Human Rights Due Diligence Framework

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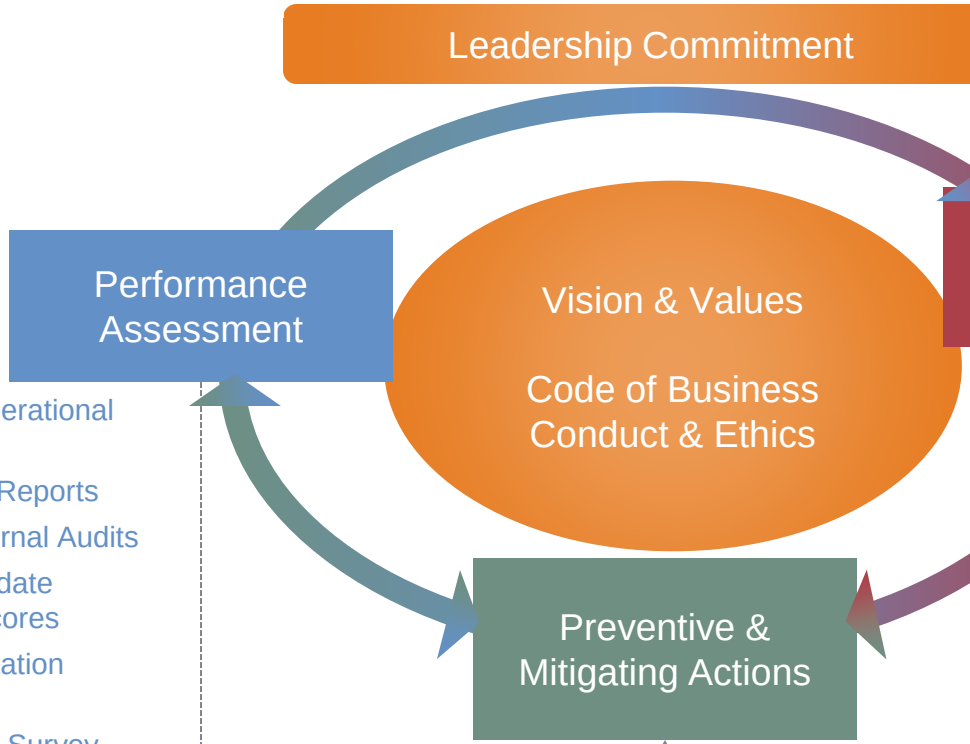


- Financial & Operational Results
- Ethics Hotline Reports
- Internal & External Audits
- Client & Candidate Satisfaction Scores
- Brand & Reputation Measures
- Annual People Survey
- EcoVadis CSR Scorecard
- DJSI Corporate Sustainability Assessment
- Ethisphere Ethics Quotient

