Assessing Corporate Social Responsibility and Sustainability in the Small Businesses of Bridgewater, MA

Ryan Mannett

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Assessing Corporate Social Responsibility and Sustainability in the Small Businesses of Bridgewater, MA

Ryan Mannett

Submitted in Partial Completion of the Requirements for Departmental Honors in Communication Studies

Bridgewater State University

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ABSTRACT

This thesis examines the extent to which small, local businesses in Bridgewater, MA generate social value for their community by engaging in socially responsible and sustainable corporate practices. After conducting an examination of local businesses to determine those that utilize such strategies, members of the selected organizations were contacted via email and asked to participate in a survey intended to generate qualitative data relating to corporate sustainability. Factors such as community impacts, internal benefits, motivations, and communication strategies pertaining to sustainability were all evaluated. Results indicate that Bridgewater businesses practicing sustainability not only generate internal value for the organization by reducing costs and boosting profitability, but also create external value by educating and building relationships with their community. Through primarily digital communication channels, such as business websites and social media, organizations in Bridgewater publicize these efforts, improving consumer perception and strengthening their role in the community.
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INTRODUCTION

A world that stands any chance at weathering the current storm of global crises, such as climate change, food and energy insecurities, and a skyrocketing cost of living, is a world that must prioritize sustainability: the principle of fulfilling the needs of present generations while not interfering with posterity’s ability to fulfill their own (McGill University, n.d). Though corporations have played a significant role in the exacerbation of these crises, they also have the power to serve as engines of change (Etsy & Bell, 2018). Sustainable business seeks to actively improve the environment and society through dedicated corporate strategies. These strategies are sometimes referred to as an environmental, social, and governance (ESG) framework, which focuses on corporate impacts such as pollution, community health and safety, and organizational diversity (Lee & Suh, 2022).

While ESG and sustainability are often viewed as strategies for sizeable corporations—those on regional, national, and international scales—there is no reason why strategies pertaining to them could not, or should not, be applied to small, local businesses. If all levels of business, ranging from the local shop to the global conglomerate, were to work harmoniously to practice sustainable operations, society’s ability to combat the aforementioned global crises would surge. For that reason, this research aims to analyze methods, motivations, benefits, and impacts of sustainability at the small business scale in order to demonstrate the power these organizations possess to generate social value for their community.

Since the dawn of capitalism, many have associated the term ‘organizational purpose’ in a private business with outcomes such as generating profits and creating value for their shareholders (George et. al., 2021). In their book, Business and Society: Stakeholders, Ethics,
Public Policy, Anne T. Lawrence and James Weber present a more nuanced view, citing two contrasting theories on the purpose of private enterprise. The ownership theory of the firm states that a business, as a property of its owners, maintains only the responsibility to generate profits for its shareholders, while the stakeholder theory of the firm asserts otherwise: that a corporation has a responsibility to create social value beyond its economic obligations (Lawrence & Weber, 2017). That is to say, while a business certainly must be devoted to turning a profit, it must also take into consideration the well-being of society.

While the shareholders of a business are simply any individual owning shares of stock in a given company, a business’s stakeholders refer to anyone who influences or is affected by the operations of a firm. This includes market stakeholders, those with an economic relationship with a company, be that as a customer or investor, as well as nonmarket stakeholders, such as communities, governments, and members of the public that have some other form of interaction with a given business (Harrison, 2019). Both sets of stakeholders must be positively impacted by a business if it is to fulfill its economic and social missions fully.

While the value a corporation brings to its shareholders is quite obvious and easily measured, that being a return on investment, the value a firm presents to its additional stakeholders and society is less so, though it is perhaps even more important. Balancing economic and social objectives creates a greater mission for a corporation than simply staying out of the red. This obligation is known as corporate social responsibility (CSR), the duty of a firm to give back to society and improve it in some tangible way, while also accepting accountability for its operations, which may have an impact on communities, the people that inhabit them, as well as the environment (Harrison & Coussens, 2007). This can come in the
form of responsible action pertaining to the environment, health and safety for workers, education, and human rights (Korontzis, 2013).

A business’s relationship with its community is a vital aspect of CSR. Simply put, a community is a collection of unique individuals who are connected socially via geographical proximity or a common perspective (MacQueen et al., 2001). Beyond simply providing it with goods and services, a firm has the potential to truly nurture a mutually beneficial bond with its community. This relationship can serve to alleviate local problems, educate the public, and combat social issues (Hiwaki, 2011). It is symbiotic, in the sense that both parties provide value to one another. Communities provide valuable resources to a business, such as infrastructure, public safety services, and transportation systems, while businesses can return the favor by providing support to education systems, community activities, and economic development (Lawrence & Weber, 2017).

Understanding what multinational corporations can do to create social value and remain accountable is undoubtedly vital to sustainable development, but there is also much value to be had in assessing how these strategies can be applied to the small business level. Implementing CSR strategies and adopting sustainable operations at all business levels can foster future-proof communities that serve as the building blocks for sustainable global development.

This research focuses on the presence of CSR and sustainable practices at a local level in the community of Bridgewater, MA. Bridgewater was selected for this project due to its population density, its wide variety of local businesses, and for being the location of the institution this project was conducted with, Bridgewater State University. Bridgewater is a town neighboring the South Shore region of Massachusetts. The municipality is a member of the state’s Plymouth County. As of the 2020 census, Bridgewater’s estimated population is 28,633,
with 1,050.9 located people per square mile of the town’s 27.25 square mile radius. (Massachusetts Census Data, n.d). The majority of the populace is white, with 86.2% identifying as such. (U.S Census Bureau, n.d) The 2020 census indicates that the average annual income of the 8,690 households in Bridgewater is $107,757. Per this census, 94.8% of the population aged 25 years or higher have at least a high school graduation, while 64% of the population aged 16 years or above are employed in the civilian labor force.

To begin the research process, a thorough review of relevant literature was conducted. Based on the selected literature, a series of research questions were developed to further guide the investigation. Local businesses in Bridgewater, MA were examined for their relevance to the research and based upon that, selected to be examined further. A survey was then designed to generate data directly from local businesses in order to answer the research questions. After sending the survey to the chosen businesses via email, data was received, analyzed, and interpreted qualitatively. Suggestions, recommendations, and limitations based on the research outcomes were produced after analyzing the findings.

