

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Economics



Master's Thesis

ABInBev contribution to Sustainability

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

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Economics and Management
Economics and Management

Thesis title

ABInBev contribution to sustainability

Objectives of thesis

The main aim of the thesis is to assess the sustainability practices in the ABInBev. It shall assess the goals on the global corporate level, as well as at the level of one particular team.

Goals, targets, strategies and practices to be involved in the assessment.

How ABInBev improving in regards of ESG (Environment, Social & Governance).

In regards of IT procurement scope:

- Buying sustainably
- Supplier sustainability
- Tech solutions

Methodology

Theoretical part of the thesis focuses on the significance of sustainable society and environment, the social responsibility of businesses and corporate governance.

Looking in details into all 17 SDGs of United Nations and what contribution and possible solutions could be done.

Practical part will collect data from corporate CSR reports, international institutions, independent research groups, etc. to present and assess the company's sustainable goals.

Time series analyses, syntheses, comparison, are only few methods planned to be used in the theses.

In addition, an interview will be concluded with current and ex-employees of ABInBev to understand if they are aware of sustainability goals of the company and if they felt as bringing value into that.

The proposed extent of the thesis

60-80 pages

Keywords

Sustainability, environment, United Nations, technology, ABInBev, procurement, suppliers.

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-

Expected date of thesis defence

2021/22 WS – FEM

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Declaration

I declare that I have worked on my master's thesis titled "ABInBev contribution to Sustainability" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break copyrights.

In Prague on 30.11.2021

Acknowledgement

I would like to thank my thesis supervisor Ing. Pavel Kotyza, Ph.D. and ABInBev Procurement Technology team for their support during my work on this thesis.

ABInBev contribution to sustainability

Abstract

This thesis starts with an overview on Sustainability, Corporate Social Responsibility, Corporate Governance and why it is important for large corporations. The United Nations has 17 Sustainable Development Goals that need to be achieved so that our society could enjoy peace and prosperity.

The ABInBev company has set four ambitious goals to be achieved by 2025. The aim of the thesis is to assess the sustainability practices of the company.

Procurement, among other departments of the company, has its sustainability targets, which trickle down to the individual teams within its departments. But as the tech procurement team is relatively new, concrete targets have not been set yet. This makes it all the more important to find ways where the tech procurement team can have an impact on the set 2025 sustainability goals.

Through interviews, the goal is to understand if employees of ABInBev feel like they are contributing to the sustainability targets of the company. Furthermore, a survey was conducted to answer the following questions: If people think corporations use the sustainability topic just as a marketing tool; if people would choose the next company depending on their CSR and Sustainability criteria; and what are the aspects that influence people's vision on sustainability.

Keywords: Sustainability, Technology, Corporate Social Responsibility, Corporate Governance, Education, Procurement, United Nations, Sustainable Development Goals, Water Stewardship, Agriculture, Energy.

Příspěvek ABInBev k udržitelnosti

Abstrakt

Tato práce začíná přehledem o udržitelnosti, společenské odpovědnosti podniků (CSR), správě a řízení podniků a o tom, proč jsou témata společenské zodpovědnosti pro velké společnosti důležitá. Organizace spojených národů stanovila 17 cílů udržitelného rozvoje, kterých je třeba dosáhnout pro mír a prosperitu naší společnosti.

Společnost ABInBev si stanovila čtyři ambiciózní cíle, kterých má být dosaženo do roku 2025. Cílem této práce je zhodnotit postupy ABInBev v oblasti udržitelnosti.

Nákup, tak jako další oddělení společnosti, má své cíle v oblasti udržitelnosti, které pronikají až k jednotlivým týmům. Jelikož je však tým nákupu technologií relativně nový, konkrétní cíle pro tento tým zatím nebyly stanoveny. O to důležitější je najít způsoby, jak může tým nákupu technologií přispět ke stanoveným cílům udržitelnosti.

Cílem je prostřednictvím rozhovorů zjistit, zda mají zaměstnanci společnosti ABInBev pocit, že přispívají k plnění cílů udržitelnosti společnosti. Dále bylo provedeno dotazníkové šetření, který odpovídá na následující otázky: Zda si lidé myslí, že korporace využívají téma udržitelnosti pouze jako marketingový nástroj; zda by si lidé vybrali další místo pro práci na základě jejich kritérií CSR a udržitelnosti; a jaké aspekty ovlivňují pohled lidí na udržitelnost.

Klíčová slova: Udržitelnost, technologie, sociální odpovědnost podniků (CSR), řízení podniků, vzdělávání, nákup, OSN, cíle udržitelného rozvoje, hospodaření s vodou, zemědělství, energetika.

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List of Abbreviations

ABI	Anheuser-Busch InBev
IT	Information Technology
Tech	Technology
CSR	Corporate Social Responsibility
UN	United Nations
ESG	Environmental, Social and Governance
GHG	Greenhouse gas
RFQ	Request for quote
RFP	Request for proposal
EU	European Union
DaaS	Device as a Service

1. Introduction

“Sustainable development is a fundamental break that's going to reshuffle the entire deck. There are companies today that are going to dominate in the future simply because they understand that.”

Francois-Henri Pinault

"There is no passenger on the Earth vessel. We are all members of the crew "

This quote from Marshall McLuhan clearly expresses the links we have as an individual to our Environment and to each other. Everyone has their place to play in the construction and development of society. It is necessary to understand this idea well to understand the consequences of our actions, as well as the challenges they represent. This environmental issue and its dangers have grown at an exponential rate in recent decades, it becomes essential to refocus our values and actions around a responsible society.

2. Objectives and Methodology

2.1 Objectives

The main aim of the thesis is to assess the sustainability practices in the ABInBev, to evaluate contribution of ABInBev company into sustainable development goals of United Nations. It shall assess the goals on the global corporate level, as well as at the level of one particular team. To understand how tech procurement can be involved into achieving ambitious sustainable goals of the company.

Goals, targets, strategies, and practices to be involved in the assessment.

Three research questions were defined during an interview process that will support in reaching objectives of this diploma thesis:

Research Question 1: Do people think that corporations use the sustainability topic just as marketing tool?

Research Question 2: Will people choose the next company depending on the CSR and Sustainability aspects?

Research Question 3: What are the aspects that influence people's vision on sustainability?

2.2 Methodology

Theoretical part of the thesis focuses on the significance of sustainable society and environment, the social responsibility of businesses and corporate governance.

Practical part will collect data from corporate CSR reports, international institutions, independent research groups, etc. to present and assess the company's sustainable goals. Time series analyses, syntheses, comparison, are only few methods planned to be used in the theses.

To assess company's goal on water stewardship 30 min interviews were scheduled with Sustainability Lead (from Belgium) and Global Director: Water Sustainability (from USA). They were contacted through LinkedIn platform and calls were planned in Zoom application.

Using IT and new technologies to drive business decisions is an exciting area that is playing a massive role in today's industry. The interview with Global Director: Technology

Procurement was scheduled to understand involvement of tech procurement in sustainability agenda of the company.

And at the end to conclude interview and survey with own questionnaires. As an interviewee, it was chosen nine current and ex-employees of ABInBev from different locations, departments, age, and length of working within the company. Locations are Czech Republic, France, Belgium, and Switzerland. The aim of the interview is to understand if the employees of the company are aware of sustainability goals of the company and if they feel that they are making contribution to those targets. Employees were asked to participate in the process via Facebook and LinkedIn. Afterwards interviews were scheduled via Zoom, Google meetup, WhatsApp videocall, Facebook videocall and face to face. They have replied within few days and the length of the interview process was for three weeks, with call duration from 30 to 90 min.

The aim of the survey is to support research questions that were developed during an interview process. There were 85 participants from 28 countries aged 19 to 55. People from various origins were contacted through social medias such as Instagram, Facebook, Telegram and WhatsApp in order to obtain more interesting research data and to understand how people perceive sustainability topic.

3. Literature Review

3.1 Sustainable society

Since the post-war period, many scientists have addressed the question of the responsibility of individuals vis-à-vis the Environment, but also on their peers. This responsibility is part of building a sustainable society, ensuring a comfortable standard of living for each of us and ever-increasing attention to environmental issues.

Capitalist society has advocated ever greater growth for the purpose of collective development, for the well-being of all. This company has enabled significant technological growth to take place, bringing with it many innovations that have changed our daily lives. Society has greatly benefited from these innovations and from this global increase in wealth, thus allowing better comfort in our lives. However, this growth has come at the expense of preserving the environment, which has seen the rise of major ecological drifts, the consequences of which we are now suffering. In addition, this growth has seen the emergence of a real divide within society, the majority of wealth being monopolized by a small part of the population, to the detriment of collective well-being. Growing cleavage and in proportions that we had never known before. So, we can clearly see the limits of this capitalist society and it is necessary that we refocus our priorities relating to Development

3.1.1 CSR

“The social responsibility of business is to increase its profits” (Milton Friedman, 1970)

In the work of Milton Friedman dated 1970 he presents us his economic vision. This point of view has the liberal economic meaning. For Milton Friedman, the only goal companies should focus is to maximize their profit in order to maximize the social utility. Author is saying that by implementing an ethical behaviour in the market, from a legal point of view, which also means to pay taxes of the country and respect the law for making economic activity there. An effectiveness of corporate social responsibility can be found. Genuinely, for companies to participate in different social policies that are out in place by the public authorities of specific country, the best support is payment of taxes. Therefore, government are responsible for social responsibility and not corporations.

The view of M. Friedman sees its origin in what is represented by Howard Bowen (1953). Who is considered as the founder of the principles of social corporate responsibility, for example his “laissez faire theory” in his work “The social responsibilities of the

businessman". Truly, according to his work, resources must be allocated primarily for the economic devise of a country. Nevertheless, in his work, H. Bowen puts the foundation of the question of social responsibility of managers and companies. He supports the integration of the latter into the decision-making and strategic process of the company. When in 20th century capitalist mechanics were dominated, he redefined the principles of the Enterprise and together with Friedman's vision, which emerged in his 17 later writings.

This vision has limits, which nowadays appears clear to everyone. Basically, an organization can only dedicate itself to maximizing its profit only considering communities, which are revolving around an organization and to which it has an impact. For instance, by theory of Friedman an organization that polluting environment and the company itself located in a municipality cannot be socially responsible. Solutions that proposed by government in this case are not relevant, since the impact of this polluting production are directly perceptible by communities linked to the company. It requires an ethical theoretical ideal of all players on the market, which is, unfortunately, not the reality of our society. Example of that is the corruption. Therefore, Friedman's vision only offers an economic solution on the part of government, to problems that are not necessarily in return.

In the work of R. Edward Freeman "The stakeholder approach revisited" (2004), author saying that "Stakeholders is about the Business, and the Business is about the Stakeholders". According to his vision, it is the social responsibility of companies to integrate the various stakeholders of the latter in its economic activities. The idea is to create a symbiosis between the company and its stakeholders, while creating added value for the communities.

In reality, every party has its own goal. Employees will seek better work conditions; consumers will look for better quality product with a good price. And for managers It is advisable to integrate these different goals with the aim of long-term development and financial profitability of the company so that it continues its business activities.

R. Edward Freeman was one of the driving forces behind the development of the concept of corporate social responsibility with his approach. And as Bowen began to define it in 1953, many authors have questioned this notion. As was the case with Keith Davis, in his book "Can business afford to ignore social responsibilities" (1960). The second founding father of corporate social responsibility, describes the needs of social responsibility as such:

"Business people should engage in actions for reasons at least partially beyond the firm's direct economic or technical interest" (1960) and developed this definition in 1967, adding:

“The substance of social responsibility arises from concern for the ethical consequences of one's acts as they might affect the interests of others”.

We can see again this notion of the different communities around the company in the decision-making and managerial process of the Company. Concept put forward by Davis and which will be taken up by Freeman, as we have just seen, with his theory of "stakeholders".

3.1.2 Corporate Governance

Should Corporate Governance and CSR be implemented in every company? Over the last decades, companies are trying to introduce social policies into their principles to improve their image and help the earth to become a better place again. But on the other side, which is very contradictory, is that a lot of companies have a huge impact on the sustainable development and not on the positive side. The sustainable development is a fundamental problem of our society at the time, if we will not change anything soon, it will have serious consequences in the future. So, it is good that enterprises are trying to introduce more ethical policies. Corporate governance and corporate social responsibility are the main terms for this improvement (Kuna-Marszalek A. & Khysik-Uryszek A.,2020).

Corporate Governance (CG) means that the companies board must follow some rules, policies, and practices in their management and in the operations of the company. This also includes the principles of transparency, accountability, and security (O'Sullivan G., 2018).

An organization should want to take care of social and environmental concerns and not feel the need to do it. The society is already pushing the companies to have better principles, because we must change something now more than ever. So, to get a competitive advantage, organisations already feel the need to change their concepts to get a better image. But it will be all fake and they will not really be behind this idea. So, the real objective to help the social and environmental ecosystem will not be attended.

On the other side, there are already some companies exist who showed that new economic concepts with ethical and socially performance can be successful. The integration of CG and CSR is even profitable for the company. They also have a huge competitive advantage because they can win over the society and new things are always attractive to the customers (Kuna-Marszalek A. & Khysik-Uryszek A.,2020).

Another advantage for the company is that organisation, who are integrating socially, and ethical principles are more likely to get better employees. A lot of people, even more the next generation wants to make a difference in the world and knows the effect that climate change

and the rising of negative emissions have on the earth. More and more people inform themselves what principles the company they are applying for has. Nobody wants to be part of a company, that aggravate even more the current situation. It is common that a lot of suicide happens in Chinese factories for example, because they did not treat their employees the right way and they are working with chemical products, and they do not respect any principles. Often a European or an American company is the trigger for these factories (Solomon J, 2019). So, organisations, who are integrating corporate governance have a better chance to get more competent employees. The employees will also be more motivated, which bring the company a higher profit.

Every company should have the urge to implement CSR and CG in their business model. If this is not the case, it will not help to set up principles that the companies should comply with, because there is always a way that companies look good from the outside.

Another approach could be to put strict regulations or nowadays socially called “cancel culture” to all the companies, which are still ignoring so many rules and which are not working with any ethical or social principles. Big companies like Nestle, which is one of the world’s most corrupt corporations should not have the right to operate without consequences. They are working with such unethical business practices. Nestle is still participating in human trafficking and child labour. They are also taking clean drinking water in areas which it is needed the most. The consequences are the death and illness of several people. This kind of business behaviour should not be tolerated anymore (O’Callaghan, 2019).

So many companies in the present give us hope to create a better business world with organisations who integrate CSR & CG and still are one of the most successful companies of the world. They should be an example for every single organisation. Unfortunately, too many companies still exist that are not running by this flow and are ruining our world.

3.2 UN goals

United Nations have an agenda to reach 17 sustainable goals until the year 2030, they were launched in 2015 and signed by all UN member countries. Those goals are the actions that has to be taken by developed and developing countries in order to promote prosperity, “Ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection. More important

than ever, the goals provide a critical framework for COVID-19 recovery” (United Nations, 2021).

The purpose of SDGs to put together governments, businesses, NGOs and individuals. For businesses it is important to understand that by even working on one goal it will immediately affect all other goals. To help businesses to work towards sustainable development and to maximize their contribution SDG Compass (2021) provided 5 step guides: Understanding the SDGs; Defining priorities; Setting goals; Integrating; Reporting and Communicating.

3.2.1 No Poverty

The Goal number 1 is about eliminating poverty by 2030, for people living less than \$1.25 a day. According to United Nations (2020), in 2015 around 10 per cent of the world population lived in extreme poverty, which means people with no access to water, proper education and health. Poverty has completely different measurements, and overall, it involves social exclusion, diseases, and other appearances such as Covid-19, unemployment.

UN suggest that active involvement in policymaking can create some input when talking about poverty. It is important that everyone’s voice is taking into account. Government can drastically help by creating new job opportunities. And science plays a big role at this as well. Because of science, people nowadays have access into drinking safe water, and better hygiene situation. For the companies, they can create opportunities for good and decent jobs and secure livelihoods. With this companies will support inclusive and sustainable business practices.

As was mentioned before, Covid-19 pandemic affected all sectors of economy and all areas. Therefore, there is no achievement of this goal by 2030. It is already forecast by UN that 71 million people will go back into poverty in 2020 (United Nations, 2020).

3.2.2 Zero Hunger

The Goal number 2 is about ending hunger and promoting sustainable agriculture. By the pyramid of needs, we cannot reach other sustainable targets without focusing on this target first. A world with no hunger will lead to prosperity, healthy economies, health, education, and social development. Those are very sad numbers – 2 billion people do not have to adequate food. Investment in agricultural sector is crucial in achieving this target together with our own actions such as supporting local farmers, fighting food waste and demand the government and organizations to implement actions towards this goal (United Nations, 2020).

Our population is predicted to grow to 9 billion by 2050, whereas the agriculture is meeting with several problems, starting from climate change to soil quality degradation. By looking at this picture, corporations should work together with governments and other stakeholders in order to create resolution to these challenges and illuminating hunger (SDG Compass, 2021). ABInBev organization working towards sustainable agriculture, which is impacting SDG 2 Zero hunger.

Figure 1: Sustainable Agriculture



Source: Own proceed, 2021; Data: ESG reports of ABInBev 2019-2020.

This framework is done to provide farmers a passage to crop varieties and technical training, to allow resolve problems to provide with training insights and timely information and suitable financial tool. Agriculture is heavily affected by it when farmers meet with social and economic challenges.

3.2.3 Good Health and Well – Being

The Goal number 3 is about ensuring healthy lives and facilitate well-being for all at all ages. The benefit of achieving this goal is worth any cost since healthy society is the key to prosperous and economic life of any country. There has been good progress made towards it, as reducing maternal and child mortality, in increasing coverage of immunization and in reducing some infections diseases. Unfortunately to the whole world, progress had been slower due to the global pandemic of Covid-19, which was overwhelming to the health systems. It was noticed that most countries have deficient health facilities and medical supplies. In 2017 about one third to half of the whole world population had access to vital health services. If it continues at the same pace, then only 39 per cent to 63 per cent of the world’s population will have access to vital health services by 2030 (United Nations, 2021).

In nowadays world of technologies and social medias, social marketing theory is a something interesting and influential tool for public health and organizations. By using data, it is possible to collect insights and transfer it to marketing campaigns, which eventually lead for people make better and healthier choices. Big corporations have a huge power at influencing decisions of their consumers. As for example ABInBev is sharing the purpose of reducing harmful consumption of alcohol and their social marketing campaigns are working towards this (ABInBev ESG Report, 2020).

In the Harvard Business Review by Myriam Sidibe, explains how even beer brand can be ally in the campaign against women violence. They kicked in the campaign that created a helpline in a partnership with South African police, an NGO and the messaging platform to provide support to victims of abuse during lockdowns. She researched that businesses can influence global health thanks to marketing with the right mission, which lead to powerful impact. By saying that, ABInBev in the year 2020, created more than 20 Smart Drinking campaigns. In Mozambique, the campaign was focused on promoting specific behavioural patterns in consumers: “Drink Slowly”, “Alternate with food and water”, “Did you drink? Catch a lift.” It was supported by video clip and creation of dance challenge, it is smart ways to use in nowadays social world, whereas digital influencers were invited to participate. As well they have tested 29 programs within their “The City Pilots”, finding best solutions on community - based interference to reduce underage drinking, improve road safety, increase alcohol screening, reduce binge drinking and encourage enhanced responsible beverage service (ABInBev ESG Report, 2020).

3.2.4 Quality Education

The Goal number 4 is about having quality education for all and facilitate lifelong learning. Some of the goals are connected with one another, as for instance in the research on the benefits of education it states that it brings secure better paid jobs, access to better health and more active lifestyle (Boeren, 2019).

Education is one of the basic values of modern society. In our century of modern technology, the greatest wealth is Information. One of the popular expression’s is “Who owns the information, he owns the whole world”. And information is the basis of any education. Therefore, who owns education - he owns the world. The future is in hands of educated people and countries (Abdrakhmanova, 2018)

According to bachelor thesis of A. Abdrakhmanova (2018), It was determined that education is closely connected with income and wealth. The ones who have more experience, skills and knowledge are more employable. The possibility of obtaining quality education continues to be one of the most important life values of citizens. Thus, it becomes clear that the field of education is a "strategic" sphere for every country.

For business its valuable to invest in education, hence they can build diverse employee pipeline. In many areas there are problem as skills are not matching to the available job, whereas the education is the main solution. In the long term, strategically companies can have talented workers. Therefore, it can lead to the main source of future innovations and facilitate access to new markets (SDG Compass, 2021).

3.2.5 Gender Equality

The Goal number 5 is about Gender Equality. The definition of that is equal satisfaction by men and women of socially valued commodities, resources, prospects, and remunerations. It is about accepting and respecting all genders and their different actions (UNFPA, 2005).

Even though it has been done lots of work on this target, there are still big room for improvement. For instance, in India there would be priority towards boys, and mortality rate among girls are way higher (Gunn, 2012). In the United States, the salary difference between genders is a big concern. By National Partnership (2021), woman makes on average 82 cents to a man's dollar. And in the same conditions in the sport, female soccer player would receive 89 per cent of what male soccer player would get (Schad, 2020).

With the Coronavirus pandemic, it has been seen that the woman's jobs are 1.8 times more exposed to this situation than men's jobs. Woman account for 39% of universal unemployment and 54% of overall job losses (Madgavkar, 2020). And, in the meantime, the lockdown also triggered rise of domestic violence (United Nation, 2020).

This development goal has a positive impact on the other goals. By achieving gender equality, it can create well workplace and more prospects to honest work. According to the UNDP, 2015 out of the whole world's wealth there are only 1% belongs to woman, whereas woman contain as more than 50% of the world's population (EIEG, n.d.). By increasing jobs openings, woman can have more access to get credit, earn income or to move up in their workplace. Also, by bringing money home woman will not be oppressed.

ABInBev has empowered 38,000 women retailers in 2020, whereas 6,870 retailers graduated from their programs. Their initiative is to use diagnostic tools to find aspects for development,

and afterwards to make trainings on financial and people management, planning and operations (AB InBev ESG Report, 2020).

Women's political involvement is very important in achieving gender equality and authentic democracy. Unfortunately, the political empowerment is the issue in the world.

