
Global Framework Agreement
on
Digital Transformation & Artificial Intelligence
between
SYENSQO
and the
Global Forum SYENSQO (GFS) & European Works Council (EWC)

This agreement supersedes the digital transformation agreement between Solvay and the European Works Council and Global Forum, signed and implemented on 1st January 2020.

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PREAMBLE

In the rapidly evolving landscape of the 21st century, the integration of Artificial Intelligence (AI) and digital tools into the workplace have become critical technologies that have revolutionized research and development, production processes, safety protocols, and environmental management. AI and digital tools offer unparalleled opportunities for predictive analytics, process optimization, and the personalization of customer experiences, thereby enhancing productivity and competitive advantage.

The adoption of AI and digital technologies in the chemical sector facilitates the analysis of complex data sets, enabling the discovery of new materials through R&I and the improvement of existing products with greater speed and accuracy than ever before. Moreover, these tools support the implementation of advanced safety measures, reducing the risk of accidents and ensuring compliance with regulatory standards. In addition, AI-driven systems assist in sustainability programs by minimizing waste and optimizing energy use, thereby reducing environmental footprint.

However, the integration of AI and digital tools also presents significant challenges and potential downsides. These include the risk of job displacement due to automation, the potential for bias in AI algorithms leading to unfair practices or decisions, and the heightened risk of cyber-attacks due to increased digitalization. Additionally, there is the concern of over-reliance on AI systems, which may lead to a loss of critical human skills and expertise. The ethical use of AI, particularly in terms of data privacy and the potential for surveillance, also raises important considerations.

As such, the adoption of these technologies must be approached with a strategic vision, balancing innovation with responsibility and foresight. AI and digital tools should be implemented in a way that respects privacy, promotes fairness, and supports the development of human skills through training, alongside technological advancements.

This agreement acknowledges the transformative potential of AI and digital tools in Syensqo while recognizing the importance of governance, ethical use, and the continuous development of human expertise alongside technological advancements.

1 – Scope of the Agreement

The agreement covers all employees of SYENSQO ("the Explorer") and has global coverage to address the social effects of AI and digital transformation in the Syensqo Group. This agreement is made on a voluntary basis and goes beyond legislation. It is intended to frame the risk and opportunities to its employees. In case of discrepancies with legislation, the legislation providing the best protection for workers will apply.

Digital transformation is the strategic integration of digital technologies across all facets of an organization, fundamentally redefining how value is created and delivered to customers. Beyond merely adopting new technologies, it entails a profound cultural shift, encouraging organizations to constantly challenge existing paradigms, and embrace experimentation. This transformation is not a finite project but a dynamic, ongoing journey that evolves in response to emerging technologies, shifting customer expectations, and competitive pressures. Moreover, digital transformation extends beyond individual organizations, often reshaping entire industries and ecosystems through interconnected, data-driven approaches to business and innovation.

Artificial Intelligence (AI) refers to the development of machines and systems that can perform tasks typically requiring human intelligence, such as reasoning, learning, problem-solving, and decision-making. AI systems are designed to simulate aspects of human cognitive functions, enabling them to adapt to new situations, learn from past experiences, understand and generate natural language, and recognize patterns or objects. However, AI does not replicate human consciousness or emotions but instead leverages computational models to mimic specific intelligent behaviors.

Information Technology

Information Technology (IT) refers to the use of computers, networks, and systems to store, retrieve, transmit, and manipulate data. IT encompasses both hardware (like computers and servers) and software (such as operating systems and applications) that organizations use to manage and process information. IT is crucial for businesses, enabling activities such as communication, data storage, cybersecurity, and system automation.

This agreement is applicable for any project of significant importance which implements/introduces a new digital or AI technology.

When it comes to AI and all other aspects of digital transformation, humans will be kept at the centre of Syensqo, with full respect for the human-in-control principle. As such, Syensqo commits to develop Responsible AI principles that will be leveraged by any digital projects using AI technologies. This will ensure that technologies are ethically and responsibly deployed, ensuring that they augment human capabilities and contribute to sustainable growth. Responsible AI policies will be developed and continuously reviewed with the input of the EWC.

2 – Communication and involvement in all digital and AI project phases

The rapid evolution of digital technologies and AI requires constant dialogue between Syensqo management responsible for implementation and employee representatives. A frequent/regular dialogue will take place between the EWC and the Syensqo AI and digital management teams.

An overview of digital and AI technology projects will be presented to the EWC select committee prior to implementation at least on a quarterly basis to provide input to the projects. A report will also be provided to present the results on selected projects of significance once the projects are in place (running). A session will be devoted to digital aspects during the plenary session each year (see section 8 of this agreement).

In case of a project of significant importance (to be defined by several key factors, including impacting employees' ways of working), a process of information and consultation will take place between management and employee representatives at the appropriate level according to the magnitude of the project (Global, European, National and/or site).

3 – Project preparation & implementation

New technology assessments will specifically include, but not limited to, any potential and significant impact on:

- Occupational health and safety including health and wellbeing of employees
- Employees with disabilities (either physical or non-visible)
- Workload and job quantity
- Monitoring or surveillance functions
- Working time and the right to disconnect
- Work content
- Organization
- Job quality
- Financial implications
- Training and upskilling
- Tools required in the workplace

New technology assessments of risks and opportunities will be completed after information/consultation with the relevant employee representative bodies before introducing a new technology in the workplace. This would include digital/IT roadmaps of a GBU or platform (for example Supply Chain). Syensqo will provide all necessary tools and resources to support our employees' positive state of well-being (psychological, physical, quality, etc).

Syensqo ensures that human oversight is always present when AI is involved in the decision-making process.

