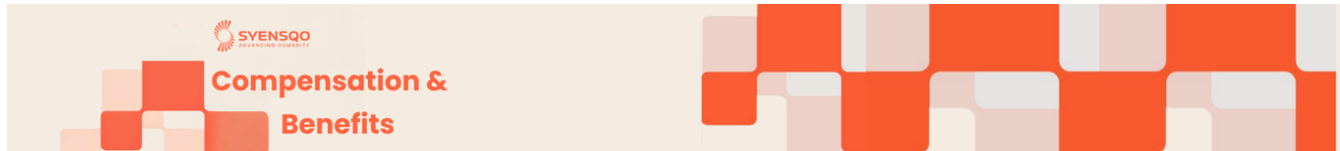


NW Compensation & Benefits



[Cares](#)
[Working](#)
[International remote work](#)
[Compensation](#)

[Join to Syensqo Cares](#)
[Benefits](#)

ed to reinforce its commitment as a responsible employer by guaranteeing a minimum level of protection in terms of welfare and
employees worldwide.

ers protection in relation to the following:

Healthcare costs
Leave
Leave
Leave
Leave
Wellbeing Support
in employee.

measures to strengthen gender equality, we have broadened our Syensqo Cares benefit program. We have adapted our global policy of
leave to 16 weeks, extending it to co-parents employed by the company regardless of gender, since 2021. The maternity / paternity or
period could be taken as one or several periods, according to the family needs and the job's constraints, in mutual agreement with the
ensuring compliance with the local regulations.

ment, we also commit to give employees access to confidential mental health support as from November 2021. By January 2023, when
its will be reviewed, global aligned standards of the Employee Well-being Support Program will apply and will then cover beyond the
members of the employee's household.

It guarantees the availability of individual services:

Confidential contact with a psychologist via multiple modalities (phone, email, chat,...)
Sessions (per distinct situation/issue) with a psychologist in local or preferred language (face-to-face or virtually)
Practical, managerial and wellness orientation (relating for example to : nutrition, tobacco, mindfulness, parenting, ...).

household members can make use of the services for personal issues, family related issues, work related issues and also for practical

Cares Agreement 2023

es program, local country or site specific benefits and perquisites are common. Contact your Local/Site HR Representative
ion or to report a life event.

[Site Employee Policies, Forms & Benefits](#)
[Works Council](#)
[Global Forum](#)

[Join](#)
[to](#)
[Philosophy & Base Components](#)
[Policy / Mobile Working Policy](#)
[Site Communication](#)
[Benefits](#)

is, Syensqo's capacity to adapt and to reinvent is what has powered our long tradition of innovation. Not just molecular or technical
iness and organizational innovation too. And now, once again, the opportunity to redefine progress is upon us - this time in the realm of
/here we work, how we work, how we lead and how we collaborate.

mples in recent months of Syensqo teams experiencing a greater sense of mutual trust, collaboration and respect, regardless of the
agues. In working together while apart, we have witnessed that productivity is not sacrificed during remote collaboration, and as a
:n our beliefs - purposeful responsibility, unity not uniformity, and a passion for performance - brought more clearly to life.

er enable colleagues worldwide to work in the location where they are most productive and most able to achieve their set goals.

ed employees in agile network teams
ocusing on steering the performance trajectory
ical flexibility
talent
sion the offices, rationalized spread of implementations
ive & energizing workplaces
sqo Employee Value Proposition

: can define themselves where they work best to deliver.

ip to 4 days per week "on voluntary basis" is now Syensqo's way of working standard. The average number of days can vary upon the
loyee's preferences and activities.

ities required to deliver the expected can be done elsewhere than 'on site', mobile working "within the country people get paid" is an
oyee.

ees are responsible for aligning and organizing their work in good coordination with their managers and teams. Adapted habits, ways of
cting with the team are to be adopted.

le working structurally embedded in Syensqo's new ways of working, the workplace changes:

Jed outside Syensqo's premises : ergonomics & equipment for the workplace beyond Syensqo's walls.
: office footprint is to be lowered and adapted to energizing collaborative hubs.

