CGF Forest Positive Coalition of Action

Beef Roadmap: Version 1.2

May 2025

Contents

A note on design: The CGF Forest Positive Coalition Roadmaps are intended to be living documents which are regularly reviewed and updated. Therefore, they remain in a 'working format' for the time being. As it becomes clearer in what way and how often they are updated, the design and layout will be improved.

Section 1:

About the CGF Forest Positive Coalition of Action

About the CGF Forest Positive Coalition of Action

The Consumer Goods Forum (CGF) has created the Forest Positive Coalition of Action, led by 21 companies with a collective market value of around US$2 trillion, to leverage collective action and accelerate systemic efforts to remove deforestation, forest degradation and conversion from key commodity supply chains, while supporting sustainable forest management, conservation and restoration.

In 2010, the CGF Board made a resolution to mobilise resources to help its members achieve zero-net deforestation by 2020. The strategy was rooted in remediating individual company supply chains, often through certification – ensuring that the sourcing of key commodities would not deplete tropical rainforests. While progress was made by CGF members in reaching this goal, companies realised that acting individually would not accelerate progress as much as collective action.

The Forest Positive Coalition was launched to use their collective influence to drive and accelerate efforts to remove deforestation from not only their own commodity supply chains, but across their suppliers' entire supply base.

The Coalition believes that its reach will enable members to make progress on four goals:

1. Accelerate efforts to remove commodity-driven deforestation from individual supply chains.
2. Propose higher expectations for traders to act across their entire supply base.
3. Drive transformational change in key commodity landscapes.
4. Define measurable outcomes on which all members agree to track and report individually and collectively, in compliance with the relevant laws.

Members and Governance

Coalition Co-sponsors

Noel Wallace
Chairman and CEO

COLGATE-PALMOLIVE

Alexandre Bompard
CEO

Carrefour

Coalition Co-chairs

Emily Kunen
Senior Director, Positive
Agriculture Capabilities &
Forest Risk

PEPSICO

Mikel Hancock
Senior Director of
Sustainable Food &
Agriculture

Walmart

Forest Positive Coalition members as of January 2025

Partnerships

‣ The Coalition is supported by the **Tropical Forest Alliance (TFA)** and **Proforest**, both of which provide key logistical and implementation support

‣ The Coalition also works with the CGF's **Human Rights Coalition – Working to End Forced Labour (HRC)** to align the Coalition's Theory of Change, Roadmaps and strategies with the CGF's **Priority Industry Principles** against forced labour
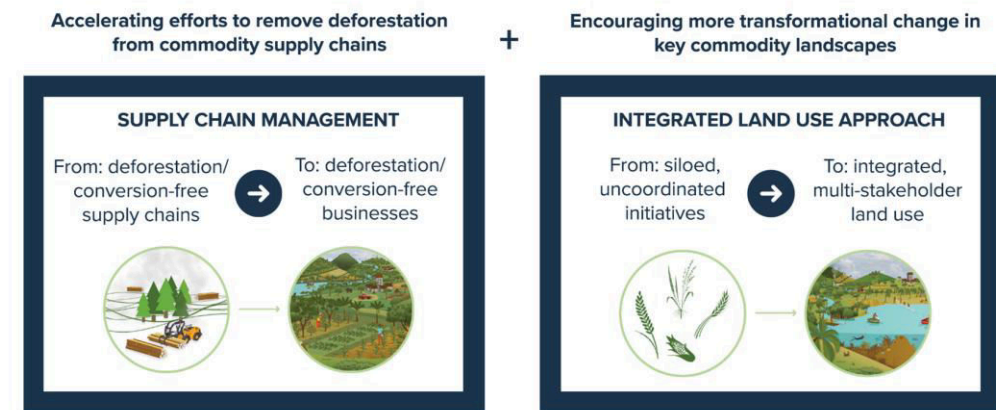
Four Elements of New Strategy

From commitments to action: The goal of the Coalition is to drive actionable change on the ground to deliver real, forest positive results. Coalition members commit to actions and to also regularly reviewing progress to adjust course when needed. This commitment being operationalised through the development and implementation of the **Commodity Roadmaps**, which set out the Coalition's proposed actions for the coming 2-3 years and will be regularly reviewed and updated.

From own supply to suppliers and landscapes: One of the most important findings from the review of the 2010 resolution was that there is a limit to the progress that can be made by focusing only on individual supply chains. Therefore, based on a review of the different levers of change needed to move to a forest positive future, the approach of the new Coalition is based on a Theory of Change that builds on:

Deforestation Theory of Change
Together, we can create a #forestpositive future

Accelerating efforts to remove deforestation from commodity supply chains

+

Encouraging more transformational change in key commodity landscapes

SUPPLY CHAIN MANAGEMENT

From: deforestation/conversion-free supply chains → To: deforestation/conversion-free businesses

INTEGRATED LAND USE APPROACH

From: siloed, uncoordinated initiatives → To: integrated, multi-stakeholder land use

‣ Working with suppliers on deforestation-free businesses

‣ Collaborating to support progress in production landscapes

Four Elements of New Strategy

Underpinning the actions of the Coalition is the new Theory of Change, based on the 7 Levers of Change (see Box). This reimagining of the strategy – based on extensive consultation – is also supported by a Coalition Charter and will help Coalition members drive more impactful collaborations.

Moving from deforestation-free to forest positive businesses: The 2020 commitment focused on deforestation, but over the last ten years companies have realised that addressing the loss of natural vegetation is complex, involving an interplay of environmental, social and economic factors all of which need to be considered. Coalition members recognise that being a forest positive business means making systemic efforts to remove deforestation, forest degradation and conversion from key commodity supply chains, while supporting sustainable forest management and restoration, to ensure the business is positively impacting the world's forests, supporting the rights of workers and local communities and improving their livelihoods.

Based on 18 months of consultations, 7 Levers of Change were identified which are needed to support the transition to forest positive. Some of these can be led by supply chain companies, while others need leadership from other stakeholders.

