access to technology	7.1.7 Access to technology
	Air pollution	7.2.3 Other air emissions
	Business integrity	7.4.1 Corporate conduct 7.4.2 Security management 7.4.3 Animal welfare 7.4.4 Biotechnology and regulatory compliance 7.4.5 Economic value shared 7.4.6 Tax governance 7.4.7 Community engagement 7.4.8 Responsible lobbying
	Dialogue, transparency and partnerships	5 Engagement and collaboration 6 Non-financial reporting practice
	Employee engagement	7.3.1 Employee development and engagement 7.3.2 Diversity and inclusion
	Human rights	7.3.4 Human rights
	Land use changes and deforestation	0 Responsible agricultural land use
	Nutritious food	7.1.10 Nutritious food and feed
	Resource efficiency	7.2.2 Energy 7.2.5 Waste
	Rural development and poverty alleviation	7.4.5 Economic value shared 7.4.7 Community engagement
	Water conservation	7.1.9 Water conservation 7.2.4 Water and wastewater

Subsequent events

The conflict between Russia and the Ukraine has affected operations in both countries, but the impact of both the conflict in the Ukraine and related sanctions on Russia cannot be reasonably estimated at this point. During 2021, sales in Russia and Ukraine combined represented a mid-single digit percentage of Syngenta AG's total sales. (See Financial Report 2021).

6.3 Transparency and open data

Since we launched the first Good Growth Plan in 2013, Syngenta has publicly shared Good Growth Plan Open Data – we have been doing so annually for the past eight years. With our new Good Growth Plan launched in 2020, we are continuing with this practice and adding data sets on new topics. We currently publish open data for the following disclosures: soil health, biodiversity, carbon benefit potential on farmland, safe use of products and land productivity. Open data and definitions can be found at: www.data.syngenta.com

We are also a member of the Open Data Institute (ODI) and use ODI certificates to ensure best practice standards that make data searchable, usable by all and shareable are applied. We do this to be transparent, accountable, and to engage with our stakeholders to make agriculture more sustainable.

All micro-level farm data from our first Good Growth Plan (2014-2019) has been shared with the Food and Agriculture Organization (FAO) to support the monitoring of development trends such as the SDGs and is available in the Food and Agriculture Microdata Catalogue. Moving forward, we will continue sharing farm data with the FAO from specific areas of the world – our current focus is on the Africa Middle East region, where we are engaging with 100 farms and plan to scale up data collection to about 400 farms next year.

6.4 ESG ratings and rankings

ESG rating agencies, NGOs or other organizations publish a variety of ratings and rankings evaluating Syngenta's ESG performance. These are based on direct engagement with these groups, questionnaires or these organizations' own research based on publicly available information.

Below a summary of our performance in public ratings and rankings in 2021.

Rating or ranking	Current[1]	Current context	Previous[1]
Sustainalytics ESG risk rating	▲ Medium (27.2)	91 of 481 in chemical industry	High (32.8)
CDP Climate change Water security	◗ A- ◗ A-	vs B in chemical industry vs B in chemical industry	A- A-
Access to Seeds Index Global Western and Central Africa Eastern and Southern Africa South and South-East Asia	n/a[2] ▼ 8th ▼ 5th ▼ 8th	n/a of 32 companies of 32 companies of 31 companies	2nd 4th 5th 3rd
Food and Agriculture Benchmark Overall Agricultural input companies	- 28th - 5th	of 350 companies of 54 companies	n/a[3] n/a[3]

[1] 'Current' refers to results as per December 31, 2021 and 'previous' refers to previously available results, usually published in 2020 except for the Access to Seeds Index which is released every two years and refers to 2019
[2] Not conducted
[3] New ranking initiated in 2021

Related information in this report:	**Further information:**
• Non-financial performance summary • Independent assurance report • Disclosures	• Reporting on sustainability • Materiality assessment • Transparency • The Good Growth Plan Open Data

7 Disclosures

The following disclosures provide information about topics identified in our materiality analysis. For each disclosure, we describe why the topic is important, how we manage it, how we track performance and the progress we made in 2021. We also explain how disclosures align with our materiality matrix (under the "Materiality matrix classification" heading), selected frameworks (GRI, SASB, UNGC and SDGs) and our Good Growth Plan, and we indicate the performance indicators that have undergone external assurance.

The disclosures are organized in four areas aligned with Syngenta's internal functions and practices:

- **Sustainable agriculture**: Help shape the future sustainability of agriculture and deliver solutions that make farmers more resilient to climate change and help rural communities prosper
- **Sustainable operations**: Manage our environmental footprint and maintain the highest standards in our operations
- **People**: Attract and retain talent while creating an environment that stimulates innovation and personal performance and development
- **Business integrity**: Maintain the highest standards across our entire business and go beyond regulatory compliance, while benefiting the communities and economies wherever we operate

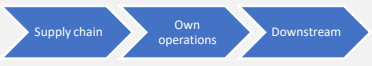
As outlined in About this report, the data provided in this section is for the following operations of Syngenta Group: **Syngenta Crop Protection, Syngenta Seeds and the operations of Syngenta AG group that now form part of Syngenta Group China** – referred to as '**Syngenta**'. The non-financial reporting period is from October 1 to September 30, if not otherwise specified.

Due to rounding, numbers presented in this report may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

PricewaterhouseCoopers AG (PwC), Switzerland, an independent assurance provider, has issued a limited assurance opinion on Syngenta's Non-financial performance summary provided on page 92. The Non-financial performance summary brings together the performance data presented in the following pages. PwC's independent assurance report is included on page 97.

7.1 Sustainable agriculture

7.1.1 Innovation in agriculture

Topic description Farmers large and small face increasing problems caused by climate change, soil erosion and biodiversity loss. They must also manage changing consumer expectations and views on agricultural technology as well as increasing restrictions on tools and techniques. There is a clear need for innovation to address these challenges in ways that benefit growers, consumers, and the environment.	Materiality matrix classification: ➔ Material (Innovation in agriculture) Frameworks: ➔ GRI: ✓ (own disclosure) ➔ SASB: RT-CH-410a.1 ➔ UNGC: 7, 8, 9 ➔ SDG: 2, 12
Management approach As part of the Good Growth Plan, we have committed to accelerating our innovation for farmers and nature. We aim to further improve the way crops are grown and protected, and to work with partners to find solutions that address interconnected environmental, societal, and economic challenges. We are investing to deliver benefits to farmers, society and nature today and in the future. We use our Sustainability Investment Criteria, a five-step assessment process, to decide on our investments. Only investments that provide breakthrough technologies or have clear benefits enabling a step change in sustainability (e.g., increased quality and nutritional value of crops, improved water-use efficiency, carbon sequestration or reduction of company's carbon footprint) will count toward our target. To accelerate the way we innovate, we partnered with The Nature Conservancy (TNC) bringing together Syngenta's research and development (R&D) capabilities and TNC's environmental science and conservation expertise to scale up sustainable agricultural practices. Through our partnership with Solidaridad, we are working to develop and implement sustainable technologies and business models for smallholders. We are also conducting innovation dialogues with diverse external stakeholders to address sustainability trade-offs and dilemmas linked to new technologies.	GGP targets: ✓ ➔ Continue investing in sustainable agriculture breakthroughs ➔ Deliver 2 sustainable technology breakthroughs each year Policies: ➔ Principles for Sustainable and Responsible Agriculture
Key performance indicators and basis of preparation We measure progress toward our commitments through the following KPIs: • **Investment in sustainable agriculture breakthroughs**: Amount of investment which directs resources to breakthrough outcomes as defined in our Sustainability Investment Criteria. The total reported is the cumulative investment in five categories: Crop Protection (CP) R&D, Seeds R&D, operations, in-country projects (i.e., soil health, biodiversity and residues projects), and 'other' investments (e.g., merger and acquisitions, digital initiatives). R&D investments are calculated for the calendar year to align with budget cycles. 'Other' investments are calculated for the calendar year to align with financial reporting, especially in the case of merger and	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Reporting on sustainability investment & breakthroughs for Crop Protection R&D, Seeds R&D, operations, in-

acquisitions. Operations and in-country investments are calculated for the period October to September.
- **Sustainable technology breakthroughs**: Number of breakthroughs or clear differentiation brought to market enabling a step change in sustainability.
- **Land productivity increase**: Annual land productivity increase in reference farms calculated based on a simple average of country-level crop productivity weighted averages. Data is collected and aggregated at country-level through Kynetec's FarmTrak™ panels (for which reference farm is defined as those farms with a larger than average share of wallet of Syngenta products) and Syngenta Group's Modern Agriculture Platform (MAP), the land.db farm software and the Cropio digital farming solution.

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

country projects, and other activities
➔ Land productivity

The Good Growth Plan Open Data (land productivity)

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Sustainable innovation			
Investment in sustainable agriculture breakthroughs ($m)[1, 2] **GGP**	**546**	490	-
Sustainable technology breakthroughs[1] **GGP**	**2**	3	-
Land productivity increase[3]	**0.4%**	1.4%	-

[1] KPI introduced in 2020 to measure progress toward the targets set in the Good Growth Plan launched in June 2020
[2] Investments in CP R&D, Seeds R&D and 'other' activities (e.g., M&A) included in this figure are for the period January to December. Investments in operations and in-country projects are for the period October to September
[3] KPI introduced in 2020 to measure our continuous work to make crops more efficient. Figures are global averages and represent the year-on-year increase in land productivity in reference farms

Performance in 2021
In 2021, we invested USD 546 million in sustainable agriculture breakthroughs. This was mainly driven by investments in crop protection and seeds R&D and in the strategic acquisition of Valagro, a leading biologicals company. The acquisition of Valagro represents about 60% of the total USD 1,036 million invested in sustainable agriculture breakthroughs since 2020. (See Financial Report 2021, Note 3)

We also reported two sustainable technology breakthroughs brought to market this year. First, through our new insecticide active ingredient Spiropidion, marketed under the brand name ELESTAL®, we offer farmers a new tool for Integrated Pest Management programs, which is safe to beneficial insects and pollinators. Second, via Syngenta Group's MAP beSide™ program, Syngenta helps farmers grow high-quality, traceable crops in a climate-smart way, which they can then sell to commercial buyers at premium prices.

In 2021, we launched our Sustainability Functional Guidance Document to systematically embed sustainability in our core Crop Protection R&D processes. The document describes the key functional activities that must be undertaken by all parts of the organization involved in new active ingredient R&D programs. We also pursued our efforts to enhance capabilities of our people and better integrate sustainability practices into product development, marketing, regulatory and other functions via the Sustainable Agriculture Excellence Academy in collaboration with educational institutions such as Wageningen University & Research.

Although not reflected in this year's investment figures, we have also started a multi-year collaboration with Insilico Medicine to harness artificial intelligence (AI) to develop the next generation of sustainable crop protection solutions. Based on Insilico's experience in the healthcare industry, the aim is to adapt AI methods to plant science and agriculture – to accelerate the discovery of new molecules and of more effective and environmentally friendly crop protection products.

In 2021, the annual land productivity increase in reference farms was 0.4%, despite adverse weather conditions faced by part of the reference farm network. This year, we relied on data from Argentina, Brazil,

France, Russia, and the US collected through Kynetec's FarmTrak™ panels, and on data from China, Russia, Ukraine, and the US collected via Syngenta's platforms. Compared to last year, we collected less data through FarmTrak™ panels and more via Syngenta platforms to improve representativeness of our own data.

Related information in this report:	**Further information:**
• Carbon capture and mitigation in agriculture • Lowest residues in crops and the environment • Soil health • Biodiversity • Access to technology	• Innovating sustainable agriculture solutions • The Good Growth Plan: Accelerate innovation for farmers and nature

7.1.2 Lowest residues in crops and the environment

Topic description Crop protection (CP) products play a significant role in food production. However, traces of product could remain in crops destined for food or feed, and/or in the environment (e.g., water streams, soil, animals) especially if not applied correctly. The safe levels of residues of CP products in food suitable for consumption are set below toxicological safety limits by regulators (e.g., Maximum Residue Level, MRL). The food value chain and international markets often have additional requirements. By advising farmers on good agriculture practices, Syngenta is helping them improve compliance with residue requirements and protect people and the environment.	Materiality matrix classification: ➔ Material (Innovation in agriculture) Frameworks: ➔ GRI: ✓ (own disclosure) ➔ SASB: - ➔ UNGC: 8 ➔ SDG: 2
Management approach As part of the Good Growth Plan, we have committed to accelerating our innovation for farmers and nature. We aim to further improve the way crops are grown and protected. Our focus on safety and the environment starts at the beginning of the product lifecycle. In research and development (R&D), our human safety assessments address potential risks to users and consumers, while our environmental safety programs seek assurance that the product will not adversely affect soil, water, air, flora, or fauna. For a product to receive regulatory approval for registration, we must demonstrate that it is safe for workers, the environment, the crops being protected and the people or animals eating the food created from those crops. We work with partners to further reduce residues in crops without impacting farmer productivity, while continuing to improve soil health and prevent soil erosion. To drive progress against our commitment to innovation, we are accelerating the R&D of CP products with preferable residue characteristics, offering protocols, services and tools that optimize the amount of pesticide used.	GGP targets: ✓ ➔ Strive for the lowest residues in crops and the environment Policies: ➔ Principles for Sustainable and Responsible Agriculture

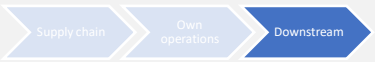
At the farm, good management practices and the responsible use of pesticides are essential to provide high-quality food and prevent environmental contamination. Product labels inform about correct product use and practices. We promote stewardship and training activities that focus on farming practices, farm infrastructure and application equipment, and eventually landscape management practices.

Key performance indicators and basis of preparation
We track progress toward our commitment to lower residues in crops and the environment by measuring the tonnes of crop produced in fields enrolled in a lowest residue CP program.

Lowest residue CP programs are defined as projects or commercial offers to customer farmers, who receive ongoing in-season advice, tools and support from Syngenta and its partners to meet lowest residue targets. Lowest residue targets in crops are defined at program level because targets differ depending on the market (e.g., below residue market averages, according to legal requirements such as MRL or voluntary secondary standards).

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

Reporting boundaries:



External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Reporting on lowest residues in crops

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Sustainable innovation			
Crop produced with programs for lowest residues in crops (000s tonnes)[1] **GGP**	**1,632**	1,035	-

[1] KPI introduced in 2020 to measure progress toward the targets set in our new Good Growth Plan launched in June 2020

Performance in 2021
In 2021, we accounted for 1,631,552 tonnes of crop produced in 65 lowest residue CP programs, corresponding to a 58% increase compared to 2020. This equals the recommended daily intake of fruits and vegetables for 4.1 million people[1]. These lowest residue initiatives took place in 9 countries and included the following 17 crops: apple, cabbage, cherry, garlic, grape, kiwi, lettuce, litchi, melon, orange, peach, potato, spinach, squash, stone fruit, strawberry, and tomato.

The increase in tonnes of crop produced was mainly driven by a significant increase in the size of projects in key countries such as Italy, Chile and France. The volume produced in programs for lowest residues in grapes were the most representative, with Chile and Italy accounted respectively for 42% and 13% of the total tonnes of crop produced globally in these programs.

For instance, Syngenta's Grape Quality Agreement in Italy is a comprehensive and customized CP program that enables Italian winemakers to operate successfully in the international wine market. An innovative element of the program is Syngenta's eMAT application. This software maps all the international MRL regulations for the use of CP products, enabling wine producers to know in which countries and through which distribution channels (i.e., large-scale retailers) they can export their wine production, depending on the program used.

[1] Calculated based on 400 g/day as recommended by the World Health Organization and the Food and Agriculture Organization. https://www.fao.org/3/cb2395en/online/src/html/fruit-and-vegetables.html

Related information in this report:	**Further information:**
• Innovation in agriculture • Safe use of products • Water conservation	• The Good Growth Plan: Accelerate innovation for farmers and nature • CropLife: Codex Maximum Residues Limits (external) • Syngenta Italy: eMAT (in Italian)

7.1.3 Carbon capture and mitigation in agriculture

Topic description Climate change is one of the biggest challenges facing today's food systems. A changing climate affects growing seasons, water availability, pests, and crop productivity – hindering farmers' ability to produce better and more abundant food for a growing population. This creates both risks and opportunities for Syngenta. Through our products, services and solutions, we help farmers around the world reduce greenhouse gas (GHG) emissions and adapt to climate change.	Materiality matrix classification: ➔ Material (Climate change mitigation and adaptation) Frameworks: ➔ GRI: ✓ (own disclosure) ➔ SASB: - ➔ UNGC: 8 ➔ SDG: 13
Management approach As outlined in our Principles for Sustainable and Responsible Agriculture, we help farmers adapt and build resilience and capacity to the impacts of climate change. In our Good Growth Plan, we also commit to strive for carbon neutral agriculture. We invest in the research and development of products, disseminate good agricultural practices, and provide technologies that strengthen agriculture against both the causes and the effects of climate change. Syngenta has products on the market – and in the pipeline – that improve the water productivity of plants, increase tolerance to drought and heat, help sequester carbon in the soil and increase yield and feed efficiency. At the farm, we encourage farmers to implement climate-smart practices such as minimum tillage, crop rotation and effective nutrient management. Combined with permanent crop cover strategies, these practices turn agricultural fields into carbon sinks, helping to remove carbon dioxide from the atmosphere. More information about how we manage climate-related issues, including governance, strategy, risks and opportunities, and detailed performance information, can be found in our CDP Climate Change submission 2021 for which Syngenta was scored A-. Our work to implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) is described on page 89.	GGP targets: ✓ ➔ Measure and enable carbon capture and mitigation in agriculture Policies: ➔ Principles for Sustainable and Responsible Agriculture
Key performance indicators and basis of preparation We report on the estimated carbon benefit (CB) driven by the adoption of our soil conservation and biodiversity enhancement projects. (See Soil health and Biodiversity)	Reporting boundaries: 

This is characterized by the net change in soil carbon pools, reflecting the accumulated difference between carbon inputs to the soil after CO_2 uptake by plants, and release of CO_2 by decomposition in the soil. The CB potential is calculated based on the number of hectares in which the specific soil- and biodiversity-related practices were applied (S&B), multiplied by the mitigation potentials (MP) of the corresponding practice and climatic zone factors outlined in Table 8.4 of Climate Change 2007: Mitigation of Climate Change – Working Group III Contribution to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change (2007), following the formula below:

$$S\&B\ (\text{ha}) \times\ MP\left(\frac{\text{tCO2e}}{\text{ha}}\right) = CB\ (\frac{\text{tCO2e}}{\text{yr}})$$

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Reporting on carbon benefit on farmland

The Good Growth Plan Open Data

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Sustainable agriculture practices			
Carbon benefit potential on farmland (000s tonnes CO_2e)[1,2] **GGP**	**3,038**	1,955	-

[1] KPI introduced in 2020 to measure progress toward the targets set in our new Good Growth Plan launched in June 2020
[2] Value calculated based on annual mitigation potentials outlined in the IPCC fourth assessment report, Table 8.4 for implemented hectares with soil conservation and biodiversity enhancement measures

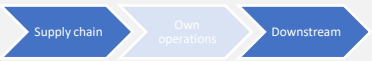
Performance in 2021
In 2021, the carbon benefit potential on farmland was 3,038k tonnes CO_2e. About half of this benefit potential comes from agronomic practices such as crop rotation and soil cover. These practices increase yield and generate higher inputs of carbon residue leading to increased soil carbon storage.

Most of the reported carbon benefit potential originated from four projects. In Brazil, the ILPF (Integração Lavoura Pecuária Floresta) network project aims to accelerate the adoption of integrated crop-livestock-forest systems and the Reverte program helps farmers to regenerate degraded pastureland into productive field, increasing productivity and allowing short-term return of investment. In Mexico, the MasAgro program, part of our partnership with CYMMIT, focuses on increasing corn productivity. In China, the Run Tian project encourages farmers to avoid straw burning, incorporate straw and crop leftovers into the soil, and test no-till residue management techniques that improve air quality and sequester carbon in the soil.

Related information in this report:
- GHG emissions
- Soil health
- Biodiversity
- Innovation in agriculture
- Implementing TCFD's recommendations

Further information:
- CDP Climate Change submission 2021
- The Good Growth Plan: Strive for carbon neutral agriculture
- Agriculture and climate change
- Multifunctional Field Margins – Assessing the benefits for nature, society and business (2018)

7.1.4 Soil health

Topic description Food production has increased many folds with the advent of sophisticated farm inputs, better farm management practices and technologies. Modern farming systems produce many benefits but can also degrade land in the long term. For example, intensive soil tillage using moldboard plows turns over topsoil to bury weeds, pests and decaying crop residues. This practice could result in the loss of organic matter, a decrease in earthworm populations, a weaker soil structure and compaction, leading to its degradation. In turn, degraded soil is more vulnerable to erosion. Today, over 50% of farmland worldwide is affected by soil degradation.	Materiality matrix classification: ➔ Material (Soil health) Frameworks: ➔ GRI: ✓ (own disclosure) ➔ SASB: - ➔ UNGC: 8 ➔ SDG: 13, 15
Management approach In our Principles for Sustainable and Responsible Agriculture, we outline our commitment to improve soil health for climate change-resilient agriculture. In our Good Growth Plan, we commit to enhance biodiversity and soil health on 3 million hectares of farmland every year. As well as providing products and services to tackle soil health challenges, we contribute to raising awareness about the challenges facing modern agriculture and to promoting the adoption of sustainable soil management practices with our customers, growers large and small, as well as other stakeholders in the food chain and policymakers. Supported by our R&D programs, our portfolio of products and services helps farmers adopt sustainable soil management practices, which also leads to the safe and efficient use of pesticides and seeds. Importantly, this enables farmers to reduce greenhouse gas emissions from agriculture. Improving the efficiency and productivity of food production systems through better soil management and crop technologies can significantly reduce emissions. For our seed supplier network, requirements on the use of good agricultural practices are part of our regular engagement with them. We aim to increase the production area utilizing erosion prevention practices (e.g., cover crops, margins/grass strips, no/minimum till, and contour farming based on local conditions) and pollinator enhancements.	GGP targets: ✓ ➔ Enhance biodiversity and soil health on 3 million hectares of rural land every year Policies: ➔ Principles for Sustainable and Responsible Agriculture
Key performance indicators and basis of preparation We report on the number of hectares of farmland benefited by soil conservation measures. This is defined as the land area positively impacted by sustainable soil management using practices such as minimum or no tillage, crop rotation, permanent ground cover, soil nutrient management, controlled farm machinery traffic, water management, and weed control. Soil health projects are generally part of the local strategic agenda, integrated into our commercial operations and implemented following assessments done with external stakeholders such as academia or NGOs.	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Global reporting on soil health The Good Growth Plan Open Data

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Sustainable agriculture practices			
Hectares of farmland benefited by soil conservation measures (m) **GGP**	**6.03**	2.15	3.27

Performance in 2021
In 2021, 81 soil health projects in 17 countries benefited a total of 6.03 million hectares of farmland – an increase of about 180% compared to 2020. Latin America accounted for about 46% of the total hectares benefited by soil conservation measures.

Our continued collaboration with the ILPF (Integração Lavoura Pecuária Floresta) network, which aims to accelerate the adoption of integrated crop-livestock-forest systems in Brazil, contributed approximately 1.45 million hectares. Also in Brazil, we continued implementing our flagship soil project Reverte, which we recognized in 2020 as one of our sustainable technology breakthroughs. Developed with The Nature Conservancy (TNC) and in coordination with the Brazilian Agriculture Research Corporation, Reverte aims to return more than one million hectares of degraded land to profitable agricultural production by 2025 through livestock integration and crop rotation.

We also continue our efforts across other regions. For example, in our Europe, Africa and Middle East region, soil health projects benefited a total of 2.2 million hectares mainly driven by a soil health training program in Russia. Conducted in regions such as Stravropol, Voronezh and Saratov, the training program aims to help our agricultural partners to improve soil health and prevent potential risks associated with soil degradation and decreased soil biodiversity and fertility.

Launched in late 2020, our Run Tian project has benefited about 50 thousand hectares in 2021. The project was developed with TNC, the Ministry of Agriculture and Rural Affairs of China and the United Nations Development Program. Through training, Run Tian encourages farmers to avoid straw burning and to incorporate straw and crop leftovers into the soil. By doing so, they improve air quality and sequester carbon in the soil.

Related information in this report:	**Further information:**
• Innovation in agriculture • Carbon capture and mitigation in agriculture • Safe use of products	• The Good Growth Plan: Strive for carbon neutral agriculture

7.1.5 Biodiversity

Topic description	Materiality matrix classification: ➔ Material (Biodiversity) Frameworks: ➔ GRI: ✓ (304-3) ➔ SASB: - ➔ UNGC: 8 ➔ SDG: 15
Farming relies on biodiversity – it is crucial for plant pollination, healthy soils, and water purification. Agricultural biodiversity allows farmers to grow the food needed to sustain the growing global population. Besides resources for food, fuel and fiber, biodiversity also provides access to a range of social and economic benefits, improving rural livelihoods and enhancing the resilience of people and communities.	

At the same time, agricultural biodiversity is increasingly under threat, as habitats are lost due to climate change, urban sprawl and agricultural intensification and expansion. Conservation efforts, both on- and off-farm, are needed.

Management approach

In our Principles for Sustainable and Responsible Agriculture, we outline our commitment to support the development of agricultural practices and provide products and services that help farmers enhance biodiversity and ensure connectivity in agricultural landscapes. In our Good Growth Plan, we commit to enhance biodiversity and soil health on 3 million hectares of farmland every year.

