

# Procurement Process, Policies & Guidelines

## Process, Policies & Guidelines

### Procurement Mission Statement

Our mission is to deliver SYENSQO's profitable growth, innovation and sustainability targets with a team of agile, engaged and highly-skilled procurement explorers.

We will drive superior value creation and accelerate innovative and sustainable products and solutions for advancing humanity by:

- Developing partnerships and supplier collaboration
- Embracing advanced technologies and processes
- Embedding sustainability at the core of our activities

To support this ultimate mission, our community is following some standard steps and procedures to make sure we are compliance with our internal rules: objectives, with the regulations and standards requested for accreditations.

Below you will find more information on:

## Procurement Process

**The Syensqo Procurement Process is presented in our Procurement Process Handbook which describes all the different phases from Strategic Planning to its execution. Detailed procedures are available to support the ISO accreditations and a deeper understanding of our processes for newcomers and interested internal customers.**

As per this above Handbook, our process has 5 different steps (A. B. 1. 2. 3. 4.) which are supporting and/or embedded to a Performance Management system.

### A. Establish Strategic Planning

The Strategic Planning process is a systematic approach to identify significant improvements and a long term sustainable guideline to create value within a Category. The Strategic Planning sets the priorities, assign resources and set sourcing approach and targets.

### B. Establish Category Strategy

Category strategy management is a standardized process to manage the Group spend in an effective, consistent, and professional manner. It is an industry common practice for top quartile to help harmonize and improve purchasing maturity throughout a GBU and across the Procurement function. Category Strategy (CS) is a detailed category analysis from which is derived a market brief, the key drivers that support the strategy and key actions and expected results.

Want to know how to build a Category Strategy? Take the **Procurement New Category Strategy - Methodology** virtual course.

Three modules of 2 hours each to know how to build a Category Strategy in details.

[Register here](#)

[Procurement Leaders](#) also released a [toolkit](#) & [playbook](#) for Category Excellence which covers the category strategy definition and implementation etc. These could be a complementary source for you as a category lead.

### 1. Refine Customer Needs and Market Analysis

This process is to understand spend and internal cost drivers as per the defined global category strategy and challenge customer needs in terms of pricing, risk mitigation, volumes, specification... It describes the way such needs are identified and how supplier market related to these needs are analyzed during deployment of the process.

### 2. Develop Detailed Sourcing Approach

This process is to define the sourcing approach & the methodology of suppliers prequalification. During the process, tender documentation also needs to be developed.

Remember that a supplier must accept the Solvay Supplier Code of Business Integrity to be qualified. The [Supplier Code of Business Integrity](#) is available in [various languages](#) on the Legal4Purchasing tab of Convergence (Salesforce).

### 3. Tender, Negotiate and Contract

This process is to execute an effective tender process and drive adoption of electronic sourcing platforms provided. Following execution of negotiation, it is to ensure that the negotiated benefits, customer needs / risks are covered by the contract and to ensure proper contract implementation (approvals, signature, communication, storage and deployment).

### 4. Manage Supplier Performance and Relationship

This process describes how to determine supplier classification and how to monitor supplier non-conformance. According to the defined classification and prioritization of follow-up actions, it is to continuously improve supplier performance and maintain a balanced supplier relationship.

### 5. Manage System Performance

This process is to continuously improve the Syensqo Purchasing Process to meet customers ' needs and the Solvay group strategy. As of May 2020, the Procurement Function is certified ISO 9001:2015 globally. Within the frame of ISO9001:2015 requirements, a quality policy to express the directive of the top management with respect to quality together with the quality management documents have been generated and maintained.

**All procurement documents are stored in AoDocs repository. You can find more documents and templates from [this link](#).**

