ESG REPORT 2020

syngenta

About this report

This Environmental, Social and Governance Report (ESG Report) 2020 is for the following operations of Syngenta Group: **Syngenta Crop Protection, Syngenta Seeds and the Syngenta AG operations that now form part of Syngenta Group China –** referred as **Syngenta** or Syngenta AG group in this report. 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 new and larger Syngenta Group, but aligning our ESG disclosures and reporting processes across the new organization will take time. Meanwhile, we publish this ESG Report 2020 with the scope outlined above, complementing ESG-related information disclosed by the Syngenta Group and its business units.

This is the first time we publish an ESG Report in the current format replacing our previous Sustainable Business Report – past Syngenta reports can be found in the Presentations and publications section of our website. 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) 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 10 principles of the UNGC.

This year, we introduced new key performance indicators (KPIs) to measure our progress toward the goals set in our new Good Growth Plan launched in June 2020. 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 in this report has been externally assured and represents the period October 1 to September 30, if not otherwise specified.

The ESG Report 2020 was published on March 31, 2021.

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 2020

Creating a global agtech market leader
Launched in June, Syngenta Group brings together Syngenta AG group, ADAMA and the agricultural activities of Sinochem to create a leader in sustainable agricultural innovation and technology.

Launching the new Good Growth Plan
We make four bold commitments to reduce agriculture's carbon footprint and to help farmers mitigate and adapt to climate change. We believe these commitments – driving our innovation – will help farmers and society sustainably recover from the effects of COVID-19.

Investing USD 490 million in sustainable agriculture breakthroughs
Our investment included bringing three sustainable technology breakthroughs to market that offer Chinese rice growers a solution for zero residues, support Brazilian farmers in restoring degraded pastureland and make feed corn for US dairy and beef producers 5% more efficient.

Building a world-leading biologicals business
With the acquisition of Valagro in October, Syngenta Crop Protection is now positioned as a key global player in the biologicals market, set to nearly double in size over the next five years.

Launching the Sustainable Agriculture Academy
Together with Wageningen University, we created a training facility to upskill our people and to better integrate sustainability practices into commercial marketing, regulatory and other functions across the company.

Achieving A- scores in CDP Climate and Water ratings
Syngenta has been recognized by CDP for the depth and quality of its climate change and water security disclosures. These scores acknowledge our ambitious commitments to reduce agriculture's carbon footprint and to help farmers deal with the effects of climate change.

Conducting climate scenario analysis
As recommended by the TCFD, we conducted scenario analysis to better understand climate risks and opportunities – and financial impacts – that could affect our business in 2030.

Contributing to the WBCSD's Vision 2050 refresh
Syngenta was a key contributor to the new *Vision 2050.* Although many concepts at the core of the original 2010 report are still valid, the new *Vision 2050* reflects today's realities and restates the baseline for business action.

Chief Sustainability Officer's statement

While many of the challenges faced by farmers in 2020 were the direct result of the COVID-19 pandemic, the effects of climate change remain their foremost concern. The pandemic, which has exposed the vulnerability of our social and economic systems, has also underscored the importance of protecting global food security from the impacts of climate change. According to a survey commissioned by Syngenta last year, nearly three out of four farmers are concerned about the adverse effects climate change will have on crop yields, animal health and their ability to do business over the next five years.

A climate scenario analysis conducted by Syngenta in 2020 showed that by the year 2030, growers would be coping with increased risks from droughts and floods. Among other insights, the analysis showed that by offering farmers products that can help them adapt to climate change, Syngenta can tap into new market opportunities related to the transition to a low-carbon economy.

As the world begins to recover from the shock of the pandemic, Syngenta is placing the fight against climate change and biodiversity loss at the heart of its support to farmers. The new five-year Good Growth Plan we launched in June 2020 includes four bold commitments to accelerate innovation and strive for carbon neutral agriculture while helping people stay safe and healthy. At the same time, we have committed to reduce the carbon intensity of our operations by at least 50% by 2030.

One of the cornerstones of our Good Growth Plan is our commitment to build strong partnerships and maintain open dialogues with our stakeholders. In our experience, frank conversations about the tradeoffs and adjustments associated with sustainability and new agricultural technologies have always led to clear, shared recommendations, commitments and actions. For example, the dialogues we held in 2020 with partners across the food value chain to discuss our ENOGEN® feed solutions fostered a common understanding of the need to take a systemic approach to sustainability in the beef and dairy value chain.

Among the high-impact partnerships we are forging, our recently expanding collaboration with the Solidaridad Network serves as an excellent example of our approach. Together, we are seeking to enable farmers in lower-income countries to achieve food security at scale. We have also entered a new, multi-year "Innovation for Nature" collaboration with The Nature Conservancy to promote soil health, resource efficiency and habitat protection in key agricultural regions.

These partnerships and dialogues are being complemented by significant investments in innovation to fight climate change and create a food system that works in harmony with nature. Syngenta's recent acquisition of Valagro, a leading company in the field of biological products for agriculture, advanced our strategy to provide farmers with more product and technology choices and underscored our determination to make agriculture more resilient and sustainable.

None of these accomplishments would have been possible without the hard work and dedication of our people during this incredibly challenging year. At the onset of the COVID-19 outbreak, Syngenta immediately took measures to keep our employees and their families safe and healthy, setting up helplines to update them on the situation and provide tips on how to maintain work-life balance. In addition to the tireless efforts of our people to support farmers, we also joined in to provide vulnerable communities around the world with much needed financial and in-kind donations, pandemic-related health and safety training, and more.

Syngenta has been a signatory of the United Nations Global Compact since 2009, and we support its 10 principles relating to human rights, labor, 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 United Nations Sustainable Development Goals. These principles are also reflected in our Syngenta Group Code of Conduct, policies, codes of practice and standards.

Our goal is to continuously improve on our sustainability performance. To this end, we have introduced new performance indicators to measure our progress toward fulfilling the commitments we made in our new Good Growth Plan. Our company has a long tradition of sharing data publicly and disclosing environmental, social and governance (ESG) information. In 2020, our efforts and progress were once again recognized, as Syngenta was awarded A- scores by CDP in its climate change and water security categories.

With this ESG Report – presented for the first time in this format – we aim to expand our non-financial disclosures and reporting to better serve our stakeholders and fulfil our commitment to transparency. We believe this is essential to building and maintaining the trust our stakeholders place in Syngenta.

Looking ahead, I am confident that we have the capacity to achieve our goal of being the most collaborative and trusted team in agriculture, providing leading seeds and crop protection innovations to enhance the prosperity of farmers, wherever they are. Thank you for taking an interest in the vital work we are doing at Syngenta.

Petra Laux
Acting 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 was formed to help 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 proud past and 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. 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 ESG Report are the following two business units, which together comprise just over 29,000 employees and USD 14.3 billion in sales in 2020. (See Employment figures in Non-financial performance summary)

Syngenta Crop Protection

The largest business unit in Syngenta Group, with sales of USD 11.1 billion in 2020, 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

With sales of USD 3.2 billion in 2020, Syngenta Seeds offers a broad portfolio of crops, with particular strengths in corn, soybean, sunflower, cereals and vegetables. Its flowers business, one of the key global players, is a leader in bedding and pot plants. Syngenta's Seeds business offers one of the agriculture industry's broadest germplasm pools and a strong pipeline of next-generation traits, built by a collaborative, on-farm approach to product development, customer focus, and an innovative global research and development program.

More information about Syngenta AG group's 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 2020.

1.3 Syngenta Foundation for Sustainable Agriculture

The Syngenta Foundation for Sustainable Agriculture (SFSA) provides innovations that help small-scale farmers in 15 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, the SFSA also engages in R&D work that improves smallholders' yields, and it promotes policies that encourage better opportunities for farmers and rural youth.

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.

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.

The first Good Growth Plan (2016-2019)

The first Good Growth Plan, launched by Syngenta in 2013, focused on commitments to improve resource efficiency, rejuvenate ecosystems and revitalize rural communities by 2020. Since its introduction, The Good Growth Plan's principles and priorities have become deeply embedded in the way we do business. We reached or exceeded most of the targets we set for the first Good Growth Plan – one year earlier than planned.

When we started our Good Growth Plan journey, we did not anticipate how much the world would change within this timeframe: political and societal trends, technologies in agriculture, and even our own business look very different seven years on. Farmers everywhere have also had to deal with unparalleled upheaval due to the COVID-19 pandemic.

The new Good Growth Plan (2020-2025)

Building on the progress we made and the lessons we learned from the first plan, Syngenta Group launched a new Good Growth Plan in June 2020. This new 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 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 on 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.

Accelerate innovation for farmers and nature	Strive for carbon neutral agriculture	Help people stay safe and healthy	Partnering for impact
Continue investing in sustainable agriculture breakthroughs	Measure and enable carbon capture and mitigation in agriculture	Goal Zero incidents in our operations	Build cohesive partnerships and publish their sustainability objectives
Deliver two new sustainable technology breakthroughs per year	Enhance biodiversity and soil health on 3 million hectares of rural farmland every year	Train 8 million farm workers on safe use every year	Launch innovation dialogues for inclusive consultation on sustainability
Strive for the lowest residues in crops and the environment	Reduce the carbon intensity of our (Syngenta Crop Protection and Syngenta Seeds) operations by 50 percent by 2030	Strive for fair labor across our entire supply chain	Board-level governance of sustainability
SDG 1, 2 and 12	SDG 6, 13 and 15	SDG 3 and 8	SDG 16 and 17

Reporting on progress for 2020

In 2020, for the first time, we report on progress toward achieving the targets set in our new Good Growth Plan. In the first year of reporting, our focus has been on laying the foundation for a rigorous process. We have identified new performance indicators, designed reporting processes, and gathered data for each commitment.

The Good Growth Plan			
Reporting period October 1 - September 30	**2020**	2019	2018
Accelerating innovation for farmers and nature			
Investment in sustainable agriculture breakthroughs ($m)[1]	**490**	-	-
Sustainable technology breakthroughs[1]	**3**	-	-
Crop produced with programs for lowest residues in crops (000s tonnes)[1]	**1,035**	-	-
Strive for carbon neutral agriculture			
Carbon benefit potential on farmland (000s tonnes CO_2e)[1,2]	**1,955**	-	-
Hectares of farmland benefited by soil conservation and biodiversity enhancement measures (m)	**3.9**	5.1	4.2
Change in CO_2e emissions intensity since 2016 baseline (based on value added)[3]	**26%**	-	-
Help people stay safe and health			
Recordable injury and illness rate (IIR) per 200,000 hours[4]	**0.23**	0.34	0.32
People trained on safe use (m)	**8.0**	8.6	8.3
Suppliers included in sustainability and fair labor programs	**99.4%**	99.0%	98.8%

[1] New 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
[3] New KPI introduced in 2020 to measure progress toward targets set in our new Good Growth Plan and our Science Based Target initiative (SBTi)-approved carbon reduction target. We report percentage change since 2016 baseline based on value added in alignment with our SBTi commitment. A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction
[4] According to US OSHA definition for injuries and illness

We provide further information on our Good Growth Plan actions and on these KPIs in the Disclosures and Partnering for impact sections of this report.

Related information in this report:	**Further information:**
• Innovation in agriculture • Lowest residues in crops and the environment • Carbon capture and mitigation in agriculture • Soil health • Biodiversity • GHG emissions • Health and safety • Safe use of products • Working with suppliers	• The Good Growth Plan • Press release: 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, and 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 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 on issues such as labor practices, business ethics and Health, Safety and Environment (HSE). 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 Board oversees policies and standards and the implementation of our compliance framework, decides on material non-compliance cases and monitors compliance risk areas. A compliance dashboard, issued twice a year, provides leaders with an overview of the state of compliance throughout Syngenta.

The Head of Group Compliance 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 deliberately abusive accusations. (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

The **Board of Directors** is the highest level of management in the company and exercises general supervision over the objectives and the conduct of business. The Board also takes an active role in reviewing and enhancing corporate governance within Syngenta.

The Board is composed of nine representatives from six nationalities, including two women, drawn from broad international business and scientific backgrounds. Its members bring diversity in expertise and perspective to the leadership of our complex, highly regulated, global business. Apart from the Chief Executive Officer (CEO), all Board members are non-executive directors.

Board of Directors as of December 31, 2020
• Frank Ning, Chairman of the Board • Carl M. Casale • Hongbo Chen • Louise O. Fresco • Paul Fribourg • J. Erik Fyrwald, CEO • Sophie Kornowski • Pedro Pullen Parente • Jürg Witmer

The Board delegates some of its powers and duties to the Board committees. These are the Compensation Committee, Audit Committee, and Committee of Independent Directors.

The **Group Leadership Team** is responsible for the leadership and operational management of the Syngenta Group.

Group Leadership Team as of December 31, 2020
• J. Erik Fyrwald, Chief Executive Officer • Ignacio Dominguez, President and CEO ADAMA • Steve Landsman, General Counsel • Chen Lichtenstein, Chief Financial Officer • Jon Parr, President of Global Crop Protection • Hengde Qin, President of Syngenta Group China • Laure Roberts, Chief HR Officer • Jeff Rowe, President of Global Seeds

Sustainability governance

The Board of Directors provides strategic direction regarding all sustainability matters and exercises oversight over the Group Leadership Team in this respect.

The Group Leadership Team 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, leads the Business Sustainability function. This function coordinates and channels sustainability initiatives, performance management and policy engagements, and monitors the sustainability performance. The CSO provides regular sustainability updates to the Group Leadership Team and the Board of Directors.

