Forest Stewardship Council®

Strategy for FSC Mix products and controlled wood

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Strategy

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Key concepts and abbreviations

Controlled wood in chain of custody (CW-CoC) – chain of custody certification that involves sourcing controlled wood through a due diligence system according to the controlled wood standard (FSC-STD-40-005). In this case, controlled wood is risk-assessed at a high level (e.g. country or province), rather than directly in the forest.

Controlled wood in forest management (CW-FM) – controlled wood forest management certification, or controlled wood standard for forest managers used in this certification (FSC-STD-30-010). This certification takes place directly in the forest.

Credit system – a chain of custody system applied at the product group level which allows a proportion of outputs to be sold with a credit claim corresponding to the quantity of FSC and postconsumer inputs. Considering the applicable conversion factor(s), FSC and postconsumer inputs can be accumulated as FSC credit on a credit account. The credit system allows mixing of material categories. See the contents of this webinar for more details.

Forest management certification (FM) – forest management certification according to the FSC Principles and Criteria (FSC-STD-01-001), or national forest management standards developed according to the FSC Principles and Criteria.

FSC 100% – FSC-certified virgin material originating in FSC-certified forests or plantations that has not been mixed with material of another material category throughout the supply chain. FSC 100% products are eligible to be used in FSC 100% or FSC Mix product groups.

FSC controlled wood – Material or product with the FSC controlled wood claim, which refers to the uncertified material category confirmed as conforming with the CW-CoC standard, CoC standard, or CW-FM standard. FSC controlled wood is either purchased as such from a supplier or classified as such by an organization implementing the CW-CoC standard. See the contents of this webinar for more details.

FSC Mix – FSC-certified virgin material based on input from FSC-certified, controlled, and/or reclaimed sources, and supplied with a percentage claim or credit claim. FSC Mix material is only eligible to be used in FSC Mix product groups. See the contents of this webinar for more details.

FSC system – shorthand term for the totality of activities related to FSC that determine how FSC functions, including the development and implementation of FSC standards, daily operations, and stakeholder engagement.

Mixing – shorthand term for the mixing of controlled wood with certified materials in the chain of custody. Mixing in the chain of custody takes place in the credit and percentage systems.

Percentage system – a chain of custody system applied at the product group level which allows all outputs to be sold with a percentage claim that corresponds to the proportion of FSC and postconsumer input over a certain period in time. The percentage system allows mixing of material categories. See the contents of this webinar for more details.

Transfer system – a chain of custody system applied at the product group level which allows outputs to be sold with an FSC claim that is identical to the material category and, if applicable, the associated percentage claim or credit claim with the lowest FSC or postconsumer input per input volume. The transfer system does not allow mixing of material categories. See the contents of this webinar for more details.

Foreword

FSC has been facing a number of fundamental questions about mixing controlled material with certified material: What should the role of controlled wood be in FSC? What should mixing and controlled wood look like in the future? Should we allow it at all, and if so, how should we communicate about it? Our members and stakeholders have had fundamentally opposing views about these questions for years, and controlled wood has constantly been a top-level controversial issue inside our organisation.

Now, with this strategy, we have the opportunity for the first time ever to move forward in an agreed direction with a set of agreed actions towards an agreed objective. This is FSC at its finest: Finding solutions agreed among stakeholders to truly thorny issues!

The strategy is the result of three years' concerted effort to provide clarity on fundamental questions surrounding the mixing of uncertified material with FSC-certified material to produce FSC Mix products.

Mixing controlled material with certified material has corresponded with marked growth in the number of FSC certificates issued. It also provided a minimum set of requirements safeguarding the social, environmental, and economic values of those uncertified forests from which the controlled material was sourced. Over the years, we have strengthened these requirements and their control, for instance by the introduction of the new controlled wood standard and the development of national risk assessments and centralised national risk assessments to replace the old system of company risk assessments. These efforts have almost been brought to their conclusion, which is a major step forward, but still concerns remained among our members. These concerns could not go unanswered, and so we undertook a stakeholder-driven process spanning three years to address them and develop an agreed way forward.

From scoping exercises held in regional meetings around the world, to a workshop hosting more than 70 diverse stakeholders from all continents and FSC membership chambers, to targeted consultations on drafts of the strategy, we strove to ensure all perspectives were represented. With the help of 15 FSC members forming a voluntary advisory group, this input was compiled, analysed, debated, and transformed into the document in your hands. This herculean task concluded in March 2019 at the 80th FSC International Board of Directors meeting, where the strategy document was approved.