*f implementation of the guidelines are related to installing structurally mobile working and is not to be confused with the confinement &
re office practices ruled by the crisis and sanitary imperatives. The period of forced home office and gradual deconfinement can,
ht moment to test what works well and what doesn't.
ountry you wish to learn more about -*

[hinese Version](#) | [English Version](#)
[Communication](#) | [Policy](#)

[licy](#) / [FAQs](#)

[rea](#) - [Korean Version](#) | [English Version](#)

[ngdom](#) - [Communication](#) | [Policy](#)
[ates of America](#)

	• Syensqo Mobile Working - My safe workplace • Mobile working: 2nd Follow-up Call • Back to the Site in Hybrid mode - Support Material
Site Specific	• Flex-Desk User journey for Syensqo Lisboa

[in](#)
[international remote work](#)
[ks](#)

ieve that providing flexible work arrangements, like hybrid work, contributes to our employees' work-life balance and overall well being.

ected world, the option to work remotely from abroad provides employees with a valuable opportunity to combine personal professional duties.

unched a **pilot policy** allowing employees to **work from abroad** for up to **20 days per year**, in countries where Syensqo operates, **conditions**.

to provide flexibility and enrich employees professional and personal experiences, relying **on employees responsibility and trust**.

n designed to ensure that employees understand their **own responsibilities & company's expectations**.

broad is not as simple as it seems. There are risks to consider, requiring thorough evaluation and careful attention, which is why en put in place, in order to ensure compliance for the employee and for the Company.

ing more?

[icy, Presentation & FAQ](#)

- [Short-term International Remote Working Policy](#)
- [Remote Working Policy For Export Controlled Data](#)
- [Short-term International Remote Work Presentation](#)
- [FAQ](#)
- [List of Approved Countries](#)
- [Form Request](#)

in
aded Employees (S14 and below)
iraded Employees (S15 and above) -STI
iraded Employees (S15 and above) -SIP
incentive plan
in Programs
ks

tion is the part of total cash compensation that will vary in amount from year to year considering the performance the employee, the ip.

ypes of variable compensation and recognition programs that can be short term (evaluation of achievements and performance less r long term (evaluation cycle longer than one year) as well different considering the type of program – is it local or group-wide. ployees (S14 and below) are eligible to participate in the [Global Performance Sharing](#) program intended to provide a motivational rizes employees' contributions by involving you in the Group's results at the global level, thereby strengthening your sense of belonging up.

fic Short Term Incentive programs at local (country) or GBU level can be prevalent and are intended to recognize individual or team lar to the objectives of the Syensqo STI plan (see below).

it these programs, please contact your local HR representative.

ive (STI) plan

graded employees (except employees on Syensqo's Sales Incentive Plan - see below) are eligible to participate in the Syensqo STI lesigned to reward you for the results delivered by individuals, by teams, and by the Group as a whole, thus reinforcing our purpose and am.

get is determined as a percentage of annual base salary for positions graded at S15 and above and has been set by region and grade. d above, the @Target percentage of annual base salary is set globally and is the same in all countries.

[STI Plan 2025](#)

ible participants as a percent of Annual base salary:

Grade	Americas	Asia Pacific	Europe Middle East & Africa
S15 - S16	8%	16%	8%
S17 - S18	10%	17%	10%
S19 - S20	15%	18%	12.5%
S21 - S22	20%	20%	15%
S23	30% - same target for all Regions		
S24	35% - same target for all Regions		
S25	45% - same target for all Regions		
S26	50% - same target for all Regions		

Syensqo STI plan is based on the achievement of predetermined annual Group and Entity specific goals as well as individual objectives. The elements varies by the grade of the employee.

