NW Recruitment at Syensqo

- Employee
- Manager
- HR

- Employee Referral Program
- Job Families & Grading

- Disclaimer
- Employee Referral Program & Guidelines
- Building a Syensqo Talent Community
- Useful Links

Please note that, as of spin-off, cross-entity referrals will not be considered for referral bonus. Make sure you are recommending someone for a job opening belonging to your own organization.

All referral hirings done until the spin-off date will be paid retroactively.

If you have any questions, please kindly contact the People Services team using Service One (category: Human Resources - Recruitment)
Our people are our best Ambassadors. Each one of you knows what it is like to work at Syensqo, as you understand our purpose to bond people, ideas and elements to reinvent progress, as you recognize and stand by our core beliefs of purposeful responsibility, unity not uniformity, and passion for performance. You understand our culture and thus you can help Syensqo and career seekers from your network to connect and be the perfect fit for new opportunities at Syensqo.

The Employee Referral Policy is designed to encourage and guide you on how to refer individuals from your personal and professional network that you see as a right fit for **job opportunities** that are currently open, or if there isn't the right opportunity for them you can also suggest to just join our **Talent Community** to receive updates on different opportunities.

The program is applicable across Syensqo and at country level is established a specific reward to recognize the employees' referral efforts.

The Employee Referral Policy:

- Explains the procedure for employees to refer candidates for open positions.
- Clarifies the Syensqope and eligibility criteria for employee referral rewards.
- Makes available all the country established reward policies, amounts and time to pay respective rewards.

What do you need to do?

First you need to check the current job opportunities that open for referrals by accessing the "**Career Opportunities**" tile, which is our internal career opportunity page via My HR services. Click on the job you want to refer someone to and click on the "Refer someone" button available at the bottom of the page. The "Refer someone" button is only available when the job is open for external applications.

The person you referred will receive an email, with the job information and a link to apply,and then you will receive an email notification as soon as the referee applies for the job. You will then be able to follow the progression of the process via the "Referral tracking" in My HR Services > Careers opportunities > My Candidate profile > Options (top right) > Referral Tracking.

However note that if the person you refer does not apply using the link provided (e.g. applying directly in our career page) you will not be eligible to receive the respective reward.

You can find the current Referral Policy and Program here. Please note that new updates are continuously being performed, so please keep visiting the program.

The languages the policy is translated into are:

- **Chinese**
- **Dutch**
- **French**
- **Japanese**
- **Korean**
- **Portuguese**
- **Spanish**
- **Thai**
- **Italy**

If you know someone who is interested in job opportunities in Syensqo but doesn't find any relevant open jobs for their profile, you can invite them to join Syensqo's **Talent Community**. The person will receive an email requesting to join the community and will be asked to fill in some information regarding their profile and experience.

This Community is created to bond with all talents who are interested in Syensqo and currently don't find a specific job to apply to, but could be potential candidates in the future. And once new opportunities appear, you can always refer again.

Useful Links	• **Conflict of Interest Policy** • **Employer Branding Workshop**
Support Material	• **Talent Community** • **Job Opportunities**

- What is Job Grading
- Grading & Organizational Design
- Career / Job Ladder
- Useful Links

Job evaluation (Grading) is a process of determining the level of one position in relation to another in the context of an organisation.

If you are new to Syensqo's Wiki space, you may need to link your Google Drive in order to see embedded documents.

Follow the instructions **here.**
Click in the areas below to view the Career Ladders and Job Descriptions.

CAREER LADDERS	HR RESPONSIBLE FOR EACH AREA
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GBS (Jobs in GBS Incl. Functional area Support)	Angela Jean Reganall

Useful Links	• **Job Catalog** • **R&I and Industrial Dual Career Ladder Corporate Policy**

- Creating a position in My HR Services
- Modify Details of an Existing Position
- Managing Approval Workflows for Positions
- I get my Hiring Need Validated
- Launch the Recruitment with my Talent Attraction Partner
- Promote the Job Opportunity
- Evaluate Candidates' Applications
- Decide on the selected candidate and the offer is made
- Job Families & Grading
- Short-term internships

- Introduction
- Guidelines & Principles for Managers
- Useful Links

Why is this important?

Position management is key:

- To start a recruiting process, internal or external
- To assign new joiners or internal movers their ‘seat’ in our Organization structure
- To reflect our Business Organization’s evolution

The correct and timely creation / maintenance of positions ensures a proper functioning of all HR processes and an org chart that provides a correct view of the organization.

