

Lost in the Supply Chain: Bridging Human Rights in the Energy Transition



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Some definitions

Supply chain

Supply chain refers to materials, components, goods or products for use in ongoing operations. It may include suppliers of raw material and suppliers of pieces or components for assembly and production.

Primary or tier 1 supplier

A supplier which is providing goods and materials essential for the core business processes of the project.

IFC and Equator Principles' definitions of workers

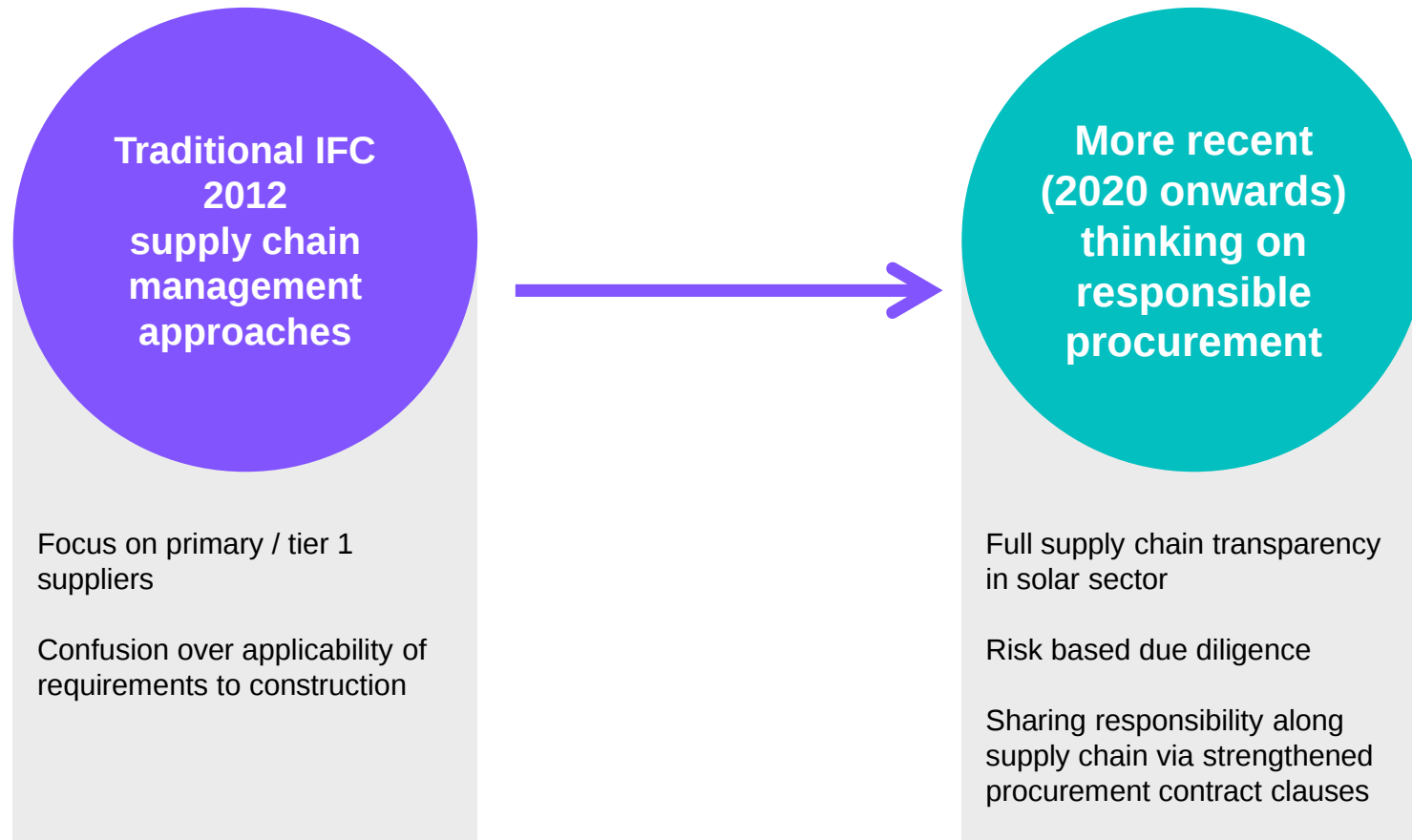
IFC Performance Standard 2 on labour and working conditions gives definitions echoed in many lenders' standards:

