

McDonald's

Coalition member since 2022 | As of September 2024, palm oil, soy, paper, pulp, and fibre-based packaging (PPP), and beef are material commodities for McDonalds.

The following table includes a list of each Key Performance Indicator (KPI) for each material commodity, along with the company's 2023 reporting record. The record includes the following responses:

- "Yes" indicates a company is reporting against a KPI and reporting quantitatively where indicated
- "Yes – narrative reporting" indicates a company is reporting qualitatively against a quantitative KPI
- "Not yet reporting" response indicates a company is not yet reporting on a KPI
- "N/A" indicates a KPI was not established in a given year

Companies have also provided information on their performance against appropriate KPIs, along with methodologies and targets. This information has been self-reported by companies and verified by Proforest.

Links are provided to information when a company is reporting ("Yes") against a public information requirement, and when a company is reporting qualitatively ("Yes – narrative reporting") against a quantitative KPI.

For a full methodology on the Forest Positive Coalition's reporting process, including a list of all KPIs and public information requirements, visit transparency.tcgforestpositive.com

PALM OIL	Publicly reported value and method provided in 2023	Will your company be able to publicly report on this KPI by June 30th? (Select option from the dropdown)	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.0 - Element 1: Own Supply Chain							
1.1 - Policy commitments to the forest positive (NDPE) goals	McDonald's - Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes	<p>McDonald's is committed to eliminating deforestation and addressing conversion in our global supply chain by 2030, for commodities and regions where we can deliver the greatest impact.</p> <p>When we set our commitment in 2015, we prioritized action and measurement with public milestones for 2020 for the products we use in the greatest volumes and with the potential to have the greatest impact on forests.</p> <p>To meet our Commitment and transparently report progress, we have embedded specific sourcing, measurement, and compliance requirements for suppliers of priority commodities including palm oil.</p> <p>We implement cut-off dates for deforestation or conversion for different commodities and geographies, as aligned with the AFI.</p> <p>As connected to our sourcing, our cut-off dates for palm oil are the following: -In all countries, for "damage to primary forest or any area required to protect or enhance" High Conservation Value (HCV) areas, under the Roundtable on Sustainable Palm Oil (RSPO): November 2005 -In all countries, for "damaged HCV or High Carbon Stock (HCS) forests", under RSPO: November 2018</p> <p>Palm oil sourced for McDonald's restaurants or as ingredients in McDonald's products must meet the requirements of RSPO certification. All countries are considered high priority regions for palm oil and all volumes are required to be covered by RSPO certification or credits.</p> <p>All RSPO supply chain models applicable to RSPO are applicable to McDonald's: RSPO Identity Preserved (IP), RSPO Segregated (SG), RSPO Mass Balance (MB) and Book and Claim (BC).</p> <p>McDonald's is committed to increasing traceability by requiring physical certification for the palm oil used in the McDonald's System in the greatest volumes, as related to the global core menu. Excluded from this are palm oil in local products, palm kernel oil or their derivatives used as secondary ingredients in McDonald's products. This is when palm oil is used as an ingredient within an ingredient, for example, an emulsifier. However, we do estimate these volumes and cover them by RSPO credits annually.</p> <p>We collect data on all palm oil (including crude palm oil and palm kernel oil) sourced for McDonald's restaurants for use as restaurant cooking oil and all palm oil sourced by McDonald's suppliers and used directly as an ingredient in a McDonald's product and listed on the product's ingredient statement.</p> <p>Includes all suppliers of products containing palm oil in the McDonald's System and all McDonald's restaurants owned and operated by the Company and its Franchisees that use palm oil.</p> <p>All palm oil suppliers of restaurant cooking oil, supplier par-fry oil used in global core products and suppliers of global core products that contain palm oil ingredients must report into McDonald's annual data collection known as TraQtion. Through TraQtion, we collect volume and origin data as well as chain of custody and other sustainability related information.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

