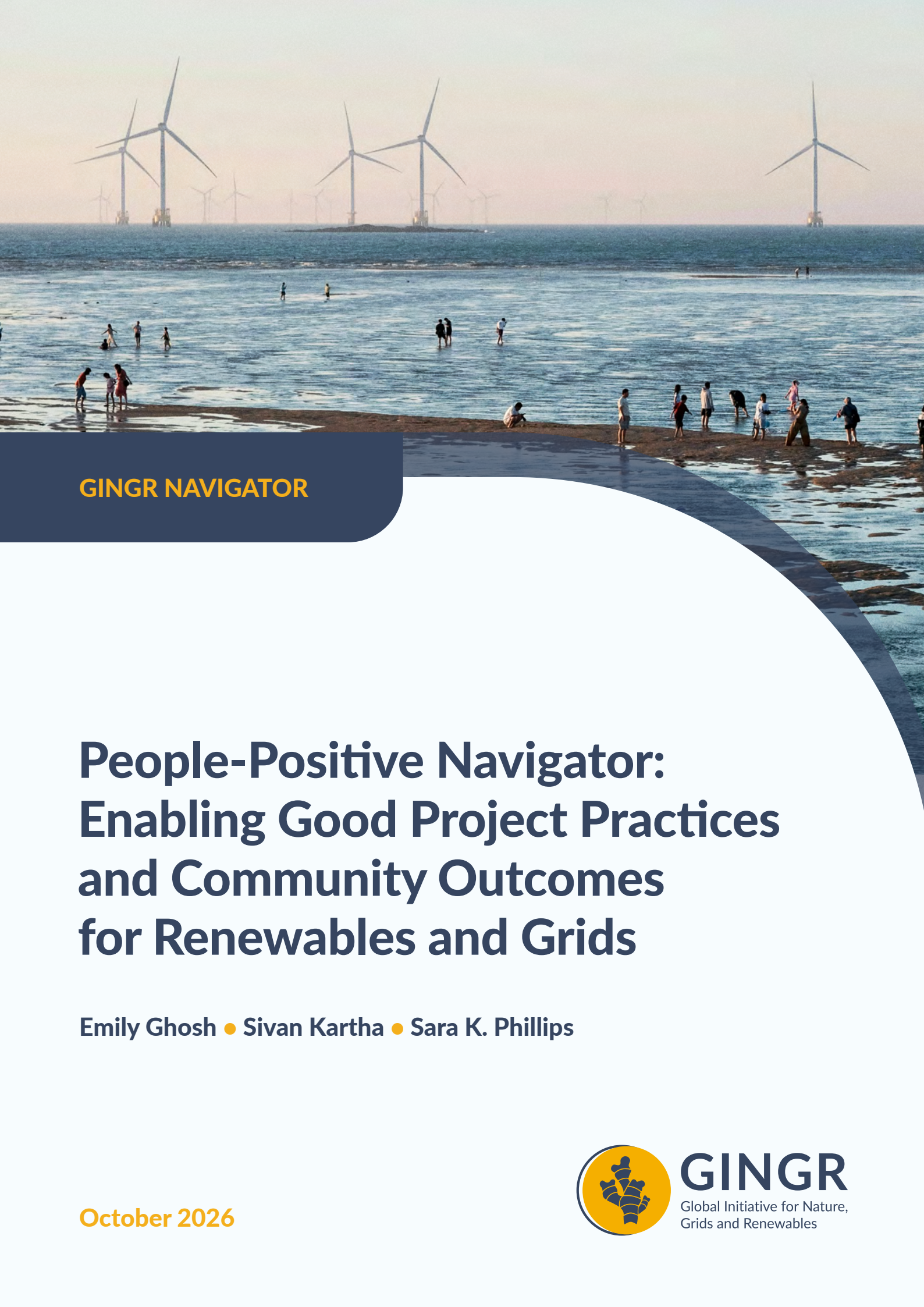




GINGR NAVIGATOR

People-Positive Navigator: Enabling Good Project Practices and Community Outcomes for Renewables and Grids

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GINGR

Global Initiative for Nature,
Grids and Renewables



Global Initiative for Nature, Grids and Renewables

GINGR — the Global Initiative for Nature, Grids and Renewables — is a joint initiative by the International Union for Conservation of Nature (IUCN) and the Renewables Grid Initiative (RGI). It supports the acceleration of the global renewable energy transition, particularly offshore wind and electricity grid deployment, by developing frameworks and tools to measure and report on Nature- and People-Positive goals.

As electrification and renewable energy scale up globally, the expansion of offshore wind and connecting electricity grids has become both urgent and unavoidable. Rushed development of these energy assets risks exacerbating biodiversity loss, increasing social conflicts, and delaying the very transition it is meant to enable. GINGR's view is that goals around energy, climate, and biodiversity do not have to be at odds with each other. Managed properly, renewables infrastructure and electricity grids deployment can positively support communities and ecosystems, enhance nature, and reduce threats to species, public opposition to projects, and risks of costly delays.

To support this outcome, GINGR has developed a range of methods and tools to help stakeholders meet these goals in a timely and socially responsible way. The GINGR Framework and navigator series provides practical guidance to governments, permitting authorities, project developers, and other interested stakeholders on how to design and implement processes for offshore wind and electricity grid projects that ensure both rapid deployment and benefits for nature and people. This publication is one of those guidance resources - for details about other resources and for more information about GINGR, see gingr.org.

