

Biomass Workshop Series 2020/21: REDII  
Implementation and Beyond

# Workshop 5: Social impacts of woody biomass

20 January 2021

## Content

Executive Summary .....	2
Areas of consensus .....	2
Areas where consensus was not reached.....	2
Areas for further consideration.....	2
1 Introduction .....	3
2 Presentations .....	4
Keynote Speaker – Darrel Webber.....	4
Katie Kenrick, The Earthworm Foundation .....	5
Gordon Murray, WPAC.....	5
Dana Doran, PLC.....	6
Jesus Esparza, Solidaridad .....	6
Adam Harrison, Chair Working Group A.....	7
3 Conclusions.....	7
4 Summary of discussions which let to the conclusions.....	8
Areas of consensus.....	8
Areas where consensus was not reached .....	12
Areas for future research.....	13

## Executive Summary

This was the fifth workshop of a series held in quarter 4 of 2020 and quarter 1 of 2021, supported by the European Technology and Innovation Platform Bioenergy (ETIP Bioenergy), the International Energy Agency's Bioenergy Technology Collaboration Programme (IEA Bioenergy) and The Sustainable Biomass Program (SBP).

'Social impacts of woody biomass' was the fifth workshop conducted in SBP's Biomass Workshop Series 2020-21. The workshop brought together six speakers and 151 participants from diverse backgrounds to discuss the social impacts, both positive and negative, associated with biomass production.

The presentations covered a variety of topics including the common challenges faced by certification schemes when addressing social risks; processes and systems for addressing social risks in supply chains; practitioners' perspectives on health and safety in the wood pellet industry; the potential of performance-based certification for worker wellbeing; learnings from international NGOs; and future avenues for social impacts coverage for the SBP.

The workshop generated debate over the sector's ability to stimulate local development, its responsibilities for community engagement, and accountability for the wellbeing of workers and the wider community.

This dialogue revealed both areas of consensus and disagreement amongst participants.

### Areas of consensus

The group agreed that best practice exists for addressing social risks and that SBP's Standard should aim to build upon this, rather than starting from scratch. It was acknowledged that social issues are context specific. Participants considered issues relating to labour conditions to be the most prominent social issues amongst biomass supply chains. Asked to select priority issues for inclusion within a potential SBP labour standard, the topic of child labour was most frequently selected, followed by the need for "decent" or fair wages, and safe, healthy and hygienic working conditions. Participants agreed that biomass producers have a responsibility to consult and engage with local communities both prior to, and during, projects. The group felt it was important that biomass industry recognised its role within the community, sharing benefits and supporting local development.

### Areas where consensus was not reached

There was less consensus on precisely which best practice requirements and process SBP should include within its standard. There was much discussion on how to design a scheme that is robust, designed around the values of the scheme and appropriately avoids and deals with bad actors without being overly burdensome.

Similar to other workshops, the group had different views on extent that process-based and outcome-based indicators should be used within the SBP Standard.

### Areas for further consideration

The group saw the benefit of ongoing activity to proactively seek out potential blind spots and hidden risks through information collection and stakeholder engagement.

# 1 Introduction

Despite public debate showing interest in social issues for all supply chains, there are no social requirements in REDII, the EU's biomass legislation.

Workshop 5 of SBP's Workshop Series 2020-21, entitled 'Social impacts of woody biomass' invited key stakeholders to discuss the social impacts, both positive and negative, that the sector has on the communities it affects. The workshop aimed to share how those involved in woody biomass production, from harvesting to end use, could learn from the experiences of other supply chains to address the sector's social risks, whilst promoting its benefits.

The workshop was structured as such:

1. Presentations from six speakers
2. Q&A with speakers
3. 25-minute breakout sessions, structured around 4 questions/statements
4. Discussion of outcomes from breakout sessions
5. Concluding remarks.

Throughout the workshop, participants were encouraged to interact with speakers and fellow attendees using the HowSpace platform. This allowed participants to pose questions to speakers, who were able to respond to these questions using the platform's comment box. A Q&A session allowed speakers to expand on previous answers, or respond to any other questions received via HowSpace.

