



THE DANISH
INSTITUTE FOR
HUMAN RIGHTS

STAKEHOLDER
ENGAGEMENT
INTERVIEW
GUIDE

HUMAN RIGHTS IMPACT
ASSESSMENT GUIDANCE
AND TOOLBOX

ROAD-TESTING VERSION

STAKEHOLDER ENGAGEMENT

STAKEHOLDER ENGAGEMENT INTERVIEW GUIDE

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In [Stakeholder Engagement](#) you can find an overview of stakeholder engagement in HRIA.

In this Practitioner Supplement/Interview Guide you will find example questions to assist those conducting interviews in the HRIA. This includes interview guides for the following types of interviewees:

- Community members
- Workers
- Company management
- Government representatives; and
- Other relevant parties.

This Practitioner Supplement is a part of the Road-testing version of the Human Rights Impact Assessment Guidance and Toolbox.

You can find the full version here:

<http://www.humanrights.dk/business/human-rights-impact-assessment-guidance-toolbox>

1.1 INTERVIEW GUIDE: COMMUNITY MEMBERS¹

Table A, below, provides guidance for assessors who will conduct individual interviews with community members as well as focus groups with community members. Note that this is a non-exhaustive list of themes and issues, which should be adapted based on the type of business project or activities and the local context. Please refer to the [Human Rights Indicators for Business \(HRIB\)](#) for the relevant human rights standards, and further examples of human rights issues to integrate into your interviews.

Remember to be respectful when conducting the interview e.g. be sensitive, open-minded, inclusive and mindful of the power relations between the interviewer and interviewee(s).

Before the interview, inform the participant(s) that:

- The information given will not be attributed to them directly
- They should view this as a safe place with no concern as to negative consequences on the information they share; and
- They will receive information on the outcome of the assessment.

See [Stakeholder Engagement](#) for more details on key aspects, which should be respected by the assessor when conducting interviews with rights-holders.

Table A: Interview Guide: Community Members	
Date and time of interview	
Location	
Interviewee(s) characteristics	For each person: a specific (ethnic or other) group, gender, age, occupation etc.
General questions on key themes	<ul style="list-style-type: none"> • What are the major problems/concerns faced by the community members regarding the company's operations? • Which organisations work the most to solve these and other community problems? (e.g. farmers group,

¹ The interview guides in this document are based on the [Human Rights Indicators for Business \(HRIB\)](#). The interview guides have been adapted by DIHR in preparation for HRIAs in different sectors and contexts and for Myanmar sector wide impact assessments (SWIAs), conducted in collaboration with the Myanmar Centre for Responsible Business. For more information on SWIAs please see: www.myanmar-responsiblebusiness.org/swia/

	NGO, youth group, school committee, religious group, cooperative etc.)
Key themes to cover	Example questions to ask during the interview
Community consultation	<ul style="list-style-type: none"> • Has the community been informed and consulted about the companies' operations, if so when and by whom? • Where did consultations take place? What were the consultations about? How was the information provided?
Livelihoods	<ul style="list-style-type: none"> • What are the main sources of income for peoples' livelihoods? • Has the company's operations changed peoples way of living and income generation, if so, how? • In what ways does the presence of the company impact on peoples' livelihoods, e.g. people have new jobs, the company's use of land restricts communities' ability to farm, prices are more expensive due to the company's operations?
Land issues	<ul style="list-style-type: none"> • Do local people own their land? If so, what type of title do they have and do they have land title certificates or proof of title? • In what ways do people rely on land, e.g. for agricultural purposes, to live on, etc.? • Has the company leased or purchased any land for its operations? To what price? • If so, was the land privately owned, or was it customary land or state-owned land?
Resettlement	<ul style="list-style-type: none"> • Has there been any resettlement or relocation of people in relation to the company's operations? If so, when did this happen, how many people were relocated, and where were they resettled to? • If compensation has been offered as part of the resettlement process, what exactly was compensated and according to what rates, e.g. housing, land, crops?