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Acronyms and Definitions

Acronym	Definition
CR	Critically Endangered (Species)
DUE DILIGENCE	According to the OECD Due Diligence Guidance for Responsible Business Conduct (OECD 2018), due diligence is the process enterprises should carry out to identify, prevent, mitigate and account for how they address these actual and potential adverse impacts in their own operations, their supply chain and other business relationships. Effective due diligence should be supported by efforts to embed responsible business conduct into policies and management systems and aims to enable enterprises to remediate adverse impacts that they cause or to which they contribute. As such, it is a critical dimension of ensuring People-Positive RE projects.
EP	The Equator Principles (Equator Principles Association 2020b)
ESMP	Environmental and Social Management Plan “summarises the client’s commitments to address and mitigate risks and impacts identified as part of the Assessment, through avoidance, minimisation, and compensation/offset. This may range from a brief description of routine mitigation measures to a series of more comprehensive management plans (e.g. water management plan, waste management plan, resettlement action plan, Indigenous Peoples plan, emergency preparedness and response plan, decommissioning plan). The level of detail and complexity of the ESMP and the priority of the identified measures and actions will be commensurate with the Project’s potential risks and impacts.
IFC-PSESS	IFC Guidance Notes: Performance Standards on Environmental and Social Sustainability (IFC 2012)
IRBC-RE	International Responsible Business Conduct Agreement for the Renewable Energy Sector (Netherlands SER 2023a)
IUCN	International Union for Conservation of Nature
OECD-DDGRBC	OECD Due Diligence Guidance for Responsible Business Conduct (OECD 2018)



Acronym	Definition
PEOPLE-POSITIVE	A term describing projects that are broadly beneficial as defined by local community and other stakeholders. In the context of renewable energy projects, People-Positive might, for example, encompass expanded access to reliable clean energy, high-quality safe employment, opportunities for capacity and skill-building, equitably distributed financial benefits, investment in community infrastructure, creation of social and institutional capital. etc. It also implies strict adherence and faithful protection of human rights, avoidance, minimization, and remediation of any adverse project impacts. In any given context, “People-Positive” is defined by the community stakeholders based on their needs, concerns, interests, and priorities.
PROJECT DEVELOPERS	The term “project developers” is used here as a general term referring to the set of actors that are collaborating to implement and operate a renewable energy project, which will depend on the details of the project.
PROJECT LIFE CYCLE	The series of stages during the lifetime of an infrastructure asset, starting from planning, prioritization and funding to the design, procurement, construction, operation, maintenance and decommissioning (OECD 2020).
STAKEHOLDERS	Any interested and/or affected party, including: individuals, regardless of their age, gender, sexual orientation, religious and political affiliations; and institutions and organizations, whether governmental or non-governmental, from civil society, academia, the media or the private sector (OECD 2020).

1.1

Introduction

The People-Positive Working Group within GINGR aims to support the effectiveness with which new renewable energy projects and associated linear electric infrastructure (e.g., transmission and distribution) can be designed and implemented as pilots and full projects, whilst avoiding social harms (including human rights infringements), co-creating community benefits (e.g., social, economic, environmental, cultural, etc.), and delivering outcomes that are acceptable by the communities affected by the project (what we refer to in this paper as “People-Positive” outcomes).

This document outlines the first part of the GINGR People-Positive framework shown in Figure 1. It has been designed as a series of questions that can be completed by the project developer to support project planning and permitting, and to document information that can help communities and other stakeholders assess a project’s prospects for generating People-Positive outcomes. As part of the People-Positive framework, it provides the basis for review and development of more detailed internal approaches and steps to enhance People-Positive outcomes.

Part 1

Introduction, Context and Purpose

Purpose and Scope of this Navigator

What types of projects should this document be used for?

The document is for new renewable projects and associated linear electric infrastructure (e.g., transmission and distribution) projects.

What is the purpose of the document?

This document is not a standard or a guideline. It is a checklist or questionnaire that is meant to help present information (i) relevant to determining whether the developer has the appropriate existing policies, procedures and systems in place to ensure that People-Positive considerations are appropriately taken into account, and (ii) that, if fully considered and applied for a proposed project, can help support the achievement of project outcomes that are more likely to be People-Positive from the standpoint of local communities and other affected stakeholders.

