

Appendix

Table AI.

Table indicating the comprehensive data gathering strategy

Research activity	No. of participants	Period	Participants/source	Duration
Individual discussions	3	June – October 2011	Top managers and middle manager from sustainability division	1 h each
Document analysis and literature review	0	March – November 2011	Publically available reports, websites, and related literature	
Group discussion	17	September 2011	All levels of management; employees from various divisions and functions including sustainability employees	3 h
Individual discussions	3	February – October 2012	Middle managers from sustainability division	1 h each
Individual interviews	15	July – November 2013	Employees from different levels of management, various divisions and functions excluding those in the sustainability division	Average 1 h 30 min each
Group interviews	36 in 5 groups	September – November 2013	Employees from different levels of management, various divisions, geographic areas and functions excluding those in the sustainability division	3 h
Feedback verification discussion	5	November 2014	Employees in the sustainability division from all management levels	3 h
Individual discussions	2	August and November 2014	Middle managers from the sustainability division	1 h each
Document analysis and literature review	0	March – November 2015	Publically available reports, websites, and related literature	
Individual discussions	3	February and June 2016	Middle managers from the sustainability division	1 h each
Individual interviews	11	August – September 2016	Employees from different levels of management, various divisions and functions including those in the sustainability division	Average 1 h 30 min each
Feedback verification session	7	May 2017	Employees from different levels of management and various divisions including those in the sustainability division	3 h
Feedback verification session	13	August 2017	Executive management from various functional areas and geographic areas	3 h