

The influence of CSR initiatives on organisational identification - a case study with Kraft Heinz

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Abstract

Recent studies show that the relationship between individuals and organisations are changing. In the past, Corporate social Responsibility (CSR) was seen as an obligation or a way to maximise profits. Now, CSR is perceived as a competitive advantage and a way to have important and valuable impact in the society. With this change in perception, employees expect companies to have a stronger focus and more initiatives involving CSR. Additionally, employees want to work and be part of organisations where there is a fit and connection between personal and organisational values.

Based on this, this research analyses the influence CSR initiatives can have on the employee's organisational identification. In order to obtain and understand the topic from a practical point of view, a case study was developed with the employees of Kraft Heinz Netherlands. The chosen method for this analysis was semi structured interviews, as it allows the researcher to ask open ended questions and get answers that reflect the individual's thoughts. Additionally, the Critical Incident Technique (CIT) was applied in the interviews in order to obtain more personal responses based on real experiences.

Findings of this study show that CSR is a factor that can influence the way the employees perceive and therefore, identify themselves with the organisation. The participants presented a positive perception of CSR and the majority of the employees has demonstrated a desire to work for a company where they can feel proud of, or where they feel positive about the impact that the company has in the society, communities and environment. However, this is not the case for every participant. For some, CSR is an important topic, they consider it to be important for them as individuals and this results in a higher willingness to participate or be involved in CSR initiatives at Kraft Heinz. However, it is about the topic itself, and not about the organisation.

Through the perceptions and opinions of the participants, it was possible to identify aspects that are important for them, how organisations can combine CSR initiatives and the employees, and the consequences for the organisation and for the employees as individuals.

Key words: *Organisational Identification, CSR, Social Identity Theory, Self-Categorization Theory, Fast Moving Consumer Goods Industry.*

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Introduction

Organizations are formed by different stakeholders such as investors, communities, societies and people in general. Over time, the relationship between them may change, according to their expectations and demands. Recent studies show that individuals are becoming more socially and environmentally aware and expect sustainable and responsible attitudes and behaviours from organisations (Orzan, Cruceru, Bălăceanu & Chivu, 2018; Boz, Korhonen & Koelsch Sand, 2020; Freestone & McGoldrick, 2007). For employees, this is also related to the fact that they not only have this expectation, but also want to work and be part of companies where they perceive a fit between personal and organisational values, and goals and therefore, identify themselves with the company (Efraty & Wolfe, 1988).

The concept of organisational identification is defined as the perception of belonging to an organisation or being part of it. In other words, it tends to be associated with the question: “How do I perceive myself in relation to my organization?” (Ashforth, Harrison & Corley, 2008; Tajfel, 1982). This identification can have a strong connection with the sense of satisfaction, motivation and effectiveness on the employee (Kim, Chang & Jae Ko, 2010). Complementing this definition, the Social Identity Theory (SIT) states that people create social identities based on different social categories such as race, occupation and etc, which in return, influence attitudes and behaviour (Hogg & Reid, 2006). This definition is also supported by the Self Categorization Theory (SCT), that states that individuals have the need to feel like they are part of groups, along with the need of defining the groups created based on different characteristics and situations. For SCT, the categorization of an individual and a group is part of the creation of a social identity (Turner, 1987). A positive organisational identification can lead to different consequences such as job satisfaction, better performance, motivation and commitment (Meyer & Allen, 1997). The organisational identification can be influenced by the way one perceives the organisation (values, culture) and CSR initiatives. A study by Demir, Demir & Nield (2014) suggested that if an organisation aims at having more committed employees, they should consider the fit and match between the employees and the organisation, and this fit is defined as organisational identification (Demirsleeboseld, 2014; van Knippenberg & Sleenbos, 2006). Additionally, other studies have showed that CSR initiatives can be a valuable and important component to increase and improve this fit between the individual and the organisation. A positive perception of the features of the company, the actions and corporate responsibility, can lead to positive identification of themselves and the organisation they are part of (Klimkiewicz & Oltra, 2017). The positive perception and identification with the company creates a positive employee

branding (EB), which means the employee serves as a brand ambassador to the organisation and is motivated, committed and proud to project the image he or she has of the company to different stakeholders (Klimkiewicz & Oltra, 2017; Miles and Mangold, 2004).

The changes in organisations and a stronger focus on CSR are also relevant to the relationship between employees and organisations. Different factors can influence the organisational identification in a positive and negative way. Studies have shown that satisfaction with work, remuneration, career perspective and leadership are examples of factors that have an influence on employees (Efraty & Wolfe, 1988). However, in this research the focus will be on studies that have shown that Corporate Social Responsibility (CSR) initiatives can influence the fit between the individual and the organisation. When focusing on CSR initiatives only, it allows a deeper understanding of a particular area of organisations that have become of higher importance in recent years to consumers and employees. Additionally, in a more practical aspect of it for organisations, it is beneficial when understanding their employees and adjusting the organisation to what is demanded and expected from them.

Casey & Sieber (2016) studied the relationship between the employees, sustainability and motivation. In their study, they found out that a business with an organisational culture that is aware of social and environmental issues can result in a stronger and higher employee's identification with the company (Casey & Sieber, 2016). CSR practices can be beneficial in improving employee's loyalty and performance in the company. It is necessary however, that the employee is involved in those practices, or constantly encouraged to be part of it (Choi & Yu, 2014). CSR initiatives includes sustainable and responsible actions that benefit the communities and environment that the organisation is involved with, and the people that are part of it. By having a positive perception of what the company is doing, and a match between personal beliefs and organisational initiatives, the employee can create a positive identification with the organisation (Klimkiewicz & Oltra, 2017).

In this research, the changes in the industry will be analysed with a focus on a very important sector of the economy, the Fast Moving Consumer Goods (FMCG) industry. FMCG companies produce and sell goods that are meant to be consumed on a daily basis and have a useful life period of less than a year (KPMG, 2016). The FMCG industry has been traditionally associated with products that have a short shelf life, sold in high volumes and extensive distribution, and are bought frequently with little or no effort and therefore, highly criticized (Thain & Bradley, 2012).

For a long time, these companies did not have a strong focus on offering products with healthy ingredients, low presence of pesticides, gluten or sugar. In times of changes, FMCG companies have been focusing on initiatives or options that are in line with what the market and regulators want. Vegan or vegetarian options, reduction of sugar and salt, less chemicals/more natural products and recyclable packaging are some examples of what companies are trying to implement (Forbes, 2019; Ghvanidze, Velikova, Dodd & Oldewage-Theron, 2019; McKinsey, 2019; Ma, Park & Moultrie, 2020).

These changes can be seen at Kraft Heinz Company (KHC), which according to Statista, is the 40th top FMCG company in the world in revenue (Statista, 2020). The need to adapt and change their products and actions has led to internal, external, cultural and organisational changes for the company. The changes and more present focus on CSR at Kraft Heinz do not only apply to recyclability or environmental measures. KHC has recently announced the company's new vision and values, showing that the company aims on doing the right thing, with a strong focus on the becoming a more sustainable company overall. The company has several corporate initiatives involving sustainable production, responsible supply chain, inclusive workplace and healthier lifestyle. Additionally, with the support from the employees who volunteer to be part of different teams, the company also has various initiatives happening on an employee level that aims at having a positive impact in the society (Kraft Heinz, 2020).

Based on the recent changes in organisations and employee's expectations, as well as an increasing focus on sustainability and corporate social responsibility, this project aims to understand how the CSR initiatives being developed and in practice at Kraft Heinz Netherlands can influence the way the company's employees identify themselves with the organisation. Following the theoretical base provided by the social identity approach through the Social Identity Theory (SIT) and the Self Categorization Theory (SCT), as well as an analysis of the CSR initiatives and the concept of Organisational Identification (OI), this research has the aim to answer the following research question:

To what extent do CSR initiatives influence the employee's organisational identification at Kraft Heinz?

Literature review

Based on the research question and aim of this research, the main concepts and theories will be explained in this section.

Organisational Identification (OI)

When working for an organisation, employees tend to spend most of their days focusing on their professional lives than personal lives. The tasks, coexistence and daily activities make the values and culture of the company and people around us stand out, creating an identification with the organisation.

Organisational identification (OI) can be defined as the perception of having similar ideas and experiences with the organisation. In other words, when a person identifies him or herself with the psychological group – the organisation. (Tajfel, 1982; Turner 1984; Edwards, 2005). OI may involve the perception of shared values, virtues and goals, as well as how the employee feels represented by the organisation and its activities (Tolman, 1943). According to Wilkins, Butt & Annabi (2017), the identification or identity perceptions from employees are highly connected to the way personal beliefs and values match and fit with the organisation, and a high organisational identification will possibly lead to a higher motivation, satisfaction and involvement with their jobs and higher commitment to the organisation (Wilkins, Butt & Annabi, 2017). In order to achieve the identification stage, two components are necessary, the cognitive one, which is related to the sense of belonging and evaluative component, which is related to value connotations. Individuals that feel positively about the group or role they play in the organisation are more likely to perceive themselves as not only part of it, but also as a relevant and important part of the organisation (Dukerich & Ashforth, 2001; Ashforth, Harrison & Corley, 2008).

Different factors can influence organisational identification. The first one, *communication*, is linked to the perception of being active and participating members of the organisation (Bartels et al, 2007). This means that employees want to feel like they are needed in the organisation, and its comments and ideas are taken into consideration and valued by the organisation. *Perceived organisational prestige*, the second factor, is based on the social identity theory (SIT) and states that individuals have the tendency of comparing the groups they are part of other groups, aiming at a positive evaluation of themselves and the groups they belong to (Tajfel & Turner, 1979). For this reason, the perception of being part of an attractive, responsible organisation leads to a more positive self-evaluation and therefore, a higher organisational

identification. The third and last one, *employee satisfaction*, can be based in different aspects of the employee's lives. Remuneration, work-life balance, recognition and respect from the organisation and managers are factors that can increase or decrease employee satisfaction (Price & Mueller, 1986). In this research, even though the focus will be on CSR initiatives, other aspects such as workplace environment, leadership and communication will be analysed in combination as items that can be linked to the initiatives. For van Dick et al. (2006), employees who have a stronger identification with the organisation they belong to are more likely to have a higher sense of job satisfaction (van Dick et al., 2006). Ashforth, Harrison & Corley (2008) believe that organisational identification can result in positive and negative aspects. It can lead to higher cooperation, effort, participation, intrinsic motivation and better performance. However, it can also lead to resistance to organisational change, antisocial behaviours from threats to an employee's identity and development of an undesired organisational culture. The negative consequences are not necessarily a bad thing, if managed properly. But are aspects that need to be taken into consideration by the organisation (Ashforth, Harrison & Corley, 2008).

With the organisational changes Kraft Heinz has been going through, it will be possible to analyse and identify the differences perceived by the employees when comparing the previous reality to the current one. By discussing and reflecting the way they feel towards the organisation and the CSR initiatives at the company, it will be possible to understand how they perceive their identities and the consequences in a personal and professional level.

Social Identity Theory (SIT)

Developed by Tajfel and Turner, the Social Identity Theory (SIT) aims to understand how individuals perceive themselves as part of a group and create the sense of belonging. For SIT, people tend to look for similarities or aspects that are similar to theirs in order to categorize themselves and others as part, or not, of different social groups (Tajfel & Turner, 1979; Ashforth, Harrison & Corley, 2008). The categorization and determination of membership is performed in order to enhance people's self-esteem and create a positive social identity. In other words, people want to feel like they belong, or differentiate themselves from others (Ashforth & Mael, 1989).

The theory aims to explain the cognitive behaviour through the determination of being in or out a social group. A social group can be defined as a number of people who share, feel and perceive themselves in similar ways, creating a group of similar people. For Tajfel, the definition of a group can be cognitive or emotional. The cognitive component is related to a rational knowledge and evaluation of the group and what it represents, while the emotional

component is based on positive or negative emotions that are associated with being part or not of a certain group (Tajfel 1979; Ashforth & Mael, 1989).

The social classification may have two purposes. The first one is to segment the individuals rationally and cognitively, as way to define the others. The second purpose is to define oneself in the social environment and is related to the human need of not only comparing yourself to other groups but also to affirm yourself, define who you are. By noting similar aspects or values between the individual and the group he or she belong to, or in other words, being part of the in-group instead of an out-group, one is able to increase its self-esteem, willingness to collaborate and commitment to the group (Tajfel, 1984; Islam 2014; Meyer, Becker & Vandenberghe, 2004).

Applying the theory to this research and therefore, to social identities in organisations, Hall et al. (1970) defined the process of identifying yourself with an organisation as the process of finding matches or similarities between the organisation's goals and values and the individual's, creating an integrated and congruent view and partnership (Hall et al, 1970). Ashforth & Mael (1989) believe that the social identity of an individual does not come only from the organization but also from the workgroup, department and other social aspects that are part of a life at an organisation (Ashforth & Mael, 1989). According to Stryker & Serpe (1982), there are three main consequences for self-identification to organizations. The first one highlights the fact that based on salient aspects of their identities, individuals tend to choose activities and institutions that also value and represent these aspects, which allows us to say that organisational identification can increase support and commitment to it. The second consequence of organisational identification is the potential increase of cooperation, intragroup cohesion and support. Lastly, the third consequence is related to group prestige, competition with out-groups and more salient values and practices (Stryker & Serpe, 1982; Tajfel, 1969).

Self-Categorization Theory (SCT)

In line with the SIT, Self-Categorization Theory (SCT) was created by Turner (1987) and explores the process individuals go through to, along with their perceived identities, they categorize and identify other individuals as part or not of a group (Turner, 1987). According to Hogg & Terry (2000), the social categorization of other individuals and oneself enhances similarities and differences that are relevant to the in and out-groups (Hogg & Terry, 2000).