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1.2 - Timebound action plan summary	When we set our commitment in 2015, we prioritized action and measurement with public milestones for 2020 for the products we use in the greatest volumes and with the potential to have the greatest McDonald's - Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes	McDonald's is committed to eliminating deforestation and addressing conversion in our global supply chain by 2030, for commodities and regions where we can deliver the greatest impact. This builds on the momentum of our 2020 milestones where we reported substantial progress on tackling deforestation within the supply chains of our primary commodities: beef, soy (for chicken feed); palm oil; coffee; and fiber (for primary guest packaging). Learn more about our 2020 milestones here. Our Commitment on Forests and Natural Ecosystems set out our vision for achieving our goal. This Commitment is applicable across our prioritized commodity supply chains and is consistent with our long-term sustainable sourcing goals. Palm oil sourced for McDonald's restaurants or as ingredients in McDonald's products must meet the requirements of RSPO certification.			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.4 - % of total commodity volume that is in scope of Element 1 reporting (new KPI)	n/a- new KPI	Yes - Quantitative	In 2023, 100% of palm oil sourced for McDonald's restaurants and used as an ingredient in McDonald's products supported the production of sustainable palm oil and deforestation-free supply chains through RSPO certification		scope is ingredient used in products and restaurants	https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.5 - % volume that is forest positive (or NDPE). In 2024, report on 1.5a and 1.5b only: % volume that is deforestation and conversion free (in alignment with the CGF-FPC DCF Palm Oil methodology) and year on year change in % DCF volumes – updated guidance for reporting.	In 2022, 100% of palm oil sourced for McDonald's restaurants and used as an ingredient in McDonald's products supported the production of sustainable palm oil and deforestation-free supply chains through RSPO certification (see KPI 1.8 for certification breakdown) McDonald's - Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes - Quantitative	Our sustainable sourcing standards require all palm oil sourced by suppliers for use as McDonald's restaurant cooking oil and supplier global core par fry-oil to be RSPO physically certified. This represents the largest volume of palm oil in the McDonald's system. In 2023, 72.5% of these volumes were physically certified, including 25% RSPO segregated and 47.5% RSPO mass balance. We purchased RSPO book and claim credits to support sustainable production relating to the remaining volume of 27.5% In our previous CGF report, we reported that 74.5% of palm oil sourced for McDonald's restaurants and used as an ingredient in McDonald's global core products was physically certified, including 25.6% RSPO segregated and 48.9% RSPO mass balance. We purchased RSPO book and claim credits to support sustainable production relating to the remaining volume of 25.5%. In 2023, 100% of palm oil sourced for McDonald's restaurants and used as an ingredient in McDonald's products supported the production of sustainable palm oil and deforestation-free supply chains through RSPO certification.	<i>Is your DCF methodology aligned with the CGF-FPC DCF methodology? - Please highlight the relevant option: Fully aligned / Partially aligned / Not yet aligned. If selected 'partially or not yet aligned', please explain next steps for full alignment</i> <i>use of various RSPO Chain of Custody models, including MB without further controls + credits</i>		https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.9 - % physically certified (MB/SG)	In 2022, 74.5% of palm oil sourced for McDonald's restaurants and used as an ingredient in McDonald's global core products was physically certified, including 25.6% RSPO Segregated and 48.9% RSPO Mass Balance. We purchased RSPO book and claim credits to support sustainable production relating to the remaining volume of 25.5%. McDonald's - Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes - Quantitative	In 2023, 72.5% of these volumes were physically certified, including 25% RSPO segregated and 47.5% RSPO mass balance.			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

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2.0 - Element 2: Suppliers & Traders							
2.1 - Direct supplier list. For retailers, this is the own brand supplier list	not reported	No					
2.4 - List of identified major upstream suppliers/traders prioritized	not reported	No					
2.2 - % Direct suppliers engaged and informed of 'Forest Positive Supplier' Commitment and 'Forest Positive Approach'	not reported	No					
2.3 - Performance of direct suppliers against the elements of the Forest Positive Approach and changes over time including progress on delivery across entire palm oil business	not reported	No					
2.5 - Upstream suppliers/traders prioritised and engaged (directly or via a collective approach) and informed of Forest Positive Approach	not reported	No					
2.6 - Performance of upstream suppliers/traders against the elements of the Forest Positive Approach and changes over time including progress on delivery across entire palm oil business	not reported	No					
3.0 - Element 3: Monitoring & Reporting							
3.8 - Provide a short narrative summary of progress made towards reporting on the Element 3 in 2025 (for own brand products)	not reported	No					
4.0 - Element 4: Landscape engagement							
4.1 - Priority production landscapes identified	Our priority production landscapes are Malaysia, Indonesia and Thailand. https://corporate.mcdonalds.com/corpmcd/our-purpose-and-impact/our-planet/nature-forests-water.html	Yes	Our priority production landscapes are Malaysia, Indonesia and Thailand			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
4.2 - Methodology used to identify priority production landscapes to transform to forest positive	<u>We use the data we collect annually from suppliers to identify priority production areas for further engagement. As well as deforestation risks, we cross reference these locations against potential human rights issues to understand priority regions for heightened due diligence.</u> https://corporate.mcdonalds.com/corpmcd/our-purpose-and-impact/our-planet/nature-forests-water.html	Yes	We use the data we collect annually from suppliers to identify priority production areas for further engagement. As well as deforestation risks, we cross reference these locations against potential human rights issues to understand priority regions for heightened due diligence. Our priority production landscapes are Malaysia, Indonesia and Thailand. All palm oil suppliers of restaurant cooking oil, supplier par-fry oil used in global core products and suppliers of global core products that contain palm oil ingredients must report into McDonald's annual data collection known as TraQion. Through TraQion, we collect volume and origin data as well as chain of custody and other sustainability related information. We use this data to identify priority production areas for further engagement. As well as deforestation risks, we cross reference these locations against potential human rights issues to understand priority regions for heightened due diligence. McDonald's is committed to working with stakeholders and the Company's supply chain to support development and improvement of sustainable palm oil production. We have engaged one of our major upstream palm oil suppliers, Wilmar, on a series of projects to help improve transparency and sustainability outcomes for our supply chain				
4.3 - # of landscape initiatives currently engaged in	We have recently engaged with one palm oil initiative in Indonesia.	Yes - Quantitative	1				