Related information in this report:	**Further information:**
• Ethics and integrity	• Corporate governance • Group Leadership Team

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 actors 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 organizations
- **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 Good Growth Plan, first launched in 2013, was based on a global research study involving over 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
• 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 • 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. • Scienceindustries • Sustainable Food Lab • SwissHoldings • Swiss Malaria Group • The Consumer Goods Forum • The Sustainability Consortium • Together for Sustainability • World Business Council for Sustainable Development • World Economic Forum	• Fair Labor Association • Global Business Initiative on Human Rights • Solidaridad • The Nature Conservancy

Syngenta also engages with local organizations and with national industry associations in most markets where we have a legal subsidiary.

Collective bargaining

As stated in our Syngenta Group Code of Conduct and our 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 his or her 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 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.

Among the many collaborations we have embarked on recently, we entered a new, multi-year Innovation for Nature partnership with The Nature Conservancy (TNC) and expanded our cooperation with the Solidaridad Network. This year, we also launched a 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. Our first innovation dialogue focused on a systems approach to sustainability in the beef and dairy value chains through the lens of Feed Efficiency supported by our new ENOGEN® feed solutions.

Related information in this report:	**Further information:**
• Employee development and engagement • Political involvement • Community engagement • Materiality analysis	• Stakeholder engagement • Materiality assessment • FAQ: Engagement activities • Collaborating for sustainable agriculture • Press release: Partnership with The Nature Conservancy (April 19, 2019) • Press release: Partnership with the Solidaridad Network (June 30, 2020) • Innovation dialogue: Forging a shared vision for sustainable beef and dairy (to be published in April 2021)

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 a report outlining our non-financial performance on our website. This year, for the first time, we publish it in the current format, which we call ESG Report – past reports can be found in the Presentations and publications 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 Access to Seeds, 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. They are designed to provide assurance to our Board of Directors and management regarding the reliability of non-financial reporting and the fair presentation of the information published in the Non-financial performance summary. Yet, 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 and management, Syngenta seeks external assurance for the non-financial information published in our ESG Report (previously in our Sustainable Business Report) every year. External assurance provides external and internal stakeholder confidence in the reliability, accuracy and relevance of the data disclosed.

This year, PricewaterhouseCoopers AG (PwC), Switzerland, an independent registered public accounting firm, issued an opinion on Syngenta's Non-financial performance summary provided on page 76. PwC's independent assurance report is included on page 81.

6.2 Materiality analysis

Our materiality analysis helps us identify where we can provide the most value and drive our strategy, and where we should focus our efforts, allocate resources, and direct our external communication and reporting. Material topics for Syngenta are presented below and were identified using three criteria:

- **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 determined using The Global Risks Report 2021, The Earth Security Report 2017 and the Food in the Anthropocene report of the EAT Lancet Commission[1]

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

[1] 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

- **Material topics**: Six topics have been classified as "high" in all three categories (column on the far right). Syngenta has set goals for these topics in our Good Growth Plan, and we actively measure and evaluate our performance. These are also our material topics according to GRI requirements:
    - Biodiversity
    - Climate change mitigation and adaptation
    - Health, safety and fair labor
    - Innovation in agriculture
    - Product responsibility
    - Soil health
- **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.

We report on these topics in the Disclosures section of this report. For each disclosure, we have identified the disclosure's alignment to the materiality matrix under the heading "Materiality matrix classification".

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

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 use Open Data Institute (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.

More recently, we also shared all Good Growth Plan micro-level farm data with the Food and Agriculture Organization to support the monitoring of development trends such as the SDGs. The data is available in the Food and Agriculture Microdata Catalogue (FAM).

With our new Good Growth Plan, we are continuing with this practice and publishing open data on the following topics: soil health, biodiversity, carbon benefit potential on farmland, safe use of products and land productivity. Detailed data and definitions can be found at: www.data.syngenta.com

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 • CDP: Syngenta responses (external) • Access to Seeds Index: Syngenta scorecard (external)

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 have made in 2020. We also explain how disclosures align with our materiality matrix, frameworks and Good Growth Plan, and we indicate whether the performance indicators have undergone external assurance.

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

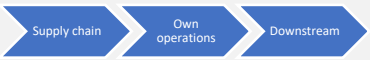
- **Sustainable agriculture**: Help shape the future sustainability of agriculture and deliver solutions that make farmers more resilient to climate change and help rural communities prosper
- **People**: Attract and retain talent while creating an environment that stimulates innovation and personal performance and development
- **Sustainable operations**: Manage our environmental footprint and maintain the highest standards in our operations
- **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 Syngenta AG operations that now form part of Syngenta Group China**. The non-financial reporting period is October 1 to September 30.

PricewaterhouseCoopers AG (PwC), Switzerland, an independent registered public accounting firm, has issued an opinion on Syngenta's Non-financial performance summary provided on page 76. The Non-financial performance summary brings together the performance data presented in the following pages. PwC's independent assurance report is included on page 81.

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) ➔ 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 where it matters most to farmers and nature. We use 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., use fewer pesticides or less water, avoid clearing land for farming, reduce the 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 R&D capabilities and TNC's environmental science and conservation expertise to scale up sustainable agricultural practices. Through our partnership with the Solidaridad Network, we also aim to implement sustainable solutions at scale in a number of developing countries. 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 In 2020, we introduced the following KPIs: • **Investment in sustainable agriculture breakthroughs**: Amount of investment which directs resources toward products, services, programs, partnerships, and capital expenditures that offer a clearly differentiated sustainability benefit or are breakthrough technologies enabling a step change in sustainability. • **Sustainable technology breakthroughs**: Number of breakthroughs or clear differentiation brought to market. • **Land productivity increase**: Annual land productivity increase on reference farms, which are defined as those with a larger than average share of wallet on Syngenta products. 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 sustainability investment & breakthroughs ➔ Land productivity The Good Growth Plan Open Data (land productivity)

Reporting period October 1 – September 30	**2020**	2019	2018
Sustainable innovation			
Investment in sustainable agriculture breakthroughs ($m)[1] **GGP**	**490**	-	-
Sustainable technology breakthroughs[1] **GGP**	**3**	-	-
Land productivity increase[2]	**1.4%**	-	-

[1] New KPI introduced in 2020 to measure progress toward the targets set in our new Good Growth Plan launched in June 2020
[2] New KPI introduced in 2020 to measure our continuous work to make crops more efficient

Performance in 2020
In 2020, we invested USD 490 million in sustainable agriculture breakthroughs, which was mainly driven by the strategic acquisition of Valagro, a leading biologicals company, and R&D investments in crop protection.

We also report three sustainable technology breakthroughs brought to market this year. First, in our Tianjin rice residue project in China, we offer farmers a complete solution to follow the best crop protection practices with zero residues found at harvest. Second, through our Reverte project in Brazil, we are working with farmers to help them restore degraded pastureland. And third, through our ENOGEN® Feed efficiency project in the US, we developed an innovative feed corn for dairy and beef producers that is roughly 5% more efficient than regular rolled corn.

In 2020, the land productivity increase was 1.4%, which is comparable with that achieved in previous years. This year, we have increased our farm data points to 67,000 in collaboration with our data partner Kynetec. We also added farm data from our digital solutions in Eastern Europe, on top of The Good Growth Plan farm network in Africa Middle East and our digital solution in the US.

Related information in this report:
- Carbon capture and mitigation in agriculture
- Lowest residues in crops and the environment
- Soil health
- Biodiversity
- Access to technology

Further information:
- Innovating sustainable agriculture solutions
- Good Growth Plan: Accelerate innovation for farmers and nature
- Accelerating innovation infographic
- Collaborating for sustainable agriculture

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)
- ➔ 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 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.

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.

GGP targets: ✓

➔ Strive for the lowest residues in crops and the environment

Policies:

➔ Principles for Sustainable and Responsible Agriculture

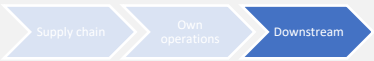
Key performance indicators

In 2020, we introduced a new KPI to measure 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:

➔ Global reporting on lowest residues in crops

Reporting period October 1 – September 30	**2020**	2019	2018
Sustainable innovation			
Crop produced with programs for lowest residues in crops (000s tonnes)[1] **GGP**	**1,035**	-	-

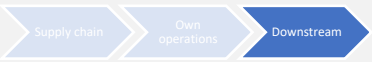
[1] New KPI introduced in 2020 to measure progress toward the targets set in our new Good Growth Plan launched in June 2020

Performance in 2020

In 2020, we accounted for 1,035,000 tonnes of crop produced in 70 programs for lowest residues in crops. This equals the recommended daily intake of fruits and vegetables by 2.6 million people. These lowest residue initiatives took place in 15 countries and included 19 different crops, such as grapes, tomatoes, apples, stone fruits, and berries.

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

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) ➔ 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 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 and increase tolerance to drought and heat. At the farm, we encourage farmers to implement climate-smart practices such as minimum tillage, crop rotation and effective nutrient management. In combination 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 2020 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 71.	GGP targets: ✓ ➔ Measure and enable carbon capture and mitigation in agriculture Policies: ➔ Principles for Sustainable and Responsible Agriculture ➔ Syngenta Public Policy Position on Climate Change
Key performance indicators In 2020, we introduced new KPIs to measure progress toward the targets set in our new Good Growth Plan launched in June 2020. Starting this year, we report on the estimated carbon benefit on farmland adopting our soil conservation and biodiversity enhancement projects (See Soil health and Biodiversity).	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report

The carbon mitigation potential characterizes 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 soil. The potential is calculated based on the number of hectares in which the specific soil- and biodiversity-related practices were applied, multiplied by the corresponding practice and climatic zone factors outlined in the IPCC fourth assessment report, Table 8.4. KPIs measuring progress toward our Good Growth Plan targets are labeled as **GGP**.	Reporting procedure: ➔ Global reporting on carbon benefit on farmland The Good Growth Plan Open Data

Reporting period October 1 – September 30	2020	2019	2018
Sustainable agriculture practices			
Carbon benefit potential on farmland (000s tonnes CO_2e)[1,2] **GGP**	1,955	-	-

[1] New 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 2020
In 2020, the carbon benefit potential on farmland was 1,955k tonnes CO_2e. About 60% of the carbon benefit potential comes from agronomic practices such as crop rotation and soil cover. These practices increase yields and generate higher inputs of carbon residue leading to increased soil carbon storage.

Most of the reported carbon benefit potential originated from three projects in Latin America: the ILPF network (Integração Lavoura Pecuária Floresta) project in Brazil, which aims to accelerate the adoption of integrated crop-livestock-forest systems, the MasAgro program in Mexico, which focuses on increasing corn productivity, and the Healthy Agriculture Systems project in the Dry Chaco (Gran Chaco) natural region in Argentina, which seeks to help farming communities embrace the dual objective of conservancy and production.

Related information in this report:	**Further information:**
• GHG emissions • Soil health • Biodiversity • Innovation in agriculture • Implementing TCFD's recommendations	• CDP Climate Change submission 2020 • Good Growth Plan: Strive for carbon neutral agriculture • Agriculture and climate change

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) ➔ 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 are aiming 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
- ➔ Syngenta Public Policy Position on Soil Conservation
- ➔ Syngenta Public Policy Position on Diverse Agricultural Systems

Key performance indicators

We report on the hectares of land positively impacted from 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 in collaboration with external stakeholders such as academia or NGOs.

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 soil health

The Good Growth Plan Open Data

Reporting period October 1 – September 30	**2020**	2019	2018
Sustainable agriculture practices			
Hectares of farmland benefited by soil conservation measures (m) **GGP**	**2.2**	3.3	3.4

Performance in 2020

In 2020, 36 soil health projects in 18 countries benefited a total of 2.2 million hectares of farmland – a 34% decrease compared to 2019. As in previous years, Latin America accounted for about 80% of the total hectares benefited by soil conservation measures. Our continued collaboration with the ILPF network (Integração Lavoura Pecuária Floresta), which aims to accelerate the adoption of integrated crop-livestock-forest systems in Brazil, contributed almost 1 million hectares.

We also continue our efforts across other regions. For example, in our Europe, Africa and Middle East (EAME) region, benefited hectares increased 27% mainly driven by a soil health training program in Russia.

Although not reflected in this year's reporting, other soil projects such as Run Tian in China and Reverte in Brazil are starting implementation.	
Related information in this report: • Innovation in agriculture • Carbon capture and mitigation in agriculture • Safe use of products	**Further information:** • Good Growth Plan: Strive for carbon neutral agriculture

7.1.5 Biodiversity

Topic description 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.	Materiality matrix classification: ➔ Material (Biodiversity) Frameworks: ➔ GRI: ✓ (304-3) ➔ UNGC: 8 ➔ SDG: 15
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 ➔ Syngenta Public Policy Position on Enhancing Agricultural Biodiversity ➔ Syngenta Public Policy Position on Diverse Agricultural Systems

Key performance indicators	Reporting boundaries:
We report on the hectares of land 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 conversation. Biodiversity enhancement projects are generally part of the local strategic agenda and implemented following assessments done in collaboration 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**.	 External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Global reporting on biodiversity The Good Growth Plan Open Data

Reporting period October 1 – September 30	**2020**	2019	2018
Sustainable agriculture practices			
Hectares of farmland benefited by biodiversity enhancement measures (m) **GGP**	**1.7**	1.8	0.8

Performance in 2020
In 2020, 57 projects in 25 countries benefited 1.7 million hectares of farmland – a 7% decrease compared to 2019. As its Sustainable Solutions projects continues to grow, North America accounted for 83% of the total biodiversity hectares. Other regions, however, have seen decreases driven by a refocus of efforts toward soil health or due to COVID-19 restrictions.