	<ul style="list-style-type: none"> • Who was provided with assistance and compensation, e.g. were all people who moved provided with assistance or only some, if so, who and why?
Water and Environment	<ul style="list-style-type: none"> • In what ways has the company's operations had an impact on the environment, e.g. noise, dust, vibrations, deforestation, storage of toxic wastes and on access to water? • Are there any examples of pollution, if so what are they? Are you concerned about your health? • Has there been any industrial accidents?
Culture	<ul style="list-style-type: none"> • Does the land the company is using have any spiritual or cultural significance? • Are there any spiritual sites on the land? If so, does the company allow access to these sites? • Has there been any impacts/damages related to cultural or spiritual sites?
Security issues and conflicts / protests	<ul style="list-style-type: none"> • Are there any security forces present to protect company premises, if so what types are they, e.g. private security guards employed by the company, or public security forces such as the military? • Are there any armed groups in the area, if so how do they relate to the company's operations? • Has there been any conflicts between the company and the community, if so when, what about, and what happened? Was the conflict resolved, if so how? • If security forces are present, have they ever threatened or used violence against local community members, if so when, why and against who? • How do you (as a woman) feel about the security forces?
Internal migration	<ul style="list-style-type: none"> • Have people migrated to the area to work for the company, if so who and why, e.g. people hoping to gain employment, contract workers etc.? • How do these new people integrate into the local community, e.g. are they well-integrated, or are there conflicts?

	<ul style="list-style-type: none"> • Does the presence of these new people disturb the normal way of life of local communities, in particular of women or children? • Does the presence of these new people put any strain on the availability of social services, e.g. health care, educational facilities, or the supply of basic necessities such as food and housing?
Employment of local people	<ul style="list-style-type: none"> • Are local people employed by the company, if so who, e.g. men, women, skilled people or unskilled people? • Have the people in the community benefited from the presence of the company? • Are any children involved in work linked to the company?
Community development projects and opportunities	<ul style="list-style-type: none"> • Does the company have any community development projects? If so, what are they and who implements the projects, e.g. community members, company staff, local NGOs? • Have community members been consulted with regard to such community development projects? • Does the community have a role to play in the identification of those development projects and their implementation? • What is the governance structure? Who benefits in the community?
Grievance resolution	<ul style="list-style-type: none"> • Do people have complaints or concerns about the company's operations, if so what are they? • Where can people raise concerns or complaints they might have? • Does the company have a grievance mechanism in place that people can access? Is the mechanism anonymous?
Other issues	
Interviewer comments	<i>Consider including any observations regarding body language, information on certain interviewees who were hesitant to speak etc.</i>

1.2 INTERVIEW GUIDE: WORKERS

Table B, below, provides guidance for assessors who will conduct interviews with groups of workers or individuals. This includes employees from the company’s own operations as well as third party employees (e.g. employees under contractors). Note that this is a non-exhaustive list of themes and issues, which should be adapted based on the type of business project or activities and the local context. Please refer to the [Human Rights Indicators for Business \(HRIB\)](#) for the relevant human rights standards, and further examples of human rights issues to integrate into your interviews.

Remember to be respectful when conducting the interview e.g. be sensitive, open-minded, inclusive and mindful of the power relations between the interviewer and interviewee(s).

Before the interview, inform the participant(s) that:

- The information given will not be attributed to them directly
- They should view this as a safe place with no concern as to negative consequences on the information they share; and
- They will receive information on the outcome of the assessment.

See [Stakeholder Engagement](#) for more details on key aspects, which should be respected by the assessor when conducting interviews with rights-holders.

Table B: Interview Guide: Workers	
Date and time of interview	
Location	
Interviewee(s)' characteristics:	<ul style="list-style-type: none"> • Employment status: employer, temporary or permanent contract, position within the company, amount of time working for company • Background: local or from another region, language, gender, age. • Where relevant include: religion, ethnicity.
Key themes to cover	Example issues to ask about
Contract	<ul style="list-style-type: none"> • Do workers have contracts that clearly specify the terms and conditions of employment, e.g. length

