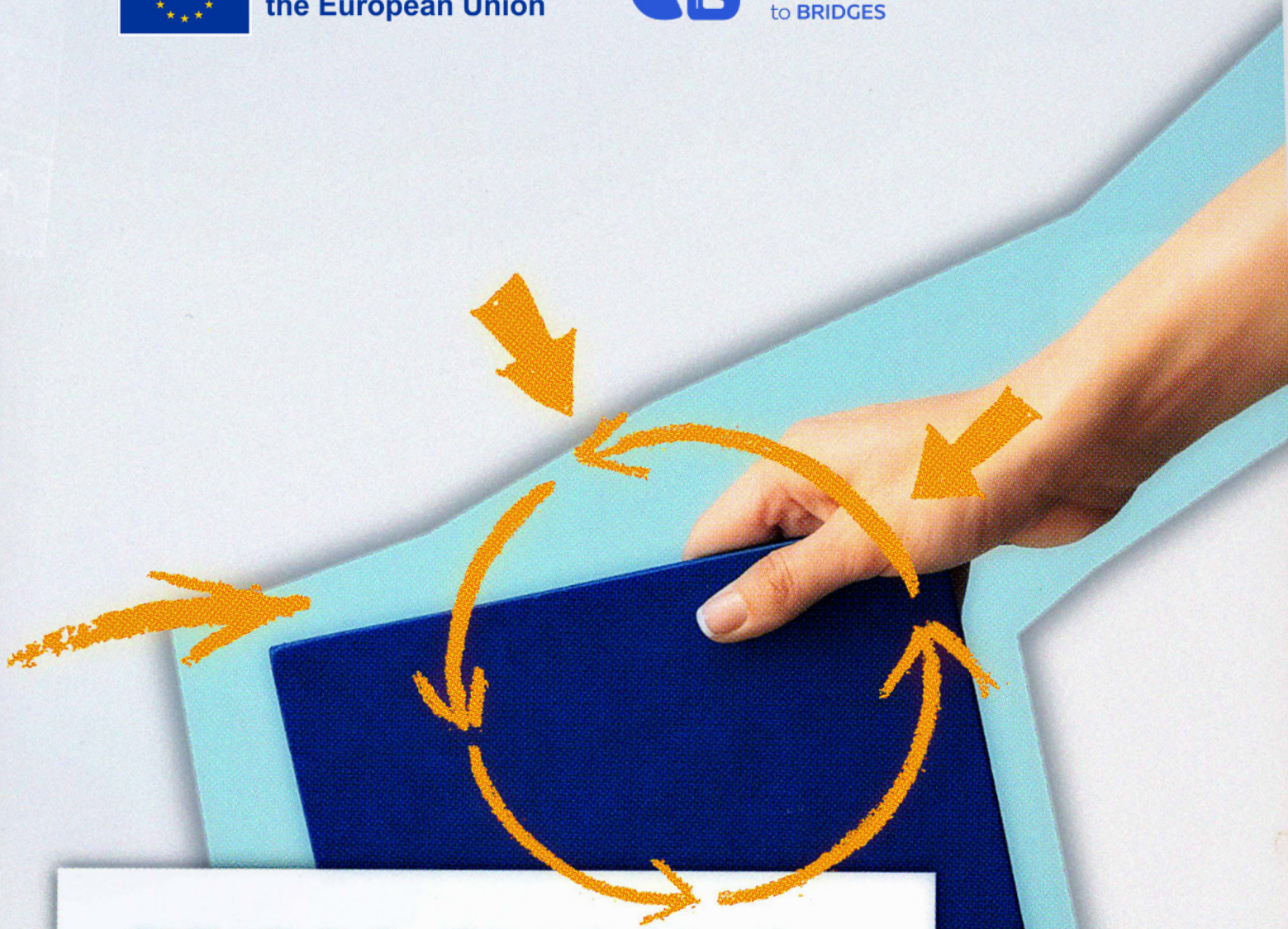




Co-funded by
the European Union



from CHAINS
to BRIDGES



FROM CHAINS TO BRIDGES

The Handbook on Human Rights,
Environmental Sustainability &
Supply Chains

PROJECT PARTNERS



JUGEND EINE WELT



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or OeAD-GmbH. Neither the European Union nor the granting authority can be held responsible for them.



From Chains to Bridges – The Handbook on Human Rights, Environmental Sustainability & Supply Chains

1. Welcome	03
2. Tools for Reflection: Assessing Your Organisation	04
3. Foundations of Just and Sustainable Supply Chains	07
4. Commitment to Change	17
5. Strategies for Change: Unlocking Your Power	18
6. Future-Oriented Solutions	22
7. Resources for Ongoing Learning and Advocacy	24
8. The Project & The Team	26
9. Appendix	27



1. Welcome

Supply chains shape nearly every aspect of modern life, determining how raw materials are extracted, transformed into products and distributed worldwide. While these systems support economic growth and global trade, they are also linked to **severe injustices** – including child labour and general **labour exploitation, environmental destruction, climate change and economic inequalities**. The drive for low-cost production and high profit margins often leads to **unsafe working conditions, unfair wages, deforestation, massive CO2 emissions and excessive waste**. This disproportionately affects communities in the Global South. These challenges highlight the urgent need for systemic change to ensure that supply chains are fair, transparent and sustainable.

Who is this Handbook for?

This handbook is designed for **organisations that want to contribute to more just and sustainable supply chains**. It is not only for large advocacy groups but also for **small community initiatives, sports clubs, youth organisations, and grassroots movements** – everyone has a role to play. Whether you are a **local NGO advocating for workers' rights, a sports club reviewing its equipment suppliers or a large organisation working on corporate accountability**, this guide will provide you with practical tools to assess, reflect and take action.

NGOs can strengthen their advocacy by integrating supply chain justice into daily operations. This includes training staff in ethical practices, embedding fairness in procurement policies and highlighting supply chain advocacy in communications. By aligning operations with ethical values, NGOs set an example and inspire others to support fairer, more sustainable supply chains.

Why should NGOs and Civil Society engage in Supply Chain Justice?

NGOs and civil society organisations are **key drivers of change**. They can influence policies, educate communities, engage in public relations and promote ethical alternatives that challenge exploitative systems. By integrating fair supply chain practices into their daily work, NGOs can:

- **Raise awareness** of the impact of unfair trade and production practices.
- **Advocate for stronger regulations** that hold corporations accountable for human rights violations, greenhouse gas emissions and environmental damage.
- **Support grassroots movements and workers' rights** by amplifying their voices and demands.
- **Encourage responsible consumption** and inspire others to make informed choices.
- **Promote ethical purchasing policies** within their own organisations and networks.

What this Handbook offers

This handbook serves as a **practical guide** that helps organisations understand the complexities of global supply chains and take meaningful action. It provides:

- **Essential knowledge** on supply chain injustices and their root causes.
- **Self-assessment tools** to evaluate an organisation's awareness and impact.
- **Practical strategies** for advocacy, political engagement and ethical purchasing.
- **Case studies** showcasing real-world examples of positive change.
- **Resources and tools** for ongoing learning and collaboration.

The goal is not perfection but progress – every small step contributes to a fairer and more sustainable global economy. A key point: the CSDDD emphasises a duty of effort, not a duty of result.' Whether your organisation is just starting to explore these issues or is already engaged in advocacy, this handbook will support you in making informed decisions, building ethical partnerships and becoming a stronger voice for justice in global supply chains.

By working together, **civil society can shift supply chains from being sources of exploitation to being forces for positive change**. Let's begin this journey towards a more just and sustainable future.



2. Tools for Reflection: Assessing your Organisation

Assessing your NGO's awareness and practices around fair and sustainable supply chains is not about guilt or perfection – it is about understanding where you are now and identifying opportunities for growth. This reflection is a first step toward making conscious, informed decisions that align with your values and mission. This self-assessment tool helps you reflect on your NGO's awareness, policies and actions with regard to fair and sustainable supply chains.

It is divided into two parts:

- Organisational reflection: a group discussion tool for managers and teams.
- Office environment checklist: a hands-on assessment for staff members.

How to conduct the Assessment: a Step-by-Step Guide



1. Gather your team

- Invite a diverse group of staff members; include leadership, project teams and administrative staff.
- Set an open and constructive tone: this is about learning, not judgment.

2. Discuss the organisational reflection questions

- Use the organisational reflection tool to spark dialogue about your NGO's current engagement with ethical supply chains.
- Encourage honesty; if anything is unclear, that is an opportunity to explore further.

3. Go through the office environment checklist

- Take a walk through the office and observe your purchasing habits, waste management and daily practices.
- Get input from different team members (including cleaning staff and administrators) to get a full picture.

4. Identify strengths and areas for growth

- Celebrate what you are already doing well. Small steps matter.
- Highlight areas where more information or action is needed.

5. Use this handbook as a resource

- The linked handbook chapters provide deeper insights and practical tools to guide your next steps.

Each statement has three response options:

- **Yes**, we are aware.
- **No**, we are not 100% sure.
- **Let us explore more** (linked to relevant handbook chapters).



Part I – Organisational Reflection

Political Engagement & Advocacy

- We are part of national or international networks that advocate fair supply chains.
- We have influenced supply chain policies at local, national or international levels.
- We see youth work and volunteering as key tools to promote ethical supply chains.
- We work in a supportive context that aligns with our NGO values.
- We understand the role of companies and corporate responsibility in our geographical context.
- We are familiar with key stakeholders who are active in fair trade and supply chain issues.
- We recognise the time required for transformative change in supply chain practices.
- We are aware of EU policies that regulate supply chains and corporate human rights due diligence.
- We operate within a strong and active civil society that supports ethical consumption.