Related information in this report:	**Further information:**
• Innovation in agriculture • Carbon capture and mitigation in agriculture • Safe use of products	• 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) • Operation Pollinator

7.1.6 Safe use of products

Topic description	Materiality matrix classification:
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.	➔ Material (Product responsibility) Frameworks: ➔ GRI: ✓ (416-1 & own disclosure) ➔ 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. Our focus on safety starts at the beginning of our product lifecycle. We undertake comprehensive assessments of both human and environmental risks throughout the 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 a 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 provide farmers with technology, 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 FAO'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 to handle products safely. 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 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.	GGP targets: ✓ ➔ Train 8 million farm workers on safe use every year Policies: ➔ Syngenta Group Code of Conduct, principle 19 ➔ Principles for Sustainable and Responsible Agriculture
Key performance indicators 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	Reporting boundaries:

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 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 is established. To demonstrate the programs' relative significance 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**.	External assurance: ✓ ➔ Independent assurance report 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	**2020**	2019	2018
Safe use of products			
People trained on safe use (m) **GGP**	**8.0**	8.6	8.3
of which: Smallholders (m)	**4.7**	6.2	6.1
Countries with established Syngenta product toxicovigilance programs	**100**	100	100
Crop Protection sales represented	**93%**	93%	93%

Performance in 2020
In 2020, we trained 8 million people on the responsible handling and use of crop protection products, including 4.7 million smallholder farmers, representing a decrease of 7% and 24% respectively compared to 2019. Asia Pacific and China accounted for 93% of people and 90% of smallholders trained. All regions except China contributed to this decrease, mostly triggered by COVID-19 restrictions. This decrease was greatly offset by innovative training approaches such as online training conducted in China, which reached more than 2 million people.

The number of countries with established Syngenta toxicovigilance programs remained constant.

Related information in this report:	**Further information:**
• Soil health • Biodiversity • Lowest residues in crops and the environment	• 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 on 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: - ➔ 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 ag-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. Every year, we train about 8 million people 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 also plays an essential role in working with smallholder farmers in developing countries to help increase their productivity, income and resilience. The foundation's Seeds2B program helps farmers access quality, affordable seeds of improved varieties through plant breeding and technology transfer. Syngenta was ranked second in the 2016 and 2019 editions of the Global Access to Seeds Index for our efforts to enhance the productivity of smallholder farmers.	GGP targets: × Policies: ➔ Principles for Sustainable and Responsible Agriculture

Performance in 2020

In 2020, we expanded our collaboration with the Solidaridad Network, an NGO that brings together supply chain players to make production models more sustainable. Together, we are working to develop and implement sustainable technologies and business models for smallholders. Our partnership will help project participants access markets, financial solutions, and high-quality inputs, including seeds, crop protection solutions and advanced digital tools. Smallholders will additionally benefit from training programs on the safe and responsible use of the inputs.

For the past four years, Syngenta has been working together with the Solidaridad Network to advance sustainability initiatives in Asia, Latin America and Africa. Other ongoing collaborations include the development of digital integrated pest management (IPM) training tools for coffee smallholders in Colombia and providing Brazilian sugarcane and coffee farmers with systems that promote record keeping and sustainable farming approaches.

This year, we also started testing our new Closed Loop Knapsack Sprayer (CLKS) on the ground through a pilot in Indonesia. An automated dosing system that easily retrofits onto motorized or manual knapsack (or backpack) sprayers, CLKS is a safe crop protection application tool for users because it eliminates direct contact with the product concentrate. The closed-loop design means there is no need to pour and mix the spray solution in a bucket or other vessel prior to application. It also eases the rinsing of the cartridge for

minimal residue left and ensures the right dose is consistently applied improving efficiency. Following the Indonesia pilot, we aim to introduce CLKS in other countries. Syngenta looks forward to collaborating and sharing the CLKS technology with other industry stakeholders who share our commitment to improved stewardship and sustainability.

Related information in this report:	**Further information:**
• Innovation in agriculture • Safe use of products • Syngenta Foundation for Sustainable Agriculture	• Empowering smallholders through access to seeds • FAQ: Improving smallholders' access to technology • Syngenta Foundation for Sustainable Agriculture • Access to Seeds Index: Syngenta scorecard (external)

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 species composition, 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, the loss of biodiversity and the erosion of soils. 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: - ➔ 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 creates significant social and environmental value. That 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 co-lead the World Business Council for Sustainable Development's Nature Action agenda to drive collective business action toward net zero nature loss.	GGP targets: × Policies: ➔ Principles for Sustainable and Responsible Agriculture ➔ Syngenta Public Policy Position on Diverse Agricultural Systems

Performance in 2020 In 2020, we begun a large-scale regenerative project, known as Reverte, on degraded pastureland in Brazil. 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. 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 is the culmination of over a decade of work with TNC, beginning with the mapping of rural properties and training of local farmers to restore degraded areas and connect fragmented habitats.	
Related information in this report: • Innovation in agriculture • Soil health • Biodiversity	**Further information:** • Syngenta – Projecto Reverte (external, in Portuguese)

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: - ➔ 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 runoff and build crop resilience to changing weather patterns. 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 use digital tools to communicate with farmers. For our seed supplier network, requirements on the use of good agricultural practices are part of our regular engagement with them. We are working to provide water management training to growers using	GGP targets: × Policies: ➔ Principles for Sustainable and Responsible Agriculture

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 2020, in which Syngenta was scored A-.	

Performance in 2020

In 2020, Syngenta acquired Valagro enabling us to build a world-leading biologicals business. With 40 years of experience, Valagro offers its customers a comprehensive crop portfolio in biologicals with a market-leading position in biostimulants and specialty nutrients. Valagro's biostimulant portfolio offers farmers products with active ingredients of purely natural origin, which stimulate the main physiological processes of the plant while promoting their growth and productivity. In particular, Valagro's innovative biostimulant TALETE increases crop water productivity in conditions of adequate water availability and permanent or temporary water scarcity.

Valagro's portfolio extends our existing offer of products that help plants sustain abiotic stress. For instance, our EPIVIO™ brand family addresses abiotic stress through seed treatment. EPIVIO™ products stimulate seedling development by providing micronutrients and biostimulant compounds to the plant and by activating soil microflora. The resulting natural symbiotic cycle leads to stress-tolerant plants.

We also continue to provide farmers with our AGRISURE ARTESIAN® technology, which helps them manage water more efficiently. AGRISURE ARTESIAN® corn hybrids are built with selected genes that enable the plant to convert water to grain more effectively. In our recent climate scenario analysis, we identified that farmers will likely face an increased risk of drought, intensifying the demand for our drought-resistant portfolio. (See Implementing TCFD's recommendations)

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 2020 • Water conservation • Press release: Syngenta Group acquires leading Biologicals company, Valagro (October 6, 2020) • Valagro (external)

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: - ➔ 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	GGP targets: × Policies:

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 high-quality seeds to improve the quality and yields of crops. We offer a broad portfolio of crops with a leading portfolio 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 is also 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. Golden Rice is a biofortified rice intended to complement strategies in the fight against vitamin A deficiency. Biofortification is a cost-effective way to increase the nutritional quality of food crops and improve human nutrition and health. In April 2015, the Golden Rice project received the USPTO Patents for Humanity Award.	➔ Principles for Sustainable and Responsible Agriculture

Performance in 2020

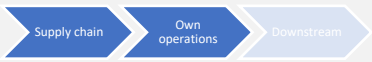
In 2020, we continued to support the development of healthy, nutritious foods and feeds. Our YOOM™ tomato received the gold Innovation Award at Fruit Logistica 2020 thanks to its higher vitamin, mineral and antioxidant content, along with its remarkable flavor. YOOM™ tomato is specifically designed to perform well in the greenhouse environment and yield high-quality healthy fruits all year round. Syngenta provides more than 350 different varieties to growers all over the world and is continually innovating and testing more than 80 varieties with customers every year.

We have also developed a solution for dairy and beef producers that delivers tangible sustainability benefits and helps them meet rising demand for animal protein. Our innovative ENOGEN® Feed Corn delivers feed efficiency gains of some 5% over regular rolled corn by offering improved starch and organic matter digestibility. ENOGEN® Feed Corn improves profitability and has the potential to help animal production systems become more sustainable. Greater feed efficiency means that farmers need less feed to achieve the same outcomes, while using less water, land, labor and energy for the production of feed, as well as generating fewer emissions. Studies are currently underway to determine the suitability of this solution for poultry and pork producers.

Related information in this report:	**Further information:**
• Innovation in agriculture	• Vegetable Seeds

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) ➔ 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 from a 2016 base year. Validated by the Science Based Targets initiative (SBTi), we have committed to reducing the carbon intensity of our own operations and supply chain by 68% based on value added by 2030 since 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 will focus on improving the efficiency of our manufacturing processes, design and implement site-based energy-saving programs, increase the share of renewable sources of energy, and partner 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 will 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 2020 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 71.	GGP targets: ✓ ➔ Reduce the carbon intensity of our operations by 50% by 2030 Policies: ➔ HSE Policy and Standards ➔ Syngenta Public Policy Position on Climate Change ➔ HSE CoP 05 ENS Environmental Sustainability
Key performance indicators In 2020, to measure progress toward our SBTi and Good Growth Plan commitments, we introduced a new performance indicator to report carbon intensity based on value added (defined as gross profit) as well as new performance indicators for scope 3 (i.e., indirect emissions that occur in the value chain). Performance indicators for scope 1 (i.e., direct emissions from owned or controlled sources) and scope 2 (i.e., indirect emissions from the generation of purchased energy) remained the same. 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 boundaries:  External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Reporting on carbon, water and waste footprint in operations

reporting processes. The performance of our supply chain is estimated using a hybrid approach of spend-based and average data methods.

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	**2020**	2019	2018
Greenhouse gas emissions[1]			
Intensity-based CO_2e emissions from scope 1+2+3 sources:			
Emissions intensity (g/$sales)[2]	**683**	-	-
Emissions intensity (g/$value added)[2]	**1,580**	-	-
Change since 2016 baseline (based on value added)[3] **GGP/SBTi**	**26%**	-	-
Intensity-based CO_2e emissions from scope 1+2 sources:			
Emissions intensity (g/$sales)	**56**	71	68
Emissions intensity (g/$value added)	**129**	156	146
Change since 2016 baseline (based on value added)[3] **SBTi**	**-10%**	10%	2%
Absolute CO_2e emissions from scope 1+2+3 sources:			
Emissions (000s tonnes)[2]	**9,756**	-	-
Change since 2016 baseline[3]	**24%**	-	-
Absolute CO_2e emissions from scope 1+2 sources:			
Emissions (000s tonnes)	**797**	970	919
Change since 2016 baseline[3]	**-11%**	8%	2%
Scope 1 CO_2e emissions:			
Own operations (000s tonnes)	**425**	548	521
Company vehicles (000s tonnes)	**52**	67	68
Scope 2 CO_2e emissions:			
Purchased energy (000s tonnes)	**320**	355	330
Scope 3 CO_2e emissions:[2]			
Purchased goods and services (000s tonnes)	**7,305**	-	-
Capital goods (000s tonnes)	**191**	-	-
Fuel and energy related activities (000s tonnes)	**268**	-	-
Upstream transportation and distribution (000s tonnes)	**590**	578	588
Waste generated in operations (000s tonnes)	**162**	-	-
Business travel (000s tonnes)	**25**	37	27
Employee commuting (000s tonnes)	**11**	-	-
Upstream leased assets (000s tonnes)	**127**	-	-
Downstream transportation and distribution (000s tonnes)	**51**	50	51
Processing of sold products (000s tonnes)	**66**	-	-
Use of sold products (000s tonnes)[4]	**n/a**	-	-
End-of-life treatment of sold products (000s tonnes)	**0.2**	-	-
Downstream leased assets (000s tonnes)	**0.6**	-	-
Franchises (000s tonnes)[5]	**n/a**	-	-
Investments (000s tonnes)	**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 percentage change since 2016 baseline based on value added in alignment with our SBTi commitment. Total CO_2e emissions from scope 1+2+3 sources for 2016 baseline were 7,891,000 tonnes

[2] 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

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

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

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

Performance in 2020
Compared to our 2016 baseline, intensity-based CO_2e emissions from scope 1+2+3 sources increased 26% based on value added. Absolute scope 1+2+3 emissions increased 24% to 9,756,000 tonnes from 7,891,000 tonnes in 2016. The increase was driven by an increase in scope 3 emissions (+28%, +1,966,000 tonnes), which was partially compensated by a decrease in scope 1+2 emissions (-11%, -100,000 tonnes).

Only CO_2e emissions from scope 1+2 sources can be **compared to year 2019**. Intensity-based CO_2e emissions from scope 1+2 emissions decreased by 22% based on sales compared to 2019. Absolute scope 1+2 emissions decreased 18% in the same period.

The decrease in **scope 1+2 emissions** in 2020 (compared to 2019 and to 2016 baseline) was due to a decline in production at the Nantong (China) and Kaisten (Switzerland) sites, an extended outage at our St. Gabriel (US) plant and the closure of our Greens Bayou Biosciences (US) facility. Additionally, this year, a new emission factor was used to calculate CO_2e emissions from R113a releases in our operations. Previously, no published factor for R113a was available and the R113 factor was used as a surrogate. The newly published R113a factor is approximately 50% lower than R113. This, combined with better operational controls at the Huddersfield (UK) site, resulted in a significant decrease in emissions at the site. The COVID-19 pandemic also caused reductions in operations overall.

The increase in **scope 3 emissions** in 2020 (compared to 2016 baseline only) was mainly driven by an increase in emissions from purchased goods and services (+36%, +1,945,000 tonnes compared to 2016). This was mainly driven by the purchase of high-volume materials with below-portfolio average gross margin. Increased emissions from transportation and distribution, from waste generated in supply chain operations and from investments as well as improvements in the calculation methodology, also contributed to the increase. Although immaterial, we observed a decrease in business trip-related emissions this year due to a sharp decline in business travel from March onward due to COVID-19.