This strategy provides a broad vision of the future of mixing, controlled wood, and FSC Mix products. It provides guidance on what controlled wood and mixing should look like in the future, and what we still need to clarify about mixing and controlled wood.

We are grateful to the FSC secretariat members who contributed to the development of this document. We particularly acknowledge the outstanding dedication and determination of Joanna Nowakowska, who led the development of the document. Furthermore, we thank all the members of the controlled wood strategy advisory group, and all FSC members who participated in the many meetings, calls, consultations, and discussions on the issues surrounding this strategy. Without their efforts, we would

never have reached this milestone of a strategy for FSC Mix products and controlled wood with all the opportunity it holds for FSC in the future.

Hans Djurberg, FSC International Board of Directors Chairperson

"Achieving 'Forests For All Forever' will require a transformative shift in the political and economic drivers of forest management all over the world, so that responsible practices are in fact promoted."

Kim Carstensen, Director General, FSC AC
Forest Stewardship Council Global Strategic Plan 2015–2020

Introduction

The context

Currently, FSC relies heavily on the presence and continuation of FSC Mix products and, by extension, the controlled wood used to produce them. FSC Mix is now dominant in the FSC system and generates the main source of income for the operating costs of FSC. Mixing of certified materials with uncertified inputs is used in many schemes to ease access to the systems. In the FSC system, controlled wood is the uncertified input, which is mixed with FSC-certified material in the production of FSC Mix products.

The controlled wood concept was first introduced in 1997 to address the issue of access by increasing supplies and decreasing the reported costs of keeping FSC certified and uncertified material segregated. One of the main goals of this concept was to increase FSC's visibility on the market while still avoiding unacceptable sources.

However, the concept of mixing controlled wood with certified material highlighted the conflict between credibility and accessibility of the FSC system due to increasing complexity and inconsistent implementation of the controlled wood requirements. This conflict harms the potential of using controlled wood as a driver for increasing FSC-certified area and expanding FSC impact beyond certification. It also hinders FSC from utilizing the full potential of controlled wood as a competitive advantage, and in fostering improvements in forest management of uncertified areas.

In response to this, FSC has already started conducting national risk assessments for controlled wood sourcing countries, covering the five categories of unacceptable sources, requiring control measures to address the specified risks identified.

However, since controlled wood and mixing play very significant roles in ensuring both the scale of FSC impact, through accessibility and market presence, and the credibility of FSC, this strategy sets out to optimize the role of FSC Mix products and controlled wood in realizing the overall strategic goals of FSC.

The challenge

To contribute to the paradigm shift described in the FSC Global Strategic Plan 2015–2020 (GSP) and turn the tide of forest destruction around the world, FSC must significantly increase its overall impact on the management of the world's forests, including FSC-certified and uncertified forests.

The GSP highlights the need for FSC to set high standards for forest management and spread these much wider throughout the world through forest certification.

In order to grow, the FSC system must be accessible – for consumers, retailers, primary producers, and forest managers. At the same time, system credibility and integrity must be ensured. There is an obvious tension between growing the scale of operations and ensuring credibility.

This strategy aims at resolving this conflict.

The aspiration

The strategy for FSC Mix products and controlled wood aims at increasing FSC scale and impact through:

- increasing forest management certification and the use of FSC 100% material, through encouraging supply chain actors and forest managers to choose FSC certification, and through active engagement with like-minded organizations and in relevant forums to promote FSC certification; and
- increasing FSC impact outside of certification, through implementing an effective controlled wood system including thorough and objective risk assessments and reliable control measures to address the risks related to the controlled wood categories of unacceptable sources, and through active engagement with like-minded organizations and in relevant forums to promote sustainable forest management.

In this way, controlled wood will become less relevant for FSC-certified products (over time). In turn, this will lead to a reduction in the FSC system's reliance on FSC Mix products and the controlled wood used to produce them.

Meanwhile, focusing on increasing the credibility and integrity of controlled wood systems through monitoring and continuous improvement will allow controlled wood to continue to support the FSC role in global discussions on forestry-related topics.

While implementing this strategy, controlled wood should serve as an important tool for minimizing the use of uncertified material from unacceptable sources and as an important tool in increasing global awareness of FSC, while corresponding with the three main strategies of the GSP (strengthening the FSC framework and governance, increasing the market value of FSC, and transforming the way FSC works).

