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FSC GLOBAL STRATEGY IMPLEMENTATION FRAMEWORK 2026

January 2026

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 2026.

Building on previous iterations, this implementation framework outlines three priorities and 26 actions for 2026. 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, 25 out of the 31 actions for 2025 will be continued with new outputs for 2026, and one new action has been added to ensure advancement towards the ambitions defined in the “journeys” to achieve the strategy goals. This new action has been designated #61, enabling tracking and ensuring accountability of all actions envisioned towards 2026. Regarding the outgoing actions, two have been embedded in the 2026 priorities, and four have been closed. ([See Annex](#)).

As with the previous Implementation Frameworks, FSC members will receive in early 2026 a full report with the status of all actions and information about the delivery of 2025 outputs.

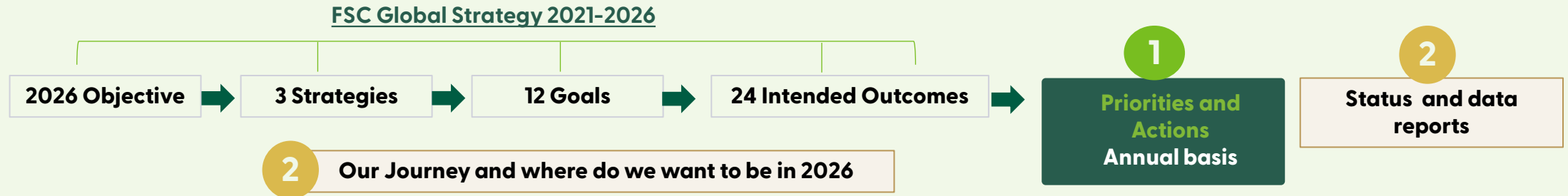
This document is the basis of what the FSC International Board of Directors considered in their December 2025 meeting as FSC’s work plan for 2026 alongside the budget.



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

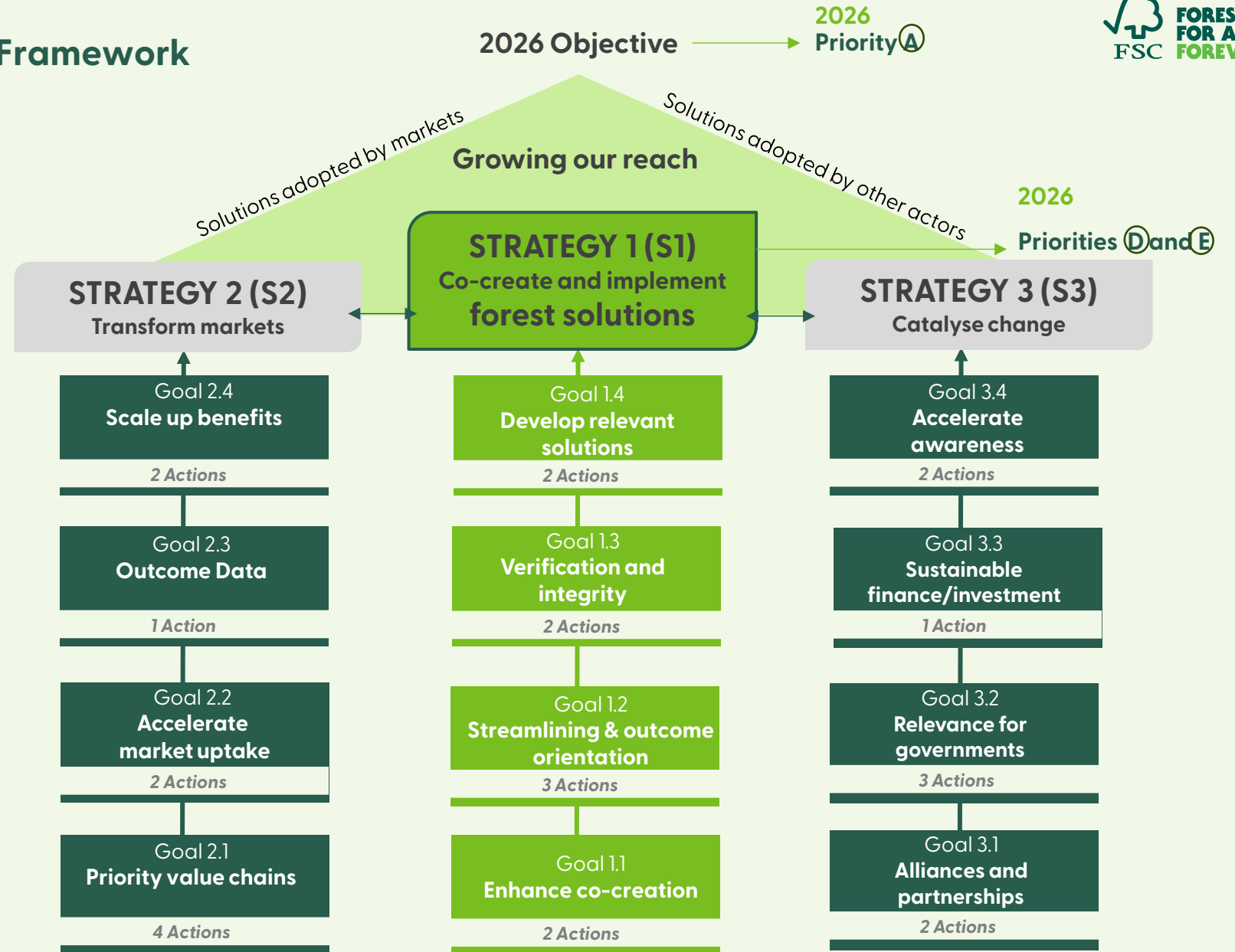


To achieve the 2026 Objective, the 3 strategies and 12 goals must work and in hand. This involves addressing the following question:

"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.




Notes Regarding the 2026 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.

As 2026 is the last year of the current strategic cycle, changes to this year's Implementation Framework were less extensive than the previous year; however, FSC once again made efforts to streamline our workplan to allow us to dedicate sufficient resources to the workstreams that are crucial for delivering on the goals of the Global Strategy.

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 2026 includes **three priorities** to allocate efforts and resources towards areas requiring intensification and acceleration. These priorities serve as a basis for many of the 2026 actions as well as regional priorities and network strategic projects.

