

Supporting and Developing Top Talent

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INTRODUCTION

At Syensqo, Managers are expected to support their team members' development, whatever their potential. HR supports Managers by challenging and advising them on talent-related topics. Additionally, HR has a responsibility to educate employees on Syensqo's approach to development and support top talent in their scope.

What to do as an HR?

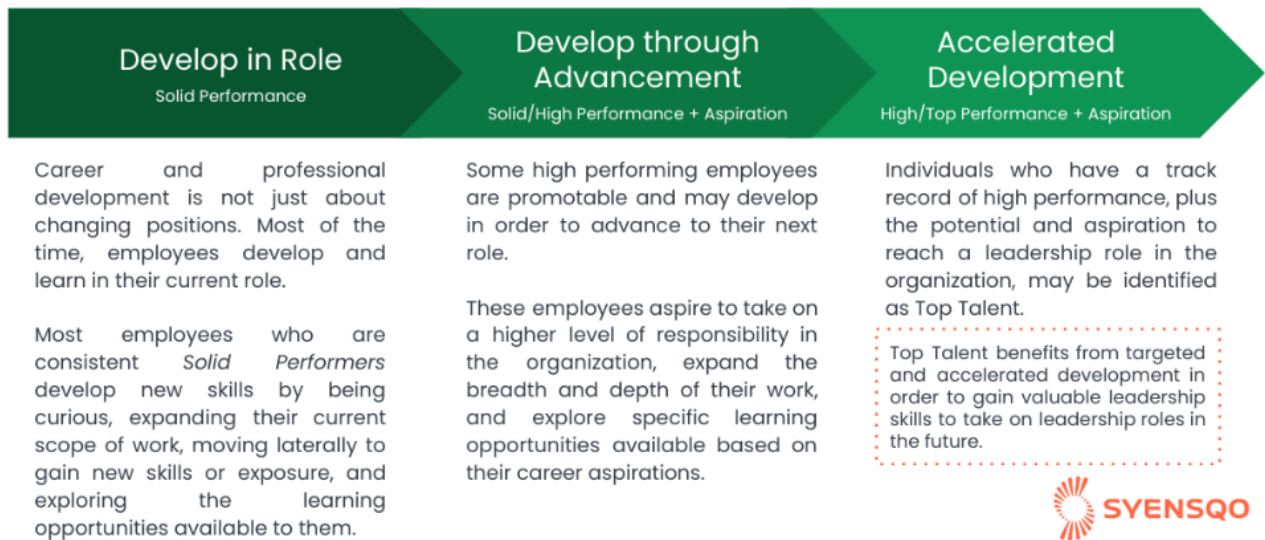
Strategic HR Business Partners (SBPs) and Site HR Partners have important and distinct roles to play in top talent identification and development. Where SBPs typically have greater visibility and are closer to those in the Future Top Leader / Future Functional Leader talent pools, Site HR Partners typically know and are closer to Emerging Leader talent. Therefore, the activities described below may be adjusted and carried out by SBPs or Site HR Partners in their respective scope.

[Check the Top Talent RACI to better understand your role.](#)

- Review and understand **Syensqo's approach to development**, in order to help employees understand where they fit in.
- Review and understand the **Top Talent criteria** (Emerging Leader, Future Top Leader, Future Functional Leader) below to support and challenge Managers on an employee's eligibility for these programs.
- **Act as a conduit** between employees and the Site, GBU, or Function leadership. Employees often feel more comfortable sharing their professional development and challenges with HR.
- **Share your observations** with leaders to support **talent discussions** where others may lack visibility.
- **Ask questions, challenge, advise, and help leadership test their thinking** when it comes to talent.
 - For example: Why do you want to nominate this person? How did you make the decision? Have you and the individual discussed their aspirations? How have they demonstrated their commitment to development? What practical steps have they already taken toward their development?
- **Share development planning resources** with Managers and employees.
 - [Development Discussion Guide for Managers](#) | How can I support my employee's development?
 - [Development Planning Guide for Employees](#) | How can I create a meaningful development plan?

SYENSQO'S APPROACH TO DEVELOPMENT

No two employees are the same - depending on an individual's performance and aspirations, they may benefit from one of the following approaches.