1. Overall objective

The FSC strategy for FSC Mix products and controlled wood specifies the ultimate objective of increasing FSC-certified area and FSC impact in uncertified areas, which will lead (over time) to a reduction of the FSC system's reliance on FSC Mix products and the controlled wood used to produce them.

To verify progress towards this overall objective, FSC will develop measurable indicators within one year that enable a meaningful interim evaluation of the progress in achieving the aspirations and core objectives of this strategy by 2022.

The indicators will be aligned with the next Global Strategic Plan 2021–2026, which will set overall targets for increase of certified area and FSC-certified volumes for the benefit of people and nature.

Measurable indicators will be guided by the following.

1. An increase in FSC forest management certification
    - Increase in certified area and volume
    - Increase in smallholder, Indigenous Peoples, and community forest area certified.
2. A decrease in reliance on controlled wood
    - More uncertified organizations that supply controlled material to controlled wood / chain of custody certified organizations are becoming FSC forest management certified
    - Controlled wood / forest management certified organizations are regularly transitioning to FSC forest management certification
    - Increase in the utilization of available FSC-certified material, i.e. reduction in leakage
    - Increase in the proportion of FSC 100% products manufactured relative to FSC Mix.

FSC will incentivize growth in forest management certification, enabling access to the system by different groups (e.g. smallholders) through broad, relevant, and credible certification tools. Improvements in the controlled wood requirements, their implementation, and truthful communication about controlled wood will lead to greater trust by stakeholders and will further incentivize FSC certification based on stakeholder support.

While mixing and controlled wood will continue, they will be improved by streamlining the controlled wood standards as part of ongoing work and strengthening the assurance system with objective data. FSC will be transparent about controlled wood and will increase its impact on uncertified forests through collaboration with like-minded organizations.

Resolving the conflict between accessibility and credibility will not require compromise between the two. The system will accommodate important groups (e.g. smallholders, communities) and industry types (e.g. through the relevance of future requirements and the FSC value proposition). At the same time, data-driven requirements,

monitoring of performance, and increased transparency will increase the credibility of controlled wood.

The implementation of this strategy will be closely connected with and dependent on other elements of the existing GSP implementation plan.

By following the FSC global strategies (strengthening the FSC framework and governance, increasing the market value of FSC, and transforming the way FSC works) and having close alignment with other strategic work streams, this strategy will influence and complement other processes already ongoing within FSC, avoiding redundancy and conflicting goals.

2. Objectives

The overall objective of increasing FSC-certified area and FSC impact in uncertified areas, which will lead to a reduction in the FSC system's reliance on FSC Mix products and the controlled wood used to produce them, is detailed by four core objectives and four enabling objectives. These objectives provide a coherent response to the challenge of this strategy.

The objectives are interrelated and meant to be considered and interpreted as a whole.

This strategy does not include details, and only includes examples of **possible** implementation mechanisms. Details will be established in the subsequent implementation plan process (see section 4), while the strategy focuses on demonstrating the desired future of FSC in the context of controlled wood and mixing.

Definition of success indicators, timelines, and resources, and consideration of examples provided in the strategy require advanced planning, which belongs to the operational activities of FSC and is not part of this strategy.

The core objectives are further elaborated by actions in section 3.

Figure 1. Objectives of the Strategy for FSC Mix products and controlled wood

Core objectives

1. More FSC-certified forests

We have increased the area of forest management certified forest across all forest types. We also have mechanisms to reduce reliance on uncertified material over time.

How does this objective help reduce reliance on FSC Mix products and controlled wood?

One of the main reasons for reliance on FSC Mix products and controlled wood is the limited availability of FSC 100% material originating from forests certified to the highest FSC standard, the FSC Principles and Criteria (Forest Management). Increasing forest management (FM) certification can increase the supply of this material. At the same time, FSC will provide incentives to increase demand for it.

Controlled wood in FM certification (CW-FM) is another tool for providing material that is verified at the forest level and therefore subject to a more rigorous verification system than controlled wood obtained through the less rigorous risk-

based verification (CW in chain of custody certification, CW-CoC). Therefore, this objective also encompasses increasing CW-FM certification.

However, since this strategy aims to reduce reliance on all forms of controlled wood (including CW-FM), FSC wants CW-FM certified organizations to move to FM certification. Therefore, the primary purpose of CW-FM would be to act as a step towards FM certification, while the primary purpose CW-CoC would continue to be sourcing controlled materials.

