Henkel Forest Protection Policy

Forest Stewardship along the Henkel Value Chain



Foreword

At Henkel, our purpose – *"Pioneers at heart for the good of generations"*– inspires us to innovate responsibly and strengthen our contribution to a thriving planet. This purpose, grounded in a long-standing tradition of stewardship and forward-thinking, guides our actions day by day across the entire company. It shapes not only the products we create but also the way we collaborate with partners, customers, and communities worldwide.

Forests play a critical role in sustaining life on Earth. They regulate our climate, safeguard biodiversity, protect watersheds, and support the livelihoods of millions of people. Recognizing their irreplaceable value, Henkel places forest protection as a core element of our holistic approach to nature. Our commitment to conserving and restoring forest ecosystems is integral to our broader ambition to contribute to a nature-positive future.

Henkel's Forest Protection Policy reflects this commitment. In line with our Purposeful Growth strategy and our 2030+ Sustainability Ambition Framework, it defines how we engage in forest protection. In particular, it sets out our expectations for sourcing raw materials in ways that prevent deforestation, protect high-value ecosystems, and promote regenerative land use. From responsible sourcing to sustainable production and end-of-life solutions, forest protection is embedded as a guiding principle in our decision making.

We expect our suppliers and partners to join us in this commitment. Together, we must uphold practices that reduce greenhouse gas emissions, safeguard biodiversity, strengthen natural carbon sinks, and ensure traceability and transparency in forest relevant supply chains. By aligning our efforts, we contribute to global goals such as the UN Sustainable Development Goals and the international ambition to halt and reverse forest loss.

At Henkel, we are determined to actively drive the transformation toward a sustainable economy and society. By building on science-based targets, technological expertise, and a values-driven culture, we aim to protect forests, restore ecosystems, and create enduring value for people and the planet – today and for generations to come.

Bertrand Conquéret

Chief Sustainability Officer

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1. Policy Rationale

Globally, human activities have changed nature and ecosystems, including land surface and forest ecosystems. Ecosystems are increasingly exploited to satisfy humanity's needs for food, fodder and fiber. This is not only leading to a rapid decline in biodiversity on Earth but also affects climate change and the water cycle.

Human beings are strongly dependent on forest ecosystems. Deforestation may cause negative social consequences that might affect Henkel's own workforce, workers in the value chain, affected communities (especially Indigenous People) along the value chain, customers and consumers. Land-system change was therefore identified as one of the four most relevant planetary boundaries influenced by Henkel, based on scientific findings of the Planetary Boundaries Framework. In the Nature Policy, Henkel envisions to reach **"**zero net degradation of sensitive natural ecosystems, as well as contributions to nature restoration".

Especially the sourcing of ingredients based on bio-based raw materials, when done unsustainably, can pose risks of deforestation and human rights violations. Henkel recognizes its responsibility to halt deforestation in its value chain. Henkel aims to protect and restore biodiversity with a focus on forests as part of the sustainability strategy.

This Policy is a key element of Henkel's commitment to leadership in sustainability. It is related to the following Henkel policies and Corporate Standards:

- Henkel Nature Policy
- Henkel Circularity Policy
- Responsible Sourcing Policy
- Safety, Health and Environment (SHE) Standards
- Social Standards
- Human Rights Policy Statement
- Code of Conduct
- Code of Corporate Sustainability

This company Policy is translated into requirements expected from Henkel's suppliers in the Responsible Sourcing Policy.

2. Policy Scope and Exclusions

This policy provides guidance for managing deforestation risks across Henkel's value chain. Forest related impacts, risks, opportunities, and dependencies are regularly analyzed, reported, and addressed through targets and actions. It outlines the guiding principles for Henkel's Forest Stewardship Strategy, action selection, and transition plans toward its commitments.

The policy applies globally to all Henkel operations, subsidiaries, affiliated companies, and the upstream value chain. All business units, regions, activities, and purchased commodities fall under its scope. Newly acquired businesses are integrated according to Henkel's management processes.

While relevant to all commodities, the policy is especially important for high-volume materials with elevated deforestation and human rights risks – namely pulp and paper, as well as palm oil, palm kernel oil, and their derivatives. For lower volume forest risk commodities and low-volume suppliers, Henkel applies targeted and selective measures, including but not limited to addressing raised concerns or public grievances.

