



LEAF Marque Stakeholder Mapping

1. Background

As a membership-based organisation that draws strength from the depth and diversity of stakeholders represented, stakeholder engagement is a core part of LEAF and LEAF Marque. LEAF Marque wants to ensure that all stakeholders have the option to be involved in all aspects of LEAF Marque including LEAF Marque Assurance System, LEAF's M&E System and LEAF Marque Standard system (including the process of revising and further developing the LEAF Marque Standard as detailed in wider LEAF Marque documentation available on the [LEAF website](#)). LEAF Marque stakeholder engagement covers a wide range of representation including: those indirectly affected, geographic representation, gender, ecosystem representation, the scale of the facilities, and different types of organisations.

It is critical that LEAF Marque develops a strong methodology for how to identify key stakeholders and that it conveys the correct messaging to these stakeholders in as clear and concise a manner as possible to efficiently involve those interested parties in the discussions and decision making process, and ultimately create a strong sense of ownership among these actors.

As the LEAF Marque system has global coverage, important stakeholders invariably exist in all regions of the world. With only a very small team of staff, LEAF Marque does not currently have the capacity to personally interact with all key stakeholders in all of the regions of the world in which it operates. Additionally, it is not always time and resource efficient to use face-to-face communication. Therefore, LEAF and LEAF Marque use a range of communication methods.

LEAF Marque welcomes feedback on our stakeholder engagement, including our Stakeholder Mapping process, at all times. For more information on LEAF Marque Stakeholder Mapping or to provide feedback please contact info@leafmarque.com.

2. The Mapping Process

LEAF has revised its approach to stakeholder engagement to ensure there is a broad and balanced approach that seeks to be representative and inclusive. Therefore, LEAF has revised its categories and groupings to enable this.

2.1 Stakeholder Group

This includes the following groups (listed alphabetically):

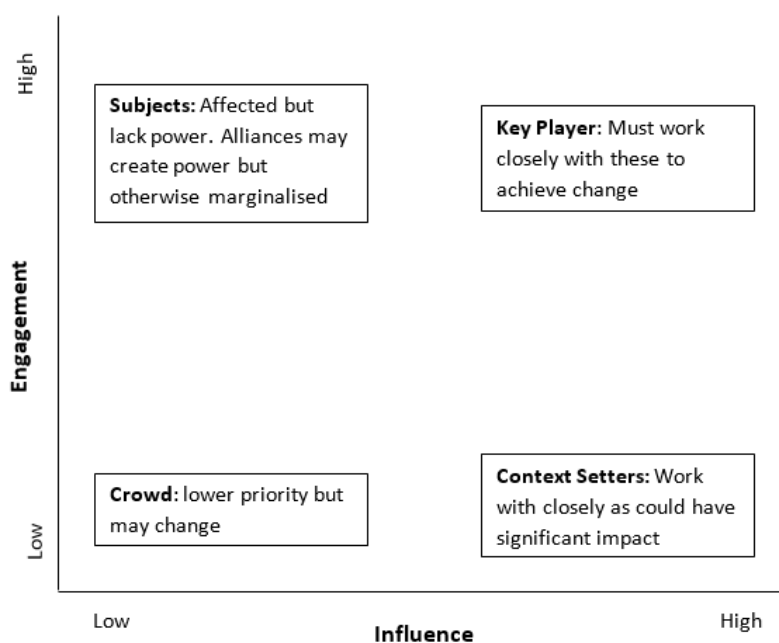
- Accreditation Body
- Banks
- Celebrity
- Certification Body
- Consumer-facing Brands
- Education



- Farm Advisors
- Farmer Representative Groups
- Food Service
- Funder
- House of Lords
- ISEAL member
- Large Corporate Producers (larger producer with multiple sites)
- Media
- MPs/Government Minister
- NGOs
- Policy-makers
- Processors / Packers
- Producers (individual producer)
- Public Representatives
- Researchers
- Retailers
- Supply Chain Advisors
- Trade and Ancillary

2.2 Categorising Stakeholders

In order to make the engagement process efficient and relevant, LEAF has used a system to further categorise its stakeholders. The rationale for this is to target its consultation campaigns and also to make the most of formal and informal meetings. The following graph illustrates the sub-division of its stakeholders into one of four categories:





3. Stakeholder Mapping

LEAF Marque Stakeholder Mapping highlights areas of strength and areas for continuous improvement where LEAF can work harder to establish more robust links with stakeholders to ensure representation and inclusion.