2. Continuous improvement, assurance, and decision-making through data

We have strengthened supply chain integrity and credibility through the adoption of appropriate technologies and systems to deliver transparency, traceability, and assurance of FSC products and claims.

As a data-driven organization, FSC collects verifiable data for understanding and monitoring impact through time. The data is shared and used to inform decision-making, and to report to stakeholders.

How does this objective help reduce reliance on FSC Mix products and controlled wood?

This strategy stresses the importance of obtaining regular data on system performance. The data will allow FSC to ensure that the controlled wood requirements and their implementation are continuously improved to ensure credibility. Such data will allow FSC to understand the obstacles to, and opportunities of, reducing reliance on FSC Mix products and controlled wood, including where FSC can apply incentives or introduce requirements. Data analysis will allow FSC to introduce methodical solutions and systematically monitor progress in reducing reliance on FSC Mix products and controlled wood.

Additionally, this objective helps in achieving continuous improvement and direct support in the ongoing and future implementation of the controlled wood requirements.

While organizations will be incentivized to provide data voluntarily, some types of data may be required to achieve the overall objective of this strategy (e.g. in terms of monitoring). FSC will ensure confidentiality and security for all data provided.

The monitoring and data analysis will be performed by FSC.

3. Impact in uncertified areas

We influence uncertified forests by collaborating with governments and other decision-makers. We work in partnership and through strategic alliances with like-minded organizations to scale up our impact.

How does this objective help reduce reliance on FSC Mix products and controlled wood?

For FSC to achieve its mission, including through this strategy, it needs to be recognized as more than a certification scheme owner. FSC needs to initiate and lead the improvement in forest management practices not only in certified forests, but also in uncertified forest areas and landscapes. By improving forest management in uncertified forests while also taking part in the discussion on global issues related to forests, FSC can expand its impact. In so doing, it will attract more partners and future certified organizations.

Such improvement can be achieved by engaging in combating controversial practices that correspond to the five controlled wood categories of unacceptable sources. By doing this, FSC will be seen as a crucial actor on the global stage and be seen to act in relevant forums, actively preparing the ground for future expansion of its impact, including increasing FM certification. This, in turn, will contribute to reducing reliance on FSC Mix products and controlled wood.

4. Communication

We communicate transparently, truthfully, and comprehensively about controlled wood, mixing, FSC Mix, and FSC 100% to achieve truth in labelling.

How does this objective help reduce reliance on FSC Mix products and controlled wood?

This objective aims at ensuring comprehensive and truthful communication about mixing in the FSC system, including its advantages and disadvantages. Key FSC stakeholders, including environmental and social groups, have stated that truthful communication is a precondition for accepting the continued existence of mixing and controlled wood. This support is expected to further increase the credibility of FSC, and to attract new certified organizations or partners.

Comprehensive communication includes many aspects of FSC Mix products and controlled wood, such as FSC labels and a range of communication tools that consistently explain and educate stakeholders on these topics. Being thus informed, stakeholders can better differentiate between FSC labels and materials, leading to a preference for FSC 100%. In this way, communication contributes to reducing reliance on FSC Mix and controlled wood.

Truthful communication shall be based on objective data, and is therefore strongly connected to Core objective 2.

Enabling objectives

The following objectives refer to elements of the GSP which, while essential for achieving the success of this strategy, take place entirely as part of other strategic workstreams that are not determined by this strategy.

5. Certification toolbox

We have effective and efficient tools to help all interested parties to meet the standards and become certified.

This objective enables Core objective 1 and relates, among other things, to tools to enable the FM certification of smallholders, who are essential suppliers of controlled wood. Other examples of solutions supporting FM certification include certification of ecosystem services, or non-timber forest products.

Certification tools are also relevant for chain of custody (CoC) certification. For example, providing high-quality, objective FSC risk assessments.

FSC Implementation Plan, references: 11, 20.

6. Streamlined requirements

We use effective and credible processes and procedures to achieve a streamlined, feasible, stable, and easily understood normative framework for mixing and controlled wood. We have a proper communication process to make certified organizations and stakeholders aware of its content and intention in the field.

This objective enables Core objectives 1 and 2. Streamlined[1] requirements are essential for the accessibility and credibility of FSC certification. This strategy recognizes the importance of the many elements of the requirements and their development that are crucial for streamlining (e.g. impact assessment, stability, feasibility, outcome of the requirements, monitoring and evaluation, applicability and the level of allowed adaptation to local/regional conditions, integrated risk-based approach, and thorough communication).