We provide solutions to farmers to enhance biodiversity and soil health. A key strategy involves managing less productive farmland alongside fields and waterways to provide corridors connecting wildlife habitats. These multi-functional field margins support sustainable intensification on more productive land and help reintroduce local species while providing buffers for soil and water.

We also invest heavily in product stewardship and safety initiatives to train farmers on the safe and responsible use of crop protection products, and we work with seed banks to share and protect the genetic diversity of food crops.

For our seed supplier network, requirements on the use of good agricultural practices are part of our regular engagement with them. We are aiming to increase the production area utilizing erosion prevention practices and pollinator enhancements.

GGP targets: ✓

➔ Enhance biodiversity and soil health on 3 million hectares of rural land every year

Policies:

➔ Syngenta Group Code of Conduct, principle 15

➔ Principles for Sustainable and Responsible Agriculture

Key performance indicators and basis of preparation

We report on the number of hectares of farmland benefited by biodiversity enhancement measures. This is defined as the land area positively impacted by the re-introduction of local species and buffers for soil and water protection through practices such as multi-functional field margins, managed forests and riparian lands, agro-forestry, managed wetlands, and in-situ genetic diversity conservation.

Biodiversity enhancement projects are generally part of the local strategic agenda and implemented following assessments done with external stakeholders such as universities, government bodies, farmer organizations, NGOs or food chain partners.

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

Reporting boundaries:

External assurance: ✓

➔ Independent assurance report

Reporting procedure:

➔ Global reporting on biodiversity

The Good Growth Plan Open Data

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Sustainable agriculture practices			
Hectares of farmland benefited by biodiversity enhancement measures (m) **GGP**	**1.44**	1.72	1.84

Performance in 2021

In 2021, 61 projects in 32 countries benefited 1.44 million hectares of farmland. Developed by Syngenta more than 15 years ago, our global Operation Pollinator program continues to create essential habitats in field margins and on fallow land in agricultural, golf course or other landscapes. The program uses specially

selected wildflowers to attract a variety of pollinators and increase biodiversity, but also promotes the establishment of multifunctional field margins by providing habitat and wildlife corridors that connect landscapes. In 2021, over 90% of the 1.44 million hectares of farmland benefited by biodiversity enhancement measures were linked to trainings, agronomic advice and farmers' support to implement multifunctional field margins through our Operation Pollinator, Sustainable Solutions projects and other programs.

As its Sustainable Solutions projects continue to grow, North America accounted for 87% of the total biodiversity hectares. As a member of the Field to Market®: The Alliance for Sustainable Agriculture, we support farmers in the US with solutions and digital platforms to continually improve their productivity while demonstrating how conservation practices enhance natural resource management. In particular, we helped farmers implement multifunctional field margins benefiting 1.2 million hectares of farmland.

In a research paper[1] published in 2021 by Syngenta and other authors, researchers found that the use of multifunctional field margins in intensive agricultural landscapes increases the appearance of RTE (Rare, Threatened, and Endangered) and other species and individuals. The results show that these margins are an essential tool to fight insect decline in intensive farming areas.

[1] Santa, F., Aguado, L.O., Falcó-Garí, J.V., Jiménez-Peydró, R., Schade, M., Vasileiadis, V., Miranda-Barroso, L & Peris-Felipo, F.J. (2021). Effectiveness of Multifunctional Margins in Insect Biodiversity Enhancement and RTE Species Conservation in Intensive Agricultural Landscapes. *Agronomy*, 11(11), 2093. https://doi.org/10.3390/agronomy11112093

Related information in this report:	**Further information:**
• Innovation in agriculture • Carbon capture and mitigation in agriculture • Safe use of products	• The Good Growth Plan: Strive for carbon neutral agriculture • FAQ: Resource efficiency and biodiversity • Landscape Connectivity – A call to action (2017) • Multifunctional Field Margins – Assessing the benefits for nature, society and business (2018)

7.1.6 Safe use of products

Topic description Farming is one of the world's largest and most important sources of employment, and each year farm workers suffer from work-related accidents, including some caused by exposure to chemicals. Our products are vital to allow farmers to grow the world's food, and they must be made, transported, and used in a safe way. For this reason, we are committed to the responsible and ethical management of our products throughout their life cycle.	Materiality matrix classification: ➔ Material (Product responsibility) Frameworks: ➔ GRI: ✓ (416-1 & own disclosure) ➔ SASB: RT-CH-410b.2 ➔ UNGC: 7 ➔ SDG: 3
Management approach Ensuring that our products are used correctly is a priority and integral to our business model to protect not only the health and safety of farm workers and the public, but also the environment. We work with customers, contractors, users, and other stakeholders to achieve this.	GGP targets: ✓ ➔ Train 8 million farm workers on safe use every year Policies:

Our focus on safety starts at the beginning of our product lifecycle. We undertake comprehensive assessments of both human and environmental risks throughout the research and development (R&D) process. This covers risks associated with all stages of development – from concept through to final use and consumption. Our human safety assessments address potential risks to product users and food and feed consumers, while our environmental safety programs seek assurance that the product will not adversely affect soil, water, air, flora or fauna. For a product to receive regulatory approval in any given country, we must first demonstrate it is safe for workers, the environment, the crops being protected, and the people or animals eating the food created from those crops. We not only offer farmers technology, but we also provide them with training and easy-to-understand guidance on the safe and environmentally sound use, handling and disposal of products and personal protection. We support the Food and Agriculture Organization's International Code of Conduct on Pesticide Management. In developed markets, industry authorities often provide training and guidance to users. In countries where this guidance does not exist, we train growers on the safe handling of products. In some areas, low levels of literacy can make it difficult to read product labels or understand directions for use. Face-to-face training is complemented by safety messages on crop protection products through a variety of media including picture-based training, actor-led dramas, and TV and radio programs. We also provide specialist information to growers through our online platform Pesticidewise. We monitor growers' responses to different safety messages, including the effectiveness of our training programs, to ensure these important messages are understood. Syngenta has established product toxicovigilance programs, which include agreements with poison centers or hospitals to provide attending physicians with 24/7 medical advice on the treatment of health effects following the misuse of pesticides, whether accidental or intentional. The information collected from reported incidents serves to improve our proactive stewardship programs and provides information for our regulatory submission dossiers. In addition, we frequently train physicians on the treatment of pesticide-related incidents. As an R&D company, Syngenta also develops application technologies such as special nozzles and closed application systems that ensure the correct application of products as well as the safety of operators and the environment.	➔ Syngenta Group Code of Conduct, principle 19 ➔ Principles for Sustainable and Responsible Agriculture
Key performance indicators and basis of preparation We report on the number of people (i.e., farm workers, farm owners, smallholders, product distributors, employees) trained on the responsible handling and use of crop protection products. Training sessions focus on the 5 golden rules on the safe use of crop protection products. They can be awareness sessions of at least 15 minutes focused only on the 5 golden rules or dedicated sessions of more than 60 minutes tackling specialized safe use topics, such as sprayer	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report

operator or medical training. Sessions are either conducted by Syngenta or together with training partners (e.g., government agencies, NGOs, and industry associations).

We report on the number of countries that have Syngenta product toxicovigilance programs in place, meaning that an agreement with a local poison center or a hospital helpline is established. To show the relative significance of these programs to our business, we also indicate the proportion of Crop Protection sales linked to these countries.

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

Reporting procedure:
- ➔ Global reporting on labor safety training
- ➔ Global reporting on countries with toxicovigilance programs

The Good Growth Plan Open Data

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Safe use of products			
People trained on safe use (m) **GGP**	**11.0**	8.0	8.6
of which: Smallholders (m)	**6.6**	4.7	6.2
Countries with established Syngenta product toxicovigilance programs[1]	**116**	100	100
Crop Protection sales represented	**93%**	93%	93%

[1] A thorough review conducted in 2021 identified 19 additional countries that had established product toxicovigilance programs and 3 countries which no longer had such programs

Performance in 2021

In 2021, we trained 11 million people on the responsible handling and use of crop protection products, including 6.6 million smallholder farmers, representing a 37% and 41% respective increase compared to 2020. Asia Pacific and China accounted for 97% of people and 99% of smallholders trained. Asia Pacific, China and the Europe, Africa and Middle East region contributed to this substantial increase in training (54%, 22% and 90% increase respectively), mostly triggered by innovative and effective online training sessions during COVID-19 restrictions.

Bangladesh experienced the highest absolute increase in people trained in safe product use in 2021 thanks to a significantly higher outreach to growers compared to 2020 – when in-person training was limited due to COVID-19 national lockdowns. This led to over 2 million additional people being trained in 2021. Besides Bangladesh, China (+27%), India (+12%), the Philippines (+314%), Pakistan (+48%) and Brazil (+24%) also experienced significant increases in absolute terms – together, these six countries represent 94% of the total people trained on safe use in 2021.

Training is delivered through our sales reps or through our stewardship teams on the ground. For example, our I-SAFE (Inculcating Safety Awareness for Farmer Empowerment) initiative in India is conducted in collaboration with Syngenta Foundation India and local state departments of agriculture. The program includes health and safety awareness training for farmers and medical training for doctors. It also trains rural youth to become sprayer operators and entrepreneurs. Further, Aplica Certo (“Apply it right” in Portuguese) is a new public online training platform launched in 2021 in Brazil to train farmers on the correct and safe use of Syngenta's crop protection products.

In 2021, 116 countries (compared to 100 countries in 2020) had Syngenta toxicovigilance programs in place. Similar to last year, this represents 93% of our global Crop Protection sales, demonstrating the smaller market contribution of these 16 additional countries. The 16 countries (i.e., 19 added and three removed) were identified after a thorough review conducted in 2021. Most of these countries had programs in place, yet were erroneously omitted in previous years. Unfortunately, we are not able to accurately restate previous years as information to do so is not readily available.

Related information in this report:	**Further information:**
• Soil health • Biodiversity • Lowest residues in crops and the environment	• The Good Growth Plan: Help people stay safe and healthy • FAQ: Product safe use and stewardship

7.1.7 Access to technology

Topic description Improving farmers' access to technologies – and knowledge on how to use them – is key to improving their livelihood and meeting the food demands of a growing world population. Smallholders in remote rural areas often lack the high-quality seeds and inputs needed for a healthy harvest. Most of the world's farmers are smallholders with less than two hectares of land and they produce over 80% of the food consumed in the developing world.	Materiality matrix classification: ➔ Monitored (Access to technology) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: - ➔ SDG: 1, 2
Management approach Syngenta's aim is to provide leading innovation in seeds, crop protection, digital solutions, and application technology to enhance the prosperity of farmers and communities, wherever they are. This is reflected in our Good Growth Plan and in our Principles for Sustainable and Responsible Agriculture. We are committed to invest in the research and development of high-quality seeds, crop protection products and agriculture-related solutions. We want to provide farmers with tools and trainings that make agriculture more productive, efficient, profitable, and resilient. Through our reach and collaborations, we aim to support vibrant rural communities and improve food security. Enabling access to our innovations for smallholder farmers is of particular importance and we offer solutions that are specifically designed for their needs. These range from producing smaller, more affordable packs of products, to establishing demonstration farms, centers of excellence and learning centers. Improving farmers' access to technologies needs to be supported by access to knowledge on how to use them. In our Good Growth Plan, we committed to train annually 8 million people. We train them in labor safety as well as residues, environmental and crop management, and related activities, including a significant proportion of smallholder farmers, mostly located in Asia. The Syngenta Foundation for Sustainable Agriculture (SFSA) also plays an essential role in working with smallholder farmers in developing countries to help increase their productivity, income and resilience.	GGP targets: × Policies: ➔ Principles for Sustainable and Responsible Agriculture

SFSA's Seeds2B program helps farmers access quality, affordable seeds of improved varieties through plant breeding and technology transfer. Syngenta, in collaboration with SFSA's Seeds2B program, has been part of the Access to Seeds Index since its introduction. The index benchmarks seed companies according to their efforts to improve access to quality seeds for smallholder farmers. In the 2016 and 2019 editions, we ranked second on the global index and among the top 5 in the regional indexes. In 2021, we ranked among the top 8 in the three regional indexes (no global index was issued).

Performance in 2021

In 2021, we further expanded our collaboration with Solidaridad, an NGO that brings together supply chain players to make production models more sustainable. We are developing and implementing sustainable solutions that empower smallholders to achieve food security, improve rural livelihoods and promote responsible agricultural practices to address climatic challenges. For the past five years, we have worked together to advance sustainability initiatives in Asia, Latin America and Africa.

We are working with Solidaridad to introduce technological solutions aimed at improving product quality and yield of horticulture smallholders in the East-Western regions of Kenya, while expanding their access to finance, markets, quality farm inputs and services. The program also aims to foster an enabling policy environment for sustainable and inclusive horticulture production and trade for smallholder farmers. In another program launched in 2021, we are training Chinese smallholders from the Gansu Province on technology adoption and climate-smart techniques for cotton production and crop rotations (e.g., corn, melon and sunflower). SFSA is also active in the region, building smallholder farmers' capacity to grow cash crops such as goji berries and mini pumpkins. We are also working with Solidaridad to improve access to finance and market connectivity, and we are exploring the creation of a mechanism to encourage policy discussions and regulations for safe and inclusive cotton production and trade.

In 2021, Syngenta collaborated with CottonConnect, a social enterprise that helps global brands source more fairly and sustainably. Jointly, we implemented the Responsible Environment Enhanced Livelihoods Sustainable Cotton Training program in the Punjab province of Pakistan, improving cotton farmers' knowledge and business practices to enhance community livelihoods and reduce the environmental impact of cotton.

Via Syngenta Group's Modern Agriculture Platform (MAP), Syngenta provides Chinese farmers with agronomic education, technical support and financing as well as with access to leading technologies from our innovative Crop Protection and Seeds portfolios. This helps growers adopt more sustainable agricultural practices, including more efficient use of fertilizers and chemicals, improve soil health, reduce greenhouse gas emissions, and increase the quality and value of their crops. During the first nine months of 2021, 113 new MAP centers were created, totalizing 438 centers in major agricultural areas in China.

Related information in this report:

- Innovation in agriculture
- Safe use of products
- Syngenta Foundation for Sustainable Agriculture

Further information:

- FAQ: Improving smallholders' access to technology

7.1.8 Responsible agricultural land use

Topic description For centuries, expansion of agricultural activities for animal grazing and crop production has caused changes in land use all over the world. Conversion of natural ecosystems such as forest, grassland and wetland to farmland significantly alters the composition of species, and the structure and/or function of ecosystems. Natural ecosystems provide important services. The degradation of these lands, or rapid conversion to other usages, could negatively impact the environment through the release of stored carbon contributing to climate change, biodiversity loss and soil erosion. Land conversion could also lead to the displacement of people due to changes in landscape surrounding communities or access to resources.	Materiality matrix classification: ➔ Monitored (Land use changes and deforestation) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-410a.1 ➔ UNGC: 8 ➔ SDG: 2, 15
Management approach Syngenta provides technologies and knowledge that help farmers optimize land productivity while protecting their land – also enabling an economic alternative to land conversion for meeting the growing food and feed demand. Reducing the amount of arable land needed per unit of crop is key to feeding a growing population. Productivity gains allow leaving existing untouched land in its natural state. We also develop appropriate agricultural technologies and practices essential to conserve and restore existing farmland. Innovative, economically viable solutions to increase productivity on degraded land and increasing soil health create significant social and environmental value. This is why we are involved in several advocacy initiatives. For example, we support the UN Convention to Combat Desertification in running the Soil Leadership Academy, which is designed to strengthen (inter)national policy processes and frameworks toward a land-degradation neutral world. We also are members of the World Business Council for Sustainable Development's Nature Action agenda to drive collective business action toward net zero nature loss. More recently, we joined the Science Based Targets Network's Corporate Engagement Program to help further the science based-targets agenda for nature.	GGP targets: × Policies: ➔ Principles for Sustainable and Responsible Agriculture
Performance in 2021 Syngenta is working with partners, such as The Nature Conservancy (TNC) to enhance the sustainable growth of agriculture by promoting integrated cattle and crop farming in degraded areas of the Cerrado biome in Brazil. Through a holistic approach involving best agronomic practices, financial tools and input protocols, Reverte is helping farmers and cattle holders improve the productivity of degraded pastureland. Reverte represents the culmination of over a decade of work with TNC, starting with the mapping of rural properties and training of local farmers to restore degraded areas and connect fragmented habitats. Recognized as a sustainable technology breakthrough in 2020, our Reverte project registered the first contracts to regenerate degraded pastureland and benefit 31,400 hectares in 2021. In China, our Run Tian project trains farmers to reduce straw burning and to incorporate straw and crop leftovers into the soil. We are also testing no-till crop residue management. These practices enhance air	

quality and carbon sequestration in the soil and increase farmers' income. The project, which was developed in 2021 with TNC, the Ministry of Agriculture and Rural Affairs of China and the United Nations Development Program, has already benefited about 50 thousand hectares of farmland via online and face-to-face trainings.

Announced at the World Leaders' Summit at COP26, Syngenta Group and seven financial institutions (&Green Fund, AGRI3, DuAgro, Grupo Gaia, JGP Asset Management, Sustainable Investment Management and VERT) signed the Innovative Finance for the Amazon, Cerrado and Chaco (IFACC) Declaration as part of their plans to shift commodity production in the region to a more sustainable model. IFACC is an initiative of TNC, the Tropical Forest Alliance and United Nations Environment Programme to scale up innovative financial instruments and accelerate investment in sustainable cattle and soy production in the Amazon basin, Brazil's Cerrado savanna and the Gran Chaco – a lowland area that covers parts of Argentina, Bolivia and Paraguay. With a goal to reach USD 10 billion in commitments and USD 1 billion in disbursements by 2025, the initiative aims to accelerate deforestation-and-conversion-free soy and cattle production in South America.

Related information in this report:	**Further information:**
• Innovation in agriculture • Soil health • Biodiversity	• Sustainable Financing in Amazon, Cerrado and Chaco (external)

7.1.9 Water conservation

Topic description Agriculture uses about 70% of the world's fresh water. Intensified by climate change, shortages and changes in water availability pose significant challenges to farmers' ability to produce food for a growing population. Through our products, services and solutions, Syngenta can help them overcome some of these difficulties.	Materiality matrix classification: ➔ Monitored (Water conservation) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-140a.3 ➔ UNGC: 8 ➔ SDG: 6
Management approach In our Principles for Sustainable and Responsible Agriculture, we outline our commitment to helping farmers optimize water use and protect water quality. The urgency to conserve water is reinforced by the intensifying effects of climate change. (See Carbon capture and mitigation in agriculture) Syngenta has products available – and in the pipeline – that improve the water productivity of plants. Weed control using herbicides lowers the need for tillage, leaves roots in the soil and improves water absorption. Efficient irrigation systems deliver water to roots, and planting grass or wildflowers around fields helps keep water from running off the field. In combination, these practices dramatically reduce surface evaporation and water runoff. We encourage farmers to adopt conservation agriculture practices that optimize water use, increase soil water holding capacity, reduce water	GGP targets: × Policies: ➔ Principles for Sustainable and Responsible Agriculture

runoff and build crop resilience to changing weather patterns. We also support farmers to ensure the safe handling of our products to minimize environmental impact. We do this through our interactions with customers, training, detailed risk analysis and provision of use recommendations, including sales restrictions in vulnerable areas.

We also provide solutions to farmers that keep unwanted products out of the environment, such as farm-scale remnant pesticide treatment solutions, container take-back schemes and obsolete stock removal.

For our seed supplier network, requirements on the use of good agricultural practices are part of our regular engagement with them. We provide water management training to growers using irrigation, prioritize good practices when selecting growing areas, and expand implementation of water management technologies.
More information about how we manage water conservation, including governance, strategy, risks and opportunities, and detailed performance information can be found in our CDP Water Security submission 2021, for which Syngenta was scored A-.

Performance in 2021
In 2021, we continued expanding our offer of biostimulants, delivering products with active ingredients of purely natural origin to farmers all over the world, helping them to become more climate-resilient. This year, Valagro, a leading biological business acquired by Syngenta in 2020, launched the biostimulant TALETE in Australia, China, Colombia, France and Greece, following the initial market launch in 2020. Based on Valagro's GeaPower® technology platform, TALETE acts directly on plant physiology by helping crops increase crop water productivity.

Valagro's portfolio extends our existing offer of products to help plants sustain abiotic stress. For instance, QUANTIS®, a biostimulant which relies on a natural fermentation process to produce amino acids, improves the ability of many plants to mitigate drought and heat stress, helping farmers to be more climate-resilient. In addition, HICURE®, a new biostimulant based on amino acids and peptides, enhances overall plant performance – especially under abiotic stress conditions – by supporting natural plant processes. In 2021, QUANTIS® was launched as the first biostimulant for potatoes and HICURE® as the first turf biostimulant from Syngenta, both in the UK.

In China, several of our products are helping conserve water. For example, our biostimulant Weigeshi (维格施®) – a microbial inoculant that secrets plant hormones, enhances root system development and improves water retention in the soil – helps farmers to improve the quality of agricultural produce and soil biodiversity. In addition, our soil conditioner Yangtian-wotu (养田沃土®) contributes to improving soil structure and increasing soil capacity to retain water and nutrients. As naturally active products containing bacteria, algae, fungi or biological compounds, microbial inoculants benefit the soil and plants, while soil conditioners improve the physical, chemical or biological properties of the soil.

In Colombia, our Ecoaguas program continues recovering strategic watersheds for agriculture through conservation and reforestation of tropical native forests and educational programs to promote environmental awareness in farmer communities. As a result, nearby croplands benefit from the more efficient use of water, and local biodiversity is enhanced through new biological corridors. In 2021, the Ecoaguas program, which was launched in 1995, planted over 60 thousand native trees in collaboration with Fundación Uniban.

Our RemDry® system provides growers with a sustainable solution for managing remnant waste liquids containing crop protection products on-farm. It prevents point source contamination from emissions happening on-farm (i.e., from cleaning sprayers, leftover spray mixtures or product spills). After being piloted in 19 countries in 2019, the system was introduced in Benelux in 2021. RemDry® is the result of a collaboration between Syngenta, Ecomembrane Srl and Uptofarm Srl – a spin-off company of DiSAFA University of Turin.

Related information in this report:	**Further information:**
• Innovation in agriculture • Soil health • Lowest residues in crops and the environment • Water and wastewater	• CDP Water Security submission 2021 • Water conservation • Syngenta Colombia: Ecoaguas (in Spanish)

7.1.10 Nutritious food and feed

Topic description Food security remains one of the most critical challenges of our time. There are almost one billion undernourished people globally and the world population is projected to reach 9.8 billion by 2050. Overall food demand is expected to increase by more than 50%, with demand for animal-based foods raising by nearly 70%. According to the World Resources Institute, the world will have to produce 56% more crop calories than in 2010 to ensure there is adequate food for everyone in 2050. At Syngenta, we believe it is possible to provide enough nutritious food for future generations, while respecting planetary boundaries.	Materiality matrix classification: ➔ Monitored (Nutritious food) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: - ➔ SDG: 2
Management approach Our Principles for Sustainable and Responsible Agriculture state our support to the development of healthy, nutritious foods and feeds. We invest in agricultural research, technologies and extension services, which increase productivity and the quality and nutritional value of crops, in particular in our Seeds business. We are convinced that innovation is key to achieving a more sustainable food production system. Syngenta produces seeds that improve crop quality and yield. We offer a broad portfolio of crops with leading products in corn, soybean, sunflower, cereals and vegetables. Seeds have the potential to deliver a wide range of benefits, including nutrition for people and livestock. With 30 crop species and more than 2,500 varieties of vegetables, our offer of vegetable seeds provides increased yield and quality, improved resistance and adaptability, while bringing longer shelf-life, nutrition and flavor. Our crop protection products also enable farmers to deliver food that is abundant, nutritious, and affordable – without using more land or other inputs. Syngenta has also been involved in non-commercial initiatives around nutrition. For example, we provided financial support to the inventors of the Golden Rice technology in the early stages of the project.	GGP targets: × Policies: ➔ Principles for Sustainable and Responsible Agriculture

Performance in 2021

In 2021, we continued to support the development of healthy, nutritious foods and feeds with our innovation pipeline of seeds. Once more, our award-winning YOOM™ tomato was recognized as the Tastiest Israeli Tomato at the Fresh AgroMashov Fair 2021, thanks to its higher vitamin, mineral and antioxidant content, along with its remarkable flavor. YOOM™ tomato is specifically designed to perform well in the greenhouse environment and yield high-quality healthy fruits all year round. In China, to offer a healthy diet to children in a fun way, Syngenta and DOLE teamed up to launch a new packaging for YOOM™ cocktail tomatoes featuring Disney characters.

Our new snow pea, the Snak Hero, is a nutritious green pea contained in a string-free pod that has a sweet taste, a fresh and crunchy texture and was developed by Syngenta as a healthy alternative to snack foods that may contain processed sugar, sodium or saturated fats. Snak Hero, very suitable for the fast-growing snack segment, was showcased at Syngenta's Fields of Innovation 2021 in The Netherlands.

Following our innovation dialogue in 2020, we continued conducting research to illustrate the broad benefits of ENOGEN® for livestock feed in the United States. A study[1] published in late 2021 demonstrated that ENOGEN® Feed as silage to dairy cows increased feed efficiency compared to regular silage, coupled with a 7% decrease in enteric methane emission intensity. Building on these findings, a project was launched with the Dairy Research Institute and The Nature Conservancy to help dairy producers reduce greenhouse gas emissions, improve water quality, and strengthen farm resilience. Another study[2] also published this year demonstrated that ENOGEN® corn hybrids deliver feed efficiency gains in beef production that translate into environmental impact reductions of approximately 5% across four categories: climate change, energy use, land use, and water use. Increased feed efficiency means that producers need less feed to achieve the same outcomes, thus requiring less water, land, labor, and energy for feed production while generating fewer emissions.