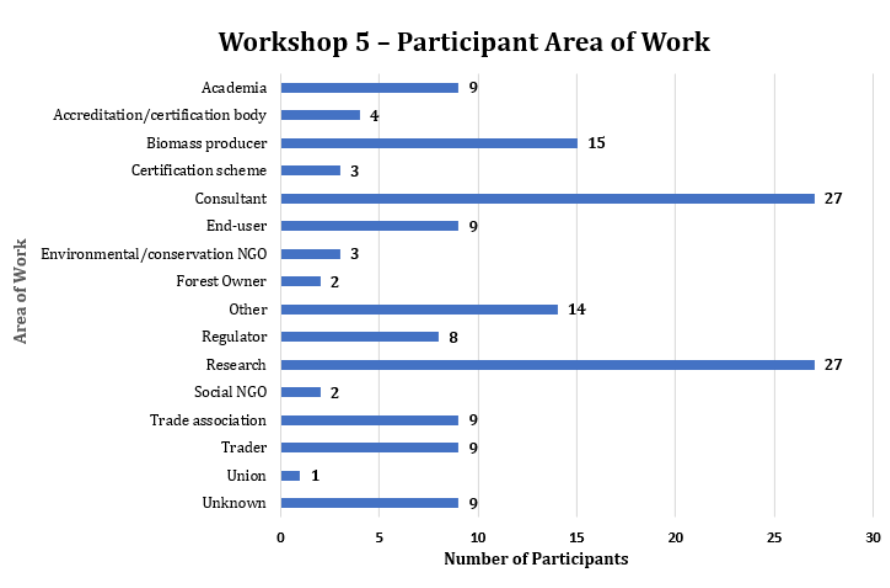
In the second half of the workshop, participants were invited to join one of four 25-minute breakout sessions, each structured around one of the following four questions:

1. What are the key social issues for biomass contractors, suppliers and the rest of the supply chain downstream from the forest and how is it best to manage them?
2. What are the key elements of good labour standards – in particular decent living wage and gender equality?
3. How does and should the biomass industry contribute more to benefiting local and community development?
4. How much should the industry consult and seek permission from the neighbours and communities that it impacts on?

Participants then shared the outcomes of the individual breakout groups, discussing areas of broad consensus or disagreement, and topics that required further research. This was followed by concluding remarks which drew together the key findings of the workshop.

In total 151 participants attended the workshop, representing a wide constituency of industries and interests, albeit attendance dropped to around 50 for the later breakout discussions. Approximately 30% of participants were from the biomass supply chain (forest owners, biomass producers, traders, end users). Researchers, members of academia, and NGO representatives constituted approximately 30% of participants. Regulators and representatives of certification schemes formed another 10% of

participants. Consultants made up 18% (including SBP staff). See figure 1 for the full breakdown of participants.



**Figure 1: Participant area of Work, Workshop 5**

## 2 Presentations

Six presentations were given during Workshop 5, including the keynote speech from Darrel Webber.

### Keynote Speaker – Darrel Webber

Presentation Title: Keynote Speech

Speaker Information: With a long career in sustainable development, Darrel Webber currently divides his time between serving as Managing Director of Global Forest Strategies at the Earth Innovation Institute<sup>1</sup>, and providing strategic advice on sustainability, to industries via his company DWA Pte Ltd. Darrel Webber also serves as an advisor for international certification schemes and multistakeholder initiatives trying to achieve certification at jurisdictional level. Darrel recently stepped down as CEO of the Roundtable on Sustainable Palm Oil (RSPO)<sup>2</sup>.

Presentation Summary: The speaker recalled the development of the 2005 RSPO Standards, identifying the blind-spots that the original standards did not address, and how it evolved to meet new sustainability demands over time. Darrel Webber identified key areas for future consideration for sustainability schemes, including a living wage, gender equality, human and workers' rights, and the Sustainable Development Goals. His advice was that sustainability schemes should assume that there will be blind-spots in their standards – standards should install systems to identify, assess and act on new risks as they arise. He recognised the difficulty and hard work needed to bring together the right people and information to inform a sustainability scheme, but noted

<sup>1</sup> <https://earthinnovation.org/about/staff/darrel-webber/>

<sup>2</sup> <https://www.rspo.org/>

that failing to do so risked stakeholders becoming disillusioned and the scheme going out of favour.

