

NW Talent & Succession



Management
and Developing Top Talent
Succession Planning

Approach to Development and Talent
Tools

the same - depending on an individual's performance and aspirations, they may benefit from one of the following development

Step in Role

Performance

and professional
development is not just about
moving into new positions. Most of the
employees develop and
grow in their current role.

Employees who are
identified as *Solid Performers*
develop new skills by being
promoted, expanding their current
scope of work, moving laterally to
new skills or exposure, and
utilizing 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.

In each approach, all employees drive their own development and should have access to opportunities as well as a meaningful development environment to learn and grow.

To ensure Explorers thrive, Syensqo prepares for the future and differentially invests in our top talent (i.e. those identified and nominated). A key role in identifying, developing, and supporting top talent to take on leadership roles in the future.

Top Talent Criteria

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

Adaptability translates to the individual's ability to perform across fundamentally different challenges (rather than in one role alone). This ability is demonstrated by an individual's agility, resilience, and drive.

Curiosity is a persistent drive to gain experience and develop professionally, (versus ambition displayed as a desire to achieve a specific goal).

Ownership reflects an individual's ownership of their development and career journey and a willingness to take on new opportunities and challenges in a leadership zone.

Confirmed for a Leadership Talent Pool, they can expect to receive differentiated access to programs that support their accelerated skill-building practices, networking, and opportunities to connect with Senior Leadership.

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

critical role in the development of talent and can benefit from support with resources and learning opportunities related to Coaching and their HR teams.

High-performing individual, typically grades S20 -S22 , who has the *potential* and *aspiration* to take on an Executive or Senior level position and who is *committed* to their development.

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

Identifying Emerging Leaders

Identifying 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.

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

Future (FFF)

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

As the Foundations for the Future talent pool, they can expect to receive access to programs that support their accelerated growth such as mentoring, coaching, networking and opportunities to participate in transversal projects and connect with leadership teams

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

	<ul style="list-style-type: none">• Emerging Leader Journey Guidelines & Criteria• Future Leader Journey Guidelines and Criteria (including Assessment)
g	<ul style="list-style-type: none">• Development Discussion Guide for Managers• Development Planning Guide for Employees• Syensqo's Approach to Succession & Development Planning

Why Top Talent?
What do Leaders do to develop Top Talent?

Managers are expected to support their team members' development, whatever their potential. Managers play a critical role in identifying and nurturing talent as they are often the closest and best positioned to influence their development.

Check-in conversations to explore and discuss your team members' aspirations and their development plan. Consider what questions to ask to stimulate this discussion? Consult this [development discussion guide](#). Understand the [criteria and nomination process for the various top talent pools](#) in order to determine whether your employee is eligible to be nominated for a top talent pool.

guide to learn how you as a Manager can develop and support Top Talent:

- [Management at Syensqo](#)
- [Talent Discussion Guide for Managers](#)
- [Talent Planning Guide for Employees](#)
- [Guide to Developing Top Talent](#)

Planning relies on identifying one successor for one position, whereas a Talent Discussion provides a dedicated forum to take a look at what are the current and future critical skills and how do we take deliberate, proactive measures to develop a pool of qualified, ready to take on future roles?

Talent Discussions

Talent Discussions (at least twice a year), are an opportunity to anticipate and highlight critical needs and skills for the future, recognize early talent, address risks and risks that can be addressed locally or raised to the BSA / GBU.

Following the Succession & Development Best Practices and Key Talent Concepts, the Talent Discussion Toolkit to guide your discussions and plan for the future.

Discover Succession & Development Planning Best Practices and Key Talent Concepts in the Career Page

- | |
|---|
| <ul style="list-style-type: none"> Key Talent Concepts Succession & Development Planning Best Practices |
| <ul style="list-style-type: none"> Site Talent Discussion Toolkit Site Talent Discussion Templates Succession User Guide |

[Management at Syensqo](#)
[Top Talent](#)
[Succession Planning](#)
[Talent and Succession Data](#)

[Approach to Development and Talent](#)
[Tools](#)

Not all are the same - depending on an individual's performance and aspirations, they may benefit from one of the following development

Top in Role

Performance

and professional development is not just about filling positions. Most of the employees develop and grow in their current role.

Employees who are identified as *Solid Performers* develop new skills by being stretched, expanding their current role, moving laterally to new skills or exposure, and utilizing 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.

To reach, all employees drive their own development and should have access to opportunities as well as a meaningful development plan to learn and grow.

To allow Explorers to thrive, Syensqo prepares for the future and differentially invests in our top talent (i.e. those identified and nominated). HR plays a critical role identifying, developing, and supporting Leadership talent.

Top Talent Criteria

The role in identifying top talent and accelerating the development of Syensqo's next generation of Leaders. As HR, you can support individuals who meet the following criteria in order to be considered top leadership talent and ensure the quality of the top talent pool.

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

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

Commitment is a persistent drive to gain experience and develop professionally, (versus ambition displayed as a desire to achieve a specific role).