Streamlined requirements can both be determined by objective data and determine and enable collection of such data (Core objective 2).

FSC Implementation Plan, references: 1, 4, 6, 8.

7. Regional relevance

We recognize regional and cross-border realities, and adapt the FSC system accordingly, in line with the FSC mission.

This objective enables Core objectives 1 and 3. Regional relevance is essential for the applicability of the FSC system on the ground. This includes adaptation of FSC requirements or building FSC presence in areas of special focus.

FSC Implementation Plan, reference: 12.

8. Value from sustainable forest management

We create an enhanced value proposition and benefits of sustainable forest management from forest owners/managers to consumers.

[1] More focused, efficient.

This objective enables Core objective 1. Market demand, or support from environmental or social stakeholder groups, are essential for creating interest in and uptake of FSC certification. Therefore, defining the value of sustainable management according to FSC directly incentivizes and supports FSC certification.

FSC Implementation Plan, references: 25, 27.

3. Actions to achieve core objectives

This section contains actions that will lead to achieving the core objectives given in section 2. The actions proposed under one objective are often relevant to other objectives as well. Therefore, this section should be read as a whole.

Most of the actions for this strategy were developed with the aspiration of creating effective incentives in the FSC system to increase the amount of available FSC 100% material (i.e. through increase in FM certification and through the implementation of the FSC Marketing Strategy). When implementing this strategy, incentives should be favoured over requirements of the FSC normative framework. However, in some cases requirements will have to be introduced or modified to ensure gradual reduction of reliance on FSC Mix products and controlled wood.

With implementation of this strategy, FSC will apply innovative solutions which will need to be tested before they can be fully deployed. Therefore, some of the actions in this strategy may need to be adjusted according to the results of pilot testing and analysis of their impacts and effectiveness.

Some of the actions elaborate on elements of the GSP and will help implementation of the GSP. Where relevant, references to the actions from the GSP implementation plan are included under each action.

1. More FSC-certified forests

Increasing supply of FSC 100%

1.1. Incentivize FM and CW-FM certification in supply chains delivering uncertified material.

1.1.1. Reward organizations for actively increasing the area of certified forest in their supply areas.

For example, reward organizations that create conditions that facilitate certification of uncertified suppliers, such as providing access to financial support.

1.1.2. Facilitate cooperation between entities in the supply chains to support FM certification.

1.1.3. Incentivize and promote FM or CW-FM certification of an organization's own forests that are currently used to supply controlled wood according to CW-CoC to its own facilities.

It is currently forbidden for an organization's own forests to supply controlled material according to CW-CoC unless an FSC risk assessment for all five controlled wood categories was scheduled for an area covering the forests by 31 December 2017.

1.1.4. Incentivize and promote FM and CW-FM group certification, including development of a landscape approach to group certification.

1.2. Facilitate the use of the CW-FM standard (FSC-STD-30-010).

1.2.1. Align CW-FM requirements with FM requirements.

Alignment means that the CW-FM will consist of chosen FM requirements that correspond with and are within the scope of CW categories.

Requirements for conversion in CW-FM will be consistent with the outcomes of the process on the FSC Policy on Conversion.

1.2.2. Limit the use of CW-FM in the future to the following two options.

(a) Use CW-FM certification as a voluntary interim step towards FM certification.

When an Organization chooses to become FSC FM certified, it can also choose to pursue CW-FM as an interim step through a step-wise approach. Once the Organization has become CW-FM certified, it is required to follow the established conditions to achieve full FM certification.

(b) Use CW-FM certification as a possible mandatory control measure when implementing CW-CoC.

In certain situations, CW-FM may become a required control measure to mitigate certain risks identified in the (centralized) national risk assessment. The Organization may also determine CW-FM certification as the most robust control measure for risk mitigation. In these conditions, the supplier does not have to pursue full FM certification once CW-FM has been achieved.

Increasing demand for FSC 100% material

1.3. Incentivize the maximum utilization of available FSC-certified material [2] through, but not limited to:

[2] Currently there are cases where available FSC-certified material is not utilized, and the material is downgraded to a lower FSC claim or sold without FSC claim.

1.3.1. Promoting the use of FSC 100% in a way that elevates it in the marketplace without discrediting other FSC labels;

1.3.2. Incentivizing use of FSC 100% material and/or FSC controlled wood from CW-FM within the CoC standard.

For example, by heavier weighting of FSC 100% or CW-FM material versus CW-CoC material under the credit or percentage system, or exclusion of certain wood products from the percentage system.