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

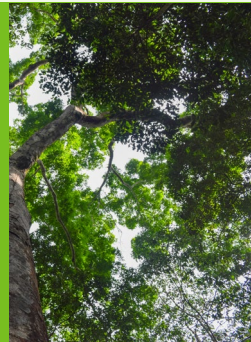
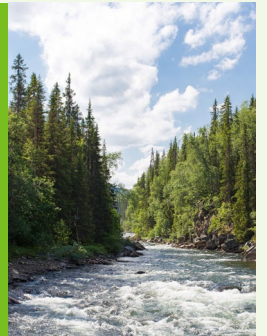
The Secretariat and the network also increased alignment between the strategic projects from the network and actions in this framework to foster closer collaboration and greater focus.



Three Priorities for 2026

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 three key goals and areas within the FSC Global Strategy 2021-2026 for 2026. The three priorities for 2026 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 2026, these three priorities need to have a special focus on FSC's value proposition and on a more targeted approach towards user orientation.

Two of the 2025 priorities – **Implementation of the Climate and Biodiversity Strategic Framework** and **Strengthening System Integrity** – will continue to be priorities in 2026 with updated objectives. They are joined by the priority **Forest Management (FM) Growth**, which was previously a priority in 2024. The 2025 priority of Catalysing Natural Tropical Forests Certification has been integrated into the FM Growth priority as a major area of work.

A**FM GROWTH****D****IMPLEMENTATION OF
CLIMATE & BIODIVERSITY
STRATEGIC FRAMEWORK****E****STRENGTHENING
SYSTEM INTEGRITY**

PRIORITY A | FOREST MANAGEMENT GROWTH



Break through the impasse of stagnant FM Growth and achieve accelerated and sustained growth in the short and long term.

The Forest Management (FM Growth) priority for 2026 aims to achieve focused, accelerated execution of shortlisted big idea and big hectares opportunities including natural tropical forests; select and implement critical levers that enable sustained FM growth and retention; and anchor the product in our organization based on the practical experience gained in the process, likely including further organizational alignment. This priority will integrate key insights from relevant motions such as M33 (Value Proposition), M37 (Indigenous Certification), M46 (Restoration) and M47 (Diverse Woodland).

Main outputs for 2025

- Achieve up to five short-term big hectare FM opportunities at the national level.
- Scale up certification of up to three natural parks and conservation areas.
- Identify incentives and mobilize FM certification efforts.

Direct links to actions

22 Wood-based Value Chain

37 Global Forest Agendas

53 Governmental Affairs & Engagement



PRIORITY D | IMPLEMENTATION OF CLIMATE & BIODIVERSITY STRATEGIC FRAMEWORK



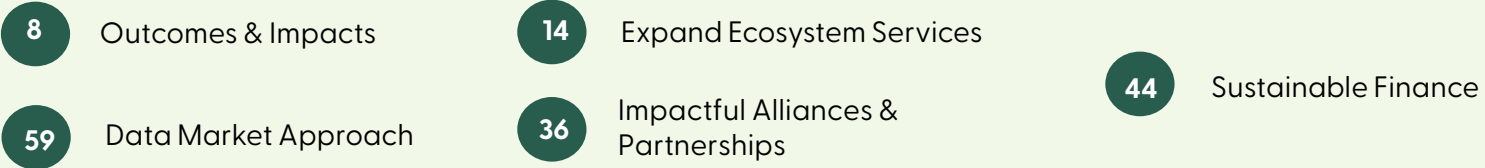
Provide a structured approach to the operationalization of FSC’s contributions to climate action and biodiversity conservation through the implementation of the FSC Climate and Biodiversity Strategic Framework 2026-2032.

This organizational priority will coordinate implementation by supporting the development and oversight of cross-unit work plans, ensuring that there are clear roles and responsibilities; establishing a mechanism for monitoring and transparent reporting; and identify key initiatives and move them forward.

Main outputs for 2026

- Publish and roll out the Strategic Framework, finalize workplans, and develop and integrate a monitoring tool into existing tools.
- Linked to **Strategic Priority 1 – Practices:**
 - Explore and advance the development of a restoration policy solution for its completion in 2027 (contributing to Motion 46/2025).
- Linked to **Strategic Priority 2 – Markets and finance:**
 - Promote and enhance FSC visibility as a climate and biodiversity solution through the Climate Smart Solutions competition (contributing to Motion 47/2025).
- Linked to **Strategic Priority 3 – Policy and partnerships:**
 - Expand engagement in financial landscapes that FSC has not previously engaged in, mobilizing and unlocking USD 3 million in financing for responsible forestry by the end of 2027.

Direct links to actions



PRIORITY E | STRENGTHENING SYSTEM INTEGRITY



Improve FSC’s capability to identify and combat fraud in FSC certified supply chains. This priority aims to improve systems to maintain the integrity of FSC certification as it continues to grow while continuing to ensure quality audits.

This priority will strengthen FSC’s ability to detect and prevent fraud in FSC-certified supply chains from 2027 on by embedding traceability tools, normative changes, certification body oversight and other measures. It will rely on partnerships with other certification schemes, companies, certification bodies, ASI and lead traceability experts to understand the different ways that fraud can be detected within complex, multi-country supply chains, and prevented, at a reasonable cost.

Main outputs for 2026

- Establish FSC Trace as a mandatory tool for managing high-risk supply chains by enhancing functionality, embedding requirements through the CoC standard revision, and equipping CBs to use Trace data for compliance from 2027 onward.
- Initiate an assessment of the impacts, requirements, and implementation options for a digital information and volume control system (implementation of Motion 30).
- Operationalize the first set of Key Criteria to monitor the integrity of the FSC system and explore an expansion of coverage to social indicators.
- Develop an operational framework to uphold system integrity at the field level and strengthen the capabilities of the FSC Network regarding system integrity.

Direct links to actions

50 PfA & Remedy 10 FSC Trace 12 GIS Technology



26 Actions for 2026

STRATEGY 1

Co-create and implement forest solutions

STRATEGY 2

Transform markets

STRATEGY 3

Catalyse change


Click to explore

New
Action
61



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 19

Circular Market Development

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26 Actions for 2026


Click to explore

**New
Action
61**



STRATEGY 1
Co-create and implement forest solutions

STRATEGY 2
Transform markets

STRATEGY 3
Catalyse change

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
NTPF 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.

ACTION 34
Diversity & Gender

ACTION 35
Workers' Rights

26 Actions for 2026

STRATEGY 1
Co-create and implement forest solutions

STRATEGY 2
Transform markets

STRATEGY 3
Catalyse change


Click to explore

**New
Action
61**



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

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

ACTION 61
EUDR Alignment

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 a strong and balanced representation and active participation of members across all chambers, groups, and regions to strengthen their role in shaping FSC policies, strategies, and decision-making.

