

SECTION 1

Please indicate to what extent you disagree or agree with the statements based on the following scales:

- (1) – strongly disagree (2) – disagree (3) – slightly disagree (4) neutral
 (5) – slightly agree (6) – agree (7) – strongly agree

PART A: Social Concern

	Public Concern	Strongly disagree					Strongly agree
1.	Our customers feel that environmental protection is an important issue facing the world today	1	2	3	4	5	6 7
2.	The Malaysian public is very concerned about environmental destruction	1	2	3	4	5	6 7
3.	Our customers demand environmentally friendly products and services	1	2	3	4	5	6 7
4.	The public is more worried about the economy than environmental protection	1	2	3	4	5	6 7
5.	Our customers expect us to be environmentally friendly	1	2	3	4	5	6 7

	Environmental regulation and legislation For question 1-4: The government environmental regulation and legislation:	Strongly disagree					Strongly agree
1.	influenced our organisation's environmental strategy	1	2	3	4	5	6 7
2.	can affect continued growth of our organisation	1	2	3	4	5	6 7
3.	are the reasons why our organisation is concerned about the natural environment	1	2	3	4	5	6 7
4.	are required so that only organisations that are environmentally responsible will survive and grow	1	2	3	4	5	6 7

5.	Our organisation's environmental efforts influence the future environmental legislation	1	2	3	4	5	6 7
6.	Our industry is faced with strict environmental regulation	1	2	3	4	5	6 7

PART B. Economic Concern

	In our marketing strategy development, environmental issues are treated as:	Strongly disagree						Strongly agree
1.	an opportunity to create a strategic advantage	1	2	3	4	5	6	7
2.	a result of compliance or social obligation rather than a proactive strategy	1	2	3	4	5	6	7
3.	market opportunities	1	2	3	4	5	6	7
4.	forms of investments (financial and non-financial) that are very important	1	2	3	4	5	6	7
5.	forms of commitments that are irreversible	1	2	3	4	5	6	7
6.	an individual's tactic to enhance economic performance	1	2	3	4	5	6	7

PART C. Corporate Citizenship Culture

	Economic Citizenship For Question 1-6: Our organisation:	Strongly disagree						Strongly agree
1.	has a procedure in place to respond to every customer's complaint	1	2	3	4	5	6	7
2.	continually improve the quality of our products	1	2	3	4	5	6	7
3.	uses customer satisfaction as an indicator of our organisational performance	1	2	3	4	5	6	7
4.	has been successful at maximizing our products and services	1	2	3	4	5	6	7
5.	strives to lower the operating costs	1	2	3	4	5	6	7
6.	closely monitors employees' productivity	1	2	3	4	5	6	7

7.	Top management establishes long-term strategies for our business	1	2	3	4	5	6	7
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	Legal Citizenship For question 1-4: Our organisation:	Strongly disagree						Strongly agree
1.	always honor our contractual obligations	1	2	3	4	5	6	7
2.	complies with all laws regulating hiring and employee benefits	1	2	3	4	5	6	7
3.	has programs that encourage a varied involvement of all the workforce (in term of age, gender or race)	1	2	3	4	5	6	7
4.	is opposed to internal policies of discrimination in employees' compensation and promotion	1	2	3	4	5	6	7

5.	Our managers are informed about relevant environmental laws	1	2	3	4	5	6	7
6.	All our products and services meet legal standards	1	2	3	4	5	6	7
7.	Our managers make an effort to comply with the law	1	2	3	4	5	6	7

	Ethical Citizenship For Question 1-5: Our organisation:	Strongly disagree					Strongly agree
1.	has a comprehensive code of conduct	1	2	3	4	5	6 7
2.	is recognized as a trustworthy company	1	2	3	4	5	6 7
3.	follows professional standards	1	2	3	4	5	6 7
4.	has in place a confidential procedure for employees to report any misconduct at work (such as stealing or sexual harassment)	1	2	3	4	5	6 7
5.	requires the salespersons and employees to provide full and accurate information to all customers	1	2	3	4	5	6 7

6.	Top managers monitor the organisation's potential negative activities that affect community	1	2	3	4	5	6 7
7.	Fairness toward coworkers and business partners is an integral part of our employee evaluation process	1	2	3	4	5	6 7

	Discretionary Citizenship Our organisation:	Strongly disagree					Strongly agree
1.	offers salaries higher than the industry average	1	2	3	4	5	6 7
2.	supports employees who require additional education	1	2	3	4	5	6 7
3.	encourages employees to join civic organisations that support our community	1	2	3	4	5	6 7
4.	contributes adequately to charities	1	2	3	4	5	6 7
5.	has a program for employees on how to reduce the amount of energy and materials wasted	1	2	3	4	5	6 7
6.	encourages partnership with local businesses and schools	1	2	3	4	5	6 7
7.	supports local sports and cultural activities	1	2	3	4	5	6 7
8.	has flexible policies that enable employees to better coordinate work and personal life	1	2	3	4	5	6 7

SECTION 2

Part D. Organisational Learning

	Commitment to Learning We view environmental learning as:	Strongly disagree						Strongly agree
1.	our ability to achieve a competitive advantage	1	2	3	4	5	6	7
2.	the basic values to the organisation's improvement	1	2	3	4	5	6	7
3.	an investment, not an expense	1	2	3	4	5	6	7
4.	a necessity to guarantee our survival	1	2	3	4	5	6	7
5.	not our culture priority to employees' learning	1	2	3	4	5	6	7
6.	a continuous process to protect the future of our organisation	1	2	3	4	5	6	7

