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THE DYNAMICS OF PALM OIL REGULATION AND POLICY IN INDONESIA: A LITERATURE REVIEW ON THE RELATIONSHIP BETWEEN LOCAL REGULATIONS, ENVIRONMENTAL GOVERNANCE, AND SUSTAINABILITY EFFORTS FROM A SUSTAINABLE DEVELOPMENT PERSPECTIVE

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Abstract

This article analyses the dynamics of palm oil regulation and policy in Indonesia through a literature review, focusing on the relationship between local regulations, environmental governance, and sustainability efforts from a sustainable development perspective. The study shows that national regulations, particularly through the Indonesian Sustainable Palm Oil (ISPO) and various environmental instruments, provide an important normative framework, but their effectiveness is highly dependent on how local regulations in provinces and districts/cities translate these norms into plantation and environmental management practices. Regulatory fragmentation between the central and regional governments, weak law enforcement, and uncertainty in the certification process for smallholders often reduce the potential contribution of the palm oil sector to sustainable development. From an environmental governance perspective, efforts towards sustainable palm oil in Indonesia still face significant challenges, particularly in controlling the impact of plantation expansion on deforestation, biodiversity loss, and greenhouse gas emissions. Although there are already waste management policies and the application of circular economy principles, the implementation of these regulations varies at the national and regional levels, depending on institutional capacity, technology availability, and the political will of local governments. On the other hand, multi-stakeholder collaborations, such as the Indonesian Sustainable Palm Oil Communication Forum (FoKSBI) and the National Action Plan for Sustainable Palm Oil (NASPO), show potential for strengthening environmental governance and supporting the achievement of the Sustainable Development Goals (SDGs). Overall, the relationship between local regulations, environmental governance, and palm oil sustainability efforts shows that this sector can contribute positively to sustainable development if national and local regulations are managed in a harmonious and inclusive manner. Strengthening environmental governance, harmonising regulations between the central and regional governments, and increasing institutional capacity are key to ensuring that palm oil development in Indonesia not only boosts economic growth but also protects the environment and improves community welfare. Thus, the dynamics of palm oil regulations and policies in Indonesia reflect the transformation of sector governance from an expansive approach to a more sustainable and inclusive one.

Keywords: palm oil, regulation, policy, local regulations, environmental governance, sustainability, sustainable development, ISPO, Indonesia

Introduction

The Indonesian palm oil industry has grown to become one of the main pillars of the national economy as well as one of the most controversial sectors from a global environmental and social perspective. This sector contributes significantly to non-oil and gas commodity exports, employs millions of workers, and is a major source of income for many producing regions (Sheil & Meijaard, 2025) . However, on the other hand, the expansion of oil palm plantations is often associated with deforestation, loss of biodiversity, greenhouse gas emissions, and land conflicts with local communities (Gaveau et al., 2016). The tension between domestic economic interests and global sustainability demands is the main backdrop for the emergence of various regulations and policies related to palm oil in Indonesia.

In the context of sustainable development, Indonesian palm oil is at a complex crossroads between economic growth, environmental protection and social justice (Sustainable Development Goals, United Nations, 2015). The Sustainable Development Goals (SDGs), particularly SDG 8 (decent work and economic growth), SDG 12 (sustainable consumption and production), and SDG 13 (climate action), require commodity sectors such as palm oil to not only increase output but also improve environmental and social governance. Palm oil regulations and policies in Indonesia, therefore, can no longer be understood solely as economic instruments, but as part of a broader sustainable development policy framework (Vijay et al., 2016) .

The development of palm oil regulations in Indonesia shows an evolutionary pattern from an expansive, production-oriented approach to a more sustainability-oriented approach. Initially, policies focused on expanding acreage, increasing productivity, and strengthening Indonesia's position as the world's leading producer and exporter of palm oil. As international pressure regarding the environment and human rights increased, the government began to introduce sustainability instruments, such as certification schemes and environmental standards, which were then integrated into the national regulatory framework (Hakim, 2023; Widyastuti & Siregar, 2023).