OR GBUS	FINANCIAL 		ONE PLANET 		INDIVIDUAL 	TOTAL
	GROUP	GBU	GROUP	GBU		
BU Presidents	45%	20%	5%	10%	20%	100%
Executives (S23+)	20%	45%	5%	10%	20%	100%
Professional & Managerial (S15-S22)	20%	25%	5%	10%	40%	100%

or Functions / BSA's	FINANCIAL 	ONE PLANET 	INDIVIDUAL 	TOTAL
	GROUP	GROUP		
eads of Function / BSA	65%	15%	20%	100%
ecutives (S23+)	65%	15%	20%	100%
rofessional & Managerial (S15-S22)	45%	15%	40%	100%

Performance is rewarded in accordance with the outcomes of the **Performance Cycle** (performance rating). The payout of STI varies from 0-100% based on the achievement of these goals and allocated budget.

Customer obsessed and your role, as part of the Commercial team, is key to bond with our clients, ensuring that we create long-term shared growth. To support and reward those efforts, the leadership and the significant contributions, a new Syensqo Global Sales Incentive Plan recently implemented for the professional development and personal motivation of Syensqo's Commercial teams.

Eligible to all Customer facing sales/account owners and sales-force/sales managers below leadership team level who spend more than 50% of their time on customer-facing sales responsibilities. For example, positions like Key Account Managers, Account Managers, Inside Sales, Sales Representatives, and Sales Managers. Exceptions to this require Executive Leadership Team approval.

The target is 100% based on your individual contribution to the Group.

These elements can range from 0% to 200% of the @Target percentage. Bonus Targets are defined by region and grade as shown in the table below which is determined as a percentage of your Annual Base Salary:

Grade	EMEA	Americas	Asia Pacific
S15-S18	17.5%	17.5%	22.5%
S19-S22	22.5%	27.5%	27.5%
S23	30%	30%	30%
S24	35%	35%	35%

Options are selected by the GBU's from a menu, approved by the ExCo.

KPI Definition and Details

Sales	Realized Sales CY against sales budget CY (revenues and/or volumes, total by sales rep or at team level)
Contribution margin	Absolute CM or CM% CY against budget CY; and/or By product line, CM% CY against CM% CY-1. and/or Pricing power targets
Cash	Forecast Accuracy; and/or DSO; and/or Overdues against total accounts receivables
Special projects	Customer engagement and Special projects (if applicable) 1) Specific customer objective (based on KAP), incl. NPS 2) Sustainability, innovation partnerships including JDAs 3) Strategic supplier award / recognition 4) GBU-specific items (long-term contract, etc)
Development growth	Opportunity value creation target and closures w/ impact in year + 1-3 (Opportunity or Development Pool)

OPTIONAL GBU shall select 3-4 KPIs relevant to own business

Long Term Incentive plans is to align compensation, decisions and interests of our senior leaders with Syensqo's long term strategy sustained performance. Currently, these plans are applicable to grades S23 and above.
 ms are periodical or ad-hoc (as needed, "spot") award programs that can be monetary or non-monetary programs to formally recognize performance, a behavior or celebrate the success of a particular initiative, project or individual contribution.

spectrum of recognition programs in Syensqo that are usually GBU or country specific, with the exception of the **Syensqo Special** d program, which is consistent around the globe in multiple GBUs/Functions.

ial Recognition Award program is designed to provide a cash vehicle for recognizing individual employees or small teams for ment that clearly demonstrates elements of Syensqo Management and People Models.

- [Short-term Incentive \(STI\) Scheme 2025](#)
- [STI Infographic 2025](#)
- [Global Performance Sharing Agreement](#)

in
graded Employees (S14 and below)
graded Employees (S15 and above) -STI
graded Employees (S15 and above) -SIP
incentive plan
in Programs
ks

tion is the part of total cash compensation that will vary in amount from year to year considering the performance of the employee
ity and the Group.

types of variable compensation and recognition programs that can be short term (evaluation of achievements and performance less
r long term (evaluation cycle longer than one year) as well different considering the type of program – is it local or group-wide.
ploys (S14 and below) are eligible to participate in the **Global Performance Sharing** program intended to provide a motivational
izes employees' contributions by involving them in the Group's results at the global level, thereby strengthening their sense of
ensqo Group.