General Awareness

- Our NGO actively explores global injustices and their root causes.
- We understand the supply chain stages: extraction > production > distribution > consumption > waste
- We recognise the negative impacts of global supply chains on human livelihoods and the environment.
- We have engaged in fair trade advocacy for X years.
- We understand our NGO's leverage points in influencing fair supply chains.
- We are committed to purchasing eco-friendly office materials locally whenever possible.



- We collaborate with partner NGOs from the Global South and ensure their voices are heard in decision-making processes, recognising that the discourse around the CSDDD is often dominated by the Global North.
- We continuously learn from other NGOs and integrate best practices into our work.
- We understand how global supply chains connect to our daily NGO activities, acknowledging the need for civil liability to enable victims to seek compensation.

Financial & Resource Management

- We regularly assess whether we overestimate the need for printing or purchasing new materials.
- We are mindful of e-waste and the sustainability of electronics in our office.
- We consider how our financial choices impact local economies and fair trade initiatives.

Structural Capacity & Internal Policies

- We have clear policies that guide ethical purchasing decisions for office supplies and services.
- We prioritise suppliers who follow fair trade and sustainable practices.
- Our youth engagement programmes address supply chain topics.
- We integrate human rights themes into our work.

Part II – Office Environment Checklist (for Individual Staff Assessment)

Try to involve different staff-members, team leaders, cleaning staff, secretaries, etc.



Take a walk around your office. Observe, take notes and discuss your findings with management.

Basic Office Supply Chain Awareness

- ✓ Do you know where the fruit basket in your office comes from?
- ✓ Can you trace the origin of the paper used for posters, documents or notebooks?
- ✓ Are there any plants in your office? If so, do you know if they were imported sustainably?
- ✓ What cleaning products are being used in your office?
- ✓ Are the coffee, tea or snacks in your kitchen fair trade or locally sourced?

Purchasing & Consumption Practices

- ✓ Does your office have a policy prioritising sustainable and local purchases?
- ✓ Are office printing habits reviewed to reduce waste?
- ✓ Are electronic devices in use until the end of their lifespan before being replaced?
- ✓ Does the office encourage recycling and upcycling of old office supplies?

Energy & Waste Management

- ✓ Are there recycling bins in easily accessible locations?
- ✓ Does the office purchase energy-efficient electronic devices?
- ✓ Are disposable plastics avoided in daily office life?

Active Involvement & Staff Awareness

- ✓ Do colleagues discuss ethical supply chains in their daily work?
- ✓ Have staff members participated in training or workshops on fair supply chains?
- ✓ Are there office-wide initiatives to raise awareness of ethical supply chains?

Moving Forward

This is not about being perfect; it is about progress. Every action, no matter how small, contributes to a fairer and more sustainable world. Keep the conversation going, stay curious and celebrate each step forward.

Where would you like to start?



Links to:

- Do you want to know more about key principles of and challenges on global supply chains? ([Link to Chapter 3](#))
- Would like to get more information on how to commit to becoming change makers within your NGO? ([Link to Chapter 4.2](#))
- Do you need tools to analyze your organisation's potential? ([Link to chapter 5.1](#))
- Would you like to find new ideas on how to make changes? ([Link to chapter 5.2](#))
- [Do you need more resources and practical examples?](#)

3. Foundations of Just & Sustainable Supply Chains

Advocating for just and sustainable supply chains begins with understanding the injustices we seek to address. Global supply chains are strongly connected to **human rights violations, environmental destruction, climate crisis and economic exploitation**. We therefore have to examine their **historical roots and systemic structures**.

This chapter lays the groundwork by exploring key principles of ethical supply chains, drawing from key insights from our online training (October & November 2024). It highlights where human rights, environmental sustainability, climate justice and economic justice overlap while critically examining colonial legacies and global trade dynamics. Deepening our knowledge enables us to better identify where our organisations have leverage and influence to drive meaningful change.

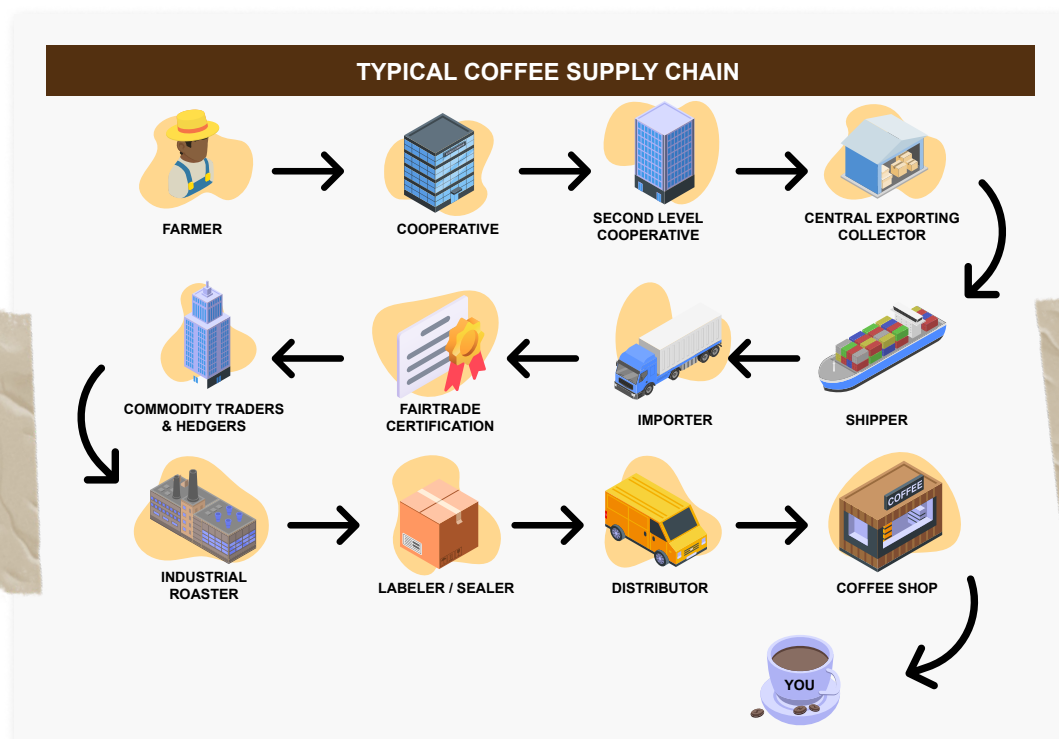
3.1. Key Concepts and Principles

Getting ready – Preparatory Material – Link Collectioning

Understanding Supply Chains

For us, a supply chain encompasses the entire process of producing and delivering a product, from the extraction of raw materials to end use and disposal, covering the full lifecycle of a product. This is more accurately referred to as a value chain, but for the sake of clarity, we use the term 'supply chain' to ensure broader understanding. The stages include:

1. **Extraction:** obtaining raw materials from natural resources
2. **Processing & Production:** transforming raw materials into finished goods
3. **Packaging & Distribution:** preparing products for delivery and transporting them to consumers
4. **Consumption:** the use of products by end users
5. **Waste Management:** handling and disposing of products after the end of their useful life



Graphical representation using coffee as an example
Source: <https://www.edrawmax.com/article/supply-chain-diagram-examples.html>

Notably, waste is generated at every stage of the supply chain, not just after consumer use. For instance, inefficiency during processing and production can lead to significant material losses and waste generation.

For a more technical approach to understanding what supply chains are, please check out our links on the padlet. Learn more about supply chains here!

A fair and sustainable supply chain ensures that ethical and ecological considerations are integrated at every stage of production and distribution. Below are some of the core principles that we found essential to creating justice-driven supply chains:

Human Rights and Labour Justice

Supply chains must be built on respect for fundamental human rights, particularly labour rights and children's rights, as enshrined in international frameworks like the UN Guiding Principles on Business and Human Rights (UNGPs) and the International Labour Organization (ILO) conventions. Key concerns include:

Decent Working Conditions: Many workers, especially in the Global South, endure low wages, unsafe working environments, excessive hours, and lack of union protections.

Child and Forced Labour: Industries like cocoa farming and cobalt mining are particularly prone to exploitative labour conditions, where children and vulnerable workers are trapped in poverty cycles. The fast fashion industry, while often associated with forced labour, also indirectly relies on child labour in some parts of its supply chain, where children are subjected to dangerous working conditions and exploitation.

Corporate Accountability: Voluntary Corporate Social Responsibility (CSR) policies are insufficient; it takes legally binding rules such as the EU's Corporate Sustainability Due Diligence Directive (CSDDD) to enforce human rights standards.

Gender Equality & Feminism: There are a **gender pay gap and unequal working conditions** in supply chains, especially so in industries like textiles and agriculture. Women are frequently engaged

in **informal and care work**, which is often unpaid or underpaid yet essential to economic production. Female workers face **barriers to unionising**, particularly in industries where gender-based violence and harassment are prevalent.

Example: Women in the Garment Industry

The global garment industry relies heavily on women workers, yet they often face discrimination, lower wages and unsafe conditions. In Bangladesh, female garment workers earn significantly less than their male counterparts and are at higher risk of exploitation.