One of the important milestones in this regulatory dynamic is the implementation of Indonesian Sustainable Palm Oil (ISPO) as a mandatory certification system through Presidential Regulation No. 44 of 2020 (Perpres 44/2020) (Hakim, 2023; Widyastuti & Siregar, 2023). ISPO is designed to combine various aspects of sustainability—environmental, social, and economic—into a single national standard framework that applies to all palm oil businesses, including large companies and smallholders (Hakim, 2023). Thus, ISPO functions not only as a technical certification instrument, but also as a policy mechanism that reflects Indonesia's commitment to sustainable development and green economic diplomacy.

However, the implementation of ISPO and other palm oil regulations faces a number of structural and institutional challenges (Siregar & Hakim, 2023; Wahid, 2024). Fragmented authority between the central and regional governments, overlapping

regulations, and weak law enforcement and transparency often reduce the effectiveness of policies (Siregar & Hakim, 2023). At the local level, local regulations (perda) on spatial planning, business permits, and forest protection are often not fully aligned with national policy , creating legal uncertainty and conflicts of interest between the government, companies, and local communities (Siregar & Hakim, 2023; Wahid, 2024).

From an environmental governance perspective, palm oil regulations in Indonesia also face a dilemma between production expansion and ecosystem protection (Gaveau et al., 2016; Papilo et al., 2022). Policies related to environmental impact assessments, forest areas, and palm oil waste management should be able to control environmental impacts, but in practice there are often regulatory loopholes, permit violations, and inadequate waste management (Papilo et al., 2022; Siregar & Hakim, 2023). This situation indicates that environmental sustainability in the palm oil sector depends not only on the existence of regulations, but also on the quality of governance, institutional capacity, and stakeholder participation (Gaveau et al., 2016; Papilo et al., 2022).

On the other hand, global pressure on Indonesian palm oil is increasing in line with policies such as the European Union's Renewable Energy Directive (RED) II, which restricts the use of palm oil-based biofuels that are considered unsustainable (Wahid, 2024; Siregar & Hakim, 2023). This policy forces Indonesia to not only strengthen domestic sustainability standards, but also build economic and political diplomacy to maintain market access (Wahid, 2024). In this context, palm oil regulation has become an arena for conflict between national interests, international standards, and the narrative of "green politics," which is often considered discriminatory by industry players in Indonesia (Wahid, 2024; Siregar & Hakim, 2023).

The importance of local regulations in the dynamics of palm oil policy is also increasingly evident in several studies (Siregar & Hakim, 2023; Evalia, 2024). Regional regulations and district/city policies, such as spatial planning (RTRW), business licensing, and plantation development programmes, often determine how national standards such as ISPO are translated in the field (Siregar & Hakim, 2023). Several regions, for example in Kalimantan and Sumatra, have developed special platforms or programmes for sustainable palm oil that integrate local regulations with national strategies (Evalia, 2024). However, inconsistencies between regions and varying institutional capacities remain major obstacles to policy harmonisation (Siregar & Hakim, 2023).

From a sustainable development perspective, the relationship between local regulations, environmental governance, and palm oil sustainability efforts is key to understanding whether this sector can contribute positively to the achievement of the SDGs (United Nations, 2015; Evalia, 2024). Several studies show that sustainable palm oil development in certain areas can contribute to poverty reduction, improved health, and access to education, especially if managed through smallholder schemes and the

replanting of unproductive land (Hermawan et al., 2023; Evalia, 2024). However, without strong regulations and good governance, palm oil expansion can actually exacerbate social inequality and environmental damage (Hermawan et al., 2023; Gaveau et al., 2016).

Although there are many studies on palm oil regulation, certification, and sustainability in Indonesia, there is still limited research that explicitly examines the dynamics of palm oil regulation and policy from a sustainable development perspective, with a focus on the relationship between local regulations, environmental governance, and sustainability efforts (Widyastuti & Siregar, 2023; Wahid, 2024). Most studies tend to focus on technical aspects of certification, economic analysis, or case studies of specific regions, thus failing to provide an integrative analytical framework for understanding the interaction between levels of regulation and its implications for sustainable development at the macro level (Vijay et al., 2016) .

Therefore, this article aims to fill this gap through a systematic literature review that analyses the dynamics of palm oil regulation and policy in Indonesia from a sustainable development perspective. This article will examine how local regulations, environmental governance, and sustainability efforts interact in shaping the direction of the palm oil sector's development, as well as how these dynamics influence the achievement of sustainable development goals in Indonesia. Thus, this article is expected to contribute theoretically and practically to the development of more sustainable and inclusive palm oil policies.