And if looking to the sustainable goal number 4 quality education, the quality could be improved by reaching gender equality objective. In some countries, girls are still confronting higher numbers of out-of-school children than boys. In the developing countries around one quarter of girls do not go to school. Some of them have to abandon school, because they need to support their families and work. Therefore, families with low income would prioritize paying for the son's education, rather than daughter's (OECD, 2012).

There are some difficulties in achieving gender equality, for instance, religion plays a big role in it. Discriminations based on gender and religious are often coexist together. It has a strong connection between countries with high constrains on religion and minimum safety of fender equality (Petersen, 2019). In some Middle East countries, women frequently meet with the violence that coming from men and with discrimination that is based on gender.

Preference for son is still a strong tradition in China. Physical injuries are possible to happen if the wife will deliver a daughter. For Chinese parents it is more significant to have a male child as he will carry the family name. Chinese government initiated one-child policy in the late 1970s, it was implemented in order to decrease population growth rate. Likely, the program ended in the early 2016 (Pletcher, n.d.). This program led to female infant killing and prenatal sex selection. The author of this thesis got acquainted with couple of Chinese females, whereas they didn't know their exact birthday, because parents were illegally changing their birth certificates to a different year. As well, as their parents would travel to North Europe in order to see the Northern light, which by Chinese traditions if to have intercourse under the Northern light then the baby son will be born.

If looking to the workplace situation, in some industries woman legal retirement age is 50 years old, which is 10 years earlier than men. These leads to obstacles to get promoted and makes their retirement income insignificant (Dawson, 2019).

The inequality between genders still exists. In order to reach this goal, it requires various actions, cooperation and understanding of community leaders and decision makers. Women's groups, human rights activists, governments, and international organizations must work together in dealing with this matter.

3.2.6 Clean water and Sanitation

The United Nations SDG goal number 6 is about clean water and sanitation. Water is significant for human life's the most and it is vital for other SDG goals as poverty reduction, ecosystems, education, food security and peace and human rights. With the coronavirus pandemic it was even more highlighted the importance of water, sanitation, and hygiene for our population to stay healthy. Over the past century, with the population growth rate the demand for water has amplified at more than twice. And for achieving this goal current rate of progress must be doubled, otherwise it is not on track by 2030.

Water that comes from basins which are crossing national borders is sixty per cent. And progression in transboundary water cooperation takes an important role for averting disagreements and sustaining wider regional integration, peace, and development. According to United Nations (2021), the data from 2017 and 2020, there are 24 countries and territories out of 153 that share transboundary rivers, lakes and aquifers have all their transboundary basin area sheeted by operational arrangements. From countries that have 70 percent sheeted it is only 22 countries and territories.

ABInBev is contributing to the SDG number 6 by implementing seven steps watershed management process. Since the water security topic needs to have combination of several solutions, there are not one answer to this problem.

Those seven steps are about bringing interested parties together to identify exact water problems and potential solutions and realisation, financing mechanisms in place, communicating and evaluating impact (ABInBev, 2021)

In Jaguariuna, Brazil those steps were realized. The Jahuari River is supply of water for nighty five per cent of population of Jaguariuna. And due to decrease in of rainfall it affected on availability of water whereas an average consumption of water in the river Jahuari is having tendency of decreasing. For a problem as such seven-step approach was used by creating Payment for environmental services program that stimulates admission of preservation attempts as preservation of soil, constant conservation, and forest endorsement. Its allowed creation of watershed preservation and recovery plan to growth water existence and better control seasonal flows. The consortium way allowed to have financial sustainability on account of investment costs between stakeholders and robust governance framework and business plan (ABInBev, 2021).

ABInBev have initiated multiple projects in regards of SDG 6 goal and one of the projects is in South African region with Natural Resource Management agency worked to clear riparian

land of invasive species. At the same time helping local community by selecting, training and equipping people to make the clearing for restoration of watershed. In order to re-establish the natural processes of that region through the movement of non-native species the goal was to create biodiversity stewardship agreements. Thanks to this work it was possible to achieve great results and not only to comprehend the available technologies in deforest management but as well to get economically seeing use. Making the cleared vegetation into eco-charcoal led to a renewable fuel source. This work also showed advantages of irrigation technology and without invasive species, mountain fynbos and other native vegetation began to bloom, sustaining biodiversity in that region. It is prospected around nine billion liters of water will be saved each year (ABInBev, 2021).

3.2.7 Affordable and Clean Energy

The United Nations SDG goal number 7 is about affordable and clean energy. Energy is able to create life changing possibilities. There are around 759 million people who still lack access to electricity. For those people especially in sub-Saharan Africa it will give possibility to better education, better healthcare and it will be an effect to reduce poverty and creations of new job opportunities. The energy sector nowadays is still mostly used by fossil fuels that affects climate change since it accounts for 73 per cent of human induced greenhouse gas emissions.

Like other targets this goal was also affected and slowed the pace of development by physical, business, and economic obstacles of the Covid-10 pandemic. It has been estimated that if the pace would not accelerate that only 92 per cent of population will have electricity by 2030, whereas 660 million people would be still left behind. And only 72 per cent will have clean cooking fuels and technologies by 2030, 2.4 billion people without access (United Nations, 2021).

There should be investments done by countries governments into renewable energy resources and adopting clean energy technologies and infrastructure. Each individual can also impact this goal by choosing train travels instead of cars and airplanes. And in order to reduce carbon emission each individual can prioritize walking and taking bicycle which is also contribution to the healthy lifestyle. Investors can put money into more in sustainable energy services which will allow new technologies to appear quicker.

Anheuser-Busch company set the goal to move all their global operations to 100 per cent renewable electricity and reduce emissions by 25 per cent throughout their value chain by

2025. Their strategy to achieve it rely on additionality and proximity. Company became a member of the global corporate renewable energy initiative RE100 (ABInBev, 2021). It is an initiative that gathering the world's biggest and the most impacting organizations that are committed to 100 per cent renewable electricity. Their mission is to speed up transition towards zero carbon grids at scale (RE100, 2021). Therefore, ABInBev is following initiative's guidelines with their renewable electricity sources and energy generation.

3.2.8 Decent Work and Economic Growth

The United Nations goal number 8 is to promote inclusive and sustainable economic growth, employment, and decent work for all. By reaching this goal it would be beneficial for the whole planet with better living standards and creation of fair jobs. Even before the pandemic situation didn't look great and now financial market volatility and rising insecurity are shifting from the cursor the already not steady economic growth.

Fair work possibility is healthy for business and society. Businesses are playing the key role in creating jobs and overall economic growth across their value chain. For organizations it brings better image and lower risk of legal liabilities. And implementing diversity and inclusion into the culture of the organization would create greater and welcoming atmosphere that will result to employee satisfaction and productivity and attract new potential skilled, talented people.

When company is working towards one goal it most likely is affecting another SDG goal. In ABInBev corporation one of the contributions to the goal number eight was to ensure skilled, connected and financially empowered farmers across their local supply chain. It has been seen that agriculture is connected to social and economic difficulties that farmers face. In the Luapula Province (Zambia), they work with over 900 stakeholder farmers, from which 30 per cent are women, to source locally cassava. This is for the one of the beers that company produces. The work is done with collaboration of government agricultural research institute to create new healthier plant, and it was created crop protocols to make better yields and income for the farmers. The ways to make farmers more digitalized are explored, like blockchain platform, digital financial training, and phone ownership with network access (AB InBev ESG report, 2020). The company is driving to achieve this goal fully by 2025, by now in the category of financially empowered – commercial farmers have access to cost sharing or risk mitigation tools, smallholder farmers received financial training every year and have access to

financial tools. In the category skilled farmers – being part of 2 technical commitments every year with the company agronomists.

In order to work on the problems of the eighth goal we need to make sure that the youth have the best possibilities for fair job, therefore, to invest in education and trainings, giving opportunity to youth to obtain skills that would be relevant to labour market demands. Governments can seek to promote youth employment, realize adequate health and safety measures, make regulations about safety of workers, out in place system that would detect child labour or forced labour (United Nations, 2020).

3.2.9 Industry, Innovation, and Infrastructure

The United Nations Sustainable goal number ninth is about building resilient infrastructure, facilitate industrialization and promote innovation. For achieving goals such as poverty, climate change, accessible education, and jobs it is all and more supported by innovation and infrastructure. The achievement that has been done towards it is that it is already 97 per cent of world population has access to mobile cellular signal. However, there are still lots of work especially in developing countries, such as normal roads, communication technologies, sanitation, electricity, and water as those are very limited still. In the year 2019, in developed countries 87 per cent of people used the internet, whereas only 19 per cent had access to it in the least developed countries (United Nations, 2020).

Poor infrastructure creates not the best environment to operate business. As any business needs materials, resources, labour, and service support, which on most of the cases comes from all over the world and without good infrastructure system it makes it inefficient to conduct business. And all those basic needs unfortunately not universally available, which slows the progress of society and economy. To say, it is essentially important for businesses to contribute to this sustainable goal, they can work on upgrading local infrastructure in the region company operates, they can invest in resilient energy and technologies and to work on giving possibility to use those communication technologies for all people, and of course, each organization will help with employment opportunities (SDG Compass, 2021).

ABInBev is contributing to the SDG 9 by empowering small retailers with the help of digital tools. They supplied more than 30,000 retailers in South America with technology platforms, together with online marketplace and admission to financial tools. This support came at perfect moment as covid-19 compelled all the world to move their activities online. And

together with partnership of Z-Tech and fintech companies it allowed to offer credit to small and medium sized businesses in Peru, Columbia, Mexico and Brazil (ABInBev ESG Report, 2020).

3.2.10 Reduced Inequalities

The goal number 10 is about reducing inequalities. Those are inequalities based on sex, age, income, disability, sexual orientation, class, ethnicity, religion. Isn't it strange how in all evolving world with technologies and cultural exchanges those inequalities still have room for existence? Without exterminating them, it would be extremely difficult to achieve those goals like eliminating poverty and bringing prosperity. And even with some positive changes there are still 70 per cent of the global population that affected by inequalities. Woman and children die each year from preventable diseases die to lack of access to healthcare. Older people, migrant and refugees meeting with discrimination and lack of opportunities. Those issues are happening everywhere, in completely each country, even in the richest countries. Political, economic, and social policies must be universal and be focused also on the needs of marginalized communities. Governments and other stakeholders should also focus on promoting safe, regular, and responsible migration (United Nations, 2021).

In 2020 ABInBev introduced scholarships that endorse black students to proceed with educational opportunities in science, technology, engineering, and math. As well in Brazil offices, whereas the survey showed a lack of diversity, they have enlarged propositions in 2020 from Building Opportunities for Colleagues of all Kinds (BOCK). It encourages racial diversity and equal treatment at work with help of education, social events, training, and toolkits (AB InBev ESG Report, 2020).

Businesses are the ones that are driving economic growth by creating jobs, contributing to tax revenues for public services and infrastructure. But it also has the power to escalate inequality by being involved in discrimination. All businesses have the obligation to honour human rights. Corporations start to understand that equality is making them stronger. And whereas all employees are inclusive, they are productive and happy to work.

3.2.11 Sustainable cities and communities

The goal number 11 is about sustainable cities and communities. The share of the urban population in the world in relation to the rural population is growing from year to year - over the past years it has increased to 55%. Thus, it can be stated that most of the world's population lives in cities. Today cities are centres of intellectual activity, trade, culture, science, productive work, and social development (United Nations, 2021).

However, with the increasing urbanization of the planet, several problems arise, which include overpopulation, social inequality, poverty, lack of adequate housing, degradation of infrastructure, as well as inefficient use of energy resources and accumulation of household waste. Urban planning directly influences the quality of life of people. As a consequence of ineffectively planned urbanization - huge slums, tangled streets, increasing greenhouse gas emissions and sprawling suburbs that can be seen all over the world. Since the life of the city is more complex subject not to a single mechanism, ultimately all these problems will affect every person.

The sustainable future that UN want for all requires urban infrastructure for all segments of the population, adequate energy supply, efficient transportation, and many other aspects of urbanization. At the same time, it is imperative to improve the resilience and safety of cities in order to avoid human, social and economic losses (United Nations, 2020).

One of the biggest problems is air pollution, especially in countries with poor infrastructure. By constantly inhaling poisonous air, in the long run it worsens physical condition of people and eventually leads to cancers and respiratory diseases. According to the official estimates of the World Health Organization (2021), about 4.2 million people die each year from diseases caused by air pollution.

In addition, now there is already a large number of developments in the direction of artificial intelligence and internet, which are not able to solve everything, but a sufficiently large number of problems, including those related to bureaucracy and the human factor, which have a negative impact not only on people themselves, but also on the environment and the ecosphere.

There are already good practices in achieving goal number 11, for instance, Chinese cities with a population of more than 30 million people, successfully practicing improvement of urban infrastructures by electrifying transport and big changes in the industry of public transportation. Also, they implemented tax reduction system for those who purchase electric cars (UN Development Programme, 2019).

Also in China, ABInBev started working on green logistics since 2014, they have launched hydrogen fuelled trucks in cooperation with FoQi that will help in reducing emissions in logistics. In 2019 ABInBev together with United Nations Institute for training and research introduced Toolkit. It shows key risk related to road traffic accidents, corrective and impact measurements. It is an e-learning tool that could be employed by governments, road engineers, and policy makers (AB InBev ESG Report, 2020).

The capabilities of artificial intelligence and machine learning are not limited only to the creation of systems for tracking traffic, but they can also be used to count and track the decrease or increase in forests and fields. Since the decrease in forest plantations is in direct proportion to the growth of cities, because the territories previously occupied by forests are now becoming concrete forests, their counting and tracking will be a very important tool in working to improve the situation and achieve the goals set by the United Nations. For example, in Hungary, using the ArcGis system, the territory on which the forests are located is monitored, which allows the authorities to have a more accurate picture of the situation, in the literal and figurative sense (Magura, Lovei, Tothmeresz, 2018).

Artificial intelligence and the Internet of things has their limits. As high price of complex artificial computing systems and equipment for operations, as well as the lack of electricity and the Internet for a large number of the world's population.

To sum up, it can be noted that the sustainable goal number 11 is achievable. However, it requires difficult implementations, an integrated approach and maximum involvement.

Of course, innovative developments such as automated control with the introduction of artificial intelligence still have many difficulties for implementation, but it is already clear that steps are being taken in this direction. Thus, by 2030, the number of electric or more environmentally friendly cars and public vehicles will increase significantly, especially due to the reorientation of the market, especially of large European manufacturers, with their

decision to abandon the production of cars with internal combustion engines by 2030. Also, with an increase in the interest of large companies and states in investments in industries related to artificial intelligence, more and more solutions will appear focused on improving the situation with environmental pollution and the quality of human life. Of course, it cannot be argued that artificial intelligence is able to solve all the problems of mankind and at the moment it can be a tool under the control of large capitals and aimed at increasing profits and minimizing costs. But there are also people and companies who adapt it to the current situation and jointly develop solutions.

3.2.12 Responsible Consumption and Production

The goal number 12 is about sustainable consumption and production. It is about advancement of sustainable lifestyle and escalating efficiency of the resources. Since nowadays, big corporation are producing more and more products, therefore it also needs to be thought about how to continue creating more quality products but using less resources.

Sustainable production and consumption are extremely important parts of the overall sustainable development system. Without this, it is impossible to talk about the fight against climate change, resource depletion and environmental pollution, poverty, and hunger. The main goal of all sustainable consumption programs is to improve the quality of life for all.

In order for companies and policymakers to identify and create sustainable strategies for production processes, there should be analysed production processes and industry sectors that have the biggest impact to environmental pressures. In the report by UNEP (2010) those processes were fossil fuels, agriculture, and fisheries as high impact sectors (UNEP,2015).

The Covid-19 has opened eyes to where all the flaws in the systems lie. And if we would like to meet environmental goals, it has also shown us that responsibility goes from governments to private sector, civil society, and individuals. The lockdowns around the world, closed borders and availability of the products made us to change our behaviour completely.

Therefore, pandemic gives to everyone chance to make a new recovery plan that will help to improve our consumption and production patters in order to go towards more sustainable living. UNEP is operating with organizations for recovery policies and investments to

incentivize circularity. This is a big chance to get shifted to renewable energy, smart cities, green transport, sustainable food, and lifestyle (UNEP, 2020).

Currently there is a demand to non-perishable suppliers, therefore many businesses will switch to the local vendors, also with the local vendors it is way easier logistics and transportation, no pain to deal with the closed borders. By doing that it will already contribute to more sustainable consumption patterns. In the future, such development might contribute to using less energy and material intensive routines.

As Winston Churchill once said, “We should never let a good crisis go to waste”. The pandemic is without a words disastrous situation that is causing a lot of disruption and human agony. But we should not reject that this occasion gives a wat to create some substantial headway toward a timely and necessary sustainability shift (Cohen, 2020).

3.2.13 Climate Action

The goal number 13 is about taking urgent actions in order to fight climate change and its impact. The variations in the Earth’s climate are increasing in the last few years. Natural causes have a high impact of this change. These are for example the changes in the sun, the emissions from volcanoes, the variations in Earth’s orbit and the levels of carbon dioxide. Normally the climate changes very slowly and it takes thousands or millions of years until a change will be recognized. Unfortunately, the current climate is changing much faster due to the geological records (Kring, 2007).

The world we are living now is called the Antrhopocene Ephoch, the period when the human activity has a significant impact on the planet’s climate and ecosystems. In this epoch, climate change is causing damage for most of our life on Earth. The human activities and their effects on climate are causing animal and plant extinctions, because of the loss in biodiversity. This causes a lot of problems for the animal and plant life on Earth (Cavicchiolo, Ripple, Webster, 2019).

But firstly, we will focus on the natural causes of climate change. The first is the strength of the sun, the energy of the sun is passing through the space until it reaches the Earth’s atmosphere. Not all the energy reaches the Earth’s surface. Due to the variable output of the sun, the climate changes over time.

The second cause is the quantity of greenhouse gases (carbon dioxide (CO₂), methane and water vapour) in the atmosphere. The most difficult one is the carbon dioxide because it stays in the atmosphere much longer than the others. The water vapour is the most produced one, but it only stays for a few days in the atmosphere. However, the CO₂ can survive in the atmosphere for years, even centuries, so this is the main cause of the heating of the earth (Kring, 2007).

Another natural change in the ocean currents and the carbon dioxide content. The ocean is a big cause for the different climates in the different areas. The sea currents move heat around the Earth and if the more heat is absorbed from the atmosphere, the temperature of the ocean will increase. Also, the direction of the sea can change, so this is why some areas are getting warmer or colder. The ocean covers most of the surface of the Earth, so it contains a lot a heat, which will arise the temperature from time to time.

The changes in land cover is also a reason for the climate change. Normally vegetation and the climate are correlating. The vegetation absorbs the carbon dioxide, which will reduce the global warming. The desertification, on the contrary increases the global warming while releasing a lot of CO₂ (Kring, 2007).

Another climate change cause, that needs to be highlighted is the plate tectonics and the volcanic eruptions. It takes a long time until the plate tectonic is changing, but they move to other positions after a long period of time. This movement is causing more mountains and volcanoes, which will change the climate. Large mountain chains influence the circulation of air a lot, because warm air blocked by cool regions. When a volcano is active, it is throwing a lot of gases and particles into the atmosphere. At the moment the emission of volcanos in the atmosphere is very little, which means that the volcano eruptions are not the main reason of climate change (Kring, 2007).

It was explained before those main causes of climate change are all natural. Unfortunately, the human act toward nature is triggering the climate change even more. We must considerate not only the greenhouse gas emissions forced by humans, but also the effect of aerosols on clouds and associated precipitation, the influence of aerosol deposition and reactive nitrogen and the role of changes in land use and land cover. All this action is causing a lot of trouble for the Earth climate. The time scales are getting larger in which they influence the climate, which is even more dangerous (Pielke, 2009).

It would be necessary to control the emissions of greenhouse gases by complementary policies. Another problem that the society is facing is the increasing human population, the urbanization, the changes in the natural landscapes and land management, long term weather variability and change, animal and insect dynamics, industrial and vehicular emissions. They all interact with each other and are causing a lot of damage for the Earth we are living on. It impacts the water quality and quantity, which is the most significant component for the climate system.

It is important that the society know about the risk there are also causing for themselves. Firstly, they will be the ones, who will be affected immediately by the water and climate change. There will be more natural disruptions, which will affect the population and the land that they are living on. So, to show them how problematic this is, scientific should predict the risk and vulnerabilities associated with the choice of the population and calculate the resources needed in the future. Unfortunately, due to the abrupt changes it is difficult to predict the climate change. Risk assessments which will focus on the resources should help regional and global predictions. But the predictions are very complicated, so another approach would be to those integrated assessments within the framework of vulnerability, with an emphasis on risk assessment and disaster prevention will help to know how to have better regional predictions. This approach will help to minimize the climate change by adapting a climate policy who is adapting to the changes and tries to do the best of it (Pielke, 2009).

Another aspect which will be difficult to stop will be the increasing of the human population, the urbanization, the changes in the natural landscapes and land management. Everybody should agree to this, but that will not be possible. In order to help the climate change, more policies should be introduced to help the humans to choose a way.

Natural causes have a big influence on the climate change, but nearly the same influence have humans on the climate. And a lot of causes from humans are uncontrollable, for example the increasing of the human population, the politics could try to set boundaries, but there will be a high dark number, which nobody is considering.

Which is even more difficult is to predict what consequences the Earth climate change is causing; we can only try to find them out and act in favour of the Earth. We cannot define all the effect of global warming, because so many factors depend on it. Another difficulty in the

future will be the prediction of the size of the emissions of greenhouse gases, this can be influenced by political decisions and technological advancements.

But we can be sure that the temperature rises affect the agriculture, the frequency of extreme weather incidents, the quantity of ice and snow, the sea levels, and the wildlife. As humans, we can always try and protect our Earth as much as we can and introduce more policies, so that we will not lose all the life on Earth (Natural environment Research Concil, 2020).

ABInBev is contributing to this goal by promoting smart agriculture, by elimination of waste and creation of circular economies with the help of recycled and returnable packages, by shifting to renewable energy and reducing their carbon emissions across their value chain, by using cleaner forms of transport in distribution. Approach that the company is using was developed by Task Force on Climate related Financial Disclosure (TCFD) to estimate the possible influence on their business. Going along with recommendations provided by TCFD, company analysed two different scenarios. First, whereas the global warming is limited to 1.5 degrees Celsius above preindustrial levels. And second, whereas global warming got to 4 degrees Celsius. First scenario goes together with Paris agreement and second meaning collapse in that agreement (AB InBev ESG Report, 2020).

