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# APPENDICES

## APPENDIX A: A SURVEY INSTRUMENT (STRUCTURED QUESTIONNAIRE)

### BACKGROUND

*The African economic landscape is different from that of Western economies where the Balanced Scorecard model originates insofar as infrastructural systems, markets and customers, sources of capital, government interventions, literacy levels, and socio-cultural underpinnings are concerned. The African framework is humanistic, community-based and socialistic in nature. Taking this cognisance, the study aims at redesigning the Balanced Scorecard model specifically for an Africa-based organisation.*

### INSTRUCTIONS

This questionnaire, though you have to complete it voluntarily, is an important research instrument for the study that I am currently conducting. Please try to respond to ALL statements. For anonymity, please DO NOT provide your name or any form of identification on this questionnaire. Note that your responses will be strictly confidential and will only be used for the purposes of this study and any publications that may arise here from.

### SECTION A: GENERAL ORGANISATIONAL INFORMATION

#### A1. Name of your organisation (Please fill space provided)

#### A2. Name of your country (tick/click as appropriate)

1.  South Africa                      2.  Malawi                      3.  Other (specify)

#### A3. Indicate whether or not you are using the Balanced Scorecard model (tick/click as appropriate)

1.  Yes                                      2.  No

#### A4. If yes, indicate how you rate the usefulness of the Balanced Scorecard model towards your operations (tick/click as appropriate)

1.  Not useful                      2.  Somehow useful                      3.  Useful  
4.  Very useful                      5.  Most useful

#### A5. Indicate your industry (tick/click as appropriate)

1.  Agriculture, Forestry & Fishing    2.  Mining & Quarrying                      3.  Manufacturing  
4.  Electricity, Gas & Water                      5.  Construction                      6.  Wholesale & Retail trade  
7.  Transport & Storage                      8.  Tourism & Hospitality                      9.  Real estate  
10.  Information & Communication    11.  Financial & Insurance                      12.  Other (specify)

#### A6. Number of employees for your organisation (tick/click as appropriate)

1.  Less than 101                      2.  From 101-200                      3.  From 201-300  
4.  From 301-400                      5.  From 401-500                      6.  From 501-600  
7.  From 601-700                      8.  From 701-800                      9.  From 801-900  
10.  From 901-1000                      11.  Over 1000

#### A7. Your current position (tick/click as appropriate)

1.  Senior Management                      2.  Middle Management                      3.  Other (specify)

#### A8. Number of years you have been in service (tick/click as appropriate)

1.  Less than 6 years                      2.  From 6-10 years                      3.  From 11-15 years  
4.  From 16-20 years                      5.  From 21-25 years                      6.  Over 25 years

#### A9. Indicate ALL stakeholders that deal with your organisation (tick/click as appropriate)

*Stakeholders are groups or individuals that have interests or hold stakes in the operations of your organisation.*

1.  Shareholders                      2.  Debt providers                      3.  Customers  
4.  Suppliers                      5.  Competitors                      6.  Management and employees  
7.  Government                      8.  External auditors                      9.  Regulatory bodies  
10.  Community                      11.  Ecological system                      12.  Other (specify)





**SECTION B: ASSESSMENT OF CORPORATE SCORECARDS**

There are different statements for each of the six scales on this section. In your opinion, **tick** (hard copy) or **click** (soft copy) on a level of each continuum that represents the strength of your agreement/disagreement regarding the statements about your organisation.

**Ranking Key:** 1. *Strongly Disagree* 2. *Disagree* 3. *Somehow Agree* 4. *Agree* 5. *Strongly Agree*

**SECTION B1: THE RELATIONSHIPS AND CULTURE STRATEGIC THEME**

*This section assesses corporate relationships and culture that exist between your organisation and stakeholders.*

*Organisational culture refers to organisational values, norms or philosophies that govern the behaviour of people for organisational improvements.*

B1.1. We recognise the interdependence of relationships of our stakeholders	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.2. Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.3. Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.4. Our financial reports are constructed towards meeting interests of our external stakeholders	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.5. Our external financial reporting system takes into account our social obligations towards local communities	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.6. Our external financial reporting system takes into account our environmental obligations	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.7. Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.8. Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.9. Our financial statements are verified by the appointed external auditors for external reporting	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.10. We are committed in making decisions with the customer's perspectives in mind	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.11. We treat our suppliers as an integrated part of our business	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.12. We demonstrate mutual respect with our competitors	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.13. Our organisation is highly respected for maintaining and promoting environmental protection	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.14. We constantly interact with and help the local community in which we operate	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B1.15. We treat employees as the most valuable asset of our organisation	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>

**SECTION B2: THE STAKEHOLDER STRATEGIC THEME**

*This section assesses stakeholders as perceived by your organisation. Stakeholders are groups of people that have interests or hold stakes in the running of your organisation.*

B2.1. Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B2.2. Our customers comprise the most important element of our business	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B2.3. We make profits because of our efficient labour force	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B2.4. Our operations rely on debt provisions from our financiers	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B2.5. Our organisation runs on the premise that community care is paramount	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B2.6. Our organisation focuses on protection of the natural environment as a stakeholder	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B2.7. Government contributions are foundational to our business operations	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>

**SECTION B3: THE PRACTICES AND PROCESSES STRATEGIC THEME**

*This section assesses internal business processes and practices of your organisation in terms of the economy, efficiency effectiveness, and ethicality. Ethicality refers to organisational morality and rights.*

B3.1. We adopt processes that address concerns of our stakeholders	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B3.2. We use benchmarking to continuously improve our business processes	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B3.3. We are able to objectively measure the social impact of our operations	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B3.4. We are able to objectively measure the impact of our operations on the natural environment	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B3.5. Our sustainability programmes take into account economic, social and environmental issues	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B3.6. Customer feedback is key to our performance appraisal systems	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B3.7. We work cooperatively with our business partners	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B3.8. Our corporate performance indicators are geared towards future corporate performance	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>

**SECTION B4: THE INTELLECTUAL CAPITAL STRATEGIC THEME**

*This section assesses the intellectual capital as one of the valuable assets of your organisation. Intellectual capital represents the collective knowledge of individuals in an organisation.*

B4.1. Intellectual capital is our main source of profitability	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B4.2. Emphasis on human capital development improves our corporate performance	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B4.3. Innovation is promoted through our good knowledge management systems that we pursue	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B4.4. Knowledge about local culture promotes marketing through customer satisfaction	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B4.5. Knowledge about the local culture improves our corporate performance	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B4.6. Our organisation invests heavily in supporting employee knowledge	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>

### SECTION B5: THE VALUE CREATION STRATEGIC THEME

*This section assesses perspectives that would be considered critical towards your internal operations for maximisation of organisational value (wealth).*

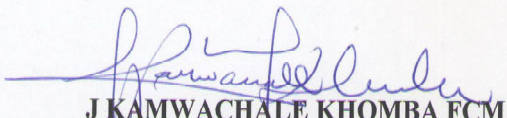
B5.1. Our profitability success is a result of inputs from various stakeholders	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B5.2. We are competitive because of our customer oriented activities	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B5.3. Our internal business processes contribute a lot towards organisational profitability	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B5.4. Our profitability is a result of the abundant natural resources capital that we get from the environment	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B5.5. Our profitability is a result of the social values that we get from local communities	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>

### SECTION B6: THE CORPORATE CONSCIENCE STRATEGIC THEME

*This section assesses allocation of organisational value (wealth) to different stakeholders based on equitable and ethical dimensions. Ethics deals with morals and rights of individuals.*

B6.1. We recognise the interdependence of efforts and rewards among our stakeholders	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.2. Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.3. All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.4. Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.5. We are open in disclosing wealth distribution to our stakeholders through corporate reporting	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.6. Our managers do not practice corruption that deprives our valuable stakeholders	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.7. We pay our suppliers fairly by offering competitive prices in the industry	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.8. We are involved in financially supporting educational projects for our future business operations	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.9. We take direct responsibility for social problems that we have caused	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.10. Our organisation reserves funds for natural environmental (ecological) preservation projects	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
B6.11. We contribute substantially to the overall welfare of the society	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>

Thank you very much for completing the questionnaire



**J KAMWACHALE KHOMBA FCMA**  
SENIOR LECTURER & PHD STUDENT

**E-mail:** AFTER SAVING, email the completed questionnaire as an **ATTACHMENT** to  
[jkkhomba@gmail.com](mailto:jkkhomba@gmail.com)

**OR**

**Forward the completed questionnaire (hard copy) to:**

Professor FNS Vermaak / Professor DG Gouws  
P/A James Kamwachale Khomba (*PhD Student*)  
Department of Financial Management Sciences  
University of Pretoria, 0002 Pretoria  
**Republic of South Africa**

## APPENDIX B: AN INTRODUCTORY LETTER TO SURVEY PARTICIPANTS



Faculty of Economic & Management Sciences  
Dept. of Financial Management Sciences

### Title of the study

### *Redesigning the Balanced Scorecard model: an African perspective*

Research conducted by:

**Mr J Kamwachale Khomba**  
E-mail: [jkkhomba@gmail.com](mailto:jkkhomba@gmail.com)  
Cell: +27 712 468 100

Dear Respondent

You are invited to participate in an academic research study that is being conducted by James Kamwachale Khomba, a Doctor of Philosophy student from the Department of Financial Management Sciences at the University of Pretoria.

