



PEFC Alliance 2030 Strategy

Caring for our forests
globally and locally



Foreword

With 4.06 billion hectares, forests cover 31% of land area and play a vital role in the equilibrium of our planet. Growing population and consumption, increasing demand for timber, climate change, biodiversity loss at large scale, conversion to other land uses, rural poverty, inequality and inconsistent tenure, the pressure on forests is intense, urgent and complex.

The attention on forests has been growing in the last decade, bringing constructive debates in public and private organisations as well as some clarity to their role. It is widely recognised that sustainably managed forests are solutions to climate change mitigation, nature loss reduction and thriving communities, yet only 13% of global forests are certified.

Committed to safeguarding forests since 1999, the PEFC Alliance has grown from strength to strength. Being a dialogue platform enables us to listen, challenge and be challenged by a broad range of stakeholders, civil society and by ourselves. As sustainability leadership is becoming mainstream, PEFC's robust, tested, and evolving framework, will remain a steady force in forestry and bring more people together.

Our new 2030 strategy will set the collective pace for the PEFC Alliance. Developed with momentum through a series of reviews, discussions, and projections with our members and stakeholders, it is built on a strong framework of four strategic pathways and fourteen key performance indicators. More externally orientated and impact focused, we remain dedicated to contributing to healthy forests as well as vibrant forest communities whose livelihoods depend on sustainably managed forests.

We are grateful to our members and stakeholders, who have helped bring the PEFC Alliance to where it is today, and we look forward to delivering together on this new strategy through this dynamic and critical time.



Eduardo Rojas Briales
PEFC International Chair



Michael Berger
PEFC International Secretary General/CEO

Vision:

A world which values the full contributions of sustainable forests.

Mission:

PEFC is committed to unlocking and building on the full contribution of forests for a sustainable world.

Values:

- **Ethical & responsible**

- Collaborative**

- Respectful & empowering**

- Thought leader**

- Forward-looking**

Focus areas:



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The context of our 2030 Strategy

Forests play a critical role for the global environment, for people's lives, and contribute substantially to economic development, specifically in rural areas. Besides alleviating the effects of climate change and natural disasters, they represent some of the richest biological areas on Earth. They also provide food and energy, renewable raw materials for many products, and livelihoods for millions of people.

But forests are under threat if they are not well managed. The rate of deforestation is declining, but was still 10 million hectares per year in 2015–2020*, turned into agricultural land, cattle ranches, oil palm and soy plantations. Forests are highly vulnerable to changing climatic conditions, as they cannot adapt in time, it results in a loss of forest area, biodiversity, and their ability to mitigate the impacts of climate change. Furthermore, natural disturbances are interacting with climate change to further increase forest degradation, from invasive plant and insect species to more intense wildfires.

At the same time, the demands on forests are increasing dramatically. Healthy forests are a natural machine for climate mitigation through carbon sequestration, storage, and substitution. In particular substitution, using forest products to replace more carbon-intensive materials, from energy production to construction, increases the pressure on forest resources. The World Bank estimates a four-fold increase in the demand for timber by 2050.

The attention on forests is also growing, with forests in the spotlight like never before. Governments, regional public institutions, and civil society are increasingly involved in deciding how forests should be used and managed. In some cases, this can lead to the drafting of new guidelines and legislation without the proper consultation of stakeholders, risking an outcome that does not fully encompass the on-the-ground complexities of forests and their management.

At PEFC, we believe sustainable forest management and forest certification has played a significant role in enabling and promoting healthy forests, forest communities, forest workers and healthy forest economies, and will continue to do so.

PEFC was created in 1999, and while certification of sustainable forest management practices has always been at our heart, the demands on our certification system have increased and diversified, requiring innovative approaches to ensure that certification remains a relevant, robust, credible, and recognised solution to the challenges we are facing.

The PEFC Alliance 2030 Strategy outlines how we aim to move forward to shape the PEFC Alliance and continue to address the evolving expectations that stakeholders place on certification and its ability to demonstrate its impact.

