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DRAFT: 04.26.04

Strategic Goal (SYNGENTA)

Protect Syngenta products (both license and freedom to sell) and corporate reputation from the efforts of anti-pesticide organizations.

Tactical Objectives and Measures

1. Increase our understanding of Syngenta stakeholders.

Measures: Complete mapping and profiling of key stakeholders(including influencers); increase the quality and number of potential partners/allies to carry the Syngenta message.

2. Educate key stakeholders on the facts/benefits of pesticides and the true mission of anti-pesticide activist groups.

Measures – X number of training fora for regulators(?), grower organizations, sustainable ag, stewardship and food safety stories; benefits stories on partnerships between industry/academia; reduced risk pesticides;

3. Bring transparency and reduce the impact of anti-pesticide activists campaigns through communications means.

Measures: increased reporting by media on false claims; increased number of hits on sites watching activists. Syngenta defined battlefield and where to fight.

4. Bring transparency and reduce impact of anti-pesticide campaigns through means of multi-disciplines.

Measures – no negative impact on Syngenta registrations or sales.

Tactical Work Plan

Tactical Objective 1:

Increase our understanding of Syngenta stakeholders

Tactic	Lead	Responsible	Resource
List and categorize the spectrum of Syngenta stakeholders and contacts	Jennifer	CP Stakeholder Team	
Identify core anti-pesticide activists	Sherry		
Develop profiles on core anti-pesticide activists	Sherry		
Determine the basis of the positions pushed by core activists so that we can use this to bring accountability.	Sherry		
<u>Funding Sources:</u> • Activist sources – where are the largest sources and how could they be diverted. • Obtain financials (tax audits) for core activists			
Identify key influencers and gaps			
Identify organizations that we need as allies to implement tactics			
Identify organizations that we need as partners			
Develop new relationships			

Tactical Objective 2:

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Educate key stakeholders about the facts/benefits of pesticides and the true mission of anti-pesticide activist groups.

Tactic	Syngenta DASI	CropLife	Partners	Resource
1. Develop positive pesticide messages, in line with global Syt, for key stakeholders - Ag (quality food & fiber, environment) - Non-ag/regulatory (hygiene, food safety, disease control, environment)	Comms	Yes	CLA	Comms w/support of Defense Team
2. Educate core Syngenta group - Understand the activist by becoming the activist, e.g. join listserves, attend conferences, etc. - Continue internet monitoring & analysis - Study the activists' strategies. Complete profile of key anti-pesticide groups/coalitions.	Comms	No		Comms, V-Fluence
3. Identify/"enlighten" key third-party stakeholders - Use stakeholder map to identify under-used allies. - Develop/implement plans for outreach to & education of those allies. - Determine what programs already exist that we could align with.		Yes		B. Carroll, others
4. Develop easy-to-understand educational material (myth vs. fact) for use with variety of audiences.		No		Comms
5. Train Syngenta CP employees. Develop Syt employee training class re: how to answer tough questions about pesticides, organic farming and activist agendas.	Ford/Cole	No		L&D/consultant?

Tactical Objective 3:

Bring transparency to and reduce impact of anti-pesticide activist campaigns using communications tools.

Tactic	Syngenta DASI	CropLife	Partners	Resource
Position Syngenta products more effectively on internet search engines.		No		V-Fluence
Correct false information generated by activists/other groups/individuals about Syngenta and its products. - Conduct brand/ai search on internet for priority products. Make corrections where needed. - Respond promptly to misinformation in news media through letters to the		No		Comms/

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editor, op-eds, etc. Respond promptly to consumer requests for information.				
Partner with CropLife America and others to promote pesticides/debunk activist claims - Increase awareness of web sites that monitor activists (e.g. activistcash.com) through word-of-mouth, links on ag & other activist-targeted industry web sites, etc. - Promote CLA "benefits" campaign.	Ford	Yes		B. Carroll, Ford, others
Seek media coverage of the "flip side" of activist themes. - ID corporate scientist & university researcher to pen op-ed on benefits of public/private research partnerships. - ID third party to pen article on negative effects of "sound bite" influence of media in interpreting scientific studies for public.	Ford	Yes		CLA consultant?
Anticipate activist campaigns. - Use monitoring to pre-empt activist campaigns whenever feasible. - Monitor science news to anticipate issues before they mature. - Pre-empt issues with the "anti-argument™." - Develop an emerging issues list. - Work with Issues Team to prioritize issues.	Ford, Shaw, Vanausdeln	Yes		V-Fluence
Keep benefits messages top-of-mind with employees. Leverage company publications, lunch-and-learn sessions, exec communications, etc.	Ford	No		Crouse
Organize Syt network of employee "ambassadors." Create presentation (or adapt CLA presentation) for use with local/industry groups.	Ford, Vanausdeln	Maybe		Cole?

Tactical Objective 4:

Bring transparency and reduce impact of anti-pesticide campaigns through means of multi-disciplines.