Primary stakeholders include upstream raw material suppliers, Henkel's own operations, and customers and consumers in the downstream value chain. Henkel applies consistent sustainability expectations to business partners worldwide and considers safety, health, environmental performance, social standards, and fair business practices when selecting and working with partners.

Henkel's suppliers worldwide are required to comply with the cross-industry Code of Conduct of the German Association for Supply Chain Management, Procurement, and Logistics (BME), which is grounded in the principles of the United Nations Global Compact. The BME Code of Conduct outlines expectations regarding labor practices, human rights and environmental responsibility. Management systems must be built on robust policies and effective due diligence mechanisms for the risk assessment to identify, prevent, mitigate and potentially remedy violations. The impacts and capabilities of individual suppliers must be considered. The BME Code of Conduct is applicable internationally and is linked to our contractual relationships with strategic suppliers alongside the Responsible Sourcing Policy.

3. Governance

The Henkel Management Board bears overall responsibility for our sustainability policies, including topic-specific strategies. The Sustainability Council aligns common positions, priorities and targets, prior to approval by the Management Board. The Council is chaired by the Management Board member responsible for Human Resources, Infrastructure and Sustainability. The Sustainability Council also regularly reviews the effectiveness of our policies and progress toward our objectives, as well as the material impacts, risks and opportunities and their changes, including nature-related policies. Under the leadership of the Chief Sustainability Officer, a dedicated topic lead within the Corporate Sustainability team develops concepts and policies for key sustainability topics and oversees related governance, standards, targets and action plans.

To ensure this policy aligns with Henkel's objectives and stakeholder expectations, a representative group of internal experts contributed to its development. This included sustainability specialists from business units, procurement, corporate reporting, finance and operations.

Henkel demonstrates progress on this policy through the following mechanisms:

- Monitoring, reporting and communication: Henkel regularly tracks progress toward sustainability targets, including implementation of this policy. Annual sustainability reporting covers performance, supply chain traceability and target achievement, complemented by ongoing stakeholder communication and dialogue.
- Review: The policy undergoes regular, proactive review to reflect evolving concepts, strategies and best practices. Reviews are conducted by experts and relevant stakeholders. The Corporate Global Sustainability team ensures appropriate timing and quality of the review process.
- Complaints Procedure: Henkel provides a transparent and responsive grievance system for all stakeholders to report concerns or breaches of this policy. A global compliance hotline operated by an independent provider and an anonymous contact form to the Compliance Office are available. Further information is available on the website at Whistleblower Process and Compliance Hotline.
- Access to remedy: Details are specified in Henkel's Human Rights Policy Statement.

4. Stakeholder Engagement

Henkel is committed to meaningful stakeholder engagement and actively participates in multi-stakeholder forums to advance sustainable supply chains. The company collaborates with partners to strengthen actions that prevent deforestation and conversion and protect human rights. Understanding stakeholder expectations is central to Henkel's sustainability management. To engage more effectively, Henkel uses targeted surveys and continuously monitors stakeholder opinions through direct dialogue, multi-stakeholder initiatives, and sustainability platforms.

Since upstream partners play a key role in implementing this policy, supplier engagement is essential. Henkel communicates that it accepts only materials produced in line with its Responsible Sourcing Policy and works with suppliers to prevent, mitigate, or remediate environmental and social harm. Suppliers are assessed and audited on topics such as environmental performance, health and safety, human rights, ethics, and fair competition. If violations occur – including those identified further up the supply chain– suppliers must inform Henkel and cooperate to address or end the issue as quickly as possible, ensuring systematic documentation.

Henkel's responsible sourcing strategy emphasizes a shared commitment to sustainability, based on the conviction that sustainable procurement depends on responsible decisions at every level of the global supply chain.

5. Third-Party Standard Reference

Henkel complies with national and international regulations that are relevant for the countries where the company operates, as well as mandatory national and international standards on the topic of deforestation.