The purpose of the study is to redesign the current Balanced Scorecard model to accommodate an African perspective. Your knowledge about the Balanced Scorecard model is **NOT** a prerequisite towards answering the attached survey questionnaire.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important towards the final product of the project.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 20 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of the findings on request.
- Please contact my study leader, Professor FNS Vermaak at [Frans.Vermaak@up.ac.za](mailto:Frans.Vermaak@up.ac.za) or the undersigned if you have any questions or comments regarding the study.

Please click on (soft copy) or tick (hard copy) the box below to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

(Yes, I give my consent)

Date \_\_\_\_\_

**APPENDIX C: EXAMPLES OF SURVEY RESPONDENTS OPERATING IN MALAWI AND SOUTH AFRICA (MULTINATIONAL COMPANIES)**

<ul style="list-style-type: none"> <li>• Aon Insurance Brokers</li> <li>• Barlows World Power</li> <li>• Bestobell</li> <li>• BMW</li> <li>• BP</li> <li>• Burco</li> <li>• Cash Build</li> <li>• Chrolide Batteries</li> <li>• Crown</li> <li>• CTM Tiles</li> <li>• Debonair's</li> <li>• DHL</li> <li>• Dulux Paints</li> <li>• DSTV</li> <li>• Engen</li> <li>• Eskom (Escom)</li> <li>• FedEx</li> <li>• Firestone</li> <li>• G4 Security</li> <li>• Game Store</li> <li>• Gemstone</li> <li>• Gestetner</li> <li>• Good Year Tyres</li> <li>• Illovo Sugar</li> <li>• Kameko</li> <li>• Kia</li> </ul>	<ul style="list-style-type: none"> <li>• Lafarge Cement</li> <li>• Macsteel</li> <li>• Manica Freight</li> <li>• Metro Shop</li> <li>• Mr Price</li> <li>• Multichoice DSTV</li> <li>• Nando's</li> <li>• NedBank</li> <li>• Nissan</li> <li>• Old Mutual</li> <li>• Palmolive Colgate</li> <li>• Pannar Seed</li> <li>• PEP Stores</li> <li>• Plascon</li> <li>• Protea Hotel</li> <li>• SAB Miller</li> <li>• Sana Trading</li> <li>• Shoprite</li> <li>• Standard Bank</li> <li>• Total</li> <li>• Toyota Corporation</li> <li>• Unilever</li> <li>• Xerox</li> </ul>
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## APPENDIX D: APPROVAL AND CLEARANCE LETTER FROM THE RESEARCH ETHICS COMMITTEE, UNIVERSITY OF PRETORIA



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

FACULTY OF ECONOMIC AND  
MANAGEMENT SCIENCES

RESEARCH ETHICS COMMITTEE

Tel: +27 12 420-2306  
E-mail: [anske.grobler@up.ac.za](mailto:anske.grobler@up.ac.za)

3 July 2010

Prof FNS Vermaak  
Department of Financial Management

Dear Professor Vermaak

**Project:** *Redesigning the Balanced Scorecard model: an African perspective*  
**Researcher:** JK Khomba  
**Supervisor:** Prof FNS Vermaak  
**Department:** Financial Management  
**Student No:** 27159010

Thank you for the application you submitted to the Committee for Research Ethics, Faculty of Economic and Management Sciences.

I have pleasure in informing you that the Committee formally approved the above study on 28 July 2010. The approval is subject to the candidate abiding by the principles and parameters set out in his application and research proposal in the actual execution of the research.

The Committee requests you to convey this approval to Mr Khomba.

We wish you success with the project.

Sincerely

**PROF AF GROBLER**  
**CHAIR: COMMITTEE FOR RESEARCH ETHICS**

**cc: Prof E Oost**

**Members:**

Prof AF Grobler (Chair); Dr N Barkhuizen; Prof S Coetzee; Prof D Gouws (Vice Chair); Prof B Lubbe; Prof M Mabugu; Ms K Plant; Prof M Stiglingh; Prof C Thornhill; Prof R van Eyden; Prof J van Vuuren

**Ex officio members:**

Chair: Research Committee; Prof SR van Jaarsveld, Faculty of Law

## APPENDIX E: INDUSTRIAL ANALYSIS ON THE NATURAL ENVIRONMENT

### a) By industry

Industry	Yes		No		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Per cent
Agriculture, Forestry & Fishing	3	23.1%	10	76.9%	13	100.0%
Mining & Quarrying	11	57.9%	8	42.1%	19	100.0%
Manufacturing	34	60.7%	22	39.3%	56	100.0%
Electricity, Gas & Water	9	40.9%	13	59.1%	22	100.0%
Construction	8	44.4%	10	55.6%	18	100.0%
Wholesale & Retail trade	18	34.0%	35	66.0%	53	100.0%
Transport & Storage	7	77.8%	2	22.2%	9	100.0%
Tourism & Hospitality	0	0.0%	11	100.0%	11	100.0%
Real estate	0	0.0%	6	100.0%	6	100.0%
Information & Communication	16	21.3%	59	78.7%	75	100.0%
Financial & Insurance	8	11.9%	59	88.1%	67	100.0%
Other	5	13.2%	33	86.8%	38	100.0%
<b>Total</b>	<b>119</b>	<b>30.7%</b>	<b>268</b>	<b>69.3%</b>	<b>387</b>	<b>100.0%</b>

### b) By country

Industry	South Africa			Malawi			Other			Total		
	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total
	%	%	%	%	%	%	%	%	%	%	%	%
Agriculture, Forestry & Fishing	20.0	80.0	100.0	25.0	75.0	100.0	0.0	0.0	0.0	23.1	76.9	100.0
Mining & Quarrying	50.0	50.0	100.0	100.0	0.0	100.0	0.0	0.0	0.0	57.9	42.1	100.0
Manufacturing	50.0	50.0	100.0	70.4	29.6	100.0	66.7	33.3	100.0	60.7	39.3	100.0
Electricity, Gas & Water	36.4	63.6	100.0	57.1	42.9	100.0	25.0	75.0	100.0	40.9	59.1	100.0
Construction	60.0	40.0	100.0	0.0	100.0	100.0	100.0	0.0	100.0	44.4	55.6	100.0
Wholesale & Retail trade	51.6	48.4	100.0	10.5	89.5	100.0	0.0	100.0	100.0	34.0	66.0	100.0
Transport & Storage	71.4	28.6	100.0	100.0	0.0	100.0	100.0	0.0	100.0	77.8	22.2	100.0
Tourism & Hospitality	0.0	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0
Real estate	0.0	100.0	100.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	100.0	100.0
Information & Communication	31.8	68.2	100.0	20.0	80.0	100.0	0.0	100.0	100.0	21.3	78.7	100.0
Financial & Insurance	26.3	73.7	100.0	2.3	97.7	100.0	40.0	60.0	100.0	11.9	88.1	100.0
Other	6.7	93.3	100.0	16.7	83.3	100.0	20.0	80.0	100.0	13.2	86.8	100.0
<b>Total</b>	<b>39.3</b>	<b>60.7</b>	<b>100.0</b>	<b>23.5</b>	<b>76.5</b>	<b>100.0</b>	<b>28.1</b>	<b>71.9</b>	<b>100.0</b>	<b>30.7</b>	<b>69.3</b>	<b>100.0</b>