Create a Position

Before beginning

- **Not a Manager Yet?**
  If this is your first time hiring a team member and you are not currently in a management role, your manager will need to create the position on your behalf.
- **Review the Manager Checklist:**
  Before proceeding with position creation, ensure that you have thoroughly reviewed and completed the **Manager Checklist**

To create a position follow the step-by-step guide below:

Useful Links	• **How to manage positions in My HR Services** • **Checklist for the Manager (position creation)** • **Checklist for the Manager (position modification)** • **Checklist for the N+1 Manager** • **Job Catalog** • **Job Families & Grading**
Video Tutorial	• **How to create a Position**

- Introduction
- Guidelines & Principles for Managers
- Useful Links

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Modify a Position

Why modify positions?

Be aware that when you modify the details of a position currently assigned to an employee, the **changes will also apply to its incumbent. For example**, changing the cost center of the position will update the employee's cost center.

A position is modified

- To correct or update the position name, position grade, job function/code, or the cost center
- To set the position "To be recruited" when the current incumbent is leaving, and you want to mark the position as open for internal or external recruitment
- You must **never** change the Business Unit, Company, or Location Group in the position when it's assigned: this should be treated via a new position creation first and **Recruitment process** started.
- To perform an **internal move/transfer**

Note: If you require an FTE (percentage/capacity of utilization) change for an employee (e.g. part-time employee that will start being full-time) please open a **ticket through Service ONE**.

To modify a position follow the step-by-step guide below:

- **How to manage positions in My HR Services**
- **Checklist for the Manager (position creation)**
- **Checklist for the Manager (position modification)**
- **Checklist for the N+1 Manager**
- **Job Catalog**
- **Job Families & Grading**

- Introduction
- Guidelines & Principles for Managers
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The correct and timely creation / maintenance of positions ensures a proper functioning of all HR processes and an org chart that provides a correct view of the organization.

Manage Position Approval Workflow

If you are a Manager from time to time you will be required to take & record a decision in My HR Services system regarding employees in your organization, e.g., at times of promotions, transfers, or salary increase requests.

Manage Position Approval Workflow follow the step-by-step guide below:

- **How to manage positions in My HR Services**
- **Checklist for the Manager (position creation)**
- **Checklist for the Manager (position modification)**
- **Checklist for the N+1 Manager**
- **Job Catalog**
- **Job Families & Grading**

- Disclaimer

- With whom do I take this step?
- Checklist & links to Tools
- One Dignity & Sustainability
- What to expect?
- Useful Links

I align my need to my Entity's workforce Planning and define how the position to fill fits in the organization (reporting line, grading, internal talent promotion, diversity targets).

- My manager
- Strategic HR Business Partner/Advisor of my entity or Site HR
- SBS' **HR Contact Center** to guide you through the admin steps.

In any scenario, what are the critical outputs of this step **before** going to the next?

1. I aligned with my manager and HR (Site HR of HR SBP) about the need (core role attributes, positioning, link with talent pipeline…)
2. Is the **role sensitive**? In case of doubt, ask your **security champion**
3. **Smart hiring validation** process done (applicable for all cadre job openings)
4. I've filled the **Tax sensitive Form** to assess location options
5. The **Position is existing or newly created** in My HR Services (Org Chart)
6. I have all elements to build a job profile (**template**)
7. I have launched the **Job Requisition** in My HR Services.

Hiring Dates Guidelines & Exception Management

Being effective on the 2nd of May, **hiring dates are standardized** as follows:

For new hires

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

For Internal moves/transfers, the start date for the new position

- for employees under a weekly and bi-weekly payroll, follow the **Payroll Calendar "Period Begin Date".**
- for employees under a monthly payroll the internal move must be on the **1st day of the month**.

Keep in mind:

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

To ensure business continuity, some exceptions are accepted. They can be consulted in the table below:

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- Teams working 24/7;
- Business continuity & a member of a team needs to be quickly replaced because: * Illness * Accident
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</table>

- How can internal mobility support our Group diversity goals by ensuring growth and retention of internal talents?
- How does this role connect to our Group's sustainability goals?

The recruitment process can now start!

A Talent Attraction (TA) Partner will be assigned based upon expertise and workload. They will plan an intake meeting with you within 10 days.

Useful Links	• **FAQs - Contract Management (Portugal only)**

- Disclaimer
- With whom do I take this step?
- Checklist & links to Tools
- One Dignity & Sustainability
- What to expect?