## **Katie Kenrick, The Earthworm Foundation**

Presentation Title: Social Impact in Supply Chains

Speaker Information: Katie Kenrick is a Senior Manager specialising in human rights, at The Earthworm Foundation<sup>3</sup> (formerly known as The Forest Trust), a non-profit organisation working to solve social and environmental challenges by improving value chains.

Presentation Summary: The speaker outlined a four-step process for addressing social risks in supply chains. Step one was identifying the relevant 'Values' shared by members, using this to inform policy. The second step was 'Transparency'. The speaker highlighted the importance of mapping supply chains and maintaining ongoing relationships with stakeholders and marginalised groups, ensuring that social values are communicated transparently across the supply chain. The speaker explained that it is vital to consider how issues manifest themselves in different ways in different locations, emphasising the importance of engagement with local actors. The third stage, 'Transformation', is implementing tools that change the way a business operates. 'Verification' is the last stage but must not be an afterthought. The speaker suggests that there is opportunity to build strong participatory verification frameworks to ensure that policies are being implemented correctly and have a positive effect. The speaker explained that the whole supply chain should be covered by the social policy, but that particular attention should be paid to areas of higher risk, and to where the company had leverage to make the biggest difference.

[LINK TO PRESENTATION](#)

## **Gordon Murray, WPAC**

Presentation Title: Striving for a Safe Canadian Wood Pellet Industry Safety

Speaker Information: Gordon Murray is a practitioner Certified Public Accountant (CPA) providing corporate finance advisory, management and financial accounting, and a controller outsourcing services to the forest and bioenergy industries. Gordon has acted as Executive Director of the Wood Pellet Association of Canada<sup>4</sup> (WPAC) since 2009.

Presentation Summary: Canada has very strong health and safety regulations, monitored at the sub-national level. Prioritising safety helps to protect workers, plants and equipment, and improves reputation with customers, the public and regulators. Annual work plans, published by the WPAC's Safety Committee, are prepared collaboratively to identify the key focus areas for the year. The speaker explained how accountability work plans are shared with the Workers' Compensation Board of British Columbia (WorkSafeBC)<sup>5</sup>, with whom WPAC meet twice a year to discuss progress. To improve the reputation of the industry in terms of safety and sustainability, WPAC encourages industry to share safety best practice (never competing on safety) and seeks to collaborate with other international pellet associations to share experiences

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<sup>3</sup> <https://www.earthworm.org/>

<sup>4</sup> <https://www.pellet.org/>

<sup>5</sup> <https://www.worksafebc.com/en>

and develop international wood pellet safety standards. WPAC are taking a leading role working group TC238 of the International Standards organisation that is developing international wood pellet safety standards.

[LINK TO PRESENTATION \(COMING SOON\)](#)

## **Dana Doran, PLC**

Presentation Title: Social Impacts of Woody Biomass – Timber Harvesting, Certification, and Rural Impact

Speaker Information: With over two decades of experience in the woody biomass sector, Dana Doran is the Director of the Professional Logging Contractors (PLC) of Maine<sup>6</sup>, the trade association of the state's logging industry.

Presentation Summary: The speaker outlined the role of the PLC of Maine, which represents contractors, affiliated contractors, and forest contractors involved in the timber harvesting side of the woody biomass supply chain. The speaker observed that timber harvesting companies are excluded from participation in FSC or SFI certification. He outlined how the positive social impacts of certification are currently not being extended to logging operators, who already experience wages significantly lower than equivalent skilled trades. The speaker outlined how training-based certification has resulted in very little progress in on-field performance or improvement in the working conditions of logging workers, and made the case for outcome based indicators. Rather, this type of certification can negatively affect workers as it may promote cost-cutting from forest owners, potentially leading to unsafe working conditions. The speaker introduced Master Logger<sup>7</sup>, a performance-based logging certification which promotes market rewards for raised standards amongst logging companies. Focusing on legality, social values, living wage, communities, occupational health and safety, and indigenous rights, this type of performance-based certification has the potential to reduce worker risk of injury, and improve socio-economic conditions for rural inhabitants.

