

How to Recruit a Talent - HR

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current context of crisis and transformation, an additional approval process called Smart Hiring is put in place for all S15+ positions further notice. [Click here](#) to find out more.

INTRODUCTION

Group, we want to attract, source, select and onboard high quality and diverse talent for today and tomorrow. In line with the People Engagement Strategy, managers take the lead in the recruitment of a new member in their team: from the identification of the hiring need, throughout the decision on the hiring and the onboarding of a new team member. This leader's led approach is supported by My HR Services as the digital platform to enable the simplification and optimization of the process.

HR teams do continue to play a crucial role in supporting managers in these processes. Find out more details on the different recruitment related processes and your HR role below.

For more information regarding the Talent Strategy, [click here](#).

Pay Transparency Directive and the Gender Equality Strategy

In line with the [EU Pay Transparency Directive and the Gender Equality Strategy 2020–2025](#), as of **March 2026**, all job postings across **EMEA** will be required to clearly communicate salary ranges. This change is a key step in supporting fairness, equity and trust throughout our recruitment processes.

Requirements of the EU Pay Transparency Directive

- Job postings must include salary ranges
- Employers must not ask candidates about their salary history
- Salary information must be provided before the first interview (legal requirement)

Internal roles

- Salary ranges will be communicated using 80–100% of the salary range for the job grade.
- For multi-country postings salary information will be provided for the primary country with a note indicating that local conditions apply in line with local legislation.

External roles

- Where a salary range has not yet been established for a role or site, the Hiring Manager and Site HR will define an appropriate range based on market data or comparable positions.
- The Hiring Manager will communicate the agreed range to the TA Partner, who will ensure it is included in the job posting.
- Sites with Collective Agreements:
 - The Hiring Manager and Site HR are responsible for reviewing the applicable collective agreement to confirm the correct wage rate or range to be included in the job posting.

Additional notes

- No specific reference to S-grade will be included in job postings.
- This approach applies to both internal and external postings.
- TA Team will deploy this information to the Country HR teams during February month.

Goal is to ensure consistency, transparency and full compliance with applicable pay transparency legislation while reinforcing our commitment to the hiring practices. For further guidance please check out the [supporting materials](#) developed for the TA team.

Hiring Dates Guidelines & Exception Management

Effective on the 2nd of May, hiring dates are standardized as follows:

- for employees under a weekly and bi-weekly payroll and semi-monthly for the USA, the hiring will occur on **Mondays**;
- for employees under a monthly or semi-monthly payroll (except USA), the hiring will occur on the **1st** and the **16th** of each month.

In mind:

num of **15 business days is required** from the moment an onboarding is launched and the start date, to ensure a successful **onboarding**. This ne must be considered before the hiring date is determined.

nsure business continuity, some exceptions are accepted. They can be consulted in the table w:

Exception Management	
The rules mentioned below are applied for all hirings except contractors.	
In the case of Weekly and Bi-Weekly Payroll	In the case of Monthly and Semi-Monthly Payroll
se a Monday is a public holiday, the starting day could be on the next working day	In case the 1st or the 16th is a public holiday or a weekend, the starting day will be on the next working day
Production Sites: - Employees working in rotational shifts; - Teams working 24/7; - Business continuity & a member of a team needs to be quickly replaced because: * Illness * Accident * Legal obligation of having a specific skill for production to continue	
Personnel subject to work permits and/or visas can be considered exceptions, but again, they need a clear justification.	
For Global Mobility situations, rules must always be applied, and exceptions must be reviewed case by case.	
All other requests out of the rule must be analyzed case by case and validated by Talent Attraction, Hiring Manager, and Site HR Partner.	
For Administration personnel - Onboardings are accepted even if Admin sites are closed on Mondays and Fridays.	
USA - All hires are to be performed on Mondays	

process of recruiting a talent is led by the manager, but several HR teams continue to play a ial role:

Attraction team

- Receives recruitment request through My HR Services Recruiting.
- Ensures job description is appealing and advertisement format is consistent on Syensqo website.
- Partners with manager to recruit qualified candidate.

Services Team

- Admin support TA activities.
- Background check (US).
- Initiates onboarding process.

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- Consulted by hiring manager or TA recruiter for complex and exceptional case.
- Performs local pre-employment checks.
- Formalizes contracts.

you will find where in the process the manager will reach out to you.

ist updated: 06 Dec 2024

rt material

- [Candidate Travel Expenses Reimbursement Process](#)
- [Recruiting dashboard Quick Guide](#)

r Reading

- [Country and Local Benefit Plans & Programs](#)

