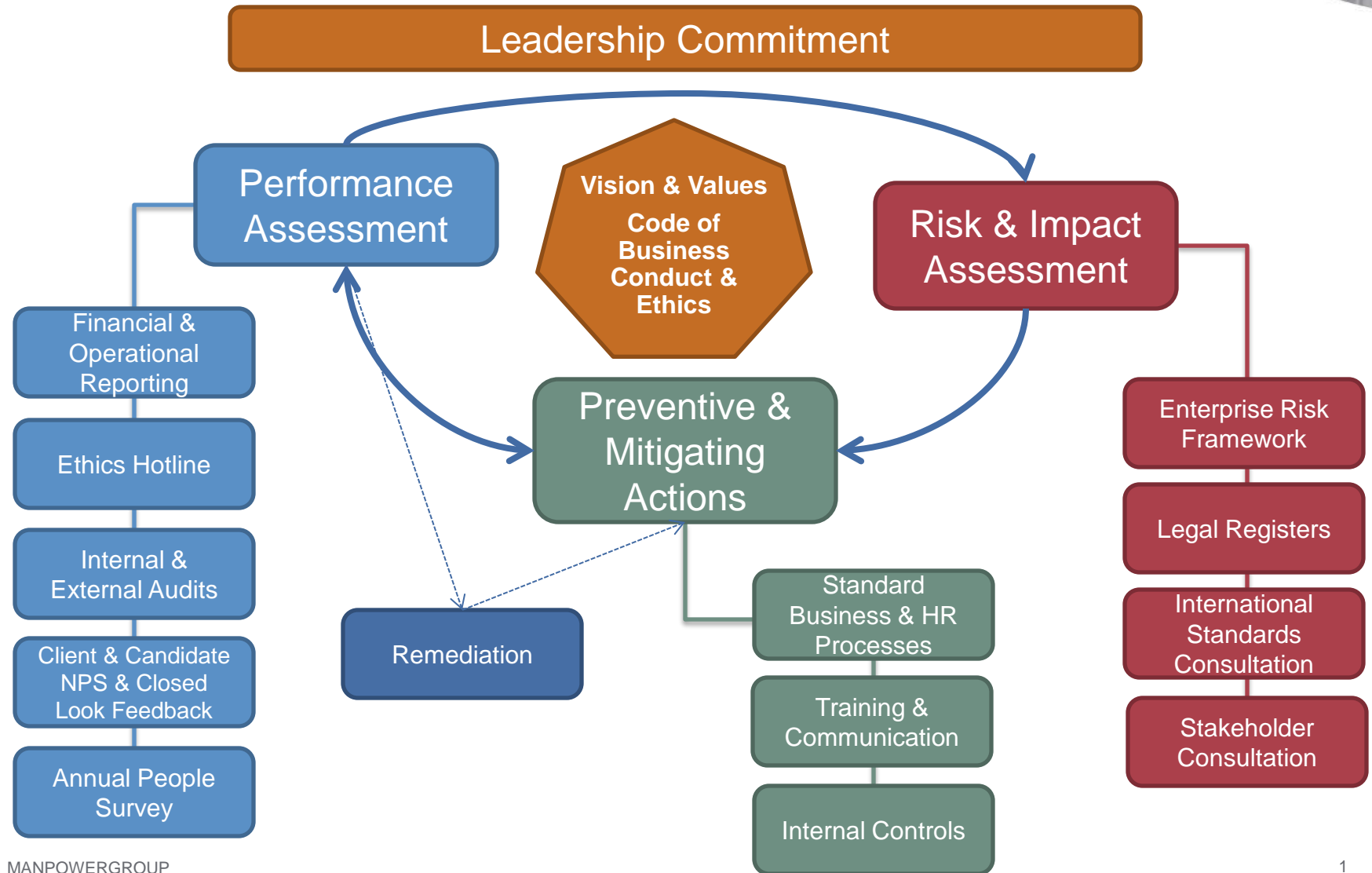


# Human Rights Due Diligence Framework



# 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>• Minorities</li><li>• People with disabilities</li><li>• LGBTQ</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

Potential Risks	Impacted Stakeholder(s)	Vulnerable Group(s)	Prevention & Mitigation
Discrimination	Internal staff	<ul style="list-style-type: none"> <li>• Women</li> <li>• Minorities</li> <li>• People with disabilities</li> <li>• LGBTQ</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 (role banding / pay ranges)</li> <li>• Periodic compensation analysis</li> <li>• Standardized performance review tools &amp; process</li> <li>• Layoff impact analysis</li> </ul>
Working conditions	Associates	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> <li>• Health &amp; safety guidelines</li> </ul>
Privacy	Internal staff Associates	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>