Case Study: Rana Plaza (2013)

The garment factory collapse in Bangladesh killed over 1,100 workers, exposing the dire consequences of insufficient labour protections in the fast fashion industry.

Environmental Sustainability and Climate Protection



Supply chains are a major driver of climate crisis, deforestation and loss of biodiversity. Sustainable supply chains must prioritise:

Eco-Friendly Raw Material Sourcing: The environmental impact of commodities like palm oil, soy and cobalt must be addressed.

Circular Economy Principles: Products should be designed for durability, repairability and recyclability to reduce waste.

Carbon Footprint Reduction: Transportation, production and disposal of goods contribute to global emissions. The shift towards localised supply chains and renewable energy sources (where the resources used are also sustainably mined) is crucial.

Animal Welfare in Supply Chains: When we talk about environmental sustainability, we have to include and mention animal welfare, too. Unfortunately, the CSDDD does not take this into account. Over seventy per cent of farmed animals worldwide live in intensive factory farms. Animals are shipped thousands of kilometres in cruel and overcrowded conditions. Many facilities fail to meet basic animal welfare standards, which results in inhumane treatment. The environmental impacts of mass animal farming include deforestation, which is covered in the EUDR (forests are cleared for soy bean plantations for animal feed, particularly in Brazil and Argentina); methane emissions as well as an increase in water and land use.

Case Study: Palm Oil Production

Deforestation in Indonesia and Malaysia for palm oil cultivation has led to a loss of biodiversity and to human rights violations, including land grab from indigenous communities.

Economic Justice and Equity



The global supply chain system is shaped by economic power imbalances: wealth is concentrated in corporations in the Global North while workers and small-scale producers in the Global South face exploitation and poverty. Companies wield more influence than consumers. It's crucial to emphasise that those affected in the Global

South are organising and advocating for change, often at great risk, and that solidarity and binding corporate regulations are essential to address these issues.

Fair Trade vs. Free Trade: While multinational corporations advocate for deregulated markets under the heading 'free trade', small producers often benefit more from fair trade models that ensure basic income to cover essential needs, social premiums and ethical sourcing. Unlike wages in typical labour markets, fair trade focuses on ensuring that farmers' income is sufficient to meet their basic needs, though it may still fall below a 'living wage' as defined in some contexts.

Worker Cooperatives: Empowering producers through cooperative ownership ensures that profits are distributed more equitably rather than accumulating in the hands of corporate shareholders.

Legal and Policy Interventions: Laws like the German Supply Chain Act (Lieferkettensorgfaltspflichtengesetz) and the upcoming EU Supply Chain Due Diligence Directive aim to hold corporations accountable for human rights abuses and environmental damage incurred in their value chains.

Effect on Indigenous People: Land rights violations and illegal deforestation are caused by industries like palm oil, mining and logging. Indigenous-led sustainable land management practices are a counter-model to destructive industrial supply chains. It is essential that the consultation rights of Indigenous communities are respected in all decisions that impact their land and resources.

Example: Indigenous Land Grabs for Resource Extraction

In Brazil, illegal deforestation driven by soy and cattle industries continues to threaten Indigenous communities, leading to displacement and violence against land defenders.

Example: The Cobalt Industry

The demand for cobalt in electronic batteries has led to environmental destruction and child labour exploitation in the Democratic Republic of the Congo (DRC), illustrating the dark side of the tech industry's supply chains.

Case Study: The Cocoa Industry in West Africa

Exploitative child labour and extreme poverty persist in cocoa farming despite years of corporate promises. Direct interventions such as guaranteed minimum prices for farmers and cooperative-run supply chains offer alternative solutions.

Multi-Crisis: The Role of Supply Chains in Global Challenges

The world is facing multiple interlinked crises, and supply chains play a significant role in both their cause and potential resolution:

Climate Crisis: The global economy depends on resource extraction, production and distribution systems that generate excessive carbon emissions and waste.

Biodiversity Loss: Industrial agriculture, logging and mining are depleting ecosystems worldwide.

Social and Economic Inequality: The economic benefits of globalisation have disproportionately gone to wealthy nations and multinational corporations while leaving workers as well as small-scale farmers and Indigenous people in the Global South vulnerable.

Political Instability: Exploitative supply chains often fuel conflicts over resources, displacement and land grabs, exacerbating human rights violations.

3.2. Understanding Our History

To address today's supply chain injustices, we must understand their historical roots. Many of the economic structures that sustain exploitation today are a direct continuation of colonial-era systems.

Colonial Continuities in Modern Supply Chains

- **Historical Context:** European colonial powers structured economies in the Global South around raw material extraction for export, often through forced labour and land dispossession.
- **Contemporary Parallels:** Today, many formerly colonised nations remain dependent on commodity exports (e.g., coffee, cotton, minerals), while value-added production occurs in industrialised nations.

- **Structural Economic Dependence:** Trade agreements and global financial institutions (e.g., the World Bank, IMF) often reinforce unfair economic dependencies, preventing the Global South from achieving self-sufficiency.

Example: Coffee Production

Despite being one of the world's most consumed beverages, coffee farmers in countries like Ethiopia and Colombia receive only a fraction of the retail price due to corporate-dominated supply chains.

Challenging Racism and White Saviourism in Supply Chains

- **Systemic Racism in Trade and Labour Practices:** Many industries continue to exploit racialised labour in ways that mirror colonial practices, from sweatshops in Bangladesh to migrant farmworkers in Europe and the U.S.
- **The 'White Saviour' Narrative:** Western corporations often market ethical consumption solutions (e.g., charity-driven 'green-washing') without addressing the systemic structures of injustice that they perpetuate.

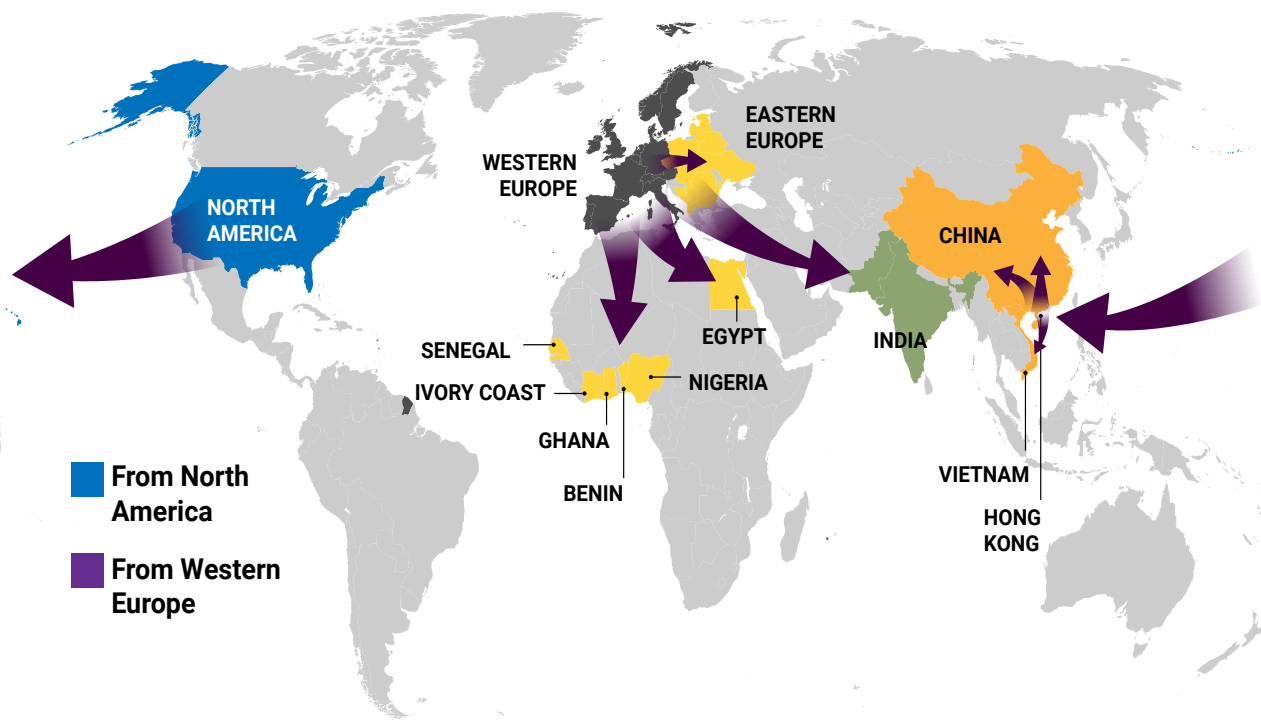


Example: The Global Waste Trade

The Global North exports electronic and textile waste to the Global South, where it is informally processed under hazardous conditions, exposing workers to toxic materials.

- **Reframing Ethical Consumption:** While ethical consumerism is important, it must not replace systemic change efforts such as stronger labour laws, corporate accountability measures and producer-led economic models.