3.2.14 Life Below Water

The goal number 14 is Life below water, which is about preserving and appreciation and smart use of the ocean, seas, and marine resources. The name of the goal is already screaming to the human being that we are not alone on the planet, there are still some lives exists below the water, which is important and needs to be taken care of.

Oceans must coexist together with humans, since it is our planet's life support, and it absorbs around 30 % of carbon dioxide that produced by us and helps to fight the effects of global warming (United Nations, 2021).

Even though oceans have high importance of preserving it, long time of reckless exploitation have led to the very worrying times of degradation. Actions that have been done by nowadays are still not enough to safeguard this vast, nonetheless fragile, resource. There has been talks already about overpopulation and how human actions are affecting our planet. When Covid-

19 appeared, it was undoubtedly a terrible event and had led to thousands of lives to fade away, however it also brought a chance for the oceans to recuperate.

Main threats to the oceans are acidification, dead zones, overfishing, waste in the ocean.

The meaning of acidification is when a chemical compound of the water in the ocean is changing, when the PH of the water is decreasing, and it becomes more acidic. It does happen from human activities, for example when humans burn fossil fuels and as the outcome the amount of CO₂ getting into the ocean. When in the ocean the CO₂ changes the chemical make-up of the water and resulting in it becoming more acidic. Those activities for sure lead to bad outcomes for marine organisms and ecosystems. It can hinder the generation of corals and change eating habits of some fishes (World's Largest Lesson, 2020).

Dead zones occur when there is too low oxygen to sustain life and the number of them is doubling each 10 years. Activities happen not in the sea but on land when farmers are overfertilizing their fields. The surplus of fertilizer is running off the land and into the ocean. Without the oxygen it is usually hard for marine life to pull through. It can ruin food chains and can harm our food with bad chemicals as well (Dybas, 2005).

Overfishing happens when humans remove fish too quickly or in huge amounts from the oceans or rivers. A basic natural factor fish needs time to naturally replenish. It is an unsustainable use of the ocean resources. Factors like developing technologies for fishing and growth of human population are contributing to overfishing. It needs to be controlled since it can lead to the extinction of some species and destruction of ecosystems (World's Largest Lesson, 2020).

It is estimated that eight million tonnes of plastic waste are ending up in the ocean every year (United Nations, 2019). It was realised long ago that it creates a problem for the ocean, it pollutes beaches and is consumed by seabirds, fish, and other creatures. Consuming plastic by sea creatures can lead to illnesses and starvation and eventually entering harmful toxins go into the food chain.

In order to fight with those problems, it is very important first of all to spread the message to communities and to collaborate with government, create organizations and to go towards a sustainable future by reducing energy consumption, that is both climate change and help to the ocean. To use fewer plastic products, it can be noticed already that society and companies

are making regulations to not use plastic at all or there has been research completed already to substitute plastic for example with seaweed. As the reference, it is amazing to explore companies that are coming up with more sustainable solutions, London startup Notpla has created biodegradable and even edible seaweed that can substitute plastic (Notpla, 2021). Other steps to protect the ocean are to maintain river floodplains and make safe, sustainable seafood choices. When making groceries or going out to eat, it can be helped to decrease demand for over-exploited species by choosing seafood that is healthy and sustainable.

3.2.15 Life on Land

United Nations goals number 15 is about protecting and restoring life on land. These days when economic growth took place plus demand on natural resources and fast urbanization those all and more undoubtedly affected ecosystem. It is all threatened by intensive agriculture, illegal wildlife trade and unsustainable rubber and oil palm trade. According to United Nations (2018), mammals and plant species in the last decade were threatened by more than 10 and 18 per cent.

In the report progress towards the SDG by United Nations (2021), as of February 2021 already 127 countries and territories had committed to making voluntary goals to reach land degradation neutrality, from which 68 countries already official endorsed their goals. From satellite imagery it shoes that green coverage of the mountains in the world kept steady with 73 per cent from years 2000 and 2018.

Corporations play a huge part in restoring ecosystem. And they are connected and depending on it since they are getting all provisioning services like freshwater, fiber and food. Companies have to implement strategies to stimulate sustainable land, responsible forest management and environmental stewardship. It can be referenced in SDG Compas (2021), that gives direction for organization which direction they can align their strategies and measure in order to contribute to the goals of the United Nations.

The example of sustainable companies could be seen in The Body Shop. Their mission is to devote their business to the pursuit of environmental and social change. And their business model is to use ethically sourced and naturally based ingredients from around the world, prohibition to animal testing. The body shop has an amazing history of activism, and the company is not only focused on the activities related to their market, but they are also

involved in all the different range of activities, such as human rights, Aids, animal testing, burning or Brazilian forest and so on. The company hasn't spent money on marketing, since they were already well known as the company that cares about social activities, people knew them and supported them with pleasure. That is a huge example for other companies. The Body Shop supports several social and environmental issues. In 2006 the company became a subsidiary of the L'Oréal Group. And even after this change, Anita Roddick continued to be part of her child (The body shop). She continued to look at their work closely and to ensure that operations were being run together with her and her company's core values (The body shop, 2021).

3.2.16 Peace, Justice and Strong Institutions

The goal number 16 is about encouraging peaceful and comprising communities, promote justice for all and create strong institutions. In order to be happy citizen of any country, person needs to feel safe from any form of violence.

The highest number of people almost 80 million people were fleeing war in 2019. One in forth children is affected by not being officially registered their birth, therefore lacking access to rights (United Nations, 2020).

If the responsible business practices will be threatened it will affect business in financial, legal and reputational way. And corruption affects human rights and other sense of duties. Companies can work together with governments and civil societies to liquidate corruption. Consequently, organizations can contribute to this sustainable goal and achieve peaceful and comprising communities and endorse strong institutions.

3.2.17 Partnerships For the Goals

The goal number 17 is about enlivening the global partnerships for sustainable development. It was already have been seen with the coronavirus pandemic that global problems can be solved only with strong cooperation of governments, civil societies, businesses, universities.

As one of the examples how businesses work towards this goal – company ABInBev created how grown platform called 100+ Accelerator. This is a program that serves the purpose of finding companies, innovators, engineers, investors and scientists to collaborate with to work on the company's sustainability goals. Some of the examples of the initiatives from this

platform will be mentioned further in this master thesis. Since first starting this platform in 2018, company already collaborated with thirty-six startups, which is also beneficial to the ABI in financial sector, as it is expected to have over 80 million USD in annual cost savings by 2025, and also drawing over 200 million USD in capital from investors (AB InBev ESG Report, 2020).

3.3 Technologies

Using IT and new technologies to drive business decisions is an exciting area that is playing a massive role in today's industry

Sustainability is also an area of great importance, impacting the whole world. Continuing to develop without compromising "the ability of future generations to meet their needs" is a vital approach to follow (Grant, Kenton; 2019). As the world population continues to grow, so will the challenge of sustaining necessary resources (Albrechtsen, 2013). While facing these accelerating problems, new and efficient solutions need to be found. And technology is one of the means that continues to offer solutions that will enable/empower us to meet set sustainability goals (Srinivasan, 2017). These days a significant change can even be made through a software update. To the extent that Tesla managed to improve its car performance and range by implementing an update to the software the cars run on. Additionally, this update wasn't limited to one car model but to three (Heisler, 2019), which shows to what extent technology can act as an enabler for sustainability.

Using IT and new technologies to drive business decisions is an exciting area that is playing a massive role in today's industry.

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4. Practical Part

In first part of this diploma thesis, it was provided a theoretical part to understand the importance of sustainable society and environment, the social responsibility of businesses and corporate governance. Sustainable Development Goals of United Nations were looked closely in details and contribution of ABInBev company into those goals were included.

The practical part will focus on collecting and analysing data from corporate CSR reports, international institutions, independent research groups, etc. to present and asses the ABInBev's sustainable goals. Involvement of individual team within the company will be assessed as well.

Time series analyses, synthesis, comparison are only few methods planned to be used. It will include semi-structured interviews and will be supported by online survey to identify awareness about sustainability goals of the company and if the employees feel that they are making contribution to those targets. The survey will support research questions that were developed during an interview process.

4.1 About Anheuser-Busch InBev

Anheuser-Busch InBev (ABInBev or ABI) is a multinational brewing and drink company. It is the world's largest beer company. The company started in Belgium with the merger of Artois and Piedboeuf, which created Interbrew. In 1995, Interbrew expanded by acquiring the largest Canadian brewery Labatt. In 2004, InBev was created with the merger of Interbrew and the Brazilian brewery Ambev. Subsequently the biggest US brewery Anheuser-Busch combined with InBev forming AB InBev. In 2013 they bought Grupo Modelo and in 2016 they purchased UK company SABMiller.

AB-InBev operates in over 50 markets, comprising of 500+ brands, which are sold in over 100 countries around the world. ABInBev products are both sold on-trade, referring to businesses such as bars + restaurants and off-trade, referring to retailers such as supermarkets. (ABInBev, 2021).

Figure 2: ABInBev operations



Source: Own Proceed (November, 2021)

North America – Zone Headquarters: St. Louis, Missouri

ABInBev beer Michelob Ultra is the first share gainer in the beer rank in the USA. Also, company is proceeding to lead in industry in innovation volume. They have launched Budweiser Zero beer without alcohol.

Middle Americas – Zone Headquarters: Mexico City, Mexico

In middle Americas company is engaging in several social campaigns such as in Colombia, Zalva water brand was admitted as the “Best sustainability initiative” with watershed conservation program; also, one of the campaigns showed severe effects from consumption of alcohol in minors, which originated more than 5.4 million media effect. During coronavirus pandemic campaign in Mexico supported local communities (AB InBev 2020 Annual report, 2020).

South America – Zone Headquarters: Sao Paulo, Brazil

In Brazil, company got an award from United Nations for supporting innovative solutions during the pandemic. Their home-grown platform Ze Delivery allowed small and medium sized retailers to stay in busines (AB InBev 2020 Annual report, 2020).

Europe – Zone Headquarters: Leuven, Belgium

During pandemic company started to make hand sanitizer and disinfectant and donated it to frontline services, donated billboards for public health campaigns. After signing largest

European corporate solar power deal for Budweiser solar farm in Spain, company will have western European beer brewed with 100 per cent renewable electricity by 2022.

Africa – Zone Headquarters: Johannesburg, South Africa

To support smallholder sorghum farming in Tanzania company collaborated with the Farm to Market Alliance and the UN’s World Food programme. It is expected to give farmers access to insurance, seed and make better the entrance to the market.

APAC – Zone Headquarters: Hong Kong

They have collected insights from consumers in China in order to obtain share in the increasing in home beer channel, in e-commerce. And for expanding craft beer community they have collaborated with The Indian Hotels Company Limited to introduce brewpub in Bengaluru (AB InBev 2020 Annual report, 2020).

With a team of nearly 170,000 employees ABInBev created their own culture that they present as Dream, People and Culture.

“We’re built on a strong foundation of ownership, informality, transparency and candor. We embrace and lead change in a fast-paced and inspiring culture” (ABInBev, 2021).

“Building a better world is a task that can only be achieved when we work together, even when we’re at a distance. We’re building a company to last — brewing beer and building brands that will continue to bring people together for the next 100 years and beyond. We are committed to working with our partners towards a more sustainable future” (ABInBev, 2021).

When looking into details of United Nations SDG goals and seeing operations that is done in the ABInbev company it cannot go unnoticed that company is embroidering sustainability topic in the core of company structure. It can be said that the bigger the contribution towards sustainability initiatives, the bigger the impact becomes. ABInBev identified the areas, whereas they can make the biggest impact and therefore they are taking part in that by setting four 2025 goals around the areas of:

- Water Stewardship
- Circular Packaging
- Climate Action
- Smart Agriculture

Water Stewardship is contribution to the SDG 6. As the company producing beer it is important to take care of this resource as it is number one ingredient in the production

process. The ABInBev implemented approach to water stewardship within their operations, beyond the brewery gate by creating partnerships, in local communities, across value chain which includes suppliers and materials and as a company establishing policy engagement and by using innovations.

Smart Agriculture is contribution for at least six goals of united nations, such as no poverty, zero hunger, gender equality, decent work and economic growth, climate action and life on land. There is heavy influence from climate change to the whole agricultural system, and the company is working to build elasticity via crop management, improved varieties and finding solutions how agriculture can help to find decisions in lowering emissions, protecting watershed facilities and perfect biodiversity.

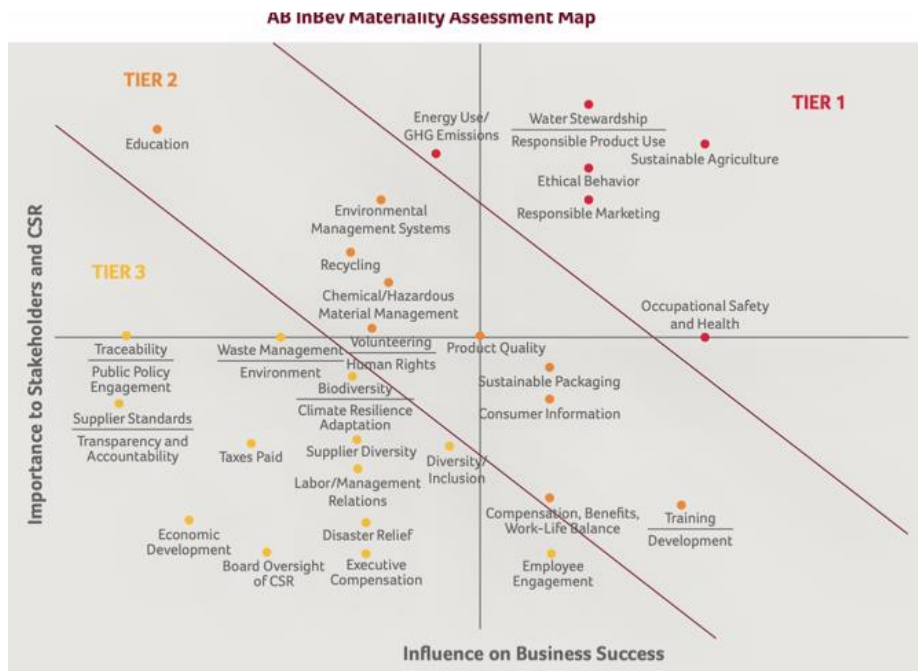
Climate Action is contribution to the SDG 13 as organization is working towards organically reducing their carbon emission. And company's actions together will be impacting other sustainable goals such as affordable clean energy, sustainable cities and communities and about building resilient infrastructure and promoting innovation. As ABInBev committed to have 100 per cent of their purchased electricity from renewable sources.

Circular packaging is contribution to the 5 different Sustainable goals of United Nations. Those are SDG 12, 14, 5, 8 and 13. In the goal number 12 (responsible consumption and production) company is working towards implementing circular approach to their packaging and making better materials that are used in order to get long-term packaging supply. By those actions it is also eliminating waste and contributing to the SDG 14 (Life below water), whereas all this plastic waste wouldn't go to the ocean. As ABInBev is also looking to possibilities to recycle their content and find new materials together with promoting of reusing their packages. According to AB InBev ESG Report, 2020 company's packaging alone is accountable for almost 36.4 % of their GHG emissions. Therefore, this target is also working towards addressing Climate change which is again direct contribution to SDG 13.

4.1.1 Materiality Analysis

Materiality analysis is a methodology an organization could use to identify and estimate most significant social, environmental, and economic impacts. ABInBev conducted materiality assessment in 2014, 2017 and in 2020. Those assessments included stakeholder input, interviews with external and internal stakeholders, interviews with leading experts in various sustainability fields.

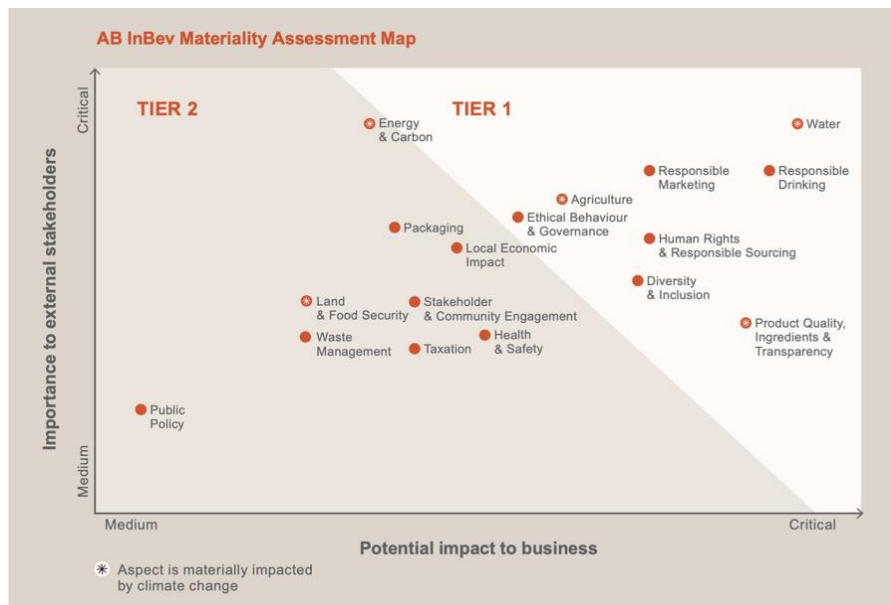
Figure 3: AB InBev Materiality Assessment Map 2014



Source: AB InBev Materiality Assessment and Report Development 2014

In the right corner of AB InBev Materiality Assessment Map (Tier 1) it could be seen the main issues that were ranked the most material on the year 2014. Those are: Sustainability Agriculture, Water Stewardship, Responsible Product Use, Energy Use/GHG Emissions, Ethical Behaviour, Responsible Marketing, Occupational Safety and Health.

Figure 4: AB InBev Materiality Assessment Map 2017

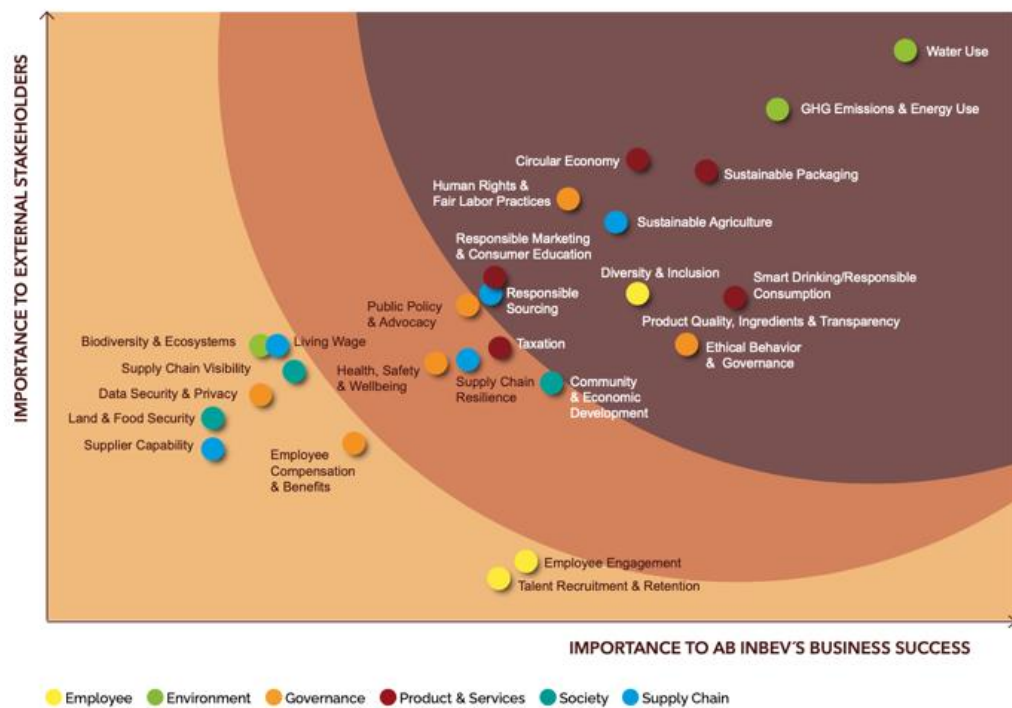


Source: AB InBev Materiality Assessment & Report Development 2017

And in the year 2017 there are already eight the most material issues indicated (Tier 1). Those are: Water; Responsible Drinking; Responsible Marketing; Agriculture; Ethical Behaviour &

Governance; Human Rights & Responsible Sourcing; Diversity & Inclusion; Product Quality, Ingredients & Transparency.

Figure 5: AB InBev Materiality Assessment Map 2020



Source: AB InBev ESG Report 2020

In the year 2020 (not included impact of Covid-19), the most material issues are: Water Use; GHG Emission & Energy Use; Sustainable Packaging; Circular Economy; Sustainable Agriculture; Human Rights & Fair Labour Practices; Responsible Marketing & Consumer Education; Responsible Sourcing; Diversity & Inclusion; Smart Drinking and Responsible Consumption; Product Quality; Ingredients and Transparency; Ethical Behaviour & Governance.

The issue that is bringing the most significant, social, environmental, and economic impact, or by other words the most material issue through the years 2014 – 2020 stayed consumption of water in ABInBev.

GHG emission and Energy Use was important through the years, however in 2020 it became one of the top priorities, since it was mentioned previously company has seen the most impact it can bring to the environment and goals of the United Nations and influence climate change by working on this issue.

Same goes to Sustainable packaging, Circular Economy and Sustainable Agriculture. All those aspects were put as a top priority in the assessment of 2020 as company working towards making contribution to Sustainable Development Goals of United Nations.

In essence, when analysing Materiality assessments maps of ABInBev through the year from 2014-2020, it got changed through the company needs and supported by making contribution to UN SDGs. The figure below illustrates how ABInBev’s sustainability and smart drinking job goes together with UN SDGs.

Figure 6: ABInBev contribution to Sustainable Development Goals.