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<p>4.4 - For each landscape initiative your company is currently engaged in, information on:</p> <p>a. Name, location, timeline and other partners involved</p> <p>b. Report on type of engagement (e.g. disbursed financial, in-kind, capacity, preferential sourcing)</p> <p>c. Specific actions or projects that are supported</p> <p>d. How the actions intend to address systemic issues and contribute to delivering forest positive goals (at least one of conservation, restoration, positive inclusion of farmers and communities, multi-stakeholder platforms or partnerships)</p> <p>e. Linkages to shared landscape-level goals developed through multi-stakeholder process</p>	<p>Sustain-Kutim, is a new sustainable landscape initiative in Kutai Timur, Indonesia. Initial project dates (2023-2027). McDonald's will contribute to the initiative through disbursed financial support.</p> <p>Project objectives include:</p> <ul style="list-style-type: none"> • Support the Kutai Timur District Government in the implementation of the East Kutai Declaration and Sustainable Plantation Plan 2021-2030, including monitoring land use management and identifying HCV areas. • Support smallholders in meeting certification standards (ISPO and RSPO) and village land-use planning working with cooperative farmer groups and communities. <p>Sustainable Village Program: community-based approach including support to secure land, monitor and manage community forests, improve agricultural practices and support alternative livelihoods. As this is a new initiative, we are finalizing details and will share more details shortly.</p>	Yes	<p>Sustain-Kutim, is a new sustainable landscape initiative in Kutai Timur, Indonesia. Initial project dates (2023-2027).</p> <p>McDonald's contributes to the initiative through disbursed financial support.</p> <p>In 2023, McDonald's worked with Proforest, GIZ, and several company funders to invest in Sustain-Kutim, a new sustainable landscape initiative in Kutai Timur, Indonesia – a commodity-dependent district, among the top palm oil producing regions in Indonesia.</p> <p>Of the main palm oil districts nationwide, Kutai Timur is the one with the highest remaining natural forest cover. The sustainable landscape initiative aims to help reduce forestry and land-use emissions in Kutai Timur while supporting local communities, primary producers, palm oil and rubber plantation workers and the East Kutai District Government.</p> <p>Sustain-Kutim aims to facilitate sustainable transformation in palm oil and rubber production through:</p> <ul style="list-style-type: none"> •Monitoring land use management •Identifying High Conservation Value (HCV) areas and developing local management plans •Supporting smallholders in meeting certification standards •Supporting communities to achieve self-determination of their natural resources •Improving overall agricultural practices while enhancing local livelihoods 				

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1.0 - Element 1: Own Supply Chain							
1.1 - Policy commitments to the forest positive goals	McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes	<p>We require that all soy for the feed of chicken used in McDonald's products is either sourced from low-priority regions or, when sourced from high-priority regions, must support responsible soy production. Given the complexity of soy supply chains, we consider all soy for chicken feed linked to McDonald's chicken products to fall into high-priority regions, with the exception of chicken sourced in the United States and Canada.</p> <p>Outside of the United States and Canada, for deforestation and conversion, under the Round Table on Responsible Soy Association (RTRS), the cut-off date connected with our sourcing: June 2016 or May 2009.</p> <p>Outside of the United States and Canada, for deforestation and conversion in high conservation value areas, under ProTerra, the cut-off date connected with our sourcing: December 2008.</p> <p>We are actively engaging with suppliers to increase our visibility into embedded soy (soy that is transformed as an ingredient) as a further mechanism of how we work to protect natural ecosystems.</p> <p>In addition, McDonald's participates in the CGF FPC Soy Working Group and the Complex Soy Subgroup.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

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1.2 - Timebound action plan summary	did not report	Yes	<p>McDonald's is committed to eliminating deforestation and addressing conversion in our global supply chain by 2030, for commodities and regions where we can deliver the greatest impact. This builds on the momentum of our 2020 milestones where we reported substantial progress on tackling deforestation within the supply chains of our primary commodities: beef, soy (for chicken feed); palm oil; coffee; and fiber (for primary guest packaging). Learn more about our 2020 milestones here (https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_PurposeImpact_ProgressReport_2020_2021.pdf). Our Commitment on Forests and Natural Ecosystems set out our vision for achieving our goal. This Commitment is applicable across our prioritized commodity supply chains and is consistent with our long-term sustainable sourcing goals.</p> <p>We support responsible soy production through the purchase of Round Table on Responsible Soy Association (RTRS) credits to cover estimated soy in feed for chicken outside of the United States and Canada. Several of our suppliers of chicken to Europe also use physical certification through ProTerra standards.</p> <p>We also engage with multi-stakeholder initiatives to support progress, including the CGF FPC Soy Working Group and the Complex Soy Subgroup.</p> <p>In the United States, McDonald's joined the Land Use Change Initiative (LUCI) to begin to address land use change in our supply chains. This coalition is a cross-sector collaboration to evaluate the condition of remaining US native sod and evaluate the drivers and impacts of land use change. We will use the outputs of the LUCI to inform our strategy to further address land use change in North America.</p> <p>As one additional example of our work to source sustainable soy for chicken feed, McDonald's UK & Ireland map and report on their embedded soy footprint annually as part of</p>			<p>https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf</p> <p>https://www.mcdonalds.com/gb/en-gb/our-plan-for-change/planet-positive/conserving-forests.html</p>	