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 2026, we aim to:

- Promote balanced chamber representation by addressing participation gaps and ensuring equal opportunities for all member groups and regions.
- Implement the mentorship program to build capacity among new and young members, supporting their effective participation in FSC processes.
- Facilitate inclusive dialogue through chamber, cross-chamber, and regional meetings—both virtual and in-person—creating space for meaningful member input into key FSC topics and chamber priorities, PCI revisions, and strategic discussions.
- Strengthening communication and transparency by keeping members informed on FSC developments, implementation of motions and ensuring their feedback is reflected in decision-making.

This work will be supported by the regional membership manager and in collaboration with Network Partners.

Main outputs for 2026

- **Mentorship:** Implement a mentorship programme, pairing experienced members with new and young members to build engagement capacity and knowledge on FSC process.
- **Structured Member Engagement:** Hold regular chamber, cross-chamber, and regional meetings (both virtual and in-person) to gather member input on key processes like the Priorities, Criteria, and Indicators revision and the development and implementation of strategic priorities.
- **Communication and Transparency:** share quarterly updates, briefings, and reports shared with members.

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 2026

- **Modernize FSC Certification Management technology system** to align with current business processes, improve scalability, and support future growth by evaluating the existing platforms and exploring alternative or complementary technologies, with the result of a comprehensive system assessment, a future-state architecture blueprint, and a phased implementation roadmap.
- **Customer Care Enquiry management:** Implement a unified, fully integrated, AI-powered solution to streamline case handling, automate requests triage, and enhance service delivery across specified customer touchpoints, with the inclusion of full functionality of AI agent integration, case routing, knowledge base, and reporting.
- **API Subscription system** Design and implement a fully automated system that enables FSC stakeholders to securely access certification information through a standardized, self-service interface, built for scalability and future monetization.

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 build on the groundwork laid in 2025 to begin transforming how stakeholders interact with its normative framework. The focus will shift from feasibility and experimentation toward applied functionality and user experience. Leveraging learnings from a foundational AI feasibility study, FSC will begin to operationalize selected AI and automation tools to support revision processes and provide easier access to and interpretation of guidance and requirements. A working prototype interface will allow FSC staff, certificate holders, standards setting working groups, and other stakeholders to navigate, query, interpret, and interact with normative content based on their roles and needs. The pilot revision tool will demonstrate how AI-generated insights can help address end user questions about standards, identify inconsistencies, overlaps, and opportunities for simplification across documents, making future revisions more streamlined and consistent. Metadata standards and content descriptive (tagging) protocols will be finalized and deployed to support intelligent document retrieval and dynamic filtering. These developments will feed into a broader initiative to modernize FSC's normative platform, ultimately reducing stakeholder confusion and administrative burden, while enhancing compliance and adoption. A strong emphasis will be placed on inclusive feedback from users to ensure the platform is functional, equitable, and scalable for diverse user groups around the world.

Main outputs for 2026

- Launch a stakeholder-facing AI-driven document search and recommendation prototype to allow better and more efficient interpretation of standards.
- Embed an AI tool into at least one active normative revision to support simplification and accelerate release cycles.
- Implement a metadata model in the core normative database to enable more intuitive access through advanced search and discovery of relevant content.

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 2026

- Finalize the approval of FSC-PRO-60-006 / -006a, embedding outcome orientation as a concept in the revised standard setting procedure for forest stewardship standards (FSS), finalize FSC-GUI-60-006, and ready them for publication.
- Publish a training module for the development of outcome-oriented FSS on FSC e-learning platform.
- Publish a set of guidance documents for a few pre-selected key topics for the development of outcome-oriented FSS.
- Finalize the report of the social impact evaluation in Brazil and share findings.
- Generate new results on outcomes of FSC related to forest structure integrity in intact forest landscapes and using earth observation tools available.

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 2026

- Develop a minimum viable product of a third-party verification tool and public dashboard for remedy cases to strengthen verification systems and meet the normative requirements in PRO-01-007/004 FSC Remedy Framework for public information sharing.
- Publish the revised PRO-01-008 V3 Procedure for Complaints and Appeals Mechanisms in the FSC System, positioning FSC's dispute mechanism as compliant with the UNGPs and enhancing FSC's credibility.
- Launch the complaints management tool to enable systemic learning from central capturing of complaints data globally.
- Finalize agreements for four remedy processes to begin the implementation of forest restoration and restitution to affected rights holders
- Standard operating procedure for handling PfA cases developed by the end of 2026 to further strengthen structures to operate with the new policies and procedures.



This action also helps deliver on:

- Action 59 Data Market Approach
- Action 35 Workers' Rights

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 Trace will evolve in 2026 from a compliance-oriented pilot into a functional system capable of supporting digital integrity and traceability in high-risk supply chains. Building on work from 2025 in EUDR onboarding, improved usability, user support, and system improvements, FSC will focus on FSC Trace's anticipated mandatory rollout for high-risk supply chains. New analytics capabilities (e.g. to identify potential transaction volume or valid certificate holder mismatches), ease-of-use improvements and multilingual capabilities will be refined and expanded based on actual user behaviour and feedback. New monetization pathways will be introduced, such as paid advanced or premium features for enhanced data analytics, customized dashboards, or automated reporting services. The goal is to make FSC Trace a visible value-add for FSC supply chain users by combining usability with functionality to enable more effective system integrity investigations and regulatory alignment. With the foundations of integration of EUDR functionality in 2025, including due diligence statement submissions and traceability, deeper insights will be made available, supporting FSC's relevance as a partner in digital due diligence and sustainability verification.

Main outputs for 2026

- Launch the mandatory use of FSC Trace in selected high-risk supply chains.
- Develop and launch supply chain analytics and anomaly detection capabilities to inform system integrity needs.
- Pilot and activate a monetized feature set (e.g., analytics, API access).
- Ensure end-to-end integration with FSC's GIS platforms.

ACTION 12 | GIS Technology

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

FSC will expand the utility and visibility of its geospatial infrastructure to support credibility, transparency, and verified impact claims. With the certified area boundary submission tool, digital map, and public viewer launched in 2025, the focus will shift toward integrating FSC spatial data with environmental and social datasets, including biodiversity hotspots, carbon storage, forest cover loss, and ecosystem service claims. FSC will publish public and internal-facing visualizations and dashboards that allow FSC members, FSC staff, researchers, and interested stakeholders to analyze the footprint and environmental impact of certified forests globally. Consent protocols for public display will be refined to allow greater flexibility while ensuring data protection. At the same time, FSC will strengthen data pipelines and advanced analytics (including GeoAI capabilities for rapid change detection) and implement agreements with global GIS and remote sensing partners to ensure access to relevant datasets, allow data freshness, generate insights, and support validation. By layering spatial data with certification and performance indicators and analytics tools, FSC aims to create a credible foundation for future impact reporting, enabling certificate holders to differentiate their practices and claims. The public-facing map will also gain new features to allow filtering and visualization by forest type, ecosystem services (ES) claims, or verification level, all aimed to improve usability and relevance for governments, donors, and the general public.