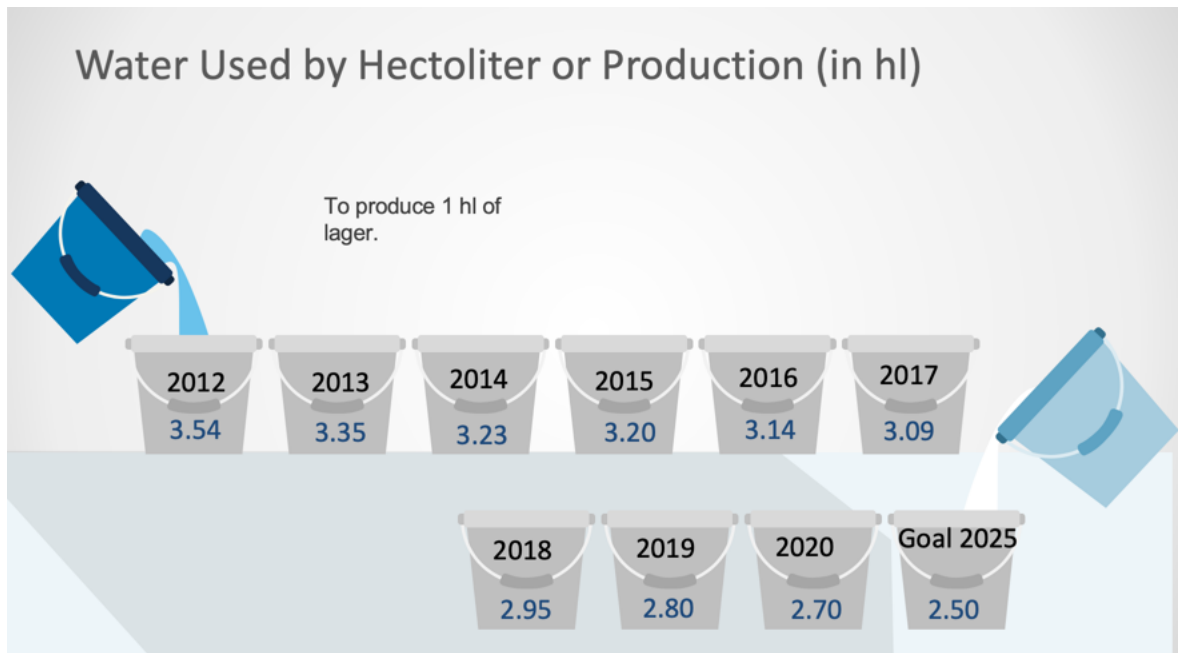
Source: ABInBev, 2021

4.1.2 Water Use

It was stated that by looking in the Material Assessment maps of ABInBev from 2014 – 2020 the most material issue identified is water use. On all three assessments it is ranked as the highest priority.

From the business point of view, yes, water is main and essential product. And company conducts business in some water stressed regions, where sadly water became already vital problem.

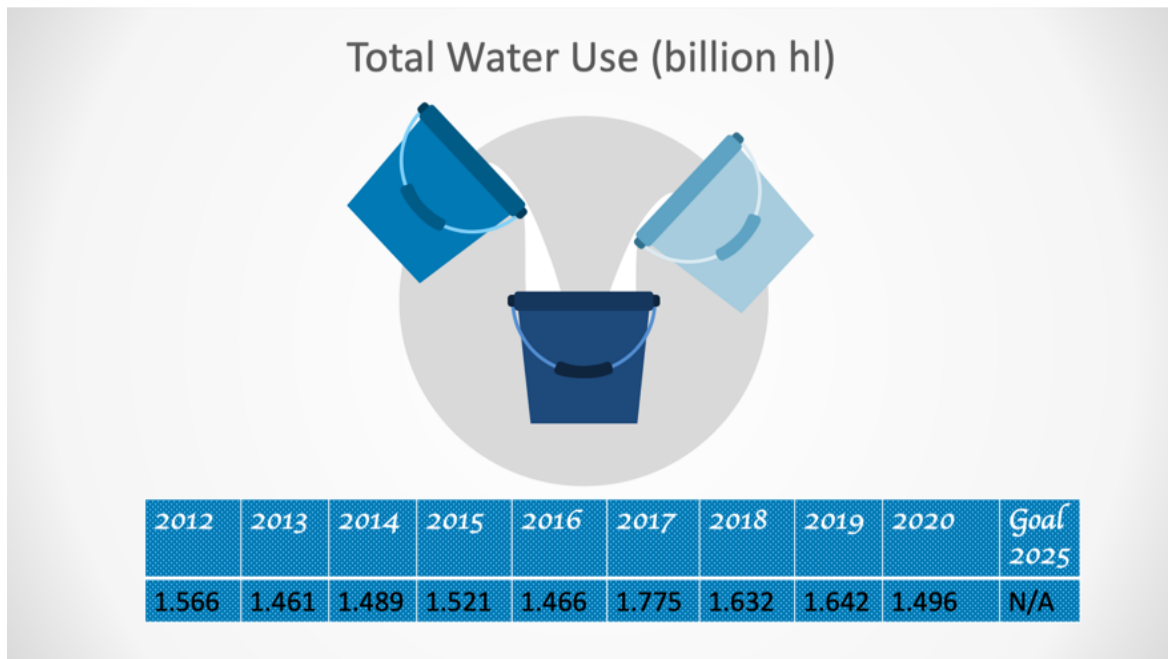
Figure 7: Water Used by hectolitre to produce 1 hl of lager (change from the 2012 to 2020)



Source: Own proceed, 2021; Data: Collection of ABInBev Sustainability reports from 2014 – 2020

On the table above it is presented ABInBev’s water use by hectolitre to produce 1h of larger the change from 2012 to 2020. It can be seen that from 2012 to 2020 company reduced their water use by 24 %, and their current goal to reduce it for 7% more. By the reduction tendency it seems that goal 2025 to get 2.50hl will be achieved ahead of schedule.

Figure 8: Total Water Use (billion hl)



Source: Own proceed, 2021; Data: Collection of ABInBev Sustainability reports from 2014 – 2020

When working on water efficiency, it will allow ABInBev to have additional energy, chemical and effluent cost savings. As for the business, less water to use is better, which is less to pump, heat, cool and discharge.

As on the table above of total water use (billion hl) the numbers are going back and forth. It could be seen the result of the year 2020 (1.496) its more water use than in the year 2013, it is explained by expansion of the company in general.

During an Interview with Sustainability Lead and with Global Director: Water Sustainability at ABInBev, the total water use table was discussed more in details. Both of them were contacted through LinkedIn and 30 min Zoom calls were scheduled. Sustainability Lead was connecting from Leuven, Belgium and Global Director of Water Sustainability connected from New York, United States.

They both explained fluctuation of total water use by history of the company, where it can be seen the number of merges and a few sellers of operations. Technically there is not the same base line because there are different companies coming in and different companies coming out. So, when looking to the total number it doesn't actually give the true picture. The efficiency is what you can use to better measure how the company is doing. Even though, the volumes have been increased from 2012 to 2020 it can be seen that overall volumes have been improved, the total water use is down.

Company's total water use is not really related to the events like World Cup etc. The difference in water use may appear in one country only. Those events don't drive the company's water use. This really is driven by acquisitions and disposals. If we look in the year 2017, whereas the major acquisition was happening, then systematically it was coming down since then.

ABInBev invest substantially outside of the company. Which means, inside the company they are trying to drive down the water use, which is very important. And externally they are investing in water shared partnerships in the high-risk region where the company operates. They invest in partnerships with Nature conservancies plus others and investing in nature-based solutions.

As was mentioned previously ABInBev has 100 + Accelerator platform that they use in order to find partners who can help them in going towards sustainable future. It is also the way how ABInBev can invest in new technologies. They have already collaborated with some companies that are helping them to improve water use, others introducing better technologies such as satellite observation.

Innovation and Technologies will be absolutely critical in water. There are a lot of innovations coming that focus on digital water. This source is not managed very effectively. For example, municipalities don't know where the water is. There is major increase coming in better management of water. Externally the company is working with local authorities to help them better manage the water.

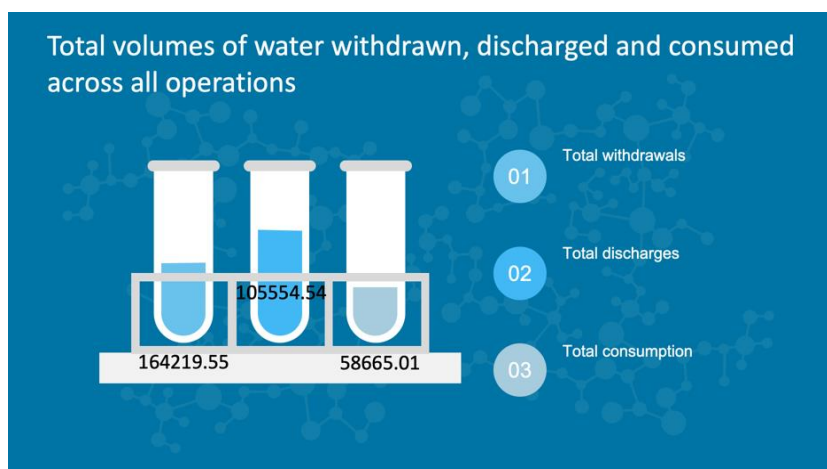
Water use in the office is a good thing to do, but that is not a big driver of the company's water use. The big driver is clearly inside ABInBev's operations – in breweries. Everyone who touches water would have a target how to better manage water use.

The company's major suppliers of water tend to be local authorities. Where it is appropriate the company works with them and helping to create better management of the water. For instance, the company can help them with measurements or managing the pressure of the pipes. It's not their role, but ABInBev is able to make a contribution.

Somebody may supply with brewing raw materials like malt and ABI is able to speak to those suppliers. If they understand from where the water is sourced etc. And, the farmers who supply those materials, they are working with them if they understand the water risk and if they can collaborate and find ways to better manage water.

Water Sustainability is critical for the future of the company. They combine company's internal efficiency and investing in high-risk watersheds outside. In a long-term game, they don't fix external world outside very quickly, but it is important to understand the risks, what are the exact drivers of the water challenges in those areas and to partner with others. As there are no ways company is able to do everything on their own. So, not just partner with WWF and Nature conservancies, but also partner with other companies.

Figure 9: Total volumes of water withdrawn, discharged, and consumed across all operations



Source: Own proceed, 2021; Data: AB InBev CDP Water response 2020, Data from the year 2019.

Total withdrawals of water in 2020 increased by around 1 per cent compared to 2019. Total discharges are higher by around six per cent compared to 2019. And Total consumption is lower to around eight per cent according to the AB InBev data. The company explains the changes due to improved facility reporting capabilities around water and expect all number to decrease to achieve their goals by 2025.

ABInBev has thirty-seven facilities that are exposed to water risk, that potentially have an impact on financial or strategic side of the business.

Figure 10: Facilities that are exposed to water risk



Source: Own proceed, 2021.

There are in Mozambique (Incomati, Nampula watershed), Namibia (Namibia watershed), South Africa (Ibhayi watershed, Incomati, Newlands watershed), United Republic of Tanzania (Dar es Salamm watershed), Uganda (Nile), Zambia (Zambezi), China (Jinshibai watershed), India (Auraangabad watershed, Ganges – Brahmaputra, Godavari, Krishna, Neemrana watershed), Colombia (Magdalena), Peru (Ate watershed, Motupe watershed), Brazil (Tocantins, Aquiraz watershed, Paraiba Do Sul, Parana, Rio de Janeiro watershed, Sao Francisco), Dominican Republic (Santo Domingo watershed), Argentina (Colorado), Bolivia (Amazonas), El Salvador (Lempa), Mexico (Giadalajara watershed, Panuco, Torreon watershed, Zacatecas watershed), USA (Alabam River and Tombigbee, Los Angeles watershed).

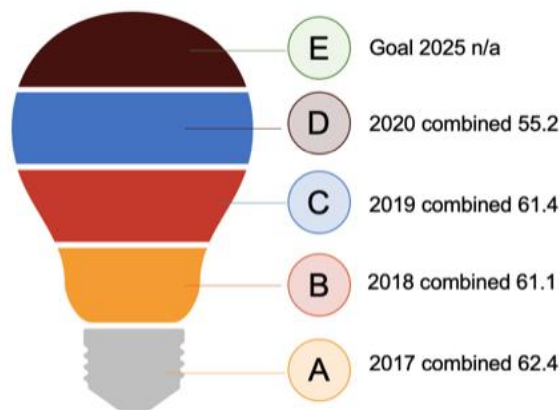
Those watershed facilities need improved water availability and quality. ABInBev is planning to use water conservation and agricultural development assistance in order to manage those facilities.

Due to the climate change water is affected as well. And there are 4 possible outcomes: collapse of operations due to water excess or deficiency, collapse of supply changes because of excess rain or drought, reputation damage, increase in the price of water which would affect its availability. Therefore, the company needs to work and find solutions to mitigate those risks.

4.1.3 GHG emissions and Energy Use.

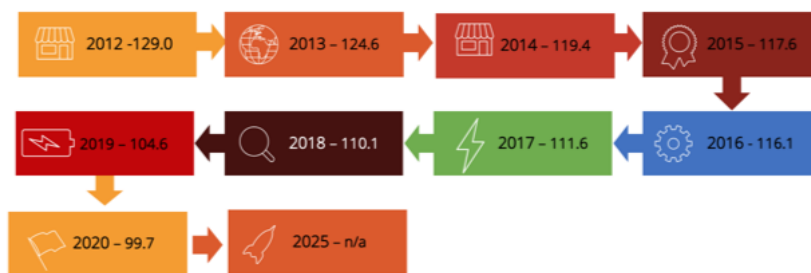
Another material issue that needs to have attention is emissions and energy use. The ABInBev company’s carbon footprint affected by brewery emissions, packaging, and trade refrigeration of their beer. In order to decrease these emissions company is using renewable electricity, investing in green logistics programs, using more advisable coolers and using better recycled packaging. Ambitious goals of the company are to have 100 per cent of their purchased electricity from renewable sources and to reduce carbon emissions by 25 per cent across their value chain by 2025. This obligation the company made after joining RE100 – businesses that all made such commitment.

Figure 11: Total GJ of Energy (in millions)



Source: Own proceed, 2021; Data: ESG reports of ABInBev 2017-2020.

Figure 12: Energy usage per hectolitre of production (in Mj/hl)



Source: Own proceed, 2021; Data: ESG reports of ABInBev 2014-2020.

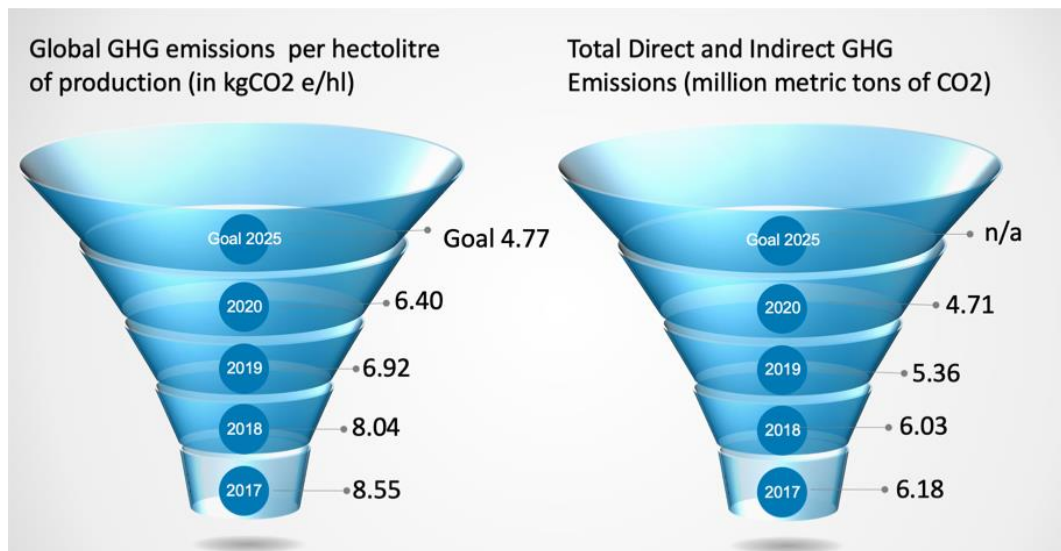
In the figure above it could be seen that the company met their goals in reducing global energy usage per hectolitre of production. In 2016, it was done by 10 per cent. That year, together with reduced their total absolute energy organization was able to save under 60 million USD thanks to energy efficiency enhancement (ABInBev, 2016).

Company's energy usage per hectolitre of production decreased for the combined data in 2017, the overall GHG emissions increased. And this is explained by shift in the energy mix in their operations (ABInBev, 2017).

And In 2017 air pollution was not identified as a material issue for ABInBev and their stakeholders, therefore in the Materiality Assessment Map it could be seen that it was shifted to TIER 2.

In 2018, according to ABInBev ESG report 2018, company used 7.84 billion MJ of energy from non-renewable sources which resulted decrease in their consumption in around 300 million MJ (in contrast with 2017).

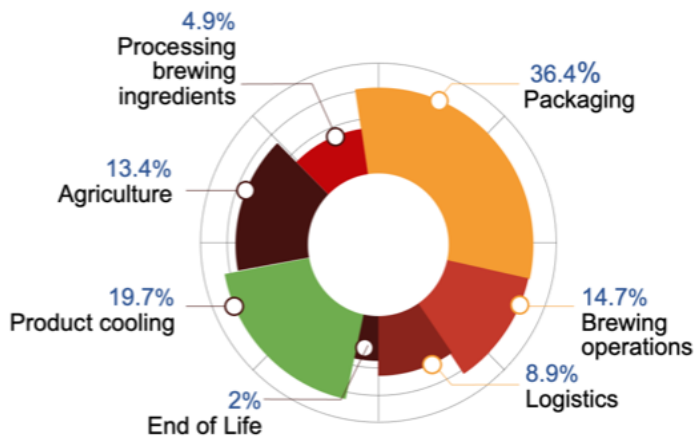
Figure 13: Global GHG emissions per hectolitre of production (in kgCO₂ e/hl) / Total Direct and Indirect GHG Emission (million metric tons of CO₂)



Source: Own proceed, 2021; Data: ESG reports of ABInBev 2017-2020.

In 2018, company partnered together with Volkswagen Trucks and Buses in order to place the first 100 per cent electric truck in Latin America for transmission purposes. This is radiating zero greenhouse gases and it is 100 per cent mechanized by clean sourced electricity. ABI is planning to purchase 1600 of these trucks by 2023. It will eventually result in averting annual emission of more than 30,400 tons of carbon (ABInBev, 2018).

Figure 14: Breakdown of GHG emissions by scope category ABInBev



Source: Own proceed, 2021; Data: ESG report of ABInBev 2020.

In the figure above it could be seen that Logistics (tracks, ships, and trains) is representing 8.9 per cent of company's global GHG emissions. That includes emissions from the burning of petrol, diesel, and other fuels. Improvement will be seen by route optimization for reducing fuel utilization.

And it can be also seen that Agriculture is taking 13.4 per cent in GHG emissions. So far, the company partnered together with Indigo AG (USA) in order to decrease emissions in their rice production. Already in 2020, it was seen improvement of 20 per cent decrease in water use and 14 per cent of decrease in nitrogen use (ABInBev ESG Report, 2020)

As was mentioned preciously that ABInBev is using 100 + Accelerator platform in order to collaborate with startups. Towards energy company partnered with company's named Yushuo and KisanHub.

It looks that ABInBev is going towards achieving their Energy goals, since for instance it can be observed that they created partnerships with Z-Tech and BayWA r.e. Z-tech allows to 50 000 retailers in Brazil access renewable electricity which resulting in decrease of more than 50 000 tons of CO₂ in their value chain. And BayWa r.e. is allowing to have the largest Pan-European corporate solar power deal in history. The ambition of the ABI is to eventually produce Budweiser in Western Europe with renewable electricity.

ABI removed carbon over 10 per cent in comparison with the year 2017. And they also decreased of 70 per cent of their renewable electricity volume.

More initiatives are coming, and company is installing eco-coolers, which already resulted in 18 per cent reduction in emissions (ABInBev ESG Report, 2020).

Even though coronavirus pandemic helped in alleviation of global GHG emissions, further work has to be done by creating policies, structural changes and new technologies should help in reaching this target.

Looking into Anheuser-Busch InBev company’s ESG Risk Rating score provided by Sustainalytics (2021), the score is “21”, which is considered as “Medium Risk”. It tells on how company is subject to various material ESG issues. And in regards of how company’s managing their ESG issues the score is “Strong”.

On the figures below it could be seen ESG analysis provided by S&P Global (2021), which shows that ABInBev still has journey ahead and plenty room for improvement. For instance, in packaging, sourcing raw material, innovation management etc. The chart itself is showing the efficiency against the best score gained withing the industry in each aspect and the mean industry score.

Figure 15: Dimension Score 1 & 2



Source: S&P Global, 2021.

4.2 Procurement – Technology

In this master's thesis it will be seen activities of an individual team within procurement department who focuses to purchase technologies for the ABInBev. Their role is to purchase IT products and services that are required by stakeholders. More specifically, they negotiate deals and making sure that the company is protected from risks (contracts, intellectual property) and they ensure proper delivery. This team was divided between 3 countries, whereas Category Manager and two category buyers were in Belgium, junior category buyer, spot buyer and one category manger in Prague office.

One of the targets of Tech Procurement team was Sustainability project, which is to find solutions that would enable ABI's journey into sustainability, through technology. It was an extensive project. Therefore, scoping it down and finding ideas to peruse was a difficult task for the team. Through research, meetings, the project was narrowed down to three scopes:

- **Supplier sustainability:** how can the team, work with more sustainable suppliers

For this scope, the AB-InBev Eclipse platform was looked into as it is a collaboration platform between the company and suppliers to engage in sustainability projects. This meant that, it could be a potential solution for the IT team to work with. However, the platform focused purely on collaboration but not on supplier reporting. Meaning that it is not possible to assess how sustainable suppliers are. Opening a door for a potential solution there, which included supplier reporting based on sustainability efforts.

Future target for tech procurement team is to focus on developing Eclipse platform and to collaborate with suppliers, like EcoVadis. Because such companies are able to provide ABInBev with important information on how sustainable their future suppliers.

- **Sustainable buying:** how can the team buy more sustainable products

Through internet research and meetings with Sustainability Lead of ABInBev tech procurement team identified three ways of buying sustainable IT products. Those are: buying used or refurbished products, offering hardware as a service at a monthly cost (DaaS) and IT ecolabels – environmental performance certification. For instance, the EU energy label.

After discussions with tech procurement manager, it was concluded that buying refurbished or used products was not a potential option for the ABInBev to work with.

