Grievance Management Assessment
For Human Rights Due Diligence & Beyond

Our Service Offer
Since 2012, CSR Europe has been working on company-level grievance mechanisms and has perfected the Grievance Management Assessment (GMA) in line with the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidance for Responsible Business Conduct.

A grievance mechanism serves to prevent and remediate adverse social and environmental impacts that may arise from company operations. At the same time, it can ensure a speedy, low-cost and peaceful resolution of contentions, preventing the escalation of an issue beyond your company’s control. However, the role of grievance mechanisms goes far beyond responding to complaints. If implemented properly, this tool is an essential building block for human rights due diligence practice.

Why? Because it helps to identify high risk areas and potential systematic mistakes in the company’s activity. Thus, it enables your company to take a proactive approach to responsible business conduct.

With our GMA your company will be able to develop a legitimate, accessible, predictable, equitable, transparent, right-compatible grievance mechanism that is a source of continuous learning, and based on engagement and dialogue.

Our Signature Approach

A PROVEN METHODOLOGY

Together with recognised human rights experts and multinational companies from a wide range of sectors, CSR Europe has developed and piloted a unique methodology to assess the maturity of company grievance management processes against the eight effectiveness criteria outlined in the UN Guiding Principles. *

FACE-TO-FACE FEEDBACK

Instead of engaging stakeholders in virtual settings, CSR Europe will bring selected key stakeholders to the table to discuss current practices, challenges, and opportunities.

THE POWER OF THE NETWORK

CSR Europe will reach out to experts and organisations relevant to your business, thanks to our wide pan-european network of companies, national partner organisations, institutions, such as the European Commission, and experts from national governments.

* Findings available in the report “Assessing the Effectiveness of Company Grievance Mechanisms”
CSR Europe delivers the Grievance Management Assessment (GMA) in a five-step process starting with an in-depth assessment of your company’s strategy, priorities, and focus areas.

**STEP 1: PREPARATION**
- Completion of the Grievance Management Checklist to identify whether your company has all the necessary internal processes in place to effectively manage grievances.

**STEP 2: INTERVIEW**
- Interview with the CSR Europe staff on how the grievance mechanism is designed, communicated, implemented, monitored and revised in your company.

**STEP 3: EVALUATION**
- CSR Europe will deliver an independent assessment of the level of maturity of your company processes with concrete recommendations.

**STEP 4: INTERNAL WORKSHOP**
- Based on your company’s governance, responsible functions will be invited for a half-day workshop to identify gaps and potential solutions to your grievance mechanism process.

**STEP 5: IMPACT MONITORING**
- Follow-up on the results and definition of the next steps.

7 WEEKS
What Your Company Can Expect

1. Performance against the 8 UNGPs criteria

   - **LEGITIMATE** (criteria 1)
     - Enabling trust from the stakeholder groups for whose use they are intended, and being accountable for the fair conduct of grievance processes;
   
   - **ACCESSIBLE** (criteria 2)
     - Being known to all stakeholder groups for whose use they are intended, and providing adequate assistance for those who may face particular barriers to access;
   
   - **PREDICTABLE**
     - Providing a clear and known procedure with an indicative time frame for each stage, and clarity on the types of process and outcome available and means of monitoring implementation;
   
   - **EQUITABLE**
     - Seeking to ensure that aggrieved parties have reasonable access to sources of information, advice and expertise necessary to engage in a grievance process on fair, informed and respectful terms;
   
   - **TRANSPARENT**
     - Keeping parties to a grievance informed about its progress, and providing sufficient information about the mechanism’s performance to build confidence in its effectiveness and meet any public interest at stake;
   
   - **RIGHTS-COMPATIBLE**
     - Ensuring that outcomes and remedies accord with internationally recognized human rights;
   
   - **A SOURCE OF CONTINUOUS LEARNING**
     - Drawing on relevant measures to identify lessons for improving the mechanism and preventing future grievances and harms;
   
   - **BASED ON ENGAGEMENT AND DIALOGUE**: Consulting the stakeholder groups for whose use they are intended on their design and performance, and focusing on dialogue as the means to address and resolve grievances.

2. Detailed Performance for each UNGPs criteria

   - **LEGITIMATE** (criteria 1)
     - 1. Defined process
     - 2. Functional independence
     - 3. Empowered staff
     - 4. Stakeholder participation

   - **ACCESSIBLE** (criteria 2)
     - 1. Defined users
     - 2. Communication
     - 3. Addressed barriers
     - 4. Assistance to access
     - 5. Protection from retaliation

3. Recommendations for actions

   * Effectiveness criteria for non-judicial grievance mechanisms
CSR Europe is the leading European business network for Corporate Sustainability and Responsibility. With our corporate members and National CSR organisations, we unite, inspire & support over 10,000 enterprises at local, European and global level.

We support businesses & industry sectors in their transformation and collaboration towards practical solutions and sustainable growth. We are for systemic change; therefore, following the SDGs, we want to co-build with the European leaders and stakeholders an overarching strategy for a Sustainable Europe 2030.