I partner with the recruiters team, in mutual trust. I help them understand my current need and possible evolutions; we define together the best sourcing approach and clarify the respective roles of each stakeholder in the process. I trust their market knowledge to adapt the job posting and define the best strategy.
The assigned Talent Attraction (TA) Partner (recruiter) will plan the intake meeting with me.
What are the critical outputs of this step **before** going to the next?

1. You adapted the **job content** and it's posted, you agreed on job specifics and the sourcing approach is clear
2. I identified levers and key moments to inclusion and diversity in the process and checked the **User Guide**
3. Decision is taken about stakeholders to involve (interviewers panels, external agency upon guidance of my Talent Attraction Partner)
4. I know how to follow-up on the recruitment in the **Talent Attraction tool** on HR Services.

- Can I make the job location flexible (when not bound to a region or country functionally or tax wise)?
- How does the candidate profile I have developed for this role contribute to the diversity needs of my team and the Group?
- Have I run the job profile through the **Gender Decoder** to ensure it is gender neutral?

The Job Ad is LIVE In the **TA tool** you'll be able to follow-up on incoming applications.

Your TA Partner will inform you where he/she can bring value in the pre-selection of CVs.

Plan your next touch points with your assigned TA Partner.

- With whom do I take this step?
- My checklist & links to Tools
- One Dignity & Sustainability
- What to expect?

- The Talent Attraction partner (recruiter) assigned to my job request
- My internal network to boost internal mobility
- My external network to attract external talents.

What are the critical outputs of this step **before** going to the next?

a. **Social media** (LinkedIn/WeChat…) and your network are activated
b. Job posting is promoted actively internally, and among relevant networks (Alumni, Professional networks, Chamber of commerce, Schools...)
c. I activate my team and the **Referral Program**: employees can be rewarded for promoting the vacancy towards external talents
d. I've checked the **Employer Value Proposition** and supporting arguments about why to join Syensqo today and explain Po2.

- Is the job opening one that will not easily attract diverse talents and reach gender parity in the candidate shortlist ? Don't forget your TA partners cannot crack the gender parity gap on their own, decide as a management team to go for a diverse profile on this hiring.
- What talent pools / partnerships (e.g. ERGs for internal, professional bodies for external) might we consider to attract a diverse pool of candidates?

Word-of-mouth promotion has the best impact! We trust that your efforts will bring more traffic to your job posting and will catch the attention of stronger profiles.

The results can be followed through your **TA tool** access and during your touchpoints with the TA Partner.

- Disclaimer
- With whom do I take this step?
- Checklist & Links on Tools
- One Dignity & Sustainability
- What to expect?

We pre-select the most interesting CVs and build a strong & diverse panel of interviewers. I appraise different candidates, based on relevant, accurate and compliant data. I tend to limit perception bias by documenting the interview. I pay attention to promote the position and the company in a fair way to retain candidates' interest.

- The Talent Attraction partner
- The colleagues appointed to participate as interviewers.

What are the critical outputs of this step **before** going to the next?

1. CVs are selected, I have given feedback to my TA partner in order to calibrate the best fitting profiles and managed the not retained candidates with respect to **Data Privacy** compliance
2. Shortlisted candidates are **interviewed** by a fixed & diverse panel of interviewers
3. I am prepared about what to share about the role, **Syensqo's EVP**
4. Interviews are documented and rationals shared in order to ease the decision making (make a copy of proposed **evaluation grid**)

- What interview inputs or perspectives am I hesitating to agree with? Could it be an opportunity to learn about this perspective more in order to eliminate any unconscious bias?
- Check the recruitment Guides around **DEI** and **Sustainability.**

A structured overview of the assessed candidates with insights from all involved interviewers.

You’re ready to go to decision making.

- Disclaimer
- With whom do I take this step?
- Checklist & Links on Tools
- One Dignity & Sustainability
- What to expect?

Upon data collected in a structured way, decision is taken collectively on the selected candidate.
The offer is build based on candidate expectations, according to Syensqo policy (grading system & compensation policy) with a keen eye on consistency and equity to pursue a sustainable collaboration with the new employee.
The Talent Attraction Partner (recruiter), who will involve Site HR where needed.
What are the critical outputs of this step **before** going to the next?

1. Decision is taken on retained candidate
2. I have agreed with my TA partner on how to ensure feedback is given to all non-retained candidates in due time
3. The offer content is validated (2 min. **tutorial**) and ready to be presented
4. **Local benefits** information here
5. I clean up my notes, CVs (digital/paper) as per **Data privacy guidelines.**

- Does my candidate choice align with my initial profile which I considered best for the team in the interest of competence and team's diversity needs?
- Is my choice borne out of a decision to hire for diversity or competence or both?
- Does the offer meet our pay equity principle? Have I consulted my TA partner to ensure that the offer meets our pay equity principle?

