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APPENDIX A:

CORPORATE SOCIAL RESPONSIBILITY (CSR) QUESTIONNAIRE

This questionnaire consists of 140 short items that will require you to give an opinion of the CSR (see *definition below*) performance of **any** company or organisation that you know. You may know this company through **employment** (i.e. being an employer, manager or employee at this company), or by being a **stakeholder** (see *definition below*) of the company. The questions are based on the *Principles for Global Corporate Responsibility: Bench Marks for measuring Business Performance* by the Bench Marks Foundation (2003).

RELEVANT DEFINITIONS

Corporate Social Responsibility (CSR): *is the responsibility of an organisation for the impacts of its decisions and activities on society and the environment through transparent and ethical behaviour that: is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law; and is consistent with international norms of behaviour that are integrated throughout the organisation (Working definition, ISO 26000 Working Group on Social Responsibility, Sydney, February 2007).*

Sustainable development: *is development which meets the needs of the present without compromising the ability of future generations to meet their own needs. Three dimensions of sustainable development have been identified as economic, social and environmental (World Commission on Environment and Development, "Our Common Future", 1987).*

Stakeholders: *are people or institutions that are affected, or might be affected, by an organisation's activities. Likewise, stakeholders can, in return, affect the activities of that organisation (WBCSD). One should also realise that there are others (e.g. NGOs) with a burning interest in company's activities who may not seem to be actually affected by the company's actions but who should also be included in the stakeholder grouping (MMSD, 2002).*

DIRECTIONS: Below are 140 **statements** with which you may either **agree** or **disagree**. Using the scale below, indicate your opinion of each item by marking/colouring the appropriate option below that item (*see example below*). There are no right or wrong answers to the questions and the only aim is to determine your judgement of the company's performance. **Please be honest in your responding.**

Scale:

SD = Strongly Disagree (If you believe the statement almost never applies to the company)

D = Disagree (If you believe the statement does not really apply to the company)

U = Undecided (Not sure if the statement applies to the company or not)

A = Agree (The statement applies to the company in some degree)

SA = Strongly Agree (The statement is highly applicable to the company)

Example:

1. The company has a strong commitment to reduce its energy consumption.

[SD] [D] [U] ☒ [SA]

1. THE WIDER COMMUNITY

1.1 ECOSYSTEMS

The company:

1. ensures that its actions do not damage the environment
[SD] [D] [U] [A] [SA]
2. places issues such as climate change, bio-diversity and pollution prevention central to its environmental policy and practices
[SD] [D] [U] [A] [SA]
3. implements internationally recognised environmental standards, regardless of any legal enforcement or lack thereof in any jurisdiction worldwide
[SD] [D] [U] [A] [SA]
4. continually seeks to improve on its environmental performance
[SD] [D] [U] [A] [SA]
5. demonstrates a responsibility for the environmental impact of its production processes throughout the life-cycle of its products and services
[SD] [D] [U] [A] [SA]
6. provides to the public regular reports on its environmental performance
[SD] [D] [U] [A] [SA]
7. reports are based on a pattern of environmental auditing and reporting according to, at a minimum, internationally recognised standards, including data for each facility
[SD] [D] [U] [A] [SA]
8. makes every effort, where environmental damage has occurred, to reduce its impact immediately by restoring the damaged ecosystem
[SD] [D] [U] [A] [SA]
9. has policies or procedures to prevent pollution in all its activities
[SD] [D] [U] [A] [SA]

The company:

10. aims to reduce resource and energy use in each stage of the product or service life-cycle

[SD] [D] [U] [A] [SA]

11. sets and applies environmental performance standards on a comparable basis throughout its operations

[SD] [D] [U] [A] [SA]

1.2 NATIONAL COMMUNITIES

The company:

1. makes a commitment to internationally recognised standards of performance in each and every country in which it operates

[SD] [D] [U] [A] [SA]

2. contributes in a responsible and transparent way to each society's efforts to promote full human development for all its members

[SD] [D] [U] [A] [SA]

3. subscribes to the principle that every person has the right of access to health care, including access to affordable therapies and medicines

[SD] [D] [U] [A] [SA]

4. adopts a comprehensive and verifiable human rights policy which includes an explicit commitment to secure the principles and values contained in the Universal Declaration of Human Rights

[SD] [D] [U] [A] [SA]

5. carefully considers the international human rights implications of entering into business relationships in a country recognised or known for its widespread violations of international human rights standards

[SD] [D] [U] [A] [SA]

6. pays appropriate taxes and uses no covert means for removing profits from a host jurisdiction

[SD] [D] [U] [A] [SA]

7. ensures that its activities respect all life on the Planet

[SD] [D] [U] [A] [SA]

The company:

8. is committed not to involve itself in military or war activities

[SD] [D] [U] [A] [SA]

9. refuses to commit or engage in any activity which leads to the abuse and violation of internationally recognised human rights standards

[SD] [D] [U] [A] [SA]

10. reviews and records all contraventions of public health and safety laws, and takes corrective action where necessary

[SD] [D] [U] [A] [SA]

1.3 LOCAL COMMUNITIES

The company:

1. recognises its political and economic impact on local communities especially where it is the principal or key employer

[SD] [D] [U] [A] [SA]

2. takes account of local culture in its decision-making processes while not condoning cultural patterns, which denigrate human beings on the basis of gender, class, racial/ethnic origin, culture, ethnicity, religion, sexual orientation, caste, tribe or disability

[SD] [D] [U] [A] [SA]

3. affirms the central importance of the sustainability development of communities

[SD] [D] [U] [A] [SA]

4. develops a policy statement that measures its social, environmental and economic impact on local communities affected by its operations

[SD] [D] [U] [A] [SA]