1. **Supply Chain Management** – from producers through traders and buyers, implement policies and practices that incent conversion free production and dis-incent production linked to conversion.
2. **Jurisdictional Wins** – intense focus on the supply side levers (1, 2 and 3) in a specific geography to create success stories to protect key places and catalyze further action.
3. **Forest Positive Policies** – for producer countries, narratives about standing forests as a resource, not an obstacle to economic development that catalyzes political will. For developed countries, trade policies supportive of protection and restoration.
4. **Reduce Dependence** – identify ways to shift demand away from materials driving forest risk to those with low forest risk – avoiding other sustainability impacts.
5. **Demand Shift** – create a desire to protect forests in consumers and then wherever it exists, convert that latent desire into product choices.
6. **Capital Markets** – for financial institutions attached to supply chains, shift capital towards conversion free production and away from conversion.
7. **Carbon Markets** – expand the scope of global carbon markets (both compliance and voluntary) and recognize forest carbon in those markets –e.g. REDD+.

Four Elements of New Strategy

Maximising impact through Coalition-wide Actions: The Commodity Roadmaps will provide guidance on proposed specific actions for each commodity, but based on inputs from stakeholders we have also developed Actions across the Coalition to make sure we maximise our leverage across companies and commodities. The four Coalition-wide Actions are:

- Supplier and trader engagement

- Transparency and accountability

- Production landscapes

- Government and stakeholder engagement

Further information and updates on each of these will be provided on the CGF Forest Positive Coalition <u>website</u> and through regular stakeholder engagement meetings.
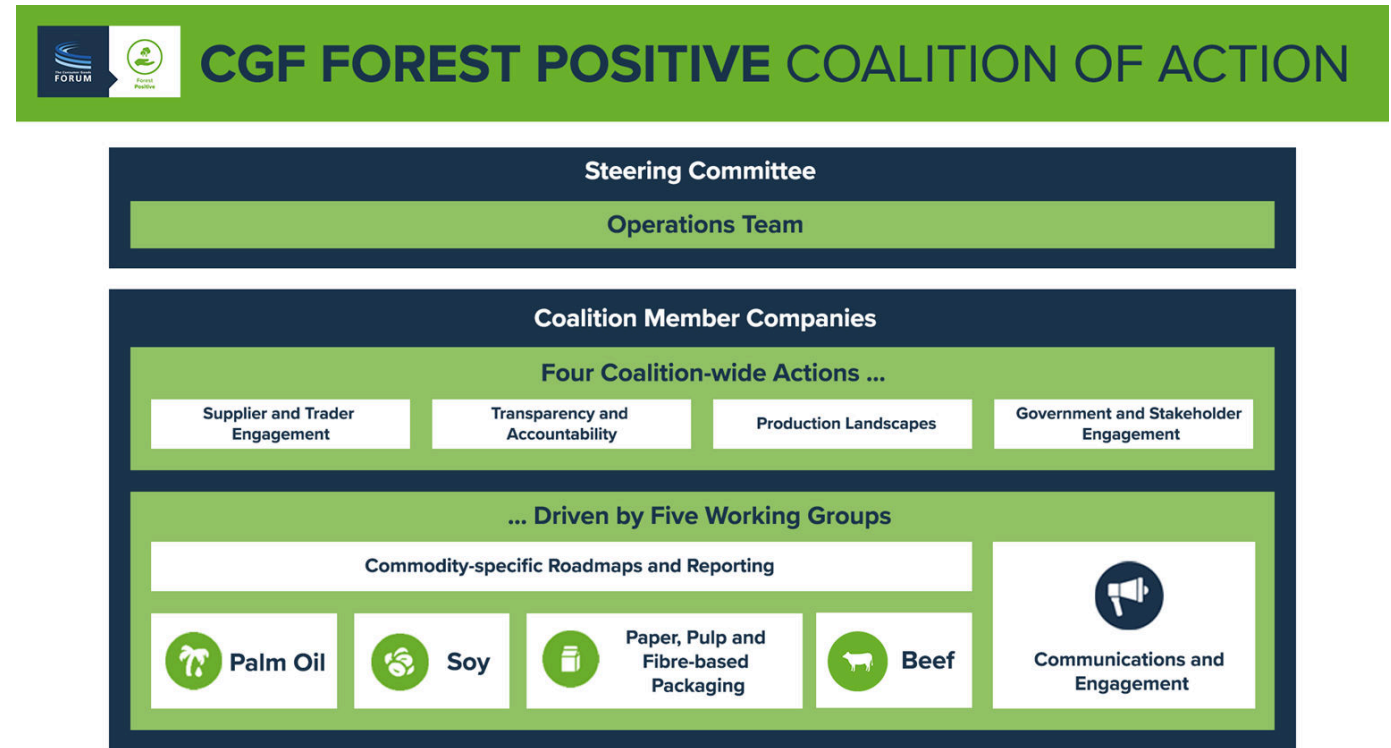
The Commodity Roadmaps

The Coalition has proposed Roadmaps for four commodities: palm oil, soy, paper, pulp and fibre-based packaging (PPP), and beef[1]. The Roadmaps have been developed to set out in detail guidance on potential commitments and actions for each commodity, complementing the Coalition-wide Actions and providing commodity-specific detail. Development of each Roadmap has been undertaken by working groups of member companies and has involved active participation of all the members of the group. There has also been input from stakeholders, and ongoing discussions will continue to inform updates and revisions to the Roadmaps.

The Roadmaps are designed to be living documents which member companies will discuss, review and update regularly. This will be informed both by experience of implementation and by input from stakeholders and supply chain companies. Supporting implementation of the Roadmaps will be the CGF Sourcing Guidelines for each commodity. These were created to support implementation of the 2010 resolution, but will be updated and expanded.

Each proposed Roadmap has been developed to reflect the specific realities and challenges of the commodity. The roadmaps build on five main elements that combine action both within and beyond supply chains. Our members will:

1. **Manage their individual supply chains**, working proactively to ensure their own supply bases meet the aligned commitments of our roadmaps.
2. **Work with our suppliers and meatpackers**, engaging to implement the same commitments across their entire commodity operations.
3. **Monitor production bases**, actively identifying and responding to conversion as quickly and effectively as possible.
4. **Engage in landscapes**, working collaboratively to support forest conservation and restoration with positive outcomes for local communities.
5. **Promote transparency and accountability**, committing to regular public reporting against agreed on indicators.

