



FORGOOD for People & Culture Teams (Function Areas)

How to use FORGOOD

FORGOOD should be used as a workflow tool, not as a checklist

- Treat employees fairly, transparently and with respect for autonomy and privacy
- Balance employee outcomes with business priorities when interests diverge
- Ensure expertise and processes can identify bias and challenge practices

Applying FORGOOD to the People & Culture Team responsibilities

Attract & Hire (recruitment, employer branding, onboarding)

Selection decisions and employer branding shape who joins your organisation. Biases might exclude strong talent or favor similarity over capability, while misaligned brand promises could drive attrition and limit trust.

In practice this could be...

- Running bias audits on especially AI screening tools and interview processes, with human oversight to catch algorithmic discrimination.
- Testing whether employer brand claims align with actual employee survey data and feedback.
- Reviewing onboarding for examples, language or cultural references that might assume a default employee type.

Learn & Develop (L&D, upskilling, career pathways)

Learning and development systems shape employee capability and career growth. Access to training, mentoring, and development opportunities should be equitable, not dependent on manager relationships or visibility.

- Designing L&D initiatives that build employee agency and ownership beyond compliance with the status quo.
- Checking whether L&D opportunities (training, mentoring, key projects) are accessible across all employee groups.
- Testing whether career pathway guidance is tailored to diverse backgrounds and career stages.
- Monitoring whether learning resources and programs meet different learning styles and needs.

Perform & Reward (performance reviews, promotions, pay, recognition)

Compensation and recognition reveal which contributions are valued. Even unintended inequities can impact trust and motivation. If biased, recognition frameworks may further disadvantage certain employees.

- Ensuring performance evaluation uses objective, formalised criteria that reduce subjectivity and bias.
- Assessing whether AI-assisted evaluation systems risk feeling dehumanizing.
- Running equity analyses across pay, performance reviews and promotions.
- Challenging whether incentives favor visible contributions over behind-the-scenes work.
- Tracking behavioural impacts of AI usage, such as metric-gaming or cognitive offloading,

Support & Protect (DEI, wellbeing, employee relations, adjustments)

Support systems help employees maintain wellbeing, feel safe and access adjustments tailored to their individual needs. They further indicate whether inclusion is consistently applied across the entire organisation.

- Analysing wellbeing data to identify where workload, culture or expectations create pressure.
- Reviewing whether people monitoring tools (incl. AI-driven ones) risk being perceived as surveillance.
- Cross-checking whether employees trust speak-up mechanisms by comparing report rates with anonymous survey data.
- Assessing whether adjustments respond to individual needs.

FORGOOD Framework for People & Culture (Function Areas)

Guiding Questions		Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>Employee Equity</i>	Are all employees treated fairly across backgrounds and roles? Could our systems create unintentional discrimination or inequitable outcomes?		
OPENNESS <i>Transparency</i>	Are our key processes (pay, performance, progression) transparent? Are employees informed about what is monitored and why, or does their data use feels like surveillance?		
RESPECT <i>Employee Experience</i>	Do our systems preserve employee agency, dignity and freedom of choice, esp. where AI tools shape outcomes? Are we protecting employee privacy and handling their data appropriately?		
GOALS <i>Value Alignment</i>	Are we monitoring and enabling outcomes that matters to employee development and wellbeing? When employee and business interests diverge, how do we decide? Are we tracking the behavioural impacts of AI on employees?		
OPINIONS <i>Organisational Culture</i>	Would employees and the public approve if our practices were fully visible? Have we challenged our practices with employees who might disagree?		
OPTIONS <i>Trade-offs</i>	How do we weigh employee outcomes against business efficiency when choosing approaches? What trade-offs are we accepting?		
DELEGATION <i>Governance</i>	Do we have the expertise and diversity needed for inclusivity? Can we identify and address bias in our employees, systems and culture?		