

Exit Interviews

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INTRODUCTION

Exit Interviews in Syensqo follow a simple, standard, and sustainable approach for extracting insights following the voluntary resignation of individuals S22 and below, as well as those who are part of Talent Pools, in order to learn more about the motivations behind leaving across various demographics (gender, site, country, region, GBU/function, years of service, age range, etc.). These insights help us proactively address engagement among the current and future employees.

The key principles for Exit Interviews are:

- A definition of "Regrettable Losses" aligned with the SuccessFactors exit management process.
- A simple, standardized questionnaire in order to collect feedback and enable data analysis and identification of opportunities for improvement.
- Clear accountability and coordinated collaboration between Site HR Partners, SBPs, and the Talent Growth Platform to meet with the individual and collect their feedback, while avoiding repeat conversations.

Why does this moment matter?

Leaving a job is a critical "Moment that Matters" along the Employee Journey. During the exit interview and in the overall exit process, individuals should feel supported and able to share their experience honestly, without fear of retaliation or judgement. **Concerns related to ethics and integrity should be reported using the proper channels.**

What is the process?

In general, Exit interviews follow the voluntary resignation of individuals S22 and below and are conducted by Site HR Partners. Further coordination with Country HR or SBPs should be considered depending on the circumstance. HR drives the Exit Interview process with employees, including the following activities :

- **Sending the relevant consent forms and ensuring the form is signed.** Individuals MUST complete a consent form in order for their feedback to be included in the reporting and analysis.
- **Scheduling the exit interview** prior to the employee's last day at work,
- **Completing the Exit Interview Feedback form.** NOTE: this form should be completed by HR and NOT the employee.
- **Coordinating interview activity with other HR colleagues** as appropriate, depending on the employee's S-grade / talent group.

Additional details of the process can be found in the [Exit Interview Process Document](#).

HR RESPONSABILITY

Population	Primary Responsibility for Exit Interview	Approach
S22 and below	Site HR Partner or SBP	<ul style="list-style-type: none">• The responsible individual Site HR Partner schedules time with the individual, requests sign off on the consent form, and records the feedback in a standard form.
Executives S23+	SBP	<ul style="list-style-type: none">• Voluntary resignations of individuals from these populations are considered <i>Regrettable Losses</i>.
Leadership Team Members Top Leaders	Head of Talent (or <i>delegate</i>)	<ul style="list-style-type: none">• The responsible individual (SBP, Talent Management) schedules time with the individual, requests sign off on the consent form, and records the feedback in a standard form.• Responsibility may evolve as dictated by specific situations, availability, etc. It is therefore recommended that activities are coordinated between the SBP and the Talent Management team to decide the best approach and avoid duplication of efforts.
Future Top Leaders	Talent Management Team	<ul style="list-style-type: none">• This process does not preclude people managers from having discussions with departing individuals.

Future Functional Leaders	SBP
EKAMs	Talent Management Team

CONSENT FORMS

Individuals must complete a consent form prior to the interview in order for their feedback to be included in the reporting and analysis.

Expand the table below to access the links to the Google form and/or paper consent form for the employee's country/region. [Check whether an individual has consented to the collection of their personal data via Google form here.](#)

If the employee has provided their consent via paper form, retain the signed copy, [enter the individual's information in the relevant tab of this file](#), select "Yes" under the column "Paper Form" and enter your email address.

Australia	Australia Google Form	Australia Consent Form
Canada	Canada Google Form	Canada Consent Form
EU (Bulgarian)	EU Google Form (Bulgarian)	EU Consent Form (Bulgarian)
EU (Dutch)	EU Google Form (Dutch)	EU Consent Form (Dutch)
EU (English)	EU Google Form	EU Consent Form
EU (French)	EU Google Form (French)	EU Consent Form (French)
EU (Italian)	EU Google Form (Italian)	EU Consent Form (Italian)
EU (Polish)	EU Google Form (Polish)	EU Consent Form (Polish)
EU (Portuguese)	EU Google Form (Portuguese)	EU Consent Form (Portuguese)
India (English)	India Google Form	India Consent Form
India (Hindi)	India Google Form (Hindi)	India Consent Form (Hindi)
Brazil	Brazil Google Form (Portuguese)	Brazil Consent Form
China	China Google Form	China Consent Form (Chinese)
Japan (Japanese)	Japan Google Form (Japanese)	Japan Consent Form
Singapore (English)	Not available at this time	Singapore Consent Form
South Korea	In progress	In progress
Thailand (English)	Not available at this time	Thailand Consent Form
Thailand (Thai)	Not available at this time	Thailand Consent Form (Thai)
Mexico	Mexico Google Form (Spanish)	Mexico Consent Form (Spanish)
UK	UK Google Form	UK Consent Form
USA	US Google Form	US Consent Form

ANALYSIS AND REPORTING

[Data from Exit Interviews](#) is aggregated [here](#) and updated on a regular basis.

[Exit Interview Data for Reporting](#) and [comments shared during exit interviews](#) can be found [here](#). Access to both files is strictly limited to HR.

Similar to the Syensqo Pulse Survey, follow-up action planning will align with the respective scopes of the various HR teams. The process does not prescribe action or cadence but depends upon collaboration among the Talent Growth Platform, SBPs, and Country and Site HR to anticipate and address issues. Below there are some examples:

Example 1: SBPs can analyze trends for their GBU / Function. Upon seeing a disproportionate number of leavers from their GBU, can collaborate with Country / Site HR to further analyze the reasons and determine potential mitigation activities.

Example 2: The Talent Team has responsibility for monitoring data for individuals in Talent Pools and can coordinate with SBPs or other leaders to understand and act on trends.

Example 3: DE&I as a subset of the Talent Team will analyze the reasons for leaving within various demographics (including region and age range) and can coordinate action with SBPs or Site HR.

Example 4: Talent Acquisition may analyze the reasons for leaving in order to improve aspects of the hiring process.

Date last updated: 24 Sept 2025

- [Exit Interview Template and Feedback Form \(Google form\)](#)
- [Exit Interview Template \(printable version\)](#)
- [Global Standard - Exit Interviews](#)
- [Process Document - Exit Interviews](#)