	of employment, working hours, wages, benefits, holidays, overtime remuneration etc.?
Working hours, overtime, rest periods and breaks	<ul style="list-style-type: none"> • What are the working hours, i.e. what is said in the employment contract and how much do employees work in reality? • If employees work overtime, how is this paid for? • Do employees take breaks during their working day? When, where and for how long? • Do employees get any paid leave (e.g. sick and annual leave)?
Wages	<ul style="list-style-type: none"> • On average how much do employees get paid in your position? How much do women get paid, how much do men get paid? • Do employees understand how their salary is determined? • How often do employees get paid? • Have there ever been delays in the payment of wages? If so, does this occur regularly or was this a one-time occurrence? • Do employees think the salary level is sufficient to meet their basic needs? • Have deductions ever been made from salary that have not been explained to employees? Or where workers did not understand? • Did employees have to pay a third party to be recruited for this job? If so, how much? Are payment still being made?
Social security/healthcare	<ul style="list-style-type: none"> • Does the company pay social security benefits, e.g. healthcare, unemployment benefits, retirement? • In addition to the government social security benefits, does the company have any social security schemes for its employees?
Employee Privacy	<ul style="list-style-type: none"> • Does the company use confidential information about job applicants? What safeguards are in place to ensure that this information is kept confidential?

	<ul style="list-style-type: none"> • Does the company ask employees for personal medical information or conduct medical tests? If yes, what is the purpose?
Harassment and discrimination	<ul style="list-style-type: none"> • Have employees ever been discriminated against on the basis of sex, religion, political preferences, ethnicity, disability, trade union membership or any other factor? If so how, by whom and why, e.g. from co-workers, management, or third party contractors? • Have employees ever been harassed, e.g. sexual harassment? If so how, by whom and why?
Women workers and maternity leave	<ul style="list-style-type: none"> • Do women employees receive paid maternity leave? If so, how many weeks? • Do women employees experience discrimination based on gender, e.g. lower wages, fewer promotional opportunities, not allowed to do certain types of work etc.? • Do women employees experience sexual harassment? If so, from whom, e.g. fellow workers, people in management?
Young workers	<ul style="list-style-type: none"> • Are any young workers (under 18) or child workers (what age?) employed? If yes, what kind of work do young workers carry out? Do they work during school time? • Does the company check the age of workers when first hired? If so, what age verification methods are in place?
Workers' representation	<ul style="list-style-type: none"> • Are there any trade unions? If so, are most employees unionised or non-unionised? Are unionised and non-unionised workers treated differently by the employer or fellow employees? If so how? • Can union representatives freely enter the company property? • Does the employer engage in collective bargaining with the union?

	<ul style="list-style-type: none"> • Have unionised employees ever felt discriminated against or threatened because they belonged to a union? • Are employees hesitant about joining or being a member of a trade union, if so why? • Are there any other types of workers' representation, e.g. workers' committees? If so, what is the role of these committees? Have representatives been elected and if yes, how? Can you put us in touch with workers' representatives?
Labour grievance mechanism	<ul style="list-style-type: none"> • Where would employees go if they have a complaint or concern about their employment or working conditions? • Can employees talk to their line manager, human resources and/or an independent third party about any concerns that they might have regarding their employment or working conditions? • Do employees have any concerns or complaints about their employment or working conditions?
Occupational health and safety	<ul style="list-style-type: none"> • Have employees witnessed any accidents/injuries at the workplace? • Do employees have any concerns about health and safety, can they give an example? • Do employees receive health and safety training? • Do employees receive personal protective equipment if this is necessary for the job? • Are there health and safety incidents in the workplace, if so what are they, do they relate to any particular departments or areas of operation? • Do employees have access to any healthcare facilities?
Housing	<ul style="list-style-type: none"> • Does the company provide housing for employees? If so, what kind of housing is provided? • What is the quality of the housing provided for employees? Do they have to pay for housing?

	<ul style="list-style-type: none"> • Are employees free to move around and leave the workplace and housing facilities?
Other benefits (transport, bonus, food...)	<ul style="list-style-type: none"> • Does the company provide any work-related benefits, e.g. transport, food etc.? If so, to whom and when?
Security issues and conflicts	<ul style="list-style-type: none"> • Do employees feel they are physically secure in their working environment? If not why not? • Have employees ever been involved in security incidents, e.g. involving local communities or armed groups? If so what happened? • If interviewing security guards: ask about their background, training (have they been trained on the use of force and how to respond to complaints on human rights), are they armed? Have there been any incidents? Are they patrolling outside the company area? Please explain.
Other issues	
Comments of interviewer	<i>Consider including any observations regarding body language, information on certain interviewees who were hesitant to speak etc.</i>

1.3 INTERVIEW GUIDE: COMPANY MANAGEMENT

Table C, below, provides guidance to the assessors who will conduct interviews with company management. Note that this is a non-exhaustive list of themes and issues, which should be adapted based on the type of business project or activities and the local context.² Please refer to the [Human Rights Indicators for Business \(HRIB\)](#) for the relevant human rights standards, and further examples of human rights issues to integrate into your interviews.