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 2020 • 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 have committed to reduce the carbon intensity of our operations by at least 50% by 2030. Energy management plays an important role in achieving this goal.	Materiality matrix classification: ➔ Monitored (Resource efficiency) Frameworks: ➔ GRI: - ➔ 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.	GGP targets: × Policies: ➔ HSE Policy and Standards ➔ HSE CoP 08 REP Reporting

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 2020 in which Syngenta was scored A-.	➔ HSE CoP 05 ENS Environmental Sustainability
Key performance indicators We report annually on energy consumption. We collect information from our sites through internal reporting processes, as defined in our internal SERAM user guide.	Reporting boundaries: Supply chain → Own operations → Downstream External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Environmental Reporting and Management (SERAM) User Guide

Reporting period October 1 – September 30	**2020**	2019	2018
Energy			
Energy intensity (MJ/$sales)	**0.56**	0.65	0.66
Energy (TJ)	**7,979**	8,833	8,966
Gas (TJ)	**3,423**	3,796	3,926
Electricity (TJ)	**2,107**	2,265	2,297
Steam (TJ)	**1,226**	1,445	1,318
Oil (TJ)	**299**	331	310
Other (TJ)	**924**	996	1,115

Performance in 2020

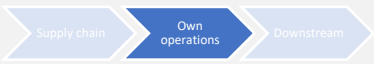
In 2020, our performance across many of the environmental areas was mainly driven by changes in our Active Ingredient operations and reductions in operations due to COVID-related issues. Intensity-based and absolute energy consumption decreased by 14% and 10% respectively. The decrease was mainly due to a decrease in production at the Nantong (China) and Kaisten (Switzerland) sites, an extended outage at our St. Gabriel (US) plant and the closure of the Greens Bayou Biosciences (US) facility.

Natural gas decreased (-10%, -373 TJ) due to the extended outage of St. Gabriel and closure of the Greens Bayou Biosciences facility. Steam consumption decreased (-15%, -219 TJ) due to a decline in production in Kaisten and Nantong as well as the extended outage in St. Gabriel. Oil consumption decreased (-10%, -32 TJ) due to a decline in production in Nantong and the closure of the Greens Bayou Biosciences facility.

The percentage of renewable energy increased slightly to 12% compared to 10% in 2019.

Related information in this report:	**Further information**
• GHG emissions	• CDP Climate Change submission 2020 • 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: - ➔ 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 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.	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report Reporting procedure: ➔ Syngenta Environmental Reporting and Management (SERAM) User Guide

Reporting period October 1 – September 30	**2020**	2019	2018
Other air emissions			
Other air emissions intensity (g/$sales)	**0.057**	0.066	0.066
Other air emissions (tonnes)	**819**	899	900
NO_x (tonnes)	**331**	430	440
Non-halogenated VOCs (tonnes)	**284**	276	276
Halogenated VOCs (tonnes)	**42**	28	27
Particulates (tonnes)	**114**	115	105
SO_2 (tonnes)	**35**	35	38
NH_3 (tonnes)	**4**	4	4
HCl (tonnes)	**9**	11	10

Performance in 2020
In 2020, intensity-based and absolute values of other air emissions decreased by 13% and 9% respectively due to the closure of our Greens Bayou Biosciences (US) facility and an extended outage of our St. Gabriel (US) site. Both events resulted mainly in the reduction of NO_x emissions (-23%, 99 tonnes). The increase in halogenated VOCs (50%, 14 tonnes) was due to a production increase at our Grangemouth (UK) site. The other air emissions remained fairly stable.

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

7.2.4 Water and wastewater

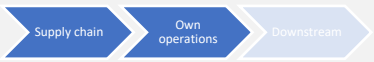
Topic description Water is critical for development, healthy ecosystems and for human survival. Our manufacturing sites continuously look for ways to further optimize water use, especially those located in water-stressed areas. We are also working to improve water efficiency in our supply chain, where most of our water consumption takes place.	Materiality matrix classification: ➔ Monitored (Water conservation) Frameworks: ➔ GRI: - ➔ 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 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 2020, in which Syngenta was scored A-.	GGP targets: ✓ ➔ Reduce the water 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 WRS Water Resources and Supply ➔ HSE CoP 05 WWR Wastewater ➔ HSE CoP CON Containment

Key performance indicators

In our own operations, we report annually on water usage, wastewater effluents and significant unplanned releases. This year, we introduced new performance indicators to 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. Significant unplanned releases are defined in our HSE Reporting and Learning from Experience Guide. The water 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	**2020**	2019	2018
Water[1]			
Total water usage intensity (liters/$sales)	**1,413**	-	-
Change in total water usage intensity since 2016 baseline (based on sales)[2]	**64%**	-	-
Total water usage (million cubic meters)	**20,184**	-	-
Water usage intensity from own operations (liters/$sales)	**2.2**	2.3	2.3
Water usage from own operations (million cubic meters)	**31.1**	30.9	31.4
Cooling (million cubic meters)	**18.6**	18.3	17.9
Irrigation (million cubic meters)	**5.6**	5.0	5.3
Processing and washing (million cubic meters)	**5.1**	5.7	6.3
Product ingredient (million cubic meters)	**0.3**	0.2	0.2
Sewage and sanitary (million cubic meters)	**0.9**	0.9	0.9
Other (million cubic meters)	**0.6**	0.8	0.8
Origin of water from own operations:			
Surface fresh water (million cubic meters)	**20.5**	20.4	19.7
Underground water (million cubic meters)	**8.2**	7.8	8.8
Drinking water from municipal network (million cubic meters)	**2.2**	2.6	2.8
Recovered rainwater (million cubic meters)	**0.2**	0.1	0.1
Water usage intensity from supply chain activities (liters/$sales)	**1,411**	-	-
Water usage from supply chain activities (million cubic meters)	**20,153**	-	-
Wastewater effluents			
Industrial wastewater discharge intensity (liters/$sales)	**0.62**	0.71	0.67
Industrial wastewater discharge (million cubic meters)	**8.8**	9.7	9.1
Total organic carbon (TOC) (tonnes)	**595**	573	490
Chemical oxygen demand (COD) (tonnes)	**1,712**	1,687	1,441
Biological oxygen demand (BOD) (tonnes)	**176**	194	162
Total suspended solids (tonnes)	**245**	277	451
Soluble salts discharged (000s tonnes)	**119**	130	146
Direct discharge of uncontaminated cooling water (million cubic meters)	**18.6**	18.3	17.9
Environmental compliance			
Significant unplanned releases[3]	**3**	1	0

[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 2016 baseline

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

[3] Since 2020, significant unplanned releases are those classified as high as per ICCA standard for the reporting of Process Safety Incidents and where the loss leaves secondary containment or is discharged into secondary containment with uncertain integrity. The 2019 value was restated to align with this definition. The 2018 value is still classified as per the previous Syngenta internal standard

Performance in 2020

Water usage
Compared to our 2016 baseline, intensity-based total water usage (supply chain + own operations) increased by 64% based on sales. Absolute total water usage increased 83% to 20,184 million m^3 from 11,047 million m^3 in 2016. The increases were mainly due to an increase in water usage in the supply chain driven by larger purchases of water-intensive materials. Improvements in the calculation methodology contributed about 30 percentage points to the intensity and absolute increases. In our own operations, we observed a 5% decrease (-1.5 million m^3) of absolute water usage since 2016.

Only water usage from our own operations can be **compared to year 2019**. Intensity-based water usage from our own operations decreased by 4%, while absolute water usage increased by 1% compared to 2019. The slight increase in absolute water usage was due to an increased use of cooling water and increased irrigation because of droughts in certain regions. Cooling water represents 60% of our total water usage and is mainly used at our active ingredients site in Monthey (Switzerland). Decrease in water usage for processing and washing was a result of the closure of our Greens Bayou Biosciences (US) facility and changes in the production portfolio.

Wastewater effluents
Intensity-based and absolute industrial wastewater discharges decreased by 14% and 9% respectively, driven mainly by the extended outage of our St. Gabriel (US) site and the closure of the Greens Bayou Biosciences site.

Environmental compliance
In 2020, three significant unplanned releases took place compared to one in 2019. Two events with similar characteristics occurred at one of our sites in the UK, where short-term elevated concentrations of active ingredient and a non-hazardous intermediate were identified in groundwater. These were very small volume releases and were reported to the regulator. Significant resources have already been invested in operational improvements and drainage repairs. Further, major infrastructure improvements are proposed for the coming years. The third event also occurred at a UK site, where a broken drain from a process vessel was identified. Monitoring and remediation activities are on-going in agreement with the regulator, and a further new program of inspection and remediation has been initiated.

Related information in this report:	**Further information:**
• Water conservation • Working with suppliers	• CDP Water Security submission 2020 • Water conservation • Sustainable operations

7.2.5 Waste

Topic description Despite the chemical industry's efforts to reduce, recycle and reuse waste, the production, formulation and packaging of its products generates 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: - ➔ 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.

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)

GGP targets: ✓

- ➔ Reduce waste intensity of our operations by 20% by 2030

Policies:

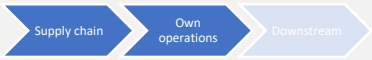
- ➔ HSE Policy and Standards
- ➔ HSE CoP 08 REP Reporting
- ➔ HSE CoP 05 ENS Environmental Sustainability
- ➔ HSE CoP 05 WST Waste

Key performance indicators

In our own operations, we report annually on hazardous and non-hazardous waste generation. This year, we introduced new performance indicators to 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 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	**2020**	2019	2018
Waste[1]			
Total waste intensity (g/$sales)	**524**	-	-
Change in total waste intensity since 2016 baseline[2]	**59%**	-	-
Total waste (000s tonnes)	**7,484**	-	-
Hazardous waste intensity from own operations (g/$sales)	**15.0**	14.7	13.9
Hazardous waste from own operations (000s tonnes)	**215**	200	189
Recycled and re-used (000s tonnes)	**96**	92	87
Incinerated (000s tonnes)	**102**	92	86
Landfill (000s tonnes)	**5**	1	1
Other (000s tonnes)	**12**	15	15
Hazardous waste by type from own operations:			
Chemical	**56%**	57%	57%
Solvents	**37%**	37%	35%
Other	**7%**	6%	8%

Non-hazardous waste intensity from own operations (g/$sales)	**8.1**	9.7	11.0
Non-hazardous waste from own operations (000s tonnes)	**116**	132	149
Recycled and re-used (000s tonnes)	**76**	96	118
Incinerated (000s tonnes)	**6**	6	6
Landfill (000s tonnes)	**24**	20	17
Other (000s tonnes)	**10**	10	8
Non-hazardous waste by type from own operations:			
Plant and seed waste from seed sites	**59%**	65%	68%
Inerts	**5%**	4%	7%
Packaging materials	**6%**	5%	4%
Household	**5%**	4%	4%
Other	**25%**	22%	17%
Waste intensity from supply chain activities (g/$sales)	**501**	-	-
Waste from supply chain activities (million cubic meters)	**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 2016 baseline
[2] A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction

Performance in 2020
Compared to our 2016 baseline, intensity-based total waste (supply chain + own operations) increased by 59% based on sales. Absolute total waste increased 77% to 7,484k tonnes from 4,218k tonnes in 2016. The increases were mainly due to an increase in waste in the supply chain primarily driven by larger purchases of waste-intensive materials. Improvements in the calculation methodology contributed about 25 percentage points to the intensity and absolute increases. In our own operations, we observed a 10% increase (+20k tonnes) in hazardous waste and a 1% decrease (-1k tonne) in non-hazardous waste since 2016.

Only waste from own operations can be **compared to year 2019**. Intensity-based and absolute hazardous waste both increased by 2% and 8% respectively, mainly due to increased production activities at the Monthey (Switzerland) site, which offset the effect of the closure of our Greens Bayou Biosciences (US) facility and the decrease in production at our Nantong (China) site. A one-off project in our Huddersfield (UK) site impacted the tonnes of landfill waste, which increased from 1k tonne in 2019 to 5k tonnes in 2020. About 47% of the hazardous waste generated in 2020 was incinerated and about 45% was recycled and reused. Intensity-based and absolute non-hazardous waste both decreased by 16% and 12% respectively. The decrease of 16k tonnes was driven by a lower volume of discarded seeds.

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 seed, chemical 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 for the	Materiality matrix classification: ➔ Material (Health, safety and fair labor) Frameworks: ➔ GRI: ✓ (414-2) ➔ UNGC: 2, 3, 4, 5, 6 ➔ SDG: 3, 8

production of 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 some 45,000 small, medium and large farms in 37 countries to multiply high-quality seeds we sell to our customers. • **Flower supply chain:** Our network of approximately 30 own 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, so 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.	
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 gaps are identified, we support suppliers in making the required improvements. 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 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	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

International Labor Organization. We have also started broadening our engagement with chemical suppliers to measure and improve their carbon, water and waste impacts.

