Inclusive Development International

AGAINST ALL ODDS

2025 IMPACT REPORT



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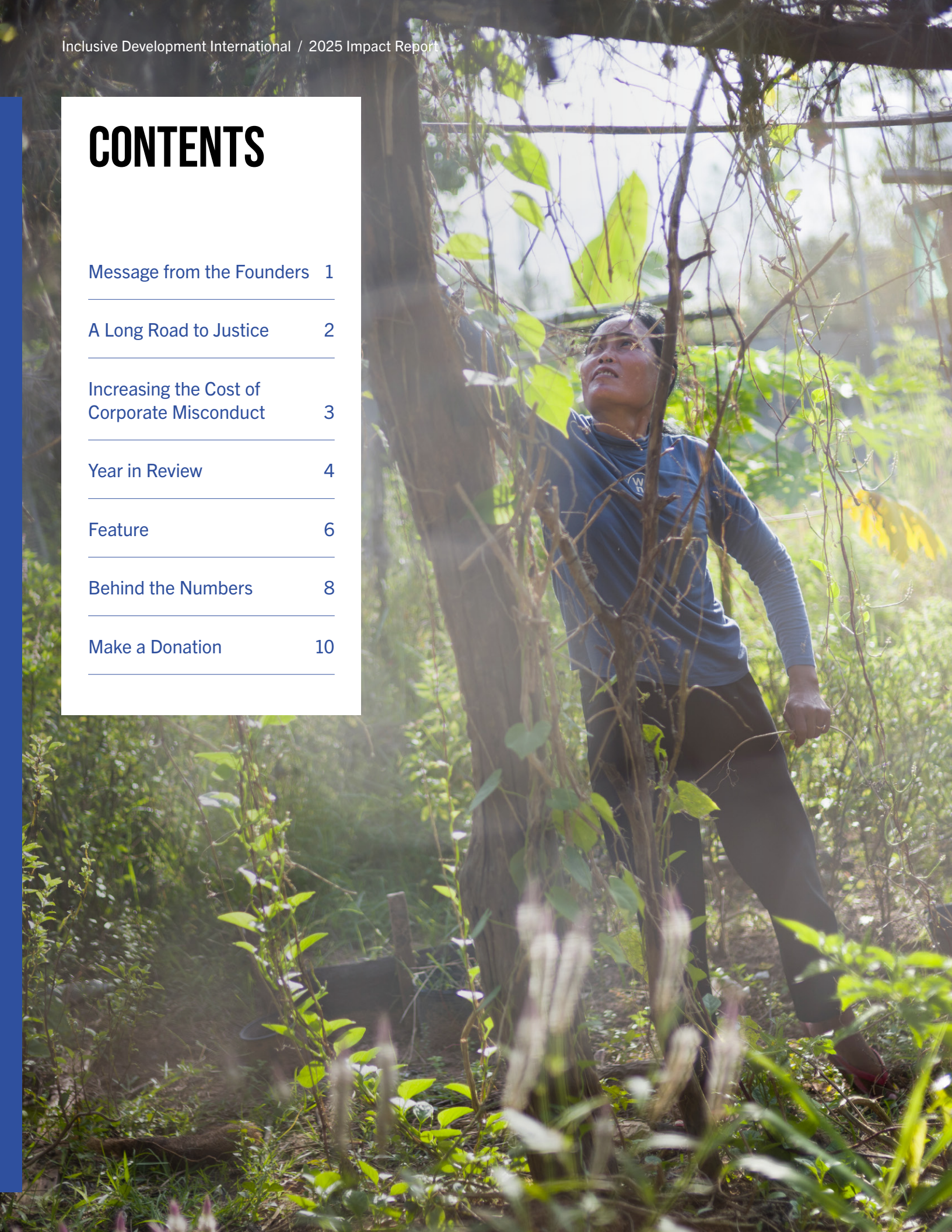
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MESSAGE FROM THE FOUNDERS

Last year was brutal for the ideals we hold dear. Decades of hard-won human rights and environmental protections were rolled back, corporations gained new license to exploit vulnerable communities and fragile ecosystems, and climate commitments were abandoned.

Sometimes, it is hard to maintain the hope we need to power our work, but tenacity—especially in the face of long odds—has always been a core value at Inclusive Development International. In this moment, human rights leadership and a resilient movement for social and environmental justice is more important than ever.

