



Practical Guide | Businesses – Affected Communities

Adopting a Human Rights-based Approach for Meaningful Engagement and Effective Impact Management

This Practical Guide supports companies in driving a paradigm shift in their relationships with affected communities. It promotes trust-based, long-term, and mutually beneficial engagement, grounded in a human rights approach, to better anticipate and address negative impacts while also maximizing positive impacts.



REASONS FOR CREATING THIS GUIDE

- Responding to requests from UN Global Compact’s member companies for practical guidance and tools to engage affected communities meaningfully;
- Positioning affected communities, as rights-holders, at the center of the Human Rights Due Diligence – often overlooked in stakeholder dialogue;
- Addressing the complexity of community impacts amid global polycrises (climate, geopolitics, inequalities, resource pressures);
- Navigating the evolving regulatory landscape (e.i. the EU's CSRD ESRS S3 and CSDDD);
- Aligning with international standards, including the UN Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises, the 2030 Agenda, and the Ten Principles of the UN Global Compact.

ADOPTING A PROACTIVE AND STRUCTURED APPROACH ENABES COMPANIES TO:

- Strengthen anticipation and risk management;
- Enhance legitimacy of operations (social license to operate) and prevent conflicts;
- Protect reputation and reduce legal exposure;
- Ensure more sustainable and resilient operations.

A STRONG MULTI-STAKEHOLDER METHODOLOGY

40

diverse companies

involved in a working group on Human Rights

In-depth documentary research

~50

interviews





with companies, affected communities (including Indigenous Peoples’ representatives in Chile), and civil society (NGOs and experts)

A review committee

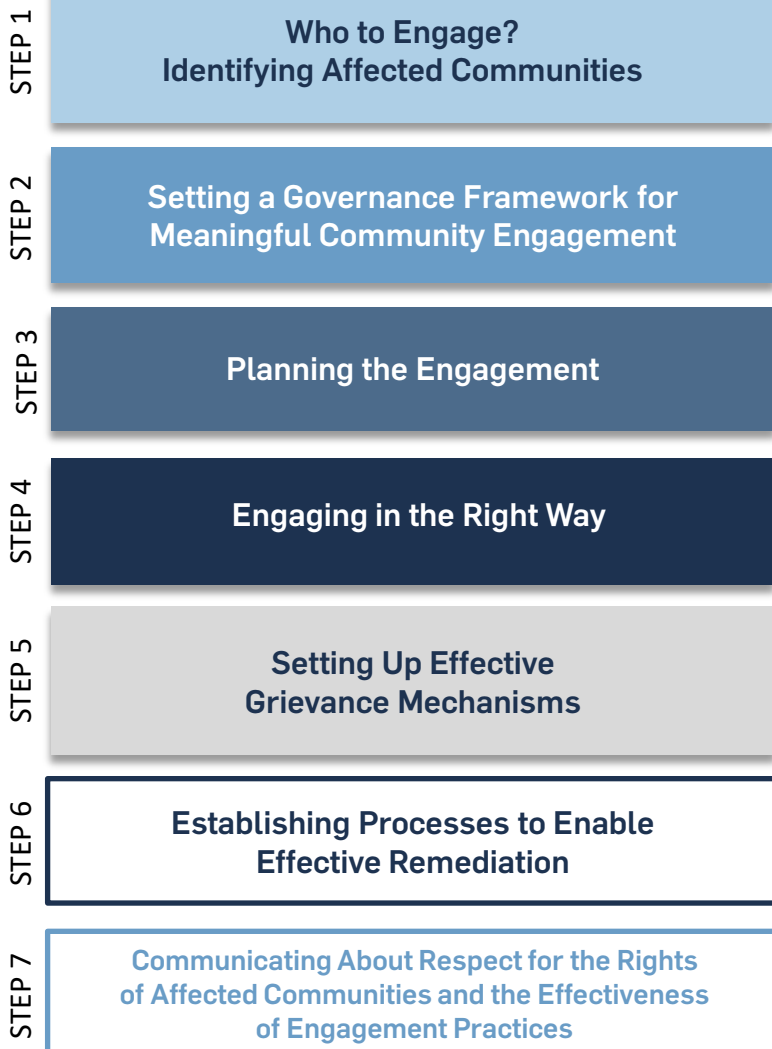
with companies, scholars, and NGOs

Drawing on the on-the-ground expertise of the author, Céline da Graça Pires, an independent expert in Business & Human Rights and community engagement.

WHAT'S INSIDE ?

-  Key concepts and applicable frameworks;
-  Real-world business case studies and key lessons learned from on-the-ground experience;
-  Practical tools and actionable guidance, such as key questions to guide reflection, user-friendly tables, and a dedicated Q&A section on Free, Prior and Informed Consent (FPIC);
-  Five **functional scope sheets** tailored to different professional roles – Top Management (Head Office), Managers (at Local Level), Head of Human Rights/Vigilance/ESG, Lead Community Liaison Officers, Engineers/Service Providers and Consultants (carrying out preliminary feasibility studies and impact assessments).

Includes **a step-by-step strategy** for identifying, engaging, and partnering with affected communities:



DISTINGUISHED CONTRIBUTORS

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