



ESG Report

2023



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About this report

This document is the 2023 Environmental, Social and Governance Report (ESG Report) for Syngenta Group, also referred to as 'Group' in this report.

Syngenta Group encompasses Syngenta Group Co. Ltd., a company domiciled in Shanghai, China, with management headquarters in Basel, Switzerland, and its consolidated subsidiaries. Syngenta Group is made up of four operational business units: **Syngenta Crop Protection** (headquartered in Basel, Switzerland), **Syngenta Seeds** (headquartered in Chicago, United States), **ADAMA** (headquartered in Tel Aviv, Israel), and **Syngenta Group China** (headquartered in Shanghai, China). The information and data contained in this report relate to the activities within this scope unless specified otherwise.

This ESG Report constitutes Syngenta Group's inaugural ESG Report and serves as an introduction to Syngenta Group's non-financial performance. It includes Group level Key Performance Indicators (KPIs) on several **Environmental** Areas, **Social** Responsibility and Corporate **Governance** related matters. KPIs presented in this ESG report have been limited to the 2023 reporting period only, as this is the first Syngenta Group ESG Report ever published. The aim is to gradually increase transparency, reporting both in compliance with applicable regulations and evolving best practices.

This ESG Report has been prepared based on the Guidelines on ESG Reporting for Chinese Enterprises (CASS-ESG 5.0) and the Greenhouse Gas Protocol Corporate Standard (Revised edition). It also references the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards 2021) through content index tables to meet external stakeholder expectations on transparency.

Detailed information about KPI definitions, reporting periods and data collection processes are included in the **Non-Financial Data Table** section of this report, in the subsequent notes, and throughout the report. The non-financial performance KPIs presented in the Non-Financial Data Table for the period ending December 31, 2023, have been externally assured by PricewaterhouseCoopers AG as to their preparation based on Global Reporting Initiative Sustainability Reporting Standards (GRI Standards 2021) and the Greenhouse Gas Protocol Corporate Standard (Revised edition). An independent limited Assurance Report has been included in this report.

This report has been approved and authorized for issue by the Syngenta Group Board of Directors.

The publication date of this Syngenta Group ESG Report is April 29, 2024. This report has been officially published in English, which is the authoritative version. In case of any discrepancies between the English text and versions translated into other languages, the English version shall prevail. Translation in other languages from English have been made available at Syngenta Group website for convenience purposes only.

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Statement of the Chief Executive Officer

The future of agriculture hinges upon sustainability. Making farming more sustainable is crucial as the world grapples with two existential challenges: mitigating climate change and producing enough food to nourish an increasing global population. Food affordability and security, particularly for those in poverty and in least developed countries, are also poised to become even more critical.

At Syngenta Group, we are committed to leveraging the power of innovation to help to transform agriculture. Through collaborating with farmers, partners, NGOs, universities, and businesses across the food and agriculture value chain, we aim to drive substantial and meaningful change. Our tailor-made solutions benefit farmers, society, and the environment by helping address a wide range of challenges including crop health and productivity, climate change and the need to achieve greater sustainability.

In embracing sustainability, agriculture is undergoing a technological revolution. Precision agriculture, powered by artificial intelligence and IoT (Internet of things) devices, is empowering farmers to optimize resource use, reduce waste and enhance productivity. Biologicals offer nature-based solutions to manage pests and diseases, address abiotic stresses and enhance nutrient use efficiency. Regenerative agriculture practices, which restore soil health and biodiversity, are helping to drive decarbonization and strengthen ecosystem resilience.

In further response to the pressing challenges facing our planet, we have launched a new set of Syngenta Group sustainability priorities. Setting clear targets and an ambition that guides our innovation and enhances transparency reflects the commitment of our Global Leadership Team and Board of Directors to sustainability. Crucially, our priorities ensure the integration of sustainability at both strategic and operational levels in a way that will truly provide long-term value.

From working to reduce our and agriculture's environmental footprint to advocating for social equity and governance excellence, I am proud of how sustainability is ingrained into everything we do at Syngenta Group. We remain dedicated to helping farmers adapt to the evolving agricultural landscape, driving positive change and paving the way for a more promising future for all.

This report underscores our commitment to transparency, a fundamental aspect of sustainability, allowing us to effectively track and communicate progress towards all our stakeholders.

Jeff Rowe
Chief Executive Officer
Syngenta Group

Agriculture in context

The future of agriculture

Innovations in agricultural technology have led to improvements in agricultural productivity. The proprietary crop protection and seed technologies developed by Syngenta Group have contributed to these improvements.

These successes, however, do not ensure that agriculture is entirely prepared to meet the new challenges it now faces, primarily the need to increase yields further to produce safe and nutritious food while keeping soils and the environment healthy.

To achieve this, Syngenta Group is committed to driving major change in agriculture. Syngenta Group is investing in the development of a range of innovative technologies and practices that will enable farmers to adapt to changing conditions and meet growing demand. The new agronomic technologies, tools and solutions that are emerging will be central to the sector's efforts to meet the world's future needs.

Agriculture faces multiple challenges

In the past, agriculture increased yields, with limited expansion of land under cultivation. Productivity gains of the future must be achieved without opening up new land for agriculture. Additionally, new strategies are needed to address several challenges, including but not limited to weather extremes, pest resistance, soil degradation, biodiversity loss, changing consumer preferences, evolving regulatory requirements, labor shortages, geopolitical conflict, and population increase.

Sustainably increasing yield on existing agricultural land offers the clearest path to addressing the growing demand for food, the impact of climate change, and the loss of natural ecosystems. However, present conditions are not conducive to achieving substantial productivity increases partly because agriculture itself has been contributing to many of the challenges that threaten its future productivity, including its use of freshwater, deforestation, greenhouse gas emissions, and biodiversity loss.

A strategic shift is underway

The agricultural sector is leveraging new approaches to plant breeding and crop protection that will be needed to contribute securing the world's food supply. For example, genome editing tools have the potential to bring forward the development of new crop varieties with benefits such as higher yields, increased nutritional content, longer shelf life, and greater resilience to weather extremes, pests, and diseases. The development and application of biological inputs is another important area that is already fully embedded in the Syngenta Group portfolio.

Combining the benefits of novel technologies and modern agronomic science with traditional farming practices, regenerative agriculture is an outcome-based food production system that nurtures and restores soil health, protects the climate and water resources and biodiversity, and has the potential to enhance farm productivity and profitability. It revolves around five core principles: minimizing soil disturbance, year-round planting, crop diversification, precision application of inputs, and integration of livestock where possible.

Investing in innovation to sustainably boost productivity

In addition to facilitating modernization efforts and efficiency improvements in farming, Syngenta Group is actively engaged in developing breakthrough technologies that may serve as the basis for future advances in agriculture. Many of these novel technologies leverage digital tools to allow for more precise application of inputs, thereby reducing the total use of water, fertilizers, and crop protection products. Putting mobile

technologies, data analytics, artificial intelligence, digitally delivered services and apps into the hands of more farmers faster will enable them to make more precise decisions to improve yields and profitability.

Adapting to new consumer preferences

Recent years have seen a societal shift, in many countries, from a concern about growing “enough food” to growing “enough good food.” There is increased societal pressure to limit the impact of farming on the environment, to reduce the use of agricultural inputs, while at the same time producing more high quality, nutritional food year-round.

Agricultural policies have sometimes shifted in response to public opinion, promoting the uptake of organic farming and transition to more plant-based food in some regions. However, the overall global demand for meat has continued to grow steadily, driven by changing dietary choices in many countries.

Consumer trends and policy developments will continue to impact global agricultural production and shape agriculture’s essential role: feeding more than 8 billion people in a reliable and sustainable way.

New paths for collaboration

The global food system needs to adapt to these developments in ways that increase agricultural productivity, reduce emissions and suit changing consumer preferences, while providing accessible and affordable food for all. Accomplishing this will require wide-ranging collaboration across the agriculture and food value chain. To this end, Syngenta Group partners with organizations around the world. Strategic partnerships are also being formed with greater frequency between the private sector and leading agricultural research institutes.

Syngenta Group

Business model

Resources

Financial capital	Chemical, biological, genetic, and computational sciences	Partners	Natural resources
People and the intellectual property they create		Laws and regulations	Facilities and services

What we do

Research and development	Production	Commercial	Supporting activities
Crop protection chemistry research	Active ingredients & biologicals	Product management	Product stewardship
Biologicals research	Formulation, fill and pack (FF&P)	Marketing and sales	Health, safety, and environment management
Seed genetics and traits research	Seeds	Distribution	Employee engagement
Development, trialing, and registration	Crop nutrition	Digital agronomy	Business integrity and human rights Multi-stakeholder dialogue

What we create

Crop protection and nutrition		Seeds	Grower services
Herbicides	Seed treatment	Hybrids	Digital solutions
Insecticides	Biologicals	Varieties	Modern Agriculture Platform (MAP)
Fungicides	Crop enhancement	Traits	
Fertilizers			

The value we provide

FOR FARMERS AND GROWERS	FOR STAKEHOLDERS	FOR SOCIETY
Innovative solutions and products	Economic shared value	Affordable and nutritious food and feed
Return on investment	Individual and collective well-being	Stimulated research, shared data & knowledge
		Sustainable food production systems

Business units

Comprising four business units – Syngenta Crop Protection, Syngenta Seeds, ADAMA and Syngenta Group China – Syngenta Group has a broad portfolio of products and services that cover crop protection, seeds, crop nutrition, and modern agricultural services.

Syngenta Crop Protection

This business unit offers farmers with a range of new and innovative solutions to counter the threats of pests and diseases, ensuring the availability of safe, nutritious, and affordable food while minimizing the use of land and other agricultural inputs. Alongside the main business (Weed Control, Disease Control, Insect Control), Syngenta Crop Protection (CP) also operates three specialist businesses: Seedcare, Biologicals, and Professional Solutions. Syngenta Crop Protection's portfolio includes new monitoring techniques and precision application fast-developing digital technologies. It seeks to capitalize on a combination of innovative chemistry and biologicals and their integration with digital tools and agronomic services for large and smallholder farmers.

ADAMA

ADAMA is a provider of generic crop protection products, with capabilities in the formulation of generic compounds. ADAMA delivers crop protection solutions, leveraging its technology platforms to optimize the efficacy and usability of its portfolio of active ingredients. ADAMA transforms existing active ingredients into patented products that seek to improve environmental performance. ADAMA's products and services are segmented as Weed Control, Disease Control, Insect Control, Consumer & Professional Solutions, and Ingredients & Intermediates.

Syngenta Seeds

Syngenta Seeds activities include research and development, production, logistics, and sales and marketing, serving farmers worldwide in field crops, vegetable seeds, and flowers. The business unit has global network of R&D sites and collaborates with universities, incubators, farmers, and scientists, to bring next-generation innovations to the farm. It applies technologies such as genotyping, molecular applications, trait discovery, and technology discovery together with data science, automation, engineering and product placement agronomy to develop products with higher resilience, enhanced yield potential and resistance to pests and diseases. Syngenta Seeds partners with production growers across multiple countries to produce high-quality seeds.

Syngenta Group China

Syngenta Group China's (SGC) activities include crop protection, seeds, crop nutrition, Modern Agriculture Platforms (MAP) and digital agriculture. SGC offers production and compounding capabilities, as well as benefits in the local production of active ingredients and formulations in crop protection. Its crop nutrition business spans the entire value chain, from R&D and production to sales and agrochemical services. Its seed business includes both processing and R&D innovation centers. SGC is a provider of agricultural services and digital agriculture with a nationwide network of MAP centers. MAP supports growers and food value chain partners by offering services that combine online and offline elements and cover the entire agricultural production and sales process. Alongside MAP, beSide offers a quality control and traceability system that ensures high-quality agricultural products.

Syngenta Group Sustainability Priorities

Agriculture creates the foundation to feed people every day. To sustain the expected increase in population, the sector needs to grow further. Simultaneously, the impact of climate change is evident around the world, with weather extremes, pest pressure and crop failures on the rise. Taking all these factors into consideration, Syngenta Group seeks to continue supporting farmers in their role tackling these challenges and turn agriculture from a contributor into a solution to mitigate climate change.

The approach

In 2013, Syngenta Group was one of the first companies in the industry to launch a sustainability plan. Since then, the Good Growth Plan (GGP) has successfully served as the organization's sustainability compass. Initial targets were achieved and updated in 2020.

The GGP has been the foundation of Syngenta Group's sustainability journey. Assessing the company's impact from all perspectives, listening to stakeholders, and identifying areas where a meaningful difference can be made while capitalizing on opportunities, has enabled Syngenta Group to place sustainability at the core of its strategy. Setting clear targets and an ambition that guides innovation will help integrate sustainability on a strategic and operational level whilst creating long-term value.

To realize this ambition, Syngenta Group is setting four sustainability priorities, each with a clear set of targets.

Priority 1: Higher yields, lower impact

Any kind of agriculture has an impact on the environment. While negative impacts are serious, and can include land use change, degradation of soil, water, and air, agriculture can also positively impact the environment, for instance by trapping greenhouse gases within crops and soils, or mitigating flood risks through the adoption of certain farming practices.

Across the world, the agriculture sector needs to boost crop productivity while at the same time bringing more sustainable crop protection solutions to the market that require smaller amounts of product, are more effective and highly targeted, and have increased benefits for nature, farmers, and consumers.

Crop protection products play a critical role in ensuring that farmers can maximize yields by protecting their crops from pests and diseases. Syngenta Group conducts extensive testing on all products to ensure that they can be used safely, and all products undergo detailed scrutiny by regulatory authorities. Additionally further optimization of molecules has the potential to improve product profiles, including better attending grower and general societal expectations.

The concept of "safe by design" is embedded in all stages of the product lifecycle to continuously improve crop protection products. From the discovery stage, product candidates are selected that leave no or very low levels of residue, are biodegradable in soil, and have a profile that is not detrimental to human and environmental health.