Main outputs for 2026

- Launch an interactive geospatial dashboard with impact-related data layers to allow on-the-fly analysis by internal and external stakeholders.
- Execute and integrate new data-sharing agreements with at least two major external data providers to inform prioritized topics (e.g. outcome orientation and ecosystem services).
- Upgrade the public map with narrative and verification layers for ES and forest change.
- Pilot the use of remote-sensed data and advanced analytics to provide insights into potential trends and patterns.

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 and Nature-based Solutions products and delivery models to serve markets beyond forest products and support FSC's long-term vision.

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.

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.

In 2026, this action will also include development of additional Nature-based Solutions or products aiming to protect, sustainably manage, and restore ecosystems to address societal challenges like climate change and biodiversity loss, while benefiting human well-being in the form of biodiversity and carbon credits. Both **carbon credits** and **biodiversity credits** play crucial roles in supporting **global environmental and sustainability objectives**, including climate change mitigation, biodiversity conservation, and sustainable development, such as the objectives set by the Paris Agreement and Kunming-Montreal Global Biodiversity Framework, while protecting Indigenous communities and providing new market opportunities for Forest Stewards.

[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.

[Previous](#)

Main outputs for 2026

- Continue implementation of motion 53, including the development of the first draft of revised Ecosystem Services Procedure, completion of field tests, and conducting public consultations of new normative documents for high-quality carbon and biodiversity credits.
- Continue implementation of motion 49, including developing first drafts of normative documents and methodologies for biodiversity credits and carbon credits and conducting public consultations.
- Further progress made on the implementation of the ES Registry, including the development of dashboards / marketplace and other backlog list identified from phase 1.
- Operationalization of dual labeling project with Verra, including the release of joint communication and operational guidance as well as delivery of initial training to FSC staff.
- Maintain and expand the global supply and demand pipeline with 500+ leads based on year-long marketing and uptake activities.



This action also helps deliver on:

- Action 12 GIS Technology
- Action 59 Data Market Approach
- Action 44 Sustainable Finance Engagement

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 FSC’s 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 as well as explore how FSC may enable implementation of cascading principles, aligning with the expanding circular economy and ensuring that materials are kept in use for as long as possible. 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.

Continue



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.

[Previous](#)

Main outputs for 2026

- **Operationalize circularity in the FSC CoC standards** – complete standard revision desk tests (≥8 companies, ≥3 regions), publish desk test report, and work to embed circular business model provisions in the final CoC draft; release a best-practice guidance and training pack.
- **Test viable pathways to enable non-forest bio-based residues and waste as claim contributing in FSC** – finalize two theoretical recognition mappings with ISEAL compliant standards and publish a framework with knock-out criteria and common data points; design and test an AI monitoring prototype and a data-exchange minimum viable product; and prepare a normative pilot plan (subject to EU funding) with at least 3 supply chains.
- **Co-develop cascading principles with a roadmap and guidance towards decision making** – produce member-validated impact scenarios and a decision roadmap; complete return on investment and legal mapping across primary regions; publish practical guidance on market incentives and upcoming legislation (≥400 downloads; ≥70 per cent user usefulness score)
- **Scale engagement, uptake, and co-funding** – launch a market-facing campaign with network partners in five countries (subject to EU Life funding) and present at minimum three global events; activate at least 10 FSC CE Ambassadors; achieve a year-to-year increase of at least 15 per cent (vs. 2025 baseline) in companies with FSC Recycled in scope; and sign at least five formal partners and secure co-funding.



This action also helps deliver on:

- Action 20 Fibre-based Value Chain
- Action 22 Wood-based Value Chain
- Action 23 NTFP Development

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).

The Global Forest Value Chains Market Scan, completed by AFRY, identified packaging in the top 3 priority value chains, behind construction (#1) and furniture (#2), for its relevance for FSC in terms of FM growth and revenue. Whereas printing & writing, hygiene, and textiles are lower in overall relevance due to scale and market trends.

To ensure that FSC maintains its prominent position in the fibre-related value chains, FSC must offer a superior value proposition at a competitive cost. A OneFSC account strategy with leading players in the fibre value chain will help clarify where FSC has an advantage and where there are gaps within our power to close. Focus on major accounts will be the most efficient and effective approach, noting that major accounts are active across each fibre sector: paper, packaging, hygiene, and textiles.

On the demand side, FSC must clearly communicate the benefits of certification for mitigating regulatory challenges, how Verified Impact fits into corporate sustainability strategy, and how FSC remains relevant amidst the sector's increase of recovered inputs and broadening of bio input types.

On the supply side, some companies have communicated the challenges of sourcing FSC-certified materials from different regions for reasons related to lack of certified area (e.g., disassociated companies or a preference for competitors) and risk of sourcing loss.

The OneFSC approach with key accounts will avail itself of the latest information and address interdependencies, ensuring not only better service to these accounts but also improved clarity of FSC's value offering in the fibre sector.

Main outputs for 2026

- Co-host the third Annual MMCF/Dissolving Pulp Roundtable with Textile Exchange as a flagship industry event. Use this platform to deepen engagement with top-tier man-made cellulosic fibre (MMCF) producers, manufacturers, and fashion brands and to strategically position FSC as a credible, scalable solution for responsible sourcing in the MMCF segment.
- Launch a focused B2B awareness campaign using targeted industry events and social media engagement to showcase the sustainability and business value of FSC-certified fibre-based packaging. Feature compelling testimonials or thought-leadership content from influential partners from at least three regions to build credibility, inspire peers, and drive demand across the packaging value chain.
- **Key Account Management Implementation:** Implement a structured Key Account Management (KAM) model for 16 accounts, including documented account strategy, mapped key stakeholders per account, established cross-functional key account teams, and tracking of activity log on the Customer Relationship Management platform.
- **FSC Integration in Sourcing Policies:** Achieve an incremental increase of FSC certification criteria within the sourcing policies of at least ten key players globally.