Research Method

Methodologically, this article uses a qualitative literature review approach with thematic analysis of various scientific publications, government policies, and international agency reports (Widyastuti & Siregar, 2023; Wahid, 2024). The selected sources include reputable international journal articles, academic books, and official Indonesian policy documents related to palm oil and sustainability. Through this analysis, this article will identify key themes, policy trends, and challenges and opportunities in the development of sustainable palm oil in Indonesia from a sustainable development perspective (Eliyah & Aslan, 2025) ; (Green et al., 2006) .

Results and Discussion

The Dynamics of Palm Oil Regulation and Policy from the Perspective of Local Regulations and Environmental Governance

The dynamics of palm oil regulation and policy in Indonesia cannot be understood without considering the interaction between national regulations, local regulations, and environmental governance practices in the field. At the national level, Indonesia has established a fairly comprehensive legal framework through the Plantation Law, the Environmental Protection and Management Law, and certification

instruments such as Indonesian Sustainable Palm Oil (ISPO) (Papilo et al., 2022; Widyastuti & Siregar, 2023). However, the effectiveness of these regulations is highly dependent on how local regulations at the provincial and district/city levels translate national norms into plantation and environmental management practices (Siregar & Hakim, 2023; Wahid, 2024).

Local regulations, in the form of regional regulations (perda), governor's decrees, and regent/mayor's decrees, play a central role in determining the direction of oil palm plantation development at the local level (Siregar & Hakim, 2023; Evalia, 2024). Regional spatial plans (RTRW), plantation business permits, and forest and peatland management policies often act as a "filter" for national regulations, so that central policies can be strengthened, weakened, or even ignored depending on the political and economic context of the region (Siregar & Hakim, 2023; Celios, 2024). In some cases, local regulations that are too lenient or inconsistent with national standards actually open the door to unsustainable palm oil expansion, while other regions implement moratoriums and stricter control policies (Papilo et al., 2022; Celios, 2024).

From an environmental governance perspective, Indonesian palm oil regulations face a dilemma between production expansion and ecosystem protection (Gaveau et al., 2016; Papilo et al., 2022). Law No. 32 of 2009 concerning Environmental Protection and Management, AMDAL, and palm oil waste management regulations should be able to control environmental impacts, but in practice there are often regulatory loopholes, permit violations, and inadequate waste management (Papilo et al., 2022; Siregar & Hakim, 2023). This situation indicates that environmental sustainability in the palm oil sector depends not only on the existence of regulations, but also on the quality of governance, institutional capacity, and stakeholder participation (Gaveau et al., 2016; Papilo et al., 2022).

The dynamics of environmental governance are also reflected in the implementation of instruments such as ISPO and AMDAL at the national and regional levels (Siregar & Hakim, 2023; Widyastuti & Rini, 2024). ISPO is designed to integrate environmental, social and economic aspects into a single binding standard for all palm oil businesses, including large companies and smallholders (Hakim, 2023; Widyastuti & Rini, 2024). However, several studies show that the implementation of ISPO in the field still faces challenges, such as weak law enforcement, limited transparency, and uncertainty in the certification process, especially for smallholders (Hakim, 2023; Goh et al., 2021).

Local regulations often become an arena for conflicts of interest between local governments, plantation companies, and local communities (Siregar & Hakim, 2023; Celios, 2024). In some regions, local governments tend to prioritise economic growth and tax revenue from the palm oil sector, resulting in local regulations that are relatively lenient towards plantation expansion and peatland use (Celios, 2024; Papilo et al., 2022). On the other hand, regions that are more sensitive to environmental issues and social

conflicts tend to issue stricter policies, such as moratoriums on new permits, restrictions on expansion in forest areas, and increased supervision of companies (Celios, 2024; Wahid, 2024).

Regulatory fragmentation between the central and regional governments is one of the main obstacles to effective environmental governance in the palm oil sector (Siregar & Hakim, 2023; Papilo et al., 2022). Overlapping authorities between relevant ministries (agriculture, environment, forestry, and energy) and between the central and regional governments often result in regulations that are inconsistent and difficult to implement consistently (Siregar & Hakim, 2023; Celios, 2024). As a result, companies can exploit regulatory loopholes to obtain permits in areas that are most advantageous bureaucratically, even if they have the potential to damage the environment or violate sustainability principles (Papilo et al., 2022; Siregar & Hakim, 2023).

