

# The Middle East & Africa Forum for Sustainability Leaders

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## Views You Can Use

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### The evolution of a growing sustainability practice

Tetra Pak's sustainability practice started by focusing on the environmental performance of our production sites and by ensuring we met environmental compliance. Throughout the years, the sustainability practice has evolved to cover a broader scope. Today, we go beyond recycling and circularity topics. We are now focusing on reducing carbon emissions, aiming for carbon neutrality, maximizing resources utilization, and accelerating biodiversity preservation. We understood that our stakeholders expected us to deliver in these areas. The sustainability practice has grown to having its own dedicated team.

### Building a sustainability team from the ground up

It's critical to align sustainability goals with the organization's overall strategy and values. Once you reach alignment, you then need to identify key areas of impact for your business. This also must be done in line with government agendas and the regulatory landscape. Then you need to define the capabilities and skillsets needed to implement your strategy. On top of that, board members and top-level executives must make sustainability an integral part of the organization's culture. This is so it trickles down across all departments instead of it becoming the sole responsibility of just one specific department.

### Identifying the skill sets needed for sustainability positions

When creating a new sustainability-related position, it's important to understand what goals the organization is trying to achieve and what your stakeholders are expecting you to deliver. For example, you might hire someone who has vast experience putting together recycling systems. However, they might not be so well equipped to deal with government stakeholders and perform an advocacy function. It's important to have a mix of operational knowledge, technological understanding, familiarity of regulations, and capacity to communicate ideas effectively. At the same time, people in these positions will also need to understand where they can add more impact to the role they are playing.