This group phenomena transform individuals through a process of depersonalization by grouping and categorizing people based on attributes and stereotypes presented by the

individuals. This group prototype does not represent an objective reality, but a subjective sense of social attributes that may vary according to the situation (Hornsey, 2008). The depersonalization process does not necessarily have a negative connotation and it is not linked in any way to the dehumanization of the individuals. Categorizing individuals creates the sense of group and it can produce normative behaviour, stereotyping and positive ingroup attitude, cooperation and behaviour (Hogg & Terry, 2000). With a dynamic process that can vary according to the context, the categorization of other individuals and oneself depends on accessibility and fit. In other words, categorization exists when social categories reflect social reality (Oakes, Turner, & Haslam, 1991). For this theory, there are different levels of categorization that start at defining yourself – creation of an identity, so a focus on “I”. A higher level of categorization is the perception and comparison of your identity to the others. This is done based on social situations and a perception of a fit between the individual, other members or a context in general. This higher level leads to the group phenomena, the creation and identification of “we” (Hogg & Terry, 2000; Turner 1987; Oldmeadow, Platow, Foddy, & Anderson, 2003).

Applying the theory to the context of this research, together with SIT, individuals have their own perception of themselves, along with how they perceive the organisation and other employees. The perception of belonging to a social group, together with a fit between personal values and beliefs can lead to a higher identification (Oldmeadow, Platow, Foddy, & Anderson, 2003).

Corporate Social Responsibility (CSR)

Corporate Social Responsibility is a concept that has become more popular over the years as organisations started to dedicate more attention and act more responsibly towards its stakeholders (Du, Bhattacharya & Sen, 2010). According to Kotler & Lee (2004), CSR can be defined as “a commitment to improve community well-being through discretionary business practices and contributions of corporate resources” (Kotler & Lee, 2004, p.3). This definition is related to voluntary actions from the organisation that are perceived by the stakeholders are socially responsible and that promotes the well-being of communities, societies and groups that are affected in some way by the organisation. CSR can also be defined as various corporate initiatives that have a positive effect in the company’s stakeholders (Turker, 2009).

For Freeman (1984), stakeholders can be defined as any individual who can affect or be affected by the company’s behaviours and initiatives. They can also be classified as internal and external. Internal stakeholders are employees, managers and shareholders. External

stakeholders are the community, consumers and the environment where the organisation is inserted (Freeman, 1984).

In the article by Lunenberg, Gosselt & de Jong, CSR activities can be distinguished from other activities performed by organisations based on two characteristics: CSR activities are beneficial for the society and are not mandatory or enforced by law (Lunenberg, Gosselt & De Jong, 2016). CSR activities can also be classified as internal and external. Internal CSR is directly related to the internal stakeholders of a firm and have initiatives such as improving the working conditions of them by offering trainings, career opportunities, good work-life balance. External CSR has a focus on the external stakeholders, and have initiatives aimed at the community and sustainability (Story, Castanheira & Hartig, 2016).

These definitions can be linked to a fundamental concept of CSR, the “Triple-bottom-line” that is composed by three pillars or 3P’s: profit, people and planet (economic, social and environmental responsibility). This concept defends the idea that in order for an organisation to be considered sustainable and responsible, it must dedicate attention and care about the three areas. Having initiatives or caring for only one or two of the pillars can result in different consequences such as negative perception from the consumer or a decrease on employee’s satisfaction (Książak, & Fischbach, 2018). This concept is also based on the idea that corporations are a powerful force in social change and have high expectations and responsibilities towards its stakeholders. (Du, Bhattacharya & Sen, 2010).

Additionally, CSR can have positive effects on desirable firm outcomes such as organizational commitment and identification, general satisfaction and team performance. Therefore, it is possible to conclude that CSR can be a competitive advantage for companies (McShane & Cunningham, 2012; Onkila, 2013). Companies that invest and support about CSR initiatives are not only creating benefits to its stakeholders, but also creating a positive connection with its employees (Story, Castanheira & Hartig, 2016).

CSR and the employees

Employees are a very important pillar of any organisation, so it is important to be able to attract and retain the best employees that not only have knowledge and perform well, but that also represent a good fit to the company’s values and goals. Recently, there has been a change in how individuals see and expect their careers to develop. The idea of serving a company for years is outdated and now, people expect more from a job than just attractive financial rewards, recognition and promotions. Employees now value organisation that have a clear function and

value in the society and are concerned not only about the impact they have with different stakeholders but how to be better and support them (Albinger & Freeman, 2000; Story, Castanheira & Hartig, 2016; Bolhmann, Krumbholz & Zacher, 2018). Changes can also be seen in the organisations. In the 50s, CSR was perceived as an obligation, or a way to maximize profit. But since the beginning of the 90s, CSR has been developed and perceived as a competitive advantage, synergy among the stakeholders and activities that benefits all participants (Arena, Azzone & Mapelli, 2018).

The organisation's triple bottom line, or in other words, the economic, social and environmental dimensions, can positively influence corporate reputation, evokes positive emotions from the employees and increases not only personal satisfaction but may increase the sense of pride, commitment and identification with the company (Zhou, Luo & Tang, 2017).

With the changes in CSR and the way organisations and employees act, behave and expect from it, companies want to be attractive and desired for the employees, as well as have them as brand ambassadors. Employer Branding (EB) can be defined as "the process by which employees internalize the desired brand image and are motivated to project the image to customers and other organizational constituents" (Miles and Mangold, 2004, p. 68). EB can be instrumental and symbolic. The first one is related to the organization's attributes, or practical aspects, such as salary, location, working ours, and the second one, symbolic, refers to aspects or meanings that can be associated with the employer (Klimkiewicz & Oltra, 2017).

Employees on the other hand, want to be part of organizations that represent values and attributes that are in line with their personal characteristics. With a positive perception of the features of the company, the actions and corporate responsibility, employees tend to identify themselves with the employer, generating a higher commitment and loyalty to the employer (Klimkiewicz & Oltra, 2017). Therefore, CSR initiatives represent a strong connection to the employee, increasing the chances of a higher commitment and identification of the employee to the organisation (Meyer, Becker & Vandenberghe, 2004).

Introduction to Kraft Heinz – case study

In this research, Kraft Heinz Company (KHC) will be the case study to understand how CSR initiatives can influence employee's organizational identification and commitment.

KHC is an American food company co-headquartered in Chicago and Pittsburgh, in the United States, with over 200 brands in its portfolio and part of the Fast Moving Consumer Goods (FMCG) industry. Present in more than 40 countries, the company has over 30 thousand employees around the globe and over \$25bn in net sales in 2019 (Kraft Heinz, 2020).

The Fast Moving Consumer Goods (FMCG) Industry, or also known as consumer-packaged goods (CPG) industry, can be defined as companies that produce and sell goods that are meant to be consumed on a daily basis. The products have a useful life period of less than a year and includes products such as personal care, food and beverages, household and cleaning products. Due to the high frequency that the products are bought, the industry is able to supply the products in a short time, in high volumes and a relatively low cost (KPMG, 2016).

One of the characteristics of the industry is the competitive environment, which results in high investments on research and development (R&D), aggressive marketing strategies that use speed, limited editions and add-ons as an effective strategy to increase customer loyalty and close contact with the consumer in order to understand their needs and what is being offered in the market (McKinsey & Company, 2019; BCG, 2012).

Changes in the FMCG industry

Different studies show that over time the way the consumers behave, and their expectations and demands can change. For the FMCG industry, traditional model used so far could be facing challenges and changes. These changes are perceived in different areas such as technological advancements, structural industry shifts, geopolitical dynamics and specially in a new pattern of personal consumption and consumer behaviour. This means that the relationship between the consumer and the companies are changing, as the consumer's expectations towards the companies are not as they used to be (Forbes, 2018; Deloitte 2016; Freestone & McGoldrick, 2007).

The current generation, millennials, are more aware of their impact in the environment and also how their attitudes impact themselves. Additionally, they expect transparency and responsibility from the organizations they support and consume (Rizkallah, 2012; Freestone & McGoldrick, 2007). Another aspect that has been impacting the industry is the fact that due to

the industry's business model and characteristics, the FMCG sector is in the spotlight on the plastic waste problem (Ma, Park & Moultrie, 2020). This goes in the opposite direction of consumers that look for green market's initiatives and green products.

The search for a healthier lifestyle, higher convenience, personal experience and customization has increased recently. Changes in the consumer behaviour have been influencing new developments and adaptations in different products in the FMCG industry (Sesini, Castiglioni, & Lozza; IBM, 2020). According to a recently published report by The Consumer Goods Forum's Health & Wellness Pillar, major players in the FMCG industry have been focusing their attention on working with the different communities they are part of by organising projects that include different activities to promote a healthier lifestyle, engaging with consumer to show the new options, developing new alternatives that are more sustainable and responsible and becoming closer to the consumer (The Consumer Goods Forum & Deloitte, 2019).

With this, when we compare the characteristics of the traditional FMCG company presented in the previous section, that had a focus on mass consumption, single use of packaging and a lower level of concern for healthy living and responsible actions, changes can be observed. The focus now is not only on selling high amounts, providing food and goods for everyone. Companies want to have a closer and healthier relationship with its stakeholders, have a positive impact in the environment and people's lives and offer sustainable and healthy products. Now, responsibility, wellness and health are the new foundation of brand loyalty (Mohr, Webb & Harris, 2001; Rizkallah, 2012; Deloitte, 2016).

Sustainable and responsible initiatives at Kraft Heinz

Companies from different industries must report its activities to its stakeholders. Traditionally known as the Sustainability report or Environmental Social and Governance (ESG) report, this yearly produced document aims to explain to the stakeholders of the company what is being done and planned in terms of sustainable and responsible initiatives.

In 2020, Kraft Heinz released its second ESG report to communicate to its stakeholders the commitments and initiatives that are being developed and worked on in order to achieve certain goals. These initiatives are aligned with the Sustainable Development Goals (SDGs) by the United Nations and served as base to develop the new Kraft Heinz global ESG strategy and goals (Kraft Heinz, 2020).

The initiatives and goals presented in the report are part of a cross-functional approach, with continuous improvement in different parts of the business. They are also divided into three

broad pillars: *Environmental Stewardship, Responsible Sourcing, and Healthy Living & Community Support* (Kraft Heinz, 2020).

These three pillars are directly connected to the company's new vision and values. After a re-evaluation of the company's activities and what they want to represent and be for its stakeholders, Kraft Heinz has the vision *"To sustainably grow by delighting more consumers globally"*, which is linked to the company's values *"To do the right thing"*. Kraft Heinz new values says that *"we will always strive to do the right thing in all aspects of our business, including with our customers, partners, suppliers, stakeholders, consumers, and communities"*. (Kraft Heinz, 2020).

Below (see table 1), an overview of the initiatives per pillar is presented. For more information on each initiative, please refer to appendix A. These initiatives will serve as base for this research. Through interviews, this research will analyse if the employees are aware of their existence and how it influences their organizational identification.

Table 1. *Kraft Heinz CSR Initiatives – corporate level*

ESG Report Pillar	Initiative
Environmental Stewardship	Water Use and Conservation
	Energy Use and Conservation
	Water Reduction
	Packaging Sustainability
Responsible Sourcing	Human Rights
	Sustainable Agriculture
	Animal Health & Management
Healthy Living & Community Support	Global Nutrition guidelines
	Supporting communities in need

Source: ESG report 2020, Kraft Heinz

Apart from the initiatives developed on a corporate level, Kraft Heinz also has CSR initiatives developed by its employees. The company has a CSR team composed by employees who voluntarily decided to work together in order to develop activities, events and workshops. These activities can have different purposes such as raising money for a charity, support an elderly home, buying Christmas gifts for children in an underprivileged situation or other reasons that are aligned with social and environmental impact.

Also, the company has Business Research Groups (BRGs), which have different focus such as mental, physical and emotional wellbeing, the promotion of different cultures, women empowerment and the support of LGBTQ+ employees. For all these groups, the participation is also voluntary and different activities are developed throughout the year.

Research methodology

In this section, the methodology applied to this study will be explained. This includes how the research was conducted, the chosen method and the participants.

Due to the nature of this project and the type of research question that is aimed on getting people's perception and experience, a qualitative research was used to obtain information and understand to what extent corporate social and environmental initiatives in Kraft Heinz can influence the employee's identification with the company.

Research Instrument

As qualitative research demands a method that can produce explanation and understanding of a phenomenon. For this reason, semi standardized, or semi structured interviews were conducted. One to one interview is a commonly used method that is able to provide insights into people's perceptions, understandings and opinions on a given situation of experience (Ryan, Coughlan & Cronin, 2009).

With this instrument, the participants were able to have a certain level flexibility and express themselves. This type of interview allows the researcher to ask open ended questions and get answers that reflect the individual's thoughts and add depth to the data that is being collected by asking additional questions and obtain more personal responses that can be discussed during the interview (Adams, 2015).

The interview guideline has 18 questions and represent findings in literature regarding SIT, SCT and OI, along with the Critical Incident Technique (CIT). This technique is broadly used in interviews and has focus on specific events and observations, which provides an in-depth understanding of a situation and human behaviour through the description of emotions, feelings and perceptions (Flanagan, 1954). Additional and follow up questions were included, depending on the answer of the participant and in order to explore and obtain more details on a certain

topic. The questions aimed to explore incidents, perceptions and opinions in the following topics:

- Perception of CSR initiatives at Kraft Heinz
- Identification with the organisation
- Reflection on the level of importance of CSR initiatives to the participant
- Experiences with CSR initiatives in the company, explore how this situation made the participant feel
- CSR communication within the organisation

The overview of the questions can be found in appendix B.

Procedure and data collection

The data collection process started in the beginning of November 2020 with the elaboration of the questions for the interview. In the last week of November, a list of participants was created, and interviews were scheduled for the months of December and January. Before initiating the scheduled interviews, a pre-test was performed with an employee from Kraft Heinz in order to confirm the planned questions and perform final adjustments, if necessary. This participant was not aware of the focus of this research, nor was taken into consideration for the results of this research.

The interviews were conducted during the month of December 2020 and January 2021 and were performed online due to the corona virus pandemic. As body language, facial expressions and gestures are important elements of non-verbal communication and can provide additional information to the researcher, the interviews happened with the computer camera activated, for both parties involved, and were recorded with the participant's consent (Damanhour, 2018).