5. shows respect for the local community, especially with regard to water, land, air, food, energy, religion, gender and culture

[SD] [D] [U] [A] [SA]

6. seeks to develop long-term business relationships in local communities

[SD] [D] [U] [A] [SA]

The company:

7. recognises various stakeholder groups by establishing an inclusive and exhaustive consultation process with them

[SD] [D] [U] [A] [SA]

8. aspires to integrating the interests of all stakeholders with that of its own business goals

[SD] [D] [U] [A] [SA]

9. establishes a transparent process to gain the informed consent of the community prior to establishing its operations in that community

[SD] [D] [U] [A] [SA]

10. reports in oral and written form, on its community impact in a manner that is accessible to local communities in the local language

[SD] [D] [U] [A] [SA]

11. has a workplace closure policy, which provides transitional arrangements for employees

[SD] [D] [U] [A] [SA]

1.4 INDIGENOUS COMMUNITIES

The company:

1. respects the cultural, religious and social customs and traditional knowledge of members of indigenous communities, including respect for indigenous medicines and medical practices

[SD] [D] [U] [A] [SA]

2. only pursues economic development upon prior resolution and completion of the settlement of land claims between the indigenous people and the appropriate government(s)

[SD] [D] [U] [A] [SA]

3. is committed to respecting fully the rights of indigenous peoples as they are recognised by the appropriate jurisdictions and laws

[SD] [D] [U] [A] [SA]

4. seeks to develop long-term business relationships with members of indigenous communities

[SD] [D] [U] [A] [SA]

The company:

5. communicates its business plans in a way that the local indigenous community can understand

[SD] [D] [U] [A] [SA]

6. seeks to be actively involved in the development (economic and social) of indigenous communities

[SD] [D] [U] [A] [SA]

7. seeks and receives approval from the legitimate local indigenous leadership prior to beginning any business activities

[SD] [D] [U] [A] [SA]

8. negotiates a just and equitable economic settlement with the indigenous community(ies) involved, including adequate compensation where applicable

[SD] [D] [U] [A] [SA]

9. has employment policies and practices which fully accommodate the cultural, spiritual and social needs of employees who are members of indigenous communities

[SD] [D] [U] [A] [SA]

1.5 RESOURCE USE / EXTRACTION

The company:

1. is careful to control its exploitation, management or extraction of natural resources, in countries where environmental laws and regulations are inadequate or are improperly enforced,

[SD] [D] [U] [A] [SA]

2. or where there is prolonged internal or regional conflict to which the government is a party

[SD] [D] [U] [A] [SA]

3. refrains from exploiting natural resources, especially non-renewable resources, against the wishes of national, local or indigenous communities

[SD] [D] [U] [A] [SA]

4. refrains from exploiting natural resources in such a way that it damages or dramatically changes the environment

[SD] [D] [U] [A] [SA]

The company:

5. only engages in resource extraction when its operations are designed to benefit the local community

[SD] [D] [U] [A] [SA]

6. has made provision for the creation of sustainable alternatives, in the case of exploiting non-renewable resources

[SD] [D] [U] [A] [SA]

7. has a strategy whereby proper compensation for the extraction of resources is made to all the relevant (national, local and indigenous) communities for the acquisition of their assets

[SD] [D] [U] [A] [SA]

8. publicly discloses all royalties, taxes, fees, payments and any other revenue paid to state or governmental partners

[SD] [D] [U] [A] [SA]

9. does not contract with or collaborate with governmental military authorities or with local militias to facilitate the exploitation/extraction of natural resources

[SD] [D] [U] [A] [SA]

10. has a consultation process in place that involves all local communities where new developments of resource extraction / exploitation are contemplated

[SD] [D] [U] [A] [SA]

2. THE CORPORATE BUSINESS COMMUNITY

2.1 THE EMPLOYED - Conditions

The company:

1. is guided by the International Labour Organisation's (ILO) standards as a minimum governing its employment practices and industrial relations

[SD] [D] [U] [A] [SA]

2. has standards which include genuine respect for employees' rights to freedom of association, labour organisation, free collective bargaining, non-discrimination in employment and a safe and healthy working environment

[SD] [D] [U] [A] [SA]

The company:

3. ensures that it does not discriminate on the basis of gender, racial/ethnic origin, social or ethnic origin, culture, religion, age, disability, sexual orientation, nationality, citizenship or political opinion

[SD] [D] [U] [A] [SA]

4. ensures its labour force and managerial employees are proportionally representative of the communities in which it operates

[SD] [D] [U] [A] [SA]

5. seeks to maximise long term contractual relationships with its employees by aiming to safeguard employees' future employability

[SD] [D] [U] [A] [SA]

6. pays sustainable living wages, which enables employees to meet the basic needs of themselves and their families

[SD] [D] [U] [A] [SA]

7. ensures work schedules that are reasonable and enable employees and their families to live in a sustained and healthful manner

[SD] [D] [U] [A] [SA]

8. ensures that it does not rely on production based on unpaid labour

[SD] [D] [U] [A] [SA]

9. ensures that no employee is subject to any (physical, sexual, psychological or verbal) harassment or abuse

[SD] [D] [U] [A] [SA]

10. actively recruits and employs for all positions at all levels, including management, from the local population

[SD] [D] [U] [A] [SA]

11. provides training, development, promotion and advancement opportunities to all employees, regardless of status, whether full-time, part-time, short-term, permanent, or with any other contracts of employment

[SD] [D] [U] [A] [SA]

The company:

12. ensures that, as a minimum, all employees are paid a wage, which, at least, provides sufficient purchasing power to enable employees to meet the basic needs of themselves and their families

[SD] [D] [U] [A] [SA]

13. limits overtime work to a level that ensures humane working conditions, especially for young workers