* Source: *FAO – The State of the World's Forests 2022*.



The PEFC Alliance 2030 Strategy in numbers:

4 Strategic Pathways 

14 Key Performance Indicators 

Our Desired Impact by 2030

The PEFC Alliance is widely recognised as contributing to healthy forests, healthy forest communities, healthy forest workers and a healthy forest economy, with the intention to lead the growth of certified area thanks to a 15% global increase in PEFC-certified area and maintain a continued support to smallholders. Companies from across the value chain, public and private end-users value the engagement with PEFC to achieve responsible sourcing.



The process and the results

This critical strategy development process started in January 2022. After eighteen months of discussions, workshops both in person and online, consolidation, numerous rounds of feedback with members, the PEFC International Board and experts, the PEFC Alliance 2030 strategy is live. The momentum and in-house coordination have led to a strong feeling of ownership by the PEFC Alliance members. Together, we reviewed the challenges and opportunities that we face in an external context that is dynamic and urgent. We agreed on the impact we want to have as an organisation and set ourselves key performance indicators (KPIs) with qualified and quantified outcomes.

Implementation and monitoring

As we embark on this new 2030 strategy, continuing to support the UN 2030 Sustainable Development Goals, we have a journey ahead of us. The Board, the secretariat and the members will deliver this strategy collectively. As part of the annual process, the workplan and budget will be aligned to the strategy and as such the key performance indicators will be monitored and reviewed annually.

The Strategic Pathways

To achieve our 2030 Desired Impact, we have identified four Strategic Pathways that will shape the work and direction of the PEFC Alliance over the coming years. Each Pathway has a series of KPIs, all helping to move us towards and reach our identified goals.



Strategic Pathway 1: Strengthen and expand a credible and empowered PEFC global alliance

Goal: PEFC is an effective and strong global alliance with a culture of responsibility and co-operation.

Since our creation, the PEFC Alliance has always placed importance on a culture of responsibility and co-operation amongst members, enabling us to be an effective and strong global alliance. From an organisation of eleven members, we have grown into a global organisation with over 80 members located around the world, including national certification systems, NGOs, labour unions, businesses, trade associations, forest owner organisations and committed individuals. Our governance, based on a bottom-up approach, is unique. It is our members who make the key decisions through a balanced voting system. This ensures accountability at all levels, national and international.

The first pathway of our strategy looks at how together we are stronger. This strategy will lead the PEFC Alliance to grow its collective impact and to help achieve this, we need to source additional external funding. Our collective strength and credibility are critical for the protection of forests, the responsible sourcing of timber products, and the timber market stability.

1.1. One effective organisation at all levels.

Our membership growth is enriching the PEFC Alliance with forestry expertise in all types of forests and social and socio-economic contexts. We are inter-dependent for the protection of forests around the world. Inevitably, the size of our organisation makes it more important that we are aligned. This KPI seeks to ensure that PEFC International, the national members, the regional hubs, and the international

stakeholder members (ISMs) are all working in the same direction, towards the same goals. Some outcomes focus on enhanced data collection from national members, others on collaboration with the ISMs or the level of satisfaction with the servicing by the PEFC International office.

1.2. Collective efforts resulting in collective growth.

PEFC and its national members are dedicated to forests and the benefits they give to the planet and people. Within a complex and dynamic sustainability context, our focus remains on the equilibrium of social, environmental, and economic dimensions that sustainable forest management delivers. This KPI focuses on quantified outcomes. Simply, it targets global growth of certified hectares, number of companies benefiting from the PEFC chain of custody mechanism, and the number of forest owners benefiting from certification.

1.3. Internal and external sustainable funding programmes.

At both national and international level, our income is mainly from two sources: the notification fees from forest certification and chain of custody certification. Some national members are well resourced and others less so – we need to bridge the gap with a fair fee system. In addition, we intend to increase our external funding. In 2022, the PEFC International office income included external partnerships at a level of 11%, our goal is to double this.