ACTION 22 | Wood-based Value Chain

Drive uptake of FSC certification from end markets of solid wood value chains back to forests

The Global Forest Value Chains Market Scan, completed by AFRY, identified construction as the #1 priority value chain to increase FM area, as its share of forest footprint compared to all FSC related value chains is estimated at 48 per cent, over three times higher than the second highest, furniture (14 per cent). Prospects for timber construction are strong as architects replace high emissions structural materials of concrete and steel with mass timber. While certification already plays a role in green building schemes such as LEED and BREEAM, equal scoring for FSC, PEFC, and SFI has left FSC with limited differentiation; meanwhile, the prevalence of PEFC/SFI certified timber has made its sourcing easier and cheaper for construction projects. Noting these challenges, along with new opportunities such as Verified Impact and FSC Trace, FSC is developing a Global Construction Strategy until the beginning of Q1 2026. A scoring revision for LEED v5, which will score FSC 100% higher than FSC Mix and FSC Mix higher than PEFC/SFI, will be the keystone of this new strategy, with opportunities to showcase this differentiation at events such as International Mass Timber, WoodShow Dubai, Carrefour International du Bois, and GreenBuild.

For the #2 priority Furniture value chain, the midstream focus will continue to be China and Vietnam, the #1 and #2 largest global manufacturers, respectively, of wooden furniture. The end market focus will be Europe, as the EUDR and other regulations make FSC more relevant, while the unpredictable tariffs make the United States less appealing in this international value chain.

Main outputs for 2026

- Based on global analysis of FSC's positioning in the construction sector and past and ongoing initiatives across the network, reach a OneFSC consensus on FSC's strategy to distinguish FSC in the global construction market.
- Market engagement: leverage the Global Construction Strategy and revised scoring for LEED v5 at in-person events, meetings, and digital channels; in the United States, host speaking and networking engagements at International Mass Timber, Living Futures Institute, and GreenBuild; in Canada, conduct five events with decision makers (minimum of four architect lunch & learn, 1 forest tour); in Europe, participate in the Vienna matchmaking event and Carrefour International du Bois; and in the Middle East, participate in WoodShow Dubai.
- Reach 10 new construction projects specifying and sourcing FSC wood.
- Have five major retailers make a favorable sourcing policy shift related to FSC certified timber (FSC added to policy, preference for FSC, or commitment to FSC), utilizing Wood Furniture Scorecard, OneFSC key account management, and support on sourcing.

ACTION 23 | NTFP Development

Drive adoption of FSC certification of non-timber forest products (NTFP) with potential to scale from niche to norm, especially those linked to smallholders and tropical forests.

The strategy for increasing certification uptake for NTFPs needs to consider the broad range of different types of NTFPs, the types and size of markets they serve (niche/mainstream, local/regional/global), and the relative value offered through FSC certification. Niche NTFPs that are not associated with environmental or social risks and are consumed locally offer the least potential for driving FM growth; in contrast, major commodities, commonly associated with deforestation and social harms are critical to the global economy and offer strong opportunities for FSC. Natural rubber best fits the latter category, followed by bamboo, rattan, and cork. Meanwhile, the markets for edible NTFPs prioritize schemes common in the food sector (e.g., organic, non-GMO, vegan, etc.).

The Early Adopter Program has shown that natural rubber certificate holders, in particular, gravitate to FSC Aligned for EUDR, which can offer a lifeline for producers in several top rubber producing countries among the shortlist of countries specified as standard or high risk (e.g., Brazil, Cambodia, Indonesia, Ivory Coast, and Malaysia).

The approaches for bamboo, rattan, and cork require FSC to clarify the nuance of how certification contributes toward a shared mission. For all NTFPs, FSC can leverage companies that have already begun their FSC sourcing journeys with more mainstream FSC materials such as packaging. Additionally, noting the largest end application for bamboo is construction and construction is the #1 priority value chain for 2026, FSC will focus on streamlining efforts related to bamboo and construction.

Main outputs for 2026

- Increase certified rubber FM area by 10 per cent in 2026 through increased uptake in 11 existing countries and expansion into at least one new country.
- Obtain a commitment from a development funder to finance a multi-million dollar project related to certification of tropical forest management units, through coordination between FSC (I&P, MCU, and GNU) and external stakeholders (local government, international buyers, financiers).
- Priority market engagement: host or hold speaking slots at FSC Asia-Pacific Change Agent Series: Bamboo and Rattan; FSC Asia-Pacific Change Agent Series: Natural Rubber; WoodShow Dubai; International Mass Timber; Living Futures Institute; Carrefour International du Bois; GreenBuild.
- Have two major brands make a favorable sourcing policy shift related to NTFPs (FSC added to policy, preference for FSC, or commitment to FSC), leveraging bamboo/rattan trade flow studies, market engagements, and OneFSC key account management.

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 2026

- **Unified Customer Support Experience:** Redesign the 'Contact Us' page on FSC.org to establish a single, streamlined entry point for all customer enquiries. The updated interface will feature an AI-powered chatbot and a self-service portal, backed by a robust case management system to ensure efficient handling, tracking, and resolution of enquiries.
- **Centralized Inquiry Oversight and Performance Management:** Integrate most customer-facing inboxes into a centralized case management tool, enabling consistent tracking of service-level agreements (SLAs), response quality, and stakeholder satisfaction. The system will provide a unified view of incoming enquiries and support governance of service standards across all teams. Offer best-practice guidance to inbox owners and routinely analyze inquiry trends to strengthen service delivery and inform improvements to FSC products, services, and future offerings.
- **Embedding Customer Centricity in Culture:** Strengthen customer-centric practices across all teams and regions by hosting two global workshops showcasing best practices, tools, and case studies from the FSC network. FSC will work closely with network partners to facilitate knowledge exchange and provide guidance to improve stakeholder engagement and service delivery. Publish unified guidance for teams managing customer-facing inboxes and deliver targeted training to ensure consistent standards and processes across the FSC system.
- **FM Certificate Holder Journey Mapping:** Conduct a post-certification journey mapping study for FM certificate holders to identify key pain points in the exit and renewal stages. The study will deliver **actionable insights** and prioritized recommendations aimed at improving satisfaction, increasing renewal rates, and strengthening long-term engagement with forest managers.
- **FM Certification Wizard:** Develop and launch a global Certification Wizard tool to better support new forest management prospects. This digital solution will help FM prospects decide to pursue FSC certification, help them assess their readiness, and provide next steps – simplifying the path toward FSC certification.

