

Make it happen

**Managing HR Risks from Regulation:
What Works, What Doesn't & Why?**

***Internalising the HR Lessons from
Discrimination Cases***

Jennifer Board



- Increasing number and profile of discrimination cases.
- Increasing volume of legislation (disability, flexible working, employment equality, age).
- Criticism of some organisations' internal processes following specific high profile cases (reputational damage).
- Emerging need for risk to be managed holistically across an enterprise.

- Ensuring employee policies are fit for purpose, updated as and when necessary.
- Rolling out awareness training and giving line manager support to reduce associated risks.
- Carefully investigating and reviewing cases with line managers, challenging and recommending action as needed, maintaining objectivity.
- Incorporating objective data analysis into annual compensation process to mitigate potential discrimination.
- Providing counselling and support to employees as well as to managers.
- Proactively analysing data in early warning system and focusing on hot spots.

Conclusion

- Ensure the art of risk management is understood and practised within HR functions.
- Collaborate with all risk professionals to achieve holistic approach to risk management.
- Encourage the adoption of a principles-based approach based on cultural values, challenging unacceptable behaviours, rewarding positive role models.
- Preserve the ability and will to constructively challenge bad decisions on ongoing basis.