Tactic	Lead	Responsible	Resource
<u>Issue Management Gap Analysis</u> Review high priority issues against activist's strategic areas of focus. Identify gaps in issue management strategies.	JLS	See below	
<u>Issue Management Strategies</u> Develop and implement strategies for all high priority issues	JLS	Product specific has	

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directly linked to activist's areas of focus. Address gaps in issue management • Healthy Schools Initiative (children's health, IPM) • Environmental Health (precautionary principle, new liability regime- body burdens) Address gaps in issue management for AI's: • pyrethroids, paraquat, chlorothalonil, triazoles		to be Syngenta resources. Others through CLA & Syngenta	
<u>Transparency to Government Resources</u> • Analyze & reveal ineffective use of government resources on matters that do not address major issues. • Refocus activist energy on more needy causes – immigration, fertilizer.		CLA	
<u>Regulatory Intervention</u> Establish process for routine FOIA requests and analysis of FOIA information to find loopholes for intervention using the Data Access Act. (http://thecre.com/access/index/html) Data Quality Act: • Devise mechanisms to support government's ability to meet DQ standards to reduce vulnerability [example - CRE represents industry on the NRC committee to advise EPA on use of environmental models] • Regulatory Policy Influencing. I) Link others into Syngenta process [example CRE comments on regulatory policy & guidance: Information Quality Guidelines, Peer Review, ESA counterpart regs, etc.] ii) Process to petition government regarding use of "comments" inconsistent with statutes that provide for regulatory decisions to be made using sound science. • Use of data quality applications at a state level to remove credibility from activist campaigns. [Example - Wisconsin lobbyist Amy Winters (newly formed firm Capital Strategies) has resulted in credible data legislation being enacted 3/22/04 - a state version of our small business regulatory reform act bill under the Federal DQA.] Syngenta Products: • DQA: CRE/Kansas Corn Growers Association DQA petition to EPA's use of unvalidated and not reproducible studies in the atrazine risk assessment re: endocrine effects • CRE established [HYPERLINK "http://atrazine.us"] as a website to publish regulatory decisions being made on the herbicide atrazine • FOIA requests submitted for information on correspondence on atrazine studies • CRE provided testimony at the 3 atrazine SAPs and has commented significantly on the series of atrazine risk assessments			
<u>Intervention through Policy Making</u> • CRE website, [HYPERLINK "http://www.thecre.com/forums/"], designed to provide a new, substantive and transparent mechanism for		CRE (currently supported by Syngenta not CLA)	

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expanding the opportunities – and quality – of stakeholder participation in the public policy process. Within this website is the “Science Policy Forum” that addresses scientific issues on regulations. - List of regulatory watchdog websites (CRE) to better inform on organizations influencing rulemaking: (http://thecre.com/watchdogs.html). [A regulatory watchdog as an organization whose primary activity is to either participate directly in a wide range of regulatory proceedings or, through their website, to significantly influence the participation of other persons in such rulemakings.] - Seek an executive order or legislative fix in litigation cases that require agencies to take regulatory or enforcement action beyond their statutory authority.[CRE and U.S. Chamber of Commerce plan to document efforts by activists to establish regulatory policy through litigation. The Chamber has submitted some 30 FOIA requests to government agencies to determine how they use consent decrees and whether or not these consent decrees have been subject to public comment. CRE will track and analyze all future instances of government agencies entering into settlements after being sued by environmental groups.]			
<u>Transparency to Tactics</u> - Reveal regulation through litigation tactics through e.g., CRE Regulatory Action of the week ([HYPERLINK "http://thecre.com"]). Regulation by litigation also resides here ([HYPERLINK "http://thecre.com/regbylit/index.html"]) - Develop process to invoke larger numbers of Data Quality petitions against sub-standard information from activists (CRE) - Identify activist target “poster child”. Have a 3rd party conduct an “Expose”. Use “Ben & Jerry” ice cream example. - Challenge “non-profit” status of activist group (Browner case). Select target group. Mimic tactic of EWG analysis of industry contributions. Advise their membership of these contributions. Identify 3rd party to do this. - Showcase false legal claims. Reveal corrected information. Set-up a process to do this. (use CRE/other media contacts)		CLA CRE	
<u>Legal Intervention</u> - Identify innocent 3rd parties from activist activity and through 3rd party place lawsuit. Anti-disparagement laws passed in several states. - Conduct legal analysis and develop plan to address use of new liability regime (body burden) and precautionary principle		CLA	
<u>Legislative Intervention</u> Fixes to eliminate funding where no win on merits of case. Determine what law could be changed. Changing		CLA	