This policy is especially connected to the principles and guidelines laid out in the following standards related to deforestation:

- Convention on Biological Diversity (CBD) accompanied by the Cartagena Protocol and the Nagoya Protocol
- Kunming-Montreal Global Biodiversity Framework
- UN Sustainable Development Goals (3), in terms of the prevent deforestation especially SDG 15 "Life on Land"
- EU Biodiversity Strategy for 2030
- Integration of High Conservation Values (HCV), High Carbon Stock (HCS) Forest and Free, Prior and Informed Consent (FPIC) by HCS Approach Steering Group

The content of this policy is also related to the following principles, guidelines and frameworks on human rights and workers' rights:

- United Nations Global Compact
- United Nations Guiding Principles for Business and Human Rights
- International Bill on Human Rights
- Fundamental ILO conventions, like the International Labour Organization's Declaration on Fundamental Principles and Rights at Work; complementing local statutes where these are more exacting
- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights
- United Nations Declaration on the Rights of Indigenous Peoples (2007)
- OECD Guidelines for Multinational Enterprises and resulting commitments to compliance with applicable laws
- FAO's Voluntary Guidelines on the Responsible Governance of Tenure

This policy also follows guidelines of the Accountability Framework and incorporates many of its terms and definitions to help clarify the intentions of these principles and promote alignment in sustainability practices across the sectors Henkel operates in.

6. Commitments and Principles of Action

The Henkel 2030+ Sustainability Ambition Framework reflects the company's commitment to Purposeful Growth. It guides Henkel's efforts to create stakeholder value, grow its business responsibly, and act sustainably for current and future generations. The framework defines the company's global sustainability strategy across three dimensions: **Regenerative Planet**, **Thriving Communities**, and **Trusted Partner**.

Henkel is committed to preserving and restoring biodiversity and ecosystems and supports global efforts toward a nature-positive future. This includes actions along and beyond the company's value chain to halt and reverse biodiversity loss through sustainable land use, avoiding land-system change, and protecting and restoring natural habitats, forests and other ecosystems.

Forests play a crucial role in fostering biodiversity, climate change mitigation, food provisioning and sustaining livelihoods. Henkel is committed to responsible sourcing of raw materials linked to deforestation and recognizes the importance of protecting forests and natural ecosystems.

Henkel does not accept deforestation in its supply chain or own operations and is thus committed to deforestation-free sourcing. The company also avoids land clearance and deforestation at its own sites wherever possible.

Henkel's commitments are guided by the following principles:

- **Holistic protection of forests:** "Deforestation-free" includes no clearing of natural forests, High Carbon Stock (HCS) areas or High Conservation Value Areas (HCVA). Burning or use of fire for land clearing is not allowed. For palm (kernel) oil, no new development on peatlands is permitted and responsible peatland management is required, in line with the criteria of the Roundtable on Sustainable Palm Oil (RSPO).
- **Engagement with suppliers and smallholders:** Henkel works closely with suppliers to enable long-term protection of forests and ecosystems. Suppliers are expected to commit to zero net deforestation, DCF (deforestation and conversion free) or NDPE (No Deforestation, No Peat, No Exploitation). Henkel supports the inclusion of independent smallholders in global supply chains and aims to improve the livelihoods of smallholder farmers.
- **Meaningful cut-off dates:** As a minimum, Henkel applies January 1, 2020, as its cut-off date for deforestation or conversion, aligned with global forest goals as specified in the New York Declaration on Forests and in Target 15.2 of the United Nations Sustainable Development Goals. For palm (kernel) oil and derivatives, RSPO cut-offs apply: November 2005 for primary forest/HCVA protection and November 15, 2018, for HCS/HCVA.
- **Respect for human rights:** Henkel is committed to respecting human rights across its own operations and supply chain. Details on respecting human rights, including the rights of Indigenous Peoples and local communities and land tenure rights are covered in the Social Standards, SHE Standards, Human Rights Policy Statement.
- **Robust due diligence and transparency:** Henkel applies risk based due diligence across the value chain to identify, prevent and end violations of any provisions of this policy. Henkel takes appropriate action if policy violations are identified, reflecting the impacts and opportunities of each supplier's organization.

7. Implementation and Specific Actions

Henkel recognizes that achieving a full deforestation- and conversion-free supply chain is a long-term transformation, requiring a stepwise approach. As a milestone, Henkel aims for zero net deforestation sourcing for high-volume, high-risk commodities such as timber, pulp and paper, palm oil, palm kernel oil and derivatives, as well as materials covered by regulations like the EU Deforestation Regulation (EUDR).

