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# FSC GLOBAL STRATEGY IMPLEMENTATION FRAMEWORK 2025

V1 – Dec. 2024

For FSC International  
Members Only

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## Introduction

To achieve the ambitions set in the Global Strategy 2021-2026, the FSC secretariat – with guidance from the FSC International Board – has developed a framework to guide FSC’s implementation efforts, while enabling us to be agile and address emerging challenges and opportunities. Though this framework is a work in progress, it lays the foundation for increased dialogue, transparency, and accountability. In this interactive document, FSC members can explore in detail the actions defined for each goal of the Global Strategy for 2025.

Building on its first three iterations for 2021-2022, 2023, and 2024, this implementation framework outlines four priorities and 31 actions for 2025. Connecting all the components of the FSC Global Strategy with multi-year operational planning, this framework moves from vision to action, serving as a living and evolving tool that conveys how FSC envisions that the 12 goals and 24 intended outcomes can be achieved by 2026 and defines priorities and actions on an annual basis.

Overall, 28 out of the 39 actions for 2024 will be continued with new outputs for 2025, and three new actions have been added to ensure advancement towards the ambitions defined in the “journeys” to achieve the strategy goals. These new actions are numbered from 58 to 60, enabling tracking and ensuring accountability of all actions envisioned towards 2026. Regarding the outgoing actions, two have been embedded in the 2025 priorities and 12 have been merged into other actions. ([See Annex](#)).

As with the previous Implementation Frameworks, once the period of the 2024 Implementation Framework concludes, FSC members will receive in early 2025 a full report with the status of all actions and information about the delivery of 2024 outputs.

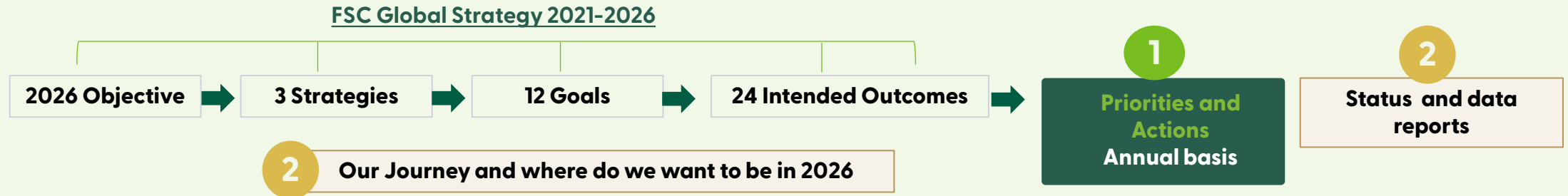
This document is the basis of what the FSC International Board of Directors will consider in their November meeting as FSC’s work plan for 2025 alongside the budget.



### How to use this document?

Navigate through each strategy, each of their four goals, and each goal's respective actions for 2025. Click on the goals to learn more about our intended outcomes, and on the four priorities and 31 actions to learn what they entail.

# The Global Strategy Implementation Framework



Watch **this 3-minute video** for a glance at the Global Strategy Implementation Framework (2021)



1

## Priorities and Actions

They define a series of interventions designed on a yearly basis to connect our strategic journeys with multi-year operational planning, providing a concrete picture of what FSC is working on, including current and planned activities that are described together with related tangible outputs.

2

## Reporting and Progress Mechanisms

The framework includes an evolving range of accountability mechanisms published on an annual basis to report on the delivery of the Global Strategy 2021-2026. The mechanisms include actions and data reports with measurable indicators for the 24 intended outcomes, annual reports, and internal status reports against yearly outputs.

\* The methodology of the Implementation Framework builds upon and is a continuation of the Theory of Change that was the basis to develop the FSC Global Strategy 2021-2026

# Unpacking the Implementation Framework

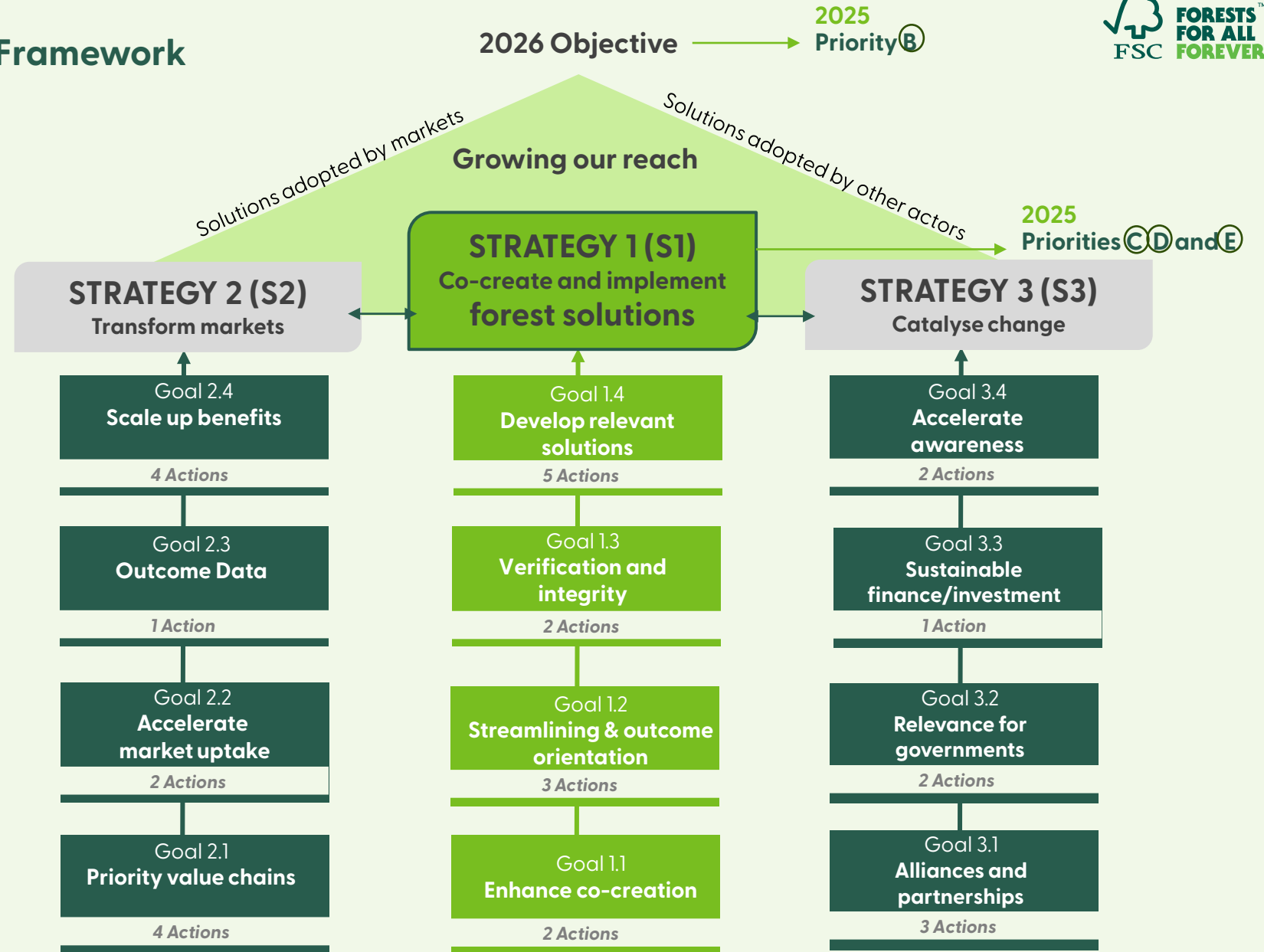


To achieve the 2026 Objective, the 3 strategies and 12 goals must work and in hand. This involves addressing the following question:

**"How can we co-create forest solutions (S1) that are pertinent to the market (S2) and other stakeholders in society (S3)?"**

While these three strategies are interrelated, it is essential to recognize that Strategy 1 is the backbone of the FSC system. No solution can be deemed successful if it is developed without considering strategies 2 and 3.

Actions are the mechanisms that enable the 12 goals to be achieved as defined in FSC's Theory of Change - while considering dependencies and preconditions.




## Changes to the 2025 Implementation Framework Process

The development of the Implementation Framework is the result of an annual strategic cycle agreed on and approved by the FSC International Board of Directors. It covers reporting mechanisms to different stakeholders of the previous cycle, strategic discussions within the board and secretariat, and planning for the following year.

This Implementation Framework follows the completion of a mid-term review, published in June 2024. The assessment evaluated our progress towards the 2026 Objective and the 12 goals and 24 intended outcomes set out in the Global Strategy 2021-2026. While FSC looked to be on track to meet the ambitious objective set for 2026 in the Global Strategy, setbacks including the loss of almost 80 million hectares in Russia and Belarus following Russia's invasion of Ukraine in early 2022 have put the 2026 Objective out of reach.

To rally teams globally and accelerate our work in critical areas, FSC included four priorities for the first time in 2024. These priorities were focused on better developing and delivering FSC solutions and intensifying efforts towards the 2026 Objective. The Implementation Framework 2025 includes four priorities again to allocate efforts and resources towards areas requiring intensification and acceleration. These priorities serve as a basis for many of the 2025 actions as well as regional priorities and network strategic projects.

The Implementation Framework 2025 is intended to streamline our efforts. Related actions have been merged to create a more focused framework and better deliver on key topics.

 Cross-cutting actions have also been noted with the symbol to the left to identify actions and outputs that require greater alignment.

The Secretariat and the network also increased alignment between the strategic projects from the network and actions in this framework to foster closer collaboration and greater focus.



## Four Priorities for 2025

Following a calibration phase that involved analysing external trends and identifying areas needing course correction, the FSC International Board of Directors, with the support of the FSC secretariat, decided to prioritize four key goals and areas within the FSC Global Strategy 2021-2026 for 2025. The four priorities for 2025 aim to provide a clear strategic direction and support the delivery of the FSC Global Strategy and rally actions and teams globally. It was also discussed that as guiding strategic principles for 2025, these four priorities for 2025 need to have a special focus on **FSC's value proposition** and on a **more targeted approach towards user orientation**.

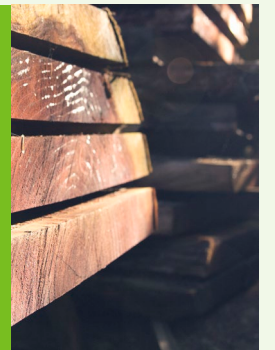
Three of the 2024 priorities – Catalysing Natural Tropical Forests Certification, Implementation of EUDR Solutions, and Implementation of the Climate, Biodiversity, and Restoration Strategic Framework – will continue to be priorities in 2025 with updated objectives. They are joined by the new priority of Strengthening System Integrity. FM Growth will no longer be a separate priority, as that goal is incorporated through the work of the organization. Efforts toward increasing certified area, however, will continue to be made, including through the new Action 60, FM Growth.