Strategic Pathway 2: Demonstrate sustainability impact

Goal: PEFC demonstrates key sustainability impacts for sustainable forestry and responsible procurement.

Organisations globally, especially in the private sector, are increasingly aiming at measuring the impact of their practices and business. Additionally, governments are looking for tools to promote and enable sustainable forest solutions in their strategy toward diminishing national carbon emissions and improving biodiversity.

Thanks to our decades of experience in sustainable forest management, PEFC is the tool, the solution, and the knowledge source that stakeholders desire to address their needs, and pathway two will further enhance our ability to show the impact of our work.

2.1. PEFC demonstrates the environmental, social, and economic impact of sustainable forestry. In 2030, key stakeholders recognise the environmental, social and economic impact of PEFC certification and our contribution to the development of sustainable forest management as a major tool on safeguarding the world's forests.

2.2. Recognition that **PEFC is a trusted national and global source of knowledge on sustainable forestry**, and that PEFC shares its expertise on key matters related to forestry, standard-setting, multi-stakeholder engagement, consensus building, bottom-up governance, national adaptation, and other issues regularly looked after in key external processes and events.

2.3. PEFC is a solution provider on social and human impacts related to sustainable forestry.

PEFC demonstrates this expertise, specifically concerning social and human impacts of forestry, by building on its wide network of national members and their respective partner organisations, specifically addressing the need of smallholders. As an example, one outcome is to help more forest communities thrive. We also want to contribute to environmental education and green jobs recruitment.

PEFC's impact is further backed by continuous evaluation and improvement of its own activities and how it meets stakeholder needs, while seeking innovation.

2.4. PEFC standards are used as a proof point with key ESG and sustainability initiatives.

This recognition is based on a variety of means, including scientific studies that demonstrate the positive impact of PEFC and its contribution to sustainable forest management. This contribution will also be acknowledged in ESG (economic social governance) frameworks, the UN Sustainable Development Goals (SDGs), procurement policies and many other sustainability initiatives.





Strategic Pathway 3: Provide innovation

Goal: PEFC provides innovative, cost-effective solutions responding to diversified needs of the members, market, and society.

The expectations of society, the market, and our members are ever changing and more demanding. The world's forests need to be more resilient to the effects of climate change, but also need to be part of the solution as we work together to slow and stop rising temperatures. Pathway three of our strategy looks at how we will innovate to ensure we provide our stakeholders, from forest owners and supply chain companies to brand owners and civil society, with the tools they need and expect.

3.1. Use of innovation in sustainable forest management certification, an activity at the heart of PEFC. We will enhance the tools our certification system offers to forest owners and managers to make their forests more resilient and demonstrate that their forests contribute to climate change mitigation. To do this, we need to identify what tools are required, and for who – a process done through consensus, determining together what is needed. More specifically, we will look at carbon, ecosystem services, biodiversity, trees outside forests and urban forestry. We will enable high level and strategic discussion on forest management, which will then transform into new certification tools. Critical to this is flexibility. Through the development of modules, PEFC will become more flexible, cost effective, and specialised in what we offer our stakeholders. With our Sustainable Forest Management benchmark requirements as a baseline, we will use modules to develop additional requirements, extending what forest owners can implement and what companies can claim through our certification system.

3.2. Use of innovation in chain of custody certification. PEFC is subject to increasing demands, from market demands such as ESG to legislative demands like the EU Deforestation Regulation (EUDR), and the need for traceability. These demands are increasingly diverse and specialised, requiring us to develop a more flexible and innovative approach. Using modules, we will multiply the ways that PEFC certification can be used by stakeholders and industries within the supply chain. We will ensure our chain of custody certification remains relevant by collaborating with our stakeholders through discussion and consensus, enabling them to work with us in the development of tailored solutions, including digitalisation. Stakeholders will perceive us as a partner who listens to them and develops with them the tools that meet their needs.