[SD] [D] [U] [A] [SA]

14. provides the opportunity for redeployment and retraining of employees in situations where corporate restructuring is taking place, in order to offer sustainable patterns of employment

[SD] [D] [U] [A] [SA]

15. agrees to implement a grievance procedure, which is easily understood by workers

[SD] [D] [U] [A] [SA]

2.2 THE EMPLOYED – Health and Safety

The company:

1. provides a working environment that supports health and wellness

[SD] [D] [U] [A] [SA]

2. subscribes to the principle that every worker has the right of access to health care, including accessible and affordable medicines

[SD] [D] [U] [A] [SA]

3. adopts specific policies to ensure that the workplace is free from toxic substances and all kinds of risks; is properly ventilated and appropriate

[SD] [D] [U] [A] [SA]

4. provides free, protective equipment and hygienic bathrooms and changing rooms for workers, especially for women and young workers

[SD] [D] [U] [A] [SA]

5. ensures participation by workers from all levels of employment, in education, examination and the monitoring process on issues of occupational health and safety

[SD] [D] [U] [A] [SA]

The company:

6. provides adequate health coverage for its employees and their dependents where governments do not provide any. This includes necessary essential medicines, such as antiretrovirals for HIV / AIDS.

[SD] [D] [U] [A] [SA]

7. adopts a policy of non-discrimination and commits to programmes to overcome discrimination and stigmatisation of employees with HIV / AIDS

[SD] [D] [U] [A] [SA]

8. accepts independent monitoring by civil society groups and qualified inspectors and provides access for the inspection of plant facilities

[SD] [D] [U] [A] [SA]

9. agrees to take action to rectify any health or safety problems in a timely fashion

[SD] [D] [U] [A] [SA]

10. ensures that workers can stop work if they find themselves at risk and that workers injured at work will be provided with suitable jobs after medical and psychological treatment

[SD] [D] [U] [A] [SA]

2.3 THE EMPLOYED - Persons

2.3.1 *Women in the Workforce*

The company:

1. values women as a vital group of employees who have a significant contribution to make to the work of all companies

[SD] [D] [U] [A] [SA]

2. is aware that the rights of women are often violated by business policies and practices and seeks to neutralize the impact of any such policies or practices on their employees

[SD] [D] [U] [A] [SA]

3. ensures that the social and biological determinants that affect women because of gender are addressed by appropriate policies within the work place, including, but not limited to, pregnancy leave, maternity leave, medical leave

[SD] [D] [U] [A] [SA]

The company:

4. has a policy of responding flexibly to the needs of women regarding pregnancy and family care without detriment to their employment. This includes paid maternity and paternity leave.

[SD] [D] [U] [A] [SA]

2.3.2 *Minority Groups*

The company:

1. has an employment policy, which enables people from minority groups to be recruited to the company

[SD] [D] [U] [A] [SA]

2. has a policy that enables people from minority groups to achieve progression in employment in the company and to receive training and promotional opportunities without discrimination

[SD] [D] [U] [A] [SA]

3. recognises that there may be particular barriers to the full participation of people from minority groups and takes positive action to diminish these barriers within the company

[SD] [D] [U] [A] [SA]

- publicly discloses information on the diversity of its entire workforce, including the number of employees by gender, disability and racial/ethnic origin, at every level of the company, including at senior management level

[SD] [D] [U] [A] [SA]

2.3.3 Persons with Disabilities

The company:

- ensures that persons with disabilities who apply for jobs with the company receive fair treatment

[SD] [D] [U] [A] [SA]

- values persons with physical, sensory and/or mental disabilities as full participants in the company workforce

[SD] [D] [U] [A] [SA]

- has a policy of employing people with disabilities and of providing the resources and facilities, which enable them to achieve progression in employment in the company and to receive training and promotional opportunities without discrimination

[SD] [D] [U] [A] [SA]

The company:

- continues to employ persons if they have become disabled, and provides the modifications necessary to enable them to continue at the previous status

[SD] [D] [U] [A] [SA]

- provides training for all its employees about hiring and accommodating persons with physical and/or mental disabilities

[SD] [D] [U] [A] [SA]

- recognises that there may be particular barriers to the full participation of people with disabilities and takes positive action to diminish these barriers within the company

[SD] [D] [U] [A] [SA]

2.3.4 Child Labour

The company:

- does not exploit children as workers

[SD] [D] [U] [A] [SA]

2. does not employ, in a full-time capacity, in its own workplaces or in that of its subsidiaries and suppliers, any child under the age of completion of compulsory schooling and, in any case, less than the age of 15 years

[SD] [D] [U] [A] [SA]

3. has a precise statement regarding the employment of children and young people

[SD] [D] [U] [A] [SA]

4. makes this policy publicly available and clearly communicates it throughout the company and its suppliers in the languages of all workers

[SD] [D] [U] [A] [SA]

2.3.5 Forced Labour

The company:

1. employs workers who choose to be employed by that company

[SD] [D] [U] [A] [SA]

2. does not use any forced labour, whether in the forms of prison labour, indentured labour, bonded labour, slave labour or any other non-voluntary labour

[SD] [D] [U] [A] [SA]

The company:

3. has a clearly stated policy with regard to the monitoring of the employment of people under duress

[SD] [D] [U] [A] [SA]

4. takes immediate steps to rectify the practice and to provide for the rehabilitation of the workers involved, if it is discovered that any workers have been employed under duress

[SD] [D] [U] [A] [SA]

2.4 SUPPLIERS

The company:

1. is responsible for the labour, social and environmental conditions under which and in which its products and services are produced, provided, advertised or marketed under licensing agreement

[SD] [D] [U] [A] [SA]