² E.g. In China or Saudi Arabia trade unions are not independent by law. Thus, the questions on freedom of associations need to be adapted accordingly.

Table C: Interview Guide: Company Management	
Date and time of interview	
Location	
Interviewee(s)´ function	
Description of project/company –	Size of the company, number of employees, economic data, duration of operation(s)
Key themes to cover	Example questions to ask during the interview
Labour related impacts	
Contracts	<ul style="list-style-type: none"> Do employees have contracts that clearly specify the terms and conditions of employment, e.g. length of employment, working hours, wages, benefits, holidays, overtime remuneration etc.?
Recruitment	<ul style="list-style-type: none"> How are workers recruited? Does the company use recruiters? Have there been issues related to recruitment fees? Or where the recruitment agency withholds workers´ documentations i.e. passports?
Working hours, overtime, rest periods and breaks	<ul style="list-style-type: none"> What are the normal working hours for different types of staff? Do people work overtime, if so what types of staff work overtime, how often, and how are they compensated for overtime? What systems does the company have in place to manage excessive working hours and overtime? Do employees take breaks during their working day? When, where and how? Do employees get any paid leave (e.g. sick, maternity and annual leave)?
Wages	<ul style="list-style-type: none"> How are wages determined? Does the company consider cost of living in determining wages?

<p>Social security/healthcare</p>	<ul style="list-style-type: none"> • Does the company pay social security benefits, e.g. healthcare, unemployment benefits? • In addition to the government social security benefits, does the company have any social security schemes for its employees?
<p>Employee privacy</p>	<ul style="list-style-type: none"> • Does the company use confidential information about job applicants? What safeguards are in place to ensure that this information is kept confidential? • Does the company ask employees for personal medical information or conduct medical tests? If yes, what is the purpose?
<p>Harassment and discrimination</p>	<ul style="list-style-type: none"> • Have employees ever been discriminated against on the basis of sex, religion, political preferences, ethnicity, disability, membership in a trade union or any other factor? If so how, by whom and why, e.g. from co-employees or the employer? • Have employees ever been harassed, e.g. have there been cases of sexual harassment? If so how, by whom and why?
<p>Young employees</p>	<ul style="list-style-type: none"> • Are any young employees (under 18) or child employees (what age?) employed? If yes, what kind of work do young workers do? Do they work during school hours? • Does the company check the age of employees when first hired? If yes, what age verification methods are used?
<p>Employees' representation and grievance mechanisms</p>	<ul style="list-style-type: none"> • Are there any trade unions, if so are most employees unionised or non-unionised? • Does the company engage with unions in collective bargaining? • Where can employees raise any concerns or complaints they might have about their working environment?
<p>Occupational health and safety</p>	<ul style="list-style-type: none"> • Have there been any accidents/injuries at the workplace in the past?

	<ul style="list-style-type: none"> • Does the company have a health and safety policy and procedure? • What are the main types of health and safety issues or incidents for the company? • How is health and safety managed? • Is the company inspected by the government on health and safety standards, if so how often?
Housing	<ul style="list-style-type: none"> • Does the company provide housing for employees? If so what kind of housing? • What is the quality of the housing provided for employees? Do they have to pay for housing? • Are employees free to move around and leave the workplace and housing facilities?
Other benefits (transport, bonus, food...)	<ul style="list-style-type: none"> • Does the company provide any work-related benefits, e.g. transport, food etc.? If so, to whom and when?
Security issues and conflicts	<ul style="list-style-type: none"> • Do employees feel they are physically secure in their working environment? If not why not? • Have employees ever been involved in security incidents, e.g. involving local communities or armed groups? If so what happened?
Community related impacts	
Community consultation	<ul style="list-style-type: none"> • How does the company usually consult with local communities? • Does the company have a stakeholder engagement plan? • Who does the company consult with, e.g. community members, representative organisations, civil society organisations, local government etc.? • How often does the company engage with different stakeholders?
Land issues	<ul style="list-style-type: none"> • Has the company leased or purchased any land for its operations? • If so, was the land privately owned, customary land or state-owned land?