The dynamics of local regulation are also evident in the way local governments respond to global pressure on Indonesian palm oil (Wahid, 2024; Siregar & Hakim, 2023). Policies such as the Renewable Energy Directive (RED) II and the European Union Deforestation Regulation (EUDR) encourage Indonesia to strengthen national sustainability standards and green economic diplomacy (Wahid, 2024; Papilo et al., 2022). At the regional level, several provinces such as Riau, West Kalimantan, and North Sumatra have begun to develop special platforms or programmes for sustainable palm oil that integrate local regulations with national strategies (Celios, 2024; Evalia, 2024). However, inconsistencies between regions and varying institutional capacities remain obstacles to policy harmonisation (Siregar & Hakim, 2023; Papilo et al., 2022).

Environmental governance in the palm oil sector is also influenced by waste management policies and the application of circular economy principles (Papilo et al., 2022; Siregar & Hakim, 2023). The government has issued various national and regional regulations to reduce palm oil waste pollution, including the application of waste treatment technology and the use of waste as a renewable energy source (Papilo et al., 2022). However, the implementation of these regulations varies at the national and regional levels, depending on institutional capacity, technology availability, and the political will of local governments (Papilo et al., 2022; Siregar & Hakim, 2023).

From the perspective of local communities, the dynamics of palm oil regulation and policy often have an impact on land conflicts, changes in livelihoods, and access to natural resources (Gaveau et al., 2016; Siregar & Hakim, 2023). Inadequate local regulations that fail to accommodate the rights of indigenous peoples and smallholders can exacerbate social inequality and trigger protracted conflicts (Gaveau et al., 2016; Celios, 2024). Conversely, regions that implement more inclusive regulations, such as recognition of customary rights and community participation in spatial planning, tend to reduce conflict and increase social sustainability (Siregar & Hakim, 2023; Evalia, 2024).

The dynamics of palm oil regulation and policy from the perspective of local regulations and environmental governance also reflect the transformation of sector

governance from a centralised approach to a more decentralised and participatory approach (Siregar & Hakim, 2023; Celios, 2024). Post-1998 reforms in the plantation and forestry sectors have strengthened the role of local governments in natural resource management, including palm oil (Siregar & Hakim, 2023). However, decentralisation without institutional capacity building and transparency can result in inconsistent governance and vulnerability to corruption or collusion (Celios, 2024; Papilo et al., 2022).

The link between local regulations, environmental governance, and palm oil sustainability efforts is becoming increasingly important in the context of achieving the Sustainable Development Goals (SDGs) (United Nations, 2015; Papilo et al., 2022). Good regulations and policies at the local level can contribute to the achievement of SDG 8 (decent work), SDG 12 (sustainable consumption and production), and SDG 13 (climate action) through more efficient plantation management, emission reduction, and improved welfare for smallholders (Papilo et al., 2022; Hermawan et al., 2023). However, without strong coordination between the central and regional governments, as well as consistent law enforcement, local regulations can actually exacerbate environmental damage and social inequality (Siregar & Hakim, 2023; Gaveau et al., 2016).

Overall, the dynamics of palm oil regulation and policy from the perspective of local regulations and environmental governance show that this sector is at a complex crossroads between economic, political and environmental interests (Siregar & Hakim, 2023; Papilo et al., 2022). National regulations such as ISPO and environmental laws provide an important normative framework, but their effectiveness is highly dependent on how local regulations in the regions translate these norms into plantation and environmental management practices (Siregar & Hakim, 2023; Celios, 2024). Therefore, strengthening environmental governance and harmonising regulations between the central and regional governments is key to ensuring that palm oil development in Indonesia can contribute positively to long-term sustainable development.

Palm Oil Sustainability Efforts Within the Framework of Sustainable Development

Efforts to ensure the sustainability of palm oil in Indonesia are increasingly being placed within the framework of the Sustainable Development Goals (SDGs) launched by the United Nations in 2015 (United Nations, 2015). The palm oil sector, as one of the main drivers of the national economy, is positioned not only as a source of income and exports, but also as a strategic instrument for achieving various SDGs, ranging from poverty alleviation and food security to climate change mitigation (Hermawan et al., 2023; Indonesia Palm Oil Facts, 2023). In this context, policies and programmes for sustainable palm oil in Indonesia are no longer merely a response to international market pressures, but an integral part of the long-term national development agenda.