At the beginning of the interview, before the recording started, the researcher introduced herself and thanked the employee for the participation. The next step was to ask the employee if the interview could be recorded and, in order to avoid biased answers, the researcher provided only a general overview of the goal of the research. The researcher then started recording the interview and confirmed to the employee that the participants were randomly chosen to be part of the research, that everything would be anonymous, and their names would not be included in the final report, only their department. The participants were also aware that they could decide not to be part of it anymore at any moment, only having to

inform the researcher and the information would not be included in the analysis. After that, all participants were asked to give oral consent to their participation in the research, which led to the official beginning of the interview. The researcher asked the questions, along with additional questions when necessary to understand vague answers or obtain deeper details.

The interviews lasted between 20 and 50 minutes, and were conducted via Microsoft Teams, which is the platform used by the organisation. The interviews were performed during work hours but were not interrupted by work related issues. Additionally, the interviews were held in English, as it is the official language used within Kraft Heinz, and also the language for the University of Twente. The interviews were analysed by first transcribing them, followed by assigning preliminary codes in order to describe the content, and group them according to the codes by looking for patterns or themes (Adu, 2019).

Participants and sample size

The participants of this research are all employees of Kraft Heinz Netherlands or employees that are directly connected to activities and projects led by the offices in the Netherlands. employees were randomly selected to be interviewed, from various organisational levels and departments. By not selecting specific departments, it is possible to have a broader understanding on the employee's views and answer the research question. Following the Attraction-Selection-Attrition model (ASA) (Schneider, 1987) and the Organizational Assimilation concepts (Jablin, 1987), an employee has to go through different phases of assimilation in order to create an identity and feel integrated to the organizational culture. With this, the participants of this research are all full-time employees that have been part of the company for at least six months. The time criteria provide a more significant perception of the initiatives and situation at the company.

During the month of December 2020, 35 employees from Kraft Heinz Netherlands received an invitation via e-mail to participate in an interview. These participants were randomly selected by analysing the company's structure, in order to have a group of individuals from different departments. 12 employees did not reply the e-mail and invitation, and total of 23 employees participated in the study. From the total number of participants, only 21 were analysed (see table 1). Two participants, an intern and an employee that joined the organisation two months ago, were not taken into consideration as they did not comply with the participation criteria. None of the participants were aware of the focus of the research.

Table 2. *Participant's characteristics*

Characteristics	N	%
Total number of participants	21	
Gender		
Male	6	29
Female	15	71
Department		
People and Performance	4	19
Legal	1	5
GBS	1	5
Procurement	1	5
Marketing	2	9
R&D	4	19
Marketing Operations	3	14
Regulatory	1	5
Supply Chain	2	9
Project Management	1	5
Communication	1	5
Average time in the company (in months)		35

Data Analysis

After conducting the interviews, they were transcribed based on the recording of the interview and through the online platform *AmberScript*. The transcripts were read and edited with the aim of removing unnecessary words and repetitions that did not add details or deeper understanding to the researcher.

Once the transcripts were ready, this study proceeded to the next steps following the Grounded Theory approach, that applies inductive reasoning. In this case, hypotheses and theories are created through the collection and analysis of data, providing the understanding of a topic or situation based on the perspective of those living it (Corley, 2015; Martin & Turner, 1986). The first step was the identification of key phrases, concepts and words, also known as open coding. In this step, the goal is to identify key points of the gathered data that can be relevant to the topic that is being studied. The identification of key points is performed by

connecting literature and the theoretical framework presented in this study, and what was said by the participants (Corbin, Strauss, Wijngaert & de Wijngaert, 2008). The second step was the elimination of redundant or duplicated codes, as well as the merge of codes that reflect the same type of information. This second step is also known as axial coding, that allows the researcher to identify connections between existing data (Scott & Medaugh, 2017). As a result of this step, categories were created based on similarities between codes. After the first round of coding, inter-rated reliability was performed with the support of another researcher who is familiar with this type of research and methodology. In the open coding phase, the researchers analysed the categories obtained from the first connection between concepts and the interviews and evaluated the degree of agreement for the categorization and choices made by the main researcher. Based on that, a satisfactory Cohen's Kappa was achieved ($k=.77$). With this, a second round of coding was developed based on the categories and topics obtained in the first round.

The final step was the attribution of the codes and categories to all interviews, or also known as selective coding. By following this process, the participant's interviews can be analysed based on the same codes and categories, allowing a comparable and similar analysis for all participants, and the elaboration of the results based on patterns and understanding of the data (Mills, Durepos & Wiebe, 2010; Holton, 2010).

Results

In this section, an overview of the results obtained with the interviews will be presented. Through the analysis of the 21 interviews with employees of Kraft Heinz Netherlands, patterns were identified and resulted in 6 main categories. In each category, with the aim of exploring a more detailed and in-depth analysis, codes and sub-codes were developed. In the table below, an overview is provided, as well as the relevance to the focus of this research. A more detailed explanation and overview of the codebook can be found in appendix C.

Table 3. *Simplified overview Codebook*

Category	Code	Sub-code	Relevance
C1: Why Kraft Heinz?	Reason to work at KH	Career Opportunity	By understanding the reasons in both categories and comparing the differences between them, it is possible to establish a connection between internal perception of what is being done, how things are and how this influences the relationship with the organisation.
		Interest in the Industry	
		Company values and Culture	
		International Work Environment	
		Personal Reason	
		CSR	
		Career opportunity	
	Reason to stay at KH	Job position and team	
		CSR	
		Other answers	
C2: Organisational Values	Ideal organisational values	Employee appreciation and support	This category allows an understanding of perception and values that are relevant to the employees, which can affect the way they relate to the company.
		Career Opportunity	
		CSR	
		Other answers	
	What is valued at work	Team and role itself	
		Values	
		Other answers	
	KH new values	n/a	

Table 3 (continued).

C3: Identification	Personal identification and belonging	Personal satisfaction and fulfilment	With this category, it is possible to obtain a deeper understanding on a potential influence of CSR on the employee's organisational identification. Also, it allows the understanding of a potential personal identification.
		Pride and motivation	
		Bonding with colleagues	
C4: CSR at KH	Perception of the initiatives CSR organisational and personal importance CSR personal motivation Suggestion for CSR improvement Consequence decrease or absence of CSR Perception of KH as sustainable and responsible	Not a big impact	The results obtained in this section are key when understanding the potential identification with the organisation and its consequences. In a practical aspect, it can be an important indicator of future plans, and actions to the company. On the theoretical side, it is relevant when making the connection between the theories and concepts applied in this research.
		Organisational identification and belonging	
C5: Internal CSR communication	Suggestion CSR communication	Perception CSR communication	This category supports the aim of this research by providing elements and perceptions that are connected to the way the employees relate to the company. If the CSR initiatives are not being communicated, the message is not clear or the employees, their organisational identification can be influenced.
		Transparency and follow up	
		Leadership Involvement	
		Appeal and engagement	
		Channel and tone of message	

In this section, the different categories identified in the interviews will be explored and explained. First, an overview of the aim of the category will be presented. Next, the codes and sub-codes will be explored.

Category 1 - Why Kraft Heinz?

In this category, it can be noticed that the participants have various reasons for joining and staying at the company. Linking them to this research, it is interesting to highlight that the number of people that mentioned CSR as a reason to join the company is lower than the number of answers that included it as a reason to stay at the company. With this, one can understand that the projected image of the company or the knowledge people have on the organisation is more focused on career aspects and opportunities. However, once the individual becomes part of the company, sees more than just the surface of the business and understands how the company operates and its priorities, different reasons emerge. Professional and career driven reasons remained as the lead ones in both sub-codes. However, the increase on the number of participants that mentioned CSR as a reason to stay in the company, it can potentially be linked to this research main focus of having CSR initiatives influence the way the employee perceives and relates to the organisation.

Reason to work for Kraft Heinz

As reasons to work for KH, the participants mentioned and detailed general reasons or situations in their personal and professional lives that led to the decision to work for the organisation. The answers varied and were influenced by personal preference, career perspective and opportunities, as well as personal stages in their personal lives. The participants provided answers that included multiple factors, without order of preference or importance.

Career Opportunity

According to the participants, Kraft Heinz is an attractive organisation to work for as it provides various possibilities in terms of opportunities, knowledge and development. The majority of the answers included career opportunity as one of the factors that influenced the decision to join the organisation.

“And I knew some people who were working here already, and they really explained to me that you get a lot of responsibility yourself, and there's a lot of room to grow in different departments, to move positions”.

For these participants, the variety of opportunities are an attractive aspect and motivation to join KH as they perceive the company as a place to not only be an employee, but also to develop themselves. The participants appreciate the fact that the company offers roles and departments flexibility, and it is not unusual to see employees moving to different functions, as a promotion or a career opportunity to work in something more appealing and interesting to the individual.

"I think it was more about the opportunities, I was looking for a big corporation to grow in my career and this type of thing (...)"

"I wanted to work for Kraft Heinz because of the good image it has. (...) Kraft Heinz has an image of being very past paced. You are able to make a difference very, very fast, and there is always a lot of work and opportunities"

"I was looking for a company that can give me challenges"

In the interviews, participants mentioned that they were looking for new challenges, or wanted to develop themselves more than they had in other workplaces. For the participants, KH has the image of being a dynamic workplace, where there is opportunity to grow and good performance and effort will be appreciated and valued. Additionally, it is a company that offers a high level of responsibility to the employees, motivating growth and development.

Interest in the industry

A second sub-code identified in the interview as a reason to join Kraft Heinz is the personal and professional interest in the FMCG industry. As a big player in this industry, employees felt attracted to being part of a company that has a big impact. For five participants, interest and curiosity in the food industry were an important factor that motivated them to join the company.

For some participants, it begins with a proximity and relationship with the company's portfolio. As highlighted in the quotes below, KH products are present in several households, and the idea of working for a brand that is part of their lives was motivating for some participants. For these participants, it was more of a personal and emotional connection to the brand, as they were familiar with the products and could have a direct impact on the final consumer.

"And Kraft Heinz itself fascinated me because I didn't know a whole lot about it, but I did like the FMCG industry and the company itself intrigued me because I knew a lot of the brands"

“Because I always found it very interesting to see how does the product go into the shelves in the supermarket, how do they start with it? How does that go in the middle? And how can I make any impact on that? I think that was what I really liked”.

“I wanted to go into the business environment, and it would be perfect to have the nutrition aspect, but then in the business area”.

For others, they already had previous experience in the FMCG industry, but in different parts of the supply chain. This experience can be in another company part of the FMCG industry, smaller companies that supply big players in this industry, or also smaller food producers. Participants mentioned the interest of being closer to the final product and consumer and being able to work to develop products that would be directly sold to people in different countries. Another aspect mentioned by the participants is related to educational background. Some of them are graduated in fields related to the food industry and have reported that is very common to either pursue an academic career, or a career in a food company. For them, it was a way to connect academic knowledge to practice.

Company Values and Culture

The values and culture at KH were also aspects that had the participant's attention when deciding their workplace. Ownership and meritocracy, two values that are highly mentioned and promoted at the company were the two main ones mentioned by the participants in the interviews. For the participants, there was a match between what they were looking for in an organisation and what the organisation promotes to its stakeholders.

“And then throughout my internship, I think that was kind of confirmed, especially around the ownership. I think I really experienced that. I remember I worked on a project (...) and then when I finished it, I remember very distinctly that I was the one who presented in the town hall, I was the one who presented to leadership. My manager never, ever went in front of me and said “OK, but this is my achievement”.

In the interviews, the participants mentioned examples of personal situations in the company where their professional goals and preferences were taken into consideration when developing a career plan. Also, there were examples of appreciation of effort and performance that resulted in promotions or new roles.

International Work Environment

For some participants, being able to work at an international work environment is a valuable aspect when deciding where to work. Participants mentioned that having an international workplace has different advantages and can be beneficial, as people have different backgrounds and experiences. This, in the participant's opinions, results in creative solutions and ways of working.

"Being in a very international environment where everyone comes from somewhere else in the world. And so you have different point of views, you have different experiences. And I really think that makes the business stronger and it makes the company stronger".

"I sort of missed that international aspect of having people from multiple cultures speaking multiple languages. So, yes, I definitely also joined because of that international aspect that the company has".

It was possible to understand from the interviews that for some participants, the international workplace is also a way of promoting different opportunities to the employees, as they perceive it as a way explore new markets, having new positions, growing in their careers.

"The international vibe and a lot of non-Dutch people was very interesting for me".

Personal Reasons

In some interviews, among the several factors provided by the employees, different personal reasons emerged in the answers.

For some participants, the decision was affected by reasons related to their family members such as proximity to their homes and children. For others, it was a decision based on location. Some participants were looking for a change and wanted to move to a new country, and some wanted to return to their original country, the Netherlands.

"I moved back in 2019 when Kraft Heinz recruited me and asked me to come back to the Netherlands, so I moved back to Amsterdam".

"So first thing I wanted to move out of of London and I had an experience here in the Netherlands during my bachelor's degree (...) So I really wanted to come back to the Netherlands".

For these participants, the personal reason has high level of importance, and it involves not only them but also other family members and big decisions. For most of the participants that mentioned a personal reason as an answer, this was one of the factors that influenced the decision. Other aspects such as career opportunities or company values were also taken into consideration when making the decision.

“I was looking for a different country, I was in Germany with my wife and we wanted to change the environment. But I was also looking for a different challenge in my career”.

CSR

Even though CSR is part of the organisation’s values and culture, for the purpose of this research, it was categorized separately. Three participants included CSR as one of the main reasons to join the company. For them, the perception of KH trying to do good things and have a positive impact in the world had a positive impact on their decision.

“In terms of corporate social responsibility, I was also attracted that they were trying to do things, trying to improve in terms of sustainability. So, I mean, I wouldn't want to work for a company doing otherwise. Now it's kind of the norm. But that also affects my decision, of course”.

CSR was not mentioned as the main or only factor to decide to work for Kraft Heinz. Instead, it appeared in the interviews as part of a combination of factors, match with personal values and positive perception of the company.

“But of course, it's also because it's a company that can have an impact on the world which attracted me”.