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

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

Expectations that individuals will commit to their development, maintain a growth mindset, actively participate in skill-building practices that expand their skill set, and take ownership of their career journey.

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

A high-performing individual, typically grades S20 -S22 , who has the *potential* and *aspiration* to take on an Executive or Senior level position and who is *committed* to their development.

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

Identifying and Emerging Leaders

is a high-performing individual between grades S15-S20 with a minimum of 2 years of career experience who has the *potential* and as a regional or Global leadership role in the future, and who is *committed* to their development.

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

The Future (FFF)

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

As the Foundations for the Future talent pool, they can expect to receive access to programs that support their accelerated growth such as mentoring, coaching, networking and opportunities to participate in transversal projects and connect with leadership teams

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

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

Site HR?

Managers are expected to support their team members' development, whatever their potential.

Managers do this by challenging and advising them on talent-related topics.

Site HR has the responsibility to educate employees on Syensqo's approach to development and support top talent in their scope. Strategic Business Partners (SBPs) and Site HR Partners have important and distinct roles to play in Top Talent identification and development.

Managers have greater visibility and are closer to those in the Future Leader talent pools (S20-S22), Site HR Partners typically know and are responsible for Emerging Leader (S15-S20) talent. Therefore, the activities described below may be adjusted and carried out by SBPs or Site HR in their respective scope.

Managers understand [Syensqo's approach to talent management](#), in order to help employees understand where they fit in. Managers understand the [Top Talent criteria](#) to support and challenge Managers on an employee's eligibility for these programs. Managers facilitate [dialogue](#) between employees and the Site, GBU, or Function leadership. Employees often feel more comfortable sharing their development and challenges with HR.

Managers have [conversations](#) with leaders to support [talent discussions](#) where others may lack visibility.

Managers [advise, challenge, and help leadership test their thinking](#) when it comes to talent. For example:

• Do you want to nominate this person? How did you make the decision?

• Have you and the individual discussed their aspirations?

• Have they demonstrated their commitment to development?

• What practical steps have they already taken toward their development?

Managers [implement 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?

[Talent Management at Syensqo](#)
[Development Discussion Guide for Managers](#)
[Development Planning Guide for Employees](#)

Succession Planning relies on identifying one successor for one position, whereas a Talent Discussion provides a dedicated forum to take a look at what are the current and future critical skills and how do we take deliberate, proactive measures to develop a pool of qualified, ready-to-take on future roles?

Site HR?

ons (at least twice a year), present an opportunity to anticipate and highlight critical needs and skills for the future, recognize early opportunities and risks that can be addressed locally or raised to the GBU/Function.

understanding the Key Talent Concepts. It is your role as HR to introduce Key Talent Concepts to your Leadership Teams, share and engage as an active participant in Talent Discussions.

developed with the needs of Industrial and R&I sites in mind, Campus and Administrative sites can use the concepts and best practice toolkit for use within an intact team.

Out Succession & Development Planning Best Practices and Key Talent Concepts in the Career Page

Discussion Toolkit

Talent Pools in My HR Services
Succession Dashboards & Reports in My HR...

As a Partner or Site HR Partner, you play a key role in supporting Managers in developing Syensqo's leadership talent.

Tools are available for HR in order to view and use our talent and succession data.

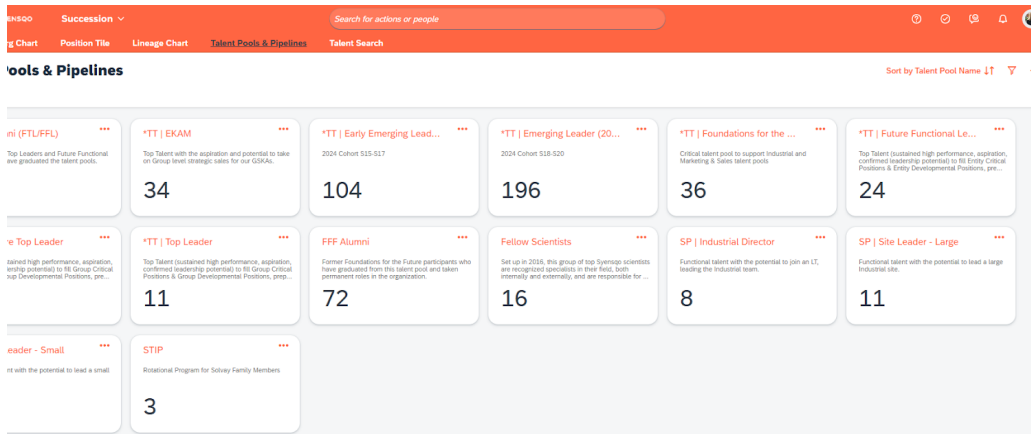
Direct access to view members of our talent pools within your SuccessFactors scope.

Ability to run self-service pre-built reports that give you further insight into our talent populations, critical positions, and succession.

You will find clearly labeled leadership talent pools, which are managed and maintained by the Talent Growth Platform.