**B**

**CATALYSING NTF  
CERTIFICATION**

**C**

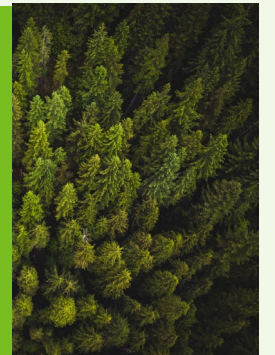
**IMPLEMENTATION OF  
EUDR SOLUTIONS**

**D**

**IMPLEMENTATION OF CBR  
STRATEGIC FRAMEWORK**

**E**

**STRENGTHENING  
SYSTEM INTEGRITY**



Click to explore

# PRIORITY B | CATALYSING NTF CERTIFICATION

Grow FSC’s relevance in the tropics by catalysing Natural Tropical Forest certification and achieving 3 additional million hectares by the end of 2025



After 30 years of its foundation, FSC has reached a plateau of 15 million hectares of tropical forests certified, representing less than 1 per cent of the world's tropical forests and less than 10 per cent of FSC's total certified area. This shows how scaling certification has challenges. To respond to its members' demands and fulfill its original mission, FSC defined the target in its Global Strategy (GS) as reaching 30 million hectares in tropical regions, including smallholder areas, by 2026. Therefore, to meet this target and return to growth in FM, leaving the plateau, the International BoD decided in mid-2023 to prioritize NTF for FSC's work in 2024, extending this decision to 2025. We recognize the distributed effort to date needs to add up at the speed and scale that the GS seeks. Prioritizing this as an organization-wide priority and assigning clear project lead responsibility will enable a feasible, well-informed, and targeted effort across FSC.

## Main outputs for 2025

- Implement activities in the field through FSC's Network to certify new areas of NTF in the nine countries prioritized (Bolivia, Brazil, Indonesia, Gabon, Ghana, Malaysia, Mexico, Peru, and Republic of Congo).
- Increase 3 Million Ha of NTF FM (22 per cent growth) by the end of 2025 from the current 13,42 million ha.
- Continued engagement with key stakeholders (ex. , International Organizations – ATIBT, ITTO, CIFOR, IUFRO) to support FSC in growing its relevance in the tropics and to identify new opportunities on the ground to increase FSC certified area.
- Together with the Network, strengthen FSC's market approach towards the use of tropical timber in the European and Asian markets.

## Direct links to actions

- 17 Intact Forest Landscapes
- 22 Wood-based Value Chain
- 23 NTFP Development
- 32 Community and Family Forests
- 4 Empowering Indigenous Peoples
- 37 Global Forest Agendas
- 53 Governmental Affairs & Engagement
- 42 Regional and Global Trade



# PRIORITY C | IMPLEMENTATION OF EUDR SOLUTIONS

Enable a user-friendly approach for current and future FSC certificate holders to demonstrate compliance with EUDR.



The EUDR is a European Regulation attempting to address the problem of deforestation and degradation associated with certain commodities. It aims to encourage the creation of a "deforestation-free" market in Europe and globally. FSC has been developing a set of solutions which will allow CHs meet EUDR requirements with ease, providing them with easier access to European market.

The project aims to create an added value to CHs/PLHs in a changing regulatory environment by helping them adjust to EUDR. Proposed solutions are being designed and implemented to support CHs, build loyalty, and encourage new companies to join FSC. With the provision of digital and comprehensive risk assessments, we aim to expand our impact beyond certification and secure a prominent leadership position in the due diligence landscape created by the Green Deal.

## Main outputs for 2025

- January 2025: Have the network ready to respond to EUDR enquiries and have a ticketing system in place to manage inquiries from stakeholders. Standard responses repository for the responders is available.
- March 2025: Have the offering for PLHs (Promotional License Holders) ready.
- May 2025: First 20 country risk assessments are available for CHs.
- May 2025: Support service desk is moved to the new Customer Care Programme
- October 2025: Deliver CVS (Complete Viable Solution) for CHs (Certificate Holders) and CBs (Certification Bodies)
- End of 2025: Transition the project into 'business as usual.'

## Direct links to actions

- 10 FSC Trace
- 12 GIS Technology
- 53 Governmental Affairs & Engagement
- 58 Service Orientation



# PRIORITY D | IMPLEMENTATION OF CBR STRATEGIC FRAMEWORK



Provide a structured approach for the development and implementation of FSC contributions to address global challenges related to climate change and biodiversity loss, e.g. through certification solutions or fostering collaboration with diverse stakeholders.

To meet global challenges, in 2024 FSC began to formally coordinate climate, biodiversity, and restoration solutions jointly. Such solutions include, for example, the revision of the ES PRO, which will be published in 2025. 2024 also saw the start of the development of a CBR Strategic Framework (CBR SF) to clarify FSC’s role in providing solutions for climate change and biodiversity loss e.g. through restoration and conservation, or partnerships. The CBR SF is due to be finalized at BM 102 in 2025 and the focus of this priority is the delivery of that SF including consultation and stakeholder engagement, as well as to start the implementation of the CBR SF in the second half of 2025. The implementation may involve the continuation of certain workstreams as well as the initiation of new ones.

Four approved GA motions bind the Secretariat in delivering on climate, biodiversity, and restoration: M20, M48, M49 and M53.

## Main outputs for 2025

- Reach a finalized and approved version of the CBR SF (including FSC's role in restoration)
- Develop an action plan, integrating ongoing efforts (e.g. ES and sustainable finance) and new workstreams and begin the implementation across Units at FSC International, Network Partners, and mission-aligned entities.
- Respond to the Climate Emergency Motion and communicate how FSC is developing and implementing integral solutions
- Build up the capacity inside FSC globally to implement a business model for and support the rollout of the revised ES Procedure.
- Continue further ES Pro developments focused on Motions 49 and 53.
- Complete field tests for new biodiversity monitoring frameworks as part of the Fast-track Biodiversity Assessments Initiative.
- Identify value propositions for FSC's solutions in forest conservation.

### Direct links to actions

8

Outcomes & Impacts

14

Expand Ecosystem Services

55

Conservation Solutions

57

Data Market Approach

16

Impactful Alliances & Partnerships

44

Sustainable Finance



# PRIORITY E | STRENGTHENING SYSTEM INTEGRITY



To equip FSC as a whole, including the Board, Secretariat, and Network, with the means to uphold its mission through strengthened system integrity.

There has been a growing need to strengthen and widen the scope of FSC integrity. Whereas in the recent past, pressure would have focused on false claims and PfA violations, FSC is placing increasing emphasis on social indicators, remedy, and certification body (CB) performance.

In light of this increased scrutiny and broadened scope, FSC International needs to ensure shared purpose across relevant units, revise its modus operandi related to implementation of actions, strengthen its integrity toolkit and transform how it communicates about integrity matters.

This project will support bringing system integrity work at a higher professional level, by introducing and further refining the necessary tools, systems and processes.

## Main outputs for 2025

- Develop infrastructure to keep with system’s growth and to address high risks.
  - Develop 11 tools to strengthen System Integrity (five scoped, two upgraded, four launched) covering supply chain integrity, remedy, case management and CB performance.
  - Finalize a draft of the revised Complaints and Appeals procedure following a second consultation.
  - Review the structure of SIU to ensure it continues to address business needs and evolving integrity risks.
- Ensure basic assurance practices keep up with system’s growth.
  - Implement marketing campaign to increase auditor pool and research potential auditor efficiency gains.
  - Deliver a calibration exercise targeting 100 CB managers and auditors.
- Enhance understanding of FSC integrity and risks.
  - Develop and deploy a communication and engagement plan.

## Direct links to actions

50 PfA & Remedy      10 FSC Trace      12 GIS Technology




# 31 Actions for 2025

**STRATEGY 1**  
Co-create and implement forest solutions

**STRATEGY 2**  
Transform markets

**STRATEGY 3**  
Catalyse change

  
Click to explore

**New  
Actions  
58-60**



**Goal 1.1**  
Engage members and stakeholders to drive change as a community for co-creation of solutions.

**ACTION 2**  
Membership Enhancement

**ACTION 5**  
Unified Online Experience

**Goal 1.2**  
Streamline policies and standards towards outcome orientation.

**ACTION 6**  
Knowledge Accessibility

**ACTION 8**  
Outcomes & Impacts

**ACTION 50**  
PfA & Remedy

**Goal 1.3**  
Enhance verification and integrity.

**ACTION 10**  
FSC Trace

**ACTION 12**  
GIS Technology

**Goal 1.4**  
Expand the reach of FSC and its relevance in the fight against climate change and loss of biodiversity.

**ACTION 14**  
Expand Ecosystem Services

**ACTION 17**  
Intact Forest Landscapes

**ACTION 19**  
Circular Market Development

**ACTION 55**  
Conservation Solutions

**ACTION 60**  
FM Growth



# 31 Actions for 2025

**STRATEGY 1**  
Co-create and implement forest solutions

**STRATEGY 2**  
Transform markets

**STRATEGY 3**  
Catalyse change

  
Click to explore

**New  
Actions  
58-60**



**Goal 2.1**  
Advance FSC in value chains that have the highest potential for contributing towards our 2050 vision.

**ACTION 20**  
Fibre-based Value Chain

**ACTION 22**  
Wood-based Value Chain

**ACTION 23**  
NTFP Development

**ACTION 58**  
Service Orientation

**Goal 2.2**  
Accelerate the market uptake of FSC-certified products and ecosystem services.


**ACTION 26**  
eCommerce

**ACTION 28**  
Trademark

**Goal 2.3**  
Unleash the power of data to demonstrate positive outcomes.

**ACTION 59**  
Data Market Approach

**Goal 2.4**  
Scale up benefits for Indigenous Peoples, communities, smallholders, and workers.

**8  x IB**  
Community and Family Forests

**ACTION 4**  
Empowering Indigenous Peoples

**ACTION 34**  
Diversity & Gender

**ACTION 35**  
Workers' Rights

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# 31 Actions for 2025

**STRATEGY 1**  
Co-create and implement forest solutions

**STRATEGY 2**  
Transform markets

**STRATEGY 3**  
Catalyse change

  
Click to explore

**New  
Actions  
58-60**



**Goal 3.1**  
Advance the mission through stronger alliances, coalitions, and partnerships.

**ACTION 18**  
Sustainable Intensification

**ACTION 36**  
Impactful Alliances & Partnerships

**ACTION 37**  
Global Forest Agendas

**Goal 3.2**  
Increase FSC's relevance for governments.

**ACTION 53**  
Governmental Affairs & Engagement

**ACTION 42**  
Regional and Global Trade

**Goal 3.3**  
Leverage sustainable finance/investment for forest stewardship.

**ACTION 44**  
Sustainable Finance Engagement

**Goal 3.4**  
Accelerate awareness of the value of forests

**ACTION 46**  
FSC Brand Positioning

**ACTION 47**  
Global Communications Narrative

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# Exploring Descriptions

The following graphic describes the main sections of each priority or action, reflecting the time horizons and accountability mechanisms:

1

## REFERENCE | TITLE

### Overall objective

**Description:** This section provides a high-level explanation of what the action or priority entail, including its aims **within the strategy period** and how they contribute to achieving the connected goal and the 2026 objective.

Actions normally have longer time horizons than the calendar year of the Implementation Framework but are always assessed during their yearly development.

**Main outputs for 2025**

They include a tangible set of yearly planned deliverables **for 2025** with existing capacity and resources to be implemented. The full status of all outputs is reported to the membership at the beginning of the following year.

← Back to Strategy 1


### ACTION 50 | Pfa & Remedy

Enhance FSC's credibility through effective dispute case management and create new opportunities for FSC FM and restoration through the Remedy Framework.