Based on this, professional aspects such as career opportunities and challenges represent a more attractive aspect to potential employees for Kraft Heinz when looking for a new job. As analysed in the interviews, the decision can be based in multiple factors. However, following the focus of this research, CSR is still not a highly present one.

Reason to stay at Kraft Heinz

Joining an organisation is new, challenging and exciting, and personal impressions on the organisation may change over time. In this code, the participants were asked to reflect on the reasons why they are still working for the company or what motivates them to stay.

Career Opportunity

Once again, the opportunities to develop themselves and their careers was the main reason, with nine answers including this factor.

"I like my job, I like the responsibilities I get, I have a good chance to grow in this company and I learn a lot of new things".

"I think, given that at Kraft Heinz you can do so much, the ability to move quick and to achieve a lot of things are also very, very present".

In the answers from these participants, it was possible to see that their initial perception of what the company can offer to the employee in terms of growth, development and opportunities does happen at KH. It was mentioned that it feels satisfying and rewarding to be at a company that appreciates and takes care of its employees. Flexibility to improve and develop yourself is highly appreciated by the participants who believe they are having a positive impact on the business, but also having the chance to learn how to do things better and being in charge of their career.

Job position and team

Two factors were mentioned often by the participants: their teams and roles. The participants enjoy what they do for the company, their role and contribution. They also appreciate the colleagues that surround them and contribute with their daily tasks. Some of the participants mentioned, as one of the reasons, that they are happy with what they do and their impact in the business, while other participants said that their direct colleagues are important for them and for their decision to remain in the organisation.

"And I think the people in our team would be the first thing. I just really enjoy our team. I think we have an amazing team".

"The people. The people are really, really nice, especially if you compare it to where I come from. Everyone is very motivated to move forward. Everyone is willing to make a change. People are really, really open for change as well. If you have a better solution for a certain topic, people are very willing to listen".

As mentioned before, employees at KH appreciate the flexibility that is given to them in their daily work routines. With this, it was highlighted in the interviews that they want to have an impact on the business and people's lives. As this happens, employees get more involved in

their roles and tasks and appreciate it even more. In association with the role appreciation, having a supporting and collaborative team was an aspect mentioned in the interviews. For the participants, a good work dynamic and relationship with your colleagues is important to maintain a positive flow of activities and therefore, obtain positive results.

“I think it's a couple of things. First, and I'll be honest about that, I like the job, I like the absolute massive challenge that I have. I'm learning every single day and for me, that's very important. So that's the personal development possibilities at Kraft Heinz, I feel that I can grow, I feel that I'm respected, I am heard”.

CSR

Differently than the reasons to join the company, five participants stated that CSR is a factor that influences their decision to stay. None of the participants mentioned CSR as the only reason, but it affects their relation and perception of the company and play a role in wanting to stay.

“And obviously , also what I told you, the CSR part, because even though we do little, when a big company does little, it's still a lot (...) and it's amazing, but it's still very little when you look at the size of the company”.

“And the third part is obvious. It's the CSR, the sustainability, the values that the company has. I do believe in this company and I do believe that we are trying to make this world a little bit better tomorrow than we saw it yesterday”.

Kraft Heinz has increased the investment and focus on CSR initiatives, and the cultural changes in the company have been perceived by the employees. For the participants that mentioned CSR as one of the reasons to stay in the company, it is appreciated that KH is trying to move into the right direction, doing things better and having a positive impact in the world – socially and environmentally. Even though participants believe that the company still has long path to go, and what they are doing is not enough, the effort is perceived in a positive way as they see potential for more to happen in the future. Additionally, by perceiving the changes in the company and the attempt to be more sustainable and responsible, employees began to perceive a stronger match of personal and organisational values, which can potentially influence their relationship and identification with the company.

Other answers

Other answers that were mentioned by participants are employee appreciation, learning opportunities, positive impact and flexibility.

“So I feel like I am still really learning a lot here and also feel like I still can make a change here. So I think that the moment when you feel less or less valued or you cannot make as much impact or you're not learning anymore, of course you get less motivated as well”.

Participants that mentioned these reasons believe that the company offers a work environment where they are appreciated, heard and valued. The consequence of this for them is the motivation to do more, try new things, and contribute to the company. It was mentioned that they feel taken care of, challenged and proud. As a result, it influences their decision on staying at the company, as they are content with how things are and happen, and don't see a reason to look for other opportunities with other companies.

“A few years ago, everybody when you said you work for Kraft Heinz people would say “oh the company that the stock when down because of whatever”, and yes, that one. But now if you say “I'm working for Kraft Heinz”, people say “the sauces company” (...) now it's a company that makes food for people. I know a reference that I'm super proud of”.

Category 2 – Organisational Values

In this category, three main subtopics were explored: ideal organisational values, what is valued at work, and the new values from Kraft Heinz. By reflecting on these topics, it is possible to observe if there is a connection to what was mentioned by the participants in the previous category and the fact that employees want to work for organisations that match their personal values. At present, working goes beyond just doing your task. Work is a part of people's lives and individuals are paying more attention to what the company offers and proposes to its stakeholders.

Understanding what the employees look for in a company can be relevant to the organisation's positioning and behaviour. Once again, the participants stated that career opportunities and professional aspects such as being appreciated, working with a good team and enjoying the role itself are highly appreciated. CSR was not a frequently mentioned ideal organisational value, not representing one of the main reasons that attract the participants.

With this, this category shows a balance between what the participants look for in a company and the reasons that made them join and stay. Regarding the aim of this research, this category allows an understanding of perception and values that are relevant to the employees, which can affect the way they relate to the company. Based on the answers obtained in this category, it is possible to notice that other factors play an important role on the connection and relationship with the company. This does not mean that CSR is an irrelevant topic to the participants, but it is not their first thought when asked about their preferences and perception of the company's reality.

Ideal organisational values

In this first code, the participants were asked to reflect on what is important for them in an organisation, and what aspects do they think an organisation should have a focus on. Based on their personal values and expectations for the organisation, it was possible to analyse if there is congruence between them. Value congruence refers to the level of compatibility between the individual's and organisational values (Bao et al., 2012).

Employee appreciation and support

The value that was mentioned the most by the participants was employee appreciation. Even though it was not mentioned as the only reason to any participant, it was present in the majority of the answers. For these participants, it is important to work for a company where the employees get support and attention from the organisation as a whole, but also from colleagues and superiors. It was also mentioned that they don't want to feel like a component of the organisation that performs tasks only, but as people that have ideas, difficulties, challenges and want to be heard and appreciated.

"I think an ideal organisation should value people, so their own people but also people outside the company, so your consumers but also the people surrounding it, for example, your office and of course, to support your own people".

"I want to work in a company... obviously people, empowerment and people engagement is quite high on my list because I'm an employee and it makes sense. And what is my number one priority in finding a job or what I think it should be important for a company as well, it's moving around people".

This support allows the employees to feel empowered and engaged, which can influence their connection to the company, as well as their performance and results. Being a human-

centred organisation instead of a financially-centred company is an attractive aspect for the participants that were interviewed. A flat hierarchy and the possibility to be creative, speak up and propose new ideas is also attractive to the employees.

Career opportunities

Aligned with employee appreciation, the participants mentioned career opportunities as an important organisational value, in their opinions. For them, as they are appreciated and valued, professional opportunities and incentive to develop themselves comes along. If an organisation appreciates its employees, the organisation should also offer the possibility of seeing the professional grow in the company.

“I think the people. Because that's also what I really liked here. And I also find it very interesting that you have a lot of growth possibilities”.

“I think what is very, very valuable, of course, the challenge, but also the potential to grow”.

The participants mentioned that growing in a company is an important aspect to them. As effort is put into a role and results are obtained, they expect the organisation to value it and offer new challenges and professional possibilities.

CSR

For some participants, it is important work for an organisation that is responsible and sustainable and tries to have a positive impact in the society and environment. Considering the focus of this research, CSR is not exactly perceived as an important value and only four participants mentioned it as one of the answers.

“So I think the ideal value of a company... definitely be sustainable. I think that's something we cannot deny anymore. That's a very important topic, of course, to keep this world as it is and to keep it going, so I would definitely say be sustainable”.

“I think an ideal organization should value people, so their own people, but also people outside of the company, so your consumers, but also the people surrounding, for example, your office and of course, to support your own people”.

For those who do think CSR is an important organisational value, it was highlighted that an organisation should try to do its best and have a positive impact in the industry where it is inserted. Additionally, participants mentioned that companies should support stakeholders that

are involved in the business such as consumers and communities surrounding it, and lastly, that companies should take responsibility and take care of the world we live in as they have a large power and impact on it.

Other answers

Other values mentioned by the participants that are considered important in an organisation include freedom at work and flexibility, a work environment with a diverse group of employees, sense of belonging and international work environment. Overall, it is possible to understand that employees appreciate an organisation that is human centred, offers good opportunities, respects their individualities and challenges and support them to become better and develop themselves.

“What is my number one priority in finding a job or what I think it should be important for a company as well, it's moving around people. Being in a very international environment where everyone comes from somewhere else in the world”.

“But I also do think that diversity is now something that should be in the statements of every company and something that we really need to look closely to as, we as a people, I would say, are not doing as good as we should do”.

What is valued at work

To explore the important aspects of the function that is being performed at the organisation, the participants were asked to reflect on their daily routines at Kraft Heinz. Additionally, they were asked to explain aspects that influences their work routine, perception of their role and impact, as well as perception of the organisation's values.

Team and role itself

As already mentioned in the section of “reason to stay at KH”, the participants mentioned that the team, colleagues and their role at the company are the main aspect that is valued by them, when compared to other answers.

“The goal of my job is also what I think is very important, that people feel that they belong at Kraft Heinz”.

For these participants, the people they work with have a strong impact on their work lives. It was mentioned that the team is open minded and welcoming, resulting in a good

dynamic between them. It was also mentioned that a diverse team can perform better in the end, as people have different points of views. Participants mentioned that a good relationship with the colleagues is a positive aspect. With this, they feel motivated and empowered to perform their tasks, as there is a sense of group and therefore, and also to work together. Participants find joy at work, work environment and colleagues, as well as with leaders that take care of them as individuals and help them develop themselves. Another aspect mentioned by the participants is that they enjoy what they are doing as they are able to see the impact they are causing to their team, the society, consumer and industry as a whole.

“I think there are like different stuff that I look at a job, different reasons why I like a job. But if I have to pick just a couple, the main important ones is.. is that I really enjoy what I'm doing, that I find joy in what I do”.

KH values

The second factor was the organisation's values, with five answers. The perception of a fit between personal and organisational values is appreciated by the participants. The values that were mentioned by the participants include ownership, meritocracy, freedom, flexibility and diversity. Participants mentioned that these values are present and followed at KH, which affects their perception of the company, but also on their decision to work for this organisation. The feeling of being heard, of being part of the company and valued creates appreciation and a connection between the employee and the organisation.

“So I think for me the most important value was definitely ownership. So being able, to really get a hands down responsibility”.

Other answers

Career appreciation, freedom and career opportunities were mentioned separately in 14.3% of the answers. Once again, it is possible to see the connection with the previous categories, where employees seek organisations where they are not only doing their jobs, but they are appreciated and valued

“And I wanted to stay in FMCG and Kraft Heinz has an image of being very fast paced. You're able to make a difference very, very fast, and there is always a lot of work and a lot of opportunities”.

KH new values

Kraft Heinz has recently introduced the new company's values and mission. This is part of leadership and organisational changes that have been developed in different aspects of the company. In this sub-code, the participants were asked to reflect on their perception on the new company's values, if there is any difference when compared to the old ones and the connection to the current reality in the organisation.

For the majority of the participants, the change and new values proposed by Kraft Heinz represent a positive change. Thirteen answers included a positive opinion on them, with mentions of different aspects. In connection with previous categories, and the preference of working for a company that appreciates and respects its employees, participants mentioned that they appreciate the change from a company that had a strong focus on money and finances, to a company that is more human centred, and wants to have a positive impact on different stakeholders. Another aspect mentioned in the interviews was the fact that the previous values were vague or abstract and the current ones are not only more achievable but also clear and relatable.

"I think the way it is labelled now (...) it is more like something that is relatable".

The participants also believe that the new values represent a more collective approach, including the word "we" in front of them. By doing so, it becomes more inclusive, creates a sense of belonging and makes it more personal.

"I think when they put "we" in front of it, it brings a belonging (...). When you say "we do the right thing", it is all of us".

In some answers, the new values do not represent a significant change in the organisation. Some participants believe that the essence of the values remains the same but are better communicated. Others believe that they are the same, but with different words. It was also mentioned in different interviews that the new senior leadership is doing a great job in promoting the values and are leading the company in the right direction.

Only one participant believes that the new values don't reflect the company's reality and, even though they have changed the words, the company is still highly focused on the financial aspects and has an individualistic culture.

Category 3 – Identification

Differently from the first two categories that were more general and did not focus specifically in CSR, this category aimed at understanding how CSR initiatives at Kraft Heinz influence the participant's identification to personal values and/or the organisation and their sense of belonging. For the interview and its analysis, the perception and concepts were divided into two codes: personal identification and belonging and organisational identification and belonging. With this category, it is possible to obtain a deeper understanding on a potential influence of CSR on the employee's organisational identification. Also, it allows the understanding of a potential personal identification.

Personal Identification and belonging

In this category, the participants mention the influence CSR activities at Kraft Heinz may potentially have in their personal lives. The aim was to understand how the participation or awareness of what is being developed and done at the organisation in terms of CSR, in both corporate and employee level can affect their personal identities.

Personal satisfaction and fulfilment

For the majority of the participants, personal satisfaction and fulfilment were aspects mentioned in the interviews. For them, participating in different CSR initiatives promoted at Kraft Heinz on the corporate or employee level results in joy and happiness as they can see that they are helping people and doing something positive for the society and/or environment.

"It was just so good being with everyone and seeing this, us being together and seeing that work is not a priority sometimes and you just do things for others, that was really great".

During the interviews, participants shared experiences at Kraft Heinz where they were able to participate in a CSR initiative organised by the company and reflected on how they felt when perceiving a personal value being put in practice in their professional lives.