Subsequently, each of these five elements include:

- **Proposed Commitments** all members agree to achieve
- **Proposed Actions** that member companies can consider implementing to deliver on the commitments
- **Key performance indicators** (KPIs) on which member companies agree to publicly report to provide transparency and demonstration of progress
- All proposed actions and KPI reporting will be undertaken in line with relevant competition law principles

[1] *All cattle-derived products, except for diary, are covered by the Beef Roadmap, where "beef" is used for brevity*

Section 2: Introduction to the Beef Roadmap

Introduction to the Beef Roadmap

Why Action is Needed: Challenges and Opportunities in the Beef Sector

Cattle is estimated to be the most important driver of tropical deforestation on the planet. In Brazil, where the second largest cattle herd on the planet is, cattle raising is the number 1 activity associated with forced labor (Pastoral land commission w/y, apud CNN, 2019).

Brazil is the largest global beef exporter (more than 20% of global exports) and has the second largest cattle herd in the world (approximately 195 million heads of cattle in 2023) (USDA, 2023; Beef2Live, 2023). Most of the cattle is raised on pastures, the majority of which is in the Cerrado and Amazon biomes. Cattle raising has historically been one of the main drivers of deforestation and conversion of native vegetation, as well as being linked to land conflicts, occupation of and damage to protected areas and indigenous lands, human rights violations, and other social and environmental impacts.

Between 2009 and 2010, the biggest meatpackers in Brazil signed a legal agreement with the Public Prosecutor's Office, as well as a public agreement with Greenpeace to monitor cattle suppliers in the Legal Amazon as a way to ensure no cattle raised in non-compliant farms would be purchased by their facilities. Over time, other medium-sized slaughterhouses and retailer groups, joined the agreements.

In 2020, Imaflora and the Public Prosecutor's Office launched the Harmonized Monitoring Protocol for Cattle Suppliers in the Amazon, which gathers all existing commitments with the purpose of harmonizing its implementation by the signatories, facilitating implementation of common good practices and increasing public transparency. However, deforestation and violations of the law are still happening throughout Brazil due to the expansion of pasturelands over native vegetation.
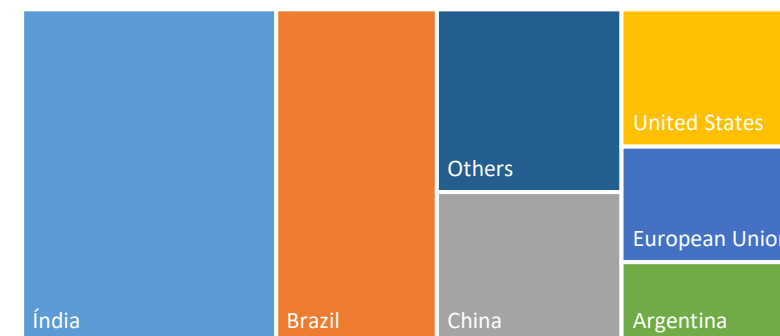

Figure 1. Countries with the largest herd of cattle in 2023 (Beef2Live, 2023).

Introduction to the Beef Roadmap

The beef supply chain can be complex; it involves production, transport, industry processors or meatpackers, retailers and end consumers. The production phase includes breeding farms, rearing farms and fattening farms, these may be the same farm or different ones according to productive system chosen and natural resources available.

In Brazil most of the cattle is produced under extensive (grass fed) or semi-intensive productive systems using native or implanted pastures. Fattening farms can either be a combination of pasture and grains or exclusively grains. The same animal can have different owners throughout its lifetime, traveling from one farm to another. This generates many indirect suppliers, where direct suppliers are closest to industry processors or meatpackers. Direct suppliers can provide environmental and social information about the last farm in which an animal was before reaching the abattoir.

Although the sector has evolved in recent years, traceability remains as an unresolved issue along the value chain. This situation has been the object of growing public concern. Traceability and supply chain verification systems can be key mechanisms through which to mitigate and manage risks associated with production.
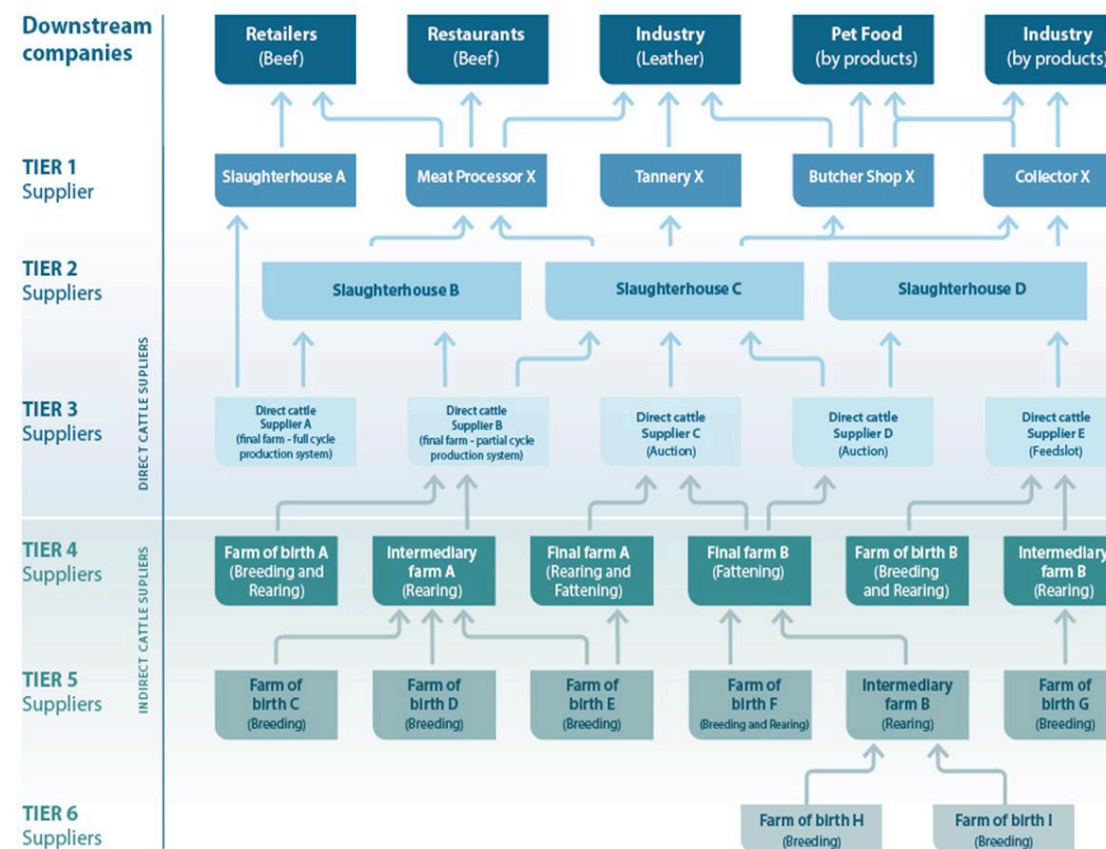