Within the framework of the SDGs, Indonesian palm oil theoretically has the potential to contribute to a number of key goals, including SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible

Consumption and Production), and SDG 13 (Climate Action) (United Nations, 2015; Indonesia Palm Oil Facts, 2023). Land-efficient and labour-intensive palm oil production can increase the income of farmers and plantation workers, reduce poverty in rural areas, and provide cheaper food and renewable energy (Hermawan et al., 2023; Indonesia Palm Oil Facts, 2023). However, these positive contributions can only be realised if palm oil development is carried out through sustainable and inclusive practices.

One of the most prominent sustainability efforts within the framework of sustainable development is the strengthening of Indonesian Sustainable Palm Oil (ISPO) as a national policy instrument (Hakim, 2023; Widyastuti & Rini, 2024). ISPO is designed to integrate the triple bottom line principles—people, planet, profit—into palm oil plantation management, so that this sector not only improves economic performance but also improves social and environmental aspects (Hakim, 2023; Siregar & Hakim, 2023). By making ISPO a mandatory certification through Presidential Regulation No. 44 of 2020, the Indonesian government has affirmed its commitment to making palm oil a sector that is in line with the SDGs agenda (Hakim, 2023; Indonesia Palm Oil Facts, 2023).

In practice, ISPO acts as a normative framework that links national regulations with sustainable development goals at the regional and company levels (Widyastuti & Rini, 2024; Siregar & Hakim, 2023). ISPO standards cover requirements related to land management, biodiversity conservation, greenhouse gas emission reduction, protection of indigenous peoples' and workers' rights, and transparent corporate governance (Hakim, 2023; Indonesia Palm Oil Facts, 2023). Thus, consistent implementation of ISPO can directly contribute to the achievement of SDG 12 (sustainable consumption and production) and SDG 13 (climate action), while also supporting SDG 8 through improving the quality of jobs in the plantation sector (Widyastuti & Rini, 2024).

Sustainability efforts in palm oil are also reflected in downstream policies and the development of palm oil-based bioenergy, which are in line with the clean energy and emission reduction agenda (Papilo et al., 2022; Hermawan et al., 2023). The Indonesian government has encouraged the use of palm oil as a raw material for biodiesel and biofuel, which is considered one of the instruments to reduce dependence on fossil fuels and lower carbon emissions (Papilo et al., 2022). However, the development of bioenergy also requires strict sustainability standards so as not to cause negative impacts on deforestation, land use, and food security (Hermawan et al., 2023; Papilo et al., 2022).

From a social and economic perspective, efforts towards sustainable palm oil in Indonesia also focus on empowering smallholders and improving the welfare of rural communities (Hermawan et al., 2023; Indonesia Palm Oil Facts, 2023). Smallholders who are part of partnerships with large companies or through unproductive land replanting programmes can gain access to better technology, financing and markets (Hermawan

et al., 2023). Recent studies show that replanting unproductive palm oil plantations with smallholder schemes can contribute positively to SDG 1 (poverty eradication), SDG 3 (health), SDG 4 (education), and SDG 15 (terrestrial ecosystem protection) (Hermawan et al., 2023; Papilo et al., 2022).

However, efforts to ensure the sustainability of palm oil within the framework of sustainable development also face various structural and institutional challenges (Siregar & Hakim, 2023; Papilo et al., 2022). Regulatory fragmentation between the central and regional governments, weak law enforcement, and uncertainty in the ISPO certification process for smallholders often reduce the effectiveness of policies (Siregar & Hakim, 2023). On the other hand, global pressure on Indonesian palm oil, such as the European Union's policies on biofuels and deforestation, requires Indonesia to strengthen national sustainability standards while maintaining market access (Wahid, 2024; Papilo et al., 2022).