The offer will be made by my TA Partner (or local HR when applicable) and I can expect feedback about this step.

I can start to prepare the onboarding and **announcement**.

- What is Job Grading
- Grading & Organizational Design
- Career / Job Ladder
- Useful Links

Job evaluation (Grading) is a process of determining the level of one position in relation to another in the context of an organisation.

As a Manager, you are responsible for

- identifying cases where a Position Grade needs to be reviewed
- determining and communicating the content of a job, which serves as input data for the job evaluation process, when it's required (as per **guidelines**)
- ensuring that the **correct job, position and grade** is applied to the positions in your hierarchy.

Note: Job, position and grade data accuracy is critical for various processes such as talent management, learning, access management, reporting, etc.
As a Manager, you are invited to actively contribute to the improvement of data quality by checking and correcting (if needed) the position data in your scope. For guidance, please see the Position Management Process.

Click in the areas below to view the Career Ladders and Job Descriptions.

CAREER LADDERS	HR RESPONSIBLE FOR EACH AREA

Communication	Cornelia Anderson
Marketing & Sales and Strategy	
Finance	Cornelia Anderson
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Industrial	Angela Jean Reganall
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Research & Innovation	Rutger Milders
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Facilities Excellence	Angela Jean Reganall
GBS (Jobs in GBS Incl. Functional area Support)	Angela Jean Reganall

- **Job Catalog**
- **Job Evaluation - practical guidelines**
- **R&I and Industrial Dual Career Ladder Corporate Policy**

- Less than 3 months

Short-term internships lasting less than 3 months are **not managed** by the Talent Attraction Team. It is the responsibility of the Manager, in collaboration with Site HR, to initiate the process when a candidate has been identified for a short-term placement.

Steps for Managers to Initiate a Short-Term Internship:

1. Identify the candidate and ensure the budget approval (if applicable).
2. **Create a position in the Org Chart**
3. Submit a **request to onboard** the candidate at least 15 business days before the start date to ensure a smooth onboarding process. This step may also be handled by Site HR if agreed upon**.**
4. **Ensure the following details are included in the onboarding request:**
    - Start & end date
    - Personal email of the candidate
    - Manager
    - Position ID
    - Location
5. Workforce Data Administration will process the onboarding information in Employee Central. Once completed, both the Manager and Site HR will be notified.
6. Site HR will assist in collecting and storing the necessary documentation from the new intern, following the **manual onboarding procedure** (outside of the Employee Central Dashboard).

For further assistance, please contact your local HR representative.

- Position Management Information
- How to Recruit a Talent
- Hiring Operational Procedures for Payroll
- Contingent Workforce Modification
- Contingent Workforce Registration
- Rehiring a Contingent Worker on a New Work Order
- Job Families & Grading
- Talent Acquisition Policy
- School Relations

- Introduction

- The Roles & Responsibilities in the Process
- Position Management Guidelines
- Useful Links

Position management is a process that ensures the correct maintenance of the organizational charts and position data accuracy.

- Positions are created and modified by the **Manager** following an approval from the **N+1 Manager**. The management of the organizational chart and the accuracy of the position data is the responsibility of the Manager (outside mass changes). This applies to all positions (non-cadre, cadre and senior management*) and to all types of employment with Syensqo (including temporary, interns, students, etc.)
- External positions (for collaborators not under employment contract with Syensqo) are managed by **People Services**.
- The Position title and the S-grade are established by the **Manager**, guided by the Job Family documentation / grading tables available through the **Job Catalog**
- In case of mass changes (in cases of restructurings, etc.) the data is maintained centrally by **People Services**
- **Site HR Partners and SBPs** (for their respective scope) consult the Managers on People decisions and advise on Position Management activities in case the Manager has questions.
- See also the **Position Management guidelines** below**.**

* *Senior Management positions (S-grade S23+) require extended validation by the N+1 Manager, the SBP, the Head of Talent and the Head of Grading & OD. Please remind Managers that before they initiate the promotion process for Executive (S23+) positions they need to check and adjust the position and S-grade of the position.*

Please note: New positions, that have not been described and graded before, will need to be evaluated by the Head of Grading & OD prior to being created.