- **direct workers** – workers engaged by the company receiving the financing
- **contracted workers** – workers engaged through third parties like contractors, subcontractors and service providers who perform work related to the *core business processes* of the project *for a substantial duration*
- **supply chain workers** - workers engaged by the project's primary suppliers

Equator Principles' human rights assessment guidance provides a different definition (without the chain):

- **supply chain workers** - those engaged directly or indirectly by the client to work *at the project site*, including full-time and part-time workers, contractors, sub-contractors and temporary workers'

Supply chain management in investment project finance



Transition mineral tracker: mineral needs for renewable energy

● High ● Moderate

	Bauxite	Cobalt	Copper	Lithium	Manganese	Nickel	Zinc	Iron
Solar PV	●		●					●
Wind	●		●		●	●	●	●
Hydropower	●		●		●		●	●
CSP	●		●			●	●	●
Bioenergy	●		●				●	
Geothermal					●	●		
Electricity networks	●		●					
EVs & storage	●	●	●	●	●	●		●
Hydrogen	●					●		

Adapted from IEA and Canary Media. Sources: [IEA, 2022](#), [Canary Media, 2022](#)

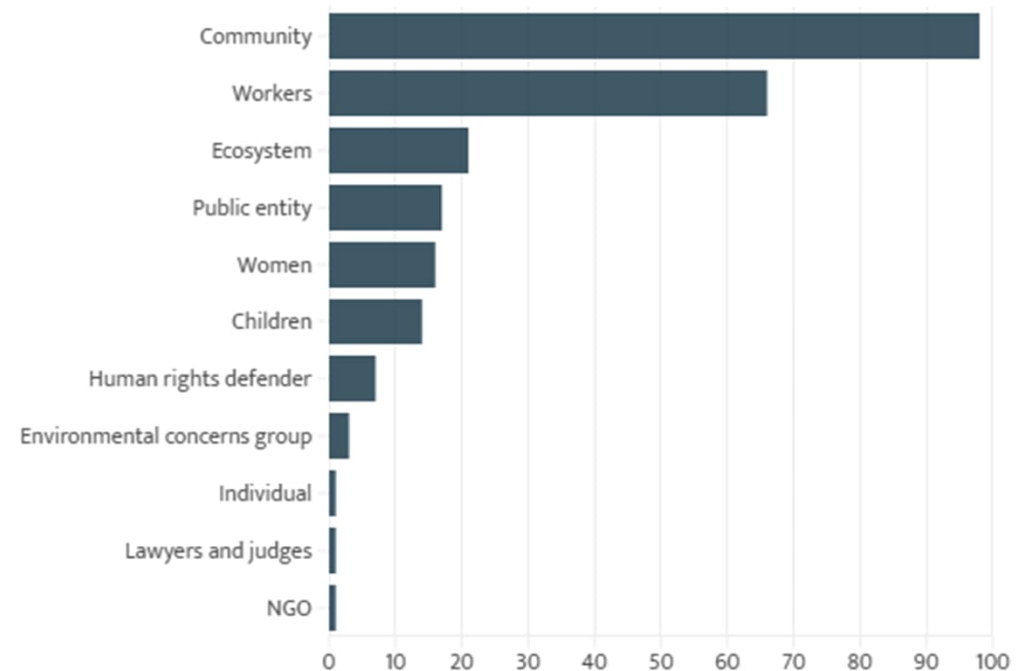


Key 2025 findings from Africa

Allegations of abuse linked to transition mineral mining in Africa - breakdown by mineral and country of abuse