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 2026

- **Operationalize the “FSC eCommerce collaboration” as a fully operational, customer-ready solution** with scalable, documented end-to-end customer journey; measured first response time \leq 48 hours; achieved 80 per cent process automation/self-service rate, with \leq 20 per cent of steps requiring human support.
- **Build FSC local teams' capacity:** equip and enable FSC local teams to engage local eCommerce partners effectively through delivery of five tailored training programs; ready-to-use sales kits, marketing materials, and messaging templates; a library of relevant case studies showcasing success stories; and a customer relationship management tool to track and nurture partnerships.
- **Develop an effective & scalable customer acquisition process** create a documented and operational customer acquisition model targeting FSC-certified companies & eCommerce partners, including targeted campaigns for customers and data; strategic partnerships & affiliate network established to increase outreach; self-service, automated technical onboarding process implemented and monitored.
- **Gather feedback & decide on post-2026 scale-up:** conduct a comprehensive evaluation of the “FSC eCommerce Collaboration” as a commercial-ready solution, including structured feedback from customers, partners, and internal teams and data-driven analysis of performance; decision & roadmap for scaling, including a proposed optimized organizational structure to deliver the FSC eCommerce value proposition beyond 2026.

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 2026

- **Strengthening FSC Claims Management System:** FSC will revise its trademark policy for both certificate holders and promotional licence holders to align with the EU's Empowering Consumers for the Green Transition Directive. These updates will strengthen the FSC claims management system and align it with current EU anti-greenwashing regulations.
- **Boosting Communication about FSC-certified Products:** FSC is rolling out new tools to help increase logo use and enhance communication around FSC-certified products. These include a QR version of the FSC label, a set of ready-to-use promotional statements to effectively communicate FSC certification, and a redesigned e-training course for certificate holders.
- **Promotional Licence (PLA) Product Development:** FSC will launch a new PLA implementation package to support network partners in engaging brands and retailers. The package will include a refreshed value proposition, guidance on updated policy, updated e-training modules, ready-to-use assets, and other customizable tools.
- **Trademark Module for Forest Managers:** To enhance use of the FSC marks by forest managers, FSC will release a dedicated trademark use module. This package—featuring a short video, visual assets, messaging guidance—will empower FM certificate holders to promote their FSC certification and communicate their commitment to responsible forest management.
- **Global Client Support Service:** Throughout 2026, FSC will provide responsive, high-quality customer service on inquiries regarding labelling and promoting FSC-certified products, committing to respond to all customers within two working days. Serving over 5,000 stakeholders per year—certificate holders, promotional licence holders, network partners, and certification bodies—this service supports consistent, accurate use of FSC marks worldwide, including by FM certificate holders.

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 will continue its journey of deepening the value of its data in 2026 by launching the foundational elements of a shared digital infrastructure for certification-related insights. A holistic data strategy will be kicked off in 2026 to better understand the needs of various stakeholders and create better awareness of why FSC requires a robust data architecture backed by effective governance, security, and access controls.

After piloting application programming interfaces (APIs) to enable data services and beginning to consolidate internal data resources in 2025, the next step will be to scale up access and engagement with FSC data through a dedicated developer and data partner portal. This platform will provide self-service access to traceability, certification, auditing, licensing, and/or ecosystem services (ES) datasets, supported by clear documentation and use guidelines. It will enable certificate holders, researchers, partners, and innovators to build tools, conduct analysis, or integrate FSC data into their own platforms. At the same time, FSC will continue building its ES data infrastructure with real-world pilots and certificate holder and certification body engagement. Efforts will be kicked off to design and build more effective tools to simplify the capture of digital audit reports. New greenhouse gas (GHG) traceability insights for pulp supply chains, initiated under the FSC/ISEAL partnership, will continue to be expanded and formalized.

As part of its data strategy, FSC will also define a framework for data partnership tiers, clarifying how public and private actors can contribute to and benefit from the system. These efforts aim to position FSC as a data-driven organization with an open, secure, interoperable, and scalable architecture supporting the future of certification, impact claims, and market engagement.

Main outputs for 2026

- Launch a developer/data portal with data services (APIs), analytics, visualization, and usage metrics to a variety of data sources including certification, auditing, and related data resources.
- Re-imagine the process and technology capabilities for effective capture and visualization of audit data.
- Pilot an ES data infrastructure with up to 10 certificate holders and integrate it into the FSC data lake.
- Enable access to relevant geospatial datasets curated from a wide variety of sources to enable on-the-fly analysis in support of certification, integrity, auditing, and/or ecosystem services needs.



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 34 | Diversity & Gender

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

In 2022, the FSC Board of Directors, with support from the FSC Secretariat, developed a Strategic Framework on Diversity & Gender. This framework builds on the FSC Global Strategy 2021-2026 and identifies key areas essential for FSC to realize its highest potential. To translate the framework into measurable outcomes, FSC developed a comprehensive action plan for 2024-2026. This plan addresses diversity and gender issues across the entire FSC system and implementation at a regional level, as well as within the organization – including staff, network partners, and members worldwide. To accelerate implementation, the 2026 plan will prioritize re-launching the action plan with focused pillars detailed in the outputs.

Main outputs for 2026

- Implementation of FSC’s Action Plan on Diversity & Gender at the following regional levels:
 - North America: Strengthen the social dimensions of FSC standards by developing comprehensive guidelines, delivering targeted training, and promoting cross-learning initiatives.
 - Latin America: Conduct a strategic analysis and develop a plan to enhance Diversity, Equity, and Inclusion (DEI) support for selected countries
- Work on priority initiatives to strengthen gender and diversity integration across programs
 - Conduct a study on gender and diversity standards to inform the revision of the Code of Conduct (CoC), the Climate and Biodiversity Strategic Framework, or non-timber forest products (NTFPs) project, prioritizing those most ready for implementation.
 - Expand the membership database by integrating gender, diversity, and age disaggregated data, and promote the use of gender-disaggregated data across the organization
- Finalize a tailored capacity development program including:
 - Induction training for newly onboarded staff, including sessions during the Global Staff Meeting.
 - Training on gender and diversity within the FSC certification system for members.
 - Self-paced gender and diversity learning resources for staff, network partners, and members.
 - Exploration of the creation of a Diversity and Gender Core Group as a pool of facilitators.
- Strengthen FSC’s visibility in sustainable forest management and biodiversity by actively engaging in IUFRO working groups and participating in gender-related activities linked to Conference of the Parties (COP) and the Convention on Biological Diversity (CBD).

