

Rewards & Promotion Process

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INTRODUCTION

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

What to do as a leader

As the manager you 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 take, what the best-practices and guidelines are, as well as the tools you need to use.

What is a promotion?

Promotion is a moment in an employee's journey that requires changes in the expectations of what the employee needs to do and deliver - increase in the scope and complexity for which the employee should also be rewarded accordingly.

As a Manager consider the following:

1. As a direct manager, you are the one to put in motion the promotion process - follow the step-by-step process guide below;
2. Consider what customer or organizational problem the promotion will solve. Is there a clear business case?
3. That not all changes in the role and the complexity require a promotion or a pay increase as expectations from the existing role might be higher than the employee's current contribution! In that case no pay increase should be granted and expectations towards the role need to be clarified to the employee.
4. That not all changes in the role or scope require a grade increase; promotion can also mean that the scope increases within the same grade and also pay can increase within the same pay grade. Pay grade should only increase at the times of a clear and significant change in the role.

What a promotion should not be:

- Used as a recognition for past achievements or tenure (while those are to be considered as an important input during Promotion planning to determine if the candidate meets the expectations);
- Used as a retention tool to counteroffer a move that employees is considering inside or outside of our Group to retain the incumbent in the current role;
- Used to reduce high compa-ratio of base salaries for employees when it is above 120%.

For more information on [Fixed Compensation click here](#).

The following scenarios are not considered as a promotion case:

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

A **Transfer** is an internal move of an employee to another position in another team/site/entity as a result of internal recruitment project or in the framework of a career development plan of the employee.

Checklist for the Manager planning a promotion.

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

[CLICK HERE TO ACCESS THE CHECKLIST](#)

Checklist for the Manager + 1 to approve the promotion.

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

[CLICK HERE TO ACCESS THE CHECKLIST](#)

Date last updated: 14 Apr 2026

- [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](#)
- [How to perform a promotion to Executive Roles \(S23+\)](#)
- [Compensation Statements for Promotions and Pay Rate Changes](#)
- [Fixed Compensation & Annual Salary Review](#)
- [Variable Compensation](#)
- [Employee Mobility](#)

Support Material

- [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?](#)