IT IS NOT THE TIME TO WAVER, AND WE WON'T.

In 2025, our team helped deliver some of the most meaningful community victories and innovative policy solutions in our organization's history. This was the year that our community partners in Cambodia's Oddar Meanchey Province finally secured justice after waging a 15-year advocacy campaign and legal battle against one of the world's largest sugar producers. Success in the Cambodian sugar case is evidence of what our advocacy model can achieve when communities are equipped to follow the money and gain leverage to hold powerful corporations accountable. Below, you'll find more examples of how our team worked as hard as ever in 2025 to make this happen for communities around the world.

David and Natalie



↑ Hoy Mai, community partner in our Cambodian sugar case

FEATURE

A LONG ROAD TO JUSTICE

After a 15-year struggle, including a groundbreaking class action lawsuit, communities in Cambodia's Oddar Meanchey Province reached a financial settlement with the Thai sugar giant Mitr Phol in June 2025.

We are beyond proud of what our team, partners and especially the community representatives and plaintiffs in this case were able to accomplish. Our new short film, "A Long Road to Justice" tells the story of how we did it.

Watch it here



WHAT WE DO

INCREASING THE COST OF CORPORATE MISCONDUCT



RESEARCH

Our approach starts with investigative research to expose the web of actors behind harmful projects—the investors, financiers, and supply chain actors that make these projects possible and profit from them. We conduct this research at the request of community advocates and then we work with them to develop strategies based on this information to further their advocacy goals.

Read more about our investigations.



CASEWORK

In cases where our ongoing support can be most useful, we work alongside these partners over the long term to implement multi-pronged advocacy strategies to prevent harm and secure redress. This can include pursuing legal action, mediation and other avenues of recourse to hold corporate actors and their financial backers accountable.

Read more about our casework.



TOOLS AND TRAINING

We train and provide resources directly to grassroots advocates and frontline human rights defenders doing this work themselves.

Read more about our tools and training.



POLICY ADVOCACY

We advocate for systemic reforms and policies to prevent corporate abuse and impunity, and to avoid harm to local communities and the environment in the first place.

Read more about our policy advocacy.

2025 HIGHLIGHTS

YEAR IN REVIEW

January:

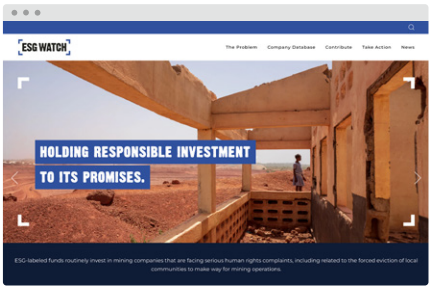
Follow the Money Training for Latin American Advocates: We delivered our Follow the Money training course for advocates from Latin America—our first in the region. We held a series of online and in-person workshops to share our FTM research and advocacy methods with a cohort of 20 advocates from Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Panama and Peru. These advocates are now using the skills and techniques they learned to help communities across the region, while also benefitting from strategic advice and support from our team. Read more about our trainings.



↑ Follow the Money training in Latin America

March:

ESG Watch Launch: We launched a new website revealing how tens of billions of dollars in nominally ESG-focused investment is flowing to companies that are linked to serious social and environmental harm. ESG Watch (www.esgwatch.net) provides a platform to amplify the voices of communities affected by harmful corporate activities, to publicize evidence of harm, and to hold financial services firms and investors accountable to their human rights responsibilities.



September:

Complaint Accepted Against Standard Chartered: The UK National Contact Point for Responsible Business Conduct, a government body that monitors the operations of British multinational enterprises, accepted our complaint against Standard Chartered bank. The complaint, co-submitted with Filipino and European partners, focused on the bank's co-financing of the construction of four coal-fired power plants in the Philippines that have caused serious environmental, economic and health-related harms in surrounding communities.

September:

Follow the Money Training for African Advocates: We delivered the first in-person workshop of our two-part Follow the Money training in Kenya for a cohort of African human rights and environmental advocates from across the continent. The four-day workshop consisted of our interactive research learning modules on how large projects are developed and funded, unraveling corporate structures, identifying lenders, uncovering shareholders, and researching supply chains. Read more about our trainings.