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1.3 - Soy footprint across all product categories	<p>We calculated that 534,122 tonnes of whole soybean were associated with our chicken supply in 2022.</p> <p>McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting</p>	Yes	We estimated that 526,132 tons of soy were associated with our chicken supply in 2023.			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.4 - Methodology for soy footprint calculation	<p><u>We have also developed a calculator to assess the soy equivalent associated with our global chicken supply to inform the investment in certification needed. We use this to calculate our global soy footprint from our chicken supply and ensure we meet our commitments</u></p> <p>McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting</p>	Yes	<p>We developed a calculator to assess the soy equivalent associated with our global chicken supply to inform the investment in certification needed. We use this to calculate our estimated global soy footprint associated with our chicken supply to help meet our sourcing requirements.</p> <p>We track our chicken volumes, origin and any soy certifications associated with these volumes from suppliers annually through the TraQtion system.</p> <p>The CGF FPC approach (link pending) to embedded soy involves increasing volumes that are traceable in combination with investing at-scale to support sustainable on-the-ground actions.</p> <p>We track our chicken volumes and origin (traceability) and any soy certifications associated with these volumes from suppliers annually through the TraQtion system.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.5 - % of total commodity volume that is in scope of Element 1 reporting (new KPI)	n/a- new KPI	Yes - Narrative	all soy for the feed of chicken			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

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1.6 - % Traceable to at-risk origin (country or subnational) without further assurance of DCF status	did not report	Yes - Narrative	<p>We take a conservative approach and assume that all soy used in the feed of chickens supplied to our restaurants outside of the United States and Canada may originate from high deforestation-risk regions.</p> <p>This approach is informed by a traceability analysis we completed which demonstrated that the soy produced in Latin America is flowing into the chicken supply chains of Europe, Asia-Pacific, and Latin America.</p> <p>We developed a calculator to assess the soy equivalent associated with our global chicken supply to inform the investment in certification needed. We use this to calculate our estimated global soy footprint associated with our chicken supply to help meet our sourcing requirements.</p> <p>We track our chicken volumes, origin and any soy certifications associated with these volumes from suppliers annually through the TraQtion system.</p> <p>The CGF FPC approach to embedded soy involves increasing volumes that are traceable in combination with investing at-scale to support sustainable on-the-ground actions.</p> <p>We track our chicken volumes and origin (traceability) and any soy certifications associated with these volumes from suppliers annually through the TraQtion system.</p> <p>We support responsible soy production through the purchase of Round Table on Responsible Soy Association (RTRS) credits to cover estimated soy in feed for chicken outside of the United States and Canada.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.7 - % Unknown origins	did not report	No					

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1.8 - % DCF supply and break-down into: • % DCF negligible risk origin • % DCF certified • % DCF monitored (new KPI)	did not report	Yes - Narrative	We take a conservative approach and assume that all soy used in the feed of chickens supplied to our restaurants outside of the United States and Canada may originate from high deforestation-risk regions.	<i>Is your DCF methodology aligned with the CGF-FPC DCF methodology? - Please highlight the relevant option: Fully aligned / Partially aligned / Not yet aligned. If selected 'partially or not yet aligned', please explain next steps for full alignment</i>		https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.9 - Progressing towards DCF soy: a) Year on year change in DCF volume % b) Proportion (%) of soybean equivalent volume in scope that is progressing towards DCF	did not report	No					
2.0 - Element 2: Suppliers & Traders							
2.1 - Direct supplier list	did not report	No					
2.4 - List of identified major upstream suppliers	did not report	No					
2.5 - Summary of the Forest Positive Approach for suppliers and traders	did not report	Yes	We have shared information on the principles of the Forest Positive Approach with our globally managed chicken suppliers and we provide annual feedback on the actions they are taking to conserve forests across their business along with areas for further focus.			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
2.2 - % of T1 suppliers to whom the Forest Positive Approach and its implementation have been communicated	All of our global chicken suppliers are requested to disclose their use of forest risk commodities within their supply chain to CDP Forests annually. Every globally managed chicken supplier responded in 2022. McDonald's - Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes - Narrative	We have shared information on the principles of the Forest Positive Approach with our globally managed chicken suppliers and we provide annual feedback on the actions they are taking to conserve forests across their business along with areas for further focus.			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
2.3 - Performance of Tier 1 suppliers against the elements of the Forest Positive Approach including progress on delivery across entire soy business	did not report	Yes - Narrative	All of our global chicken suppliers responded and disclosed their use of forest risk commodities within their supply chain to CDP Forests in 2023. As one example, learn more about the detailed UK & Ireland supplier engagement approach here: https://www.mcdonalds.com/gb/en-gb/our-plan-for-change/planet-positive/conserving-forests.html .			https://corporate.mcdonalds.com/content/dam/sites/corp/nfi/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf https://www.mcdonalds.com/gb/en-gb/our-plan-for-change/planet-positive/conserving-forests.html	

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2.6 - Upstream suppliers/traders sourcing from at-risk origins that have been engaged (directly or via collective approach) and are being evaluated	did not report	No					
2.7 - Performance of upstream suppliers/traders against the elements of the Forest Positive Approach including progress on delivery across entire soy business	did not report	No					
4.0 - Element 4: Landscape engagement							
4.1 - Priority production landscapes identified	Investing in Landscape for other commodity	No					
4.2 - Methodology used to identify priority production landscapes to transform to forest positive		No					
4.3 - # of landscape initiatives currently engaged in		No					
4.4 - For each landscape initiative your company is currently engaged in, information on: a. Name, location, timeline and other partners involved b. Report on type of engagement (e.g disbursed financial, in-kind, capacity, preferential sourcing) c. Specific actions or projects that are supported d. How the actions intend to address systemic issues and contribute to delivering forest positive goals (at least one of conservation, restoration, positive inclusion of farmers and communities, multi-stakeholder platforms or partnerships) e. Linkages to shared landscape-level goals developed through multi-stakeholder process		No					