One clear objective influenced the entire research process, that being to create an understanding of a local business’s ability to create social value for their community by practicing sustainability. Though this research is solely focused on Bridgewater, MA, a goal maintained throughout the research process was to produce findings that would be relevant and valuable to many communities beyond Bridgewater, and even beyond Massachusetts.

LITERATURE REVIEW

This project aims to address motivations for sustainable business, the value corporate social responsibility brings to an organization, how organizations communicate their ESG and
CSR strategies, how sustainable development impacts communities, and contrasting how small, local organizations and large enterprises interact with sustainability. An emphasis was placed on discovering how, why, and to what extent small businesses engage in socially responsible practices, so as to set a theoretical foundation that could be applied to the community of Bridgewater, MA. Based upon the early research of the literature review, the first research question was developed:

**RQ 1. What Motivates Businesses That Engage in Sustainable Practices to Do So?**

Before discussing what value corporate social responsibility and sustainability bring to an organization and society, it is important to understand why these concepts have become important to businesses. Several factors necessitate their existence. Global issues affecting our world make it necessary for businesses to take action to improve the world around them and combat said issues.

Perhaps the most pressing crisis facing the world is climate change, which is the altering of weather and temperatures on a long-term scale that provides serious hazards to the planet and its people (Errett, 2022). Corporations are notable contributors to the anthropogenic environmental impacts that have accelerated climate change. Of all industries, the most notable exacerbator of the crisis is the fossil fuel industry, which, per a 2017 report from the Carbon Majors Database, is responsible for 91% of industrial greenhouse gas contributions and 70% of all greenhouse gas emissions resulting from human activity (Griffin, 2017, p. 7). Per this report, dire consequences of industrial carbon emissions will arise if no intervention occurs, such as the eradication of many of the Earth’s species and rampant food scarcity on a global scale.
With such immense global impacts, corporations must be held responsible for their environmental actions, specifically emissions and pollution. Coupled with an internal obligation to reduce their impact on the planet, government policy plays a role in regulating the extent to which corporations affect the environment. In the United States, several pieces of legislation have been created over the past half a century in order to protect and bolster the environment. These include the Clean Air Act of 1970, the Endangered Species Act of 1973, and the Energy Policy Act of 1992, (Rinfret & Pautz, 2014, p. 29). Rinfret and Pautz examine how the environmental policy of the United States began in the 1960s amidst a surge of social change, with laws such as the National Environmental Policy Act (NEPA) of 1969, which was enacted in order to prevent and limit adverse effects of humanity on the environment and bolster ecological systems. The 1970s, according to their literature, is when United States environmental policy truly took off, as it was the decade that saw the creation of many federal laws, agencies, and environmental groups that persist to this day. In 1970, the Environmental Protection Agency (EPA) was established to oversee national environmental policy.

Modern policy carries on the foundations set in the 20th century, both with new laws and the continuation of previously established ones. From the viewpoint of Scott Callan and Janet Thomas, the previously mentioned EPA presently acts as a nexus for collaboration between the public sector and the private sector (Callan & Thomas, 2013 p. 18). Callan and Thomas argue that two principles guide the economic implications that environmental policy presents to corporations: allocative efficiency, the mandate that the cost of resources must be equal to the benefits that provide to society, and cost-effectiveness, the satisfaction of an objective using the least amount of resources possible. They assert that a third principle, environmental justice, guides policy as well, such as President Bill Clinton’s Executive Order 12898 in 1994 which
instructed all government agencies to implement policies relating to environmental justice.

Callan and Thomas go so far as to say that the market cannot self-regulate in terms of environmental issues and must be guided by government policy in these matters. They present two methods for regulating corporations in this regard: the command-and-control approach, a direct regulatory strategy that sets limits and standards for industrial pollution, and the market approach, which uses incentives and disincentives to guide corporate strategies, such as pollution fees, subsidies to aid in emission reduction, as well as taxes and credits for adverse environmental impacts. Three common standards are utilized in the command-and-control approach, per Callan and Thomas: ambient standards, which set an explicit limit on pollutants, technology-based standards, which designate what systems must be used by regulated industries to diminish pollution, and performance-based standards, which give businesses the freedom to choose the methods they will utilize to reduce emissions. Following this review, a second research question was created:

**RQ 2. What Benefits or Advantages Do Sustainable Businesses Have Over Organizations That Do Not Engage in Sustainability?**

Economic considerations influence corporations to engage in CSR in addition to the existing environmental, legal, and social motivations. Companies are certainly aware of the fact that robust CSR programs serve as a boon to their business. In fact, nearly all Fortune 500 companies engage in some form of CSR activities, with many viewing these strategies as vital to their overall operation (Bhattacharya et al., 2011). One example this literature provides of corporate responsibility improving profitability is the case of International Paper, which cut its fossil fuel consumption by about 12% over a three-year period and increased revenues by 6%. A study conducted by Yanbing Wang, Michael S. Delgado, and Jin Xu further demonstrates the
positive financial impact socially responsible corporate practices can generate for a company. The article these authors published in the International Journal of Corporate Social Responsibility indicates that socially responsible investing (SRI) leads to greater financial performance in companies, but that these outcomes vary by industry, and are greater in industries with above-average environmental concern (Wang et. al, 2023).

The literature indicates that there need not be a strict binary distinction between economic motivations and social motivations for corporations. The two can be interlinked, and even one and the same. Socially responsible corporate practices, specifically those targeted towards sustainability, can in fact have positive impacts on the profitability of a business, creating a twofold outcome of benefits for a firm (Wang et. al., 2023). This means that, while a company certainly should dedicate itself to sustainable operations for the positive impacts it can have on its community and the environment, it could also be motivated to do so based on the economic implications for its business. With this perspective in mind, a firm does not necessarily need to distinguish between financial objectives and social objectives throughout its operations. Financial objectives can yield positive outcomes socially, such as a fiscal goal to lower the company’s utility bill leading to greater water and energy conservation, and social objectives can yield positive outcomes financially, whereby, for example, converting from nonrenewable fuels to solar energy throughout corporate operations attracts a new set of clientele or investors. This concept has been dubbed the ‘shared value’ opportunity of a firm, in which it possesses the ability to generate value for both itself and the society it belongs to (Viera et al., 2023). Based on the review, this research comes up with another research question as follows:
RQ 3. How Do Businesses Communicate Their Sustainable Practices to Their Stakeholders?