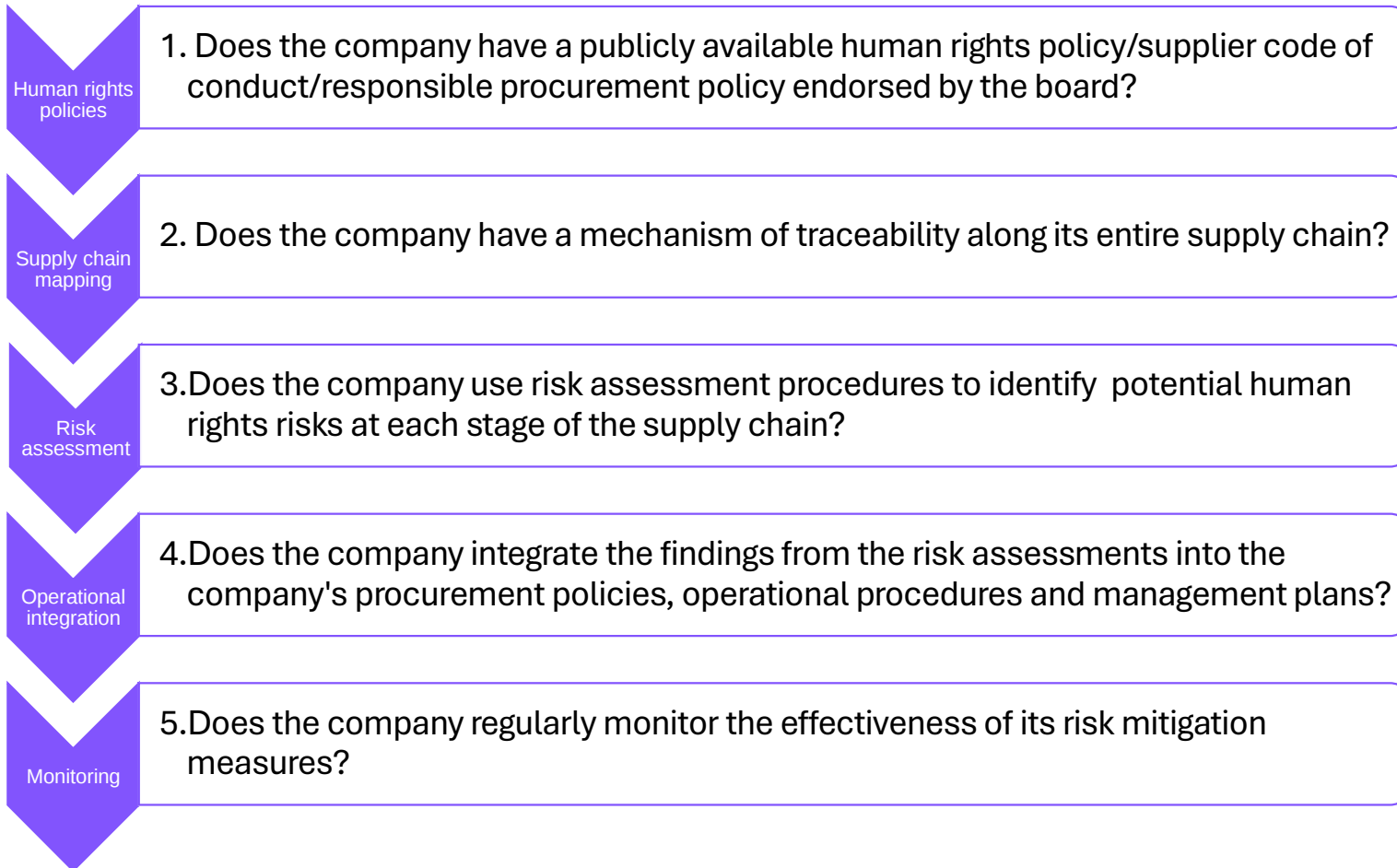
Documented allegations by affected group: Africa



