



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):

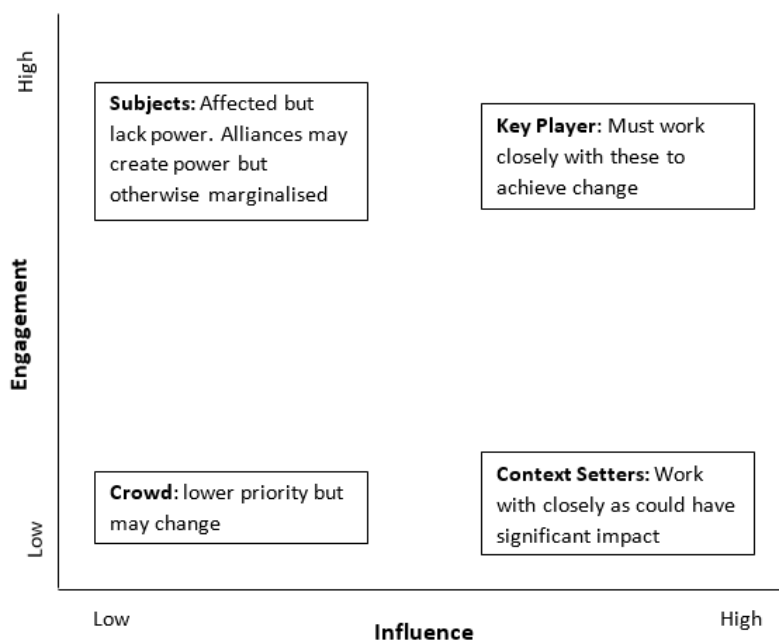
- Accreditation Body / Certification Body
- Celebrity
- Consumer-facing Brands
- Education
- Farm Advisors
- Farmer Representative Groups



- Food Service
- Funder
- Government Minister
- Large Corporate Producers (larger producer with multiple sites)
- Media
- 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 / Certification Body	28 –including representatives of: <ul style="list-style-type: none"> • Acerta • Africert • BELAC • Dakks • Kiwi Espana • NSF • SAI Global • SGS South Africa • TUV Nord Integra • UKAS 	0	0	0
Celebrity	2 – including representatives of: <ul style="list-style-type: none"> • LEAF’s Honorary President the Countess of Wessex • LEAF Policy and Strategic Development Committee (1) 	0	0	2 – including representatives of: <ul style="list-style-type: none"> • BBC (2 – including Adam Henson; Kate Humble)



Consumer-facing Brands	8 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (1 – including Unilever) • LDF (3 – including Farrington Oils; Carroll’s Heritage Potatoes; Wilkin & Sons Ltd) • LEAF Corporate Members (4 – including Birds Eye Ltd; Florette UK & Ireland; The Jordans & Ryvita Company) 	11 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (7 – including Arla Foods; Branston Ltd; Burts Potato Chips Ltd; PepsiCo International) • Innocent Ltd • Suntory • Weetabix Ltd 	0	0
Education	4 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (2) • LEAF Regional Chairman (1) • LEAF Marque certified producer (1) 	31 – including representatives of: <ul style="list-style-type: none"> • LIC (6 – including Harper Adams University; Royal Agricultural University; SRUC) • LEAF Corporate Member (1) • LEAF College Member (24) 	0	0
Farm Advisors	28 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (1) • LEAF Marque Board (1) • LEAF Marque Additional Stakeholder Group (11) • LEAF Advisory Board (2) • LEAF Policy and Strategic Development Committee (2) • LEAF Regional Chairman (3) • LOFS Regional Coordinators (7) 	9 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (1) • LEAF Corporate Member (8) 	0	0



