"Partnership for Sustainability Leadership in Business" SME Sustainability Landscape Survey Questionnaire

Interviewer number: _____ Part I – Basic Information Sample code: _____

A1. Industry:

If your company has multiple businesses, please choose the primary industry your company operates in from the following options and answer all questions with regard to the selected business. In case the industry cannot be determined, you may select "Miscellaneous Category" below.

1 \Box Agriculture, forestry and fishing	$12 \square$ Real estate activities			
$2 \square$ Mining and quarrying	13 \square Professional, scientific and technical activities			
3 🗆 Manufacturing	14 Administrative and support service activities			
4 Electricity and gas supply	15 \square Public administration			
5 \square Water supply; sewerage, waste management and	16 \Box Education			
remediation activities				
$6 \square$ Construction	17 \Box Human health and social work activities			
6 □ Construction7 □ Import/export, wholesale and retail trades	 17 □ Human health and social work activities 18 □ Arts, entertainment and recreation 			
7 \Box Import/export, wholesale and retail trades	18 \square Arts, entertainment and recreation			
 7 Import/export, wholesale and retail trades 8 Transportation, storage, postal and courier services 	 18			

A2. Company size: (Exclude the employees who are not hired in Hong Kong)

1 □ 11-20 employee	es		$5 \square 51-100 \text{ employees}$
2 □ 21-30 employee	es		6 □ 101-250 employees
3 □ 31-40 employee	es		7 □ 251-500 employees
4 □ 41-50 employee	es		
A3. Job position:			
1 🗆 Owner			3 🗆 C-Suite/ Senior management
2 🗆 Board of directo	or		4 🗆 Others
A4. Contact informa	tion:		
Your name: 🗆 Mr.	\Box Mrs.	\Box Ms.	□ Miss □ Dr. □ Prof
Job title:			Organisation name:
Email address:			

About Sustainability

Sustainability, or sustainable development, emphasises the harmonisation of three interconnected elements - economic growth, social inclusion and environmental protection. Through concerted efforts across different sectors, it builds an inclusive, sustainable and resilient future for the human society and planet.

B1. What sustainability challenges are your company facing now? Please select all that are applicable.

1 □ Climate change	7 \Box Economic/ financial instability
$2 \square$ Waste	8 Global health crisis (e.g. COVID-19)
$3 \square$ Pollution	9 Compliance with mandatory and voluntary standards (e.g. ESG)
4 🗆 Inequality	$10 \square$ Consumer expectations
5 🗆 Human rights	11 Others, please specify:
6 🗆 Resource scarcity	

B2. Please select up to three aspects that your company identifies as key action areas for driving sustainability in business.

1	□ Strategy and oversight	12 🗆 Sustainability advocacy
2	□ Ethics and integrity	13 Resource efficiency
3	□ Sustainability risk management	14 Low-carbon operations
4	□ Stakeholder engagement	15 Innovation culture
5	□ Sustainability disclosure	16 □ Knowledge management
6	□ Employment practice	17 \square Research and development
7	□ Training and development	18 🗆 Sustainability capacity building
8	□ Employee wellbeing	19 Corporate social innovation
9	□ Customer satisfaction and trust	20 Others, please specify:
10	□ Value chain risk management	21 Not promoting sustainable development

11 \square Ethical and green sourcing

Part III –Sustainability Practices

<u>General</u>

C1. Please select all business processes into which sustainability has been completely or mostly integrated in your company. Please select all that are applicable.

1 Mission and values	6	□ Supply chain management
2 Strategic planning	7	□ Marketing
3 🗆 Corporate culture	8	□ External communications
4 Internal operations	9	□ Budgeting process
5 🗆 Employee engagement	10 E	□ None of the above

C2. Please rate your company's overall effectiveness at advancing sustainability goals.

1 Highly ineffective	4	□ Effective
$2 \square$ Ineffective	5	□ Highly effective
3 🗆 Neutral	6	□ Not promoting sustainable development

Five Sustainability dimensions

(A) Governance

C3. Please rate the degree to which the following sustainability practices are adopted in your company on a 5-point scale, with:

		Not	Not	adopted	Adoŗ	oted
		sure	No plan to do so	Considering or planning to implement	Effectiveness not reviewed periodically	Effectiveness reviewed periodically
		1	2	3	4	5
1	Write a vision and mission statement that addresses a business-related sustainability issue(s)	0	0	0	0	0
2	Have governance structure in the form of board of directors, advisory committee or the like for planning and oversight of the company	0	0	0	0	0
3	Disclose the company's latest sustainability practice and/or data publicly (e.g. company website, brochure)	0	0	0	0	0

C4. Does your company consider the opinions from the following stakeholders when making decisions? Please select all that are applicable.