## APPENDIX F: RESPONSE RATINGS ON QUESTIONNAIRE STATEMENTS

Questionnaire Statement	Strongly Disagree	Disagree	Disagree (TOTAL)	Somehow Agree	Agree (TOTAL)	Agree	Strongly Agree
B1.1 We recognise the interdependence of relationships of our stakeholders	0.0	0.0	<b>0.0</b>	<b>8.3</b>	<b>91.7</b>	45.2	46.5
B1.2 Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	0.3	2.8	<b>3.1</b>	<b>10.3</b>	<b>86.6</b>	40.3	46.3
B1.3 Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	0.0	2.8	<b>2.8</b>	<b>19.1</b>	<b>78.1</b>	40.6	37.5
B1.4 Our financial reports are constructed towards meeting interests of our external stakeholders	0.3	6.7	<b>7.0</b>	<b>18.6</b>	<b>74.5</b>	38.8	35.7
B1.5 Our external financial reporting system takes into account our social obligations towards local communities	0.3	11.6	<b>11.9</b>	<b>27.6</b>	<b>60.4</b>	32.0	28.4
B1.6 Our external financial reporting system takes into account our environmental obligations	2.6	17.3	<b>19.9</b>	<b>29.2</b>	<b>50.9</b>	30.7	20.2
B1.7 Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	1.6	7.5	<b>9.1</b>	<b>31.0</b>	<b>59.9</b>	31.0	28.9
B1.8 Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	1.0	4.9	<b>5.9</b>	<b>7.8</b>	<b>86.3</b>	27.9	58.4
B1.9 Our financial statements are verified by the appointed external auditors for external reporting	1.6	3.9	<b>5.5</b>	<b>4.4</b>	<b>90.1</b>	27.1	63.0
B1.10 We are committed in making decisions with the customer's perspectives in mind	0.0	3.4	<b>3.4</b>	<b>9.3</b>	<b>87.3</b>	49.1	38.2
B1.11 We treat our suppliers as an integrated part of our business	0.3	0.0	<b>0.3</b>	<b>26.9</b>	<b>72.8</b>	33.3	39.5
B1.12 We demonstrate mutual respect with our competitors	1.6	6.7	<b>8.3</b>	<b>25.6</b>	<b>66.2</b>	37.0	29.2
B1.13 Our organisation is highly respected for maintaining and promoting environmental protection	2.1	25.6	<b>27.7</b>	<b>28.2</b>	<b>44.2</b>	20.2	24.0
B1.14 We constantly interact with and help the local community in which we operate	1.3	12.4	<b>13.7</b>	<b>23.0</b>	<b>63.3</b>	39.0	24.3
B1.15 We treat employees as the most valuable asset of our organisation	3.6	7.0	<b>10.6</b>	<b>15.8</b>	<b>73.6</b>	34.6	39.0
B2.1 Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth	7.5	20.4	<b>27.9</b>	<b>26.6</b>	<b>45.5</b>	24.3	21.2
B2.2 Our customers comprise the most important element of our business	0.5	7.8	<b>8.3</b>	<b>11.6</b>	<b>80.1</b>	29.7	50.4



<b>Questionnaire Statement</b>	Strongly Disagree	Disagree	Disagree (TOTAL)	Somehow Agree	Agree (TOTAL)	Agree	Strongly Agree
B2.3 We make profits because of our efficient labour force	1.6	15.0	<b>16.6</b>	<b>27.9</b>	<b>55.6</b>	34.9	20.7
B2.4 Our operations rely on debt provisions from our financiers	9.3	29.2	<b>38.5</b>	<b>20.4</b>	<b>41.0</b>	22.7	18.3
B2.5 Our organisation runs on the premise that community care is paramount	8.8	19.1	<b>27.9</b>	<b>21.2</b>	<b>50.9</b>	30.0	20.9
B2.6 Our organisation focuses on protection of the natural environment as a stakeholder	8.8	21.7	<b>30.5</b>	<b>21.2</b>	<b>48.3</b>	31.5	16.8
B2.7 Government contributions are foundational to our business operations	13.7	19.6	<b>33.3</b>	<b>10.6</b>	<b>56.0</b>	27.6	28.4
B3.1 We adopt processes that address concerns of our stakeholders	0.0	2.8	<b>2.8</b>	<b>10.1</b>	<b>87.0</b>	47.5	39.5
B3.2 We use benchmarking to continuously improve our business processes	10.3	13.7	<b>24.0</b>	<b>13.4</b>	<b>62.5</b>	34.6	27.9
B3.3 We are able to objectively measure the social impact of our operations	5.7	20.2	<b>25.9</b>	<b>26.1</b>	<b>48.1</b>	35.7	12.4
B3.4 We are able to objectively measure the impact of our operations on the natural environment	6.5	20.2	<b>26.7</b>	<b>32.0</b>	<b>41.4</b>	26.4	15.0
B3.5 Our sustainability programmes take into account economic, social and environmental issues	0.5	15.2	<b>15.7</b>	<b>21.2</b>	<b>63.1</b>	36.7	26.4
B3.6 Customer feedback is key to our performance appraisal systems	2.1	7.0	<b>9.1</b>	<b>13.7</b>	<b>77.3</b>	43.7	33.6
B3.7 We work cooperatively with our business partners	0.0	3.6	<b>3.6</b>	<b>8.0</b>	<b>88.4</b>	47.8	40.6
B3.8 Our corporate performance indicators are geared towards future corporate performance	0.8	1.8	<b>2.6</b>	<b>7.2</b>	<b>90.1</b>	36.4	53.7
B4.1 Intellectual capital is our main source of profitability	2.8	14.5	<b>17.3</b>	<b>32.6</b>	<b>50.1</b>	32.8	17.3
B4.2 Emphasis on human capital development improves our corporate performance	4.7	5.2	<b>9.9</b>	<b>27.6</b>	<b>62.5</b>	43.4	19.1
B4.3 Innovation is promoted through our good knowledge management systems that we pursue	1.0	3.4	<b>4.4</b>	<b>27.1</b>	<b>68.5</b>	49.1	19.4
B4.4 Knowledge about local culture promotes marketing through customer satisfaction	4.4	4.1	<b>8.5</b>	<b>21.2</b>	<b>70.2</b>	50.6	19.6
B4.5 Knowledge about the local culture improves our corporate performance	4.1	3.6	<b>7.7</b>	<b>17.6</b>	<b>74.6</b>	39.5	35.1
B4.6 Our organisation invests heavily in supporting employee knowledge	0.0	8.3	<b>8.3</b>	<b>14.5</b>	<b>77.3</b>	42.4	34.9
B5.1 Our profitability success is a result of inputs from various stakeholders	0.0	3.9	<b>3.9</b>	<b>14.2</b>	<b>81.9</b>	47.0	34.9





<b>Questionnaire Statement</b>	Strongly Disagree	Disagree	Disagree (TOTAL)	Somehow Agree	Agree (TOTAL)	Agree	Strongly Agree
B5.2 We are competitive because of our customer oriented activities	0.3	11.6	<b>11.9</b>	<b>22.2</b>	<b>65.9</b>	39.5	26.4
B5.3 Our internal business processes contribute a lot towards organisational profitability	1.8	6.5	<b>8.3</b>	<b>27.1</b>	<b>64.6</b>	43.4	21.2
B5.4 Our profitability is a result of the abundant natural resources capital that we get from the environment	25.1	31.3	<b>56.4</b>	<b>20.7</b>	<b>23.0</b>	14.2	8.8
B5.5 Our profitability is a result of the social values that we get from local communities	7.5	22.0	<b>29.5</b>	<b>24.5</b>	<b>46.0</b>	29.2	16.8
B6.1 We recognise the interdependence of efforts and rewards among our stakeholders	0.0	2.3	<b>2.3</b>	<b>23.3</b>	<b>74.4</b>	46.5	27.9
B6.2 Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	2.3	14.5	<b>16.8</b>	<b>31.0</b>	<b>52.2</b>	30.5	21.7
B6.3 All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	0.8	7.5	<b>8.3</b>	<b>22.0</b>	<b>69.7</b>	43.9	25.8
B6.4 Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	1.0	3.9	<b>4.9</b>	<b>25.1</b>	<b>70.0</b>	48.8	21.2
B6.5 We are open in disclosing wealth distribution to our stakeholders through corporate reporting	2.1	1.0	<b>3.1</b>	<b>16.0</b>	<b>80.9</b>	46.0	34.9
B6.6 Our managers do not practice corruption that deprives our valuable stakeholders	0.0	2.8	<b>2.8</b>	<b>18.1</b>	<b>79.1</b>	25.6	53.5
B6.7 We pay our suppliers fairly by offering competitive prices in the industry	0.0	2.1	<b>2.1</b>	<b>14.7</b>	<b>83.2</b>	34.9	48.3
B6.8 We are involved in financially supporting educational projects for our future business operations	2.3	9.8	<b>12.1</b>	<b>15.2</b>	<b>72.6</b>	41.3	31.3
B6.9 We take direct responsibility for social problems that we have caused	2.6	10.1	<b>12.7</b>	<b>18.3</b>	<b>69.0</b>	33.3	35.7
B6.10 Our organisation reserves funds for natural environmental (ecological) preservation projects	5.2	23.3	<b>28.5</b>	<b>25.6</b>	<b>45.9</b>	30.7	15.2
B6.11 We contribute substantially to the overall welfare of the society	2.3	6.5	<b>8.8</b>	<b>12.1</b>	<b>79.1</b>	40.6	38.5