Syngenta Group also seeks to develop formulations and use patterns that minimize potential for exposure by, among other things, further minimizing the potential for residues in treated crops (already well below regulatory requirements), or by using innovative formulation and application technologies that ensure the product is more precisely applied only where it is needed. In addition, biological controls are becoming an increasingly important and complimentary part of the portfolio. To ensure that farmers use products correctly, Syngenta Group provides extensive training, with the goal to train 18 million farm workers per year by 2030.

Syngenta Group implements the latest innovations in breeding, trait, and technology discovery to accelerate the product development pipeline. These technologies, including predictive breeding analytics, gene editing,

and trait introgression help to address biotic and abiotic stresses, as well as to improve overall crop resilience and geographic fit as global climatic conditions change. With the advancement in genomics and computational technologies, there is a large amount of structural biology data leveraged to discover new genes. More recently, Machine Learning-enabled computational biology has opened incremental ways to design novel traits.

Digital technologies such as precision agriculture and remote monitoring are important components for a more sustainable agriculture, which is why two of Syngenta Group's operational business units (Syngenta Crop Protection and Syngenta Seeds), plan to connect 100 million hectares of farmland to digital technologies by 2030.

Targets:

- By 2030, **train 18 million farm workers** per year on safe and responsible use of products
- Connect **100 million hectares** of farmland to **CROPWISE® digital platform** by 2030.
- Steer portfolio towards increased sustainability performance through implementation of **Portfolio Sustainability Framework (PSF)**, starting in 2024 with the Syngenta Crop Protection business unit

Priority 2: Regenerate soil and nature

Regenerative agriculture practices such as cover crops, no-till techniques and the precision application of chemical and biological inputs can help to mitigate the impact of climate change by sequestering carbon in soil and reducing greenhouse gas emissions. By sustainably increasing productivity on existing farmland, they also protect biodiversity and natural habitats.

By 2030, Syngenta Group aims to enable the adoption of regenerative agriculture practices on 50 million hectares of farmland and to produce 85 percent of its seeds through regenerative agriculture practices.

To support farmers in addressing soil degradation and on-farm emissions, while increasing yields on existing land, Syngenta Group invests into research to understand how beneficial practices can be applied efficiently in local settings, and into products that farmers can employ in varying climatic conditions to maximize soil health, yields, and carbon capture. Biostimulants play a particularly important role in this context. They target the physiology of the plant, stabilizing the cells and strengthening the roots, which improves carbon sequestering capacity, nutrient uptake, and overall resilience to climatic factors such as heat and drought.

Soil health is also an important factor in protecting and enhancing biodiversity. Agriculture depends on biodiversity in many ways, yet its impact can also threaten the habitat and livelihoods of many species above and below ground. Each unique context and ecosystem require a different set of farming approaches to sustainably improve yields while protecting biodiversity. Syngenta Group has committed resources to further develop the data-based understanding of biodiversity in different types of habitats and soils.

Targets:

- Enable the adoption of **regenerative agriculture** practices across **50 million hectares** by 2030
- 85% of **seed production** through **regenerative agriculture** practices by 2030

Priority 3: Improve rural prosperity

Rural prosperity is key to improving the quality of life and economic well-being of people living in rural areas. Smallholder farmers form a large part of the rural population, but often lack knowledge and quality inputs needed for a good harvest.

Empowering smallholders to sustainably protect their crops from pests, diseases and weather extremes is therefore essential, and Syngenta Group offers digital solutions to support smallholders. An example is the rollout of an app that widens access to smart farming features for half a million farmers in Asia-Pacific producing staple cash crops such as cotton, rice, corn, and wheat. The app leverages technology from an image recognition specialist company to diagnose crop diseases in three seconds and provide farmers with agronomic advice on the most appropriate type of crop protection that they can apply.

Farmer service centers play a crucial role in supporting smallholder farmers by providing a centralized hub for accessing essential resources, knowledge, and services, enabling a more efficient use of crop protection and nutrition solutions, which makes farming more productive, profitable, and sustainable. Syngenta Group aims to expand the number of farmer service centers to 1000 by 2028.

Ensuring that all aspects of farm work are safe is part of Syngenta Group's commitment to striving for fair labor conditions. Syngenta Group plans to have the fair labor program implemented in all its seed production and processing countries by 2025.

Targets:

- **Expand farmer service centers to 1000** by 2028 and increase the income of served farmers vs. non-served farmers by 8%
- Through launch of innovative new programs for vegetable farmers, **increase profit by 10% for participating smallholder customers** by 2030
- Fair labor program implemented in all seed production and processing countries by 2025

Priority 4: Sustainable operations

As a global leader in seeds and crop protection, Syngenta Group is striving to reduce its climate footprint. The goal is to reduce Scope 1 (own operations) and Scope 2 (energy purchases) by 38 percent by 2030 versus a 2022 baseline. In addition, Syngenta Group is working with suppliers to better understand the emissions and identify decarbonization opportunities.

Across the Group's production sites, the focus is on exploring options on renewable electricity sourcing, energy conservation and decarbonization, as well as reducing energy consumption and water and waste intensity.

The safety of our staff and contractors, farmers, partners, and local communities is fully embedded in Syngenta Group's sustainability strategy. To maintain high standards of health and safety across the Group's manufacturing sites across the world is a top priority. It is essential to ensure that every employee understands their individual responsibilities and maintains awareness around safety.

In addition, Syngenta Group aims to build a more inclusive business culture by ensuring equity of treatment, targeting equal pay for equal work. The objective is to accelerate implementation of consistent equal pay practices to keep narrowing the pay gap on a yearly basis, until pay parity is achieved.

Targets:

- **Reduce scope 1 and 2 emissions by 38%** by 2030 vs. 2022
- **Set Scope 3 emissions target**, starting with Syngenta Crop Protection and Syngenta Seeds by 2025
- **Zero incidents target in our operations** - Interim target is for the Injury and Illness Rate to be below 0.25 by 2025 across all four business units.

OUTLOOK: Turning our priorities into action

Syngenta Group is in a position to embark on this new phase of its sustainability journey. Three strong levers will put our sustainability priorities into action:

Leveraging the power of innovation

Innovation will be central to achieving the Group's sustainability priorities and advancing sustainable agriculture. Syngenta Group's innovation capabilities has been built on the back of research and development: Some 6,500 employees work in R&D, in more than 150 R&D hubs worldwide. Syngenta Group will continue working towards its investment target of USD 2 billion in breakthrough sustainable and regenerative innovation by 2025. Concretely, the Group will direct resources toward products, services, programs, partnerships, and capital expenditures that offer a clearly differentiated sustainability benefit.

Working in partnership with others

To address future challenges, collaboration with all stakeholders is required, including but not limited to farmers, supply and food value chains, academia, and local communities. Syngenta Group has over 300 sustainability projects and partnerships around the world that demonstrate this commitment. Syngenta Group's long-time conservation collaborator, The Nature Conservancy (TNC), provided insights to inform the new sustainability commitments.

Establishing a strong tool to steer our portfolio towards increased sustainability

As an integral part of putting sustainability at the core of the business strategy, Syngenta Group has developed a Portfolio Sustainability Framework (PSF) to provide increased transparency to external stakeholders on the ongoing sustainability profile of the company portfolio and, once fully embedded, to facilitate internal decision-making. The PSF is being implemented in 2024, with initial model and baseline measurement applying for Group's Crop Protection business unit. Adaptation and implementation across other business units is planned in the foreseeable future. Further information related to the PSF can be found on Syngenta Group's website.

Engagement and collaboration

Syngenta Group engages with various stakeholders on an ongoing basis to understand their concerns and expectations, contribute with knowledge to relevant discussions, and provide perspectives on important issues to the sector.

As illustrated in the [Business model](#), Syngenta Group's stakeholders encompass a diverse array of entities, and interactions occur in multiple forms:

- **Growers:** Through surveys and direct interactions with farmers, the Group ensures that growers fully benefit from its products and use them correctly.
- **Industry:** Engagement with industry peers occurs through participation in industry associations.
- **Suppliers:** The Group and its subsidiaries maintain procurement processes fostering ethical and responsible business conduct advancing responsible sourcing and operational practices.
- **Capital Markets:** Regular communications and meetings are held with investors, bondholders, and rating agencies.
- **Non-Governmental Organizations (NGOs):** Partnerships with NGOs at local, regional, and global levels are formed to address specific issues.
- **Employees:** The Group maintains regular communication with employees, utilizing local workshops and surveys to gather their perspectives.
- **Governments:** Involvement in consultations, policy dialogues, and positioning on relevant issues are key engagement areas.
- **Communities:** Syngenta Group and its subsidiaries support and partner with communities in its operational areas.

Gathering Stakeholder Input

Stakeholder research is conducted to gauge consumer perceptions of agriculture and related industry topics. Syngenta Group engaged in global policy forums to help showcase how agricultural innovation can contribute to a sustainable future for climate change, nature, and food security. To do so, Group executives were present at international negotiations Biodiversity (COP15) in December 2022, Climate (COP28), and international gatherings of decision-makers (AIM4C Summit, World Economic Forum) throughout 2023, where they met with representatives from the private sector, NGOs, and governments to present work on agricultural innovation and/or discuss further existing or potential partnerships with key stakeholders.

During the year, Syngenta Group conducted its first materiality assessment to consider stakeholders' expectations and their views on perceived ESG risks and opportunities along its value chain. In preparation for the Group's updated sustainability priorities, the new approach was tested with experts from a number of external industry associations and NGOs.

Membership Associations and Organizations

Syngenta Group's involvement with various industries, membership associations, and advocacy organizations is crucial to its business activities. The Group participates in governance bodies, projects, and committees and provides funding beyond routine membership duties in several associations and organizations relevant to the Group and its business units.

List of membership associations and organizations (Syngenta Group) as of December 31, 2023

Avenir Suisse	Business at OECD ¹
Cool Farm Alliance	Economiesuisse
ICC Switzerland	IDH - Sustainability Initiative Fruit and Vegetables ²
International Seed Federation	Scienceindustries
Sustainable Agriculture Initiative (SAI) Platform	SwissHoldings
The Food Collective	The Consumer Goods Forum ²
Wageningen Economic Research	Together for Sustainability
World Economic Forum	World Business Council for Sustainable Development (WBCSD)
World Environment Center	

Syngenta Group, through its various subsidiaries, actively engages with numerous local organizations and national industry associations. The Group's subsidiaries partner and work closely with NGOs and other civil society organizations, contributing significantly to various external initiatives focused on climate, soil health, sustainability, and general industry transparency. For more detailed information on these partnerships and initiatives, please refer to the respective websites of Syngenta (including both Syngenta Crop Protection and Syngenta Seeds), ADAMA, and Syngenta Group China.

¹ Non-member, nominated by EconomieSuisse

² Discontinued in 2024

Materiality assessment

Syngenta Group undertook its first materiality assessment at the Group level from Q4 2022 to Q1 2023, aiming to identify key areas of impact and inform the Group’s sustainability priorities and external reporting. The assessment was conducted in partnership with a third party to provide independent expertise and facilitate the process in alignment with current and emerging reporting frameworks and standards. The assessment evaluated both the impact Syngenta Group has on people and the environment, and the impact that sustainability matters have on Syngenta Group’s business performance.

Following a comprehensive internal and external review, 20 topics with potential relevance to Syngenta Group were identified. The topics were weighted and prioritized across a set of qualitative and quantitative criteria based on desk research and inputs from internal subject matter experts and senior leaders.

As illustrated in the list below, topics classified as tier 1 represent Syngenta Group’s material topics, for which the Group actively measures and evaluates performance. Tier 2 and Tier 3 topics are those that the Group monitors to maintain the trust and confidence of its stakeholders and, reinforce its standing as a responsible business. Topics reflected in Syngenta Group’s sustainability priorities are represented with their corresponding priority color from the Syngenta Group Sustainability Priorities section at the bottom of the table.

Syngenta Group materiality assessment topics

Tier 1	Agricultural technology
	Biodiversity
	Climate change and greenhouse gases
	Product safety and responsibility
Tier 2	Business ethics and corporate governance
	Community and stakeholder relations
	Economic and geopolitical pressures
	Employee empowerment
	Employee health, safety, and wellbeing
	Food security
	Labor standards and human rights
	Natural ecosystem conversion
	Regenerative agriculture and soil health
	Resource efficiency and waste management
Rural prosperity and poverty reduction	
Water conservation and management	
Tier 3	Animal welfare
	Consumer demand shifts
	Policy and regulations on agricultural inputs
	Security management
Syngenta Group Sustainability Priorities	
Sustainable Operations	Higher yields, lower impact
Improve rural prosperity	Regenerative soil and nature

Non-financial disclosures

Environmental areas

Climate change and greenhouse gases

Syngenta Group recognizes agriculture’s current contribution to climate change, and the challenges it poses for agriculture, farmers, and global food security, as well as the contribution agriculture can make to mitigate and adapt to climate change.

As a manufacturer of agricultural inputs, primarily agrochemicals and seeds, Syngenta Group activities generate Greenhouse Gas (GHG) emissions. In line with Syngenta Group’s sustainability priorities, the Group strives to reduce its operations’ carbon footprint. The Group Health, Safety and Environment (HSE) Policy establishes a commitment to adopt a sustainable approach to managing our environmental impact, minimizing its use of natural resources, and ensuring that its employees and contractors have the necessary skills to undertake their work. In this context, Syngenta Group’s Environmental Performance Working Group ensures cohesive alignment of environmental management system information across its Business Units – Syngenta Crop Protection, Syngenta Seeds, ADAMA, and Syngenta Group China. This approach seeks to balance the autonomy of individual business units with adherence to Group guidelines, thereby fostering a culture of accountability and continuous improvement within the Group framework.

The Sustainability Committee of Syngenta Group’s Board of Directors is responsible for overseeing sustainability-related matters including, but not limited to, climate change related matters. Detailed information related to the [Group Sustainability Governance](#) is provided in the respective section of this report.