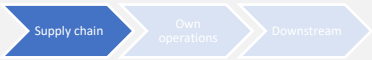
Our **flower business** is working to obtain GlobalG.A.P. and GlobalG.A.P. Risk Assessment on Social Practice (G.R.A.S.P.) certification for our commercial flower farms. GlobalG.A.P. is the worldwide standard for good agricultural practices and G.R.A.S.P. assesses social practices on the farm, addressing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

Key performance indicators
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.
- **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	**2020**	2019	2018
Supplier sustainability and fair labor programs			
Suppliers included in sustainability and fair labor programs **GGP**	**99.4%**	99.0%	98.8%
Coverage of Syngenta Fair Labor Program:			
Syngenta seed producing countries	**92%**	88%	88%
Seed supply farms	**99.6%**	99.3%	99.2%
Of which: farms in Fair Labor Association (FLA)'s audit scope	**100%**	100%	100%
Of which: farms monitored[1]	**22%**	20%	n/a
Coverage of Supplier Sustainability Program:			
Chemical suppliers[2]	**95%**	94%	94%
Formulation, fill and pack tollers[2]	**86%**	83%	86%
Packaging manufacturers[3]	**67%**	63%	50%
Commercial flowers farms with valid GlobalG.A.P. certification	**91%**	88%	96%
Commercial flowers farms with valid G.R.A.S.P. assessment[4]	**100%**	100%	44%

[1] The 2018 value was not available due to the implementation of a new reporting tool
[2] Includes only chemical suppliers or formulation, fill and pack tollers categorized as posing a high or medium sustainability risk
[3] Includes all packaging manufacturers independently of their level of sustainability risk
[4] Since 2019, the percentage of commercial flower farms with valid G.R.A.S.P. assessment includes only our own farms while in previous years, it also included third-party farms. The assessment proved to be too onerous for third-party farms. Other alternatives to measure performance are being evaluated

Performance in 2020
In 2020, 99.4% of our suppliers were covered by our sustainability and fair labor programs, a slight increase compared to last year. We know that we cannot reach 100% because of constant changes in our supply chains. In particular:

Seed supply
In 2020, 99.6% 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 to reach 44,906 farms in 2020. The seed supply chain represents 98.5% of all the suppliers targeted by our sustainability and fair labor programs.

The Syngenta Fair Labor Program is in place in 92% of our seed producing countries (34 out of a total of 37): Argentina, Bangladesh, Belgium, Brazil, Canada, Chile, China, Denmark, France, Germany, Hungary, India, Indonesia, Israel, Italy, Kenya, Korea, Mexico, Morocco, Netherlands, Philippines, Poland, Romania, Russia, South Africa, Serbia, Spain, Thailand, Turkey, UK, Ukraine, US, Vietnam and Zambia. This leaves only three countries to be added: Honduras, Guatemala and Peru, which will be included in the program as implementation resources become available.

The percentage of farms undergoing internal monitoring slightly increased to 22%, which is in line with our internal program guidelines.

Chemical suppliers, formulation fill and pack tollers and packaging suppliers
Despite significant challenges with conducting on-site audits during the COVID-19 pandemic, the coverage of suppliers in our Supplier Sustainability Program has increased in all categories due to the expansion of TfS sustainability assessments which can be conducted remotely.

In 2020, 95% of our chemical suppliers were included in the program, representing a slight increase from the previous year. The percentage of formulation, fill and pack tollers increased to 86% (+3 percentage points) and the percentage of packaging manufacturers increased to 67% (+4 percentage points) driven by the continued rollout of the program.

Commercial flowers
In 2020, 91% of all farms had the GlobalG.A.P. certification, a 3 percentage point increase compared to 2019, which was due to an additional new supplier certified (30 in 2020 vs. 29 in 2019). All Syngenta commercial flower farms carried out G.R.A.S.P. social practice assessments. This year, G.R.A.S.P. became also available on our farms in Guatemala and we maintained a 100% coverage in 2020.

2020 proved to be a challenging year due to COVID-19 restrictions delaying and altering how external certification bodies could audit sites. Yet, we successfully completed Fairtrade accreditation for our cutting farms in Kenya and Ethiopia, and we are now able to offer the complete range of cutting material and quickstep products from our entire East African operations.

Related information in this report:	**Further information:**
• Human rights • GHG emissions • Waste • Water and wastewater • Soil health • Biodiversity • Water conservation	• 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 and engaging the right talent is essential to deliver the innovation required to meet the world's increasing agriculture and food system 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 they can be at their best every day, feel committed to our values and goals, and motivated to contribute to Syngenta's success.	Materiality matrix classification: ➔ Monitored (Employee engagement) Frameworks: ➔ GRI: - ➔ UNGC: 6 ➔ SDG: 8
Management approach Syngenta's culture is shaped and formed by how we behave and work together. By regularly adjusting our operating model to have decision making as close as possible to the market and customers, we strive to empower our employees and teams to take initiative and accountability. 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 are able to 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, which 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, which targets experts and managers with leadership potential toward a more senior leadership 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 also share employee stories and connect employees across the	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

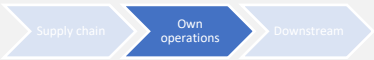
organization through our internal communication and social media channels.

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 pulse surveys and subject-specific quick pulse surveys.

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

Reporting boundaries:



External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Reporting of leadership and talent development

Reporting period October 1 – September 30	**2020**	2019	2018
Employee development			
Leadership and talent development investment ($m)	**6.3**	6.9	6.5

Performance in 2020
We continue to successfully 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 2020, we invested USD 6.3 million in leadership and talent development. The decrease of 9% compared to last year was due to some delays in the program delivery because of the COVID-19 pandemic.

In the context of COVID-related restrictions, we redesigned and converted face-to-face sessions into virtual learning experiences. Despite the pandemic, we were able to launch 31 new cohorts of our leadership and talent development programs while maintaining delivery of the 2019 cohorts. We continued to invest in the development and empowerment of executive leaders with a virtual Syngenta Group leadership conference for our top 150 leaders held over three half days in September –the first leadership conference since the formation of the Syngenta Group.

In 2020, COVID-19 reshaped our ways of working. At the same time, we formed the Syngenta Group, becoming even more geographically and culturally diverse. Through our Future of Work project, we want to strengthen our business performance by accelerating our shift toward a more agile, customer-centric, innovative and collaborative culture. We conducted employee surveys and focus groups, an organizational network analysis and external market research to understand how to evolve our practices. Several site pilots were also initiated to further explore and validate future ways of working that foster innovation and a human-centered approach.

Related information in this report:
- Diversity and inclusion
- Ethics and integrity

Further information:
- Syngenta careers
- FAQ: Talent attraction and retention
- FAQ: Learning and development

7.3.2 Diversity and inclusion

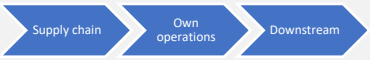
Topic description A diverse workforce and an inclusive workplace environment are enablers of Syngenta's ambition to be the most collaborative and trusted partner in agriculture. Representing over 120 nationalities and working in more than 90 countries, our employees reflect the diversity of our customers, the markets where we operate and the communities we serve. We value diversity and inclusion as reflected in our Syngenta Group Code of Conduct and our corporate values.	Materiality matrix classification: ➔ Monitored (Employee engagement) Frameworks: ➔ GRI: - ➔ 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. The Group Diversity and Inclusion (D&I) Council sets the Group vision and policy. The council is chaired by the Chief Human Resources Officer and, since December 2020, is composed of senior leaders representing the Group's four businesses, including Syngenta Crop Protection and Syngenta Seeds. Accountability for D&I sits with global and regional leadership teams. The scope of our D&I initiatives encompasses our workforce, but it also includes our customers and our communities. Our vision focuses on 5 key pillars: leadership commitment, an inclusive culture which fosters innovation, attracting and developing a diverse talent pool, collaborating with others to increase diversity in agriculture, and strengthening our reputation as an inclusive workplace. 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 the UN LGBTI Standards of Conduct for Business, and we host regular Pride activities • We train our leaders and employees on unconscious bias and how to identify and address behavior that undermines inclusion • We have voluntary Employee Resource Groups (ERGs) all over the world to support and connect communities with common interests such as young professionals and LGBTI colleagues. In 2020 we held our first global ERG conference • We aim to foster a safe environment to discuss mental health issues and equip 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	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principles 22-24 ➔ Diversity and Inclusion Global Policy ➔ Addendum Employee Resource/Affinity Groups

Key performance indicators
We report on our D&I progress using the following KPIs:

- **Nationalities in senior management:** Number of nationalities among active employees with regular and regular fixed-term employment contracts in positions at the top four levels of accountability/scope within the organization (levels 7-10)
- **Female employees:** Percentage of active female employees with regular and regular fixed-term employment contracts at all levels of the organization
- **Female employees in management roles:** Percentage of active female employees with regular and regular fixed-term employment contracts in personnel level 6
- **Female employees in senior management:** Percentage of active female employees with regular and regular fixed-term employment contracts in positions at the top four personnel levels (7 –10)

All figures are as of September 30, 2020 and all countries are in scope. Depending on the contract agreement, new acquisitions have a grace period to integrate the data into the system.

Reporting boundaries:



External assurance: ✓
➔ Independent assurance report

Reporting procedure:
➔ Reporting of people-related performance indicators

Reporting period October 1 – September 30	**2020**	2019	2018
Diversity			
Nationalities in senior management[1]	**38**	37	36
Female employees	**31%**	31%	30%
Female employees in management roles	**25%**	25%	24%
Female employees in senior management[1]	**20%**	18%	17%

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

Performance in 2020
The percentage of female employees and female employees in management roles remained stable in 2020. The proportion of female employees in senior management roles increased to 20%. Number of nationalities in senior management roles increased by 1 to 38.

In 2020, we 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. This year, most of our activities were online due to the COVID-19 pandemic. We also conducted D&I training for our global Talent and Acquisition team.

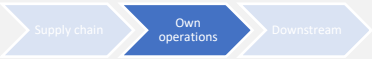
Related information in this report:
- Employee development and engagement

Further information:
- 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

Materiality matrix classification:
➔ Material (Health, safety and fair labor)

effective management of health and safety not only do we prevent harm to people, we also enhance our freedom to operate, innovate and grow. We always prioritize employee and contractor safety in our activities, including providing a safe and healthy workplace.	Frameworks: ➔ GRI: ✓ (403-1, 9, 10) ➔ 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 the HSE accountabilities for all employees, managers, leaders and the HSE function and outline what needs to be done to achieve the expected HSE behavior 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. We learn from events to drive continuous improvement in our HSE standards and performance and aim for zero HSE incidents. All employees are required to complete a mandatory online training on the 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. 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 Global G.A.P. certification. (See Working with suppliers)	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
Key performance indicators 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 OHSA 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	Reporting boundaries:  External assurance: ✓

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**.

➔ Independent assurance report

Reporting procedure:
➔ HSE reporting and learning from experience guide

Reporting period October 1 – September 30	**2020**	2019	2018
Health and safety			
Recordable injury and illness rate (IIR) per 200,000 hours[1] **GGP**	**0.23**	0.34	0.32
Recordable injury rate per 200,000 hours[1]	**0.22**	0.31	0.29
Europe, Africa and Middle East	**0.30**	0.37	0.39
North America	**0.28**	0.54	0.54
Latin America	**0.17**	0.34	0.18
Asia Pacific	**0.14**	0.13	0.14
Recordable occupational illness rate per 200,000 hours[1]	**0.01**	0.03	0.03
Europe, Africa and Middle East	**0.02**	0.03	0.01
North America	**0.02**	0.04	0.07
Latin America	**0.01**	0.07	0.03
Asia Pacific	**0.00**	0.00	0.02
First aid cases	**355**	404	378
Cases of recordable injuries	**100**	142	123
Bruise, strain, sprain and dislocation	**34%**	39%	35%
Cut and abrasion	**30%**	22%	28%
Bone fracture	**13%**	9%	13%
Concussion and internal injury	**4%**	1%	5%
Multiple injuries	**1%**	5%	2%
Other	**18%**	24%	17%
Cases of recordable occupational illness	**5**	14	11
Cases of work-related stress	**12**	12	7
Fatalities[1, 2, 3]	**1**	2	3

[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 reporting year October 1 – September 30. In previous years, the values were reported in the body of the Sustainable Business Report and aligned with the calendar year
[3] The 2019 value was restated. After an internal investigation, it was determined that one fatality occurred during commuting and therefore is not a recordable fatality as per US OSHA definition

Performance in 2020
In 2020, our injury and illness rate (IIR) decreased by 32% to 0.23 compared to the previous year. The change was mainly driven by a decrease in the number of injury cases (-30%; -42 cases) and illness cases (-64%; -9 cases) while there was no significant change in working hours (+1.3%; +1,218k).

This year's result is below our new IIR target of 0.25 set to be achieved by 2025. This accomplishment is the result of operational discipline, building on HSE capabilities and risk management. For example, the implementation of a telemetric system for our company car fleet and our driver's behavioral policy reduced the recordable injuries due to driving – one of the main causes of injuries. Also, all regions implemented programs on high-risk operations, focused notably on observing and enhancing behavioral systems and safety culture initiatives. The implementation of the HSE management system, as the backbone of the HSE program, as well as the strong leadership support, through performance reviews and action-tracking, also contributed to improving our IIR.

Regrettably, we recorded one fatality in the reporting year ending September 30, 2020. It involved a Marketing Development Officer in a two-wheeler motor vehicle accident in India while travelling in the dark on a road with a soft shoulder. We continue to implement initiatives to strengthen our safety culture and accelerate progress toward our goal of zero injuries.	
Related information in this report: • Working with suppliers • Safe use of products	**Further information:** • 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: - ➔ 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, the Institute for Human Rights and	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

Business and the Fair Labor Association (FLA) 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 the Solidaridad Network, the FLA and others to improve conditions on the ground. For instance, we worked with the FLA to address minimum wages of Indian farmworkers. Jointly, we convened a multi-stakeholder consultation in Hyderabad which helped Syngenta to develop a six-step action plan to address wage issues in India. The FLA has published an independent report with key learnings on their website.

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.

Performance in 2020

This year, with the creation of the Syngenta Group, 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. 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).