EXPORT OF E-WASTE



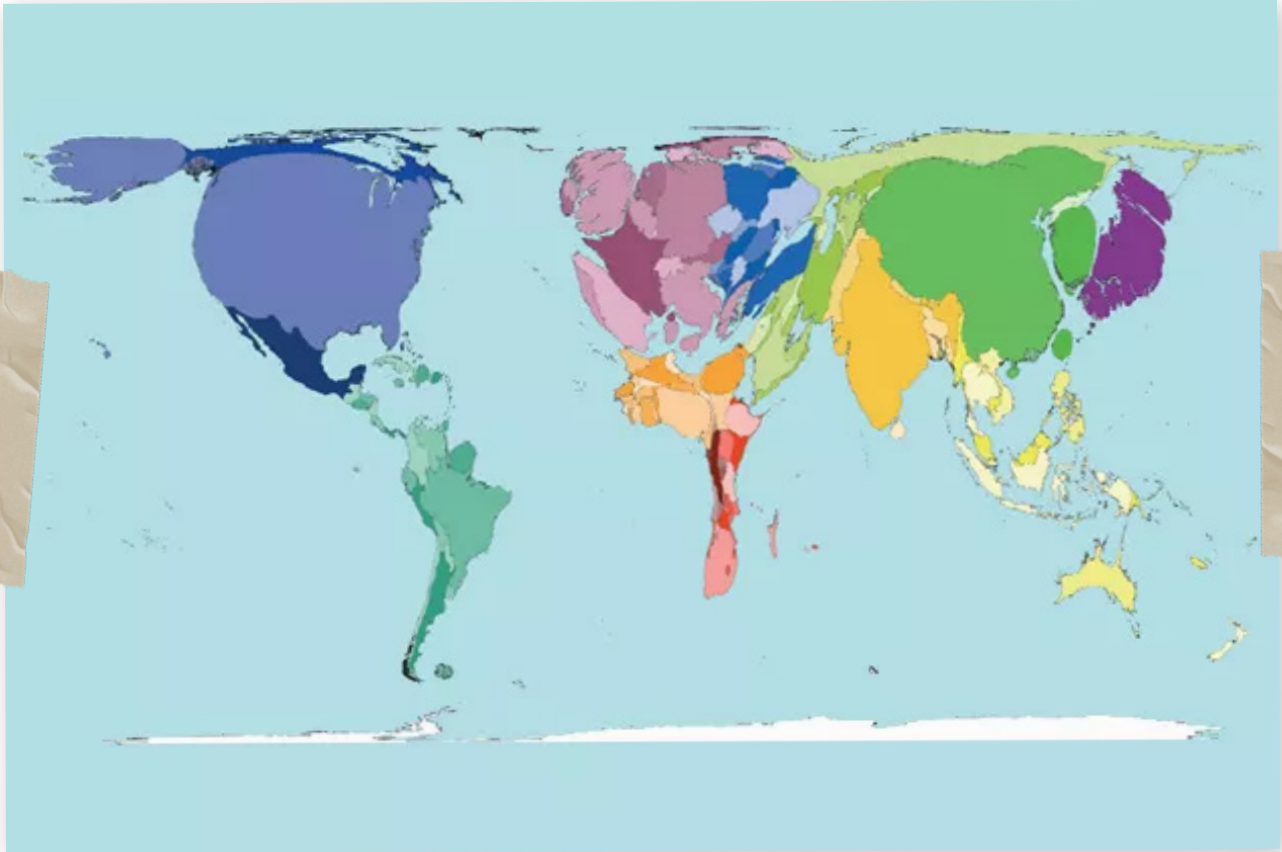
Source: Concepts, design and implementation of Reverse Logistics Systems for sustainable supply chains in Brazil" by Henrique Luiz Corrêa and Lucia Helena Xavier. Modified from Greenpeace and Basel Action Network (BAN) apud Greenfudge (2010)"





Why Involving Partners in the Global South is so Important

This world map impressively illustrates the size of individual countries in relation to their ecological footprint. Instead of showing the geographical area, it shows the extent to which each country uses natural resources – making it apparent who is living beyond their ecological means and who is doing business in harmony with the environment.



Source: worldmapper.org



- **Global Interconnectedness:** Issues like unfair supply chains affect everyone globally. Understanding this connection helps raise awareness and drive change.
- **Personal Connections:** Our daily consumption relies on products from the Global South. NGOs help bridge the gap by connecting consumers with producers.
- **Different Perspectives on History:** Colonialism has shaped today's supply chains. Acknowledging this history is crucial for addressing ongoing injustices.
- **Changing the Narrative:** The Global South is often seen as 'poor' although it has a vast wealth of natural resources. Our role is to advocate for fair, transparent supply chains, not to 'save' people but to support systemic change.
- **Human Rights are Universal:** Human rights are not just European values. European solidarity is essential for global justice.
- **Empowerment Through Collaboration:** Working with partners from the Global South strengthens our collective efforts for fairer, more sustainable supply chains.

3.3 EU and UN-Level Frameworks



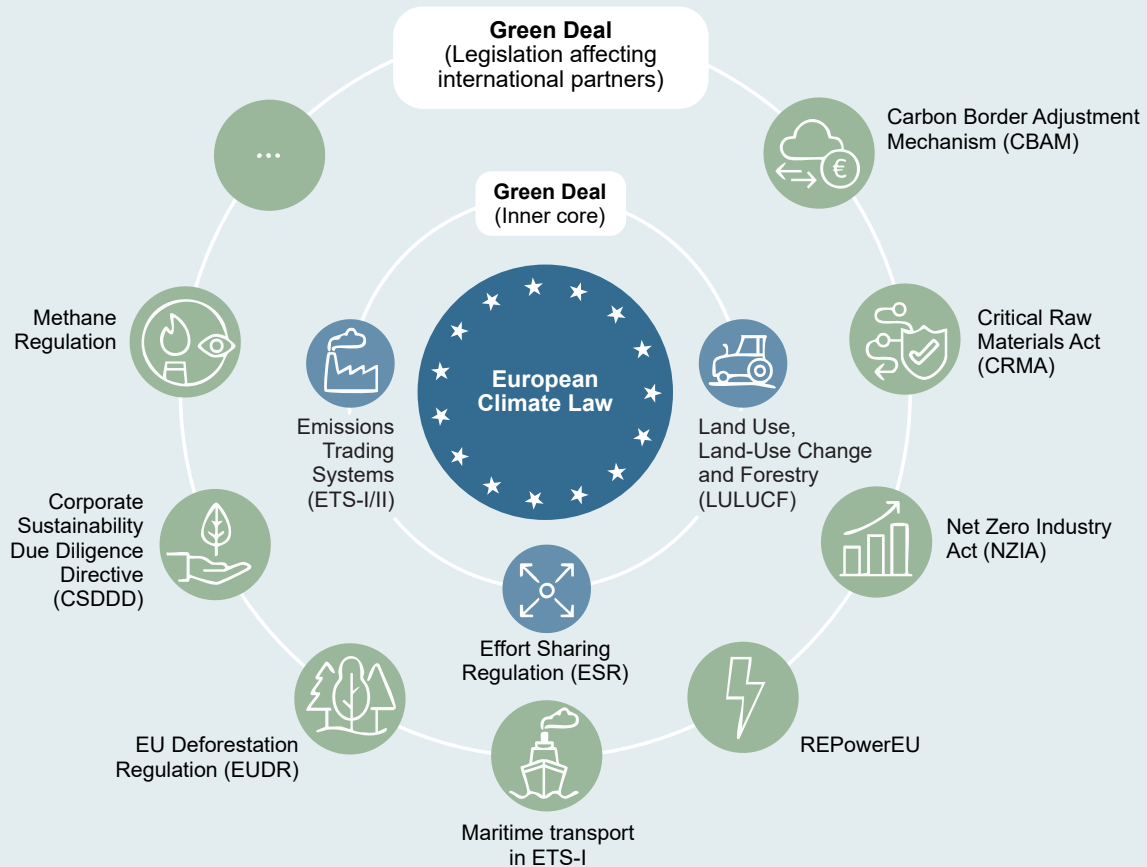
Addressing injustices in supply chains requires strong global governance, legal frameworks and enforcement mechanisms. Both the European Union (EU) and the United Nations (UN) play a crucial role in setting standards, binding rules and accountability measures.

Following a brief overview of the existing frameworks, we provide you with critical voices from NGO networks that show where these frameworks are not being implemented.

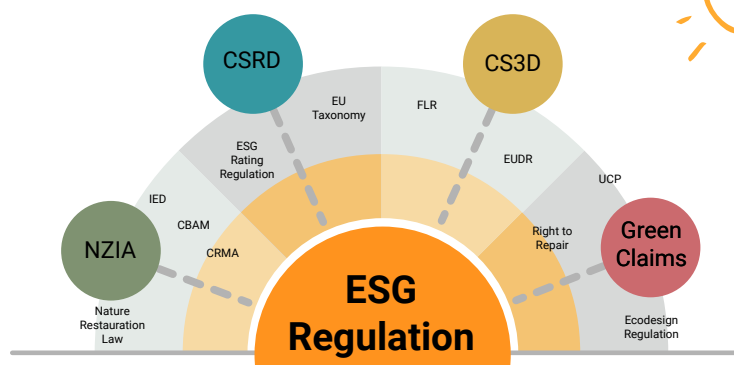
EU-Level Policies and Directives



Conceptual overview: The external dimension of European climate policy



Source: <https://www.swp-berlin.org/publikation/the-international-dimension-of-european-climate-policy>



Source: <https://www.roedl.de/themen/eu-parlament-esg-gesetze-green-deal-regulatorische-anforderungen>

The EU has been a driving force in regulating corporate responsibility, and fair trade. Key frameworks include:

1. Corporate Sustainability Due Diligence Directive (CSDDD)

The CSDDD requires large companies operating in the EU and third countries importing into the EU to **identify, prevent and mitigate** human rights violations and environmental harm in their supply chains. The directive enforces **legal accountability** for corporations that fail to comply with their due diligence obligations and it encourages remediation measures for affected communities.