	<ul style="list-style-type: none"> • In what ways does the local community in the region rely on land, e.g. for agricultural purposes, to live on, to raise livestock etc.?
Resettlement	<ul style="list-style-type: none"> • Has there been any resettlement or relocation of people in relation to the company's operations? If so, when did this happen, how many people were relocated, and where were they resettled to? • If compensation was offered as part of the resettlement process, what exactly was compensated and according to what rates, e.g. housing, land, crops? • Who was provided with assistance and compensation, e.g. were all people who moved provided with assistance or only some, if so who and why?
Security issues and conflicts / protests	<ul style="list-style-type: none"> • Does the company employ any private security guards to protect assets? If so, does the company ensure that the guards are properly trained in appropriate use of force? Are they armed or unarmed? • Are there any public security forces stationed to protect company assets? If so, what are they and how does the company engage with them? • Has the company undertaken a security risk assessment? How are identified risks managed? • Does the company have a security policy in place?
Employment of local people	<ul style="list-style-type: none"> • Are local people employed at the company's operation, if so who, e.g. men, women, skilled people or unskilled people? • Has there been any conflict with the community around employment?
Internal migration	<ul style="list-style-type: none"> • Have people migrated to the area to work at the company's operation, if so who and why, e.g. people hoping to gain employment, contracted employees? • How do these new people integrate into local communities, e.g. well, or are there conflicts?

<p>Community development projects and opportunities</p>	<ul style="list-style-type: none"> • Does the company have any community development projects? If so, what are they and who implements the projects, e.g. community members, company staff, local NGOs? • Have community members been consulted with regard to such community development projects? • Does the community have a role to play in the identification of those development projects and their implementation? • What is the governance structure? Who benefits in the community? • What is the company’s involvement? • Has there been a negative impacts associated with these projects? If so, please describe.
<p>Community grievance resolution</p>	<ul style="list-style-type: none"> • Has the company ever received complaints or grievances from local communities? If so what about? How were they addressed? • Does the company have a grievance mechanism in place? If so how does it work, who can access it, how, and what is the process for resolving complaints?
<p>Engagement with other companies/industry initiatives/ government</p>	<ul style="list-style-type: none"> • Is the company aware of/engaged in any industry specific initiatives or standards? • Does the company engage with other companies in the area on environmental and social management, if so who and how, e.g. industry association, meetings, joint activities?
<p>Environmental and social impact assessment</p>	<ul style="list-style-type: none"> • Has the company undertaken an environmental and/or social impact assessment? If so when, who conducted the assessment and is it publicly available? • Were community members consulted as part of the impact assessment process, if so, how? • Has an impact management plan been developed, if so who is responsible for implementing it?
<p>Other issues</p>	

Interviewer comments	
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1.4 INTERVIEW GUIDE: GOVERNMENT REPRESENTATIVES

Table D, below, provides guidance to the assessors who will conduct interviews with government representatives, which may include local, regional, and national government representatives, specific government ministries, agencies, departments and policy-makers. Note that this is a non-exhaustive list of themes and issues, which should be adapted based on the type of business project or activities and the local context.³ Please refer to the [Human Rights Indicators for Business \(HRIB\)](#) for the relevant human rights standards, and further examples of human rights issues to integrate into your interviews.

Table D: Interview Guide: Government Representatives	
Date and time of interview	
Location	
Interviewee(s), Department and function	
General questions on key themes	<ul style="list-style-type: none"> • How important are the company’s activities for the local/national economy? • What is the government’s/interviewee’s relationship to the company? • What are the main labour related and community related issues in respect to the company’s operations?
Key themes to cover	Example questions to ask during the interview
Labour related impacts (interview with local labour department, ministry of labour, labour inspector etc.)	

³ E.g. In China or Saudi Arabia trade unions are not independent by law. Thus, the questions on freedom of associations need to be adapted accordingly.