The satisfaction is also related to having the opportunity to interact with people that have similar values and interests. Participants have reported that it feels positive to be part of an activity that is beneficial to the society, but also to be around people that believe in the same values and attitudes, increasing their sense of belonging. For the participants that feel satisfied by participating in CSR initiatives at KH, there is a high sense of social identity between the activities and their personal values, as they highly appreciate what is being done and being an active part of it.

Pride and motivation

Along with satisfaction, some participants mentioned that they feel proud to work for a company that promotes initiatives that benefit the society in general. Even if they are not engaged in the CSR initiatives, the awareness and knowledge of what the company is doing on the corporate and employee level creates a sense of pride to the employees.

"I find it super important that we give back as a company and that we can be proud of the products we create and we sell and proud in the sense that we know that it's not affecting very badly the environment".

"I'm proud to say I work at Kraft Heinz."

Being proud of the company, participants also mentioned that CSR initiatives at the company motivate them to be part of them, make changes and have a positive impact. Additionally, it is a motivator in their work performance.

Bonding with colleagues

As mentioned, some participants believe that participating in CSR initiatives can be a way to be around people with similar views and values, resulting in a group identity and an increase on their own social identity. For these participants, it was mentioned that it is a good way to bond with people with similar values, and it allows you to see another side of the person that is not only work related.

"It makes you closer to the people that you already are close with and maybe not to a whole organisation. I don't even identify these things (CSR initiatives) as Kraft Heinz things, I identify them as just things that I do with like almost friends at work".

In the interviews, it was mentioned by the participants that being part of CSR initiatives at Kraft Heinz are a way to bond with colleagues, create a more personal relationship and see them from a different angle. According to them, sometimes at work you only see their professional sides, as everyone is mainly focused at work. However, by being part of CSR initiatives, it is possible to discover their personal sides, understand their preferences and values, and find similarities. Being part of CSR initiatives at KH brings people closer together, according to the participants.

"I think it's a good place to find people (...) get to know the person a bit better. And also, you are there for the same cause. So I think it's also nice that you see that they are probably sensible like you are on these type of topics".

"At the end of the day. We are all social human beings. We want to feel included, we want to feel part of something".

Another aspect mentioned in the interviews was that by joining people with similar ideas and values, and the aim to work together for a better purpose creates a sense of community and a feeling of a tribe.

Less significant impact

For a minority of the participants, CSR initiatives at KH do not have a big impact, even though it is an aspect considered important for them. Some participants mentioned that CSR is relevant and should be part of companies and societies, however, the sense of pride is more related to their accomplishments and their career at the company, and not directly related to CSR.

"So that means that the sustainability here, it's more like a must have, a basic. But I'm not expecting that to be the thing to make you proud or something".

For these participants, they appreciate what the organisation is doing, but they could be part of CSR initiatives in any other organisation, as for them, it is something personal only. Not having a big impact on the participant's life does not mean they don't believe the cause is not relevant or that companies should not invest on CSR. What was mentioned on the interviews for the participants that are not impacted by the activities is that their social identities, or the way they perceive themselves, is related to other aspects in the company and their careers.

"I'm personally already involved in those kind of things. So maybe then for work, I'm a little bit more like "but I already know that".

"To be honest, I could do this in another company as well. I don't feel too attached to the company, I would say".

Organisational Identification and belonging

As previously mentioned, organisational identification can be defined as the perception of having similar ideas and experiences with the organisation (Tajfel, 1982; Turner 1984; Edwards, 2005). In this sub-code, the participants discussed the influence CSR activities at KH have in their

relationship and perception of the organisation. The aim was to understand if there is a connection between them, and the process of organisational identity creation.

The majority of the participants shared positive answers and mentioned that the recent investments and changes in the company and its values, and the higher focus on CSR do affect the participant's perception of the organisation. For these participants, they feel closer to the organisation due to a fit or match between what they personally value and what the organisation is doing regarding CSR. The participants feel proud and motivated to be part of them, and to do more in the company. For seven participants, CSR initiatives at KH in the corporate and employee level do not have a direct or any impact of the relationship with the company. For some participants, the connection and organisational identity is related to other aspects as well, not only CSR. For others, there is still a sense of scepticism based on previous behaviours from the company when the values and leadership were different. Some participants mentioned that CSR is not a priority and they have a bigger focus on work itself, resulting in a lower influence on their organisational identity.

"(...) in a company at this scale and this big, you kind of need to have those values also integrated within your ethics, because otherwise you are just never going to survive".

Another aspect mentioned in the interviews was that CSR initiatives at KH do not have an influence on how the organisation is perceived or the relationship with it as it should be a must have. According to this participant, all companies should have a focus on trying to do better, to be socially responsible, and therefore, should not be an extra factor, but something that is already part of and normal at the organisation.

"I'm very happy to see that a CSR team exists at KH and I am glad to be part of it, but I think it is also a minimum that something like that exists in a company with four hundred people only in the Benelux. It would be very weird to me if that didn't exist".

Category 4 – CSR at KH

In this category, participants discussed different aspects of CSR at Kraft Heinz. The category is divided into seven codes that explore their perception of what is being done, what can be different and how to improve it and the reason why employees want to be part of CSR initiatives. Additionally, the participants reflected on personal consequences in the case of decrease of lack of focus on CSR from the organisation.

Perception of the initiatives

Based on what is being done in the corporate level and the employee level, all the participants appreciate it and believe it is a very valid effort and the initiatives are good. However, for the majority of the participants, the company is still slow on implementing initiatives that could contribute more and is not a pioneer in CSR when compared to other companies in the industry. For some employees, there is still a certain level of scepticism as it still does not feel authentic. The company has gone through organisational changes, with new leaders and values, so the employees are still getting used to the new dynamic in the company.

"The desire to do it in the right way is there now, I feel, and I honestly do believe that, but it takes a lot of time and it takes a lot of convincing of the right people, in order to actually make it happen".

"And I also appreciate that now Kraft Heinz is really kind of trying to build the department dedicated to environmental, social and governance".

Participants believe that the company is on the right direction and it is possible to see the difference from the previous focus to the current ones. However, it takes time and there is no maximum or end line to it. Companies can always do more, and should always try to do so, which is what the employees see and appreciate in Kraft Heinz.

"We are not there yet, but we will be at some point. There is not like a finish line that I think we should be looking at, it is continuous growth, continuous development, continuous look out for future innovations".

CSR organisational and personal importance

For a high number of the participants, CSR is an important aspect in an organisation. They believe that, especially companies with a lot of power and presence in the market should set an example and be responsible. Companies should take care of the people that work with them, people that need support, as well as the environment and society in general. As a food company, Kraft Heinz is able to influence and generate an incredible impact in different causes and should invest on it. Also, participants mentioned that it makes them feel proud, motivated and empowered to work for a company that is trying to do the right thing.

"I find super important that we give back as a company and that we can be proud of the products we create and sell, as well as proud in the sense that we know it is not affecting the environment in a bad way".

For some of the participants CSR in an organisation is not a big factor. For some of them, their role and work are more relevant, as well as other values in the organisation that directly affect their career.

"To be honest, it is not my priority. (...) I really think those things are important, but it is not something I would base on my choice of where to work".

Similar results were obtained when understanding the personal importance of CSR initiatives at Kraft Heinz for the participants. For the majority of the participants, CSR is an important value in their personal lives. For them, it is important to try to give back to those who need it and have a positive impact.

For the other participants, CSR initiatives are not a big factor or represent an important and active value in their personal lives. This is related to different reasons such as life priorities and availability.

CSR personal motivation

For all the participants that mentioned that CSR initiatives are important to them, it was also mentioned that their motivation to be part of CSR initiatives in the organisation or in their own lives is the possibility to give back, create a positive impact and have the chance to be part of something bigger and useful.

"I think that, especially how privileged we are in this country, we need to give back".

Participants believe that being part of CSR initiatives is a way to add value to the society and contribute to different causes. Also, regarding initiatives at the organisation, it is a way to be involved in activities that are not work related.

Suggestion for CSR improvement

In combination with the first code, where the participants reflected on their perception of what is being done at Kraft Heinz for CSR, the participants were asked to reflect on what could be done differently and suggestions for improvement.

For some participants, it is a matter of promoting the initiatives more, creating more engagement from the employees. These participants believe that people would like to be part of it but are not always aware of what is happening. Another suggestion is that the company should be more proactive, have a higher focus on the topic and invest more on it. Participants

believe there is still a lot more to be done, which are already being done by competitors but that for Kraft Heinz things progress in a slower pace.

"So it is all about how you bring that engagement that makes people feel that they are listened to, as well as part of the bigger thing. If your employees are engaged in that, believe me, they will stay. They will stay and they will do more than you ever thought possible".

As mentioned in other categories, Kraft Heinz is a big player in the food industry and has the power to do incredible things to support communities, the planet and people. Therefore, another suggestion was to do things in a bigger scale and be open minded about trends. Participants believe that the company should be a leader in these initiatives, not a follower.

For some participants, the company should be more transparent regarding not only corporate promises, but also following up on existing initiatives. Participants want to have an overview of the situation, see how their contribution had an impact, or the effects a certain initiative has. Also, they would like to know, over time, the progress of the company's CSR goals, in order to also be able to try to contribute to its achievements.

Consequence decrease or absence of CSR

CSR is a very present topic in companies and businesses nowadays. It became part of organisational cultures, and it is no longer a "nice to have", but a "must have". Even though a company of this magnitude like Kraft Heinz would never publicly declare that CSR is not part of the organisation's values and culture, participants reflected on the consequences of a decrease or absence of priority in CSR initiatives at the company.

For the majority of the participants, it would not be a deal breaker that would result in leaving the company, but it would definitely make them think about the type of company they are working for. Participants mentioned that it would have a high importance in their decision to stay or leave the company, but they would have to consider other aspects as well. For other participants, it would be an absolute deal breaker resulting in leaving the organisation to look for opportunities in companies that are a better fit with their personal and professional values.

"At some point, if they started caring less about communities and people, then I would have a problem with it, yes, especially with sustainability".

Some participants, however, would not be affected by it. These participants mentioned that CSR initiatives and focus would not have an impact on their decision to work for Kraft Heinz, which is actually caused by other factors more connected to their professional careers.

Perception of Kraft Heinz as sustainable and responsible

In line with the code of "Perception of the initiatives", the participants mentioned the company is in the right direction, trying to promote and do more for their products, society, employees and environment, but it is not there yet.

"Let's be honest, Kraft Heinz is not well known as the most social responsible company".

The fact that the company is trying is positive. But as the company is, in the participant's opinion, still not a pioneer but a follower and behind on what can be done, it cannot be considered a sustainable and responsible company yet.

"I think CSR (...) is a nice to have rather than a must have when working at Kraft Heinz. If you would have CSR in your mind as a must have, you would not be working for Kraft Heinz".

The change in the company culture, from financially centred to human centred has a very relevant impact in the participant's opinion and perception.

Category 5 – Internal CSR Communication

Communication can be perceived as the one of the main elements of being informed, having knowledge on a certain topic and creating awareness. This category supports the aim of this research by providing elements and perceptions that are connected to the way the employees relate to the company. In other words, if the CSR initiatives are not being communicated, the message is not clear or the employees don't feel included in them, their organisational identification can be influenced.

Through the interviews it was possible to observe how the participants perceive what is being internally communicated regarding what the organisation is doing for CSR initiatives. Two codes were identified: perception of CSR communication and suggestions for CSR communication. In both codes, the participants were encouraged to think of their personal experiences, and suggestions of what would be a better option for them and the organisation as a whole when communicating CSR for its internal stakeholders.

Perception CSR communication

According to Dance (1970), communication is defined as a complex process of exchanging and interpreting messages. In order to complete this process, one party must send the message and the other one has to receive it, interpret it and make sense of it. (Dance, 1970). If the message is not complete, clear, with the right tone and channel, the process might be interrupted or not

finalised. In this code, the participants were encouraged to reflect on how the internal CSR communication currently is at Kraft Heinz. They were asked about its efficiency, frequency, channel, tone, as well as the impact it has on them to motivate them to either know more or want to participate in the activities.

It is important to highlight that this research and interviews were conducted during a global pandemic, changing the social and professional dynamics. Employees have worked from their homes from almost a year now, and the communication with colleagues and the organisation has also been adapted to what is possible at the moment. For this reason, some of the answers were related to the current period of time, but not necessarily during normal times without a pandemic.

For some participants, the internal communication on what the company is doing in terms of CSR in corporate and employee level is good, clear, and effective. They appreciate being informed on what is happening and believe the company is doing a good job on it. For others, the communication is good, but not very effective. As mentioned in the quotes below, the participants have different opinions on the current situation and how things are done. Due to the pandemic, the most used channel is e-mails, and some participants believe that not everyone reads them. For other participants, they believe they are being overcommunicated.

It is also possible to notice that the participants are interested in the CSR initiatives and want to be more involved in it. For them, however, there is potential for improvement and changes.

“I think yes, normally. If we would have town halls again, we would be present with all of us in the in the meeting rooms, because I think not everybody reads the newsletters”.

“I don’t think that there is a clear, structured agenda communicated to the employees and I think they should create more engagement around it”.

Another negative aspect mentioned by the participants is that individuals who are already involved in some way to the CSR initiatives are closer to it, and more informed about it. However, other employees from different departments or not so active on the topic, have less knowledge and awareness about it. Additionally, they would like to have a more transparent communication and updates from the company.

“And of course, we send meals to African countries, but like who knows where these meals are going? I know you're sending it to them, but is it really the meals that the people there want to eat? Is it the area that really needs help?”

From this participant's opinion, it is possible to highlight a certain level of skepticism. Based on the past behaviours and attitudes from the company, some employees are still developing a sense of trust to the company regarding CSR. They believe in the cause, but they also have the need to understand how things are being done, and their impact. For them, a transparent communication can create more motivation and engagement from the employees to be part and support the CSR initiatives.

The participants, however, did mention aspects, considered to be positive for them, that are appreciated and perceived by them. The first one is regarding town halls, where the participants mentioned that it is a good way to engage the employees, provide the bigger picture of what is happening and inform people from different levels and functions. Also, participants mentioned that verbal and in person communication are good channels.