Within the framework of sustainable development, multi-stakeholder collaboration is key to promoting sustainable palm oil (United Nations, 2015; Indonesia Palm Oil Facts, 2023). Governments, companies, farmers, financial institutions and civil society organisations need to work together to design and implement policies that support the SDGs (Indonesia Palm Oil Facts, 2023). Programmes such as the Indonesian Sustainable Palm Oil Communication Forum (FoKSBI) and the National Action Plan for Sustainable Palm Oil (NASPO) are examples of coordination efforts that integrate various interests into a single strategic framework (UNDP, 2024; Indonesia Palm Oil Facts, 2023).

Sustainability efforts in the palm oil sector also reflect the transformation of governance in the sector from an expansive approach to a more sustainable and inclusive approach (Siregar & Hakim, 2023; Papilo et al., 2022). Post-1998 reforms in the plantation and forestry sectors have strengthened the role of local governments and communities in natural resource management, including palm oil (Siregar & Hakim, 2023). However, decentralisation without institutional capacity building and transparency can result in inconsistent governance and vulnerability to corruption or collusion (Papilo et al., 2022; Celios, 2024).

In the context of SDGs, waste management and the application of circular economy principles are also an important part of palm oil sustainability efforts (Papilo et al., 2022; Siregar & Hakim, 2023). The government has issued various national and regional regulations ( ) to reduce palm oil waste pollution, including the application of waste treatment technology and the use of waste as a renewable energy source (Papilo et al., 2022). However, the implementation of these regulations varies at the national and regional levels, depending on institutional capacity, technology availability, and the political will of local governments (Papilo et al., 2022; Siregar & Hakim, 2023).

Sustainability efforts for palm oil within the framework of sustainable development also reflect the dilemma between production expansion and

environmental protection (Gaveau et al., 2016; Papilo et al., 2022). On the one hand, the expansion of palm oil plantations can increase income and employment, but on the other hand, this expansion is often associated with deforestation, loss of biodiversity, and greenhouse gas emissions (Gaveau et al., 2016). Therefore, sustainability policies and programmes need to be designed to minimise negative environmental impacts while maximising positive contributions to the SDGs (Papilo et al., 2022; Hermawan et al., 2023).

Overall, efforts towards sustainable palm oil within the framework of sustainable development show that this sector is at a complex crossroads between economic, political and environmental interests (Siregar & Hakim, 2023; Papilo et al., 2022). National regulations such as ISPO and environmental laws provide an important normative framework, but their effectiveness is highly dependent on how local regulations in the regions translate these norms into plantation and environmental management practices (Siregar & Hakim, 2023; Celios, 2024). Therefore, strengthening environmental governance and harmonising regulations between the central and regional governments is key to ensuring that palm oil development in Indonesia can contribute positively to long-term sustainable development.

Conclusion

The dynamics of palm oil regulation and policy in Indonesia show that this sector is at a complex crossroads between national economic interests, global sustainability demands, and autonomy in natural resource management at the regional level. National regulations such as Indonesian Sustainable Palm Oil (ISPO) and various environmental instruments provide an important normative framework, but their effectiveness is highly dependent on how local regulations in provinces and districts/cities translate these norms into plantation and environmental management practices. Regulatory fragmentation between the central and regional governments, weak law enforcement, and uncertainty in the certification process for smallholders often reduce the potential contribution of the palm oil sector to sustainable development.

From an environmental governance perspective, efforts to achieve sustainability in palm oil production in Indonesia still face significant challenges, particularly in controlling the impact of plantation expansion on deforestation, biodiversity loss and greenhouse gas emissions. Although there are policies on waste management and the implementation of circular economy principles ( ), the implementation of these regulations varies at the national and regional levels, depending on institutional capacity, technology availability, and the political will of local governments. On the other hand, multi-stakeholder collaborations, such as the Indonesian Sustainable Palm Oil Communication Forum (FoKSBI) and the National Sustainable Palm Oil Action Plan (NASPO), show potential for strengthening environmental governance and supporting the achievement of the Sustainable Development Goals (SDGs).

Overall, the relationship between local regulations, environmental governance, and palm oil sustainability efforts shows that this sector can contribute positively to sustainable development if national and local regulations are managed harmoniously and inclusively. Strengthening environmental governance, harmonising regulations between central and regional governments, and improving institutional capacity are key to ensuring that palm oil development in Indonesia not only boosts economic growth but also protects the environment and improves community welfare. Thus, the dynamics of palm oil regulations and policies in Indonesia reflect the transformation of sector governance from an expansive approach to a more sustainable and inclusive one.

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