Labour laws	<ul style="list-style-type: none"> • What are the relevant labour laws for the company's sector? • Are labour laws enforced? If so, how? • What are the main labour law violations? • Were there/will there be labour law inspections of the company's operations?
Contracts	<ul style="list-style-type: none"> • Do employees normally have contracts that clearly specify the terms and conditions of employment, e.g. length of employment, working hours, wage, benefits, holidays, overtime remuneration etc.?
Working hours, overtime, rest periods and breaks	<ul style="list-style-type: none"> • What are the legal working hours for different types of staff? Are these working hours usually respected? • Do people work overtime, if so what types of staff work overtime, how often and how are they compensated for overtime? • Do employees get any paid leave (e.g. sick, maternity and annual leave)?
Wages	<ul style="list-style-type: none"> • Is there a legal minimum wage? What is the level of minimum wage per month? How is this minimum wage being enforced? • Does the minimum wage provide for a living wage?
Social security/healthcare	<ul style="list-style-type: none"> • Do companies have to pay social security benefits, e.g. healthcare, unemployment benefits?
Employee privacy	<ul style="list-style-type: none"> • Does the company have to provide the government with any information regarding its employees? If so, what kind of information?
Child and/or young employees	<ul style="list-style-type: none"> • Are there issues related to child labour related to the company? Or the industry as a whole? • Are there issues related to young employees working in unsafe environments and/or long hours?

<p>Employees’ representation and grievance mechanisms</p>	<ul style="list-style-type: none"> • Is there a procedure to register trade unions at the government level? • How many unions in the company’s sector are registered? Is there an industry union in the company’s sector? Is there a union at the company level? • Where can employees raise any concerns or complaints they might have about their working environment?
<p>Occupational health and safety</p>	<ul style="list-style-type: none"> • What are the laws governing occupational health and safety? • Is the company inspected by the government on health and safety standards, if so how often? • Have there been any accidents/injuries at the workplace in the past?
<p>Housing</p>	<ul style="list-style-type: none"> • Does the company provide housing for employees? • What is the quality of the housing provided for employees? Do they have to pay for housing?
<p>Security issues and conflicts</p>	<ul style="list-style-type: none"> • Have employees ever been involved in security incidents, e.g. involving local communities or armed groups? If so what happened?
<p>Community related impacts – Town administrator, village administrator, representative of ministry of social affairs etc.</p>	
<p>Permits</p>	<ul style="list-style-type: none"> • Did the company have to obtain any permits for its operations? • What is the government’s role and function with regard to permitting and licensing?
<p>Environmental and social impacts and impact assessment</p>	<ul style="list-style-type: none"> • Has company undertaken an environmental and/or social impact assessment? If so when, who conducted the assessment? Is the assessment report publicly available? • Are impact assessments required prior to the company beginning operations? If so, which kind(s) e.g. environmental, social?

	<ul style="list-style-type: none"> • How does the government monitor the social and/or environmental impacts of the company's operations (inspections, reporting etc.)? Does the government inform local people about the results? • How often does the government physically inspect companies to monitor their impacts? • Were community members consulted as part of the impact assessment process, if so how? • What do you consider the main impacts of the company/ies on water and environment? Has there been any industrial incidents? • What do you consider the main impacts on communities? E.g. Internal migration, resettlement, housing etc.
Community consultation	<ul style="list-style-type: none"> • Were communities consulted about the company's operations, if so how? • Are communities regularly informed on the impacts of the project(s), if so how? • Are there ethnic communities in the area? How are they affected by the project?
Land issues	<ul style="list-style-type: none"> • In what ways do people rely on land, e.g. for agricultural purposes, to live on, to raise livestock etc.? • Do local people own their land? If so, what type of title do they have and do they have land title certificates/proof of title? • Has the company leased or purchased any land for their operations? • When did the company purchase or lease the land and from who, e.g. individuals, traditional leaders, the local government?
Security issues and conflicts / protests	<ul style="list-style-type: none"> • Are there any public security forces stationed to protect company assets? Are the public security forces trained to respect human rights/ proportionate use of force etc.? • Are there any private security guards employed by companies to protect the assets? • Are there any armed groups in the area? If so, do companies have any engagement with them?