"The most important, of course, is word of mouth, so having people within your team or people that are talking about it because they got involved and can get you actively engaged as well. But then I think that covid itself and the working from home situation made it so hard now as well though".

The second one is regarding the new leadership and changes in the company. Employees believe that the new senior leadership really is trying to include CSR as a topic in the organisation's agenda in an authentic way and doing it for the right reasons. The participants appreciate the leadership's involvement in the initiatives, as well as the communication to the employees.

"When I see someone like Miguel talk, it is very inspiring, and he does speak from the heart".

Once again it is possible to notice the interest from the employees on what is being done by Kraft Heinz for CSR. Good leadership that presents honesty in their values and attitudes, as well as commitment to the cause is important to the participants.

Suggestion CSR communication

After reflecting on the current internal communication dynamic, the participants were asked to reflect on what could be done differently and suggest ways to improve it. Below, the answers were grouped by topic.

Transparency and follow up

A suggestion given by the participants was related to transparency and follow up. They appreciate what the company is doing, the CSR initiatives being promoted. However, they

mentioned that after the initiative is finalised, there is no follow up on it. The same happens for goals announced in the beginning of the year. The company announces different goals, but if they are not achieved, they are not discussed. The participants believe that knowing the whole situation and process is important and may motivate people.

“You've said it four times already, now show me. I believe you want to, but show me”.

As mentioned in this research before, the company has been going through changes in values, culture and behaviour, and it takes time for the new ones to become the norm and leave the previous ones in the past. For some participants, understanding the bigger picture of the initiatives, knowing what happens to a certain community after an event to help them or just keep track of the situation is crucial to the employees.

“This year, or the end of last year, we announced new goals for 2025 with a massive announcement, went out to all the media and it was received really well, with a lot of new targets, but nobody actually mentioned that we failed on every single one of our previous targets”.

According to the participants, some goals were not met in the past, but they were not discussed or analysed with the employees. For this reason, some participants still feel sceptical about it. As a consequence, it was noticed that if the participants don't believe that the company is committed to its goals, they will also not see the reason to be part of them. With this, they would like to be better informed of the initiatives and its progress and development throughout the year.

Leadership involvement

For some employees, participating in CSR initiatives is important and valued. One of the suggestions mentioned in the interviews is related to leadership involvement as a way to motivate other employees and the team. The participants appreciate the new focus of the company on CSR and being more sustainable and believe the senior leadership has been doing a good job. However, when it comes to closer leadership such as a direct manager, the participants believe there is not enough involvement from them. This lack of involvement has a direct impact on their participation and awareness on the initiatives. As mentioned in the quote below, by seeing their manager not joining or being involved in it, the participants become unsure of the possibility to join the initiative, as it creates a perception that they should only focus on their work. With this, the participants believe that their leader or manager can be a

generator of motivation and team spirit to contribute to different causes and help those who need it.

"So I think also managers should encourage more their teams to take part in that (CSR initiative). I think that is very important because basically, usually when a lot of people don't join, it's also because they are, for example, working hard on something. or they don't have a manager who finds it important".

Some participants mentioned that they believe it is important to have a higher involvement of the leadership in communicating the CSR initiatives. They become ambassadors, motivators and set an example for the employees.

"I think they could do maybe a bit more to communicate (the initiatives) to the management, to actively engage with the employees. Maybe something as a team, let's do it together".

Appeal and engagement

Appeal and engagement were also a suggestion highlighted by the participants. For them, the company should try to increase awareness of the employees to know and engage in the CSR initiatives. The town halls and physical events in general are highly appreciated by the participants who hope that when possible, they will happen again as it is a good way to be informed and aware of what is being done by the company and employees.

"So you need a bigger picture, then you want to make impact, and then you want to understand again how your impact is part of the bigger picture".

This suggestion is aligned with others mentioned previously in this section. With a transparent communication and motivation from direct leaders and colleagues, it is possible to have a higher engagement from the employees and with this, a potential sense of identification with the organisation.

Channel and tone of message

Several participants mentioned that the communications should be shorter and less frequent, but with focus on a few items, structured and clear. It was mentioned that by using a more personal language instead of technical terms, people can have a better view on the bigger picture and feel attracted to it.

"So if there's a communication like a video that shows imagery and stuff, this is propaganda. That's more to say this is what we're doing, that kind of thing. If you have people who are

genuine in themselves and are part of that communication, then it's different, I think. (...) If we use corporate terminology, then it becomes sterilized".

Overall, the participant's suggestions combined are ways to create a higher connection and participation from the employees. For them, the CSR focus and initiatives are very positive, but are still not fully part of the company's culture. For now, it is still under development and in order to progress with it, people need to be aware of what is happening, how to be part of it, and the impact they can cause. By exploring this interest employees potentially have in CSR, it can be beneficial for the organisation not only in terms of being more sustainable and responsible, but also by creating a stronger relationship with the employees.

Discussion

In the beginning of this project, the research question was defined as *"To what extent do CSR initiatives influence the employee's organisational identification at Kraft Heinz?"*. Following the Social Identity Theory, Self-Categorization Theory and Organisational Identification Theory, the aim of this research was to understand how the CSR initiatives that are being developed and are in practice at Kraft Heinz Netherlands can influence the way the company's employees identify themselves with the organisation.

Based on the information obtained during the interviews, it was identified that CSR is a factor that can influence the way the employees perceive and therefore, identify themselves with the organisation. There is a general positive perception of CSR and the majority of the employees has demonstrated a desire of working for a company where they can feel proud of, or where they feel positive about the impact that the company has in the society, communities and environment. The level of importance CSR has in this influence may vary per employee. For some, CSR is an important topic, which results in a higher willingness to participate or be involved in CSR initiatives at Kraft Heinz. However, it is about the topic itself, and not about the organisation. For these individuals, they appreciate the opportunity KH gives them to participate in the activities and feel positive about the initiatives in a corporate level, but it does not change their relationship with the company. As mentioned by them, they are part of the initiatives as it is an important personal value, but the feeling would be the same in another company. With this, it is possible to identify two types of identification influenced by CSR: personal and organisational.

In the interviews, the participants showed a strong connection with the company, that they believe in what the organisation is doing and are happy to be part of it. But this connection is, for now, mostly related to other organisational aspects such as career development, organisational culture and work environment. However, the changes in the company and the focus on CSR are recent but appreciated by the employees. Even though it is still a topic and relationship to be developed, it became clear that the majority of the participants would like to see the company advancing in the CSR direction and with time, promote even more initiatives, and have a bigger impact. All twenty-one participants were part of at least one CSR initiative at Kraft Heinz, in a corporate or employee level, and the consequences of it are beneficial for the company and the employee as an individual. By being part of the initiatives or involved in them in some way, the majority of the participants have reported a stronger sense of belonging, better team dynamic, pride, motivation and satisfaction.

For the participants that stated that CSR initiatives do not have a strong impact in the way they perceive the organisation, this is not necessarily a negative result. Based on the information obtained for these participants, it was possible to see that the initiatives do not influence as much the way they perceive the organisation, but it still has positive outcomes. For these participants, they still want to have a positive impact, or feel better connected to their groups of colleagues.

Overall, the interviews with the employees has showed that CSR initiatives on an employee and corporate level have a positive influence on the way the employees perceive and identify themselves with the company. The organisational changes in the company are well perceived, it motivates the employees to not only be part of CSR initiatives but also to go the extra mile for the company and bring the participants closer to the company and colleagues.

Theoretical implications

The changes in the organisation, its values and behaviour have been positively perceived by the employees. In the study case of Kraft Heinz, it was noticed that individuals do perceive recent changes and actions to move towards being a more human-centred company, which influences the way they perceive and relate to the organisation. Participants have demonstrated the need to feel that their personal values are similar to the ones of the organisation they work for or the groups they are part of. When comparing the reasons why they joined, why they stay at the company and their ideal organisational values, similarities can be identified. There is a fit between what they expect or would like to have in a company, and what attracted them to Kraft Heinz. And by having these values present in the company, they were able to create social and

group identities based on similar characteristics or values. This finding is aligned with the Social Identity Theory (SIT), that suggests that individuals look for similar characteristics in other individuals, in order to perceive themselves as part of a group and create a sense of belonging. As predicted by the theory, the match of values and the sense of belonging to a group can result in a higher intragroup cohesion, support and motivation from the employees.

Another interesting aspect identified in the interviews is that CSR was mentioned by more participants as a reason to stay than as a reason to join the company. With this, it is possible to see that CSR is not an aspect that Kraft Heinz is known for, or that attracts employees, but it is well perceived and influences the decision of continuing to work for the company. In the interviews, the majority of the participants stated that CSR is an important topic and valuable for them in either their personal or professional lives. Relating this finding to the concepts of Organisational Identification, when perceiving that the organisation has similar values, it influences the way the employee perceives the organisation. In the interviews, the participants mentioned that the changes and stronger presence of CSR initiatives potentialized their identification with the organisation. Also, it makes them feel motivated and fulfilled to be part of it, which is also known as a consequence to a stronger organisational identification. Although, for some participants, past behaviour and still recent changes do not show a strong connection between CSR initiatives and their identification with the organisation. According to the participants, the company is still in initial stages and has potential to do more. However, based on the positive perception they have shown on the current situation, it has potential to lead to a positive result and connection between the concepts. As mentioned in different studies, by enhancing the fit between the organisation and the individual, there could be positive professional consequences such as organisational identification, which can lead to higher motivation, better performance and higher loyalty to the company (Casey & Sieber, 2016; Kim, Chang & Jae Ko, 2010).

The perception of shared values and goals can also be perceived in the creation of a sense of belonging and bonding with other colleagues. Similarly to what the Self Categorization Theory defends, the participants emphasized their positive feelings on creating a connection with their colleagues, and personal fulfilment when being part of an activity for a good cause. Being able to participate in CSR initiatives has an impact on their social identity creation and also their feeling of being part of groups. These groups can be the ones created based on similar values and attitudes, but also the organisational group.

As studied by other researchers, this study has shown that CSR practices can indeed improve the employee's motivation and loyalty to the company, as long as they feel involved in the initiatives or encouraged to be part of them. Based on the participant's answers, the majority believes that CSR initiatives are an important aspect of a business and support the investment on them. However, as a mentioned suggestion, the participants would like to be more involved in it and have a transparent communication on what is being done. Therefore, it is possible to confirm that in order to have positive effects on the employees, CSR initiatives must involve them and be communicated in a clear way, on the employee level.

Practical implications

This research mentioned that organisational changes take time to become part of a company's routine and dynamic. In the past few years, Kraft Heinz has gone through changes and it is still in the process of adjusting and understanding the impact they have on the employees and other stakeholders.

This research provides inputs and valid information for senior leadership on the employee's opinions, perceptions and expectations, as well as an evaluation of their performance, attitudes and actions. Also, it provides information on what is currently being done for CSR and the influence this has on the employee's decision to work and stay with the company. Through the data obtained in this study, the researcher believes the company can use the information presented here to understand the employees, understand what can be done differently and work on future actions. As mentioned in previous sections, CSR initiatives from employees or the organisation are positively perceived by the employees. Individuals perceive it in different ways and levels, but based on the current involvement on the initiatives, the implications presented in this section can be beneficial for creating future strategies or actions that can motivate and bring the employees closer to the organisation. With this, it can result in higher motivation, performance and loyalty from the employees. Kraft Heinz has shown to its stakeholders that there is a focus on higher investments and actions that lead towards a more sustainable and responsible company, that is trying to do the right thing and wants to have a positive impact in the world. Even though the number and scope of the participants was limited, it can be a starting point for future developments.

Based on the information and results obtained in this research, main action points can be highlighted. The first one is related to the inclusion of CSR values into the company's culture. The participants believe and agree with having a stronger focus on CSR initiatives and appreciate

working for a company that cares about the environment and society. However, some participants are still attached to previous attitudes and behaviours from the organisation that do not represent a positive view on the topic. As a consequence, these participants do not fully trust or believe what is being done and present a certain level of scepticism. Additionally, even though the participants mentioned that the changes in the company's values are positive and they relate to them more, some of them are still not convinced of the authenticity of the CSR initiatives. For them, these actions are still caused by external pressure and not by an intrinsic will of actually doing it for the beneficial consequences of it. Therefore, it is important for the company to work on transforming the focus on sustainability into an aspect that really is part of the company. This can be done through more transparency and follow up on the initiatives on the corporate and employee level. Examples of actions that could facilitate it are more frequent updates or information on the initiatives and its progress, clear communication and also the use of more engaging channels such as videos or townhalls.

The second action is linked to engagement and employee involvement. As previously mentioned, studies have shown that if participants feel included in CSR initiatives, they are more likely to feel motivated to participate and engaged. With a higher participation or knowledge on current CSR initiatives, employees tend to feel more connected to the company and may act as Brand Ambassadors – feeling proud and motivated to be part of the company. This can be done through the use of clear messages, information and knowledge, and leadership involvement.

Lastly, this research has presented the recent changes at Kraft Heinz on CSR initiatives, showing the connection between focusing on the environment and society, and the way employees feel about the organisation. Based on recent announcements and news on the company, Kraft Heinz will maintain the focus on CSR and aim at developing even more initiatives. This study can be beneficial for understanding what is expected from the company, as well as how to work with the employees to have even better results on the topic, and a higher impact.

Research Limitations

The results of this research should take into consideration the limitations faced by the researcher, participants and conditions in general.

Firstly, as a multinational company with different employee populations, activities and possibilities around the world, this study should not be generalised for the whole Kraft Heinz population. This study was developed on employees that work for Kraft Heinz in the Netherlands only, and the CSR initiatives on employee and corporate level, employee engagement and

perception of them do not necessarily apply to other countries. It is possible that the way the initiatives are communicated and what is being done or the employee's perception on it may differ in different offices and countries.

Another very important aspect to be remembered is that this study was conducted during the global pandemic of Covid-19. Since March 2020, individuals have been working from home, with very limited social contact and with significant changes in personal and professional aspects of their lives. With the pandemic, the organisation had the number of channels used to communicate the CSR initiatives reduced, the initiatives – especially the ones on employee level, were not able to happen, and employees became busier trying to balance their personal and professional lives, together with stress, tension and anxiety. This could potentially be linked to a decrease on engagement with CSR initiatives in general.