3.3. Innovation in the PEFC system. In parallel to innovation at development level, we will bring innovation at implementation level. The flexibility and diversified offer of our certification system is accompanied by a reliable system where the integrity is guaranteed. This system will become even stronger, with a coordinated and clear administration structure, and a management system to monitor certification system compliance, provide feedback to improve the standards, and deliver consistent and harmonised implementation worldwide. We will continuously improve the system by measuring and monitoring the impacts of our technical documents and, importantly, by ensuring our stakeholders can give feedback and participate in their continued development.





Strategic Pathway 4:

Provide recognised solutions to society through the market

Goal: PEFC is globally recognised as a leader and partner in developing forest-based solutions to contribute to a sustainable world.

Our value to society is ensuring that forest-based products are produced with respect for the highest ecological, social, and ethical standards. By working throughout the entire forest supply chain, we promote and enable good practices in the forest worldwide, bringing to the spotlight its values and benefits that can help us all to thrive. Navigating through different and growing expectations on forests, in 2030 PEFC will be a widely recognised and celebrated market-based solution.

4.1. Recognition of PEFC in policies, regulations, and high-level processes. This will be achieved by a wide recognition, ranging from public institutions instilling it in policy to end-users promoting the PEFC trademarks. These gate keepers will strategically use PEFC to ensure their customers are confident that they are contributing to a sustainable world. PEFC certification covering thousands of organisations and millions of hectares of forest area will prove itself to be a credible global tool.

4.2. Partnerships with credible, ethical and influential civil society associations. PEFC will be a platform that will determine common values for the wellbeing of forests and humans. Partnerships will elevate this vehicle, especially those with committed organisations working towards SDG 17 on strengthening the means of implementation and revitalising co-operation for sustainable development of the forest sector. A diversity of stakeholders will continue to be empowered to come together to grow the PEFC Alliance. Innovative public-private partnerships will create solutions that will be proudly owned by influential civil society organisations.

4.3. PEFC enjoys strong global market recognition among end-users. PEFC will lead co-operation with existing and emerging organisations who demonstrate and further commit to strong sustainability practices on the ground. Public actors, brands and their respective markets will recognise PEFC certification through their procurement policies. Customer relationships throughout the PEFC network will be managed to improve the inclusion of PEFC in their toolbox of assurances to meet market access pathways. Emerging market trends associated with ESG reporting and other benchmarking tools will be adequately fulfilled or surpassed. PEFC's label will remain to be a symbol of a friendly organisation. With our product and services, we will continue the journey for our stakeholders to smoothly allow access to the evolving market requirements. As sustainability leadership is mainstreamed, PEFC certification will provide the robust framework to validate their licence to operate.

4.4. Positive trends in media coverage. The 2030 media landscape will show PEFC in a positive light. Our important role in reaching SDG 12 (ensuring sustainable consumption and production patterns) means that we will have marked increase in volume, reach and engagement in different media platforms. Entities using PEFC claims will be featured across social media thanks to trust in the PEFC system to deliver sustainable forest management to responsible markets.



Strategic Pathways and KPIs summary



1. Strengthen and expand a credible and empowered PEFC global alliance

Goal: PEFC is an effective and strong global alliance with a culture of responsibility and co-operation.

- 1.1. One effective organisation at all levels
- 1.2. Collective efforts resulting in collective growth
- 1.3. Internal and external sustainable funding programmes



2. Demonstrate sustainability impact

Goal: PEFC demonstrates key sustainability impacts for sustainable forestry and responsible procurement.

- 2.1. PEFC demonstrates the environmental, social, and economic impact of sustainable forestry
- 2.2. PEFC is a trusted national and global source of knowledge on sustainable forestry
- 2.3. PEFC is a solution provider on social and human impacts related to sustainable forestry
- 2.4. PEFC standards are used as a proof point with key ESG and sustainability initiatives



3. Provide innovation

Goal: PEFC provides innovative, cost-effective solutions responding to diversified needs of the members, market and society.