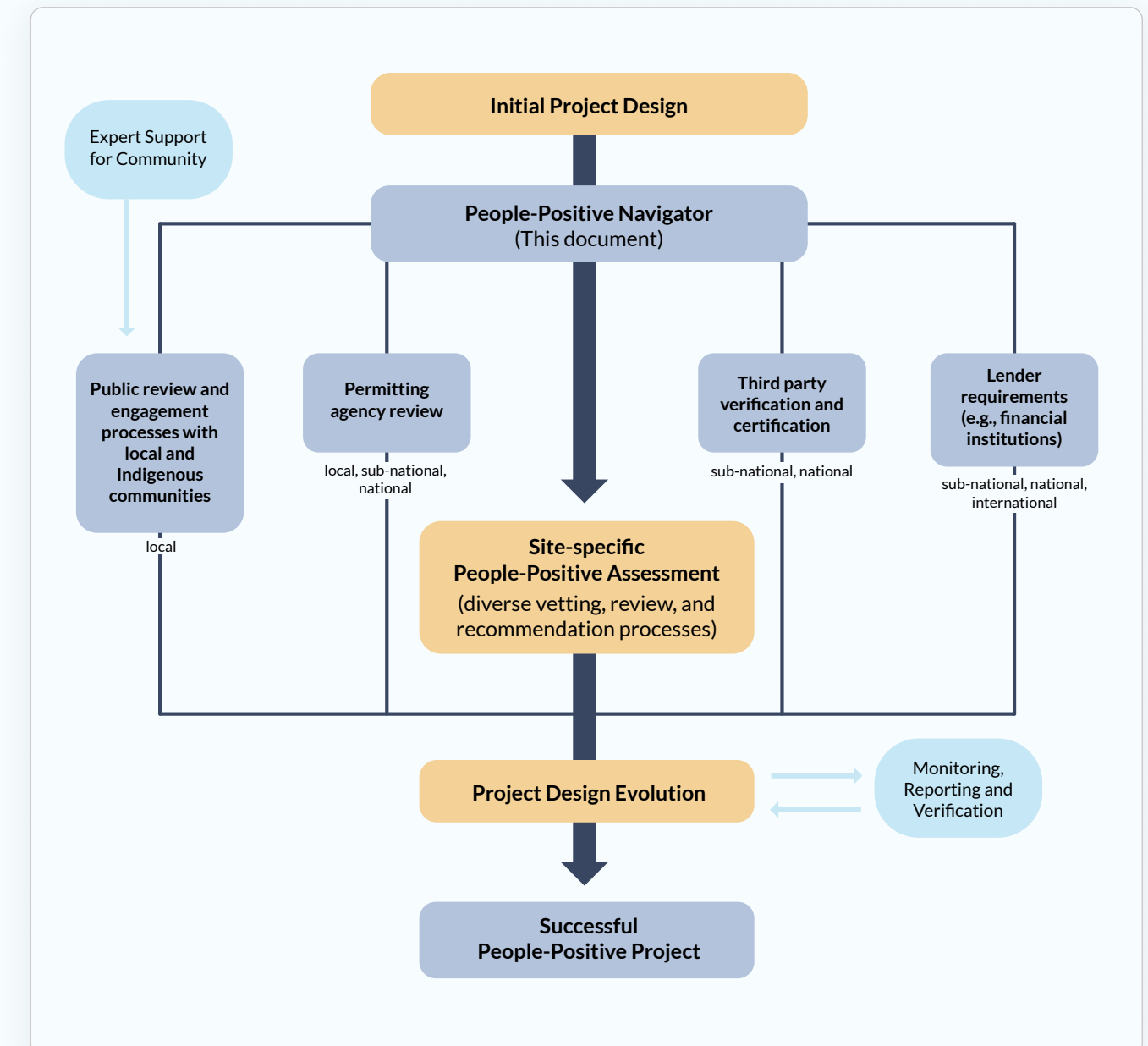
Many developers may already have due diligence processes or have undertaken related assessments, such as Environmental and Social Impact Assessments (ESIAs), that address some or all of the considerations raised in this document. Where this is the case, developers are encouraged to draw on and reference the responses they have already prepared, rather than duplicate work.

By whom is this document intended to be used?

This document is designed with two primary users in mind.

- 01.** Developers: First, it is to be used by the developer, who is the entity responsible for providing responses. (A third party could be used to complete the questionnaire or certify the findings.)
- 02.** Communities: Second, it is to be used by community members (or their representatives) and other stakeholders, who can use the developer's responses as a basis of information about the proposed project, engaging with project design, implementation and operation, and ultimately assessing whether it is People-Positive.

Figure 1 → ILLUSTRATION OF THE PEOPLE-POSITIVE FRAMEWORK



How does the framework define “People-Positive”?

“People-Positive”¹ means that a project is designed and implemented to protect the wellbeing of affected communities, particularly vulnerable populations, by avoiding negative impacts where possible and meaningfully addressing those that cannot be avoided, while generating substantive local benefits, with any remaining tradeoffs deemed acceptable by the communities themselves. It also means that the proposed project has garnered broad support within the relevant community through an open, transparent, participatory process. The concept is closely related to terms such as socially responsible or people-centered projects and reflects a broad commitment to equity and justice for affected communities and stakeholders.

That said, this framework is non-prescriptive by design, recognizing that the precise meaning of People-Positive is highly site-specific and driven by the local context, preferences, and priorities. Decisions should rightfully be in the hands of project developers, communities, other stakeholders, and relevant governing authorities. Thus, this questionnaire is designed as a disclosure process consisting of a series of prompts for the project developer to help clarify anticipated project impacts and measures taken to avoid negative outcomes, promote positive outcomes, and the tradeoffs among them. It is intended to require minimal extra effort for any project developer that has appropriate existing due diligence processes in place and a prompt for those that may be looking to enhance existing ones.

When should this document be used?

This document is primarily designed as a design-stage assessment of the project, initially used early in the planning phase of the project, completed as the project planning progresses and risks, impacts, and measures are identified, and reviewed well before the project is implemented. The project developer should provide updates or revisions as appropriate, for example, if the project design changes, if the social context changes, or as the project progresses through construction, operation, and decommissioning.

What is the scope of the document?

The prompts are designed to guide and accommodate respondent information on the project details through the project life cycle. It is important to note, however, that various jurisdictions, existing good business practice guidelines, and stakeholder groups explicitly recognize the broader value chain implications of projects².

How was this document developed?

The development of this document has been influenced by other comparable documents that deal with key aspects of responsible business conduct, provision of community benefits, social impact assessments, and human rights due diligence, in similar contexts. It was also reviewed against other environmental and energy justice literature to ensure considerations such as procedural, distributional, recognition and restorative justice were appropriately integrated, and drew on the expertise of an expert Working Group. The bibliography and the citations throughout this assessment point to these underlying reference documents.

How do you complete the questionnaire in this document?

The user is expected to provide project documents in response to each of the prompts below, in section 2.1 to 2.6. Some of the prompts might overlap significantly with other questionnaires, project information documents, reporting frameworks, disclosure statements, environmental and/or social impact assessments, etc. In those cases, the user may choose to reference the relevant parts of the related documents or copy those responses directly.

