

Publishable Executive Summary

The present report is the Deliverable from Task 2.1 of the ADMIRAL – *Advanced Marketplace for Low Emission and Energy Transportation* project, funded by the European Union under the HORIZON-CL5-2022-D6-02 with Grant Number 101104163. ADMIRAL aims to transform supply chain management in freight transportation by developing a cutting-edge digital marketplace for multimodal logistics. It seeks to shift the focus on indirect emissions, reduce overall emissions in logistics and transportation and enhance transparency throughout the supply chain.

ADMIRAL WP2 – *Sustainable development of logistics & transport* addresses key sustainability issues in the transport and logistics sector such as zero (low) emissions logistics, reduction of energy consumption from fossil fuels in transport and enhancement of collaborative logistics to reach common sustainability goals in the pilots to be implemented in Finland, Lithuania, Portugal-Spain and Slovenia-Croatia. Task 2.1 – *Sustainability Framework for Collaborative, Digital and Green Logistics*, is centred on the identification of the main stakeholders involved in the logistics system and the supply chain, mainly in the Pilots context and the main issues that should be addressed by the sector to solve negative sustainability impacts and provide advancement for local development.

This deliverable, *Stakeholders Analysis Matrix*, represents a cornerstone of ADMIRAL's vision for transforming European logistics into a collaborative, digital, and green ecosystem. Developed under Task 2.1 – Sustainability Framework for Collaborative, Digital and Green Logistics, it provides a strategic foundation for engaging stakeholders and embedding sustainability principles into multimodal transport systems. The report identifies key actors across supply chains, analyses sustainability challenges and long-term strategies at European, national, and local levels, and examines how different dimensions—environmental, social, and governance—are addressed by stakeholders, with a strong emphasis on social equity and inclusiveness.

To achieve these objectives, the methodology combines rigorous research and participatory approaches: a systematic literature review to benchmark sustainability frameworks; design science research and co-creation to develop the ADMIRAL Sustainability Framework Architecture (SFA); qualitative and quantitative analyses of sustainability reports from 23 transport companies; surveys capturing diverse stakeholder perspectives; and focus groups fostering dialogue on barriers, drivers, and opportunities for low-carbon logistics.

The insights generated inform actionable strategies for aligning logistics operations with EU regulatory requirements such as CSRD, GRI, and ISO standards, while promoting innovation and resilience. By mapping priorities and challenges, this report empowers industry leaders to anticipate regulatory shifts, strengthen compliance, and unlock competitive advantages through sustainable practices. Ultimately, Deliverable 2.1 contributes to a multidimensional strategy for the ADMIRAL multimodal marketplace, positioning stakeholders at the forefront of Europe's transition toward a low-carbon, digitally integrated, and socially responsible logistics sector.