The table below shows the stakeholder distribution across the 4 categories and gives examples of stakeholders in each grouping and category. Our stakeholders may fall into multiple groups and categories and therefore there may be some occasions of double counting.

The following common LEAF abbreviations have been used in the table: LEAF Marque TAC = LEAF Marque Technical Advisory Committee; LDF = LEAF Demonstration Farm; LIC = LEAF Innovation Centre; LOFS = LEAF Open Farm Sunday. For more information, please see the [LEAF website](#).

If you would like to further discuss the in-depth list of stakeholders and their assigned position please contact info@leafmarque.com.

	Key Player	Context Setter	Subjects	Crowd
Accreditation Body	8 –including representatives of: <ul style="list-style-type: none"> • Accredia • ANSI • BELAC • Dakks • ENAC • IPAC • JAS-ANZ • UKAS 	0	0	0
Banks	0	0	0	4 – including representatives of <ul style="list-style-type: none"> • Barclays • Halifax • HSBC • Lloyds • Natwest



Celebrity	3 – including representatives of: <ul style="list-style-type: none"> • LEAF’s Honorary President the Countess of Wessex • LEAF Policy and Strategic Development Committee (1 – Tom Heap) • BBC (Adam Henson) 	0	0	3 – including representatives of: <ul style="list-style-type: none"> • BBC (2 – including Chris Packham, David Attenborough, Kate Humble)
Certification Body	17 – including representatives of: <ul style="list-style-type: none"> • ACCM • Acerta • Agricolor • CSI • Kiwa Espana • NSF • SAI Global • SATIVA • SGS Spain • TUV Nord Integra 			
Consumer-facing Brands	13 – including representatives of: <ul style="list-style-type: none"> • LDF (3 – including Farrington Oils; Carroll’s Heritage Potatoes) • LEAF Corporate Member (7 – including Birds Eye Ltd; Florette UK & Ireland; The Jordans & Ryvita Company; Unilever; Vitacress) • Danone • Kelloggs • Muller 	9 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (3 – including Arla Foods; Waitrose) • Innocent Ltd • Nestle • Ribena • Saputo • Suntory • Weetabix Ltd 	6 – including representatives of <ul style="list-style-type: none"> • LEAF Corporate Member (6 – including Branston; Burts Snacks; Carbon Gold; Cocogreen; Growers Garden; Pepsico International) 	0



Education	11 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (6 – including AHDB; Sainsburys) • Patron (1) • Ceres • Farmers' Weekly • HSE • Lord Curry • Jane Cragie Marketing 	9 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (3 – including AHDB; Waitrose) • CLA • Farmers Guardian • NFU • Public Health England • Soil Association 	17 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (7) • LEAF College Member (1) • Patron (2) • CPRE • Country Trust • Countryside Learning • Ernest Cook Trust • Hutchinsons • John Deere • Village Farm (Tom Martin) 	28 – including representatives of: <ul style="list-style-type: none"> • LIC (1) • LEAF Corporate Member (6) • LEAF College Member (1) • ASDA • COOP • Royal Highland Education Trust • NFU Education • NFYFC • PD Hook • Tesco
Farm Advisors	42 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (2) • LEAF Marque Board (1) • LEAF Marque TAC (3) • LEAF Policy and Strategic Development Committee (1) • LEAF Corporate Member (2) • LEAF Advisors and Consultants (33) 	1 – including representatives of: <ul style="list-style-type: none"> • LIC (1) 	7 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (2 – including Soil Essentials, Velcourt) • Brown & Co • Fisher German • Savills • Strutt and Parker 	2 – including representatives of: <ul style="list-style-type: none"> • Anglia Rural Consultants • EFPF
Farmer Representative Groups	33 – including representatives of: <ul style="list-style-type: none"> • LEAF Policy and Strategic Development Committee (3 – including AHDB, CLA, NFU) • LEAF Corporate Member (6) • British Growers Association • GLOBALG.A.P. • Green Pea Company • Organic Farmers and Growers • Red Tractor Farm Assurance • RSPCA Freedom Foods • Soil Association • Sustainable Food Trust 	9 – including representatives of: <ul style="list-style-type: none"> • CAAV • European Biostimulants Industry Council • Farming Connect • Kantar World Panel • Pasture Fed Livestock Association • RADBF • QMS • RICS • Rural Advocat 	6 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (5) • BASIS 	2 – including representatives of: <ul style="list-style-type: none"> • Glastir • RABI