As described in the [Enterprise risk management](#) section of this report, the Syngenta Group Enterprise Risk Management (ERM) framework, outlined by the Group Risk Management Policy, outlines the minimum requirements that all companies wholly owned and controlled by Syngenta Group should meet. It provides a common basis for managing risks and opportunities related to key ESG matters including, but not limited to climate change mitigation and adaptation, and visibility at the Syngenta Group level, including roles and responsibilities.

Syngenta Group BUs accounts for direct (scope 1 sources) emissions from site’s operations applying the operational control method. It does not include GHG emissions from operations in which it has an ownership interest but no operational control³.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Greenhouse Gas Emissions	
CO ₂ e emissions from scope 1 sources (000s tonnes)	2,373
CO ₂ e emissions from scope 2 sources (000s tonnes)	2,365

In 2023, Syngenta Group reported combined scope 1 and 2 emissions of 4.7 million tonnes of CO₂e. Half of the emissions (approximately 2.4 million tonnes of CO₂e) represent the Group’s direct emissions (scope 1) while the other half (approximately 2.4 million tonnes of CO₂e) comes from indirect sources (scope 2). Direct emissions are predominantly the result of both on-site fuel combustion for energy generation and process

³ A company has operational control over an operation if the same or one of its subsidiaries have the authority to introduce and implement its operating policies at the operation, according to the GHG Protocol definitions.

emissions, with each accounting for roughly half of direct emissions. Most direct emissions come from the Group’s crop protection and crop nutrition manufacturing activities. Purchased electricity represents around two-thirds of total indirect (scope 2) emissions, while the remaining one-third are from externally sourced steam and heat.

The Group intends to focus its efforts for meeting its carbon reduction target through a combination of lower-carbon energy, investments in energy efficiency across manufacturing sites, and lowering process emissions across the Group. The Group has been increasing its use of renewable energy and procuring low-carbon intensity energy from external sources.

The Yunlong crop nutrition site implemented the Heat Recovery System (HRS) project in 2023. This project re-utilizes heat recycled from the production process. The HRS project increased the volume of by-product steam, resulting in energy-efficient gains and a reduction of about 34 thousand tonnes of CO2 emissions over the entire year.

In 2023, a number of crop protection sites across the Group implemented the first stage of a 5-year renewable electricity sourcing strategy by purchasing renewable Electricity Attribute Certificates (EAC). In subsequent phases, the Group intends to gradually shift to additional renewable electricity generation sources into the grid. Combined with efficiency measures identified through total energy consumption analyses at each active ingredient (AI) manufacturing site, this has resulted in an overall reduction of 92 thousand tonnes in scope 2 emissions compared to the previous year. The Group’s active ingredient manufacturing site in St. Gabriel, Louisiana, was awarded “Top Partner” status in the U.S. Environmental Protection Agency Green Power Partnership (EPA GPP) in 2023, making Syngenta the only company within the agricultural sector to be included in EPA GPP Top 100 List.

Energy Consumption

Syngenta Group is committed to reducing carbon emissions as part of its operational practices according to the Group’s sustainability priorities, with energy management being a key contributor to this objective.

The Group HSE Policy reflects the commitment to manage environmental impact sustainably and minimize natural resource utilization. Enhancing manufacturing process efficiencies, initiating site-specific energy conservation programs, and elevating the proportion of renewable energy utilization are part of the Group’s strategic approach.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Energy	
Total energy consumption (TJ)	34,439

In 2023, Syngenta Group **consumed 57 percent of its energy** from externally purchased or acquired sources, of which electricity was the most used energy source. The Group also relies substantially on energy consumption generated through the combustion of fossil fuels on-site, which represents 39 percent of its total energy consumption, reflecting ongoing challenges in transitioning away from high-carbon fuels.

Given the critical impact of energy management on carbon footprint, the Group began exploring opportunities for energy efficiency enhancements across its operations and to increase its use of renewable energy to replace non-renewable sources in its energy mix. In 2023, the Group’s Kunshan site in China completed the construction of a photovoltaic power generation system, which by year end generated about 468 gigajoules of clean electricity and is expected to generate around 1200 gigajoules each year.

Air Emissions

Chemical manufacturing facilities are potential sources of **air emissions**, which, once emitted, may lead to negative impacts to staff, local communities, and the environment.

Managing the Group’s environmental impact in a sustainable approach, including the control of air pollution, is a management priority and is outlined in the Group HSE Policy which includes its commitment to meet or exceed regulations, legal requirements, and international agreements. The Syngenta Group HSE Policy underscores the Group’s **engagement** with stakeholders to ensure that its operations support local communities and minimize the impact of its operations. Monitoring emissions from manufacturing processes is a critical operational practice.

Sites are required to ensure that air emissions are adequately understood and managed to ensure regulatory compliance, minimize potential effects on communities, promote sustainable operations, and maintain business continuity. Air emissions sources are identified, and treatment or abatement technologies implemented and maintained to minimize emissions into air. Air emissions are **monitored** to meet the requirements of site permits and applicable regulations, but additional monitoring may be conducted for improved control or optimization purposes. Opportunities to further reduce respective air emissions are identified through ongoing performance reviews and manufacturing efficiency studies.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Air Emissions	
Nitrous oxides (tonnes)	917
Sulfur oxides (tonnes)	374
Non-methane VOCs (tonnes)	381
Particulate matter (tonnes)	472

Active ingredient (AI) manufacturing processes accounted for a third of the Group’s total **NOx (nitrous oxides) emissions**. This is largely due to the high-temperature combustion process required for generation of high-pressure steam at key active ingredient manufacturing sites. The Group’s Crop Nutrition operations contributed slightly above a quarter of all of the Group’s NOx emissions, mainly from boiler combustion and release from heating furnaces of nitrogen and compound fertilizers production process. Most of the Group’s **SOx (sulfur oxides) emissions** (86 percent) resulted from activities related to the production of fertilizers by the Group’s Crop Nutrition manufacturing sites. SOx emissions are typically linked to the use of sulfur-containing feedstock and fuels.

Half of all **non-methane volatile organic compounds (NMVOCs)** emissions of Syngenta Group originated mainly from active ingredient manufacturing activities. These emissions are often a byproduct of solvent use and the handling of organic chemicals.

Seeds activities were the major contributor to **particulate matter (PM)** emissions within Syngenta Group, accounting for 39 percent of the total. Processing dry plants, particularly during cleaning and packaging, can release fine particulates from dry plant materials like husks and chaff. The Crop Nutrition business accounted for 29 percent of all particulate matter emissions. These emissions are often associated with the handling and processing of fertilizers, such as the process of boiler combustion and industrial processing, leading to dust generation.

Water & Waste

Water and waste management play a vital role in sustaining ecosystems and ensuring business continuity, throughout the Group’s value chain and its manufacturing sites. The Syngenta Group HSE Policy outlines the

company's compromise to not only meet or exceed regulations, legal requirements, and international agreements on these topics, but also to adopt a sustainable approach to managing its environmental impact and minimizing its use of natural resources.

Water consumption is a crucial component for both the Group's seeds activities and crop protection **manufacturing** plants, hence the continuous optimization of its use. In Seeds own operations, water is used for plant irrigation in R&D fields and greenhouses, as well as for equipment cleaning and the treatment formulation when processing seeds. Formulation, fill and pack (FF&P) sites use water to clean of tanks and piping during production changeovers between formulations. Cooling constitutes most of the water consumed in the Group's active ingredient plants. For crop nutrition activities, water is mostly used at different stages of the production process, for rehydration following evaporation and to a lesser extent for equipment cleaning. Outside Group operations, water is used throughout the **value chain**, with suppliers using water to manufacture chemicals and grow seeds, while customers mainly use water for growing crops.

Despite the chemical industry's initiatives to minimize **waste** through reduction, recycling, and reuse, non-recoverable waste is produced during manufacturing and packaging processes, including seed production. The Group seeks to minimize the use of natural resources and manage its environmental impact by implementing effective water and waste management solutions.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Water	
Water consumption from own operations (million cubic meters)	29
Waste generation	
Total waste (000s tonnes)	3,119
Hazardous waste from own operations (000s tonnes)	370
Non-hazardous waste from own operations (000s tonnes)	2,749

In 2023, Syngenta Group's total **water consumption** from its own operations reached 28.9 million cubic meters, with crop protection manufacturing across the Group accounting for approximately half of total consumption, with crop nutrition and seeds activities accounting for around a fourth each. This consumption by crop protection activities is primarily driven by manufacturing processes requiring water for synthesis, formulation, cooling, and cleaning of products and equipment. Crop protection products are formulated through complex chemical processes that often necessitate precise temperature control, achieved through water-based cooling systems. Additionally, the sector's stringent hygiene standards require extensive water use for cleaning reactors, vessels, and other equipment to prevent cross-contamination between different production batches. Water is also a critical component in the formulation of many crop protection products. By employing a range of water conservation measures and continuously seeking to improve water use efficiency, the Group aims to reduce its consumption rates.

In terms of waste management, crop protection manufacturing across the Group was responsible for around three fourths of the **hazardous waste** generated in 2023. This proportion is attributed to the nature of the crop protection industry, which involves the handling and processing various chemicals that, after their useful life or in the case of non-conforming batches, become hazardous waste. The manufacturing processes of crop protection products require raw materials that, when combined, can produce by-products that must be carefully managed due to their potential environmental and health impacts. In response, Syngenta Group manufacturing subsidiaries have implemented stringent waste management protocols, focusing on waste minimization at the source and advancing chemical processing methods to reduce by-product generation. During 2023, the Taquari site in Brazil undertook a project to increase hazardous waste recycling by targeting

ferrous chloride byproducts from the prothioconazole production process and consequentially cut the site's chemical landfill waste by reprocessing materials for reuse in production. As a result, the site experienced a 100 percent recycling rate of ferrous chloride (about 80 percent in-site and 20 percent externally) and 40 percent of ferrous effluent.

Crop nutrition activities accounted for around 90 percent of all **non-hazardous waste** generated at Syngenta Group in 2023. This high level is primarily due to the physical bulk of materials handled and the nature of the production process, which involves the extraction, processing, and packaging of mineral-based fertilizers. These processes inherently produce a significant volume of mineral residues, classified as non-hazardous waste. Crop protection manufacturing across all Syngenta Group Business Units contributed to approximately 5 percent of the total non-hazardous waste generated, while Seeds accounted for about 4 percent, mainly arising from the processing and packaging of seeds, including organic material residues, packaging waste, and non-recoverable plant matter. Corporate activities contributed to less than 1 percent of the non-hazardous waste.

Biodiversity

Global biodiversity is increasingly under threat as habitats are lost due to climate change, urban sprawl, increased industrial footprints and agricultural expansion. Syngenta Group, as supplier of agricultural products and producer of chemical substances has a potential indirect impact on biodiversity, as non-compliant use of crop protection by farmers can compromise agricultural biodiversity. Conservation efforts, both on- and off-farm, are needed by all stakeholders. An additional challenge in biodiversity is the lack of high-quality data, standards, or technologies on how to efficiently measure the status and trajectory of in-situ biodiversity and the impact of chosen conservatory activities. Biodiversity is greatest in natural habitats, so any efforts to limit agricultural activity to existing farmland by increasing yields or restoring degraded farmland through measures that are improving soil quality protects biodiversity. Syngenta Group plans to continue and expand its efforts in a number of areas, which include some of the following:

- Support increased yields on existing arable land through the provision of seeds, plant protection, digital technologies, and services to reduce the pressure to convert native forests.
- Applying a rigorous R&D approach in a "safe by design" mindset to ensure that new products are more effective.
- Reviewing current product portfolio to further understand its environmental impact and the value it brings to farmers.
- Better understanding of soil health as a factor for productive agriculture, an important component of biodiversity and as a contribution to mitigating climate change.
- Committing resources to further develop a Biodiversity sensor enabling data-based understanding of in-situ biodiversity in different types of habitats.
- Expanding stewardship and safety initiatives to help ensure the safe and appropriate use of crop protection products as required by the label.
- Stakeholder engagement to further scientific understanding and improvement of policies.

As an industrial producer the Group ensures any new sites are not built in protective areas, respect local regulations, avoids run-off of hazardous substances and works towards having wildlife friendly areas included in sites wherever possible. Syngenta Group supports growers with agricultural practices and systems designed to preserve biodiversity and habitats through capability-building engagements such as Integrated Pest Management (IPM) training. The training approach to biodiversity includes, but is not limited to, establishing multifunctional field margins for pollinators and beneficial insects, soil health cover, aquatic

ecosystems buffer zones, and the use of products at the right time when weather conditions are optimal to limit drift and runoff while adopting a landscape perspective in their farm management practices.

The Reverte® initiative, developed by Syngenta and The Nature Conservancy (TNC), aims to support farmers, through agronomic techniques and long-term financing, to transform degraded areas into productive ones. The idea is to demonstrate the economic viability of recovering land instead of opening new ones for planting. Thus, it contributes to the preservation of native vegetation and the advancement of regenerative agriculture, initially targeting the Brazilian Cerrado with its 18 million hectares of degraded land and important opportunities to conserve native habitat. TNC collaborated with Syngenta in the inception of Reverte® and is part of it in the Cerrado only. In 2023, it reached the mark of 159 thousand hectares of arable land benefited by the program, with 103 thousand in the Cerrado. Regenerative agriculture techniques such as direct planting, cover crop management, crop rotation, precision agriculture, and crop and livestock integration were implemented to support the enhancement of soil biodiversity so that it regains its potential productivity.

In 2023, Syngenta continued its efforts with LivinGro®, a comprehensive science-based sustainable agriculture initiative that is taking place on productive farms in several countries, either as full-scale pilots or as customized approaches. In both cases, the focus is on soil and biodiversity, crop and agroecosystem health, and the objective is to provide the scientific basis for designing and developing scalable agronomic protocols that promote sustainable agriculture practices and support efficient food production within healthy agroecosystems.

Additionally, during 2023, Syngenta Group China cooperated with the Institute of Apicultural Research (IAR) / Chinese Academy of Agricultural Sciences (CAAS), China Agriculture University and Zhejiang University to conduct projects focusing to promote efficient and sustainable approach over the biodiversity topic, including but not limited to the importance of pollinators and multifunctional field margins.