During this year's United Nations Food Systems Summit, Syngenta Group endorsed the Business Declaration for Food Systems Transformation, outlining its commitment to scale up investments and enhance collaborations for net-zero and nature positive foods system.

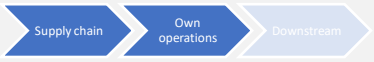
[1] Cueva, S.F., Stefenoni, H., Melgar, A., Räisänen, S.E., Lage, C.F.A., Wasson, D.E., Fetter, M.E., Pelaez, A.M., Roth, G.W. & Hristov, A.N. (2021). Lactational performance, rumen fermentation, and enteric methane emission of dairy cows fed an amylase-enabled corn silage. *Journal of dairy science*, 104(9), 9827-9841. https://doi.org/10.3168/jds.2021-20251

[2] Matlock, M., Christie, M., & Thoma, G. (2021). Analysis of Life Cycle Environmental Impacts of Using ENOGEN® Corn in Beef Cattle Rations. *Animals*, *11*(10), 2916. https://doi.org/10.3390/ani11102916

Related information in this report:	**Further information:**
• Innovation in agriculture	• Vegetable Seeds • Syngenta's Fields of Innovation

7.2 Sustainable operations

7.2.1 GHG emissions

Topic description Climate change is one of the biggest challenges facing humanity. Its effects are already evident with more erratic weather patterns, more severe weather events and greater environmental degradation. At our sites and with our suppliers, we are working toward reducing or preventing greenhouse gas (GHG) emissions from our activities.	Materiality matrix classification: ➔ Material (Climate change mitigation and adaptation) Frameworks: ➔ GRI: ✓ (305-1,2,3,4,5) ➔ SASB: RT-CH-110a.1-.2 ➔ UNGC: 8 ➔ SDG: 13
Management approach In our Good Growth Plan, we commit to strive for carbon-neutral agriculture. This includes a bold commitment to reduce the carbon intensity of our entire operations by at least 50% by 2030 compared to our 2016 baseline. At the same time and validated by the Science Based Targets initiative (SBTi), we have a target to reduce the carbon intensity of our entire operations by 68% based on value added by 2030 compared to our 2016 baseline. This target is consistent with reductions required to keep warming to well below 2°C. To achieve our 2030 carbon intensity reduction target, we are focusing on improving the efficiency of our manufacturing processes, designing and implementing site-based energy-saving programs, increasing the share of renewable sources of energy, and partnering with our crop protection and seed suppliers to reduce their carbon footprint. Our supply chain accounts for about 90% of our carbon footprint. In addition, we are working to further optimize our business travel and logistics network. More information about how we manage climate-related issues, including governance, strategy, risks and opportunities, and detailed performance information, can be found in our CDP Climate Change submission 2021 in which Syngenta was scored A-. Our work to implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) is described on page 89.	GGP targets: ✓ ➔ Reduce the carbon intensity of our operations by 50% by 2030 Policies: ➔ HSE Policy and Standards ➔ HSE CoP 05 ENS Environmental Sustainability
Key performance indicators and basis of preparation To measure progress toward our SBTi and Good Growth Plan commitments, we report carbon intensity based on value added (defined as gross profit) as well as performance indicators for scope 1 (i.e., direct emissions from owned or controlled sources), scope 2 (i.e., indirect emissions from the generation of purchased energy), and scope 3 (i.e., indirect emissions that occur in the value chain). We also report carbon intensity based on sales for comparison purposes and in alignment with the environmental performance indicators presented in other Sustainable Operations disclosures in this report.	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Reporting on carbon, water and waste footprint in operations

We use the GHG Protocol Corporate Accounting and Reporting Standard to prepare our corporate-level emissions inventory. The performance of our sites is based on data collected through internal reporting processes. The emissions are calculated based on the reported quantity and relevant emission factors within our central internal environmental data reporting system (SERAM). Scope 2 emissions are reported using market-based and, when not available, location-based emission factors. The sites required to report through SERAM are selected based on their level of energy consumption, water usage and waste generation according to defined thresholds.

The performance of our supply chain is estimated using a hybrid approach of spend-based and average data methods, depending on the type of process or material described. Where the quantity of material is relevant and measured in standardized (metric or imperial) units, the quantity-based emission factors and the average data method are used. Where quantity is not a relevant metric (such as hours of consulting or engineering work) or standardized (such as number of pieces of packaging, or number of boxes of labels), the spend-based method is used. To further improve the calculation method, in 2021 a small number of supplier emission factors were used instead of database emission factors, where suppliers had calculated their actual product carbon footprints.

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**. KPIs measuring progress toward our SBTi-approved carbon reduction target are labeled as **SBTi**.

➔ Syngenta Environmental Reporting and Management (SERAM) User Guide

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Greenhouse gas emissions[1]			
Intensity-based CO_2e emissions from scope 1+2+3 sources:			
Emissions intensity (g/$sales) [2,3,4]	**586**	681	-
Emissions intensity (g/$value added) [2,3,4]	**1,378**	1,575	-
Change since 2016 baseline (based on value added) [3,5] **GGP/SBTi**	**10%**	25%	-
Intensity-based CO_2e emissions from scope 1+2 sources:			
Emissions intensity (g/$sales) [2,3]	**44**	53	69
Emissions intensity (g/$value added) [2,3]	**102**	124	152
Change since 2016 baseline (based on value added)[3,5] **SBTi**	**-28%**	-13%	6%
Intensity-based CO_2e emissions from scope 3 sources:			
Emissions intensity (g/$sales) [2]	**542**	627	-
Emissions intensity (g/$value added) [2]	**1,276**	1,451	-
Change since 2016 baseline (based on value added) [5] **SBTi**	**15%**	30%	-
Absolute CO_2e emissions from scope 1+2+3 sources:			
Emissions (000s tonnes) [3,4]	**9,798**	9,723	-
Change since 2016 baseline [3,5]	**24%**	23%	-
Absolute CO_2e emissions from scope 1+2 sources:			
Emissions (000s tonnes) [3]	**728**	764	941
Change since 2016 baseline [3,5]	**-19%**	-15%	5%
Absolute CO_2e emissions from scope 3 sources:			
Emissions (000s tonnes) [4]	**9,070**	8,960	-
Change since 2016 baseline [5]	**30%**	28%	-
Scope 1 CO_2e emissions:			
Own operations (000s tonnes) [3]	**370**	388	517
Company vehicles (000s tonnes)	**57**	52	67

Scope 2 CO_2e emissions:			
Purchased energy (000s tonnes) [3]	**301**	324	357
Scope 3 CO_2e emissions:[4]			
Purchased goods and services (000s tonnes) [6]	**6,975**	7,305	-
Capital goods (000s tonnes)	**198**	191	-
Fuel and energy related activities (000s tonnes)	**182**	268	-
Upstream transportation and distribution (000s tonnes)	**583**	590	578
Waste generated in operations (000s tonnes)	**169**	162	-
Business travel (000s tonnes)	**15**	25	37
Employee commuting (000s tonnes)	**11**	11	-
Upstream leased assets (000s tonnes)	**316**	127	-
Downstream transportation and distribution (000s tonnes)	**51**	51	50
Processing of sold products (000s tonnes)[6]	**431**	66	-
Use of sold products (000s tonnes)[7]	**n/a**	n/a	-
End-of-life treatment of sold products (000s tonnes)	**0.2**	0.2	-
Downstream leased assets (000s tonnes)	**0.5**	0.6	-
Franchises (000s tonnes)[8]	**n/a**	n/a	-
Investments (000s tonnes)	**138**	162	-

[1] Since 2020, we report new greenhouse gas KPIs to measure progress toward targets set in our new Good Growth Plan and our SBTi-approved carbon reduction target. We report the percentage change since our 2016 baseline based on value added in alignment with our SBTi commitment. Total CO_2e emissions from scope 1+2+3 sources for 2016 were 7,891,000 tonnes. Scope 1+2 emissions are for the period October to September. Scope 3 emissions are for the period July to June due to the extensive time required to collect data and calculate results

[2] The intensity value is calculated based on January to December sales and gross profit (i.e., value added) to align with the company's audited full year results. Sales increased 17% and 31% since 2020 and 2016 respectively. Gross profit increased 15% and 13% since 2020 and 2016 respectively

[3] 2020 and 2019 values were restated due to energy reporting errors found at three of our sites

[4] Since 2020, scope 3 emission values include all categories in alignment with our SBTi commitment and associated 2016 baseline. In previous years, only scope 3 emissions from transportation, distribution and business travel were reported

[5] A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction

[6] Improvements in the categorization of materials in 2021 resulted in a reallocation of emissions from 'Purchased goods and services' to 'Processing of sold products'. This resulted in a decrease in the emissions from 'Purchased goods and services' and, combined with improvements in the emission factors used, in an increase in the emissions from 'Processing of sold products' in 2021

[7] This category is not applicable in alignment with our SBTi commitment, reflecting the absence of externally validated methodologies that consider both benefits and emissions from the use of agricultural inputs

[8] This category is not applicable as Syngenta does not have franchises

Performance in 2021

Compared to 2020, intensity-based CO_2e emissions from **scope 1+2** sources decreased by 19% based on sales and by 17% based on value added. Absolute scope 1+2 emissions decreased 5% in the same period. The decrease in scope 1+2 emissions in 2021 was achieved by efficiency gains in our operations, such as improved containment for process emissions of R113a at our site in Huddersfield (UK), as well as enhancements in reporting at our St. Gabriel (US) site. The decrease in scope 2 emissions was also due to broad decarbonization in the energy purchased.

All our sites are constantly seeking for ways to contribute to Syngenta's carbon reduction target. For instance, the manufacture of an active ingredient (AI) used in fungicides at our Grangemouth (UK) site accounts for about 90% of the site's energy use. Due to operational efficiency gains and decarbonization of the UK's grid electricity supply, the site was able to reduce the energy-driven carbon emissions per tonne of AI by 35% since 2016. Also, upon recommendation from an energy audit, our Research Triangle Park (US) site upgraded the control capabilities of the building management system, improving the site's ability to regulate energy consumption. Subsequently, the annual energy demand decreased by about 400 thousand kWh – translating into a reduction of carbon output of about 300 tonnes per year.

Intensity-based CO_2e emissions from **scope 3** sources decreased by 14% based on sales and by 12% based on value added, while absolute scope 3 emissions increased by 1% in the same period. Emissions from purchased goods and services represented 77% of this year's total absolute scope 3 emissions. The

decrease in absolute emissions from 'Purchased goods and services' and the increase in emissions from 'Processing of sold products' were driven by improvements in the categorization of materials resulting in a reallocation of emissions from the former to the latter category as well as due to improvements in the emission factors used.

This year, we also observed an increase in emissions from upstream leased assets due to an increase in surface area leased. Contributing to a slight decrease in emissions from transportation and distribution, our logistics function keeps exploring carbon footprint reduction opportunities. This year, we completed an innovation pilot with our global Fourth Party Logistic service provider Maersk, in which, by using biofuel, we saved almost 800 tonnes of CO_2e in the ocean shipping route from Shanghai (China) to Santos (Brazil). We also implemented changes on selected trade lanes from China to Latin America by improving container fill rate per shipment by using 40-footer containers, resulting in a 30% reduction of carbon emissions on these routes. In Japan, we also shifted more than 15% of long-distance travel from road to rail and reduced our emissions by about 400 tonnes of CO_2e. Although immaterial, we also observed a further decrease in business trip-related emissions this year due to a decline in business travel due to COVID-19.

Compared to our 2016 baseline and our Good Growth Plan and SBTi commitments, intensity-based CO_2e emissions from scope 1+2+3 sources increased by 10% based on value added. Absolute scope 1+2 emissions decreased by 19% since 2016, while absolute scope 3 emissions increased by 30% in the same period. Representing about 93% of our total absolute emissions, absolute scope 3 emissions increased to 9,070k tonnes in 2021 from 6,994k tonnes in 2016.

To achieve our targets, we need to reduce our scope 3 emissions in the supply chain. This challenge demands focused effort and commitment from Syngenta and its supply chain partners. Reducing our scope 3 emissions is a high priority and significant work is ongoing across the organization to do so. At the same time, we continue to provide innovative solutions and encourage the use of agricultural practices that help farmers mitigate climate change. We believe we can make a significant contribution to helping farmers mitigate and adapt to climate change. (See Carbon capture and mitigation in agriculture and Innovation in agriculture)

Related information in this report:	**Further information:**
• Carbon capture and mitigation in agriculture • Innovation in agriculture • Working with suppliers • Implementing TCFD's recommendations	• CDP Climate Change submission 2021 • The Good Growth Plan: Strive for carbon neutral agriculture

7.2.2 Energy

Topic description To limit global warming, the world needs to use energy efficiently while embracing clean energy sources. In our Good Growth Plan, we committed to reduce carbon emissions in our operations. Energy management plays an important role in achieving this goal.	Materiality matrix classification: ➔ Monitored (Resource efficiency) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-130a.1 ➔ UNGC: 8 ➔ SDG: 12

Management approach
To achieve our target (see GHG emissions), we are improving the efficiency of our manufacturing processes, designing and implementing site-based energy saving programs, and increasing the share of renewable sources of energy.

As stated in our HSE Policy and Standards, we actively promote environmental protection, including reducing energy consumption and making our sites more efficient. Through our tailored HSE management system, we monitor and improve performance on our sites. More information can be found in the FAQ: Environmental policy and management section of our website.

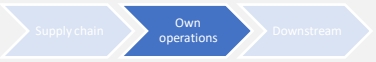
More information about how we manage climate- and energy-related issues can be found in our CDP Climate Change submission 2021 for which Syngenta was scored A-.

GGP targets: ×

Policies:
- ➔ HSE Policy and Standards
- ➔ HSE CoP 08 REP Reporting
- ➔ HSE CoP 05 ENS Environmental Sustainability

Key performance indicators and basis of preparation
We report annually on energy consumption. We collect information from our sites through internal reporting processes, as defined in our internal SERAM user guide. The sites required to report environmental data through our central internal environmental data reporting system (SERAM) are selected based on their level of energy consumption, water usage and waste generation according to defined thresholds.

Reporting boundaries:



External assurance: ✓
- ➔ Independent assurance report

Reporting procedure:
- ➔ Environmental Reporting and Management (SERAM) User Guide

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Energy			
Energy intensity (MJ/$sales)[1]	**0.50**	0.56	0.65
Energy (TJ)[2]	**8,397**	7,967	8,833
Gas (TJ)	**3,356**	3,423	3,796
Electricity (TJ)[2]	**2,294**	2,138	2,291
Steam (TJ)	**1,344**	1,226	1,445
Oil (TJ)	**475**	299	331
Other (TJ)[2]	**928**	881	1,020

[1] The intensity value is calculated based on January to December sales to align with the company's audited full year results. Sales increased 17% and 31% since 2020 and 2016 respectively
[2] 2020 and 2019 values were restated due to energy reporting errors found at three of our sites

Performance in 2021
In 2021, intensity-based energy consumption decreased by 10% thanks to various energy optimizing measures implemented across our sites. Absolute energy consumption increased by 5% due to increased production volumes driven by record sales this year.

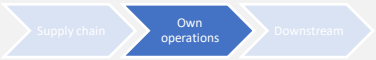
The small decrease in natural gas consumption (-2%, -67 TJ) was due to the correction of reporting data at our St. Gabriel (US) site. Electricity (+7%, +156 TJ) and steam consumption (+10%, +118 TJ) primarily increased due to an increase in production at our Saint Gabriel site, followed by increases in production at numerous smaller sites and improved reporting at our Enkhuizen (Netherlands) site. Oil consumption increased (+59%, +176 TJ) due to the addition of our Culiacan (Mexico) site to the SERAM reporting scope.

The increase in 'other' energy sources was related to improvements of wood reporting from our Ituiutaba (Brazil) site in previous years, causing a restatement in 2020 and 2019 values.

The percentage of both renewable electricity and renewable energy increased to 37% and 13% respectively because of significant decarbonization of insourced energy across the portfolio. For example, the use of photovoltaic at our sites in Uberlandia (Brazil), Cascavel (Brazil), Agadir (Morocco) and Antalya (Turkey) reduced their reliance on fossil fuels saving almost 600 tonnes of CO_2e annually. At our Grangemouth (UK) site, the decarbonization of the electricity grid supply by removing coal and adding renewables to the energy mix largely contributed to reducing the site's carbon footprint. We also started testing geothermal energy at our flower production site in De Lier (Netherlands), with the expectation that about 40% of heat be extracted from the earth, reducing site emissions by 1,250 tonnes of CO_2e per year.

Related information in this report:	**Further information**
• GHG emissions	• CDP Climate Change submission 2021 • Sustainable operations

7.2.3 Other air emissions

Topic description Air emissions from chemical manufacturing can contain a wide range of harmful substances with negative effects on human health and the environment. Syngenta aims to ensure the health and safety of our employees and others potentially affected by our activities.	Materiality matrix classification: ➔ Monitored (Air pollution) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-120a.1 ➔ UNGC: 8 ➔ SDG: 3, 12
Management approach As stated in our HSE Policy and Standards, we actively promote environmental protection, including controlling air pollution. Through our tailored HSE management system, we monitor and improve performance on our sites. More information can be found in the FAQ: Environmental policy and management section of our website. All Syngenta sites must ensure that air emissions from static equipment or processes, or use of refrigerant gases, are known and managed.	GGP target: × Policies: ➔ HSE Policy and Standards ➔ HSE CoP 08 REP Reporting ➔ HSE CoP 05 ENS Environmental Sustainability ➔ HSE CoP 05 AIR Air Emissions
Key performance indicators and basis of preparation In our own operations, we report annually on emissions from process sources as well as emissions from freon and other global warming cooling gases. We collect information on these emissions from our sites through internal reporting processes, as defined in our internal SERAM user guide. The sites required to report environmental data through our central internal environmental data reporting system (SERAM) are selected based on their level of energy consumption, water usage and waste generation according to defined thresholds.	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Syngenta Environmental Reporting and Management (SERAM) User Guide

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Other air emissions			
Other air emissions intensity (g/$sales)[1, 2]	**0.050**	0.056	0.067
Other air emissions (tonnes)[2]	**829**	799	910
NO_x (tonnes)[2]	**372**	322	434
Non-halogenated VOCs (tonnes)	**239**	284	276
Halogenated VOCs (tonnes)	**23**	42	28
Particulates (tonnes)[2]	**143**	104	121
SO_2 (tonnes)[2]	**45**	34	36
NH_3 (tonnes)	**2**	4	4
HCl (tonnes)	**5**	9	11

[1] The intensity value is calculated based on January to December sales to align with the company's audited full year results. Sales increased 17% and 31% since 2020 and 2016 respectively
[2] 2020 and 2019 values were restated due to energy reporting errors found at three of our sites

Performance in 2021
In 2021, the intensity-based value of other air emissions decreased by 11% whereas their absolute value increased by 4%, which was mainly driven by a 16% increase in emissions of nitrogen oxides (+50 tonnes) and a 38% increase in emissions of particulates (+39 tonnes). The increase in nitrogen oxides is primarily related to increased production at our Saint Gabriel (US) site and increased use of emergency generators at our Nantong (China) site. The increase in particulates is primarily related to increased production and improved reporting at our Ituiutaba (Brazil) site.

Reporting improvements at our St. Gabriel site also contributed to the overall decrease in air emissions, in particular through a reduction in non-halogenated VOCs (-16%, 45 tonnes). Remaining fairly stable for the last few years, the increase in SO_2 emissions (+20%, +7 tonnes) was due to the addition of our Culiacan (Mexico) site to the SERAM reporting scope.

Related information in this report:	**Further information:**
• GHG emissions	• FAQ: Environment • Sustainable operations

7.2.4 Water and wastewater

Topic description Water is critical for development, healthy ecosystems and for human survival. Our manufacturing sites continuously look for ways to further optimize water use, especially those located in water-stressed areas. We are also working to improve water efficiency in our supply chain, where most of our water consumption takes place.	Materiality matrix classification: ➔ Monitored (Water conservation) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-140a.1 & .3 ➔ UNGC: 8 ➔ SDG: 6
Management approach We aim to reduce the water intensity of our operations and supply chain by 20% by 2030 compared to our 2016 baseline. We will therefore	GGP targets: ✓ ➔ Reduce the water intensity of our operations by 20% by 2030

focus on water usage and water stress, and we form partnerships to develop more effective processes and supply chains.

As stated in our HSE Policy and Standards, we also actively promote environmental protection, including the appropriate management of water, wastewater and unplanned releases. Through our tailored HSE management system, we monitor and improve performance on our sites. More information can be found in the FAQ: Environmental policy and management section of our website.

All Syngenta sites must ensure water supplies, including those from ground and surface water, are managed appropriately, and water quality is suitable for the intended use. They must also ensure that wastewater is managed appropriately from generation until final discharge. This includes process effluents, sanitary wastewater, or stormwater discharges.

Through our Supplier Sustainability Program, we assess our chemical suppliers on their environmental performance, which includes water and wastewater management practices. For our seed supplier network, requirements on the use of good agricultural practices are part of our regular engagement with them. We provide water management training to growers using irrigation, prioritize good practices when selecting growing areas and expand implementation of water management technologies.

More information about how we manage water conservation, including governance, strategy, risks and opportunities, and detailed performance information can be found in our CDP Water Security submission 2021, for which Syngenta was scored A-.

Policies:
- ➔ HSE Policy and Standards
- ➔ HSE CoP 08 REP Reporting
- ➔ HSE CoP 05 ENS Environmental Sustainability
- ➔ HSE CoP 05 WRS Water Resources and Supply
- ➔ HSE CoP 05 WWR Wastewater
- ➔ HSE CoP CON Containment

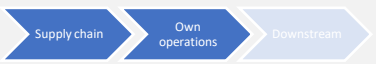
Key performance indicators and basis of preparation

In our own operations, we report annually on water usage, wastewater effluents and significant unplanned releases. Since 2020, we also measure the water footprint in our supply chain in alignment with our water intensity reduction target, which covers both our own operations and the supply chain.

For our sites, water and wastewater data is collected through internal reporting processes, as described in our internal SERAM user guide. The sites required to report environmental data through our central internal environmental data reporting system (SERAM) are selected based on their level of energy consumption, water usage and waste generation according to defined thresholds. The water performance of our supply chain is estimated using a hybrid approach of spend-based and average data methods.

Significant unplanned releases are defined in our HSE Reporting and Learning from Experience Guide.

Reporting boundaries:



External assurance: ✓
- ➔ Independent assurance report

Reporting procedure:
- ➔ Reporting on carbon, water and waste footprint in operations
- ➔ Syngenta Environmental Reporting and Management (SERAM) User Guide

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Water[1]			
Total water usage intensity (liters/$sales)[2]	**1,010**	1,413	-
Change in total water usage intensity since 2016 baseline (based on sales)[3]	**17%**	64%	-
Total water usage (million cubic meters)	**16,900**	20,184	-

Water usage intensity from own operations (liters/$sales)[2]	**2.0**	2.2	2.3
Water usage from own operations (million cubic meters)	**33.2**	31.1	30.9
Cooling (million cubic meters)	**21.3**	18.6	18.3
Irrigation (million cubic meters)	**4.8**	5.6	5.0
Processing and washing (million cubic meters)	**5.2**	5.1	5.7
Product ingredient (million cubic meters)	**0.2**	0.3	0.2
Sewage and sanitary (million cubic meters)	**0.8**	0.9	0.9
Other (million cubic meters)	**0.9**	0.6	0.8
Origin of water from own operations:			
Surface fresh water (million cubic meters)	**21.8**	20.5	20.4
Underground water (million cubic meters)	**9.0**	8.2	7.8
Drinking water from municipal network (million cubic meters)	**2.2**	2.2	2.6
Recovered rainwater (million cubic meters)	**0.2**	0.2	0.1
Water usage intensity from supply chain activities (liters/$sales)[2]	**1,008**	1,411	-
Water usage from supply chain activities (million cubic meters)	**16,867**	20,153	-
Wastewater effluents			
Industrial wastewater discharge intensity (liters/$sales)[2]	**0.53**	0.62	0.71
Industrial wastewater discharge (million cubic meters)	**8.9**	8.8	9.7
Total organic carbon (TOC) (tonnes)	**547**	595	573
Chemical oxygen demand (COD) (tonnes)	**1,496**	1,712	1,687
Biological oxygen demand (BOD) (tonnes)	**166**	176	194
Total suspended solids (tonnes)	**270**	245	277
Soluble salts discharged (000s tonnes)	**128**	119	130
Direct discharge of uncontaminated cooling water (million cubic meters)	**21.3**	18.6	18.3
Environmental compliance			
Significant unplanned releases[4]	**3**	3	1

[1] Since 2020, we report water performance indicators in alignment with our commitment to reduce the water intensity of our operations by 20% by 2030 compared to our 2016 baseline. Water usage from our own operations is for the period October to September. Water usage from supply chain activities is for the period July to June due to the extensive time required to collect data and calculate results

[2] The intensity value is calculated based on January to December sales to align with the company's audited full year results. Sales increased 17% and 31% since 2020 and 2016 respectively

[3] A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction

[4] Since 2020, significant unplanned releases are those classified as high as per the ICCA standard for reporting Process Safety Incidents and where the loss leaves secondary containment or is discharged into secondary containment with uncertain integrity

Performance in 2021

Water usage

Compared to 2020, both total water usage intensity and absolute water usage decreased by 29% and 16% respectively. Year-on-year changes are driven by water usage from supply chain activities, which decreased in absolute terms by 16% (-3,286 million m^3) compared to 2020. Water usage from our own operations increased by 7% (+2.1 million m^3) in the same period.