Relevant literature was also examined to ascertain communication methods organizations use to relay their efforts to create social value to their various stakeholders, ranging from internal stakeholders such as employees and investors, to external stakeholders such as customers, the community, and the government. Communicating evidence of socially responsible operations strengthens the connection businesses have with their stakeholders and create various benefits in the process.

Corporations can convey their CSR strategies via one method known as sustainability reporting, which provides transparent updates on companies’ efforts and commitments to sustainability (Godelnik, 2021, p. 41). These reports allow businesses to share vital information with both internal and external stakeholders, as, for example, investors, as well as customers, can be influenced by the content of the report. Godelnik elaborates on sustainability reporting, asserting that it considers environmental, social, and economic impacts, as well as corporate efforts to address these impacts. The contents of these reports are non-financial, which differentiates them from other corporate statements, such as an annual report, which discloses financial data such as income and cash flow. The accountability created by sustainability reporting leaves corporations with no choice but to emphasize and value sustainable issues, as public perception incentivizes them to take action (Tang & Demeritt, 2017). It is clear that corporations understand this, as Godelnik shows that 90% of companies in the S&P 500 in 2019 published a report on social responsibility.

Communicating sustainable business strategies to the community enables companies to forge greater relationships between themselves and society. Therefore, one goal pertaining to
CSR that businesses must emphasize is to inform community stakeholders of their sustainable efforts, converting them from a state of obliviousness to direct involvement with the organization’s social responsibility (Bhattacharya et al., 2011, p. 186). Bhattacharya argues that for a company to do this, they must focus on two aspects of their strategies: the justification for socially responsible programs, and the details that explain how these strategies work. This is important, as community stakeholders maintain high levels of skepticism about internal reporting on CSR issues, and often prefer external sources to verify corporate claims. This is influenced by the concept of ‘greenwashing’: misleading marketing campaigns which deceive consumers into believing that a company is engaging in more environmentally sound practices than it actually is (Dziubaniuk et al., 2023). As a result, Bhattacharya asserts that companies should incorporate these external sources into their community communication programs in order to establish greater credibility. In this vein, the fourth research question is developed:

**RQ 4. What Positive Impacts Do Small Sustainable Businesses Have on Their Community?**

Beyond internal benefits for businesses that utilize sustainable strategies, positive external impacts exist as well. A corporation’s commitment to socially responsible business operations not only impacts their bottom line, but the community they belong to. Lawrence & Weber (2011) assert that a company has many communities that it must consider, ranging from ones based around geographical proximity to corporate facilities, to virtual communities created by online consumers. The authors argue that each of these communities desire something from businesses, while businesses desire something from these communities, creating a mutually beneficial relationship. For example, a geographical community, what Lawrence & Weber refer to as a “site community”, may ask a business to pay taxes, provide jobs to community members, support local education programs, healthcare institutions, and cultural events, as well as
influence community development in aspects such as infrastructure and the economy. Businesses, on the other hand, may desire robust education systems in a site community, strong infrastructure, public safety, and transportation programs, as well as equitable taxation and permitting policy. Both businesses and their communities mutually seek collaboration in order to solve problems that affect both parties.

Lawrence & Weber posit that businesses have the potential to create positive change in society through a process known as civic engagement, whereby companies actively involve themselves in the process of improving a community. This can generate a positive corporate reputation and strengthen the ties organizations have with their stakeholders. Along this line, the fifth research question is put forth:

**RQ 5. What Specific Sustainable Practices Do Small Businesses Engage in?**

Though most relevant literature on CSR and corporations’ involvement with sustainable development focuses on large enterprises, research was also dedicated to examining how these strategies can be applied to small businesses. Luederitz, Caniglia, Colbert, and Burch (2021) apply concepts that have allowed large enterprises to address social and environmental concerns at a small business level. They argue that several barriers exist that inhibit these businesses from integrating sustainable strategies into their operations, such as insufficient resources and decision-making procedures (Luederitz et al., 2021). The research continues by examining two small businesses in Canada and Germany that utilized a joint effort between owners, employees, and external stakeholders to form sustainable strategies. The researchers argue that this approach has the opportunity to forge strong interpersonal relationships and greatly contribute to a sustainable society (Luederitz et al., 2021).
Nadim and Lussier (n.d) posit that sustainability can serve as a competitive advantage for small businesses, meaning that it can create internal benefits for an organization that distinguishes a business from its competitors, while still providing external benefits for society. They argue for small businesses to integrate themselves within their community and practice sustainability, addressing obstacles to this such as owners who may feel there are more pressing issues to keep their organization running (Nadim & Lussier, n.d). The concept of sustainable entrepreneurship is also discussed, whereby prospective business owners contribute to sustainable development by improving socio-economic structures on a local and global scale. This emphasis on sustainability can be integrated into the business plan from the very beginning, as Schick (2002) asserts. Nadim & Lussier argue for an improved definition of sustainability that can be strategically applied to small businesses and measurable. This research also indicates that the relationship small businesses have with large corporations, be that as competitors or collaborators in a supply chain, can and should influence local businesses to adopt sustainable strategies. This could be because of pressure from large companies doing the same, or a demand from large enterprises who interact with small organizations in their supply chain and could prefer to build relationships with solely sustainable small businesses in the future. Following this review, the final research question was developed:

**RQ 6. How Can Small Businesses in Bridgewater Be Motivated to Engage in Sustainable Business Practices Based on the Research Findings?**

In sum, economic, social, and legal motivations all influence a company to adopt practices related to CSR and sustainability. The effects of these operations can yield positive social and financial impacts for a business. Organizations can communicate these efforts to their internal and external stakeholders via methods such as sustainability reporting, which both
justifies and explains their sustainable strategies. These strategies can lead to greater ties between a corporation and its community, benefiting both parties in the process. Through relationships with the community and larger enterprises, small businesses can implement sustainable business strategies, creating social value and a competitive advantage for their organization in the process. Established local businesses have the potential to integrate sustainability into their operations, while entrepreneurs should adopt an emphasis on sustainability as they develop their business. Findings from the entirety of the literature review were considered and applied to the town of Bridgewater as the research procedure began.

