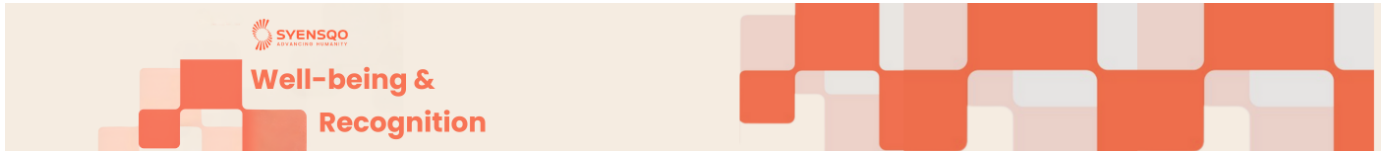


NW Well-being & Recognition



ogram

ce Program

upport Program (or employee assistance program) has been implemented worldwide since January 2023! All countries
a same program.

country with all the contact information. Please use the flyers of **your country and not only the language**. The phone
fferent in each country.
tial access to mental health and other support services, Syensqo puts in place the Employee Wellbeing Support Program
the following individual services to the employee and the members of an employee's household:

with a psychologist via multiple modalities (phone, chat, website...)
istinct situation or issue) with a psychologist in the local or preferred language (face-to-face or virtually)
finding resources/solutions to practical problems (find childcare solutions/housing solutions for elderly parents/find an

aching sessions (by phone)
vidual coaching sessions on health topics such as smoking cessation or weight control
sessions to navigate life transitions and maximizing personal and professional well-being. Change/Transition
agement and Organization, Career Development, Work/Life Balance, Personal Growth and Development.
Parents

ailed services [here](#)

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

[ite Benefit Plans & Programs](#)
[ite Employee Policies & Forms](#)

well-being

als and how to manage th...
ng at work
e of well-being

ed and cared for at work, will spread well-being around them, both professionally and personally, and more broadly

in for a better quality of life at work into behaviors and actions.
portant?

d uncertain. To remain competitive and sustainable, the company must constantly evolve, which can lead to more
riods. It is therefore essential to establish a culture of benevolence within the company, focusing on elements that
gnition, collaboration, team spirit, autonomy, inclusion, etc.

program that looks after employees' well-being generates commitment and performance. Feeling fulfilled at work brings creativity, optimism and positive energy, all of which enable people to give the best of themselves.

you to understand how, as an individual, you can look after your own well-being and contribute to that of your well-being at work is and how it translates into behavior in everyday working life.

um reflects this belief, and implements strategies to improve the health and quality of life of its staff.

oving life at work. So let's get started!

¿?

roach to improving the quality of life for all employees. This includes various aspects. Well-being at Work is part of our is not only well-being at work, but also diversity, equity, inclusion, benefits, and other

¿?

ncept which relates to all aspects of the working life that ensures workers are safe, physically and mentally healthy,

RESPONSIBILITY of all: employees, teams, HR, leaders and the Organization.

s. We all experience stress, and that's perfectly normal. **Have you ever noticed that stress can be positive or based on subjective perception.**

n be positive, also known as positive stress or Eustress: for example, when you are challenged and have to step out of p you to acquire skills, evolve and grow.

i becomes negative when you are exposed for too long to a period of stress, challenge or uncertainty, without any period of relief, such as doing things well, or receiving recognition, even if you fail in your challenge (and it can happen!). If you , your colleagues, your customers, to do better next time, and there are no reprisals, stress won't become negative.

s? How do I know when stress is impacting me?

ood for motivation and allow us to be at our best. The problem is when stress becomes excessive : very present, very fulfillment -

cing difficulties you can not manage, if you can not organize or prioritize your work
anges, even small, lasting more than 15 days, in :
sad, depressed, angry...)
tion, detachment, distance,...)
orking as always but with lower efficacy - real or perceived)
disorders, sleep disorders,...)
ration and energy, headaches, dizziness, panic attack
such as acid reflux and ulcers, change in appetite leading to weight loss or gain
nune system leading to high levels of inflammation and illness
owered bone density, muscle tension, tightness
rate and blood pressure leading to increased risk of high cholesterol and heart attacks
, mainly sleep deprivation such as insomnia, due to feeling tense and anxious.

stress

ources : each one is different; know yourself to make better use of your strengths.

gs and thoughts

e they are located in your body. What are the causes? Think with perspective. Define what you can do (in your perimeter of action) and increase resources. Accept what is outside of your perimeter of action.