	<ul style="list-style-type: none"> • Have there been any protests against the company's operations? Has there been any violence? Have any protesters been arrested or charged?
Resettlement	<ul style="list-style-type: none"> • Has there been any resettlement or relocation of people for the company's activities? If so, when did this happen, how many people were moved, and where were they moved to? • What was the role of the government in the resettlement?
Internal migration	<ul style="list-style-type: none"> • Have people migrated to the area to work at the company's operations, if so who and why, e.g. people hoping to gain employment, contracted employees, nationals or people from other countries? • How do these new people integrate into local communities, e.g. do you consider they are well-integrated, or are there conflicts? • Have there been any problems for the women and children in the communities?
Employment of local people	<ul style="list-style-type: none"> • Are local people employed at the company's operations, if so who, e.g. men, women, ethnic people, skilled people or unskilled people? • Have there been any conflicts with the community around employment?
Community development projects and opportunities	<ul style="list-style-type: none"> • Does the company have any community development projects in place? If so, what are they and who implements the projects, e.g. company staff, local NGOs? • Have community members been consulted with regard to such community development projects? • Does the government have a role to play in the identification of those development projects and their implementation?
Community Grievance resolution	<ul style="list-style-type: none"> • What mechanisms exist at the local level to address complaints or grievances from local communities? Has there been any complaints from

	<p>local communities (e.g. land or labour related?), how have those been resolved?</p> <ul style="list-style-type: none"> • Does the government/the interviewee know if the companies have grievance mechanisms in place?
Other issues	
Interviewer comments	

1.5 INTERVIEW GUIDE: OTHER RELEVANT PARTIES

Table E, below, provides guidance to the assessors who will conduct interviews with other relevant parties, which may include intergovernmental organisations, national and international NGOs, community based organisations, the national human rights institution, media, independent (subject matter) experts, industry associations, or embassies.

Note that this is a non-exhaustive list of themes and issues, which should be adapted based on the type of business project or activities, the local context, and the stakeholder’s field of expertise. Please refer to the [Human Rights Indicators for Business \(HRIB\)](#) for the relevant human rights standards, and further examples of human rights issues to integrate into your interviews.

Table E: Interview Guide: Other Relevant Parties	
Date and time of interview	
Location	
Interviewee(s) characteristics	
General questions on key themes	<ul style="list-style-type: none"> • What is stakeholder’s relationship to the company/company’s operations? • What is the stakeholder’s relationship to the employees and the local community? • What is the stakeholder’s relationship to the government? • What is the stakeholder’s knowledge of the business sector and the local context?

	<ul style="list-style-type: none"> • What are the stakeholder’s major concerns regarding the company’s (or sector) operations?
Key themes to cover	Example questions to ask during the interview
Labour related impacts	
Contracts	<ul style="list-style-type: none"> • Do employees usually have contracts that clearly specify the terms and conditions of employment, e.g. length of employment, working hours, wage, benefits, holidays, overtime remuneration etc.?
Forced labour e.g. recruitment	<ul style="list-style-type: none"> • Have there been issues related to recruitment fees? Or where the recruitment agency withholds workers’ documentations i.e. passports?
Working hours, overtime, rest periods and breaks	<ul style="list-style-type: none"> • What are the normal working hours for different types of staff? • Do people work overtime, if so what types of staff work overtime, how often and how are they compensated for it? • Do employees take breaks during their working day? • Do employees get any paid leave (e.g. sick, maternity and annual leave)?
Wages and benefits	<ul style="list-style-type: none"> • Do people earn a living wage? • In addition to the government social security benefits, are there private social security schemes for its employees?
Harassment and discrimination	<ul style="list-style-type: none"> • Have employees ever been discriminated against on the basis of sex, religion, political preferences, ethnicity, disability, membership in a trade union or any other factor? If so how, by whom and why, e.g. from co-workers or the employer? • Have employees ever been harassed, e.g. sexual harassment? If so how, by whom and why?
Young employees	<ul style="list-style-type: none"> • Are any young employees (under 18) or child employees (what age?) employed? If yes, what kind of work do young workers do? Do they work during school time?