During the same year, Syngenta Group began working with a third party to conduct an assessment over the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations and subsequent operationalization plan at Group level. This will serve as the basis from which Syngenta Group will be able to develop a consolidated Biodiversity strategy, leveraging on the Group's strengths and choosing the most effective actions that contribute to global biodiversity efforts.

Social responsibility

Employment

Syngenta Group's diverse workforce is an important element in achieving the Group's goals and ambitions. The achievement of the Group's strategy rests on its ability to attract, develop, and retain the right talent. To this end, Syngenta Group is committed to creating an optimal and inclusive work environment, fostering employee belonging, satisfaction, well-being, and performance, which are key to the Group's overall success.

The Group's management philosophy is encapsulated in several key policies:

- **Syngenta Group Code of Conduct** lays down the ethical and operational guidelines for employee conduct and organizational practices.
- **Learning and Development Group Policy** underscores the importance of continuous skill enhancement and professional growth.
- **Diversity and Inclusion Group Policy** is a testament to the Group's commitment to fostering a diverse and inclusive work environment.

Syngenta Group actively **engages** its workforce, through various strategies. The Group recognizes and respects employees' rights to freedom of association and collective bargaining. These rights are fundamental to maintaining sound labor relations and favorable working conditions. The Syngenta Group Code of Conduct includes this commitment, ensuring no employee faces discrimination, harassment, or retaliation for exercising their rights to associate or bargain collectively. The principle of collective bargaining is upheld by Syngenta Group, recognizing the importance of sound labor relations, and offering parallel means for independent and free association and bargaining, especially in regions where direct rights to collective bargaining are legally restricted. This approach underscores the Group's commitment to fair and equitable labor practices.

As a science-based company, Syngenta Group acknowledges the criticality of equipping its workforce with the necessary **skills and knowledge**, especially in the face of rapidly evolving technology. This is particularly true in the science, technology, engineering, and mathematics (STEM) fields, where demand for skilled talent is intensifying. To remain competitive, the Group promotes continuous learning and development.

Syngenta Group employs a wide range of initiatives that are designed to not only **attract** diverse top talent but also to ensure engagement and **retention**. Additionally, the Group has established equitable and comprehensive Rewards and Compensation schemes. These are tailored to recognize and incentivize outstanding performance among employees. This approach is integral to motivating the workforce and aligning employee performance with Group objectives.

The Group maintains the commitment to **employee well-being**, as an example the "Ways to well-being" global program covers physical, mental, financial, and social well-being, complemented by local resources such as flu vaccinations, gym access, and healthy food options. Syngenta Group supports this initiative with ongoing well-being campaigns, webinars, training sessions, and assistance from certified Mental Health First Aiders. Additionally, employees have access to a comprehensive Employee Assistance Program (EAP) for round-the-clock counseling and support.

Career Development within the Group is viewed as a fundamental aspect of the employee journey. The Group emphasizes creating opportunities for **career** advancement and professional growth, recognizing these opportunities as a key component of its employee value proposition. This focus ensures that employees not only contribute effectively but also grow alongside the organization.

Diversity, Equity, and Inclusion (DEI) is a core element of the Group’s organizational culture. Leadership at the highest level, including the Group Leadership Team (GLT) and Board of Directors, actively sponsor and drive DEI initiatives. The implementation of these initiatives is consulted and approved by the Group’s DEI Council, a cross-functional and geographical advisory and governance body, composed of senior leaders, to oversee the development of DEI across Syngenta Group globally. The Group’s DEI framework, built on five strategic levers, aims to create an inclusive environment where every employee can thrive and contribute effectively. DEI initiatives at Syngenta Group include flexible working arrangements, adherence to international standards like the UN LGBTI Standards of Conduct for Business and the Women’s Empowerment Principles, comprehensive training on overcoming unconscious bias, fostering psychological safety, gender, and generation diversity, why culture matters among others, and the establishment of Employee Resource Groups to foster allyship among the Group’s employees. These initiatives reflect the Group’s dedication to building a workplace environment that fosters respect, collaboration, innovation, and a sustainable future for all.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Permanent Employees	
Permanent employees (headcount)	60,676
by gender:	
Female	16,953
Male	43,612
Other or undeclared	111
by region:	
Europe, Africa, and Middle East	17,232
North America	5,374
Latin America	10,073
Asia Pacific	27,997
Turnover rate (%)	11
Temporary employees	
Temporary employees (headcount)	3,457
by gender:	
Female	891
Male	1,128
Other or undeclared	1,438
by region:	
Europe, Africa, and Middle East	670
North America	43
Latin America	2,469
Asia Pacific	275

In 2023, Syngenta Group’s total number of employees stood at 64,133 worldwide, with the majority being permanent employees, almost half of whom were based in Asia-Pacific. Syngenta Group’s ambition to be a collaborative and trusted partner in agriculture is enabled by its diverse and inclusive workforce, where permanent and temporary employees are spread across 4 regions, with a female representation of 28 percent. Syngenta Group’s overall turnover rate (including voluntary and non-voluntary) stood at 11 percent by year-end.

During the reporting period, Syngenta Group was recognized as one of the world’s top five leading employers – and the top agriculture employer – in the 2023 Science Careers Top Employers Survey. The company ranked fifth on the survey’s annual list of top employers in biotechnology, biopharmaceutical, pharmaceutical, and related industries.

Health & Safety

The Group HSE **Policy** sets foundational principles for ensuring the health and safety of Syngenta Group employees, customers, and communities. These principles are based on risk management, ongoing improvement, and adherence to international standards in health and safety practices. The policy provides a framework that is the basis of further comprehensive standards at Business Unit level supported by tailored HSE **management systems** that ensures accountability and fosters a culture of continuous improvement across all Syngenta Group operations. The principles provided by the Group HSE policy are translated into HSE management systems for each of the four Business Units.

The Syngenta Crop Protection (CP) and Seeds HSE management system covers all aspects of HSE and is based on a Plan-Do-Check Act (PDCA) cycle. The ADAMA HSE Management System is under development for most of its sites and covers essential aspects of HSE management, integrating responsibility, focus on process safety management, and a cycle of continuous improvement through planning, review learning and auditing. The SGC HSE Management system also follows a PDCA cycle, and is focused on Chinese legislation, ensuring leadership risk management, competence development and continuous improvement in HSE practices.

The Group HSE Policy sets the commitment for Syngenta Group and its subsidiaries to meet or exceed regulations, legal requirements, and international agreements. Health and safety is an integral part of Syngenta Group's strategy, contributing to a sustained improvement in safety performance with control of safety risks. Safety considerations are integrated into Syngenta Group Enterprise Risk Management Framework, aligning its strategic objectives for health and safety including reducing safety incidents resulting in fewer injuries, occupational illnesses, process safety events and environmental impacts.

Health and safety involves risk assessment, hazard identification, implementation of controls and active audit and inspection programs: It contributes to a safer work environment for both staff, contractors, and other key stakeholders. In developing and implementing this policy, the Group engages with stakeholders through tier meetings at site level, self-assessment of compliance with the management system, internal and external audit, and where possible community engagement.

Syngenta Group strives to identify and mitigate potential hazards through regular safety audits, employee engagement, continuous training, awareness programs, emergency management and transparent reporting of safety performance, creating a workplace culture where safety is ingrained in every task and process.

Health and safety reporting covers all Syngenta Group employees and directly supervised contractors. The Group also requests information from third parties working on its behalf. The Group also tracks all motor vehicle incidents involving one of the Group's drivers that resulted in either injuries or loss of life of a member of the public.

The effectiveness of the Group HSE policy and the Group's **performance** is reviewed and evaluated through a number of leading and lagging performance data. HSE management audits are conducted at the Group's facilities, and reviews of compliance with the HSE management systems are conducted on a regular basis. The results of these activities help identify trends, inform the Group's planning and help develop tailored improvement programs. Regular internal safety audits, inspections and reviews are in place to provide assurance of compliance with legal requirements, site HSE management systems and Syngenta Group minimum safety standards around policy commitment, risks, implementation, and maintenance of controls. A Group safety performance report is presented monthly to the Group Leadership Team (GLT), including but not limited to indicators such as injuries and illness rates, fatalities, motor vehicle injury rates, process safety, environmental complaints, and regulatory events.

The health and safety reporting scope encompasses all Syngenta employees and directly supervised contractors, and all process safety and environmental incidents related to Syngenta facilities. This report does not include third party suppliers and sites that have been newly acquired until they have been integrated into Syngenta Group.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Occupational Health & Safety	
Recordable injury rate - per 200,000 hours	0.19
Recordable fatalities	3
Road and Process Safety	
Motor vehicular injury rate - per million kilometers	0.11
Motor vehicular injury	61
Process safety events (Medium and high actual)	114
Significant unplanned releases to the environment	5

During 2023, there were three work related **fatalities**: two Syngenta Group employees (one off-site and one on-site) and one supervised contractor (on-site). A Syngenta Group employee passed away as a result of injuries sustained during a road collision following a visit to a dealer point. A second Syngenta Group employee and a supervised contractor passed away during separate maintenance activities inside one of the Group’s crop nutrition units. The Syngenta Group employee on maintenance activities passed away following the explosion of an evaporator tube, while the supervised contractor passed away from injuries sustained from a scaffold fall. The Group conducts thorough investigations of each incident to understand the underlying causes. The findings result in a combination of immediate actions and long-term strategies to prevent recurrence.

In 2023, Syngenta Group’s **recordable injury rate** reached 0.19. Most of the injuries occurred at Group’s crop protection sites, while the seeds activities accounted for around a third of all injuries. Almost all injuries sustained in 2023 were caused by either chemical exposure, hand injuries, motor vehicle incidents, or slips, trips, and falls. Based on the review of incident data and audit findings, the Group launched a series of initiatives aimed at reducing hand injuries (common in seeds activities), including strategies that emphasize the use of protective equipment and safe handling practices, changes to management systems, and renewed trainings, including employing a Plan, Do, Check, Act (PDCA) cycle for safety management. Additionally, the Group launched a series of initiatives to further improve safety performance across all its activities, including the digitalization of HSE tools for Control of Work, Incident Management and Learning, Safety Observation Programs, and targeted injury and illness prevention campaigns. During the year, four sites in China achieved the leading rating benchmark within the FORUS system, an HSE management system with a rating tool developed by Sinochem Holdings based on global best practices.

In the same year, Syngenta Group recorded 61 **motor vehicular injuries** (off-site), of which 26 were motorcycle related incidents, with the remaining involving four-wheel vehicles. The majority of these events occurred during visits to growers, dealers and farming fields by both own-staff and supervised contractors. In 2022, Syngenta Group began the implementation of a new Driving Safety Strategy, with the final roll-out expected in 2024. This strategy includes policies as well as management practices such as audits, monitoring, and controlling. Key initiatives for improvement of road safety include but are not limited to early identification of high-risk drivers using telematics, behind-the-wheel training and the implementation of a Fleet Management System to ensure compliance with the Group’s safety standards.

During 2023, Syngenta Group registered 114 **process safety events**, of which nine were classified as high actual. All nine events were recorded across the Group’s crop protection manufacturing sites and were due to chemical leaks, with overfill being a common cause. Of all the high actual process safety events, eight were contained on-site. Five significant **unplanned or uncontrolled releases** to the environment were reported in 2023. All five were due to loss of containment on sites in France, the UK, and Israel. In 2024, Syngenta Group plans to continue its audits, with the aim to reduce the process safety event rate by improving overfill protection, establishing a Joint Integrity program and launching a process safety academy to improve capabilities and raise awareness of the topic.

Community engagement

The Syngenta Group Code of Conduct and Group HSE Policy outline the commitment to be a supportive member of the communities in which we operate by engaging with all stakeholders, as well as making a positive contribution to communities by creating economic, health, and social benefits, respecting local customs and traditions, and listening and responding to people’s concerns. In line with these policies, Syngenta Group’s Business Units and its subsidiaries further define their approach and processes to better support the communities in their respective contexts.

Reporting on community engagement encompasses aspects such as the monetary value of contributions that are charitable in nature and scope. Investments in community-related activities comprise philanthropic donations (including humanitarian relief), non-commercial sponsorships, and other community engagement activities.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Community engagement	
Corporate community investment (in million USD)	28

In 2023, Syngenta Group invested USD 27.7 million in corporate **community projects** reflecting the Group’s commitment to contribute positively and respond to community needs while building mutual understanding and trust wherever it operates. The annual contribution to the Syngenta Foundation for Sustainable Agriculture (SFSA) represents over 70 percent of the Group’s community investments, helping over 2 million smallholder farmers across 20 countries⁴. The remaining investments were driven by the community needs and the specific context in which the Group’s business units operate, with main investments in India, Israel, China, Ukraine, Brazil, the United States of America and Canada.

⁴ The Syngenta Group Board decided to phase out its financial support to the Syngenta Foundation for Sustainable Agriculture (SFSA). As a result, the SFSA will close its headquarters in Switzerland by the end of 2024. Financial plans for 2024 assume charitable contributions to the SFSA in line with previous years to allow for an orderly wind-down of activities.

Corporate Governance

Group Governance

The general governance framework of Syngenta Group Co. Ltd. consists of the following:

- **General Meeting of Shareholders** is the highest decision-making body of Syngenta Group. It has the ultimate discretion over the company's operation, decides on business operation policies and investment plans, approves Syngenta Group's financial statements and other disclosures, approves the articles of association, decides on the compensation of directors and supervisors, and elects directors and supervisors.
- **Board of Directors** defines Syngenta Group's basic management principles, including delegation of authority of the Board of Directors as well as finance, investment, human resources, HSE, corporate sustainability, ethics, and compliance policies. It also manages matters regarding information disclosure and decides on the composition, suitability, and effectiveness of its four board committees: Audit, Compensation, Governance, and Sustainability.
- **Board of Supervisors** inspects Syngenta Group's financials, reviews working reports drafted by the Board of Directors, supervises the Board of Directors and its members and senior executives in performing their duties, and proposes extraordinary general meetings.
- **Group Leadership Team (GLT)**, led by the CEO, operationally manages Syngenta Group. Alongside the Board of Directors, the GLT establishes overall strategic direction and objectives for Syngenta Group and aligns the strategies and tactics of the four business units with the overall strategic objectives.