In the same line, the Covid-19 pandemic did not allow the researcher to be able to interview employees that work on production lines, manufacturing sites or more technical functions of the company. As a result, the participants scope was limited to employees that work in the organisation's office in Nijmegen or Amsterdam. If it had been possible to interview employees from production lines or manufacturing sites, different opinions and perceptions could have been obtained on CSR communication, perception of initiatives and the effect on them and their relationship with the company.

Future Recommendations

The limitations and implications presented in the previous sections provide insights to aspects that could be approached differently for future researchers on this topic. On the practical side of it, as Kraft Heinz has been going through organisational and cultural changes, it would be valid to extend this research to other regions and offices, with the aim of promoting changes to the whole Kraft Heinz population. Additionally, by conducting this study with different offices and nationalities, it could be a way to understand how different cultures respond to it, as well as understand the importance of CSR for groups of people with different backgrounds, values and habits.

Once the situation with the Covid-19 pandemic improves, it would also be suggested to apply the research to employees from production sites and manufacturing lines. By being part of a practical and dynamic part of the company, it is possible that their contact with the corporate news and activities is limited. However, their perception and identification with the

company are also highly relevant and can have the same effects such as higher motivation, better performance and pride to work for the company.

When focusing on the theoretical side of this research, future researchers with a broader scope of participants, different regions and functions can provide further information that is useful when understanding the relationship between employee and employer. Additionally, it may provide insights on organisational loyalty and organisation identification, expectations from employees and the development of social and organisational identity. With this, new inputs may be able to enhance confirmation or provide adaptations for the theories that served as basis for this project.

Conclusion

The purpose of this study was to understand the influence CSR initiatives can have on employee's organisational identification. A study case with twenty one employees from Kraft Heinz Netherlands was developed in order to understand the potential connection. Consequently, conclusions concerning the focus of this research can be drawn.

This study has analysed how the changes and improvements on the focus Kraft Heinz has recently had on CSR can influence the way the employees identify with the organisation. Following the principles of Social Identity Theory, Self-Categorization Theory, Corporate Social Responsibility and Organisational Identification, CSR is perceived as an important aspect for the employees of this organisation and can increase the way the employees connect and relate to the company. However, for some employees, this connection is more related to professional aspects such as career opportunities and appreciation, or only related to personal values that do not represent a higher connection to the company they work for.

This study confirmed that individuals have a need to create their social identity and feel like they are part of a group, or that they belong. This sense of belonging allows them to feel more connected and motivated to be part of it and involved in different aspects. When it comes to CSR initiatives, the same is confirmed. By feeling connected to what the company represents and values, and also perceiving a match between personal and professional values, the participants presented a higher sense of personal and organisational identification. Lastly, the development of the sense of identification can be the result of an ongoing long process that relies on authenticity, stability and transparency. Therefore, it was possible to understand that in order to obtain a higher connection between the company and the organisation, companies need to invest on CSR initiatives, make the employees feel involved and incorporate the value as natural and part of the company. However, for some employees the presence of CSR does not affect the way they connect to the organisation, which does not automatically eliminate the potential consequences of it such as motivation, loyalty and performance. In this case, these consequences are obtained through other types of connections with the organisation.

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Appendices

Appendix A: ESG Report 2020 – Kraft Heinz CSR Initiatives

In this appendix, more information on each CSR initiative presented in the company's ESG report 2020 is described. The initiatives are grouped according to the three pillars: Environmental Stewardship, Responsible Sourcing and Healthy Living & Community Support.

All the information in this section was collected in the ESG Report 2020 (Kraft Heinz, 2020).

Environmental Stewardship

The first pillar, Environmental Stewardship has the focus on the company's operational efficiency, which includes reduction of waste, energy, Greenhouse gas (GHGs) and water. Also, it aims at incorporating sustainable packaging in the company's products.

As a company, one of the main goals of this pillar is to reduce the operational environmental footprint. In order to achieve this goal, various projects in different areas have been created, which is explained next (Kraft Heinz, 2020).

Water use and conservation

With the commitment of reducing the water use by 20% in all Kraft Heinz manufacturing sites that are located in high-risk water areas, and by 15% across all manufacturing facilities by 2025, Kraft Heinz has been working with different partners to identify areas of opportunities and improvement.

As a food and beverages company, having high quality fresh water is critical to the business. Water is one of the main inputs for different agricultural ingredients that are part of the company's products and also part of the manufacturing, cleaning and sanitising process of the company's production sites. Also, the company believes that responsible consumption of fresh water can have a positive effect to the society.

For this reason, the company has invested in water recycling projects, where it is possible to leverage the dissolved air flotation system to cool the vacuum pump seals. With this system, it eliminates the need to use more local, fresh water. With the project running for 4 years now, Kraft Heinz has identified around 30 water conservation opportunities globally. The water reuse,

cleaning efficiency and optimization initiatives have resulted in saving more than 115 million gallons of water every year.

Energy Use & Conservation

The production sites and offices that are part of Kraft Heinz can consume a significant amount of energy to keep its activities active. Optimising and reducing the consumption of energy is one of the goals of the company regarding environmental stewardship. The company aims at decreasing energy use by 15% across all Kraft Heinz manufacturing facilities by 2025.

One of the main projects that has been successful at energy savings initiatives is the facility plant in Brazil where sauces are produced. In this factory, new technologies were implemented and enabled residual biogas to now be a source of renewable energy. This results in 53% less energy being consumed in 6 months. Additionally, it decreases the GHG emissions.

Another initiative to reduce energy consumption is the use of renewable electricity. The company has been investing on it so that the goal of having the majority of the company's procured electricity from renewable sources by 2025 can be achieved. Solar, cogeneration and biomass energy projects have been developed around the world. Manufacturing sites in China had solar panels installed, which in the long term will result in the reduction of electricity consumption and also reduction of costs for the company.

Waste Reduction

In the various manufacturing sites, the production of the Kraft Heinz products may generate waste. With the aim to reduce the amount of waste that is produced, the company has been working on and evaluated food related flows to understand how this issue can be avoided.

The solutions that the company found for reducing waste include restructuring the process and achieving zero-waste-to landfill manufacturing sites. Currently, 10% of the manufacturing facilities are able to confirm that no waste is generated in the facility. For the other facilities, the company is still working on achievement the same status and reach the zero waste goal. This is being done by standardizing and replicating the best practices that are being used in the other facilities but also in partnership with third-party service providers.

Another initiative to reduce the amount of waste generated in the Kraft Heinz facilities is the project for repurposing waste. In Canada, by-products such as lactoserum permeate, generated in the cheese production, was sold to a nutritional company to be used as animal feed.

Packaging Sustainability

The last initiative for this pillar is about packaging sustainability. The waste reduction is not only related to the waste produced in the manufacturing sites. The FMCG industry is responsible for the disposal of tons of kilos of plastic and other materials due to the type of products they sell and their purpose – Single use packaging. Kraft Heinz has been strongly investing in alternatives that can reduce or replace the plastic that is being used in the products. The two main commitments for these initiatives is to create a fully circular Heinz Tomato Ketchup bottle in Europe by 2022 and make 100% recyclable, reusable or compostable packaging by 2025.

This initiative goes in line to what different governments, economic groups and other peers have been discussing recently. Packaging regulations have been focusing on cutting waste, conserving natural resources and ensuring food safety and quality for the consumers.

By collaborating with external packaging experts, organisations and coalitions, and also internal teams, the company has been working on been more sustainable and offer sustainable packaging to the consumers. Most of the products currently sold by the company are made of paper, glass or metal materials that are recyclable. However, rigid plastic or flexible plastic films still represent a high share of the company's products.

The process is long, and the company still wants to implement other changes, but results are already noticeable. During 2017-2019, Kraft Heinz eliminated around 13 million pounds of packaging by reducing the shipping packaging and tray heights.

The company is part of associations such as the Association of Plastic Recyclers, the Sustainable Packaging Coalition and UK Plastics Pact where various companies and experts work in a collaborative way to develop new alternatives that are good for people and for the environment.

Responsible Sourcing

The second pillar, Responsible Sourcing has a focus on the supply chain of the company. Kraft Heinz has as one of the corporate values “ownership”, and believes every stakeholder of the company must be accountable for continuous improvement and a responsible business.

The initiatives for this pillar cover employees involved in different parts of the processes, with the aim to guarantee the right, decent, and fair work conditions, as well as agricultural and animal supplies, aiming at a sustainable and responsible production.

Human rights

Part of being a responsible company is making sure that every stakeholder involved in any of the company's processes is being respected and works under fair and proper conditions. For this reason, Kraft Heinz is committed to its new Global Human Rights Policy. In this policy, the company follows strict rules and procedures regarding human rights standards and requires that all employees and related entities, supplier and business partners adhere and respect the standards and guidelines.

The Global Human Rights Policy is against and aims to avoid, in summary, any forms of abuse, bribery, harassment and discrimination; child and underage employment; forced or involuntary prison labour. Additionally, the policy is used to create a work environment where fair, legal and equitable work timeframes are respected, employees have fair working conditions and wages, and all labour recruitment and employment procedures are carried out in a legal and ethical manner.

Sustainable agriculture

Kraft Heinz keeps close track of its supply chain. Responsible sourcing includes working with suppliers and resources that respect the environment and regulations. Agricultural products are a very important part of Kraft Heinz products, and for this reason, the company has been developing and working on initiatives to guarantee a sustainable production and distribution of it. The first initiative or point of attention for the company is regarding palm oil. Palm oil production is one of the largest drives of deforestation globally, so as an organisation, Kraft Heinz has been working with different initiatives to achieve the goal of using 100% sustainable and traceable palm oil to the mill by 2022.

The company is one of the founding members of the North American Sustainable Palm Oil Network (NASPON), an independent group of associations, civil society organisation, manufactures and palm oil producers that work together and are committed to increase the use of certified sustainable palm oil (CSPO). Additionally, Kraft Heinz initiated a partnership with the Rainforest Alliance in 2017 to develop a deforestation baseline risk assessment which became part of the company's Global Sustainable Palm Oil Policy.

With this policy, Kraft Heinz has been able to identify potential deforestation risks and has worked together with direct suppliers requesting information of the source of the palm oil. The strict policy and close follow up and support to the suppliers and supply chain has allowed Kraft

Heinz to announce that the company has achieved 100% sustainable palm oil and 99.3% palm oil traceable to the mil in 2019.

The second agricultural product that has been part of the sustainable agriculture initiative is soy. Also, with The Rainforest Alliance, Kraft Heinz expanded the risk assessment to soy production and commercialisation in 2019. Similarly, to palm oil, the company wants to make sure that the soy production is sustainable and responsible and that producers are following the guidelines and regulations.

The last initiative for sustainable agriculture is for tomatoes, an ingredient that is part of very important products for the company: ketchup and tomato sauce. Kraft Heinz is committed to sustainably source 100% of Heinz Ketchup tomatoes by 2025 in accordance with the company's Sustainable Agriculture Practices. Experienced agronomists and internal procurement teams have been working closely with the company's suppliers to invest in sustainable agriculture practices and offer a product that respect the guidelines and represent a high quality ingredient.

Animal Health & Management

Responsible sourcing is also important for animal source foods (ASF) as various Kraft Heinz products contain different animal ingredients such as eggs or milk. In the ESG report 2020, Kraft Heinz announced the commitment of using 100% Free-range eggs in the production lines in Europe by 2020 and 100% Cage free eggs in global production by 2025.

The company believes that suppliers should eliminate painful procedures, and provide the animals an environment similar to what they would normally live in. Free range eggs or the use of anaesthetics or analgesics in cattle for example, keep both animals and humans safe.

Also, the use of animals for research or hormones that are not allowed in the specific market go against the values of the company, which is why Kraft Heinz has been working closely with its suppliers to guarantee the compliance to the company's policies.

Healthy Living & Community Support

The third pillar has a focus on improving the products in order to be able to offer products with quality and nutritious ingredients. The company has been investing in alternatives or reformulating the ingredients of a product such as sugar and salt. Another focus of this pillar is on supporting communities, families, organisations that do not have access to food or are in

need for help. Through partnerships with organisations and also with the participation of internal employees, Kraft Heinz has been able to support different communities.

Global nutrition guidelines

Changes in the expectations consumers have for the products, more environmentally aware consumers or the search for a healthier lifestyle, along with new regulations in different markets have resulted in FMCG companies adaptation and changes in their products. Kraft Heinz launched new the new Global Nutrition Guidelines, promoting the reduction of total sugar in the company's products as well as reducing sodium in the BBQ Sauce and Kraft Salad Dressings.

The new Global Nutrition Guidelines identifies nutrient targets, with a focus on sugar, sodium, saturated fats and calories. With the aim of offering healthier products, the company has invested in the simplification of ingredients, plant based proteins, organic ingredients and different alternatives for ingredients previously used in a higher amount, without changing the flavour and quality of the product.

Supporting communities in Need

Currently around the world there are over 820 million people that do not have access to food or do not eat the necessary and recommended amount per day (World Health Organization, 2019). Through the Kraft Heinz Company Foundation, the company pursues the mission, together with different partners, to decrease world hunger.

The company is committed to provide 1.5 billion meals to people in need by 2025 and this will be done in different ways. Apart from donating food to organisations such as the American Red Cross, Feeding America, The Soup Kitchen and Growing home, the company incentivises the employees to be part of internal volunteering programs that supports the cause and help those in need.

Appendix B: Sample Interview Questions

1. First, can you please tell me a bit about your work and what you do here?
2. For how long you have been working for the company? (if not told yet)
3. Why did you decide to work for Kraft Heinz?
4. What do you value in your work?
5. What do you think your ideal organization would value?
6. Is it important for you to work for a company that cares about the society, the environment, the communities? Why?
7. is it also important to you? Being responsible, supporting communities?
8. Are you aware of the company`s new values and vision? What do you think about them?
9. Do you identify yourself with the company? Please explain.
10. Please tell me a situation where you saw a fit between your personal values and the company`s (follow up questions: is this something important to you? Did it affect your relationship with the organisation?)
11. Do you consider KHC to be a responsible and sustainable company? Why or why not?
12. What do you think of the CSR initiatives at the company?
13. Could you please tell me a situation where you were involved or part of an CSR initiative in KH? (Follow up questions: how did that make you feel? Did it bring you closer to other people? Did this experience influence your view on the organization?)