Device as a Service is a model which allows computers, phones, and other mobile computing devices as a paid service. This model was first introduced by HP Inc. in 2016 (Market Research Future, 2020). Nowadays, companies as Lenovo, HP, Dell, Microsoft, AWS are key players in providing such service. Additionally, Bechtle also offers DaaS (Device as a

Service). From all those suppliers, ABInBev is working with Lenovo as a supplier of IT products/services. Currently company purchasing IT products traditional way and managing support, updates, repairs, and disposals internally. Therefore, when disposing IT products DaaS is a potential solution.

Ecolabels, in Table 2 it is presented a comparison between 6 different IT ecolabels and in Table 2 more detailed comparison of IT products ecolabel's comparison. Based on the number of IT products registered and the focus/scope of the ecolabels it was identified that Epeat is the ecolabel that ABInBev should consider working with in the future.

The purpose of this Standard for servers is to establish product environmental performance criteria and corporate performance metrics that exemplify environmental leadership and corporate social responsibility in the market.

Table 1: Ecolabel's comparison

						
Name	Epeat	Energy Star	TCO Certified	EU Ecolabel	EU Energy Label	The Blue Angel
Geography	Global	Global	Global	Europe	Europe	Global
Country of Origin	USA	USA	Sweden	European Commission (BRU/LUX)	European Commission (BRU/LUX)	Germany
Year of Origin	2006	1992	1992	1992	1994	1978
# registered products (P) & brands (B)	17567 (P) & 65+ (B)	N/A	3639 (P)	72797 (products & services)	N/A	12000 P & 1500 B
Focus/scope (criteria)	Entire lifecycle criteria	Just Energy Consumption	Entire lifecycle criteria	Entire lifecycle criteria	Just Energy consumption	Entire lifecycle criteria
Product category	IT products	Multiple product category ecolabel	IT products	Multiple product category ecolabel	Multiple product category ecolabel	Multiple product category ecolabel

Source: Own proceed, 2021.

Table 2: IT products ecolabel's comparison

Product Category	Epeat	TCO
Computer & Displays	11015	3469
Imaging Equipement	5904	-
Mobile Phones	78	-
TV's	269	-
Servers	301	-
Headphones	-	116
Projectors	-	54
Total	17567	3639

Source: Own proceed, 2021

- **Technological solutions:** how can technology act as an enabler for sustainability

When having conversation with Sustainability Lead of ABInbev it was discussed several possible solutions when looked in details into the company's emission: Logistics – Telematics solution, Production efficiency – automation solutions enabling efficiency, Transparency – blockchain solutions for product transparency.

During conversation with ABInBev employees from production automation and logistics team it was determined that IT procurement team would have low involvement regarding telematics solution. On the other hand, the involvement is higher when working with production automation. This was determined after the meeting with production automation employees. For blockchain & transparency the involvement of the IT procurement team within this project is more visible.

In order to see involvement of Tech procurement in the sustainability field the interview with Global Director – Technology Procurement was scheduled and took 90 min via WhatsApp platform.

During an interview it was identified that there are two parts for tech procurement to be involved in the company sustainability target. One is making sure company buys sustainable. Making sure their supply chain is sustainable and, in a way, pushing suppliers in the more consistent and well intendent manner to move towards sustainability. However, it doesn't mean that if one supplier is not sustainable company won't work with them. Instead, ABInBev would like for their suppliers to be more sustainable, and they are ready to help them to start that journey.

How does ABInBev identifies if the supplier is sustainable? Unfortunately, supplier and companies are different sizes. Which means, Global Director has different expectation of Microsoft and some small reseller. So, it's not like the company can have a set of criteria that can be applied. However, ABInBev currently trying to evaluate different solutions through which they can gather this information and then have a bit more structured approach to it.

Insights from Global Director – Technology Procurement: Is it possible to check whether the laptop is sustainable or not? Yes, it is. Does it mean company will purchase more sustainable laptop? That depends on the company's strategy. Currently if to go to the market, the single most sustainable laptop is Apple. Moving everybody to Apple it's not about the cost, it is about change management. Not everybody wants to move from Windows to Mac, iOS operating system – it's very hard. Applications are also not made for Mac. Another laptop manufactures like Lenovo, HP etc., they themselves have been improving. Energy adapters,

longevity is higher. Most of the tech suppliers with big names they all are making efforts so that they improve their product. However, managing their own entire supply chain footprint, that's a bit different.

It is the same logic with should a person purchase a cloth bag. Yes, of course. But it is much better to reuse the plastic bags six times than buy a new cloth bag. It is the same idea that whatever laptop person owns it should be used well, that it is not overheating. To make sure laptop disposed in a correct way. It is more important than buying a flashy new Mac. Laptop is not the only device, ABI have very challenging journey ahead, as they really want to be on Cloud 100 per cent by 2025. What does it mean? That they are no longer be buying devices in their data centre. So, when they move from tradition data centre to hyperconverged hyperscale cloud providers, that automatically be just because of the scale and the size. Their data centre is much greener. Altogether, the world and technology shifting slowly but surely towards greener area.

When mentioning recycling, there are multiple ways to recycle laptop or for that matter any machine. The best way is to segregate the parts and afterwards to recycle. Recycling laptop as a whole won't be very successful, since all materials will be mixed. Refurbishing is another way that gives a new life to the device.

Coronavirus pandemic helped to accelerate the technological progress of ABInBev company. It showed where the company physically cannot reach but possible with the help of technologies.

4.3 Interview among current and ex – employees of ABInBev

The interview consists of open questions, whereas (9) current and ex-employees of ABInBev were selected as participants.

The aim of the interview is to understand if the employees of the company are aware of sustainability goals of the company and if they feel that they are making contribution to those targets. To identify if it differs from the department, position, or length the person is working in the organization.

As an interviewee's, it was chosen current and ex-employees of Anheuser-busch inbev (ABInBev) from different locations, departments, age, and length of working within the company. Locations are Czech Republic, France, Belgium, and Switzerland.

While working 1,5 years in the company, author have met and interacted with various teams/departments, who made their contribution in this master thesis by participating in the interview. During this work experience, author was cooperating with the interviewees closely and asked to participate in the process via Facebook and Linkedn. Afterwards interviews were scheduled via Zoom, Google meetup, WhatsApp videocall, Facebook videocall and face to face.

As (9) current and ex-employees of ABInbev have been asked to participate in the interview, they have replied within few days and the length of the interview process was for three weeks. Since all asked participants agreed to contribute to this thesis and spent on the call from 30 min to 90 min on a video call it can be concluded that this process been successful and gave 100 per cent return rate. All the participants were very helpful and gave an interesting insight.

Table 3: General information of interviewees

	Nationality	Country	Age	Employee status	Length of employment	Department/ position
P1	Romanian	Belgium	30s	Current	3 years	Solutions/Digital Transformation
P2	French	France	20s	Ex-Intern	6 months	Procurement/ Industrial Capex
P3	Russian	Czech Republic	20s	Current	2 years	Procurement/ VLC

P4	French	France	20s	Ex-employee	2 years	Procurement/Packaging
P5	Russian	Czech Republic	20s	Current	2 years	Logistics/Order management
P6	Russian	Czech Republic	30s	Current	5 years	Solutions
P7	Ukrainian	Czech Republic	20s	Current	4 years	Solutions/ CX-EDI COE
P8	Indian	Switzerland	30s	Current	3 years	Global Director
P9	Ukrainian	Czech Republic	30s	Current	7 years	Solutions - QA

Source: Own proceed (November, 2021)

Question Number 1: Do you know the whole sustainable concept of the ABI?

Overall, employees are aware that some initiatives exist in regards of sustainability. 3 out of 9 people are fully aware about whole sustainability concept of the company, whereas in two participants their work linked to it directly, so it's obvious that they will be well informed.

Other employees that not directly involved feel that they are lacking information and not very enlightened of what is really going on. And how are their targets linked to the whole agenda. And among few participants from procurement department, they are well knowledged on the specific targets they have in their position, for example packaging and logistic. They know what needs to be done and what company is striving for. So, they work towards achieving targets they had in front of them.

Question Number 2: Are there targets on sustainability that you need to reach on your position?

4 out of 9 people interviewed have specific targets on sustainability that they need to reach on their position. However, other interviewed participants even though they do not have specific targets, they still see how they are able to contribute to sustainability indirectly. Therefore, most of the participants interviewed know that indirectly all their targets in a way linked to reach the targets of sustainability agenda. For instance, person working in Solutions, sees that his work of transferring everything into electronic data created opportunities to no paper

archive for document, no requirement of printing and sending documents by post, huge improvement of document transfer speed. New customers stop printing and receiving printed paper which helps to reduce the usage of this product on an industrial scale. Digital documents do not need to be stored in paper and wrapped in even bigger paper containers during transportation because physical transportation is no longer needed. And even other participant from supply chain that is responsible for faulty beer packages aware that those kegs will be used again if possible.

Question Number 3:

Do you think you and your team is contributing to real sustainability goals of the company?

«We all do in a different manner. » - quote from participant 6, that summarizes the whole question.

Interestingly, that interviewed participants are from different locations and positions, but still, most of them actually seeing contribution to sustainability goals of the company. One person said, in a way we are contributing indirectly by feeding information to the sales team on what sort of brand they should focus on. Other person is amazed how technology and company that he/she is working in helping to mom and pops stores and that the company is indeed striving to the better future and prosperity for all. That technological platform called Bees is bringing digitalization to the smallest customer they have.

More details on Bees platform shared by participant 8: It is a home-grown tool that ABInBev created from scratch and now the smallest of the smallest person can actually use it, whereas it doesn't matter if they only order in millions, it doesn't matter anymore. ABI has customer and customer has a consumer. For example, small shop in Dominican Republic or in Columbia, these people now have access to this Bees platform, and they can order online. They don't have to call or wait to know when their order is going to arrive. Even if the customer has a very small shop they have login, they can order everything, the machine learning and the artificial intelligence looking to their past orders and suggests, they don't have to make a book and keep everything. At the same time, they are getting promotions and they can call and reach to ABI customer service – all through the app. So, this way ABI digitized the business which was earlier not at all at it. It was very traditional making a call and hope beer arrives. And this way they actually can see when beer arrives on their store, they can plan their day better, improve their time.

ABInBev's old CEO Brito detailed 6 points that he thought are very important. And one of it was actually helping mom and pops store. It's the small store who need help. For Brito this Bees platform was step in the right direction. Giving them more power and control. Enabling them to have connection to digitized world. Because otherwise the world is moving, and they are left behind.

Question Number 4: Do you see value of your actions towards sustainability? or you would quickly get off and do something else

«I am a small particle in this big-big mechanism. At least we are doing something as its definitely better than nothing. » - quote from participant 5 that is summarizing this question. Almost all participants see an actual value of their actions and that it is affecting sustainability. Even an ex-employee of the company, that is not interested in continuing his career with the company, he spoke highly about projects they had with the sustainability, and he was happy to bring an actual value in making the company and the world better version. That ex-employee is sure that even if he goes back to the company in 3 years everything will be achieved. He believes that his work was a good start in the direction of sustainability, and it will be continued.

Only three participants see less involvement, but they understand that by doing their job, they are still bringing value even indirectly.

Question Number 5: What are the benefits and drawbacks of those actions?

Company started to talk about this topic which at the end will be impacting the environment. All participants were able to identify benefits of their actions towards sustainability. In the big picture perspective, it was identified that the life of those in the local communities will be improved and also about maintaining the reputation of the company. By having a well reputation, it will attract more consumers that care about this topic. Among individuals that work specifically in their sphere – it was identified benefit of reduced emission and creating cleaner atmosphere. In procurement it was identified obtaining better pricing and it is also good for marketing and their sales strategy. Making the supply chain more sustainable and trying to raise awareness has its own benefits. In regards of moving towards digitalization of e-commerce that is the step into the future. And beer packages from eco-friendly materials are less harmful for the environment.

Drawbacks – most of the participants don't really see an actual drawback in terms of sustainability actions. From business perspective it was identified that investments have to be made, but in the long run it will be paid off. Even if its big investment upfront, by using for example cleaner energy afterwards ABInBev don't have to buy energy anymore since its produced by itself. Also, in the long-term perspective, by choosing more sustainable suppliers it can be lost in price and quality, but in the long term in 20 years, those suppliers will be the ones that will be more competitive. It was also mentioned due to technical validation it can be time consuming. And sometimes company can take actions and it is hard to foresee how the market is going to react.

Either way people have to live on this planet for the next thousands of years. Everyone needs to be mindful of what they are doing, not everyone is like that. But especially when person is in a big corporation, he/she needs to be aware of that, since a lot of things that people are doing coming back to the community around and that can also affect business. So, either way, speaking on logical terms business wants to be profitable but at the same time they have to be very careful with the actions they are taking in local communities.

Question Number 6: What about your own initiatives? Does company accept new and sustainable solutions and listens to their employees?

All 9 participants answered positively regarding this question. ABInbev indeed is accepting new initiatives and accepts new and sustainable solutions from their employees. People also shared information about annual event that is happening inside the organization called Shark Tank. Where people can present their own ideas and it can be about any areas of the business, if it requires funding it can be obtained. Basically, anyone can come up with different ideas and make something work, offer suggestions. People who are not aware about this event, it can be linked to coronavirus pandemic, as if employees don't come to the office there are a lot of staff that goes missing. It was mentioned that management is not distant, and anyone from organization can connect with them easily. And it is one of the reasons employees feeling satisfaction working in the company. Therefore, with all initiatives each person can contact his direct line manager and he/she will be put in touch with relevant person. It was also said, that if someone's idea brings financial value then it will be pursued for sure but talking afterwards with higher person in the company it was explained that maybe it was not budgeted this year, but the idea will be taken into account and most likely will be budgeted for the next years.

Question Number 7:

Do you know about actions towards Water, Energy and Agriculture? And are you aware of Sustainability goals that ABInBev aimed to reach by 2025?

Four out of nine interviewees were not aware about company's Sustainability goals that they are planning to reach by 2025. *"Looks like the company is just not really enlightening its own employees. We don't hear about this quite frequently in our UK scope"* – participant 5.

"I know there is the website where you can find all information. I know that it exists, time to time our management during the calls they are trying to talk about sustainability agenda. But if you ask me what is happening there, I don't know. I know it exists, people are talking about it, I know that something is happening, but I don't know what." – participant 6.

Two respondents were very well knowledgeable about initiatives that are happening and what is company striving for. However, one of the person's that is involved in sustainability projects provided with the information of what is happening towards Agriculture, Energy and less in regards of Water. The reason to it because that person's job cannot impact Water target.

Overall, employee's knowledge on Energy were impressive that they were aware: that most of the plants of ABI were already 100 per cent with renewable energy. ABI is installing solar panels for Belgium, Spain. So, that's the beer is brewed 100 per cent from renewable energy. They also had windmills in UK. Initiatives about clean energy usage and update of their trucks to EV recently. In China company had the first carbon neutral brewery this year, and there is another one which was the first malt house in Brazil, then Global compact lead companies as for united nations goals.

On Agriculture – participants were less aware of initiatives towards agriculture. Three participants said about actions to work closely with farmers. Interesting information from participant 8: *"In terms of Agriculture, there is a company called KisanHub, this is where ABInBev reaches out to their own farmers and we try to give them whether soil, fertilizer, pesticides and whatever is related. So, that they have access to all information. There are some more projects and one that I cannot tell you about, to collect more information on yield and hector use, crop rotation and everything. Again, to gather all information and to empower farmer more, so that we can have the best result out of their yield. I am currently trying to work with the team and look at a lot of different type of Datasets which are available. Datasets I mean, there is a lot of information on these separate areas. There are*

datasets on soil, weather and all this different kind of things which enable us to be more informed”.

However, information that was shared about KisanHub by participant 8 was not mentioned by any other participant, people just have slight knowledge on “something” is happening and that company works with farmers.

Water – mostly people don’t know about water actions. Only two respondents had statement to present, which included that on Water Stewardship, there is a lot of work that’s happening, since in some areas water is not that available, ABI trying to work in that water stressed areas. Not only that, but in the brewing process, the main ingredient is water, so they are trying to use it in sustainable way that doesn’t damage the environment and that also people living in those areas they have enough to not impact in their lives in any sort of way. And participant 2 shared: *“Water – it was to reduce as much as possible the usage of water in the processes, so for example, Budweiser is one of the beers that needs the most water to be made. ABI was investing a lot on that, that’s the Metrix that’s all public and known. So, they were working to reduce that. Also, I do recall, old CEO Brito made a statement, that they did some actions in South Africa to preserve water. They also have this 100+Accelerator programme, where they fund some start-ups that are solving their problems. So, basically, they make a list of problem each year if you have start up that solves this particular problem, they fund you. And one of the start-ups they funded it was about taking water from the sea and make it drinkable. So, instead of using the water from undergrounds to do the beer, they would take sea water and transform it into drinking water and then to the beer. It is cool but also its what we call an impact transfer. So, you solve one problem by creating another one. Because, that process of desalinizing the water is super energetic. You need a lot of energy to do that, so emit a lot of CO2s. You solve the problem of water, but you put more problem on CO2 side.”*

Question Number 8: What would be your recommendation to the company going forward in regards of sustainability?

“Sustainability is part of the business. Sustainability is not the business” – quote from participant 8. Most of the participants recommended to the company to keep up with the work that is already in place and to invest even more, prioritize sustainability over rapid money making. To stop asking for the return of investment on sustainability projects as it is not the way how it works. As in 20-30 years if the company will invest into sustainability, it

will be in a good position. To understand that it is the most strategic topic in the whole world that needs to be invested. To invest into research which are done at universities and public funds. And spent more into technologies. As the participant 6 said: *“even with the plastic, I think the goal is not to reduce the consumption of plastic but to invent a new solution whereas the plastic can be replaced with other materials or to create those new materials. We do have plenty of water etc, the question is how to use it in a smart way.”*

And also, it was suggested to create more awareness around this by events volunteering. To inform every employee from top to bottom about what the company is doing.

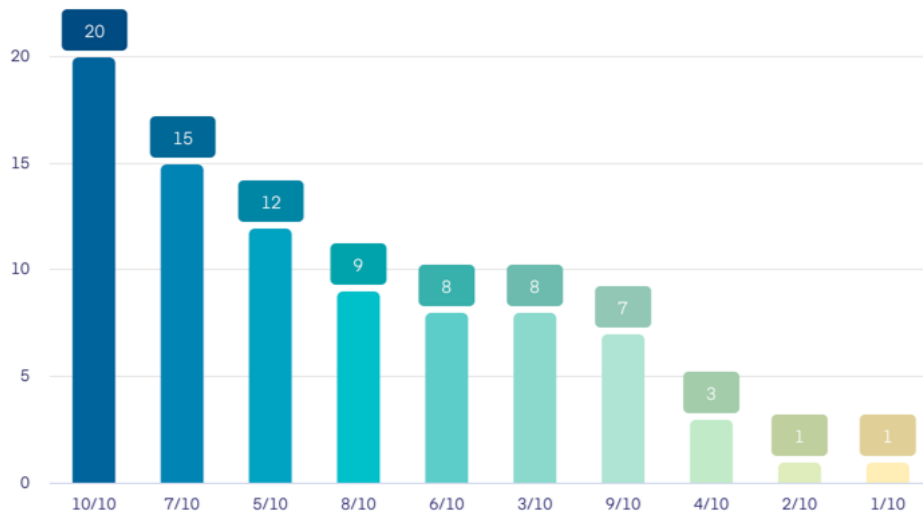
And as participant 1 said, to have the same open mind and mentality when it comes to sustainability also after 2025, this journey is only the beginning. It’s all about thinking even more into the future. To focus on well-being of the communities where the company activates, making sure there are no disruption and other communities are doing great.

4.4 Online Survey

The aim of the survey is to support research questions that were developed during an interview process. The online survey on sustainability topic was sent through social medias – Instagram, Facebook, Telegram and WhatsApp. Participants of the survey were from age 19 to 55, which means including 3 generations (Generation Z, Millennials and Boomers), with the majority of Millennials. Overall, 85 people (not connected to ABInBev) contributed to this thesis by taking online survey, they are representatives of 28 countries: Russia, Kazakhstan, France, Ukraine, Germany, Czech Republic, Vietnam, Greece, Nigeria, Netherlands, Ghana, Hungary, China, South Africa, Italy, Ethiopia. Luxemburg, Egypt, Portugal, Japan, Philippines, Turkey, United Kingdom, Bulgaria, Austria, USA, Uzbekistan, Estonia.

Varieties of participants origins will help to obtain more interesting research data and will help to understand how people perceive sustainability topic.

Figure 16: Are you aware about the sustainable concept at your working/studying place?

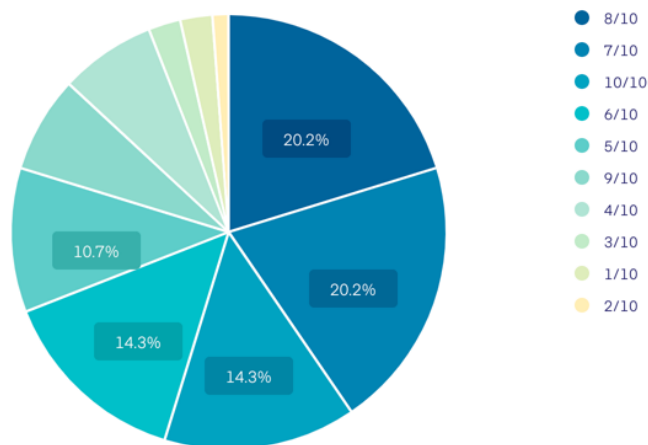


Source: Own proceed, 2021.

On the Figure above participants had to choose from 1 to 10 how aware they are about sustainability concept at their working/studying place. Whereas 1 was classified as not at all, 5 partially and 10 they are aware. It can be observed that from the scale 7-10, 51 respondents (60 per cent) indicated they are awareness as high. Scale from 6-3, 31 respondents (36 per cent) indicated as partial awareness. And only 4 % of respondents are not aware.

Which can be concluded as people mostly aware of what is happening at their working and studying place in regards of sustainability.

Figure 17: Do you feel your contribution to sustainability?