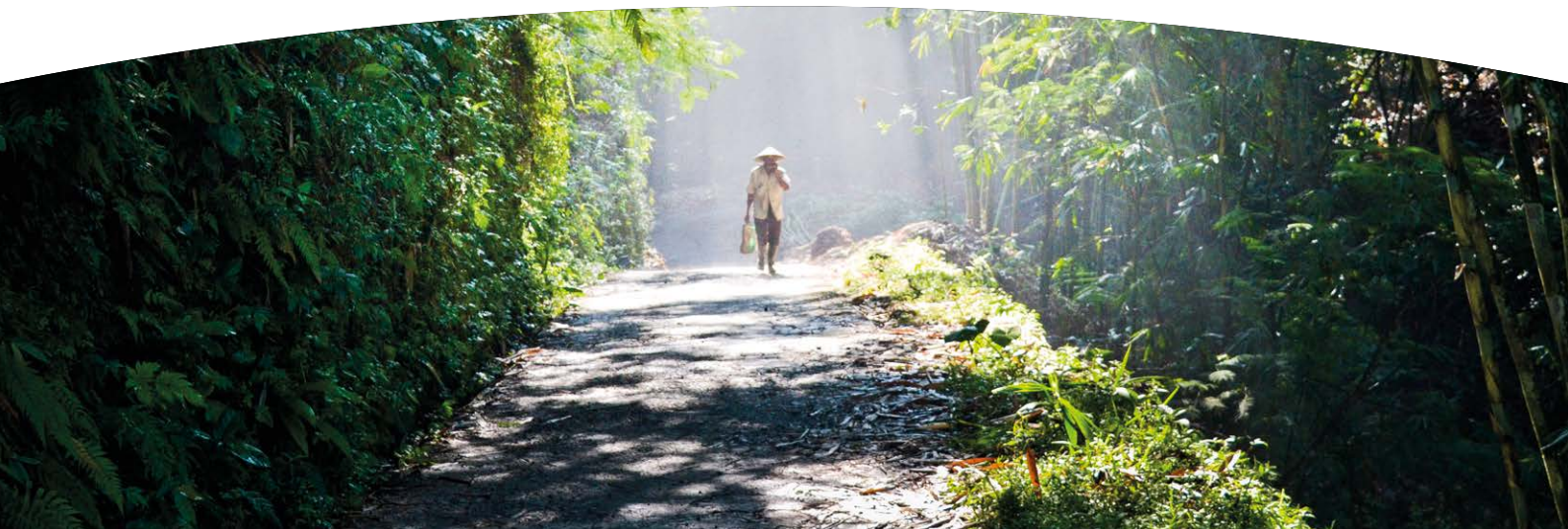
- 3.1. Use of innovation in sustainable forest management certification
- 3.2. Use of innovation in chain of custody certification
- 3.3. Innovation in the PEFC system



4. Provide recognised solutions to society through the market

Goal: PEFC is globally recognised as a leader and partner in developing forest-based solutions to contribute to a sustainable world.

- 4.1. Recognition of PEFC in policies, regulations, and high-level processes
- 4.2. Partnerships with credible, ethical and influential civil society associations
- 4.3. PEFC enjoys strong global market recognition among end-users
- 4.4. Positive trends in media coverage





PEFC Alliance 2030 Strategy one-page overview
<https://treee.es/2030strategyataglance>

The PEFC Alliance

The PEFC Alliance is made up of the PEFC International secretariat, the PEFC national members, and the PEFC international stakeholder members. We are an alliance of national forest certification systems, NGOs, labour unions, businesses, trade associations, forest owner organisations and committed individuals, working together towards our vision of a world which values the full contributions of sustainable forests to our planet and our lives.

Thanks to our
inspiration:
FORESTS

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