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laws would be a long time strategy. - Assess local level activity (lobbying and legislative) on precautionary principle, body burden issues, worker exposure. Identify key states targeted and defense tactics. - Conduct House Ag Hearings regarding activist undermining of FIFRA. [would need to assign Syngenta full time person for 4 months. CLA role. CLA – Donnelly] - Challenge to statutes that allow citizen suits – conduct an analysis of government resources being consumed (ESA, CWA)			
<u>Public Interest Science:</u> - Conduct an analysis of the claims (basis of arguments) of core activists to reveal how sustainable their claims are. Contrast to the “sustainability” of our messages. - Set-up and external advisory committee for stewardship initiatives with various sectors represented. Discussions with Barola. 1) Be less biased 2) actually use as an advisory grp for stewardship. - Peer Review process (SAP etc) and FACA committees – seek improvements to remove bias and focus on science - CLA use of Foundation (Gianessi) to promote science in relation to benefits. - Better utilization of National Academy of Sciences, National Research Council by first determining how these organizations work. Identify others than can conduct same role. Target key pieces of Science. - Better utilization of CAST, Hudson Institute - Better utilization of USDA - Protect Syngenta and industry science so it can be a foundation for defense strategy. Reveal to universities the true mission of activist groups as part of an initiative to address issue of “corporate interest in academic science”. - Use Steve Milloy to address “corporate responsibility” ?		CLA	
<u>Leverage Syngenta marketing initiatives and generic defense:</u> - Include agricultural benefits in added-value marketing offers – green brands. - Marketing initiative to obtain a “green seal of approval” on brands to eliminate vulnerability of brands to public concerns. - Traceability - Use the credibility and trust of the government in the US, credit for healthy food and environmental protection to go to actual stewards of the land. - Identify Generic Defense opportunities - Urban Interface project – opportunity to deliver messages to public		Syngenta	

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Tactic from Objective 4:

Gap Analysis: Focus areas of Anti-Pesticides compared to Syngenta current activity on issues

Activist Strategic Focus	Syngenta Issue Team	Gaps
1) Healthy Schools Initiative	Tom Beidler accountable to pull together team (Jeff Case, Lotstein, kidder/Kaukeinen, Judy Shaw....) Consider CLA and RISE activities and progress	Need strategy for IPM in schools, Children's Health to specifically counter School Pesticide Reform Coalition Activity. Definition of IPM & endorsement by EPA. US & CN. Local Initiative to ban pesticides in Municipalities (e.g., Canada). Barriers to growth in Professional Products
2) Environmental Health	Beth to set-up Planning Meeting – legal, stewardship, state government/WA office, Licata, John Hott CropLife?	Strategy to address grassroots effort on precautionary principle and new liability regime. Chemical Body burden (biomonitoring). US & CN. EU. CP & Biotech. Ag Health Study Vulnerability of production facilities. Activist access to OSHA
3) Environmental Laws	Endangered Species Water Quality (CWA, SDWA) CLA issue committees	Dennis Tierney involvement in NPDES Better use of CLA – John Thorne resources
4) POPs	POPs & Microcontaminants	Global Coordination. Links to product issue strategies
5) Brand and Syngenta Attack	Atrazine	Syngenta Corp. Paraquat Pyrethroids Chlorothalonil Triazoles

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Considerations:

1. **Environmental health** grassroots effort on precautionary principle, new liability regime (US and Canada – CP, Biotech, CropLife)
2. **Healthy schools initiative** – Need strategy (IPM in schools, children's health, environment) to specifically counter School Pesticide Reform Coalition activity. Impact on definition of IPM and use of EPA to endorse. Need to partner with NGOs and government to achieve this. (US and Canada – CP, CropLife)
3. **Environmental laws** including protection of wildlife and endangered species (US – CP, CropLife)
4. **Public interest science** (linked to environmental health and endangered species) – corporate interest in academic science (US and Canada – CP, Biotech, CropLife)
5. **Protection of Syngenta brand and corporate reputation.** (Global, Regions – Syngenta CP).
6. **POPs** (Global, Regions – Syngenta CP).
7. **Precautionary Principle** – local level influencing.
8. **Atrazine** -- Pressure will continue re: attempt to change cancer classification; use of litigation to circumvent FIFRA; consent decree/cancer; endangered species; water permits; prostate cancer; aromatase; frogs; alleged synergy.

Global Components

1. Anti-pesticide activists support of Rotterdam Convention on Prior Informed Consent (PIC) and Stockholm Convention on Persistent Organic Pollutants (POPs)
 - To continually add pesticides.
 - Phase out all chemicals that are persistent, bioaccumulative or toxic
2. Anti-pesticide market based attacks on policy:
 - a. Attack on corporate brands to force companies to withdraw products/change marketing
 - i. PAN's campaign against paraquat (first selection from "Dirty Dozen")
 1. Next focus on bird kills in America??
 2. Start of a long campaign against Syngenta?
 - b. Shareholder activists – attempt to convince financial markets that the pesticides are a poor investment
 - i. Corporate responsibilities
 - ii. Drain on resources
 - c. More success in Europe where environmental groups are more credible environmental issues are higher profile

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