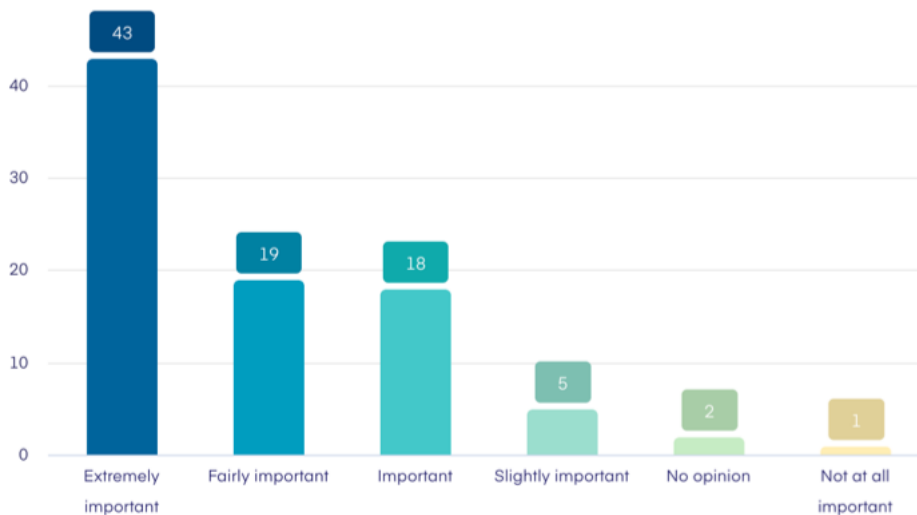


Source: Own proceed, 2021.

And in the diagram above it was as well presented scale from 1 to 10, in which 1 – person doesn't feel contribution to sustainability, 5 – partially and 10 – yes, person feels contribution. It can be observed that from the scale 7-10, 52 respondents (61,18%) feel that they are contributing to sustainability. Scale from 6-3, 29 respondents (34,12%) indicated as partially and only 4,7% don't feel their contribution.

Therefore, knowledge about sustainable practices and respondents feeling of contribution have almost similar results and could be seen as direct correlation. People mostly feel high contribution to sustainability.

Figure 18: How important for companies to implement programs to improve the environment?



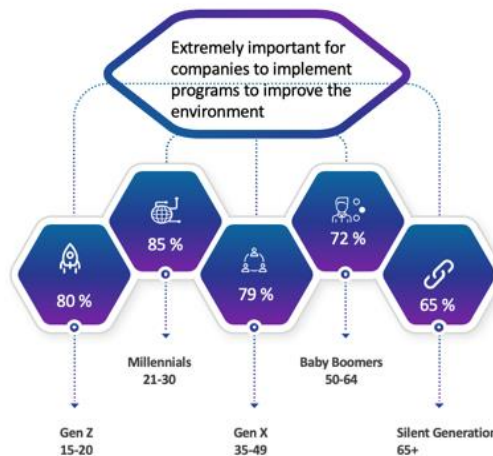
Source: Own collection, 2021

On the figure above participants needed to indicate how important for the companies to implement programs to improve the environment. And for the majority (48.9%) they have indicated that it is extremely important. And indication for “fairly important”, “important” together was 42.1 %. “Slightly important” 5.7%. And the rest 3.4% had no opinion or said it is not important. It came to the conclusion that it is crucial for the companies to make actions towards sustainability as consumers nowadays demand it. In 21 centuries, it is also becoming popular to keep up with the reputation and if not going towards this direction consumers can cancel brand or company. Cancel culture – the process of boycotting a person, brand,

company. Big corporations need to listen to their customers and act towards better future for all.

Consumers are willing to change but expect the same from companies. It was researched by L. Mohr, D. Webb, K. Harris (2001) that it is significant for businesses to operate in the way of obtaining trust of the consumers by implicating CSR practices that are meaningful. Nowadays it is doubted the cause for CSR, therefore companies should practice credible CSR agendas so that consumers view is motivated, at least in the way the desire to help people. It probably would affect showing to consumers that organization didn't change prices or quality as a replacement for a better level of social responsibility.

Figure 19: How important for companies to implement sustainability programs?



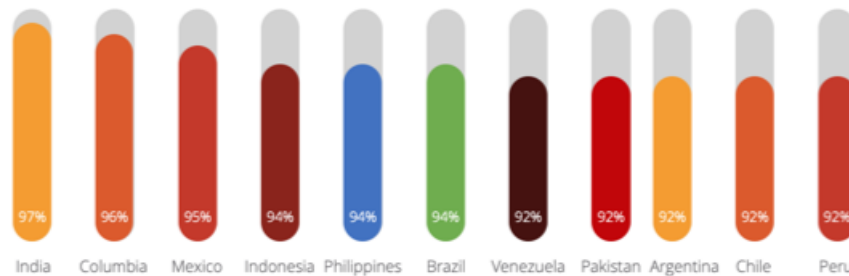
Source: Own proceed, PowerPoint (2021) Data: The Conference Board® Global Consumer Confidence Survey, conducted in collaboration with Nielsen Q2 2017

In the graph above it could be seen that 81 per cent of global respondents saying that companies have to make contribution to help the environment. It could be seen that Millennials and Gen Z are the most supportive of such an idea however older generation aren't behind.

Figure 20: Top countries where consumers demand corporate sustainability.

Top Countries where consumers Demand Corporate Sustainability

Percentage of consumers who said that it is "Extremely" or "Very important" for companies to implement programs to improve the environment according to country.



Source: Own proceed, PowerPoint (2021); Data: The Conference Board® Global Consumer Confidence Survey, conducted in collaboration with Nielsen Q2 2017

From the table above it could be seen that consumers from emerging countries demand corporate sustainability from organizations. Whereas in those countries they are seeing environmental problems and facing them in daily basis. Therefore, for all the companies it became an urgent opportunity to connect with their consumers who are looking forwards for a transformation.

4.5 Comparison of answers received through interview and through the survey

Evaluation of question 9: Do you think a lot of corporations use the sustainability topic just as marketing tool sometimes?

Survey: Interestingly, 52 respondents (61,18%) replied as "Yes", 31 (36,47%) as "Partially" and only 2.35 % replied as "No"

It is a combination; every company is rewarded for its success on the stock exchange. They are rewarded if they have a future incremental revenue. If we keep rewarding for incremental revenue sustainability will not be together, it is not possible. – the quote from participant 8, that is the most summarizes the whole question.

From the obtained answers during the interview, this question got participants to talk the most and tell about their believes. All participants answered as yes, but this simple answer doesn't correspond to the whole picture. When people answered as "yes" it didn't necessarily mean as a bad thing. As, maybe sometimes companies use sustainability just for the branding, either way, they cannot just say something, they have to work towards it. As participant 1 said "It is like a knife with two sides, if they are doing it just for the media attention, they still need to do it and implement some of the things. Because you cannot just use words."

It was mentioned that companies must do it for the image and for the legislation purposes, at the end all those actions are real.

During interviews it was participated two people who previously worked in Danone in France. They recently had huge scandal about Emmanuel Faber – the guy who put the company to higher level in regards of sustainability and he was fired. As participant two said "that's shows that the world today is driven by finance mostly, but it also shows that even if he was pushed away Danone is not changing. There is a direction it is still has strong targets in terms of sustainability, they still invest a lot in it. So, tactically, they will probably change a bit their operations, they would do things to increase their margin and have better result on short term but on the long term their strategy hasn't changed". And participant 4 "I was also doing internship in Danone and I remember I was so happy to go there, because the company was communicating a lot about their sustainability initiatives and they tried to do many things."

Evaluation of question 10: Next company that you are working on, would you choose company depending on their CSR (Corporate Social Responsibility) and Sustainability aspects?

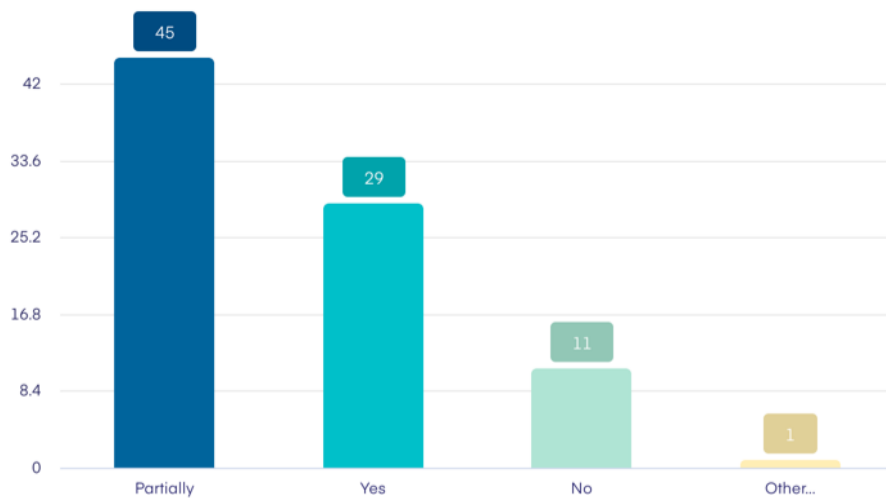
Survey: For 29 (33.7%) respondents out of 85 would actually make a decision towards the company that has Corporate social responsibility and sustainability agendas, majority of respondents (52.3%) would look into it, and it will be important as "partially". And for 13 % of respondents this aspect won't be important when choosing future employee.

Eventually, it is important for the companies to have CSR and Sustainability agenda established also in order to attract future talented employees.

Outcome of the interviews were similar to the survey. Which tells, that yes, for some people CSR and Sustainability aspects of the company is very important and that it needs to

correspond with their values. Then for majority they would look partially into those aspects. And if having an option between two companies, they would prioritize the one with sustainability agenda. And then still, similar to the survey, others would think more about salary, benefits and other criteria would not be critical.

Figure 21: Next company that you are working on, would you choose company depending on their CSR (Corporate Social Responsibility) and Sustainability aspects?



Source: Own proceed, 2021

Evaluation of question 11: Do people need to have specific targets on sustainability on their working/ studying place?

47 (56%) people replied as “Yes”, 26 (31%) said “Partially” and 11 (13.1%) answered “No”. Majority of respondents said that it needs to be specific targets on sustainability at their working place. By this people will be more informed and work towards it. However, during an interview most of the respondents said that it doesn’t needs to be forced. But explained more in a delicate way. And when sustainability is embraided into the business it comes naturally that everyone is somehow involved in achieving targets of one another. During the conversation with Sustainability Lead of ABInBev, he also mentioned that they do not expect person from solutions, meaning IT guy, to be working towards sustainability, whereas its very little impact. But for example, procurement is directly involved in the supply chain, therefore targets were distributed among this department.

It’s appropriate that the senior people carry out the targets on sustainability, where they have an influence. Clearly it is good for the company’s supply director to carry a target on water.

Maybe it is good for the company's finance director to think about target on finance sustainability and afterwards they can cascade those targets down.

Evaluation of question 12: Do you think how people perceive the sustainability depends on ...?

In the survey 85 respondents have been asked to fill their own response of what do they believe depends on the way how people perceive sustainability topic. 56(!) times it was mentioned that "Education" plays an important part, 28 times people mentioned "Cultural background", 15 times surrounding, friends and family/social environment; Seven times it was referenced to finances/income and five times to marketing/trends and media.

During an interview it was the same results as education, society around. Education plays a big role in understanding what to do and culture is responsible for choosing right vector in society. And people talked about Maslow's pyramid of needs and history. Your social net gives you certain kind of safety, then you can think about all these things. And once you reach that particular level, after that you are going to think about sustainability in the consumerism sense. Those were identified as the main criteria on how people embrace sustainability.

Generational issue. A lot of younger people and it doesn't matter in which section they work. They don't necessarily need to work in sustainability sector. But younger generations tend to be more aware of importance of climate change etc.

Other responses included: lifestyle (2), work (2), feeling of responsibility/consciousness (2), interest, awareness (5), own values (3) , civility, empathy (2), parenting/upbringing (3), personal beliefs (4), experience (3), age, co-workers, economic capacity, religion/faith (2), social status/level of life (2), government regulations and contribution, previous research on the subject, economic factors, standard of living, people perspective, their general knowledge, their level of contribution; willingness to invest time, money and thoughts; greenwashing, human nature strives to safety = sustainability, mentality/mindset (2).

Evaluation of question 13: Do you think there are some fields at your working/studying place that cannot be sustainable?

In regards with interviews, each participant came to the same conclusion, they believe that in ABInBev, there are no areas where nothing is to be done with sustainability. Everything has a chance to improve on at least one or two goals of United Nations. It was discussed that it is

just the matter of investment, research, technologies, and willingness to actually be sustainable. Everything can be done in smarter and better way and has room for improvement.

Survey: Out of 85 respondents 51 respondent (60%) believe that there are no fields that cannot be sustainable.

Whereas the rest who believe there are still aspects that cannot be sustainable shared their opinion on what exactly do they believe cannot be sustainable:

- public transport,
- use of plastic for hygienic reasons,
- human factor in all spheres cannot be sustainable,
- huge problem during film shooting and theatre making,
- electronical devices (2), electricity,
- cloud-based memory storage cannot be sustainable until we rely on decarbonised electricity,
- air travel,
- working in a laboratory created quite a lot of waste which will not be environmentally sustainable in a long run,
- general trash container,
- some of coffee shop items with non-reusable cups (2),
- food chains,
- destructive testing,
- the restaurant industry cannot completely recycle all the wasted food,
- the hardware (computers) that we use at our workplace should be replaced every N year in order to keep up with the industry,
- photocopies,
- packaging and waste,
- going back from fossil fuels to sails on ships would be Sustainable but will disrupt the world supply chain completely as transportation will take way more time. However, what are the alternatives as most other fuels come as trade that to create these alternative fuels a lot of energy is needed, or they come with other forms of pollution e.g. nuclear waste
- Our buildings and roads that are worsening global warming. Capitalism based on maximizing profit. Pyramidal scheme of French companies.

5. Conclusion

When starting a company or starting to work at any company we should ask ourselves does this company is striving to be sustainable and help the environment. And on the question “Should and can companies behave “ethically”?”, the author of this thesis would like to answer as “Yes”, because it will give better reputation to the company. It will bring motivation to the workers to work in the company, they will know that the work they are performing is bringing value to the world, which will bring motivation and productivity to the employees. It will also attract more customers, as they would know, that they support great company that cares about the world and not only profit. It will also help companies to meet their stakeholder’s expectation and contribute in general to sustainability.

Ideally, every company has to think and strive on being ethical and bring ethical code into work. Example of possible ethical code for company: To dedicate business to the pursuit of social and environmental change; To creatively balance the financial and human needs of stakeholder's employees, franchisees, customers, suppliers, and shareholders.

To courageously ensure that business is ecologically sustainable, meeting the needs of the present without compromising the future. Controversial thought about this topic is that being ethical it is only an illusion and not really contributed to the ideas of business ethics and often its more formal than practical.

In the objective of this thesis was to analyse the ABInBev’s company sustainability practices. Sustainability is very important for the future of the company. It helps to reduce the cost, risk – better manage climate change, water risk. Also, there are huge opportunities, it helps strengthen company’s brand. It can help to develop new technologies, develop protective analytics, so that the farmers better understand changing rainfall patterns and they can become more effective. The more ABInBev will invest in better understanding and managing the changing scenarios of the climate, better it will be, including their target on water.

Water Sustainability is critical for the future of the company. They combine company’s internal efficiency and investing in high-risk watersheds outside. In a long-term game, they don’t fix external world outside very quickly, but it is important to understand the risks, what are the exact drivers of the water challenges in those areas and to partner with others. As there are no ways ABInBev is able to do everything on their own. So, they have to not just partner with WWF and Nature conservancies, but also partner with other companies.

It is in every company's main interest to ensure sustainable consumption and production. Technologies and innovations can inspire and help to enable sustainable journey of each company and individuals' lifestyles. On the level of particular team, it was identified that there are two parts for tech procurement to be involved in the ABInBev's sustainability target. One is making sure company buys sustainable. Making sure their supply chain is sustainable and, in a way, pushing suppliers in the more consistent and well intended manner to move towards sustainability. For this scope, the AB-InBev Eclipse platform was investigated as it is a collaboration platform between the company and suppliers to engage in sustainability projects. This meant that, it could be a potential solution for the IT team to work with. However, the platform focused purely on collaboration but not on supplier reporting. Meaning that it is not possible to assess how sustainable suppliers are. Opening a door for a potential solution there, which included supplier reporting based on sustainability efforts. In regards of sustainable buying ways of using Epeat ecolabel and device as a service (DaaS) solutions were proposed. And in terms of technological solutions – automation solutions to enable efficiency and blockchain solutions for product transparency were suggested.

From the obtained interviews it was identified that overall, employees are aware that some initiatives exist in regards of sustainability within the company. Employees that not directly involved with sustainability, feel that they are lacking information and not very enlightened of what is really going on. Interestingly, that interviewed participants are from different locations and positions, but still, most of them actually seeing contribution to sustainability goals of the company

Not every single person at ABInBev is deeply connected to sustainability, but because their whole targets are aligned on that, the strategies are aligned. So even if employees are supporting the strategy indirectly, they still help to the company achieve the dream.

Sustainability needs to be explained in a delicate way. And when sustainability is embraided into the business it comes naturally that everyone is somehow involved in achieving targets of one another.

Recommendations to the ABInBev organization in terms of sustainability agenda; Sustainability is part of the business. Sustainability is not the business. During an interviews with current and ex-employees of ABInBev it was suggested to keep up with the work that is already in place and to invest even more, prioritize sustainability over rapid money making. To stop asking for the return of investment on sustainability projects as it is not the way how it works. As in 20-30 years if the company will invest into sustainability, it will be in a good

position. To understand that it is the most strategic topic in the whole world that needs to be invested. To invest into research which are done at universities and public funds. And spent more into technologies. As the participant 6 said: *“even with the plastic, I think the goal is not to reduce the consumption of plastic but to invent a new solution whereas the plastic can be replaced with other materials or to create those new materials. We do have plenty of water etc, the question is how to use it in a smart way.”*

And also, it was suggested to create more awareness around this by events volunteering. To inform every employee from top to bottom about what the company is doing.

ABInBev sustainability goals 2025, they are indeed tightened to United Nations SDGs and that journey is only the beginning. It’s all about thinking even more into the future. To focus on well-being of the communities where the company activates, making sure there are no disruption and other communities are doing great.

Regarding research questions:

- Do people think that corporations use the sustainability topic just as marketing tool?

It is a combination; every company is rewarded for its success on the stock exchange. They are rewarded if they have a future incremental revenue. In case if companies will still be rewarded for incremental revenue sustainability won’t be priority topic. During an interview together with the survey, all participants answered to this question as “yes”, but this simple answer doesn’t correspond to the whole picture. When people answered as “yes” it didn’t necessarily mean as a bad thing. As, maybe sometimes companies use sustainability just for the branding, either way, they cannot just say something, they have to work towards it. It is like a knife with two sides, even if it is done for the media attention, companies still have to implement those ideas. It was mentioned that companies must do it for the image and for the legislation purposes.

- Will people choose the next company depending on the CSR and Sustainability aspect?

Eventually, it is important for the companies to have CSR and Sustainability agenda established also in order to attract future talented employees.

Outcome of the interviews were similar to the survey. Which tells, that yes, for some people CSR and Sustainability aspects of the company is very important and that it needs to correspond with their values. Then for majority they would look partially into those aspects. And if having an option between two companies, they would prioritize the one with

sustainability agenda. And then still, similar to the survey, others would think more about salary, benefits and other criteria would not be critical.

- What are the aspects that influence people's vision on sustainability?

Education plays a big role in understanding what to do and culture is responsible for choosing right vector in society.

Education, cultural background, surrounding, friends and family/social environment, finances/income, marketing/trends, and media were identified as the main criteria on how people embrace sustainability.

It has been analysed that it is also a question of generational issue. A lot of younger people and it doesn't matter in which section they work. They don't necessarily need to work in sustainability sector. But younger generations tend to be more aware of importance of climate change etc. For millennials it is significant to understand that their job is less affective to the environment.

It came to the conclusion that it is crucial for the companies to make actions towards sustainability as consumers nowadays demand it. In 21 centuries, it is also becoming popular to keep up with the reputation and if not going towards this direction consumers can cancel brand or company. Cancel culture – the process of boycotting a person, brand, company. Big corporations need to listen to their customers and act towards better future for all.

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Appendix

Interview with current and ex-employees of ABInBev.

Question Number 1: Do you know the whole sustainable concept of the ABI?

Participant 1: Yes, I am familiar with it. We have big sustainability agenda, we started with 2025 initiative that we are striving forward: Green Energy, Green Water, Returnable packs. One of the teams, I think it's quite revolutionary, the work that they are doing with the cereals that you make the beer, usually you would turn it to animal feed, but what they are doing now – trying to get it also into the food industry, sending to customers like Nestle to create good protein bars (natural and organic) as outcome of the brewing process. I know that they are doing a lot of work on returnable packaging, so if you buy the bottles and the cans from the supermarket, in a lot of countries you can return it. Of course, you pay the deposit, but if you return the bottles, you will receive it back. You can reuse a lot of them. There are also a lot of Green Energy initiative, we purchase some of the initiatives, which is, of course, produced using only sustainable parts and then we also install different solar panels in the breweries, offices. On Water Stewardship, there is a lot of work that's happening there, since in some areas water is not that available, we are trying to work in that water stressed areas. Not only that, but in the brewing process, the main ingredient is water, so we are trying to use it in sustainable way that doesn't damage the environment and that also people living in those areas they have enough to not impact in their lives in any sort of way.

Participant 2: So, from what I can remember at ABI they had sustainability goals that were centered around different teams. They had this big sustainability 2025 plan, which was around 4 teams Smart Agriculture, Water Stewardship, Circular Packaging and Climate actions. So, on those 4 different teams you would have different targets linked to the business or to beer. You need agriculture to obtain cereals, barley, wheat, water; packaging is a very big part of the footprint of ABInBev in terms of sustainability, because its glass packaging, so they wanted to have circular packaging. Obviously, it's really important for glass packaging, since it's one of the materials that the most CO₂ impact. To make a glass you need tremendous amount of energy because you need to melt it. Even recycled glass it requires energy and produces a lot of CO₂s. So, circular packaging will help them in circle. The last one climate action is centered around more value chain, logistics, operations in the factories to make sure they are powered by renewable energy.