Figure 2: Diagram from the BTK Beef Toolkit https://www.beeftoolkit.net/

13

Introduction to the Beef Roadmap

The CGF Forest Positive Coalition Beef Working Group: Taking Action Towards a Forest Positive Beef Sector

The Beef Working Group of the Forest Positive Coalition is composed of manufacturers and retailers who are committed to working towards a forest positive future for the beef sector. Following the Coalition's theory of change, the group aims to:

- Accelerate efforts to remove legal and illegal cattle-driven deforestation and conversion of natural ecosystems from our individual supply chains;
- Propose higher expectations for suppliers and meatpackers to act across their entire supply base and find opportunities for collaboration and alignment to drive sector-wide transformation;
- Do business with upstream suppliers who are also committed to forest positive implementation across their business;
- Drive transformational change in key cattle landscapes through positive engagement in high-risk origins; and
- Transparently report on progress to ensure accountability.

The Beef Roadmap lays out the specific proposed commitments, proposed actions and KPIs that the group can consider implementing to drive change. Building on the progress made by other initiatives in the beef sector, the Beef Working Group will focus on actions where members' collaboration can add the most value towards a forest positive sector:

- Working individually to implement commitments through timebound action plans and clear targets;
- Engaging key meatpackers and suppliers to deliver on commitments across their entire businesses through the communication of the Coalition proposed expectations (which can be adapted by each member) and by tracking progress towards meeting them;
- Supporting the development of a shared understanding of deforestation and native vegetation conversion in cattle landscapes and using this information to implement effective responses;
- Identifying priority beef origins for engagement and contributing to regional approaches and landscape initiatives to promote forest positive production of beef and other cattle derived products; and
- Improving transparency in the supply chain through the alignment of reported KPIs related to traceability, engagement, and performance.

14

Section 3: The 5 Elements of the Beef Roadmap

1. Managing Own Supply Chains

2. Engaging Suppliers and Meatpackers

3. Monitoring and Response

4. Engaging in Production Landscapes

5. Increasing Transparency and Accountability

Element 1: Managing Own Supply Chains

Commitments and Actions

Transparency and Accountability

1. Managing Own Supply Chains: Commitments and Actions

Overview: A central pillar of the Forest Positive Coalition's approach is to progress from focusing on forest positive supply to forest positive suppliers. It is an important foundation that each member is committed to ensuring that their own supply is forest positive.

Coalition Members Commitments

1.1 Understand own supply base including size of footprint and origins (countries, regions, slaughterhouses, direct and indirect cattle suppliers) and risk of deforestation, conversion, or conflict with Indigenous Peoples and Local Communities.

1.2 Develop and implement a timebound action plan to deliver commitments and identify and resolve any issues.

1.3 For areas with risk of deforestation, conversion, or conflict work proactively to deliver commitments and identify and resolve any issues.

Notes: A *CGF Guidance on the Forest Positive Beef Roadmap* has been developed to support the implementation of the Beef Roadmap by FPC members. The document is 'a living document' and will be updated as more progress is made by the Coalition and will be further revised based on emerging regulation. The document is clear about what delivering Forest Positive Deforestation-and Conversion-free beef means, including:

- Commitments to eliminate illegal and legal deforestation and conversion of natural ecosystems from production beef that enters own supply chains
- Adopting cut-off dates for different biomes[2,3]

Notes: Delivering Forest Positive means sourcing from producers that operate legally and in addition ensure the following requirements are met:

- Respect for human rights in line with the UN Guiding Principles on Business and Human Rights, and endorse and support the Universal Declaration of Human Rights and the UN Declaration on the Rights of Indigenous Peoples
- Engaging in FPIC of indigenous and local communities covering activities on their customary lands where abattoirs and beef production are planned.

[2] The initial focus will be on the Brazilian Amazon and Cerrado. In the future, other areas will be included.
[3] The cut-off dates adopted for the different biomes must align with sectoral cut-off dates where they exist (e.g. Amazon Cattle Agreements, legal cut-off dates), being no later than August 1st 2008 for illegal deforestation and conversion in any region of Brazil and be no later than 2020 for zero deforestation and conversion. Detailed guidance on cut-off and target dates is provided in the Guidance on Forest Positive Suppliers for Cattle Derived Products (Meatpackers in Brazil).

Proposed Coalition Actions

1. Work individually and collaboratively to improve transparency and traceability through the supply chain, with granularity linked to the risk and intended action.

2. Develop *CGF Guidance on the Forest Positive Beef Roadmap* with guidance for manufacturers and retailers focusing on delivering and reporting on CGF Forest Positive Coalition Beef KPIs. Include guidance on granularity of 'origin', and tools to ascertain DCF sourcing. Build on AFi and CFA DCF Regional Guidance as well as existing approaches, shared platforms and inputs from local stakeholders.

3. Support the use of the Monitoring Protocol for Cattle Suppliers in the Amazon and the development and adoption of the Voluntary Monitoring Protocol for Cattle Suppliers in the Cerrado.