-
1. A cautionary note about the use of the term “People-Positive”: The term is used here with no intention that it inherit the connotation of carbon or biodiversity offsetting schemes. Impacts on individuals cannot be meaningfully considered in an offsetting or “net-positive” rubric.
 2. We note that the IRBC-RE assessment framework (Netherlands SER 2023a; 2023b) specifies that “Value chain here includes company’s critical suppliers, including in circularity-by design and end of life phase.” Furthermore, the UNGP on Business and Human Rights specifies that corporate due diligence should encompass “impacts that the business enterprise may cause or contribute to through its own activities, or which may be directly linked to its operations, products or services by its business relationships”.
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Part 2

The People-Positive Framework

This assessment framework guides project evaluation across two main categories: the processes and structures that govern how a project is implemented, and the outcomes the project produces. There are six elements under these categories, as summarized below:

Project processes:

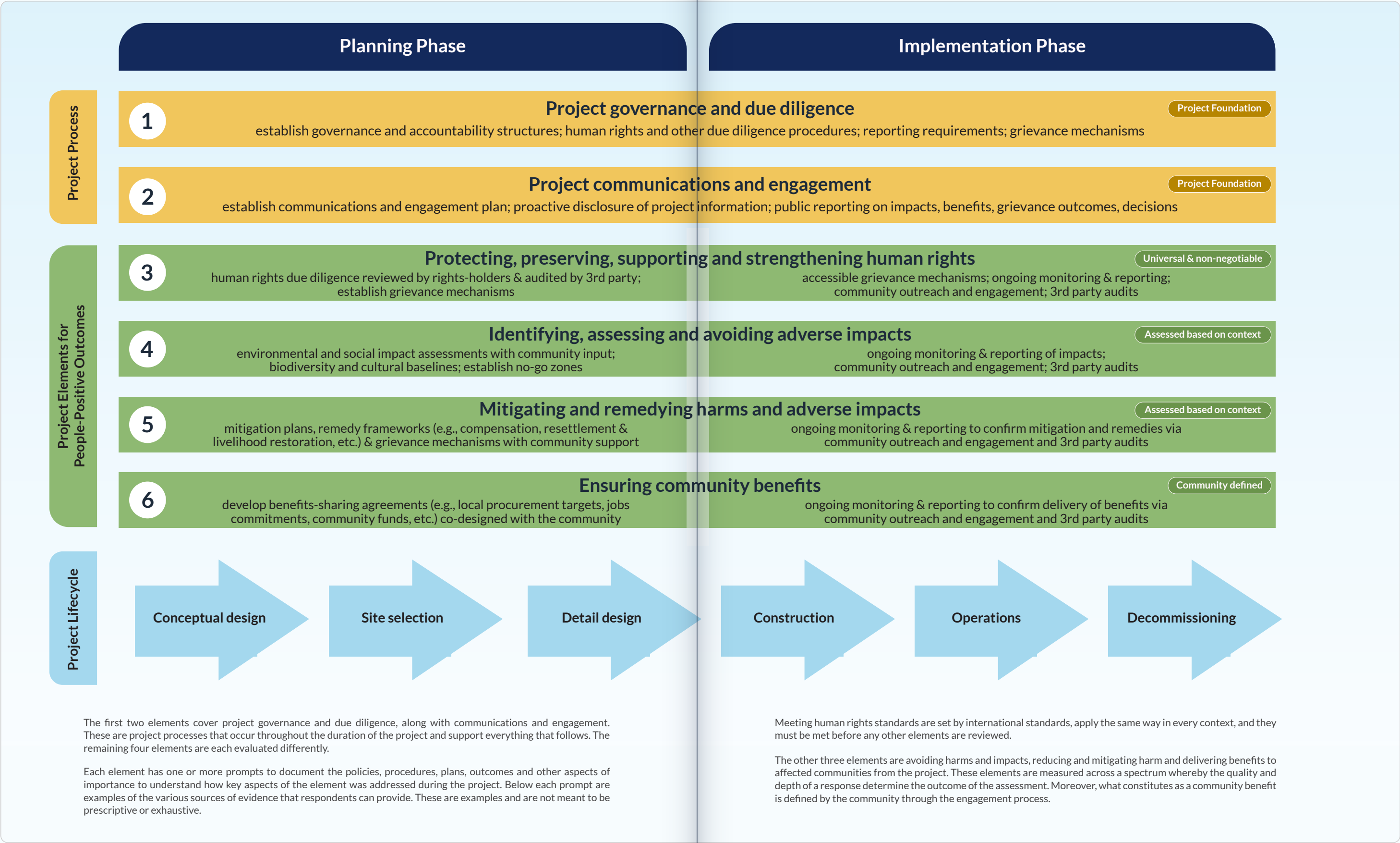
- 01.** Project governance and due diligence
- 02.** Project communications and engagement

Project outcomes:

- 03.** Protecting, preserving, supporting and strengthening human rights
- 04.** Identifying, assessing and avoiding adverse impacts
- 05.** Mitigating and remedying harms and adverse impacts
- 06.** Ensuring community benefits

An overview of how these elements connect to project planning and implementation is shown in Figure 2, with further details provided in the next sections.

Figure 2 → CONSIDERATIONS FOR ACHIEVING PEOPLE-POSITIVE OUTCOMES



Project Process

Project Governance and Due Diligence

In addition to contributing to corporate decision-making and project sustainability, good governance contributes to gaining trust and fostering public acceptance of large-scale renewable energy and grid projects. Appropriate project governance and due diligence can reassure affected communities that the project is being run fairly, transparently, and accountably while also delivering project objectives, and People-Positive outcomes.

Good project governance typically reflects the principles of fairness, inclusiveness, responsiveness, responsibility, accountability, transparency, and rule of law (Zander et al. 2024). Proper due diligence is risk-based, ongoing, and informed by meaningful community engagement, in accordance with globally recognized frameworks. Due diligence systems that identify, assess, and manage possible risks improve project performance across its lifecycle and supply chain, while helping project developers avoid potential adverse social and human rights impacts and facilitate community benefits.