Regardless of the approach, all employees drive their own development and should have access to opportunities as well as a meaningful development plan in order to continue to learn and grow.

Top Talent Criteria

Managers play a direct role in identifying top talent and accelerating the development of Syensqo's next generation of Leaders. As HR, you can support managers to identify individuals who meet the following criteria in order to be considered top talent and ensure the quality of the top talent pools..

Performance | Performance is the passport to opportunity. It is an indication of leadership potential. An individual should have a track record of sustained high performance prior to their nomination for a talent pool.

Potential | Potential translates to the individual's ability to perform across fundamentally different challenges (rather than in one role alone). This ability provides insight into an individual's agility, resilience, and drive.

Aspiration | Aspiration is a persistent drive to gain experience and develop professionally, (versus ambition displayed as a desire to achieve a specific grade or title).

Commitment | Commitment reflects an individual's ownership of their development and career journey and a willingness to take on new opportunities outside of their comfort zone.

Future Top and Future Functional Leaders

A Future Top Leader (FTL) or Future Functional Leader (FFL) is a high-performing individual, typically grades S20 -S22 , who has the *potential* and *aspiration* to take on an Executive or Senior level leadership role in the future and who is *committed* to their development.

The Future Top Leaders and Future Functional Leaders assessment and confirmation processes require a significant time and resource investment. As such, the employee's Manager should first review the [Future Top Leader / Future Functional Leader Journey guidelines and criteria](#) and engage with their Strategic HR Business Partner to understand more about the process and program.

Emerging Leaders

An Emerging Leader is a high-performing individual between grades S15-S20 with a minimum of 2 years of career experience who has the *potential* and *aspiration* to take on a Regional or Global leadership role in the future, and who is *committed* to their development.

Participation in the Emerging Leader experience is at the nomination of Managers, supported by their Site HR, with final validation at the discretion of Leadership and HR Strategic Business Partners. Read more about the [Emerging Leader Journey guidelines and criteria](#).

The Talent Deal

When an individual is confirmed for a Talent Pool, they can expect to receive differentiated access to programs that support their accelerated leadership evolution, skill-building practices, networking, and opportunities to connect with Senior Leadership.

In return, Syensqo expects that individuals will commit to their development, maintain a growth mindset, actively participate in skill-building practices that enhance their experience and skill set, and take ownership of their career journey.

Line Managers play a vital role in the development of talent and can benefit from support with resources and learning opportunities related to Coaching and Development from their HR teams.

Exiting Talent Pools

The following describes at a high level how an individual may exit the FTL and FFL Talent Pools.

- An individual will “graduate” from the pool once they reach the level of a GBU or Function Leadership team.
 - Upon reaching a GBU or Function Leadership Team, the Talent Growth Platform team, the employee, and their Manager will discuss at what point the individual will exit the pool. Typically the employee has a period of 12 months, following their appointment, to decide on timing. Following graduation, the employee becomes a talent pool “alumni.”
 - Once an employee becomes a talent pool “alumni” they may be asked in the future to mentor a FTL/FFL or Emerging Leader, to present a topic at a future FTL/FFL/EL community event and/or engage other FTL/FFL’s or Emerging Leaders in any strategic projects they may encounter
- An FTL/FFL may exit the pool on their own, in mutual agreement with their manager, if their aspirations to become a Future Leader in the organization change, their performance declines, or if they no longer have the time to invest in the program.
 - In this case, the individual and their Manager should engage with the Talent team to discuss leaving the pool.

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- [Top Talent RACI](#)
- [Program Criteria](#)
- [Emerging Leader Journey Guidelines & Criteria](#)
- [Future Top Leader / Future Functional Leader Journey Guidelines & Criteria](#)
- [Assesment Information](#)
- [Leadership Potential Pre-Identification User Guide](#)
- [Future Top Leaders / Future Functional Leaders Talent Pool Detailed Assessment Process](#)
- [Development Planning](#)
- [Development Discussion Guide for Managers](#)
- [Development Planning Guide for Employees](#)
- [Syensqo's Approach to Succession & Development Planning](#)