**RESEARCH METHODS**

Before any research was conducted, this project was approved by Bridgewater State University’s Institutional Review Board (IRB). The IRB’s approval letter can be found in Appendix A. Both quantitative and qualitative methods were utilized throughout this inductive research process, though a greater emphasis was placed on qualitative research. To assess the social value and sustainable strategies small businesses in Bridgewater provide to their community, appropriate organizations first had to be identified. Businesses local to the Bridgewater area were examined for their level of dedication to sustainable operations via a qualitative analysis of their websites and social media. Examples of sustainable work, mission statements, corporate blogs, keywords on online materials, and positions in sustainable industries (renewable energy sector, rental industry, etc.) were all taken into consideration to determine relevant businesses. The selected organizations were contacted via an email (see Appendix B) requesting participation in an online survey (see Appendix C). Email was chosen as the mode of communication with these businesses due to its prevalence, accessibility, and for its ability to effortlessly give potential respondents access to the survey right within the attachments of the
message. This was done by including a link and QR code to the survey within the email. These emails followed a similar format that was modified to specifically discuss what each organization does to engage in sustainability, therebyjustifying why each business was being contacted.

Sixteen of the nineteen organizations have a business email that was used for correspondence, while three have no such email available. These three businesses were instead contacted through online submission forms via their business websites. The fact that a significant majority of the chosen businesses list an email address prominently on their online resources is another reason email was chosen to be the communication medium for this aspect of the research.

Fifteen survey questions were constructed based on the research questions in order to gain insight from the contacted businesses on their perspectives on the impacts, benefits, motivations for, advantages of, and communicative strategies relating to sustainability in their respective organizations. These queries were designed to elicit both quantitative and qualitative results. Some response options were open-ended, giving the participant the freedom to answer the question in their own words in as much detail as they could. These types of questions were constructed to yield qualitative data, providing insight into the personal understandings of each organization’s respective respondent on sustainability and corporate social responsibility in their business.

Certain demographic-based questions were intended to generate quantitative data on statistics such as respondents’ age and length of employment. These were all multiple-choice. The other multiple-choice queries dealt with more subjective, qualitative data, asking survey respondents to answer with their convictions on topics relating to sustainability in their business. While some of the multiple-choice questions in the survey only allowed for one response, such
as those targeted at demographic data, many also gave the respondent the option to choose
several answers at once, which was the case with questions such as “What specific sustainable
practices, if any, do you think your business engages in?” This particular query featured ten
curated response options, with an eleventh option, “other(s)”, included as well. Any response
choice titled “other(s)” throughout the survey instructed the respondent to elaborate in an
associated text box if they selected that option. All questions that provided the survey participant
the option to select more than one response choice included an explicit “select all that apply”
instruction following the title of the question.

The first seven survey questions were focused on demographics, as they asked for
information on the survey participant such as gender, age, race/ethnicity, length of tenure, and
level of employment. Following this, participants were asked to give a short description of their
business in their own words, share what sustainable practices they believe their business engages
in, explain any factors that motivated the business to adopt sustainability, share the sustainable
impacts their business has had on their community, describe what benefits these practices have
yielded for their business, state what advantages they have over industry competitors who do not
engage in sustainability, and finally share what methods they use to communicate their business’s
sustainable strategies to their customers and the local community.

There exists no other means of accessing this data other than directly reaching out to
these businesses and gaining insight from organizational members, particularly due to the fact
that the data sought by the research questions is mostly qualitative. With that in mind, the only
way to measure these responses was by contacting businesses and recording their responses to a
series of questions that directly related to the research objectives. A survey was chosen as the
primary mode of gathering data, as opposed to personal interviews, in order to generate a greater quantity of results, while still generating substantial, valuable answers to the research questions.

After each business was sent the explanatory email with the attached survey and responses were generated, survey data was collected and analyzed. The goal of this data interpretation was to address each and every research question and answer it based on the survey responses. Answers to each question were compiled, compared, and contrasted to identify notable trends throughout Bridgewater businesses in terms of CSR and sustainability. Objective and quantitative data was compiled and analyzed, while subjective answers, particularly to the survey’s open-ended questions, were interpreted in order to ascertain the convictions local business members in Bridgewater hold regarding the social value provided by their organization.

RESULTS

In total, nineteen businesses were contacted. Nine survey responses were received over a thirteen-day period, yielding a response rate of 47%. The survey responses were as follows.

Demographics

Participants’ ages ranged from 35 years old to 65 years or older. Two age groups combined for a significant majority: 44% of those surveyed were between 35-44 years old, while 33% were between the ages of 55 and 64. Gender distribution was almost perfectly even. Five participants identified as female, while four identified as male. No participant identified as another gender or preferred not to share their gender identity. Levels of education varied. Every participant completed, at the minimum, a high school education. Four earned a bachelor’s degree, two earned a master’s degree, and one even earned a doctoral or professional degree. In terms of race and ethnicity, 88% of participants identified themselves as white or Caucasian.
Only one respondent identified otherwise. This respondent identified as a “Portuguese American mix”. Length of tenure was another category that varied amongst the survey participants. The two most common responses to this query were on opposite ends of the spectrum: one-third of respondents had a tenure between 1-5 years, while another third worked for their company for over twenty years. The remaining respondents were employed by their company for 6-15 years. Interestingly, there was one survey question that every respondent answered the same, that being one which asked them to share their level of employment at their business. All nine survey participants indicated that they were a top-level manager at their company, which was the highest position available as a response.