A. Document³ the ways in which project governance processes used by the project developer to plan, make decisions, implement and monitor the project and its outcomes reflect best practice⁴.

Documenting this can include evidence that the project developer...

- ✓ Has a governance process (policies, processes and tools) for planning the project, making decisions, and tracking performance throughout the project's life cycle, including equipment and raw material sourcing, construction, operation and eventual decommissioning of turbines, panels, transmission lines, substations and other related infrastructure;
- ✓ Has senior leaders or teams responsible for making sure the project is People-Positive, and clear paths for communities to file complaints if issues arise (e.g., grievance mechanisms);

3. Refer to "How do you complete this questionnaire?" in Section 1 on what documenting means here and throughout the questionnaire.

4. Such as Good International Industry Practice (GIIP) set forth by World Bank.

- ✓ Is transparent about who owns the project, who is involved, who has decision-making power, and who holds rights to the land or seabed being used, following the rule of law. This includes cases where Indigenous and traditional communities' land or seabed rights, fishing grounds, or navigation routes are unclear, disputed, or not clearly recognized under national law;
- ✓ Has a process to disclose and manage conflicts of interest among people who make decisions such as those involved in site selection, permitting approvals, or supplier and contractor selection;
- ✓ Gives affected communities and stakeholders meaningful ways to weigh in on the project decisions that affect them, such as turbine or panel siting, transmission routing, and construction schedules, and including using Free, Prior and Informed Consent (FPIC) processes when the project affects Indigenous or traditional lands, waters, or resources;
- ✓ Has a process for coordinating with grid system operators and regulatory bodies, especially when the project crosses municipal, state/provincial, or national borders (e.g., for transmission lines or interconnection agreements);
- ✓ Uses independent checks or assurance mechanisms (such as third-party audits or advisory panels) to verify that these governance processes are followed in practice.

B. Document the ways in which the project's due diligence practices systematically identify, assess, monitor and report on technical, financial, regulatory, environmental, social, cultural and other major risks and impacts in accordance with recognized due diligence standards and practices⁵.

Documenting this can include evidence that the project developer...

- ✓ Has systems to assess project performance as well as risks of adverse impacts and progress towards achieving People-Positive outcomes across the full life cycle and supply chain;
- ✓ Has systems to monitor and show compliance with applicable legal and regulatory requirements, including permitting, interconnection agreements, and codes across relevant jurisdictions;
- ✓ Has processes to identify, prioritize, and address risks specific to the project's type and location as well as combined impacts from nearby projects (e.g., multiple wind farms, shared grid corridors);

5. Adapted from (OECD 2018; Renewables Grid Initiative 2019; UNESCO Intergovernmental Oceanographic Commission 2021; UNESCO Intergovernmental Oceanographic Commission 2021; Netherlands SER 2023b; Netherlands SER 2023a; IPIECA/API/IAOGP 2025; UN Principles for Responsible Investment 2026)

- ✓ Has processes to identify, prioritize, and address risks based on their severity, likelihood and duration;
- ✓ Has systems to publicly report due diligence processes and findings in ways communities and stakeholders can easily understand, including updates at key milestones (e.g., siting, construction start, commissioning);
- ✓ Has periodic reviews or audits of due diligence processes and findings, with opportunities for community input, and ways to track whether adverse impacts are actually addressed.



2.2

Project Process

Project Communications and Engagement

Good communication and good faith engagement practices which begin early, occur throughout the project life cycle and are delivered in accessible, culturally appropriate ways, help project developers understand stakeholder concerns and interests, design projects that account for them, and deliver People-Positive outcomes. Such engagement is vital to earning trust and legitimacy among affected community stakeholders, whereas insufficient engagement can lead to lack of community support, delays, and legal challenges.

Particular care should be taken to engage with groups and others that are at greater risk of marginalization or vulnerability, including Indigenous groups and others with special legal and cultural claims to affected land and waters, applying FPIC where relevant. Where appropriate, project developers should also ensure communities have access to independent advocates, advisors, or support services so that community members can seek trusted guidance and raise concerns during the engagement process.

A. Document the ways in which the developer's policies and processes support genuine collaboration impacted and potentially impacted rightsholders, community members and other stakeholders⁶.

Documenting this can include...

- ✓ A clear description how the project developer engages with other parties involved in the proposed project. The term "engagement" is intentionally broad, ranging from simple information-sharing (e.g., public notices about construction schedules or transmission line routing), to deeper collaboration (e.g., co-designing site layouts, co-ownership models for wind or solar projects);
- ✓ Where consulting directly with rightsholders are not possible, documentation of engagement with reasonable alternative representatives, such as independent experts, human rights and environmental defenders, trade unions, or civil society groups;

⁶ Helpful guidance on community engagement for renewables include, for example, (Rebecca Windemer and Rachel Hayes 2025; Sanna Markkanen et al. 2024; VicGrid 2025; World Economic Forum 2023; Walker 2024)

- ✓ A description of practices to ensure free, prior, and informed consent (FPIC) for affected or potentially affected people, especially Indigenous persons, in line with the UN Declaration of Rights of Indigenous People (United Nations General Assembly 2007);
- ✓ Documentation of policies and practices committing to non-retaliation against human rights and environmental defenders;
- ✓ Documentation of the when and how often engagement happens relative to key project decisions (e.g., site selection, permitting, construction start);
- ✓ Documentation of practices that make participation easier, for example, scheduling engagement around harvest seasons, fishing seasons, or daily work and household responsibilities, and adapting communication formats to fit local needs (e.g., oral presentations, visual aids appropriate for literacy levels, materials translated into local or Indigenous languages);
- ✓ Documentation of how information is shared and to whom, and how stakeholder input is received, considered, and responded to;
- ✓ Documentation of practices to keep information accurate, timely, and easy to understand (e.g., avoiding technical jargon, using local language where possible);
- ✓ Documentation of support for active community participation, including providing funding and other resources to potentially affected communities to hire their own independent legal or technical experts to review project plans;
- ✓ Description of grievance mechanisms that are culturally appropriate, anonymous if needed, and accessible to all stakeholders;
- ✓ This documentation should clearly state the level of engagement used and how much influence it gives stakeholders over decisions. It should be transparent to show where it falls on the IAP2 Spectrum of Public Participation.