2. EU Green Deal & Circular Economy Action Plan

This strategy aims to **reduce waste and carbon emissions** in global supply chains and encourages **recycling, reusability and eco-design** in industries like fashion, electronics and agriculture.

3. EU Regulation on Deforestation-Free Products

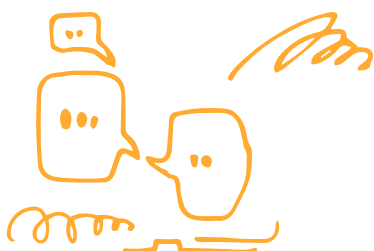
This regulation prohibits imports of products linked to deforestation, such as **soy, palm oil, beef, coffee and cocoa**, unless proven to be sustainable. It should further support the reduction of the environmental footprint of EU trade.

4. ILO Core Labour Standards in EU Trade Agreements

This agreement ensures that trade partners comply with **minimum wage, fair working conditions and child labour bans** and integrates human rights into **bilateral trade agreements**.

5. EU Directive on Unfair Trading Practices in the Food Supply Chain

This directive protects small-scale farmers and suppliers from **exploitation by large supermarkets and food companies** and prohibits unfair contracts and delayed payments.



UN-Level Guidelines and Initiatives

1. UN Guiding Principles on Business and Human Rights (UNGPs)

These define corporate responsibility for the **protection of human rights** and introduce the **'Protect, Respect, Remedy'** framework:

- **States protect** human rights.
- **Businesses respect** human rights.
- **Affected people have access** to remedies when rights are violated.

2. OECD Guidelines for Multinational Enterprises

These guidelines offer **recommendations for human rights due diligence** and provide standards on **human rights, labour, environment and anti-corruption** in global business.

3. International Labour Organization (ILO)

The convention sets global labour standards on:

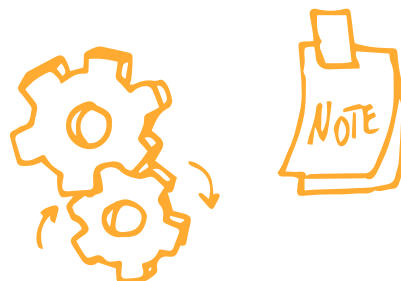
- **Child labour** (ILO Convention 138 and 182)
- **Forced labour** (ILO Convention 29 and 105)
- **Freedom of association** (ILO Convention 87 and 98)

4. Sustainable Development Goals (SDGs)

Several SDGs address fair supply chains:

- **SDG 3** – Good Health and Wellbeing for All
- **SDG 8** – Decent Work and Economic Growth
- **SDG 12** – Responsible Consumption and Production
- **SDG 13** – Climate Action
- **SDG 15** – Life on Land

'To be honest: all SDGs somehow address fair supply chains, either by mentioning human rights, or addressing environmental impact or in economic ways.'





3.4. Critical Perspectives

The Supply Chain Act was introduced in order to oblige companies to respect human rights and environmental protection along global supply chains. It marks an important step towards greater corporate responsibility. Nevertheless, there are numerous points of criticism from different interest groups that call for a differentiated view.

Scope and Effectiveness

One general criticism is that the requirements of the directive do not go far enough and that there are many gaps. Another objection is that many companies and high-risk industries fall far below the threshold and will therefore not be affected by the regulation.

Environmental Protection as a Side Issue

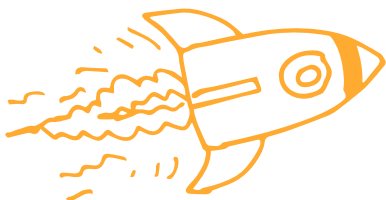
Environmental protection is insufficiently considered in the legal text. Environmental aspects only play a role if they are directly linked to human rights violations, such as in the case of damage to health caused by environmental destruction. Important environmental problems such as species extinction, forest destruction or climate change are not explicitly addressed.

Control and Sanction Mechanisms

Compliance with standards is often only monitored at the end of the value chain. Effective monitoring of the entire supply chain, especially the first stages, has not yet been guaranteed. Reporting obligations are being increasingly relaxed while at the same time the possibilities for civil lawsuits are being restricted.

Distortion of Competition and Bureaucracy

The law does create more legal certainty and a level playing field for companies that assume responsibility. However, the graduated regulations (e.g., exemptions for smaller companies) create new complexities and potential distortions of competition. Critics complain that companies that adhere to the rules could be at a disadvantage compared to those that are exempt.



Practical Implementation and Challenges

Implementing the due diligence obligations is a challenge for many companies, but it is feasible in principle. However, clear and practicable guidelines are needed to ensure compliance. The effectiveness of audits and certificates to verify socially sustainable standards is controversial, as these often do not reflect the actual conditions on the ground.

Social and Economic Perspective

The Supply Chain Act addresses external effects arising from the outsourcing of production to countries with weak rule of law. It forces companies to consider the social costs of their actions, which makes economic sense. Nevertheless, the question remains whether the current regulations are sufficient to actually achieve the desired improvements or whether they are merely symbolic.

Bureaucratic Burden and Costs

Many companies fear a considerable amount of additional bureaucracy and high costs as a result of the extensive due diligence obligations. They see the risk that the requirements are too complex and almost impossible to implement in practice, especially if they are to monitor the entire supply chain.

Competitive Disadvantages

Critics warn that the law could lead to competitive disadvantages for European companies, as companies from other countries without comparable regulations would have a cost advantage. This could lead to a weakening of the business location.

Legal Uncertainty

It is argued that the new regulations create more legal uncertainty. It is often unclear when and how companies are liable for breaches in the supply chain. This could lead to uncertainty when making investments and business decisions.

Limited Control Options

Companies point out that they often have no direct influence on the lower stages of the supply chain. Responsibility for human rights violations or environmental damage cannot always realistically be shifted to them, as they cannot control all subcontractors or raw material suppliers.



Danger of Over-Regulation

Some voices see the Supply Chain Act as over-regulation that inhibits innovation and entrepreneurial freedom. Instead, they call for voluntary initiatives and international cooperation to improve human rights and environmental standards instead of national or European solo efforts.

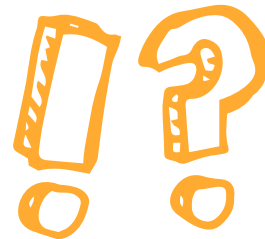
Demand for a More Practical Structure

Even among the supporters, there are voices calling for a more practical and differentiated structure, for example through graduated obligations that depend on company size and scope for influence.

The Supply Chain Act is an important but incomplete step towards sustainable and responsible supply chains. The existing gaps (particularly those of scope, consideration of environmental aspects and monitoring) must be closed in order to ensure real protection for people and the environment. The opponents of the Supply Chain Act consider it a potentially excessive, bureaucratic and economically risky regulation that overburdens companies without actually achieving the desired improvements in supply chains. They are calling for a greater sense of proportion, legal certainty and international solutions instead of national or European solo efforts. It remains essential to critically monitor implementation and push for improvements.

'But without change, nothing can change!'

Unjust supply chains did not emerge overnight; they are the result of centuries-old power imbalances rooted in colonialism, capitalism and systemic racism. Addressing these injustices requires a combination of grassroots action, policy advocacy and corporate accountability. NGOs have a key role to play in amplifying marginalised voices, demanding structural reforms and ensuring that ethical supply chains go beyond marketing slogans to create real change.



4. Commitment to Change



The transition to fair and sustainable supply chains requires ongoing commitment. NGOs play a key role by exposing injustices, raising awareness and driving change. While they may not directly manage supply chains, they can influence businesses, policymakers and society through advocacy, partnerships and education.

A clear and public commitment is an important first step. It builds credibility, fosters accountability and inspires others to support ethical labour conditions and environmental sustainability. However, commitment alone is not enough: it must be translated into concrete actions and measurable goals.

This chapter supports NGOs to develop an effective **Commitment Paper** that structures and strengthens their engagement for fair supply chains.

4.1 Why Commitment Matters

In the global movement for just and sustainable supply chains, NGOs act as advocates, connectors and educators. Although they may not directly manage supply chains, their influence drives significant change by encouraging businesses, governments and consumers to adopt ethical practices.

A clear and public commitment helps in several ways:

- **Builds Trust:** When NGOs state their position clearly, they become reliable partners and attract collaborations with similar organisations and policymakers.
- **Ensures Accountability:** A formal commitment keeps the organisation focused on its goals and allows others to track its progress.
- **Inspires Action:** A strong commitment encourages others to support human rights and sustainability.
- **Increases Impact:** By focusing on clear goals, NGOs can be more effective in campaigns, policy work and partnerships.

To be effective, commitments must translate into actionable goals and measurable outcomes. Publicly shared commitments serve as a catalyst, encouraging other organisations to join the movement for fair and sustainable supply chains.

4.2 Steps to Develop a Commitment Paper

We decided to call this a commitment paper to underline its character of commitment but your organisation might also call it a policy, agenda or any other name.

Throughout the entire process, be sure to use already existing contacts within your organisation and involve management to make sure that the paper reaches as many people as possible and that the commitment is supported by the whole organisation. Maybe there are links to already existing processes/commitments that can be built on.



1. Define Your Focus

Identify key areas for impact, such as advocating for human rights due diligence, promoting social justice (forced labour, gender inequality) or supporting environmental sustainability. Define the time frame, resources (budget, work hours), and responsible persons (e.g., CEO, team leader).