2. affirms the concept of joint responsibility with suppliers for the additional costs of compliance with ILO labour standards, national law and the company's code of conduct

[SD] [D] [U] [A] [SA]

3. adopts a fair pricing policy that enables the supplier to meet its obligations to labour, social and environmental standards

[SD] [D] [U] [A] [SA]

4. develops long-term business relations with its supplier in which job security of workers is considered

[SD] [D] [U] [A] [SA]

5. accepts the role of workers and unions as monitors of workplace conditions

[SD] [D] [U] [A] [SA]

6. accepts independent monitoring of its suppliers and/or vendors to supplement its internal monitoring of code compliance

[SD] [D] [U] [A] [SA]

7. provides regular reports to all stakeholders that are independently verified on a plan detailing how the company and the suppliers have shared responsibility for compliance

[SD] [D] [U] [A] [SA]

2.5 FINANCIAL INTEGRITY

The company:

1. insists on honesty and integrity in all aspects of its business, wherever business is conducted

[SD] [D] [U] [A] [SA]

2. does not offer, pay, solicit or accept bribes in any form

[SD] [D] [U] [A] [SA]

3. is committed to transparency in all its accounting and financial reporting statements and communications with shareholders through its compliance with independent auditing and financial reporting principles

[SD] [D] [U] [A] [SA]

4. has financial reporting policies, procedures and practices to ensure that the financial position of the company is fully disclosed to all stakeholders

[SD] [D] [U] [A] [SA]

5. ensures that all transactions on behalf of the company are appropriately described in its accounts in accordance with established procedures which are subject to audit

[SD] [D] [U] [A] [SA]

6. ensures that socially responsible initiatives are decided upon and agreed by all stakeholders, and that the consultation process is inclusive and exhaustive

[SD] [D] [U] [A] [SA]

2.6 ETHICAL INTEGRITY

The company:

1. recognises that its directors and employees have a central role in upholding the company's ethical standards and codes of conduct

[SD] [D] [U] [A] [SA]

2. directly addresses issues of justice in line with criteria developed and endorsed by workers and stakeholders as an expression of its financial, social and environmental reporting

[SD] [D] [U] [A] [SA]

3. provides training for its directors and employees regarding ethical issues, corporate social responsibility issues and codes of conduct

[SD] [D] [U] [A] [SA]

The company:

4. has a mechanism to address ethical issues of concern raised by employees

[SD] [D] [U] [A] [SA]

5. ensures that employees who raise issues of concern do not suffer negative repercussions

[SD] [D] [U] [A] [SA]

2.7 CORPORATE GOVERNANCE

The company's:

1. governance structure is based on ethical values, including inclusivity, integrity, honesty, justice, transparency and responsiveness to shareowners and stakeholders

[SD] [D] [U] [A] [SA]

2. governance reflects its obligations to its stakeholders in the social, environmental and financial arenas

[SD] [D] [U] [A] [SA]

3. Board of Directors is characterised by independence, willingness to ask hard questions, diversity of membership, transparency of decision making and accountability

[SD] [D] [U] [A] [SA]

4. executive compensation and bonus packages are tied to financial, social and environmental performance and are in alignment with community expectations of fair and reasonable compensation

[SD] [D] [U] [A] [SA]

The company:

5. communicates to its shareholders and stakeholders its plans and strategies for business acquisitions, mergers and restructuring

[SD] [D] [U] [A] [SA]

6. has a Board of Directors that demonstrates diversity (gender, ethnicity, age, background, employee) and includes a majority of independent/non-executive directors

[SD] [D] [U] [A] [SA]

7. has top managers who report regularly on the ethical issues and corporate responsibilities and programmes and a full report is made public annually

[SD] [D] [U] [A] [SA]

2.8 THE SHAREHOLDERS

The company:

1. makes information, which enables shareowners/shareholders to understand corporate compliance with CSR principles/codes, fully available to the public in an easy accessible manner

[SD] [D] [U] [A] [SA]

2. neither restricts nor obstructs the legal rights of shareowners /shareholders

[SD] [D] [U] [A] [SA]

3. ensures shareowners'/shareholders' participation and rights to information while protecting other interested and affected parties

[SD] [D] [U] [A] [SA]

4. observes a code or codes of best practice or has drawn up its own comprehensive corporate code, which includes guidelines for corporate governance

[SD] [D] [U] [A] [SA]

5. informs its shareholders through reports and meetings about significant violations of corporate policies or codes of conduct

[SD] [D] [U] [A] [SA]

2.9 JOINT VENTURES / PARTNERSHIPS / SUBSIDIARIES

The company:

1. takes into account the ethical as well as the financial implications when entering into joint ventures and partnerships

[SD] [D] [U] [A] [SA]

2. with its associated companies, divisions, units and subsidiary companies abide by the same codes of ethics and conduct as the parent company as a minimum standard

[SD] [D] [U] [A] [SA]

3. recognises that unethical behaviour by joint venture and other partners reflects on its own reputation and integrity, and the company has a mechanism to address such unethical behaviour

[SD] [D] [U] [A] [SA]

4. has a clearly stated policy for monitoring the application of codes of ethics and conduct by licensees and franchisees

[SD] [D] [U] [A] [SA]

2.10 CUSTOMERS & CONSUMERS

The company:

1. adheres to international standards and protocols relevant to its products and services

[SD] [D] [U] [A] [SA]

2. is committed to a marketing policy whereby it does not produce goods and services under conditions where human rights, labour rights, and internationally recognised environmental standards are violated

[SD] [D] [U] [A] [SA]

3. ensures that its products and services meet customer requirements and product specification

[SD] [D] [U] [A] [SA]

4. is committed to marketing practices which protect the health and safety of consumers

[SD] [D] [U] [A] [SA]