[LINK TO PRESENTATION](#)

## **Jesus Esparza, Solidaridad**

Presentation Title: Social Impacts of Supply Chains

Speaker Information: Jesus Esparza is Corporate Engagement Manager of Bioeconomy at Solidaridad<sup>8</sup>. Solidaridad has 8 regional centres in 41 countries and operates in 13 key sectors worldwide, working closely with relevant commodity roundtables.

Presentation Summary: The speaker suggested that global initiatives and cross-sector sustainability programmes have so far paid insufficient attention to social factors including working conditions, indigenous rights, food security, and health risks. He argued that the Food vs Fuel debate is pertinent, with climate change a key driver of land use change and fuel poverty. Innovative business models for environmental

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<sup>6</sup> <https://maineloggers.com/>

<sup>7</sup> <https://masterloggercertification.com/>

<sup>8</sup> <https://www.solidaridad.nl/over-ons/ons-team/>

services in the green and circular economy offer new opportunities, as do record prices for carbon permits, at \$41.99/ tonne, which positively impact farmers and communities.

[LINK TO PRESENTATION](#)

## Adam Harrison, Chair Working Group A

Presentation Title: The Promise of Good Biomass: SBP Certification and Social Impacts

Speaker Information: Adam Harrison is a consultant with expertise in developing multi-stakeholder initiatives, sustainability, certification, international trade, development and conservation. He is currently the independent Chair of SBP's Working Group A, responsible for developing SBP Standards 1 and 2, covering feedstock compliance and verification of compliant feedstock.

Presentation Summary: The Speaker described aspirations for the development of SBP Standards 1 and 2. Currently, four criteria of the SBP Standard refer to social impacts. Criteria 1.6 demands that biomass 'Does not violate traditional or civil rights'; 2.5 demands that 'Tenure and use rights are respected'; 2.6 requires a mechanism for 'Resolving grievances and disputes'; 2.7 refers to 'Labour rights'; and 2.8 refers to the 'Health and safety of workers'. An additional three criteria – 1.2, 2.1, and 2.3 – address social issues indirectly. Moving forward, SBP looks to ensure that the Standards are in line with International Labour Organisation (ILO) standards, expanding its remit to consider issues such as Living Wage, welfare and health care provision, gender imbalance. The speaker suggests that the Standards may develop a more rights-based approach, potentially integrating Free Prior Informed Consent (FPIC) and High Conservation Value (HCV) into the guidance, and aims to learn from existing initiatives in this space such as Social Accountability Initiative (SAI)<sup>9</sup> Ethical Trading Initiative (ETI)<sup>10</sup> and others. The speaker considered whether there needs to be a move towards outcome (rather the process) based indicators in the SBP Standards, and whether the Standard should consider social impact on wider stakeholders within the supply chain, not just those within the forest.

[LINK TO PRESENTATION](#)

## 3 Conclusions

'Workshop 5 – Social impacts of woody biomass', generated debate over the impacts, both positive and negative, of biomass production on local communities. The discussion revealed various areas of consensus and disagreement, whilst also revealing topics for future consideration.

There was a widely held view that best practice already exists and SBP should aim to build upon this rather than starting from scratch. It was acknowledged that social issues are context specific. Participants generally considered issues relating to labour conditions to be the key social issues amongst biomass supply chains, although other negative impacts such as noise and health and safety were cited. Asked to select priority issues for inclusion within a potential SBP labour standard, participants most frequently selected the topic of child labour, followed by the need for decent wages,

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<sup>9</sup> <https://sa-intl.org/>

<sup>10</sup> <https://www.ethicaltrade.org/>

and safe, healthy and hygienic working conditions. Participants cited various positive impacts from improving working conditions for those involved in biomass supply chains, including strengthening the relationship between the industry and local communities, and improving the reputation of the sector.