4. Develop a Beef Footprint calculation methodology and calculate the aggregate footprint of the Beef WG members to inform landscape level investments and interventions.

Proposed Individual Actions

In the first year of joining FPC:

1. Public commitment to eliminate legal and illegal deforestation and conversion of natural ecosystems to beef in your supply chain.

2. Have a public time-bound action plan in place for the actions the company will take to achieve a deforestation and conversion free beef supply chain, including cut-off dates and target dates, compliance mechanisms and traceability requirements, that are consistent with AFi and/or CFA DCF Regional Guidance

Annually:

1. Support individual and collective work on transparency and footprint calculation, in accordance with antitrust rules.

2. Report on own supply progress against the agreed KPIs at least annually, using the *CGF Guidance on the Forest Positive Beef Roadmap*.

1. Managing Own Supply Chains: Transparency and Accountability

Overview: The goal is for every member's own supply chain to be as transparent as possible, including members' understanding of their direct and indirect cattle supply chains, the progress made and remaining work to be done.

KPIs might differ for meatpackers and own operations, and the own operations KPIs are also requirements to all the other actors upstream in the beef supply chain. Initial focus for the collective action will be on products containing substantial amounts of beef. Individual companies may choose to prioritize other products containing leather, offal or derivatives depending on the materiality for their businesses. All members are committed to annual reporting on KPIs, and the group may agree on recommendations for more frequent reporting for some information.

Public Information from Members

- Policy commitments to the forest positive goals
- Timebound action plan summary
- Beef Footprint across all product categories

Publicly Reported KPIs	For Manufacturers, Retailers and Food Services	Recurrency
• % of total commodity volume that is in scope[4,5] of Element 1 reporting	a) Report on the % of the total commodity volume that is in scope of your Element 1 reporting. b) Report narrative explanation on the % excluded from scope.	Annual
• % with known origin[6] and per classification of origin	Report on the % of the total cattle products purchased per known origin and per classification of origin according to the FPC methodology on risk level.	Annual

• % Deforestation and Conversion-free (DCF) volumes[6] and break down as indicated.	a) Report on the total % of cattle products purchased that are DCF and to what level upstream this has been ascertained.
	b) Report on the % of cattle products purchased broken down into:
	    • Volumes that are DCF due to negligible risk origins.
	    • Volumes that are DCF due to suppliers with DCF control mechanisms.
	    • Volumes that are DCF due to remote assessment.
	c) Report on the year-on-year change in % DCF including narrative explanation.
		Annual

• % progressing towards DCF[6]	Report on the total % of cattle products purchased that are progressing towards DCF.	Annual

[4] To address existing inconsistencies across the scope of company reporting, the CGF-FPC acknowledges best practice and ambition to progress towards including full volumes in reporting scope. In acknowledgment that for many companies this is not yet possible, the proposed approach is to focus on transparency.

[5] It is encouraged that scope of reporting is consistent across all element 1 KPIs. If scope of reporting differs between these KPIs (e.g. for DCF) clarification is to be provided. The value reported in the '% in-scope' KPI constitutes 100% (the total) for the remaining Element 1 KPIs. Volumes reported in all KPI's after KPI 1.4 are considered 'in-scope volumes' and the remaining volumes to add up to 100% will be considered as non-DCF. Volumes excluded from scope of reporting (out of scope) can also be considered non-DCF and are not captured in the KPI for progressing towards DCF.

[6] "Known origin", "DCF volumes" and "Progressing towards DCF" are defined in the CGF Guidance on the Forest Positive Beef Roadmap. Note: the methodology for DCF claims can be different for each commodity.

Element 2: Engaging Suppliers and Meatpackers

Commitments and Actions

Transparency and Accountability

2. Suppliers and Meatpackers: Commitments and Actions

Overview: The Forest Positive Coalition recognises that to support sector-wide progress, it is important to work beyond individual supply chains. Central to the approach is that transformation of beef production to forest positive across the entire sector can only be achieved if upstream suppliers also implement forest positive commitments across their entire cattle business, thereby creating the scale and momentum needed. **Therefore, the Coalition members are committed to doing business with upstream suppliers who in turn are committed to forest positive implementation across their business[7]**. This applies across all suppliers and it is a priority to engage not only large meatpackers, but also small and medium meatpackers and suppliers who play a very significant role in many supply chains.

Coalition Members Commitments

2.1 Communicate and implement the 'Forest Positive Suppliers' Commitment with suppliers/meatpackers
2.2 Collaborate with suppliers/meatpacker to address barriers to sector-wide progress.

Notes: There is a Coalition-wide Action on Supplier Engagement to leverage the combined influence of the Coalition and to provide alignment between different commodities. This includes guidance on Proposed 'Forest Positive Approach' for each commodity. [Guidance for Forest Positive Suppliers (Meatpackers in Brazil)](#) includes:

1. Public commitment to 'deforestation and conversion-free' across entire commodity business including a public time-bound action plan with clear milestones
2. Process for regular producer engagement
3. Proposed Mechanism to identify and to individually respond to non-compliances
4. Support initiatives delivering forest positive development at landscape and sectoral level
5. Regular public reporting against key KPIs

[7] Note: Commercial decisions are made individually by each member

Proposed Coalition Actions

1. 2021: Document Coalition expectations of meatpackers sourcing from high-risk origins, setting out a clear 'Forest Positive Approach' to track cut-off dates, performance across their entire beef supply chain, addressing indirect cattle suppliers, with response to deforestation or conversion in the Brazilian Amazon and Cerrado, appropriate remedy and reintegration measures and disclosure.
2. 2022 onwards: Identify and work with initiatives/platforms which can collect data and measure and evaluate key meatpacker performance against the Forest Positive Approach. Any such data collection and dissemination will be compliant with competition laws.
3. Q4 2021 onwards: Meatpackers/Suppliers - Identify the key meatpackers in Coalition members' supply bases (who are either direct suppliers or suppliers to direct suppliers) and engage individually (see individual actions) and as a Coalition to communicate the proposed Forest Positive Approach (which can be adapted by CGF members), discuss progress in performance and identify areas for collaboration to drive sector-wide transformation
4. 2021 onwards: Support the development and deployment of tools and initiatives which can be used to implement change (eg: PES schemes, traceability tools, purchasing protocols)
5. 2021 onwards: Identify and engage other CGF companies that are not yet Coalition members and are part of members' beef supply chains to encourage them to join the Coalition and drive progress