- $1 \square$ Customers
- $2 \square$ Suppliers
- $3 \square$ Employees
- $4 \square$ Shareholders
- $5 \square$ Credit providers

- 6 Government/ Regulator
- 7 \Box Peers/ Industry associations
- 8 🛛 NGOs
- 9 \Box None of the above

(B) <u>Workplace Culture</u>

C5. Please rate the degree to which the following sustainability practices are adopted in your company on a 5-point scale, with:

		Not sure	Not adopted		Adopted	
			No plan to do so	Considering or planning to implement	Effectivenes s not reviewed periodically	Effectivenes s reviewed periodically
		1	2	3	4	5
1	Recruit individuals based on their ability, experience and performance, regardless of their sex, age, religion, ethnicity or disabilities.	0	0	0	0	0
2	Promote individuals based on their ability, experience and performance, regardless of their sex, age, religion, ethnicity or disabilities.	0	0	0	0	0
3	Develop a programme(s) or provide resource(s) to create a family-friendly work environment (e.g. flexible working hours, childcare leave, lactation room etc.)	0	0	0	0	0
4	Provide training, performance review or appraisal to employees that prepare them for future assignments and career development	0	0	0	0	0
5	Use cross-functional team to enhance employee's collaboration and exposure	0	0	0	0	0

(C) <u>Customer-supplier relationships</u>

C6. What is your company's position in the supply chain? Please select all that are applicable.

1 \Box Producer of raw materials

4 □ Distributor 5 □ Retailer

- $2 \square$ Producer of components/ semi-finished goods
- 3 \square Producer of finished goods

6 □ Service provider (e.g. Logistics, finance, market research, product design, information technology, etc.)

C7. Please rate the degrees to which the following sustainability practices are adopted in your company on a 5-point scale, with:

		Not sure	Not	Not adopted		pted
			No plan to do so	Considering or planning to implement	Effectivenes s not reviewed periodically	Effectivenes s reviewed periodically
		1	2	3	4	5
1	Have customer complaint handling procedures	0	0	0	0	0
2	Promote customers' understanding of business- related sustainability issue(s) through promotional or educational activities	0	0	0	0	0
3	Require all suppliers to acknowledge the company's ethical code of conduct (i.e. a guide of principles setting out the expected ethical behaviour at work and when conducting business activities)	0	0	0	0	0
4	Require suppliers to provide comprehensive information and data about their societal and environmental practices (e.g. carbon emissions, health and safety)	0	0	0	0	0

(D) <u>Resource management</u>

C8. Please rate the degree to which the following sustainability practices are adopted in your company on a 5-point scale, with:

		Not	No plan to		Monitoring con	sumption
		sure	manage the resource	Not reducing consumption	Reducing consumption	Reducing consumption and adopting renewable or recycled resources
		1	2	3	4	5
1	Energy use (electricity, diesel, petrol, town gas etc.)	0	0	0	0	0
2	Water use	0	0	0	0	0
3	Paper use	0	0	0	0	0
4	Packaging use (arising from products, courier service etc.)	0	0	0	0	0

C9. Please rate the degree to which the following sustainability practices are adopted in your company on a 5-point scale, with:

		Not sure	No plan to		Monitoring ge	neration
			manage the waste	Without waste reduction effort	With effort to reduce waste disposal to landfill	With effort to reduce waste disposal to landfill, and avoid waste generation at source
		1	2	3	4	5
1	Non-hazardous waste (e.g. paper, plastic, aluminium, food waste, other solid waste)	0	0	0	0	0
2	Hazardous waste (e.g. toner cartridge, fluorescent light, battery, waste electrical or electronic equipment, chemical waste)	0	0	0	0	0

C10. Please rate the degree to which the fol	lowing sustainability practices are a	adopted in your company on	a 5-point scale, with:
8	8 71	1 2 1 2	- 1

		Not sure	Not	adopted	Ado	opted
			No plan to do so	Considering or planning to implement	Effectivenes s not reviewed periodically	Effectiveness reviewed periodically
		1	2	3	4	5
1	Improve work processes with experimentation and innovation (e.g. digitalisation)	0	0	0	0	0
2	Budget for employees to attend courses or training on a sustainability issue(s)	0	0	0	0	0
3	Donate resources (e.g. money or materials) to NGOs	0	0	0	0	0
4	Take part in volunteer work	0	0	0	0	0
5	Have a product(s), service(s) or project(s) to specific social or environmental issue(s)	0	0	0	$^{\circ}$	
					Please an	swer C10a
6	Make the first move when developing or implementing sustainability innovations (new products and services, new techniques and technologies, production methods, etc.)	0	0	0	0	0

