

WORKSHEET 3: Analysing pressure points

Use the tables below to fill in the information you find about each actor in the midstream, downstream and upstream segments of the investment chain. Add more columns as needed for each actor. In the last row, rank the strength of the pressure point taking into consideration all of the information about the actor. You can use a ranking from 1 (for weak) to 5 (for strong). You can add information or change your rankings as you find out more about the actors.

MIDSTREAM ACTORS	Business managing the project (insert name):	Contractor (insert name):
1. Is the actor a publicly listed company or a private company? If listed on a stock exchange, which one?		
2. Is the company state-owned i.e. owned by government or a part of a public-private partnership?		
3. Does the company have its own internal standards, policies or codes of conduct? List any policies that apply. Does the company have a formal complaints process?		
4. Does the company have a strong brand and retail or other business component visible to consumers? If so, where and for what type of product or service?		
5. Is the company likely to be concerned about reputational risks because of its public image? Is there a CEO or another key individual personally concerned about reputation? If so, note the name/position.		
6. Which country is the company based in? Is it an OECD country?		
7. Does the country where the company is registered and/or operating have strong laws and regulations and an effective court system?		
8. Is the company a member of or certified by an industry certification scheme? If so, which certifying body?		
9. Is the actor associated with any other negative projects?		
How strong is this pressure point? (Rank 1–5)		

UPSTREAM ACTORS	Parent Company (insert name):	Investor or Lender (insert name):	Investor or Lender (insert name):	Investor or Lender (insert name):
<p>1. Is the actor a publicly listed company or a private company? If listed on a stock exchange, which one?</p>		<p>1. Is the actor a multilateral development bank (MDB)? If a MDB, go straight to question 6. If not a MDB, answer all questions below.</p>		
<p>2. Is the company state-owned i.e. owned by government or a part of a public-private partnership?</p>		<p>2. Is the investor a publicly listed company or a private company? If listed on a stock exchange, which one?</p>		
<p>3. Does the company have its own internal standards, policies or codes of conduct? List any policies that apply. Does the company have a formal complaints process?</p>		<p>3. Is the investor state-owned i.e. owned by government or a part of a public-private partnership?</p>		
<p>4. Does the company have a strong brand and retail or other business component visible to consumers? If so, where and for what type of product or service?</p>		<p>4. Is the investor a pension fund or insurance company?</p>		

UPSTREAM ACTORS	Parent Company (insert name):	Investor or Lender (insert name):	Investor or Lender (insert name):	Investor or Lender (insert name):
5. Is the company likely to be concerned about reputational risks because of its public image? Is there a CEO or another key individual personally concerned about reputation? If so, note the name/ position.		5. Is the investor likely to be concerned about reputational risks because of its public image? Is there a CEO, director or another key individual personally concerned about reputation? If so, note the name/ position.		
6. Which country is the company based in? Is it an OECD country?		6. Does the investor or lender have its own internal standards, policies or codes of conduct? List any that apply.		
7. Does the country where the company is registered and/ or operating have strong laws and regulations and an effective court system?		7. Does the actor have a grievance or complaint mechanism?		
8. Is the company a member of or certified by an industry certification scheme? If so, which certifying body?		8. Is the actor associated with any other negative projects?		

UPSTREAM ACTORS	Parent Company (insert name):	Investor or Lender (insert name):	Investor or Lender (insert name):
9. Is the actor associated with any other negative projects?		9. Is the actor a direct investor or lender to the business managing the project or to its parent company? Or is the actor an indirect financier through a financial intermediary?	
10. How big is the parent company's share in the business managing the project (e.g. the amount or the number or percentage of shares in the company)?		10. Does the investor or lender commit to any external standards or guidelines (e.g. EPs or PRIs)? If so, which ones?	
How strong is this pressure point? (Rank 1–5)		11. How big is the loan or investment in the business managing the project, the parent company, or the financial intermediary (e.g. the amount or the number or percentage of shares in the company)?	
		How strong is this pressure point? (Rank 1–5)	

DOWNSTREAM ACTORS	Buyer (insert name):	Buyer (insert name):	Buyer (insert name):
1. Is the buyer a company or a government? If government, which one? (go straight to question 12). If company, answer all questions below.			
2. Is the actor a publicly listed company or a private company? If listed on a stock exchange, which one?			
3. Is the company state-owned i.e. owned by government or a part of a public-private partnership?			
4. Does the company have its own internal standards, policies and codes of conduct? List any policies that apply.			
5. Does the company have a grievance or complaint mechanism?			
6. Is the company likely to be concerned about reputational risks because of its public image? Is there a CEO, or another key individual personally concerned about reputation? If so, note the name/ position.			
7. Does the company have a strong brand and retail or other business component visible to consumers? If so, where and for what type of product or service?			
8. Which country is the company based in? Is it an OECD country?			
9. Is the buyer based in the EU?			
10. Is the company a member of or certified by an industry certification scheme? If so, which certifying body?			
10. Does the country where the buyer is registered and/or operating have strong laws and regulations and an effective court system?			
12. How much product does it buy from the business managing the project or its parent company?			

DOWNSTREAM ACTORS	Buyer (insert name):	Buyer (insert name):	Buyer (insert name):
13. Is the buyer associated with any other negative projects?			
How strong is this pressure point? (Rank 1–5)			