October:

Mediation Agreement Signed to Address CBG's Impacts on Water: The ongoing mediation process that we are accompanying between 13 Guinean communities and the Rio Tinto-Alcoa owned Compagnie des Bauxites de Guinée (CBG) reached a new milestone when the parties signed an agreement formalizing CBG's commitments to provide critical water infrastructure and mitigate the impacts of mining on natural water sources, to fulfill the communities' water needs.

April:

World Bank Group Remedy Framework: Responding to decades of advocacy by project-affected communities and civil society organizations, including Inclusive Development International, the World Bank Group's private sector arms, the International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA), published their "Remedial Action Framework." This is the first policy statement from an international financial institution outlining how it will deliver remedy to communities harmed by the projects it finances. While we applauded the IFC and MIGA boards for taking this step, we also expressed concerns about its shortcomings, which risk diluting its effectiveness. We will be closely watching to see how robustly the framework is implemented in the cases we have helped communities bring to IFC's accountability mechanism, and advocating for those shortcomings to be addressed.

May:

Relief for Indonesians Threatened by Dairi Mine: Residents of Dairi province, on the Indonesian island of Sumatra, celebrated when the Indonesian Ministry of Environment revoked a permit for the planned Dairi Prima Mineral zinc and lead mine. The revocation came in response to an earlier Supreme Court decision finding that the mine's planned tailings dam posed unacceptable dangers due to high seismic activity, landslide risk, and unstable terrain. Inclusive Development International is proud to have been supporting the Dairi communities for many years, as they gathered evidence and expert reports, advocated for their rights, and argued their case all the way to Indonesia's highest court.

June:

Groundbreaking Settlement with Thai Sugar Giant: More than 700 farming families in Cambodia, who we have been supporting for over a decade, celebrated after reaching a settlement with Thai sugar giant Mitr Phol. The families were violently displaced from their land and homes in 2008-2009 to make way for an industrial sugar plantation owned by Asia's largest sugar producer. It took well over a decade of sustained advocacy, including bringing the first-ever transboundary class action litigation in a Southeast Asian court, but with our support alongside Equitable Cambodia and our Thai legal team, the families successfully negotiated a remedy they are satisfied with.

October:

Proposal for a Rights-Based Alternative to Development-Forced Displacement, to Advance a Just Energy Transition: In October, during the World Bank Annual Meetings in Washington D.C., we put forward an innovative policy proposal for a new, rights-based approach to the participation of communities in decision-making about investment projects that impact their land and livelihoods. Adoption of this approach is urgently needed to ensure that projects being fast-tracked as part of the renewable energy transition do not come at the expense of Indigenous Peoples and other land-connected communities. Read more about this in the feature section on page 6.

November:

First Voices from the Frontlines Report: During the UN Forum on Business and Human Rights in Geneva, we launched the first in a series of case study publications entitled *Frontline Voices in the Fight for a Just Energy Transition*, which spotlights key pipeline transition mineral projects around the world and provide a platform for the communities at-risk to advocate for their rights and a seat at the table in shaping these projects. Our first publication, I'll Do Anything to Stay Here, focuses on the expansion of the CBG bauxite mine in Guinea. Read more about this in the feature section on page 6.



↑ Boubacar Bah, a resident of Teliwora in Guinea, one of the villages in the path of the CBG mine expansion

FEATURE

ENDING FORCED DISPLACEMENT TO ADVANCE A JUST ENERGY TRANSITION

To prevent further climate change and its disastrous implications for human rights and humanity, we must urgently halt the extraction and use of fossil fuels.

At the same time, the path to a clean energy future carries its own human rights risks—for example, mining and other large scale development projects being justified as essential to the energy transition are enormously land-intensive and are already driving displacement and environmental harm.

INCLUSIVE DEVELOPMENT INTERNATIONAL IS LEVERAGING OUR DEEP EXPERIENCE WORKING WITH COMMUNITIES AFFECTED BY SUCH PROJECTS TO DEVELOP AND ADVOCATE FOR RIGHTS-BASED AND COMMUNITY-CENTERED POLICY SOLUTIONS.