After the approval of key policies and procedures in 2022-2023, including the Policy for Association, Procedure for Processing Policy for Association, Complaints, Policy to Address Conversion (PAC), Disclosure Procedure, and the Remedy Frameworks, the focus now is to apply this new framework for effective case management while building the enabling structures to operate these documents. Further, we will embark on the revision of the complaints and appeals procedures to bring these in line with international norms and best practices.

**Main outputs for 2025**

- Develop a case management tool for integrity cases, including a system-wide complaints management tool, aimed at ensuring continuous learning from cases, consistency, and a faster, more efficient case management process.
- Identify, test, and contract a qualified third party to ascertain the scope of the corporate group in high-risk and complex integrity cases.
- Define needs and requirements, the preferred tool, and a service provider to develop the remedy progress reporting dashboard to monitor and report remedy outcomes as required by the remedy framework.
- Complete the second consultation of the revised Complaints and Appeals procedure and analyse the results.
- Develop upgraded version of FSC Check to mitigate identified risk.

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## Strategy 1: Co-create and Implement Forest Solutions

### Goal 1.1 | Engage members and stakeholders to drive change as a community for co-creation of solutions.

Inspire and be inspired by new and existing members and partners to co-create local and global forest stewardship solutions to current forest related challenges such as climate change, biodiversity loss, gender inequity and violation of the rights of workers, Indigenous Peoples and local communities, while responsibly delivering forest products and services to the world.

#### Intended outcomes:

- Based on approved policies for membership and network development, FSC's membership is increased, strategically revitalized and empowered as an agile and inspired community to conceive forest stewardship solutions to key issues that matter for forests and the people who depend on them;
- FSC members, network partners, staff, certificate holders and external stakeholders are convened in initiatives to co-create and implement local forest stewardship solutions that drive change on the ground while contributing to FSC's global mission.

## ACTION 2 | Membership Enhancement

Facilitate strong and equal representation across chambers, groups, and regions and strengthen dialogue to revitalize member engagement.

The Global Strategy 2021-2026 underscores the active involvement of members in co-creating solutions for forest stewardship as a core strength of FSC. In 2025, we will focus on having a balanced chamber representation and on the preparation of members for the General Assembly 2025.

A Membership Engagement Plan for 2024 - 2025 has been developed, drawing on our three-year engagement experiences leading up to the 2021-2022 General Assembly and incorporating lessons learned and member feedback. A key objective of this plan is to prioritize chamber discussions, empowering members to actively engage in identifying and validating ideas that could evolve into motions for voting at the 2025 FSC General Assembly and beyond. We will facilitate chamber and cross-chamber meetings to keep members well-informed about FSC's developments and key processes. These sessions will also provide opportunities for members to prepare motions and actively participate in FSC's key processes at the national, regional, and global levels. Additionally, regional initiatives will aim to attract new members, ensuring balanced representation across different groups, chambers, and regions. These efforts will foster effective dialogues that bring new perspectives and positions on the most relevant issues for FSC. This work will be supported by regional membership coordinators and in collaboration with Network Partners.

### Main outputs for 2025

- **Chamber and Cross-Chamber Meetings:** Facilitate a series of chamber and cross-chamber meetings to inform members of developments and key processes in FSC. These sessions will provide members with opportunities to prepare motions and participate actively in FSC's key processes at national, regional, and global levels.
- **Diverse and Inclusive Chamber Representation in 2025:** Ensure balanced chamber representation, preparing our members for active participation in the General Assembly 2025. This initiative aims to enhance the diversity of perspectives within FSC, fostering effective dialogues on the most pressing issues in forest stewardship, create a more diverse membership base, with new members from underrepresented groups, regions, and sectors actively participating in FSC processes, and increase member engagement in chamber and cross-chamber meetings, resulting in active contributions to discussions, motion proposals, and decision-making processes.
- **Recruitment of New Members through Regional Initiatives:** FSC will launch targeted regional initiatives, primarily in Africa and Asia Pacific, to recruit new members, ensuring diverse and balanced representation across various groups, chambers, and regions. These efforts will engage potential members by highlighting the benefits of FSC membership and the vital role they can play in advancing forest stewardship. To achieve this, the regional coordinators in close collaboration with network partners will implement effective outreach strategies including engagement events, collaborative networks, and communication campaigns.

# **ACTION 5 | Unified Online Experiences**

## Unify IT platforms and tools for members and other stakeholders

After years of evolving FSC Connect as the gateway to the various online services provided by FSC for Members and Certificate Holders, it is necessary to redesign the unbundled user experiences of the portal. By unifying the user experiences, FSC Connect will enable secure and seamless use of current and future applications within the portal, allowing the natural evolution of the available solutions while including the baseline for all the new developments and services that will be incorporated into the FSC Connect ecosystem.

### **Main outputs for 2025**

- Conduct a comprehensive UI/UX assessment of FSC Connect and related applications (FSC Check, eTLA, CBs Portal, FSC Brand Hub, FSC Risk Hub, and new applications) and develop institutional guidelines and a detailed roadmap for FSC digital applications. This will ensure all FSC-related applications provide a seamless and consistent user experience.
- Enhance the stakeholders support experience for Certificate Holders, Promotional License Holders, members, and certification bodies (CBs) by developing and launching a portal integrated with FSC Response for managing support requests. This portal will be phased into existing applications (FSC Connect, FSC Check, eTLA, CBs Portal, FSC Brand Hub, FSC Risk Hub) and any new applications, providing capabilities to create, modify, and monitor support requests.



## Strategy 1: Co-create and Implement Forest Solutions

### Goal 1.2 | Streamline policies and standards towards outcome orientation

Streamline policies and standards to make them easier to understand and implement consistently. Reduce complexity and reflect risk, while ensuring credibility and enabling more focus on desired outcomes delivered through good performance. Streamlining includes enabling easy access to FSC requirements for all, clarity in requirements and their relevance to given geographical and socio-economic conditions.

#### **Intended outcomes:**

- FSC requirements are easily accessible to all who need them through modern technology and data management practices that enable all types of stakeholders to retrieve and consult them at any time;
- New FSC policies and standards are based on clear and consistent principles of streamlining and outcome-orientation. They ensure high integrity, credibility and balance global consistency with local adaptability. They are risk based, clear, relevant, reliable, user-friendly and efficient, and demonstrate and communicate positive changes.

## ACTION 6 | Knowledge Accessibility

Explore AI's potential to enhance stakeholder access and understanding of FSC normative documents and establish a foundational framework for future use of AI.

FSC will explore the transformative potential of Artificial Intelligence (AI) to improve the accessibility, clarity, and engagement with its normative framework and guidance documents. This work will focus on assessing and trialing AI's capability to streamline and unify these documents, setting the groundwork for an AI-powered system that could, in the future, provide a cohesive and accessible platform for stakeholders. By testing Generative AI and other AI tools, this action aims to identify specific areas within the normative framework where AI can simplify document access, assist with interpretation, and reduce the time required for future revisions.

FSC will also include the design of database structures and sources that will lay the foundation for eventual digitization and AI integration. This database will be defined at a high level, identifying necessary metadata and other critical features to support efficient access and customization for various user groups. While direct implementation of AI-driven document access is beyond the current scope, this action will conclude with actionable insights and a detailed project roadmap, paving the way for a scalable AI-based platform for the future.

### Main outputs for 2025

- **Develop AI Feasibility Study:** Conduct a comprehensive feasibility study on how AI can enhance the accessibility and clarity of the FSC normative framework. This will include exploring governance requirements, various AI tools, defining their potential applications, and mapping out key implementation steps.
- **Design Database Structures and Source Catalogue for Normative Requirements:** Engage with a technology consortium to outline a high-level database structure for normative documents, focusing on core metadata and customization options for diverse stakeholder groups. This will provide a basis for future digitization efforts.
- **Pilot AI-Based Document Merging and Simplification Tools:** Trial selected AI tools on a subset of normative documents to assess their potential for document merging and simplification. This pilot will provide insights into how AI can support future revisions and streamline document management.
- **Outline Joint Revision Processes Enhanced by AI Insights:** Develop a framework for revision processes that utilize AI-generated insights. This framework will be used as a model for how AI could support consistency and effectiveness in document revisions in future phases.
- **Produce Project Roadmap for Future AI Integration:** Develop a detailed project roadmap and resource estimate for the full AI-powered system. This roadmap will ensure that FSC is prepared for the next steps in its digital transformation journey.

## ACTION 8 | Outcomes and Impacts

Partner with external scientists, invest in top-notch science, and shift forest stewardship standards towards outcome orientation to demonstrate outcomes and impacts.

FSC is shifting its forest management certification system to draw more focus to the achievement and monitoring of sustainability outcomes. The development and implementation of Forest Stewardship Standards will include explicit mentions of intended outcomes and ensure the collection of data to track progress made towards such outcomes. This will involve the contribution of local experts and scientists to ensure robust monitoring and allow to substantiate and report on the effects of the standards.

Similarly, FSC is partnering with renowned scientific institutions to conduct in-depth impact evaluations and explore the contribution of FSC certification to sustainability issues.

### Main outputs for 2025

- Publish FSC-PRO-60-006 and FSC-PRO-60-006a to make forest stewardship standards outcome-oriented.
- Publish guidance documents for the monitoring of key intended outcomes for selected topics and regions.
- Conduct field tests of new biodiversity monitoring frameworks in Brazil, Finland, and Sweden.
- Conduct a public consultation of the concept of outcome orientation and a draft of intended outcomes for integration into the Principles and Criteria and IGI.
- Conduct field work for a social impact evaluation in Brazil.

## ACTION 50 | PfA & Remedy

Enhance FSC's credibility through effective dispute case management and create new opportunities for FSC FM and restoration through the Remedy Framework.

After the approval of key policies and procedures in 2022-2023, including the Policy for Association, Procedure for Processing Policy for Association Complaints, Policy to Address Conversion (PAC), Disclosure Procedure, and the Remedy Frameworks, the focus now is to apply this new framework for effective case management while building the enabling structures to operate these documents. Further, we will embark on the revision of the complaints and appeals procedures to bring these in line with international norms and best practices.

### Main outputs for 2025

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- Define needs and requirements, the preferred tool, and a service provider to develop the remedy progress reporting dashboard to monitor and report remedy outcomes as required by the remedy framework.
- Complete the second consultation of the revised Complaints and Appeals procedure and analyse the results.
- Develop upgraded version of FSC Check to mitigate identified risk.



## Strategy 1: Co-create and Implement Forest Solutions

### Goal 1.3 | Enhance verification and integrity

Use modern technologies and control mechanisms to provide sound data to ensure verification of outcomes and impacts and overall system integrity.

**Intended outcomes:**

- Enhanced verification, integrity and data mechanisms ensure high-quality forest management assessments and strengthened supply chain integrity;
- FSC has implemented new ways to monitor performance with reliable data at the forest and landscape level. The data adds value to FSC certification for certificate holders and provides important and meaningful information to stakeholders.

## ACTION 10 | FSC Trace

Use the power of technology and data to introduce traceability in risky supply chains (e.g., blockchain, wood ID).

FSC-certified companies and license holders are requiring increased transparency and knowledge of the supply chains they are part of, in order to answer to consumers, government regulators, and even directly to their trading partners.

