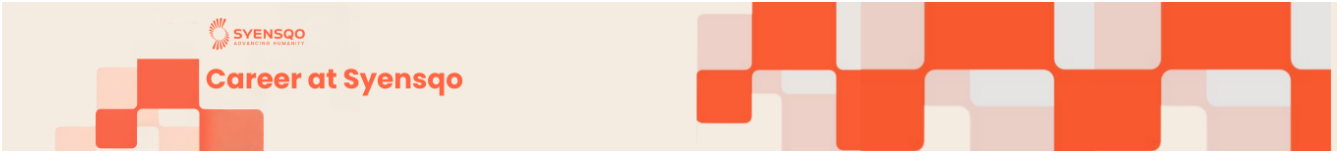


NW Career at Syensqo



Mobility
es & Grading
Positions at Syensqo

Syensqo
ules

movement of employees across GBUs, Functions, and Locations is a key to promoting our culture, sharing of management practices, necessary transfer of scientific, technical and commercial expertise across the organization.

is to a motivated workforce, the sustainability of the Group and the employability of our people throughout their careers. Mobility Rules have been defined in order to:

ernal mobility across the Group in a transparent way;
fillment of commitment to employees that we will enable them to develop and provide interesting career opportunities, all in a fair and way.

in open discussion about your career aspirations with your manager is important.

e Mobility Rules in several languages below:

|

se

ib Grading
Organisational design Guidelines
ob Ladder
ks

iding) is a process of determining the level of one position in relation to another in the context of an organisation.

yensqo's Wiki space, you may need to link your Google Drive in order to see embedded documents.

ons [here](#).
elow to view the Career Ladders and Job Descriptions.

RS	HR RESPONSIBLE FOR EACH AREA
	Cornelia Anderson
i and Strategy	
	Cornelia Anderson
s	Cornelia Anderson
	Angela Jean Reganall
wledge	

Management	
ce	
cial Network / Strategic Channel Partner	Angela Jean Reganall
	Angela Jean Reganall
	Angela Jean Reganall
ation	Rutger Milders
overnment Affairs	Cornelia Anderson
ce	Angela Jean Reganall
› Incl. Functional area Support)	Angela Jean Reganall

- [Job Catalog](#)
- [R&I and Industrial Dual Career Ladder Corporate Policy](#)

in

ns are maintained by the Managers, who ensure the correct and timely update of the Position data for their teams.

ed based on generic Jobs. As of February 2022, following a significant simplification of the [Job Catalog](#), the Jobs represent a Domain function.

doubts regarding the correctness of your position data, please check with your Manager, who is accountable for position data

[Promotions Process](#)
[in MyHR Services -Cadre Employees](#)
[Change & Off-Cycle Salary increase in My HR Services](#)
[ation Statements for Promotions and Pay Rate Changes in My HR Services](#)
[Renewal / Extension Process](#)
[Intract End Date for Contingent Workers](#)
[Discussions with the Employee](#)
[t Concepts](#)

in
[Promotion?](#)
[Checklists](#)

ry important part of the employee journey and life-cycle. It allows the employee to grow in their career by taking on more complex and nd responsibilities/an increase in scope of the role or complete change of the role (move to another pre-existing position), and is business need and must result in a significant increase in value created by the person promoted.

s a leader

u are directly involved in the next career steps of each member of your team, therefore, it is important to know what steps you need to -practices and guidelines are, as well as the tools you need to use.
nent in an employee's journey that requires changes in the expectations of what the employee needs to do and deliver - increase in the ity for which the employee should also be rewarded accordingly.

sider the following:

t manager, you are the one to put in motion the promotion process - follow the step-by-step process guide below;
what customer or organizational problem the promotion will solve. Is there a clear business case?

If changes in the role and the complexity require a promotion or a pay increase as expectations from the existing role might be higher employee's current contribution! In that case no pay increase should be granted and expectations towards the role need to be clarified to yee.