fic Short Term Incentive programs at local (country) or GBU level can be prevalent and are intended to recognize individual or team
lar to the objectives of the Syensqo STI plan (see below).

it these programs, please contact your local HR representative.

entive (STI) plan

graded employees (except employees on Syensqo's Sales Incentive Plan - see below) are eligible to participate in the Syensqo STI
lesigned to reward employees for the results delivered by individuals, by teams, and by the Group as a whole, thus reinforcing our
g as ONE Team.

get is determined as a percentage of annual base salary for positions graded at S15 and above and has been set by region and grade.
l above, the @Target percentage of annual base salary is set globally and is the same in all countries.

STI Plan 2025

ible participants as a percent of Annual base salary:

ade	Americas	Asia Pacific	Europe Middle East & Africa
- S16	8%	16%	8%
- S18	10%	17%	10%
- S20	15%	18%	12.5%
- S22	20%	20%	15%
23	30% - same target for all Regions		
24	35% - same target for all Regions		
25	45% - same target for all Regions		
26	50% - same target for all Regions		

isqo STI plan is based on the achievement of predetermined annual Group and Entity specific goals as well as individual objectives.
: elements varies by the grade of the employee.

BUSINESS	FINANCIAL 		ONE PLANET 		INDIVIDUAL 	TOTAL
	GROUP	GBU	GROUP	GBU		
Financial	45%	20%	5%	10%	20%	100%
Non-Financial (\$23+)	20%	45%	5%	10%	20%	100%
Personal & Managerial	20%	25%	5%	10%	40%	100%

Functions / BSA's	FINANCIAL 	ONE PLANET 	INDIVIDUAL 	TOTAL
	GROUP	GROUP		
Financial / BSA	65%	15%	20%	100%
Non-Financial (\$23+)	65%	15%	20%	100%
Personal & Managerial	45%	15%	40%	100%

Performance is rewarded in accordance with the outcomes of the [Performance Cycle](#) (performance rating). The payout of STI varies from 0-100% based on the achievement of these goals and allocated budget.

Performance Plan (SIP)

Performance is rewarded in accordance with the outcomes of the [Performance Cycle](#) (performance rating). The payout of STI varies from 0-100% based on the achievement of these goals and allocated budget.

Performance documents:

[Performance Playbook](#)

Performance is rewarded in accordance with the outcomes of the [Performance Cycle](#) (performance rating). The payout of STI varies from 0-100% based on the achievement of these goals and allocated budget.

Performance is rewarded in accordance with the outcomes of the [Performance Cycle](#) (performance rating). The payout of STI varies from 0-100% based on the achievement of these goals and allocated budget.

Performance is rewarded in accordance with the outcomes of the [Performance Cycle](#) (performance rating). The payout of STI varies from 0-100% based on the achievement of these goals and allocated budget.

	EMEA	Americas	Asia Pacific
17.5%	17.5%	17.5%	22.5%
22.5%	22.5%	27.5%	27.5%
30%	30%	30%	30%
35%	35%	35%	35%

Performance is rewarded in accordance with the outcomes of the [Performance Cycle](#) (performance rating). The payout of STI varies from 0-100% based on the achievement of these goals and allocated budget.

KPI Definition and Details

Sales	Realized Sales CY against sales budget CY (revenues and/or volumes, total by sales rep or at team level)
Contribution Margin	Absolute CM or CM% CY against budget CY; and/or By product line, CM% CY against CM% CY-1.and/or Pricing power targets
Cash	Forecast Accuracy; and/or DSO; and/or Overdues against total accounts receivables
Special Projects	Customer engagement and Special projects (if applicable) 1) Specific customer objective (based on KAP), incl. NPS 2) Sustainability, innovation partnerships including JDAs 3) Strategic supplier award / recognition 4) GBU-specific items (long-term contract, etc)
Opportunity Growth	Opportunity value creation target and closures w/ impact in year + 1-3 (Opportunity or Development Pool)

GLOBAL GBU shall select 3-4 KPIs relevant to own business

Long Term Incentive plans is to align compensation, decisions and interests of our senior leaders with Syensqo's long term strategy sustained performance. Currently, these plans are applicable to grades S23 and above.
Plans are periodical or ad-hoc (as needed, "spot") award programs that can be monetary or non-monetary programs to formally recognize performance, a behavior or celebrate the success of a particular initiative, project or individual contribution.