**Business Descriptions**

The businesses employing the nine survey respondents represent a wide variety of industries. This was by design; various industries were considered during the research process, and companies belonging to these diverse business domains were contacted in order to produce results that represented the Bridgewater community as a whole, rather than just one line of work. Participants were asked to describe their company in their own words following the demographic queries.

Two of the surveyed companies belong to the rental industry, with one being a landscaping equipment rental business, and the other offering rentals for special occasion clothing. Two organizations are government owned: a public library, and a group that serves eighteen municipalities by assisting in waste collection and recycling efforts. This library, as well as a 501c3 organization operating with the goal of assisting and supporting veterans and first responders and strengthening the community, are not-for-profit businesses. Two businesses aim to strengthen the health and well-being of Bridgewater: a yoga studio and a physical therapy
clinic. One of the surveyed companies manufactures expanded polystyrene, a recyclable green building material (Martin Torrejon et al., 2023). Finally, one of the businesses that responded to the survey is a local online newsletter concerned with strengthening the community, establishing ties between local businesses and readers to boost economic development, and engaging in social entrepreneurship.

**Sustainable Practices & Motivations**

The following table displays the results of the survey question titled “What specific sustainable practices, if any, do you think your business engages in? (Select all that apply).”

<table>
<thead>
<tr>
<th>Sustainable Business Practice</th>
<th>Choice Count</th>
<th>Percentage Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced material use (plastic, paper, etc.)</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Recycling Program</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Partnership with local organizations/ nonprofits</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Investment within green projects</td>
<td>3</td>
<td>33%</td>
</tr>
<tr>
<td>Use of renewable energy</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Water conservation</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>Electric vehicle charging station(s)</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>Sustainable supply chain (sourcing, warehousing, delivery, etc.)</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>Employee education programs on sustainability</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>Other(s)</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>Use of biodegradable packaging</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Total** 22
Survey participants were asked to elaborate in a text box about their answers if they selected ‘investment within green projects’ or ‘other(s). Two respondents described their investment within green projects. The first indicated that their nonprofit organization is currently revitalizing a section of a park. The second explained their community recycling initiative: the company melts down their acquired expanded polystyrene (EPS), then ships it out to be broken down and reused. By their definition, this process creates a closed-loop system of recycling, as this material can even be turned into raw EPS following their involvement with it.

The respondent who selected ‘other(s)’ as a response to what sustainable business practices their company engages in elaborated as well. This participant explained that sustainability influences all aspects of their operations with the following response, one that truly exemplifies what sustainable business represents:

Every decision we make, we do with our 3 bottom lined measurement: 3 bottom lines:

People, Planet & Profits • People: We show respect and integrity in our actions and language with readers, employees, businesses and all we connect with. In essence, treat others as we would like to be treated. • Planet: We seek wisdom and make decisions with an understanding of their effect on the earth and its inhabitants. All business decisions are made with environmental sustainability & a pluralistic society in mind. • Profits: We work with local small businesses to develop individualized interactive marketing plans. By providing creative advertising, promotion and guidance to reach our communities and build new relationships; we support these businesses in strengthening themselves and our communities.

Seven of the nine survey respondents provided an answer regarding their motivations for adopting sustainable business strategies. One response indicated that the company did not have
any definable motivations for doing so. Another simply stated that they were looking to become more involved with sustainability. Five responses identified some type of clear motivation for becoming a sustainable business. Two indicated they were influenced by a desire to better the world around them, with one of these specifically mentioning the climate crisis as a motivating factor. Another expressed that they were inspired by the social responsibility of three companies: Tom’s of Maine, Patagonia, and Ben & Jerry’s. Community improvement was one motivator mentioned, specifically an organization’s desire to replace local infrastructure in disrepair. The final respondent expressed a desire to educate the community about their recyclable product in order to positively impact the locals.

**Local Impacts**

Table 2 shows the results of the survey question titled “Which of the following sustainable impacts do you feel your business has on its local community? (Select all that apply)”.

**Table 2: Impacts of sustainable business on the Bridgewater community**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Choice Count</th>
<th>Percentage Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community involvement/ education</td>
<td>7</td>
<td>77%</td>
</tr>
<tr>
<td>Reutilization of resources/ recycling</td>
<td>6</td>
<td>66%</td>
</tr>
<tr>
<td>Environmental preservation/ conservation</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Reduced pollution/ emissions</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Reduced waste</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Other(s)</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>27</strong></td>
<td></td>
</tr>
</tbody>
</table>
Survey participants were asked to elaborate in a text box about their answer if they selected ‘other(s)’. Both respondents who selected this option did so. The first expressed that stress reduction was a sustainable impact they provide to the community. The second stated that they selected every available response option, including ‘other(s)’, and elaborated by explaining that their organization sends out an e-newsletter to the community that seeks to educate locals on this company’s sustainable efforts.

**Benefits and Advantages**

The following table displays the survey responses to the query titled “In your opinion, how has sustainability personally improved your business? (Select all that apply)”.

**Table 3: How sustainability has improved Bridgewater businesses**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Choice Count</th>
<th>Percentage Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced costs</td>
<td>6</td>
<td>66%</td>
</tr>
<tr>
<td>Improved consumer perception</td>
<td>5</td>
<td>55%</td>
</tr>
<tr>
<td>Improved employee morale</td>
<td>5</td>
<td>55%</td>
</tr>
<tr>
<td>Increased customer base</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Increased workplace productivity</td>
<td>3</td>
<td>33%</td>
</tr>
<tr>
<td>Increased profitability</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Other(s)</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td></td>
</tr>
</tbody>
</table>

Seven responses were received from the participants regarding the advantages they feel their company has over competitors in their industry that do not engage in sustainable corporate
practices. Of these seven responses, four indicated that they do not believe their organization has any competition in their industry. One response identified an advantage of superior pricing, which allows for the company’s services to be available to more consumers. Another expressed a belief that since their business’s partners and clientele are aware that they are an organization that helps their community through sustainable means, they have an advantage of “cooperative relationships” with their stakeholders. The final respondent indicated that their consumers preferred their company to industry competitors because of their dedication to recycling scrap material. They asserted that consumers would rather buy a product from a company in their industry that actively seeks to make a positive impact on pollution and emissions, as opposed to a company that does not have these goals in mind.