PPP (Pulp, paper and fibre-based packaging)	Publicly reported value and method provided in 2023	Will your company be able to publicly report on this KPI by June 30th? (Select option from the dropdown)	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.0 - Element 1: Own Supply Chain							
1.1 - PPP Sourcing Policy including commitment to the forest positive goals	McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	No	Not yet reporting on commodity				
1.2 - Timebound action plan summary	McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	No					
1.3 - % of total commodity volume that is in scope of Element 1 reporting (New KPI)	n/a- new KPI	No					
1.4 - % recycled, % virgin fibre	In 2022, through our supplier survey, TraQtion, we determined that: 44% of our fiber supply was from recycled content. 56% of our supply was virgin fiber. McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	No					
1.5 - % of virgin supply certified, and % per scheme and chain of custody model	<u>97% of our virgin fiber supply was certified to the following schemes:</u> • 57% FSC (Forest Stewardship Council). • 41% PEFC (Programme for Endorsement of Forest Certification). 1% SFI (Sustainable Forestry Initiative). McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	No					
1.6 - % of virgin supply traceable to origin (at least to country of harvest)	98% of our virgin fiber supply was traceable to countries of origin. McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	No					

PPP (Pulp, paper and fibre-based packaging)	Publicly reported value and method provided in 2023	Will your company be able to publicly report on this KPI by June 30th? (Select option from the dropdown)	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.7 - % of supply from high priority sources	10% of our fiber supply was from high priority regions. For most of that, the high risk is considered to be mitigated either by using FSC certified fiber or through an FSC controlled wood process. <1.3% of volume is from a high priority region and not mitigated. This is due to a few specific cases and is being phased out. McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	No					
1.8 - a) % Deforestation and Conversion free (DCF) volumes and breakdown into: • % DCF certified (disaggregated by certification scheme) • % DCF monitored (field/remote) b) % additional volumes from low-risk origins (volumes not already reported through the implementation options in metric a). c) % year on year change in DCF volume including narrative explanation (new KPI)	n/a- New KPI	No		<i>Is your DCF methodology aligned with the CGF-FPC DCF methodology? - Please highlight the relevant option: Fully aligned / Partially aligned / Not yet aligned. If selected 'partially or not yet aligned', please explain next steps for full alignment</i>			
1.9 - % volumes under engagement to progress towards DCF (adjusted KPI)	McDonald's requires that our primary fiber supply is obtained from Forest Stewardship Council/E (FSC) certified or FSC controlled wood sources, with full chain of custody certification when the country of fiber origin includes Argentina, Cambodia, China, Indonesia, Laos, Malaysia, Russia or Vietnam.	No					

PPP (Pulp, paper and fibre-based packaging)	Publicly reported value and method provided in 2023	Will your company be able to publicly report on this KPI by June 30th? (Select option from the dropdown)	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
2.0 - Element 2: Suppliers & Traders							
2.1 - Direct supplier list	did not report	No					
2.2 - Proportion of suppliers informed about the Forest Positive Suppliers approach	We request that our top 80% of packaging suppliers by volume report to CDP Forests on their use forest risk commodities within their supply chain. McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	No					
2.3 - Number or proportion of suppliers identified as priority for engagement, and % engaged	did not report	No					
2.4 - Performance of engaged suppliers and changes over time including progress on delivery across entire business	did not report	No					
4.0 - Element 4: Landscape engagement							
4.1 - Priority production landscapes identified	Investing in Landscape for other commodity	No					
4.2 - Methodology used to identify priority production landscapes to transform to forest positive		No					
4.3 - # of landscape initiatives currently engaged in		No					
4.4 - For each landscape initiative your company is currently engaged in, information on: a. Name, location, timeline and other partners involved b. Report on type of engagement (e.g disbursed financial, in-kind, capacity, preferential sourcing) c. Specific actions or projects that are supported d. How the actions intend to address systemic issues and contribute to delivering forest positive goals (at least one of conservation, restoration, positive inclusion of farmers and communities, multi-stakeholder platforms or partnerships) e. Linkages to shared landscape-level goals developed through multi-stakeholder process		No					

BEEF (and other cattle-derived products)	Publicly reported value and method provided in 2023	<i>Will your company be able to publicly report on this KPI by June 30th?</i> <i>(Select option from the dropdown)</i>	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.0 - Element 1: Own Supply Chain							
1.1 - Policy commitments to the FP goals	McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes	<p>McDonald's Deforestation-Free Beef Procurement Policy ('Policy') was developed to bring the McDonald's Commitment on Forests & Natural Ecosystems to life within the McDonald's beef supply chain.</p> <p>This Policy establishes the overall requirements and process to be followed by all McDonald's Finished Product Suppliers (suppliers of beef patties) and their Raw Material Suppliers (meatpackers) sourcing cattle for McDonald's beef supply from countries with identified high priority regions.</p> <p>Technical elements vary by geography. High priority regions are currently the Brazilian Amazon, Brazilian Cerrado, Paraguayan Chaco, Argentinian Chaco, and certain regions of Australia. Our Policy is available to suppliers in English, Brazilian Portuguese, and Spanish.</p> <p>The Policy is reviewed on a regular basis, considering inputs from relevant stakeholders.</p> <p>In addition, McDonald's started to co-lead the CGF FPC Beef Working Group in 2023.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonaldsCommitmentOnForestsAndNaturalEcosystems.pdf https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Deforestation_Free_Beef_Procurement_Policy_Summary.pdf	