Participants generally considered engagement with local communities and stakeholders to be an important part of business practice for those involved in biomass production, and a key first step for implementing a social standard. Most participants agreed that biomass producers have a responsibility to consult local stakeholders prior to developments, whilst there was also support for continuous models of community engagement. This engagement was necessary to understand the positive and negative impacts of the biomass industry on the local community.

Participants expressed the view that the biomass industry should share the benefits of biomass production with the community and contribute to local development, citing improvements in infrastructure, employment and training as examples of its sector's positive impacts on communities. The idea of engaging communities and stimulating local development through co-operative production models was a discussion point amongst participants, who generally had positive perceptions of existing working relationships between biomass producers and local communities.

There was less consensus on precisely which best practice requirements and process SBP should include within its standard. There was much discussion on how to design a scheme that is robust, that appropriately avoids and deals with bad actors, without being overly burdensome. Whilst some participants advocated for more complete third-party certification against social risk criteria, others were wary of SBP's capacity to adopt protocol for addressing illegal activity.

As repeated in other workshops, the group saw the benefits of using both process-based and outcome-based indicators within a biomass social standard.

Finally, the group saw the benefit of ongoing activity to proactively seek out blind spots and hidden risks through information collection and stakeholder engagement.

## 4 Summary of discussions which led to the conclusions

### Areas of consensus

**Best practice social protections are well understood, and SBP should build on these rather than starting from scratch.**

The six speakers described a variety of practices and schemes that exist in different industries and different countries that establish processes for identifying, monitoring and reporting on key social issues.

Katie Kendrick made the case that best practice processes and metrics for social issues already exist and have evolved (and will continue to evolve) over time as awareness and understanding of social issues have developed. Katie described a four-step process that could be applied to all social impact schemes, advocating that a standard should be built upon clear values and be supported by transparency, transformation and verification.



The other speakers and participants described the development and application of other social standards, including within the RSPO, the MasterLogger standard, and the practices used by the Canadian pellet industry. It was widely agreed the SBP's standard should build upon best practice, rather than needing to start from scratch. However, no single standard of list requirements was identified as the right model for SBP to follow. Instead, it was noted that the content of standards needed to be tailored to specific risks within different industries, cultures or countries, a point repeated below.

It was pointed out that best practice requirements could lead SBP's Standard to have certain requirements that, when applied in some regions, could go beyond local laws (such as acknowledging customary rights, to ensure protections for gender, child labour and labour rights).

**Social issues are context specific. Child labour, decent living wages, and safe working conditions were identified as priority issues in existing biomass supply chains.**

It was widely agreed that social issues within biomass supply chains are context specific, that the issues in the US, Canada, Eastern Europe all differ. It was also noted that these social issues will change if SBP expands into new markets, such as South East Asia or Africa.

Many expressed the view that the majority of existing biomass is sourced from North America and Europe with strong regulatory practices and workplace protections. The group was challenged to consider whether this view could lead to blindspots, with one participant citing the UK's Modern Slavery regulations<sup>11</sup> as a reminder that social issues can exist in western economies and not to be complacent.

Presented with a list of 12 key social issues, participants were asked to rank the top five for inclusion in the SBP labour standards. This of course does not constitute a scientific poll, but may be an indication of where some current key SBP issues lie. Child labour was the most selected topic of concern. Second was the ability of workers to earn a living wage ("a decent living wage – rather than a minimum wage"), followed closely by the need for safe, healthy and hygienic working conditions. The full list is shown in table 2, below.

In a later discussion on the key elements of good labour standards, more than one respondent cited the importance of legality. Given the support for criteria on child and forced labour revealed by the poll, ensuring that all labour rights and laws are upheld within biomass production is a clear priority of these stakeholders.

The values of safety/hygiene, fairness, equality, transparency and consistency were also expressed as important during discussions.