## APPENDIX G: COMMUNALITIES OF VARIABLES

**Average Commuality=0.705**

Variable	Commuality
B1.1 We recognise the interdependence of relationships of our stakeholders	0.566
B1.2 Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	0.521
B1.3 Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	0.511
B1.4 Our financial reports are constructed towards meeting interests of our external stakeholders	0.746
B1.5 Our external financial reporting system takes into account our social obligations towards local communities	0.766
B1.6 Our external financial reporting system takes into account our environmental obligations	0.711
B1.7 Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	0.744
B1.8 Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	0.663
B1.9 Our financial statements are verified by the appointed external auditors for external reporting	0.739
B1.10 We are committed in making decisions with the customer's perspectives in mind	0.682
B1.11 We treat our suppliers as an integrated part of our business	0.745
B1.12 We demonstrate mutual respect with our competitors	0.642
B1.13 Our organisation is highly respected for maintaining and promoting environmental protection	0.689
B1.14 We constantly interact with and help the local community in which we operate	0.742
B1.15 We treat employees as the most valuable asset of our organisation	0.748
B2.1 Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth	0.764
B2.2 Our customers comprise the most important element of our business	0.688
B2.3 We make profits because of our efficient labour force	0.667
B2.4 Our operations rely on debt provisions from our financiers	0.725
B2.5 Our organisation runs on the premise that community care is paramount	0.792
B2.6 Our organisation focuses on protection of the natural environment as a stakeholder	0.754
B2.7 Government contributions are foundational to our business operations	0.632
B3.1 We adopt processes that address concerns of our stakeholders	0.638
B3.2 We use benchmarking to continuously improve our business processes	0.764
B3.3 We are able to objectively measure the social impact of our operations	0.666
B3.4 We are able to objectively measure the impact of our operations on the natural environment	0.717
B3.5 Our sustainability programmes take into account economic, social and environmental issues	0.761
B3.6 Customer feedback is key to our performance appraisal systems	0.703
B3.7 We work cooperatively with our business partners	0.732
B3.8 Our corporate performance indicators are geared towards future corporate performance	0.691
B4.1 Intellectual capital is our main source of profitability	0.767
B4.2 Emphasis on human capital development improves our corporate performance	0.744

Variable	Communality
B4.3 Innovation is promoted through our good knowledge management systems that we pursue	0.699
B4.4 Knowledge about local culture promotes marketing through customer satisfaction	0.778
B4.5 Knowledge about the local culture improves our corporate performance	0.834
B4.6 Our organisation invests heavily in supporting employee knowledge	0.677
B5.1 Our profitability success is a result of inputs from various stakeholders	0.714
B5.2 We are competitive because of our customer oriented activities	0.662
B5.3 Our internal business processes contribute a lot towards organisational profitability	0.798
B5.4 Our profitability is a result of the abundant natural resources capital that we get from the environment	0.746
B5.5 Our profitability is a result of the social values that we get from local communities	0.769
B6.1 We recognise the interdependence of efforts and rewards among our stakeholders	0.663
B6.2 Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	0.619
B6.3 All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	0.673
B6.4 Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	0.738
B6.5 We are open in disclosing wealth distribution to our stakeholders through corporate reporting	0.716
B6.6 Our managers do not practice corruption that deprives our valuable stakeholders	0.755
B6.7 We pay our suppliers fairly by offering competitive prices in the industry	0.662
B6.8 We are involved in financially supporting educational projects for our future business operations	0.743
B6.9 We take direct responsibility for social problems that we have caused	0.667
B6.10 Our organisation reserves funds for natural environmental (ecological) preservation projects	0.713
B6.11 We contribute substantially to the overall welfare of the society	0.594

Extraction method: Principal Component Analysis

## APPENDIX H: THE CRONBACH'S ALPHA IF THE ITEM IS DELETED

**Overall Cronbach's Alpha = 0.902**

Variable	Cronbach's Alpha if Item Deleted
B1.1 We recognise the interdependence of relationships of our stakeholders	0.902
B1.2 Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	0.901
B1.3 Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	0.901
B1.4 Our financial reports are constructed towards meeting interests of our external stakeholders	0.902
B1.5 Our external financial reporting system takes into account our social obligations towards local communities	0.902
B1.6 Our external financial reporting system takes into account our environmental obligations	0.900
B1.7 Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	0.901
B1.8 Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	0.904
B1.9 Our financial statements are verified by the appointed external auditors for external reporting	0.903
B1.10 We are committed in making decisions with the customer's perspectives in mind	0.901
B1.11 We treat our suppliers as an integrated part of our business	0.900
B1.12 We demonstrate mutual respect with our competitors	0.900
B1.13 Our organisation is highly respected for maintaining and promoting environmental protection	0.898
B1.14 We constantly interact with and help the local community in which we operate	0.899
B1.15 We treat employees as the most valuable asset of our organisation	0.897
B2.1 Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth	0.907
B2.2 Our customers comprise the most important element of our business	0.905
B2.3 We make profits because of our efficient labour force	0.901
B2.4 Our operations rely on debt provisions from our financiers	0.903
B2.5 Our organisation runs on the premise that community care is paramount	0.899
B2.6 Our organisation focuses on protection of the natural environment as a stakeholder	0.899
B2.7 Government contributions are foundational to our business operations	0.907
B3.1 We adopt processes that address concerns of our stakeholders	0.901
B3.2 We use benchmarking to continuously improve our business processes	0.901
B3.3 We are able to objectively measure the social impact of our operations	0.899
B3.4 We are able to objectively measure the impact of our operations on the natural environment	0.899
B3.5 Our sustainability programmes take into account economic, social and environmental issues	0.898
B3.6 Customer feedback is key to our performance appraisal systems	0.902
B3.7 We work cooperatively with our business partners	0.901
B3.8 Our corporate performance indicators are geared towards future corporate performance	0.902

<b>Variable</b>	<b>Cronbach's Alpha if Item Deleted</b>
B4.1 Intellectual capital is our main source of profitability	0.902
B4.2 Emphasis on human capital development improves our corporate performance	0.899
B4.3 Innovation is promoted through our good knowledge management systems that we pursue	0.899
B4.4 Knowledge about local culture promotes marketing through customer satisfaction	0.898
B4.5 Knowledge about the local culture improves our corporate performance	0.897
B4.6 Our organisation invests heavily in supporting employee knowledge	0.899
B5.1 Our profitability success is a result of inputs from various stakeholders	0.902
B5.2 We are competitive because of our customer oriented activities	0.899
B5.3 Our internal business processes contribute a lot towards organisational profitability	0.902
B5.4 Our profitability is a result of the abundant natural resources capital that we get from the environment	0.903
B5.5 Our profitability is a result of the social values that we get from local communities	0.898
B6.1 We recognise the interdependence of efforts and rewards among our stakeholders	0.900
B6.2 Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	0.902
B6.3 All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	0.901
B6.4 Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	0.900
B6.5 We are open in disclosing wealth distribution to our stakeholders through corporate reporting	0.902
B6.6 Our managers do not practice corruption that deprives our valuable stakeholders	0.901
B6.7 We pay our suppliers fairly by offering competitive prices in the industry	0.901
B6.8 We are involved in financially supporting educational projects for our future business operations	0.898
B6.9 We take direct responsibility for social problems that we have caused	0.900
B6.10 Our organisation reserves funds for natural environmental (ecological) preservation projects	0.899
B6.11 We contribute substantially to the overall welfare of the society	0.899

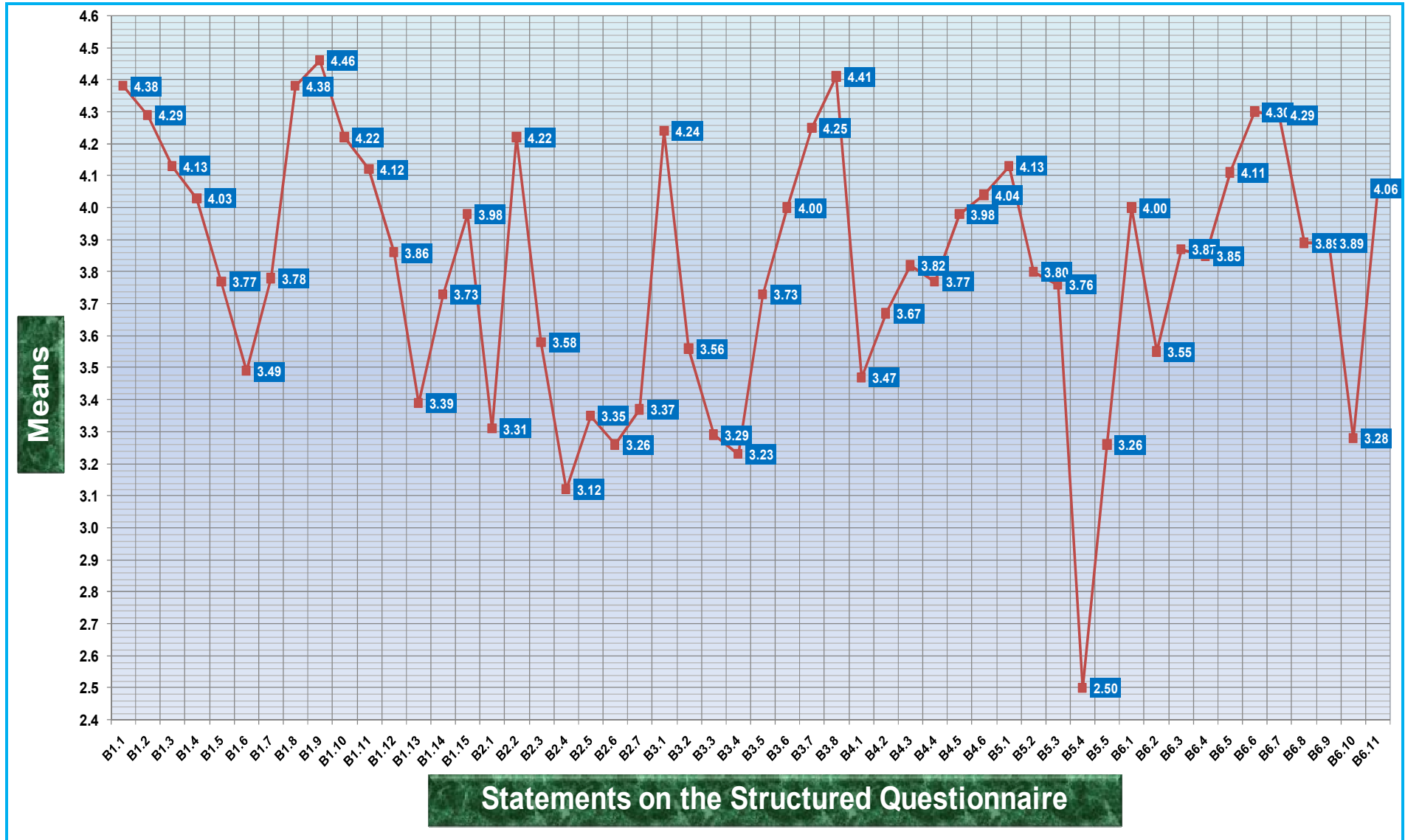
## APPENDIX I: MEANS AND STANDARD DEVIATIONS OF RESPONSE RATINGS ON EACH QUESTIONNAIRE STATEMENT