Board of Directors

The Board of Directors of Syngenta Group Co. Ltd. has the duties set forth under the Articles of Association and Rules of Procedure of the Board of Directors deliberated and approved by the Fifth Extraordinary General Meeting of Shareholders of Syngenta Group Co. Ltd. in 2023. The ultimate strategic direction of Syngenta Group is set by the Syngenta Group Co. Ltd. Board of Directors.

The Syngenta Group Co. Ltd. Board of Directors also establishes the basic strategic, accounting, organizational and financial policies for Syngenta Group as a whole, which are adapted by the Board of Directors of the respective entities part of the Syngenta Group. In this sense, the Board of Directors of the Syngenta Group subsidiaries.

Board of Directions of Syngenta Group Co. Ltd. as of March 15, 2024⁵

Name	Nationality	Gender	Age	Status	Effective Date	BoD	GC	CC	AC	SC
Fanrong Li	Chinese	Male	60	Non-I	13 Sep 2022	C	C	M		
Jian Jiao	Chinese	Male	56	Non-I	12 May 2023	M		M		
J. Erik Fyrwald	American	Male	64	Non-I	20 Jun 2021	M				M
Fuli Li	Chinese	Male	58	Non-I	23 Feb 2024	M			M	M
Jeff Rowe*	American	Male	50	Non-I	1 Jan 2024	M				
Hengde Qin*	Chinese	Male	53	Non-I	1 Jan 2024	M				
Paul Fribourg	American	Male	70	Ind	20 Jun 2021	M	M	C	M	
Pedro Pullen Parente	Brazilian	Male	71	Ind	20 Jun 2021	M	M	M	C	M
Louise O. Fresco	Dutch	Female	72	Ind	20 Jun 2021	M				C
Jin-Yong Cai	Chinese	Male	64	Ind	20 Mar 2023	M		M	M	

BoD: Board of Directors / GC: Governance Committee / CC: Compensation Committee / AC: Audit Committee / SC: Sustainability Committee
 Non-I: Non-independent / Ind: Independent / C: Chairman / M: Member / * Executive: Member of Group Leadership Team

The biographies of the members of the Board of Directors of Syngenta Group Co. Ltd. can be found on the Syngenta Group website.

The election of the members of the Board of Directors of Syngenta Group Co. Ltd. is driven by the resolutions of the general meeting of shareholders. Aspects such as diversity and professional experience are considered in the election process. There is no fixed term of office for members of the Board of Directors of Syngenta Group Co. Ltd., but their composition is reviewed regularly. The Board of Directors of Syngenta Group Co. Ltd. meets as often as the business of the company requires. Meetings are called by the Chairperson or, in her/his absence, by another member of the Board of Directors. Each member is entitled to request from the Chairperson the convening of an extraordinary meeting (indicating its purpose) without delay. Meetings may either be held in person, by phone, or by video conference.

Global Leadership Team

Global Leadership Team of Syngenta Group Co. Ltd. as of March 15, 2024

Name	Title	Footnote
Jeff Rowe	Chief Executive Officer	6
Hengde Qin	Deputy General Manager, Chief Financial Officer	7
Steve Landsman	Group General Counsel	
Caroline Barth	Chief Human Resources Office	8
Alexandra Brand	EVP Sustainability and Corporate Affairs	9
Steve Hawkins	President and Chief Executive Office ADAMA	10
Fu Su	President of Syngenta Group China	11
Justin Wolfe	President Global Seeds	

⁵ In February 2023, as outgoing Lin Yang stepped down, Pedro Pullen Parente was named as chairman of the Audit Committee, and Fuli Li joined Syngenta Group as non-independent member of the Board of Directors, Audit Committee and Sustainability Committee

⁶ Jeff Rowe named Chief Executive Officer of Syngenta Group, effective as of January 1, 2024, as outgoing CEO Erik Fyrwald to step down, continue as Advisor to Chairman and remain on the Board of Directors.

⁷ Effective December 1, 2023, Hengde Qin named Chief Financial Officer of Syngenta Group on top of his current responsibilities as Deputy General Manager, Syngenta Group, as outgoing CFO Chen Lichtenstein to step down in orderly transition process.

⁸ Effective January 1, 2024, Caroline Barth named Chief Human Resources Office,

⁹ Effective November 1, 2023

¹⁰ Effective May 1, 2023, Steve Hawkins named President and CEO of ADAMA.

¹¹ Effective December 22, 2023, Fu Su named President of Syngenta Group China, position previously held by outgoing Hongsheng Liu.

Group Sustainability Governance

The sustainability governance is led by the Syngenta Group Co. Ltd. Board of Directors, which provides strategic direction regarding all sustainability matters, including but not limited to ESG report review and climate change, and exercises oversight over the GLT. The Syngenta Group Co. Ltd. Board of Directors delegates some of its powers and duties regarding sustainability matters to one of its board committees: the Sustainability Committee. The Sustainability Committee consists of at least three directors of the Syngenta Group Co. Ltd. Board of Directors¹².

Sustainability Committee of Syngenta Group Co. Ltd. Board of Directors as of March 15, 2024

Name	Title
Louise O. Fresco	Chair of the Sustainability Committee
J. Erik Fyrwald	Non-independent director
Fuli Li	Independent director
Pedro Pullen Parente	Independent director
Jin-Yong Cai	Independent director

The Executive Vice President (EVP) Sustainability and Corporate Affairs is a permanent company representative on the committee; however, without voting rights. The Sustainability Committee of the Board of Directors holds at least two regular meetings per year, complemented by some interim meetings.

As outlined in its charter, the Sustainability Committee is mainly responsible for sustainability matters. It reviews the company's sustainable practices and oversees its sustainability framework and standards, including ESG reporting, the sustainability plan, and strategic sustainability partnerships. The committee also advises on the company's stakeholder engagement processes to better understand trade-offs and dilemmas linked to new technologies and its actions in addressing them. Further, the committee reviews the Syngenta Group ESG Report and the external assurance opinion and submits it to the Syngenta Group Co. Ltd. Board of Directors for approval.

The Group Leadership Team (GLT) oversees business sustainability-related standards, including strategy, objectives, and partnerships. It reviews and advises on the effectiveness of the implementation of internal policies. Each member of the GLT is responsible for embedding sustainability in its respective area of responsibility. The EVP Sustainability and Corporate Affairs, reporting to the CEO of Syngenta Group, is a member of the GLT and leads the Syngenta Group Sustainability and Corporate Affairs function and oversees sustainability activities in Syngenta Group, meets on a regular basis with the CEO and provides regular updates on sustainability matters to the GLT and the Sustainability Committee of Syngenta Group Co. Ltd. Board of Directors.

The Group Sustainability and Corporate Affairs function coordinates and channels sustainability initiatives, performance management and policy engagements, and monitors sustainability performance. To enable the development of the Group's strategy, implementation and coordination, the EVP Sustainability and Corporate Affairs sponsors a Sustainability Leadership Team under the leadership of the Group's Chief Sustainability Officer (CSO). The Sustainability Leadership Team leads the design and supports the adoption of Group-wide sustainability strategy and targets by business units and functional strategies. It monitors

¹² The Syngenta Group Co. Ltd. Board of Directors carries out periodic assessments of the independence and the performance of duties of committee members and may suggest to the Syngenta Group Co. Ltd. Board of Directors to replace unsuitable committee members if necessary. The company organizes trainings for committee members (if needed) to gain professional knowledge of laws and standards required for performing their responsibilities.

progress, steers internal and external communication, and oversees the function's talent development plans. It is made up of the heads of sustainability of the four business units, CSO, Chief Communication Officer (CCO), and EVP Sustainability and Corporate Affairs, while chaired by the CSO.

Business Integrity

Syngenta Group 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.

Corporate conduct

The **Syngenta Group Code of Conduct** sets out the Group's commitment to fair labor practice, ethics, and integrity. It covers the areas of law, business integrity, society, people, science, products, and property rights. Everyone working for Syngenta Group must adhere to the 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 Group Policies portal. The Code of Conduct is approved by the Syngenta Group Co. Ltd. Board of Directors. The issuance, storage, accessibility, implementation, and lifecycle management of the policies are governed by the Syngenta Group Policy Framework owned by the Syngenta Group Compliance team. The validity of all policies is confirmed by the respective policy owners annually through an assurance process, which is audited by our statutory auditors as part of the annual Company Level Controls.

Embedding ethics and integrity at the core of business

The Syngenta **Group Ethics and Compliance Board** (ECB) oversees policies, standards, and the implementation of the compliance framework. The ECB comprises the Group Chief Financial Officer, the Group General Counsel, the Chief Human Resources Officer, the Head of Group Accounting, Reporting & Internal Audit as well as the Head Group Compliance and Risk Management. A compliance dashboard, issued biannually, provides a comprehensive overview of ethical compliance across the Group.

The Head Group Compliance and Risk Management and a team of regional compliance officers are responsible for developing, implementing, and monitoring our corporate compliance framework and tools. Together, they ensure a holistic review of ethical 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 within Syngenta Group are pivotal in promoting an ethical culture where they are expected to lead by example, adhering to the Code of Conduct and fostering an environment where employees can freely voice concerns. Employees, in turn, are required to understand and apply the Code of Conduct in their daily activities. Employees who observe a breach of the Code of Conduct are required to speak up.

All employees of Syngenta Group are required to certify their commitment to the **Code of Conduct** annually. This includes responding to assurance questions related to the Code and relevant policies and practices via a digital form. New joiners must complete e-learning modules on the Code of Conduct, anti-bribery anti-corruption, competition law, conflict of interest, and respectful conduct at the workplace including sexual harassment prevention.

All Syngenta Group employees must disclose any actual, potential, or perceived conflict of interest to Syngenta Group via a self-disclosure tool. Once reported, the employee's line manager evaluates the

situation and takes the necessary actions to ensure compliance with Syngenta’s Conflicts of Interest policy. In case of doubt whether a situation constitutes a conflict of interest or how to handle it appropriately, the employee’s line manager is expected to consult with HR or Legal.

Raising concerns without fear of retaliation

Syngenta Group encourages employees or any stakeholder who may observe or experience a breach of the Code of Conduct to speak up and facilitates this by making the Syngenta Compliance **Helpline** available in 24 languages and is accessible both via the Syngenta intranet and a public internet page. The Group follows clear principles for investigating compliance concerns, emphasizing objectivity, independence, and fair treatment of all involved parties. Substantiated violations are addressed with appropriate corrective and disciplinary actions. Importantly, the Group strictly prohibits any form of retaliation against employees who speak up in good faith.

Upon receiving a case report, the Compliance Officer in charge may form an Incident Investigation Team (IIT), including an appointed IIT leader. The IIT typically includes HR and legal representatives as well as subject matter experts. The primary objective of the IIT is to assess if there is sufficient factual evidence to substantiate a violation of the Code of Conduct or related policies. If a breach of the code of conduct cannot be proven, but the reported situation nevertheless requires management attention, the compliance officer may also decide to delegate the report to another corporate function, e.g. Human Resources, or the line management.

In investigating compliance concerns, Syngenta Group adheres to the guiding principles outlined in its Group Code of Practice for Investigating Code of Conduct and Other Policy Violations. These principles include objectivity, independence of investigation, access to Syngenta records and premises, diligence, compliance with the law, appropriate treatment of evidence, fair treatment of employees involved in the investigation, protection from retaliation, and recommending action if a violation is confirmed. If a violation is established, or if an intent to violate is identified, corrective and/or disciplinary actions are recommended. This is done in consultation with the Regional Compliance Officer, the IIT leader, the manager responsible for the area where the incident occurred, and the Human Resources business partner. Syngenta Group maintains a firm stance against any form of retaliation towards employees who report suspected compliance violations in good faith and does not tolerate any abusive accusations.

Key Performance Indicators

Reporting period January 1 – December 31 (unless stated otherwise)	2023
Corporate conduct	
Compliance cases reported	723
Percentage of substantiated bribery and corruption cases	6
Employees submitting Code of Conduct commitment	52,638
Completion rate (%)	100

In 2023, Syngenta Group registered an increase in helpline reports received due to its efforts to further strengthen its Speak Up culture and create a safe environment in which employees feel empowered to address concerns, when compared to the previous year. Key initiatives contributing to this performance include the initiative of employee education and increased on-site visibility for Ethical Compliance matters in Brazil, which strengthened confidence to report Code of Conduct violations. The “Respect at the Workplace” campaign was implemented, reinforcing the Speak Up culture in all areas and geographies with focus on behavior related issues, and led to a notable number of cases in the area of Workplace Civility and Harassment being reported.

Furthermore, the expansion of Ethics Champion network led to continued removal of reporting boundaries in remote locations facilitating company-wide engagement. As of the reporting period, there are 145 Ethics Champions actively engaged across the organization, who are accessible for in-person consultations regarding compliance or ethical inquiries regarding Compliance or Ethics related matter. During the reporting period, the Group also expanded the population that received an invitation to participate in the Code of Conduct commitment process, leading to an increase in the number of employees who submitted their certification when compared with the previous year.

Enterprise risk management

The nature of Syngenta Group's business and its global presence expose it to risks and opportunities, whether economic, legal, political, environmental, or social. They are central to Syngenta Group's business and investment strategies.

An effective Enterprise Risk Management (ERM) program helps Syngenta Group identify and measure risks to manage the Group's risk exposure in the context of its risk profile, long-term business objectives and stakeholder expectations.

The Syngenta Group **Risk Management Policy** outlines the minimum requirements that all companies wholly owned and controlled by Syngenta Group should meet to have a common basis for risk activities and visibility at Syngenta Group level, inclusive of roles and responsibilities. The policy is supplemented by a detailed risk management guideline intended for those involved in risk management activities.