<p>Employees' representation and grievance mechanisms</p>	<ul style="list-style-type: none"> • Are there any trade unions, if so are most employees unionised or non-unionised? • Where can employees raise any concerns or complaints they might have about their working environment?
<p>Occupational health and safety</p>	<ul style="list-style-type: none"> • Have there been any accidents/injuries at the workplace in the past? • What are the main types of health and safety issues or incidents? • Is the company inspected by the government on health and safety standards, if so how often?
<p>Housing</p>	<ul style="list-style-type: none"> • Does the company provide housing for employees? If so how? • What is the quality of the housing provided for employees? Do they have to pay for housing? • Are people free to move around and leave the workplace and housing facilities?
<p>Other benefits (transport, bonus, food etc.)</p>	<ul style="list-style-type: none"> • Does the company provide any work-related benefits, e.g. transport, food etc.? If so, to whom and when?
<p>Security issues and conflicts</p>	<ul style="list-style-type: none"> • Do employees feel they are physically secure in their working environment? If not why not? • Have employees ever been involved in security incidents, e.g. involving local communities or armed groups? If so what happened?
<p>Community related impacts</p>	
<p>Community consultation</p>	<ul style="list-style-type: none"> • How does the company usually consult with local communities? • Who does the company consult with, e.g. community members, representative organisations, civil society organisations, local government etc.? • How often does the company engage with different stakeholders?

Land issues	<ul style="list-style-type: none"> • Has the company leased or purchased any land for its operations? • If so, was the land privately owned, customary land or state-owned land? • In what ways does the local community in the region rely on land, e.g. for agricultural purposes, to live on, to raise livestock etc.?
Resettlement	<ul style="list-style-type: none"> • Has there been any resettlement or relocation of people in relation to the company's operations? If so, when did this happen, how many people were relocated, and where were they resettled to? • If compensation was offered as part of the resettlement process, what exactly was compensated and according to what rates, e.g. housing, land, crops? • Who was provided with assistance and compensation, e.g. were all people who moved provided with assistance or only some, if so who and why?
Security issues and conflicts / protests	<ul style="list-style-type: none"> • Does the company employ any private security guards to protect assets? If so, does the company ensure that the guards are properly trained in appropriate use of force? Are they armed or unarmed? • Are there any public security forces stationed to protect company assets? If so what are they and how does the company engage with them?
Employment of local people	<ul style="list-style-type: none"> • Are local people employed at the company's operation, if so who, e.g. men, women, skilled people or unskilled people? Has there been any conflict with the community around employment?
Internal migration	<ul style="list-style-type: none"> • Have people migrated to the area to work at the company's operation, if so who and why, e.g. people hoping to gain employment, contracted employees? • How do these new people integrate into local communities, e.g. well, or are there conflicts?

<p>Community development projects and opportunities</p>	<ul style="list-style-type: none"> • Does the company have any community development projects? If so, what are they and who implements the projects, e.g. community members, company staff, local NGOs? • Have community members been consulted with regard to such community development projects? • Does the community have a role to play in the identification of those development projects and their implementation? • What is the governance structure? Who benefits in the community? • What is the company’s involvement? • Has there been a negative impacts associated with these projects? If so, please describe.
<p>Community Grievance resolution</p>	<ul style="list-style-type: none"> • Have there been grievances from local communities regarding the company’s operations? How were they addressed? • Does the company have a grievance mechanism in place? If so how does it work, who can access it, how, and what is the process for resolving complaints?
<p>Engagement with other companies/industry initiatives/ government</p>	<ul style="list-style-type: none"> • Are there industry specific initiatives or standards the company is/should be part of?
<p>Environmental and social impact assessment</p>	<ul style="list-style-type: none"> • Has the company undertaken an environmental and/or social impact assessment? If so when, who conducted the assessment and is it publicly available? • Were community members consulted as part of the impact assessment process, if so how?
<p>Other issues</p>	
<p>Interviewer Comments</p>	

A NOTE ON THIS ROAD-TESTING VERSION

As HRIA of business projects and activities is an emerging practice, this Road-testing version of the HRIA Guidance and Toolbox seeks to provide guidance to those working with HRIA, but also to contribute to a platform for dialogue about HRIA practice and standards in the business and human rights field. In this context, we welcome comments from stakeholders on the Guidance and Toolbox and on experiences with using it.

Please send comments, questions and suggestions to:

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