Participant 3: I can tell you about logistic and transport concept more deeply than all company. We try to use transport as much efficient as possible, for example, do many road trips instead of one way. It will first save money and it delivers good more efficiently. The triangle process brings less CO2 emission, since this way transport is used more efficiently. Also, instead of diesel it is used the natural gas. If you buy diesel track it will cost, for example, 100 thousand euros but you additionally will spent for fuel more than if you buy natural gas transport, whereas you buy it for 130 thousand euros. So, it will be more expensive for the track itself, but you will save money on fuelling the gas. Therefore, in a long term it will give you less emissions, but you will pay more or less the same price.

Participant 4: I don't remember what exact target they had, but I know they had this 2025 sustainability goals. Actually, the most important one that I remember was circular packaging, but also because it was linked to my area of work. So, it was about by 2025 to get packaging reusable or made from recycled materials. They had also targets on Agriculture and Energy but don't know what exactly. On Energy it was linked to solar panels and renewable energy.

Participant 5: I am aware that the company has sustainability goals, but I am not very enlightened on details. Among company employees I know that these are implemented constantly. In lots of countries, especially in the USA the company started to implement the carriages with electric tracks. Not in all States but I think in majors' ones, where Budweiser is brewed basically. They started to distribute the beer via electrical tracks, and I also know their packages for the beers will be from recycled materials.

Participant 6: On the one hand its well known since everyone is talking about that. But on the other hand, sometimes we are lacking information of what's really going on. And how our targets are linked to the whole agenda. The company cares about the environment, about water consumption and reducing carbon footprint. But I would say nothing is related to day to date operations of my close colleagues.

Participant 7: Yes, I am aware about the company's direction towards increasing sustainability and building future business models around this concept.

Participant 8: The whole sustainable concept of ABInBev is pretty much based on United Nations goals. We have also these specific goals under 2025. A lot has been done, for most of the goals we are ahead of what commitment we have made.

Participant 9: No, I am not aware.

Question Number 2: Are there targets on sustainability that you need to reach on your position?

Participant 1: No, because we work a lot with technology but not even hardware part of technology. We don't work with Data centre or anything like this or the employee services. What we do is mainly focusing on software solutions, in our case is not much happening in regards of sustainability. But in my previous team, as I was part of procurement, there, we had targets on sustainability.

Participant 2: In my position there was a target. And it wasn't really an individual target, it was a category target, so for the whole CAPEX and MRO Europe team. It was about finding solutions as qualitative target, not quantitatively one, which meant we didn't have KPI or something. It was about finding ways to improve in terms of sustainability, and I was the person in the team that actually had this task. The team completely delegated this target to me and what I did - to work for 6 month and to make a big presentation & find different ways that I could propose to the leadership to make Capex more sustainable.

Participant 3: To reduce Co2 emission by 2025 by 16 %.

Participant 4: Yes, during my first year it was about recycled content on shrink. Because during that year my category was on stretch and shrink. So, it's the plastic whereas stretch used for the pallets for stability and transport, almost all the pallets had stretch. Then the shrink (secondary packaging) when you have 6 pack of cans. One of target was to validate recycled shrink on Jupiler. Our shrink was initially on virgin plastic and the target was to get recyclable plastic. We have found the supplier that would be able to supply us with the recyclable plastic, which was made from post-industrial and post-consumer. Post-industrial is waste from industry but that was never actually used. We preferred the post-consumer plastic, since its more green.

Participant 5: No, there are not. The thing is that I am in the supply chain and the only thing in that field I am responsible for its faulty beer packages. But as I know, the company is using those kegs again. Empty kegs are used again in case its possible.

Participant 6: No, I don't have one. But I know that indirectly all our targets in a way linked to reach the targets of sustainability agenda.

Participant 7: As I have to deal with document flow automation, I don't think that we have a direct target to improve sustainability, but our work synergises well with other departments that do. For example, we have a target built around decreasing EDI errors that happen when documents are exchanged, and another target related to onboarding new customers on EDI. It

starts making sense when you understand the benefits of Electronic data interchange: huge improvement of document transfer speed, no paper archive for documents, no requirement of printing and sending documents by post. New customers stop printing and receiving printed paper which helps to reduce the usage of this product on an industrial scale. Digital documents do not need to be stored in paper and wrapped in even bigger paper containers during transportation because physical transportation is no longer needed.

Participant 8: Yes, very specific. Specifically this year, my targets were evaluating our sustainability issues. Which of these problems can be solved by technology? Finding and building roadmap. I have to look through my supplier base and identify which of those suppliers will help me build this kind of roadmap.

Participant 9: No, we don't have sustainability targets in our team.

Question Number 3:

Do you think you and your team is contributing to real sustainability goals of the company?

Participant 1: I think we contribute just a bit indirectly in the sense that our space has to do with trade promotions management. And for example, in Netherlands what we have seen is that we started the year with standard pack form for Budweiser, but then we changed it to returnable package and that one had a lot more attraction. Since it is more convenient to return it, it's more affordable, therefore becomes more sustainable. So, in a way we are contributing indirectly by feeding information to the sales team on what sort of brand they should focus on.

Participant 2: Not really, actually. Because as I said the big sustainability goals, they were cantered around 4 teams. I would say the one part that we could contribute was the climate action one. Because they do say that the climate action also concerns value chain, so in procurement you have an impact on value chain, since you work with a lot of suppliers. And the one big level you can use, and it was also one of my propositions is to have visibility on sustainable performances of your suppliers, it wasn't pursued. But one of the ideas was to use Eco Vadis - the company that I am now currently working to evaluate our suppliers and make sure that we only work with the suppliers that are respectful of the environment, of labour and social law etc.

Participant 3: Yes, in Europe we already started to change the Tier 2. We implemented first e-track last year and it's coming more. In transport we have Tier 1 and Tier 2. In one is big

tracks with 22 tonnes with the capacity of 26 pallets, tier 2 is up to ten tonnes. Usually e-tracks for tier 2 delivery goes inside of the cities and on short distances.

Participant 4: Yes, definitely. It was exactly contribution to the main goal of circular packaging. It was communicated publicly as it was announced Jupiler in Belgium will be 100 per cent recycled and I think everyone were really happy about it. It was good to have this project as first, it was interesting. And second, it's the topic that will be communicated to the whole company. One of the things of why I liked procurement, because it's linked to sustainability.

Participant 5: Well, being a part of the supply chain yes for sure. We are the guys distributing the beers in Eco friendly packages. So, we are making our part for sure. And we are recycling in the office.

Participant 6: We all do in a different manner. The important part to my view it's not directly impacting my targets or any of my close colleagues.

Participant 7: I don't have a precise calculation, but I would like to think that around 20000+ paper sheets required per country for orders, dispatch advice and invoices will be saved because of our work as we currently cover 8+ countries.

Participant 8: Yes. So, I cannot share what exactly I am doing right now, because project is a bit confidential. But what can I tell you is that in my recent chats with the very large companies in the IT industry, we are looking at solving real challenges together. Microsoft in July have this annual event, Ignite, they released couple sustainability tools. Amazon also have bunch of data, they also shared this. We are right now discussing with them what they have and looking to see whether or not we can work together. Similarly, new platform ABI has created - Bees. It's another aspect of sustainability. A lot of it has to do with this green and equal opportunities. Bees brings digitalization to the smallest customer we have. ABI has customer and customer has a consumer. Imagine that the small shop in Dominican Republic or in Columbia, these people now have access to this Bees platform, and they can order online. They don't have to call or wait to know when it is going to arrive. It is a home-grown tool that we made it ourselves from scratch and now the smallest of the smallest person can use it. It doesn't matter if they only order in millions, it doesn't matter anymore. Even if the customer has a very small shop they have login, they can order everything, the machine learning and the artificial intelligence looking to their past orders and suggests, they don't have to make a book and keep everything. At the same time, they are getting promotions and they can call and reach to our customer service – all through the app. This is empowering

them to have more and ABI currently we are only looking to our own beer products, but I think in the future we might going to add more products to it. So, that's the way we would have digitized the business which was earlier not at all at it. It was very traditional making a call and hope beer arrives. And this way they actually can see when beer arrives on their store and maybe in time the person who manages the store, they can plan their day, improve their time.

Do you think pandemic helped to accelerate the technological progress?

Definitely yes. We have started working on this long time ago. I think it just showed that where we physically could not reach. I remember our old CEO Brito he had detailed 6 points that he thought are very important. And one of it was helping mom and pops store. It's the small store who need help. I think for him, this Bees was step in the right direction. Giving them more power and control. Enabling them to have connection to digitized world. Because otherwise the world is moving, and they are left behind.

Participant 9: Not directly. Our department reduces cost regarding operations and this freeing up the budget for the possibilities to improve our environment. I think mostly marketing and procurement departments are more involved

Question Number 4: Do you see value of your actions towards sustainability? or you would quickly get off and do something else

Participant 1: Yes, in that particular case that was explained in the previous question. But we don't have target on it directly.

Participant 2: Yes, because nothing was done in terms of sustainability. Basically, when I arrived it was nothing in place in the ways how we deal with the suppliers, in the way we purchase. It was all about price and quality and the technical recommendations. Some staff changed while I was there. So, in Capex you have different types of purchases, which needs to have good return on investment. You have end of life, for example, different machine dies, and you need to replace it. And you have compliance and regulations, so for example, regulations change you need to buy a new machine because the old one is not compliant anymore. And when I was there, they implemented sustainability capex one, which was dedicated to projects or capex investments that had sole purpose of increasing the sustainability in the operations and that wouldn't feet for example into classic return investment thing. For example, changing air conditioning system of the factory, because its 40 years old and it's still using pollutions – it would go to sustainability capex, the return on

investment on changing air conditioning is none, so they could push those kinds of projects through sustainability capex.

Do you know what they did with those technologies? - there was not real recycling, that was one of the topics like what do we do with used spare parts a used machine. In reality what happened they didn't have whole process about that. It was staying somewhere in the factory until there was too much and then they would bring it to the place where you put waste, recycling centre. So, it was some kind of recycling done but it wasn't standardized, it wasn't processed. It was still a lot of work to do on that aspect.

Participant 3: Yes, I could see value on transport goal that we have. But that's maybe the reason why I have no idea about company goals according to water, agriculture however about transport I am aware. I know that it will give some benefits in the future.

Participant 4: Yes, I saw the value. I am still pretty sure that if I go back to the office in 3 years that the team would achieve 100 per cent recyclable shrink. It was a good start and I believe it is going to continue.

Participant 5: Well, the thing is that we are more or less close to the final product. We can feel and touch the beer we are delivering with hands; we know the customers and we know how it actually goes. Myself I am really huge fun of all these eco-friendly things, even though I am not implementing this trend, I feel that I am contributing. I am a small particle in this big-big mechanism. At least we are doing something as its definitely better than nothing.

Participant 6: I would do it quickly and forget about it. It means that I am not doing actions that cause direct impact to for example water consumption or other things.

Indirect way – when we are choosing the supplier, he is chosen in a way how company works. If we are buying laptops, it means that the supplier needs to have the sustainability targets on their own.

Participant 7: My line of work is not really focused on sustainability, but I understand how I can contribute to it by doing my job well and fast.

Participant 8: I think the fact remains that you can always do more. I think today we must have announced our financial results for Q3, you will see Bees on it. But all in all, I think we are going to the right direction. I was talking to the guy who manages Bees, and I was like, “When are you going to launch it in India?”, He said that he will go there himself when they launch it there. Everything matters.

There is another platform BanQu – it is blockchain technology, empowering people to get their money. The guy who owns it, he is absolutely fabulous, it is a tool used a lot in South

Africa. Currently what I am looking at is Agriculture Technology. And those associated parts around it.

Participant 9: I see the value in cash, but I don't know which part will be used for sustainability activities.

Question Number 5: What are the benefits and drawbacks of those actions?

Participant 1: Drawbacks – I don't really see them, because either way we have to live on this planet for the next thousands of years. We need to be mindful of what we are doing, not everyone is like that. But especially when you are in big corporation you need to be aware of that, since a lot of things that you are doing coming back to the community around you and that can also affect business. So, either way, speaking on logical terms business wants to be profitable but at the same time you can really lose out on this part if you are not careful with the actions you are taking in local communities. You can look on Nestle as they are getting a lot of bad reputation on some of the things they are doing.

Another side of drawbacks, if we go to oil industry and just extract – it will be a limited supply, some of those things are going to run out, that's why we have to be mindful about it. From business perspective – there are investments to be made, there are quite a lot of money being put into those sustainable initiative, but in the greater skim of things if we look at greater picture even though you have more investments that are being done now, later they will pay off. Because you don't end up paying as much on the resources that are usually spent on business, even though it is a bigger investment upfront, by using for example cleaner energy, but then you don't have to buy anymore since you are producing a lot of it by yourself.

Benefits – of course, we help the planet. But at the same time, it is the matter of improving the life of those in the local communities, it is also the matter of maintaining the reputation. If we are well reputable company, then more consumers might be attracted. Of course, consumers that care about this particular part.

Participant 2: Benefits – were kind of logical, I mean we were trying to improve the way we are purchasing. We work with people that do care about those thematic and aligned with the values of ABI and sustainability goals. If you have this big 2025 goals you need to ensure that all your partners and suppliers are aligned with that, that you don't expose yourself to risks or scandals.

Drawbacks – from a sole business perspective you could argue that by valuing the sustainability that much you lose competitiveness and profit on the short term, because if sustainability becomes the criteria in the way you purchase, then price and quality are lowered, so you will need to compensate a bit and make sure that it can happen that the most competitive supplier in terms of price is also more sustainable, but that's not always the case. So, if you want to prioritize sustainability maybe you would need to pay a bit more for a project. In reality, that didn't happen when I was there, but that was the plan. But this is solely from the business perspective and short-term thinking. Because on the long term, I think it's not a drawback at all. And I think it's way better to actually partner and support suppliers that are sustainable. Because in 20 years, those will be the ones that will be more competitive.

Participant 3: Benefits – it will reduce emission; the atmosphere will be cleaner. Our planet is struggling with emission as airplanes and transport. And we can see how China is struggling with smog, it means if we reduce the distances between our plants, the smarter we organize the deliveries, it will not disappear, but it will, at least, decrease the number of emissions so that we could brief much easier.

Participant 4: Benefits – we managed to get better pricing. Your job initially is to reduce the price, so probably this aspect would have been a breaking point. It's good for marketing in their sales strategy. Quality – virgin plastic would be much more resistant, whereas with the post-consumer plastic it's much more difficult to get a good quality. Because you don't necessarily know from where this plastic came from. We had to do a lot of tests to reach the standard. Since we worked a lot with the supplier to improve, at the end they managed. Sometimes I was doing tender for virgin and recycled plastic and current supplier at that time was also saying that they can do recycled plastic. Basically, we had the leverage on the suppliers.

Drawbacks – it was just about technical validation that it needed to be the right quality, therefore really time consuming. On the longer term the company wants post-consumer plastic, and the prices will be going up, offer and demand.

Participant 5: Benefits – beer packages from eco-friendly materials are for sure good. You can either recycle them again or they are going to be less harmful for the environment. And regarding delivering beer with the trucks, I don't see basically any drawbacks here. Electrical cars in terms of the effect to the environment they are definitely less harmful than petrol engine. This could be implemented more widely. First of all, it's done in the USA, but at the same time not a lot of these actions are done in Latin America or in the former Soviet Union

countries and in Asia, and even in European countries. Because I am involved into the supply chain in the UK, not many talks are about electrical cars there.

Participant 6: The only benefit that company started to talk about that and at the end it will be impacting the environment. Drawback – it feels like it’s something modern and interesting and everyone is into it. And they all want to put a mark or a tick that they did something and achieved something. I think company doesn’t really care about the environment.

Participant 7: I don’t see any drawbacks in moving towards digitalization of e-commerce that the company invests in. This is the future and the faster we make paper gone as a data recording tool - the better.

Participant 8: Benefits – there are two parts. One is at making our supply chain more sustainable and trying to raise awareness. I think that has its own benefits.

Drawback – I can only think that sometimes you can take actions and you can not foresee how the market is going to react. What I mean here, for example, if your mom told you when you were seven that you cannot eat chocolate after 6 p.m. what would you do?

If you do something and then you can put rules, but you don’t know how market is going to react. If ABI makes the prerequisite for suppliers to do something, we have to be responsible and that is why the stand has to be more in terms of building capability. And not saying, if you don’t do this, we don’t want to work with you. And also, because we are very large company, we need to be careful what we say and how the message comes across. Sometimes when you said the word and its out you don’t have the control, therefore you need to be careful. There is a lot of push in sustainability, it’s the hottest thing right now, there is a major push to have science-based target. Why? As a large company we have this responsibility to design science-based targets and follow them through and have a very clear understanding of what it means.

Participant 9: I remember I watched Stella commercial with Matt D, in this campaign company sold Stella glasses and on that money was used to provide water for Africa.

Question Number 6: What about your own initiatives? Does company accept new and sustainable solutions and listens to their employees?

Participant 1: Of course, all the time. There are actually different channels where we can send these ideas to, it can be done anonymously or with disclosing our name. There is every year event called Shark Tank, basically what we do there – we are going to present our ideas and it can be about any areas of the business. If we need funding for this particular idea we

can obtain it, of course. So, anyone can come up with different ideas and make something work, offer suggestions. It is like on TV you have different investors, someone comes and presents an idea. For example, that idea with the cereals turning into animal feed, that's how it all started. It was from Shark Tank idea that got funded and now look, its going exponentially. Of course, it has to be about something that has to do with the company and the area of the business. It is not like "hey, I want to start my own business". It has to be about ABI. Go present your idea and get funding.

Participant 2: Yes, they really gave me a lot of access like I was able to speak with super high-level person. I was able to do a lot of staff and ask a lot of question and I had full clearance to do my things. But in the end, whatever I said needed to be validated by indirect procurement director. And most of what I proposed was not validated in the end. Because no return on investment on a short term, as far as I know.

Participant 3: It depends on budget. For example, one of tender for transportation, we implemented carrier with natural gas but with limited capacity due to budget reasons. But it will give the value with time.

Participant 4: Yes, I would say so. For example, once a year the company has an innovative day. If you can get something that is bringing savings and sustainable then for sure it will be accepted. If its sustainable and you are going to spent twice more money, then it will be discussed. Maybe the company will comment that it is still early to implement it, or they would do it in a very small scope. Sometimes, suppliers coming with sustainable product, but its really new, therefore it's not possible to apply for the whole scope of Belgium for example. First, the technology is not good yet, and it's much more expensive.

But the idea, at least talking for packaging, will be always received and then if you bring savings, it will be done.

Participant 5: Yes, this is actually a good side of ABI, that the management is not so distant from employees. We are even siting in our common space and facing each other constantly. In my previous company, the management was sitting far away from everyone, and we were disconnected. But at ABI the management at least for the logistics, in case they find a good idea they would use it. This is what I like in the company. In case you propose an initiative, it will be valued, and things are changing very frequently and fast.

I didn't know about the event you mentioned Shark Tank. – I should read the company emails. This is the drawback working in the supply chain as you don't have time. But it's good to hear that the company is supporting the initiatives of its own employees.

Participant 6: Yes, company does listen to their employees. Company is really open to sustainability topic agendas. If the manager has the target on sustainability, he will do everything to reach this target and it might not be linked to the savings target. Which means they will spend money and will do everything to reach the target.

I don't think you need to put sustainability target in front of each employee. But it can be done indirectly for example consuming water in the office and cascade it to all employees.

Shark Tank – I heard about it. If you ask me as a regular employee I don't know where to go. If the portal exists, the channel that we can contact someone I don't know about it. Even if it was communicated it was not done properly and I think no one aware about this. Its common practice with all those questions you can go to your manager.

Participant 7: It depends on management and how well you present it. If you have a bright idea that can be wrapped in a cool presentation with real calculations and benefits, then any manager will be glad to put it in a 1-3 year pipeline.

Participant 8: if its sustainable there are no reason for people to disagree, at least how I see it. If I have an idea and there is a good reason and good logic, there are no reason to say no, it is going to cost a lot of money. Maybe I haven't budgeted it this year, but maybe I will budget it next year. It is also a matter of our own perseverance. You need to remember it.

Yes, I know about Shark Tank. It has been around for a while. If the person is in Europe zone, the chances of people knowing it higher. But you also can not underestimate what covid did to people. If you don't come to the office, there are a lot of staff that goes missing.

Participant 9: The communication in our company builds this way, that you are always able to reach any person. And it doesn't matter in which direction, regarding social or your education. You can always reach out to your line manager, and he will redirect you.

I did hear about Shark Tank event, but I don't remember what it is about.

Question Number 7: Do you know about actions towards Water, Energy and Agriculture? And are you aware of Sustainability goals that ABInBev aimed to reach by 2025?

Participant 1: All answered in previous questions. Well aware about everything what's happening within the company.

Participant 2: Water – it was to reduce as much as possible the usage of water in the processes, so for example, Budweiser is one of the beers that needs the most water to be made. ABI was investing a lot on that, that's the Metrix that's all public and known. So, they

were working to reduce that. Also, I do recall, Brito made a statement, that they did some actions in South Africa to preserve water. They also have this Accelerator programme, where they fund some start-ups that are solving their problems. So, basically, they make a list of problem each year if you have start up that solves this particular problem, we fund you. And one of the start-ups they funded it was about taking water from the sea and make it drinkable. So, instead of using the water from undergrounds to do the beer, they would take sea water and transform it into drinking water and then to the beer. It cool but also its what we call an impact transfer. So, you solve one problem by creating another one. Because, that process of desalinizing the water is super energetic. You need a lot of energy to do that, so emit a lot of CO₂s. You solve the problem of water, but you put more problem on CO₂ side.

Agriculture – don't remember anything specific. Same Brito mentioned that we are supporting agriculture, close working with farmers. Which does make sense, because we do need to ensure the quality of the cereals, so for sure they have a very close relationship with farmers.

Energy – most of the plants of ABI were already 100 per cent with renewable energy.

Participant 3: I am not much aware of global goals, only about transport, that by June 2025 our goal is to reduce by 16 per cent. And regarding Water, Agriculture and Energy don't have information.

Participant 4: I have no idea about actions towards Water. I just know about Energy that they are working on renewable energy and installing solar panels for Belgium, Spain. So, that's the beer is brewed 100 per cent from renewable energy. They also had windmills in UK. On Agriculture they are probably working with farmers, but I don't know any kind of specific project.

Participant 5: Looks like the company is just not really enlightening its own employees. We don't hear about this quite frequently in our UK scope.