In 2021, we continued working to reduce **water usage from our own operations**. For example, in our manufacturing site in Karachi (Pakistan), the total water consumption was reduced by about 25% thanks to improved performance monitoring and the implementation of sustainability initiatives during the last five years. This also led to a reduction in the water used per tonne of production of more than 60%. Despite these efforts, we observed an overall increase in water usage in 2021. This was driven by an increase in the use of cooling water and the addition of new sites to the SERAM reporting scope. Cooling water, mainly used at our active ingredients site in Monthey (Switzerland), represents 64% of the water usage from our own operations. The decrease in water usage for irrigation was due to higher rain and lower temperatures in certain regions.

This year's decrease in **water usage from supply chain activities** was mainly driven by improvements in the calculation methodology that now favors a median emission factor. As differences between factors are

generally small for CO_2e but larger for water usage, this update did not have a major impact on the total CO_2e, but made a significant difference on the total water usage, which was over-estimated in the past.

Compared to our 2016 baseline and our water reduction target, total water usage intensity (supply chain and own operations) increased by 17% based on sales. Absolute total water usage increased to 16,900 million m^3 from 11,047 million m^3 in 2016.

Representing about 99.8% of our total water usage and with an increase of 53% (+5,852 million m^3) since 2016, water usage from supply chain activities was the main driver of the increase. Water usage in our supply chain every year is strongly linked to the amount and level of water-intensive materials purchased. In our own operations, we observed a 2% increase (+0.6 million m^3) of absolute water usage since 2016.

Wastewater effluents
In 2021, intensity-based industrial wastewater discharges decreased by 14.5%, while the absolute industrial wastewater discharge stayed fairly stable.

Environmental compliance
As in 2020, three significant unplanned releases took place in 2021. The first incident was due to a release to a secondary containment in the formulation area at our site in St. Gabriel (US). In Huddersfield (UK), we experienced two releases: a leak from a caustic pump into a bund without exposure to personnel and a loss of product and toluene to groundwater, which was due to a damaged vessel. The Environment Agency was notified and all appropriate measures were taken.

Related information in this report:	**Further information:**
• Water conservation • Working with suppliers	• CDP Water Security submission 2021 • Water conservation • Sustainable operations

7.2.5 Waste

Topic description Despite the chemical industry's efforts to reduce, recycle and reuse waste, the manufacturing, formulation and packaging of its products generate non-recoverable waste. To a lesser extent so does the production of seeds. At Syngenta, we are committed to maximizing the efficient use of resources while reducing waste and minimizing the impact on the environment.	Materiality matrix classification: ➔ Monitored (Resource efficiency) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-150a.1 ➔ UNGC: 8 ➔ SDG: 12
Management approach As stated in our HSE Policy and Standards, we actively promote environmental protection, including waste management. Through our tailored HSE management system, we monitor and improve performance on our sites. More information can be found in the FAQ: Environmental policy and management section of our website. We aim to reduce the waste intensity of our operations and supply chain by 20% by 2030 compared to our 2016 baseline.	GGP targets: ✓ ➔ Reduce waste intensity of our operations by 20% by 2030 Policies: ➔ HSE Policy and Standards ➔ HSE CoP 08 REP Reporting ➔ HSE CoP 05 ENS Environmental Sustainability ➔ HSE CoP 05 WST Waste

All Syngenta sites must ensure that waste is managed appropriately from generation until final treatment or disposal. To reduce our waste footprint, we focus our efforts on improving process efficiency. This is particularly important when introducing new products and designing the manufacturing processes at the product development stage, before large-scale production starts.

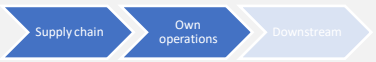
We also seek opportunities to significantly reduce the volume of packaging waste, with a focus on reducing plastics and increasing collection schemes.

Through our Supplier Sustainability Program, we assess our chemical suppliers on their environmental performance, which includes reviewing waste management practices. (See Working with suppliers)

Key performance indicators and basis of preparation
In our own operations, we report annually on hazardous and non-hazardous waste generation. Since 2020, we also measure waste generation in our supply chain in alignment with our waste intensity reduction target, which covers both our own operations and the supply chain.

The performance of our sites is based on data collected through internal reporting processes, as defined in our SERAM user guide. The sites required to report environmental data through our central internal environmental data reporting system (SERAM) are selected based on their level of energy consumption, water usage and waste generation according to defined thresholds. The waste performance of our supply chain is estimated using a hybrid approach of spend-based and average data methods.

Reporting boundaries:



External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Reporting on carbon, water and waste footprint in operations
➔ Syngenta Environmental Reporting and Management (SERAM) User Guide

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Waste[1]			
Total waste intensity (g/$sales)[2]	**346**	524	-
Change in total waste intensity since 2016 baseline (based on sales)[3]	**5%**	59%	-
Total waste (000s tonnes)	**5,788**	7,484	-
Hazardous waste intensity from own operations (g/$sales)[2]	**12.6**	15.0	14.7
Hazardous waste from own operations (000s tonnes)	**210**	215	200
Recycled and re-used (000s tonnes)	**85**	96	92
Incinerated (000s tonnes)	**114**	102	92
Landfill (000s tonnes)	**1**	5	1
Other (000s tonnes)	**10**	12	15
Hazardous waste by type from own operations:			
Chemical	**62%**	56%	57%
Solvents	**32%**	37%	37%
Other	**6%**	7%	6%
Non-hazardous waste intensity from own operations (g/$sales)[2]	**8.2**	8.1	9.7
Non-hazardous waste from own operations (000s tonnes)	**137**	116	132
Recycled and re-used (000s tonnes)	**94**	76	96
Incinerated (000s tonnes)	**7**	6	6
Landfill (000s tonnes)	**28**	24	20
Other (000s tonnes)	**8**	10	10

Non-hazardous waste by type from own operations:			
Plant and seed waste from seed sites	**63%**	59%	65%
Inerts	**5%**	5%	4%
Packaging materials	**6%**	6%	5%
Household	**5%**	5%	4%
Other	**21%**	25%	22%
Waste intensity from supply chain activities (g/$sales)[2]	**325**	501	-
Waste from supply chain activities (000s tonnes)	**5,441**	7,153	-

[1] Since 2020, we report waste performance indicators in alignment with our commitment to reduce the waste intensity of our operations by 20% by 2030 compared to our 2016 baseline. Waste from our own operations is for the period October to September. Waste from supply chain activities is for the period July to June due to the extensive time required to collect data and calculate results
[2] The intensity value is calculated based on January to December sales to align with the company's audited full year results. Sales increased 17% and 31% since 2020 and 2016 respectively
[3] A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction

Performance in 2021

Compared to 2020, intensity-based and absolute waste decreased by 34% and 23% respectively. Year-on-year changes are driven by waste generation from supply chain activities, which decreased in absolute terms by 24% (-1,712k tonnes) compared to 2020.

In 2021, we continued working to reduce **waste from our own operations**. Absolute hazardous waste decreased by 2% (-5k tonnes) in 2021, thanks mainly to reduced waste generation at our Grangemouth (UK) and Huddersfield (UK) sites due to decreased production volumes of select products as well as the completion of a significant one-off project at Huddersfield in 2020. The removal of the Greens Bayou Biosciences (US) site – closed in March 2020 – from the SERAM reporting system in 2021 also contributed to the lower waste generation figure reported this year. Absolute non-hazardous waste increased by 18% (+21k tonnes) in 2021, driven by the increased recycling of organic materials and construction materials at the Ituiutaba (Brazil) site.

Several waste reduction efforts took place across our sites. For example, our Iksan (Korea) site improved its waste management process by increasing the re-processing of returned products, resulting in a decrease of hazardous waste of approximately 30% since 2016. Also, our Research Triangle Park (US) site now annually diverts about 180 tonnes of greenhouse process waste, such as soil and plant material, from landfill to support landfarming activities, reducing the site's waste by about two thirds.

This year's decrease in **waste from supply chain activities** was mainly driven by improvements in the calculation methodology that now favors a median emission factor. As differences between factors are generally small for CO_2e but larger for waste, this update did not have a major impact on the total CO_2e, but made a significant difference on the total waste.

Compared to our 2016 baseline and our waste reduction target, total waste intensity (supply chain and own operations) increased by 5% based on sales. Absolute total waste increased to 5,788k tonnes from 4,218k tonnes in 2016.

Representing about 94% of our total waste and with an increase of about 39% (+1,535k tonnes) since 2016, waste from supply chain activities was the main driver of the increase. The amount of waste generated in our supply chain every year is strongly linked to the amount and level of waste-intensive materials purchased. In our own operations, we observed an 8% increase (+15k tonnes) in hazardous waste and a 17% increase (+20k tonnes) in non-hazardous waste since 2016.

Related information in this report:	**Further information:**
• Working with suppliers	• Sustainable operations

7.2.6 Working with suppliers

Topic description Syngenta operates in complex supply chain networks across the globe. Our key direct procurement activities are in the chemical, seed and flower supply chains: • **Chemical supply chain:** From producers of basic commoditized chemistries to advanced custom manufacturers of fine chemistries, we work with more than 600 suppliers in more than 30 countries around the world to procure the chemicals required to manufacture our crop protection products. We also work with suppliers of packaging and other direct materials as well as with formulation, fill and pack tollers. • **Seed supply chain:** We work with over 65,000 small, medium and large farms in about 35 countries to multiply the high-quality seeds we sell to our customers. • **Flower supply chain:** Our network of approximately 35 owned and third-party commercial flower farms in over 15 countries produce flower seeds, cuttings and young plants. These supply chains have their own diverse challenges. In our seed supply chain, agriculture work is heavy and often involves long working hours in conditions that carry many risks, including exposure to hazardous chemicals, machinery and the climate. In our chemical supply chain, despite advanced health and safety prevention practices in chemical production, improper handling of chemicals could still have adverse consequences for humans and the environment. These supply chains also represent the most significant portion of our carbon footprint. This is why working with our suppliers to identify and deliver improvements is critical to achieving our carbon reduction goal. At Syngenta, we are committed to ensuring fair labor, safe working conditions and high environmental standards across our supply chain.	Materiality matrix classification: ➔ Material (Health, safety and fair labor) Frameworks: ➔ GRI: ✓ (414-2) ➔ SASB: - ➔ UNGC: 2, 3, 4, 5, 6 ➔ SDG: 3, 8
Management approach Syngenta expects suppliers to uphold the standards set out in our Syngenta Group Code of Conduct, Compliance guide for third parties and Minimum requirements for suppliers. Our supplier relationship management approach enables us to manage suppliers effectively, while focusing on our most critical suppliers to maximize value and reduce risks in our supply chain. We engage in regular, open dialogue with suppliers to develop strong positive relationships in the marketplace. Syngenta employees engaging with suppliers undergo training on ethical procurement practices, risks associated with purchasing in certain categories, and requirements for conducting due diligence and driving improvement. To assess and improve the standards of our suppliers, we monitor their performance through audits and assessments. These are either conducted by our own teams or in collaboration with partners. When	GGP targets: ✓ ➔ Strive for fair labor across our entire supply chain Policies: ➔ Syngenta Group Code of Conduct, principles 22-24 ➔ Compliance guide for third parties ➔ Minimum requirements for suppliers ➔ Syngenta Labor Standards ➔ Principles for Sustainable and Responsible Agriculture

gaps are identified, we support suppliers in making the required improvements.

When engaging with a new supplier, and before entering or renewing contracts, we evaluate the different sustainability related risks to which the supplier might be exposed. To do so, we request and collect information about suppliers' policies, management processes and practices on topics such as health, safety and environment and fair labor.

To ensure our **seed suppliers** meet our fair labor standards, the Syngenta Fair Labor Program monitors labor practices on our farm network, including health and safety, child labor, wages and benefits, working hours, freedom of association and collective bargaining, harassment and abuse, forced labor and nondiscrimination.

We engage with our **chemical suppliers** through our Supplier Sustainability Program, which includes on-site audits by our own teams, and audits or online EcoVadis-supported assessments conducted through the chemical industry's Together for Sustainability(TfS) initiative, which follow the principles of the United Nations Global Compact, Responsible Care® and the International Labor Organization. We also engage with chemical suppliers to measure and improve their carbon, water and waste impacts.

Our **flower business** is working to obtain GlobalG.A.P. and GlobalG.A.P. Risk Assessment on Social Practice (G.R.A.S.P.) certification for our commercial flower farms. GlobalG.A.P. is the worldwide standard for good agricultural practices and G.R.A.S.P. assesses social practices on the farm, addressing specific aspects of workers' health, safety and welfare.

Key performance indicators and basis of preparation
We report on the coverage of sustainability and fair labor programs in our key direct procurement activities through the following KPIs:

- **Seed supply chain**: Percentage of Syngenta seed producing countries and seed supply farms included in the Syngenta Fair Labor Program. We also report the percentage of farms monitored, which represent the seed supply farms in the program that have undergone an internal monitoring process by Syngenta.
- **Chemical supply chain**: Percentage of chemical suppliers, formulation, fill and pack tollers and packaging manufacturers that are included in our Supplier Sustainability Program. In this KPI, only chemical suppliers or formulation, fill and pack tollers categorized as posing a high or medium sustainability risk are included. All packaging manufacturers independently of their level of sustainability risk are included.
- **Flower supply chain**: Percentage of Syngenta and third-party commercial flower farms that have a valid GlobalG.A.P. certificate, as well as percentage of Syngenta commercial flower farms that carried out a G.R.A.S.P. social practice assessment.

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

Reporting boundaries:

External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Global reporting on Syngenta Fair Labor Program
➔ Global reporting of Chemical Suppliers, CP FPP Tollers and Packaging Suppliers in Supplier Sustainability Program
➔ Global reporting of L&G Flowers

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Supplier sustainability and fair labor programs			
Suppliers included in sustainability and fair labor programs **GGP**	**99.5%**	99.4%	99.0%
Coverage of Syngenta Fair Labor Program:			
Syngenta seed producing countries	**91%**	92%	88%
Seed supply farms	**99.7%**	99.6%	99.3%
Of which: farms monitored	**23%**	22%	20%
Coverage of Supplier Sustainability Program:			
Chemical suppliers[1]	**95%**	95%	94%
Formulation, fill and pack tollers[1]	**74%**	86%	83%
Packaging manufacturers[2]	**71%**	67%	63%
Commercial flowers farms with valid GlobalG.A.P. certification	**97%**	91%	88%
Commercial flowers farms with valid G.R.A.S.P. assessment	**85%**	100%	100%

[1] Includes only chemical suppliers or formulation, fill and pack tollers categorized as posing a high or medium sustainability risk
[2] Includes all packaging manufacturers independently of their level of sustainability risk

Performance in 2021
In 2021, 99.5% of our suppliers were covered by our sustainability and fair labor programs, a slight increase compared to 2020. We know that we cannot reach 100% because of constant changes in our supply chains.

Seed supply
In 2021, 99.7% of our seed supply farms were part of the Syngenta Fair Labor Program. Driven by market demand, the total number of seed supply farms increased by 48% to reach 66,667 farms in 2021. Over 80% of the new supplier farms added in 2021 focus on reproducing corn seeds in India and Indonesia. The seed supply chain represents 98.9% of all suppliers targeted by our sustainability and fair labor programs.

The Syngenta Fair Labor Program is in place in 91% of our seed producing countries (32 out of a total of 35): Argentina, Bangladesh, Belgium, Brazil, Canada, Chile, China, Denmark, France, Germany, Hungary, India, Indonesia, Israel, Italy, Kenya, Mexico, Morocco, Netherlands, Philippines, Poland, Romania, Russia, South Africa, Serbia, Spain, Thailand, Turkey, UK, Ukraine, US and Vietnam. South Korea and Zambia were removed from the list because Syngenta stopped production in these countries.

The percentage of farms undergoing internal monitoring slightly increased to 23%, which is in line with the total increase of seed farms in the Asia-Pacific region.

In recent years, Syngenta Seeds has intensified its efforts in environmental sustainability, building on social sustainability programs including our work in fair labor. To support this growing focus, we have sought a partnership with an organization that we can engage with in all aspects of sustainability. This led Syngenta to end its affiliation with the Fair Labor Association (FLA) in 2021, and extend its existing partnership with Solidaridad to include Seeds sustainability activities. We worked with the FLA between 2004 and 2021 to address labor standards in our seed supply chain and to develop our Syngenta Fair Labor Program. They have been excellent partners on this journey, and we are grateful for their support and insight. We are now working with Solidaridad to build capacity in areas where we are ramping up our activities and where their technical expertise and relationships will strengthen our existing sustainability programs.

Chemical suppliers, formulation fill and pack tollers and packaging suppliers
In 2021, the percentage of chemical suppliers included in the program remained stable at 95% while the percentage of formulation, fill and pack tollers decreased to 74% (-12 percentage points). Although COVID-19 restrictions significantly reduced the number of audits that we were able to execute at these tollers, we maintained focus via online follow-ups to address gaps in corrective action plans and via TfS Sustainability assessments on the EcoVadis platform.

Thanks to business growth across all regions, the total number of packaging suppliers we are working with grew in 2021. Through our continued roll-out of the TfS assessment, we were able to include more packaging suppliers in the program and reach a 71% coverage (+4 percentage points).

Commercial flowers
In 2021, 97% of all farms had the GlobalG.A.P. certification, a six-percentage point increase compared to 2020 thanks to five additional suppliers being newly certified (35 in 2021 vs. 30 in 2020). 85% of Syngenta commercial flower farms carried out G.R.A.S.P. social practice assessments this year. This decrease in coverage is due to two of our sites in Kenya no longer being considered as G.R.A.S.P.-certified as GlobalG.A.P. stopped recognizing the Kenya Flower Council Silver certificate as equivalent to G.R.A.S.P. in 2020. Both sites will therefore request to be assessed directly by the GlobalG.A.P. certification body.

Three new farms located in Kenya have successfully achieved the GlobalG.A.P. certification in 2021, despite the challenges of COVID-19. In addition, they became the first third-party seed suppliers to complete the added G.R.A.S.P. social assessment alongside our home farms.

Related information in this report:	**Further information:**
• Human rights • GHG emissions • Waste • Water and wastewater • Soil health • Biodiversity • Water conservation	• The Good Growth Plan: Help people stay safe and healthy • FAQ: Supply chain management • Sustainable operations

7.3 People

7.3.1 Employee development and engagement

Topic description Attracting, retaining, developing and engaging the right talent is essential to our aspiration to help solve the world's increasingly complex food security and climate change challenges. We encourage personal and professional growth through organizational empowerment, performance management, development plans and a culture of continuous learning. We also actively seek ways to engage our employees so that they can be at their best every day, are committed to our values and goals, and feel inspired to contribute to Syngenta's success.	Materiality matrix classification: ➔ Monitored (Employee engagement) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: 6 ➔ SDG: 8
Management approach Syngenta's culture is shaped every day through our behaviors and how we work together. By regularly adjusting our operating model to bring decision making as close as possible to the market and our customers, we strive to empower our employees and teams to take initiative and be accountable. We maintain a formal people performance management approach, which aligns individual, team and organizational goals, and supports individual development. We encourage ongoing dialogue between team members and line managers by reinforcing a culture of continuous feedback. Employees put together personal development plans suited to their career aspirations and development needs. Our talent programs help determine employee development needs and what is required to fulfill their aspirations. We place great emphasis on developing our people. Through our upskilling Learning Edge platform, employees can create custom learning experiences that fit their unique skills, roles and goals. They can access a broad range of learning resources such as skill insights, courses, videos and articles. Developing leadership and people management skills is essential for building a successful organization. Based on level and role, we offer Leadership Pathways that target first-line managers, senior managers (managers of managers) and executives. They consist of training, virtual learning and coaching experiences, and last 12-18 months. We also offer two leadership Talent Programs. The Leading Syngenta Program targets senior functional leaders with leadership potential to take on a broader enterprise leadership role in the next 3-5 years, and the Accelerated Development Program targets experts and managers with leadership potential toward a more senior role. We regularly organize townhalls, leader-led sessions and focus groups for employees to learn more about the company's strategy, culture and values, provide insights into current matters or gather feedback. We	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principles 22-24 ➔ Performance and Development Policy ➔ Global Learning and Development Policy ➔ Mentoring and Coaching Policy ➔ Global Recruitment Policy ➔ Performance and Development Policy ➔ Global Learning and Development Policy ➔ Mentoring and Coaching Policy ➔ Global Recruitment Policy

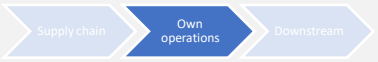
also share employee stories and connect employees across the organization through our internal communication and social media channels.

Our global employee recognition program Val-You enables employees to recognize colleagues for contributing to our business performance, while bringing our values to life. To encourage the promotion of our talent, open positions are first advertised internally before being posted externally.

Employee satisfaction and the work environment are regularly measured through online and subject-specific pulse surveys.

Key performance indicators and basis of preparation
We report on the investment in Leadership Pathways and Talent Programs. Investment figures include fees for training vendors and internal resources allocated to managing the programs.

Reporting boundaries:



External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Reporting of leadership and talent development

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Employee development			
Leadership and talent development investment ($m)	**6.4**	6.3	6.9

Performance in 2021

Future of work
2021 continued to be marked by the pandemic. Feedback from employees reflects strong appreciation for the care the company is demonstrating in keeping them safe and supporting their wellbeing, while maintaining business continuity and delivering strong business performance.

COVID-19 impacted our ways of working and gave us an unprecedented opportunity to experiment and try new ideas – reimagining the future of work. Many of us experienced increased flexibility and new forms of collaboration. We listened to the experiences of our colleagues and customers to understand what worked well during this time and what is important to them. As a result, we have organized our work around four pillars: scaling digital customer engagement, enabling hybrid work models, removing borders to access one global talent pool, and creating innovative and collaborative work environments. 14 “pioneer” sites across the Syngenta Group have been experimenting and exploring opportunities – recognizing that we have a great diversity in terms of roles, types of sites, the nature of our work, our customers, and local labor laws.

We believe there can be no single model or approach to new ways of working. Local leaders will be accountable for establishing our future ways of working and when to shift to new ways of working.

Leadership and employee development
We continue to attract senior leaders and top talent from our industry while further strengthening the capabilities of our leaders and accelerating the development of our talent. In 2021, we invested USD 6.4 million in leadership and talent development.

Last year, due to COVID-related restrictions, we redesigned and converted face-to-face sessions into virtual learning experiences. In 2021, we launched 18 new cohorts of our leadership and talent development

programs, which covered about 500 leaders. In addition, the virtual coaching focused on 135 people from our talent segments, and 146 employees attended Future of Work Capabilities workshops.

In 2021, we also invested in the redesign of our leadership development approach to accelerate our shift toward a more agile, customer-centric, innovative and collaborative culture. Pilots for the new Leadership Pathways and Talent Programs are planned for early 2022.

Learning
2021 was the first full year of our new LearningEdge platform launched in 2020. We now have more than 1,000 learning pathways available, and we reached more than 28,000 users with a return rate of 67%.

Pulse survey and employee engagement
In 2021, more than 22,000 employees (a record response rate) participated in our annual pulse survey, achieving an exceptional Employee Net Promoter Score of 43, compared to a score of 10 in the previous pulse survey. This score is used to understand the level of advocacy of employees in promoting the company and can range from -100 to +100, with any positive score representing a good result. Feedback reflected high levels of commitment and excitement about the future of the company and its contribution to society. Collaboration within teams, customer centricity and a work environment where people feel empowered to voice and execute ideas were identified as strengths to further build upon. Areas of continuous improvement include simplifying processes and procedures and removing bias from the workplace – particularly with regards to gender. Work is underway to address these areas of concern.

Related information in this report:	**Further information:**
• Diversity and inclusion • Ethics and integrity	• Syngenta careers • FAQ: Talent attraction and retention • FAQ: Learning and development

7.3.2 Diversity and inclusion

Topic description A diverse workforce and an inclusive work environment are enablers of Syngenta's ambition to be the most collaborative and trusted partner in agriculture. Representing over 120 nationalities and working in more than 90 countries, our employees reflect the diversity of our customers, the markets where we operate and the communities we serve. We value diversity and inclusion as reflected in our Syngenta Group Code of Conduct, our Diversity and Inclusion (D&I) Policy, and our corporate Values.	Materiality matrix classification: ➔ Monitored (Employee engagement) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: 6 ➔ SDG: 8
Management approach We actively recruit employees who reflect the broad range of cultures, beliefs and backgrounds of the communities where we operate and the customers we serve. Diversity and Inclusion (D&I) is sponsored at the highest level of the organization by the Syngenta Group Leadership Team (GLT) and the Syngenta Group Board of Directors. The Syngenta Group D&I Council is responsible for defining strategic priorities, facilitating the development of D&I practices, triggering the implementation of initiatives and monitoring progress. The council is chaired by the Chief	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principles 22-24 ➔ Diversity and Inclusion Group Policy

Human Resources Officer and is composed of senior leaders representing the Group's four businesses, including Syngenta Crop Protection and Syngenta Seeds.

Accountability for D&I sits with the Group Function Leadership teams and the Business Units Leadership teams. These teams prioritize the work within the Group strategic framework and activate and sponsor specific D&I initiatives within their areas of responsibility.

Our D&I framework focuses on five strategic levers: diverse workforce, inclusive workplace, equity of treatment, leadership accountability and industry impact.

As expressed in our D&I ambition statement, we strongly believe that "embracing diversity and inclusion makes Syngenta Group a better workplace where people feel they belong and can be the best version of themselves, building a lasting organization for generations to come. Together, we unlock our collaboration and innovation potential to shape the future of agriculture and build a more equitable and sustainable world for all."