FSC Trace enables FSC licence holders to share a secure record of verified transactions and sourcing data designed to ensure seamless compliance verification of materials at every stage of supply chains.

Built on blockchain technology, the platform enables participants to confidentially, flexibly, and efficiently access and exchange relevant data to assist with verification, due diligence, and evolving regulatory compliance.

The EUDR-Aligned-Reporting module facilitates licence holders' due diligence on their supply chains, submission of due diligence statements to EU TRACES, and storage of due diligence data for each consignment.

### Main outputs for 2025

- Onboard 10,000 licence holders to use FSC Trace (with at least one transaction entered).
- Implement a service-oriented help desk, with 90 per cent of support requests answered within 5 working days.
- Release ease-of-use improvements to FSC Trace, making the platform available in all languages with human-enhanced auto-translation and user interface adaptations for at least 3 different industries.
- Implement feature improvements to FSC Trace necessary for it to become a useful tool that supports efficient CoC audits and provides useful analytics for the Integrity team and make use of FSC Trace mandatory for at least one priority supply chain.
- Seamlessly integrate FSC Trace with other tools like the Risk Hub to provide a high-quality user experience to licence holders using FSC digital tools to facilitate compliance with EUDR.
- Identify options for monetizing FSC Trace and create necessary programming hooks.

## ACTION 12 | GIS Technology

Enhance verification and integrity using advanced Geospatial Information Systems (GIS) technology to monitor FSC-certified forests worldwide.

FSC will leverage advanced GIS technology to enhance the verification, integrity, and transparency of FSC certification. Following the successful implementation of Motion 61/2021, FSC will require Forest Management Certificate Holders (CHs) to provide shapefiles of their certified lands. This initiative allows FSC to maintain an internal digital map of all FSC-certified forests worldwide, containing essential data such as the name of the Certificate Holder, certificate code, Certifying Body, and certified area boundaries.

This new data will provide new capabilities for monitoring and verifying forest management practices, enabling comprehensive geospatial analysis and impact assessments. For Certificate Holders that have provided consent, the boundaries of certified forests will be displayed on a public map, enhancing transparency and bolstering public trust.

The new online public map will support and provide stakeholders with reliable and meaningful information about forest change, forest cover that support understanding the impact of FSC certified forests.

### Main outputs for 2025

- **Compile and Maintain a Comprehensive Digital Map of FSC-certified Forests:** Compile and maintain a comprehensive digital map of all FSC-certified forests worldwide. This map will include essential data such as the name of the certificate holder, certificate code, certifying body, and certified area boundaries. The map will be used internally for monitoring and verification purposes, ensuring that FSC can accurately track and assess the management of certified forests.
- **Public Map of Certified Forests:** Launch a public map displaying the boundaries of consenting certificate holders of their certified forests. This map will enhance transparency and public trust in FSC certification by allowing stakeholders and the general public to view the locations of certified forests. Certificate holders will have the option to consent to the public display of their forest boundaries, balancing the need for confidentiality with the demand for transparency. The FSC Public Search tools will be updated to support finding and displaying information on the availability of public map data directly on the Forest Management certification records.
- **Integrate Geospatial Data for Comprehensive Analysis and Reporting:** Integrate geospatial data from certified forests with other relevant datasets, enabling comprehensive analysis and impact assessments. This integration will support stakeholders in demonstrating measurable impacts of FSC certification on forest change, forest cover, biodiversity, carbon, water, and social aspects. FSC will use advanced tools and reliable data to conduct these analyses, enhancing the overall value and integrity of FSC certification.

## Strategy 1: Co-create and Implement Forest Solutions

### Goal 1.4 | Expand the reach of FSC and its relevance in the fight against climate change and loss of biodiversity

Work with FSC certificate holders, rights holders and stakeholders to develop FSC solutions that are relevant for climate change and related global challenges in the landscape when opportunities for success are favourable.

**Intended outcomes:**

- FSC certification and the ecosystem services procedure have been made directly relevant to the policy and market demand for climate change and biodiversity solutions, enabling certificate holders to demonstrate their climate change performance and contribution to national and international sustainability objectives;
- Based on its current policies and standards, FSC has contributed to the development of widely used norms for forest landscape restoration and the creation of connectivity in the landscape that generate significant environmental benefits, while adding value to certificate holders and to Indigenous Peoples and local communities.



## **ACTION 14 | Expand Ecosystem Services**

Develop and bring to market a range of Ecosystem Services products and delivery models to serve markets beyond forest products.

A core principle of ecosystem services (ES) is that all services matter and represent a value to societies and humans. FSC's Ecosystem Services Procedure (ES PRO) is a unique product that offers a framework for validation and valuation of many services from a range of management types and forests but without the transaction of carbon credits. The challenge and ambition for FSC is to realize the potential of the ES PRO through multiple revisions and by building supportive infrastructure and marketing the claims.

While carbon markets, methodologies, and metrics have been developed over 30 years and have gained a leading market position, biodiversity and the social benefits of restoration or conservation activities are no less important but more difficult to quantify and value. The objective of this action is to co-develop and bring to market methods, business models, and pricing mechanisms for climate, biodiversity and social impacts. Through the revisions of the ES PRO, companies will be offered a multi-use and high integrity cutting-edge procedure that truly sets a high bar and ambition, supported by a robust integrity system and associated market and delivery models. By expanding the range and type of ecosystem services and associated claims offered by FSC, we will be able to drive interest in ES sponsorships, thereby increasing the global area certified by FSC by 2026. The revised procedure and the business model to deliver it will also promote uptake by communities, Indigenous People, and smallholders, further helping FSC deliver on the goal to increase certified areas. Together with work focused on bringing the ES PRO to markets through marketing campaigns, trainings, and tools; driving impact data computing and digital infrastructure; developing safeguards in the ES PRO as well as guidelines, template contracts, risk assessment, and data sharing; and an appropriate system integrity set-up with e.g. controls, registry, transparency, and processes established; the action will position FSC as a global solution provider for our certificate holders, investors, and governments alike.

Continue



# ACTION 14 | Expand Ecosystem Services

Develop and bring to market a range of Ecosystem Services products and delivery models to serve markets beyond forest products.

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## Main outputs for 2025

- Deliver the **ES PRO Implementation Plan** for the revised procedure and its enabling environment, ensuring that key stakeholders understand the changes in and value of the newly released procedure and can put it in practice.
- Progress against defined milestones (incl. BoD Approval on the ToR, selection of the Working Group, First Consultation) of the **ES PRO Revision Phase 2** due for approval in 2026, which focuses on compensation and neutralization beyond value chains as well as Indigenous Peoples solutions.
- Roll out the **first technology roadmap solutions for ES**: a minimum viable product of the ES Registry Lighthouse Project and a Quantitative Indicator Assessment guidance for ES PRO.
- Deliver an **ES PRO Launch campaign and year-long marketing** support activities – from awareness to sponsor generation – to ensure higher awareness and uptake of Verified Impact; focusing primarily on generation of 100+ qualified leads in priority markets such as the EU and US, as well as brands both within and outside the value chain which closely rely on nature for daily operations.
- Maintain, expand and develop a **global supply and demand pipeline database** with 500+ entries enabling matchmaking based on: detailed information on validated ES claims ; readily available projects for ES sponsorship; projects undergoing ES verification; prospective ES projects in non-certified forests; and 150+ solvent and strategically fitting qualified leads in their journey towards conversion into financial sponsors; with the aim to deliver 20+ new verified claims.



### This action also helps deliver on:

- Action 4 Empowering Indigenous Peoples
- Action 8 Outcomes & Impacts
- Action 12 GIS Technology
- Action 55 Conservation Solutions
- Action 20 Fibre-based Value Chain
- Action 23 NTFP Development
- Action 32 Community and Family Forests
- Action 36 Impactful Alliances & Partnerships
- Action 53 Government Affairs & Engagement

## **ACTION 17** | Intact Forest Landscapes

Set up collaborations and projects using FSC tools at a landscape level to scale up social, environmental, and economic benefits from improved forestry, stakeholder solutions, and landscape practices.

In the 2022 General Assembly (GA), Motion 23 passed with overwhelming support, calling for the use of landscape approaches and strengthening of standard development groups (SDGs) to manage and protect intact forest landscapes (IFLs). Building on Motion 23, we are co-creating guidelines and a normative procedure for SDGs to determine the placement and extent of IFL core areas and conservation measures, based on the conditions in the wider landscape (including engagement of landscape stakeholders) that have been the focus of the Focus Forest/IFL work. This action envisages a long-term normative solution for SDGs to determine the IFL protection thresholds aligned with their local contexts.

### **Main outputs for 2025**

- Support network partners in identifying landscapes for Motion 23/2020 pilots and complete at least four landscape dialogues with stakeholders in Canada, Brazil, Peru, and Republic of Congo.
- Support global calibration between the pilots by providing tools and opportunities for learning between pilots
- Support network partners to develop a first national forest stewardship standard (NFSS) and for at least one pilot, submit to the Performance and Standards Committee (PSC) for approval.
- Support Network Partners to Complete public consultations on revised IFL indicators in the respective forest stewardship standards (FSS) of Canada, Brazil, Peru, and Republic of Congo.
- Collaborate with FSC Canada to establish an Indigenous Peoples Working Group and develop the structure and aims of ICLs in Canada.

## **ACTION 19 | Circular Market Development**

Focus on the rapidly increasing market demand for more recycled inputs and circular supply models, thereby reducing pressure for virgin forest materials, by developing the market for FSC’s Recycled label and adapting to relevant circular economy business models where there is a benefit for FSC’s mission.

The world is transitioning towards a circular closed loop system by designing out waste, keeping products and material in use, and regenerating natural systems. FSC stands poised to actively engage in this transition, facilitating its certificate holders and other stakeholders’ involvement in the circular economy. This engagement is achieved through the establishment of FSC Circularity Hub – an initiative aimed at exploring and refining FSCs role in the Circular Economy, both in the shorter and longer term.

Our objective is to develop offerings that cater to the swiftly evolving circular business models in our 2050 vision within the priority value chains. This means both to ensure a larger uptake of our already existing solutions within the FSC Mix and FSC Recycled label, as well as adjustment of our core CoC standard to better cater for circular business models already in use today with certificate holders across the world. Concurrently, we aim to create solutions that assist market participants in seamlessly integrating waste and residues into their operations, aligning with the expanding circular economy.

Moreover, this action seeks to diversify FSC’s portfolio by venturing into new markets and introducing novel products and services that meet certification standards, ensuring FSC’s enduring relevance.

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## ACTION 19 | Circular Market Development

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### Main outputs for 2025

- Position FSC as a frontrunner in the circular bioeconomy by developing and marketing a strong value proposition that highlights FSC's role as a key enabler in advancing circular economy practices and secure commitments from five major companies to publicly endorse FSC as a solution.
- Ensure that the revision of the core FSC standard includes exploring how they may enable circular business models to a larger extent than today. This work includes a continued collaboration between FSC Circularity Hub and PSU for the ongoing revisions.
- Solidify FSC's thought leadership in the circular economy by articulating a clear, innovative vision and fostering strong engagement with members and stakeholders. This will include securing at least five key partnerships for collaboration and pilots, as well as obtaining at least two external funding sources to support future initiatives.
- Initiate high level discussion on cascade principles in FSC through engagement with members, both through regional engagement and at the upcoming FSC General Assembly in 2025. The engagement should be based on tangible ideas for how FSC can adapt to cascade principles and be based on impact assessments of each idea.
- Secure external funding to map the potential risk and opportunity connected to the use of non-forest bio-based fibers in FSC certified products. This includes exploring whether byproducts from e.g. agricultural production could be claim contributing in the FSC system and under which circumstances.