Variable	Mean	Std. Deviation
B1.1 We recognise the interdependence of relationships of our stakeholders	4.38	0.635
B1.2 Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	4.29	0.786
B1.3 Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	4.13	0.816
B1.4 Our financial reports are constructed towards meeting interests of our external stakeholders	4.03	0.914
B1.5 Our external financial reporting system takes into account our social obligations towards local communities	3.77	0.999
B1.6 Our external financial reporting system takes into account our environmental obligations	3.49	1.076
B1.7 Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	3.78	0.997
B1.8 Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	4.38	0.900
B1.9 Our financial statements are verified by the appointed external auditors for external reporting	4.46	0.870
B1.10 We are committed in making decisions with the customer's perspectives in mind	4.22	0.750
B1.11 We treat our suppliers as an integrated part of our business	4.12	0.822
B1.12 We demonstrate mutual respect with our competitors	3.86	0.968
B1.13 Our organisation is highly respected for maintaining and promoting environmental protection	3.39	1.165
B1.14 We constantly interact with and help the local community in which we operate	3.73	1.006
B1.15 We treat employees as the most valuable asset of our organisation	3.98	1.075
B2.1 Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth	3.31	1.225
B2.2 Our customers comprise the most important element of our business	4.22	0.965
B2.3 We make profits because of our efficient labour force	3.58	1.026
B2.4 Our operations rely on debt provisions from our financiers	3.12	1.271
B2.5 Our organisation runs on the premise that community care is paramount	3.35	1.249
B2.6 Our organisation focuses on protection of the natural environment as a stakeholder	3.26	1.222
B2.7 Government contributions are foundational to our business operations	3.37	1.422
B3.1 We adopt processes that address concerns of our stakeholders	4.24	0.745
B3.2 We use benchmarking to continuously improve our business processes	3.56	1.305
B3.3 We are able to objectively measure the social impact of our operations	3.29	1.096
B3.4 We are able to objectively measure the impact of our operations on the natural environment	3.23	1.128
B3.5 Our sustainability programmes take into account economic, social and environmental issues	3.73	1.031
B3.6 Customer feedback is key to our performance appraisal systems	4.00	0.970
B3.7 We work cooperatively with our business partners	4.25	0.754
B3.8 Our corporate performance indicators are geared towards future corporate performance	4.41	0.767

Variable	Mean	Std. Deviation
B4.1 Intellectual capital is our main source of profitability	3.47	1.029
B4.2 Emphasis on human capital development improves our corporate performance	3.67	0.994
B4.3 Innovation is promoted through our good knowledge management systems that we pursue	3.82	0.814
B4.4 Knowledge about local culture promotes marketing through customer satisfaction	3.77	0.958
B4.5 Knowledge about the local culture improves our corporate performance	3.98	1.023
B4.6 Our organisation invests heavily in supporting employee knowledge	4.04	0.908
B5.1 Our profitability success is a result of inputs from various stakeholders	4.13	0.794
B5.2 We are competitive because of our customer oriented activities	3.80	0.968
B5.3 Our internal business processes contribute a lot towards organisational profitability	3.76	0.921
B5.4 Our profitability is a result of the abundant natural resources capital that we get from the environment	2.50	1.252
B5.5 Our profitability is a result of the social values that we get from local communities	3.26	1.192
B6.1 We recognise the interdependence of efforts and rewards among our stakeholders	4.00	0.779
B6.2 Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	3.55	1.055
B6.3 All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	3.87	0.912
B6.4 Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	3.85	0.831
B6.5 We are open in disclosing wealth distribution to our stakeholders through corporate reporting	4.11	0.853
B6.6 Our managers do not practice corruption that deprives our valuable stakeholders	4.30	0.862
B6.7 We pay our suppliers fairly by offering competitive prices in the industry	4.29	0.792
B6.8 We are involved in financially supporting educational projects for our future business operations	3.89	1.029
B6.9 We take direct responsibility for social problems that we have caused	3.89	1.081
B6.10 Our organisation reserves funds for natural environmental (ecological) preservation projects	3.28	1.133
B6.11 We contribute substantially to the overall welfare of the society	4.06	0.986

N=387

**APPENDIX J: GRAPH SHOWING MEANS OF RESPONSE RATINGS ON EACH QUESTIONNAIRE STATEMENT**





## APPENDIX K: CODIFICATION OF VARIABLES FOR EXPLORATORY FACTOR ANALYSIS

Questionnaire codification	Exploratory factor analysis codification
B1.1 We recognise the interdependence of relationships of our stakeholders	1. We recognise the interdependence of relationships of our stakeholders
B1.2 Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	2. Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions
B1.3 Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	3. Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue
B1.4 Our financial reports are constructed towards meeting interests of our external stakeholders	4. Our financial reports are constructed towards meeting interests of our external stakeholders
B1.5 Our external financial reporting system takes into account our social obligations towards local communities	5. Our external financial reporting system takes into account our social obligations towards local communities
B1.6 Our external financial reporting system takes into account our environmental obligations	6. Our external financial reporting system takes into account our environmental obligations
B1.7 Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	7. Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)
B1.8 Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	8. Our financial statements are prepared based on the generally accepted accounting principles (GAAP)
B1.9 Our financial statements are verified by the appointed external auditors for external reporting	9. Our financial statements are verified by the appointed external auditors for external reporting
B1.10 We are committed in making decisions with the customer's perspectives in mind	10. We are committed in making decisions with the customer's perspectives in mind
B1.11 We treat our suppliers as an integrated part of our business	11. We treat our suppliers as an integrated part of our business
B1.12 We demonstrate mutual respect with our competitors	12. We demonstrate mutual respect with our competitors
B1.13 Our organisation is highly respected for maintaining and promoting environmental protection	13. Our organisation is highly respected for maintaining and promoting environmental protection
B1.14 We constantly interact with and help the local community in which we operate	14. We constantly interact with and help the local community in which we operate
B1.15 We treat employees as the most valuable asset of our organisation	15. We treat employees as the most valuable asset of our organisation
B2.1 Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth	16. Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth
B2.2 Our customers comprise the most important element of our business	17. Our customers comprise the most important element of our business
B2.3 We make profits because of our efficient labour force	18. We make profits because of our efficient labour force
B2.4 Our operations rely on debt provisions from our financiers	19. Our operations rely on debt provisions from our financiers
B2.5 Our organisation runs on the premise that community care is paramount	20. Our organisation runs on the premise that community care is paramount
B2.6 Our organisation focuses on protection of the natural environment as a stakeholder	21. Our organisation focuses on protection of the natural environment as a stakeholder
B2.7 Government contributions are foundational to our business operations	22. Government contributions are foundational to our business operations
B3.1 We adopt processes that address concerns of our stakeholders	23. We adopt processes that address concerns of our stakeholders
B3.2 We use benchmarking to continuously improve our business processes	24. We use benchmarking to continuously improve our business processes
B3.3 We are able to objectively measure the social impact of our operations	25. We are able to objectively measure the social impact of our operations
B3.4 We are able to objectively measure the impact of our operations on the natural environment	26. We are able to objectively measure the impact of our operations on the natural environment



