



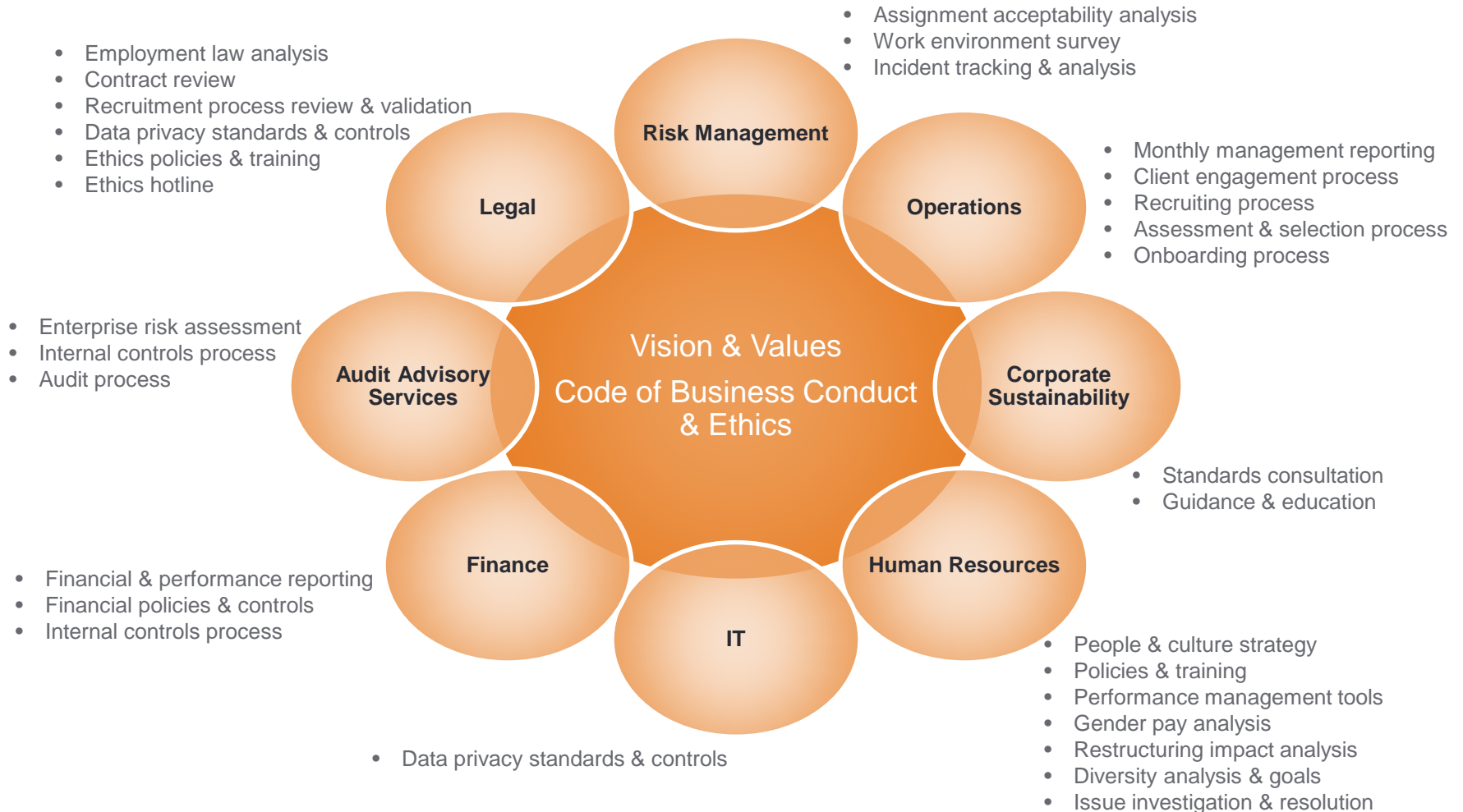
# Human Rights Due Diligence Framework



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# Responsibility for human rights due diligence is embedded throughout our organization



# Human Rights Impact Assessment

## Business Activity: Recruitment & Selection

Potential Risks	Impacted Stakeholder(s)	Vulnerable Group(s)	Prevention & Mitigation
Discrimination	Candidates	<ul style="list-style-type: none"> <li>• Women</li> <li>• Ethnic &amp; religious minorities</li> <li>• People with disabilities</li> <li>• Veterans</li> <li>• LGBTQ</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding and adhering to laws and best practices for working with individuals from vulnerable groups</li> <li>• Clearly defined job descriptions</li> <li>• System/process for dealing with discriminatory requests from clients</li> <li>• Formalized recruitment process</li> <li>• Training recruiters &amp; hiring managers on non-discrimination &amp; diversity</li> <li>• Review &amp; validation of recruitment procedure by Legal</li> <li>• Guidelines for job adverts</li> <li>• Use of capabilities-based assessments</li> <li>• Certification on employment industry group standards (select countries)</li> <li>• Tools &amp; procedures for reporting &amp; resolving concerns</li> </ul>
Privacy	Candidates	N/A	<ul style="list-style-type: none"> <li>• Training of all employees on privacy policy and guidelines</li> <li>• Robust IT controls</li> </ul>

# Human Rights Impact Assessment

## Business Activity: Employment (including compensation and advancement)

Potential Risks	Impacted Stakeholder(s)	Vulnerable Group(s)	Prevention & Mitigation
Discrimination	Internal staff	<ul style="list-style-type: none"> <li>• Women</li> <li>• Ethnic &amp; religious minorities</li> <li>• People with disabilities</li> <li>• Veterans</li> <li>• LGBTQ</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Training for all staff on diversity &amp; respectful working environment</li> <li>• Accommodation for disabilities</li> <li>• Support and accommodations for staff with familial responsibilities</li> <li>• Formal compensation strategy (banding &amp; pay range by role)</li> <li>• Periodic compensation analysis</li> <li>• Standardized performance review tools &amp; process</li> <li>• Layoff impact analysis</li> </ul>
Working conditions	Associates placed on assignment	N/A	<ul style="list-style-type: none"> <li>• Assignment acceptability review</li> <li>• Work environment survey</li> <li>• Ensuring fair wages</li> <li>• Tools &amp; procedures for reporting &amp; resolving concerns</li> <li>• Incident analysis &amp; trending</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>• Internal staff</li> <li>• Associates placed on assignment</li> </ul>	N/A	<ul style="list-style-type: none"> <li>• Training of all employees on privacy policy and guidelines</li> <li>• Robust IT controls</li> </ul>