Specifically, Henkel strives to achieve and maintain:

- **100% paper and cardboard** from recycled material or sustainably managed forests, demonstrated through certifications such as FSC, PEFC, SFI, CSA or AFS.
- **100% certified or externally confirmed responsible sourcing** of palm and palm kernel oil, particularly through RSPO certification.
- **100% transparency and traceability** for palm and palm kernel oil, collaborating with partners such as Action for Sustainable Derivatives (ASD) and regularly publishing traceability results and mill lists.

For lower-volume forest-risk commodities, Henkel applies targeted responsible sourcing measures, including participation in industry collaborations, engagement with plantation operators, satellite-based deforestation checks, or certified sourcing. Credible third-party certification schemes with robust traceability and chain-of-custody models are preferred.

To implement this policy, Henkel applies the following mechanisms:

- **Risk assessment:** Sustainability risks are evaluated as part of the company-wide risk management system, focusing on countries and supply chains with elevated human rights, environmental or corruption risks.
- **Material traceability:** Henkel is committed to developing and implementing traceability systems for key materials. Key materials with a high risk of deforestation are traced back to the point of verified compliance with this policy. Examples for the point of verified compliance include, but are not limited to, the tier 1 supplier in case there are aligned certification schemes used or supplier traceability systems in place to ensure compliance at this point, or the sourcing country in case sourcing from low risk countries can be demonstrated, or the production unit.
- **Upskilling and Stakeholder Engagement:** Henkel provides internal sustainability training, including deforestation topics, and engages in dialogue with suppliers and external stakeholders.
- **Escalation and consequence management:** A structured process to escalate grievances ensures appropriate action in cases of detected non-compliance with this policy.

Henkel also allocates budgets for projects supporting the sustainable transformation of its business, including environmental protection and restoration initiatives within and beyond its value chain.

8. Definitions

Affected communities	People or group(s) living or working in the same area that has been or may be affected by a reporting organization's operations or through its value chain. Affected communities can range from people living adjacent to the organization's operations (local communities) through to people living at a distance. Affected communities include actually and potentially affected indigenous peoples.
Biodiversity	The variety among living organisms from all sources including terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are a part. This includes variation in genetic, phenotypic, phylogenetic and functional attributes, as well as changes in abundance and distribution over time and space within and among species, biological communities and ecosystems.
Climate change, climate change adaptation and climate change mitigation	Climate change refers to a change in the state of the climate that can be identified (e.g. by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. Climate change adaptation refers to the process of adjustment to actual and expected climate change and its impacts. Climate change mitigation refers to the process of reducing GHG emissions and holding the increase in the global average temperature to 1.5 degrees Celsius above pre-industrial levels, in line with the Paris Agreement.
Cut-off date	The cut-off date is the data after which deforestation or conversion is considered non-compliant with this policy. For this policy, the cut-off date is, as a minimum, January 1, 2020. This is aligned with global goals to halt deforestation by 2020 (19) and with Target 15.2 of the United Nations Sustainable Development Goals (3). Nevertheless, Henkel considers deforestation or conversion non-compliant with this policy after the following cut-off dates specified for palm oil, palm kernel oil and their derivatives as per the Roundtable on Sustainable Palm Oil (RSPO): November 2005 (for primary forest or any area required to protect or enhance high conservation value HCVs) and 15 November 2018 (for HCVs or high carbon stock (HCS) forests).
Deforestation	Loss of natural forest as a result of: i) conversion to agriculture or other non-forest land use; ii) conversion to a tree plantation; or iii) severe and sustained degradation. This definition pertains to no-deforestation supply chain commitments, which generally focus on preventing the conversion of natural forests. Severe degradation (scenario iii in the definition) constitutes deforestation even if the land is not subsequently used for a non-forest land use. Loss of natural forest that meets this definition is considered to be deforestation regardless of whether or not it is legal. The Accountability Framework's definition of deforestation signifies "gross deforestation" of natural forest where "gross" is used in the sense of "total; aggregate; without deduction for reforestation or other offset".

