



DASHBOARD

FOR C-SUITE AND BOARD QUARTERLY REVIEW

This tool forms part of a series of supplements by the Institute for Human Rights and Business (IHRB) to a report on the Hidden Bill of Green Conflict, which examines how community opposition to renewable energy projects can translate into material financial, operational, and societal costs.

This dashboard is a conceptual governance tool developed through practitioner interviews and the analysis presented in this report. Its purpose is to help companies visualise how community-related risks and conflict-related costs can be tracked and discussed at executive and board level.

In many companies, information related to community engagement, grievances, and social conflict exists across multiple teams - social performance, legal, project development, security, and communications - but is rarely consolidated into a format that allows executive decision-makers to see emerging risks and their financial implications.

This illustrative dashboard is intended to support chief financial officers, sustainability or ESG leads, and other corporate functions in aggregating these signals into a single governance view.

This tool is not a prescriptive template or a validated reporting standard. The structure and indicators presented here are only one possible approach and should be adapted to the context, governance structure, and data availability of each company.

The data presented in the following example is entirely hypothetical and provided for illustrative purposes only. It was developed with the assistance of AI, and has not yet been tested in practice.

NB: Mock data inputs have been input below to illustrate the intended functionality

Quarter: Q1 2025

Portfolio: Renewable Projects – X Location

Prepared by: Social Performance & Risk Team

Purpose: Track key social risk indicators, monitor project-level conflict exposure, and assess the financial implications of conflict prevention and engagement strategies.

1. Conflict Tracker (Traffic Light Overview)

Region / Project	Status	Key Issues	Trend vs Last Quarter	Actions Taken / Planned
Project A – X Province (Y Country)	●	Minor grievance on land access, resolved within 10 days	▼ Improved	Revised communication plan; new liaison officer hired
Project B – Z Province (Y Country)	●	Delay in consultation milestones; 2 new grievances pending	▲ Rising	Engagement plan adjusted; additional facilitator deployed
Project C – L province (M country)	●	3-week blockade over compensation demands; legal notice filed	▲ Rising	Negotiation table set up; government mediation requested

2. Portfolio Trends and Key Metrics

Indicator	This Quarter	Previous Quarter	Trend	Target / Benchmark
% grievances resolved within target time	86%	78%	▲	>85%
% grievance satisfaction (surveyed)	71%	66%	▲	>70%
# blockades / protests	3	5	▼	<3 per quarter
# conflict-related stoppage days	12	28	▼	<15
# staff hours spent on conflict management	890	1,150	▼	—
insurance claim(s) value for community-related liabilities	\$350,000	\$450,000	▼	—
Estimated cost of conflict (USD)	\$640,000	\$1.2M	▼	—
Value protected (counterfactual)	\$3.1M	\$2.2M	▲	—
# positive vs negative media mentions	15 / 5	10 / 12	▲	Positive ratio >2:1
Community satisfaction trend (avg. survey score)	7.6 / 10	7.2 / 10	▲	>7.5

3. Top Social Risks by Project

Project	Risk Description	Owner / Team	Expected Cost Impact	Mitigation Measures
A	Land compensation disputes with communities	Country Social Lead	\$250K in potential delays	Early consultation; third-party mediation
B	Community expectations exceeding project commitments	Regional Manager	\$120K; 5 MW commissioning delay	Transparent update sessions; review of benefit-sharing plan
C	Local political tension and access blockade	Project Manager / Legal	\$800K (3-week delay + security costs)	Joint taskforce; compensation review; strengthened grievance process

4. Actions Implemented to Strengthen Social License

Policy / Action	Coverage	Expenditure (USD)	Outcome
New stakeholder engagement protocol	100% of new projects	\$60,000	Standardized early dialogue practices
Community grievance digital tracker	70% of sites	\$25,000	Faster resolution, improved transparency
Training for contractors on social risk management	5 projects	\$35,000	Reduced grievances from subcontractor behavior
Capacity-building program for local leaders	3 regions	\$40,000	Improved trust and participation in consultations

5. Hidden Bill vs. Counterfactual (Value Protected)

Category	Estimated Cost Incurred	Counterfactual Cost (if conflict escalated)	Value Protected / Unlocked
Project stoppages	\$640,000	\$3.7M	\$3.06M saved
Litigation & redress	\$150,000	\$600,000	\$450,000 saved
Staff time	\$890 hours (\$45K)	—	—
Community engagement & prevention spend	\$200,000	—	—
Total Hidden Bill	\$1.04M	\$4.3M	\$3.26M in value protected

6. Forward looking

Key priorities next quarter:

- Finalize compensation agreement in X (high risk).
- Expand early warning system portfolio-wide.
- Integrate “Social Risk Coefficient” targets in project scorecards.
- Prepare annual counterfactual analysis for investor disclosure.

To learn more about the Hidden Bill of Green Conflict visit
www.ihrb.org/resources/the-hidden-bill-of-green-conflict



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Institute for Human Rights and Business
UK Company Number: 06882940
UK Charity Registration Number: 1131790