**Communication Strategies**

In order to properly measure how businesses in Bridgewater communicate their sustainable business strategies to all of their stakeholders, two survey questions were developed. The first one focused on the communication strategies these organizations use to relay their involvement with sustainability to their customers, while the second focused on the communication process to the Bridgewater community as a whole. Responses to the first query in this category, pertaining to communication strategies targeted to their consumers, are featured in Table 4.
Table 4: How Bridgewater businesses communicate their sustainable strategies to their customers

<table>
<thead>
<tr>
<th>Communication Strategy</th>
<th>Choice Count</th>
<th>Percentage Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business website</td>
<td>6</td>
<td>66%</td>
</tr>
<tr>
<td>Social media</td>
<td>6</td>
<td>66%</td>
</tr>
<tr>
<td>Email</td>
<td>5</td>
<td>55%</td>
</tr>
<tr>
<td>Radio or television messaging</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Newsletter</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Print media</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>Other(s)</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>None of these</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24</strong></td>
<td></td>
</tr>
</tbody>
</table>

Though respondents were asked to elaborate on their responses if they selected ‘print media’ or ‘other(s)’ through an associated text box, none did. Answers to the survey question “How do you think your business communicates its sustainable business strategies to the local community (i.e., residents, town government, etc.), if at all? (Select all that apply)” are compiled in the following table.
Table 5: How Bridgewater businesses communicate their sustainable strategies to their community

<table>
<thead>
<tr>
<th>Communication Strategy</th>
<th>Choice Count</th>
<th>Percentage Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media</td>
<td>7</td>
<td>77%</td>
</tr>
<tr>
<td>Business website</td>
<td>6</td>
<td>66%</td>
</tr>
<tr>
<td>Email</td>
<td>5</td>
<td>55%</td>
</tr>
<tr>
<td>Newsletter</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Print media</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Radio or television messaging</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Other(s)</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>None of these</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24</strong></td>
<td></td>
</tr>
</tbody>
</table>

Survey participants were asked to specify their answers in an included text box if they selected ‘print media’ or ‘other(s)’. The one respondent who selected ‘print media’ stated that their company uses flyers and press releases to communicate their sustainable strategies to the community, while the respondent who selected ‘other(s)’ elaborated by revealing that their organization utilizes a window display that faces Massachusetts Route 18, a state highway, as well as communicating to thousands of spectators via the Bridgewater 4th of July parade.

CONCLUSION

Results indicate that small businesses in Bridgewater, MA possess the capacity to engage in sustainable, socially responsible practices, and do so by utilizing several different strategies.
Internal and external influences exist that motivate these businesses to adopt sustainable strategies. Integrating sustainability into the operations of these small businesses has created social value for the community of Bridgewater in many different ways. In addition to these external benefits, internal benefits to local organizations improve their operations and profitability and create a competitive advantage over competitors. Digital tools are primarily, though not exclusively, utilized to communicate these sustainable practices to the stakeholders of these small businesses. In all, this research indicates that sustainability has a positive impact on Bridgewater businesses, in addition to the obviously positive impacts that it provides to the community and society as a whole.

**Sustainable Corporate Practices in Bridgewater**

Two of the most common responses for the survey question pertaining to what sustainable practices Bridgewater businesses utilize were reduced material use and a dedicated recycling program, indicating that small businesses can positively impact their community’s environment by managing their waste and limiting their resource use. The next two most common responses show that sustainable Bridgewater businesses forge positive relationships with their community throughout their operations, either by partnering with local organizations or by investing in green projects that benefit the town. In this regard, sustainability can contribute to civic engagement, allowing businesses to address social and economic issues and foster positive change. Lawrence & Weber argue that nurturing community relationships improves the reputation of a company within its community.
Motivations for Sustainability

Of the respondents who answered what motivations influenced their organization to adopt sustainable business strategies, the majority indicated a desire to improve the world around them, whether that be on a global scale or a local scale in order to educate and positively impact the Bridgewater community. No respondent cited financial motivations. One participant answered that they were motivated to practice sustainability after examining the business operations of Tom’s of Maine, Ben and Jerry’s, and Patagonia. This concept of businesses influencing other businesses and motivating one another to become sustainable is addressed by Nadim and Lussier. Though these two researchers argue that this interaction occurs from large enterprises unto small businesses, as is the case with this Bridgewater organization, further research could be done to examine how local businesses can influence one another within one community, or how small businesses in a group of communities can motivate each other to turn to sustainability.

The respondent for the landscaping rental company, the business’s owner, added in a follow-up email that he has “focused on staying in business- fiscally – not sustainably!” (B. Grant, March 24, 2023). Even though this business owner is influenced by the clear and obvious motivations for operating a company, such as staying in business and turning a profit, his responses to the survey questions show a clear involvement with sustainability. It is true that many business owners and employees may not necessarily view their company as one that does, or has the capacity to, engage in sustainable practices, but it is vital to encourage these types of organizations to embrace and dedicate themselves to such strategies. The businesses that require encouragement and convincing to begin or strengthen sustainable operations are not the obvious candidates- those already recognized to be ‘green businesses’- but rather enterprises and local companies that are not commonly associated with sustainability. Extending sustainability to
every corner of the business landscape by implementing it in industries that may not have a robust dedication to it is crucial.

**The Impact of Sustainability on the Bridgewater Community**

Nearly half of the survey participants responded that their sustainable operations impact the community from an environmental perspective in ways such as a greater reutilization of resources, conservation, and reduced emissions and waste. Coupled with these environmental benefits, nearly all of the surveyed Bridgewater businesses that practice sustainability create social value for the town by engaging in community involvement and education. These results indicate that socially responsible strategies in Bridgewater businesses work as intended by generating positive impacts on environmental, social, and economic levels for their community.