Proposal for a new, rights-based approach to community participation in development projects

In October, we published a proposal for a new, rights-based approach to community participation in decision making about investment projects that impact their land and livelihoods, including energy transition projects. "A Just Alternative to Development-Forced Displacement: Policy proposal to advance a just energy transition for project-affected communities," was endorsed by more than sixty human rights, environmental justice and Indigenous Peoples' organizations and coalitions. It puts forward a framework for shifting policy and practice away from the prevailing paradigm that accepts forced displacement of communities "in the way of development," towards a new approach that empowers communities to negotiate enforceable agreements with project developers to avoid harm and share benefits.



↑ Mining site in Guinea



↑ Residents of Teliwora, one of the villages at risk from the expansion of the Rio Tinto-Alcoa owned CBG bauxite mine in Guinea

IF IMPLEMENTED, THE MEASURES IN THE PROPOSAL WOULD GIVE COMMUNITIES AGENCY IN DECISION MAKING AND PROJECT DEVELOPERS LEGITIMACY AMONG HOST POPULATIONS, REDUCING RISKS TO BOTH PARTIES THROUGHOUT PROJECT LIFECYCLES.

We launched the proposal during a roundtable dialogue with the IFC's Policy and Standards team on the sidelines of the World Bank Annual Meetings. Since publishing the proposal, we have been advocating with key industry actors and standard-setters to realize this new approach through changes to development finance policies, industry standards and corporate practices.

Read more

Supporting communities at risk from transition mineral mining

In addition to advocating for broader policy change to end development-forced displacement and secure the rights of project-affected communities, we are also working to amplify the voices of these communities in the policy conversation and support them to claim their rights.

In November, during the UN Forum on Business and Human Rights, we launched the first in a series of case study publications entitled *Frontline Voices in the Fight for a Just Energy Transition*, which will spotlight key pipeline transition mineral projects around the world and provide a platform for the communities who are at risk to advocate for their rights and for a seat at the table in shaping these projects.

Our first publication, I'll Do Anything to Stay Here, focuses on the expansion of the Rio Tinto-Alcoa owned CBG bauxite mine in Guinea. The report captures communities' concerns and expectations for how CBG and its investors should engage with them to ensure that they benefit from any new mining on their land and that their livelihoods and resources are protected before decisions are locked in.

Read the report.

OUR IMPACT IN 2025

BEHIND THE NUMBERS

$15M+

in redress or benefits for 6,000+ individuals

Measurable outcomes for real people: Highlights

Our team's unyielding pursuit of justice alongside the Cambodian families displaced by Mitr Phol Sugar Corporation played an invaluable role in securing this past year's groundbreaking settlement. We worked throughout the year to support community representatives and local partners to ensure a fair and equitable distribution of the settlement funds to the entire class of affected families.

We continued to support the "Area One" community in Kintinian, Guinea, to lay the groundwork for the first distribution of the Area One Sustainable Development Fund, which was secured through last year's historic settlement with AngloGold Ashanti. We helped the families form a new community-based association and establish a governance framework for managing these funds responsibly and equitably, while also assisting them to begin designing the first community development projects to be financed by the Fund in early 2026.

The water agreement mentioned above that communities signed with Compagnie des Bauxites de Guinée (CBG) this year resulted in the construction of 32 new deep water wells and the rehabilitation of 11 existing wells, the construction of 10 new boreholes and the installation of 16 solar panels to power the boreholes, and the construction of a new irrigation system, amongst other measures to improve access to clean water for household use in the communities affected by CBG's mining operation.

In October 2025, the International Finance Corporation approved a $12 million program aimed at strengthening support services for survivors and prevention of gender-based violence throughout Kenya.

The program was developed in response to the investigation of child sexual abuse perpetrated at Bridge International Academies, a chain of for-profit schools that was financed by IFC. Since 2023, Inclusive Development International has worked to expose and hold the IFC accountable for these abuses and support the Bridge survivors in their struggle for redress.

70+

communities accompanied with advocacy and legal support

Accompanying communities in long-term pursuit of justice: Highlights

In 2025, we continued our in-depth accompaniment of communities in 11 cases around the world in their unrelenting pursuit of justice. This included ongoing research, advocacy and accompaniment in complaints processes for communities in Guinea, Liberia and Indonesia to prevent and secure remedy for the impacts of mining on their land. It included ongoing partnerships with community advocates in East Africa, Indonesia and the Philippines who are working to stop new fossil fuel projects and to secure remedy for the devastating impacts of past and current coal and other fossil fuel development. And it included our work with the hundreds of Cambodian families who in May 2025 reached a financial settlement with Mitr Phol Sugar Corporation. Read more about our casework.

