

Top Talent Management at Syensqo - MG

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Syensqo's Approach to Development and Talent

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

Develop in Role

Solid Performance

Career and professional development is not just about changing positions. Most of the time, employees develop and learn in their current role.

Most employees who are consistent *Solid Performers* develop new skills by being curious, expanding their current scope of work, moving laterally to gain new skills or exposure, and exploring the learning opportunities available to them.

Develop through Advancement

Solid/High Performance + Aspiration

Some high performing employees are promotable and may develop in order to advance to their next role.

These employees aspire to take on a higher level of responsibility in the organization, expand the breadth and depth of their work, and explore specific learning opportunities available based on their career aspirations.

Accelerated Development

High/Top Performance + Aspiration

Individuals who have a consistent track record of high performance, plus the potential and aspiration to reach a leadership role in the organization, may be identified as Top Talent, which represents a limited population at Syensqo.

Top Talent benefits from targeted and accelerated development in order to gain valuable leadership skills to take on leadership roles in the future.

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.

As a way to enable our Explorers to thrive, Syensqo prepares for the future and differentially invests in our top talent (i.e. those identified and nominated for talent pools).

Syensqo's Top Talent Pools

Managers play an important role in identifying, developing, and supporting top talent to take on leadership roles in the future.

Leadership Talent Criteria

As a Manager, you play a direct role in identifying top talent and accelerating the development of Syensqo's next generation of Leaders. Individuals must meet the following criteria in order to be considered top talent.

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.

The Talent Deal

When an individual is confirmed for a Leadership 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.

Future Leaders

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

Early Emerging and 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](#).

Foundation for the Future (FFF)

The Foundations for the Future program is an accelerated rotational graduate program designed to invest in the growth and development of talent to feed Industrial and Marketing & Sales leadership pipelines.

When an individual joins the Foundations for the Future talent pool, they can expect to receive access to programs that support their accelerated leadership evolution such as mentoring, coaching, networking and opportunities to participate in transversal projects and connect with leadership teams across the Group.

In return, Syensqo expects that FFF Talents will commit to their development, maintain a growth mindset, actively participate in engagement events and development opportunities that enhance their experience and skillset, and take ownership of their career journey.

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Program Criteria

- [Emerging Leader Journey Guidelines & Criteria](#)
- [Future Leader Journey Guidelines and Criteria \(including Assessment\)](#)

Development Planning

- [Development Discussion Guide for Managers](#)
- [Development Planning Guide for Employees](#)
- [Syensqo's Approach to Succession & Development Planning](#)