If changes in the role or scope require a grade increase; promotion can also mean that the scope increases within the same grade and an increase within the same pay grade. Pay grade should only increase at the times of a clear and significant change in the role.

should not be:

recognition for past achievements or tenure (while those are to be considered as an important input during Promotion planning to if the candidate meets the expectations);
retention tool to counteroffer a move that employees is considering inside or outside of our Group to retain the incumbent in the current

duce high compa-ratio of base salaries for employees when it is above 120%.

enarios are not considered as a promotion case:

the Job Title;
Compensation Information or Pay Rate (increase of salary during the year for any reason other than change of scope or job, for off-cycle pay increase);
Department or Team; this type of career development is referred to as "Transfer."

ternal move of an employee to another position in another team/site/entity as a result of internal recruitment project or in the framework ment plan of the employee.

ining a promotion

promotion in the System, Managers should discuss the plan for the promotion with peer-management team and self-control on the doubt, address with your Site HR).

[ess this checklist](#)

prove the promotion

quest is recorded in the System by the line manager the manager+1 will receive an Approval request. Before approval the M+1 runs the and addresses any concerns with the Line manager.

[ess this checklist](#)

in
of the Process
is to Perform a Promotion in My HR Service...
ks

omotions process is owned and initiated by the Leader/Manager who observes a business need or a customer challenge that can be lloyee. Here is a step by step user guide on how to record a promotion in the System - "My HR Services."

tion processes for non-Cadre and from non-Cadre to Cadre employees, please speak to your Site HR;
Business Partners (SBPs) are responsible for initiating the promotion and pay rate change actions in the tool for Executive (S23+) roles.

I request a promotion in the system, make sure you have reviewed and completed the **"Manager checklist"**
mployee you want to promote or change salary in **My HR Services** (type their name in the Search bar or in the Org Chart - for processes for non-Cadre and from non-Cadre to Cadre employees, needs to be performed by the Site HR).
mployee Profile and click "Actions" on top right corner.
ion "Change Job and Compensation Information".
e of the change (Job information (Position) or Compensation or Both).
Change date (first date of the month in the future).
ition (if applicable); adjust S grade and Pay grade; adjust Bonus plan; record proposed salary after the change / promotion.
e".

omments" box record justification for the change and how it adds value to the organization or any other information that might ant for the Approvers to know before they make a decision.

firm" - notification will be sent to the Approvers according the Business rules as explained in the **promotions guidelines** document.
eview the status of your request in "View my pending requests" (use *Search bar* on top right corner to find it).
ceive an email notification once your request has been approved or rejected.

rou can generate the Promotion statement and communicate the change to employee.

expatriate employees on assignment

ould be initiated in the host profile of the assignee, following the steps mentioned above. In the comments section, there should be an annual Base Salary in the home country's currency. The approval workflow will go to the Global Mobility team and they will request a new valuation from the tax provider. When the package is available, the promotion is approved in My HR Services. The remuneration package the assignee.

mployee does not have a host profile, please follow the standard promotion process and inform the Global Mobility team of this change ([gnsqo.com](#)).

ensqo's Wiki space, you may need to link your Google Drive in order to see embedded documents.

ons [here](#).

- [More information on the Salary and Promotion Processes at Syensqo](#)
 - [Key Principles & Guidelines Related to Promotions](#)
 - [How to determine market aligned salary increase in case of a Promotion?](#)
- [Promotions Dashboard - summary of statistics on promotions in Syensqo](#)

in
pay rate change / off-cycle salary increase
ks

or off-cycle salary increase (external or internal equity) is appropriate if an employee, due to individual circumstances, is paid than internal or external peers in the same grade with similar experience / performance. Pay rate change is not directly linked to a rate change is used to adjust the pay for the same work / job completed by the employee; if there is a change in the scope/complexity of Promotion process!

gic Business Partners (SBPs) are responsible for initiating the promotion and pay rate change actions in the tool for Executive (S23+)

ensqo's Wiki space, you may need to link your Google Drive in order to see embedded documents.

ons [here](#).