Food Service	2 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (1 – including Fresh Direct) • Henry Dimbleby (National Food Strategy) 	4 – including representatives of: <ul style="list-style-type: none"> • 2 Sisters • Leon Restaurants • Pret a Manger • Sustainable Restaurant Association 	3 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (3 – including ABM Catering Ltd; Sodexo; The Balanced Food Company) 	0
Funder	8 – including representatives of: <ul style="list-style-type: none"> • LEAF Policy and Strategic Development Committee (1) • LEAF Corporate Member (6 – including AHDB) • Innovate UK 	2 – including representatives of: <ul style="list-style-type: none"> • DID • Esmee Fairburn Trust 	0	0
House of Lords	3 – including representatives of: <ul style="list-style-type: none"> • Baroness Byford • Lord Curry • Lord Gardner 	4 – including representatives of: <ul style="list-style-type: none"> • Lord Cameron • Lord Goldsmith • Lord Paice • Lord Trees 	0	0
ISEAL members	21 – including representatives of: <ul style="list-style-type: none"> • Alliance for Water Stewardship • Assurance Services International • Bonsucro • Fair Trade US • Fairtrade International • FSC • MSC • Rainforest Alliance • RSPO • Textile Exchange 	0	0	0



Large Corporate Producers	14 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (4 – including Barfoots; Blueskies Ltd; Elveden Estate; Vitacress) • LDF (5 – including Farrington Oils; JSR; Wilkin & Son;) • LEAF Corporate Members (3 – including Kettle Produce; Thanet Earth;) • LEAF Marque certified producers (3 - including Bedfordia; Beeswax Dyson Farming; Mercer Farming) 	191 – including: <ul style="list-style-type: none"> • LEAF Corporate Member (4 – including G’s Group; Huntapac Produce; Produce World) • LEAF Marque certified producers (190 – including Brixworth Farming Company; Cokenach; Magrabi Agriculture; M Poskitts Ltd) 	0	0
Media	1 – including representatives of: <ul style="list-style-type: none"> • BBC (1 – including Charlotte Smith) 	3 – including representatives of: <ul style="list-style-type: none"> • BBC (2 – including Sheila Dillon) • Jay Rayner • Mark Avery 	0	0
MPs	1 – including representatives of: <ul style="list-style-type: none"> • Secretary of State; George Eustice 	5 – including representatives of: <ul style="list-style-type: none"> • Bill Wigen • Jeremy Hunt • Mark Spencer • Michael Gove • Richard Benyon 	0	15 – including representatives of: <ul style="list-style-type: none"> • Anna Soubry • Caroline Spellman • Daniel Poulter • David Baldock • James Youngera • Jo Swinson • John Palmer • Matthew Hancock • Michael Fallon • Roger Williams



NGO	15 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (1 – including Wildlife Trust) • LEAF Policy and Strategic Development Committee (2 – including GWCT and OF&G) • LEAF Corporate Member (4) • BGS • Forum for the Future • FWAG • IFA • RUMA • WWF 	8 – including representatives of: <ul style="list-style-type: none"> • Birdlife International • Carbon Trust • CSF • FAO • Higher Conservation Value • ICUN • NOAH (2) 	1 – including representatives of: <ul style="list-style-type: none"> • IEEP 	4 – including representatives of: <ul style="list-style-type: none"> • FAO • Green Alliance • IPM Coalition • Odling I Balans
Policy-makers	10 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (3 – including Defra; Environment Agency; Natural England) • Corporate Member (2 – including SEPA, States of Jersey) • CPRE • DEFRA • Environment Agency (2) • Natural England 	14 – including representatives of: <ul style="list-style-type: none"> • BEIS • DEFRA (5) • DIFID • Food and Drink Federation • Natural England (4) • Scottish Environment Protection Agency • Professor Anne Glover 	1 – including representatives of: <ul style="list-style-type: none"> • Future Landscapes 	3 – including representatives of: <ul style="list-style-type: none"> • BEIS • Environment Agency (2)
Processors / Packers	4 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (1) • LDF (1) • LEAF Corporate Member (2 – including Blue Skies; Unilever) 	9 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (3 – including ADM; Arla) • 2 Sisters (2) • Cranswick Foods • Innocent • Suntory • Weetabix Ltd 	6 – including representatives of: <ul style="list-style-type: none"> • Allison Risebro • Bakkavor • Grencell • Greenyard Fresh • Takestock 	0