Deforestation and Conversion Free (DCF)	Conversion free / no-conversion: Commodity production, sourcing or financial investments that do not cause or contribute to the gross conversion of natural ecosystems (as defined by the Accountability Framework). Deforestation free / no-deforestation: Commodity production, sourcing or financial investments that do not cause or contribute to gross deforestation of natural forests (as defined by the Accountability Framework). Deforestation and Conversion Free (DCF) raw materials do not originate from land that had one of the following status in or after specific cut-off dates: • Primary forests and other wooded land covered with native tree species, no clear visible indication of nonindigenous human activity (such as wood harvesting, forest clearance) and intact ecological processes. • Land with high carbon stocks such as wetlands, peatlands (regardless of their depth), continuously forested areas and forests with a 10-30 percent canopy cover (High Carbon Stock forests (HCS), as defined by the High Carbon Stock Approach (HCSA). • Highly biodiverse forests and other wooded land that is species-rich and not degraded, as well as other areas that have been identified as highly biodiverse by relevant competent authorities. • Nature protection areas designated by law or by relevant authorities. • Areas for the protection of rare, threatened or endangered ecosystems or species. • Highly biodiverse grasslands and other High Conservation Value Areas (HCVA).
Degradation / land degradation	Changes within a natural ecosystem that significantly and negatively affect its species composition, structure and/or function, and that reduce the ecosystem's capacity to supply products, support biodiversity and/or deliver ecosystem services. Degradation may be considered conversion if it: Is large-scale and progressive or enduring. Alters ecosystem composition, structure and function to the extent that regeneration to a previous state is unlikely. Or leads to a change in land use (e.g. to agriculture or other use that is not a natural forest or other natural ecosystem).
Ecosystem	A dynamic complex of plant, animal and microorganism communities and their non-living environment interacting as a functional unit.
Ecosystem services	A service that is provided by an ecosystem as an intrinsic property of its functionality (e.g. pollination, nutrient cycling, nitrogen fixation, fruit and seed dispersal). The benefits (and occasionally disadvantages) that people obtain from ecosystems include provisioning services such as food and water; regulating services such as flood and disease control; and cultural services such as recreation and sense of place. In the original definition of the Millennium Ecosystem Assessment the concept of ecosystem goods and services is synonymous with ecosystem services. The TNFD defines dependencies as ecosystem services that an organization relies on for its business processes to function, such as a clean and regular water supply (23). Provisioning services of nature: water supply, genetic material, biomass provisioning. Regulating and maintenance services of nature: pollination, biological control, soil and sediment retention, flood mitigation, water flow regulation, rainfall pattern regulation, local micro-climate and meso-climate regulation, global climate regulation, nursery and population habitat maintenance, solid waste remediation, soil quality regulation, storm mitigation, water purification, air filtration, noise attenuation. Cultural services of nature: recreation related services, visual amenity services, education, scientific and research services, spiritual, artistic and symbolic services.
Environment	Environment is understood as the interplay of different scales such as the technosphere, biosphere, lithosphere, hydrosphere and atmosphere.

Free, Prior and Informed Consent (FPIC)	A collective human right of indigenous peoples and local communities to give and withhold their consent prior to the commencement of any activity that may affect their rights, land, resources, territories, livelihoods and food security. It is a right exercised through representatives of their own choosing and in a manner consistent with their own customs, values and norms.
Grievance mechanism	Any routinised process through which grievances concerning business-related negative impacts to human rights or the environment can be raised and remedy can be sought. Grievance mechanisms may be state-based or non-state-based, and they may be judicial or non-judicial.
Habitat	The place or type of site where an organism or population naturally occurs. Also used to mean the environmental attributes required by a particular species or its ecological niche.
High Conservation Value Areas (HCV/HCVA)	Biological, ecological, social, or cultural values of outstanding significance or critical importance.
High Carbon Stock (HCS)	Land with high carbon stocks such as wetlands, peatlands (regardless of their depth), continuously forested areas and forests with a 10-30 percent canopy cover (High Carbon Stock forests (HCS), as defined by the High Carbon Stock Approach (HCSA).
Indigenous peoples	An official definition of indigenous peoples has not yet been adopted by any United Nations body. According to the UN Permanent Forum on Indigenous Issues, the system has instead developed a modern understanding of this term based on the following: • Self-identification as indigenous peoples at the individual level and accepted by the community as their member. • Historical continuity with pre-colonial and or pre-settler societies • Strong links to territories and surrounding natural resources • Distinct social, economic and political system • Distinct language, culture and beliefs • Form non-dominant groups of society • Resolve to maintain and reproduce their ancestral environments and systems as distinctive peoples and communities In the context of the International Labour Organization (ILO) Convention (No. 169) concerning Indigenous and Tribal Peoples in Independent Countries the term 'Indigenous peoples' is to be understood as: 1. tribal peoples in independent countries whose social, cultural and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations; 2. peoples in independent countries who are regarded as indigenous on account of their descent from the populations inhabited the country, or a geographical region to which the country belongs, at the time of conquest or colonisation or the establishment of present state boundaries and who, irrespective of their legal status, retain some or all of their own social, economic, cultural and political institutions. The most fruitful approach is to identify, rather than define indigenous peoples. This is based on the fundamental criterion of self-identification as underlined in a number of human rights documents.
Land-system change	Land-system change according to the Planetary Boundary Framework focuses on the global deforestation of tropical, temperate and boreal forests. These land-systems are threatened especially by agricultural and forestry activities to provide food, feed, timber, energy and feedstocks for production, but also by construction of buildings and transportation pathways. The change of land-systems leads to the fragmentation and destruction of natural habitats and is a direct driver of biodiversity loss globally.