- [Rewards & Promotion Process at Syensqo](#)
 - [How to Perform a Promotion in My HR Services - Cadre Employees](#)

in
llItem.getShortName().replace('--','')
ks

isibility of the Manager to communicate to their employees any changes related to the roles or job of the individuals, this includes / rate changes.

ould always be completed in a one-on-one environment using appropriate documentation (e.g. Promotion statement) while also paying g the reasons for the change and expectations from the employee in the new role (in the case of a promotion) that should be followed eeting to review and document the objectives and deliverables in the new role as part of Performance Management process.

ensqo's Wiki space, you may need to link your Google Drive in order to see embedded documents.

ons [here](#).

- [Rewards & Promotion Process at Syensqo](#)
 - [How to Perform a Promotion in My HR Services - Cadre Employees](#)
 - [How to Perform a Pay Rate Change or Off-cycle Salary Increase in My HR Services](#)

in
Renewal / Extension
Permanent Contract & Terminating a Contract
ks

in a manager-led model, as a manager you are responsible for taking the action towards the contract renewal/extension or termination of your direct

What is a leader?

Managers will be notified about the expiring contract end date for internal direct reports, 3, 2 and 1 months in advance and be invited to take action:

Renewal / Extension
Permanent Contract
Termination

Why is it important?

Managers have to take the time they are notified (3, 2, 1 month in advance) to decide what action to take on their employee's contract. If you decide you want to renew or extend the employee's contract you will have to do the following:

Meet and discuss this decision with your Site HR Partner to check the legal compliance for contract extensions;
You will have open this [Service Request \(click here\)](#) in Service One.

What are the main changes in the new process of contract extensions?

The timing of the expiration alert is improved (from 30-15-5 days in advance to 3-2-1 months in advance), giving more time for managers to check compliance with legal regulations, as well as execute the changes in My HR Services including payroll information. The HR Partner is no longer responsible for maintaining the contract end date in My HR Services, but will assure the respect and the compliance with local aspects. The HR Partner will receive a copy of the expiring contract notification sent to the manager. The contract extension in My HR Services will now be performed by the SBS WDA team upon receiving the request. All teams will receive the workflow to approve, and Site HR will be notified when the process is complete.

If an employee becomes a **regular employee**, the recruitment process must be followed.

Managers must take the following actions:

Create a new position in My HR Services

Open a job requisition

In the recruiting tool, change the field *"Have you already identified an internal candidate"* to **Yes** and fill in the field *"Name of identified candidate"* with the employee's name. - [click here and follow steps one and two](#)

Offering a Permanent Contract

Meet and discuss this decision with your Site HR Partner to check the legal compliance on offering a permanent contracts;
If you decide to offer a permanent contract to your employee, you will have to follow the steps in the Recruiting a Talent section of the [click here and start with step one and get your hiring need validated with your manager](#).

Next Steps:

Meet and discuss this decision with your Site HR Partner to check the legal compliance on offering a permanent contracts;
If you decide to offer a permanent contract to your employee, you will have to follow the steps in the Recruiting a Talent section of the [click here and start with step one and get your hiring need validated with your manager](#).

· [FAQs for Managers - Contract Management \(Portugal only\)](#)

in

Managers who deliver services to the company on a non-permanent basis, therefore an estimated assignment end date (contract end date) is added

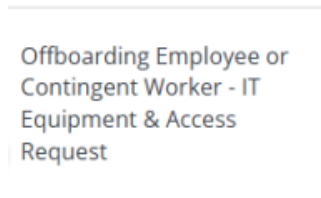
is reached, the contingent worker will be terminated by the system. Unlike with a regular employee, for contingent workers the s portlet is managed in the background by the Work Order. To make a change on the end date of if your Contingent Worker got their ow the steps below.
te is the same as contract end date (field available in My HR Services).

has been reached and the Contingent Worker is already terminated in the system and the access have been revoked, if the decision is worker will continue to work at Syensqo, the Manager needs to open a [SyRa](#) to request the reactivation:



to go the the ticket)
needs to open a ticket to the IT Team to request that the access are reactivated as well.

has been reached and the Contingent Worker is already terminated in the system and the access have been revoked but the CW will no nager only needs to open a [SyRa](#) for "Offboarding".