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 workers' rights 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. To strengthen the implementation of these requirements in CoC, ASI and FSC jointly developed a training manual on FSC Core Labour Requirements (CLR) in June 2025. This serves to provide guidance on the evaluation of CLR to help strengthen auditor competency in this area.

Additionally, as part of implementing Members' Motions 50/2021 and 51/2021 - both related to workers' rights - discussions have been instituted in various normative processes including the revision of the Principles and Criteria (P&C) and International Generic Indicators (IGI), as well as the Chain of Custody (CoC) Standards; the latter is already in the drafting phase with consultation due in Quarter 4 of 2025.

Global trends will continue to inform the discussion on workers' rights, with particular areas of interest including the implications of the revised International Labour Organization's Code of Practice on Safety and Health in Forestry Work, the EU Forced Labour Regulation and its implication on forest and wood supply chains, and changing working conditions in the transition to green jobs.

Dialogue among FSC stakeholders envisions engagements with labour institutions such as the ILO, and worker organizations on these identified workers' rights topics.

Main outputs for 2026

- Integrate elements of Motion 50/2021 (access to workplace) and Motion 51/2021 (Health and Safety Representative) in the Chain of Custody Standards Revision Process, which is planned to be completed by 31 December 2026, with publication from 1 January 2027.
- Include labour proposals in discussions of the FSC Principles, Criteria, and Indicators revision.
- Hold at least one training to enhance awareness of CLR using the manual developed by FSC and ASI targeting the African region.
- Foster at least two engagement meetings with labour institutions on key emerging topics, such as health and safety, Just Transition, and the EU Forced Labour Regulation.

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 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 2026, the action orients activities to align with the three 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 2026

- Spotlight at least three existing FSC-certified companies or platforms that exemplify sustainable sourcing practices and climate leadership. These showcases will be strategically timed to amplify FSC's role in advancing global climate and biodiversity objectives at major climate engagement milestones.
- Establish at least three collaborative partnerships with non-commercial actors to unlock or channel climate and nature-aligned financial flows to Indigenous Peoples and local community certificate holders.
- Increase awareness about the role of FSC solutions as essential tools for climate, biodiversity, and ecosystem restoration to promote the increase in FM growth and in the adoption of other FSC solutions, by securing visibility or speaking roles in at least four major fora across North America, Europe, Asia, and COP31.



This action also helps deliver on:

- Action 14 Expand Ecosystem Services
- Action 37 Global Forest Agendas
- Action 53 Governmental Affairs & Engagement

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 2026, we will continue to focus on positioning FSC as a recognized leader in providing practical solutions to deliver the objectives of the global sustainability agenda, helping to turn the many Political and Corporate ambitions and commitments on forests into action through FSC solutions. 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 (WRI), and the African Forest Landscape Restoration Initiative (AFR100).

Main outputs for 2026

- Continue to build an active presence at minimum two of the Rio three Conference of the Parties (CoPs) being held in 2026 with clear messages advocating for as well as building the capacity and capabilities of Parties to move towards action and implement market-based Nature-based Solutions, of which FSC is one.
- Position FSC as an enabler of the Climate Action Agenda led by the High Level Climate Champions Team- especially within Axis 2 and 6 of this Agenda and build action-based alliances to drive Forest Stewardship.
- Further strengthen engagements with global institutions shaping the Global Forest Agenda. Establish a formal collaboration with at least one of the priority organizations, potentially targeting an initiative for one of the CoPs.

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 climate, trade, due diligence, disclosure, and anti-greenwashing policies.

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 rigorous. Moreover, we will intensify our efforts in the anti-greenwashing space.

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 2026

- Formalize approach to government engagement, including recruitment of a Government Relations Director to oversee the work, and create updated regional plans, with Europe and Africa as priorities.
- Further develop and strengthen FSC’s value proposition towards Target 10 (Sustainable productive lands) of the Kunming Montreal Global Biodiversity Framework through a collaborative and landscape-level approach to also include FSC certification’s contributions to delivering targets for conservation (Target 3) and restoration (Target 2). Through this approach, ensure synergies with the other Rio Trio conventions/ Action Plans/ Work plans.
- Revive FSC’s Community of Practice (CoP) on Governmental Affairs to improve coordination between the FSC Network, Regional, and International Teams, with the core purpose to drive greater influence in the shaping of the Rio-Trio Conventions and other party led processes, such as CITES. Update the Government Engagement Toolkit as appropriate to dialogue generated in CoP.
- Monitor opportunities and apply as appropriate to regional policy platforms and recognition schemes; e.g. recognition of FSC certification under the EU Carbon Removals and Carbon Farming Regulation (CRCF).
- Seek membership/ permanent seats at various appropriate global inter-governmental forest for a and platforms, such as the United Nations Forum on Forests (UNFF) and the Collaborative Partnership on Forests.

This action also helps deliver on:

- Action 14 Expand Ecosystem Services
- Action 36 Impactful Alliances & Partnerships
- Action 37 Global Forest Agendas
- Action 42 Regional and Global Trade
- Action 44 Sustainable Finance Engagement
- Action 47 Global Communications Narrative

For FSC International Members Only



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 2026

- Develop local partnerships to provide capacity building through two online and offline trainings to Chinese companies in Gabon and Cameroon.
- Increase awareness for Chinese companies with footprints in Africa and Pacific Island countries through one offline event and participation in two relevant industrial events.
- Support at least one Chinese-capital company in the Congo Basin to reach FSC FM certification readiness by the end of 2026.
- Provide EUDR-specific training and support to at least five Chinese-capital companies in the Congo Basin and West Africa to create an incentive for FSC certification.

ACTION 61 | EUDR Implementation

Drive uptake and ensure FSC's EUDR solutions stay relevant and updated in line with user experiences and changes in the legislative environment.

The solutions that were created within the project 'FSC Aligned for EUDR' are available for users to support their efforts to comply with EUDR. Continued negotiations on the content of the regulation, as well as gaining first user experience for our solutions, are likely to trigger further amendment needs to ensure continued alignment and relevance in the market. This will require the support of all units and the Network, from ensuring constant relevance of the communication assets as well as monitoring the changing regulatory environment. The European Commission has already indicated that there may be changes made, requiring FSC to remain nimble. Our certificate holders, network partners, and auditors will need ready-made guides, webinars and hands-on help to roll out any changes to these tools quickly, while FSC continues to monitor any new changes coming out of the EU.

To make this happen, FSC will need a stream of clear, multilingual communication assets that everyone in the Network can drop straight into their outreach, constant monitoring of policy moves feeding updates, and reviews and adjustments to existing tools. This support package will keep certificates "EUDR-ready," protect market access, and, most importantly, strengthen our collective fight against deforestation.