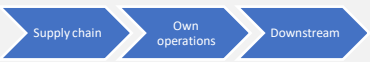
Some examples of measures we are taking to support our vision include:

- We offer flexible working arrangements
- Around a fifth of leadership roles are held by women, and we constantly strive to increase this representation
- We signed and promote the values embedded in the UN LGBTI Standards of Conduct for Business, and we host regular Pride campaigns and webinars
- We adopted the UN Women's Empowerment Principles to promote gender equality and women's empowerment in the workplace, marketplace and community
- We train our leaders and employees on unconscious bias, cultural, gender, generational diversity, inclusive leadership and how to identify and address behavior that undermines inclusion
- We have over 50 global and regional voluntary Employee Resource Groups to support and connect communities with common interests such as young professionals, gender equity, mental health, racial equity and LGBTQIA+ colleagues.
- We aim to foster a safe environment to discuss mental health issues by having in some of our sites certified Mental Health First Aiders and equipping line managers with tools to recognize when a team member is experiencing mental distress
- Syngenta is the first agriculture company to have joined the Valuable 500 in 2019, a group of leading companies committed to improving inclusion for employees, customers, and partners with disabilities
- We measure our progress using KPIs and employee pulse surveys

Key performance indicators and basis of preparation
We report on our D&I progress in this report using the following KPIs:

- **Percentage of female employees:** Percentage of active female employees with regular and regular fixed-term employment

Reporting boundaries:



External assurance: ✓

contracts. We report the percentage of female employees among all employees (all levels of the organization), among management roles (level 6) and among senior management roles (level 7-10, representing the top four levels of accountability/scope)

- **Percentage of female employees among part-time employees:** Percentage of active female employees with regular and regular fixed-term employment contracts who work less than 100%
- **Number of nationalities:** Number of nationalities among active employees with regular and regular fixed-term employment contracts. We report the number of nationalities among all employees (all levels of the organization), among management roles (level 6) and among senior management roles (level 7-10, representing the top four levels of accountability/scope)
- **Turnover rate:** Percentage of regular and regular fixed-term employees who left the company voluntarily, for retirement or due to restructuring. We report this KPI for female and male employees as well as those employees who choose not to declare their gender
- **Attrition rate:** Percentage of employees who left the company voluntarily. We report this KPI for female and male employees as well as those employees who choose not to declare their gender

All figures are as of September 30, 2021 and all countries are in scope. Depending on the contract agreement, new acquisitions have a grace period to integrate the data into the system.

➔ Independent assurance report

Reporting procedure:

➔ Reporting of people-related performance indicators

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Diversity			
Total number of employees[1]	**30,892**	29,262	28,265
Percentage of female employees:			
All employees	**31%**	31%	31%
Management roles	**26%**	25%	25%
Senior management[2]	**22%**	20%	18%
Part-time employees	**939**	942	914
of which: Female employees[3]	**76%**	-	-
Number of nationalities:			
All employees[3]	**122**	-	-
Management roles[3]	**67**	-	-
Senior management[2]	**37**	38	37
Turnover rate[4]	**9.6%**	10.0%	9.5%
Female rate[3]	**9.0%**	-	-
Male rate[3]	**9.9%**	-	-
Undeclared[3]	**9.1%**	-	-
Attrition rate[5]	**6.3%**	6.3%	6.4%
Female rate[3]	**6.1%**	-	-
Male rate[3]	**6.5%**	-	-
Undeclared[3]	**6.8%**	-	-

[1] Active full-time equivalent (FTE) with regular or regular fixed-term employment contract
[2] Leaders in positions at the top four levels of accountability/scope within the organization
[3] KPI introduced in 2021 to disclose more details about the company's diversity profile
[4] Includes voluntary leavers, retirement and restructuring
[5] Includes only voluntary leavers

Performance in 2021

In 2021, we took a more strategic approach to our D&I activities. Together with a newly recomposed Group D&I Council and through engagement of the broader leadership community, we defined a Syngenta Group D&I ambition statement and five strategic levers, which will guide our work for the years to come.

Key performance indicators
In 2021, the total number of FTEs increased by 6% mainly driven by business growth in Asia Pacific and North America and the integration of the AgTech companies Strider and Cropio.

The overall percentage of female employees remained flat at 31% in 2021 but increased in all managerial levels. This reflects measures taken to foster a stronger representation of women in management.
The overall turnover rate decreased to 9.6% from 10% in 2020, while the voluntary attrition rate of 6.3% remained similar to 2020. Both turnover and attrition rates are lower for female than for male employees. There were no significant changes in the number and geographical distribution of senior managers.

Gender pay equity
Over the past two years, as part of our commitment to D&I, we have actively analyzed salary information to understand and manage gender pay differences. Our global raw mean gender pay gap is -3.9%, meaning that women on average earn about 3.9% less than men. Although we have seen that various certification providers and countries consider 5% as a tolerable gap, we plan to close this gap even further in the coming years. We are working closely with country teams to also get local certification where relevant. For example, in Switzerland, the Federal Act on Gender Equality mandated a formal and comprehensive salary analysis, which was conducted by our local Compensation & Benefits team in 2021. Confirmed and certified by KPMG, the results show that Syngenta Switzerland complies with equal pay requirements.

From a global perspective, we have developed an online dashboard using the recent compensation cycle data providing consistent gender pay data and enabling multiple analyses, such as raw gender gap data based on tenure, work levels, job functions, performance, or female/male headcount ratio. In addition, we have invested in analytical tools within our HR Workday system to help line managers before, during and after the cycle analyze their team's compensation data and drive more equal and fair pay decisions. Further, as we have observed pay gaps arise often at the moment of hiring or promotion/job changes, we have developed additional guidance for recruiters and hiring managers that help avoid generating pay gaps at the time of hiring or promotion/job changes.

Diverse slate
We are striving for a more systematic use of diverse slate in our hiring approach and we conducted a series of activities, including virtual trainings and workshops, to support our internal recruiters and hiring managers to further embed the practice.

Engaging and equipping our workforce
As we did last year, we again held campaigns across the globe to celebrate International Women's Day, Mental Health Day, International Day of Persons with Disabilities as well as LGBTQIA+ Pride Month in 2021. In March, our employees could participate in various activities to support our female colleagues, including a virtual panel event with two female Syngenta Group Board members. In June, colleagues from across Syngenta Group came together virtually to show their support to our LGBT+ community during Pride Month. More than 3,100 employees joined a webinar to learn how to be an ally to their LGBT+ colleagues and customers. Training was also provided to our LGBT+ community on leveraging their identities for modern leadership. We demonstrated our support across our social media channels by displaying our Syngenta Group logo with the Pride flag colors. We joined other large Swiss-based companies in signing the LGBTIQ Agreement as a promise to colleagues, friends, partners, customers, and the LGBTIQ+ community never to evaluate someone's work based on who they are and who they love.

This year we also continued our conversations about mental health and wellbeing in the workplace (started in 2019) to foster an environment where people feel supported and safe. About 6,500 employees took part in three webinars on "Let's talk about Mental Health". On the International Day of Persons with Disabilities in

December, we were honored to conduct a webinar with two Valuable 500 leaders, who engaged with our employees on inclusion of people with disabilities.

Additionally, we launched a new D&I internal website in December with a fresh look, a new D&I identity and many resources, including webinars with subject matter experts. There, employees can access the D&I Group policy, our new Group D&I ambition statement and watch the strategic levers video underpinning it. In its first week, the internal website had more than 16,000 visits.

Related information in this report:	**Further information:**
• Employee development and engagement	• We embrace and encourage diversity • FAQ: Diversity and inclusion

7.3.3 Health and safety

Topic description As a leading global company, Syngenta has a responsibility to protect the environment, and to ensure the health and safety of our employees, customers and the communities in which we operate. Through the effective management of health and safety not only do we prevent harm to people, but we also enhance our freedom to operate, innovate and grow. We always prioritize employee and contractor safety in our activities, providing a safe and healthy workplace.	Materiality matrix classification: ➔ Material (Health, safety and fair labor) Frameworks: ➔ GRI: ✓ (403-1, 9, 10) ➔ SASB: RT-CH-320a.1-.2 & RT-CH-540a.1-.2 ➔ UNGC: 6 ➔ SDG: 3, 8
Management approach Our HSE Policy and Standards provide the basis for the effective management of Health, Safety and Environment (HSE) at Syngenta. They set out HSE accountabilities for all employees, managers, leaders and the HSE function, and outline what needs to be done to achieve the expected HSE behaviors and practices. The HSE Policy and Standards are underpinned by a tailored HSE management system. Compliance with this system is actively monitored through local assessments and audits to improve performance. More information can be found in the FAQ: Environmental policy and management section of our website. We are committed to strengthening our HSE culture by enabling employees and contractors to take personal responsibility for delivering HSE and feel empowered to speak up and stop unsafe work. We raise awareness around safety issues in regular Safety Shares in team meetings or townhalls and hold a Safety Pause every year. We proactively address risks in our operations through the integration of HSE into our business processes. Learning from events, we drive continuous improvement in our HSE standards and performance and aim for zero HSE incidents.	GGP targets: ✓ ➔ Goal zero incidents in our operations ➔ IIR below 0.25 Policies: ➔ HSE Policy and Standards ➔ HSE CoP 08 REP Reporting ➔ Compliance guide for third parties ➔ Minimum requirements for suppliers

All employees are required to complete a mandatory online training on our HSE Policy and Standards. We also actively develop HSE competency to ensure that our employees and contractors have the necessary skills to undertake their work safely and without harm to their health or the environment.

Our HSE management system requires all our facilities to assess the need for wellbeing programs. This includes providing healthy nutrition suitable for that location. We offer a range of wellbeing programs tailored to local needs such as sports centers, healthy options at staff restaurants, health checks, family counselling services and access to legal advice. The provision of breastfeeding rooms is also increasing across our sites.

Anyone working for or on behalf of Syngenta is expected to uphold the same health and safety standards as our employees. Expectations for contractors managed directly by Syngenta, such as security services or contracted employees, are outlined in our HSE Policy and Standards. Expectations for third parties are outlined in our Compliance guide for third parties. We provide them with relevant information and ensure that adequate management control systems are in place.

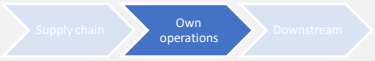
We monitor the health and safety performance of our suppliers. Through our Supplier Sustainability Program, we assess our chemical suppliers on health and safety. Through our Fair Labor Program, we monitor our seed suppliers. Commercial flower farms are required to have a valid GlobalG.A.P. certification. (See Working with suppliers)

Key performance indicators and basis of preparation

We monitor health and safety performance monthly through our Health and Safety Reporting System. Externally, we report on our health and safety performance annually. We follow US OSHA standards to report recordable injury and illness rates and the number of recordable and non-recordable injury and illness cases. We report our health and safety performance for both permanent employees and contractors under our direct supervision in a consolidated way.

KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.

Reporting boundaries:



External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ HSE reporting and learning from experience guide

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Health and safety			
Recordable injury and illness rate (IIR) per 200,000 hours[1] **GGP**	**0.29**	0.23	0.34
Recordable injury rate per 200,000 hours[1]	**0.28**	0.22	0.31
Europe, Africa and Middle East	**0.35**	0.30	0.37
North America	**0.32**	0.28	0.54
Latin America	**0.14**	0.17	0.34
Asia Pacific	**0.30**	0.14	0.13
Recordable occupational illness rate per 200,000 hours[1]	**0.01**	0.01	0.03
Europe, Africa and Middle East	**0.02**	0.02	0.03
North America	**0.02**	0.02	0.04
Latin America	**0.01**	0.01	0.07
Asia Pacific	**0.00**	0.00	0.00

First aid cases	**348**	355	404
Cases of recordable injuries	**132**	100	142
Bruise, strain, sprain and dislocation	**29%**	34%	39%
Cut and abrasion	**27%**	30%	22%
Bone fracture	**17%**	13%	9%
Concussion and internal injury	**7%**	4%	1%
Multiple injuries	**4%**	1%	5%
Other	**16%**	18%	24%
Cases of recordable occupational illness	**6**	5	14
Cases of work-related stress	**1**	12	12
Recordable fatalities[1, 2]	**3**	1	2

[1] According to US OSHA definition for injuries and illness
[2] Starting 2020, we report recordable fatalities in the Non-financial performance summary and in alignment with the period October to September. In previous years, the values were reported in the body of the Sustainable Business Report and aligned with the calendar year

Performance in 2021

In 2021, our injury and illness rate (IIR) increased by 26% to 0.29 compared to the previous year. This change was driven by an increase in the number of injury cases (+32%; 32 cases) mainly due to motor vehicle injuries in the Commercial function in Asia Pacific and non-driving related injuries in the Active ingredient (AI) and Seeds businesses in Europe, Africa and Middle East. Yet, this increase is relative as the number of injuries in 2020 was significantly lower than in previous years. We connect our outstanding 2020 result to the increased level of risk perception in 2020 due to COVID-19 measures, which led to more cautious employee behavior. There was no significant change in working hours (+3.7%) in 2021.

We aim to achieve an IIR target of 0.25 by 2025, and we continued implementing HSE programs to reach this target. For example, we continued to roll out a telematics system for our company car and two-wheeler fleet to address injuries due to driving – one of the main causes of recordable injuries. In 2021, we conducted a road safety assessment and prepared an action plan to mitigate driving-related risks. Focusing on training and monitoring driving performance, the Road Safety Plan includes updating corporate policies, processes and control. As part of the plan, we also deployed a motorcycle-specific safety program in Asia to address the highest risk identified for road safety. We are also continuing to roll out fleet safety management programs, which aim to improve driving capability, journey planning and training. Also, a special program at AI sites enabled us to proactively reduce potential incidents related to materials management and the use of forklifts. We focus on behavior-based safety to promote self-care and safety as a way of life.

One work-related stress case was reported in 2021 (vs. 12 cases in 2020). This improvement is directly linked to the active promotion and deployment of the Employee Assistance Program as well as stress management surveillance programs.

Regrettably, we recorded three fatalities in 2021. All three fatalities were caused by driving accidents in India Commercial, two involving driving passenger vehicles and one related to loss of control on a two-wheeler. Each fatality is taken very seriously and discussed by the Group Leadership Team to understand the root causes of the event and examine what can be done to avoid such events in the future.

We continue to implement initiatives to strengthen our safety culture and accelerate progress toward our goal of zero injuries. For example, we introduced eHSE, the next evolution of our HSE Management System, which uses advanced digital technologies to monitor, manage and predict HSE conditions, and implement HSE programs based on performance and risks.

Related information in this report:
- Working with suppliers
- Safe use of products

Further information:
- The Good Growth Plan: Help people stay safe and healthy
- FAQ: Health, safety and wellbeing

7.3.4 Human rights

Topic description Companies have a responsibility to ensure that human rights are respected within their operations and across their value chains. No matter where we operate, Syngenta is committed to upholding the principles set out in the Universal Declaration of Human Rights and the International Labor Organization's core conventions. We seek to further improve our performance in line with the United Nations Guiding Principles on Business and Human Rights (UNGP). We have been a signatory of the United Nations Global Compact since 2009. We focus our efforts where we believe our activities pose a higher risk to human rights, and where we can engage stakeholders, in particular those who work and live in an agricultural context. We recognize that our impact on human rights goes beyond our direct operations. For instance, by providing products and services that sustain and improve farming, we help meet more people's right to adequate food.	Materiality matrix classification: ➔ Monitored (Human rights) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: 1 ➔ SDG: 8
Management approach Our commitment to human rights and to fair labor is expressed in the Syngenta Group Code of Conduct (principles 22-24), our Principles for Sustainable and Responsible Agriculture and the Syngenta Labor Standards. All employees are expected to live up to this commitment. Implementation is supported by functional teams, including Procurement, Human Resources, Compliance, Health, Safety and Environment, and Sustainable and Responsible Business. Syngenta expects third parties to conduct business in a legal and ethical manner. Our Compliance guide for third parties and Minimum requirements for suppliers clearly outline these expectations. We promote human rights principles among customers and local communities, and we engage with organizations such the Global Business Initiative on Human Rights and the Institute for Human Rights and Business to promote and advance respect for human rights. We understand that working in isolation does not address labor rights challenges. We work in partnership with organizations such as Solidaridad to improve conditions on the ground. As outlined in various sections of this report, we have policies, procedures and programs in place to prevent potential violations or non-compliance. We monitor our practices through risk-based due diligence processes and/or targeted interventions. We take actions where issues arise in our operations and, where issues are linked to third-party operations, we use our influence to encourage them to prevent, mitigate and address them. Any suspected human rights violation or non-compliance is appropriately investigated, and corrective actions are implemented.	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principles 22-24 ➔ Principles for Sustainable and Responsible Agriculture ➔ HSE Policy and Standards ➔ Syngenta Labor Standards ➔ Compliance guide for third parties ➔ Minimum requirements for suppliers

Performance in 2021

Since the creation of the Syngenta Group last year, we have been working on aligning our policies and practices across the new group, starting with the publication of the Syngenta Group Code of Conduct and Syngenta Group HSE Policy in 2020. At the same time, we continue working on improving our processes and practices across the organization. (See Working with suppliers, Health and safety, Corporate conduct, Security management, and Safe use of products)

Due to the COVID-19 pandemic, 2021 has been another challenging year for people around the world – professionally and personally. Launched in October to recognize World Mental Health Day, our #EquallyImportant initiative aims to encourage employees to prioritize mental health by treating their own and others' mental wellbeing with the same level of importance, care and empathy as physical health. Against this backdrop, throughout the year, we conducted a series of webinars to support employees to look after their mental health and check in on their colleagues. We also provided our community with mental health resources to promote sleep and live well habits, and to manage stress and depression better.

During 2021, in our Global Crop Protection and Group Headquarters, we trained our first cohort of Mental Health First Aiders. A Mental Health First Aider acts as the first point of contact in the workplace for people with mental health issues, providing support and guidance to colleagues. We have now implemented this program in different sites, and we intend to train more employees in the coming years. Our employees also continue to benefit from our Employee Assistance Program, which offers counseling support to them and their families in many different areas, including life events or work challenges they face.

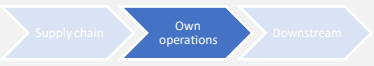
Syngenta Seeds continues intensifying its efforts in environmental sustainability. To support this growing focus, we have sought a partnership with an organization that we can engage with in all aspects of sustainability. This led Syngenta to end its affiliation with the Fair Labor Association (FLA) and extend its existing partnership with Solidaridad. We worked with the FLA between 2004 and 2021 to address labor standards in our seed supply chain and to develop our Syngenta Fair Labor Program. They have been excellent partners on this journey, and we are grateful for their support and insight.

In September 2020, the Swiss National Contact Point (NCP) received a submission to consider a specific instance under the Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises regarding Syngenta AG and its subsidiary Syngenta India Ltd. The submission was raised by five organizations and relates to the sale and use of Syngenta's product POLO® with the active ingredient Diafenthiuron in India. According to the submitting parties, POLO® was responsible for tragic cases of poisoning in India in 2017. Syngenta has repeatedly rejected these allegations as false. An investigation report from the Maharashtra State Government's Special Investigation Team shows that these cases were unrelated to Syngenta. As of December 31, 2021, we continued engaging with the submitting parties through NCP facilitated dialogues.

Related information in this report:	**Further information:**
• Ethics and integrity	• Human rights • FAQ: Human rights • Syngenta Statement on UK Modern Slavery Act (See footer on webpage) • Press release: Feeding the world with innovation and responsibility – Syngenta welcomes dialogue instead of confrontation (November 11, 2020, in German)

7.4 Business integrity

7.4.1 Corporate conduct

Topic description A Code of Conduct articulates the values and behaviors a company expects leaders and employees to exhibit. It serves as a valuable reference to employees and partners to support the day-to-day decision making. At Syngenta, we believe that building and maintaining a culture of ethics and integrity is key to being a successful business. The Syngenta Group Code of Conduct demonstrates our commitment to building and maintaining trust in Syngenta and to integrating social and environmental responsibilities and ethical behavior in everything we do.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: 2, 10 ➔ SDG: 16
Management approach The Syngenta Group Ethics and Compliance Board oversees policies and standards and the implementation of our compliance framework. The Head Group Compliance and Risk Management and Compliance and/or Legal team members within each business unit are responsible for developing, implementing and monitoring this framework. All Syngenta employees are required to confirm their commitment to the Code of Conduct every year. This is done online by answering a series of questions related to the Code of Conduct and relevant policies. Also, all new joiners are required to complete an e-learning on the Code of Conduct. Depending on their function, some employees may also be required to take specific compliance-related trainings, such as anti-bribery and corruption as well as competition law. Syngenta managers and employees regularly participate in Ethics Shares. In these sessions, managers discuss relevant compliance topics with their teams and encourage people to speak up if they have concerns. A library with anonymized, real-life cases that happened at Syngenta helps facilitate these discussions and embed the learnings in the organization. The Compliance Resource Center on our intranet offers materials and tools to help employees identify and manage the most common compliance risks and ethical dilemmas. For instance, the How Matters Guides, available in all Syngenta commonly used languages, translate our key ethical policies into simple lists of Do's and Don'ts. Employees are encouraged to ask questions or report any breach or suspected breach of the Code of Conduct to their line manager, Legal, Compliance or Human Resources teams, or by contacting the Compliance Helpline. Through the helpline, employees can report concerns on an anonymous basis if permitted by local law.	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct ➔ Anti-Bribery Policy ➔ Anti-Fraud Policy ➔ Securities Trading Policy ➔ Gifts & Entertainment Policy ➔ Competition Law Policy ➔ Conflicts of Interest Policy ➔ Syngenta Code of Ethics for Senior Executive Officers ➔ Business Ethics Guide ➔ Compliance guide for third parties
Key performance indicators and basis of preparation We report on the number and rate of employees who confirm their commitment to uphold our Code of Conduct and key compliance policies. Anyone with dedicated access to a Syngenta computer can	Reporting boundaries: 

submit her or his commitment. The completion rate is calculated based on employees in scope. We also report on the number and rate of leaders who conduct Ethics Shares. These KPIs are tracked through internal IT platforms and managed by the Group Compliance team. They represent calendar year performance. Further, we report on concerns about possible wrongdoing received through various channels, including the Compliance Helpline, also managed by Group Compliance. Concerns raised by employees, contractors, suppliers, partners, and others that are escalated to Group Compliance are tracked through a third-party case management tool.	External assurance: ✓ ➔ Independent assurance report Reporting procedures: ➔ Reporting of Code of Conduct completion rate ➔ Number of compliance cases reported

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Corporate conduct			
Employees submitting Code of Conduct commitment[1]	**26,334**	24,137	21,627
Completion rate[1, 2]	**99.9%**	99.7%	98.8%
Leaders engaged in Ethics Shares[1]	**4,858**	4,864	3,113
Completion rate[1]	**99.9%**	99.7%	91.7%
Compliance cases reported[3]	**332**	264	251

[1] Values represent January to December to cover annual campaign
[2] Percentage is calculated based on employees in scope
[3] The number of cases reported includes all cases managed by the Group Compliance team (i.e., cases reported through the Compliance Helpline, line management, directly to Group Compliance or other channels)

Performance in 2021
In 2021, 26,334 employees (+9%) submitted their Code of Conduct commitment. The number of leaders confirming that they have engaged in at least one Ethics Share discussion this year has remained stable at 4,858. The completion rates in both KPIs increased to 99.9%.

A 26% increase (+68) in the number of compliance related cases reported in 2021 demonstrates that broader communication around critical compliance cases, including videos from senior leaders openly sharing the issues encountered, actions taken, and expectations, builds trust in the compliance framework.

Leaders take accountability for our compliance culture by embedding Ethics Shares as a regular part of their meetings and encouraging open discussion on difficult topics. The Ethics Shares library has been continuously expanded in 2021, as well as the Compliance Resource Center, which provides additional information on ethics and compliance to all employees.

Related information in this report:	**Further information:**
• Ethics and integrity • Human rights	• FAQ: Corporate conduct

7.4.2 Security management

Topic description As a global organization, we could be exposed to significant and complex risks – from cybercrime to conflicts arising from political instability. We aim to proactively assess, identify, and address emerging security risks before they materialize. Our security efforts	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: -

focus on protecting our people as well as tangible and intangible assets, especially in countries with high security risks.	➔ SASB: - ➔ UNGC: 2 ➔ SDG: -
Management approach The Corporate Security Policy defines the principles of our corporate security approach and outlines how we protect: • People: We alert Syngenta employees to significant risks, such as workplace violence, travel security incidents, and street crime, wherever they are working or traveling • Tangible assets: We protect Syngenta's sites and critical third-party locations against internal and external threats such as burglary, robbery, theft, and sabotage • Intangible assets: We protect assets such as sensitive information, our online presence, and our reputation against cyber-enabled criminal activities, including theft, fraud, the online sale of fake products and violent activism Security Code of Practice documents provide further detail on specific security requirements. The Corporate Security team takes a risk-based, intelligence-led approach to the delivery of security services designed to deter, detect, and respond to criminal activity against our people and assets. We comply with laws and regulations and consider security in all activities through effective risk management. Our aim is to create a security-conscious culture in which all employees take personal responsibility for preventing security incidents. We educate employees on appropriate behavior to reduce their security risk exposure by conducting a mandatory online corporate security training for new joiners as well as an annual online cybersecurity awareness training. We investigate all security incidents. Under our Security 360° Program, we undertake security risk assessments across strategically important sites. The goal is to ensure protection of Syngenta and selected third-party operations from various asset risks, such as burglary, robbery, sabotage, theft, and workplace violence. Sites in the program undergo an initial security risk assessment, followed by the development and implementation of a Security Improvement Action Plan (SIAP). The SIAP is regularly monitored and retested upon completion. Frequency of reassessment and type of engagement vary depending on the site's and location's security profile. Our Anti-Illicit Trade Program aims to disrupt the trade of illicit crop protection and seed products worldwide. We rely on three strategic pillars to combat illicit products: • Detect: We identify activities that could cause vulnerability, loss and liability through training of our employees and law enforcement officers, and actively monitor e-commerce platforms • Deter: We reinforce our product's physical security from conception to sale and engage with trade associations and international law enforcement agencies to strengthen local law enforcement and legal frameworks	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principle 20 ➔ Corporate Security Policy

- Respond: We investigate IP infringements and counterfeiting, bringing cases to court, disrupting the counterfeiting business

We employ third-party security service providers at around 160 sites. Our security arrangements adhere to national laws and professional standards as well as international human rights codes, including the International Code of Conduct for Private Security Providers and the Voluntary Principles on Security and Human Rights. Our Corporate Security team is trained on human rights best practices and potential violations and ensures that local staff is trained on appropriate de-escalation measures in case of conflict. The team also investigates all incidents involving the use of force by public or private security services acting on behalf of Syngenta.