in
[employee a Promotion](#)
[Changing roles internally](#)
ks

ment Matters

actions and development efforts to the longer term aspirations bring awareness and motivation. Be sure to coach the employee in possible career paths, working on employability and exposure to new domains or activities.

s a leader

sparent sharing by employee on career aspirations and potentially concrete positions, based on self-reflection and exchange with peers. r discussion should take place at least once a year in order to discuss immediate and longer term career aspirations. For further and support on developing your team and having development discussions, please see this [article](#)
nt feedback by manager on aspirations based on capabilities/ experience/ performance with potentially new suggestions
employee have potential for an accelerated career path?
ncrete and immediately realizable next steps if applicable.
us on development, supporting opportunities that may arise;
e - discuss the promotion intentions or needs for your Team with your superior & your Site HR Partner for promotions and off-cycle nges for cadre roles in grades S15 to S22 and your [Strategic Business Partner](#) for S23 and above.

en will you give an employee a promotion?

and a very important moment that matters in the journey of an employee at Syensqo, that allows the employee to grow in their career omplex and challenging tasks and responsibilities.

omotion process is owned and initiated by the Leader/Manager who observes a business need or a customer challenge that can be loyee. Promotion, besides allowing the employee to grow in their career, should bring a solution to the named business need or to the stomer.

:
se of responsibility or Syensqope (with or without a change in the S grade) within the existing role or a move to a completely different . higher level of responsibility within the same Team.
accompanied with an increase of compensation, but it is not required, especially if the change in the role is relatively small.
: most important "moments that matter" in the employee's journey - it matters to individuals and it matters to the organization - it must be " situation!

stified with a real business need and results in a significant increase in value created by the person promoted and as such it should be with an increase in the Rewards package.

ment Matters

ire co-responsible to develop the skills and competencies of the employee, encourage them to develop a broad internal network, and to growth by fostering their exposure and mobility. A **transfer** is an internal move of an employee to another position in another team/site f an internal recruitment project or in the framework of a career development plan of the employee.

s a leader

member that employees are members of the Syensqo group and as such do not *belong* to your team, your business or your function. is, though employees moving jobs can of course bring some practical challenges.

be done upfront when an employee expresses the wish to change roles ? Can activities/accountabilities be co-shared and knowledge on started ?

Is to be done to organize the knowledge hand-over and assure business continuity ? dly about opening the right job to cover the replacement or to reshuffle the team's activities and accountabilities.

- [Key Talent Concepts](#)
 - [Succession & Development Planning Best Practices](#)
- [Site Talent Discussion Toolkit](#)
 - [Site Talent Discussion Templates](#)
 - [Succession User Guide](#)

in
al Positions
ositions
mmittments
ks

Talent Concepts are essential to a Talent Discussion. Please use the expandable menus to learn more about this topic. ns are positions that are key to delivering the site's Star Factory roadmap and are directly linked to the GBU's strategy:

al Positions are identified by Site Leadership with Site HR Partners.
al Positions are not limited to Leadership positions and should not be based on hierarchy.
ild use the Critical Position Questionnaire to help them determine *whether* and articulate *why* a given position is critical.
tified, the list of Site Critical Positions should not change significantly, unless the GBU or Group strategy changes.
al Positions should have a documented succession plan that is validated with the potential Successor, their Line Manager, and Site HR
ar basis to ensure they have a relevant development plan to progress their readiness.

e positions that require attention and action in the short term (3-6 months):

ositions are considered a priority due to a risk associated with the people in the role, whereas Site Critical Positions are considered
je to the accumulative aspects of the role itself.
ositions differ from Site Critical Positions in that a site's list of Priority Positions should evolve over time.
e Leadership identifies Priority Positions, then takes action to mitigate the risk. Once addressed, the position is no longer considered a

f the Priority Position Risk Assessment will help the site determine the level of risk and plan to mitigate the risk appropriately.
lly, no more than 5% of total positions at a site should be considered "priority" at any given time.

s are short-term, specific, and focused action plans (accomplished within 3-6 months):

p Teams make Talent Commitments during Talent Discussions based on insights and feedback from Line Managers.
p uses Talent Commitments as a way to collectively enrich and accelerate an individual's development plan.
rship is accountable for delivering on Talent Commitments, and, at a minimum, should revisit and update the plans quarterly.
mmittments may also address a broad, multi-site need, via collaboration with Talent Attraction or L&D to develop relevant programs as
'
mmittments should be limited in number, at both the site and business levels, in order to spend time where we can make the biggest
p Teams can make Talent Commitments for *any employee*, and are not limited to "top talent."