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 Daifenthiuron in India. According to the submitting parties, the product 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 part of an NCP moderated dialogue, Syngenta is open to discuss potential ways of contributing to improving the situation in a more targeted and effective manner.

Related information in this report:

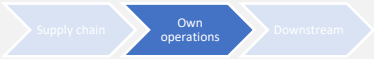
- Ethics and integrity

Further information:

- Human rights
- FAQ: Human rights
- Syngenta Statement on UK Modern Slavery Act (See footer on webpage)
- Seeds of change: A pilot project to address wage improvement in India's seed sector
- 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 Codes of conduct articulate the values and behaviors companies expect leaders and employees to exhibit. They serve as a valuable reference to employees and partners and support the day-to-day decision making. At Syngenta, we believe that building and maintaining a culture of doing the right thing 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 business, social and environmental responsibilities in everything we do.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ UNGC: 2, 10 ➔ SDG: 16
Management approach The Syngenta Ethics Board oversees policies and standards and the implementation of our compliance framework. The Head of Group Compliance and a team of regional compliance officers 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. Depending on their function, certain employees may also be required to take specific integrity-related e-trainings. 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. The Ethical 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 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, our Legal, Compliance or Human Resources teams, or through our confidential Compliance Helpline.	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 We report on the number and rate of employees who confirm their commitment to the Code of Conduct. Anyone with access to a Syngenta computer is 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 Group Compliance. They represent calendar year performance. Further, we report on the number of concerns about possible wrongdoing received through our various channels and managed by	Reporting boundaries:  External assurance: ✓ ➔ Independent assurance report Reporting procedures:

Group Compliance. All concerns raised by employees, contractors, suppliers, partners and others are tracked by an independent company.	➔ Reporting of Code of Conduct completion rate ➔ Number of compliance cases reported

Reporting period October 1 – September 30	**2020**	2019	2018
Corporate conduct			
Employees submitting Code of Conduct commitment[1, 2]	**24,137**	21'627	-
Completion rate[1, 3]	**99.7%**	99%	-
Leaders engaged in Ethics Shares[1]	**4,864**	3,113	3,108
Completion rate[1]	**99.7%**	92%	99%
Compliance cases reported[4]	**264**	251	299

[1] Values represent calendar year to cover annual campaign
[2] New KPI introduced in 2019 to measure the commitment of leaders and employees to lead and represent Syngenta by our Code of Conduct. The KPI was updated in 2020 to reflect employees submitting Code of Conduct commitment instead of employees in scope. The 2019 value was restated to align with this new definition
[3] Percentage is calculated based on employees in scope
[4] The number of cases reported includes all cases managed by Group Compliance: cases reported through the compliance helpline, line management, directly to Group Compliance or other channels

Performance in 2020
In 2020, 24,137 employees submitted their Code of Conduct commitment with a completion rate for employees in scope of 99,7%. The number of leaders confirming that they have engaged in at least one Ethics Share discussion this year has increased to 4,864 compared to 3,113 in 2019. The completion rate increased to 99.7%. This reflects the increased accountability of leaders for our compliance culture, as they have embedded Ethics Shares as a regular part of their meetings and encourage open discussion on difficult topics.

The number of compliance cases reported increased by 5% to 264 in 2020 as the speak-up culture and the trust that we do the right thing continues to grow. In the meantime, the anonymity rate is lower, and the substantiation rate is higher than the industry average.

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 focus on protecting our people as well as tangible and intangible assets, especially in countries with high security risks.	Materiality matrix classification: ➔ Monitored (Business integrity) Frameworks: ➔ GRI: - ➔ 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 investigate all security incidents.

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 the event of a conflict. The team also investigates all incidents involving the use of force by public or private security services acting on behalf of Syngenta.

GGP targets: ×

Policies:

➔ Syngenta Group Code of Conduct, principle 20

➔ Corporate Security Policy

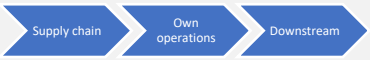
Key performance indicators

Under our Security 360° program, we undertake security assessments across strategically important sites. If required, security improvement action plans are developed, monitored and reported internally.

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	**2020**	2019	2018
Security management			
Sites included in Syngenta Security 360º Program	**162**	148	131
Product Security cases[1]	**4,075**	981	880

Suspect counterfeit Crop Protection product seized by authorities (tonnes)[1]	**3,933**	1,782	1,657
Suspect counterfeit Seed product seized by authorities (tonnes)[1]	**3,326**	1,817	196

[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 2020
The Syngenta Security 360° program now covers 162 sites (2019: 148). The team was able to complete 7 planned security assessments for newly included sites during Q4 2019, but only 7 sites were assessed during Q1-Q3 2020 due to business travel restrictions linked to the COVID-19 pandemic.

In 2020, we implemented a new platform to more effectively monitor illicit advertisement and IP infringements online, which provided an easy and simple way to record cases that originate from online environments. The team began to monitor e-commerce platforms and websites that sell agricultural products, such as seeds and crop protection products, for the sale of counterfeit Syngenta products and regulatory infringements. As COVID-19 spread, there was an increase in illicit online adverts for Syngenta products. The new tool and process in place provided investigators with the ability to not only assess if the product for sale was genuine or counterfeit, but also identify sellers using multiple names.

The implementation of this new technology led to more investigations on the ground (4,075 cases vs. 981 in 2019) that resulted in the seizure of 3,933 tonnes (+121%) of illicit crop protection products and 3,326 tonnes (+83%) of illicit seed products.

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: - ➔ 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	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principle 11 ➔ Syngenta Animal Welfare Policy ➔ Syngenta Animal Welfare Guidance

- We use species of the lowest sentience
- We minimize pain, suffering and distress
- We generate valid scientific endpoints to inform the risk assessment

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 competence of staff responsible for the care of and procedures conducted on animals. All animal studies are documented and reported to the SAERC.

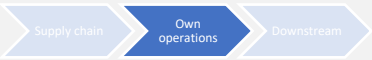
Every Syngenta employee involved with conducting or commissioning work using vertebrate animals is accountable to follow the principles outlined in the policy. Line management is responsible for ensuring that employees are trained accordingly.

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 all 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
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 kept 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	**2020**	2019	2018
Animal testing compliance			
Management system audits performed in contract laboratories	**8**	7	4
Management system non-compliances found	**0**	0	0

Performance in 2020
In 2020, we performed 8 management system audits compared to 7 last year. Year-on-year fluctuations in the number of audits are normal. Visits to facilities were suspended during the latter part of the reporting period due to the COVID-19 pandemic. Subsequently, a number of planned reapprovals of existing facilities

were granted an extension without further site visits One additional facility was approved for business use following a paper review of its national certification/approvals without a site visit.	
Related information in this report: • Ethics and integrity	**Further information:** • 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: - ➔ 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 R&D 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 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 sharing of 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 (CACCP) Plan	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principle 19

- Product Launch Stewardship Policy
- Excellence Through Stewardship initiative to audit our processes

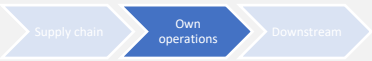
We provide information on GM technology and the benefits it can bring through open dialogue. We work with industry partners such as CropLife International to provide accurate and impartial information on the safety and benefits of GM technology.

Key performance indicators

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	**2020**	2019	2018
Biotechnology and regulatory compliance			
Employees completing field trial regulatory compliance training	**2,089**	1,984	1,140
Field trial locations planted under country regulatory compliance programs[1]	**297**	475	434

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

Performance in 2020

In 2020, the number of employees completing field trial regulatory compliance training increased by 5% to 2,089 compared to last year. The number of specific field trial locations planted under country regulatory compliance programs decreased by 37% to 297.

The small increase in the number of employees trained was driven by increased support required in regulated greenhouse trial sites planted in Asia Pacific as well as in regulated and stewarded field trial sites planted in Latin America.

This year, 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 explained. These criteria led to a significant decrease in the number of field trial locations reported.

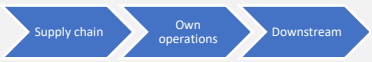
Related information in this report:

- 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: - ➔ 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 – integral components 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 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	**2020**	2019	2018
Economic value shared			
Economic value shared ($m)	**13,245**	13,210	16,298
Payments to suppliers ($m)	**7,877**	8,659	7,877
Employee wages and benefits ($m)	**3,040**	2,847	2,755
Payments to governments (taxes) ($m)[2]	**191**	292	168
Payments to providers of capital ($m)	**837**	787	4,819
Capital expenditure ($m)	**1,276**	601	655
Corporate community investment ($m)[2]	**24**	24	24

[1] Consists of income and other taxes paid, excluding VAT (included in Payments to suppliers) and employment-related taxes (included in Employee wages and benefits)
[2] The PwC Independent Assurance Report includes in its scope only the Corporate community investment figure used in the calculation of Economic value shared

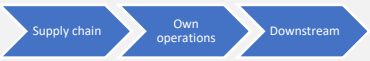
Performance in 2020
In 2020, we shared USD 13,245 million in total economic value. Changes compared to last year for each performance indicator were as follows:

- The decrease in payments to suppliers (-9%, - USD 782 million) was due to reduced R&D costs as a result of capitalization of development costs as noted below, and due to favorable currency movements contributing to a decrease in function costs.
- The increase in employee wages and benefits (+7%) was due to a general increase in personnel costs across all functions and an increase in short-term incentives.
- The decrease in payments to governments (-35%) was mainly due to lower income tax payments in Argentina and Brazil, and a higher refund in the US.
- The increase in payments to providers of capital (+6%) was driven by an increase in interest paid due to bonds issued during 2020.
- The increase in capital expenditure (+112%, + USD 675 million) was mainly due to updated processes enabling the capitalization of development costs, which had the effect of shifting spend from payments to suppliers to capital expenditure. Capitalization commenced with a full year charge in December 2019 of USD 344 million. The period to September 2020 includes an additional proportionate charge.
- Community investment remained stable at USD 24 million (See Community engagement).

Related information in this report:	**Further information:**
• Community engagement	• Financial Report 2020

7.4.6 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 themes 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: - ➔ 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 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	**2020**	2019	2018
Economic value shared			
Corporate community investment ($m)	**24**	24	24

Performance in 2020

Community investment remained stable at USD 24 million, of which USD 17.6 million were invested via the Syngenta Foundation for Sustainable Agriculture. The remaining was invested across all regions with Latin America representing about 50% followed by Asia Pacific and North America at about 20% each and EAME at about 10%.

This year, many of our investments were made to support communities respond to the COVID-19 pandemic. Examples include providing personal protective equipment to hospitals and schools, producing sanitizer, helping with testing, supporting food banks and donating seeds.

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

7.4.7 Political involvement

Topic description Syngenta may engage in political advocacy on issues that advance the company's goals, support our customers, partners and industry, and improve 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: - ➔ UNGC: - ➔ SDG: 16
Management approach We are guided by the Syngenta Group Code of Conduct in our political involvement, both our lobbying activities (and those done on our behalf) and political contributions. These must be conducted in accordance with applicable laws and regulations. We conduct lobbying activities in full compliance with local laws and guided by honesty, completeness, respect, accuracy of information and transparency. And we expect the same from third parties or industry associations conducting such activities on behalf of Syngenta. We actively look to be part of the discussion and to have an open dialogue with different actors in or close to the agricultural sector. We do this mainly through industry associations such as CropLife International and the International Seed Federation. 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. 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. Any political contributions require the prior approval of the relevant Syngenta business sustainability department, Country Manager or political campaign committee. We disclose our expenses for lobbying activities where required. In the US, for instance, all political donations 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.	GGP targets: × Policies: ➔ Syngenta Group Code of Conduct, principles 8 and 9 ➔ Anti-Bribery Policy ➔ Gifts and Entertainment Policy ➔ Competition Law Policy ➔ Conflicts of Interest ➔ Foreign Agents Registration Act (FARA) Policy ➔ Charitable Contributions Policy

Performance in 2020

In 2020, 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 two examples of 2020 political advocacy activities.

In the EU, the European Commission published two landmark strategies – the Farm to Fork and Biodiversity Strategy – to embed the principles of the Green Deal in the area of food production. Given that our technology is central to the ability to produce safe, sustainable and affordable food, and the implications these strategies will have on crop protection, 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, the Responsible Business Initiative (RBI, described here in German, French and Italian) was put forward to a popular vote. Because the RBI failed to obtain a sufficient majority, the indirect counterproposal will come into force. Syngenta, together with the Swiss government, the Swiss Parliament and several Swiss business associations, rejected the RBI and supported the counterproposal which we believe is aligned with international developments in this area. We made our voice heard through our business associations.

Related information in this report:	**Further information:**
• Ethics and integrity • Engagement and collaboration	• 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.

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

We have since established a working group with representatives from the Strategy, Risk Management, Finance, Procurement, HSE and Sustainability functions to implement the actions identified. We have expanded our metrics to also measure the carbon, water and waste footprint of our supply chain and have set a carbon reduction target validated by the Science Based Targets initiative (SBTi).

As per our Good Growth Plan commitments, we are also working on ways to measure and enable carbon capture and mitigation in agriculture – for the first time this year, we measured the carbon mitigation potential generated by the practices implemented in our soil conservation and biodiversity enhancement projects. In addition, as described below, we have engaged in more in-depth scenario work looking into medium- and long-term climate change-related risks and opportunities.

We also 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. In April 2020, the forum published a report titled *Disclosure in a time of system transformation: Climate-related financial disclosure for food, agriculture and forest products companies*.