5. is fully committed to fair trading practices

[SD] [D] [U] [A] [SA]

6. ensures that all advertisement and labelling of products or services is complete, fair and honest

[SD] [D] [U] [A] [SA]

7. ensures that it does not market products or services in such a way as to cause harm to the environment or to consumers

[SD] [D] [U] [A] [SA]

8. ensures that products or services marketed globally have clear, specific warnings in the appropriate local language, about their possible dangers to the consumer

[SD] [D] [U] [A] [SA]

APPENDIX B:

Illustrating the Electronic/Online Format of the Final Instrument



Corporate Personality Instrument - based on the Bench Marks CSR Framework

1. Wider Community: Ecosystems

The organisation / company:

1. ensures that its actions do not damage the environment

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

2. places issues such as climate change, bio-diversity and pollution prevention central to its environmental policy and practices

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

3. implements internationally recognised environmental standards, regardless of any legal enforcement or lack thereof in any jurisdiction worldwide

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

4. provides to the public regular reports on its environmental performance

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

5. reports are based on a pattern of environmental auditing and reporting according to, at a minimum, internationally recognised standards, including data for each facility

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

6. makes every effort, where environmental damage has occurred, to reduce its impact immediately by restoring the damaged ecosystem

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

7. has policies or procedures to prevent pollution in all its activities

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

8. aims to reduce resource and energy use in each stage of the product or service life-cycle

☐ Strongly Disagree
 ☐ Disagree
 ☐ Undecided
 ☐ Agree
 ☐ Strongly Agree

Quit

Next



Corporate Personality Instrument - based on the Bench Marks CSR Framework

2. Wider Community: National Communities

The organisation / company:

9. contributes in a responsible and transparent way to each society's efforts to promote full human development for all its members

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

10. carefully considers the international human rights implications of entering into business relationships in a country recognised or known for its widespread violations of international human rights standards

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

11. pays appropriate taxes and uses no covert means for removing profits from a host jurisdiction

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

12. ensures that its activities respect all life on the Planet

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

13. refuses to commit or engage in any activity which leads to the abuse and violation of internationally recognised human rights standards

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

Quit

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Next



Corporate Personality Instrument - based on the Bench Marks CSR Framework

20. Corporate Business Community: Financial Performance & Stability

The organisation / company:

91. pays its employees, suppliers and other creditors on time

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

92. has an efficient business model, based on sound financial principles

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

93. can sustain its current employee base for a long time

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

94. manages its finances well and in a sustainable manner (does not waste money)

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

95. produces quality products or services (which are highly valued by consumers)

☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree

Quit

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Finished

APPENDIX C

Corporate Personality Measuring Instrument – *Final Version*

Corporate Personality Measuring Instrument

Based on the *Bench Marks* CSR Framework

This questionnaire consists of 95 short items that will require you to give an opinion of the Corporate Social Responsibility (CSR) performance of **any** company or organisation that you know. You may know this company through **employment** (i.e. being an employer, manager or employee at this company), or by being a **stakeholder** of the company. The questions are based on the *Principles for Global Corporate Responsibility: Bench Marks for measuring Business Performance* by the Bench Marks Foundation (2003).

RELEVANT DEFINITIONS

Corporate Social Responsibility (CSR) refers to the belief that: in the same way individual citizens of society are expected to behave in responsible manners, in order for the present and future well-being of society to be sustainably improved, organisations (private or public) need to be conscious of and accountable for their impacts on the social and environmental world within (employees, customers, natural environment in workplaces, etc.) and around (nearby communities, shareholders, suppliers, other stakeholders, and the natural environment on a local, national and international scale) them.

Sustainable development: is development which meets the needs of the present without compromising the ability of future generations to meet their own needs. Three dimensions of sustainable development have been identified as economic, social and environmental (World Commission on Environment and Development, "Our Common Future", 1987).

Stakeholders: are people or institutions that are affected, or might be affected, by an organisation's activities. Likewise, stakeholders can, in return, affect the activities of that organisation (WBCSD). One should also realise that there are others (e.g. NGOs) with a burning interest in company's activities who may not seem to be actually affected by the company's actions but who should also be included in the stakeholder grouping (MMSD, 2002).

DIRECTIONS

Below are 95 **statements** with which you may either **agree** or **disagree**. Using the scale below, indicate your opinion of each item by selecting/clicking on the appropriate option below that item (*see example below*). There are no right or wrong answers to the questions and the only aim is to determine your judgement of the company's performance. **Please be honest in your responding.**

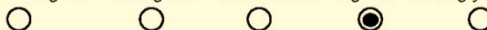
Scale:

- SD = Strongly Disagree** (If you believe the statement almost never applies to the company)
D = Disagree (If you believe the statement does not really apply to the company)
U = Undecided (Not sure if the statement applies to the company or not)
A = Agree (The statement applies to the company in some degree)
SA = Strongly Agree (The statement is highly applicable to the company)

Example:

1. The company has a strong commitment to reduce its energy consumption

Strongly Disagree Disagree Undecided Agree Strongly Agree



WIDER COMMUNITY

Ecosystems

The organisation/company:

1. ensures that its actions do not damage the environment

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐
2. places issues such as climate change, bio-diversity and pollution prevention central to its environmental policy and practices

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐
3. implements internationally recognised environmental standards, regardless of any legal enforcement or lack thereof in any jurisdiction worldwide

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐
4. provides to the public regular reports on its environmental performance

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐
5. reports are based on a pattern of environmental auditing and reporting according to, at a minimum, internationally recognised standards, including data for each facility

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐
6. makes every effort, where environmental damage has occurred, to reduce its impact immediately by restoring the damaged ecosystem

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐
7. has policies or procedures to prevent pollution in all its activities