Unfortunately, I don't have much information on that. I know that guys that working in procurement they are more involved. But from my side not even a clue.

Participant 6: I know there is the website where you can find all information. I know that it exists, time to time our management during the calls they are trying to talk about sustainability agenda. But if you ask me what is happening there, I don't know. I know it exists, people are talking about it, I know that something is happening, but I don't know what.

Participant 7: I heard about initiatives about clean energy usage and update of our trucks to EV recently. Also, there are many older projects related to agriculture development in South America and Russia, water procurement to struggling regions of Africa. That is insanely cool.

Participant 8: There is a Water coalition and the company is a part of it. I don't know many details on it, but I know there is a water program and I know who is leading it. The reason I know less about it because technology cannot do much there. When I initially talked to them, they explained me their actions, which were great.

In the 100 + accelerator in the past years there was this winner, who was creating water out of thin air. It was not desalination but rather just creating water out of nothing. Especially in Africa. That was one of the things that we invested in; I think it was great. This was I think capturing the moisture and making water. I know there are couple of initiative in India and Africa that are ongoing but those are really part of larger coalitions and program.

In terms of Agriculture, there is a company called KisanHub, this is where ABInBev reaches out to their own farmers and we try to give them whether soil, fertilizer, pesticides and whatever is related. So, that they have access to all information. There are some more projects and one that I cannot tell you about, to collect more information on yield and hector use, crop rotation and everything. Again, to gather all information and to empower farmer more, so that we can have the best result out of their yield.

I am currently trying to work with the team and look at a lot of different type of Datasets which are available. Datasets I mean, there is a lot of information on these separate areas. There are datasets on soil, weather and all this different kind of things which enable us to be more informed.

Energy. There are bunch of breweries, like Budweiser is 100 per cent renewable energy. We had this brewery in UK, which was recently announced that they changed to renewable source. Then, there are bunch of solar panels on Stella etc. We are trying to do that, trying to invest in it. I think these are the few things. Even in today's announcement, we are here working on changing one of the breweries to sustainable solutions. In China it was the first carbon neutral brewery this year, and there is another one which was the first malt house on Brazil, then Global compact lead companies as for united nations goals. It was a lot on LinkedIn as well.

Participant 9: Energy – recently in Belgium they installed solar panels and it will be used to produce beer. They use natural source of energy.

Regarding Water – I believe we use rainwater for general purposes. And agriculture – I am not sure what is happening there. And I am not aware about 2025 goals.

Question Number 8: What would be your recommendation to the company going forward in regards of sustainability?

Participant 1: I would recommend that they keep up with the good work that they are doing, first of all. And then, invest even more in the business because some of the things can get accelerated. And to have the same open mind and mentality when it comes to sustainability also after 2025, this journey is only the beginning. It's all about thinking even more into the future.

Goals 2025, they are indeed tightened to United Nations SDGs. And I think after 2025, ABI can follow the same pattern, just follow the direction of United Nations. But not only that, there are a lot of things that can happen, looking strictly at your business and focusing on what improvement we can bring most. But I would focus on well-being of the communities where the company activates, making sure there are no disruption and other communities are doing great. That would be my key focus and then, of course, second focus from my perspective would be to ensure that everything that we use can be recycled and returnable.

Participant 2: It would be more on overall strategy of the company. Make the sustainability a prime topic, not a side one. Because I really do think that today it's still the side one. You have a whole a lot of people that are business driven and those people do not really care about sustainability. At least they are not sufficiently sensibilized. All the people around me, in my team, I was the sustainability guy. And all of them they kind of had no sense of responsibility towards the sustainability. Whereas in the company like Danone, everyone feels involved in sustainability and that is because in terms of corporate strategy, corporate image, and communication. It was made a priority by Danone that everyone should be super sensible about sustainability. So, I think that would be one big change. And yes, just to invest more into it, stop asking for return on investment on sustainability projects as it's not how it works. In 20-30 years if you invest into sustainability, we will be in a good position. It's the matter of understanding that sustainability transition is the most strategic topic in the whole world, and they need to invest towards that.

Participant 3: Keep this road and achieve the targets. But honestly, I am not following the company on sustainability level.

Participant 4: First, at least keep going with the projects they have. In packaging, where I worked, there are still room for improvement. To evaluate the sustainable project that doesn't bring money. Money evaluation is good, but we also need to evaluate social and

environmental impact. Finding a way to approve more products that are not necessarily savings.

Participant 5: More information towards that to every employee. I know on the top how they have this goals on sustainability, but this is not informed in detail. The company needs to make more events which are related to that. An actual event, volunteering. To inform every employee from top to bottom about what the company is doing. As I understood from our interview, the company is really trying to move towards sustainability.

Participant 6: I would say the company like ours we do have the resources; therefore, they need to plan or budget the certain percentage of revenues or expenses that the companies will be investing into research. Without getting back returns on investment. But at least 1 per cent of the revenue should be dedicated to the research which are done at the universities, public funds. Also, by using the technologies that allows to save water. Spent more into the technologies. Even with the plastic, I think the goal is not to reduce the consumption of plastic but to invent a new solution whereas the plastic can be replaced with other materials or to create those new materials. We do have plenty of water etc, the question is how to use it in a smart way.

Participant 7: There are many smart people that work towards achieving this goal so any new idea that does not cause harm and even contributes to our planet's saving is a great idea. Only thing that I can advise is to keep prioritizing sustainability over rapid money making.

Participant 8: First of all, I am very glad that I joined ABI. I joined since their sustainable agenda was much better than the other companies. I was disappointed when I interviewed with others. If we don't care, the companies will not care. I personally think that if you as an individual, trying to eat beyond meat but at the same time you don't care that you drive your car around all the time. It has to be 360 views. You have to look around you full. And at the end be the individual, you need to take responsibility for your actions.

You cannot expect large companies to change their entire product line, whereas you yourself don't want to change anything. Primarily it is a matter of awareness, afterwards it's the matter of responsibility.

Sustainability is part of the business. Sustainability is not the business. Itself it is not going to save the business. You should know how to make a table and then you can make it sustainable.

Participant 9: it will be good to make some training sessions with explanations and real examples of what we already did and what other companies are doing and what our targets in

short, medium, and long term. I think pandemic affected a lot of people's visibility on this topic.

Question Number 9: Do you think a lot of corporations use the sustainability topic just as marketing tool sometimes?

Participant 1: In a way maybe yes, but I think it would really depend on the business case and many other things. That kind of pisses me off as well, if I see certain companies just doing this LGBTQ, Sustainability etc. Yes, maybe sometimes they do it just for the branding. I like to see the best in people and in any institutions, so I would think "okay, maybe part of it yes, it's all media fuss and strategy". Either way they cannot just say it, they also have to do something, to show that they are doing something. It is like a knife with two sides, if they are doing it just for the media attention, they still need to do it and implement some of the things. Because you cannot just use words.

Maybe I can be a bit biased, since I am the employees of ABI, but working here means I can see some of the things first-hand, and some of the things we did, for example, with Smart Agriculture such as empowering farmers in Afrika, that is quite an impact. Because what usually happens in Africa, farmers they would just sale their product to wholesales and they would sell it to us. But now, we are working directly with farmers.

And what happened is that there an app being developed, the money goes straight to the farmer, which means they are financially empowered to make a living and they don't have to depend on so many outside circumstances. But also educating farmers, giving the best practices.

With Circular packaging, as example Budweiser in Netherlands, there is a lot of products being put on the market, that are created from 100 percent from recycled materials, and they are also returnable.

Participant 2: Yes, but that is not necessarily a bad thing, in my opinion. I mean, right now basically my vision is that all companies have sustainability plans and strategies, not because they necessarily care about it, but because today's world you have to care about it. It's basically becoming standard, something if you don't do it, you will get competitive disadvantage. So, you have some companies, for example, Danone, in which I also worked. We deeply cared about that and have been stating for decades that its super important that corporations have not only business impact but also social impact and that they need to be

good for a social life of the society. To contribute to the social life of the society and not only economically. And basically, but doing what they do, they kind onboard the rest of the industry, like Danone they did tons of staff related to sustainability and that dragged the entire food business. So, Unilever followed, Mars followed, everyone is following. They use it as marketing because well they are saying we also do sustainability but it's not necessarily greenwashing it's just that they have to do it. And they have to do it one for image and two for legislation and regulation purposes, compliance. In Europe you have now a lot of regulations regarding sustainability and now only on regulations 10 point you need to do a lot of staff in terms of sustainability. So, you talk about it, you communicate about it, marketing setting point but its real.

You mentioned Danone, I hear that the guy who was pushing forward the sustainability, but he has been fired since it was too expensive –

Well, yes, basically this illustrates that the economy as it is today still ruled by finance and not by sustainability. And it is something that if you are optimistic – can hope it will change; if you are pessimistic – it will never change and it will always be like that. I am somewhere in the middle. But like this really illustrates the Danone example, Emmanuel Faber he managed to make the company the first listed companies that it is in the stock exchange. The first listed company to be purpose driven company, so its specific law status in France, enterprise admission. What it does is on top of the classic administration council with all investors, you also have admission council which is made from external experts that will basically evaluate what the company is doing in regard to its social and environmental mission. And that's still the case today, it hasn't changed, Danone is at the big group. That is something, even if Emmanuel Faber left, it's still the case. And he was pushed out of Danone by what we call activist funds, so it's basically investment funds that take some little shares into the company and, they have little voice in the administration council to bother the CEO to say “yeah, you are not making enough profit, you could make more profit”. Their biggest competitor is Nestle and they have bigger margins and results. Because they are not investing as much into sustainability. And sustainability it's not something that generated short term profit, it's something that generated long term profit and societal profit. And it is not something you can see on the financial standpoint. So, that's why he was pushed away and that's shows that the world today is driven by finance mostly, but it is also shows that even if he was pushed away Danone is not changing. There is a direction it is still has strong targets in terms of sustainability, they still invest a lot in it. So, tactically, they will probably change a bit their

operations, they would do things to increase their margin and have better result on short term but on the long term their strategy hasn't changed.

I remember Nestle have really bad reputation in regards of sustainability – it's terrible honestly, they don't do much in terms of sustainability, they do the strict minimum for regulations and that's it.

Participant 3: Yes, for sure. They can use it for marketing but behind the scenes it works. People are working on it. They need to show people that they work on it but for sure they can embellish.

Participant 4: Yes, for sure, because they have to. Specially ABI, they have 25 percent market share in the world, it would have been really visible. If people going to start saying that they are not doing anything they would probably lose the market share. So, they still need to convince the consumers that it's important for them. Probably also for investors.

You can call it whatever you want, but at the end if they do something its good, so you are not going to complain. In ABI I have seen for so many people it was important for them to do specific sustainability projects.

I was also doing internship in Danone, and I remember I was so happy to go there, because the company was communicating a lot about their sustainability initiatives, and they tried to do many things. About Emmanuel Faber, I think it's a shame that he left the company. And I know that many people leaving Danone because its huge restructuration plan. But also, VP and Directors are leaving because it didn't correspond with their values. They were disappointed and people still complaining.

People can call it Greenwashing, but if you work in those companies, you will meet so many people and they know a lot about this topic. Maybe the company doing not as much as people would like to, because it needs resources and time. Maybe we can be faster on it. But saying that the company don't care about it, they do it for marketing, it's basically the mix of both. Companies know that its important.

I also did my apprenticeship in Total. People were saying to me if I am not ashamed to work for this bad company. People sometimes don't have all the knowledge and complaining. If you for example go on holidays to Bali, you would need to take the plane. For Total, sustainability is not the main topic, but at the end they know that oil not going to last forever, therefore they need to find another source. And they are spending a lot on renewable energy. They are pretty transparent.

Participant 5: Yes, this for sure. One of this tricks that companies are using nowadays. I know a lot of brands that are producing cosmetics and so on, they are just covering themselves like they are a good guys, eco-friendly and so on, but at the same time they are really not. I know there has been bad stories with H&M, Nike – they were basically using slavery. For most of the companies it is a really good opportunity to be good in the eyes of investors and the society. But at the same time, they are just aimed to make profit.

In case of European market is the locomotive for the green and sustainability things in regards of regulations. But most of the companies they are outsourcing the production, therefore lots of things that cannot be controlled by the European Union. Everything is done on the borders; therefore, they are not aware of everything.

Participant 6: Yes and No. Because indeed companies doing it for marketing but on the other hand, they are doing at least something. For example, famous company Greenpeace they have huge offices and very expensive managers, whereas one might say that they would need to spend the money saving the animals and not paying these expensive managers. But on the other hand, these managers can organize the work of other people and do greater and better things. Sometimes you need to pay to get something in return. And the companies, of course, they are doing at least something and getting in return this marketing values.

Regulations are different. When you are forced to do something it's another thing. But this sustainability agenda is presented more like voluntary thing. The company claiming that they will do it, because it's something they want to do for society and environment.

I don't think sustainability is one of the main instruments to attract customers

Participant 7: This became a trend recently to manipulate a market by colours of packaging, charity participation, green materials, etc. but it is a way to adapt to buyer requirements. Product might be "green" but those who manufactured it receive a cent from dollar. Anyways, it feels better when you think that sustainability is modern customer's demand and companies have to listen to it.

Participant 8: Yes, there are a lot of greenwashing.

Have you heard a company called Nikola? It was an electrical company who CEO was arrested not a long ago, he was making carbon fuel sale and at that time, even ABI ordered tracks. That technology does not exist. He got so many billions of dollars; his company went public. Talking about lying, Nikola is very good example.

One of the documentaries I saw was about Nestle and water, that the company was pumping out water either from France or Germany and the local villages are really fighting. The water

level gone down the fisheries and running dry. And poor villages have been told use less water for the plans. But that's another thing, if Nestle were to shut down that plant, the number of people that would lose their jobs is tremendous. I think it's a combination, every company is rewarded for its success on the stock exchange. They are rewarded if they have a future incremental revenue. If we keep rewarding for incremental revenue sustainability will not be together, it is not possible.

Participant 9: Not fully confident in that, but I think yes, it's only for marketing and image of the company. Not that they believe in this idea to improve everything around. Since most of the companies focused on income.

Question Number 10: Next company that you are working on, would you choose company depending on their CSR (Corporate Social Responsibility) and Sustainability aspects?

Participant 5: So, the next company that I am going to work is an IT company. They are not related to consumer good production. Oracle is known for cloud services, which I will be working for, related to the product that kind of an SPA thing. Technology can be sustainable and in case I would have offers from two companies – like ExxonMobil and something else. For sure, I won't go for ExxonMobil but for something else. The thing is I did work for them in the past, so one of the reasons that I left, I was not really believing of what they were saying on all those meetings. Management was delivering the speech how the company is trying to be more sustainable and so on, but at the same time I was responsible for opening the bank account for Afrika. I am not really sure that the company was trying to be more sustainable when at the same time they were opening accounts in Mozambique or in Ghana. It's actually very good example how reality differs from what management telling. My values didn't correspond with the company values.

Among our generation and close to that it's really important for them to understand that their job is less affective to the environment and at the same time they are trying to be closer to the product. People for example from ExxonMobil they are exploiting the nature and losing the popularity drastically year by year and I am happy about this fact.

Participant 6: I would say that would not be a top priority in my list. Definitely I would take a look in it and see what they are doing to achieve these targets and if they have those targets

at all. But I wouldn't say that I would choose the future company that I will be working on based on their sustainability agenda.

Participant 7: I would definitely prioritize a company with big sustainability impact over others that think about money making

Participant 8: Before joining ABInBev, I was also interviewed for a very large company, and I asked them what their sustainability goals and they said they don't have it. It was one of the largest companies in the world today and they said they don't have sustainability goals. Today they have. But at that time, they didn't. And when I interviewed for ABInBev, I asked that time head of procurement do you really have anything or is it just for show. And then, he said that he had targets and the only reason that I am very convinced we are doing the right thing because I see what I do, its tangible. I am really trying to solve a problem, not making pretty slides and that I don't have idea what this is. And it's quite possible that not every single person at ABInBev is deeply connected to it, but because our whole targets are aligned on that, the strategies are aligned. So even if they are supporting the strategy indirectly, they still help us achieve the dream.

Participant 9: I believe it will be the last criteria that I will look at. First it will be salary, benefits etc., and others are not critical for me.

Question Number 11: Do people need to have specific targets on sustainability on their working/ studying place?

Participant 2: Not like a target. It doesn't have to be the thing that is so pushed. But at the same time, informed more in the delicate way. So, that people are actually going to start liking the idea. We have example from our history (Soviet Union) if you are pushing way too much, it doesn't really bring any profit. You have to make people liking the idea, it's not happening by force.

It comes back to egoistical nature of the human being, some people are really empathic, and they want to do good, but most people they think about themselves. So, if it is not in your objective, you are going to do nothing about sustainability.

Participant 8: Not always. For example, I am in the position to actually make something big. But that doesn't mean that every single person in my team has to have the same target as I. So, sometimes we also need to be intelligent about it, for example, if there is a house and there are two adults and two children in the house. You can teach the child the value of water,

but if you are going to tell the child don't waste water. I don't think every single person in the organization needs to have the target, but strategically it's all needs to go together. Sustainability needs to be in the business. If it's the separate thing then of course you will need to remind everybody, but if it is embraided in the business then automatically whoever is doing whatever will seep into it. For my targets this year I had to talk to several teams together, people in my team don't talk to all these people, but I had to do it.

Participant 9: First of all, we need to be explained why we need it. Why sustainability is important for our company. Then it will be easier to set targets.

Question Number 12:

Do you think how people perceive the sustainability depends on ...?

Participant 5: It's the question of education and the society around as well as propaganda. I am not big fan of propaganda but here definitely pushing this topic from everywhere could be a good idea.

Participant 6: The more you are educated, the more you are talking to people of the same cultural group, for you of course it influences the way you think about the environment. For example, if you are grown up in the village everything is natural, if you are grown up in super large city it's the life which pollutes which is normal and you accept it.

Participant 7: In my opinion sustainability is a concept that is directly related to level of culture. Education plays a big role in understanding what to do but culture is responsible for choosing right vector in society.

Participant 8: I think education, cultural background, interest. The thing that I find funny the most, people who don't talk about sustainability so much at the end they are on all meat diet. If you look into studies, the millennials and their sense of purpose. You need to have more context there. After the second world war, after the Berlin wall fell down, the problems were very different. The reason that baby boomers wanted to build the house and wanted stability, because they missed it. They heard their parents would talk, oh if I had a house. But today's generation person in China, person in Russia, person in India, France or Germany has a very different life. For example, I still worry about what kind of job I will have. Because I come from the background where social security is not a thing. If I don't have a job, means I don't have the money. So, the things that I care for are a bit different. Your social net gives you certain kind of safety, then you can think about all these things. In India, population is over a

billion, every time there is a job opening, there are not 1000 of people applying, there are 10 or 100 of thousands of people applying for the job. So, the competition is so high that people care about different things. And once you reach that particular level, after that you are going to think about sustainability in the consumerism sense.

Participant 9: I guess it depends on environment where you grew up. For example, in Ukraine it's not the most popular subject. Just recently people starting to think about what we are going to leave afterwards so it's small steps in that direction. In more modern countries they started it much sooner. So, I think it depends on technological and economic development of countries.

Evaluation of question: Do you think there are some fields at your working/studying place that cannot be sustainable?

Participant 1: I don't think there are areas where there is nothing to be done with sustainability. There is always something if you really look at it. And you also have to think the company culture and the core principles, so sustainability is one of the core things that we believe in, I would like to think that even though I am not that familiar with other departments, that they would still think about something in sustainable way. And if something non sustainable exists, for sure, someone already raised it, and something will be done about it. I have spoken to a few colleagues over the past few months and when I was in my procurement role and with a lot of departments that we work with, there are a lot of initiatives around. These areas of sustainability, I was seeing people bringing up ideas more and more, that's a good thing to have.

Participant 2: Not really, honestly. I don't think so, I am pretty sure that everything can be sustainable if you wanted to be. So, if its material sourcing you can make sure you source it only from super clean and sustainable agriculture. In the brewing process, you can make sure all your suppliers and factories are responsible of all the legislations etc. It's obviously super difficult but I don't see any roadblock. Maybe in terms of technology and advancement we are not there yet, and it would be completely impossible to say from now on we need to do on sustainable manner. That's not possible with the company as big as ABI, but I don't see particular thing that cannot be sustainable. It's just the matter of investment and willingness to actually be sustainable and making those investments. Because it's the company that makes 6 billion profit a year if they invest all of that into transition to sustainability, in 10 years they can be 100 per cent sustainable, I have no doubt about that. If they really want to.

Participant 3: Each function can contribute extra sustainable. It's the goals of the managers to direct everyone.

Participant 4: in the packaging I think you will never be sustainable, because you would need to use some raw materials. In UK, they changed plastic with carton. But it's still made from paper, and we used tree. So, basically you would need to choose you don't want to see plastic in the sea or you don't want forest destroyed. Like 20 years ago everyone wanted to get rid of paper then plastic came. Since it requires less energy and its way more resistant. Now it's killing the sea, let's go back to paper. I don't know what's greener. I don't think plastic is the worst thing ever, it's just needs to be collected properly and put again on the market. Emission to make plastic is way less rather than to make paper.

I also think that for example in packaging there are a lot more room for improvement whereas in services its trickier. I don't see one department where it's not possible at all.

Participant 5: Nothing really comes into my head. But straight away you can easily say that ABI as consumer good producing company, can easily basically recycle everything. Because what is the main products are packages, cans and bottles could be recycled. Kegs as well. The only thing is water that is used and components. But among other companies that are related to consumer goods, ABI has the best opportunities to be the most sustainable company.

Participant 6: Everything ends with the science and the research. Research that are done by universities and by other companies. It's just the matter of developing the technology. I don't think that we have ever the department that cannot be sustainable. I strongly believe that everything can be done in smarter and better way. But if to talk specifically about ABI, I am 80 % sure that there are departments that are not sustainable or not complaint to sustainability agenda, but they can be.

Participant 7: If you look at the diversity of points related to sustainability you can clearly see that it is related to almost every aspect of business from recycling of waste and smart operations to data security and taxation.

Participant 8: I don't think so. I think every single thing has a chance to improve on at least one or two goals of united nations. It could be inclusivity. Everything is possible. We can always improve.

Participant 9: I guess every department can contribute towards sustainability.