

# SYENSQO DEI & Non-Discrimination Policy



Syensqo is fully committed to fostering, cultivating and preserving a culture of diversity, equity, inclusion (DEI), and non-discrimination. Not just because it's the right thing to do, but because people are at the heart of everything we do and make Syensqo the company it is today. Our Syensqo citizens are the most valuable asset the company has.

Our purpose is to bond people, ideas and elements to reinvent progress. And we simply cannot have progress without valuing the unique contributions of our people. We believe the collective sum of our individual differences, life experiences, diverse backgrounds, and unique capabilities and talent make up the fabric of not only our work culture, but also our name and achievements that span more than 150 years.

We believe in **unity, not uniformity**. Our differences are the spark that ignites the innovative mindset Syensqo is known for. We value and celebrate our employees' differences, visible and invisible, including but not limited to backgrounds, age, gender identity, ethnicity, religion, sexual orientation, and ability. This is how we define **Diversity** at Syensqo.

**Equity** for us means creating equal access to opportunity by recognizing the existence of advantages for some and barriers for others. It means promoting impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems.

And we see **Inclusion** as actively and intentionally engaging people with different identities and enabling them to feel valued, able to fully contribute, and welcomed within Syensqo.



Syensqo's commitment to diversity, equity and inclusion extends to all areas of the business, including recruitment; compensation and benefits; professional development and promotion; social and recreational programs; board appointments and succession planning; and our ongoing efforts to create a work environment that encourages:

- An environment in which everyone feels free to express and be their **true selves** at work;
- **Employee participation** that permits the representation of all work groups and perspectives;

- An environment in which all Syensqo employees and non-Syensqo employees, i.e. Syensqo clients, suppliers or third parties interacting with Syensqo, have the confidence, security and opportunity to **speak up** when witnessing or experiencing discriminatory or unequal treatment
- An environment in which all employees have fair and equal access to **career opportunities**, regardless of gender, geography and disability
- The composition of leadership teams and senior leadership that reflects the makeup of our workforce, our international presence, and the society we serve



All Syensqo employees have a **shared responsibility** to treat others with dignity and respect, and should fulfill the Group's objectives collectively and collaboratively without exception. Every employee should exhibit behavior that reflects our DEI principles during work, at work functions on and off-site, and at all other company-sponsored events.

All Syensqo Citizens are invited throughout the year to attend awareness training to enhance their knowledge of and successfully demonstrate Syensqo's DEI principles. Furthermore, we expect all our employees to be allies who promote inclusion by:

- Ensuring underrepresented voices are **heard** and **respected**
- Acting as an **ally** for individuals of an underrepresented group
- Actively **listening** and **learning** to further understand DEI
- **Challenging** and **speaking up/speaking out** on non-inclusive or discriminatory behaviors



Any employee who exhibits inappropriate conduct or behavior against others will be subject to disciplinary action. Discrimination, which is the unfair treatment of employees based on prejudices, will not be tolerated. We encourage employees, or any partner supporting Syensqo, who believes they have been subject of, have witnessed or have knowledge of any form of discrimination that goes against the company's DEI policy to speak up. You can seek support from your manager, HR, Legal, Compliance, or Audit Departments. You can also report breaches of our Code of Business Integrity through our [Syensqo Ethics Hotline](#). By using this helpline, you can choose to identify yourself or to remain anonymous if you wish.

Employees can also refer to the [Speak Up guidebook](#) for more information and guidance on when, where and how to report any concerns or contact the [Compliance Department](#) for additional support.

**"I believe companies that put human dignity first are the ones that will last. Making people feel valued and respected for who they are, creates a more satisfying and sustainable work environment."**



**Ilham Kadri**  
Syensqo CEO

# Nine objectives to determine our direction

As part of our vision to create a satisfying, sustainable work environment that champions diversity and eliminates any form of discrimination, we've set nine ambitious DEI objectives. By 2025, we want Syensqo to be a global reference for diversity, equity and inclusion.

Diversity	Equity	Inclusion
Accelerate gender parity at all mid and senior levels by 2030	Assess if there are undesired pay gaps and close them if there are any	Build an inclusive employee experience
Make our workplace optimal for people with disabilities	Ensure fair recruitment	Assessment & development program for Syensqo leaders to grow and nurture an inclusive mindset
Develop resource groups to encourage employees to bring their "whole self" to work	Ensure equitable access to career opportunities and development	Build a culture in which individuals feel empowered to speak out or speak up when they experience or witness non-inclusive behaviors*

# DEI is a continuous effort

We understand that DEI is not an end goal, but an ongoing effort. DEI means continuous improvement, action and learning. Syensqo has shown its commitment to diversity, equity and inclusion, but also recognizes there is still work to be done.

To embed DEI at all levels of the Group, we have implemented a Governance structure:



Syensqo's ongoing efforts to create change as part of its accelerated DEI program, **One Dignity**, include:

- The introduction of an **Accessibility Diagnostic**, and **Inclusion Index**
- The introduction of **equal parental leave** of 16 weeks
- An update of the **Code of Business Integrity** to include DEI-related principles
- **Mentor/mentee programs** for underrepresented groups
- **Assessment and development programs** for Syensqo leadership
- Diverse **hiring initiatives**
- Company-wide initiatives to promote **inclusive leadership** and **wellbeing at work**
- Partnership outreach to co-create projects that foster **DEI throughout the supply chain**
- Adopting an **outward perspective** through external benchmarks, accreditations, and participation in public advocacy groups

**Human dignity** is and will always be at the core of everything Syensqo does. We will continue the work to cultivate and sustain a culture where every employee can be their best by feeling empowered to bring their own authentic selves to work.

**“We are all Syensqo Citizens, regardless of background or identity. Our differences, visible and invisible, are the catalyst of the innovation and progress Syensqo is known for.**

**That’s why we are committed to cultivating an environment where everyone can bring their whole selves to work, and has the opportunity to grow and thrive.”**



**Nathalie van Ypersele**

Syensqo Chief DEI Officer & General  
Manager Communications



**SYENSQO**  
ADVANCING HUMANITY