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐
8. aims to reduce resource and energy use in each stage of the product or service life-cycle

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

National Communities

The organisation/company:

9. contributes in a responsible and transparent way to each society's efforts to promote full human development for all its members

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

10. carefully considers the international human rights implications of entering into business relationships in a country recognised or known for its widespread violations of international human rights standards

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

11. pays appropriate taxes and uses no covert means for removing profits from a host jurisdiction

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

12. ensures that its activities respect all life on the Planet

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

13. refuses to commit or engage in any activity which leads to the abuse and violation of internationally recognised human rights standards

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Local Communities

The organisation/company:

14. affirms the central importance of the sustainable development of surrounding communities

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

15. develops a policy statement that measures its social, environmental and economic impact on local communities affected by its operations

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

16. shows respect for the local community, especially with regard to water, land, air, food, energy, religion, gender and culture

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

17. seeks to develop long-term business relationships in local communities

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

18. aspires to integrate the interests of all stakeholders with that of its own business goals

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

19. establishes a transparent process to gain the informed consent of the community prior to establishing its operations in that community

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

20. reports in oral and written form, on its community impact in a manner that is accessible to local communities in the local language

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Indigenous Communities

The organisation/company:

21. respects the cultural, religious and social customs and traditional knowledge of members of indigenous communities, including respect for indigenous medicines and medical practices

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

22. is committed to respecting fully the rights of indigenous peoples as they are recognised by the appropriate jurisdictions and laws

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

23. seeks to develop long-term business relationships with members of indigenous communities

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

24. communicates its business plans in a way that the local indigenous community can understand

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

25. seeks to be actively involved in the development (economic and social) of indigenous communities

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

26. seeks and receives approval from the legitimate local indigenous leadership prior to beginning any business activities

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

27. negotiates a just and equitable economic settlement with the indigenous community(ies) involved, including adequate compensation where applicable

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Resource Use & Extraction

The organisation/company:

28. is careful to control its exploitation, management or extraction of natural resources, in countries where environmental laws and regulations are inadequate or are improperly enforced

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

29. refrains from exploiting natural resources, especially non-renewable resources, against the wishes of national, local or indigenous communities

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

30. refrains from exploiting natural resources in such a way that it damages or dramatically changes the environment

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

31. has a strategy whereby proper compensation for the extraction of resources is made to all the relevant (national, local and indigenous) communities for the acquisition of their assets

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

32. publicly discloses all royalties, taxes, fees, payments and any other revenue paid to state or governmental partners

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

33. does not contract with or collaborate with governmental military authorities or with local militias to facilitate the exploitation/extraction of natural resources

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

CORPORATE BUSINESS COMMUNITY

The Employed – Conditions

The organisation/company:

34. has standards which include genuine respect for employees' rights to freedom of association, labour organisation, free collective bargaining, non-discrimination in employment and a safe and healthy working environment

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

35. ensures that it does not discriminate on the basis of gender, racial/ethnic origin, social or ethnic origin, culture, religion, age, disability, sexual orientation, nationality, citizenship or political opinion

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

36. seeks to maximise long term contractual relationships with its employees by aiming to safeguard employees' future employability

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

37. pays sustainable living wages, which enables employees to meet the basic needs of themselves and their families

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

38. ensures work schedules that are reasonable and enable employees and their families to live in a sustained and healthful manner

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

39. ensures that no employee is subject to any (physical, sexual, psychological or verbal) harassment or abuse

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

40. provides training, development, promotion and advancement opportunities to all employees, regardless of status, whether full-time, part-time, short-term, permanent, or with any other contracts of employment

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

41. provides the opportunity for redeployment and retraining of employees in situations where corporate restructuring is taking place, in order to offer sustainable patterns of employment

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

The Employed – Health and Safety

The company:

42. provides a working environment that supports health (including mental health) and wellness
- Strongly Disagree* *Disagree* *Undecided* *Agree* *Strongly Agree*
- ☐ ☐ ☐ ☐ ☐
43. subscribes to the principle that every worker has the right of access to health care, including accessible and affordable medicines
- Strongly Disagree* *Disagree* *Undecided* *Agree* *Strongly Agree*
- ☐ ☐ ☐ ☐ ☐
44. adopts specific policies to ensure that the workplace is free from toxic substances and all kinds of risks; is properly ventilated and appropriate
- Strongly Disagree* *Disagree* *Undecided* *Agree* *Strongly Agree*
- ☐ ☐ ☐ ☐ ☐
45. adopts a policy of non-discrimination and commits to programmes to overcome discrimination and stigmatisation of employees with HIV / AIDS
- Strongly Disagree* *Disagree* *Undecided* *Agree* *Strongly Agree*
- ☐ ☐ ☐ ☐ ☐
46. ensures that workers can stop work if they find themselves at risk and that workers injured at work will be provided with suitable jobs after medical and psychological treatment
- Strongly Disagree* *Disagree* *Undecided* *Agree* *Strongly Agree*
- ☐ ☐ ☐ ☐ ☐

The Employed – Persons

Women in the workforce

The organisation/company:

47. values women as a vital group of employees who have a significant contribution to make to the work of all companies
- Strongly Disagree* *Disagree* *Undecided* *Agree* *Strongly Agree*
- ☐ ☐ ☐ ☐ ☐
48. is aware that the rights of women are often violated by business policies and practices and seeks to neutralize the impact of any such policies or practices on their employees
- Strongly Disagree* *Disagree* *Undecided* *Agree* *Strongly Agree*
- ☐ ☐ ☐ ☐ ☐

49. ensures that the social and biological determinants that affect women because of gender are addressed by appropriate policies within the work place, including, but not limited to, pregnancy leave, maternity leave, medical leave

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

50. has a policy of responding flexibly to the needs of women regarding pregnancy and family care without detriment to their employment. This includes paid maternity and paternity leave.