BEEF (and other cattle-derived products)	Publicly reported value and method provided in 2023	<i>Will your company be able to publicly report on this KPI by June 30th?</i> <i>(Select option from the dropdown)</i>	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.2 - Timebound action plan summary	McDonald's - Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes	<p>McDonald's is committed to eliminating deforestation and addressing conversion in our global supply chain by 2030, for commodities and regions where we can deliver the greatest impact.</p> <p>Please see information regarding our overall approach and timeline on eliminating deforestation in our priority commodities by 2030 in the introduction.</p> <p>Monitoring and reporting of Key Performance Indicators (KPIs) are integrated into McDonald's Deforestation-Free Beef Procurement Policy. Most recent results are reported in our Purpose & Impact report, here :https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_PurposeImpact_ProgressReport_2023_2024.pdf</p> <p>We work alongside our monitoring service provider, Agrottools, to utilize social and environmental criteria and monitor adherence to our Policy, focused on purchasing from producers that conserve forests and respect human rights.</p> <p>McDonald's supports its Finished Product and Raw Material Suppliers in strengthening their approach to supporting a deforestation-free beef supply chain that also protects human rights by providing training on the Policy and high-level data-driven insights to support more responsible procurement decisions. As necessary, suppliers are expected to address results through corrective action plans (to support reintegration).</p> <p>Locally adopted cut-off dates (the last day that deforestation and/or conversion is permitted) cannot be later than 2020 and are designed to respect applicable legal requirements, as well as previously existing sectoral or regional agreements.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_PurposeImpact_ProgressReport_2023_2024.pdf https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Consumer_Goods_Forums_Positive_Coalition_2023.pdf	

BEEF (and other cattle-derived products)	Publicly reported value and method provided in 2023	<i>Will your company be able to publicly report on this KPI by June 30th?</i> <i>(Select option from the dropdown)</i>	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.3 - Beef footprint across all product categories	Globally, we sourced 879,686 metric tonnes of beef in 2022. McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes	Globally, we sourced 880,127 metric tons of beef in 2023. We estimate this through our annual raw material survey of suppliers.			https://corporate.mcdonalds.com/content/dam/sites/corp/hfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
1.4 - % of total commodity volume that is in scope of Element 1 reporting a) % of the total commodity volume that is in scope of your Element 1 reporting b) Narrative explanation on the % excluded from scope	n/a- new KPI	Yes - Quantitative	We estimate that the volume coverage through our annual raw material survey of suppliers, TraQtion, is 99.6% of our global raw material beef volume. We add an extrapolated volume to account for missing data.			https://corporate.mcdonalds.com/content/dam/sites/corp/hfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

BEEF (and other cattle-derived products)	Publicly reported value and method provided in 2023	<i>Will your company be able to publicly report on this KPI by June 30th?</i> <i>(Select option from the dropdown)</i>	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.5 - % with known origin and per classification of origin	<p>We estimate that the volume coverage through our annual raw material survey of suppliers. TraQtion is 99.62% of our global raw material beef volume. We add an extrapolated volume to account for missing data.</p> <p>McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting</p>	Yes - Quantitative	<p>Of our global beef volumes in 2023, 19.6% of global beef volumes were sourced from countries considered as high priority (Brazil, Paraguay, Argentina, and Australia) under the McDonald's Deforestation Free Beef Procurement Policy. Within these high priority countries, there are high priority regions (see below).</p> <p>In high priority regions, Raw Material Suppliers linked to Finished Product Suppliers that supply to McDonald's, provide data to monitoring service providers on the origin of their cattle. A farm's location may be in a high priority region, but that does not mean deforestation is happening. For this reason, the farms of direct cattle suppliers in high priority areas are remotely assessed through geospatial tools to check for compliance with the Policy. In the Brazilian Amazon, both direct and indirect cattle suppliers are monitored. In this context, direct suppliers refer to producers who are selling directly to slaughterhouses. Indirect suppliers in this context refers to producers who are selling to other producers, who then sell to slaughterhouses.</p> <p>McDonald's Deforestation Free Beef Procurement Policy states that:</p> <p>High priority regions are defined as countries, biomes, municipalities, or postcodes that are identified as areas where deforestation has occurred historically as determined through regular assessments, including with third-parties, that rely on the latest supply chain data and trends related to forests and natural ecosystems.</p> <p>High priority regions in terms of the McDonald's Deforestation Free Beef Procurement Policy are currently the Brazilian Amazon, Brazilian Cerrado, Paraguayan Chaco, Argentinian Chaco, and certain regions of Australia.</p> <p>Low priority regions refers to countries, biomes, municipalities, or postcodes that are identified as areas without or with a low risk of deforestation, as determined through regular assessments, including with third-parties, that rely on the latest supply chain data and trends related to forests and natural ecosystems.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/hfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

