

D-6. Stakeholders and Actors www.life-links.org/docs/framework

The table below presents an overview of stakeholders and actors from a supply chain perspective. In the context of Life-Links a stakeholder has an interest in or is affected by or can influence the outcome of the project, whereas actors actively participate in the project and make decisions.

Overview of stakeholders and actors	
Groups	Stakeholders/actors and descriptions/examples
Communities	Local communities (residents, households, indigenous groups living in areas affected by or engaged with a project and dependent on land, forests, water, or other natural resources for their livelihoods and cultural identity)
	Workers & producers <ul style="list-style-type: none"> Individual workers, employees, contractors Farmers and other producers Informal labor groups, trade unions and formal worker representatives
	Vulnerable groups (groups often marginalized, underrepresented in decision-making, and who may pose a salient human rights risk for companies) <ul style="list-style-type: none"> Children/youth Ethnic minorities Indigenous Peoples People with disabilities Women Other
Consumers	Local end-users, consumers & households (individuals and families purchasing and using goods and services within local or national markets, directly affected by pricing, availability, and quality of products and services)
	Consumers in export markets (buyers and end-users in foreign markets whose demand, purchasing power, consumer rights, and standards influence production, and who are also impacted by pricing, availability, and product safety across global supply chains)
Countries	Government bodies/authorities (actors who set policy, make laws, regulate and enforce/supervise) <ul style="list-style-type: none"> National / central government bodies – ministries, departments, national agencies Regional / local government bodies – provincial, municipal, or district authorities Regulatory/ enforcement / supervisory authorities – independent or semi-independent watchdogs overseeing specific sectors Central banks & monetary authorities – independent public financial institutions managing currency, monetary policy, and financial stability (e.g., European Central Bank, US Federal Reserve, national reserve banks).
	Government/State-affiliated entities (actors that deliver public services, manage state assets, or support policy implementation but don't set broad government policy) <ul style="list-style-type: none"> Public utilities – state-run providers of essential services such as energy, water, waste, and public transport. Public service providers – hospitals & social care institutions, police & prisons, fire & emergency State-Owned Enterprises (SOEs) – government-owned companies operating in sectors like transport, energy, banking, and manufacturing. State-owned media

Overview of stakeholders and actors	
Groups	Stakeholders/actors and descriptions/examples
	<ul style="list-style-type: none"> Government-affiliated research & academic institutes – state-funded think tanks, policy research centers, and technical institutes (e.g., agricultural research centers, national health research bodies). Sovereign wealth & public investment funds – state-owned investment entities managing national wealth and reserves. Public-Private Partnerships (PPPs) – hybrid organizations jointly run by government and private actors to deliver infrastructure or services. <p>International governmental bodies (create binding rules, standards, or policies as well as international conventions or treaties across countries)</p> <ul style="list-style-type: none"> Supranational bodies (e.g., European Union) Intergovernmental organizations with regulatory roles (e.g., World Trade Organization (WTO), International Maritime Organization (IMO), World Health Organization (WHO)) Regional policy bodies (e.g., African Union, ASEAN, MERCOSUR)
Companies	<p>Producing/manufacturing/retail (shippers or freight buyers)</p> <ul style="list-style-type: none"> Energy - oil & gas companies, electricity producers, renewable energy providers Mining & raw materials - companies that extract metals, minerals, and other natural resources Agriculture & food (farming, food production, and processing businesses) Industrial & manufacturing - factories making machines, vehicles, electronics, chemicals, and other goods Construction & real estate - companies that build, develop, and manage properties and infrastructure Consumer goods & retail - brands and stores selling everyday products, clothing, electronics, and more Healthcare & life sciences – private hospitals, pharmaceutical companies, biotech firms, and medical device makers <p>Transport and logistics</p> <ul style="list-style-type: none"> Carriers - own and operate transport vehicles: shipping lines, airlines, trucking fleets, rail operators, pipeline transport Logistics service providers or LSPs - freight forwarders, third-party logistics (3PL), and fourth-party logistics (4PL) providers handling shipment planning, customs, warehousing, fulfilment, and end-to-end supply chain management Logistics hubs & infrastructure operators - ports, airports, rail terminals, intermodal hubs, warehouses, and distribution centers, enabling the flow and transfer of goods between modes Last-mile & specialized delivery - parcel and courier services for home/retail delivery; plus specialized logistics (e.g. cold chain, hazardous goods, oversized) Informal & intermediary players - freight brokers, middlemen, popular transport, consolidators
Secondary stakeholders (working with, for, or on behalf of stakeholders)	Company owners – company owners, shareholders, equity owners
	Company customers - corporate clients / business (B2B) customers
	<p>Finance</p> <ul style="list-style-type: none"> Banking – retail, commercial, and credit institutions Insurance – life, health, property, and reinsurance providers Investment & asset management – investment banks, asset managers, pension funds, private equity Financial technology (Fintech) – digital payments, online lending, blockchain solutions Specialized financial services – credit rating, leasing, financial advisory Informal & community finance – microfinance institutions, savings groups, moneylenders, pawnshops, and mobile money agents
	<p>Other service providers</p> <ul style="list-style-type: none"> Technology & software - software developers, IT service providers, hardware manufacturers, cloud platforms, and cybersecurity companies