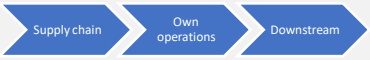
Key performance indicators and basis of preparation

We report on the total number of sites, which have undergone at least one security risk assessment as part of our Security 360° Program. The assessment consists of nine asset, people, and information risks, considering 24 standard risk-mitigating security controls. Sites are selected based on their location in high-risk areas, local risks or business needs.

Counterfeit products can be hazardous to users, the public and the environment. We report on the number of product security cases and the tonnes of suspect crop protection and seed products seized by authorities.

Information is tracked, centralized and reported by Corporate Security.

Reporting boundaries:



External assurance: ✓

➔ Independent assurance report

Reporting procedure:

➔ Global reporting of security performance indicators

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Security management			
Sites included in Syngenta Security 360º Program	**170**	162	148
Product security cases[1]	**3,998**	4,075	981
Suspect counterfeit crop protection products seized by authorities (tonnes)[1]	**8,670**	3,933	1,782
Suspect counterfeit seed products seized by authorities (tonnes)[1]	**5,289**	3,326	1,817

[1] In 2020, a new platform was implemented to more effectively monitor illicit advertisement and IP infringement online, which led to more investigations and seizures

Performance in 2021

The Syngenta Security 360° Program now covers 170 sites (+8 sites). Although COVID-19 related travel restrictions remained during the reporting period, we completed 20 site security risk assessments in 2021. Of these, 12 sites have been reassessed as part of the germplasm value protection campaign led by the Seeds business unit to protect Syngenta's intellectual property.

In 2021, the number of product security cases slightly decreased by 2% (-77 cases) driven by a reallocation of resources to investigate more promising leads instead of pursuing a shotgun approach. As a result, the quantity of both illicit crop protection and illicit seed product seizures increased by 120% (+4,737 tonnes) and 59% (+1,963 tonnes) respectively. This increase was driven by two factors. First, we improved the tools and procedures to detect infringements and counterfeits on online marketplaces. We focused on high-risk countries to investigate and seize illicit products, resulting in more successful investigations. Second, we enhanced relationships with law enforcement, customs, and environmental agencies, which led to better cooperation and more seizures being reported by public agencies. The Corporate Security team has been

providing training on the illicit trade of crop protection and seed products, collaborating and sharing information during investigations and building strong relationships across regions for several years.

Earlier this year, Syngenta also contributed to the Silver Axe VI campaign, in both Europe and Latin America, by providing information on our products and known criminal networks. The campaign targets the movement and sale of illicit and illegal crop protection products online and offline. The operation seized over 1,200 tonnes of illegal pesticides worth Euro 80 million in criminal profits.

Related information in this report:	**Further information:**
• Human rights	• FAQ: Security management • FAQ: Human rights

7.4.3 Animal welfare

Topic description Animal studies relate to the scientific research on animals, including experiments. In certain markets, regulators require animal studies before granting authorization to Syngenta to introduce new products to ensure they are safe to humans and the environment.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: 8 ➔ SDG: -
Management approach As stated in our Syngenta Group Code of Conduct, we use animal studies only when appropriate and aim to develop alternative techniques that replace and reduce the use of animals. The Syngenta Animal Welfare Policy sets standards that apply to animal studies carried out by third-party contractors on behalf of Syngenta. Syngenta is guided by the 3R principles (Replace-Reduce-Refine) as follows: • We use animals only when appropriate • We use non-animal alternatives if possible • We use the minimum number of animals • We use species of the lowest sentience • We minimize pain, suffering and distress • We generate valid scientific endpoints to inform the risk assessment While in some countries we are required by law to generate in-vivo data for the risk assessment of our products, we advocate and work toward replacing in-vivo data with other methods. We work with contract research organizations, academic institutions and national government institutions throughout the world for that purpose. Many governments, including in the EU, UK and US, have a long-standing objective to undertake animal studies only when necessary and to invest in initiatives that refine testing, reduce animal testing and help remove	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principle 11 ➔ Syngenta Animal Welfare Policy ➔ Syngenta Animal Welfare Guidance

animal testing as soon as possible. Syngenta supports and engages with organizations working toward these objectives.

The Animal Welfare Guidance outlines procedures to comply with the requirements of the policy regarding types of animal work placement, approval of facilities and study protocols, and compliance reporting.

The Syngenta Animal Ethical Review Committee (SAERC) oversees compliance with the Animal Welfare Policy. The committee assesses facilities and approves for use those that demonstrate procedures for training and assessing the competence of staff responsible for the care of and procedures conducted on animals. All animal studies are documented and reported to the SAERC.

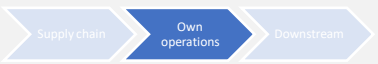
Every Syngenta employee involved with conducting or commissioning work using vertebrate animals is accountable to follow the principles outlined in the policy. Line management is responsible for ensuring that employees are trained accordingly.

We expect our contract laboratories to have management systems in place that are consistent with our policy and standards regarding the care and use of animals in research and development as well as with national legislation. We also expect contract laboratories to have a national certification if such programs are in place in the respective countries.

We audit contract laboratories to monitor compliance and ensure they consistently apply these standards. The SAERC is responsible for assessing audit findings, recommending remediation measures, monitoring implementation, and reporting on progress.

Key performance indicators and basis of preparation
We report on the number of contract laboratories which underwent a management system audit. Audits are performed based on an agreed audit plan and last up to three days. They are mostly performed by Syngenta employees, with some conducted by external contractors. We also report on the number of non-compliances found. Audit reports are centralized by the Global Crop Protection Human Safety team.

Reporting boundaries:



External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Syngenta animal welfare guidance

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Animal testing compliance			
Management system audits performed in contract laboratories	**6**	8	7
Management system non-compliances found	**0**	0	0

Performance in 2021
In 2021, we performed 6 management system audits compared to 8 last year. Year-on-year fluctuations in the number of audits are normal. Visits to facilities continued to be suspended due to COVID-19 restrictions. Nevertheless, virtual audits and reviews of facility approvals were prioritized and conducted in several countries.

Related information in this report:	**Further information:**
• Ethics and integrity	• FAQ: Animal research

7.4.4 Biotechnology and regulatory compliance

Topic description Biotechnology is the use of living organisms to develop products with enhanced features. It includes the use of genetic modification, also known as gene technology or genetic engineering. In agriculture, biotechnology allows farmers to produce food and feed crops with enhanced characteristics such as higher yield, improved nutritional qualities, or resistance against insects and diseases, while minimizing the environmental impact of their production. We believe the benefits of genetic modification and other biotechnologies should be available to farmers to help them grow more from less.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-410c.1 ➔ UNGC: 7 ➔ SDG: -
Management approach Our focus on safety and the environment starts at the beginning of the product lifecycle. We are committed to complying with plant biotechnology and all other applicable regulations and we maintain a management system for handling our genetically modified (GM) crops that is modeled on ISO 9001, the international quality standard. Environmental and health aspects are considered throughout our research and development processes. Our human safety assessments address potential risks to users and consumers, while our environmental safety programs seek assurance that the product will not adversely affect the soil, water, air, flora, or fauna. For a product to receive regulatory approval for registration, we must demonstrate that it is safe for workers, the environment, the crops being protected and the people or animals eating the food created from those crops. For GM crops, rigorous laboratory and field studies are conducted to identify and assess potential toxic, allergenic or other unintended effects that may raise safety concerns. Our regulatory compliance team works globally to ensure compliance with regulatory standards and to share best practices. It implements comprehensive compliance programs where needed. We have established internal quality management systems to promote responsible management of plant biotechnology, including: • Insect and Weed Resistance Management • Field Trial Compliance Manual and Workshops • Containment Analysis and Critical Control Point Plan • Product Launch Stewardship Policy • Excellence Through Stewardship initiative to audit our processes	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principle 19

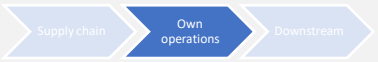
We provide information on GM technology and the benefits it can bring through open dialogue. We work with industry partners such as CropLife International to provide accurate and impartial information on the safety and benefits of GM technology.

Key performance indicators and basis of preparation

We report on the number of individuals attending training on field trial regulatory compliance. Participation is tracked through training attendance lists kept by the Regulatory Compliance Regional leads and reported quarterly to the global team.

We also report on the number of specific field trial locations planted under country regulatory compliance programs, which include trials requiring a permit and trials not requiring a permit but managed in accordance with country-specific compliance programs (i.e., stewarded trials).

Reporting boundaries:



External assurance: ✓

➔ Independent assurance report

Reporting procedure:

➔ Global compliance statistics guidance

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Biotechnology and regulatory compliance			
Employees completing field trial regulatory compliance training	**2,756**	2,089	1,984
Field trial locations planted under country regulatory compliance programs[1]	**211**	297	475

[1] Represents all trial locations covered by country-specific regulatory compliance programs whether they require a permit or not

Performance in 2021

In 2021, the number of employees completing field trial regulatory compliance training increased by 32% to 2,756 compared to last year. The significant increase was due to increased support required for our ongoing regulated activities, such as embryo-rescue, storing, planting, transplanting, and harvesting of regulated plant material.

The number of specific field trial locations planted under country regulatory compliance programs decreased by 29% to 211.The decrease was driven by the commercial approval for some of the stewarded traits in 2020, which significantly reduced the number of trials planted under our compliance program in 2021.

In 2020, the scope and trial definitions in the Global Compliance Statistics Guidance were clarified. Specifically, the definitions of regulated and stewarded traits and methodology for counting trials (i.e., counting based on location and not sub-trials) were further refined. These criteria led to a significant decrease in the number of field trial locations reported in 2020 vs 2019.

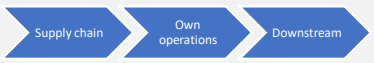
Related information in this report:

- Ethics and integrity

Further information:

- Research and development
- FAQ: Research and development
- FAQ: Biotechnology
- FAQ: Regulation and registration

7.4.5 Economic value shared

Topic description Syngenta contributes to the creation and distribution of economic value through the wages and benefits we offer employees, the products and services we purchase from suppliers, the taxes we pay to governments, and the payments we make to providers of capital. Our economic contribution is enhanced by delivering agricultural innovation, our investments in communities and our promotion of sustainable development.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: - ➔ SDG: 1
Management approach As stated in our Syngenta Group Code of Conduct, wherever we operate, we seek to make a positive contribution, creating economic, health and social benefits for the community, respecting local customs and traditions. We use our core capabilities to add value to the economies of the countries and communities in which we operate. By delivering innovative agricultural products and technologies, we build sustainable and productive agricultural systems and strong rural economies – key to meeting the world's growing demand for food. We invest in the communities where we operate by providing training and support for growers in developing markets. In particular, the Syngenta Foundation for Sustainable Agriculture works with small-scale farmers in Asia and Africa to help them increase their productivity, income and resilience. (See Community engagement)	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principle 16
Key performance indicators and basis of preparation We measure the economic value we share through the following six performance indicators: • **Payment to suppliers**: Cost of Goods Sold (COGS) and function costs (including restructuring) excluding employee costs, and adjusting for non-cash items such as depreciation and amortization, and movement in inventory • **Employee wages and benefits**: Salaries, bonuses, social security costs, pensions, share-based compensation, and other benefit costs • **Payments to governments (taxes)**: Income and other taxes paid, excluding VAT (included in payments to suppliers) and employment-related taxes (included in employee wages and benefits) • **Payments to providers of capital**: Payment of dividends and interest on debt • **Capital expenditure**: Cash investment in tangible, intangible and financial assets (excludes business acquisitions and all disposals) • **Corporate community investment**: See Community engagement	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report (only for Corporate Community Investment)

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Economic value shared[1]			
Economic value shared ($m)	**15,205**	13,461	13,498
Payments to suppliers ($m)	**9,372**	7,994	8,074
Employee wages and benefits ($m)	**3,446**	3,114	2,916
Payments to governments (taxes) ($m)	**440**	217	270
Payments to providers of capital ($m)	**729**	1,055	1,249
Capital expenditure ($m)	**1,195**	1,056	966
Corporate community investment ($m)[2]	**23**	25	23

[1] Since 2021, we report Economic value shared for the period January to December instead of October to September to align with our annual financial reporting. 2020 and 2019 values were restated to present comparative periods on the same basis
[2] The PwC Independent Assurance Report includes in its scope only the Corporate community investment figure used in the calculation of Economic value shared

Performance in 2021
In 2021, we shared USD 15,205 million in total economic value. Changes compared to last year for each performance indicator were as follows:

- The increase in payments to suppliers (+17%, +USD 1,378 million) was in line with sales. Cost pressure due to logistic constraints and raw material prices began building significantly in H2 2021 and will have a greater impact on 2022 due to inventory holding periods.
- The increase in employee wages and benefits (+11%, +USD 332 million) was due to salary inflation across all functions and an increase in incentive accrual charges in 2021 due to strong business results.
- The effective tax rate remained largely flat, but timing of tax payments in Argentina and Brazil, and a payment in the US compared to a refund in 2020, resulted in higher cash outflows and an increase in payments to governments (+103%, +USD 223 million).
- The decrease in payments to providers of capital (-31%, -USD 326 million) was driven by a decrease in both dividends paid (USD 400 million in 2021 vs. USD 700 million in 2020) and interest paid during 2021.
- The increase in capital expenditure (+13%, +USD 139 million) was due to an increase in tangible asset investment as well as some smaller investments in financial assets.
- Community investment decreased to USD 23 million. (See Community engagement)

Related information in this report:	**Further information:**
• Community engagement • Tax governance	• Financial Report 2021

7.4.6 Tax governance

Topic description Taxes are important sources of government revenue, and they foster economic growth and development in countries. Public disclosure of company tax practices promotes trust and credibility. At Syngenta, we believe that tax is a matter of business integrity and responsibility toward regulatory bodies, shareholders, customers, and society at large. We also believe that tax compliance and tax performance go hand-in-hand, as the first ensures the sustainability of the second.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ SASB: - ➔ UNGC: 10 ➔ SDG: 16

Management approach

In line with the Syngenta Group Code of Conduct, Syngenta is a responsible taxpayer. We are committed to complying with tax laws and regulations applicable to our business, and to ensuring we pay taxes in the right place at the right time. We claim reliefs and incentives where available. We maintain an open and transparent relationship with tax authorities, disclosing relevant facts and circumstances.

Group Tax, led by the Head Group Tax with the support of the Group Tax Leadership Team that he chairs, represents the tax organization before the Group Leadership Team and Board of Directors. It is responsible for designing and driving the Tax Governance Framework.

In this Framework, the Global Tax Strategy is the most important document of tax governance, setting our management approach to tax. It is supplemented by the Global Tax Policy which all Syngenta employees shall comply with for Syngenta to meet its key commitments and governance principles, as described below.

Both the Tax Strategy and the Tax Policy are reviewed and approved by the Group Tax Leadership Team and the Board of Directors' Audit Committee. The same approval process applies in case of changes to these documents.

Key commitments:

1. Complying with tax laws and regulations everywhere Syngenta operates, compliance meaning paying the right amount of tax, in the right place at the right time, disclosing relevant facts and circumstance to tax authorities, and claiming reliefs and incentives where available
2. Undertaking transactions aligned with Syngenta's business activities and objectives, which implies not to engage in any artificial transactions
3. Striving for best practice approaches and driving for excellence when dealing with taxes
4. Developing and maintaining constructive, open relationships with tax authorities, based on integrity, mutual trust and respect

Key governance principles across the tax cycle:

5. Strategy: Group Tax is accountable and responsible for setting the Tax Strategy, Tax Policy, and related guidelines, processes and controls
6. Operations & Compliance: Finance leads of Syngenta companies are accountable for maintaining compliance of their local markets with local tax laws and the Syngenta Tax Governance Framework; they certify such compliance through an annual Letter of Assurance
7. Controversy & Risk Management: Finance leads of Syngenta companies ensure compliance with the processes and controls designed by Group Tax in their local markets, such as the Tax

GGP targets: ×

Policies:

- ➔ Syngenta Group Code of Conduct
- ➔ Global Tax Strategy
- ➔ Global Tax Policy
- ➔ Tax Governance Framework
- ➔ Transfer Pricing Guidelines
- ➔ Indirect Tax Guidelines
- ➔ Syngenta Process Document for Tax Audit Management
- ➔ Syngenta Process Document for Corporate Income Tax Filing and Payments
- ➔ Syngenta Process Document for Tax Reporting

Audit Management Process Documents. Risks impacting the Syngenta value chain or reputation as well as international tax assurance programs (e.g., Advance Pricing Agreements) are directly managed by Group Tax. Any tax litigation proceedings or audit settlement requires Group Tax review and approval. Where there is significant uncertainty or complexity in relation to a risk, or the level of tax at stake is significant, advice will be sought from reputable external advisors Proper execution of these key commitments and principles is supported by a mix of international and specialized staff from reputable tax advisory firms and from the company. It is subject to regular internal audits (in addition to statutory audit procedures). Group Tax also proactively addresses and anticipates key regulatory changes such as the OECD initiatives for the avoidance of base erosion and profit shifting (BEPS) and tax reforms (notably from the US, Brazil, EU and Switzerland). The team also contributes to national business groups to ensure an aligned engagement with industry peers. Proactive and open discussions with tax authorities are at the core of the Syngenta Tax Governance.	
Performance in 2021 In 2021, we continued to monitor the future implications for Syngenta of the draft two-pillar model rules developed under the OECD BEPS initiatives and to keep the Group Leadership Team and Board of Directors' Audit Committee informed of potential impacts. We also shared our key observations about the draft two-pillar model rules with business groups. This year, we further expanded Syngenta's network of international tax assurance and incentive programs, notably Advance Pricing Agreements. We also continued to support Syngenta's structuring of its activities, actively driving synergies and process improvements. Further, we increased the pace of digitization of our tax activities, especially in the fields of indirect taxes, tax return filings and transfer pricing.	
Related information in this report: • Economic value shared	**Further information:** • Financial Report 2021

7.4.7 Community engagement

Topic description Companies have a part to play in community life. Syngenta supports and partners with communities around the world with the aim to contribute to local needs, build mutual understanding and trust, and gain support for our business objectives. We engage with communities worldwide in many ways. Common activities include contributing to livelihoods through employment and education, sharing our know-how and expertise in improving farming practices, supporting communities and schools in controlling disease-spreading insects, and managing waste. We also support employees'	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-210a.1 ➔ UNGC: - ➔ SDG: 1

own humanitarian fundraising through matching programs and donations.

Management approach
Engaging with communities is integral to how we operate. Our commitment is described in our Syngenta Group Code of Conduct and HSE Policy and Standards. As outlined in our HSE management system, sites are required to have a process in place to manage engagement with local communities. Our HSE Management System Guide on Community Engagement provides a consistent approach to proactive involvement with all our local communities – to align interests, increase mutual understanding, build relationships, and take joint action for mutual benefit.

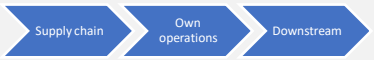
Our Charitable Contributions Policy outlines the minimum standards for philanthropic donations and non-commercial sponsorships, focus areas and governance. Our Humanitarian Donation Policy guides our response to humanitarian crisis impacting the health of communities. Both policies provide a framework to bring consistency and transparency to our corporate community investments.

GGP targets: ×

Policies:
- ➔ Syngenta Group Code of Conduct, principle 16
- ➔ HSE Policy and Standards
- ➔ HSE MS requirement COM.08
- ➔ HSE MS Guide on Community Engagement
- ➔ Charitable Contributions Policy
- ➔ Humanitarian Donation Policy

Key performance indicators and basis of preparation
Corporate community investment comprises charitable contributions (philanthropic donations and non-commercial sponsorships) and humanitarian relief in the form of money, goods, know-how and/or employee time. Included is also our monetary contribution to the Syngenta Foundation for Sustainable Agriculture.

Reporting boundaries:



External assurance: ✓
- ➔ Independent assurance report

Reporting procedure:
- ➔ Global reporting on corporate community investment

Reporting period October 1 – September 30 (unless stated otherwise)	**2021**	2020	2019
Economic value shared			
Corporate community investment ($m)[1]	**23**	25	23

[1] Since 2021, we report Corporate community investment for the period January to December instead of October to September to align with the Economic value shared KPIs, which are also now reported in calendar year. 2020 and 2019 values were restated to present comparative periods on the same basis

Performance in 2021
Community investment remained stable at USD 23 million, of which USD 18.2 million were invested via the Syngenta Foundation for Sustainable Agriculture (SFSA). The remaining was invested across all regions with Asia Pacific representing 49%, followed by North America at 37%, Latin America at 9% and East Africa and Middle East at 5%.

In 2021, the bulk of our community investment was directed toward supporting communities to respond to the COVID-19 pandemic. Examples include providing personal protective equipment to hospitals and schools, donating sanitizers, helping with testing and vaccination efforts, supporting food banks, and donating seeds. For instance, Syngenta India transferred a state-of-the-art CT scan machine from Japan to a hospital in the Indian state of Madhya Pradesh. This enabled to set up a CT scan center at the hospital, supporting the speedy detection of COVID-19 in suspected cases.

Syngenta and SFSA have partnered over the years in numerous ways. A recent addition to our collaboration was opening SFSA's Seeds for Impact program to volunteering. In 2021, Syngenta employees from around

the world contributed *pro bono* to capacity-building at small African seed companies, benefiting at the same time from experience outside their usual work environment.

Related information in this report:	**Further information:**
• Economic value shared • Syngenta Foundation for Sustainable Agriculture	• Syngenta Foundation for Sustainable Agriculture • Stakeholder engagement

7.4.8 Responsible lobbying

Topic description Syngenta actively contributes to discussions on social, regulatory and political issues that are relevant to the company. We engage on issues that advance the company's goals, support our customers, partners and industry, and improve agricultural systems and the communities where we work and live. Syngenta participates – as other stakeholders do – in dialogue concerning the challenges around global food security, explaining our contribution and delivering on our strategy.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ SASB: RT-CH-530a.1 ➔ UNGC: - ➔ SDG: 16
Management approach We are guided by the Syngenta Group Code of Conduct in our lobbying activities. Our Responsible Lobbying Policy builds on the Code's commitments and provides the global framework for our outreach, bringing consistency and transparency across the organization and aiming to build trust among external stakeholders in the way we do business. The policy outlines expected behavior related to lobbying, lobbying expenditures and political contributions. We conduct lobbying activities in full compliance with the law and are guided by honesty, respect and transparency. We expect appointed external agencies or industry associations conducting such activities on behalf of Syngenta to be guided by the same principles. We actively seek to participate in discussions and to have an open dialogue with different players in or close to the agricultural sector. We do this mainly through industry associations such as CropLife International (CLI) and the International Seed Federation. Since October 2021, our CEO Erik Fyrwald is the Chairman of CLI's Board of Directors. We also engage directly, for example through our participation in events, involvement in working groups and response to consultations to share our expertise. (See Engagement and collaboration) We also put forth forward-looking views on a variety of topics important to society, farming and our business. Through our Policy positions, we share our views on new developments and invite others to join the discussion.	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principles 8 and 9 ➔ Responsible Lobbying Policy ➔ Anti-Bribery Policy ➔ Gifts and Entertainment Policy ➔ Competition Law Policy ➔ Conflicts of Interest ➔ Foreign Agents Registration Act (FARA) Policy ➔ Charitable Contributions Policy

Syngenta is a founding partner of the annual Forum for the Future of Agriculture (FFA) based in Brussels since 2008. The FFA is a meeting place where participants (i.e., European commissioners, national government ministers, industry leaders, academics, NGOs, international organizations) debate on sustainable agriculture and environmental challenges. Additional regional conferences also take place across Europe.

Syngenta Group does not make any corporate political contributions to political parties, politicians or candidates for a political office, with the exception of political contributions in the US. Political contributions in the US are made in line with federal, state and local laws and regulations and in compliance with our US Lobbying Policy.

We report lobbying expenditures and political contributions as required by law. In the US, for instance, all political contributions and lobbying expenditures and activities are reported to the applicable federal or state government. These reports are available online. In the EU, we disclose our political activities and contributions through the EU Transparency Register website.

Performance in 2021

We continued engaging with stakeholders around the world to discuss and find shared solutions to the challenges faced by farmers and those working in agriculture. Below are a few examples of our 2021 activities.