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Minority Groups

The organisation/company:

51. has a policy that enables people from minority groups to achieve progression in employment in the company and to receive training and promotional opportunities without discrimination

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

52. recognises that there may be particular barriers to the full participation of people from minority groups and takes positive action to diminish these barriers within the company

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

53. publicly discloses information on the diversity of its entire workforce, including the number of employees by gender, disability and racial/ethnic origin, at every level of the company, including at senior management level

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Persons with Disabilities

The organisation/company:

54. ensures that persons with disabilities who apply for jobs with the company receive fair treatment

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

55. values persons with physical, sensory and/or mental disabilities as full participants in the company workforce

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

56. continues to employ persons if they have become disabled, and provides the modifications necessary to enable them to continue at the previous status

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

57. recognises that there may be particular barriers to the full participation of people with disabilities and takes positive action to diminish these barriers within the company

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Child Labour

The organisation/company:

58. does not exploit children as workers

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

59. does not employ, in a full-time capacity, in its own workplaces or in that of its subsidiaries and suppliers, any child under the age of completion of compulsory schooling and, in any case, less than the age of 15 years

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

60. has a precise statement regarding the employment of children and young people

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Forced Labour

The organisation/company:

61. does not use any forced labour, whether in the forms of prison labour, indentured labour, bonded labour, slave labour or any other non-voluntary labour

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

62. has a clearly stated policy with regard to the monitoring of the employment of people under duress

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

63. takes immediate steps to rectify the practice and to provide for the rehabilitation of the workers involved, if it is discovered that any workers have been employed under duress

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Suppliers

The organisation/company:

64. affirms the concept of joint responsibility with suppliers for the additional costs of compliance with ILO labour standards, national law and the company's code of conduct

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

65. adopts a fair pricing policy that enables the supplier to meet its obligations to labour, social and environmental standards

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

66. develops long-term business relations with its supplier in which job security of workers is considered

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

67. accepts independent monitoring of its suppliers and/or vendors to supplement its internal monitoring of code compliance

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Financial Integrity

The organisation/company:

68. insists on honesty and integrity in all aspects of its business, wherever business is conducted

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

69. does not offer, pay, solicit or accept bribes in any form

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

70. is committed to transparency in all its accounting and financial reporting statements and communications with shareholders and other relevant stakeholder through its compliance with independent auditing and financial reporting principles

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

71. ensures that all transactions on behalf of the company are appropriately described in its accounts in accordance with established procedures which are subject to audit

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*

☐ ☐ ☐ ☐ ☐

Ethical Integrity

The organisation/company:

72. recognises that its directors and employees have a central role in upholding the company's ethical standards and codes of conduct

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

73. directly addresses issues of justice in line with criteria developed and endorsed by workers and stakeholders as an expression of its financial, social and environmental reporting

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

74. provides training for its directors and employees regarding ethical issues, corporate social responsibility issues and codes of conduct

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

75. has a mechanism to address ethical issues of concern raised by employees

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

Corporate Governance

The organisation/company:

76. governance structure is based on ethical values, including inclusivity, integrity, honesty, justice, transparency and responsiveness to shareowners and stakeholders

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

77. governance reflects its obligations to its stakeholders in the social, environmental and financial arenas

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

78. Board of Directors is characterised by independence, willingness to ask hard questions, diversity of membership, transparency of decision making and accountability

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

79. executive compensation and bonus packages are tied to financial, social and environmental performance and are in alignment with community expectations of fair and reasonable compensation

Strongly Disagree Disagree Undecided Agree Strongly Agree

☐ ☐ ☐ ☐ ☐

80. has a Board of Directors that demonstrates diversity (gender, ethnicity, age, background, employee) and includes a majority of independent/non-executive directors

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

The Shareholders

The organisation/company:

81. makes information, which enables shareowners/shareholders to understand corporate compliance with CSR principles/codes, fully available to the public in an easy accessible manner

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

82. ensures shareowners'/shareholders' participation and rights to information while protecting other interested and affected parties

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

83. informs its shareholders through reports and meetings about significant violations of corporate policies or codes of conduct

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

Joint Ventures / Partnerships / Subsidiaries

The organisation/company:

84. takes into account the ethical as well as the financial implications when entering into joint ventures and partnerships

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

85. with its associated companies, divisions, units and subsidiary companies abide by the same codes of ethics and conduct as the parent company as a minimum standard

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

86. adheres to international standards and protocols relevant to its products and services

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

Customers & Consumers

The organisation/company:

87. ensures that its products and services meet customer requirements and product specification

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

88. is fully committed to fair trading practices

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

89. ensures that all advertisement and labelling of products or services is complete, fair and honest

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

90. ensures that it does not market or produce products or services in such a way as to cause harm to the environment or to consumers

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

Financial Performance & Stability

The organisation/company:

91. pays its employees, suppliers and other creditors on time

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

92. has an efficient business model, based on sound financial principles

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

93. can sustain its current employee base for a long time

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

94. manages its finances well and in a sustainable manner (does not waste money)

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

95. produces quality products or services (which are highly valued by consumers)

Strongly Disagree *Disagree* *Undecided* *Agree* *Strongly Agree*
☐ ☐ ☐ ☐ ☐

Appendix D

Question Scoring/Coding for the dimensions of SD and CSR

WIDER COMMUNITY

Ecosystems

1. SD- Environment
2. SD- Environment, CSR- Ethical
3. SD- Environment, CSR- Ethical
4. SD- Environment, CSR- Ethical
5. SD- Environment, CSR- Ethical
6. SD- Environment
7. SD- Environment, CSR- Ethical
8. SD- Environment