Farmer Representative Groups	16 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (6 – including AHDB; CLA; NFU) • LEAF Corporate Member (4) • EISA Associate Member (1) • AIC • CLA • GLOBALG.A.P. • NSA • Red Tractor Farm Assurance 	22 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (14 – including Anglia Farmers; NABIM; Tenant Farming Association) • AHDB (2) • CAAV • ECPA • NFU • NFYFC • RICS (2) 	0	1 – including representatives of: <ul style="list-style-type: none"> • RABI
Food Service	1 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (1 – including Billfields of London) 	5 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (1 – including abm Catering Ltd) • 2 Sisters • Charlton House Catering Services • Leon Restaurants (2) 	1 – including representatives of: <ul style="list-style-type: none"> • Morston Hall 	0
Funder	5 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (3 – including AHDB; BBSRC; Innovate UK) • LEAF Corporate Member (2 – including AHDB) 	5 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (2 – including AHDB; Agrii) • BBSRC • Esmee Fairburn Trust 	0	0
Government Minister	2 – including representatives of: <ul style="list-style-type: none"> • Secretary of State for Environment, Food and Rural Affairs • Department for Environment, Food and Rural Affairs 	4 – including representatives of: <ul style="list-style-type: none"> • Secretary of State for Health • Department for International Development • MP (2 – including Mark Spencer; Richard Benyon) 	2 – including representatives of: <ul style="list-style-type: none"> • MP (1 – including Owen Patterson) 	17 – including representatives of: <ul style="list-style-type: none"> • Department for Business, Energy and Industrial Strategy • MP (16)



Large Corporate Producers	22 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (2 – including JSR Farms; Produce World) • LEAF Marque Board (1) • LEAF Marque TAC (4 – including Blueskies Ltd; Elveden Estate; Farmcare Trading; Oserian Agriculture Ltd) • LEAF Marque Additional Stakeholder Group (2) • LEAF Advisory Board (1) • LEAF Policy and Strategic Development Committee (1) • LDF (5 – including Farrington Oils; Wilkin & Son; Barfoots) • LEAF Corporate Members (11 – including Kettle Produce; Thanet Earth; Wyke Farms) 	191 – including: <ul style="list-style-type: none"> • LEAF Corporate Member (5 – including; APS Produce Ltd; The Crown Estate; Wright Farm Produce) • LEAF Marque certified producers (190 – including Beeswax Dyson Farming; Huntapac Produce; Vanduzi-Cantadica Estate) 	0	0
Media	0	3 – including representatives of: <ul style="list-style-type: none"> • BBC (2 – including Charlotte Smith; Sheila Dillon) • Jay Rayner 	0	1 – including representatives of: <ul style="list-style-type: none"> • Mark Avery



NGO	31 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (3 – including GWCT; RSPB; WWF) • LEAF Marque Additional Stakeholder Group (1) • LEAF Policy and Strategic Development Committee (2) • LEAF Corporate Member (3) • LEAF Advisor or Consultant Member (1) • ISEAL Member (19) • BGS • Forum for the Future • RUMA 	19 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (7 – including National Trust; Woodland Trust; WRAP) • EISA National Member (6) • Birdlife International • FAO • Farm Africa • Higher Conservation Value • ICUN • NOAH 	0	3 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (1 – including CPRE) • EISA National Member (1) • World Conservation Union
Policy-makers	6 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (2 – including Environment Agency, Natural England) • LEAF Marque Additional Stakeholder Group (1) • LEAF Advisory Board (2 – including Environment Agency; Scottish Environment Protection Agency) • LEAF Policy and Strategic Development Committee (1) 	8 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (2) • DEFRA (2) • Environment Agency (2) • Natural England • Scottish Environment Protection Agency • Scottish Government • Professor Anne Glover 	1 – including representatives of: <ul style="list-style-type: none"> • Natural England 	1 – including representatives of: <ul style="list-style-type: none"> • Department for Business, Energy and Industrial Strategy