Proposed Individual Actions

Ongoing (at least annually):

1. Engage with suppliers and meatpackers, directly and through common platforms, to communicate the 'Forest Positive Approach' and track performance.
2. Work with procurement team to ensure there are internal systems in place that drive consequences for good or bad supplier/meatpacker performance
3. Report performance against the KPIs, including progress of suppliers/meatpackers (or current performance to use as a baseline if first report)
4. Implement internal systems to drive progress towards doing business with suppliers/meatpackers that are making progress
5. Report on progress using agreed KPIs at least annually

2. Suppliers and Meatpackers: Transparency and Accountability

Forest Positive | FORUM

Overview: The goal is to combine aligned Coalition member transparency with increased transparency from suppliers and meatpackers to make it easy to track progress with sector-wide transformation, but also (and equally important) to identify areas where challenges remain or progress is slow so that the Coalition can take further action. This will require a combination of Coalition-wide KPIs and specific requirements for beef.
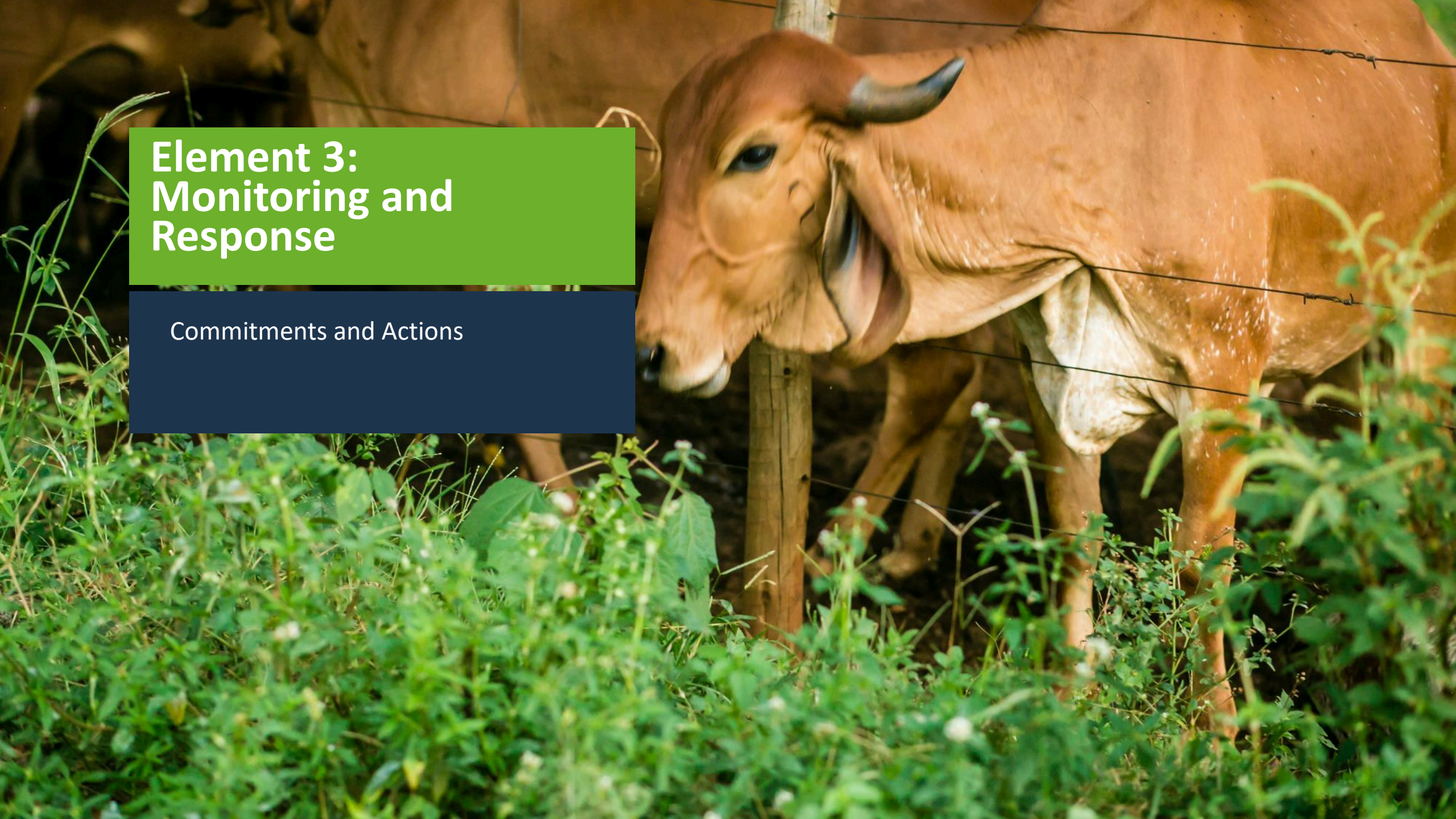
Since implementation by Coalition members' needs to be closely linked to procurement cycles which are generally annual, the recommended reporting frequency is also annual. This will be further reviewed based on experience. All reporting is in compliance with the relevant laws.