C10a. For the sub-question 5 (Have a product(s), service(s) or project(s) to specific social or environmental issue(s)), if <u>(4)</u> <u>Adopted and the effectiveness not reviewed periodically</u> or <u>(5) Adopted and the effectiveness reviewed periodically</u> is selected, please provide details

Part IV – Drivers and Barriers

D1. Where applicable, please rate the extent to which you agree with the following statements, with "1" representing "strongly disagree" and "5" representing "strongly agree".

		Strongly disagree (1)	(2)	(3)	(4)	Strongly agree (5)
Cor	npany's Situation and Perception	<u> </u>		I	I	
1	My company has sufficient resources for sustainability initiatives	0	0	0	0	0
2	My company has the right capabilities for sustainability implementation	0	0	0	0	0
3	My company currently has governance structure that supports sustainability initiatives	0	0	0	0	0
4	My company has incorporated sustainability measures into the vision and/or mission statement	0	0	0	0	0
5	My company considers that implementing sustainability measures will increase the business's overall competitiveness	0	0	0	0	0
6	My business has the right metrics to quantify sustainability impact	0	0	0	0	0
7	My business has system overseeing the sustainability measures within the company and every aspect of the supply chain	0	0	0	0	0
8	My company and its management have a responsibility to give back to the community	0	0	0	0	0
9	My company and its management have a strong commitment to protecting the environment and operating in the most efficient manner possible	0	0	0	0	0
Stal	keholder's Consideration				1	
10	My company's leadership sees sustainability implementation as an important priority	0	0	0	0	0
11	My company will implement voluntary sustainability measures to meet the Sustainable Development Goals if government support is available	0	0	0	0	0
12	My company will implement / upscale sustainability initiatives or attain sustainability standards and certifications if required by my industry or business partners (e.g. listed/ large companies)	0	0	0	0	0
13	My company's customers are primarily concerned with cost, service quality and other competitive performance	0	0	0	0	0
14	My company's customers are willing to pay for green or socially responsible products and services	0	0	0	0	0

Indu	ustry Benchmark and Regulation					
15	Industry benchmark is present for my company to compare sustainability performance with industry peers	0	0	0	0	0
16	The standards set by existing regulations for my industry are high when compared to other industries	0	0	0	0	0
17	My company can easily cope and comply with relevant regulations and/or standards set by regulators and corporations	0	0	0	0	0
18	Existing regulations in my industry have adequately responded to all environmental issues and social needs	0	0	0	0	0
19	Existing regulations in my industry have adequately responded to employees' concerns	0	0	0	0	0

Part V - Incentives and Support

E1. What kind of support do you need for integrating sustainability into your business operations, strategies and business model? Please select all that are applicable.

- 2
 Regulatory advice
- $3 \square$ Information and communication technology (e.g. digitalisation)
- 4 🗆 Marketing
- 5 🗆 Knowledge transfer on sustainable business and CSR
- 6 🗆 Skills-based training and experience sharing (e.g. mentoring and coaching)
- 7 \Box Networking and business matching platform to explore potential collaboration opportunities across supply chain partners
- E2. Who do you feel would be best able to provide this support? Please select all that are applicable.
- $1 \square$ Public listed company
- $2 \square$ Large business or organisation
- 3 🗆 Bank/ financial institution
- 4 🗆 University/ tertiary institution
- 5 🗆 NGOs
- 6 🗆 Government

- 8 \Box Customer engagement (e.g. convince them to commit to recycling, responsible consumption)
- 9 Communication of sustainability goals (within and beyond the company)
- 10
 Support from industry/ business association (e.g. standard setting, sharing of best practices)
- 11 \square Others, please specify:
- 12
 No support needed/ Not promoting sustainable development
- - 7 □ Business association
 - 8 \Box SMEs in the same industry
 - □ Professional organisation 9
 - 10 \Box Others, please specify: ____
 - 11
 No support needed/ Not promoting sustainable development

E3. Are you, or have you been, engaged in any of the following? With:

			No engagem	nent	Currently	y Engaged
		No interest	Interested	Planning on joining	Engaged less than a year	Engaged more than a year
		(1)	(2)	(3)	(4)	(5)
1	Member of a business association/ industry association or similar organisation?	0	0	0	0	0
2	Any government-led sustainability-orientated initiatives/ schemes/ programmes (e.g. reward schemes, certifications, eco-labelling, awards etc.)?	0	0	0	0	0
3	Any voluntary sustainability orientated initiatives/ schemes/ programmes organised and run by other organisations (e.g. NGOs, charities, academic institutions, large corporations)?	0	0	0	0	0
4	Development of industry standards/ code of conduct/ regulations?	0	0	0	0	0
5	Sustainability-orientated initiatives/ schemes/ programmes organised and run by your industry?	0	0	0	0	0
6	Participated as a mentee in a mentoring scheme?	0	0	0	0	0
7	Collaborating and building networks with actors such as other SMEs, large corporations, NGOs etc.?	0	0	0	0	0
8	Participate in a voluntary environmental/ social programme?	0	0	0	0	0
9	Is your firm a member of an environmental/ social group?	0	0	0	0	0
	·	If all of the previous question answered no, please go to <u>E4</u>		If you answered yes to any of the previous question, please go to <u>E5</u>		

Please answer the following question(s) if you <u>haven't engaged</u> all of the previous activities. Please go to **Part VI** when you finish.

Please select all that are applicable.	
1 \square Do not know about any initiatives/ schemes/ programmes	6 \Box No benefit to business
2 \square Does not align with business values or goals	7 Will negatively impact business profits
$3 \square$ Will negatively impact business operations	8 🗆 Not our responsibility
4	9 Government regulation is already sufficient
5 🗆 Too resource consuming	10 Others, please specify:
Please answer the following question(s) if you <u>have en</u> pelease go to Part VI when you finish.	gaged at least one of the previous activities.

Please select all that are applicable.

1 □ Industry peer involves	$6 \square$ Supply chain requires
2 □ Membership requirement of trade association or similar organisation	7 Prestige/ reputation
3 □ In line with my company's internal values and goals	8 \Box Access to resources (knowledge, technical know-how etc.)
4 🗆 Customer requires	9 \Box Lack of government regulations
$5 \square$ Shareholder requires	10 Others, please specify:
E6. How would you rate your overall experience?	
$1 \square$ Positive	3 □ Negative
$2 \square$ No opinion	
E7. Do you think your involvement has improved the	sustainability performance of your business?
$1 \square$ Yes, positively impacted	
$2 \square$ No change	
$3 \square$ Yes, negatively impacted	

Part VI Conjoint Analysis

In the last part of our survey, we would like to know more about your opinion on how the government should devise different policies to promote sustainability among SMEs. You would be shown six pairs of policy bundles in each of the three dimensions. Please indicate your preference in each of the comparison by ticking the boxes below (A/B).

Please be assured that there is absolutely no model/desirable answer to each of the following questions. Please pick the option (A/B) that appears to be more acceptable to you by considering its impacts on your businesses.

F1. If the government is to devise a set of programmes for the business sector to address <u>climate change</u> (e.g. *conducting climate risk assessment and setting carbon emission goals*), which of the following policy bundle would you prefer?

	Option A	Option B
Regulatory provisions on climate change-related issues will target at		
The government will subsidise the businesses in adopting relevant measures in the form of		
The government will offer relevant training that is		

F2. If the government is to devise a set of programmes for the business sector to manage the **employment practices** (e.g. **providing the employees with more training opportunities, creating diverse and inclusive workplace**), which of the following policy bundle would you prefer?

	Option A	Option B
Regulatory provisions on employment practices-related requirements will target at		
The government will subsidise the businesses in adopting relevant measures in the form of		
The government will offer relevant training that is		

F3. If the government is to devise a set of programmes for the business sector to shape their <u>corporate governance</u> in a way that is <u>more conducive to sustainable development</u> (e.g. *establishing corporate governance structure and mechanism for sustainable development, disclosing measures on sustainability and their effectiveness, understanding the concerns of other stakeholders such as investors, customers and suppliers on sustainability-related issues*), which of the following policy bundle would you prefer?

	Option A	Option B
Regulatory provisions on sustainable corporate governance will target at		
The government will subsidise the businesses in adopting relevant measures in the form of		
The government will offer relevant training that is		

		А	В
F1	1	0	0
	2	0	0
	3	0	0
	4	0	0
	5	0	0
	6	0	0

		А	В
F2	1	0	0
	2	0	0
	3	0	0
	4	0	0
	5	0	0
	6	0	0

		А	В
F3	1	0	0
	2	0	0
	3	0	0
	4	0	0
	5	0	0
	6	0	0

End of Questionnaire