B. Document the ways in which the developer's policies and processes engage with individuals from groups that may have a heightened risk of vulnerability or marginalization⁷.

Documenting this can include providing evidence that the project developers...

- ✓ Have mapped stakeholders to identify socially and politically marginalized groups, as well as groups that may face overlapping, accumulative, or disproportionate impacts from the project (e.g., fishing communities affected by both a wind farm and its export cable route) using participatory approaches that involves the communities themselves;
- ✓ Have identified and addressed physical and logistical barriers to engagement, such as offering childcare, choosing physically accessible meeting venues, arranging transportation for remote community members, providing compensation for lost wages, etc.;
- ✓ Have offered multiple ways to engage, and created separated engagement spaces when power imbalances or cultural norms might stop certain groups, such as women or youth, from speaking freely in larger community meetings;
- ✓ Have taken steps to protect the safety of participants, including human rights defenders and marginalized individuals who may face retaliation for raising concerns;
- ✓ Have verified that community representatives faithfully represent the views of the vulnerable sub-groups they claim to speak for and that they faithfully communicate information back to them;
- ✓ Have mechanisms to collect and analyze data broken down by sex, age, ethnicity, and other community-specific factors to check whether project impacts and benefits, such as jobs, compensation, etc. are falling unevenly on specific groups.

7. Such groups may include, for example, Women, Children, Migrant workers and their families, Persons belonging to national or ethnic, religious and linguistic minorities, Persons with disabilities, and Indigenous peoples, as enumerated in the IRBC-RE (Netherlands SER 2023a)

Project Outcome

Protecting, Preserving, Supporting and Strengthening Human Rights

Reliable and consistent compliance with relevant human rights law cannot be taken for granted, but must be designed into the project team's structures, governance, processes, and practices. Diligent monitoring of potential or actual human rights, prompt action, and clear communication are all necessary for legal compliance, but for good human rights performance more broadly, as well as maintaining reputational integrity and the trust of community stakeholders.

A. Document that the project developers demonstrate a commitment to respect all internationally recognized human rights and have policies and processes in place to ensure this commitment is upheld⁸.

Commitment to respect all internationally recognized human rights should be interpreted to mean that the project developers actively integrate into the planned project, and demonstrate a commitment to:

- ✓ Respect those rights elaborated in the International Bill of Human Rights (which comprises the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights with its two Optional Protocols and the International Covenant on Economic, Social and Cultural Rights.);
- ✓ Respect those rights of Indigenous Peoples as elaborated in the UN Declaration of Rights of Indigenous People (United Nations General Assembly 2007);
- ✓ Respect those rights elaborated in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work (International Labour Organization 1998);
- ✓ Adhere to the United Nations Guiding Principles on Business and Human Rights (United Nations 2011);
- ✓ Adhere to the OECD Guidelines for Multinational Enterprises on Responsible Business Practice (OECD 2023).

8. Adapted from (United Nations 2015; Business and Human Rights Resource Centre 2019; Equator Principles Association 2020a; Netherlands SER 2023a; Netherlands SER 2023b; IPIECA/API/IAOGP 2025)

Documenting this demonstrated commitment will generally include providing evidence that the project developer...

- ✓ Have company-wide policies affirming a commitment to respect human rights and with steps taken to make sure employees understand and adhere to this policy commitment;
- ✓ Have processes to assess and address the most significant human right risks for the specific project, using the appropriate internal and/or external expertise. This can include labor right risks in the supply chain (e.g., critical minerals mining for renewable energy) and construction workforce, land access and resettlement impacts, impacts on community health, safety, cultural and livelihood impacts during construction and operations, and more;
- ✓ Have a process to regularly review and update corporate human rights policies, with oversight from senior leadership;
- ✓ Have assigned clear responsibility for putting these policies into practice;
- ✓ Provide training so employees understand and can apply these policies;
- ✓ Communicate these commitments and policies as expectations for suppliers (such as panel, turbine, or cable manufacturers) and other relevant business relationships, and build them into supplier qualification and procurement processes;
- ✓ Perform regular internal or third-party audits (e.g., of supply chains or construction sites) to verify compliance and identify gaps in performance.

Note: The IRBC-RE Due Diligence Assessment Framework (Netherlands SER 2023b) elaborates on certain of these questions that the project developer may find helpful in completing this section. The United Nations Guiding Principles on Business and Human Rights Reporting Framework is "the first comprehensive guidance for companies to report on human rights issues in line with their responsibility to respect human rights" (United Nations 2015) and as such serves as helpful guidance.

- B. Document the processes project developers have put in place to assess potential and actual human rights impacts on an ongoing basis, integrate and act upon the findings, track outcomes, and transparently communicate impacts and how impacts are addressed.** (United Nations 2011; Equator Principles Association 2020a)

Documenting this will generally include providing evidence that the project developers...