Spectrum of recognition programs in Syensqo that are usually GBU or country specific, with the exception of the **Syensqo Special Award** program, which is consistent around the globe in multiple GBUs/Functions.

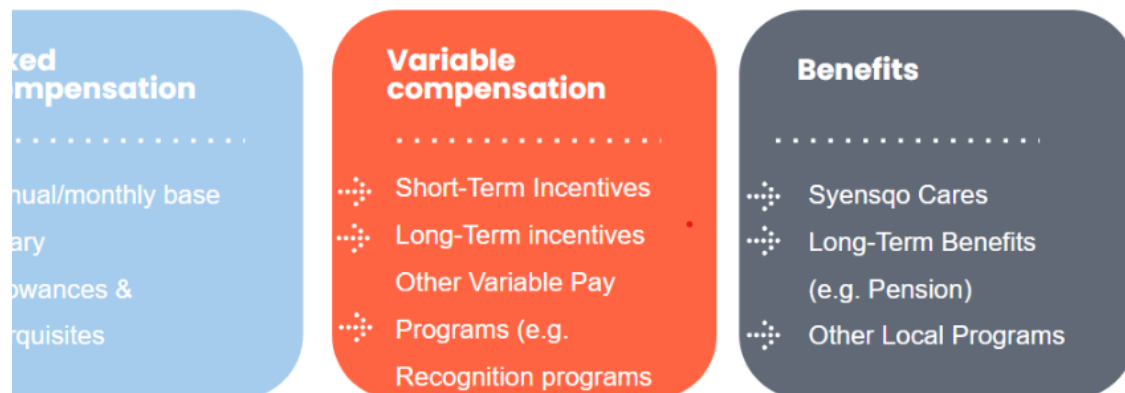
Special Recognition Award program is designed to provide a cash vehicle for recognizing individual employees or small teams for achievement that clearly demonstrates elements of Syensqo Management and People Models.

	Fixed Compensation & Annual Salary Review
	Short-term Incentive (STI) Scheme 2025 STI Infographic 2025 Syensqo LTI Portal
Annuals	Detailed Compensation Campaign User Guide - 2026 Manager's Guide - Compensation Campaign 2026

in
 principles of Syensqo Rewards
 compensation
 compensation -Allowances & Perquisites
 1 Annual Salary Review
 or a meaningful conversation on compensation-...
 ks

is a set of principles and practices we apply to ensure the Group is able to attract, develop, retain and motivate its talents. Syensqo with the Group's structure, organizational needs, priorities and market in different countries and it's based on the common practices in

principles and elements that we refer to as "rewards":



elements will change and evolve over time following both career advancements and market developments. We are committed to keep it relevant to employees and their needs!

For example, the higher a job level, the more complex and results driven the rewards package will become, with more emphasis on variable pay components.

The rewards framework is built to support the Group's long term business strategy and is based on and supported by 8 guiding principles:



The principles of Syensqo Rewards are a set of key considerations applied when any compensation and benefits related decision is taken by managers as well as at all times when any existing or new program or process is being created, reviewed or improved.

The application of these principles enables Syensqo to reward employees for their contribution to the achievement of the Group's mission, goals and way that is compatible with the company culture, thus helping to build employee engagement.

Personal rewards package

The personal rewards package is built considering the level of accountability, complexity, know-how and scope of his/her role in the

Locally graded positions

For an employee who is mainly focused on the achievement of local results, either on a site or at the team level, the role is locally graded and is subject to local practices, bargaining agreements and other legal requirements.

