

Risk Assessment Template Set

Country screening, supplier questionnaire and site-level checklist: the three instruments that turn a value chain into a prioritized list of places to look.

From *Navigating Human Rights Due Diligence: A Compliance-to-Engagement Implementation Guide* · Thomas Gaultier · thomasgaultier.com/resources/hrdd

Risk mapping is the obligation the courts have tested first and hardest, and the one most programmes fail on. The French appellate standard is a useful test to apply to your own work even if French law does not reach you: mapping must be comprehensive in scope, specific at the activity and site level rather than in generic categories, ranked by severity, and drawn up on a gross-risk basis, independently of the measures you have already put in place.

These three instruments run in sequence. The country screen tells you which jurisdictions deserve attention, the supplier questionnaire tells you which relationships inside them deserve attention, and the site checklist is what you take with you when you go and look.

— 1. Country risk screening

Six public indices, converted onto one four-point scale. No single index is sufficient alone; the value is in the triangulation, which surfaces patterns a single dataset misses.

Risk Dimension	Indicator / Data Source	Scoring Range	Country Score	Risk Tier Classification
Political & Civil Liberties	Freedom House: Freedom in the World Index	0–100 (higher = freer)	[Enter score]	[Low / Medium / High / Critical]
Labor Rights	ITUC Global Rights Index	1–5+ (lower = better)	[Enter score]	[Low / Medium / High / Critical]
Modern Slavery Prevalence	Walk Free: Global Slavery Index	Prevalence per 1,000 population	[Enter score]	[Low / Medium / High / Critical]
Governance & Corruption	Transparency International: Corruption Perceptions Index	0–100 (higher = less corrupt)	[Enter score]	[Low / Medium / High / Critical]
Conflict & Security	Heidelberg Conflict Barometer; EU CAHRA list	Intensity levels 1–5	[Enter score]	[Low / Medium / High / Critical]
Environmental Regulation	Yale EPI; national enforcement assessments	0–100 (higher = stronger)	[Enter score]	[Low / Medium / High / Critical]
Composite Score	<i>Average across all dimensions</i>	Not applicable	[Calculated]	[Overall Tier]

PRACTITIONER TIP

Convert before you average

The six sources use different and partly inverted scales, so convert each raw score onto the common four-point scale first, then average. Countries landing high or critical trigger enhanced measures: more frequent supplier assessment, on-site verification, and engagement with local civil society. Refresh annually, and immediately after a major political or economic change in a sourcing jurisdiction.

— 2. Supplier risk assessment

The summary form of the questionnaire. Scores below the trigger threshold are not findings, they are instructions to go and verify.

Category	Sample Questions	Score (1–4)	Follow-Up Trigger
Forced Labor & Recruitment	Are recruitment fees charged to workers? Are identity documents retained? Is overtime voluntary?	[]	Score < 2: immediate corrective action plan
Child Labor	Is age verification conducted for all workers? Are remediation procedures in place if child labor is identified?	[]	Score < 2: immediate corrective action plan
Freedom of Association	Are workers free to form and join trade unions? Are worker representatives protected from retaliation?	[]	Score < 2: enhanced engagement
Health & Safety	Is there a documented OHS management system? Are regular risk assessments conducted? Are incidents recorded and investigated?	[]	Score < 2: on-site assessment required
Wages & Working Hours	Are workers paid at least the legal minimum wage? Are overtime hours within legal limits? Is overtime compensated?	[]	Score < 2: enhanced engagement
Non-Discrimination	Is there an anti-discrimination policy covering hiring, promotion, and termination? Are grievance channels available?	[]	Score < 2: enhanced engagement
Environmental Management	Is there an environmental management system? Are emissions, waste, and water usage monitored and reported?	[]	Score < 2: enhanced engagement
Grievance Mechanisms	Does the supplier operate a complaints mechanism accessible to workers? Is it confidential and free from retaliation?	[]	Score < 2: on-site assessment required

— 3. Site-level assessment

What to observe and what to ask when you are physically on site. The interview column matters more than the observation column: a site can be arranged for a visit, an answer is harder to stage.

Assessment Area	Observation Points	Key Worker Interview Questions
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Recruitment & Employment	Evidence of posted terms of employment; absence of withheld documents; presence of employment contracts in local language	How were you recruited? Did you pay any fees? Do you have your identity documents?
Working Hours	Time recording systems in use; posted schedules; evidence of rest days	How many hours do you work per day/week? Can you refuse overtime? When was your last day off?
Wages & Benefits	Posted payslip information; evidence of timely payment; deductions documented	Are you paid on time? Do you understand your payslip? Are any deductions made that you do not understand?
Health & Safety	Emergency exits unobstructed; fire extinguishers present and inspected; PPE available and in use; first aid kits stocked	Have you received safety training? What would you do in an emergency? Have you witnessed any accidents?
Freedom of Association	Notice boards accessible to worker representatives; meeting spaces available; no evidence of blacklisting	Are you free to join a union? Are there worker representatives? Do you feel comfortable raising concerns?
Grievance Channels	Complaints mechanism posted in languages understood by workforce; suggestion boxes present; hotline numbers visible	Do you know how to raise a complaint? Have you ever used the mechanism? Were you satisfied with the response?
Environmental Conditions	Waste management practices; water treatment visible; chemical storage labeled; emissions monitoring equipment	Have you noticed changes in air or water quality? Are chemicals handled safely? Is waste disposed of properly?

Mapping is where the liability starts.

The first damages award under the French Duty of Vigilance Law, in March 2026, turned on a risk mapping that excluded the group's foreign subsidiaries. Free to download and to use in your work. Please keep the attribution. These instruments are navigation aids and working templates, not legal advice: the provisions they cite must be read in full and applied with qualified counsel.