Producers	795 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (1) • LEAF Marque Board (1) • LEAF Marque TAC (2) • LEAF Policy and Strategic Development Committee (1) • LDF (33 – including Carroll’s Heritage Potatoes; Frogmary Green Farm; Overbury Enterprises) • LIC (9 – including SRUC; Stockbridge Technology Centre; The Allerton Project) • LEAF College Member (1) • LEAF Marque certified producer (746 – including Ashbys; Hall Hunter Partnership; Royal Veg S.L.) • LEAF Member (3) 	0	13 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (11) • LEAF Member (2) 	0
Public Representatives	0	2 – including representatives of: <ul style="list-style-type: none"> • Kantar World Panel • Which 	0	2 – including representatives of: <ul style="list-style-type: none"> • WI • World Bank



Researchers	41 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (1 – including Cranfield University) • LEAF Marque TAC (2 – including Fera; Germinal) • LEAF Policy and Strategic Development Committee (5) • LIC (10 – including Bangor University; Harper Adams University; Rothamsted Research North Wyke) • LEAF Corporate Member (10) • LEAF College Member (2) • ADAS • CCRI • CHAP • ORC 	18 – including representatives of: <ul style="list-style-type: none"> • LIC (2) • LEAF College Member (2) • BBSRC • CCRI (2) • Food Ethics Council • Imperial College • N8 AgriFood • Oxford University • University of Aberdeen • Wageningen University 	22 – including representatives of: <ul style="list-style-type: none"> • LEAF Policy and Strategic Development Committee (1) • LIC (4) • LEAF Corporate Member (2) • LEAF College Member (15) 	6 – including representatives of: <ul style="list-style-type: none"> • Coventry University • Nafferton Farm • Morley Farm • Odlings I Balans • Royal Agricultural University • University of Leeds
Retailers	19 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (1) • LEAF Policy and Strategic Development Committee (2) • LEAF Corporate Member (15 – including Aldi; Coop; Marks & Spencer; Sainsbury’s; Waitrose) • Lidl (2) • Worldwide Fruit 	4 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (1 – including ASDA) • Morrisons • Ocado • Tesco 	1 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (1 – Billfields) 	0



Supply Chain Advisors	9 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (2) • LEAF Marque TAC (2) • LEAF Policy and Strategic Development Committee (1) • LEAF Corporate Member (1) • GCA • Richard Whitlock • Teresa Wickham 	4 – including representatives of: <ul style="list-style-type: none"> • Dairy UK • Defra • FDF • IGD 	1 – including representatives of: <ul style="list-style-type: none"> • Manor Fresh 	2 – including representatives of: <ul style="list-style-type: none"> • Cargill • Laurence Gould
Trade and Ancillary	12 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (1) • LEAF Policy and Strategic Development Committee (1) • Corporate Member (7 – including AIC, BASF, CF Fertilisers, Corteva, CPA) • Agricultural and Farm Contractors • IEMA • NAAC • Ricardo • Severn Trent • Vidacycle 	12 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (6 – including AIC; Frontier; Openfield; Syngenta; Yara) • BordBia • Camgrain • COP26 • United Nations • World Bank • WTO 	4 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (4) 	2 – including representatives of: <ul style="list-style-type: none"> • EFMA • Independent



4. Engagement

A strong engagement strategy that allows for dialogue and sharing of ideas, and promotes collaboration and consensus building between disparate groups is crucial to develop and strengthen LEAF Marque.

There are a number of ways used by LEAF to reach out to stakeholders from the different sectors:

Engagement Approach	Description
Partnership	Shared accountability and responsibility. Two-way engagement, joint learning, decision making and actions
Participation	Engaged in delivering tasks or with responsibility for an area / activity. Two-way engagement within limits of responsibility
Consultation	Involved, but not responsible and not necessarily able to influence outside of consultation boundaries. LEAF asks questions for stakeholder to answer.
Push Communication	One way engagement using various communication channels. LEAF may share information with all stakeholders or have a more targeted approach
Pull Communication	One way engagement. LEAF shares information and stakeholders choose as to engage or not.

LEAF will continue to use ways that optimise the flow of feedback in an economic and practical way that is not wasteful on resources of both time and money. Whilst there is significant value in face-to-face meetings, LEAF also encourages the use of electronic communication and teleconferences (where practical). LEAF does note, however, that some stakeholders may lack access to electronic communications and will endeavour to provide additional ways to engage as appropriate. The LEAF team attend a range of meetings, shows and events (UK and international) which forms part of LEAF's activities to meet stakeholders and cultivate relationships. As a charity, LEAF is unable to provide funding for travel sponsorship so it is noted that stakeholders from non-profit organisation may be unable to participate in face-to-face meetings.

It will be critical that LEAF continues to develop and strengthen its stakeholder outreach and communication strategies.