Accountabilities and responsibilities

At Syngenta Group, risk management is everyone's responsibility from leadership teams through to each employee. All must consider and be accountable for risks within their functions and operations. In particular:

- The Syngenta Group Board of Directors reviews Syngenta Group's risk profile and independently reviews the effectiveness of its processes across the Syngenta Group.
- The Group Leadership Team (GLT) has overall responsibility for risk management and reports on the Syngenta Group's risk profile to the Syngenta Group Board of Directors on a regular basis.
- Leadership teams have full ownership of and accountability for risk management activities within their relevant entities.
- Group Risk Management ensures and maintains the risk management framework. Group Risk Management supports the business in the risk policy implementation.

ERM framework

The process of identifying, assessing, and responding to risks and opportunities – including ESG-related ones – that could have a substantive financial or strategic impact is integrated into our overall multi-disciplinary **ERM Framework**. Based on the **ISO 31000 Risk Management Standard**, the framework is governed by the GLT and consists of five steps:

1. Establishing the context: Understanding the uncertainties surrounding the delivery of the strategy, setting the risk appetite and risk tolerance
2. Risk identification: Identifying, recognizing, and describing risks and opportunities (by screening current and emerging trends and ecosystem risks)
3. Risk assessment: Gaining a deeper understanding of risks and opportunities by analyzing their likelihood and potential impact (on people, the environment, and business) in accordance with the overall ERM framework.

4. Risk treatment: Actively addressing the risks identified leading to reduce or remove the uncertainty of outcomes.
5. Monitoring: Regularly reviewing risks to evaluate the effectiveness of treatment measures and changes within the risk landscape

ESG matters are considered in the ERM Framework both from a strategic long-term business value impact perspective (e.g., opportunities through changes in regulations and regulatory trends, societal trends, and preferences) and a short- and medium-term operational perspective at corporate and business unit levels (e.g., socioeconomic trends relevant to our business model).

Strategic long-term risks and opportunities are discussed on a regular basis at global level and inform senior leadership decision making on significant trends for the next 10 to 20 years. This exercise is conducted with both internal and external experts.

The annual risk identification exercise, which looks at the short- and medium-term risks and opportunities within the next five years, follows the company's strategic planning cycle. Global, regional, business unit and country-specific strategic risk identification always involves multi-disciplinary experts from Sustainability, R&D, Production and Supply, IT, Legal, Finance and Commercial teams. Functions and Operations mirror a similar approach to risk identification.

Once risks and opportunities have been identified, they are assessed and prioritized, with the aim to focus on the risks that could have a substantive impact on the delivery of the strategy and objectives, as well as on the opportunities to pursue. Syngenta Group considers both the potential likelihood of the downside risks materializing and its impact in environmental, people and financial terms. Risks with a more aggressive and volatile outlook (often based on expert opinion and discussion) undergo a more frequent assessment (based on their profile) in order to inform the potential impact and time to impact.

Decisions on risk treatment plans (mitigate, transfer, accept or control) are based on and guided by factors such as risk severity, risk appetite, business case in investment for mitigation, regulations and local conditions affected by such decisions. Once treatment plans have been identified and established, mitigation plans and progress are discussed and continuously monitored, and adjusted to the potential changes in the business as required. Risks and opportunities are managed and reported within business units and functions, and Group Risk Management challenges and consolidates inputs. The risk management process identifies early warnings and resourcing prioritization, spots opportunities and monitors the ongoing mitigation status.

Risk management disclosure

At Syngenta Group level, risk factors were disclosed in the Syngenta Group Prospectus filed with the Shanghai Stock Exchange (SSE) and issued as part of our intention to register an initial public offering (IPO) on the Main Board of SSE.

Some risk factors identified through our ERM framework are also reflected in the Group materiality assessment, such as "Biodiversity"; "Climate change and greenhouse gases"; "Employee health, safety and wellbeing"; "Agricultural technology"; "Product safety and responsibility"; "Regenerative agriculture and soil health".

Tax governance

Syngenta Group believes that tax is a matter of business integrity and responsibility toward regulatory bodies, shareholders, customers, and society at large, and that tax compliance and tax performance go hand-in-hand, as the first ensures the sustainability of the second.

In line with the **Syngenta Group Code of Conduct**, Syngenta Group is committed to complying with tax laws and regulations applicable to its business, and to ensure tax obligations are fulfilled in a timely and jurisdictionally appropriate manner. Syngenta Group claims reliefs and incentives where available and maintains an open and transparent relationship with tax authorities, disclosing relevant facts and circumstances. Group Tax, led by the Head Group Tax with the support of the Group Tax Leadership Team (including BU Tax Leads), represents the tax organization before the Group Leadership Team (GLT) and Board of Directors, and is responsible for designing and driving the Tax Governance Framework.

In this Tax Governance Framework, the **Global Tax Strategy** is the most important document, setting Syngenta Group's management approach to tax. It is supplemented by the **Global Tax Policy**, which outlines key commitments and governance principles. Guidelines, processes and procedures, and controls, as well as continuous training and partnering ensure compliance with the policy and strategy. Both the Group Tax Policy and the Tax Strategy, as well as any changes to these documents, are subject to mandatory review and approval by the Group Tax Leadership Team and the Audit Committee of the Board of Directors.

Key commitments:

- Complying with tax laws and regulations wherever Syngenta Group operates, compliance meaning paying the right amount of tax, in the right place at the right time, disclosing relevant facts and circumstance to tax authorities, and claiming reliefs and incentives where available.
- Undertaking transactions aligned with Syngenta Group's business activities and objectives, which implies that no artificial transactions are carried out.
- Striving for best practice approaches and striving for excellence when dealing with taxes
- Developing and maintaining constructive, open relationships with tax authorities, based on integrity, mutual trust, and respect.

Key governance principles across the tax cycle:

- Strategy: Group Tax is accountable and responsible for setting the Tax Strategy, Tax Policy, and major related guidelines, processes, and controls
- Operations & Compliance: Finance leads of Syngenta Group companies are accountable for compliance with local tax laws and the Syngenta Group Tax Governance Framework in their local markets.
- Controversy & Risk Management: Finance leads of Syngenta Group companies ensure compliance with the processes and controls designed by Group Tax and BU Tax in their local markets. Risks impacting the Syngenta Group value chain or reputation as well as international tax assurance programs (e.g., Advance Pricing Agreements) are directly managed by Group Tax and BU Tax. Any major tax litigation proceedings or audit settlements are subject to review and approval by Group Tax. Where there is significant uncertainty or complexity in relation to a risk, or where a significant amount of tax is at stake, advice is sought from reputable external advisors.

Proper execution of these key commitments and principles is supported by a mix of international and specialized staff from the company and reputable tax advisory firms. It is subject to regular internal audits (in addition to statutory audit procedures). Group Tax also proactively addresses and anticipates key regulatory changes such as the OECD initiatives for the avoidance of base erosion and profit shifting (BEPS) and tax reforms (notably from the US, Brazil, EU, China, Israel, and Switzerland). The team also contributes to national business groups to ensure an aligned engagement with industry peers. Proactive and open discussions with tax authorities are at the core of the Syngenta Group Tax Governance.

Appendix

Internal data collection and controls

Syngenta Group has established internal processes and related controls for reporting non-financial information. These internal controls are designed to assure on the reliability of the Group's non-financial reporting and the fair presentation of the information published in this report.

Standard Operating Procedures (SOPs) are in place to outline what needs to be reported (e.g., performance indicator definition and scope), which tasks need to be performed (e.g., measure, gather, transform, consolidate), who performs the tasks, when the tasks are performed, and which systems and key internal controls are in place. All internal controls, no matter how well designed, have inherent limitations and may not prevent or detect misstatements. Due to rounding of key performance indicators numbers, there may be slight discrepancies in the reconciliation of figures presented in this report.

Syngenta Group corporate functions are responsible for data collection, consolidation, and quality control. Each function has its own reporting processes, systems, and SOPs. Data is used for internal performance management, selected KPIs, and external reporting.

Functions report on selected KPIs for inclusion in the Group ESG Report once a year via the data collection tool managed by the ESG team. Data is reviewed and approved by each function before submission in the tool. Additional checks are also conducted by the Group ESG team members before data is submitted for external assurance.

The 2023 Syngenta Group ESG Report is reviewed and approved by the function experts and leaders responsible for the respective KPIs reported.

Non-financial data table

	Unit of Measure	2023	Notes
Greenhouse Gas Emissions			
CO ₂ e emissions from scope 1 sources	000s tonnes of CO ₂ e	2,373	i
CO ₂ e emissions from scope 2 sources	000s tonnes of CO ₂ e	2,365	ii
Energy			
Total energy consumption	TJ	34,439	iii
Air Emissions			
Nitrogen oxides (NO _x)	tonnes	917	iv
Sulfur oxides (SO _x)	tonnes	374	v
Non-methane Volatile Organic Compounds (NMVOCs)	tonnes	381	vi
Particulate Matter	tonnes	472	vii
Water			
Water consumption from own operations	million cubic meters	29	viii
Waste			
Total waste	000s tonnes	3,119	ix
Hazardous waste from own operations	000s tonnes	370	x
Non-hazardous waste from own operations	000s tonnes	2,749	xi
Permanent employees			
	headcount	60,676	xii,xiii
by gender:			
Female	headcount	16,953	xiv
Male	headcount	43,612	
Other or undeclared	headcount	111	xv
by region:			
Europe, Africa, and Middle East	headcount	17,232	xvi
North America	headcount	5,374	xvii
Latin America	headcount	10,073	
Asia Pacific	headcount	27,997	
Turnover rate	%	11	xviii
Temporary employees			
	headcount	3,457	xix,xx
by gender:			
Female	headcount	891	xxi
Male	headcount	1,128	
Other or undeclared	headcount	1,438	xxii
by region:			
Europe, Africa, and Middle East	headcount	670	xxiii
North America	headcount	43	xxiv
Latin America	headcount	2,469	xxv
Asia Pacific	headcount	275	xxvi
Occupational Health & Safety			
Recordable injury rate	per 200,000 hours	0.19	xxvii
Recordable fatalities	number	3	xxviii
Road and Process Safety			
Motor vehicular injury rate	per million kilometers	0.11	xxix
Motor vehicular injury	number	61	xxx
Process safety events (Medium and high actual)	number	114	xxxi
Significant unplanned releases to the environment	number	5	xxxii
Community Engagement			
Corporate community investment	million USD	28	xxxiii
Corporate Conduct			
Compliance cases reported	number	723	xxxiv
of which substantiated bribery and corruption cases	number	6	xxxv
Employees submitting Code of Conduct commitment	number	52,638	xxxvi
Completion rate	%	100	xxxvii

Notes of non-financial data table

- ⁱ Syngenta Group adheres to the GHG Protocol Corporate Accounting and Reporting Standard for compiling its corporate-level emissions inventory. The Group reports its greenhouse gases (GHG) emissions using the operational control approach.
- ⁱⁱ Scope 1 emissions, which covers direct GHG emissions, are calculated through a harmonized process, drawing on data collected from across Business Units. It includes direct emissions that occur from sources that are operationally controlled by the organization such as combustion of fuels for energy generation on-site; site owned, leased, or operated vehicles and manufacturing processes. This includes direct emissions of CO₂, CH₄ (methane), N₂O (nitrous oxide) and emissions from specific high Global Warming Potential (GWP) gases converted to CO₂ equivalent.
- ⁱⁱⁱ Scope 2 emissions are reported in line with the market-based hierarchy of emission factors as set out in the GHG Protocol Scope 2 Guidance, including emissions mainly from purchased or acquired electricity, steam, and heating.
- ^{iv} Annual reporting on energy consumption is conducted by, gathering data through internal reporting mechanisms measuring the total amount of energy a site consumes from all energy generated through combustion of fuels, renewable energy generated at the site or energy purchase or acquired externally.
- ^v Nitrogen oxides (NO_x) emissions are quantified by the total emissions of oxides of nitrogen from all direct emission sources on the site, including the combustion of any fuels as well as any process emissions. NO_x is only used for air pollution reporting and not for GHG emissions calculations.
- ^{vi} Sulfur oxides (SO_x) emissions are quantified by the total emissions of sulfur oxides, including emissions from all direct combustion and process sources on the site.
- ^{vii} Non-methane Volatile Organic Compound (NMVOC) emissions as carbon refers to the total emissions of volatile organic compounds, excluding methane, from different sources at site level.
- ^{viii} Particulates or particulate matter (PM) refers to a mixture of solid and liquid particles suspended in the air, which can originate from various sources such as combustion and industrial processes. These particles can be composed of a variety of chemical species, including but not limited to carbon, sulfur, nitrogen, and organic compounds. Total suspended particulate matter can be either measured, calculated or estimated by Syngenta Group sites.
- ^{ix} Water consumption from own operations refers to the amount of water that is taken into a system and used up by site activities and not discharged as wastewater e.g. water used in irrigation and water evaporated from cooling systems.
- ^x Waste includes all materials and items that a site is required to discard or wants to discard. It would generally include anything that is scrapped or written-off.
- ^{xi} Hazardous waste generally refers to waste that poses substantial or potential threats to public health or the environment, which may be corrosive, reactive, ignitable, or exhibit other hazardous properties. The exact composition and classification of hazardous waste can vary based on local regulations and industry practices.
- ^{xii} Non-hazardous waste includes all waste generated from operations that does not pose significant harm or risk to human health or the environment. This may encompass a wide variety of waste materials, including but not limited to office supplies, paper, cardboard, plastics, non-hazardous chemical waste, food waste, non-contaminated wastewater, and construction materials. The exact composition and classification of non-hazardous waste can vary based on local regulations and industry practices.
- ^{xiii} Employee is referred as the individual who works under a contract of employment on Syngenta payroll. Information is obtained from the Group's data lake that, through automated daily integrations, consolidates HR related data from different HR systems across the Group.
- ^{xiv} Permanent employees are defined as individuals who work under a contract of employment with no time limit, and who are on the Syngenta payroll or individuals who have a fixed-term contract but are in permanent positions with the intention to become permanent.
- ^{xv} Number of employees by gender includes the distribution of employees across gender categories, including male, female, and other or undeclared, reported in headcount
- ^{xvi} Undeclared employee, reported as headcount, is defined as the employee who chose not to disclose its gender
- ^{xvii} Number of employees by region, reported as headcount, includes employees categorized by their regional location
- ^{xviii} Turnover rate provides insights into employee retention and turnover within the Group. It is calculated based on the percentage of all Syngenta Group permanent employees who left the company during the calendar year and the total leavers divided by December employee headcount. Due to ongoing implementation of the Group HR Data Lake, turnover rate excludes acquired companies for which employee data is managed outside of one of the core Business Units Human Capital Management systems (Syngenta Crop Protection, Syngenta Seeds, ADAMA and Syngenta Group China). Non-Core HCM entities, defined as acquired companies for which employee data is held outside of the core HCM system, were only beginning to be included in the Data Lake from Q4 2023 due to ongoing data consolidation and insufficient historical records, hence leaver data is not available for most of the reporting period 2023. Therefore, these entities are excluded from the turnover calculation and from the headcount basis used to calculate turnover. In 2023 was estimated that non-core HCM entities represented less than 2 percent of total number of employees, therefore not being material to the overall turnover rate calculation.
- ^{xix} Temporary employees are defined as individuals who work under a time-limited contract of employment on Syngenta payroll, including interns and apprentices, excluding 3rd party workers.
- ^{xx} Recordable injury rate follows the general criteria of the event that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, and/or loss of consciousness. Also, to be considered an injury case, it must meet the general recording criteria if it involves a significant injury or illness diagnosed by a physician or other licensed health care professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, and/or loss of consciousness. Syngenta Group follows the US OSHA recordkeeping rule. The indicator is calculated by the number of recordable injuries divided by the number of hours worked and multiplied by 200,000 (number of hours 100 employees working 40 hours per week, 50 weeks per year). Figures have been consolidated to include both own employees and directly supervised contractors.