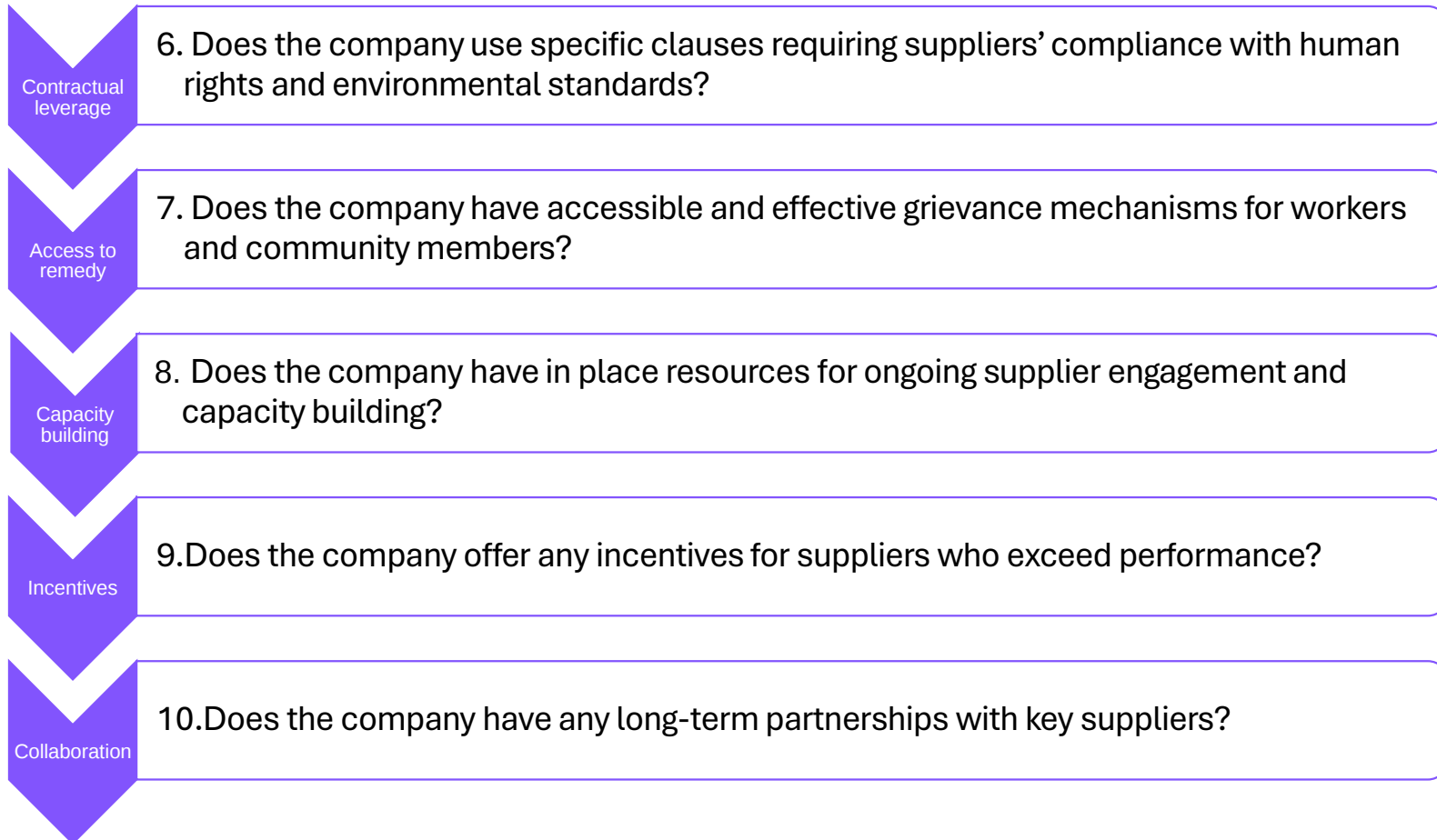
Rights-holder typology for supply chain due diligence

Rights-holder category	Typical examples	How impacts are typically assessed and managed in practice
Project company staff	Developer	Covered through ESIA and HRIA labour management measures
Contracted and sub-contracted workers	Contractor and subcontractor workers, service providers, security guards, cleaning and catering staff	Coverage varies by contract arrangements with sub-contractor workers often not identified in workforce summaries or monitored for labour rights
Manufacturing workers	Factory or agency labour	Reliance on desk-based risk assessments or external supplier audits with limited worker engagement
Transport and logistics workers	Drivers, ports and freight handlers	Often scoped out as assumed to be indirectly and insignificantly affected
Upstream resource communities	Mining, forestry, processing area workers and nearby communities	Considered contextually rather than assessed as project affected people Environmental, land, consultation and indigenous peoples' impacts often overlooked

Supply chain due diligence – ten key questions



Supply chain due diligence – ten key questions



Key components of a supply chain management system





Let's continue the conversation!

Message me your questions or comments in the IAIA26 app.

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