

Supplementary Materials

Environmental Regulatory Pressure

1. Through waste, energy, and resource management, my firm tries to reduce or avoid the threat of current or future government environmental legislations.
2. My firm's parent company sets strict environmental standards for my firm to comply with.
3. There are frequent government inspections or audits on my firm to ensure that the firm is in compliance with environmental laws and regulations.
4. Financial incentives offered by the Malaysian government, such as grants and tax reductions, to firms that implement environmental practices.
5. Financial incentives offered by international organizations, such as United Nations, to the firms that implement environmental practices.
6. Environmental regulations in other countries, such as Europe, Japan, and US, induced my firm to implement environmental practices.
7. There are a large number of environmental regulations or restrictions imposed by the government on my firm's industry.

Customer Pressure

1. My firm's major customers frequently require my firm to adopt environmental practices.
2. My firm's major customers would withhold supply contracts if my firm did not meet their environmental performance requirements.
3. My firm's major customers have a clear policy statement regarding their commitment to the environment.
4. My firm receives requirements from consumer associations to be more environmentally conscious.
5. My firm's major customers frequently encourage my firm to implement environmental practices.
6. My firm expects to receive special recognition or awards from its major customers for implementation of environmental practices.

Environmental Uncertainty

1. In my firm's industry, predicting customers' preferences is difficult.
2. In my firm's industry, predicting competitors' behaviour is difficult.
3. In my firm's industry, the advance in new products is rapid.
4. In my firm's industry, customers' preferences vary frequently.

Expected Business Benefits

1. Successful firms in my firm's industry implement waste, energy, and resource management.
2. Big firms in my firm's industry implement waste, energy, and resource management.
3. Waste, energy, and resource management practices are currently implemented by a large number of firms in Malaysia.
4. A large number of firms in my firm's industry implement waste, energy, and resource management practices.
5. Waste, energy, and resource management practices are generally considered in my firm's industry as having considerable marketing benefits.
6. Waste, energy, and resource management practices are generally considered in my firm's industry as having considerable operational benefits.
7. Waste, energy, and resource management practices are generally considered in my firm's industry as important aspects to improve organizational image.

8. There is a general belief in my firm's industry that implementing waste, energy, and resource management practices has benefits that outweigh their costs.
9. There is a general belief in my firm's industry that implementing waste, energy, and resource management practices is the right thing to do to achieve business objectives.

Social Responsibility

1. My firm believes that it is its responsibility to minimize negative effects on the natural environment in all its operations.
2. My firm always declares in its reporting that it is an environmentally conscious firm.
3. It is important for my firm to consider societal well-being in all of its operations.
4. Environmental problems like pollution constitute a continuous concern for my firm.
5. My firm believes that waste, energy, and resource management are the right thing to do to promote societal welfare.
6. My firm believes that it can prevent environmental problems such as global warming through waste, energy, and resource management.
7. Health and safety of the society is a major concern in my firm.
8. My firm's behaviour is affected by how the society wishes it would behave.
9. My firm pays considerable attention to the reaction of the society to its behaviour.

Waste Management

1. My firm sets specific objectives for waste management.
2. My firm carries out aspect-impact analysis to identify sources of waste.
3. My firm implements the 4R program to reduce, reuse, recycle, and recover waste.
4. My firm attempts to reduce material consumption in all of its activities.
5. My firm attempts to reduce waste through product life cycle analysis and redesign.

Energy Management

1. My firm sets a specific energy conservation program and objectives to guide energy management.
2. My firm conducts regular energy audit on all of its activities.
3. My firm attempts to reduce energy consumption in all of its activities by using energy efficient equipment such as inverters.
4. My firm uses renewable energy for all of its activities.
5. My firm attempts to reduce energy consumption of its products through incorporating special environmentally friendly features.

Resource Management

1. My firm sets specific objectives and implements specific programs to optimize resource usage.
2. Priority is given to products with green attributes, such as those that are recyclable, repairable, reusable, renewable, biodegradable, energy saving.
3. My firm attempts to optimize resource usage through regular review of the process flow.
4. My firm implements a paperless policy.
5. My firm encourages the use of email to replace fax.

Economic Performance

For the last three years, my firm has achieved

1. Significant reduction in terms of waste and its disposal costs.
2. Significant improvement in terms of resources management efficiency.
3. Significant improvement in terms of productivity.
4. Significant savings in terms of production costs.
5. Significant improvement in terms of sales and market share.

6. Significant improvement in terms of firm's overall profitability.
7. Significant reduction in terms of firm's raw material costs.
8. Significant reduction in terms of packaging costs.
9. Significant improvement in terms of financial performance.

Environmental Performance

For the last three years, my firm has achieved

1. Significant reduction in terms of hazardous materials consumption.
2. Significant reduction in terms of waste generation.
3. Significant reduction in terms of energy consumption.
4. Significant reduction in terms of material usage.
5. Significant reduction in terms of occupational illness.
6. Significant improvement in terms of legal compliances.
7. Significant improvement in overall environmental performance.

Social Performance

For the last three years, my firm has achieved

1. Significant improvement in terms of the firm's image in the eyes of the general public.
2. Significant improvement in terms of the firm's image in the eyes of its employees.
3. Significant improvement in product image.
4. Significant reduction in the number of environmental complaints.
5. Significant improvement in terms of public relations.
6. Significant improvement in terms of employee satisfaction.