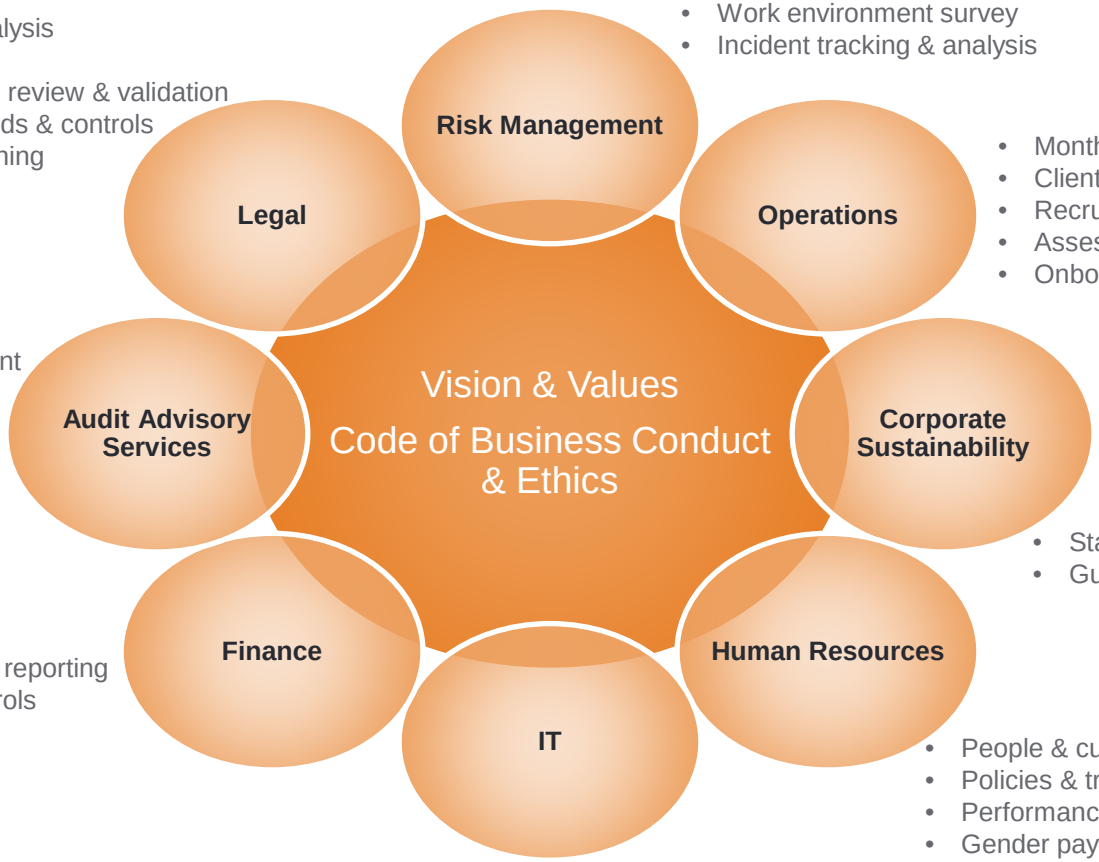
- Enterprise Risk Framework
- International, National & Local Standards Consultation
- Stakeholder Consultation
- Third-Party Assessments

- Standard Business & People Processes
- Training & Communication
- Internal Controls

Responsibility for human rights due diligence is embedded throughout our organization

- Assignment acceptability analysis
- Work environment survey
- Incident tracking & analysis

- Employment law analysis
- Contract review
- Recruitment process review & validation
- Data privacy standards & controls
- Ethics policies & training
- Ethics hotline



- Monthly management reporting
- Client engagement process
- Recruiting process
- Assessment & selection process
- Onboarding process

- Enterprise risk assessment
- Internal controls process
- Audit process

- Standards consultation
- Guidance & education

- Financial & performance reporting
- Financial policies & controls
- Internal controls process

- People & culture strategy
- Policies & training
- Performance management tools
- Gender pay analysis
- Restructuring impact analysis
- Diversity analysis & goals
- Issue investigation & resolution

- Data privacy standards & controls

Human Rights Impact Assessment

Business Activity: Recruitment & Selection

Potential Risks	Impacted Stakeholder(s)	Vulnerable Group(s)	Prevention & Mitigation
Discrimination	Candidates	• Women • Ethnic & religious minorities • People with disabilities • Veterans • LGBTQ • Etc.	• Understanding and adhering to laws and best practices for working with individuals from vulnerable groups • Clearly defined job descriptions • System/process for dealing with discriminatory requests from clients • Formalized recruitment process • Training recruiters & hiring managers on non-discrimination & diversity • Review & validation of recruitment procedure by Legal • Guidelines for job adverts • Use of capabilities-based assessments • Certification on employment industry group standards (select countries) • Tools & procedures for reporting & resolving concerns
Privacy	Candidates	N/A	• Training of all employees on privacy policy and guidelines • Robust IT controls

Human Rights Impact Assessment

Business Activity: Employment (including compensation and advancement)

Potential Risks	Impacted Stakeholder(s)	Vulnerable Group(s)	Prevention & Mitigation
Discrimination	Internal staff	• Women • Ethnic & religious minorities • People with disabilities • Veterans • LGBTQ • Etc.	• Training for all staff on diversity & respectful working environment • Accommodation for disabilities • Support and accommodations for staff with familial responsibilities • Formal compensation strategy (banding & pay range by role) • Periodic compensation analysis • Standardized performance review tools & process • Layoff impact analysis
Working conditions	Associates placed on assignment	N/A	• Assignment acceptability review • Work environment survey • Ensuring fair wages • Tools & procedures for reporting & resolving concerns • Incident analysis & trending
Privacy	• Internal staff • Associates placed on assignment	N/A	• Training of all employees on privacy policy and guidelines • Robust IT controls