### This action also helps deliver on:

- Action 36 Impactful Alliances & Partnerships
- Action 37 Global Forest Agendas
- Action 53 Governmental Affairs & Engagement

## **ACTION 55 | Conservation Solutions**

Position FSC's value and solutions in forest conservation and restoration.

As a pioneer of the High Conservation Value (HCV) approach, FSC has a longstanding tradition of promoting conservation through forest stewardship in alignment with FSC's Principles and Criteria.

In recent years, the verification of Ecosystem Services and the certification of national parks have emerged as notable trends within FSC's offerings. However, harnessing the full potential of 'Conservation and Restoration Solutions' requires more than acknowledging these trends; it necessitates the development and dissemination of pertinent solutions and guidance to certificate holders, considering safeguards and/or mechanisms to bolster conservation efforts.

### **Main outputs for 2025**

- Agree upon a strategic approach to certification of conservation areas.
- Identify the value proposition for the two main 'clients' (i.e. government/national authorities; and Indigenous Peoples and/or traditional communities).
- Offer a refined value proposition and/or messaging to our mainstream clients (private sector managers with productive forests, which include conservation areas).
- Implement field testing in one FSC region, either as a form of an outcome oriented simplified FSS or as internal audits in conservation areas.

## ACTION 60 | FM Growth

Identify, understand, prioritize, and execute measures that lead to an increase in FM supply, while expanding FM Growth within FSC into a larger, more impactful initiative.

FM Growth is set to become a larger initiative anchored in FSC International, which will be fully operationalized with the hiring of key personnel. The team will champion FM topics across the organization, ensuring that decisions, prioritization, and strategic developments all align with global FM goals. The project will continue to identify, understand, prioritize, and execute measures that lead to a significant and relevant short-term increase in FM supply (both hectares and cubic metres), while strengthening mid- to long-term solutions. This includes continuous monitoring, tracking, and updating of forecasts and opportunities, as well as additional projects selected for bottleneck resolution, based on the learnings from 2024 projects. A comprehensive analysis of mid- to long-term bottlenecks will be conducted, and structural solutions will be identified to resolve them effectively, driven by clear operational plans. The review will expand its focus from FM Growth to mitigating loss of existing FM certification as well.

### Main outputs for 2025

- Increase FSC-certified area to 176 million hectares.
- Update forecast and pipeline of opportunities for FM Growth to reflect current and future growth prospects.
- Execute short-term growth opportunities that were identified in 2024.
- Identify five additional growth opportunities and launch projects to act on those.
- Develop plan to implement structural changes needed to enable FM Growth within FSC International.
- Conduct assessment on causes, risks, and potential mitigating factors of FM area loss and share findings with the network.

## Strategy 2: Transform Markets

### Goal 2.1 | Advance FSC in value chains that have the highest potential for contributing towards our 2050 vision

Remove market barriers and foster uptake of FSC certification in value chains that are strategically important for short and long-term social, economic, and environmental outcomes in forested areas globally.

**Intended outcomes:**

- Value chains with the greatest potential for impact towards the 2050 vision are identified and prioritized for direct intervention to improve the value proposition of FSC for forest managers;
- Uptake of FSC certification is increased in the prioritized value chains, particularly in tropical and high conservation value forest regions.

## ACTION 20 | Fibre-based Value Chain

Drive adoption of FSC certification by implementing supply and demand solutions across fibre value chains (paper, packaging, hygiene, textiles).

To ensure that FSC maintains its prominent position in the paper, packaging, and hygiene value chains, it is crucial to enhance the supply of both virgin pulp and reclaimed materials, with a particular focus on recovered paper. Additionally, raising awareness that FSC offers recycling solutions is imperative.

The emergence of a dissolving pulp-based supply chain presents a unique opportunity. To meet market demand in this sector, we will take actions to foster the growth of FSC-certified forests in key regions such as Canada, Scandinavia, Central Europe, and South America.

Moreover, FSC is committed to expanding its presence in the textiles market. Beyond our existing initiative, the 'Fashion Forever Green Pact,' we will engage with a broader range of industrial stakeholders to raise awareness and drive transformation within the supply chain.

### Main outputs for 2025

- **Dissolving Pulp/MMCF:** Host the second annual dissolving pulp/MMCF roundtable to engage key industry stakeholders (primarily pulp producers and brands) or, alternatively, establish strategic collaborations with two brands to increase the sourcing of FSC-certified MMCFs.
- **Sustainability Awareness Campaign:** Launch an awareness campaign to promote sustainable and responsible purchasing practices, focusing on textiles or other fibre products.
- **FSC Impact in Sustainable Fashion:** Facilitate FSC impact in the sustainable fashion industry by finalizing an FSC fashion market strategy and implementation plan. Following that, review the outcomes of the Fashion Forever Green Pact and launch a new phase of the pact.
- **Case Study on FSC Certification for Reclaimed Materials:** Conduct a case study about the use of FSC-certified reclaimed material and product labeling in one of the main fibre product supply chains. The goal is to understand the challenges companies face when indicating FSC-certified reclaimed materials on their products and to identify growth opportunities and improvement areas to boost the industry's adoption of FSC certification in products with reclaimed materials.



## **ACTION 22** | **Wood-based Value Chain**

Drive increase of FSC certification or global Promotional Licence Agreements (PLAs) by implementing supply and demand solutions across solid wood value chains (tropical timber, furniture, construction).

The wood-based value chain consists of two primary segments: the solid wood value chain and the wood-based panel value chain. These segments rely on distinctive raw materials and serve diverse end-use applications, primarily within the realms of construction, furniture, interior decoration, packaging, and transportation. FSC recognizes the need for a systematic approach to managing the wood-based value chain.

Efficiently implementing FSC sourcing policy guide among major retailers and furniture brands often faces challenges due to the intricate nature of wood supply chains. Gaps exist in connecting producers of FSC-certified products across primary processing, secondary processing, and further processing. Resolving these supply bottlenecks is pivotal in increasing FSC purchasing volume, thereby promoting FSC forest management practices in the supplying forests.

The construction sector emerges as a significant consumer of wood products, including those derived from tropical hardwood. Tropical hardwood has unique applications in the construction sector that are not easily substitutable. The construction sector therefore wields the potential to leverage its influence in promoting sustainability in the forests supplying tropical hardwood.

Conversely, the wood-based panel industry is marked by substantial consolidation. The commitment of top wood-based panel producers to prioritize FSC sourcing directly influences the promotion of sustainability in the forests providing raw materials to the industry. Nevertheless, the potential for fostering sustainability within the wood-based panel value chains remains an area yet to be thoroughly explored by FSC.

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## ACTION 22 | Wood-based Value Chain

Drive increase of FSC certification or global Promotional Licence Agreements (PLAs) by implementing supply and demand solutions across solid wood value chains (tropical timber, furniture, construction).

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### Main outputs for 2025

- **Empower FSC FM growth in the Congo Basin:** Deliver the report of the Business Benefits of FSC Certifications for Forest Management Units in the Congo Basin.
- **Empower FSC FM growth in the Amazon:** Deliver the report of the Business Benefits of FSC Certifications for Forest Management Units in the Brazilian Amazon.
- **European Construction Sector Strategy:** Develop a European a construction value chain strategy, leveraging contributions from nine FSC Network Partners across the region. The strategy will identify and prioritize key focus areas to drive adoption of FSC-certified materials in the construction sector, ensuring alignment with industry needs and sustainability goals and fostering regional collaboration.
- **Enhancing FSC Cross-Continental Home Furnishings Supply Chain:** Address supply chain bottlenecks for FSC-certified products from China and/or other Asian countries by collaborating with 2-5 major furniture home furnishings retailers in the United States and Europe, facilitating smoother supply chains and increasing availability of FSC-certified products.


## **ACTION 23 | NTFP Development**

Drive adoption of FSC certification by implementing supply and demand solutions across NTFP value chains, including NTFP from tropical forest.

NTFP comprises an array of long-tail forest products. Our continued priority lies in the natural rubber value chain, alongside bamboo and cork, which serve as exemplars of FSC’s commitment to responsible sourcing solutions.

We will also demonstrate to the tire and broader rubber sector that FSC is the most comprehensive and robust solution for compliance with EUDR and other regulations. A number of projects are meant to bolster FSC's relevance in several markets, including cycling and fashion, and increase FM certification in several countries in West Africa, Southeast Asia, and Latin America.

We are taking a systematic approach to streamlining the bamboo and cork supply chains and demonstrating FSC’s value.

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## ACTION 23 | NTFP Development

Drive adoption of FSC certification by implementing supply and demand solutions across NTFP value chains, including NTFP from tropical forest.

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### Main outputs for 2025

- Increase the supply and certified area of natural rubber in existing countries (Thailand, Vietnam, Indonesia, China, Malaysia, India, Sri Lanka, Guatemala) and expand into new countries such as Ivory Coast, Liberia, and Brazil.
- Expand bamboo certification in the APAC and/or Africa regions by raising awareness of the value of FSC certification and/or establishing collaborations with relevant associations.
- Enhance FSC as a market solution to serve industry needs. Guide three rubber Chain of Custody (CoC) certificate holders through the EUDR Early Adopter Programme, facilitating their understanding and feedback on FSC's suite of EUDR Aligned solutions. Collect testimonials to promote mainstream adoption in rubber and wood value chains, validating FSC's capability to address EUDR requirements.
- Facilitate bamboo and cork value chains' uptake of FSC:
  - Bamboo: Finalize the value proposition for FSC-certified bamboo in two regions, showcase FSC certification value in at least one bamboo market sector, and develop a bamboo marketing strategy and basic marketing toolkits.
  - Cork: Enhance awareness and recognition of FSC-certified cork through activities like impact story or event, fostering greater industry uptake and support.
- Successfully onboard three global consumers or top industrial brands in an NTFP supply chain to FSC. Engage and secure partnerships with three major global consumer brands or top industrial brands to increase their preference for FSC-certified bamboo, rubber, or cork.

## ACTION 58 | Service Orientation

FSC aims to enhance its customer relations and certification processes by developing a long-term roadmap that integrates journey mapping insights across all offerings and ensuring comprehensive support for all stakeholders.

Over the past years, FSC has developed complementary solutions aimed at expanding our reach and showcasing the value and benefits of forest stewardship. These include ecosystem services claims, community certification, and dialogue platforms, among others. However, these solutions currently lack the emphasis and integration of our leading certification tool, making it challenging for stakeholders to fully understand and engage with our comprehensive set of offerings. Simultaneously, feedback from our clients highlights that reducing the cost and complexity of certification is a top priority for our certificate holders. In response, FSC is committed to mapping priority user journeys and identifying opportunities to streamline the certification process, enhance transparency, and accelerate the adoption of certification solutions, all while maintaining the integrity of our standards. Finally, this action also recognizes the need to introduce customer care strategies as FSC continues to expand its product portfolio and grow its market presence.