2. Engage Stakeholders and Partners

Involve internal stakeholders (staff, volunteers) and external partners (businesses, policymakers, local communities) through workshops or forums to strengthen partnerships and ensure inclusivity.

3. Draft the Commitment

Paper Include the following sections:

- **Introduction:** linking fair supply chains to your mission
- **Goals:** SMART objectives
- **Action Plan:** campaigns, policy recommendations
- **Impact Measurement:** success metrics

4. Internal Reporting and Announcing Commitment

- Develop a format for internal reporting (e.g., quarterly updates, employee sensitisation).
- Share the commitment paper internally for feedback before announcing it publicly.

Public Announcement and Advocacy

- Announce your commitment widely through websites, newsletters and social media.
- Advocate regionally and locally, collaborating with policymakers for fair trade procurement policies and raising awareness about ethical supply chains.

5. Collaborate, Build Awareness and Promote Alternative Models

- Form coalitions with other NGOs, universities and research institutions to share best practices and develop evidence-based strategies.
- Organise workshops for stakeholders, disseminate consumer guides about ethical brands and promote responsible business practices.
- Advocate for fair trade zones and profit-sharing models for businesses, and participate in circular economy initiatives like open markets or public events.



5. Strategies for



Change: Unlocking Your Power

Before rushing into action, it's essential to step back and take a moment to reflect. This pause allows you to align your efforts with your strengths and purpose, ensuring that your actions have maximum impact. Ask yourself:

- What is our core mission?
- Where are we making the biggest difference in supply chains?
- In which industries can our work create the greatest impact?
- How do our actions foster fairness and transparency?
- What tools and approaches are we using to drive change (e.g., audits, certifications, policy work)?
- Do we have past successes or partnerships we can build on?
- How are we working with others – from grassroots groups to international organisations?
- What makes our efforts stand out and ready to scale?

These questions help define your leverage – the unique areas where your organisation has the greatest power to drive lasting change.

5.1. Tools to Identify Your Leverage Points

Once you've defined the questions that matter, it's time to use some strategic tools to understand where your leverage lies. If analysing your organisation is new to you, don't worry! Here are a few tools to help you dig deeper:

Tool 1: SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

- [MindTools: SWOT Analysis Guide](#)

This is a classic tool to help you take a snapshot of where you stand.

- **Strengths:** What does your organisation do best? What resources and relationships can you leverage?
- **Weaknesses:** Where are the gaps? What limits your impact?
- **Opportunities:** What external trends, policies or movements can help you?
- **Threats:** What challenges or risks do you face that could hold you back?

By examining each area, you'll uncover which levers you can pull to amplify your impact.

Tool 2: SOAR Analysis (Strengths, Opportunities, Aspirations, Results)



- Forbes: Why SOAR Is Better Than SWOT

SOAR flips the script of SWOT by focusing on your strengths and on what is possible. Instead of just identifying weaknesses, SOAR helps you focus on growth and aspirational goals.

- **Strengths:** What are you proud of? What sets your organisation apart?
- **Opportunities:** What is the world telling you? How can you tap into external trends?
- **Aspirations:** Where do you want to go? What does success look like?
- **Results:** What tangible outcomes will tell you that you've reached your destination?

Tool 3: Spheres of Influence

- Interaction Institute for Social Change: Spheres of Influence

Understand where you have the most control and where you can influence change.

- **Direct Control:** the areas where you have full authority (e.g., internal policies, team culture)
- **Indirect Influence:** areas where you can inspire or persuade (e.g., collaborations, advocacy work)
- **No Control:** external factors beyond your influence (e.g., global economic shifts)

Tool 4: Stakeholder Mapping

- Stakeholdermap.com: Free Templates & Tools

Stakeholder mapping helps you identify key players who influence or are affected by your work.

- **Who are your stakeholders?** Think of employees, customers, policymakers, private sector actors and more.
- **How much influence do they have?** Map their interest and influence to prioritise actions.

This helps you build stronger alliances to ensure that you are collaborating effectively to drive change.

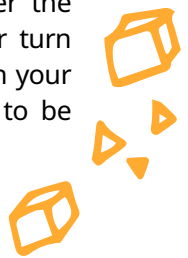
5.2. Strategies for Change – Taking Action

Now that you've identified your leverage points, it's time to turn strategy into action. Let's explore concrete strategies you can use to make a real difference, whether through advocacy, youth engagement or working with international partners.

Your own organisation: Change starts with you and your organisation

Change starts with you. Do you remember the assessment tool from chapter 2? It is your turn now: take a closer look at all the products in your organisation to see whether it is possible to be more conscious about your consumption?

- Green office
- Purchase guideline for products
- Merchandise should be fair trade or locally produced



Campaigning: Shaping the Conversation

Campaigning is about using your voice to create the conditions for change. It's about telling the story of why an issue matters and pushing for solutions that can change lives.

- **Example: Campaigning for Supply Chain Transparency** – Advocate for the implementation of systems that allow consumers to know where their products come from while also requiring companies to assess and mitigate human rights and environmental risks throughout their supply chains.
- **Example: Campaigning for Ethical Electronics** – Launch a campaign to raise awareness about the human and environmental costs hidden in the electronics supply chain, from mineral extraction to factory conditions.

- **Example: Campaigning for Fair Food Supply Chains** – Use powerful narratives and real-life case studies from agricultural workers to highlight labour exploitation and environmental harm in global food supply chains.

Campaigning: Mobilising People for a Cause

Campaigning is about rallying support and turning awareness into action. Whether through online petitions, social media or public protests, campaigns can make waves in both public opinion and policy.

- **Example: Fair Trade Campaign** – Lead a social media campaign that educates consumers on the benefits of supporting fair trade certified products. Create shareable content and call-to-action posts that encourage people to choose ethical brands.
- **Example: #WhoMadeMyClothes Campaign** – Encourage people to question the origins of their clothing by using a hashtag. Mobilise supporters to post photos of their clothing labels and tag brands, asking for transparency about working conditions in their supply chains. Partner with influencers and ethical fashion advocates to amplify the message.
- **Example: Petition for Mandatory Human Rights Due Diligence** – Launch an online petition demanding that your national government introduce legislation requiring companies to identify, address and prevent human rights abuses in their global supply chains.

Storytelling for Change

Storytelling is one of the most powerful tools in your campaigning and advocacy toolbox. Through authentic, human stories, you can help people connect to the issue emotionally and motivate them to take action.

- **Example: The Worker's Voice** – Share personal stories of workers in the supply chain who benefit from fair labour practices. Highlight the human side of ethical sourcing, making the issue real for people.
- **Example: From Farm to Table** – Tell the story of a small-scale farmer or agricultural worker whose livelihood has improved through fair trade or sustainable sourcing initiatives. Show the journey of a product from harvest to shelf,

highlighting the people behind it. Use visuals and personal quotes to build empathy and connect consumers to the real impact of their choices.

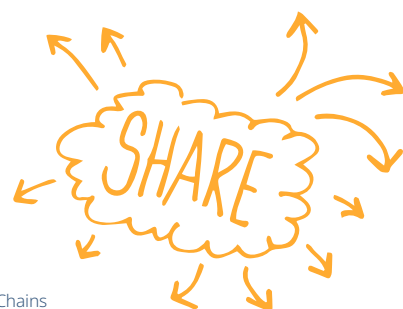
- **Example: Hidden Costs of Cheap Goods** – Share the story of a factory worker facing poor working conditions in a fast fashion supply chain. Use video, written testimonials or interviews (with consent) to reveal the human cost behind cheap clothing. Use this story to frame a broader conversation about corporate responsibility and consumer power.

Network Cooperation: Power in Partnership

No organisation can change the world by itself. Collaboration with other organisations, networks or coalitions strengthens your voice and amplifies your impact.

- **Example: The Global Network for Fair Trade** – Partner with other NGOs focused on ethical supply chains to form a united front. Pool your resources to launch global awareness campaigns and advocate for policy changes.
- **Example: Clean Clothes Alliance** – Join forces with labour rights organisations, student groups and ethical fashion initiatives to form a coalition demanding transparency and accountability in the garment industry. Coordinate joint campaigns, organise international days of action, and share research to expose abusive practices and push for change at the corporate and policy levels.
- **Example: Responsible Tech Coalition** – Collaborate with environmental NGOs, human rights groups and tech experts to address ethical issues in the electronics supply chain, from mining of rare earth minerals to e-waste. Work together on public education campaigns, joint lobbying efforts and open-source tools that help consumers and businesses make informed choices.

Check out our Notion for national networks you can join!



Working with Partners in the Global South: Amplifying Local Voices



True change grows from the ground up. Engage directly with communities in the Global South to understand their struggles and co-create solutions.

- **Example: Fair Sourcing Projects in Africa** – Collaborate with local organisations in countries where raw materials are sourced to ensure that fair wages, environmental standards and safe working conditions are met. Bring this knowledge back to companies in the Global North to influence sourcing decisions.
- **Example: Storytelling Forums with Local Change-Makers** – Organise community-led storytelling events or digital forums where workers, farmers and grassroots leaders from the Global South share their lived experiences with supply chains. Make sure that there are interpreters, the event is accessible and the participants receive equitable compensation for their time. Use these stories to inform campaigns, educational content and policy advocacy in the Global North, turning lived experience into a leverage point for change.
- **Example: Participatory Research and Policy Input** – Co-develop research projects with local partners in the Global South to document supply chain injustices and community-led alternatives. Include their findings and recommendations in white papers, corporate dialogues and public campaigns. Invite representatives to present these results at conferences and policy meetings in the Global North, budgeting for travel, translation and capacity-building as part of a long-term partnership strategy.