Overview of stakeholders and actors	
Groups	Stakeholders/actors and descriptions/examples
	<ul style="list-style-type: none"> • Telecommunications - providers of mobile, broadband, and satellite communication services • Media & creative industries – commercial media, broadcasting, publishing, digital media platforms, advertising, and creative agencies • Professional & business services (consulting firms, legal services, accounting, market research, and other expert advisory services)
	Research and academia <ul style="list-style-type: none"> • Universities & higher education institutions – public and private universities, colleges, and polytechnics conducting research and education • Research institutes & laboratories – public and private research centers, corporate and independent laboratories • Technology transfer & innovation hubs – technology transfer offices, university-linked innovation hubs, science parks • Incubators & accelerators – organizations supporting research-based startups and innovation-driven enterprises • Experts & academic professionals – individual scientists, researchers, and academic experts contributing knowledge and thought leadership
	Civil society <ul style="list-style-type: none"> • Informal & traditional civil society – religious and faith-based networks, traditional and community leaders, social movements and informal networks, mutual aid and voluntary groups • Advocacy & activism – advocacy and activist groups, watchdog and accountability organizations, issue-based campaigns and networks • Community & grassroots organizations – community-based organizations (CBOs), citizens and resident associations, cultural and creative organizations, cooperatives (e.g., farmer or savings cooperatives) • Non-governmental organizations (NGOs) – mission-driven organizations delivering services, humanitarian aid, policy advocacy, watchdogs (national or international) • Member-based associations – professional associations, chambers of commerce, federations, and networks representing collective member interests • Philanthropy & funding organizations – philanthropic organizations and foundations, charitable trusts and endowments • Media & communication platforms - independent and community-based
	International development & aid organizations <ul style="list-style-type: none"> • Multilateral development banks (MDBs): e.g., World Bank, African Development Bank, Asian Development Bank. • UN development agencies & programs: e.g., UNCTAD, UNDP, UNEP, UNICEF, UNIDO, WFP. • Bilateral development & cooperation agencies: e.g., GIZ, JICA, DFID (now FCDO).
	Environment & future generations (affected stakeholders without the ability to be actively engaged or influence) <ul style="list-style-type: none"> • Environment (climate, biodiversity, water, other) • Future generations

The table below groups these same stakeholders and actors from a company perspective using the EU Corporate Sustainability Reporting Directive categories of affected stakeholders, users of sustainability information and business relationships (value chain partners).

Corporate stakeholders and actors and the EU CSRD / CSDDD				
Stakeholder group	Stakeholders/Actors	Stakeholder/actor categorization based on EU CSRD / CSDDD		
		Affected stakeholders	Users of sustainability information	Business relationships (value chain partners)
Communities	Local communities	✓		
	Workers & producers	✓		
	Vulnerable groups	✓		
Consumers	Local end-users, consumers & households	✓		
	Consumers in export markets	✓		
Countries	Government bodies/authorities		✓	
	Government/State-affiliated entities		✓	✓
	International governmental bodies		✓	
Companies	Producing/manufacturing/retail			✓
	Transport and logistics			✓
Other actors working with, for, or on behalf of stakeholders, or affected otherwise	Company owners		✓	
	Corporate customers		✓	✓
	Finance		✓	✓
	Other service providers			✓
	Research and academia		✓	
	Civil society		✓	
	International development & aid organizations			✓
	Environment and future generations	✓		