Public Information from Members

- Direct supplier list of identified major upstream suppliers, up to slaughterhouse when possible.
- A summary of the Forest Positive Approach for meatpackers and own brand manufacturers

Publicly Reported KPIs	Individual Reporting by Manufacturers, Retailers and Food Services	Collective Reporting	Recurrency
• T1 suppliers to whom the Forest Positive Approach and its implementation have been communicated	% and number of T1 suppliers engaged. For retailers focus on 'own brand' T1 suppliers	*Coalition can report collectively on engagement and progress for key upstream actors who are both T1 suppliers to manufacturers and important upstream meatpackers– thereby maximising leverage of the Coalition. This could also include progress of collaboration to address sector-wide issues.*	Annual
• Performance of T1 suppliers against Forest Positive Approach including progress on delivery across entire operations	Change in performance against Forest Positive Approach for all engaged T1 suppliers as well as overall progress[8]		Annual
• Meatpackers sourcing from priority origins that have been engaged and are being evaluated	% and number of meatpackers that have been engaged (directly or a collective approach)		Annual
• Performance of meatpackers against Forest Positive Approach including progress on delivery across entire operations	Change in performance against Forest Positive Approach for all engaged meatpackers[8]		Annual

[8] *Include indicators at 2 levels: (a) extent to which the supplier has established preconditions to meet Forest Positive Approach 1 to 5 (policies, systems, procedures) and (b) quantitative progress towards achieving actual results according to KPIs on Element 1*

Element 3: Monitoring and Response

Commitments and Actions

3. Monitoring and Response: Commitments and Actions

Overview: In order to have an effective response it is important to have a shared understanding of deforestation and conversion in beef producing landscapes, both within the Coalition and across the sector. Members are committed to supporting the ongoing monitoring of deforestation/conversion to beef in priority origins and to use this information to inform their actions to address identified issues, including engagement with suppliers/meatpackers and landscapes/regions. This information will also be used to track progress and the effectiveness of actions in reducing deforestation/conversion to beef.

Note: This element provides information to other elements and does not have separate KPIs.

Coalition Members Commitments

3.1 Build and strengthen a shared understanding of deforestation, conversion and indigenous territories in cattle landscapes with key stakeholders, including supply chain actors, civil society, indigenous and traditional communities, government, and local institutions.

3.2 Use the information to develop and implement effective and proactive responses to identified (risk of) conversion and conflict, including engagement with suppliers, meatpackers and landscape initiatives (see Elements 2 and 4).

3.3 Promote and monitor the ongoing implementation by meatpackers of purchase control systems for deforestation/conversion/conflict in high-risk landscapes including an aligned approach to rancher reintegration process and programs (see Element 2).

Proposed Coalition Actions

1. Q1 2022 onwards: In collaboration with TFA, Afi, Trase, stakeholders and based on existing tools and resources, build and strengthen the shared understanding of priority origins among Coalition members and key stakeholders, including: the location of beef origins with ongoing conversion, monitoring and verification platforms, response systems

2. Q1 2022 onwards: In collaboration with meatpackers and local actors, support the harmonization of auditing processes so audit reports are credible, comparable and widely recognized and accepted by the industry

3. 2022 onwards: Use the results to inform Coalition engagement with key meatpackers (see Element 2) and landscape initiatives (Element 4)

4. Ongoing: Support ongoing monitoring of deforestation/conversion in priority origins (including verification) to track the effectiveness of actions

Proposed Individual Actions

1. Q1 2022 onwards: Support collective work to consolidate a shared understanding of priority origins

2. 2022 onwards: Use information to inform risk assessment and strategic planning (see Element 1) and ongoing engagement with suppliers and traders (see Element 2) and to plan engagement with landscape and regional initiatives (see Element 4)

Element 4: Engaging in Production Landscapes

Commitments and Actions

Transparency and Accountability

4. Engaging in Production Landscapes: Commitments and Actions

Overview: Central to the Forest Positive Coalition Theory of Change is that transformation of beef production to forest positive across the entire sector cannot be delivered by supply chain companies in isolation. Addressing deforestation and conversion of native vegetation and building forest positive production requires collaboration between companies, producers, meatpackers, indigenous and local communities, government and civil society organisations.

To build this collaboration in practice, Coalition members will focus on actions in production landscapes and regions. Some members are already engaged in one or more initiatives, while others are just beginning to think about how to engage. A major focus of the Coalition approach will be real-time learning and alignment to accelerate progress. This will be coordinated by Proforest and the Tropical Forest Alliance (TFA) which was co-founded by the CGF to provide a platform for companies, governments and civil society to work together.

Coalition Members Commitments

4.1 Contribute to regional approaches and landscape initiatives in priority origins aimed at reducing conversion and deforestation, through: ensuring Free, Prior and Informed Consent (FPIC) in ICCA, increasing yields in existing pastures, regenerative agriculture practices, compensation mechanisms, and/or preferential sourcing.

4.2 Support development of effective and inclusive approaches to designing, implementing and monitoring regional and landscape initiatives.

Notes: There is a Coalition-wide Action on Production Landscapes to leverage the combined influence of the Coalition and to provide alignment between different commodities. The Coalition launched its *Strategy for Collective Action in Production Landscapes (v. 1.0)* in November 2021. See the Coalition website for further details as this Action is developed.

Proposed Coalition Actions

1. 2025-2026: Develop and implement claims guidance related to the Coalition's 2030 Landscape Ambition, ensuring that beef landscape initiatives progress toward maturity in delivering forest-positive outcomes
2. 2025-2026: Support the implementation of the blueprint for landscape initiatives in the beef supply chain, leveraging lessons learned and promoting the development of robust frameworks for multi-commodity initiatives, aligned with ISEAL Core Criteria for Mature Landscape Initiatives)
3. 2025-2026: Through SourceUp partnership, support landscape initiatives to communicate and report progress against 2030 targets.
4. 2025-2026: Work on leveraging co-funding for landscape initiatives related to the cattle supply chain in the Coalition's priority origins through partnerships with FPC members, suppliers, donors, and investors.
5. Ongoing: Continued engagement in dialogue with existing and emerging initiatives and relevant sub-national governments in priority origins to evaluate impact and identify ways to strengthen collaboration

Proposed Individual Actions

1. In the first year of joining FPC: Develop internal plans to select and engage with regional or landscape initiatives (and begin engagement with at least one initiative).
2. Second year onwards: Discuss and agree internally available resources to support regional or landscape initiatives in high-risk regions (e.g., Cerrado Funding Coalition), aligned with expected contributions to the FPC production base footprint.
3. Third year onwards: Strengthen collaboration between FPC members and suppliers to secure funding for initiatives involving multiple commodities, facilitating investment flows into integrated landscape approaches.