14. What made you participate in an CSR activity? (or not if it's the case)
15. What do you think about the internal CSR communication?
16. Could it be better communicated?
17. How do the CSR initiatives in the company make you feel as an employee? (maybe include the feeling of belonging, being part of a group)
18. What motivates you to continue working for Kraft Heinz?

Appendix C: Codebook

Category	Code	Description	Sub-codes	Examples
C1: Why Kraft Heinz?	Reason to work at KH	Mentions of general reasons or situations that led to the participant employee to decide to work for Kraft Heinz. Mentions of career choice, and perceptions of the organisation as a place to work.	Career Opportunity	<p>"And I knew some people who were working here already, and they really explained to me that you get a lot of responsibility yourself, and there's a lot of room to grow in different departments, to move positions".</p> <p>"I think it was more about the opportunities, I was looking for a big corporation to grow in my career and this type of thing (...)".</p> <p>"I wanted to work for Kraft Heinz because of the good image it has. (...) Kraft Heinz has an image of being very past paced. You are able to make a difference very, very fast, and there is always a lot of work and opportunities".</p> <p>"I was looking for a company that can give me challenges".</p>
			Interest in the industry	<p>"And Kraft Heinz itself fascinated me because I didn't know a whole lot about it, but I did like the FMCG industry and the company itself intrigued me because I knew a lot of the brands".</p> <p>"Because I always found it very interesting to see how does the product go into the shelves in the supermarket, how do they start with it? How does that go in the middle? And how can I make any impact on that? I think that was what I really liked".</p> <p>"I wanted to go into the business environment, and it would be perfect to have the nutrition aspect, but then in the business area".</p>
			Company values and Culture	<p>"And then throughout my internship, I think that was kind of confirmed, especially around the ownership. I think I really experienced that. I remember I worked on a project (...) and then when I finished it, I remember very distinctly that I was the one who presented in the town hall, I was the one who presented to leadership. My manager never, ever went in front of me and said "OK, but this is my achievement".</p>
			International Work Environment	<p>"Being in a very international environment where everyone comes from somewhere else in the world. And so you have different point of views, you have different experiences. And I really think that makes the business stronger and it makes the company stronger".</p> <p>"I sort of missed that international aspect of having people from multiple cultures speaking multiple languages. So, yes, I definitely also joined because of that international aspect that the company has".</p> <p>"The international vibe and a lot of non-Dutch people was very interesting for me".</p>
			Personal Reason	<p>"I moved back in 2019 when Kraft Heinz recruited me and asked me to come back to the Netherlands, so I moved back to Amsterdam".</p> <p>"So first thing I wanted to move out of London and I had an experience here in the Netherlands during my bachelor's degree (...) So I really wanted to come back to the Netherlands".</p>
			CSR	<p>"In terms of corporate social responsibility, I was also attracted that they were trying to do things, trying to improve in terms of sustainability. So, I mean, I wouldn't want to work for a company doing otherwise. Now it's kind of the norm. But that also affects my decision, of course".</p> <p>"But of course, it's also because it's a company that can have an impact on the world which attracted me".</p>
	Reason to stay at KH	Mentions of aspects and perceptions that motivates or collaborates for the employee to want to stay with the company. In this category, the participants reflected on the reasons why they still work for Kraft Heinz, and the reasons that make them want to stay.	Career opportunity	<p>"I like my job, I like the responsibilities I get, I have a good chance to grow in this company and I learn a lot of new things".</p> <p>"I think, given that at Kraft Heinz you can do so much, the ability to move quick and to achieve a lot of things are also very, very present".</p>
			Job position and team	<p>"And I think the people in our team would be the first thing. I just really enjoy our team. I think we have an amazing team".</p> <p>"The people. The people are really, really nice, especially if you compare it to where I come from. Everyone is very motivated to move forward. Everyone is willing to make a change. People are really, really open for change as well. If you have a better solution for a certain topic, people are very willing to listen".</p> <p>"I think it's a couple of things. First, and I'll be honest about that, I like the job, I like the absolute massive challenge that I have. I'm learning every single day and for me, that's very important. So that's the personal development possibilities at Kraft Heinz, I feel that I can grow, I feel that I'm respected, I am heard".</p>
			CSR	<p>"And obviously, also what I told you, the CSR part, because even though we do little, when a big company does little, it's still a lot (...) and it's amazing, but it's still very little when you look at the size of the company".</p> <p>"And the third part is obvious. It's the CSR, the sustainability, the values that the company has. I do believe in this company and I do believe that we are trying to make this world a little bit better tomorrow than we saw it yesterday".</p>
			Other answers	<p>"So I feel like I am still really learning a lot here and also feel like I still can make a change here. So I think that the moment when you feel less or less valued or you cannot make as much impact or you're not learning anymore, of course you get less motivated as well".</p>

C2: Organisational Values	Ideal organisational values	In this category, the participants mention values or characteristics of organisations that they consider to be ideal when compared to their personal values. Participants reflect on what is important for them when looking for an organisation to work for and value congruence at the organisation	Employee appreciation and support	<p>"I think an ideal organisation should value people, so their own people but also people outside the company, so your consumers but also the people surrounding it, for example, your office and of course, to support your own people".</p> <p>"I want to work in a company... obviously people, empowerment and people engagement is quite high on my list because I'm an employee and it makes sense. And what is my number one priority in finding a job or what I think it should be important for a company as well, it's moving around people".</p>
			Career Opportunity	<p>"I think the people. Because that's also what I really liked here. And I also find it very interesting that you have a lot of growth possibilities".</p> <p>"I think what is very, very valuable, of course, the challenge, but also the potential to grow".</p>
			CSR	<p>"So I think the ideal value of a company... definitely be sustainable. I think that's something we cannot deny anymore. That's a very important topic, of course, to keep this world as it is and to keep it going, so I would definitely say be sustainable".</p> <p>"I think an ideal organization should value people, so their own people, but also people outside of the company, so your consumers, but also the people surrounding, for example, your office and of course, to support your own people".</p>
			Other answers	<p>"What is my number one priority in finding a job or what I think it should be important for a company as well, it's moving around people. Being in a very international environment where everyone comes from somewhere else in the world".</p> <p>"But I also do think that diversity is now something that should be in the statements of every company and something that we really need to look closely to as, we as a people, I would say, are not doing as good as we should do".</p>
	What is valued at work	Mentions of important aspects of the function that is being performed by the participants, as well as organisational aspects that influence the work routine for the participant.	Team and role itself	<p>"The goal of my job is also what I think is very important, that people feel that they belong at Kraft Heinz".</p> <p>"I think there are like different stuff that I look at a job, different reasons why I like a job. But if I have to pick just a couple, the main important ones is... is that I really enjoy what I'm doing, that I find joy in what I do".</p>
			Values	"So I think for me the most important value was definitely ownership. So being able, to really get a hands down responsibility".
			Other answers	"And I wanted to stay in FMCG and Kraft Heinz has an image of being very fast paced. You're able to make a difference very, very fast, and there is always a lot of work and a lot of opportunities".
	KH new values	Observation and reflection on the new values for the company that have been changed recently. Mentions of perception, comparison and opinion on the current values and connection to present situation in the organisation.	n/a	<p>"I think when they put "we" in front of it, it brings a belonging (...). When you say "we do the right thing", it is all of us"</p> <p>"I think the way it is labeled now (...) it is more like something that is relatable".</p>

C3: Identification	Personal identification and belonging	Mentions of the influence CSR activities have the participant's personal life. Understanding of how the participation or the knowledge of CSR initiatives at the organisation can affect their personal identities and the sense of belonging to a group/personal identity	Personal satisfaction and fulfilment	"It was just so good being with everyone and seeing this, us being together and seeing that work is not a priority sometimes and you just do things for others, that was really great".
			Pride and motivation	"I find it super important that we give back as a company and that we can be proud of the products we create and we sell and proud in the sense that we know that it's not affecting very badly the environment". "I'm proud to say I work at Kraft Heinz."
			Bonding with colleagues	"It makes you closer to the people that you already are close with and maybe not to a whole organisation. I don't even identify these things (CSR initiatives) as Kraft Heinz things, I identify them as just things that I do with like almost friends at work". "I think it's a good place to find people (...) get to know the person a bit better. And also, you are there for the same cause. So I think it's also nice tht you see that they are probably sensible like you are on these type of topics". "At the end of the day. We are all social human beings. We want to feel included, we want to feel part of something".
			Not a big impact	"So that means that the sustainability here, it's more like a must have, a basic. But I'm not expecting that to be the thing to make you proud or something". "I'm personally already involved in those kind of things. So maybe then for work, I'm a little bit more like "but I already know that!"". "To be honest, I could do this in another company as well. I don't feel too attached to the company, I would say".
	Organisational identification and belonging	Mentions of the influence CSR activities have on the relationship and perception of the organisation. Understanding of how the participation or the knowledge of CSR initiatives at the organisation can affect the way the participants feel towards the organisation, the sense of belonging to it and the creation of an organisational identity		"(...) in a company at this scale and this big, you kind of need to have those values also integrated within your ethics, because otherwise you are just never going to survive". "I'm very happy to see that a CSR team exists at KH and I am glad to be part of it, but I think it is also a minimum that something like that exists in a company with four hundred people only in the Benelux. It would be very weird to me if that didn't exist".

C4: CSR at KH	Perception of the initiatives	Mentions the perception and opinion of the participants on what is currently being done and developed by Kraft Heinz regarding CSR initiatives. Overview of the initiatives on organisational and employee level and comparison to past behaviours and other players in the FMCG industry		<p>"And I also appreciate that now Kraft Heinz is really kind of trying to build the department dedicated to environmental, social and governance"</p> <p>"We are not there yet, but we will be at some point. There is not like a finish line that I think we should be looking at, it is continuous growth, continuous development, continuous look out for future innovations".</p> <p>"The desire to do it in the right way is there now, I feel and I honestly do believe that, but it takes a lot of time and it takes a lot of convincing of the right people, in order to actually make it happen".</p>
	CSR organisational and personal importance	Reflection on the level of importance of CSR initiatives to the employee when working for the organisation and their personal lives. Mentions of the reasons why CSR is important or not to the participant.		<p>"I find super important that we give back as a company and that we can be proud of the products we create and sell, as well as proud in the sense that we know it is not affecting the environment in a bad way".</p> <p>"To be honest, it is not my priority. (...) I really think those things are important, but it is not something I would base on my choice of where to work".</p>
	CSR personal motivation	Mentions on the reasons why the participants feel motivated to participate, collaborate and develop CSR initiatives within the organisation.		"I think that, especially how privileged we are in this country, we need to give back".
	Suggestion for CSR improvement	Reflection and mentions of ideas and suggestions on what the participants believe it could still be done by the company regarding CSR, improvements on what is currently being done.		"So it is all about how you bring that engagement that makes people feel that they are listened to, as well as part of the bigger thing. If your employees are engaged in that, believe me, they will stay. They will stay and they will do more than you ever thought possible".
	Consequence decrease or absence of CSR	Mentions on the consequences for the participants in case the organisation does not have a focus or goals for CSR, or if the topic was not a priority for the company. Reflection on what is important to the employee, and consequences to the employee to CSR changes in the organisation.		"At some point, if they started caring less about communities and people, then I would have a problem with it, yes, especially with sustainability".
	Perception of KH as sustainable and responsible	Mentions and reflection on the perception of the employees regarding CSR in the organisation. Analysis of whether the participant considers the organisation to be sustainable and responsible based on what is currently being done by Kraft Heinz.		<p>"Let's be honest, Kraft Heinz is not well known as the most social responsible company"</p> <p>"I think CSR (...) is a nice to have rather than a must have when working at Kraft Heinz. If you would have CSR in your mind as a must have, you would not be working for Kraft Heinz".</p>

CS: Internal CSR communication	Perception CSR communication	Analysis and reflection on the way CSR initiatives (employee and organisational level) are being communicated internally. Mentions on the structure, type and tone of message and channels, as well as communication through behaviour (leadership).		<p>"I think yes, normally. If we would have town halls again, we would be present with all of us in the in the meeting rooms, because I think not everybody reads the newsletters".</p> <p>"I don't think that there is a clear, structured agenda communicated to the employees and I think they should create more engagement around it".</p> <p>"And of course, we send meals to African countries, but like who knows where these meals are going? I know you're sending it to them, but is it really the meals that the people there want to eat? Is it the area that really needs help?"</p> <p>"The most important, of course, is word of mouth, so having people within your team or people that are talking about it because they got involved and can get you actively engaged as well. But then I think that covid itself and the working from home situation made it so hard now as well though".</p> <p>"When I see someone like Miguel talk, it is very inspiring, and he does speak from the heart".</p>
	Suggestion CSR communication	Mentions of suggestions for the development and improvement of the way CSR communication is being communicated internally within Kraft Heinz. Reflection on the frequency, channels and transparency in the internal CSR communication.	Transparency and follow up	<p>"You've said it four times already, now show me. I believe you want to, but show me".</p> <p>"This year, or the end of last year, we announced new goals for 2025 with a massive announcement, went out to all the media and it was received really well, with a lot of new targets, but nobody actually mentioned that we failed on every single one of our previous targets".</p>
			Leadership involvement	"So I think also managers should encourage more their teams to take part in that (CSR initiative). I think that is very important because basically, usually when a lot of people don't join, it's also because they are, for example, working hard on something. or they don't have a manager who finds it important".
			Appeal and engagement	"So you need a bigger picture, then you want to make impact, and then you want to understand again how your impact is part of the bigger picture".
			Channel and tone of message	"So if there's a communication like a video that shows imagery and stuff, this is propaganda. That's more to say this is what we're doing, that kind of thing. If you have people who are genuine in themselves and are part of that communication, then it's different, I think. (...) If we use corporate terminology, then it becomes sterilized".