<p>BEEF (and other cattle-derived products)</p>	<p>Publicly reported value and method provided in 2023</p>	<p>Will your company be able to publicly report on this KPI by June 30th? <i>(Select option from the dropdown)</i></p>	<p>Publicly reported value or narrative for 2024 reporting on 2023 data</p>	<p>Methodology for value reported</p>	<p>Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)</p>	<p>Link to publicly available source</p>	<p>Target (Optional)</p>
<p>1.6 - % Deforestation and Conversion free (DCF) volumes and breakdown as indicated a) % of cattle products purchased that are DCF and to what level upstream this has been ascertained b) % 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) Year on Year Change in % DCF</p>	<p>Of our global beef volumes in 2022: 94.8% are sourced from low priority areas 3.7% are sourced from high priority areas and in compliance with our Deforestation Free Beef Procurement Policy 1.2% was found not compliant with our Policy 0.4% was extrapolated data due to missing volumes from suppliers. <0.00% of our global beef supply was traced back to indirect cattle suppliers (this is a sourcing Policy requirement for any beef sourced from the Amazon biome).</p>	<p>Yes - Quantitative</p>	<p>Of our global beef volumes in 2023, 19.6% of global beef volumes were sourced from countries considered as high priority (Brazil, Paraguay, Argentina, and Australia) under the McDonald's Deforestation Free Beef Procurement Policy. Within these high priority countries, there are high priority regions (see method) In 2023, 1.2% of beef volumes were found to be not compliant with our Deforestation Free Beef Procurement Policy (0.8% did not meet our requirements and 0.4% was extrapolated data).</p>	<p>Partial alignment with the CGF-FPC DCF methodology <i>Next steps for alignment- report DCF broken down into the implementation options and ensure alignment with FPC negligible risk methodology.</i> <i>Method: In high priority regions, Raw Material Suppliers linked to Finished Product Suppliers that supply to McDonald's, provide data to monitoring service providers on the origin of their cattle. A farm's location may be in a high priority region, but that does not mean deforestation is happening. For this reason, the farms of direct cattle suppliers in high priority areas are remotely assessed through geospatial tools to check for compliance with the Policy. In the Brazilian Amazon, both direct and indirect cattle suppliers are monitored. In this context, direct suppliers refer to producers who are selling directly to slaughterhouses. Indirect suppliers in this context refers to producers who are selling to other producers, who then sell to slaughterhouses.</i> <i>McDonald's Deforestation Free Beef Procurement Policy states that: High priority regions are defined as countries, biomes, municipalities, or postcodes that are identified as areas where deforestation has occurred historically as determined through regular assessments,</i></p>		<p>https://corporate.mcdonalds.com/content/dam/sites/corp/hfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf</p>	

BEEF (and other cattle-derived products)	Publicly reported value and method provided in 2023	<i>Will your company be able to publicly report on this KPI by June 30th?</i> <i>(Select option from the dropdown)</i>	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
1.7 - % progressing towards DCF	We engage our suppliers through our DFBPP reviews and are engaged in groups like the CGF Forest Positive Coalition to also engage with suppliers collaboratively on an industry basis.	Yes - Narrative	<p>We engage Finished Product Suppliers to support implementation of the McDonald's Deforestation Free Beef Procurement Policy within their supply chain and they must ensure that all of their Raw Material Suppliers are adhering to the Policy. McDonald's supports suppliers in strengthening their approach to supporting a deforestation-free beef supply chain that also protects human rights by providing training on the Policy and high-level data-driven insights to support more responsible procurement decisions. As necessary, suppliers are expected to address results through corrective action plans (to support reintegration).</p> <p>We are also engaged in groups like the CGF Forest Positive Coalition to engage with suppliers collaboratively on an industry basis.</p> <p>In addition, we are collaborating throughout the industry through the Voluntary Monitoring Protocol for Cattle Suppliers in the Cerrado to support best practices in addressing the potential social and environmental impacts in cattle supply chains in the Cerrado biome of Brazil.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	
2.0 - ELEMENT 2: SUPPLIER & MEATPACKERS							
2.1 - Supplier list	did not report	No					
2.2 - Summary of the Forest Positive Approach for meatpackers and own brand manufacturers	McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting	Yes	We have shared information on the principles of the Forest Positive Approach with our globally managed beef suppliers and we provide annual feedback on the actions they are taking to conserve forests across their business along with areas for further focus.			https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

BEEF (and other cattle-derived products)	Publicly reported value and method provided in 2023	<i>Will your company be able to publicly report on this KPI by June 30th? (Select option from the dropdown)</i>	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
2.3 - T1 suppliers to whom the Forest Positive Approach and its implementation have been communicated	<p> All of our global beef suppliers are requested to disclose their use of forest risk commodities within their supply chain to CDP Forests annually. Every globally managed beef supplier responded in 2022. Through our CDP Supply Chain engagement program, we have shared information on the principles of the Forest Positive Approach with these suppliers and we provide annual feedback on the actions they are taking to conserve forests across their business along with areas for further focus. . . McDonald's – Consumer Goods Forum's Forest Positive Coalition 2022 Reporting . . </p>	Yes - Narrative	<p> All of our global beef suppliers responded and disclosed their use of forest risk commodities within their supply chain to CDP Forests in 2023. </p> <p> We engage Finished Product Suppliers to support implementation of the McDonald's Deforestation Free Beef Procurement Policy within their supply chain and they must ensure that all of their Raw Material Suppliers are adhering to the Policy. McDonald's supports suppliers in strengthening their approach to supporting a deforestation-free beef supply chain that also protects human rights by providing training on the Policy and high-level data-driven insights to support more responsible procurement decisions. As necessary, suppliers are expected to address results through corrective action plans (to support reintegration). </p>			https://corporate.mcdonalds.com/content/dam/sites/corp/hfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