### Main outputs for 2025

- Implement a Global Client Survey that reaches over 10,000 current licence holders to gain up-to-date insight of worldwide perceptions and experiences around FSC, orienting the outputs within this action.
- Establish a Customer Relations programme at FSC, with an initial focus on addressing priority care topics such as the EU Deforestation Regulation (EUDR) and the Annual Administration Fee (AAF) to better support certificate holders.
- Implement the Certification Experience & Journey Mapping project findings by addressing at least three priority areas where FSC can streamline the path to certification for FM/CoC clients, while also establishing a roadmap to optimize the entire certification journey.
- Develop a comprehensive long-term roadmap for Customer Care within FSC, integrating insights from the Certification Experience & Journey Mapping project. This roadmap will not only define the future of customer care but also expand the scope of journey mapping to cover all FSC offerings. The ultimate goal is to optimize the overall customer journey, ensuring streamlined experiences and enhanced support across all interactions with FSC.
- Leveraging an effective customer relationship management system, FSC will establish a key account strategy, activity log, and stakeholder-topic overview supported by relevant systems, and roll it out across our global network to enhance engagement and initiatives' effectiveness with priority clients.



## Strategy 2: Transform Markets

### Goal 2.2 | Accelerate the market uptake of FSC-certified products and ecosystem services

Strengthen local, regional and global markets for FSC certified products and ecosystem services.

**Intended outcomes:**

- Demand for FSC-certified products and ecosystem services is increased in high priority geographical areas and sectors through marketing and communications initiatives with key partners;
- Value chains, including value chains for non-timber forest products, are developed through marketing and communications initiatives in key sectors, incentivizing the implementation of FSC solutions by smallholders and Indigenous Peoples

## ACTION 26 | eCommerce

Transform consumer connection to sustainable product choices on eCommerce platforms, enabled by an FSC verified product database solution.

To embrace the trend of sustainable shopping, FSC collaborates with prioritized partners in the eCommerce space to 1) leverage the partnership to advance FSC in value chains that have the highest potential; 2) accelerate the market uptake of FSC-certified products through sustainability programs and partners' sustainability agenda setting.

The market development goes hand in hand with building a technical solution: by 2026, consumers will easily be able to shop for FSC-certified products online around the globe. The transformation of consumer shopping patterns can only be achieved through collaboration with prioritized partners focusing on making the discovery of FSC-certified products easier and offering access to relevant data/knowledge about FSC and FSC-certified products. There should be a high adoption rate of an FSC verified product database solution worldwide by online retailers and eCommerce companies to demonstrate credibility and transparency. With a comprehensive technical solution, FSC can not only help consumers but also FSC-certified companies to measure and understand the positive impacts of FSC certifications and licenses.

### Main outputs for 2025

- Stabilize, improve, and operationalize a selected long-term technical solution for a highly adoptable FSC-certified product database, with 300,000 FSC-certified product entries based on high credibility and integrity.
- Innovate and pilot new models, standards, and technological tools to tackle the credibility and integrity challenge for the online shopping space, bringing the false positive rate below 0.5 per cent.
- Launch sustainability programs with 3-7 eCommerce platforms to highlight FSC-certified products by enabling different regions/value chains to establish partnerships through proactive collaboration.
- Measure the positive impacts of FSC certifications and licences online, with data derived from eCommerce collaborations and studies, e.g. obtaining 1-3 impact measurement metrics from eCommerce partners related to purchasing sustainable products and completing 1-2 joint projects with eCommerce partners to improve the user experience of purchasing sustainable products.

## ACTION 28 | Trademark

Increase the value of the FSC brand through effective trademark promotion and management.

As a demand-driven system, the value of FSC's brand is of strategic importance. This action aims to strengthen FSC's brand value by increasing awareness of the brand through the promotion of trademarks among business and consumer audiences. At the same time, FSC's operations to manage the trademarks need to adapt to the growth of licence holders in recent years and allow for further scalability.

A key group driving demand is retailers and brands that are allowed to use FSC trademarks through Promotional Licences. To continue increasing uptake of this program, a formalized go-to-market marketing and communication effort will be undertaken to reach a broader audience. Future marketing efforts will harness expanding corporate desire for climate action, generating more Promotional Licence Holders (PLHs), and increasing stakeholder investment in responsible forestry.

### Main outputs for 2025

- Pitch five retailers or brands that hold a Promotional Licence to develop co-marketing and communications activities. This effort aims to enhance brand visibility, strengthen partnerships, and drive consumer awareness of FSC-certified products.
- Conduct a review of the current verification process for the PLH Programme. The goal is to assess the Programme's compliance with current and upcoming legislation and provide recommendations to maintain Programme's integrity and credibility.
- Finalize a first draft of the revised trademark standard for certificate holders and submit it for public consultation. The revised standard will make it easier for certificate holders to label and promote FSC-certified products.
- Organize three commercially focused events for the PLH Programme, including a bespoke sales training for network partners. This effort aims to consolidate the global collaboration model that unites commercial best practices for the Programme and to support FSC's local and regional teams in increasing the uptake of the Programme.

## Strategy 2: Transform Markets

### Goal 2.3 | Unleash the power of data to demonstrate positive outcomes

Generate and use verified impact data on the well-being of FSC certified forests and the people who depend on them as well as the certified businesses.

**Intended outcomes:**

- Impact data is captured and translated into robust data proof points that identify the environmental, social and economic value created by FSC certification, focusing on strategic forest regions.
- Based on data made available and accessible by FSC, staff, network partners, certificate holders and consumers are engaged in initiatives to encourage uptake of FSC forest certification and FSC certified products and ecosystem services.

## **ACTION 59** | **Data Market Approach**

Transform FSC into a data-driven organization to demonstrate and enhance the measurement of FSC certification and forest solutions.

FSC aims to leverage both the data collected through the FSC certification processes and the wealth of data emerging from innovative technologies to become a fully data-capable and driven organization. By integrating and standardizing certified area information, geospatially enabled ecosystem service indicators, the FSC registry data catalogue, and core FSC certification and licensing data, we will develop a deeper understanding of FSC certified forests. Specifically, this approach will enhance the ability to use measurable data regarding FSC certification, including climate, carbon, and biodiversity outcomes, across the entire value chain. Our goal is to provide wide access to this data through the FSC Data APIs and new data sources (FSC Trace and the Ecosystem Services Registry), facilitating stakeholders' ability to demonstrate measurability and comparative capabilities. This initiative aligns FSC's tools with globally recognized standards and platforms, ensuring robust monitoring, verification, and reporting of climate-relevant data from the forest to the product. FSC must tackle the challenge of GHG data and Scope 3 reporting to allow certificate holders to participate in voluntary accounting and reporting frameworks and be prepared for future climate risk regulation. FSC's underlying blockchain traceability system will be a fundamental building block, but significant additional work is required to allow for the transmission of GHG emissions data throughout the length of a supply chain. By the end of 2025, FSC will have established a comprehensive data-driven framework of infrastructure and tools, significantly enhancing our performance analytics, supporting the implementation of FSC requirements, and contributing to global climate mitigation and adaptation efforts. Stakeholders will be empowered to use these tools and data to clearly demonstrate the value and benefits of FSC certification.

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# ACTION 59 | Data Market Approach

Transform FSC into a data-driven organization to demonstrate and enhance the measurement of FSC certification and forest solutions.

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## Main outputs for 2025

- **Develop FSC Data Tools:** Design and pilot robust data application programming interface (APIs) and an enhanced FSC Trace system to ensure seamless data access and integration. This will enable stakeholders to access comprehensive certification and licensing data, facilitating analyses and generating insights. Successful deployment will be tracked through usage metrics, such as the number of API calls and user engagement with the FSC Trace system. Performance in 2025 will serve as a baseline against which 2026 metric goals will be defined.
- **Certified Forest Ecosystem Services Data:** Develop a data-driven, holistic approach to understanding certified forests with verified ecosystem services impacts. This multi-modal approach contains a) Boundaries: FSC will focus on creating a unified data infrastructure for forest boundaries; b) Ecosystem services: FSC will collect and standardize ecosystem service data through the ES registration process; c) Datasets: In partnership with its growing network of data providers, FSC will collect and standardize baseline and long-term datasets for certified forests. Those datasets will be used as inputs to remote sensing and GIS models and to specifically understand certification effects. Potential datasets include forest extent, land cover and land use change, commodities, biodiversity data, carbon, water, and demographic data.
- **Data Partner Network:** Develop and manage a portfolio of providers of ES data providers such as remote sensing and GIS companies as well as state, national, and intergovernmental data providers. This also includes providing guidance and oversight to public and private data donors such as ESA and relevant task forces.
- **Enhanced Capability in Greenhouse Gas (GHG) Data Traceability in Pulp Supply Chains:** Using the platform provided by the ISEAL-funded collaboration with RSPO that began in 2024, FSC will scope the requirements for a GHG data calculation and traceability system for pulp supply chains, experiment with these requirements in two pilot tests, and publish guidance regarding the results' applicability and scalability to other commodities and future use in reporting.



### This action also helps deliver on:

- Action 5 Unified Online Experience
- Action 6 Knowledge Accessibility
- Action 8 Outcomes & Impacts
- Action 14 Expand Ecosystem Services

For FSC International Members Only

## Strategy 2: Transform Markets

### Goal 2.4 | Scale up benefits for Indigenous Peoples, communities, smallholders, and workers

Work locally, regionally and globally to develop market solutions that create direct social and economic benefit for Indigenous Peoples, communities, smallholders and workers.

**Intended outcomes:**

- FSC has created models for initiatives that increase access to markets or investments in forest products and services delivered by Indigenous Peoples, local communities and smallholders, and promoting gender equity and diversity.
- Businesses deliver on their commitment to local and global sustainability agendas by adhering to FSC social values through certification, benefiting workers, Indigenous Peoples and local communities, including gender and diversity perspectives.

## ACTION 32 | Community and Family Forests

Foster the uptake of the Community and Family Forests toolbox with a diverse range of locally or regionally adapted delivery models.

FSC works programmatically and in collaboration with partners to enhance the benefits from certification for communities and family forests. This includes working through policy solutions and business and market tools, such as training and capacity building initiatives, to empower communities and family forest owners to engage with the FSC system and use it to increase their benefits from forest stewardship. We will continue our policy work to implement and scale up the tailor-made normative solutions recently developed for community and family forests.

In parallel, we will work locally, regionally, and globally to roll-out the tools designed to create direct benefits for community and family forests (CFF). Acknowledging the potential to deliver impacts that go beyond individual supply chains and certified areas of operation and aiming to achieve broad and long-lasting benefits for communities, family forest owners, and nature, FSC will take the lead and showcase alternative approaches to value chain development that are increasingly relevant for communities and family forest owners.

### Main outputs for 2025

- Create and agree upon a **cross-cutting implementation plan** with the network to drive recognition on the comprehensive toolbox FSC has for CFF users.
- Develop a supply-side global database (**CFF Reporting Mechanism 3.0**) containing detailed information on prospective community and family forest areas and organizations in close articulation with the existing and planned databases (FM Growth and Natural Tropical Forests pipeline and ES claims database).