In the EU, the revision of the Common Agricultural Policy has dominated the legislative landscape in 2021. Also, the European Commission continued to implement several key strategies – the Farm to Fork Strategy, the Chemicals strategy for sustainability and Biodiversity strategy – to embed the principles of the Green Deal in food production. As these strategies will have implications for crop protection and as our technology is central to the ability to produce safe, sustainable and affordable food, we have engaged in constructive debate mainly through our trade association CropLife Europe to ensure our views are considered as part of the consultative and legislative process.

In Switzerland, two initiatives calling for food production free of pesticides were put forward to a popular vote on June 13, 2021. More than 60% of Swiss voters rejected both initiatives. We welcome the Swiss vote for innovation and we are grateful that the Swiss public had the opportunity to express its views on the important issue of the future of agriculture in Switzerland. The heightened public interest has provided us with the opportunity to reconnect with consumers and communities and highlight the role of crop protection in sustainable agriculture – including in organic agriculture. We will continue to engage with consumers and communities on these topics through a variety of platforms. These include the joint industry platform swiss-food.ch, which promotes a holistic approach to sustainability in the food value chain, and our recently launched video conversation series Green Sofa, where we interview expert guests in Switzerland who care deeply about food quality and plant protection.

In 2021, two important global summits took place. Held virtually in September, the United Nations Food Systems Summit brought together heads of government pledging commitments in support of the Summit's five action pathways. Syngenta Group endorsed the Business Declaration for Food Systems Transformation, outlining its commitment to scale up investments and enhance collaborations for net-zero and nature positive foods system. We also joined a private sector Call to Action for the Coalition of Action 4 Soil Health, which aims to improve soil health on the ground.

In November, world leaders gathered for the 26th UN Climate Change Conference of the Parties (COP26) in the UK. Our Chief Sustainability Officer represented Syngenta at the meeting. Ahead of COP26, Syngenta joined the Agriculture Innovation Mission for Climate initiative to drive climate innovation in agriculture.

Syngenta Group became an 'ally' of #ClimateShot, a program launched by the UK government to raise public funding for agricultural climate innovation.	
Related information in this report: • Ethics and integrity • Engagement and collaboration	**Further information:** • Clerk US House of Representatives • US Senate Lobbying Disclosure • US Senate Office of Public Records • EU Transparency Register

8 Implementing TCFD's recommendations

The Taskforce on Climate-related Financial Disclosures (TCFD) established recommendations for voluntary climate-related financial disclosures to help financial markets better understand the material climate-related risks and opportunities to which companies are exposed, and how companies oversee and manage them.

Our journey

Syngenta supports the TCFD's recommendations (Press release, December 11, 2017) and has been working to implement them since 2018.

In 2019, we conducted an initial assessment to identify gaps in our internal practices and external disclosures, resulting in the development of an action plan. Our main gaps were the lack of formal use of climate scenario analysis, the limited number of metrics and the absence of climate-related targets. As a result, we established a working group with representatives from the Strategy, Risk Management, Finance, Procurement, HSE and Sustainability functions to implement the actions identified.

We also set a carbon reduction target validated by the Science Based Targets initiative (SBTi) and expanded our metrics to also measure and report the carbon, water and waste footprint of our supply chain, which we did for the first time in 2020.

In 2020, significant progress was achieved. We conducted a scenario analysis to look into medium- and long-term climate change-related risks and opportunities and published a summary of results in our ESG Report 2020. We also improved our CDP Climate Change score to A-, from C in the previous year.

Further, we participated in the TCFD Food, Agriculture and Forest Products Preparer Forum convened by the World Business Council for Sustainable Development and TCFD to identify good practice, enhance disclosure effectiveness and help companies implement the TCFD's recommendations. The forum published a report titled *Disclosure in a time of system transformation: Climate-related financial disclosure for food, agriculture and forest products companies*.

As per our new Good Growth Plan commitments, we also started working on ways to measure and enable carbon capture and mitigation in agriculture. For the first time in 2020, we measured the carbon mitigation potential generated by the practices implemented in our soil conservation and biodiversity enhancement projects.

In 2021, we maintained our A- score in the CDP Climate Change submission.

Also this year, the Sustainability Committee of the Syngenta Group Board of Directors had its first meeting. The committee is responsible for matters regarding sustainability, reviewing the company's sustainability practices and overseeing its sustainability framework and standards.

TCFD disclosures

In the following table, we provide a summary of Syngenta's practices with links for further information in this ESG Report, our CDP Climate Change submission 2021 (CDP 2021) and other sources.

Recommended disclosure	Summary of practices	Further information
Governance		
a) Describe the board's oversight of climate-related risks and opportunities	The Board of Directors provides strategic direction regarding all sustainability matters, including climate-related issues. It discusses critical business risks and reviews the overall effectiveness of the risk process.	• CDP 2021: C1.1, C2.2 • Governance
b) Describe management's role in assessing and managing climate-related risks and opportunities	The Chief Sustainability Officer (CSO) leads the Sustainability function and drives sustainability initiatives – including those related to climate change. The CSO provides regular updates to the Group Leadership Team and the Board of Directors' Sustainability Committee on the progress made regarding the company's sustainability commitments and advises them on required actions. The Enterprise Risk Management Framework is governed by the Group Leadership Team.	• CDP 2021: C1.2, C1.3 • Governance
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term b) Describe the impacts of climate-related risks and opportunities on the organization's business, strategy and financial planning	A changing climate affects agriculture in terms of growing seasons, water availability, pests and crop productivity, as a result altering demand for our products. This could impact positively or negatively the company's results in different geographic areas depending on whether growing certain crops is more or less viable in that area. Our strategy continues to evolve based on the trends in the agricultural sector. We are committed to invest in sustainable agriculture breakthroughs to develop a portfolio of technologies and products that continue to reduce climate-related risks. Weather events that are unfavorable to agriculture tend to affect us negatively. At the same time, future weather patterns constitute a valuable input into our product development process – providing Syngenta with opportunities to develop solutions that help farmers mitigate and adapt to climate change.	• CDP 2021: C2.3, C2.4, C3 • Financial Report 2021, page 2 • Carbon capture and mitigation in agriculture • GHG emissions
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	In 2020, we performed a climate scenario analysis to further understand the impact climate change could have on our business in the future by 2030. Two climate scenarios were considered: low-carbon transition and physical climate impact scenario. Our analysis showed that the two scenarios present both financial risks and financial opportunities for Syngenta in 2030. While certain financial risks in our operations and activities would need to be managed, we would also be able to actively pursue innovation opportunities to help	• ESG Report 2020, In focus: climate scenario analysis

	farmers deal with the impacts of climate change and to address the shifts in consumer preferences. Our findings confirm climate-related aspects that are already considered in our business objectives and strategy development processes.	
Risk management		
a) Describe the organization's processes for identifying and assessing climate-related risks	The process of identifying, assessing and responding to climate-related risks and opportunities is integrated into the overall Enterprise Risk Management Framework. Climate change is considered throughout the process, from the identification of risks and opportunities by screening current and emerging trends and ecosystem risks to the assessment of risks and opportunities, by evaluating the impacts on the environment, business and people. Climate change is viewed both from a strategic long-term, business value impact perspective and a short-term, operational perspective at corporate and business unit levels.	• CDP 2021: C2.1, C2.2
b) Describe the organization's processes for managing climate-related risks		
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management		
Metrics and targets		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Our Good Growth Plan includes strategic targets and metrics regarding climate-related risks and opportunities across our value chain, in particular: • Continue investing in sustainable agriculture breakthroughs (See Innovation in agriculture) • Deliver two new sustainable technology breakthroughs per year (See Innovation in agriculture) • Measure and enable carbon capture and mitigation in agriculture (See Carbon capture and mitigation in agriculture) • Enhance biodiversity and soil health on 3 million hectares of rural farmland every year (See Biodiversity and Soil health) • Reduce the carbon intensity of our operations by 50% by 2030 (See GHG emissions) We also have metrics to measure land productivity increase, water usage and waste generation. We aim to reduce water and waste intensity in our operations by 20% by 2030. (See Innovation in agriculture, Water and wastewater and Waste) Since 2020, we report new KPIs to measure progress toward our carbon reduction target. We introduced scope 3 GHG emission KPIs in line with our SBTi commitment and associated 2016 baseline. (See GHG emissions)	• CDP 2021: C4.1, C6, C9.1 (2020 data) • Sections in this report (2021 data) – use links provided in text
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks		
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets		

9 Non-financial performance summary

As outlined in About this report, the data provided in the following Non-financial performance summary are for the following operations of Syngenta Group: **Syngenta Crop Protection, Syngenta Seeds and the operations of Syngenta AG group that now form part of Syngenta Group China** – referred to as '**Syngenta**'.

Due to rounding, numbers presented in this report may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

The Non-financial performance summary brings together the performance data presented in the Disclosures section of this report. PricewaterhouseCoopers AG (PwC) has issued a limited assurance opinion on Syngenta's Non-financial performance summary provided on page 97.

The Non-financial performance summary was approved for publication by the Board of Directors of Syngenta AG on March 30, 2022.

Please see next page.

Non-financial performance summary

Sustainable agriculture

Reporting period October 1 – September 30 (unless stated otherwise)		Cumulative since 2020 baseline	2021	2020	2019	
Sustainable innovation						
Investment in sustainable agriculture breakthroughs ($m)	GGP	1,036	546	490	-	1, 2
Sustainable technology breakthroughs	GGP		2	3	-	1
Crop produced with programs for lowest residues in crops (000s tonnes)	GGP		1,632	1,035	-	1
Land productivity increase			0.4%	1.4%	-	3
Sustainable agriculture practices						
Carbon benefit potential on farmland (000s tonnes CO_2e)	GGP		3,038	1,955	-	1, 4
Hectares of farmland benefited by soil conservation and biodiversity enhancement measures (m)	GGP		7.5	3.9	5.1	
of which: Soil conservation measures (m)			6.03	2.15	3.27	
of which: Biodiversity enhancement measures (m)			1.44	1.72	1.84	
Safe use of products						
People trained on safe use (m)	GGP		11.0	8.0	8.6	
of which: Smallholders (m)			6.6	4.7	6.2	
Countries with established Syngenta product toxicovigilance programs			116	100	100	5
Crop Protection sales represented			93%	93%	93%	

[1] KPI introduced in 2020 to measure progress toward the targets set in the Good Growth Plan launched in June 2020

[2] Investments in CP R&D, Seeds R&D and 'other' activities (e.g., M&A) included in this figure are for the period January to December. Investments in operations and in-country projects are for the period October to September

[3] KPI introduced in 2020 to measure our continuous work to make crops more efficient. Figures are global averages and represent the year-on-year increase in land productivity in reference farms

[4] Value calculated based on annual mitigation potentials outlined in the IPCC fourth assessment report, Table 8.4 for implemented hectares with soil conservation and biodiversity enhancement measures

[5] A thorough review conducted in 2021 identified 19 additional countries that had established product toxicovigilance programs and 3 countries which no longer had such programs

Sustainable operations

Reporting period October 1 – September 30 (unless stated otherwise)		2021	2020	2019	
Greenhouse gas emissions					1
Intensity-based CO_2e emissions from scope 1+2+3 sources:					
Emissions intensity (g/$sales)		586	681	-	2, 3, 4
Emissions intensity (g/$value added)		1,378	1,575	-	2, 3, 4
Change since 2016 baseline (based on value added)	GGP/SBTi	10%	25%	-	3, 5
Intensity-based CO_2e emissions from scope 1+2 sources:					
Emissions intensity (g/$sales)		44	53	69	2, 3
Emissions intensity (g/$value added)		102	124	152	2, 3
Change since 2016 baseline (based on value added)	SBTi	-28%	-13%	6%	3, 5
Intensity-based CO_2e emissions from scope 3 sources:					
Emissions intensity (g/$sales)		542	627	-	2
Emissions intensity (g/$value added)		1,276	1,451	-	2
Change since 2016 baseline (based on value added)	SBTi	15%	30%	-	5
Absolute CO_2e emissions from scope 1+2+3 sources:					
Emissions (000s tonnes)		9,798	9,723	-	3, 4
Change since 2016 baseline		24%	23%	-	3, 5
Absolute CO_2e emissions from scope 1+2 sources:					
Emissions (000s tonnes)		728	764	941	3
Change since 2016 baseline		-19%	-15%	5%	3, 5
Absolute CO_2e emissions from scope 3 sources:					
Emissions (000s tonnes)		9,070	8,960	-	4
Change since 2016 baseline		30%	28%	-	5
Scope 1 CO_2e emissions:					
Own operations (000s tonnes)		370	388	517	3
Company vehicles (000s tonnes)		57	52	67	
Scope 2 CO_2e emissions:					
Purchased energy (000s tonnes)		301	324	357	3
Scope 3 CO_2e emissions:					4
Purchased goods and services (000s tonnes)		6,975	7,305	-	6
Capital goods (000s tonnes)		198	191	-	
Fuel and energy related activities (000s tonnes)		182	268	-	
Upstream transportation and distribution (000s tonnes)		583	590	578	
Waste generated in operations (000s tonnes)		169	162	-	
Business travel (000s tonnes)		15	25	37	
Employee commuting (000s tonnes)		11	11	-	
Upstream leased assets (000s tonnes)		316	127	-	
Downstream transportation and distribution (000s tonnes)		51	51	50	
Processing of sold products (000s tonnes)		431	66	-	6
Use of sold products (000s tonnes)		n/a	n/a	-	7
End-of-life treatment of sold products (000s tonnes)		0.2	0.2	-	
Downstream leased assets (000s tonnes)		0.5	0.6	-	
Franchises (000s tonnes)		n/a	n/a	-	8
Investments (000s tonnes)		138	162	-	

[1] Since 2020, we report new greenhouse gas KPIs to measure progress toward targets set in our new Good Growth Plan and our SBTi-approved carbon reduction target. We report the percentage change since our 2016 baseline based on value added in alignment with our SBTi commitment. Total CO_2e emissions from scope 1+2+3 sources for 2016 were 7,891,000 tonnes. Scope 1+2 emissions are for the period October to September. Scope 3 emissions are for the period July to June due to the extensive time required to collect data and calculate results

[2] The intensity value is calculated based on January to December sales and gross profit (i.e., value added) to align with the company's audited full year results . Sales increased 17% and 31% since 2020 and 2016 respectively. Gross profit increased 15% and 13% since 2020 and 2016 respectively

[3] 2020 and 2019 values were restated due to energy reporting errors found at three of our sites

[4] Since 2020, scope 3 emission values include all categories in alignment with our SBTi commitment and associated 2016 baseline. In previous years, only scope 3 emissions from transportation, distribution and business travel were reported.

[5] A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction

[6] Improvements in the categorization of materials in 2021 resulted in a reallocation of emissions from 'Purchased goods and services' to 'Processing of sold products'. This resulted in a decrease in the emissions from 'Purchased goods and services' and, combined with improvements in the emission factors used, in an increase in the emissions from 'Processing of sold products' in 2021

[7] This category is not applicable in alignment with our SBTi commitment, reflecting the absence of externally validated methodologies that consider both benefits and emissions from the use of agricultural inputs

[8] This category is not applicable as Syngenta does not have franchises

Sustainable operations continued

Reporting period October 1 – September 30 (unless stated otherwise)	2021	2020	2019	
Energy				
Energy intensity (MJ/$sales)	**0.50**	0.56	0.65	1
Energy (TJ)	**8,397**	7,967	8,833	2
Gas (TJ)	**3,356**	3,423	3,796	
Electricity (TJ)	**2,294**	2,138	2,291	2
Steam (TJ)	**1,344**	1,226	1,445	
Oil (TJ)	**475**	299	331	
Other (TJ)	**928**	881	1,020	2
Other air emissions				
Other air emissions intensity (g/$sales)	**0.050**	0.056	0.067	1, 2
Other air emissions (tonnes)	**829**	799	910	2
NO_x (tonnes)	**372**	322	434	2
Non-halogenated VOCs (tonnes)	**239**	284	276	
Halogenated VOCs (tonnes)	**23**	42	28	
Particulates (tonnes)	**143**	104	121	2
SO_2 (tonnes)	**45**	34	36	2
NH_3 (tonnes)	**2**	4	4	
HCl (tonnes)	**5**	9	11	
Water				3
Total water usage intensity (liters/$sales)	**1,010**	1,413	-	1
Change in total water usage intensity since 2016 baseline (based on sales)	**17%**	64%	-	4
Total water usage (million cubic meters)	**16,900**	20,184	-	
Water usage intensity from own operations (liters/$sales)	**2.0**	2.2	2.3	1
Water usage from own operations (million cubic meters)	**33.2**	31.1	30.9	
Cooling (million cubic meters)	**21.3**	18.6	18.3	
Irrigation (million cubic meters)	**4.8**	5.6	5.0	
Processing and washing (million cubic meters)	**5.2**	5.1	5.7	
Product ingredient (million cubic meters)	**0.2**	0.3	0.2	
Sewage and sanitary (million cubic meters)	**0.8**	0.9	0.9	
Other (million cubic meters)	**0.9**	0.6	0.8	
Origin of water from own operations:				
Surface fresh water (million cubic meters)	**21.8**	20.5	20.4	
Underground water (million cubic meters)	**9.0**	8.2	7.8	
Drinking water from municipal network (million cubic meters)	**2.2**	2.2	2.6	
Recovered rainwater (million cubic meters)	**0.2**	0.2	0.1	
Water usage intensity from supply chain activities (liters/$sales)	**1,008**	1,411	-	1
Water usage from supply chain activities (million cubic meters)	**16,867**	20,153	-	
Wastewater effluents				
Industrial wastewater discharge intensity (liters/$sales)	**0.53**	0.62	0.71	1
Industrial wastewater discharge (million cubic meters)	**8.9**	8.8	9.7	
Total organic carbon (TOC) (tonnes)	**547**	595	573	
Chemical oxygen demand (COD) (tonnes)	**1,496**	1,712	1,687	
Biological oxygen demand (BOD) (tonnes)	**166**	176	194	
Total suspended solids (tonnes)	**270**	245	277	
Soluble salts discharged (000s tonnes)	**128**	119	130	
Direct discharge of uncontaminated cooling water (million cubic meters)	**21.3**	18.6	18.3	
Waste				5
Total waste intensity (g/$sales)	**346**	524	-	1
Change in total waste intensity since 2016 baseline (based on sales)	**5%**	59%	-	4
Total waste (000s tonnes)	**5,788**	7,484	-	
Hazardous waste intensity from own operations (g/$sales)	**12.6**	15.0	14.7	1
Hazardous waste from own operations (000s tonnes)	**210**	215	200	
Recycled and re-used (000s tonnes)	**85**	96	92	
Incinerated (000s tonnes)	**114**	102	92	
Landfill (000s tonnes)	**1**	5	1	
Other (000s tonnes)	**10**	12	15	
Hazardous waste by type from own operations:				
Chemical	**62%**	56%	57%	
Solvents	**32%**	37%	37%	
Other	**6%**	7%	6%	
Non-hazardous waste intensity from own operations (g/$sales)	**8.2**	8.1	9.7	1
Non-hazardous waste from own operations (000s tonnes)	**137**	116	132	
Recycled and re-used (000s tonnes)	**94**	76	96	
Incinerated (000s tonnes)	**7**	6	6	
Landfill (000s tonnes)	**28**	24	20	
Other (000s tonnes)	**8**	10	10	
Non-hazardous waste by type from own operations:				
Plant and seed waste from seed sites	**63%**	59%	65%	
Inerts	**5%**	5%	4%	
Packaging materials	**6%**	6%	5%	
Household	**5%**	5%	4%	
Other	**21%**	25%	22%	
Waste intensity from supply chain activities (g/$sales)	**325**	501	-	1
Waste from supply chain activities (000s tonnes)	**5,441**	7,153	-	
Environmental compliance				
Significant unplanned releases	**3**	3	1	6

[1] The intensity value is calculated based on January to December sales to align with the company's audited full year results. Sales increased 17% and 31% since 2020 and 2016 respectively

[2] 2020 and 2019 values were restated due to energy reporting errors found at three of our sites

[3] Since 2020, we report water performance indicators in alignment with our commitment to reduce the water intensity of our operations by 20% by 2030 compared to our 2016 baseline. Water usage from our own operations is for the period October to September. Water usage from supply chain activities is for the period July to June due to the extensive time required to collect data and calculate results

[4] A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction

[5] Since 2020, we report waste performance indicators in alignment with our commitment to reduce the waste intensity of our operations by 20% by 2030 compared to our 2016 baseline. Waste from our own operations is for the period October to September. Waste from supply chain activities is for the period July to June due to the extensive time required to collect data and calculate results

[6] Since 2020, significant unplanned releases are those classified as high as per the ICCA standard for reporting Process Safety Incidents and where the loss leaves secondary containment or is discharged into secondary containment with uncertain integrity

Sustainable operations continued

Reporting period October 1 – September 30 (unless stated otherwise)		2021	2020	2019	
Supplier sustainability and fair labor programs					
Suppliers included in sustainability and fair labor programs	GGP	**99.5%**	99.4%	99.0%	
Coverage of Syngenta Fair Labor Program:					
Syngenta seed producing countries		**91%**	92%	88%	
Seed supply farms		**99.7%**	99.6%	99.3%	
Of which: farms monitored		**23%**	22%	20%	
Coverage of Supplier Sustainability Program:					
Chemical suppliers		**95%**	95%	94%	1
Formulation, fill and pack tollers		**74%**	86%	83%	1
Packaging manufacturers		**71%**	67%	63%	2
Commercial flowers farms with valid GlobalG.A.P. certification		**97%**	91%	88%	
Commercial flowers farms with valid G.R.A.S.P. assessment		**85%**	100%	100%	

[1] Includes only chemical suppliers or formulation, fill and pack tollers categorized as posing a high or medium sustainability risk

[2] Includes all packaging manufacturers independently of their level of sustainability risk

People

Reporting period October 1 – September 30 (unless stated otherwise)		2021	2020	2019	
Employment					
Employees		**30,892**	29,262	28,265	1
Europe, Africa and Middle East		**12,797**	12,419	11,860	
North America		**4,217**	4,040	4,091	
Latin America		**6,698**	5,971	5,794	
Asia Pacific		**7,180**	6,832	6,520	
Part-time employees		**939**	942	914	
of which: Female employees		**76%**	-	-	2
Turnover rate		**9.6%**	10.0%	9.5%	3
Female rate		**9.0%**	-	-	2
Male rate		**9.9%**	-	-	2
Undeclared		**9.1%**	-	-	2
Attrition rate		**6.3%**	6.3%	6.4%	4
Female rate		**6.1%**	-	-	2
Male rate		**6.5%**	-	-	2
Undeclared		**6.8%**	-	-	2
Senior managers		**303**	299	292	5
Europe, Africa and Middle East		**54%**	55%	57%	
North America		**24%**	23%	23%	
Latin America		**11%**	11%	11%	
Asia Pacific		**11%**	11%	10%	
Diversity					
Percentage of female employees:					
All employees		**31%**	31%	31%	
Management roles		**26%**	25%	25%	
Senior management		**22%**	20%	18%	5
Number of nationalities:					
All employees		**122**	-	-	2
Management roles		**67**	-	-	2
Senior management		**37**	38	37	5
Employee development					
Leadership and talent development investment ($m)		**6.4**	6.3	6.9	
Health and safety					
Recordable injury and illness rate (IIR) per 200,000 hours	GGP	**0.29**	0.23	0.34	6
Recordable injury rate per 200,000 hours		**0.28**	0.22	0.31	6
Europe, Africa and Middle East		**0.35**	0.30	0.37	
North America		**0.32**	0.28	0.54	
Latin America		**0.14**	0.17	0.34	
Asia Pacific		**0.30**	0.14	0.13	
Recordable occupational illness rate per 200,000 hours		**0.01**	0.01	0.03	6
Europe, Africa and Middle East		**0.02**	0.02	0.03	
North America		**0.02**	0.02	0.04	
Latin America		**0.01**	0.01	0.07	
Asia Pacific		**0.00**	0.00	0.00	
First aid cases		**348**	355	404	
Cases of recordable injuries		**132**	100	142	
Bruise, strain, sprain and dislocation		**29%**	34%	39%	
Cut and abrasion		**27%**	30%	22%	
Bone fracture		**17%**	13%	9%	
Concussion and internal injury		**7%**	4%	1%	
Multiple injuries		**4%**	1%	5%	
Other		**16%**	18%	24%	
Cases of recordable occupational illness		**6**	5	14	
Cases of work-related stress		**1**	12	12	
Recordable fatalities		**3**	1	2	6, 7

[1] Active full-time equivalent (FTE) with regular or regular fixed-term employment contract

[2] KPI introduced in 2021 to disclose more details about the company's diversity profile

[3] Includes voluntary leavers, retirement and restructuring

[4] Includes only voluntary leavers

[5] Leaders in positions at the top four levels of accountability/scope within the organization

[6] According to US OSHA definition for injuries and illness

[7] Starting 2020, we report recordable fatalities in the Non-financial performance summary and in alignment with the reporting year October to September. In previous years, the values were reported in the body of the Sustainable Business Report and aligned with the calendar year

Business integrity

Reporting period October 1 – September 30 (unless stated otherwise)	2021	2020	2019	
Corporate conduct				
Employees submitting Code of Conduct commitment	**26,334**	24,137	21,627	[1]
Completion rate	**99.9%**	99.7%	98.8%	[1,2]
Leaders engaged in Ethics Shares	**4,858**	4,864	3,113	[1]
Completion rate	**99.9%**	99.7%	91.7%	[1]
Compliance cases reported	**332**	264	251	[3]
Security management				
Sites included in Syngenta Security 360º Program	**170**	162	148	
Product security cases	**3,998**	4,075	981	[4]
Suspect counterfeit crop protection products seized by authorities (tonnes)	**8,670**	3,933	1,782	[4]
Suspect counterfeit seed products seized by authorities (tonnes)	**5,289**	3,326	1,817	[4]
Animal testing compliance				
Management system audits performed in contract laboratories	**6**	8	7	
Management system non-compliances found	**0**	0	0	
Biotechnology and regulatory compliance				
Employees completing field trial regulatory compliance training	**2,756**	2,089	1,984	
Field trial locations planted under country regulatory compliance programs	**211**	297	475	[5]
Economic value shared				[6]
Economic value shared ($m)	**15,205**	13,461	13,498	
Payments to suppliers ($m)	**9,372**	7,994	8,074	
Employee wages and benefits ($m)	**3,446**	3,114	2,916	
Payments to governments (taxes) ($m)	**440**	217	270	[7]
Payments to providers of capital ($m)	**729**	1,055	1,249	
Capital expenditure ($m)	**1,195**	1,056	966	
Corporate community investment ($m)	**23**	25	23	[8]

[1] Values represent January to December to cover annual campaign

[2] Percentage is calculated based on employees in scope

[3] The number of cases reported includes all cases managed by the Group Compliance team (i.e., cases reported through the Compliance Helpline, line management, directly to Group Compliance or other channels)

[4] In 2020, a new platform was implemented to more effectively monitor illicit advertisement and IP infringement online, which led to more investigations and seizures

[5] Represents all trial locations covered by country-specific regulatory compliance programs whether they require a permit or not

[6] Since 2021, we report Economic value shared for the period January to December instead of October to September to align with our annual financial reporting. 2020 and 2019 values were restated to present comparative periods on the same basis

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

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

10 Independent assurance report

Independent Limited Assurance Report

on the non-financial reporting 2021 to the Board of Directors of Syngenta AG, Basel

We have been engaged to perform assurance procedures to provide limited assurance on the non-financial performance indicators of Syngenta AG, Basel, and its consolidated subsidiaries ('Syngenta') included in the Environmental, Social and Governance Report 2021 ('ESG Report').