anager. If you need support : speak with a physician, nurse or psychologist (see info below)

(no matter how small) and estimate how much time you'll need.
ially in case of urgency. Decide what the most urgent task is (important vs urgent)

d make time for yourself
that marks the end of the working day

e

rk of sleep adds to stress

ce better eating habits

ig and movement generate endorphins (which provide a good mood) and promote better sleeping

ople, stay in touch with your loved ones.

avoid excessive thinking of negative aspects of either the past or the future)

are doing at each moment, be positive and see the good side of things, express gratitude and be kind.

ep breathing, cardiac coherence. Being calm will help you have more clarity and make better decisions.

on your Wellbeing at work and improve it:

ent - This tool can help you identify your workload difficulties and initiate a discussion with your manager.

ted three times a year, these surveys will help us assess our well-being at work.

ice Program which offers:

a psychologist for personal and professional topics per participant and per topic.

Questionnaire: a brief online assessment of the user's well-being, focusing on risk factors that have the most negative

1.

ces: help finding resources/solutions to practical problems: find childcare solutions/housing solutions for elderly parents

/...

ulness coaching sessions

ing : on health topics such as smoking cessation or weight control

o navigate life transitions and maximizing personal and professional well-being : Change/Transition Management, Time

id Organization, Career Development, Work/Life Balance, Personal Growth and Development.

for New Parents

i page with all support materials : one of the components to play on to generate well-being at work.

ie fundamental importance of work-life balance as a guarantee of a better quality of life and better company
arter, which is applicable in its establishments, Syensqo undertakes to promote a culture, a work organization, a
that encourage this balance. In an international context and one of rapid technological change, this charter is a
f the good practices to be respected.

s - Syensqo Occupational Physicians : **Aline Hugé** and **Ariel Shen**

coach, or any other well-being support (Employee Assistance Program) and **hotline 24/7** with our provider Workplace

/sician/Nurse on your site

medical Referent

eing at work allows you to take care of yourself but also of your colleagues and your organization. It allows you to be an
r fulfillment. There is no better person than you to take care of you. Obviously the company is responsible for our well-
entive, it allows us to act upstream, to prevent risks, to identify or help others to anticipate and avoid problems. All
alone. Well-being is everyone's business!

or suits you:

IS

to learn more about the topics

Syensqo you and your efforts, time and energy should be noticed, recognized and rewarded. It might be important for
that you feel that way.

of recognition you should expect:

ition

ers, line manager, senior leadership or even customers

re" environment or in a broader Team, Country, Entity or even Group level

hank you" or in a form of "Feedback" or supported by awards, gifts or cash awards (sport bonus, annual bonus or profit
nt opportunities or a promotion.

ple most commonly will refer to "Pay for Performance" or bonus programs, however, recognition is not all about monetary

few important moments to consider:

hing that only Managers do or should do - anyone can and should recognize behaviors or values demonstrated or
thers as this encourages repetition of particular behaviors or achievements
tion is timely recognition - the closer is the recognition to the situation being recognized the better
e in your recognition efforts the more meaningful it is
s also a recognition!

ifferent Recognition programs available at Syensqo.

ogram
Event of an Employee
s Well-being Actively
Moments with the Team

ig

ce Program

mployee

upport Program has started to be implemented worldwide! **Syensqo Cares** about employee health and wellbeing (the Syensqo Cares agreement, alongside maternity/paternity leave, disability insurance etc).
tial access to mental health and other support services, Syensqo puts in place the Employee Wellbeing Support Program
the following individual services to the employee and the members of the employee's household:

with a psychologist via multiple modalities (phone, mail, chat...)
t situation or issue) with a psychologist in the local or preferred language (face-to-face or virtually)
rial and wellness orientation (relating for example to nutrition, tobacco, mindfulness, parenting...)

e new EAP, please refer to [this document](#).

taking care of the well-being of your people by maintaining a **positive and healthy work environment**. In addition to
, you need to reiterate the availability of the EAP services and encourage them to use it as appropriate.

erve your employees' work **performance and behavior over time** and **assist** employees, should a they need any
related to and under the scope of EAP;
and/or prolonged **change** in an employee's behavior or performance, you may consider **a referral** to the service as an

ader your employer expects you to handle a lot of responsibility at work, whilst also balancing personal and family
iese challenges your **Manager Assist** service is available to provide free, confidential information, referrals and
/manager assist service through the standard WPO contact point, either via the call or the app [Iconnectyou](#).