### This action also helps deliver on:

- Goal 2.2 Accelerate the market uptake of FSC-certified products and ecosystem services
- Priority D Implementation of CBR Strategic Framework

## **ACTION 4 | Empowering Indigenous Peoples**

Promote Indigenous Peoples' rights and community businesses through uptake of FSC solutions and tools and deepen engagement with Indigenous Peoples and Indigenous Peoples organizations.

The FSC Indigenous Foundation (FSC-IF) works to co-create and implement innovative forest-based solutions to support Indigenous communities to protect their rights, develop their businesses, and improve their livelihoods. By 2026, FSC will have executed the ongoing Indigenous Peoples Alliance for Rights and Development (IPARD) Program, an Indigenous global alliance between the United States Agency for International Development (USAID), FSC, strategic partners, and the private sector that works to improve the management capacity of Indigenous Peoples and strengthen their economies by integrating ICL, forest-based solutions, FPIC, and community business development. This action will entail close collaboration with Indigenous communities to tailor FSC solutions and tools, such as the Economic Viability Tool, to their specific needs. This could encompass FSC pre-certification and FSC certification, which recognizes responsible forest management, and other environmentally sound practices. These solutions offer a tangible pathway to socio-economic development for Indigenous communities while safeguarding vital ecosystems and cultural heritage. FSC-IF is working very closely to connect FSC with Indigenous Communities and provide them with capacities and tools that will promote Indigenous Peoples' self-determination and self-development.

### **Main outputs for 2025**

- Conduct consultations and implement at least one FSC methodology or tool in an Indigenous community, with 10 per cent of community members reporting a positive impact on resource management or sustainability practices. The process should include a minimum of two consultation sessions with community leaders and members, followed by the implementation of the tool.
- Establish formal partnerships with at least two Indigenous communities or organizations to support FSC initiatives, tools, or policies. These partnerships should result in the launch of at least one joint project, process, or initiative being launched to increase Indigenous involvement in FSC activities.
- Develop and disseminate at least one accessible, culturally appropriate, and relevant communication material, story, or campaign that promotes FSC's mission and relevance for Indigenous Peoples. These materials should be tailored to the needs of Indigenous communities and used in at least one FSC or PIPC event.
- Provide comprehensive support and information to at least one Indigenous community, guiding them through the process of obtaining FSC certification or pre-certification. This support should include at least one workshop and the creation of detailed guidance documents on FSC certification and Ecosystem Services.
- Develop and implement at least one tailored training programme for Indigenous entrepreneurs, focusing on good practices. Each program should have at least 10 participants and aim to increase participants' capacity to implement sustainable practices by 30 per cent, as measured through post-training evaluations and follow-up surveys after program completion.

## **ACTION 34 | Diversity & Gender**

Identify pathways to achieve equity and benefit sharing as part of forest stewardship.

Diversity and gender issues in the context of forest stewardship are broad and encompass transformative aspects that go beyond FSC's current system and existing tools such as criterion 2.2 within Principle 2: Workers Rights and Employment Conditions.

With this broader framing in mind, the FSC Board of Directors, with the support of the FSC Secretariat, led the development of a Strategic Framework on Diversity & Gender in 2022. The framework builds on the FSC Global Strategy 2021-2026 and focuses on the main areas of development for FSC to achieve its highest potential. During the next years, FSC will be implementing a roadmap to advance diversity and gender across the FSC system.

### **Main outputs for 2025**

- Roll out the Diversity and Gender Action Plan in North America and implement related initiatives to promote diversity and gender inclusion.
- Collaborate with nine identified initiatives that focus on diversity and gender integration and emphasize gender intersectionality and intergenerational approaches. Priority initiatives will include revisions of FSC Principles and Criteria, the implementation of FSC standards, strengthening diversity and gender representation within the membership and internal organization.
- Form a Diversity and Gender Core Group, consisting of representatives from leadership and technical staff across FSC International.
- Develop a tailored capacity development programme on diversity and gender for staff, and FSC members, to be implemented in 2026.
- Support 40 Indigenous Women's organizations in Panama, Honduras, Guatemala, and Kenya with capacity development to enhance their abilities and knowledge to support their communities resource management based on their economic, political, cultural and social priorities.
- Engage 200 Indigenous women in Kenya, Guatemala, Honduras, and Panama in Capacity Development Programs, activities, or advocacy initiatives to improve their monitoring, leadership, management, organizational, technical, or negotiation competencies.

## ACTION 35 | Workers' Rights

Ensure the successful implementation of the Core Labour Requirements and integrating the ILO principle of a safe and healthy working environment in FSC system.

With the ILO Core requirements now fully embedded into the FSC certification System (FM & CoC), FSC's focus is to ensure strong implementation so that requirements lead to positive outcomes in operations managed by FSC certificate holders.

At the same time, members at the General Assembly (GA) 2023 passed motions 50 and 51 that we now need to start implementing, among others in the processes to revise the P&C and the CoC standard beyond the existing FSC Core Labour Requirements. This also provides an opportunity to look into trends that affect the well-being of forest workers and indeed how the workforce is shaped, such as through migration, mechanization, and digitization. Some of these topics are new to FSC and will require dialogue with members to better understand the challenges these trends create for the forest workforce and how the FSC system could be used to improve the well-being of a changing forest workforce.

### Main outputs for 2025

- Foster at least three discussions on workers' rights and emerging labour-related topics in the FSC system via the Labour Solution Forum.
- Consolidate information on best practices into guidance documents in consultation with stakeholders including the International Federation of Building and Wood Workers on emerging topics such as access to workplace.
- Inform the Chain of Custody revision process of the discussions in the Labour Solutions Forum via the existing channels that include social representatives in the Technical Working Group, among others.
- Propose and provide insights on labour-related issues or and directly provide inputs on into, revisions envisioned in the FSC Principles & Criteria and International Generic Indicators.
- Hold at least one training for trainers on Core Labour Requirements.



## Strategy 3: Catalyse Change

### Goal 3.1 | Advance the mission through stronger alliances, coalitions, and partnerships

Create strategic alliances with like-minded organizations to achieve critical, mission-relevant results that deliver benefits to certificate holders, to forests and to the people who depend on them.

**Intended outcomes:**

FSC has engaged in visible alliances and partnerships to create impact by promoting forest certification and forest landscape solutions that protect the environment and respect the rights and improve the livelihoods of people depending on them.

Partners may include governmental and intergovernmental institutions, companies, environmental and social NGOs, trade unions, gender equity organizations, Indigenous Peoples' organizations, funders, investors and others; FSC has demonstrated impact through these alliances and partnerships in the form of improved forest and landscape stewardship in priority locations.

## **ACTION 18 | Sustainable Intensification**

Demonstrate creation of increased shared value from intensively managed FSC-certified forests and promote best practices for use by certificate holders.

A growing population and the need to eliminate net emissions are creating increasing demand for forest products. Simultaneously, we are faced with a rising global need to stop deforestation and forest degradation and to protect high conservation value. So how do we increase production and increase protection at the same time? FSC is seeking to understand if the sustainable intensification of forest management at the landscape level while creating shared value can help meet the goals of the United Nations' Agenda 2030 to eliminate poverty and stabilize the climate while preserving and restoring ecosystems and strengthening rural livelihoods.

FSC and the Sustainable Intensification Advisory Group have created a set of indicators to identify and measure values in wider landscapes while responding to increases in demand; this methodology will continue to evolve through further testing and evaluation in FSC-certified plantations.

### **Main outputs for 2025**

- Implement best-practice reviews with stakeholders and certificate holders in three selected regions. The methodology to follow will build on work co-created for Motion 23 on IFL Guidances (Landscape approach and engaging SH in the wider landscape), the SIAG Framework Plan, and network partners (NPs) and collaborators contributions and feedback.
- Evaluate best-practice reviews and their learnings to see if these could be captured in a systematic review.
- Develop an improved globally applicable (all regions, biomes and intensified forests) method to identify whether, where, and how shared values can help certificate holders in gaining support from stakeholders in the wider landscape for intensified forestry based on shared values practices.

# ACTION 36 | Impactful Alliances & Partnerships

Identify and activate key partnerships to support the achievement of FSC’s Global Strategy.

This action builds upon best practices on building account strategies that enable a more consistent approach to building relationships based on shared values. The aim is to focus, prioritize, and target resources to engage with aligned stakeholders and develop relationships, partnerships, and alliances that bring non-commercial value across FSC and the partners involved. In 2025, the action orients activities to align with the four global priorities more closely.

We define partnership as “two or more organizations working together to accomplish a common goal”. In the context of FSC, this means working together in the positioning, promotion, uptake, and use of FSC solutions and tools (forest management standards, FM growth, verified impact, etc.) to advance mutual goals.

## Main outputs for 2025

- **Climate Events:** Promote FSC’s solutions (FM, verified impacts, etc.) to key targeted audiences, such as sustainable financing institutions, corporations, organizations working with Indigenous Peoples and local communities, etc., in at least four international climate events during side events, panel discussions, and meetings, with the aim to increase the uptake of FSC solutions and/or increase in FSC’s active role in the fight against climate change through nature-based solutions.
- **COP30:** Establish or strengthen at least three partnerships to advance the FSC COP30 objectives through collaborative efforts to promote FSC solutions for Indigenous Peoples and local communities, technology, and sustainable finance.
- **Account Mapping & Management:** Manage at least five key non-commercial accounts to maximize contributions toward FSC priorities on climate, biodiversity, and restoration.
- **Technology Partnerships:** Establish or strengthen at least three partnerships on technology and climate to advance FSC priorities on climate, biodiversity, and restoration (for example: using technology in estimating gas emissions, carbon sequestration estimates, etc. through tech models).
- **Climate Hubs:** Join key climate hubs or organizations to position FSC and create significant visibility opportunities for FSC solutions through participation in events with global leaders.



### This action also helps deliver on:

- Action 4 Empowering Indigenous Peoples
- Action 14 Expand Ecosystem Services
- Action 17 Intact Forest Landscapes
- Action 55 Conservation Solutions
- Action 37 Global Forest Agendas

## ACTION 37 | Global Forest Agendas

Augment FSC's profile and relevance with key players as a solutions provider defining and contributing to the global forest agenda.

As part of FSC's high-level ambitions, we are working to demonstrate how forest stewardship is a fundamental solution to achieve resilient forests, addressing global challenges such as climate change, biodiversity loss, and social inequities.

In 2024, we will continue to focus on positioning FSC as a recognized leader in the sustainability agenda, helping to achieve a tipping point in humanity's relationship with nature through forest stewardship. We will continue targeting and actively engaging with relevant institutions both at the global and regional levels on highly relevant topics such as biodiversity solutions in the Global Biodiversity Framework and initiatives related to ecosystem restoration, such as the UN Decade, Initiative 20x20, and the African Forest Landscape Restoration Initiative (AFR100).

### Main outputs for 2025

- Gather relevant intelligence through various diplomacy forums in 2025 to prepare and product key positioning assets for FSC's participation at COP 30 in Belem, Brazil.
- Update positioning and relevant briefings for relevant FSC solutions in the context of the Kunming Montreal Global Biodiversity Framework agreement and updates following COP 16.
- Activate at least two partnerships with prominent circular bio-economy players to strengthen FSC's position and/or test FSC solutions and approaches on the circular bioeconomy.

## Strategy 3: Catalyse Change

### Goal 3.2 | Increase FSC's relevance for governments

Influence governments to advance their plans and policies through forest stewardship on the ground.