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<sup>11</sup> <https://www.legislation.gov.uk/ukxi/2016/823/made>



**Figure 2: Which of the following issues should be included in the SBP labour standards?**

**The benefits from biomass production should be shared with the local community, including contributing to local development**

Participants in one of the breakout rooms discussed the question ‘How does and should the biomass industry contribute more to benefiting local and community development?’.

The group repeatedly recognised the importance of ongoing engagement with communities to implement these standards in an impactful way, to understand the positive and negative impacts of their industry, and to recognise the company’s role within a community.

The group recognised that biomass production is often located in rural areas, and biomass producers can benefit rural communities through the development of infrastructure, employment and other social benefits.

Participants generally agreed that failure to stimulate local development can lead to resentment about biomass production, particularly given the high visibility of industrial forestry operations. The group highlighted examples of poor integration into rural communities by large biomass producers, and a lack of access to the industry from relevant local actors. It was suggested that contributing to local development should be ‘part and parcel of business practice, not an add on’.

Some participants cited the mutual benefits of investing in apprenticeships and training, suggesting that it helps to boost local economic opportunity, whilst also securing future labour supply by retaining young talent in the area. With one participant describing ‘fair wages and labour conditions’ as crucial for attracting ‘community and local producers to the value chain’, another declared ‘safe working conditions and jobs with adequate wages’ to be ‘corner stones for building and maintaining successful local communities’. Some shared anecdotal accounts of communities benefitting from the use of by-products from biomass production, such as for district heating.

The group expressed the view that local engagement and empowerment of local stakeholders and communities was important and that participation in decision making should be promoted. It was suggested that one way to unite community actors and large corporations were business models where large corporations directly employed

local contractors and staff as part of their operation. One respondent cited the advantages of 'co-operative structures, co-ownership options, and (direct) benefit sharing'. One participant described the 'great potential in jointly operating felling and rehabilitation operations', whilst multiple participants identified the co-operative models common in palm oil production as a point of reference for biomass producers.

### **There are mutual benefits from biomass producers undertaking initial and ongoing consultation with local stakeholders**

One breakout room discussed the question 'How much should the industry consult and seek permission from neighbours and communities that it impacts on?'

The group were in agreement that "consultation and engagement should be common practice to every industry" and discussed possible models for facilitating this participation. One of the speakers described community engagement as an important first step for implementing a social standard, as a way of understanding the positive and negative risks and impacts of the company on the community. Another participant argued that 'engagement with locals should be a requisite step prior to the start of any development'. The group felt it would be appropriate to engage the community whether using forests for biomass, or when building new mills, plant or infrastructure.

There was agreement that consultation should not be one off, or remain exclusively prior to development such as part of planning permission. Various participants advocated a continuous engagement model.

The group did not discuss in detail what engagement best practice entailed, but there was support for some fundamental aspects. One participant noted that if not handled well, consultation "can very quickly divide communities, so management of expectations is important". Participants agreed on the need for Free, Prior and Informed Consent (FPIC) systems. Establishing a formal grievances system was suggested as best practice. Participants commented on the importance of ensuring that women or marginalised groups are accommodated in engagement processes. One attendee cited a best practice example by a wave energy project that established "a permanent physical presence within the community" to allow ongoing consultation as best practice – this example included proactively engaging with the community by setting up discussion/consultation at key community spaces (theatres, libraries). It was noted how such a practice may create space to address intra-community conflicts, as well as company-community conflicts.

One participant raised the issue that communities' lack knowledge about the forestry sector and the 'bad marketing' that can discredit it. It was discussed how consultation and communication efforts could provide an opportunity for biomass producers to improve their public reputation, helping local actors to 'feel proud to be part of the sector'.

Another participant felt there were limits to engagement, that 'it's not necessarily a Biomass Producer's responsibility to manage all risks and coordinate with local communities and stakeholders'. Another challenged the suitability of supply chain actors undertaking consultation processes, suggesting that 'logging contractors are not experts in community engagement'.

Nonetheless, the majority of participants agreed that biomass producers should undertake community engagement and consultation, both at the outset of a project, and on an ongoing basis.