BEEF (and other cattle-derived products)	Publicly reported value and method provided in 2023	<i>Will your company be able to publicly report on this KPI by June 30th?</i> <i>(Select option from the dropdown)</i>	Publicly reported value or narrative for 2024 reporting on 2023 data	Methodology for value reported	Scope (materials/products in-scope of the reported value, and proportion of total commodity volume that scope represents)	Link to publicly available source	Target (Optional)
2.4 - Performance of T1 suppliers against Forest Positive Approach including progress on delivery across entire operations	did not report	Yes - Narrative	<p>We engage Finished Product Suppliers to support implementation of the McDonald's Deforestation Free Beef Procurement Policy within their supply chain and they must ensure that all of their Raw Material Suppliers are adhering to the Policy. McDonald's supports suppliers in strengthening their approach to supporting a deforestation-free beef supply chain that also protects human rights by providing training on the Policy and high-level data-driven insights to support more responsible procurement decisions. As necessary, suppliers are expected to address results through corrective action plans (to support reintegration).</p> <p>We are also engaged in groups like the CGF Forest Positive Coalition to engage with suppliers collaboratively on an industry basis.</p> <p>We have shared information on the principles of the Forest Positive Approach with our globally managed beef suppliers and we provide annual feedback on the actions they are taking to conserve forests across their business along with areas for further focus.</p> <p>All of our global beef suppliers responded and disclosed their use of forest risk commodities within their supply chain to CDP Forests in 2023.</p> <p>McDonald's supports suppliers in strengthening their approach to supporting a deforestation-free beef supply chain that also protects human rights by providing training on the Policy and high-level data-driven insights to support more responsible procurement decisions. As necessary, suppliers are expected to address results through corrective action plans (to support reintegration).</p> <p>We have shared information on the principles of the Forest Positive Approach with our globally managed beef suppliers and we provide annual feedback on the actions they are taking to conserve forests across their business along with areas for further focus.</p>			https://corporate.mcdonalds.com/content/dam/sites/corp/hfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf	

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2.5 - Meatpackers sourcing from priority origins that have been engaged and are being evaluated	<p>The McDonald's DFBPP establishes the overall requirements and process to be followed by all McDonald's Finished Product Suppliers and their Raw Material Suppliers (slaughterhouses and meat packers) sourcing cattle for McDonald's beef supply from countries with identified priority regions. We engage Finished Product Suppliers to ensure they implement the McDonald's DFBPP within their supply chain, and they must ensure that all of their Raw Material Suppliers are compliant with the Policy.</p> <p>https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2022.pdf</p>	Yes - Narrative	<p>McDonald's supports suppliers by providing training on the Deforestation Free Beef Procurement Policy. This Policy establishes the overall requirements and process to be followed by all McDonald's Finished Product Suppliers (suppliers of beef patties) and their Raw Material Suppliers (meatpackers) sourcing cattle for McDonald's beef supply from countries with identified high priority regions. We engage Finished Product Suppliers to support implementation of the Policy within their supply chain and they must ensure that all of their Raw Material Suppliers are adhering with the Policy. Monthly reports on the farms of direct cattle suppliers in high priority areas are remotely assessed through geospatial tools to check for compliance with the Policy and are provided to Raw Material Suppliers, and aggregated for Finished Product Suppliers and McDonald's</p>			<p>https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Consumer_Goods_Forum_Positive_Coalition_2023.pdf</p>	

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2.6 - Performance of meatpackers against Forest Positive Approach including progress on delivery across entire operations	did not report	Yes - Narrative	McDonald's supports suppliers by providing training on the Deforestation Free Beef Procurement Policy. This Policy establishes the overall requirements and process to be followed by all McDonald's Finished Product Suppliers (suppliers of beef patties) and their Raw Material Suppliers (meatpackers) sourcing cattle for McDonald's beef supply from countries with identified high priority regions. We engage Finished Product Suppliers to support implementation of the Policy within their supply chain and they must ensure that all of their Raw Material Suppliers are adhering with the Policy. Monthly reports on the farms of direct cattle suppliers in high priority areas are remotely assessed through geospatial tools to check for compliance with the Policy and are provided to Raw Material Suppliers, and aggregated for Finished Product Suppliers and McDonald's			https://corporate.mcdonalds.com/content/dam/sites/corp/hfl/pdf/McDonalds_Consumer_Goods_Forums_Positive_Coalition_2023.pdf	
4.0 - Element 4: Landscape engagement							
4.1 - Priority production landscapes identified	Investing in Landscape for other commodity	No					
4.2 - Methodology used to identify priority production landscapes to transform to forest positive		No					
4.3 - # of landscape initiatives currently engaged in		No					
4.4 - For each landscape initiative your company is currently engaged in, information on: a. Name, location, timeline and other partners involved b. Report on type of engagement (e.g disbursed financial, in-kind, capacity, preferential sourcing) c. Specific actions or projects that are supported d. How the actions intend to address systemic issues and contribute to delivering forest positive goals (at least one of conservation, restoration, positive inclusion of farmers and communities, multi-stakeholder platforms or partnerships) e. Linkages to shared landscape-level goals developed through multi-stakeholder process		No					