**Intended outcomes:**

Local or national governments choose to endorse and incorporate FSC in their policies, strategies and plans for procurement of forest products, enabling and supporting responsible forest management;

Local or national governments incorporate FSC solutions in their forest policies and territorial planning and use FSC certification in the management of forests under their control, in order to achieve targets related to national or international agendas such as nationally-determined contributions under the Paris Agreement, restoration and biodiversity commitments, and the UN Sustainable Development Goals.

## ACTION 53 | Governmental Affairs & Engagement

Advocate for FSC solutions as an enabler of government actions and policies in the emerging mandatory sustainability due diligence and disclosure world.

Building on the government engagement toolkit, lessons from FSC's approach to EU Advocacy, and a growing Governmental Affairs team, we will focus on creating replicable models that clearly demonstrate the value and benefits of forest stewardship for conservation, protection, restoration, and production, as well as within a range of forest products and services. We will also continue working with global and regional intergovernmental institutions and civil society policy influencers to position and advocate for FSC solutions as an enabler of national and local action, articulating FSC's value proposition as complementary and robust. FSC will use global and regional institutional platforms to promote government-to-government dialogue within and across regions, working with government advocates of FSC to build wider government support for FSC in priority countries.

### Main outputs for 2025

- Develop a Governmental Affairs & engagement plan with regional adaptation/ prioritization and refine new EU advocacy plan, to be approved by FSC leadership and presented at the FSC 2025 GA.
- Develop updated positioning and relevant briefings for relevant FSC solutions in the context of the Kunming Montreal Global Biodiversity Framework agreement and updates from COP16.
- Employ FSC's co-leadership of the One Planet Network to position FSC as a leader in global biodiversity fora, e.g. COP16, as well as strengthening this relationship with relevant UN agencies, e.g. UNEP, UNCTAD, and FAO. Ensure FSC certification/ labelling is aligned with relevant Green Labelling Laws/ initiatives. and develop an FSC value proposition against greenwashing.
- Participate regularly in relevant EU multi-stakeholder platforms.
- Proactively engage with EUDR competent authorities and relevant fora to increase understanding and confidence in FSC's EUDR solutions.

### This action also helps deliver on:

- Action 10 FSC Trace
- Action 14 Expand Ecosystem Services
- Action 19 Circular Market Development
- Action 36 Impactful Alliances & Partnerships

- Action 53 Governmental Affairs & Engagement
- Action 42 Regional and Global Trade
- Action 44 Sustainable Finance Engagement
- Action 47 Global Communications Narrative





## **ACTION 42** | Regional and Global Trade

Promote responsible forest management for supply of forest material, e.g. from Africa or the Pacific to China.

FSC has been working for years with partners to promote the trade in certified materials from tropical forests to markets in Europe and North America. In 2022, we initiated a new cross-region approach, mainly targeting the footprints of Chinese companies beyond the border. We will continue this work together with network partners and complement it with a dedicated effort with the relevant network partners, certified companies, governments, and other partners to promote FSC certification as the norm for trade in forest materials and products from Africa or the Pacific into China and for onwards trade to Western markets.

### **Main outputs for 2025**

- Organize two workshops in the Congo Basin to deepen Chinese companies' understanding of FSC standards and improvements required for certification.
- Advise and support two Chinese companies in pilots to attain readiness for certification in Cameroon and Gabon.
- Map out and develop two premier buyers from EU countries in partnership with network partners and global VCD team to connect supply from Asia Pacific.
- Conduct research on Chinese and Asian timber companies to understand the market share, readiness, and potential in Cameroon.
- Utilize the COMIFAC platform to engage the governments of Cameroon and the Republic of the Congo in policy dialogue processes supporting the endorsement of FSC solutions in key policies & strategies. In Cameroon, this will include a roundtable policy workshop to review, evaluate, and prioritize current and planned policy options to strengthen SFM and certification.

## Strategy 3: Catalyse Change

### Goal 3.3 | Leverage sustainable finance/investment for forest stewardship

Strengthen the links between FSC, certificate holders and the investment community to promote FSC as a solutions provider to reduce climate change and biodiversity loss and to strengthen forest restoration and conservation.

**Intended outcomes:**

- FSC provides verified impact data, including data related to carbon, biodiversity and social issues to the investment community. Forest management certificate holders are rewarded for the carbon sequestration and other benefits they deliver;
- FSC is recognized as the most credible validation of forest stewardship, and private and public investors require the use of FSC certification and other FSC solutions in projects they finance.

## ACTION 44 | Sustainable Finance Engagement

Engage with institutional investors to develop an investment approach to spur increased investment in forest stewardship, restoration, and ecosystem services.

Forests and sustainable forest management are critical to climate change mitigation, yet only 3 per cent of climate finance today goes to forests and land use. There is a clear need to increase financing for nature-based solutions and for international forest-related climate projects. This action seeks to position FSC standards and methodologies as verifiable tools to demonstrate positive impacts of forest related investments, thereby creating a basis for mobilizing institutional and impact capital for the forest sector through differentiated strategies targeting sustainable forestry market opportunities.

### Main outputs for 2025

- Develop and implement a sustainable finance business and revenue model, comprehensive action plan, and financial due diligence process.
- Broaden FSC's sustainable finance network of asset management companies and has leveraged non-profit peer relationships, resulting in increased financing opportunities for projects in forest stewardship, restoration, and ecosystem services.
- Create a pipeline of bankable projects to present to investors and implement through close collaboration of teams across FSC network.

### This action also helps deliver on:

- Priority B Catalysing NTF Certification
- Priority D Implementation of CBR Strategic Framework
- Action 55 Conservation Solutions
- Action 36 Impactful Alliances & Partnerships



## Strategy 3: Catalyse Change

### Goal 3.4 | Accelerate awareness of the value of forests

Work with partners to demonstrate the social, environmental and economic value of forests under forest stewardship, and the value of products and services from these forests.

**Intended outcomes:**

- FSC's label and brand are increasingly recognized for the outcomes demonstrated, and this is measurably reflected in the actions and behaviours of society as the way to protect the true value of forests;
- A holistic approach to forest stewardship is promoted in compelling narratives by opinion-makers using FSC certification and solutions as the go-to example of success.

## ACTION 46 | FSC Brand Positioning

Update and enhance FSC's market positioning to highlight FSC's positive impacts, including the contribution to solving climate and biodiversity challenges.

To raise FSC's profile and connect new audiences with the responsible forestry mission, we will invest in significant brand communication efforts in 2024. This will increase understanding of FSC relative to the broader sustainability agenda and reinforce the value of certification. It will also provide certificate holders and membership a consistent message to amplify on FSC's behalf, strengthening FSC's role as a market-driven solution, and build awareness and trust of FSC as the leading voice for forest stewardship.

### Main outputs for 2025

- **Master Brand Framework and Rollout:** Publish a strategic framework for country-specific adaptation and launch and share it with field teams. This would include updated marketing material templates that collectively will help drive uptake by further synchronizing FSC outward market representation.
- **FSC Forest Week 2025:** Engage 1000+ companies and organizations in the global licence holder activation effort to raise the profile of responsible forestry and FSC. When compared to the 2024 effort, we aim to see a further 7 per cent increase in terms of businesses participating and consumers reached – helping to evolve Forest Week into a movement that will help catalyse forest actions worldwide.
- **Global Consumer Awareness Study:** FSC will commission another wave of the global study last conducted in 2022 to understand how awareness, understanding, and trust of the FSC and other labels has evolved in over 30 markets. The results will substantiate FSC's value with the business community while also providing strategic market insights about evolving attitudes towards sustainability, purchasing behaviour trends, and forest issues of concern.
- **Sponsorship Strategy:** Develop and deploy a multi-tiered sponsorship strategy to further elevate FSC brand visibility. We aim to secure five new product placements / FSC mentions within influential channels and five new influencers – celebrity and/or content creators with a following.

## ACTION 47 | Global Communications Narrative

Promote FSC's stewardship through holistic storytelling, campaigns, and proactive media strategies, emphasizing its crucial role in social, climate, and biodiversity issues.

The vision for FSC's communication strategy focuses on positioning the organization as the leading authority in sustainable forestry and forest management by leveraging compelling storytelling and strategic engagement. This vision encompasses the following key elements:

**Thought Leadership:** Establish FSC as the foremost voice in global forestry issues by showcasing expertise and innovation in sustainable forest management and certification.

**Trust and Credibility:** Enhance FSC's reputation and credibility through transparent communication, demonstrating the real-world benefits and successes of FSC certification in preserving forests and supporting communities.

**Advocacy and Awareness:** Promote the importance of FSC certification as a choice for sustainable forestry and encourage widespread adoption by highlighting its role in protecting forests and advancing global environmental goals.

**Audience Connection:** Foster a deep, meaningful connection with internal and external audiences by creating content that resonates emotionally and intellectually, emphasizing the value of forests and the positive impact of FSC practices.

### Main outputs for 2025

- **Online communication:** Initiate and complete two global social media awareness campaigns with a goal to increase FSC's following by 10 per cent (baseline 405,000) and reach over 30 million users (baseline 20 million), while increasing the overall engagement rate to 6 per cent (baseline ER 4 per cent).
- **Global narrative:** Plan and complete four stories to be published in multiple formats. Organize one storytelling workshop for the network. Launch two communication campaigns in collaboration with other programmes/units and increase stories readership and newsletters subscribers by 40 per cent.
- **Media Engagement and relations:** Have eight feature stories and eight interviews broadcast or published; conduct one media workshop and three webinars; plan one international media trip; and establish one strategic media partnership.
- **Leadership and global policy:** Participate and amplify FSC's presence in two global events and conduct four regional media trainings for directors and senior leadership.
- **Publications:** Publish the annual report 2024.

# Annex 1 – Added and Outgoing Actions

## Three new additional actions

### Strategy 1: Co-create and Implement Forest Solutions

**ACTION 60**  
FM Growth

### Strategy 2: Transform Markets

**ACTION 58**  
Service Orientation

**ACTION 59**  
Data Market Approach

## 14 outgoing actions

### Strategy 1: Co-create and Implement Forest Solutions

**ACTION 1**  
Membership Engagement

Merged into Action 2

**ACTION 4**  
Indigenous Peoples Engagement

Merged with Action 33 as Action 4 under Strategy 2

**ACTION 49**  
Merging Requirements

Merged with Action 6

**ACTION 11**  
Quality Data

Replaced by Action 59

**ACTION 13**  
System Integrity

Merged into Priority E

**ACTION 16**  
Restoration Toolbox

Merged into Priority D

### Strategy 2: Transform Markets

**ACTION 25**  
Ecosystem Services Markets

Merged with Action 14

**ACTION 56**  
Certification Experience

Replaced by Action 58

**ACTION 29**  
Impact & Performance

Merged with Action 8

**ACTION 31**  
Shopper Solution

Merged with Action 26

**ACTION 57**  
Climate Data and Impacts

Replaced by Action 59

### Strategy 3: Catalyse Change

**ACTION 41**  
EU Advocacy

Merged with Action 53

**ACTION 48**  
Media Engagement

Merged with Action 47

**ACTION 54**  
FSC Brand & Product Architecture

Replaced by Action 58

**Important note:** All Implementation Framework actions are envisioned for accountability and reporting. This includes integrated actions.