- ✓ Have ongoing processes to identify potential and actual human rights risks, including cumulative impacts arising from co-located or nearby projects (e.g., multiple wind farms or solar sites sharing land or grid infrastructure), and risks across the supply chain and project lifecycle. Update these processes as circumstances change, paying special attention to the most severe (salient) and likely adverse risks;
- ✓ Have, or have plans to, meaningfully consult with potentially impacted rightsholders and stakeholders including workers, affected communities, and vulnerable groups, to identify risks and understand their specific concerns;
- ✓ Determined the developer's role in any identified harm and whether the developer has caused it, contributed to it, or are linked to it such as through a supplier or partner;
- ✓ Developed clear, time-bound action plans, together with affected persons, to cease, avoid, minimize or mitigate identified risk;
- ✓ Assign senior-level leaders the responsibility to oversee whether mitigation measures are working and human rights due diligence is adequately built into the project;
- ✓ Coordinate with and apply leverage, as appropriate, in business relationships to influence suppliers or partners to help prevent or mitigate human rights risks;
- ✓ Track whether due diligence commitments are being followed using qualitative and quantitative performance indicators, including ongoing consultation with affected persons;
- ✓ Publicly share progress on actions taken, and keep affected stakeholders informed in a timely, culturally sensitive way, using languages and formats appropriate to them;
- ✓ Ensure stakeholders are aware of grievance mechanisms that can receive, record, and help resolve human rights concerns, without fear of retribution.

2.4

Project Outcome

Identifying, Assessing and Avoiding Adverse Impacts

Managing adverse impacts that may arise from the project requires preparation to avoid harms where possible, minimize harms that cannot be avoided, and mitigate or remedy any harms that remain. This involves identifying potential harms early in the project, assessing their likelihood and severity, taking steps to prevent and minimize the effects on communities before they arise, while revisiting these steps throughout the project life cycle should any new risks arise. Collaborating with local stakeholders to design and implement these measures helps ensure they are effective and responsive to on-the-ground realities.

- A. Document the ways in which practices and processes can reliably identify, assess and prevent potential technical, financial, regulatory, environmental, social, cultural and other adverse impacts of the proposed project^{9,10}.**

Documenting this can include providing evidence that the project developers...

- ✓ Have a process/procedure to identify, assess and prioritize adverse impacts, such as based on their severity (scale, scope and irremediable character), likelihood, and frequency, across the project value chain and lifecycle¹¹;
- ✓ Have a process/procedure, including implementation plans to prevent and cease adverse impacts caused by any entity involved in the project (e.g., developers, contractors, suppliers);

9. Note that in most jurisdictions, this process is legally required through the completion of an environmental and social impact assessment (ESIA)

10. Adapted from (IFC 2012; United Nations 2015; Equator Principles Association 2020a; UNESCO Intergovernmental Oceanographic Commission 2021; Netherlands SER 2023b; Netherlands SER 2023a; IPIECA/API/IAOGP 2025)

11. Responsibility for the full value chain has become a standard part of assessment and disclosure frameworks. To take but one example, IPIECA (founded as the International Petroleum Industry Environmental Conservation Association) states in their guidance (IPIECA/API/IAOGP 2025)

"Consistent with the UNGPs [UN Guiding Principles], oil and gas companies should respect all internationally-recognized human rights and exercise ongoing due diligence to identify, prevent, mitigate and remedy adverse human rights impacts in which they may be involved. This includes preventing and addressing human rights issues in their supply chain in line with the UNGPs."

- ✓ Have an engagement plan with identified rights-holders and stakeholders to identify, assess, prioritize and prevent potential and actual adverse impacts in the project value chain and lifecycle;
- ✓ Have a process to identify, assess and prevent potential adverse impacts on individuals and groups or populations that may have a heightened risk of vulnerability or marginalization;
- ✓ Have a process to identify, assess, and prevent adverse impacts on biodiversity, sensitive habitats, and existing users of land or marine spaces, informed by siting decisions;
- ✓ Have a process to identify, assess, and prevent adverse impacts on cultural heritage, including visual landscapes, restrictions on land access to culturally important sites and practices, or traditional livelihoods;
- ✓ Have a process to identify, assess, and prevent occupational and community health and safety risks throughout the project lifecycle (e.g., construction hazards, worker accommodation, EMF exposure, noise, traffic, emergency preparedness);
- ✓ Have a process to identify and address cumulative or induced impacts arising from associated infrastructure or nearby projects;
- ✓ Have a process/procedure to monitor and reassess adverse impacts at regular intervals, including monitoring the effectiveness of proposed implementation plans.

B. Document the ways in which identified potential harms and adverse impacts of the proposed project and the measures being taken avoid these adverse impacts.

Documenting this can include providing evidence that the project developers...

- ✓ Identified, assessed and prioritized potential harms and adverse impacts of the project on people, their livelihoods, and the natural resources and ecosystem services they rely on;
- ✓ Consulted potentially impacted people, including workers and communities, and rightsholders or their representatives to identify, assess and prioritize any adverse impacts from the project;
- ✓ Incorporated the avoidance of potential harms early on into site selection, routing and design decisions including avoiding sensitive habitats, species migration routes, protected cultural sites, etc.;

- ✓ Consulted and engaged impacted and potentially impacted rightsholders or their representatives, including workers and communities, and other relevant stakeholders in developing and implementing plans to avoid adverse impacts;
- ✓ Where direct consultation was not possible, consulted credible alternatives or representatives, such as independent experts, human rights and environmental defenders, trade unions or civil society groups;
- ✓ Developed plans to prevent adverse impacts the project could cause or contribute to, including working with partners, suppliers, contractors, civil society organizations and trade unions. For example, coordinating with construction contractors to reduce disruption to fishing or farming activities, or other livelihood impacts;
- ✓ Used their leverage to prompt all project entities to prevent adverse impacts;
- ✓ Have a monitoring, reporting and evaluation system to regularly track potential adverse impacts and check whether avoidance plans are working across all project entities, in consultation with impacted communities, rightsholders and relevant stakeholders;
- ✓ Assessed the developer's role in potential or actual adverse impacts and whether they caused, contributed to, or are linked to them.