4. Engaging in Production Landscapes: Transparency and Accountability

Overview: The goal is to provide transparency on individual actions in production landscapes to promote engagement and learning for every member to transform commodity production areas towards forest positive.

The KPIs below have been developed for members to report on their engagements in production landscapes during the Learning Phase. The Coalition intends to also develop Landscape KPIs to monitor and report on impacts during the Learning Phase and start reporting on these from 2024 onwards.

KPIs and Public Information From Members	Individual Members (for Manufacturers, Retailers and Food Services)	Coalition (Collective Reporting)
4.1. Priority production landscapes identified	Summary of priority production landscapes identified	Number of aggregate priority landscapes identified by Coalition
4.2. Methodology used to identify priority production landscapes	Report on methodology for prioritisation of landscapes (either done individually or collectively), subject to the relevant antitrust rules	Link to Element 3 of the Roadmap on monitoring of deforestation/conversion to beef in high-risk origins
4.3. Number of landscape initiatives currently engaged in	Number of landscape initiatives company is currently engaged in	Aggregate number of landscape initiatives Coalition is currently engaged in
4.4. For each landscape initiative your company is currently engaged in, information on: a) Name, location, timeline and other partners involved b) The initiative's goals and progress reflecting the indicators of the FPC's Landscape Reporting Framework c) The maturity of the initiative (linked to the ISEAL Core Criteria for Mature Landscape Initiatives and the FPC's blueprint components) **If the initiative reports on SourceUp**, a link to the initiative profile with the KPI 4.4 (b, c) information can be added. **If the initiative *does not* report on SourceUp**, please provide a link to another publicly available source with the KPI 4.4. (b, c) information.	Names and information on the landscape initiatives the company is engaged in, including information on how the company engages and timeline Report on current support to and engagement in landscape initiatives for each element of forest positive goals *(conservation, restoration, positive inclusion of farmers and communities, developing landscape-level multi-stakeholder platforms or partnerships)* This can include specific projects within a landscape that contribute to landscape-level goals	Collective systemic issues being addressed and how they link to achieving impact and delivering shared goals – conservation, restoration, positive inclusion of farmers and communities (including human rights issues at a later stage), landscape-level multi-stakeholder platforms or partnerships -- for forest positive transformation

Element 5: Increasing Transparency and Accountability

Commitments and Actions

5. Increasing Transparency and Accountability: Commitments and Actions

Overview: Accelerating progress and building credibility through ongoing transparency and accountability is an important part of the Coalition's approach. This builds on the insight from the review of the implementation of the original 2020 deforestation commitment, that there are limitations to the effectiveness of relying on commitment to a long-term goal with little interim information provision, monitoring of progress or collective review of actions to make them more effective.

Coalition Members Commitments

5.1 Track, verify and report on progress with implementation of the Roadmap for own supply, suppliers and priority landscapes, and identify additional measures if needed.

Notes: There is a Coalition-wide Action on Transparency and Accountability, to provide consistency between different commodities and leverage the combined influence of the Coalition. See the Coalition website for further details as this Action is developed.

Proposed Coalition Actions

1. Annually:
- Publish an FPC Report including information on individual company reporting on the Roadmap KPIs and collective progress in transparency & accountability
- Develop and regularly update templates to support common and consistent reporting (particularly for data for shared reporting by CGF)

2. 2022 onwards: Support increased alignment on KPI methodologies and approaches to track and report progress through development of Guidance (see previous sections) for reporting on the Roadmap KPIs, building on existing tools and guidance (e.g. AFi)

3. 2022 onwards: Explore the collective use of existing credible platforms (e.g. CDP Forests) and engage in dialogue with key stakeholders (e.g. through the AFi and assessment WG)

4. Ongoing: Support provision of credible and consistent information on key issues such as rates of deforestation in the sector

Proposed Individual Actions

Annually:

1. 2022 onwards: Report publicly at least annually on all the KPIs agreed by the Coalition (see Elements 1, 2 & 4)

2. 2022 onwards: Support shared reporting if/when agreed by the Coalition providing agreed data in a timely way

3. Review progress in disclosure and performance against the KPIs in Elements 1, 2 and 4, and plan and implement actions to ensure progress where not fully delivering

Glossary of Terms

- AFi: the Accountability Framework https://accountability-framework.org/

- Ann: annual

- CDP: Carbon Disclosure Project https://www.cdp.net/en

- CFA: Collaboration for Forests and Agriculture

- CGF: The Consumer Goods Forum https://www.theconsumergoodsforum.com/

- DCF: deforestation and conversion free

- FPIC: Free, Prior and Informed Consent

- GRSB: Global Roundtable for Sustainable Beef

- ISEAL: The global membership organisation for credible sustainability standards https://www.isealalliance.org/

- KPIs: Key Performance Indicators

- Landscale: A standardized approach for assessing and communicating sustainability status and trends across landscapes https://www.landscale.org/

- PES: Payments for Ecosystem Services

- PPP: Pulp and fiber-based packaging

- REDD+: reducing emissions from deforestation and forest degradation, conservation of existing forest carbon stocks, sustainable forest management and enhancement of forest carbon stocks

- STC: The Soy Transparency Coalition

- TFA: The Tropical Forest Alliance https://www.tropicalforestalliance.org/

- TNC: The Nature Conservancy https://www.nature.org/en-us/

- VSA: Verified Sourcing Areas https://www.idhsustainabletrade.com/landscapes/verified-sourcing-areas/

- WG: Working Group

Tracker of Roadmap Updates

Version of the Beef Roadmap	Updated Content	Date
Version 1.0	First publication	February 2022
Version 1.1	Updated DCF KPIs of Element 1 and target dates of actions	February 2024
Version 1.2	Element 4: updated actions to reflect progress and revision to KPI 4.4	May 2025

Contact the Coalition

Learn more about our commitment to build a forest positive future.

www.tcgfforestpositive.com

forestpositive@theconsumergoodsforum.com

@CGF_Sus

CGF Social and Environmental Sustainability