- [Succession & Development Planning Best Practices](#)
 - [Syensqo's Approach to Succession Planning](#)

- [Site Talent Discussion Toolkit](#)
- [Site Talent Discussion Templates](#)

Approach to Succession & Development Planning to Perform a Promotion

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ake
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Succession Planning relies on identifying one successor for one position, whereas a Talent Discussion provides a dedicated forum to take a
t: what are the current and future critical skills and how do we take deliberate, proactive measures to develop a pool of qualified,
es to take on future roles?

Site HR

Discussions (*at least twice a year*), present an opportunity to anticipate and highlight critical needs and skills for the future, recognize early
opportunities and risks that can be addressed locally or raised to the GBU/Function.

and understanding the Key Talent Concepts. It is your role as HR to introduce Key Talent Concepts to your Leadership Teams, share
it, and engage as an active participant in Talent Discussions.

As developed with the needs of Industrial and R&I sites in mind, Campus and Administrative sites can use the concepts and best
of the toolkit for use within an intact team.

For more about Succession & Development Planning Best Practices clicking [here](#)

For more about Key Talent Concepts clicking [here](#)

in & Responsibilities in the Process Promotion Case

ment in an employee's journey that requires changes in the expectations of what the employee needs to do and deliver - increase in the
ity for which the employee should also be rewarded accordingly.

Site HR is responsible for initiating the promotion action in the tool for Non-Cadre roles or Transfers to another Team or country;
People Managers are responsible for initiating the promotion and pay rate change action in the tool for Cadre roles;
Business Partners (SBPs) are responsible for initiating the promotion and pay rate change actions in the tool for Executive (S23+) roles;
Force Data Administration team is responsible for checking & approving those requests at the last step of the workflow;
All team ensures requests are processed following payroll rules & calendar;
/ Pay rate change statements are available in the System (unless local legislation requires another document to be used - in this case
to be provided by the Site HR) and promotions / pay rate changes must be communicated by People/Line Managers.

Expatriate employees on assignment

Should be initiated in the host profile of the assignee, following the steps mentioned above. In the comments section, there should be an
annual Base Salary in the home country's currency. The approval workflow will go to the Global Mobility team and they will request a new
valuation from the tax provider. When the package is available, the promotion is approved in My HR Services. The remuneration package
for the assignee.

If an employee does not have a host profile, please follow the standard promotion process and inform the Global Mobility team of this change ([global.mnsqo.com](#)).

Scenarios are considered as a promotion case:

1. Increase (no grade change) - tangible additional responsibility that is above the existing scope of the position, but below requirements of a
grade according to Generic [Job Descriptions](#) (*increase in pay with no change in S grade or STI plan*);
2. Promotion with a higher S Grade - significant increase or change in the role as defined with Syensqo Job grading methodology and Generic [Job Descriptions](#) that justifies increase of S grade (**by 1 or 2 levels**);
3. Promotion within the same Team / Department - change in the scope, role & responsibility and remaining part of the same Team (reporting to
manager);

ove (or transfer) to another Team / Site / Entity - as part of internal recruitment or career development plan employee has been offered
nployee has accepted a new position in another Department / Entity.

arios are **not considered as a promotion case:**

the Job Title;
Compensation Information or Pay Rate (increase of salary during the year for any reason other than change of scope or job, for
ff-cycle pay increase);
Department or Team; this type of career development is referred to as "Transfer."

ternal move of an employee to another position in another team/site/entity as a result of internal recruitment project or in the framework
ment plan of the employee.

*re that prior to proceeding with the promotion action, a vacant position with new job grade information has been created first. Also, a
quired only in cases of complete change in the employees role / job. A vacancy is not required in cases of increase of scope or
ibilities of the employee.*