Tools related to Functional Expertise (such as EKAMs, Fellow Scientists, etc.) and pipelines that are managed by the Function/BSA.

Linking the talent pools can be found in this [user guide](#) (slide 10).



How to use this information?

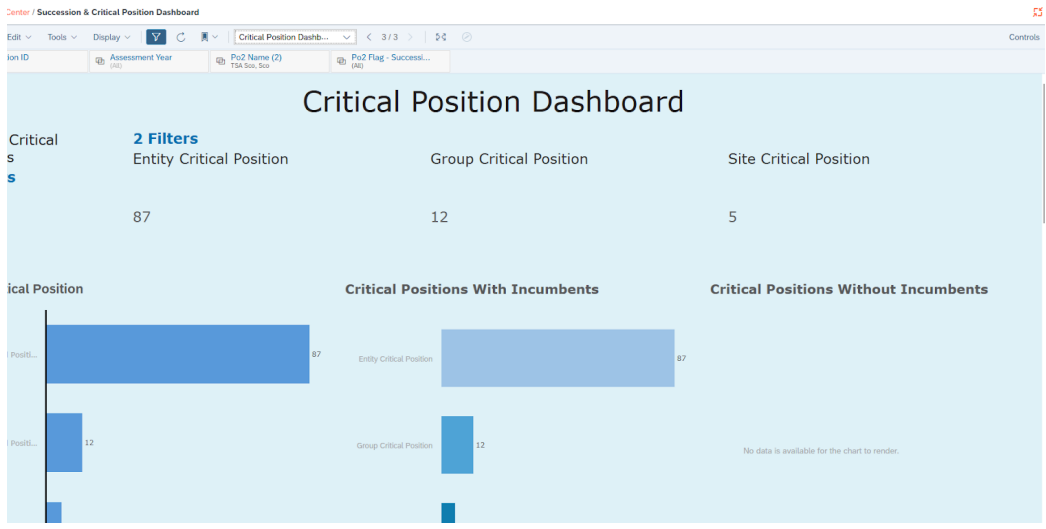
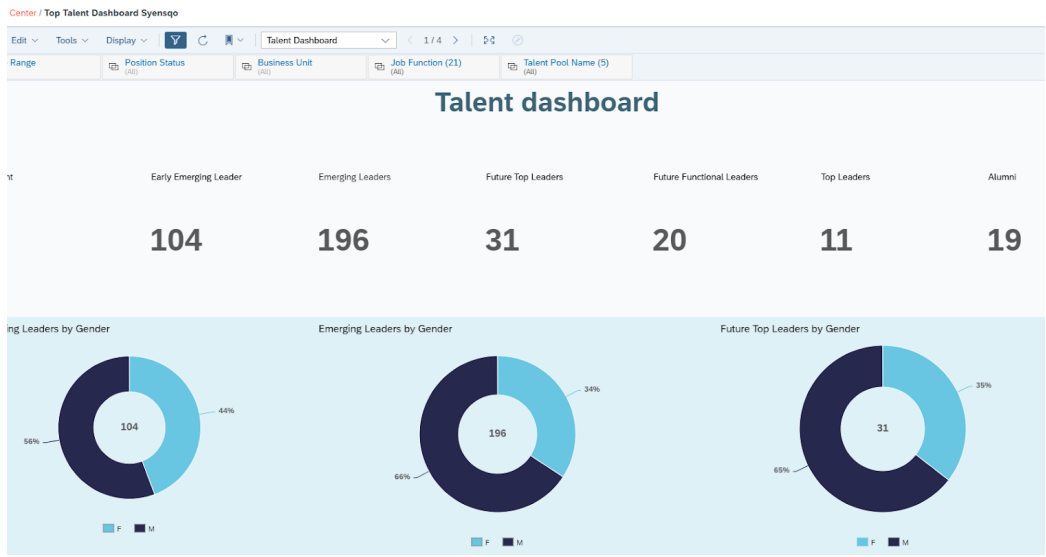
Lists of leadership talent pool members in a variety of ways. For example:

Senior Leader visit your site? Use this as an opportunity to provide exposure to your talent by organizing a breakfast/lunch or meet and greet.

Want to have a project or opening coming up? Benefit from cross-functional perspectives by reviewing the talent pool lists when opportunities, mentoring experiences, or developmental/stretch roles or assignments arise locally at your site or in your GBU/Function.

Services under the Reporting tab, two main reports are available relating to our leadership talent & succession:

Succession Dashboard Syensqo | allows you to view details and filter data by various dimensions for our leadership talent pool population.
Succession & Critical Position Dashboard | displays all positions that have identified successors, along with their successor details; provides a view of all positions across the organization, with the ability to filter on the type of critical position to display further details; ability to view details of incumbents occupying critical positions within the organization.



this information?

s and dashboards allows you to:

ical view of Top Talent in your scope and the related demographics of the various leadership talent pools.
 site or GBU/Function to view critical positions and/or successors for your scope.

User Guide