Questionnaire codification	Exploratory factor analysis codification
B3.5 Our sustainability programmes take into account economic, social and environmental issues	27. Our sustainability programmes take into account economic, social and environmental issues
B3.6 Customer feedback is key to our performance appraisal systems	28. Customer feedback is key to our performance appraisal systems
B3.7 We work cooperatively with our business partners	29. We work cooperatively with our business partners
B3.8 Our corporate performance indicators are geared towards future corporate performance	30. Our corporate performance indicators are geared towards future corporate performance
B4.1 Intellectual capital is our main source of profitability	31. Intellectual capital is our main source of profitability
B4.2 Emphasis on human capital development improves our corporate performance	32. Emphasis on human capital development improves our corporate performance
B4.3 Innovation is promoted through our good knowledge management systems that we pursue	33. Innovation is promoted through our good knowledge management systems that we pursue
B4.4 Knowledge about local culture promotes marketing through customer satisfaction	34. Knowledge about local culture promotes marketing through customer satisfaction
B4.5 Knowledge about the local culture improves our corporate performance	35. Knowledge about the local culture improves our corporate performance
B4.6 Our organisation invests heavily in supporting employee knowledge	36. Our organisation invests heavily in supporting employee knowledge
B5.1 Our profitability success is a result of inputs from various stakeholders	37. Our profitability success is a result of inputs from various stakeholders
B5.2 We are competitive because of our customer oriented activities	38. We are competitive because of our customer oriented activities
B5.3 Our internal business processes contribute a lot towards organisational profitability	39. Our internal business processes contribute a lot towards organisational profitability
B5.4 Our profitability is a result of the abundant natural resources capital that we get from the environment	40. Our profitability is a result of the abundant natural resources capital that we get from the environment
B5.5 Our profitability is a result of the social values that we get from local communities	41. Our profitability is a result of the social values that we get from local communities
B6.1 We recognise the interdependence of efforts and rewards among our stakeholders	42. We recognise the interdependence of efforts and rewards among our stakeholders
B6.2 Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	43. Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance
B6.3 All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	44. All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation
B6.4 Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	45. Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation
B6.5 We are open in disclosing wealth distribution to our stakeholders through corporate reporting	46. We are open in disclosing wealth distribution to our stakeholders through corporate reporting
B6.6 Our managers do not practice corruption that deprives our valuable stakeholders	47. Our managers do not practice corruption that deprives our valuable stakeholders
B6.7 We pay our suppliers fairly by offering competitive prices in the industry	48. We pay our suppliers fairly by offering competitive prices in the industry
B6.8 We are involved in financially supporting educational projects for our future business operations	49. We are involved in financially supporting educational projects for our future business operations
B6.9 We take direct responsibility for social problems that we have caused	50. We take direct responsibility for social problems that we have caused
B6.10 Our organisation reserves funds for natural environmental (ecological) preservation projects	51. Our organisation reserves funds for natural environmental (ecological) preservation projects
B6.11 We contribute substantially to the overall welfare of the society	52. We contribute substantially to the overall welfare of the society

## APPENDIX L: PERCENTAGE OF TOTAL VARIANCE EXPLAINED ON AN INITIAL VARIABLE ROTATION

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.669	20.517	20.517	10.669	20.517	20.517
2	4.507	8.667	29.183	4.507	8.667	29.183
3	2.433	4.679	33.862	2.433	4.679	33.862
4	2.370	4.558	38.421	2.370	4.558	38.421
5	2.335	4.490	42.911	2.335	4.490	42.911
6	1.872	3.601	46.512	1.872	3.601	46.512
7	1.843	3.545	50.057	1.843	3.545	50.057
8	1.572	3.023	53.080	1.572	3.023	53.080
9	1.515	2.914	55.993	1.515	2.914	55.993
10	1.485	2.857	58.850	1.485	2.857	58.850
11	1.335	2.568	61.418	1.335	2.568	61.418
12	1.303	2.505	63.923	1.303	2.505	63.923
13	1.189	2.286	66.209	1.189	2.286	66.209
14	1.116	2.147	68.356	1.116	2.147	68.356
15	1.095	2.106	70.461	1.095	2.106	70.461

Extraction method: Principal Component Analysis

## APPENDIX M: A PATTERN MATRIX OF SIX COMPONENTS

Variable	Component					
	1	2	3	4	5	6
35. Knowledge about the local culture improves our corporate performance	0.785	-0.006	0.060	0.012	0.049	-0.137
34. Knowledge about local culture promotes marketing through customer satisfaction	0.765	0.156	0.030	-0.120	0.169	-0.185
36. Our organisation invests heavily in supporting employee knowledge	0.737	-0.178	0.246	0.029	0.003	-0.263
6. Our external financial reporting system takes into account our environmental obligations	0.689	-0.124	-0.041	-0.105	-0.241	0.183
52. We contribute substantially to the overall welfare of the society	0.677	0.104	0.049	-0.212	-0.016	0.203
50. We take direct responsibility for social problems that we have caused	0.667	-0.099	0.000	-0.142	-0.125	0.127
15. We treat employees as the most valuable asset of our organisation	0.660	-0.052	-0.050	0.201	0.233	-0.036
1. We recognise the interdependence of relationships of our stakeholders	0.612	-0.148	0.129	-0.282	-0.023	0.036
16. Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth	-0.599	0.377	-0.047	0.180	0.228	0.051
11. We treat our suppliers as an integrated part of our business	0.561	-0.179	-0.085	0.125	0.490	0.279
2. Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	0.546	-0.015	0.106	-0.123	0.030	-0.034
49. We are involved in financially supporting educational projects for our future business operations	0.541	0.101	0.243	-0.043	0.035	0.068
14. We constantly interact with and help the local community in which we operate	0.487	0.222	-0.173	0.063	-0.018	0.105
41. Our profitability is a result of the social values that we get from local communities	0.470	0.133	0.167	0.188	-0.128	-0.342
51. Our organisation reserves funds for natural environmental (ecological) preservation projects	0.456	0.191	0.029	-0.072	-0.335	0.169
38. We are competitive because of our customer oriented activities	0.425	0.204	0.397	-0.138	0.152	0.198
26. We are able to objectively measure the impact of our operations on the natural environment	0.409	0.096	-0.332	0.352	-0.038	-0.091
13. Our organisation is highly respected for maintaining and promoting environmental protection	0.400	0.250	-0.202	0.170	-0.106	0.103
7. Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	0.358	-0.070	0.039	0.157	-0.231	0.120
3. Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	0.354	0.098	0.128	-0.171	0.015	0.309
33. Innovation is promoted through our good knowledge management systems that we pursue	0.348	0.213	0.248	0.160	0.021	0.049
42. We recognise the interdependence of efforts and rewards among our stakeholders	0.295	0.029	0.217	0.212	0.096	0.156
40. Our profitability is a result of the abundant natural resources capital that we get from the environment	-0.107	0.770	-0.042	-0.134	-0.268	-0.161
31. Intellectual capital is our main source of profitability	-0.142	0.621	-0.048	0.043	0.354	-0.093
24. We use benchmarking to continuously improve our business processes	0.151	0.610	0.181	-0.216	-0.136	-0.053
39. Our internal business processes contribute a lot towards organisational profitability	-0.283	0.585	0.472	-0.018	0.153	0.121
18. We make profits because of our efficient labour force	-0.202	0.500	0.071	0.178	-0.016	0.198
32. Emphasis on human capital development improves our corporate performance	0.358	0.476	-0.102	0.018	0.243	-0.259
20. Our organisation runs on the premise that community care is paramount	0.231	0.439	0.003	0.012	-0.367	0.100
21. Our organisation focuses on protection of the natural environment as a stakeholder	0.321	0.430	-0.111	-0.004	-0.282	-0.065