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 2020 (CDP 2020) 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 2020: 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 Business 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 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 2020: 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 2020, C2.3, C2.4, C3 • Financial Report 2020, 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. Two climate scenarios were considered: low-carbon transition and physical climate impact scenario. Potential impacts for the business were considered up until 2030. Both scenarios presented strategic risks and opportunities.	• In focus: Climate scenario analysis (See below)
Risk management		
a) Describe the organization's processes for identifying and assessing climate-related risks 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	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 considering 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 2020, C2.1-C2.2
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 b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	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)	• CDP 2020, C4.1, C6, C9.1 (2019 data) • Sections in this report (2020 data) – use links provided in text

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	• 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).	

8.1 In focus: Climate scenario analysis

The TCFD encourages companies to use scenario analysis to assess the resilience of their strategies to climate change in a range of possible future states, including a 2°C or lower scenario, which is in line with the Paris Agreement's goal to limit global warming to well below 2°C, preferably to 1.5°C, compared to pre-industrial levels.

At Syngenta, scenario analysis has helped us better understand the potential impact of climate change on our business as well as our potential contribution to a low-carbon transition. We followed three steps:

Step 1: Selection of scenarios and time horizon

Two contrary climate-related scenarios were analyzed for their impact on Syngenta:

- A **low-carbon transition scenario** representing a successful transformation of the economies to curb greenhouse gas emissions and limit global warming well below 2°C (i.e., <2°C scenario)
- A **physical climate impact scenario** in which greenhouse gas emissions are not reduced rapidly enough and physical climate change impacts materialize (i.e., 4°C scenario)

We used IPCC's Representative Concentration Pathway (RCP) 2.6 and RCP 8.5 and IEA's World Energy Outlook (WEO) Sustainable Development Scenario (SDS) and WEO Stated Policy Scenario (STEPS) to conduct the analysis. These were selected because they provide a holistic description of future climate-

related developments and the underlying assumptions are among the most frequently used and recommended by TCFD.

A 2030 time horizon was used for the analysis as it best aligns with our business planning, strategy and R&D timelines. On average, the registration of any new crop protection product takes 10 years before a product is commercially launched. Similarly, it takes around 13 years from discovery of a new genetic sequence until registration and launch.

Step 2: Development of materiality heat map

We developed a materiality heat map to identify which climate-related risks and opportunities were likely to pose a material financial risk or opportunity to Syngenta. We used the TCFD recommended analytical framework to assess the potential transition risks (i.e., policy and legal, technology, market and reputation risks), physical risks (i.e., acute and chronic risks) and opportunities (i.e., resource efficiency, energy sources, products and services, market and resilience opportunities). We then evaluated them along our crop protection and seeds value chains: supply chain, own operations, customers (farmers) and consumers.

Step 3: Deep dive climate scenario analysis

The heat map allowed us to break down the full breadth of our operations into smaller scopes for further, targeted analysis. We identified and conducted deep dive scenario modelling for five climate-related risks and opportunities to understand their potential financial impact on Syngenta in 2030. We assumed that we will have the same business activities as today and that no additional actions were conducted to mitigate or adapt to adverse impacts or to seize positive impacts.

Our analysis shows 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 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.

Summary of results

Deep dive		Impact by 2030	Methodology
1	Impact of extreme weather events on own and supplier chemical production ➔ Financial risk	The physical risk of extreme whether events (floods and storms) on our chemical production increases under both scenarios. However, the potential financial impact does not differ significantly between a <2°C and 4°C scenario. Floods are the most material risk, as their frequency will increase under both scenarios.	Analysis of flood and storm risks performed for 30 key owned and supplier sites based on gross profit and potential downtime days per site.
2	Impact of transition risks on own and supplier chemical production ➔ Financial risk	In a <2°C scenario, the cost of energy, water, CO_2 emissions and, indirectly, base chemicals is expected to increase. The potential financial impact of transition risks is greater on our own chemical production sites than on our chemical supply chain. However, our actions associated with our carbon reduction commitment are expected to mitigate these risks and might even generate a competitive advantage.	Analysis of changes in production costs for 9 key owned production facilities and in costs to source climate-critical raw materials from 25 supplying countries.

3	Impact of extreme weather events in key customer countries for corn and soybean production ➔ Financial risk	Under both scenarios, the physical risk of extreme weather events (floods and droughts) on our customers increases and consequently reduces the demand for our products as customers suffer severe crop damage. The financial impact on Syngenta is slightly more in a 4°C scenario and in the case of droughts.	Analysis of floods and drought risks performed for 20 key customer countries based on corn and soybean sales and financial impact of past similar events.
4	Impact of increased droughts on the demand of drought-resistant portfolio ➔ Financial opportunity	Under both scenarios, our customers in key markets face an increased risk of drought, intensifying the demand for Syngenta's drought-resistant seeds. Geographical shifts might be observed as the impact of chronic changes on the climate will be different in different production areas.	Analysis of drought risks performed for a drought-resistant offer in 30 countries.
5	Impact of changes in consumer diets and protein shifts ➔ Financial opportunity	Under both scenarios, GDP and population growth continue to drive demand for Syngenta's products. However, the increase is likely to be less under a <2°C scenario due to a shift in consumer demand from more expensive beef (due to CO_2 taxes) to cheaper meats such as poultry as well as changes in consumer preferences toward plant-based substitutes.	Analysis performed based on demand for Syngenta corn and soybean used for feed.

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 Syngenta AG operations that now form part of Syngenta Group China**.

The Non-financial performance summary brings together the performance data presented in the Disclosures section of this report. PricewaterhouseCoopers AG (PwC) has issued an opinion on Syngenta's Non-financial performance summary provided on page 81.

Please see next page.

Non-financial performance summary

Sustainable agriculture

Reporting period October 1 – September 30		Cumulative since 2020 baseline	2020	2019	2018	
Sustainable innovation						
Investment in sustainable agriculture breakthroughs ($m)	GGP	490	**490**	-	-	1
Sustainable technology breakthroughs	GGP		**3**	-	-	1
Crop produced with programs for lowest residues in crops (000s tonnes)	GGP		**1,035**	-	-	1
Land productivity increase			**1.4%**	-	-	2
Sustainable agriculture practices						
Carbon benefit potential on farmland (000s tonnes CO_2e)	GGP		**1,955**	-	-	1, 3
Hectares of farmland benefited by soil conservation and biodiversity enhancement measures (m)	GGP		**3.9**	5.1	4.2	
of which: Soil conservation measures (m)			**2.2**	3.3	3.4	
of which: Biodiversity enhancement measures (m)			**1.7**	1.8	0.8	
Safe use of products						
People trained on safe use (m)	GGP		**8.0**	8.6	8.3	
of which: Smallholders (m)			**4.7**	6.2	6.1	
Countries with established Syngenta product toxicovigilance programs			**100**	100	100	
Crop Protection sales represented			**93%**	93%	93%	

[1] New KPI introduced in 2020 to measure progress toward the targets set in our new Good Growth Plan launched in June 2020
[2] New KPI introduced in 2020 to measure our continuous work to make crops more efficient
[3] 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

Sustainable operations

Reporting period October 1 – September 30		2020	2019	2018	
Greenhouse gases					1
Intensity-based CO_2e emissions from scope 1+2+3 sources:					
Emissions intensity (g/$sales)		**683**	-	-	2
Emissions intensity (g/$value added)		**1,580**	-	-	2
Change since 2016 baseline (based on value added)	GGP/SBTi	**26%**	-	-	3
Intensity-based CO_2e emissions from scope 1+2 sources:					
Emissions intensity (g/$sales)		**56**	71	68	
Emissions intensity (g/$value added)		**129**	156	146	
Change since 2016 baseline (based on value added)	SBTi	**-10%**	10%	2%	3
Absolute CO_2e emissions from scope 1+2+3 sources:					
Emissions (000s tonnes)		**9,756**	-	-	2
Change since 2016 baseline		**24%**	-	-	3
Absolute CO_2e emissions from scope 1+2 sources:					
Emissions (000s tonnes)		**797**	970	919	
Change since 2016 baseline		**-11%**	8%	2%	3
Scope 1 CO_2e emissions:					
Own operations (000s tonnes)		**425**	548	521	
Company vehicles (000s tonnes)		**52**	67	68	
Scope 2 CO_2e emissions:					
Purchased energy (000s tonnes)		**320**	355	330	
Scope 3 CO_2e emissions:					2
Purchased goods and services (000s tonnes)		**7,305**	-	-	
Capital goods (000s tonnes)		**191**	-	-	
Fuel and energy related activities (000s tonnes)		**268**	-	-	
Upstream transportation and distribution (000s tonnes)		**590**	578	588	
Waste generated in operations (000s tonnes)		**162**	-	-	
Business travel (000s tonnes)		**25**	37	27	
Employee commuting (000s tonnes)		**11**	-	-	
Upstream leased assets (000s tonnes)		**127**	-	-	
Downstream transportation and distribution (000s tonnes)		**51**	50	51	
Processing of sold products (000s tonnes)		**66**	-	-	
Use of sold products (000s tonnes)		**n/a**	-	-	4
End-of-life treatment of sold products (000s tonnes)		**0.2**	-	-	
Downstream leased assets (000s tonnes)		**0.6**	-	-	
Franchises (000s tonnes)		**n/a**	-	-	5
Investments (000s tonnes)		**162**	-	-	
Energy					
Energy intensity (MJ/$sales)		**0.56**	0.65	0.66	
Energy (TJ)		**7,979**	8,833	8,966	
Gas (TJ)		**3,423**	3,796	3,926	
Electricity (TJ)		**2,107**	2,265	2,297	
Steam (TJ)		**1,226**	1,445	1,318	
Oil (TJ)		**299**	331	310	
Other (TJ)		**924**	996	1,115	

[1] Since 2020, we report new greenhouse gas KPIs to measure progress toward target set in our new Good Growth Plan and our Science Based Target initiative (SBTi)-approved carbon reduction target. We report percentage change since 2016 baseline based on value added in alignment with our SBTi commitment. Total CO_2e emissions from scope 1+2+3 sources for 2016 baseline were 7,891,000 tonnes
[2] 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
[3] A positive value indicates an increase of our environmental footprint, while a negative value indicates a reduction
[4] This category is not applicable in alignment with our SBTi commitment, reflecting the absence of externally validated methodologies that consider both benefits and emissions of the use of agricultural inputs
[5] This category is not applicable as Syngenta does not have franchises

Sustainable operations continued

Reporting period October 1 – September 30	2020	2019	2018	
Other air emissions				
Other air emissions intensity (g/$sales)	**0.057**	0.066	0.066	
Other air emissions (tonnes)	**819**	899	900	
NO_x (tonnes)	**331**	430	440	
Non-halogenated VOCs (tonnes)	**284**	276	276	
Halogenated VOCs (tonnes)	**42**	28	27	
Particulates (tonnes)	**114**	115	105	
SO_2 (tonnes)	**35**	35	38	
NH_3 (tonnes)	**4**	4	4	
HCl (tonnes)	**9**	11	10	
Water				1
Total water usage intensity (liters/$sales)	**1,413**	-	-	
Change in total water usage intensity since 2016 baseline (based on sales)	**64%**	-	-	2
Total water usage (million cubic meters)	**20,184**	-	-	
Water usage intensity from own operations (liters/$sales)	**2.2**	2.3	2.3	
Water usage from own operations (million cubic meters)	**31.1**	30.9	31.4	
Cooling (million cubic meters)	**18.6**	18.3	17.9	
Irrigation (million cubic meters)	**5.6**	5.0	5.3	
Processing and washing (million cubic meters)	**5.1**	5.7	6.3	
Product ingredient (million cubic meters)	**0.3**	0.2	0.2	
Sewage and sanitary (million cubic meters)	**0.9**	0.9	0.9	
Other (million cubic meters)	**0.6**	0.8	0.8	
Origin of water from own operations:				
Surface fresh water (million cubic meters)	**20.5**	20.4	19.7	
Underground water (million cubic meters)	**8.2**	7.8	8.8	
Drinking water from municipal network (million cubic meters)	**2.2**	2.6	2.8	
Recovered rain water (million cubic meters)	**0.2**	0.1	0.1	
Water usage intensity from supply chain activities (liters/$sales)	**1,411**	-	-	
Water usage from supply chain activities (million cubic meters)	**20,153**	-	-	
Wastewater effluents				
Industrial wastewater discharge intensity (liters/$sales)	**0.62**	0.71	0.67	
Industrial wastewater discharge (million cubic meters)	**8.8**	9.7	9.1	
Total organic carbon (TOC) (tonnes)	**595**	573	490	
Chemical oxygen demand (COD) (tonnes)	**1,712**	1,687	1,441	
Biological oxygen demand (BOD) (tonnes)	**176**	194	162	
Total suspended solids (tonnes)	**245**	277	451	
Soluble salts discharged (000s tonnes)	**119**	130	146	
Direct discharge of uncontaminated cooling water (million cubic meters)	**18.6**	18.3	17.9	
Waste				3
Total waste intensity (g/$sales)	**524**	-	-	
Change in total waste intensity since 2016 baseline (based on sales)	**59%**	-	-	2
Total waste (000s tonnes)	**7,484**	-	-	
Hazardous waste intensity from own operations (g/$sales)	**15.0**	14.7	13.9	
Hazardous waste from own operations (000s tonnes)	**215**	200	189	
Recycled and re-used (000s tonnes)	**96**	92	87	
Incinerated (000s tonnes)	**102**	92	86	
Landfill (000s tonnes)	**5**	1	1	
Other (000s tonnes)	**12**	15	15	
Hazardous waste by type from own operations:				
Chemical	**56%**	57%	57%	
Solvents	**37%**	37%	35%	
Other	**7%**	6%	8%	
Non-hazardous waste intensity from own operations (g/$sales)	**8.1**	9.7	11.0	
Non-hazardous waste from own operations (000s tonnes)	**116**	132	149	
Recycled and re-used (000s tonnes)	**76**	96	118	
Incinerated (000s tonnes)	**6**	6	6	
Landfill (000s tonnes)	**24**	20	17	
Other (000s tonnes)	**10**	10	8	
Non-hazardous waste by type from own operations:				
Plant and seed waste from seed sites	**59%**	65%	68%	
Inerts	**5%**	4%	7%	
Packaging materials	**6%**	5%	4%	
Household	**5%**	4%	4%	
Other	**25%**	22%	17%	
Waste intensity from supply chain activities (g/$sales)	**501**	-	-	
Waste from supply chain activities (million cubic meters)	**7,153**	-	-	
Environmental compliance				
Significant unplanned releases	**3**	1	0	4