Main outputs for 2026

- Deliver an EUDR communication package consisting of a clear communication plan and updated comms assets (e.g. FAQs, social media templates, and explainer slides) available to support certificate holders in understanding and applying EUDR-related tools.
- Revise or make adjustments to the Regulatory Module, in case of significant changes to EUDR requirements
- Adjust EUDR-specific features in FSC Trace in case of changing requirements and first user experience.
- Continued monitoring, engagement, and collaboration with regulative and enforcement authorities.



This action also helps deliver on:

- Action 10 FSC Trace
- Action 12 GIS Technology
- Action 46 FSC Brand Positioning

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 and other financial sector actors to develop approaches for increased uptake and 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 towards 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 2026

- Establish at least three new partnerships with financial institutions to increase understanding of FSC as a risk mitigation and due diligence tool.
- Develop at least 10 FSC-certified or certifiable projects in an investment-ready project portfolio, representing diverse geographies and forest types.
- Carry out the FSC Sustainable Finance Innovation Forum, a high-profile event, to showcase investment-ready projects and case studies of FSC-driven climate and biodiversity outcomes, thereby advocating for FSC as a solution platform in the climate-finance-biodiversity nexus.
- Engage with at least two major ESG taxonomy or sustainability framework leading entities to advocate for the use of sustainable forest management practices and ecosystem services as a risk mitigation and impact verification mechanism (e.g., EU taxonomy, PRI guidance, ICMA Green Bond Principles, ISSB industry metrics).
- Co-design and test a scalable business model that enables FSC-certified or certifiable groups to access climate finance through mechanisms such as results-based payments, blended finance, or aggregation platforms.

This action also helps deliver on:

- Priority D Implementation of CBSF
- 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 2026. 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 2026

- **Global Brand Campaign:** Building on 2025's Master Brand work, FSC will launch a multi-year global campaign to renew its standing as a visible force in priority markets. The effort aims to position the organization through integrated advertising as the leading, forward-looking choice in sustainable forestry and drive demand for certification among forest managers and other actors. Launching in late 2026, it will prime audiences for FSC's 2027–2032 strategy and set the stage for stronger system-wide engagement.
- **“Brand in Action” Implementation:** In parallel, FSC will dedicate 2026 to embedding its refreshed brand across the organization—aligning leadership, engaging the network, and activating FSC's culture so the brand becomes a lived experience internally. This phase will also equip field teams with tools and resources to manage FSC's value propositions and scale them across audiences, industries, regions, and offerings. Together, these efforts ensure FSC speaks with one voice globally and empowers teams to deliver its brand promise effectively in local contexts.
- **FSC Forest Week 2026:** 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 2025 effort, we aim to see a further 7 per cent increase in terms of businesses participating and consumers reached – continuing the development of Forest Week into a movement that will help catalyze forest actions worldwide.
- **Consideration Journey Enhancement:** To translate FSC's strengthened brand foundation into tangible support for businesses evaluating certification, FSC will finalize the Ipsos buyer persona and journey-mapping work that identifies key information gaps, decision triggers, and friction points that slow FM and CoC prospects during evaluation stage (China, Canada, USA). Based on these insights, FSC will update global digital content—core web pages, FAQs, and comparison tools—to answer real evaluation questions clearly and close the gap between "I know FSC" and "I am ready to engage".

ACTION 47 | Global Communications Narrative

Strengthen FSC's reputation as the gold standard in responsible forest management and position it as a practical solution provider to climate and biodiversity-related challenges through media and social engagement, thought leadership, and impactful narratives – advancing FSC's strategic priorities.

The vision for FSC's communication strategy focuses on positioning the organization as the leading authority in responsible forest management by proactively developing compelling narratives in multiple formats and voices and disseminating them through multiple channels. This vision encompasses the following key elements:

- **Thought Leadership:** Establish FSC as the foremost voice in responsible forest management and a practical solution provider to climate and biodiversity challenges.
- **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, supporting communities and biodiversity.
- **Advocacy and Awareness:** Promote the importance of FSC certification as a choice for responsible forest management, climate change mitigation, and biodiversity health, 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 on environmental integrity.

[Continue](#)

ACTION 47 | Global Communications Narrative

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Main outputs for 2026

- **Proactive global media engagement:** Develop and roll out a proactive global media engagement strategy to position FSC as a credible and timely voice on responsible forest management and pragmatic environmental solutions to climate and biodiversity challenges. This includes securing at least 12 high-impact media engagements (interviews, op-eds, podcasts, panels) in priority markets and building tailored thought-leadership profiles for at least two key spokespersons, ensuring their presence across media, events, and social channels aligns with FSC's global narrative.
- **Social media impact & growth:** Grow FSC's combined global social media following by 10 per cent and improve engagement rate by 15 per cent over 2025 benchmarks through a refreshed content strategy focused on authentic storytelling, collaborations, increased community engagement, and integrated campaigns aligned with key moments.
- **Reputation Management:** Operationalize an updated global crisis and issues communication playbook, including clear protocols, monitoring tools, and scenario-based guidance to ensure coordinated responses to reputational risks. In parallel, establish a proactive issues engagement plan, identifying at least 3–5 priority topics where FSC will actively join and shape conversations through media commentary, statements, and outreach; positioning the organization as a credible and timely voice on emerging debates in forestry and sustainability.
- **New Narratives for impact:** Develop and publish four compelling stories, following the new guidelines, that position FSC as a global leader under its three priorities for 2026. The campaign will aim to increase story engagement and newsletter subscriptions by at least 10 per cent.
- **Web enhancement:** Deliver a website refresh that enhances the existing platform without altering core identity. Improve usability, accessibility and visual appeal by refining navigation, modernizing key interface elements and creating a more welcoming user experience. Focus remains on upgrading what already works, ensuring a smoother, clearer and more engaging experience for all visitors.

Annex 1 – Added and Outgoing Actions

One new action

Strategy 3: Catalyse Change

ACTION 61
EUDR Alignment

Six outgoing actions

Strategy 1: Co-create and Implement Forest Solutions


ACTION 17
Intact Forest Landscapes

 Closed

ACTION 55
Conservation Solutions


 Merged into Priority D

ACTION 60
FM Growth


 Replaced by Priority A

Strategy 2: Transform Markets

ACTION 32
Community and Family Forests


 Closed


ACTION 4
Empowering Indigenous Peoples

 Closed

Strategy 3: Catalyse Change

ACTION 18
Sustainable Intensification

 Closed

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