**Benefits and Advantages for the Local Business**

The results indicate that internal benefits for sustainable organizations in Bridgewater are just as plentiful as the positive external impacts. The most common survey response to the question pertaining to internal organizational benefits as a result of sustainability was that it reduced costs within the organization, thereby contributing to greater profitability in the workplace. By creating social value in their community, Bridgewater businesses improve the perception of their organization in the eyes of both consumers and employees. This impact on consumers led to an increased customer base in 44% of the surveyed businesses, while the impact on employees improved workplace productivity in a third of the surveyed businesses. This demonstrates the value of sustainability for a small business. There exist several benefits to adopting sustainable strategies. While businesses can enjoy these benefits internally, sustainable strategies also distinguish them from their competitors, establishing a competitive advantage for
certain Bridgewater businesses in their respective industries. Superior pricing, cooperative relationships that unsustainable businesses do not possess, and a positive perception in the eyes of the consumer are the competitive advantages Bridgewater businesses cited that are influenced by sustainability.

**Communicating with Bridgewater Stakeholders**

While large corporations often communicate their sustainable efforts through regular reports, small businesses, having far fewer stakeholders to account for, can communicate their efforts through other means. The results indicate that Bridgewater businesses primarily use digital means to publicize their sustainable strategies, such as business websites, social media, and emails. Though participants were asked to distinguish between how they communicated their sustainable business practices to their customers and other external stakeholders in the community, the results show that there is no significant difference between the means Bridgewater businesses use to contact the two groups of stakeholders. What can be learned is that any medium not found on the Internet, such as television, radio, or print media, is not an effective communication strategy for small businesses in Bridgewater, MA.

**DISCUSSION**

Based upon these findings, further research should be done on even more communities to examine how sustainable business strategies can generate internal benefits for an organization, as well as generate social value for their community. This study focused on just one community, that of Bridgewater, MA, and only received responses from nine organizations. The results from this study could be applied to formulate research questions targeted at other communities. Follow-up interviews with surveyed small businesses in future studies could lead to more
substantial results. Specifically, an emphasis could be placed on quantitative data to measure the benefits, impacts, and motivations of sustainable small businesses in greater detail. More employees could be surveyed and interviewed per organization in order to generate more substantial results. This project only surveyed one organizational member per business. Assessing how views on CSR and sustainability align and differ between organizational members could provide a new valuable aspect to the study.

In addition, further research could be done to examine how local businesses can influence one another within one community, or how small businesses in a group of communities can motivate each other to turn to sustainability. The concept of intercommunal relationships, whether that be from a business-to-business or business-to-community standpoint, should be examined further to greater understand what value sustainable business can generate for society.

Communities outside of Massachusetts, and even outside of the United States, should be researched in order to nurture robust relationships between local businesses and communities on a global scale. These relationships could be compared and contrasted in order to examine any obstacles that may exist for businesses in regard to adopting sustainable strategies in different areas of the world. Perhaps, the aforementioned partnerships between small businesses, large enterprises, and communities could be applied to a national, or even an international scale, influencing a wide range of organizations to adopt sustainability, thus improving many communities in the process.

Though the research process of contacting selected local organizations, requesting their participation in a survey, and analyzing data from their responses was determined to be the most effective procedure for gathering relevant data, it was not without its limitations. For one, not every business in Bridgewater, MA that practices CSR and sustainability was contacted. One
reason this is the case is that surely not every business in the Bridgewater community that engages in these socially responsible practices publicizes it online. There may be many organizations that practice these strategies and incorporate sustainability into their day-to-day operations that do not list this information on their website or social media. Due to that, there exists a noteworthy limitation to the process used to determine what organizations should be contacted to participate in the survey. The process used to choose these businesses was conducted exclusively through online means, as company websites and social media were evaluated. Perhaps some organizations in the community publicize their efforts to provide social value to the community but do so via channels that are not located on the Internet. They may do so through physical advertisements, newspaper postings, television commercials, or any other method that cannot be accessed by an Internet search or social media platform. In these hypothetical cases, more expansive methods would be required to learn about these organizations and determine them to be relevant to the research, such as inspections of physical materials, be they newspapers, poster advertisements, or another communication channel. For organizations that do not publicize their CSR and sustainability efforts through any channel, there may simply be no way to learn of their eligibility for the research. Researching why these organizations choose not to communicate their sustainable efforts could be valuable. Perhaps this decision is based on a lack of organizational resources, or a concern that marketing themselves as a sustainable business may not appeal to their customers. Through a research process targeted at this issue, frameworks could be developed for small businesses to help them communicate their sustainable strategies to key stakeholders, such as their customers and the community.

Another factor that could be viewed as a limitation of this research is its scale. Bridgewater, MA is one town that was chosen to be the sole focus of this research. Perhaps data
would be even more substantial if a larger community had been selected, such as a large city, or perhaps even a group of communities, such as an entire county. The larger the selected community, or the rifer it is with small, local businesses, the greater potential research has to yield relevant data related to sustainable business practices and efforts to provide shared value to said community.

Though the intention of this research was to yield primarily qualitative data, as that is the data that more effectively answers the set of research questions, there is a distinct lack of quantitative data generated by these methods. Two areas that would benefit from greater quantitative data are the impacts and benefits related to businesses engaging in sustainability and CSR. For example, two particular response options to the question “In your opinion, how has sustainability personally improved your business?”; “reduced costs” and “increased profitability”, could be evaluated even further. Businesses could be asked to elaborate on these internal benefits by providing statistical evidence to support these responses, such as what costs have been reduced in what aspect of their business, and by how much? For the “increased profitability option”, organizations could be asked to provide quantitative support for their selection of this choice, proving that their business’ profits have risen as a result of adopting sustainable strategies.
REFERENCES


https://doi.org/10.1002/bse.2808

https://doi.org/10.2105/ajph.91.12.1929


APPENDIX A: IRB APPROVAL LETTER

January 3, 2023

Dr. Yongjun Shin
Associate Professor, Communication Studies
Maxwell Library, Room 215C

Re: Approved IRB Application – Case #2023050

Dear Yongjun,

The BSU Institutional Review Board has reviewed and approved your recent IRB application for your proposal entitled: “Corporate social responsibility and sustainable business in the Town of Bridgewater” #2023050. The approval for your study is active for a period of one (1) year, expiring January 3, 2024. Please share this approval with your co-PI.

Thank you, and we wish you success with your research project.