[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 2016 baseline

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

[3] 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 2016 baseline

[4] Since 2020, significant unplanned releases are those classified as high as per ICCA standard for the reporting of Process Safety Incidents and where the loss leaves secondary containment or is discharged into secondary containment with uncertain integrity. The 2019 value was restated to align with this definition. The 2018 value is still classified as per the previous Syngenta internal standard

Sustainable operations continued

Reporting period October 1 – September 30		2020	2019	2018	
Supplier sustainability and fair labor programs					
Suppliers included in sustainability and fair labor programs	GGP	**99.4%**	99.0%	98.8%	
Coverage of Syngenta Fair Labor Program:					
Syngenta seed producing countries		**92%**	88%	88%	
Seed supply farms		**99.6%**	99.3%	99.2%	
Of which: farms in Fair Labor Association (FLA)'s audit scope		**100%**	100%	100%	
Of which: farms monitored		**22%**	20%	n/a	1
Coverage of Supplier Sustainability Program:					
Chemical suppliers		**95%**	94%	94%	2
Formulation, fill and pack tollers		**86%**	83%	86%	2
Packaging manufacturers		**67%**	63%	50%	3
Commercial flowers farms with valid GlobalG.A.P. certification		**91%**	88%	96%	
Commercial flowers farms with valid G.R.A.S.P. assessment		**100%**	100%	44%	4

1 The 2018 value was not available due to the implementation of a new reporting tool

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

3 Includes all packaging manufacturers independently of their level of sustainability risk

4 Since 2019, the percentage of commercial flower farms with valid G.R.A.S.P. assessment includes only our own farms while in previous years, it also included third-party farms. The assessment proved to be too onerous for third-party farms. Other alternatives to measure performance are being evaluated

People

Reporting period October 1 – September 30		2020	2019	2018	
Employment					
Employees		**29,262**	28,265	27,732	1
Europe, Africa and Middle East		**12,419**	11,860	11,690	
North America		**4,040**	4,091	4,120	
Latin America		**5,971**	5,794	5,676	
Asia Pacific		**6,832**	6,520	6,246	
Part-time employees		**942**	914	912	
Turnover rate		**10.0%**	9.5%	12.8%	2
of which: <35 years		**35%**	34%	33%	
35-50 years		**41%**	42%	41%	
>50 years		**24%**	24%	26%	
Attrition rate		**6.3%**	6.4%	5.8%	3
Senior managers		**299**	292	299	4
Europe, Africa and Middle East		**55%**	57%	55%	
North America		**23%**	23%	24%	
Latin America		**11%**	11%	9%	
Asia Pacific		**11%**	10%	12%	
Diversity					
Nationalities in senior management		**38**	37	36	4
Female employees		**31%**	31%	30%	
Female employees in management roles		**25%**	25%	24%	
Female employees in senior management		**20%**	18%	17%	4
Employee development					
Leadership and talent development investment ($m)		**6.3**	6.9	6.5	
Health and safety					
Recordable injury and illness rate (IIR) per 200,000 hours	GGP	**0.23**	0.34	0.32	5
Recordable injury rate per 200,000 hours		**0.22**	0.31	0.29	5
Europe, Africa and Middle East		**0.30**	0.37	0.39	
North America		**0.28**	0.54	0.54	
Latin America		**0.17**	0.34	0.18	
Asia Pacific		**0.14**	0.13	0.14	
Recordable occupational illness rate per 200,000 hours		**0.01**	0.03	0.03	5
Europe, Africa and Middle East		**0.02**	0.03	0.01	
North America		**0.02**	0.04	0.07	
Latin America		**0.01**	0.07	0.03	
Asia Pacific		**0.00**	0.00	0.02	
First aid cases		**355**	404	378	
Cases of recordable injuries		**100**	142	123	
Bruise, strain, sprain and dislocation		**34%**	39%	35%	
Cut and abrasion		**30%**	22%	28%	
Bone fracture		**13%**	9%	13%	
Concussion and internal injury		**4%**	1%	5%	
Multiple injuries		**1%**	5%	2%	
Other		**18%**	24%	17%	
Cases of recordable occupational illness		**5**	14	11	
Cases of work-related stress		**12**	12	7	
Recordable fatalities		**1**	2	3	5, 6, 7

1 Permanent full-time equivalent (FTE)

2 Includes voluntary and involuntary leavers and restructuring

3 Includes only voluntary leavers

4 Leaders in positions at the top four levels of accountability/scope within the organization

5 According to US OSHA definition for injuries and illness

6 Starting 2020, we report recordable fatalities in this Non-financial performance summary and in alignment with the reporting year October 1 – September 30. In previous years, the values were reported in the body of the Sustainable Business Report and aligned with the calendar year

7 The 2019 value was restated. After an internal investigation, it was determined that one fatality occurred during commuting and therefore is not a recordable fatality as per US OSHA definition

Business integrity

Reporting period October 1 – September 30	**2020**	2019	2018	
Corporate conduct				
Employees submitting Code of Conduct commitment	**24,137**	21,627	-	1, 2
Completion rate	**99.7%**	99%	-	1, 3
Leaders engaged in Ethics Shares	**4,864**	3,113	3,108	1
Completion rate	**99.7%**	92%	99%	1
Compliance cases reported	**264**	251	299	4
Security management				
Sites included in Syngenta Security 360º Program	**162**	148	131	
Product Security cases	**4,075**	981	880	5
Suspect counterfeit Crop Protection product seized by authorities (tonnes)	**3,933**	1,782	1,657	5
Suspect counterfeit Seed product seized by authorities (tonnes)	**3,326**	1,817	196	5
Animal testing compliance				
Management system audits performed in contract laboratories	**8**	7	4	
Management system non-compliances found	**0**	0	0	
Biotechnology and regulatory compliance				
Employees completing field trial regulatory compliance training	**2,089**	1,984	1,140	
Field trial locations planted under country regulatory compliance programs	**297**	475	434	6
Economic value shared				
Economic value shared ($m)	**13,245**	13,210	16,298	
Payments to suppliers ($m)	**7,877**	8,659	7,877	
Employee wages and benefits ($m)	**3,040**	2,847	2,755	
Payments to governments (taxes) ($m)	**191**	292	168	7
Payments to providers of capital ($m)	**837**	787	4,819	
Capital expenditure ($m)	**1,276**	601	655	
Corporate community investment ($m)	**24**	24	24	8

[1] Values represent calendar year to cover annual campaign

[2] New KPI introduced in 2019 to measure the commitment of leaders and employees to lead and represent Syngenta by our Code of Conduct. The KPI was updated in 2020 to reflect employees submitting Code of Conduct commitment instead of employees in scope. The 2019 value was restated to align with this new definition

[3] Percentage is calculated based on employees in scope

[4] The number of cases reported includes all cases managed by Group Compliance: cases reported through the compliance helpline, line management, directly to Group Compliance or other channels

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

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

[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 2020 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 summary of Syngenta AG, Basel, and its consolidated subsidiaries ('Syngenta') included in the Environmental, Social and Governance Report 2020 ('ESG Report').

Scope and subject matter

Our engagement focused on the following data and information for the year ended 31 December 2020 disclosed in the aggregated non-financial reporting of Syngenta:

- The application of the Syngenta reporting guidelines for the non-financial reporting published on The Good Growth Plan Progress Data website; and
- The internal reporting system and procedures to collect and aggregate the non-financial data for The Good Growth Plan on page 10; and
- The data and information in the Non-financial performance summary, in all material aspects, on pages 77 to 80, of the ESG Report.

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 related Non-financial performance summary on page 80 of the ESG Report.

We have not carried out any work on data reported for prior reporting periods, nor have we performed work in respect to projections and targets.

Criteria

The reporting criteria used by Syngenta are described and disclosed on The Good Growth Plan Progress Data website and in internal non-financial reporting standard operating procedures and guidelines. These define those procedures based on the Standards of the Global Reporting Initiative (GRI) 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 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 reporting criteria (including guidelines, definitions and procedures on the reporting of its non-financial performance).

Syngenta's 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 perform a limited assurance engagement to express a conclusion on positions in the related Non-financial performance summary on pages 77 to 80.

We planned and performed our procedures in accordance with the International Standard on Assurance Engagements (ISAE 3000) (Revised) 'Assurance engagements other than audits or reviews of historical financial information'. This standard requires that we plan and perform the assurance engagement to obtain limited assurance on the identified non-financial information prepared, in all material aspects, in accordance with Syngenta's policies and procedures.

A limited assurance engagement under ISAE 3000 (Revised) 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. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement and therefore less assurance is obtained with a limited assurance engagement than for a reasonable assurance engagement. 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 US, France and Greece selected based on quantitative and qualitative criteria;
- Testing the specified performance indicators on a sample basis for evidence supporting the Non-financial performance summary relative to completeness, accuracy, adequacy and consistency;
- Reviewing the documentation supporting relevant data on a sample basis, including management and reporting structures and documentation;
- Reviewing the management and reporting processes. Assessing the consolidation process of data at the global level.

We have not conducted any work on data other than outlined in the subject matter as defined above. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusions.

Conclusion

Based on our work performed on the identified Syngenta non-financial reporting 2020 nothing has come to our attention causing us to believe that, in all material respects:

- The Good Growth Plan guidelines as published on The Good Growth Plan Progress Data website are not applied;
- The internal reporting systems to collect and aggregate non-financial performance data are not functioning as designed and do not provide an appropriate basis for the reporting on pages 77 to 80; and
- The data and information disclosed in the Non-financial performance summary in the ESG Report on pages 77 to 80 do not give a fair picture of Syngenta's non-financial performance.

PricewaterhouseCoopers AG

Gerd Tritschler Konstantin Meier

Zurich, 29 March 2021

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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	Articles of incorporation	-
	102-2 Activities, brands, products, and services	1 Organizational profile	Company About Syngenta Group	-
	102-3 Location of headquarters	1 Organizational profile	Articles of incorporation Contacts	-
	102-4 Location of operations	1 Organizational profile	Syngenta at a glance factsheet Contacts	-
	102-5 Ownership and legal form	1 Organizational profile	Articles of incorporation Financial Report 2020	-
	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 2020	-
	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 2020 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	Chief Sustainability Officer's statement	-	-
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 2020	-

	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	Good Growth Plan: Accelerate innovation for farmers and nature Innovating sustainable agriculture solutions	-
	103-2 The management approach and its components			

	103-3 Evaluation of the management approach		Accelerating innovation infographic The Good Growth Plan Open Data	
-	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	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	Good Growth Plan: Strive for carbon neutral agriculture CDP Climate Change submission 2020 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	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	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 confidentially 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	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	Good Growth Plan: Strive for carbon neutral agriculture CDP Climate Change submission 2020 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	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 on 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	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 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 UNGC content index

Syngenta supports the 10 principles of the United Nations Global Compact (UNGC) through an established commitment to sustainability and ongoing implementation of policies on human rights, fair labor, environmental protection and anti-corruption. We have been 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 2020 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	Chief Sustainability Officer's statement	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 Good Growth Plan: Help people stay safe and healthy

Principle 4: the elimination of all forms of forced and compulsory labor	7.2.6 Working with suppliers	Sustainable operations Syngenta Labor Standards Compliance guide for third parties Minimum requirements for suppliers
Principle 5: the effective abolition of child labor	7.2.6 Working with 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 7.1.8 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 7.4.1 Animal welfare	Good Growth Plan: Accelerate innovation for farmers and nature Good Growth Plan: Strive for carbon neutral agriculture Agriculture and climate change Water conservation Sustainable operations CDP Climate Change submission 2020 CDP Water Security submission 2020

Principle 9: encourage the development and diffusion of environmentally friendly technologies	7.1.1 Innovation in agriculture	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

11.3 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 7.4.6 Community engagement	Good Growth Plan: Accelerate innovation for farmers and nature FAQ: Smallholder farmers and their livelihood FAQ: Improving smallholders' access to technology
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 7.1.8 Responsible agricultural land use 7.1.10 Nutritious food and feed	Our purpose and contribution The Good Growth Plan Good Growth Plan: Accelerate innovation for farmers and nature Principles for Sustainable and Responsible Agriculture, page 2
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	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	Good Growth Plan: Strive for carbon neutral agriculture Water conservation Sustainable operations
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	Good Growth Plan: Help people stay safe and healthy Sustainable operations Human rights We embrace and encourage diversity
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	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	Good Growth Plan: Strive for carbon neutral agriculture Principles for Sustainable and Responsible Agriculture, page 3 Agriculture and climate change Sustainable operations
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 7.1.8 Responsible agricultural land use	Good Growth Plan: Strive for carbon neutral agriculture Principles for Sustainable and Responsible Agriculture, page 3 and 5 Operation Pollinator
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 7.4.7 Political involvement	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	Good Growth Plan: Partnering for impact Principles for Sustainable and Responsible Agriculture, page 6 Stakeholder engagement

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