Processors / Packers	9 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (1) • LEAF Advisory Board (1) • LEAF Policy and Strategic Development Committee (1) • LDF (1) • LEAF Corporate Member (5 – including ADM; The Jordans & Ryvita Company; Wyke Farms Ltd); Unilever 	42 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (28 – including Arla; Bakkavor; Dairy Crest; W & H Marriages & Son Ltd) • 2 Sisters (2) • Cranswick Foods • Mondelez International • Muntons plc (2) • Suntory • Weetabix Ltd 	0	0
Producers	56 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (2) • LEAF Marque TAC (1) • LEAF Marque Additional Stakeholder Group (5 – including: Iberia Salads, Intercrop Iberia – La Palma, Wight Salads) • LEAF Advisory Board (1) • LEAF Policy and Strategic Development Committee (1) • LDF (30 – including Carroll’s Heritage Potatoes; Frogmary Green Farm; Overbury Enterprises) • LIC (9 – including SRUC; Stockbridge Technology Centre; The Allerton Project) • LEAF Regional Chairman (3) • LEAF Marque certified producer (20) • LEAF Member (5) 	815 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque certified producers (813 – Hall Hunter Partnership; Mercer Farming; PRIMAFLORE; Royal Veg S.L.) • LEAF Corporate Member (2) 	0	0
Public Representatives	0	2 – including representatives of: <ul style="list-style-type: none"> • Kantar World Panel • Which 	0	1 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (1 – including WI)



Researchers	34 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (1 – including University of Reading) • LEAF Marque TAC (1 – including Cranfield University) • LEAF Advisory Board (5) • LEAF Policy and Strategic Development Committee (5) • LIC (9 – including Bangor University; Harper Adams University; Rothamsted Research North Wyke) • LEAF Corporate Member (2) • LEAF College Member (1) • SIP Study Farms (5) • CCRI • University of Leeds (2) 	124 – including representatives of: <ul style="list-style-type: none"> • LEAF Advisory Board (1) • LEAF Corporate Member (5) • LEAF College Member (1) • EISA National Member (5) • SIP Project Partner (20) • EU-funded Project Partner (80) • BBSRC • Food Ethics Council • Imperial College • Oxford University • University of Aberdeen • Wageningen University 	0	0
Retailers	10 – including representatives of: <ul style="list-style-type: none"> • LEAF Marque TAC (1) • LEAF Advisory Board (1) • LEAF Policy and Strategic Development Committee (1) • LEAF Corporate Member (7 – including Marks & Spencer; Sainsbury’s; Waitrose) 	14 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (11 – including ALDI; Allison Risebro; ASDA; Co-operative Food Group; Ocado; Pauley’s Fresh Produce) • Morrisons • Tesco (2) 	0	0



Supply Chain Advisors	12 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (5) • LEAF Marque Board (1) • LEAF Marque TAC (2) • LEAF Marque Additional Stakeholder Group (2) • LEAF Advisory Board (1) • LEAF Policy and Strategic Development Committee (1) • Teresa Wickham 	9 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (3 – including Andersons Farm Business Consultants Ltd; Insight Investment; Sustain) • Consultant Sustainability • FDF • Forever Nutraceutical LLC • GCA • IGD • United Biscuits 	1 – including representatives of: <ul style="list-style-type: none"> • LOFS Regional Coordinator (1) 	4 – including representatives of: <ul style="list-style-type: none"> • Cargill • Connect Catering Ltd • Elizabeth Buchanan • Global Infusion Group
Trade and Ancillary	12 – including representatives of: <ul style="list-style-type: none"> • LEAF Board (2) • LEAF Marque Board (1) • LEAF Marque TAC (1) • LEAF Advisory Board (4 – including AIC; CPA) • LEAF Policy and Strategic Development Committee (2) – including BASF; H L Hutchinsons) • Corporate Member (1) • EISA Associate Member (1) 	36 – including representatives of: <ul style="list-style-type: none"> • LEAF Corporate Member (33 – including Bayer CropScience; Carbon Gold Ltd; ForFarmers; SOYL; Syngenta; Yara) • BordBia • Camgrain • Wooley & Co 	0	3 – including representatives of: <ul style="list-style-type: none"> • EISA National Member (1) • EFMA • WTO



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.