Sincerely,

Frances Jeffries, Ph.D.
IRB Compliance Officer
Bridgewater State University
Bridgewater, Massachusetts 02325
Email: irb@bridgew.edu
Mobile/Text/WhatsApp: 508.241.6643
APPENDIX B: EMAIL TEMPLATE

Subject: Brief Participation in a BSU Honors Thesis Project

To whom it may concern,

I am writing to ask you for some brief assistance with my honors thesis research project at Bridgewater State University. Please allow me to introduce myself. My name is Ryan Mannett. I am majoring in Communication Studies, and I am currently conducting a thesis project on sustainable business practices at a local level in Bridgewater. The Harvard Business School defines a sustainable business strategy as one that actively seeks to make a positive impact on the environment, a community, or society as a whole (Spiliakos, 2018). For some companies, this could mean utilizing a renewable manufacturing process, while for others it may mean relying on renewable energy to power their operations. Upon researching dozens of businesses in the Bridgewater area, I have determined that your company is one such sustainable organization.

I would be extremely grateful if you would be willing to participate in my research by completing a short survey pertaining to sustainability in your business. With your help, we can provide insight to the entire town of Bridgewater on how local businesses can contribute to a better future. Even beyond Bridgewater, I feel that people living elsewhere deserve to know the amazing practices your business engages in to procure a sustainable society; with your help, I hope that my project can facilitate that, and influence others to take the socially responsible steps your organization already has.

Attached is a link to the aforementioned survey:

https://bridgew.az1.qualtrics.com/jfe/form/SV_bqkDXJIoj3b0NTw
If you are able and willing to participate, I can accept submissions until Friday, April 7. If you think you may need more time, please let me know and I will do everything I can to accommodate you.

Additionally, I have included a reference letter from my esteemed honors advisor here at Bridgewater State University, Dr. Yongjun Shin. If you have any questions, please do not hesitate to reach out to either of us. Thank you for your time. Your assistance in my research would mean so much to me, and I truly believe it will be of great benefit to our community in Bridgewater as well.

Sincerely,

Ryan Mannett
APPENDIX C: SURVEY QUESTIONNAIRE

1. Please provide your contact information.

   Name: _____________________________________________

   Name of Business: ___________________________________

   Business Address: ____________________________________

   Business Address Line 2: _______________________________

   City: _______________________________________________

   State: ______________________________________________

   ZIP/ Postal Code: _________________________________

   Phone Number: _________________________________

   Email:

2. What is your age?

   ( ) Under 18

   ( ) 18-24 years old

   ( ) 25-34 years old

   ( ) 35-44 years old

   ( ) 45-54 years old

   ( ) 55-64 years old

   ( ) 65 years or older

3. What is your gender?

   ( ) Male

   ( ) Female

   ( ) Other: _____________

   ( ) Prefer not to say

4. What is the highest level of education you have completed?

   ( ) Less than high school

   ( ) High school/ GED

   ( ) Associate’s Degree

   ( ) Bachelor’s Degree
( ) Master’s Degree
( ) Doctoral or Professional Degree

5. **Which of the following best describe(s) you? (Select all that apply)**
   
   [] Asian
   [] Black or African American
   [] Hispanic or Latino
   [] Middle Eastern
   [] Native American or Alaskan Native
   [] Native Hawaiian or Pacific Islander
   [] White or Caucasian
   [] A race/ethnicity not listed here (please specify): _______________________
   [] Prefer not to say

6. **How long have you worked for your current place of employment?**
   
   () Less than 1 year
   () 1-5 years
   () 6-10 years
   () 11-15 years
   () 16-20 years
   () Over 20 years

7. **Which of the following best describes your level of employment at your business?**
   
   () Entry-level contributor
   () Intermediate contributor
   () First-level manager
   () Middle manager
   () Top-level manager

8. **Please briefly describe your business in your own words (i.e., what does it do, and why?)**

   ........................................................................................................................................................................
9. What specific sustainable practices, if any, do you think your business engages in? (Select all that apply)
   [ ] Use of biodegradable packaging
   [ ] Reduce material use (plastic, paper, etc.)
   [ ] Water conservation
   [ ] Recycling program
   [ ] Use of renewable energy
   [ ] Electric vehicle (EV) charging station(s)
   [ ] Sustainable supply chain (sourcing, warehousing, delivery, etc.)
   [ ] Employee education programs on sustainability
   [ ] Partnership with local organizations/ non-profits
   [ ] Investment within green projects (please specify): __________________________
   [ ] Other(s) (please specify): _____________________________________________

10. Are you aware of any factors that motivated your business to adopt sustainable operations? If so, please specify.

______________________________________________________________________

11. Which of the following sustainable impacts do you feel your business has on its local community? (Select all that apply)
   [ ] Reduced waste
   [ ] Reduced pollution/ emissions
   [ ] Reutilization of resources/ recycling
   [ ] Environmental preservation/ conservation
   [ ] Community involvement/ education
   [ ] Other(s) (please specify): __________________________________________

12. In your opinion, how has sustainability personally improved your business? (Select all that apply)
   [ ] Reduced costs
   [ ] Increased profitability
   [ ] Increased customer base
   [ ] Increased workplace productivity
[ ] Improved employee morale
[ ] Improved consumer perception
[ ] Other(s) (please specify): ________________________________

13. Do you feel that your business has any advantages over competitors that do not engage in sustainability? If so, what advantages do you feel exist for your organization as a result of its commitment to sustainability?
________________________________________________________________________

14. How do you think your business communicates its sustainable business strategies to its customers, if at all? (Select all that apply)
[ ] Business website
[ ] Social media
[ ] Newsletter
[ ] Email
[ ] Print media (please specify): ________________________________
[ ] Radio or television messaging
[ ] Other(s) (please specify): ________________________________
[ ] None of these

15. How do you think your business communicates its sustainable business strategies to the local community (i.e., residents, town government, etc.), if at all? (Select all that apply)
[ ] Business website
[ ] Social media
[ ] Newsletter
[ ] Email
[ ] Print media (please specify): ________________________________
[ ] Radio or television messaging
[ ] Other(s) (please specify): ________________________________
[ ] None of these