Volunteer Work: Grassroots Mobilisation



Volunteers can be your most passionate advocates. Engage young people, local activists and communities to spread the word and create a groundswell of support.

- **Example: Youth-Led Campaigns** – Organise volunteer groups of young people to host events, distribute materials and build awareness about sustainable and ethical consumption.

- **Example: Ethical Product Mapping Teams** – Train volunteers to research and map local businesses that offer fair trade, ethically sourced or second-hand products. Create an online or printed directory for their community, empowering consumers to make responsible choices and encouraging local shops to improve supply chain transparency.
- **Example: Street Action and Public Awareness Days** – Mobilise volunteers to organise creative public actions (e.g., flash mobs, info booths, street art, or interactive exhibits) that highlight hidden labour conditions in global supply chains. These grassroots events spark conversations in public spaces and invite people to learn more and take action.

Consultancy for Companies: Shaping Better Business Practices

Many companies want to improve their supply chain practices but don't know where to start. NGOs can act as consultants to guide companies towards more ethical sourcing and sustainable production methods.

- **Example: Advising Companies on Ethical Sourcing** – Organise roundtables and facilitate discussions where companies can engage with diverse perspectives on fair trade practices and ethical sourcing. Provide platforms for sharing insights and tools that help companies make better sourcing decisions and understand the broader impact of their supply chains.
- **Example: Supply Chain Risk Assessment Support** – Offer tailored consultancy services to help companies identify human rights and environmental risks in their supply chains. Use tools like supply chain mapping, risk scoring and stakeholder interviews, then deliver clear action plans with measurable steps toward more transparent and responsible sourcing.
- **Example: Training Programmes for Corporate Buyers and Managers** – Develop workshops and e-learning modules for procurement teams focused on ethical sourcing, supplier engagement and fair labour standards. Equip company staff with the knowledge and frameworks they need to take informed decisions and embed sustainability into their daily operations.

The path to sustainable change is built on a foundation of understanding, strategic planning, and bold action. By defining your leverage, aligning with your mission and implementing the right strategies, you can create lasting, impactful change in the supply chain landscape. Whether advocating for transparency, engaging communities or interacting with businesses, each action you take has the power to shape a more ethical and sustainable future. The world needs your vision and your efforts – **let's make it happen together.**

6. Future-Oriented Solutions



6.1. Towards Transformation, Moving Beyond Sustainability

The future of supply chains is not just about making them less harmful: it is about making them forces for good. We have an opportunity to rethink the way goods move across the globe, ensuring that supply chains become vehicles for justice, environmental healing and economic fairness. We must embrace transformation instead of merely maintaining the status quo. This means challenging outdated structures, pushing for ethical innovation and committing to a system that uplifts both people and the planet.

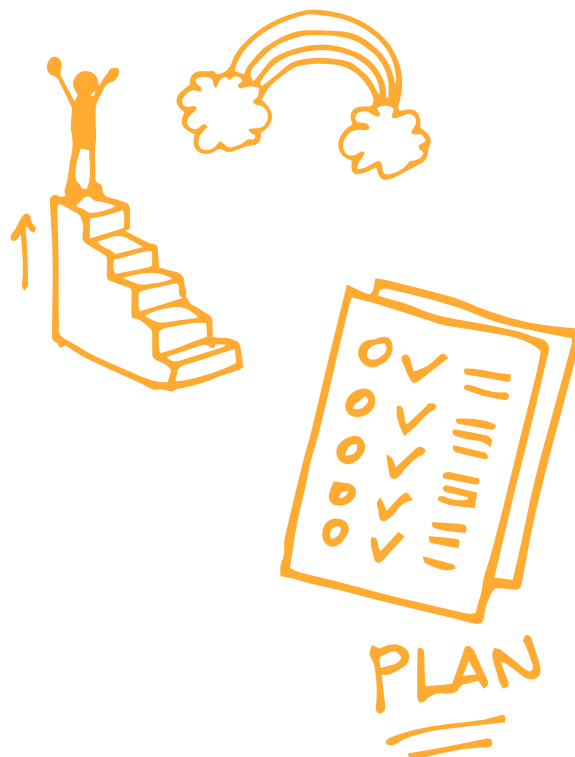
True transformation requires a mindset shift. Rather than focusing only on mitigating harm, we must actively restore ecosystems, protect labour rights and cultivate economies that are circular and regenerative. This means designing products that last, supporting local and community-led enterprises, and ensuring that those who produce the goods we rely on are fairly compensated and empowered. It is about decentralising power, leveraging technology for transparency and recognizing the importance of inclusion (especially for women and marginalised communities who have long been excluded from decision-making processes).

This transformation cannot happen through voluntary measures alone. Corporate accountability must be legally enforced and governments must commit to fair policies that prioritise human

rights over profit. Change will not be easy, but it is necessary. The future of our supply chains depends on the choices we make today. Will we continue with business as usual or will we take bold steps toward a fairer, more sustainable world? The answer is in our hands!

6.2. Cooperate for a better future

Cooperating with national NGOs offers a vital opportunity to deepen impact, enhance credibility and ensure culturally sensitive approaches when addressing supply chain issues. National NGOs often have deep-rooted connections to local communities, a clear understanding of the political and social context as well as first hand knowledge of the challenges on the ground. By partnering with them, your organisation can access valuable insights, build trust with local stakeholders and co-develop more effective and inclusive solutions. These collaborations can also strengthen advocacy efforts, as joint campaigns that combine global reach with local legitimacy are often more persuasive to both policymakers and the public. Moreover, such partnerships open the door to shared resources, joint capacity building and more sustainable, long-term change.



6.3. YOU are the future

In a time of profound ecological and social upheaval, we would like to share the ideas of Joanna Macy, a pioneer in systems thinking and deep ecology. Macy's approach empowers individuals and communities to transform despair into meaningful action for the healing of our world. The following model recognises that the future is shaped not only by what we do, but also by how we think and relate to the world around us. It invites us to move beyond passive concern and become active participants in creating a sustainable, compassionate future – individually and collectively.

Joanna Macy's model (individual and collective): A wild love for the world

1. Block: stop doing harm, stop consuming, refuse what you do not need, boycott certain companies, protest

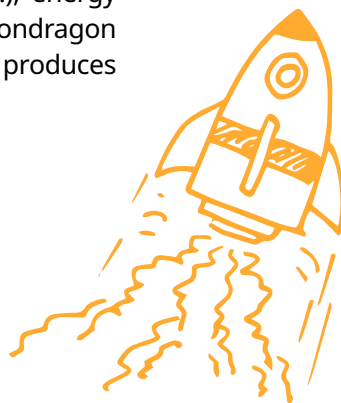
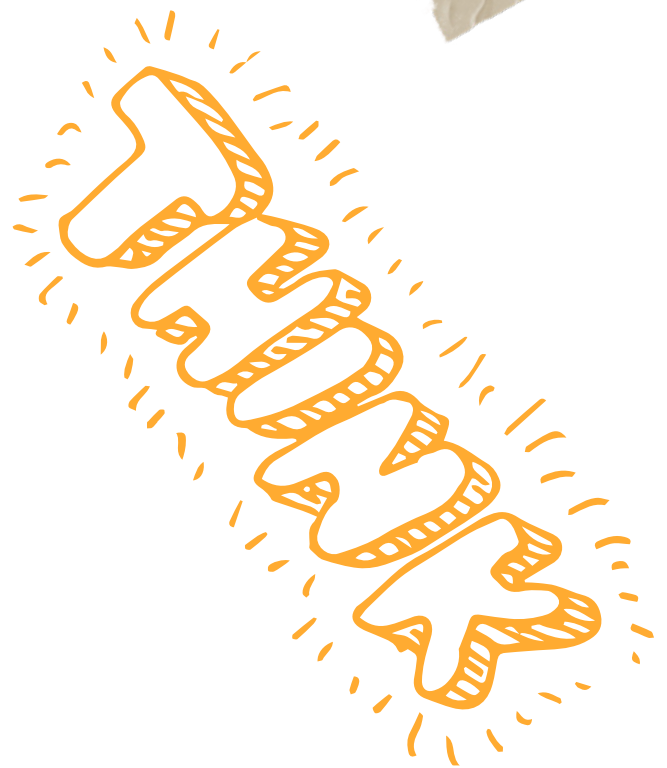
E.g., green procurement by your organisation

2. Build: create a new system that makes the old system obsolete

E.g., prosumerism (where possible – food, more complex products like electronics), buy ethically, community supported agriculture, use co-ops, support transition towns (local production, currencies)

3. Be: change belief systems and paradigms

E.g., gather information on where your products come from (<https://opensupplyhub.org/>), buy consciously (locally, ethically, seasonally): buy less, buy better, pay a fair price, see it as an investment (it's a privilege but also a responsibility!), energy community cooperatives, cooperative Mondragon (one of largest cooperatives in world that produces products and is in collective ownership)



7. Resources for Continued Learning and Advocacy



The journey toward responsible supply chains does not end here. To support your continued learning and effective advocacy, this chapter provides a curated collection of valuable resources. Here you will find links to articles, videos, organisations, best practices and much more, – all conveniently gathered on our Notion. Whether you are seeking deeper knowledge, practical tools or ways to connect with like-minded change-makers, these resources are designed to empower you when making a positive impact. Explore, learn and stay inspired as you help shape a more just and sustainable future.