- **Position Management article for Managers**

- Introduction
- Hiring Dates Guidelines & Exception Management
- Team Roles

As a Group, we want to attract, source, select and onboard high quality and diverse talent for today and tomorrow. In line with the People Engagement Journey, 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 recruitment 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 automation 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.**
Being 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.

Keep in mind:

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

To ensure business continuity, some exceptions are accepted. They can be consulted in the table below:

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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.
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Talent 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.

People Services Team

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

Site HR

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

- How to hire an employee in the system
- How to cancel a Hiring

When there is a decision to hire a new employee for Syensqo Organization, there is a procedure to be followed in order to ensure all activities are in compliance with Syensqo policies.

Please find the Operation Procedure here
When there is a decision to cancel hiring action for a new employee in case of "Reported No Show" in the company. No-show functionality remains available 30 days after the hire date.

Please find the Operation Procedure here

- Introduction
- Operational Procedure for site HR

When there is a decision to deactivate an external employee earlier or to provide a new assignment date. Consequently, 'Change Assignment' will be recorded in the external employee's profile.
Please find the Operation Procedure here

- Introduction
- Operational Procedure for the Service Center
- Managers / Supervisors

When there is a need to create/ register an external worker, a position should be created in order to assign a new profile (Employee ID). The external employee creation and access should be requested through the **Service One**.

Please consult the page for **Onboarding a New Contingent/External Worker** to have access to all the detailed explanations on how to request External employee accesses.
Please find the Operation Procedure here
When an external worker joins the company, Service Center needs to register him or her in the tool. Therefore, it is necessary for his or her manager to fill a form to inform the Service Center that an external worker will be onboarding.

Go to the Onboarding a New Contingent/External Worker page for all the information you need.

- Introduction
- Operational Procedure for site HR

If the work order for a contingent worker has expired, you can rehire them on a new work order.
Please find the Operation Procedure here

- What is Job Grading
- Grading & Organizational Design
- Career / Job Ladder

Job evaluation (Grading) is a process of determining the level of one position in relation to another in the context of an organisation.
As an HR professional you are invited to alert the Managers when you see an inconsistency or a need for job evaluation or review of the position level.

Click in the areas below to view the Career Ladders and Job Descriptions.

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Facilities Excellence	Angela Jean Reganall
GBS (Jobs in GBS Incl. Functional area Support)	Angela Jean Reganall

- Introduction
- Useful Links

This applies to all employees and defines the principles followed to ensure we are able to meet the talent needs of the business both today and in the future.

The main principle that is on top of the list of our commitments is to promote internal mobility. We strongly believe that we should first consider our internal candidate pool before looking to the outside market:

- **English**
- **Bulgarian**
- **Chinese**
- **Dutch**
- **French**
- **German**
- **Italian**
- **Netherlands**
- **Portuguese**
- **Spanish**

- **Employee Referral Program**
- **How to Recruit a Talent - Managers**
- **Job Posting Template for People Managers**

- Introduction
- Summary of Roles and Responsibilities
- Useful Links

School relations are crucial to guarantee Syensqo's visibility for students in a larger scope, while supporting local hiring needs.

In this space you will find information that will help to maintain broader partnerships to increase Syensqo Brand Awareness, such as:

- **Local Universities and Students Partnerships Engagement & Knowledge base**
- **Events Calendar for preparation and attendance**
- **Understand roles and responsibilities of the different stakeholders involved**

Note: This is a collaborative space - all Country and Site HRs, SBPs and Leaders involved in School engagement have edit access to these files and are welcome to input information about School mapping and upcoming Job Events. Please find all the relevant materials in the useful links section.

Global Talent Acquisition Team

- Accountable and Owner of School Relations for Global Partnerships
- Budget ownership for global partnerships
- Act as an enabler of Employer Branding materials & content
- Act as an aggregator of Practices and Knowledge sharing
- Recruiters - advise on and attend events

Local HR

- Accountable and Owner of Country /Local School Relations
- Budget ownership for local partnerships
- Act as an activator of Schools as sourcing channel
- Act as knowledge provider of Practices and Knowledge (sharing)
- Activate leaders involvement in Schools relations

Leaders

- Support Local HRs in Identifying potential schools and contacts for partnerships creation
- Be proactive to support the preparation, attendance and candidate management in local events
- Share information on the events attendance and outcomes
- Promote group discussions and share best practices/questions

- **School Relations Process Framework**
- **School Mapping and Events Calendar**
- **Engagement guide for events preparation**
- **School events presentation**

Branding toolkit

- **Materials for Talent Acquisition Events**