1.4. Increase the use of FSC 100% material.

1.4.1. Achieve an increase in the proportion of FSC 100% material that is used by a single certificate holder over time, at the expense of the proportion of controlled wood, including, but not limited to, rewards for using more FSC 100% material over time.

The reward should allow the organizations to further increase the certified area in their supply areas (see 1.1.1).

1.4.2. Achieve a reduction of sales of FSC 100% with downgraded FSC claim or without FSC claim to reduce the leakage of certified material.

FSC Implementation Plan, references: 25, 27.

2. Continuous improvement, assurance, and decision-making through data

2.1. Include aspects of controlled wood and mixing in new solutions that are based on data and technology.

2.1.1. Consider collection of appropriate data relevant to mixing and controlled wood in an FSC-wide data strategy, including the scope and type of data to be collected, and their mandatory or voluntary status.

2.1.2. Map risks identified in FSC risk assessments.

2.1.3. Use wood identification technologies to verify geographic origin of controlled wood materials, and to make the requirements about material origin and the requirements' implementation more focused and efficient ('streamlined').

2.1.4. Support supply-chain integrity in sourcing controlled wood materials by using:

(a) Interoperable data standards that enable easy and safe data flow from systems used by certified organizations to systems used by FSC, certification bodies, and Accreditation Services International (ASI).

For example, data from the certification process, data from GPS tracking and monitoring systems used in the certification processes.

(b) Volume and transaction monitoring systems built on the latest technologies (e.g. block chain).

2.1.5. Enable analysis and monitoring of audit data through:

(a) Online reporting, enabling links between FM and CoC data to support traceability;

(b) Standardized templates to facilitate submission of audit data in a standard format and using standardized data categories;

(c) Tools for easy and direct presentation of monitoring and performance data by FSC.

2.2. Monitor the progress in increasing FM certification and reducing reliance on controlled wood in the FSC system, and course-correct the implementation of this strategy accordingly.

For example, by monitoring of amount of controlled wood material in relation to FSC 100% material.

2.3. Ensure continuous improvement in performance of the controlled wood requirements and their implementation.

2.3.1. Gather, analyse, and use data in applicable decision-making that leads to more effective controlled wood requirements and more effective implementation.

For example, in decisions about changes to the requirements, incentives, audit intensity and quality, compliance with the requirements, use of a risk-based approach, etc. Data should include, among others, sourcing areas, volumes, possibility and effectiveness of risk mitigation.

FSC Implementation Plan, references: 7, 13, 38.

3. Impact in uncertified areas

3.1. Develop collaboration with like-minded organizations[3] in:

(a) High-priority focus areas that directly or indirectly correspond with the controlled wood categories of unacceptable sources.

For example, Indigenous Peoples' rights, labour rights, climate change landscape approach.

(b) Development, mapping, and use of data-driven risk assessments inside and outside of the FSC system.

[3] Collaboration does not mean the mutual recognition of other certification schemes.

FSC Implementation Plan, references: 20, 22, 23.

4. Communication

4.1. Change the wording of the text on the FSC Mix label so that it reinforces truth in labelling. Decide about future wording within one (1) year of the approval of this strategy.

4.2. Allow FSC-certified organizations to communicate about controlled wood in line with the objectives of this strategy. If they choose to do so, they must use standardized statement(s) and instructions that will be developed by FSC.[4]

4.3. Provide comprehensive and truthful communication and education about the concepts of mixing and controlled wood, in addition to labels, to internal and external stakeholders. When doing so, use the whole array of available communication means (e.g. websites, apps, YouTube videos, QR codes, reward programmes, games).

4.4. Communicate FSC's contribution to forestry issues in different forums, including contributions through FM certification and FSC assessments.

FSC Implementation Plan, references: 28, 29.

4. Implementation

This strategy aligns with the long-term approach of the 2050 Beacon as presented in the GSP, which defines the highest-level ambitions of FSC. This strategy shall contribute to the paradigm shift described in the GSP.

The exact timelines for the implementation of this strategy, details of actions, and key performance indicators of actions will be established as part of the implementation plan development and are not the subject of this strategy.

The development of the implementation plan is scheduled to be completed in 2019.

FSC will regularly communicate to its stakeholders about the implementation of this strategy.

[4] This does not include automatic allowance for passing on controlled wood claims on invoices to uncertified organizations; this will be further explored in the implementation processes. Passing on controlled wood claims to uncertified buyers is currently not allowed by FSC requirements.

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