ormal processes for company managers and representatives to refer their clients to the EAP for appropriate clinical

s are generally clients in Human Resources or Occupational Health.

m the expertise of our counselors. **Manager Assist** is a highly specialized service for managers that includes expert
lt and complex employee matters.
available to provide guidance regarding issues affecting individual behaviors that are impacting not only employee and
ie entire department.

gram are employee self-referrals. But **sometimes people need a little assistance from their managers**.

mployee?

a work or personal problem that interferes with work performance;
mployee and others safe from harm;
roductivity, accidents, absenteeism, lawsuits and disability claims cost companies billions each year;
anager with less stress;
e assistance from a qualified professional.

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

[Mental Health and Wellbeing at Work
"Are you really doing?" - Article on The Hub
; Insights about Wellbeing
Supporting an Employee's Well-being Actively
Supporting a Private Life Event of an Employee](#)

[Event](#)

Employees is part of integrating private and professional life in a positive way. Whether the event is bringing good news or bad, as a manager will give room to the employee's expression and needs will have a huge impact.

Between private and professional is not an easy call and is for you to appreciate. Whenever the collaboration, organization or other work-related aspects are touched by the individual's private events, a dialogue seems fair to have. vulnerability. Listen carefully to the employee's need to distill where you might have levers of resources to support within

contacting our [Employee Assistance Program](#) if needed.
In other words, don't waste a good opportunity to celebrate!

[Resources
Resources Agreement on Health and Welfare - 2021](#)

[Supporting
Supporting Actively](#)

Environment where employees can be at their best and feel safe is the essential layer. As colleagues, manager, and employer, create this environment and to support one another, to navigate tough times.

Personal topic. Therefore, do not assume to know how someone is doing or what would be the needs of that person.
Creating a climate of open dialogue and trust?
Alert and raise open questions to show your availability towards the employee?

In this space, you may need to link your Google Drive in order to see embedded documents.

[Resources by Region \(HSE Wiki\)](#)

[Let's Work Together](#)

Productivity. Remote work boosts focus and energy, but sometimes at the expense of trust and cooperation. What steps can each of us take to build a culture that extends beyond the walls? How to align on what will work best for the team?

1 time together in person are less likely to share a common sense of belonging, and often feel isolated and unsupported

tion: define together your mission;
nd brainstorms for times when most team members will be on-site;
create opportunities for team members to interact and discover each other's unique talents; You can do this with
f your team meetings.
ortant to help everyone build and maintain close relationships. It's important to have a weekly team meeting.
You can encourage this at a team meeting, where everyone shares a high point of their week, a low point and something
his encourages peer coaching for the difficulties encountered, recognition for the high moment and cohesion for the

ling and energizing moments that support the safe working environment where everyone can be their whole self.
'ough the human dimension, looking beyond the 'daily work routines' will enforce the team cohesion, well-being and

3 time and space to connect informally. It can be either on the regular basis (embedded in regular team meetings), either
ilding;
ng turbulent times, changes or a new team-reality, embedding time together, without a business agenda, is key;

Working
› Mobile Working - My safe workplace n Exercises ster for remote polling

iger
: Stress?
' it

:?

roach to improving the quality of life for all employees. This includes various aspects. Better Life at Work is part of our
s not only well-being at work, but also diversity, equity, inclusion, benefits, and other

ncept which relates to all aspects of the working life that ensures workers are safe, physically and mentally healthy,

***he physical and emotional well-being of our co-workers: this is the new concept
of success".***

ive activities to preserve physical and mental health. In this win-win strategy, wellbeing is clearly beneficial for employees
he significant costs of absence and employee turnover. Providing support at earlier, preventative stages of the employee
ge return on investment. Addressing well-being at work increases Talent attraction, Talent retention and productivity by
w.

id impact. The topic is complex : it is not only about preventing the negative, minimizing the risk factors of stress, but
eing at work through positive practices.

managerial practices on well-being at work are well known: support from the supervisor, transparent communication, on of roles and workload, quality of the relationship between leader and team members, inspiring, role model, all contribute to creating a positive atmosphere.

oaches, with encouraging words instead of directive authority and control, empowering, developing and stimulating team giving them autonomy and recognition.