General Information



Corporate Rights



Food Systems



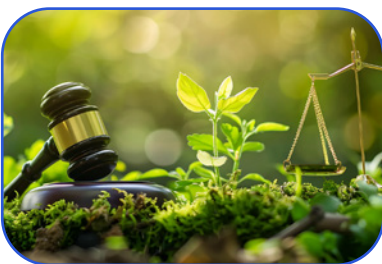
Fashion Impact



Monitoring Global Supply Chains



Ressource & Growth



Supply Chain Acts



The Roots of Supply Chains



Labor & Supply Chain



All Links



7.1. Educational Material on Supply Chain Resources and Tools

- [Learnings Online Training](#)

7.2. Campaigns and Case Studies

Spotlight on Key Topics:

- Child Labour
- Gender Equality
- Environmental Safety
- Global and Regional Campaigns



7.3. Media Resources

- Videos
- Infographics (eg. Global Mining Graphics)
- Toolkits

7.4 Organisations from the Global South

- [The Green Belt Movement \(GBM\)](#)

7.5 A Global South Perspective on Labour Rights and Supply Chains for a Post-Growth World

- [The Fair Trade Handbook](#)
- [Divine Chocolate](#)
- [Kuapa Kokoo](#)
- [Inclusive Development International](#)
- [Manduvira Cooperative](#)
- [Fashion Revolution](#)
- [Theory of Change](#)

8. The Project & The Team



Imagine a world where every product you buy comes from a place of fairness and sustainability. Unfortunately, our reality often tells a different story, where unfair working conditions, child labour and environmental destruction are hidden behind the goods we consume. The COVID-19 pandemic laid bare the fragility of our global supply chains, with empty shelves highlighting our dependence on these intricate networks. This realisation delivers an opportunity: **let us transform these chains of exploitation into bridges of equity and sustainability.**

Our project is a call to action, urging young people and organisations to become the architects of this transformation. By empowering the next generation with knowledge and tools, we can build a future where conscious consumption and fair production are the norm. Together, we can ensure that every step in the supply chain respects human rights and protects our planet. Join us in this vital mission to create a just and sustainable world for everyone.



Jugend Eine Welt – Don Bosco Entwicklungszusammenarbeit | Austria:

Münichreiterstraße 31, 1130 Vienna / Austria
<https://www.jugendeinewelt.at/>
 Email: info@jugendeinewelt.at
 Instagram: @jugend_eine_welt
 Facebook: @Jugend Eine Welt

Neo Sapiens SLU | Spain: Calle Hermanos Monroy 1, oficina 303; 26001 Logroño, Spain

<https://www.neo-sapiens.com/>
 Email: info@neo-sapiens.com
 Instagram: @_neosapiens
 Facebook: @Neo Sapiens

SCI Poland

Stowarzyszenie Jeden Świat (SCI Poland) Dmowskiego 35/5, 60-222 Poznań

<https://poland.sci.ngo>
biuro@poland.sci.ngo
 Facebook @StowarzyszenieJedenSwiat.SCI
 Instagram @jedenswiat.scipoland

Gutenberg | Romania Universităţii Street 7-9, Cluj-Napoca, Romania

<https://www.gutenberg.ro/>
 Email: info@gutenberg.ro
 Instagram: @gutenbergverein
 Facebook: @Gutenberg Studentenverein

Don Bosco Mission

Sträßchensweg 3, 53113 Bonn
www.donbosco-macht-schule.de
www.strassenkinder.de
 Instagram: Straßenkinder e.V.
 Don Bosco Mondo | LinkedIn
info@donbosco-macht-schule.de

Layout & Design

Piffl Andreas
www.andpiffl.com

9. Appendix

Template for an Action Commitment Paper/Strategic Paper/Policy

[Your NGO Name] Commitment to Advocating for Just and Sustainable Supply Chains

Introduction

At [Your NGO Name], we believe supply chains profoundly impact global economic, social and environmental outcomes. As advocates for equity and sustainability, we are committed to driving transformative change in supply chains through awareness, partnerships and systemic action.

Key Advocacy Goals

- **Promote Transparency:** Support mandatory reporting and improve traceability in supply chains. Ensure at least ten businesses disclose their supply chain data by 2027 and advocate for a legal framework on mandatory reporting.
- **Champion Social Justice:** Eliminate exploitative practices and advocate for gender equality. Support three campaigns that aim to improve working conditions for a thousand supply chain workers by 2028.
- **Advance Environmental Sustainability:** Promote sustainable sourcing and reduce ecological harm. Work with ten businesses to adopt sustainability guidelines by 2027 and contribute to binding environmental policies by 2030.
- **Strengthen Policy Frameworks:** Collaborate with policymakers to enforce fair labour and environmental standards. Influence at least two policy changes, ensuring stronger regulations on fair supply chains by 2028.



Action Plan

To achieve these goals, we will:

- **Raise Awareness:** Organise campaigns and publish reports on supply chain issues.
- **Foster Partnerships:** Work with businesses, NGOs and communities, particularly in the Global South.
- **Engage in Policy Advocacy:** Develop recommendations and participate in legislative consultations.

Impact Measurement

We will evaluate progress through:

- Tracking businesses influenced by our campaigns.
- Measuring engagement in public awareness activities.
- Reporting annually on advocacy outcomes.



Conclusion

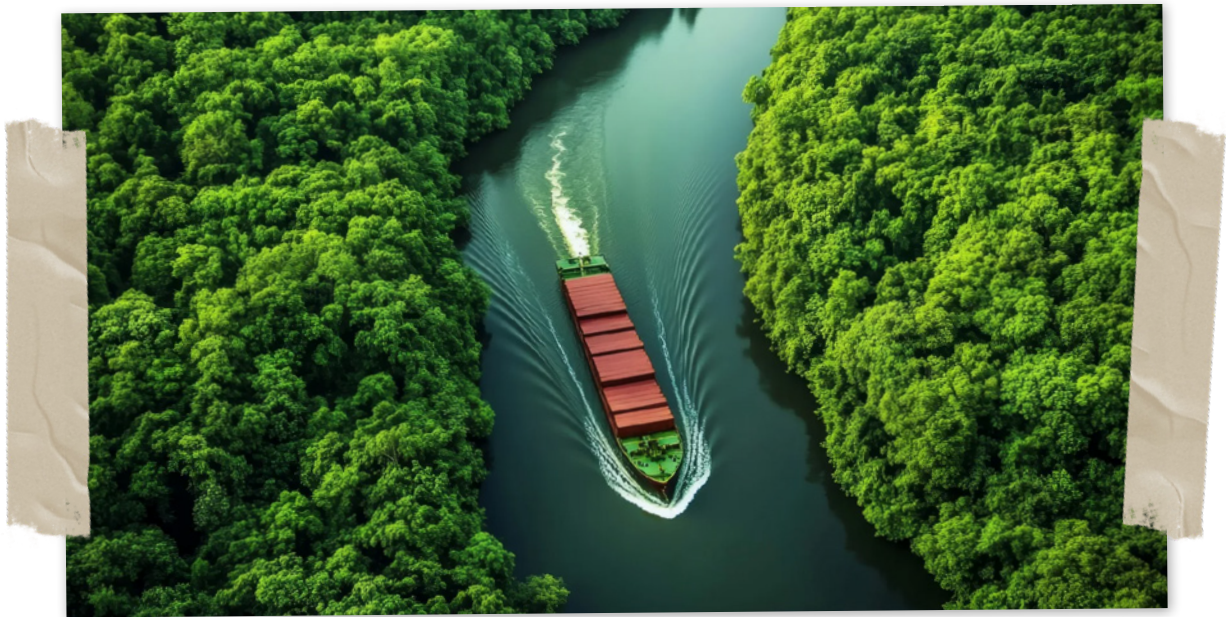
At [Your NGO Name], our commitment is the foundation of our advocacy for just and sustainable supply chains. We invite partners and supporters to join us in creating a fairer and more sustainable global economy.





**Visit the project website at
From Chains to Bridges**

The creation of this handbook would not have been possible without the valuable contributions and support of numerous individuals and institutions. First and foremost, we extend our sincere gratitude to the experts Bettina Rosenberger, Camila Schmid Iglesias and Ferdinand Josephi GIZ for their invaluable insights, expertise and dedication in shaping the content of this handbook. Their knowledge and commitment were instrumental in ensuring the quality and relevance of this work.



We would also like to express our deep appreciation to the speakers at our workshops: Amalendu Jyotishi and V. Manikandan from Azim Premji University, Camila Schmid Igesias, Bettina Rosenberger and Gabriela Sarmet for their engaging and informative contributions, which greatly enriched the discussions and perspectives reflected in this toolkit.

Furthermore, we gratefully acknowledge the financial support provided by the **Erasmus+ Programme of the European Union**. Without this generous funding, the development and publication of this handbook would not have been possible.



Finally, we thank all those who contributed in various ways – through feedback, collaboration, or encouragement – to bring this project to fruition. Your support has been invaluable!

PROJECT PARTNERS



Co-funded by
the European Union



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or OeAD-GmbH. Neither the European Union nor the granting authority can be held responsible for them.