4 – Training and competence development

Syensqo must ensure that no employee is left behind in the implementation of a digital or AI tool and therefore a programme of training, reskilling and upskilling will be an integral part of the roll out of a new digital/AI tool. A tracking indicator will be used to ensure that all employees receive the necessary training programme for the new AI application. Syensqo will provide the necessary resources for training and competence development with the full support of the management.

As a principle, training will take place during working hours. If it is not the case, training time spent outside working hours will be compensated according to local agreements.

5 – Employment/repositioning

All efforts, including constructive social dialogue, are made with a view to find alternative solutions according to local regulations.

In case of restructuring, Syensqo will provide the necessary support in terms of job reorientation, individual coaching, education, training and reskilling, outplacement, repositioning with priority to redundant employees and other forms of support.

Redundancies are only considered to be the very last resort in the frame of restructuring. Syensqo will continue to apply this principle in any kind of future restructuring.

6 – Occupational safety and health risks/work life balance

While digital transformation is a great enabler of improved work-life balance and choice for parts of society, for others it creates change and pressure, and this can be reflected in mental health conditions.

Syensqo recognizes the fundamental importance of a balance between professional activity and employees personal life, to enable a better quality of life and better performance. Syensqo management and employees must ensure that the wellbeing at work principles including the right to disconnect are respected, in addition to local employment law regulations (for example flexible working). The Wellbeing at Work programme is found on 'The Hub'.

In addition Syensqo hybrid working and local level agreements must be respected in addition to local legislations and social regulation.

Health and safety representatives will be informed and consulted when new technologies could impact the well-being of employees according to the regulation in this area.

7 – Ethical aspects of privacy and data protection

Set of principles:

Syensqo respects the privacy of its customers, suppliers, employees, and all other individuals with whom Syensqo has business interactions and is responsible for taking appropriate measures to ensure the protection of data used and processed for professional purposes.

Syensqo complies with all applicable national laws in the countries it operates, that protect privacy of personal information, data processing and collection, including, but not limited to, the European Union General Data Protection Regulation and all laws and regulations in the jurisdictions in which Syensqo conducts its business. In

addition Syensqo policies on Cyber Security, Governance and Regulatory Compliance, Data Protection and Privacy Policy can be found on 'The Hub'.

Syensqo employees that carry out employee/union representative roles may use company systems to carry out their duties and as such will not have their digital footprint monitored, accessed or held in any way.

Syensqo is committed to ensuring full compliance with the EU AI Act and maintaining the highest standards of responsibility in the implementation and use of artificial intelligence systems. We will conduct assessments of all AI systems and implement comprehensive safeguards to protect employee rights, including transparency in processes, human oversight, protection of personal data, unlawful monitoring of employees and prevention of discriminatory outcomes.

In order to support Syensqo employees whilst using social media, guidelines have been defined to understand digital diplomacy, and can be found on 'The Hub'.

Syensqo will take measures to verify that AI systems built internally or purchased externally are designed and implemented in a manner consistent with Syensqo's DEI policy and will apply these measures for current employees and also for candidates during the recruitment process.

Set of actions:

As defined in the preamble, the EWC will review on a quarterly basis that all AI affiliated initiatives are following the Responsible AI principles.

Syensqo has developed comprehensive training on the Responsible Use of AI, providing employees with a foundation for ongoing ethical reflection and responsible decision-making when interacting with AI systems. The course enables employees to identify the AI systems they use and understand their associated risk levels. Additionally, it informs employees about their rights regarding algorithmic transparency, explanations of AI-driven decisions, and human oversight of automated processes.

Any third party or outsourced systems or processes proposed to be utilized will comply in full with Syensqo policies in regards to ethical aspects of privacy, Responsible AI principles, and data collection and data protection.

8 – Implementation

Syensqo will translate this agreement into all the languages of the countries where it operates and inform all its employees about this agreement and put it on its intranet and website.

This agreement will be distributed at country level via the local works council or employee representative bodies to raise awareness and promote understanding on the issues covered by this agreement.

The signatories agree that they are mutually available on an ongoing basis to inform each other of any problems encountered and to determine the best solutions.

If there is a disagreement between management and employee representatives about the impact of the project, the conflict resolution process, mentioned here below, can be initiated.

The signatories agree that in the event of difficulties which cannot be resolved or failure to apply the terms of this agreement, a process of conflict resolution as below will be followed:

- If no satisfactory solution is found, the matter shall be dealt directly by the national management and related trade unions, in liaison with the signatories of this agreement.
- Failing that, the signatories shall have the possibility to call for the intervention of a third party.
- In the absence of an agreement between the signatories, competent jurisdiction may intervene.

9 - Final provisions

This agreement will enter in application on **23rd January 2025** for an unlimited duration after appropriate communication and information at all levels of the organization.

The agreement may be revised at any time by means of a contractual amendment, with a view to adapting the agreement. The agreement can be denounced by one of the signatories with a prior notice period of six months allowing a renegotiation.

This agreement is governed by Belgian legislation.

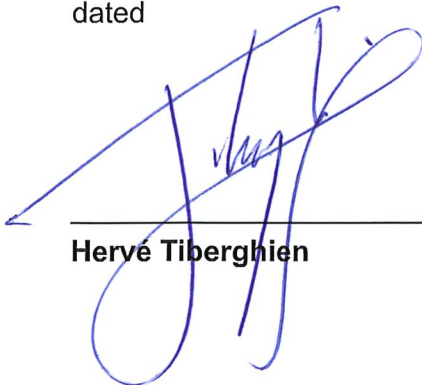
10 - Signatories

SYENSQO Group, represented by the Chief Operations & People Officer, **Hervé Tiberghien**

and:

Global Forum SYENSQO Coordinator and Secretary of the European Works Council, **Louise Collett**

dated



Hervé Tiberghien



Louise Collett