1 about how their role can lead to a better life at work.

nformation about the ways to support employee's wellbeing as a manager, both to face existing problematic situations

mental health and wellbeing at work, how to detect early signs of distress or fatigue, which initiatives can be taken, who mpany to help employees having difficulties, what are your responsibilities and their limits, and where/from whom you

scomfort and taking action in the event of problems, you'll learn about the elements that contribute to generating erial behavior, attitudes, organizational work factors, ways to improve performance and commitment by keeping

look after and take care of your team. To do this, you have various tools at your disposal.

in terms of prevention:

in and out of your scope

ble objectives for each member of your team.

ish a communication relationship with them, allowing for feedback and formal or more informal exchanges. In this way, dare to come and talk to you if they encounter a problem or difficulty.

ease your employee's resources by providing support, recognition, constructive feedback, participation, skills and

ion must also be paid to reducing job demands and risk factors, such as:

Mental overload

oad, Emotional dissonance

Role conflict

ersonal conflicts

ie tool

at your disposal:

ad three times a year, these surveys will help us assess our well-being at work.

ie surveys is crucial to achieve a high response rate and obtain a comprehensive overview.

ir team's results is important to better understand them and decide on an action to implement.

Tool that can help in the dialogue between employee and manager about the topic

ice Program: in this program, you can access a specific "Manager assist" program. In this program, you can mber of sessions to help you as a manager. For example, if you want to know how to do the year-end it help to announce difficult news. If you need to deal with conflicts, and so on.

matter how small, lasting more than 15 days in the following areas:

.)

s always but with lower efficacy)

chedule, etc.)

oyees to suggest them discussing the matter further with an expert.

can I approach for help?

s - Syensqo Occupational Physicians: **Aline Hugé and Ariel Shen**

coach, or any other well-being support (Employee Assistance Program) and **hotline 24/7** with our provider Workplace

**/ysician/Nurse on your site
medical Referent**

and your team to follow:

3S

s. We all experience stress, and that's perfectly normal. Stress is a natural process that can be positive, also known as ample, when you are challenged and have to step out of your comfort zone, but this will help you to acquire skills, evolve

; becomes negative when you are exposed for too long to a period of stress, challenge or uncertainty, without any period of recovery, such as doing things well, or receiving recognition, even if you fail in your challenge (and it can happen!). If you , your colleagues, your customers, to do better next time, and there are no reprisals, stress won't become negative.

employees' stress levels? How do I know when stress is becoming negative?

anize or prioritize. They are more sensitive, change their behavior (arrive more often late or much earlier, stand aside or frequently, seem much more tired, etc). They're still working hard, but less efficiently (lower performance). And these 's.

ress linked to an accumulation of stress, the main source of which is work. Burnout is the result of significant and/or inefficient resources to cope (relaxation period, recognition). A number of symptoms can then be observed and should include: exhaustion, performance problems, reduced performance, fatigue, mood disorders, cynicism, detachment, an inability to act, or over-reliance on others. These symptoms can lead to the expected results.

out, you can take preventive action :

ntal overload, Emotional overload - assess them using the [workload assessment tool](#)

avoid ambiguity with team members or customers.

reporting line or works closely with other teams, make sure there is no role conflict. Be aware of the workload and communicate regularly with the other team/manager.

an nurture themselves, continue to learn and grow personally.

forms of harassment, mobbing, interpersonal conflicts and relationships at work.

visible and clearly inform employees of the reasons behind any changes to avoid uncertainty. Even in the case of bad decisions, stand by them, it will be easier for them to accept decisions (even if they do not agree with said decisions).

sources (under **Practical Tools**) or contact experts (under **Who are the experts? Who can I approach for help?**).

[Digital Courses](#)
[Digital Organisation Design](#)

[Team](#)
[Work matter?](#)
[Work](#)

OW) environment impacts the way we interact with others. What if a less classical setting could boost collaboration, enabling the employees to deliver at their best: alone, as a team or in project mode?

ambition, understand the intent and support your team in the transition, help them to take the best of the transition. The change expected, empower your team and be the role model they hope with the appropriation of the mobile & hybrid

: new ways of working could raise for you as a manager. But stay confident in the fact that **change** can be managed!

/OW [Wiki page](#) to start the discovery journey?