National Communities

9. SD- Social; (*CSR-Philanthropic*)
10. SD- Social; CSR- Ethical; CSR- Legal
11. SD- Social; SD- Economic; CSR- Ethical; CSR- Legal
12. SD- Social, SD-Environmental;
13. SD- Social; CSR- Ethical; CSR- Legal

Local Communities

14. SD- Social,
15. SD-Social; SD-Environmental; SD-Economical; CSR-Ethical
16. SD-Social; SD-Environmental;
17. SD-Economic; CSR-Economic
18. SD-Social; SD-Economic; CSR-Ethical; CSR-Economic
19. SD-Social; CSR-Ethical
20. SD-Social; CSR-Ethical

Indigenous Communities

21. SD-Social;
22. SD-Social; CSR-Legal
23. SD-Social; SD-Economic; CSR-Economic
24. SD-Social; CSR-Ethical
25. SD-Social; SD-Economical;
26. SD-Social; SD-Economical; CSR-Ethical
27. SD-Social; SD-Economical; CSR-Legal; CSR-Ethical

Resource Extraction

- 28. SD-Social; SD-Environmental; CSR-Legal; CSR-Ethical
- 29. SD-Environmental; CSR-Legal; CSR-Ethical
- 30. SD-Environmental;
- 31. SD-Economic; SD-Social; CSR-Ethical
- 32. SD-Economic; SD-Social; CSR-Ethical
- 33. SD-Social; SD-Environmental; CSR-Legal; CSR-Ethical

CORPORATE BUSINESS COMMUNITY

The Employed – Conditions

- 34. SD-Social; CSR-Legal; CSR- Ethical
- 35. SD-Social; CSR-Legal; CSR- Ethical
- 36. SD-Social; CSR-Legal; CSR-Economic
- 37. SD-Economical; CSR-Legal; CSR- Ethical; CSR-Economic
- 38. SD-Social; CSR-Legal; CSR- Ethical
- 39. SD-Social; CSR-Legal;
- 40. SD-Economical; SD-Social; CSR- Ethical
- 41. SD-Economical; SD-Social; CSR- Ethical

The Employed – Health and Safety

- 42. SD-Social;
- 43. SD-Social;
- 44. SD-Social; CSR- Ethical
- 45. SD-Social; CSR- Ethical
- 46. SD-Social; CSR- Ethical

The Employed – Persons

Women in the workforce

- 47. SD-Social; CSR-Economic
- 48. SD-Social; SD Economic; CSR- Ethical
- 49. SD-Social; SD-Economic; CSR- Ethical, CSR-Philanthropic
- 50. SD-Social; SD-Economic; CSR- Ethical, CSR-Philanthropic

Minority Groups

- 51. SD-Social; SD-Economic; CSR- Ethical
- 52. SD-Social; SD-Economic; CSR- Ethical
- 53. SD-Social; CSR- Ethical

Persons with Disabilities

- 54. SD-Social; SD-Economic; CSR-Economic; CSR- Ethical
- 55. SD-Social; SD-Economic; CSR-Economic; CSR- Ethical

- 56. SD-Social; SD-Economic; CSR- Ethical
- 57. SD-Social; CSR- Ethical

Child Labour

- 58. SD-Social;
- 59. SD-Social;
- 60. SD-Social; CSR- Ethical

Forced Labour

- 61. SD-Social; CSR- Ethical
- 62. SD-Social; CSR- Ethical
- 63. SD-Social; CSR- Ethical

Suppliers

- 64. SD-Social; SD-Economic; CSR-Legal; CSR- Ethical
- 65. SD-Environmental; SD-Economic; SD-Social; CSR-Economic; CSR- Ethical
- 66. SD-Economic; SD-Social; CSR-Economic; CSR- Ethical
- 67. SD-Social; CSR- Ethical

Financial Integrity

- 68. SD-Economic; SD-Social; CSR- Ethical
- 69. SD-Economic; SD-Social; CSR- Ethical
- 70. SD-Economic; SD-Social; CSR- Ethical
- 71. SD-Economic; SD-Social; CSR- Ethical

Ethical Integrity

- 72. SD-Social; CSR- Ethical
- 73. SD-Social; SD-Environmental; SD-Economic; CSR- Ethical
- 74. SD-Social; CSR- Ethical
- 75. SD-Social; CSR- Ethical

Corporate Governance

- 76. SD-Social; CSR- Ethical
- 77. SD-Social; SD-Environmental; SD-Economic; CSR-Economic; CSR- Ethical
- 78. SD-Social; CSR- Ethical
- 79. SD-Social; SD-Economic; CSR-Economic; CSR- Ethical
- 80. SD-Social; CSR- Ethical

The Shareholders

- 81. SD-Social; SD-Economic; CSR- Ethical
- 82. SD-Social; SD-Economic; CSR-Economic; CSR- Ethical

83. SD-Social; SD-Economic; CSR-Economic; CSR- Ethical

Joint Ventures / Partnerships / Subsidiaries

84. SD-Social; SD-Economic; CSR-Economic; CSR- Ethical
85. SD-Social; CSR- Ethical
86. SD-Social; CSR-Legal; CSR- Ethical

Customers & Consumers

87. SD-Social; SD-Economic; CSR-Economic; CSR- Ethical
88. SD-Social; SD-Economic; CSR- Ethical
89. SD-Social; SD-Economic; CSR- Ethical
90. SD-Social; SD-Economic; SD-Environmental; CSR- Ethical

Financial Performance & Stability

91. SD-Economic; SD-Social; CSR-Economic
92. CSR-Economic
93. SD-Economic; SD-Social; CSR-Economic
94. SD-Economic; CSR-Economic
95. SD-Social; CSR-Economic