^{xxi} Number of work-related recordable fatalities. Work relatedness is defined as an event or exposure in the work environment is either caused or contributed to the resulting condition or significantly aggravated a pre-existing injury or occupational illness. Work-relatedness is presumed for injuries, occupational illnesses and fatalities resulting from events or exposures occurring in the work environment.

^{xxii} Motor vehicular injury rate is defined as the number of motor vehicle events where there is an injury (recordable or first aid) or a fatality to a Syngenta Group driver (employee or a third party supervised contractor) or a third party (i.e. member of the public, and the vehicle was on a work-related activity) per one million kilometers driven by Syngenta Group fleet. Includes Syngenta Group fleet (vehicles owned or leased by Syngenta Group, or when a private vehicle is used as a working tool under an agreement with Syngenta Group) being passenger vehicles, pick-up trucks, vans, and motorcycles. This indicator follows American National Standards Institute (ANSI) standards for motor vehicular events. The indicator is calculated by the number of motor vehicle events with injuries and/or fatalities divided by the number of kilometers driven worked by Syngenta Group fleet multiplied by one million.

^{xxiii} Motor vehicular injury is an event involving injuries or fatalities. This covers incidents with Syngenta Group drivers, including employees and supervised contractors, or third parties during work-related activities, involving passenger vehicles, pick-up trucks, vans, and motorcycles.

^{xxiv} Process safety events are reported where it is defined as hazardous events, categorized as actual high or medium severity, caused by a loss of primary containment of a chemical or a loss of control of a chemical process, following International Council of Chemical Associations (ICCA) Process Safety Incidents criteria and definitions of process safety events.

^{xxv} Significant unplanned releases are losses reported as a Process safety event which are classified as high according to International Council of Chemical Associations (ICCA) standard for reporting Process Safety Incidents and where the loss leaves secondary containment or is discharged into secondary containment with uncertain integrity.

^{xxvi} Corporate community investment performance is comprised of philanthropic donations, which generally take the form of single transactions for charities, not-for-profit organizations, and local groups; non-commercial sponsorships, which generally involve a longer-term financial relationship, with benefits to both partners, and other community engagement activities. By the first Friday after the quarter end, monetary values are reported alongside project information and actual spend. This key performance indicator is reported in USD, being either cash contributions, in-kind contributions or staff time spent. Actual spend reported in local currency is converted to USD using the respective month-end currency exchange rate of the month in which the cost has occurred. The exchange rates are approved by the Syngenta Group's Global Finance team. The monetary value of non-cash contributions is supported by reasonable assumptions and estimations.

^{xxvii} The Group reports on compliances cases, i.e., concerns about possible Code of Conduct breaches, raised about possible wrongdoing. All cases that come to the attention of respective Business Units are tracked in a dedicated case management system or compliance helpline.

^{xxviii} The Group reports the number of substantiated cases of bribery and corruption, and is defined, according to the Syngenta Group Code of Conduct, as the act to provide or offer directly, or through third parties, any unlawful payment, inducement or item of value, to any public official, supplier or anyone else for the purpose of unduly influencing official action or with the purpose of obtaining a favorable decision. All cases that come to the attention of respective Business Units are tracked in a dedicated case management system or compliance helpline.

^{xxix} The number of employees confirming their commitment to the Code of Conduct includes mandatory annual reaffirmation processes for all employees with dedicated computers via specific commitment processes established by its respective Business Unit.

^{xxx} Completion rate of the employees submitting Code of Conduct commitment is calculated by the percentage of mandatory completers as share of total mandatory population.

Independent Assurance Report

Independent practitioner's limited assurance report

on the selected 2023 key performance indicators in the ESG Report 2023 to the Board of Directors of Syngenta Group Co. Ltd.

We have been engaged by the company's management to perform assurance procedures to provide limited assurance on the selected 2023 key performance indicators of Syngenta Group Co. Ltd. and its subsidiaries ('Syngenta Group') published in the non-financial data table on page 36 of the Environmental, Social and Governance Report 2023 ('ESG Report 2023') for the period from 1 January 2023 to 31 December 2023.

Scope and subject matter

The selected 2023 key performance indicators (including the environmental indicators) disclosed in the non-financial data table on page 36 of the Syngenta Group's ESG Report 2023 are within the scope of our limited assurance engagement ("Selected 2023 Key Performance Indicators") and represent the subject matter information.

We do not comment on, nor conclude on any prospective information nor we did perform any assurance procedures on the information other than those stated above for the reporting period 2023, accordingly we provide no assurance on other information.

Criteria

The Selected 2023 Key Performance Indicators (including environmental indicators) were evaluated against the criteria described in Syngenta Group ESG Report 2023. The Selected 2023 Key Performance Indicators (including environmental indicators) were prepared by the Management of Syngenta Group based on the criteria summarized in the "About this report" section on page 3 of the ESG Report 2023.

The "About this report" section was developed based, among others, on the GRI Sustainability Reporting Standards (GRI Standards 2021) published by the Global Reporting Initiative (GRI) and the Greenhouse Gas (GHG) Protocol Corporate Standard (Revised edition) and Syngenta Group definitions of selected Key Performance Indicators available on pages 37–38 of the ESG Report 2023 (hereafter referred to as the 'Suitable Criteria').

Inherent limitations

The accuracy and completeness of the Selected 2023 Key Performance Indicators are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of GHG emissions is subject to inherent uncertainty because of, for example, incomplete scientific knowledge used to determine emissions factors and the values needed to combine, e.g. emissions of different gases. Our assurance report will therefore have to be read in connection with the Suitable Criteria as defined above and its specific application described in the ESG Report 2023.

Management's responsibility

The Management of Syngenta Group Co. Ltd. is responsible for the preparation and presentation of the ESG Report 2023 (including environmental indicators) in accordance with the Suitable Criteria and the description of its specific application as well as presentation. This responsibility includes designing, implementing and maintaining an internal control system related to the preparation and presentation of the ESG Report 2023 (including the Environmental matters: GHG emissions) that are free from material misstatements, whether due to fraud or error. Furthermore, the Management is also responsible for selecting and applying appropriate reporting policies and making estimates that are reasonable in the circumstances as well as for an adequate record keeping and the selection and application of the Suitable Criteria.

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PricewaterhouseCoopers AG is a member of the global PricewaterhouseCoopers network of firms, each of which is a separate and independent legal entity.

Independence and quality management

We are independent of Syngenta Group Co. Ltd. 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 behaviour.

PricewaterhouseCoopers AG applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Practitioner's responsibility

Our responsibility is to perform a limited assurance engagement and to express a conclusion on the Selected 2023 Key Performance Indicators as linked to and disclosed in the non-financial data table on page 36 of the ESG Report 2023. We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information' and ISAE 3410 'Assurance Engagements on Greenhouse Gas Statements', issued by the International Auditing and Assurance Standards Board. Those standards require that we plan and perform our procedures to obtain limited assurance whether anything has come to our attention that causes us to believe that the Selected 2023 Key Performance Indicators in the section non-financial performance summary in the ESG Report 2023 were not prepared, in all material aspects, in accordance with the Suitable Criteria described above.

Based on risk and materiality considerations, we performed our procedures to obtain sufficient and appropriate assurance evidence. The procedures selected depend on the assurance practitioner's judgement. A limited assurance engagement under ISAE 3000 (Revised) and ISAE 3410 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.

Given the circumstances of the engagement, we performed the following procedures, among others:

- Evaluation of the application of global guidelines and the Syngenta Group definitions available on pages 37–38 of the ESG Report 2023 applied to the Selected 2023 Key Performance Indicators on page 36;
- Inquiries of the relevant data owners for the Selected 2023 Key Performance Indicators (including environmental indicators) disclosed in the ESG Report 2023;
- Site visits in France, Brazil, the UK and China for areas such as Health, Safety and Environmental reporting selected based on quantitative and qualitative criteria;
- Testing the underlying data of Selected 2023 Key Performance Indicators on a sample basis for evidence supporting the non-financial data table relative to completeness, accuracy, adequacy, existence, validity and consistency;
- Considering the appropriateness of the carbon conversion factor calculations and other unit conversion factor calculations used by reference to widely recognised and established conversion factors;
- Reviewing the documentation supporting relevant data on a sample basis, including management reports and third-party documents; and
- Assessing the reporting and consolidation processes and obtaining the understanding of the related internal control system.

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

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected 2023 Key Performance Indicators (including environmental indicators) of Syngenta Group Co. Ltd. and its subsidiaries as linked to and disclosed in the non-financial data table on page 36 in the ESG Report 2023 for the period from 1 January 2023 to 31 December 2023 are not prepared, in all material respects, in accordance with the Suitable Criteria described above.



Intended users and purpose of the report

This report is prepared for, and only for, the Board of Directors of Syngenta Group Co. Ltd., and solely for the purpose of reporting to them on the Selected 2023 Key Performance Indicators and no other purpose. We do not, in giving our conclusion, accept or assume responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion may be used, or to any other person to whom our report is shown or into whose hands it may come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the Suitable Criteria, to enable the Management and the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent practitioner's assurance report over the Selected 2023 Key Performance Indicators in the ESG Report 2023, without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management or the Board of Directors of Syngenta Group Co. Ltd. for our work or this report.

PricewaterhouseCoopers AG

Christophe Bourgoin

Oksana Zinchenko

Zurich, 29 April 2024

The maintenance and integrity of Syngenta Group's website www.syngentagroup.com/sustainability/reporting-sustainability and its content are the responsibility of the Management; the work carried out by the assurance provider does not involve consideration of the maintenance and integrity of the Syngenta Group's website, accordingly, the assurance providers accept no responsibility for any changes that may have occurred to the reported Selected 2023 Key Performance Indicators or Suitable Criteria in the ESG Report 2023 since they were initially presented on the website.

GRI Index

Statement of use	Syngenta Group has reported with reference to the GRI Standards for the period January 1, 2023 to December 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

General disclosures

GRI 2: General Disclosures 2021

The organization and its reporting practices

	DISCLOSURE	REFERENCE
2-1 Organizational details	DISCLOSED	About this report
2-2 Entities included in the organization’s sustainability reporting	PARTIAL	See Notes below
2-3 Reporting period, frequency, and contact point	DISCLOSED	About this report
2-4 Restatements of information	DISCLOSED	See Notes below
2-5 External assurance	DISCLOSED	Independent Assurance Report

Notes 2-2: The report includes more than 300 subsidiaries globally and covers the following operations: Syngenta Crop Protection, Syngenta Seeds, ADAMA and Syngenta Group China. However, we do not disclose the list of subsidiaries.
2-4: No restatement has taken place as this report is the first ever published Syngenta Group ESG Report

Activities and workers

	DISCLOSURE	REFERENCE
2-6 Activities, value chain and other business relationships	DISCLOSED	Business model Engagement and collaboration
2-7 Employees	PARTIAL	Employment See Notes below
2-8 Workers who are not employees	PARTIAL	Employment See Notes below

Notes 2-7 and 2-8: Total number of employees and breakdowns of this total by gender and regions provided for permanent and temporary employees only.

Governance

	DISCLOSURE	REFERENCE
2-9 Governance structure and composition	DISCLOSED	Group Governance
2-10 Nomination and selection of the highest governance body	DISCLOSED	Group Governance
2-11 Chair of the highest governance body	DISCLOSED	Board of Directors
2-12 Role of the highest governance body in overseeing the management of impacts	DISCLOSED	Board of Directors
2-13 Delegation of responsibility for managing impacts	DISCLOSED	Group Sustainability Governance
2-14 Role of the highest governance body in sustainability reporting	DISCLOSED	Group Sustainability Governance
2-15 Conflicts of interest	DISCLOSED	Corporate conduct
2-16 Communication of critical concerns	DISCLOSED	Corporate conduct
2-17 Collective knowledge of the highest governance body	DISCLOSED	Group Sustainability Governance
2-18 Evaluation of the performance of the highest governance body	OMISSION	
2-19 Remuneration policies	OMISSION	
2-20 Process to determine remuneration	OMISSION	
2-21 Annual total compensation ratio	OMISSION	

Notes Indicators 2-18 to 2-21 are currently not disclosed

Strategy, policies and practices

	DISCLOSURE	REFERENCE
2-22 Statement on sustainable development strategy	DISCLOSED	Statement of the Chief Executive Officer Syngenta Group Sustainability Priorities
2-23 Policy commitments	DISCLOSED	Corporate conduct See Notes below
2-24 Embedding policy commitments	DISCLOSED	Corporate conduct See Notes below
2-25 Processes to remediate negative impacts	DISCLOSED	Corporate conduct
2-26 Mechanisms for seeking advice and raising concerns	DISCLOSED	Corporate conduct
2-27 Compliance with laws and regulations	DISCLOSED	Corporate conduct
2-28 Membership associations	DISCLOSED	Membership Associations and Organizations

Notes 2-23 to 2-25: Syngenta Group discloses a wide range of policy related information under each topic in this report, including processes to remediate negative impacts.