[Work](#)
[Work Policy](#)

?

gnition to employees throughout their employee journey at Syensqo for their work and achievements, and here's why this

ng of being appreciated is key to employee engagement;

is their sense of belonging and relevance - especially during times of change;

is an opportunity to support Care & Dare leadership, meritocracy and an open feedback culture;

personal and can be emotional - some employees will be comfortable with public recognition while others will prefer

shared in a 1-on-1 environment - this is an opportunity for you as a Leader to know your team, demonstrate empathy, and pay attention to the strength of employees to motivate them!

to provide recognition is by providing regular and continues feedback, also during “check-ins” or more formal way at my HR Services.

Programs, like the Annual salary review and incentives (bonus), are critical and most common formal recognition programs which only few (key / top performers) employees and usually have a significant time gap between the particular situation and award being delivered to employees, it is important to focus and recognize your Team members frequently but also

practices are applied commonly:

- » Management;
- » check what might be available with your Site HR Partner;
- » Site Recognition Award - see information below;
- » programs - follow the links to the right.

Special opportunity or Special Recognition Award (SRA) to celebrate success and recognize individuals or teams for beyond what is normally expected from the role.

Approval is done by the Line manager or Project Manager where the employee directly contributes or Site / Entity

is a [request to Service One here](#) (this link takes you directly to the category of "Special payments & deductions"). From the Digital Workplace home page then you have to click on "Browse Categories" - click on "Human Resources" - "Compensation" --> "Special payment & deduction"; depends on the award amount; small awards are approved by the Line manager. For higher awards - approval of the entity might be required (see detailed policy below).

For more information on:

I.

[Work as part of daily life - Short Managers guide](#)
[Compensation](#)
[Compensation & Annual Salary Review](#)

[Safety & Site Benefit Plans & Programs](#)
[Working](#)
[Mobile Working - My safe workplace](#)
[on Exercises](#)

[Solidarity Fund Report](#)

[De stress?](#)
[What if](#)

role in the employee's sustainable development. As the name implies, "human resources" is all about taking care of employees.

advice and tips on how to help employees when they are stressed or to detect it. What is your role and responsibility and how do you support employees. They need to trust you as a resource for their well-being, answer their questions and let them speak freely.

Measures when people are stressed, in order to raise awareness.

How do you find a solution, but you do have to listen and refer them to qualified people (employee wellness support program, or person). Of course, you can give advice, but if you don't feel comfortable doing so, be a good listener and point out

"Right place"

How can I ask for help?

Physician : [Aline Hugé](#)
coach, or any other well-being support (Employee Assistance Program) and **hotline 24/7** with our provider Workplace

Physician/Nurse on your site
medical Referent

Means of prevention, which is why better life at work teams must work closely with HR to detect any risks as early as possible.

at your disposal

And three times a year, these surveys will help us assess our well-being at work. The surveys are crucial to achieve a high response rate and obtain a comprehensive overview. Your team's results are important to better understand them and decide on an action to implement.

Tool
Employee Assistance Program

Stress. We all experience stress, and that's perfectly normal. Stress is a natural process that can be positive, also known as eustress, when you are challenged and have to step out of your comfort zone, but this will help you to acquire skills, evolve

Stress becomes negative when you are exposed for too long to a period of stress, challenge or uncertainty, without any period of recovery, such as doing things well, or receiving recognition, even if you fail in your challenge (and it can happen!). If you feel overwhelmed, your colleagues, your customers, to do better next time, and there are no reprisals, stress won't become negative.

How do we measure employees' stress levels? How do I know when stress is becoming negative?

Employees may not realize or prioritize. They are more sensitive, change their behavior (arrive more often late or much earlier, stand aside or withdraw frequently, seem much more tired, etc). They're still working hard, but less efficiently (lower performance). And these symptoms are often linked to burnout.

Burnout is closely linked to an accumulation of stress, the main source of which is work. Burnout is the result of significant and/or chronic stress without sufficient resources to cope (relaxation period, recognition). A number of symptoms can then be observed and should be taken into account: exhaustion, performance problems, reduced performance, fatigue, mood disorders, cynicism, detachment, an inability to act, or over-exhaustion, which can lead to the expected results.

How do we support employees by medical teams :

Since 2016, a monitoring system has been implemented to identify the causal factors and the impact of BO situations or situations at risk of BO. BO cases are recorded by the site physician/psychologist in a secure database, in an anonymous form, after validation by the management.

Reducing quantitative and qualitative COLLECTIVE data on BO with the aim of better targeting working conditions at risk, prevention and management measures in order to reduce impact on the company's employees and activities. Quantitative data is analyzed, aggregated and presented to the Group's Management and to the Workers Representative bodies.