Variable	Component					
	1	2	3	4	5	6
25. We are able to objectively measure the social impact of our operations	0.204	0.396	-0.159	0.279	-0.085	-0.182
19. Our operations rely on debt provisions from our financiers	0.149	0.257	-0.045	0.004	0.008	-0.096
44. All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	0.103	-0.006	0.669	0.235	-0.087	-0.001
43. Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	0.110	-0.037	0.635	-0.020	-0.147	0.067
37. Our profitability success is a result of inputs from various stakeholders	-0.030	0.047	0.607	0.062	0.124	0.009
48. We pay our suppliers fairly by offering competitive prices in the industry	0.310	-0.085	0.581	-0.027	-0.067	-0.012
30. Our corporate performance indicators are geared towards future corporate performance	-0.228	-0.099	0.188	0.734	0.034	0.084
28. Customer feedback is key to our performance appraisal systems	-0.164	0.053	-0.093	0.654	0.002	0.022
29. We work cooperatively with our business partners	-0.055	-0.038	-0.010	0.639	0.332	0.169
45. Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	-0.005	-0.104	0.455	0.624	-0.130	-0.151
46. We are open in disclosing wealth distribution to our stakeholders through corporate reporting	-0.138	-0.024	0.457	0.537	-0.137	-0.146
23. We adopt processes that address concerns of our stakeholders	0.013	0.021	0.299	0.448	0.017	0.051
27. Our sustainability programmes take into account economic, social and environmental issues	0.390	0.021	-0.146	0.428	-0.405	0.115
47. Our managers do not practice corruption that deprives our valuable stakeholders	0.093	-0.035	0.226	0.386	0.315	-0.175
17. Our customers comprise the most important element of our business	-0.112	0.027	-0.104	0.037	0.639	0.159
22. Government contributions are foundational to our business operations	0.092	0.148	-0.086	-0.089	-0.539	-0.142
5. Our external financial reporting system takes into account our social obligations towards local communities	-0.159	0.119	0.277	0.307	-0.454	0.290
12. We demonstrate mutual respect with our competitors	0.275	0.250	0.043	0.011	0.366	0.194
8. Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	0.049	-0.143	0.043	-0.045	0.151	0.702
9. Our financial statements are verified by the appointed external auditors for external reporting	0.020	-0.283	0.014	0.173	0.048	0.693
10. We are committed in making decisions with the customer's perspectives in mind	0.103	-0.006	-0.141	0.278	0.381	0.533
4. Our financial reports are constructed towards meeting interests of our external stakeholders	-0.034	0.370	0.024	-0.097	0.012	0.476

Extraction method: Principal Component Analysis

Rotation method: Promax with Kaiser Normalisation

## APPENDIX N: BEST PATTERN MATRIX OF FOUR COMPONENTS

Variable	Component			
	1	2	3	4
6. Our external financial reporting system takes into account our environmental obligations	<b>0.715</b>	-0.134	-0.085	-0.008
35. Knowledge about the local culture improves our corporate performance	<b>0.675</b>	0.083	0.104	0.014
50. We take direct responsibility for social problems that we have caused	<b>0.652</b>	-0.106	-0.081	0.037
36. Our organisation invests heavily in supporting employee knowledge	<b>0.630</b>	0.290	-0.106	-0.123
52. We contribute substantially to the overall welfare of the society	<b>0.623</b>	-0.118	0.069	0.171
16. Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth	<b>-0.610</b>	0.043	0.368	0.185
34. Knowledge about local culture promotes marketing through customer satisfaction	<b>0.602</b>	-0.013	0.232	0.064
1. We recognise the interdependence of relationships of our stakeholders	<b>0.555</b>	-0.045	-0.215	0.028
15. We treat employees as the most valuable asset of our organisation	<b>0.548</b>	0.073	0.128	0.237
51. Our organisation reserves funds for natural environment preservation projects	<b>0.498</b>	-0.059	0.190	-0.102
27. Our sustainability programmes take into account economic, social and environmental issues	<b>0.495</b>	0.073	0.256	-0.149
2. Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions	<b>0.470</b>	0.032	-0.016	0.034
49. We are involved in financially supporting educational projects for our future business operations	<b>0.466</b>	0.180	0.068	0.115
14. We constantly interact with and help the local community in which we operate	<b>0.453</b>	-0.153	0.346	0.123
7. Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)	<b>0.408</b>	0.098	0.003	-0.049
41. Our profitability is a result of the social values that we get from local communities	<b>0.396</b>	0.310	0.264	-0.277
3. Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue	<b>0.336</b>	-0.039	-0.007	0.240
38. We are competitive because of our customer oriented activities	<b>0.329</b>	0.244	0.051	0.272
45. Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation	0.019	<b>0.793</b>	0.000	-0.163
46. We are open in disclosing wealth distribution to our stakeholders through corporate reporting	-0.109	<b>0.743</b>	0.030	-0.184
44. All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation	0.089	<b>0.742</b>	-0.120	-0.059
37. Our profitability success is a result of inputs from various stakeholders	-0.090	<b>0.589</b>	-0.130	0.085
30. Our corporate performance indicators are geared towards future corporate performance	-0.171	<b>0.571</b>	0.062	0.127
43. Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance	0.113	<b>0.557</b>	-0.242	-0.083
48. We pay our suppliers fairly by offering competitive prices in the industry	0.269	<b>0.520</b>	-0.237	-0.057
23. We adopt processes that address concerns of our stakeholders	0.017	<b>0.514</b>	0.080	0.084
47. Our managers do not practice corruption that deprives our valuable stakeholders	-0.011	<b>0.459</b>	0.070	0.160
39. Our internal business processes contribute a lot towards organisational profitability	-0.350	<b>0.386</b>	0.169	0.172
5. Our external financial reporting system takes into account our social obligations towards local communities	0.000	<b>0.362</b>	0.077	-0.141
33. Innovation is promoted through our good knowledge management systems that we pursue	0.192	<b>0.299</b>	0.229	0.095
42. We recognise the interdependence of efforts and rewards among our stakeholders	0.260	<b>0.288</b>	0.050	0.225

Variable	Component			
	1	2	3	4
40. Our profitability is a result of the abundant natural resources capital that we get from the environment	-0.119	-0.113	<b>0.745</b>	-0.321
31. Intellectual capital is our main source of profitability	-0.275	-0.017	<b>0.644</b>	0.218
25. We are able to objectively measure the social impact of our operations	0.169	0.027	<b>0.601</b>	-0.129
32. Emphasis on human capital development improves our corporate performance	0.194	-0.050	<b>0.600</b>	0.059
21. Our organisation focuses on protection of the natural environment as a stakeholder	0.121	-0.113	<b>0.516</b>	-0.219
24. We use benchmarking to continuously improve our business processes	0.093	0.032	<b>0.501</b>	-0.141
18. We make profits because of our efficient labour force	-0.187	0.113	<b>0.482</b>	0.134
20. Our organisation runs on the premise that community care is paramount	0.279	-0.030	<b>0.457</b>	-0.181
13. Our organisation is highly respected for maintaining and promoting environmental protection	0.134	-0.122	<b>0.412</b>	0.057
26. We are able to objectively measure the impact of our operations on the natural environment	0.192	-0.099	<b>0.396</b>	-0.006
19. Our operations rely on debt provisions from our financiers	0.100	-0.031	<b>0.306</b>	-0.038
28. Customer feedback is key to our performance appraisal systems	-0.114	0.174	<b>0.293</b>	0.071
10. We are committed in making decisions with the customer's perspectives in mind	0.094	-0.065	0.067	<b>0.707</b>
11. We treat our suppliers as an integrated part of our business	0.149	-0.049	-0.079	<b>0.636</b>
17. Our customers comprise the most important element of our business	-0.233	-0.093	0.030	<b>0.603</b>
8. Our financial statements are prepared based on the generally accepted accounting principles (GAAP)	0.112	-0.107	-0.277	<b>0.599</b>
9. Our financial statements are verified by the appointed external auditors for external reporting	0.134	-0.008	-0.331	<b>0.530</b>
22. Government contributions are foundational to our business operations	0.186	-0.116	0.180	<b>-0.509</b>
12. We demonstrate mutual respect with our competitors	0.162	0.006	0.243	<b>0.449</b>
29. We work cooperatively with our business partners	-0.075	0.322	0.159	<b>0.432</b>
4. Our financial reports are constructed towards meeting interests of our external stakeholders	-0.003	-0.130	0.246	<b>0.336</b>

Extraction method: Principal Component Analysis

Rotation method: Promax with Kaiser Normalisation

## APPENDIX O: ANALYSIS OF VARIABLE LOADINGS (FOUR EXTRACTED COMPONENTS VERSUS SIX STRATEGIC THEMES OF CONCEPTUAL FRAMEWORK)