Project Outcome

Mitigating and Remedying Harms and Adverse Impacts

Well-designed plans for minimizing, mitigating and remedying adverse impacts, are necessary to reduce the actual harms that result from any events project developers were unable to avoid. Accessible grievance mechanisms and transparent, good faith communication and collaboration with community stakeholders are essential to ensure that affected persons can raise concerns and receive fair, timely remedy.

A. Document the ways in which project's policies, processes and measures are designed to address unavoidable adverse impacts of the proposed project or, where appropriate, provide remedies¹² when measures to cease, avoid or mitigate adverse impacts are not possible or adequately implemented¹³.

Documenting this can include providing evidence that the project developers...

- ✓ Have processes to respond to, or where needed, provide remedies for situations where adverse impacts were not avoided or resulted from policies that were not following, while ensuring that burdens, such as pollution, noise, habitat loss, waste, and more are not unfairly concentrated on any one community regardless of income or status;
- ✓ Have processes to provide reparative mechanisms such as apologies, ecological restoration (e.g., replanting disturbed habitats), financial compensation, preventive measures, and community commitments that prioritize repair and future resilience with evidence of developing measures together with affected communities and groups;
- ✓ Have time-bound plans to fix problems, with monitoring to check that remedies are effectively delivered and verified by an independent third party;

12. Note that "remedy" may be seen as more closely with human rights due diligence frameworks (e.g., UN Guiding Principles on Business and Human Rights). In many standard environmental and social frameworks, such as IFC Performance Standard 1, similar concepts are typically addressed under "compensation" as part of the mitigation hierarchy. Both remedy and compensation are viewed as a last resort applied only when avoidance, minimization, and mitigation measures have not fully prevented an impact.

13. Note that in most jurisdictions, this process is legally required through the completion of an ESIA

Project Outcome

Ensuring Community Benefits

Renewable energy projects are potentially able to provide a wide range of benefits for local communities, such as employment, energy services, environmental restoration, needed infrastructure, investment in local institutions, provision of services, and more. Not only is the creation of such benefits a good in itself but also benefit the project in multiple ways. By engendering community support and positive engagement, it can create spillover effects to improved project performance, reduced downtime and delays, decreased operating and management costs, and positive reputational regard.

A. Document that the project's policies, processes and measures are designed to provide tangible benefits to local communities and other stakeholders.

Documenting this will generally include providing evidence that the project developers have...

- ✓ Established transparent benefit-sharing arrangements co-created with and specific to affected communities, reflecting community values and priorities such as reliable energy access, workforce development, local

jobs, revenue sharing, discounted electricity, compensation or community funds, services, assets, infrastructure, new skills training tied to wind, solar or grid projects, etc.;

- ✓ Provided benefits that reflect community values or priorities, such as environmental protection, local infrastructure, local job creation, revenue sharing, project co-ownership, scholarships, or long-term support for resilience and adaptive capacity;
- ✓ Provided benefits that are of concern and priority to the community, even if they are mostly realized beyond the immediate scope of the community. For example, this may include climate benefits of renewable energy deployment, regional air pollution benefits, energy security benefits, technology innovation, etc. Some of these benefits may be partially realized locally, (e.g., through renewable energy credits, government incentives, etc.), but they can be included even if this is not the case;
- ✓ Signed formal, legally-binding, community benefit agreements (CBAs) with local governments, Indigenous or tribal governments, or community organizations;
- ✓ Set up arrangements that are legally binding, financially secured (such as through escrow accounts, bonds, guarantees, insurance) and independently monitored;
- ✓ Set up benefit-sharing systems with transparent governance arrangements with decisions made by community-elected representatives;
- ✓ Directly invested in local priorities or programs, and kept clear records including how much was invested, how and when funds are distributing, and who is entitled to receive these funds;
- ✓ Established mechanisms to periodically review and adjust benefit-sharing arrangements over the project's operational life, ensuring compliance, continued adequacy and that benefits actually reach vulnerable or marginalized groups within the community, such as women, youth, low-income households, Indigenous community members, etc. and not just the community as a whole.



**Part 3**

Conclusion

This assessment is intended to help the project developer to present the information required to determine whether a given project has good prospects of being People-Positive from the standpoint of local communities and other affected stakeholders. It does not attempt to pre-judge what benefits should be provided, as this is highly locale-specific, and can only be determined by the community members. The paper has not, for instance, made any assumptions about cultural preferences regarding ecological assets, or the relative importance of employment vs land, or infrastructure versus cash payments, etc.

Still, aiming to be fairly comprehensive, this framework has covered six major structural elements that are critical to planning and implementing projects that are able to generate community benefits. Two of the six are foundational and process-oriented: project governance and due diligence, and communication and engagement. The other four are outcome-oriented: safeguarding human rights, avoiding potential adverse impacts, addressing actual adverse impacts, and generating community benefits. But as a brief assessment framework, it has unavoidably left out detail, much of which can be sought out in the numerous references cited herein.

This work complements the other work being carried out within the GINGR initiative, which currently comprises several other Technical Working Groups, focusing on biodiversity metrics, offshore wind, and linear infrastructure. GINGR welcomes any feedback on this assessment framework.

Part 4

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Imprint



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About GINGR GINGR – the Global Initiative for Nature, Grids and Renewables aims to support the just and sustainable energy transition by providing assessment tools to quantify contributions to Nature- and People-Positive goals. To facilitate this, GINGR will develop monitoring and reporting systems that are globally aligned and standardised.

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