Stakeholder engagement	DISCLOSURE	REFERENCE
2-29 Approach to stakeholder engagement	DISCLOSED	Membership Associations and Organizations
2-30 Collective bargaining agreements	OMISSION	
Notes		
GRI 3: Material Topics 2021		
Material Topics	DISCLOSURE	REFERENCE
3-1 Process to determine material topics	DISCLOSED	Materiality assessment
3-2 List of material topics	DISCLOSED	Materiality assessment
Notes		
Agricultural technology	DISCLOSURE	REFERENCE
3-3 Management of material topics	PARTIAL	Syngenta Group Sustainability Priorities <i>See Notes below</i>
Notes 3-3: As this report is the inaugural Syngenta Group ESG Report, certain disclosure requirements under GRI 3-3 are either partially reported or omitted, mainly due to the recent announcement of the Group's materiality assessment results as well as the new targets related to the Group's sustainability priorities.		
Biodiversity	DISCLOSURE	REFERENCE
3-3 Management of material topics	PARTIAL	Biodiversity <i>See Notes below</i>
Notes 3-3: As this report is the inaugural Syngenta Group ESG Report, certain disclosure requirements under GRI 3-3 and related indicators are either partially reported or omitted, mainly due to the recent announcement of the Group's materiality assessment results as well as the new targets related to the Group's sustainability priorities.		
Climate change and greenhouse gases	DISCLOSURE	REFERENCE
3-3 Management of material topics	DISCLOSED	Climate change and greenhouse gases
305-1 Direct (Scope 1) GHG emissions	DISCLOSED	Climate change and greenhouse gases
305-2 Energy indirect (Scope 2) GHG emissions	DISCLOSED	Climate change and greenhouse gases
305-3 Other indirect (Scope 3) GHG emissions	OMISSION	<i>See Notes below</i>
305-4 GHG emissions intensity	OMISSION	<i>See Notes below</i>
305-5 Reduction of GHG emissions	OMISSION	<i>See Notes below</i>
Notes 305-3, 305-4 and 305-5: 3-3: As this is the inaugural Syngenta Group ESG Report, certain disclosure requirements under GRI 3-3 and related indicators are either partially reported or omitted, mainly due to the recent announcement of the Group's materiality assessment results as well as the new targets related to the Group's sustainability priorities.		
Product safety and responsibility	DISCLOSURE	REFERENCE
3-3 Management of material topics	PARTIAL	Syngenta Group Sustainability Priorities <i>See Notes below</i>
Notes 3-3: As this report is the inaugural Syngenta Group ESG Report, certain disclosure requirements under GRI 3-3 are either partially reported or omitted, mainly due to the recent announcement of the Group's materiality assessment results as well as the new targets related to the Group's sustainability priorities.		

CASS-ESG 5.0 Reference Index

This index constitutes the Group’s reporting against the Guidelines on ESG Reporting for Chinese Enterprises (CASS-ESG 5.0) published by the Chinese Academy of Social Sciences.

ID	CASS-ESG 5.0 Indicator	Location
Report Preface (P)		
Report specification (P1)		
P1.1	Quality assurance	About this report Internal data collection and controls Independent Assurance Report
P1.2	Information description	About this report
P1.3	Reporting system	About this report
Executive Message (P2)		
P2.1	Situation analysis and strategic considerations for ESG work	Statement of the Chief Executive Officer
P2.2	Annual ESG progress	Statement of the Chief Executive Officer
Responsibility Focus (P3)		
P3.1	Annual ESG milestones	Statement of the Chief Executive Officer
Company Profile (P4)		
P4.1	Basic information	About this report
P4.2	Strategy & Culture	Syngenta Group Sustainability Priorities Group Governance
P4.3	Business overview	Business model Business units
P4.4	Significant changes in the size, structure, ownership, or supply chain of the organization during the reporting period	Not applicable
Governance (G)		
Corporate Governance (G1)		
G1.1	The composition of the Board of Directors is diverse	Board of Directors
G1.2	Board independence	Board of Directors
G1.3	Compliance system	Business Integrity
G1.4	Compliance training performance	Corporate conduct
G1.5	Anti-unfair competition	Undisclosed
G1.6	Grievance and whistleblowing mechanisms	Corporate conduct
G1.7	Anti-commercial bribery and anti-corruption system	Corporate conduct
G1.8	Anti-corruption training performance	Undisclosed
G1.9	Corruption incidents and countermeasures	Corporate conduct
G1.10	Transparency of information	About this report
G1.11	Incidents in which penalties are imposed for violating information disclosure regulations	Not occurred during reporting period
ESG governance by Board of Directors (G2)		
G2.1	Board ESG management Policy	Group Sustainability Governance
G2.2	Leadership mechanism for ESG work of the Board of Directors	Group Sustainability Governance
G2.3	The Board’s identification of ESG risks and opportunities	Group Sustainability Governance Enterprise risk management
G2.4	Review of board ESG objectives	Group Sustainability Governance
G2.5	Executive compensation is tied to ESG	Undisclosed

ESG Management (G3)		
G3.1	ESG work responsibility department	Group Sustainability Governance
G3.2	ESG strategy	About this report Syngenta Group Sustainability Priorities Group Sustainability Governance
G3.3	ESG work system	About this report
G3.4	Participate in ESG research or industry ESG standard development	Engagement and collaboration
G3.5	Identification of material ESG issues	Materiality assessment
G3.6	Stakeholder communication activities	Engagement and collaboration
G3.7	ESG information disclosure channels	About this report
G3.8	ESG assessment system	Group Sustainability Governance
G3.9	ESG training	Group Sustainability Governance
G3.10	ESG training performance	Group Sustainability Governance
G3.11	ESG Honors	Environmental areas Social responsibility
Environmental risk management (E)		
Environmental management (E1)		
E1.1	Environmental Management System	Environmental areas
E1.2	Environmental management objectives	Environmental areas
E1.3	Environmental investment	Undisclosed
E1.4	Environmental early warning and emergency response mechanism	Undisclosed
E1.5	New project environmental assessment policy	Undisclosed
E1.6	Passed environmental management system certification	Undisclosed
E1.7	Environmental training and education	Environmental areas
E1.8	R&D and application of environmentally friendly products or technologies	Undisclosed
E1.9	Environmental violations and penalties	Undisclosed
Resource utilization (E2)		
E2.1	Energy management system	Energy Consumption
E2.2	Energy consumption	Energy Consumption
E2.3	Energy consumption intensity	Undisclosed
E2.4	Clean energy use policy	Energy Consumption
E2.5	Clean energy usage	Undisclosed
E2.6	Policies to reduce the use of packaging materials for manufactured goods	Undisclosed
E2.7	The total amount of packaging materials used in the finished product	Undisclosed
E2.8	The proportion of packaging materials used in finished products recycled	Undisclosed
E2.9	Water use policy	Water & Waste
E2.10	Fresh water consumption	Water & Waste
E2.11	Water consumption intensity	Undisclosed
E2.12	Water saving	Undisclosed
E2.13	Recycle water consumption	Undisclosed
E2.14	Green office measures	Undisclosed
E2.15	Green office performance	Undisclosed
Emissions (E3)		
E3.1	Wastewater emission reduction policy	Undisclosed
E3.2	Wastewater discharge	Undisclosed
E3.3	Exhaust emission reduction policy	Air
E3.4	Exhaust emissions	Air
E3.5	Waste discharge management policy	Water & Waste
E3.6	General waste discharge	Water & Waste
E3.7	General waste emission intensity	Undisclosed
E3.8	Hazardous waste discharge	Water & Waste
E3.9	Hazardous waste discharge intensity	Undisclosed
E3.10	Waste recycling performance	Undisclosed
Ecological safety protection (E4)		
E4.1	The impact of business operations on biodiversity and ecology	Biodiversity
E4.2	Biodiversity conservation actions	Biodiversity
E4.3	Ecological restoration governance	Biodiversity

Climate change (E5)		
E5.1	Governance mechanisms to address climate-related risks and opportunities	Climate change and greenhouse gases
E5.2	The impact of climate-related risks and opportunities on operations	Climate change and greenhouse gases Enterprise risk management
E5.3	Climate-related risk management	Climate change and greenhouse gases Enterprise risk management
E5.4	Targets and performance in terms of climate-related risks and opportunities	Syngenta Group Sustainability Priorities
E5.5	Direct greenhouse gas emissions	Climate change and greenhouse gases
E5.6	Indirect greenhouse gas emissions	Climate change and greenhouse gases
E5.7	GHG emission intensity	Undisclosed
Society Risk Management (S)		
Employment (S1)		
S1.1	Comply with labor guidelines	Employment
S1.2	Diversity and equal opportunity	Employment
S1.3	Composition of employees	Employment
S1.4	Labor contract signing rate	Undisclosed
S1.5	Employee turnover rate	Employment
S1.6	Democratic governance	Employment
S1.7	Compensation and welfare system	Employment
S1.8	Social insurance coverage	Undisclosed
S1.9	Number of paid annual leave days per capita	Undisclosed
S1.10	Employee care	Employment
S1.11	Employee satisfaction	Undisclosed
Development and training (S2)		
S2.1	Career development pathway	Employment
S2.2	Vocational training system	Employment
S2.3	Vocational training investment	Undisclosed
S2.4	Vocational training performance	Undisclosed
Occupational health and safety production (S3)		
S3.1	Occupational health management	Health & Safety
S3.2	Qualification for occupational health and safety management system certification	Health & Safety
S3.3	Number of new occupational diseases	Undisclosed
S3.4	Safety production management system	Health & Safety
S3.5	Safety education and training	Health & Safety
S3.6	Hidden danger investigation and rectification	Health & Safety
S3.7	Emergency management system	Health & Safety
S3.8	Safety production inputs	Undisclosed
S3.9	Safety production training performance	Health & Safety
S3.10	Number of safety accidents	Health & Safety
S3.11	Number of work-related injuries/fatalities	Undisclosed
S3.12	Number of lost working days due to work-related injuries	Health & Safety
Customer Responsibility (S4)		
S4.1	Product/service quality management	Undisclosed
S4.2	Product pass rate	Undisclosed
S4.3	Responsible marketing	Undisclosed
S4.4	Stop loss and compensation mechanisms	Undisclosed
S4.5	Proactively respond to customer complaints	Undisclosed
S4.6	Information security and privacy protection	Undisclosed
S4.7	Customer satisfaction	Undisclosed
S4.8	Complaint resolution rate	Undisclosed
S4.9	Customer health and safety negative incidents that occurred during the reporting period	Undisclosed

Responsible supply chain management (S5)		
S5.1	Supply chain ESG management system	Undisclosed
S5.2	Supplier ESG review assessment	Undisclosed
S5.3	The number of vendors reviewed	Undisclosed
S5.4	The number of suppliers who have been suspended due to non-compliance	Undisclosed
S5.5	The number of potential suppliers rejected for non-compliance	Undisclosed
S5.6	Supplier ESG training system	Undisclosed
S5.7	Supplier ESG training performance	Undisclosed
Value creation (V)		
National Value (V1)		
V1.1	Serve the concept and policy of the major national strategy	Undisclosed
V1.2	Areas of major national strategic contribution	Undisclosed
V1.3	Action initiatives to serve major national strategies	Undisclosed
V1.4	Serve the results of major national strategies	Undisclosed
Property Value (V2)		
V2.1	Technological innovation institutional mechanisms	Syngenta Group Sustainability Priorities
V2.2	Action measures for technological innovation	Syngenta Group Sustainability Priorities
V2.3	R&D investment	Syngenta Group Sustainability Priorities
V2.4	Major technological innovations	Syngenta Group Sustainability Priorities
V2.5	Drive for coordinated development of upstream and downstream industrial chains	Engagement and collaboration Syngenta Group Sustainability Priorities
V2.6	Ensure the safety and stability of the industrial chain and supply chain	Engagement and collaboration
V2.7	Participate in the development of industry standards	Engagement and collaboration
V2.8	Strategic cooperation mechanism and platform	Engagement and collaboration
Value for people's well-being (V3)		
V3.1	Action initiatives to promote employment	Employment
V3.2	Number of new jobs	Undisclosed
V3.3	Participate in infrastructure development	Community engagement
V3.4	Areas of public interest action	Community engagement
V3.5	Build brand public welfare projects	Community engagement
V3.6	Total charitable donations	Community engagement
V3.7	Volunteering performance	Undisclosed
Environmental Value (V4)		
V4.1	Carbon peaking and carbon neutrality strategy and goals	Climate change and greenhouse gases
V4.2	Action plan and path for carbon peaking and carbon neutrality	Climate change and greenhouse gases
V4.3	Carbon reduction and carbon reduction results	Not applicable as first Syngenta Group ESG Report
V4.4	Action measures to protect the green ecology	Biodiversity
V4.5	The progress and effectiveness of protecting the green ecology	Not applicable as first Syngenta Group ESG Report
Appendix (A)		
A1	Future plans	Syngenta Group Sustainability Priorities Environmental areas Social Responsibility
A2	Key Performance Sheet	Non-financial data table
A3	Report evaluation	Undisclosed
A4	Reference index	GRI Index CASS-ESG 5.0 Reference Index
A5	Feedback	About this report

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