## Procurement Governance Policy

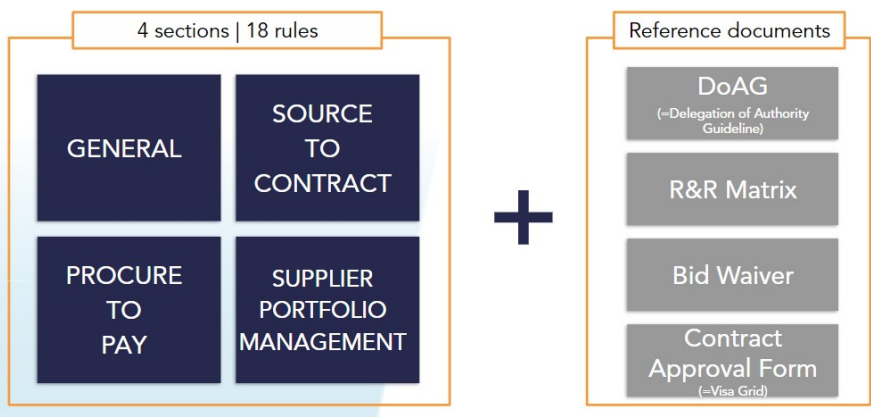
**The Procurement Governance set 18 rules to maximize performance and drive value for the group. It is aligned with the Syensqo Process Handbook. As our Procurement activities impact operational & financial performance, Procurement Governance focuses on helping value creation while ensuring scrutiny & spend oversight and reducing risks of fraud or conflict of interests.**

### Procurement Governance Policy

#### A. What are the Governance rules?

[Procurement Governance](#) is composed of general and specific rules for 3 key processes, Source to Contract, Purchase to Pay and Supplier Portfolio Management.

### Procurement Governance



To help you apply the different Governance rules, a set of Frequently Asked Questions is available.

#### B. Delegation of Authority Guideline (DoAG)

The [Delegation of Authority Guideline \(DoAG\)](#) is key in the implementation of our Procurement governance. It defines the Procurement internal prior approval matrix applicable for all our Purchases in all the Legal Entities of Solvay Group. It covers the approvals for negotiation and award of contracts, the amendments, the NDAs and the validation of the Category strategies

## C. Roles and Responsibilities Matrix

This [R&R matrix](#) clearly defines the responsibilities between Regional Procurement and Category buyers, specifying who is accountable for strategy development, sourcing, and implementation across each procurement segment.

Additionally, we have prepared an [Implementation Kit](#) to facilitate the sharing of necessary information and data between the sourcing and implementation buyers, ensuring effective contract execution and savings delivery. A template with minimum requirements is provided, with the option to add segment-specific details as needed. A [unique repository](#) is available to store all Implementation Kits, ensuring continuity and seamless collaboration.

## D. Bid Waiver

One of the Procurement Governance rules relates to the bidding policy and the need to integrate competition in our sourcing activities. In case it is not possible, a [bid waiver form](#) needs to be filled in and approved.

## E. Procurement Minimum Payment Terms Guideline and Needed Information

In the context of cash optimization program, a [shared payment term list](#) has been defined collaboratively for the Group.

The standard payment term is 120 days EOM the 5th. All new category strategies should outline a plan to reach this objective in the next 3 years. Get to know everything on the Minimum Payment Terms required and the exceptions in the [Minimum Payment Terms Guideline](#).

The Minimum Payment Term applicable may vary from one country to the other. The rule determined by the country will of course prevail on the Minimum Payment Term required by Solvay ([Regulatory Payment Terms in major countries](#)).

For Sustainable Procurement Policies [Please refer to the Sustainability tile](#)

Date last update 16 Jul 2024

- [Procurement Mission Statement & Strategic Priorities](#)
- [Procurement Process Handbook](#)

- [Procurement Process Library](#)
- [A. Establish Strategic Planning](#)
- [B. Establish Category Strategy](#)
- [Refine Customer Needs & Analyze Market](#)
- [Develop Detailed Sourcing Approach](#)
- [Tender, Negotiate & Contract](#)
- [Manage Supplier Performance and Relationship](#)
- [Manage System Performance](#)

- [Procurement Governance Policy](#)
- [Delegation of Authority Guideline \(DoAG\)](#)
- [Bid Waiver](#)
- [R&R Matrix](#)
- [Implementation Kit](#)
- [Procurement Minimum Payment Terms Guideline](#)
- [Shared Payment Terms List](#)
- [Regulatory Payment Terms per country](#)
- [Value Creation Rules \(Savings\)](#)
- [Establish a Category Strategy](#)
- [Category Strategy Approval Matrix](#)
- [Category Strategies](#)
- [Contract Approval CPO](#)

- [Syensqo Life Saving Rules](#)
- [W-9](#)
- [Bank & Trade Documents](#)

- DOA 2025 - Novecare/Aroma
- DOA 2025 - Technology Solutions
- DOA 2025 - Specialty Polymers
- DOA 2025 - Composite Materials

Still some questions?

Contact Process team