	Shared Vision In our organisation, when it comes to environmental issues:	Strongly disagree						Strongly agree
1.	there is a well-expressed concept of who we are and where we are going as a business unit	1	2	3	4	5	6	7
2.	there is a total agreement on our business unit vision across all levels, functions and divisions	1	2	3	4	5	6	7
3.	all employees are committed to the goals of the organisation	1	2	3	4	5	6	7
4.	employees view themselves as partners in planning the organisation's direction	1	2	3	4	5	6	7
5.	employees share the same vision	1	2	3	4	5	6	7
6.	we do not have a well-defined vision for the entire organisation	1	2	3	4	5	6	7

	Open-mindedness When dealing with environmental issues:	Strongly disagree						Strongly agree
1.	We are not afraid to reflect critically on the shared assumptions we have about the way we do business	1	2	3	4	5	6	7
2.	Our managers do not want their "view of the world" to be questioned	1	2	3	4	5	6	7
3.	We place a high value on being open-mindedness	1	2	3	4	5	6	7
4.	Our managers encourage employees to "think outside of the box"	1	2	3	4	5	6	7
5.	An emphasis on constant innovation is not a part of our organisational corporate culture	1	2	3	4	5	6	7
6.	Original ideas are highly valued in this organisation	1	2	3	4	5	6	7

Part E. Enviropreneurship

In general, top managers favor a strong emphasis on:

1.	R & D, technological leadership and innovations	1	2	3	4	5	6	7
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In the past 5 years, our organisation:

2.	has produced many new lines of environmentally products and services	1	2	3	4	5	6	7
3.	changes in environmentally products or services have been impressive	1	2	3	4	5	6	7

In general, top managers have a strong tendency:

4.	for high risk and high return of environmentally products or services	1	2	3	4	5	6	7
5.	to be ahead of other competitors in introducing innovative ideas or products/services	1	2	3	4	5	6	7

In general, top managers believe that:

6.	To achieve the organisational environmental objectives, daring and wide-ranging acts are required	1	2	3	4	5	6	7
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When confronted with decision making situations involving uncertainty, our organisation:

7.	typically adopts a bold, aggressive posture to maximize exploiting potential opportunities	1	2	3	4	5	6	7
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In dealing with competitors, our organisation typically:

8.	adopts a very competitive, "undo-the-competitors" posture	1	2	3	4	5	6	7
9.	are the first to introduce any new environmental products or services	1	2	3	4	5	6	7
10.	are the first to introduce any new administrative techniques, operating technologies, etc.	1	2	3	4	5	6	7

SECTION 3

Please provide the appropriate scale regarding the overall performance of your company in the last 3 year period. The scales in this section are interpreted as:

(1): Decrease of more than 20% (2): Decrease of 11-20% (3): Decrease of 1-10%
 (4): No Change (5): Increase 1-10% (6): Increase of 11-20% (7): Increase more than 20%

Please circle the answer regarding the overall performance of your company in the **last 3 year period**

Business Performance	Decreased more than 20%	Decreased of 11-20%	Decreased of 1-10%	No Change	Increased of 1-10%	Increased of 11-20%	Increased more than 20%
1. Growth in sales	1	2	3	4	5	6	7
2. Growth in market shares	1	2	3	4	5	6	7
3. Growth in New Products/ Services Development	1	2	3	4	5	6	7
4. Brand loyalty	1	2	3	4	5	6	7
5. Corporate reputation	1	2	3	4	5	6	7
6. Overall employee commitment	1	2	3	4	5	6	7
7. Overall performance measured by firm goals and objectives	1	2	3	4	5	6	7

SECTION 4

Company Profile

The following questions are about your company's background. Please mark (X) for only one answer that best describes your company.

1. Please indicate your company CORE business
 - Manufacturing / Processing of Industrial Goods
 - Manufacturing / Processing of Consumer Goods
 - Services, please specify product/type of service offered: _____
 - Agriculture, please specify product produced: _____

2. For manufacturing/agriculture core business, please indicate your market segment (can tick more than one if applicable)
 - Local market Singapore Thailand Indonesia
 - The USA Japan Others, please list:

3. For a service organisation, please indicate your customer's segments (can tick more than one if applicable)
 - Local customers Singaporean Thais Indonesian
 - The USA Japanese Others, please list:

4. Year of establishment _____ (e.g.1990)

5. Please indicate the size of your fulltime employees:
 - Less than 50 people
 - Between 51-150 people
 - More than 150 people

6. Please tick (√) as to indicate your company's sales turnover:

	For Manufacturing And Agro-based industries	For Services
Less than RM200,000.00		
Less than RM250,000.00		
Between RM200,000.00 and RM1 million		
Between RM1 million and RM5 million		
Between RM250,000.00 and RM 10 million		
Between RM10million and RM15million		
Between RM15million and RM25 million		
More than RM25million		

7. Years practicing CSR

- 1-5 years 6-10 years 11-15 years 16 -20 years

8. Employee turnover rates in the past 3 year's

- 1-3% 4-6% 7-10% 11 -13 %
 14-16% 17-20%

9. Customer turnover rates in the past 3 year's

- 1-3% 4-6% 7-10% 11 -13 %
 14-16% 17-20%

10. Please indicate the ownership status of your company (based on the majority equity holding)

- Bumiputera Chinese Indian Government-Owned
 Foreign-Owned Others, please specify: _____

To the respondent

Please indicate your current position and tenure in the company

Current Position: _____

Years of Service: _____