Regionally graded positions

the role expands to multiple sites or has a more direct impact on the GBU or Function, then the job is graded according to the [Syensqo structure](#) and the rewards package is aligned to the performance of the GBU/Function or the entire Group. Global reward programs then form part of the rewards package, while remaining competitive on the local market and compliant with legal requirements of the country.

on on Variable Compensation - click [here](#).

on of Syensqo's Benefits Plans & Programs - click [here](#).

depends on many factors including but not limited to the size, scope and impact of the employee's position (organizational design), the relative value of the role (local market pay practices), and the employee individual performance and contribution while in that role.

the salary remains attractive and competitive it is compared to the latest market studies results and reviewed regularly (at least once a year as part of the performance evaluation process).

1

the competitiveness of the rewards package on the market, the compa-ratio value is used.

ratio between the salary of the Employee and the midpoint of salary pay range of the specific grade expressed as a percent.

$$\text{Compa-ratio} = \frac{\text{Your Annual Base Salary}}{\text{Your S-grade pay range midpoint}}$$

rewards positioning to market is set to be at market median, the compa-ratio for each employee can vary within compa-ratio zones.

Due to the diversity of our talents, their background, and contribution, we expect pay of our employees to be evenly distributed across the pay range and in exceptional instances (like unique skills, talent scarcity or regional pay differences) it can even be above or below the minimum or maximum.

allowances are defined as any regular cash income in addition to the base salary for a specific matter related to the employment that is not linked to individual or company performance.

allowances may be required or encouraged by labor or tax laws, bargaining agreements or local market customs such as, for example: meal allowance, night shift allowance, overtime pay, commuter allowance, housing allowance, holidays allowance, educational allowance and similar. For more information about local specific allowances, please contact the local HR representative.

perquisites are non-cash benefits and privileges, which an employee receives from the employer during the course of employment.

perquisites are always country/site specific and, similar to allowances, they can be required or encouraged by local laws or market practices. They vary greatly from country to country and from one role/job/location to another.

Examples of perquisites are: mobile phones, home office equipment or installation, gifts due to jubilee, flexible work-time arrangements, paid cafeteria or drinks (e.g. free coffee/tea), personal or shared/pool vehicles (cars, bicycles, electric scooters, etc), club or interest memberships or on-site fitness facilities and similar.

For more information about country specific rules and programs, please contact the local HR representative.

Merit is part of the Compensation campaign (usually in March/April of each year) salaries are being reviewed by the Line managers for performance, internal pay fairness and external market competitiveness.

During the Compensation Campaign Line managers recommend salary increases for direct reports within allocated Total Merit Budget, review calculation of [value added](#) as in STI or SIP on the basis of Group and Employee results and communicate Compensation Statement to the direct reports.

Process?

Carrying out the annual salary review includes using the EasyComp tool.

Use of the SuccessFactors system that is available to all Line Managers, Business and Site HRs.

Click on the Useful links from the right hand of this page:

[Compensation Campaign User Guide - 2026](#)

s Guide - Compensation Campaign 2026

ussion is one of the most important discussions between line manager and employee, so it's pivotal to have it transparent, meaningful with a clear reference on employees contribution for previous year, which reflects in his/her salary increase and bonus payout.

ent time for the conversation to ensure that employees have the opportunity to ask any questions/express any concerns they may have. of how the **STI** or **SIP** was calculated and how it relates to the person's, entity's and Group's performance and explain how it is linked to t percentage. Be specific about the contribution the employee made during the year. ed to explain the reasons behind the salary review process and general principles that apply to all Reward programs in Syensqo (that rformance related and/or not related to performance such as internal/external equity). Explain how the decision was made so that the understands you're being fair. Feel free to use the **Manager's Guide - Compensation Campaign 2026** increase is applicable, make sure to communicate not only the percentage, but also the amount in the employee's local currency. y if you don't have all the answers on the spot; make notes and make sure to follow up after discussing with your manager and/or HR.



	• Variable Compensation
	• Benefits Plans & Programs • Company Car Program
inuals	• Compensation Campaign Calendar - 2026 • Detailed Compensation Campaign User Guide - 2026 • Manager's Guide - Compensation Campaign 2026