6

institutions with stronger human rights policies or practice as a result of our advocacy

Securing meaningful systems-change: Highlights

In addition to the adoption of the International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA) Remedial Action Framework mentioned above, we also welcomed important changes in policy and practice that we advocated for at multistakeholder sustainability initiatives, which strengthened their human rights due diligence procedures and expectations for members. Additionally, in response to our advocacy with partners, German automakers and energy companies initiated new partnerships with downstream suppliers in Guinea to prevent and remedy environmental and social harms within their aluminum supply chains.



↑ Boubacar Bah, a resident of Teliwora in Guinea

242

advocates trained, including 49 graduates of our full 6-month Follow the Money to Justice training program, who have joined our global community of practice

IDI Research Associate Alexla Pérez-Sánchez reflects on her experience helping lead our training for Latin American advocates:

"I watched each person grow in confidence, show up with hard work and determination, and build real connections with one another.

The peer-led sessions added a rich layer of learning, and it was clear that everyone—especially those newer to the work—walked away with a deeper understanding and fresh perspectives.

I'm looking forward to seeing how this group grows and stays connected. Engaging with them has truly been a privilege."

100+

harmful projects investigated by Inclusive Development International and the global Follow the Money community of practice

Featured Investigation: Ramping up media and financial sector advocacy to stop harmful steel and coal plant development:

Land acquisition and initial development work for the proposed JSW Utkal steel plant and coal power station in India has already violated Indigenous rights and caused serious environmental harms. If the project moves forward, there would be further negative impacts on public health and local livelihoods, as well as threats to critical biodiversity and endangered species.

In 2023, a coalition of groups working to stop the project came to us for help identifying new avenues for advocacy and opportunities to bring international attention to the project. Our investment chain research revealed a range of shareholders who community advocates were able to engage, as well as human rights grievance mechanisms connected to commercial banks with financing relationships to the project developer.

We connected the groups to our partner BankTrack, which worked with them to submit complaints to each of those mechanisms and leverage the opportunity to garner coverage in industry journals and other publications, helping achieve their goal of gaining the attention of international audiences. The complaints and international attention have already resulted in more productive engagement from the banks, and our latest inquiries suggest the project has yet to reach financial close.

Explore all of our investigations using the interactive map on our investigations page.



↑ Overlooking a coal plant in Indonesia



↑ Lithium fields in Chile

200+

new advocacy opportunities identified by IDI and the FTM community or practice

Featured Advocacy Opportunity: CleanTech Lithium listing on Australian Stock Exchange unsecured after FTM research and advocacy:

CleanTech Lithium markets itself as offering an environmentally and socially sustainable approach to exploiting Chile's vast lithium reserves. The company touts its agreements with Indigenous communities as proof of its social license to operate, but according to local and Indigenous leaders, these agreements do not adhere to Free, Prior and Informed Consent requirements under Chilean law, and have excluded communities that oppose the projects due to their potential negative impacts on water access and other environmental and social risks.

As part of research we undertook at the request of Earthworks and leaders from the Indigenous Community of Comuna de Copiapó in Chile, we discovered that CleanTech was in the process of applying to be listed on the Australian Stock Exchange (ASX), so we urged the groups to reach out to ASX. Together, they submitted a letter to the stock exchange, flagging their concerns about the company's failure to disclose key environmental, social, and regulatory risks associated with its lithium projects, including evidence of violations of Indigenous rights. The letter requested that the ASX and Australian Securities and Investments Commission reject the company's listing application until and unless they could ensure CleanTech's full disclosure of risks and compliance with regulations. Our latest inquiries suggest the listing is still on hold.

Inclusive Development International

SUPPORT THIS WORK

MAKE A DONATION

We are a nimble organization that operates with very minimal overhead costs. The donations we receive go a long way toward increasing our capacity to serve more communities and realize more lasting change to advance a just and inclusive global economy.

TO DONATE ONLINE, PLEASE VISIT:
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