## Areas where consensus was not reached

**All systems are fallible. A variety of approaches exist for dealing with “bad actors” that do not comply with social requirements.**

The group had a short discussion about different approaches that voluntary sustainability schemes can take to avoid and deal with “bad actors”, that is, actors that significantly or intentionally contravene the social requirements of a Standard.

It was noted that different schemes approach bad actors in different ways. One participant described that FSC has a “Policy for Association”, which includes a contract or code of conduct for FSC certified members which sets out clear consequences for actors found to have undertaken illegal or unethical behaviours.

Another participant felt that enforcement of laws and social practices shouldn't be the role of sustainability schemes. They felt that schemes should be about providing transparency of information, about sharing information about whether processes are in place and outcomes are recorded.

It was felt that a balance needs to be reached, where there were absolute minimum standards, but that there should also be room for organisations to show continuous improvement. One participant felt that rather than engaging in a punitive approach, which makes farmers ‘scared of transparency’, greater farmer engagement and communication would be more likely to lead to positive behaviour changes.

One participant considered whether the SBP could adopt a Chain of Custody model comparable to that of the PEFC, whilst another promoted the using digital tools (e.g. Blockchain solutions) to identify violations at every level of the supply chain.

The fallibility of traceability systems was raised. One participant noted that even the most ‘transparent’ of supply chains could still involve criminal activity, so advocated for a system ‘based on specific risk mitigation’ rather than “overcomplicated compliancy rules which can push away the practitioners in the field - and thus stimulate workarounds”, whilst another said “if there are too many rules to comply with, then actual practice becomes impossible”.

### Process or outcome based indicators

The SBP standard is built around process-based indicators. The question of whether SBP should use process-based indicators, or outcome-based indicators, was brought up a number of times, but not interrogated in detail. Views were shared on the importance of putting good processes into place, but that verification and output indicators had a role for ensuring certain activities had occurred.

Dana Doran made the case that outcome-based indicators were necessary to ensure that producers delivered on their promises to meet certain behaviours. He used the example that training alone didn't ensure staff were well equipped to undertake biomass production, but that they also need to be shown to apply those skills. He advocated the Smartlogging standard. He claimed that this could serve as an assessment strategy for Criterion 2.2, and as a means for verifying a) Regional Best Management Practices, b) basic labour rights for forest workers (Criterion 2.7), and c) appropriate safeguards for the health and safety of forest workers (Criterion 2.8).

Others made the case for a proportionate risk-based process approach, but that particular outcome indicators could be used where there were particularly high risks/impacts.

## Areas for future research

### Blind spots and hidden risks in supply chains

In his keynote speech, Darrel Webber advised that stakeholders avoid getting 'trapped in [their] current context' and maintain a wide view of the social issues potentially associated with biomass production.

Following the speaker's comments on social issue blind-spots in certification schemes, participants considered whether the biomass industry was doing enough to discover and address hidden risks in the supply chain. Discussing the regional specificity of supply chain risk, various participants questioned the claim of one respondent that 'forced/child labour is obviously not an issue in the EU or North America'. Others pointed out examples of forced labour in forest harvesting in Siberia and fruit-picking examples in Spain. Others referred to the UK's Modern Slavery Act as further evidence. One participant questioned whether – like in the textile and fruit industries – forced labour was another blind spot for those involved in biomass supply chains.

It was noted that there was the potential for SBP to expand beyond North American and Eastern Europe, into South East Asia or Africa, where new social issues would arise, and would need to continually review its approach.

One participant noted how the use of external contractors and suppliers 'can lead to hidden risks in a supply chain'.

To identify blind spots, the keynote speaker recognised the importance of bringing together the right people and information to inform the sustainability scheme. He acknowledged the difficulty and efforts required to bring all stakeholders into the discussion, but felt that failing to do so risked stakeholders becoming disillusioned and the scheme going out of favour. He recommended making sure all viewpoints were given sufficient airtime and consideration.

Overall, there appeared to be agreement that fully addressing social issues would mean continual engagement with all stakeholders, and actively seeking out what one participant called the 'unknown unknowns' of supply chain risks.