Scope and subject matter

Our engagement focused on the non-financial performance indicators aggregated as of and for the twelve months ended September 30, 2021 as disclosed in the Non-financial performance summary in the ESG Report on pages 92 to 96.

Our assurance procedures do not cover the indicators on payments to suppliers, employee wages and benefits, payments to governments and providers of capital, and capital expenditure presented in the Non-financial performance summary on pages 92 to 96 in the ESG Report nor did we perform any assurance procedures regarding the Good Growth Plan Open Data website. We therefore express a conclusion only on the subject matters in scope described above.

Criteria

The reporting criteria used by Syngenta are described and summarized in the subsections to the respective non-financial performance indicators labeled as "Key performance indicators and basis of preparation" in Chapter 7 of the ESG report (on pages 26 to 88) and disclosed as part of the Good Growth Plan descriptions on the Good Growth Plan Open Data website. The procedures applied by Syngenta are based on the Standards of the Global Reporting Initiative (GRI standards): Core option published in 2016, by which the non-financial performance data are internally gathered, collated and aggregated.

Inherent limitations

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 guidelines, definitions and procedures on non-financial performance reporting. Further, the greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Board of Directors' responsibility

The Board of Directors of Syngenta AG is responsible for both the subject matter and the criteria as well as for selection, preparation and presentation of the selected information in accordance with the criteria. This responsibility includes the design, implementation, and maintenance of related internal control relevant to this reporting process that is free from material misstatement, whether due to fraud or error.

Our independence and quality controls

We are independent of Syngenta AG in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

PricewaterhouseCoopers AG applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a limited assurance conclusion on indicators in the related Non-financial performance summary in the ESG report on pages 92 to 96. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements 3000 (revised), "Assurance Engagements

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other than Audits or Reviews of Historical Financial Information", and, in respect of greenhouse gas emissions, with the International Standard on Assurance Engagements 3410, "Assurance Engagements on Greenhouse Gas Statements", issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform this engagement to obtain limited assurance about whether the non-financial performance indicators are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (revised) and ISAE 3410 involves assessing the suitability in the circumstances of Syngenta's use of applicable criteria as the basis for the preparation of the non-financial performance indicators, assessing the risks of material misstatement of the non-financial performance indicators whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the non-financial performance indicators. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures selected depend on the assurance practitioner's judgement.

Summary of the work performed

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

- Evaluation of the application of global guidelines;
- Virtual visits of different sites and offices for various areas in the UK, Belgium and Brazil selected based on quantitative and qualitative criteria;
- Performing tests of evidence on a sample basis supporting the non-financial performance indicators concerning completeness, accuracy, adequacy and consistency;
- Reviewing the documentation supporting relevant data on a sample basis, including management and reporting structures and documentation; and
- Assessing the reporting and consolidation processes and the related internal control system.

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

Conclusion

Based on the procedures we performed, nothing has come to our attention that causes us to believe that the 2021 non-financial performance indicators of Syngenta as disclosed in the Non-financial performance summary in the ESG Report on pages 92 to 96 are not prepared and disclosed, in all material respects, in accordance with the description in the subsections to the respective non-financial performance indicators labelled as "Key performance indicators and basis of preparation" in Chapter 7 of the ESG report, the Good Growth Plan descriptions and the GRI standards: Core option.

Intended users and purpose of the report

Our report has been prepared for, and only for, the Board of Directors of Syngenta AG, and solely for the purpose of reporting to them on the 2021 non-financial performance indicators in the ESG Report and no other purpose. We will not, in giving our conclusion, accept or assume responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion might be used, or to any other person to whom our report will be shown or into whose hands it might come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the ESG Report and the criteria, to enable the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report over the 2021 non-financial performance reporting, without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we will not accept or assume responsibility to anyone other than the Board of Directors of Syngenta AG for our work or this report.

PricewaterhouseCoopers AG

Christophe Bourgoin Raphael Rutishauser

Zurich, March 30, 2022

pwc

The maintenance and integrity of the Syngenta AG's website is the responsibility of the Board of Directors; the work carried out by the assurance providers does not involve consideration of the maintenance and integrity of the Syngenta AG website and, accordingly, the assurance providers accept no responsibility for any changes that may have occurred to the reported non-financial performance indicators or criteria since they were initially presented on the website.

11 Content indexes

11.1 GRI content index

Syngenta's non-financial reporting is prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option.

GRI Standard	Disclosure	Section in this report	URLs to other sources	Omission
General disclosures				
1. Organizational profile				
GRI 102: General Disclosures 2016	102-1 Name of the organization	About this report	Financial Report 2021	-
	102-2 Activities, brands, products, and services	1 Organizational profile	Company About Syngenta Group	-
	102-3 Location of headquarters	1 Organizational profile	Financial Report 2021 Contacts	-
	102-4 Location of operations	1 Organizational profile	Syngenta at a glance factsheet Contacts	-
	102-5 Ownership and legal form	1 Organizational profile	Financial Report 2021	-
	102-6 Markets served	1 Organizational profile	Syngenta at a glance factsheet	-
	102-7 Scale of the organization	1 Organizational profile	Company Syngenta at a glance factsheet Financial Report 2021	-
	102-8 Information on employees and other workers	1 Organizational profile 9 Non-financial performance summary	-	Some information is unavailable while we transition to Syngenta Group reporting.
	102-9 Supply chain	7.2.6 Working with suppliers	-	-
	102-10 Significant changes to the organization and its supply chain	1 Organizational profile	Financial Report 2021 Press release: Launch of Syngenta Group (June 18, 2020)	-

	102-11 Precautionary principle or approach	7.1.6 Safe use of products 7.4.4 Biotechnology and regulatory compliance	FAQ: Research and development Innovation in agriculture	-
	102-12 External initiatives	5 Engagement and collaboration	FAQ: Engagement activities	-
	102-13 Membership of associations	5 Engagement and collaboration	FAQ: Engagement activities	-
2. Strategy				
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	Statement of the Sustainability Committee Chair Statement of the Chief Sustainability Officer	-	-
3. Ethics and integrity				
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	3 Ethics and integrity 7.4.1 Corporate conduct	Syngenta Group Code of Conduct FAQ: Corporate conduct	-
4. Governance				
GRI 102: General Disclosures 2016	102-18 Governance structure	4 Governance	Corporate governance FAQ: Corporate governance	-
5. Stakeholder engagement				
GRI 102: General Disclosures 2016	102-40 List of stakeholder groups	5 Engagement and collaboration	Stakeholder engagement FAQ: Engagement activities	-
	102-41 Collective bargaining agreements	5 Engagement and collaboration	Syngenta Labor Standards	-
	102-42 Identifying and selecting stakeholders	5 Engagement and collaboration	Stakeholder engagement FAQ: Engagement activities	-
	102-43 Approach to stakeholder engagement	5 Engagement and collaboration	Stakeholder engagement FAQ: Engagement activities	-
	102-44 Key topics and concerns raised	5 Engagement and collaboration 6.2 Materiality analysis	Materiality assessment	-

6. Reporting practice				
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	About this report	Financial Report 2021	-
	102-46 Defining report content and topic Boundaries	About this report 6 Non-financial reporting practice	-	-
	102-47 List of material topics	6.2 Materiality analysis	Materiality assessment	-
	102-48 Restatements of information	6 Non-financial performance summary	-	-
	102-49 Changes in reporting	6 Non-financial performance summary	-	-
	102-50 Reporting period	About this report	-	-
	102-51 Date of most recent report	About this report	Presentations and publications	-
	102-52 Reporting cycle	About this report	-	-
	102-53 Contact point for questions regarding the report	About this report	sustainability.syngenta@syngenta.com	-
	102-54 Claims of reporting in accordance with the GRI Standards	About this report	-	-
	102-55 GRI content index	11.1 GRI content index	-	-
	102-56 External assurance	6.1 Focus on quality 10 Independent assurance report	Reporting on sustainability	-
Material topics				
Sustainable agriculture				
Innovation in agriculture (Materiality matrix: Innovation in agriculture)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.1.1 Innovation in agriculture	The Good Growth Plan: Accelerate innovation for farmers and nature	-

	103-2 The management approach and its components		Innovating sustainable agriculture solutions The Good Growth Plan Open Data	
	103-3 Evaluation of the management approach			
-	Sustainable agriculture breakthroughs			
Lowest residues in crops and the environment (Materiality matrix: Innovation in agriculture)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.1.2 Lowest residues in crops and the environment	The Good Growth Plan: Accelerate innovation for farmers and nature	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
-	Programs for lowest residues in crops			
Carbon capture and mitigation in agriculture (Materiality matrix: Climate change mitigation and adaptation)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.1.3 Carbon capture and mitigation in agriculture	The Good Growth Plan: Strive for carbon neutral agriculture CDP Climate Change submission 2021 Agriculture and climate change The Good Growth Plan Open Data	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
-	Carbon benefit potential in farms			
Soil health (Materiality matrix: Soil health)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.1.4 Soil health	The Good Growth Plan: Strive for carbon neutral agriculture The Good Growth Plan Open Data	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
-	Farmland benefited by soil conservation measures			

Biodiversity (Materiality matrix: Biodiversity)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.1.5 Biodiversity	The Good Growth Plan: Strive for carbon neutral agriculture Operation Pollinator The Good Growth Plan Open Data	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored			We report farmland benefited by biodiversity enhancement measures on a consolidated (in this report) and country (in Open Data) basis. For confidentiality reasons, we are not able to report specific farm locations.
Safe use of products (Materiality matrix: Product responsibility)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.1.6 Safe use of products	The Good Growth Plan: Help people stay safe and healthy	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		How we develop new products to protect crops Regulation in agriculture FAQ: Research and development FAQ: Regulation and registration	-

-	Safe use training		FAQ: Product safe use and stewardship The Good Growth Plan Open Data	-
Sustainable operations				
GHG emissions (Materiality matrix: Climate change mitigation and adaptation)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.2.1 GHG emissions	The Good Growth Plan: Strive for carbon neutral agriculture CDP Climate Change submission 2021 Sustainable operations Agriculture and climate change	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions			
	305-2 Energy indirect (Scope 2) GHG emissions			
	305-3 Other indirect (Scope 3) GHG emissions			
	305-4 GHG emissions intensity			
	305-5 Reduction of GHG emissions			
Working with suppliers (Materiality matrix: Health, safety and fair labor)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.2.6 Working with suppliers	The Good Growth Plan: Help people stay safe and healthy FAQ: Supply chain management Sustainable operations	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			

GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken			We report the % of program coverage and share information on relevant negative impacts. For confidentiality and data availability reasons, we are not able to report further details.
People				
Health and safety (Materiality matrix: Health, safety and fair labor)				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	7.3.3 Health and safety	The Good Growth Plan: Help people stay safe and healthy FAQ: Health, safety and wellbeing Sustainable operations	-
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system			
	403-9 Work-related injuries			We report selected H&S performance KPIs – and we do so for employees and contractors under our direct supervision in a consolidated way. For confidentiality and data availability reasons, we are not able to report further details.
	403-10 Work-related ill health			

11.2 SASB content index

In 2021, for the first time we report against the Sustainability Accounting Standards Board (SASB)'s Chemicals Sustainability Accounting Standards (version 2019-10).

Standard code	Accounting metric	Section in this report	URLs to other sources	Omission and notes
Sustainability Disclosure Topics and Accounting Metrics				
Greenhouse gas emissions				
RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	7.2.1 GHG emissions	The Good Growth Plan: Strive for carbon neutral agriculture CDP Climate Change submission 2021 (C3, C4.1, C6.1, C11.1) Sustainable operations Agriculture and climate change	-
RT-CH-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets			
Air quality				
RT-CH-120a.1	Air emissions of the following pollutants: (1) NO_X (excluding N_2O), (2) SO_X, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	7.2.3 Other air emissions	-	We track air emissions from sites for a range of specific pollutants, where their emission is anticipated based on site processes and activities, and / or where monitoring is needed to meet regulatory requirements.
Energy management				
RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy - The entity shall discuss its efforts to reduce energy consumption and/or improve energy efficiency throughout the production processes	7.2.2 Energy	CDP Climate Change submission 2021 (C4.3c, C8)	-

Water management				
RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	7.2.4 Water and wastewater	CDP Water Security submission 2021 (W1.2)	-
RT-CH-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	-	CDP Water Security submission 2021 (W2.2)	-
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	7.2.4 Water and wastewater 7.1.9 Water conservation	CDP Water Security submission 2021 (W4) Sustainable operations Water conservation	-
Hazardous waste management				
RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled - The entity shall disclose the legal or regulatory framework(s) used to define hazardous waste and recycled hazardous waste, and the amounts of waste defined in accordance with each applicable framework"	7.2.5 Waste	Sustainable operations	Hazardous waste is defined according to local legislation. If a definition is not available, sites are encouraged to follow EU or US EPA legislation.
Community relations				
RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	5 Engagement and collaboration 7.4.7 Community engagement	Stakeholder engagement FAQ: Environmental policy and management	-
Workforce health and safety				
RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a)	7.3.3 Health and safety	-	Numbers include permanent employees and contractors under our direct supervision.

	direct employees and (b) contract employees			
RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	7.3.3 Health and safety	Sustainable operations FAQ: Health, safety and wellbeing	
Product design for use-phase efficiency				
RT-CH-410a.1	Revenue from products designed for use-phase resource efficiency	7.1.1 Innovation in agriculture 0 Responsible agricultural land use	Financial Report 2021 The Good Growth Plan: Accelerate innovation for farmers and nature Innovating sustainable agriculture solutions	Syngenta provides crop protection products and improved seeds that help farmers optimize land productivity and yield – enabling an economic alternative to land conversion for meeting the growing food and feed demand. Productivity gains allow to leave existing untouched land in its natural state.
Safety and environmental stewardship of chemicals				
RT-CH-410b.1	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment			Syngenta Crop Protection undertakes hazard assessments on all the products it sells. Crop protection products are intrinsically hazardous and transported all over the world, requiring us to conduct hazard assessments and prepare Safety Data Sheets which need to be shipped with the goods. These hazard assessments are reviewed and updated periodically or when new relevant scientific data is available. Crop protection products are typically designed to control weeds, insects or fungal pathogens. In the majority of cases, this triggers products to be classified as Category 1 or 2 health hazardous substance or environmental hazardous substance under the Globally

				Harmonized System of Classification and Labeling of Chemicals.
RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	7.1.6 Safe use of products	How we develop new products to protect crops Regulation in agriculture FAQ: Research and development FAQ: Regulation and registration	Although the identification of hazard is extremely important, crop protection products undergo more stringent assessments. We undertake both human and environmental safety risk assessments for all uses of our products. For a product to receive regulatory approval and be sold in a given country, Syngenta ensures that it can be used in a way that minimizes the risk to the people and the environment. The exact nature of the study process depends on the planned use of the product – but generally more than a hundred studies covering toxicology, metabolism, residues, ecotoxicology, physical-chemical properties and environmental impact are performed. We always strive to develop products of a lower hazard and more importantly of a lower risk. The R&D development cycle is long – from discovery of a new crop protection active ingredient to commercialization, it typically takes ten years. We continuously look at the formulations of our products to identify if changes can be made to reduce their hazard level and the associated risk to humans and the environment.
Genetically modified organisms				
RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs)	7.4.4 Biotechnology and regulatory compliance	FAQ: Biotechnology	-

Management of the legal and regulatory environment				
RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	5 Engagement and collaboration 7.4.8 Responsible lobbying 8 Implementing TCFD's recommendations	CDP Climate Change submission 2021 (C4, C12.3) CDP Water Security submission 2021 (W4)	-
Operational safety, emergency preparedness and response				
RT-CH-540a.1	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR) - The entity shall describe incidents with a severity rating of 1 or 2, including their root cause, outcomes, and corrective actions implemented in response.	7.3.3 Health and safety		Syngenta follows the ICCA (International Chemicals Councils Association) Responsible Care® definition for Process Safety Events (PSE) using three levels of severity: high, medium and low; actual and potential. There is an equivalence with PSIC and PSTIR. Syngenta's 2021 performance is as follows: • PSIC: 2 (Considering PSE High Actual) • PSTIR: 0.17 (Considering PSE High and Medium Actual) Pareto analysis from PSE investigations identified operational discipline and equipment reliability as the main root cause.
RT-CH-540a.2	Number of transport incidents - The entity shall describe significant transport incidents, including their root causes, outcomes, and corrective actions implemented in response.	7.3.3 Health and safety		Syngenta considers all events involving chemical transportation and storage as distribution safety events, regardless of the severity, including all transportation modes and logistics operations. In 2021, Syngenta recorded 365 incidents, 41 of them with injuries (i.e., recordable incidents and third-party incidents).

11.3 UNGC content index

Syngenta supports the 10 principles of the United Nations Global Compact (UNGC) through a commitment to sustainability and ongoing implementation of policies on human rights, fair labor, environmental protection and anti-corruption. We have been a UNGC signatory since January 15, 2009. Our past Communication on Progress submissions are available on the UNGC website. Our commitment and information on our actions and progress in 2021 can be found in this ESG Report and on our website using the following content index.

UNGC Principles	Sections in this report	URLs to other sources
Statement of support		
Statement by the chief executive expressing continued support for the Global Compact and renewing the participant's ongoing commitment to the initiative and its principles	Statement of the Chief Sustainability Officer	Letter of commitment (December 12, 2008)
Actions and measurement		
Human rights		
Principle 1: Business should support and respect the protection of internationally proclaimed human rights	7.3.4 Human rights	Syngenta Group Code of Conduct, page 30 Human rights FAQ: Human rights
Principle 2: make sure that they are not complicit in human rights abuses	3 Ethics and integrity 7.2.6 Working with suppliers 7.4.1 Corporate conduct 7.4.2 Security management	Sustainable operations FAQ: Corporate conduct FAQ: Supply chain management
Labour principles		
Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining	5 Engagement and collaboration 7.2.6 Working with suppliers	Syngenta Group Code of Conduct, page 30 The Good Growth Plan: Help people stay safe and healthy Sustainable operations Syngenta Labor Standards
Principle 4: the elimination of all forms of forced and compulsory labor	7.2.6 Working with suppliers	

Principle 5: the effective abolition of child labor	7.2.6 Working with suppliers	Compliance guide for third parties Minimum requirements for suppliers
Principle 6: the elimination of discrimination in respect of employment and occupation	7.2.6 Working with suppliers 7.3.1 Employee development and engagement 7.3.2 Diversity and inclusion 7.3.3 Health and safety	
Environmental principles		
Principle 7: Business should support a precautionary approach to environmental challenges	2 Sustainability 7.1 Innovation in agriculture 7.1.6 Safe use of products 7.4.4 Biotechnology and regulatory compliance	The Good Growth Plan HSE Policy and Standards How we develop new products to protect crops Regulation in agriculture FAQ: Research and development FAQ: Regulation and registration Challenges for modern agriculture
Principle 8: undertake initiatives to promote greater environmental responsibility	7.1.1 Innovation in agriculture 7.1.2 Lowest residues in crops and the environment 7.1.3 Carbon capture and mitigation in agriculture 7.1.4 Soil health 7.1.5 Biodiversity 0 Responsible agricultural land use 7.1.9 Water conservation 7.2.1 GHG emissions 7.2.2 Energy 7.2.3 Other air emissions 7.2.4 Water and wastewater 7.2.5 Waste 7.4.3 Animal welfare	The Good Growth Plan: Accelerate innovation for farmers and nature The Good Growth Plan: Strive for carbon neutral agriculture Agriculture and climate change Water conservation Sustainable operations CDP Climate Change submission 2021 CDP Water Security submission 2021
Principle 9: encourage the development and diffusion of environmentally friendly technologies	7.1.1 Innovation in agriculture	The Good Growth Plan: Accelerate innovation for farmers and nature Innovation in agriculture solutions

Anti-corruption principles		
Principle 10: Business should work against corruption in all its forms, including extortion and bribery	3 Ethics and integrity 7.4.1 Corporate conduct	Syngenta Group Code of Conduct, page 9 FAQ: Corporate conduct

11.4 SDG content index

Through the Good Growth Plan, Syngenta supports the United Nations Sustainable Development Goals (SDGs). Collectively, the Plan's commitments contribute toward delivering the SDGs: all commitments contribute directly to Goal 2 (zero hunger) and Goal 17 (partnerships for sustainability), as well as individually toward several other goals.

SDG Goal	Sections in this report	URLs to other sources
Goal 1: No poverty End poverty in all its forms everywhere	7.1.7 Access to technology 7.4.5 Economic value shared 7.4.7 Community engagement	The Good Growth Plan: Accelerate innovation for farmers and nature FAQ: Smallholder farmers and their livelihood FAQ: Improving smallholders' access to technology Syngenta Foundation for Sustainable Agriculture
Goal 2: Zero hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture	2 Sustainability 7.1.1 Innovation in agriculture 7.1.2 Lowest residues in crops and the environment 7.1.7 Access to technology 0 Responsible agricultural land use 7.1.10 Nutritious food and feed	Our purpose and contribution The Good Growth Plan The Good Growth Plan: Accelerate innovation for farmers and nature Principles for Sustainable and Responsible Agriculture, page 2 Syngenta Foundation for Sustainable Agriculture
Goal 3: Good health and well-being Ensure healthy lives and promote well-being for all at all ages	7.1.6 Safe use of products 7.2.3 Other air emissions 7.2.6 Working with suppliers 7.3.3 Health and safety	The Good Growth Plan: Help people stay safe and healthy Principles for Sustainable and Responsible Agriculture, page 4 Sustainable operations

Goal 6: Clean water and sanitation Ensure availability and sustainable management of water and sanitation for all	7.1.9 Water conservation 7.2.4 Water and wastewater	The Good Growth Plan: Strive for carbon neutral agriculture Water conservation Sustainable operations Syngenta Foundation for Sustainable Agriculture
Goal 8: Decent work and economic growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	7.2.6 Working with suppliers 7.3.1 Employee development and engagement 7.3.2 Diversity and inclusion 7.3.3 Health and safety 7.3.4 Human rights	The Good Growth Plan: Help people stay safe and healthy Sustainable operations Human rights We embrace and encourage diversity Syngenta Foundation for Sustainable Agriculture
Goal 12: Responsible consumption and production Ensure sustainable consumption and production patterns	7.1.1 Innovation in agriculture 7.2.2 Energy 7.2.3 Other air emissions 7.2.5 Waste	The Good Growth Plan: Accelerate innovation for farmers and nature Principles for Sustainable and Responsible Agriculture. Page 5 Sustainable operations Reporting on sustainability
Goal 13: Climate action Take urgent action to combat climate change and its impacts	7.1.3 Carbon capture and mitigation in agriculture 7.1.4 Soil health 7.2.1 GHG emissions	The Good Growth Plan: Strive for carbon neutral agriculture Principles for Sustainable and Responsible Agriculture, page 3 Agriculture and climate change Sustainable operations Syngenta Foundation for Sustainable Agriculture
Goal 15: Life on land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	7.1.4 Soil health 7.1.5 Biodiversity 0 Responsible agricultural land use	The Good Growth Plan: Strive for carbon neutral agriculture Principles for Sustainable and Responsible Agriculture, page 3 and 5 Operation Pollinator

		Syngenta Foundation for Sustainable Agriculture
Goal 16: Peace, justice and strong institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	7.4.1 Corporate conduct 7.4.8 Responsible lobbying	The Good Growth Plan: Partnering for impact Syngenta Group Code of Conduct FAQ: Corporate conduct
Goal 17: Partnerships for the goals Strengthen the means of implementation and revitalize the global partnership for sustainable development	5 Engagement and collaboration	The Good Growth Plan: Partnering for impact Principles for Sustainable and Responsible Agriculture, page 6 Stakeholder engagement Syngenta Foundation for Sustainable Agriculture

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