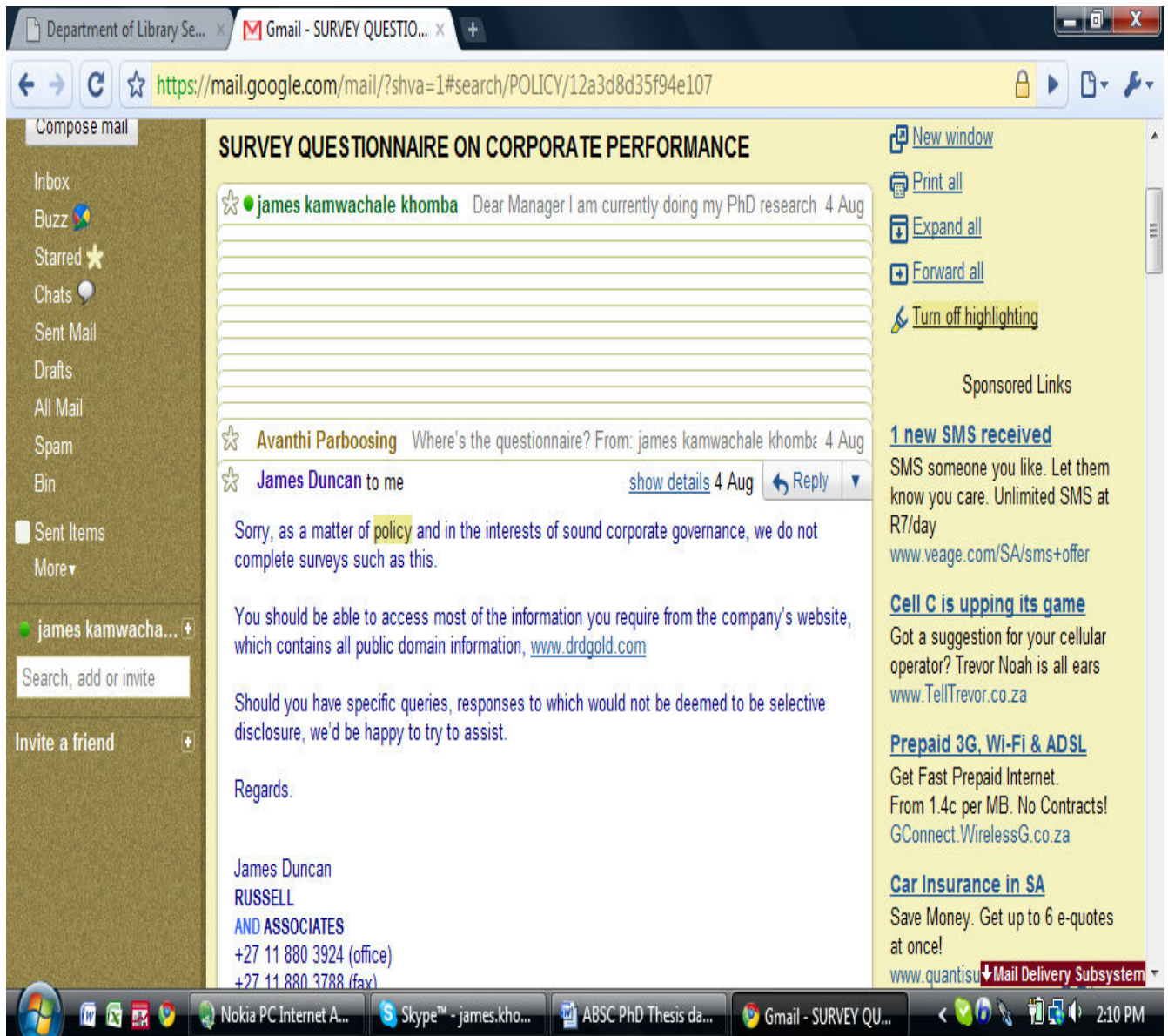
KEY: 1. Relationships and Culture 4. Intellectual Capital	2. Stakeholder 5. Value Creation	3. Processes & Practices 6. Corporate Conscience	Conceptual Framework Strategic Themes					
<b>Component 1: Relationships &amp; Culture</b>			1	2	3	4	5	6
1. We recognise the interdependence of relationships of our stakeholders			X					
2. Our managers listen to and openly communicate with our stakeholders regarding their concerns and contributions			X					
3. Our primary goal of external reporting is to contribute to an ongoing stakeholder dialogue			X					
6. Our external financial reporting system takes into account our environmental obligations			X					
7. Our external financial reporting system integrates economic, social and environmental dimensions (triple bottom line reporting)			X					
14. We constantly interact with and help the local community in which we operate			X					
15. We treat employees as the most valuable asset of our organisation			X					
16. Our organisation puts more emphasis on maximisation of shareholders wealth than of other stakeholders wealth				X				
27. Our sustainability programmes take into account economic, social and environmental issues					X			
34. Knowledge about local culture promotes marketing through customer satisfaction						X		
35. Knowledge about the local culture improves our corporate performance						X		
36. Our organisation invests heavily in supporting employee knowledge						X		
38. We are competitive because of our customer oriented activities							X	
41. Our profitability is a result of the social values that we get from local communities							X	
49. We are involved in financially supporting educational projects for our future business operations								X
50. We take direct responsibility for social problems that we have caused								X
51. Our organisation reserves funds for natural environmental (ecological) preservation projects								X
52. We contribute substantially to the overall welfare of the society								X
<b>Component 2: Corporate Conscience</b>			1	2	3	4	5	6
5. Our external financial reporting system takes into account our social obligations towards local communities			X					
23. We adopt processes that address concerns of our stakeholders					X			
30. Our corporate performance indicators are geared towards future corporate performance					X			
33. Innovation is promoted through our good knowledge management systems that we pursue						X		
37. Our profitability success is a result of inputs from various stakeholders							X	
39. Our internal business processes contribute a lot towards organisational profitability							X	
42. We recognise the interdependence of efforts and rewards among our stakeholders								X
43. Organisational wealth is allocated to each stakeholder based on their relative contributions towards the overall corporate performance								X
44. All stakeholders receive sufficient benefits to assure their continued collaboration with our organisation								X
45. Equitable distribution of organisational wealth to our stakeholders enables us to gain continued corporate reputation								X
46. We are open in disclosing wealth distribution to our stakeholders through corporate reporting								X
47. Our managers do not practice corruption that deprives our valuable stakeholders								X
48. We pay our suppliers fairly by offering competitive prices in the industry								X





KEY: 1. Relationships and Culture 4. Intellectual Capital	2. Stakeholder 5. Value Creation	3. Processes & Practices 6. Corporate Conscience	Conceptual Framework Strategic Themes					
			1	2	3	4	5	6
<b>Component 3: Value creation</b>								
13. Our organisation is highly respected for maintaining and promoting environmental protection			X					
18. We make profits because of our efficient labour force				X				
19. Our operations rely on debt provisions from our financiers				X				
20. Our organisation runs on the premise that community care is paramount				X				
21. Our organisation focuses on protection of the natural environment as a stakeholder				X				
24. We use benchmarking to continuously improve our business processes					X			
25. We are able to objectively measure the social impact of our operations					X			
26. We are able to objectively measure the impact of our operations on the natural environment					X			
28. Customer feedback is key to our performance appraisal systems					X			
31. Intellectual capital is our main source of profitability						X		
32. Emphasis on human capital development improves our corporate performance						X		
40. Our profitability is a result of the abundant natural resources capital that we get from the environment							X	
<b>Component 4: Stakeholder</b>								
4. Our financial reports are constructed towards meeting interests of our external stakeholders			X					
8. Our financial statements are prepared based on the generally accepted accounting principles (GAAP)			X					
9. Our financial statements are verified by the appointed external auditors for external reporting			X					
10. We are committed in making decisions with the customer's perspectives in mind			X					
11. We treat our suppliers as an integrated part of our business			X					
12. We demonstrate mutual respect with our competitors			X					
17. Our customers comprise the most important element of our business				X				
22. Government contributions are foundational to our business operations					X			
29. We work cooperatively with our business partners					X			

## APPENDIX P: EXAMPLE OF E-MAIL RESPONSE SHOWING RELUCTANCE TO PARTICIPATE IN THE RESEARCH SURVEY



The screenshot shows a Gmail interface with the following elements:

- Browser Tabs:** Department of Library Se..., Gmail - SURVEY QUESTIO...
- Address Bar:** <https://mail.google.com/mail/?shva=1#search/POLICY/12a3d8d35f94e107>
- Compose mail sidebar:** Includes navigation options like Inbox, Buzz, Starred, Chats, Sent Mail, Drafts, All Mail, Spam, Bin, Sent Items, and a search bar.
- Survey Questionnaire Title:** SURVEY QUESTIONNAIRE ON CORPORATE PERFORMANCE
- Sender:** james kamwachale khomba (4 Aug)
- Reply:**
  - From: **Avanthi Parboosing** (4 Aug) - "Where's the questionnaire? From: james kamwachale khomba: 4 Aug"
  - From: **James Duncan to me** (4 Aug) - "show details" and "Reply" buttons.
- Response Text:**

Sorry, as a matter of **policy** and in the interests of sound corporate governance, we do not complete surveys such as this.

You should be able to access most of the information you require from the company's website, which contains all public domain information, [www.drdgold.com](http://www.drdgold.com)

Should you have specific queries, responses to which would not be deemed to be selective disclosure, we'd be happy to try to assist.

Regards,

James Duncan  
**RUSSELL**  
**AND ASSOCIATES**  
 +27 11 880 3924 (office)  
 +27 11 880 3788 (fax)
- Right Sidebar:** Contains utility links (New window, Print all, Expand all, Forward all, Turn off highlighting), Sponsored Links (1 new SMS received, Cell C is upping its game, Prepaid 3G, Wi-Fi & ADSL, Car Insurance in SA), and a Mail Delivery Subsystem notification.
- Taskbar:** Shows running applications: Nokia PC Internet A..., Skype™ - james.kho..., ABSC PhD Thesis da..., Gmail - SURVEY QU..., and system tray icons with the time 2:10 PM.