Local community	A group of interacting people living in and sharing a specific environment and place, and sharing common concern around local facilities, services and environment and which may at times depart from traditional or state definitions. Such communities may attach particular meaning to land and natural resources as sources of culture, customs, history and identity, and/or depend on them to sustain their livelihoods, social organization, culture, traditions and beliefs. Local communities may be legally or customarily known or designated using various terms, such as "traditional communities". Like indigenous peoples, they may use and manage land in line with customary tenure systems and associated rights. They may depend on their land for cultural and physical survival. Due to their similarities, the Framework refers to both 'indigenous peoples and local communities' and requires the same processes and respect for the rights of both groups, including with respect to property and the right to give or withhold Free, Prior and Informed Consent (FPIC; see definition).
Natural ecosystem	An ecosystem that substantially resembles – in terms of species composition, structure and ecological function – one that is or would be found in a given area in the absence of major human impacts. This includes human-managed ecosystems where much of the natural species composition, structure and ecological function are present. Natural ecosystems include: • Largely "pristine" natural ecosystems that have not been subject to major human impacts in recent history. • Regenerated natural ecosystems that were subject to major impacts in the past (for instance by agriculture, livestock raising, tree plantations or intensive logging) but where the main causes of impact have ceased or greatly diminished and the ecosystem has attained species composition, structure and ecological function similar to prior or other contemporary natural ecosystems. • Managed natural ecosystems (including many ecosystems that could be referred to as "semi-natural") where much of the ecosystem's composition, structure and ecological function are present. This includes managed natural forests as well as native grasslands or rangelands that are, or have historically been, grazed by livestock. Natural ecosystems that have been partially degraded by anthropogenic or natural causes (e.g. harvesting, fire, climate change, invasive species or others) but where the land has not been converted to another use and where much of the ecosystem's composition, structure and ecological function remain present or are expected to regenerate naturally or by management for ecological restoration.
Nature	The natural world, with an emphasis on the diversity of living organisms (including people) and their interactions among themselves and with their environment.
Planetary Boundaries	This concept makes it possible to estimate a safe operating space for humanity with respect to the functioning of the Earth. The boundary level for each key Earth system process that should not be transgressed if society is to avoid unacceptable global environmental change, is quantified.
Remediation and remedy	Terms used interchangeably or in combination with one another to refer to both the process of providing redress for a negative impact and the substantive outcomes that can counteract or make good the negative impact. These outcomes may take a range of forms such as apologies, restitution, rehabilitation, restoration, financial or non-financial compensation and punitive sanctions (whether criminal or administrative, such as fines), as well as the prevention of harm through, for example, injunctions or guarantees of non-repetition.
Restoration (in relation to environmental harms)	The process of assisting the recovery of an ecosystem, and its associated conservation values, that has been degraded, damaged or destroyed. The term "restoration" is also used in the context of remediation of human rights harms, for which restoration may

	come in many forms (e.g., restoration of benefits, employment, or access to lands). See the Operational Guidance on Remediation and Access to Remedy.
Stakeholder	Those who can affect or be affected by the organization.
Sustainability	In 1987, the United Nations Brundtland Commission defined sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs".