



Co-funded by
the European Union



ANALYSIS REPORT OF SUSTAINABILITY PRACTICES IN SMEs

2023

Content

1. Introduction	3
2. Desk research	4
2.1. Literature review	4
2.2. Country profiles	4
2.2.1. Germany	4
2.2.2. Bulgaria	5
2.2.3. Poland	6
2.2.3.1. Poland Partner No.1. (PAIZ)	6
2.2.3.2. Poland Partner No.2. (Ekopotential)	7
2.2.4. Lithuania	7
2.2.5. Austria	8
2.3. General findings	9
3. Field research	11
3.1. Human resources management towards changing sustainable behavior in SME	11
3.1.1. Germany	11
3.1.2. Bulgaria	11
3.1.3. Poland	12
3.1.3.1. Poland Partner No.1.	12
3.1.3.2. Poland Partner No.2	13
3.1.4. Lithuania	14
3.1.5. Austria	15
3.2. General findings	16
3.3. Sustainable behavior in SMEs strategy and activity	17
3.3.1. Germany	17
3.3.2. Bulgaria	17
3.3.3. Poland	18
3.3.3.1. Poland Partner No.1.	18
3.3.3.2. Poland Partner No.2	19
3.3.4. Lithuania	19
3.3.5. Austria	20
3.4. General findings	21
Annex No. 1. Results of field research (questionnaire)	22

1. Introduction

Because of the high frequency of SMEs in the market, the same as large enterprises, it can also be felt an impact to the environment of SMEs activities. Despite of this impact, many are not yet fully engaged on environmental issues. Because of the small or medium size of the companies, they are more focused towards the market issues without thinking about the environmental impact. One of the reasons can be a lack of knowledges, time, or capacity. While it can also be related with a lack support from the external sources in building the environmental awareness of SMEs.

Work Package 2, of the task A1 the aim was to define the needs and competence gaps of SMEs in relation to green economy transformation with a leading information which empower to design solutions that will facilitate the green transformation process.

Information about the sustainable behavior habits of Partner organization, SME leaders and the staff will be identified by using combined desk and field research. Combination like this will lead to more detailed and focused analysis of competences. It will help to understand a whole spectrum of obstacles to change and factors that slow down transition to the green economy model and hinder green behaviors on an individual level:

Desk research was chosen as a theoretical basis for the evidence and data on skills and training of building environmental awareness and developing competencies of SME leaders and staff to start green transformation both on the organizational and personal level. Desk research should involve such sources as research about the implementation of sustainable behavior inside SME of each Partners; country, EU reports, EU action plans toward greener SMEs.

Desk research will be a tool for collecting information about the following:

1. Issues raised implementing environmental awareness and developing competence of Partner organization, SMEs leader and the staff to start green transformation inside of the company.
2. Analysis about workplace pro-environmental behaviors: motivation as a factor implementing green practice in SME.

Field research will be implemented by using an online survey about the sustainable behavior and habits of SME leaders and the staff. It will be combined with an interview, which will give a chance to have a deeper understanding about the implementing sustainable habits inside SME. The results of the survey will be an indicator for the next steps creating an effective online tool for green work habits development

1. The first section is directed towards human sources management. This section will help to understand the sustainable behavior in SMEs, which is directed towards the leader and the staff.
2. The second section of the questionnaire is constructed to determine the leader's attitude towards sustainable behavior from a strategic point, which is strongly connected with the implementing sustainable actions and behavior in SMEs activity.

2. Desk research

2.1. Literature review

This part will present sustainability practices in SMEs by identified through literature review in partner countries or from literature sources which most reflects the tendencies of sustainability practices in SME. The findings in each partner countries are presented, along with summarized present sustainability practices in SMEs.

2.2. Countries profiles

2.2.1. Germany

Desk research in Germany has revealed that the strategy is the basis for implementing green behavior inside of the company with changing employees behavior inside and outside of work. The combination of corporate strategy and the adoption of the sustainability in the corporate mission makes an assumption to change employees to bring the changes in their behavior to more sustainable way.

The sustainable behavior, which Dr. Colin Bien (2020) emphasizes in his article, are related with both direct sustainable behavior in the company, and the possibility to adapt it successfully outside of the company.

Human resource management is valued as a primary factor, which applies an individual changes in employees behavior. It involves:

- Promotion of staff development and corporate culture by increasing personal responsibility and decision – making authority, increased participation, creation and development of opportunities;
- Employee involvement in change by determining their satisfaction level, introducing suggestion scheme, shape changing with employees;
- Promotion of transparency, incentives and communication internally by hosting feel – good events, using gamification.

Bellow mentioned factors indicates the role of human recourses management in changing employees behavior to sustainable by involving employees into to a partial company management and decision making process. It denies a concept of direct impact of the leader in changing employee’s behavior to sustainable.

The intention to change employee’s behavior to sustainable is motivated also by focusing sustainable behavior on the human factor:

- Sustainable communication by seeking a dialogue with stakeholders;
- Promoting work-life balance by creating childcare facilities or enabling remote working and flexible working hours;
- Setting money and insurances to green by keeping a business account at a green bank, green health insurance for employees.

The research also shown that employee’s behavior changes into green inside of the company is inseparable with the integration of green practice principles into company’s activity. The sustainable activity, which company performs becomes an impulsion and motivation for employees to identify themselves as a part of green behavior implementer.

The intention to change employee’s behavior to sustainable is motivated by sustainability in company’s production (services providing) processes and creating conditions to act sustainable:

- Increasing material efficiency by switching to refillable products and reducing material hot-spots;
- Increasing energy efficiency and/or reducing emissions by activating energy saving functions, increasing lighting efficiency, using renewable energy;

- Reducing or eliminating hazardous materials by reviewing processes, switching to environmentally friendly cleaning products;
- Sustainable purchasing/consumption and production by auditing supply chains and considering return and recycling options;
- Reducing waste and packaging, optimizing transport routes, using environmentally friendly products by avoiding packaging waste in own shipment and in production, optimizing supply chains, ensuring waste separation;
- Reducing water consumption by using alternative water sources and using technology to reduce consumption;
- Changing mobility behavior by reducing flying, purchasing company bicycles, organizing carpooling for employees.

2.2.2. Bulgaria

Desk research from Bulgarian partner has revealed the differences of sustainable behavior practices in the “office” and Manufacturing SMEs.

In the office based SME the commitment from the very top of organization is the main factor to develop and implement environmental system in SMEs - the ability of the management to communicate about the goals, to support the ideas, and to maintain the organization’s focus during the implementation process guarantees the continuity. To maintain a continuity, the management must appoint an effective leader who would facilitate the tasks regarding sustainable behavior. The main task of the delegated leader is to evaluate the environmental impact, which the company makes. Accordingly, the environmental objectives has to be set and action plan must be prepared. It consists of guidelines, practical measures and work instructions, which has to be followed. It is important to develop communication and training in order to ensure the knowledge and the role of employees in achieving the objectives and maintaining the environmental activities (European green office handbook).

These are the main objectives, which empower employees to make behavior changes to sustainable in Manufacturing SMEs:

- Incorporation of training;
- Teamwork;
- Monetary (financial) and non-monetary rewards (praise and recognition) (Xiaoyan Huo at al, 2022).

Mário Franco (2022) elucidated the importance of Human Resource Management as the central role in promoting the green initiative and responsibility in SMEs activity combining it with the future tendency of competitive advantage. HRM becomes the key factor for green leadership to motivate employees to act sustainable as a result committing them to contribute to its success.

As a desk research nicely summarize, it would be wrong to think that HRM brings positive results regarding behavior changes to sustainable only inside of the company. A moderated-mediated model-based research indicates an increased effect of an individual environmental performance is strongly affected of employee’s high environmental satisfaction with organizational environmental engagement. The training is named as the main and the most important tool to reach an environmental satisfaction in organization of the employees (Pascal Paillé at al, 2022).

As it is seen, independently, what kind of organization is valued, HRM is named as the basis for implementing sustainable behavior habits. HRM becomes the top concept, which makes the continuity of sustainable behavior deeper. It involves both continuing sustainable behavior action in the company’s activity, and in the actions of employees outside of work.

However, despite how strong HRM works inside of the company in order to achieve the best results in changing employee behavior to sustainable, research reveal the major obstacles, which makes the implementation of sustainable behavior difficult:

- Market barriers (lack of customer responsiveness);
- Political barriers (low involvement of governmental support);
- Technical barriers (lack of capability to innovate);
- Information barriers (lack of training);
- Managerial barriers (lack of initiative) (Pascal Paillé at al., 2020).

With the respect to HRM, which gives an effect for implementing the habits of sustainable behavior, comprehensive implementation of sustainable principles is integral to support from the higher institutions, which shares the directions, which SMEs has to follow in order to integrate the resource efficiency.

2.2.3. Poland

2.2.3.1. Poland Partner No. 1.

Desk research from Polish Partner No.1 has revealed the following intentions of companies behind their approach to going green:

- Savings (lower operating costs, lower fees associated with waste segregation);
- Legal requirements (the need to comply with regulations);
- Values of the company and its Managers (desire to be a green company).

After the desk research there was a list summarized with the actions, which, according to the employees, the company undertakes in implementing the principles of ecology:

- Using equipment for garbage segregation;
- Using energy - efficient equipment;
- Digitalization;
- Innovations, which reduce usage of plastic;
- Lower usage of paper;
- Sustainable communication to and out of work (EKOBarometr Survey, Agencja SW Research, 2022).

Research has also shown the tendency of increased number of SMEs, which in its activity integrate environmentally friendly products, intermediates, materials. The changing behavior in SME is related with the implementing the mix of HRM and eco – friendly means inside of the company:

- 73% of small businesses urge employees to adopt environmentally friendly behaviors, such as water conservation and waste segregation;
- 79 % of companies are trying to minimize the amount of generated garbage;
- 64% of entrepreneurs want to use e-documents with a purpose to reduce paper consumption;
- 83% of companies planning to purchase an eco-vehicle (“Leasing Index report” in Poland 2022).

Despite intentions and actions to integrate the principles of green behavior and habits, there are still topics where sustainable behavior based innovations cannot gain an acceleration in SME:

- Digital transition. Digital Targets not achieved in cloud computing and big data analytics, E-Commerce, digital skills development.
- Green Transition. Related with issues with a green transition in reaching carbon-neutral targets.
- Competitiveness, which consist of the export (SMEs selling outside of their home market and the volume of trade they generate), productivity (efficiency with which the products are being manufactured or delivered), and growth (the volume and the number of employees) (Paul Hofheinz, 2022).

After the research, the basic habits that employees should develop were determined:

- Turning off lights when they leave the room or use the restroom;

- Segregating waste;
- Using less paper, printing only the necessary documents;
- Recycling paper - many notes can be taken on the free pages of already printed sheets of paper;
- Commuting to work by bicycle or public transportation;
- Turning off the computer when going out for a break;
- Preparing only as much water for coffee or tea as they will need;
- Not using excessive amounts of water, such as when washing hands.

2.2.3.2. Poland Partner No. 2.

Polish Partner No.2., according to the results of desk research, named the forming of the ecological sensitivity, pro-ecological work environment, ecologically responsible attitudes of employees, transferred to private life as the main goal of green HRM. All of it includes:

- Green planning of human resources - including tasks, related to environmental protection in job descriptions, pro-ecological attitudes and behaviors in the code of ethical conduct.
- Green recruitment of employees – selecting candidates, that are already sustainably conscious.
- Green development of employees - a practice of green HRM, aimed at increasing ecological efficiency through training to raise awareness and develop employees' ecological skills (educating).
- Motivating employees to take up green behaviours - creating opportunities for employees to use their knowledge and skills to improve the company's environmental performance as a motivation to empower employees to make a positive impact on their ecological efficiency (both wage and non-wage motivators).
- Green management of employee performance - sustainability goals are included in the employee appraisal, thus showing that the company is committed to issues related to sustainable development (Izabela Różańska-Bińczyk, 2022).

The expressed position of HRM shown wider attitude toward sustainable behavior as it involves not only processes and employees, which already interacts inside of the company. It expresses the attitude toward potentials, who would have to match the current sustainable attitude of SMEs.

2.2.4. Lithuania

The desk research, which was made by Lithuanian partner allowed to summarize the main indicators, which drives SMEs to adopt green business practice into organization. At the same time, it can be concluded what barriers SME faces with in this process.

The drivers as an internal motivation, better public image, being motivated by employees or clients, and requirement by market/customers are mentioned as the main, which motivates to adopt green business practice into organization.

Accordingly, without the perspective of the benefit, which should be brought by integrated sustainable behavior, it would be difficult to imagine the long retention of mentioned drivers.

After integrating green habits inside of company, SMEs are expected to receive internal and external benefits.

- Internal benefits: organizational benefits (improved working conditions and safety), financial benefits (cost savings from materials efficiencies), people benefit (improved employee ethical behavior).
- External benefits: commercial benefits (gaining competitive marketing advantage), communications benefits (creating a positive public image).

However, the drivers and the expected benefits often comes down to barriers, which SMEs faces in changing their behavior to sustainable. These are the main barriers for SMEs to adopt sustainable behavior inside of company:

- Lack of capital;
- Administrative burden;
- Lack of information/education;
- Lack of technical knowledge;
- Long payback periods;
- High cost of investing in green innovations.

Because of the barriers to develop sustainable behavior, SMEs are not able to implement sustainable habits by their owns. For this reason, the governmental support, assistance via favorable tax incentives, support from the community is named as important aspect of the SMEs greener business.

After the summarizing the sustainable habits of SMEs it can be indicate that the habits, which the employees develop very often depends on the field of the activity. The habits of the service providers can be different that the sustainable habits which implement SME from production field. However, these are solutions for every business:

- Remote work. Less greenhouse gas (GHG) emissions, power saving;
- Sustainable transport. Changing the car fleet to electric cars, encouraging their employees to choose simple or electric scooters and bicycles for trips;
- Sustainable office. Starting to use as many sustainable products as possible or simply abandoning those that contribute the most to pollution: reduce the use of paper or choose recycled paper, abandon water in plastic containers, use reusable containers for coffee, choose cleaning products with a more sustainable composition;
- Reuse. The refurbishing as much equipment in the office as possible;
- Sorting. Sorting wastes such a plastic or paper, also food waste;
- Sustainable packaging. More sustainable or easier to recycle packaging;
- Energy efficiency. Energy-saving LED lamps, automatic sensors that allow electricity to be used only when it is really needed, better use of natural light, electricity extracted from renewable natural resources;
- Sustainable partners. Cooperation with partners that adhere to sustainability standards, invest in energy-saving solutions, and make better use of renewable natural resources;
- Neutralize the tracks. Financial contribution of international projects and thus help improve the situation where the need is greatest.

2.2.5. Austria

According to the results desk results, presented Partner from Austria, there are three types of behaviors according the implementation of sustainable behavior in SME:

1. Eco-innovator. This type of behavior is based by conserving natural resources, reducing waste and emissions and strengthening companies economically, including training of employees in the areas of sustainability, eco-efficiency (environmental) law (ÖKOPROFIT).
2. Eco-innovation/eco-adopter type is usable inside of companies that are progressive in digitalisation are more committed to sustainable business. By incorporating this type of behavior in SMEs activities, it is expected that:
 - Competitive advantages through sustainability management like the increase of attractiveness as an employer and the improvement of the company's image;

- Most of activities to be oriented towards social objectives especially such as meeting the needs of their own employees;
- The responsibility of sustainability from the management involving the suggestions of employees to it;
- To be more empowered in communication their sustainability activities to both internal and external stakeholders;
- To use as intended institutionalized tools such as checklists, internal guidelines, or standardized recognized policies and standards;
- To develop a strong cooperation network with external stakeholders for the joint implementation of larger sustainability projects (*A. M. Busch, D. Ortiz, C. Löffler/Markus Scholz, Institute for Business Ethics and Sustainable Strategy*).

Eco-innovation/eco-adopter type of behavior can be expressed by internal measures that are related to both social and ecological aspects to implement sustainable behavior inside of SMEs:

- Internal social measures for companies include employment/job security, appropriate compensation/pay equity, social security/benefits, adequate working hours/flexible work models, occupational safety/health protection, diversity and equal opportunities, training and further education, collective bargaining, working atmosphere and employee participation.
 - Internal ecological measures for companies relate to energy consumption, material use, water consumption, use of chemicals, and wastewater and waste management (*Zentrum für Erneuerbare Energien, 2017*).
3. Eco-adopter type includes shared-value consisting the sustainable business development not only brings benefits to the company itself such as better competitiveness or resource and cost savings, but it can also bring benefits to society (WKO).

2.3. General findings

After the identifying the literature review of Partners countries, it can be summarized that the strategy is the basis for implementing green behaviour practices inside of SMEs. It includes an action plan where an environmental objective has to be set in shape of guidelines, practical measures and work instructions, which has to be followed.

The results of desk research also have shown that sustainability practice in SME is based by integrating it into the company's activity by increasing material and energy efficiency, reducing or eliminating hazardous materials, sustainable purchasing/consumption, reducing waste and packaging, reducing water consumption, changing mobility behavior.

To sum up the results of desk research, following factors makes an impact for sustainable habits regarding the human resource management:

- Increased personal responsibility and decisions;
- Communication and knowledge;
- Employee involvement in changes;
- Promotion of transparency, incentives and communication internally;
- Green planning;
- Green recruitment;
- Green management.

According to the results of desk research, an impact for sustainable habits development can be made of the barriers, such market, political, technical, information, managerial barriers, administrative burden, lack of information/education, high cost of investing in green innovations.

The sustainable practice in SMEs also involves motivation factor. The following factors can be highlighted in adopting sustainable habits:

- Sustainable communication;
- Promoting work-life balance;
- Setting money and insurances to green;
- Empowering employees to make a positive impact on their ecological efficiency.

The results of desk research shown that these are the most common sustainable habits in SMEs:

- Remote working;
- Green commuting;
- Paper recycling;
- Reuse;
- Sorting;
- Energy saving.
- Reduced water consumption;
- Reducing waste and packaging

According to the desk research results there are three types of models of implementing sustainable behaviour inside of SME:

1. Eco-innovator - based by conserving natural resources and training of employees in the areas of sustainability, eco-efficiency law;
2. Eco-innovation/eco-adopter – based by sustainable behavior development in social, managerial, informational, cooperation network inside of companies that are progressive in digitalisation are more committed to sustainable business;
3. Eco-adopter – sustainable behavior not only as an advantage to the company itself, but it can also bring benefits to society.

3. Field research

3.1. Human resources management towards changing sustainable behavior in SME

Human resources management is a precise indicator to evaluate how the principles of the sustainability are implemented inside of SME. It reflects the sustainable habits not only of the leader, but the staff as well.

3.1.1. Germany

The results of the questionnaire, which was completed by SME in Germany shows that in the vast majority of companies the employees are not insisted to follow by existing recommended general guidelines of sustainable behavior.

However, the further results indicates that in the majority of surveyed SMEs the initiatives of employees towards sustainable behavior are strongly welcome with an intention to implement it. What is more, according to the results, it is important for SMEs to hire employees that value sustainability.

The answers like these shows an inconsistent action plans of SMEs towards the employees. On the one hand, there are expectations towards employees for sustainable actions from their side, while, on the other hand, there are no big willingness expressed from the companies side to involve employees to follow up already existing sustainable behavior guidelines and to share sharing the knowledge about it.

The questionnaire results has shown that in the biggest majority of requested SMEs there are no motivation system developed toward the employees, who propagate sustainable behavior. In the same time the results shows, that if the employees would be equipped with the right knowledge about the sustainability, it would motivate them in changing the behavior to sustainable.

The results of the interview completes this statement as the respondents have mentioned **the knowledge and the information about the sustainability provided from the company as a very important combination in changing the behavior to sustainable**. It confirms the statement from the Germany Partner summarized desk research results, which indicates the role of human recourses management in sharing knowledge about the sustainable behavior by involving employees into to a partial company management and decision making process. The statement like this denies a concept of direct impact of the leader in changing employee's behavior to sustainable.

However, respondents from SME unequivocally agrees with the statement that the leadership is a key factor that enables sustainability inside SME by stimulating employees' awareness, development and responsibility for the environment by positively affecting sustainable business development. Its own values are a key determinant of sustainable activities and decisions taken related to sustainable development of a company, the same as the culture, beliefs and values of the leader may be a major source of staff motivation for sustainable behavior inside of SME.

The human resource management actions also influences the response of employees' sustainable behavior. According to the results, it is important for employees inside of SME to express their sustainable behavior by sorting the garbage, using more digitized working tools, saving a power inside of the company, working remotely, using green commuting. According to the interview, this list can be supplemented with reusing packaging material.

3.1.2. Bulgaria

The results of the field research has shown that there are two types of SMEs among the respondents in Bulgaria: one of them follows by general guidelines of sustainable behavior, where employees are

recommended, but not insisted follow by. The second type of SME do not follow by any guidelines of sustainable behavior for employees.

Most of the surveyed SMEs indicated that the initiatives of employees in their company towards sustainable behavior are strongly welcome with an intention to implement it. The results like these reflects strong human resource management towards sustainable behavior, which the company expresses. It also confirmed by the results where almost all of respondents indicates the importance of hiring employees that value sustainability. It can be made an assumption that by choosing sustainable-minded staff, SMEs tend to ensure a smooth implementation of its sustainable policy.

The interview results shows that SMEs, which follows by general guidelines of sustainable behavior can be divided into two sections: “<... **the employees are not obliged to follow them**” and “**The company <...> has motivation system, through which motivates sustainable behavior between employees**”. In this way, it confirms the summarized results of the questionnaire, which has showed a strong potential of motivation towards employees, who propagates sustainable behavior inside of the company.

According to the results of the questionnaire and the interview, the employees in SME are mostly motivated by equipping them with the right knowledge about the sustainability or encouraging them to co-create sustainable practices together with the leader. These results are confirmed by desk research too, where the summarized results shows the importance to involve employees into the process of building sustainable behavior habits inside SME.

After the summary of questionnaire and interview results, the importance of employees to promote sustainable behavior inside of the company by separate waste collection, usage of more digitalized working tools, possibility for remote work is seen.

The results shows a solid attitude of the respondents towards the importance of the SMEs leader in changing the behavior to sustainable. Such attitude is confirmed by interview results too, where the leader is seen as a key person who led the way and propose easy to follow sustainable habits during day to day activities and encourages initiatives of employees towards sustainable behavior supporting their implementation.

3.1.3. Poland

3.1.3.1. Poland Partner No.1.

The results of the questionnaire has shown that there are special guidelines regarding the sustainable behavior toward employees, which they have to follow in most of surveyed SMEs. According to the results from the interview, **these guidelines mostly are related with promoting of green habits among the staff and clients**. However, in the same time the requirement to follow by the sustainable guidelines can be an issue as the staff are not flexible to change and do not implement green habits that are requested to follow. It is also confirmed by desk research which shows that 73% of small businesses urge employees to adopt environmentally friendly behaviors, such as water conservation and waste segregation.

According to the results it is seen that in almost all of SMEs the initiatives of employees towards sustainable behavior are strongly welcome with an intention to implement it. It can be strongly related with previous results, when the company together with the focus to sustainable guidelines inside SMEs, which employees are asked to follow, are expecting to fulfill it by receiving sustainable initiatives from employees in order to implement it.

A similar approach is taken when talking about the attitude towards hiring employees that value sustainability. According to the results, for almost all respondents it is important to hire the employees who

already has sustainable habits. **The interview results also shows that employees, who use green behavior are positively valued.**

The results of field research indicates that employees who propagate sustainable habits inside of the company are motivated to continue it by financial support. At the same time results shows, that SMEs would feel to be motivated to change their habits to sustainable if the leader would equip them with the right knowledge about the sustainability. As it was confirmed in the interview, **the main goal is to increase knowledge of how to implement the principles of sustainability in my work and everyday life.** Despite the knowledge received from the leader, SMEs are also motivated by making sustainability visible inside, encouraging employees to co-create sustainable practices together with the leader and by incorporating sustainability into everyday work.

The results has shown that it is important for employees to promote sustainable behavior inside of the company, especially in fields of sorting, reusing, digitalization, power saving, remote working, green commuting. According to the interview results, **this list also can be supplemented by promotion sustainable behavior in increasing knowledge in the field of ecological packaging of products.**

Not the less than sustainable behavior inside SMEs, the results shows the role of the leader as very important too in changing the behavior to sustainable. It confirms the leader as a key factor that enables sustainability by its own values in activities and decisions taken related to sustainable development of a company, stimulation of employee awareness and development, responsibility for the environment by owners/managers positively affect sustainable business development in SMEs, and the culture, beliefs and values of the leader.

3.1.3.2. Poland Partner No.2.

The results of field research indicates that the employees in surveyed SMEs has to follow through the guidelines of sustainability, which the company propagates. According to the interview results, **“Employees need to feel that they are part of the change and the effects of positive change should be visible and displayed to encourage employees that is has sense”.** Such interaction confirms, the thinking if the company makes a sensitive pressure for employees to follow by the sustainable guidelines, which are implementing, in order to be a part of community, employees have to evaluate themselves a part of sustainability inside of SME.

In the same way, according to the results is shown, that the sustainable guidelines which company follows are focused through the employees by welcoming their expressed sustainable initiatives with an intention to implement it. It is supplemented by the results which shows that it is important for companies to hire employees who values sustainability. However, not always wishes corresponds to the reality, where **“sometimes it is difficult to find an employee involved in pro-ecological activities, but we try to select the team in such a way that it is important for everyone”.** It can be also confirmed by desk research when motivation of sustainable habits means creating opportunities for employees to use their knowledge and skills to improve the company's environmental performance as a motivation to empower employees to make a positive impact on their ecological efficiency.

The results of the questionnaire shows a lack of actions towards employees, who propagate sustainable behavior. It means that there is no motivation system inside of the surveyed SMEs, which would motivate employees to promote the sustainable habits. Despite to it, the interviewed respondents agrees that it is important to motivate sustainable habits of employees by **“a special attention given to employees who propagate sustainable behavior inside of the company”.** In this way a current practice in SME is denied by improving the necessity of attention to keep employees motivated to act sustainable.

As the human resource management is not related from the leader actions, according to the results can be indicated that both leaders' efforts to make sustainability visible inside and (if possible) outside the

company and incorporating sustainability into everyday work would motivate employees from SME to change their behavior to sustainable. These results are also supplemented by interview results, where the employees were motivated by equipping them with the right knowledge about the sustainability despite it wasn't an easy task: **“We are advanced in our activities. The biggest challenge was to change the awareness of employees by organizing eco workshops with influencers and ecological events”**.

The role of the leader again is seen as a main factor in promoting sustainable behavior inside of SME. According to the results, the own values of the leader are the key determinant of their activities and decisions taken related to sustainable development inside of the company as well as the culture, beliefs and values of the leader is a major source of staff motivation for sustainable behavior inside of SME. But the most of motivator to follow by the leaders' sustainable behavior is stimulation of employee awareness and development or responsibility for the environment. The respondent of the interview also confirms that **“the change comes from the leader of the company, for whom ecological values are important”**.

The results of field research has shown that the it is important for employees to promote sustainable behavior inside SME only in the fields as power saving, remote working and participation in supporting sustainability. By the results of interview, it also involves use recycled printing paper, using waste to produce furniture, using any scraps of decorations, drinking tap water, waste segregation.

3.1.4. Lithuania

According to the results, there are general guidelines of sustainability in most of surveyed SMEs. Unfortunately, it is only recommendation for employees to follow it without any deeper involvement. Interview respondents argued, that **“it (general active guidelines of sustainability) isn't the main factor for them, but the sustainable way of the company, which would increase the competitive advantage and improve the image of the company would be valued as an advantage”**. What is more, the main issue is named too low employees' involvement into sustainable activities.

Despite the results, which showed that the requested SMEs do not have an intention to involve employees into following existing sustainable guidelines, the sustainable initiatives of employees still are not ignored. According to the results, SMEs react to employees' sustainable initiatives, but with the exception that it has to be easily implemented. According to the interview results, **the sustainable habits, which employees demonstrates, provides a significant added value to the company. However, there should be no aggressive pressure on others to do the same.**

According to the results, the attitude of surveyed SMEs towards hiring employees with already formed sustainability values are very different. For ones it is important while for others in does not bring any advantage. This attitude shows that there are no big need to have a strong sustainable human resource network among employees. It also corresponds to the results, why SMEs do not involve the employees to follow the current sustainable guidelines.

According to the results is seen, that the current employees are still being motivated to develop their sustainable habits by giving a special attention for them. It can be assumed, that it is important for those SMEs, to whom sustainable staff is the important topic. The interview results allow to make an assumption that **this kind of motivation includes compliments for employee of generating sustainable practices inside of SME, encouragement to continue such behavior**. The attention to the well-being of all is also the key factor which motivates employees to implement sustainable behavior practices. What is more, the sample of sustainable behavior, the assessment of sustainable behavior and not necessarily financial is a motivator too.

The previous results are confirmed also by the provided results regarding the actions of the SME leader, which would motivate employees to change their behavior to be sustainable. According to the results, in order to motivate employees to act in sustainable way, the leader has to incorporate sustainability

into everyday work. This kind of motivation in the interviews is expressed by **propagating sustainable values of employees by common meetings, discussions and teamwork, which stimulate to continue sustainable habits with involvement of the leader encouraging everyone to act together. Also the provision of means necessary to implement sustainable habits in everyday task is also mentioned as a motivator.**

Almost all respondents have agreed that the leadership is one of the key factors that enable to follow the sustainability ideas. The results shows that this statement is strongly related with the fact that owners/managers responsibility for the environment stimulates employees' awareness and development, also positively affect sustainable business development in SMEs. Such qualities as leaders' incentives, sustainability-based values, leaders' propagated organizational culture, oriented towards ecological behavior, following by sustainability guidelines means sustainable behavior inside of SME.

The questionnaire results have shown that for employees in surveyed SMEs is important to use digitalized work tools and power saving. Based on interview results, **this list can be supplemented by the following means: lower paper usage, garbage sorting, green commuting.**

3.1.5. Austria

The results of the field research indicates that the most of employees of surveyed SMEs has to follow by special guidelines of sustainability inside of the company. At the same time a similar number of employees indicates that there are a special sustainability guidelines inside of SMEs, but is it only recommended to follow by. However, according to the results of the interview respondents indicates that there are no guidelines for implementing sustainable measures for employees, **“as this does not make sense for a small company and sustainable behavior can also be clarified through personal conversation”**. These results shows that there are different positions taken regarding assigning employees in implementing sustainable guidelines of the company.

However, almost all of the respondents have indicated that the initiatives of employees towards sustainable behavior are strongly welcome with an intention to implement it. The situation like this again shows, that companies, which do not “push” their employees to follow by existing sustainability guidelines of the company, still expects to receive sustainable actions towards the company from their employees.

According to the results of the field research is very important to hire employees that value sustainability for surveyed SMEs it. At the same time it was highlighted that **“green behavior practice is also essential for finding employees as nowadays it is very difficult to get employees and in that context it is important to make everything "right" - also in terms of sustainability”**. According to it SMEs very clearly understand their role in developing sustainable practice inside of the company with a purpose to look attractive for potential employees.

The results of the field research has also shown that employees of surveyed SMEs are motivated to act in sustainable way by financial measures.

However, together the financial motivation it is also important the motivation of the leader. Most of the respondents had answered they are motivated by the leader to act in sustainable way by equipping them with the right knowledge of the leader about the sustainability, making sustainability visible, encourage employees to co-create sustainable practices together with the leader and to incorporate sustainability into everyday work. All these aspects shows that the motivational spectrum is wide and do not include only one aspect.

After the analysis of field research results it can be concluded that SMEs employee sustainable behavior occurs by sorting garbage, recycling, digitalization, power saving, green commuting. According to the data, there a less attention payed to remote working and supporting sustainability in social actions. However, interviewed participants indicated the implementation of sustainable behavior by **“participating**

in and supporting public awareness events aimed at educating citizens about reuse, recycling, or repair”. According to it can be summarized, that differently from the attitudes, for employees it is still important sustainable behavior inside of the company.

According to the results of field research it is seen that the majority of surveyed respondents value the leader and the leadership as a key factor which is a sample to follow by and implement sustainable behavior inside SME. It is related with the activities, decisions, culture, beliefs and values of the leader. While the interview has shown that **“it is important for leaders to lead by example”**. In this way the cult of the leader as a role model is denied by the need of the leader to have a sample employees for implementing sustainability ideas.

3.2. General findings

After the summarizing Partners’ results of field research, related with Human source management towards changing sustainable behavior in SME can be indicated that there are different kind of sustainable actions practices toward employees in SMEs, which filled the questionnaire or were interviewed by each of Partner.

There are general guidelines, which employees are recommended to follow, but is it not insisted to do it in German, Lithuanian, Austrian and Bulgarian SMEs, which were surveyed. However, there are companies in Bulgaria which do not follow any guidelines in implementing sustainable measures by having no special guidelines in the company regarding sustainable behavior for employees. Requested SMEs of both Poland Partners and Partner from Austria has special guidelines regarding the sustainable behavior which employees has to follow.

According to the results requested SMEs from Germany, Bulgaria, Austria, both Poland partners strongly welcomes the initiatives of employees towards sustainable behavior with an intention to implement it. Initiatives of employees from requested SMEs byt Lithuanian partner are responded to if it is easily implemented.

All requested SMEs of all Partners indicated that it is important for them to hire employees that values sustainability.

The results has shown that are no special actions towards employees, who propagate sustainable behavior, as a way of motivation of German and Poland Partner No.2 respondents. While Bulgarian and Lithuania respondents indicated that they are motivated by a special attention given to employees who propagate sustainable behavior inside of the company. The respondents of Poland Partner No. 2. And Austria indicated that there are financial motivation for employees, who is acting in sustainable way inside of the company.

According to the results of Germany, Bulgaria and Poland Partner No.1. employees are motivated to act sustainable by equipping people with the right knowledge about the sustainability, while surveyed SME employees from Lithuania feels to be motivated to act sustainable by incorporate sustainability into everyday work. Surveyed SMEs from Poland Partner No.2. feels not being motivated to change their behavior to sustainable. Surveyed SMEs from Austria are motivated by knowledge, visible sustainability, co-creating sustainable practices, incorporating sustainability into everyday work.

The results has shown that for the respondents from German, Bulgarian, both Poland, Autrian and Lithuanian SMEs it is important to promote sustainable behavior by sorting, recycling, digitalizing everyday tasks, power saving, working remotely or green commuting. There is lower intention in participation sustainability supporting actions.

After the summarizing the results it is seen that the respondents of German, Bulgaria, both Poland, Austrian and Lithuanian partners values leader as a main person, who makes an impact for changing

employees behavior to sustainable by its values, personal features, decisions taken related to sustainability, stimulating of employee awareness.

3.3. Sustainable behavior in SMEs strategy and activity

The way how sustainable behavior is adopted in SMEs usually reflects the synergy between the company, its strategy, implemented activities and the relation with the employees.

3.3.1. Germany

After the summarizing the results of field research it is seen that the vast majority of SMEs do not have any sustainability strategy developed inside. Only a few respondents answered that there is a sustainability strategy inside SME, which is developed each year. It means that SMEs implements sustainable actions and develop sustainable behavior sketchy. Such behavior can be related with the status of the company, as, according to the interview “Small companies often remain in their old structures. Large ones are forced and implement sustainability timidly”.

The results has also shown that the biggest motivator to implement sustainability strategy inside of SME is an environmental awareness. It corresponds to the statements of German Partner desk research about intention to change employee’s behavior to sustainable by greening production (services providing) processes and creating conditions to act in sustainable way.

However, despite previous results shows the lack of active sustainability strategy inside SME, the respondents still states that eco-friendliness in their company occurs by propagating different strategic objectives, motivations and tend to see greater sustainability as one of the goals of the entrepreneurship than traditional entrepreneurs. After the statements like these, it can be summarized that despite having no sustainable strategy developed, SMEs still put their efforts to integrate sustainable behavior in their activity, which would differ them from other companies.

The results of field research has shown that both factors - the support from employees towards involving sustainable measures in companies activity, and customers / service recipients to whom sustainable products / services are important are the key factors to whom sustainable needs must correspond SME. According to it can be concluded, that SME feels the pressure from both internal and external sources in changing the behavior to sustainable, but, it is valid “As soon as it becomes uncomfortable and more complicated to be sustainable, many people stop actions”.

The results of the field research indicates that mostly the sustainable actions and tools which SME uses in their activity corresponds to the sustainable attitude of employees thus not causing problems by integrating sustainable behavior inside. The results like these indicates a synergy between the companies’ sustainable actions and the sustainable habits of employees. However, the question arises about how high is the level of sustainable habits of both sides.

3.3.2. Bulgaria

According to the results of the questionnaire, there is a sustainability strategy created in most of SMEs, only without following by it deeply. However, these results does not match with the results of the interview, where respondent introduce the strategy in SME as „<... updated every year in line with the new technologies and approaches in the field of sustainability. Employees appreciate this and are inspired”. It can be indicated that these different results reflect the different ways of SMEs introduce themselves as sustainable-minded companies.

The summarized results has shown that the environmental awareness, values, competitive advantages and regulations are the main indicators, which motivates to implement the sustainability strategy inside the

company. It can be claimed that wider possible range of influencing factors makes an impact, more likely that the sustainability strategy inside SME will be implemented.

According to the field research, the respondents relates SMEs eco-friendly actions with the strategic objectives, focusing on sustainability as a corporate goals and the ecology, implementing the environmental technologies to its activity. Such results show that one of SMEs understand sustainable behavior as a strategical basis for further sustainable actions. While for other SMEs it is only a part, covering one of the areas of activity.

In order to use sustainable measures inside SMEs activity, the key role is given to customers / service recipients to whom sustainable products / services are important. According to the field research results, it is the reason why SMEs are ready to change their behavior to sustainable. The management of the company will be encouraged to use sustainable measures if the customer perceives sustainability as important feature to the product. Thus, enabling the company to generate more revenues.

To sum up the results, most of respondents from SMEs has indicated that most of issues in adapting sustainable behavior in companies' activity are related with different attitudes toward sustainability of the employees and the company. Mostly it is related with reshaping production processes implementing circular economy practices, selection of more sustainable raw materials and materials, use of renewable energy in production, sustainable design of products and services incl. circular design, resource and waste management, creating new business models based on sustainable products and services with a low ecological footprint.

3.3.3. Poland

3.3.3.1. Polish Partner No.1.

According to the results of field research from Poland Partner No.1., there is a sustainability strategy created without following by it deeply inside of surveyed SMEs. It shows the wish of the SMEs to be in sustainable way, however, it can face the difficulties by implementing the strategy properly. According to the interview results, the problems such continuation of eco-behavior activities, teaching the principles of sustainable development, increasing knowledge of eco-solutions an work and in everyday life can be a main factor of not implementing sustainability strategy fully. Insufficient implementation of the sustainability strategy can be fixed by shortening the supply chain, ecological packaging, using of only eco-friendly materials.

The results have shown that an environmental awareness and the values are the main factors, which would encourage to implement a sustainability strategy inside of the company. According to it, the values based on environmental awareness can be named as an interaction, which bring the basis to implement the sustainability strategy inside SMEs.

After analyzing the sustainable means, which are implementing in SMEs activity, it can be summarized that sustainable actions is mostly shown by implementing new marketing or a new organizational methods in business practices, workplace organization or external relations.

The results of field research also shows that the requirements of customers / service recipients to whom sustainable products / services are important makes a significant impact in using sustainable measures in SMEs activity. The interview results also indicates that it is possible to introduce a pro-environmental policy for customers, for example, through exclusive digitization of documents or printing on ecological (recycled) paper.

However, the results of the field research shows the equivalence of the sustainability in SMEs activity and the sustainable habits of its employees which is based by statement that the sustainable attitudes of employees matches with sustainable tools which are used in the company's activity.

3.3.3.2. Polish Partner No.2.

According to the results field research, the equal number of respondents indicated that company has a sustainability strategy, but employees are not asked to follow by. Moreover, the same number of respondent answered that there is no sustainability strategy created in SME. The results show that SME do not have a real intention to implement sustainable habits inside of the company. However, the respondent from the interview indicates that the green transformation can be carried out in small steps, using a low budget.

The vast majority of respondents agree that an environmental awareness and the values encourages them to implement sustainability strategy inside of the company. Such results shows that the employees are ready to implement sustainability strategy voluntary without any pressure of regulations, competitiveness or economical advantages. However, interview respondents disagree with this statement and claim that green transformation is more of an economic factor: “this will allow us to speed up processes”.

According to the results it is seen that the sustainable behavior in most of surveyed SMEs occurs by implementing new or improved products, goods or services into business practice that reduces environmental impact. In order to implement this attitude, according to the interview respondents, it is essential to communicate so that the customers buy only what is necessary for them. It shows the changing attitude toward offered goods and services mowing it to the need, but not to the quantity any more.

According to the results, the customers / service recipients to whom sustainable products / services are important is the main motivator to use sustainable measures in companies’ activity. These results can be closely related to previous, where most of surveyed SMEs companies’ sustainable activity is based by implementing sustainable actions in companies activity and in the same time to attract customer, to whom sustainability is important. However, there are still difficulties faced in changing customer sustainable habits as “they’re the most challenging is to convince client to bring their own packaging”.

The votes equally divide when summarizing the information about the combining sustainable behavior inside of SME with the employees sustainable habits. One of the respondents indicates that the sustainable attitudes of employees matches with the sustainable tools, which company uses in its activity. Other respondents named that the sustainable attitudes of the employees do not match with the less sustainable activities (products) of the company. According to the interview results, this category of respondents possibly faces challenges in finding suppliers offering sustainable supplies and packaging. While other valued unsustainable behavior of employees’ equal to less sustainable activities of the company. Such different results shows there are still a lot of interactions between different companies and employees attitudes towards sustainable habits.

3.3.4. Lithuania

The result of the questionnaire shows that there is sustainability strategy created, but it is not usable in the majority of requested SMEs. Interview respondents claimed that they do not insist from the company to be active in sustainable behavior. However, they refuse to be part of SME which would directly act against such principles.

Most of respondents has indicated that an environmental awareness is the main factor which drives them to implement a sustainability strategy which company has. It is paradoxical situation when the company do not use their sustainability strategy. However, employees are still ready to implement it because of its own environmental awareness.

Firstly, according to the results respondents values the company as sustainable when it implements new or improved product, goods, service in business practice, that reduce environmental impact. Secondly,

company is valued as sustainability-based when it implements new marketing or a new organizational method in business practices, workplace organization or external relations. It is also confirmed by interview results starting with workplace optimization involving the amount of paper used and moving towards common rules for the whole company - sorting, saving resources, training employees and encouraging them to behave more sustainably both at work and in the home environment.

The results have shown that the support from employees towards involving sustainable measures in companies' activity is named as the basis to use sustainable measures in your company's activity. Customers / service recipients to whom sustainable products / services are important is also named as one of the main factors why SMEs are forced to implement sustainable behavior.

According to the results of field research, the main challenge is SMEs is that the sustainable behavior of employees do to match with the less sustainable activities (products, services) of the company. As it was expressed during the interview, it is important for employees an environmental awareness, sustainability promotion in order to minimize pollution damage to the environment. When the company's activities and values crossed through values of employees mine, employees are confused. For employees are important that the sustainable values and action of the company would match with the sustainability values which employees has.

3.3.5. Austria

According to the field results presented by partner from Austria, there is a sustainability strategy created without following by it deeply in surveyed SMEs. However, the interview results the importance of following sustainability strategy inside of company as **“the positive impact that establishing sustainable strategies has, can also be a reason for customers to visit the company”**. Results like these shows the direct impact of active sustainability strategy even for customers.

The results has shown that the values and economic impact mostly encourage the surveyed employees from SME to implement a sustainability strategy inside of the company despite to the fact that **“This is partly difficult, especially for small businesses, as they have a limited budget for public relations”**. However interview results show different results as the most encouraging factors of implementing sustainable behaviour inside of the company is competitive advantage, based on the purpose **“to reach and inform customers about what the company is doing, i.e., to inform them that the company is practicing green behaviour”**. AS mostly sustainable behaviour is related with environmental awareness, the interview shows a contrary situation as **“saving energy not only due to environmental reasons but also due to economic reasons”**.

According to the results it can be sum up that implementation of a new or improved product, good, service or method in business practice, that reduce environmental impact and implementation of a new marketing or a new organizational method in business practices, workplace organization or external relations is sigh for employees that the company can be called as a sustainable.

The field research results also shows that customers / service recipients to whom sustainable products / services are important is the motivator to use sustainable measures in your company's activity. These results can be based by the **“company's perception, that there has been a shift in customers' attitudes in recent years, and customers are also willing to pay more for companies that have more sustainable processes”**. According to it, SMEs are ready to integrate sustainability in their activity as a response to the customers' needs of sustainable products and intentions to pay for it more than usually.

It can be sum up that the surveyed SMEs do not face any difficulties in combining sustainable behavior with its activity as the sustainable attitudes of employees matches with sustainable tools, which are used in the company's activity. The results like this show the balance of the relation of the employees and the company.

3.4. General findings

After the summarizing Partners' results of field research, related with sustainable behavior in SMEs strategy and activity it is seen that in of German Partner surveyed SMEs there is no sustainability strategy created. There is a sustainability strategy created without following by it deeply in surveyed Bulgarian, Austrian and Polish SMEs. There is a sustainability strategy created, but it is not usable in Lithuanian SMEs.

The results of the field research shows that environmental awareness would encourage the requested SMEs of all the partners. The values as encouraging factor of implementing sustainable habits inside SME are important for participants from Bulgaria, Austria and Poland. Competitive advantage is important only for SMEs requested of Bulgarian Partner.

It can be summarized that in SMEs requested by Germany and Bulgarian Partners sustainable behavior comes out by propagating different strategic objectives, motivating and tend to see greater sustainability as one of the goals of the entrepreneurship. In requested Lithuanian, Austrian and Polish (Poland Partner No.1.) it come out by implementing new marketing or a new organizational methods in business practices, workplace organization or external relations. While implementation of a new or improved product, good, service or method in business practice, that reduce environmental impact, with or without intent as a way to be a sustainable company was chosen by Polish (Poland Partner No.2), Lithuanian and also Austrian SMEs.

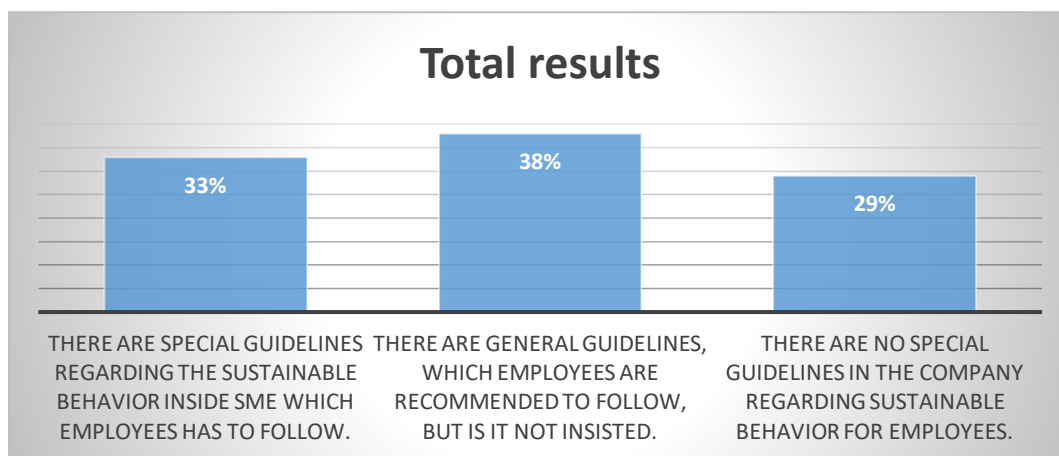
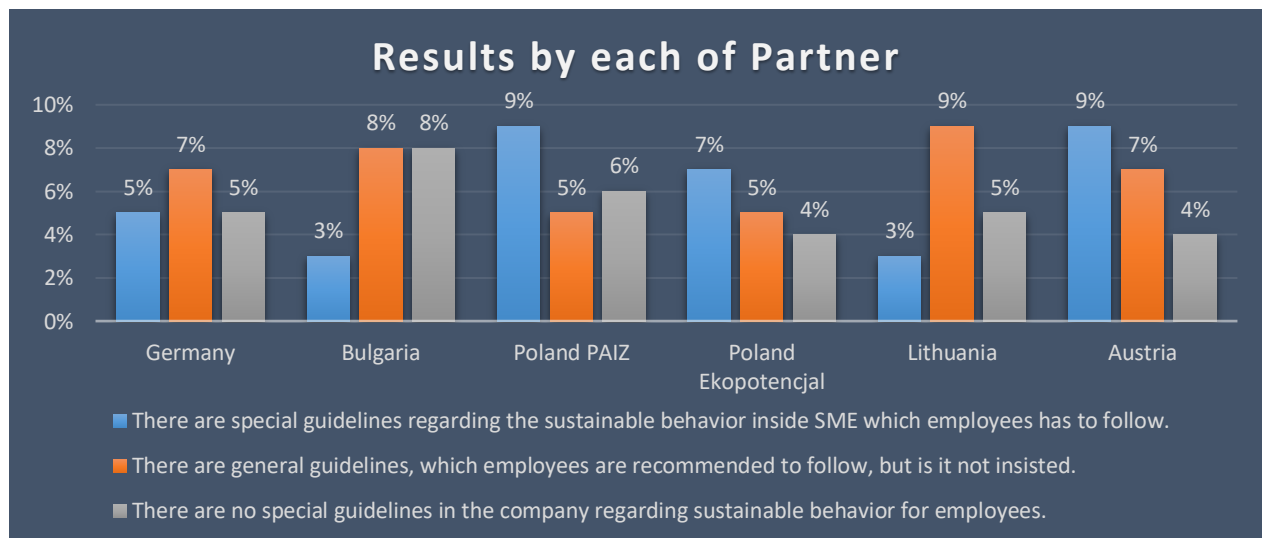
To sum up, for German, Bulgaria, Austrian, both Poland Partners requested SMEs Customers / service recipients to whom sustainable products / services are important is motivating factor for implementing sustainable behavior in companies' activity. While he supports from employees towards involving sustainable measures in companies activity is motivating factor towards Lithuanian and Germany Partners surveyed SMEs.

The results shows that SMEs, surveyed by German, Austrian and both Poland Partners do not faces any difficulties when combining their sustainable habits with sustainability in SMEs activity because sustainable attitudes of of both sides matches with each other understanding and actions towards it. However, SMEs, surveyed by Bulgaria, Lithuanian and Poland (Partner No.2) Partners faces with some difficulties when the sustainable attitudes of the employees do not match with the less sustainable activities (products) of the company.

Annex No. 1. Results of field research (questionnaire)

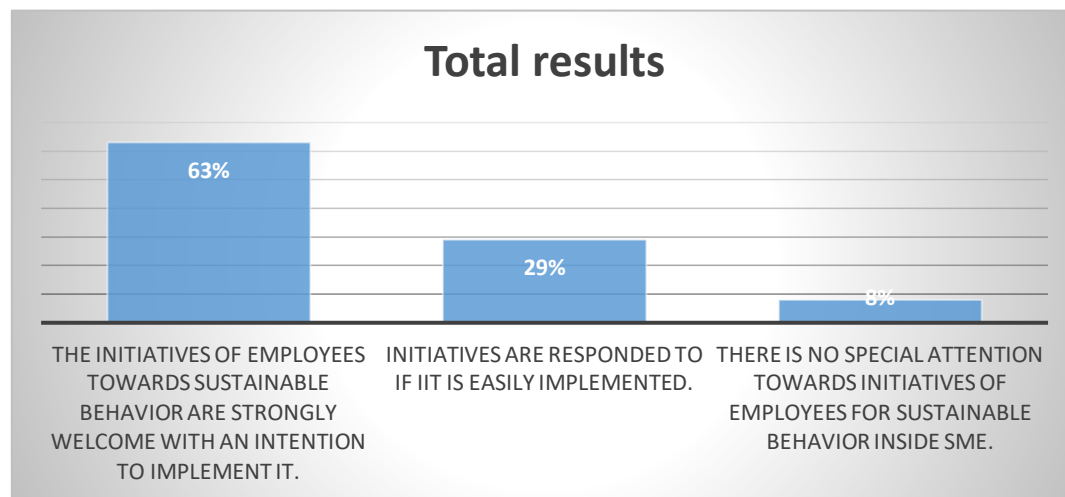
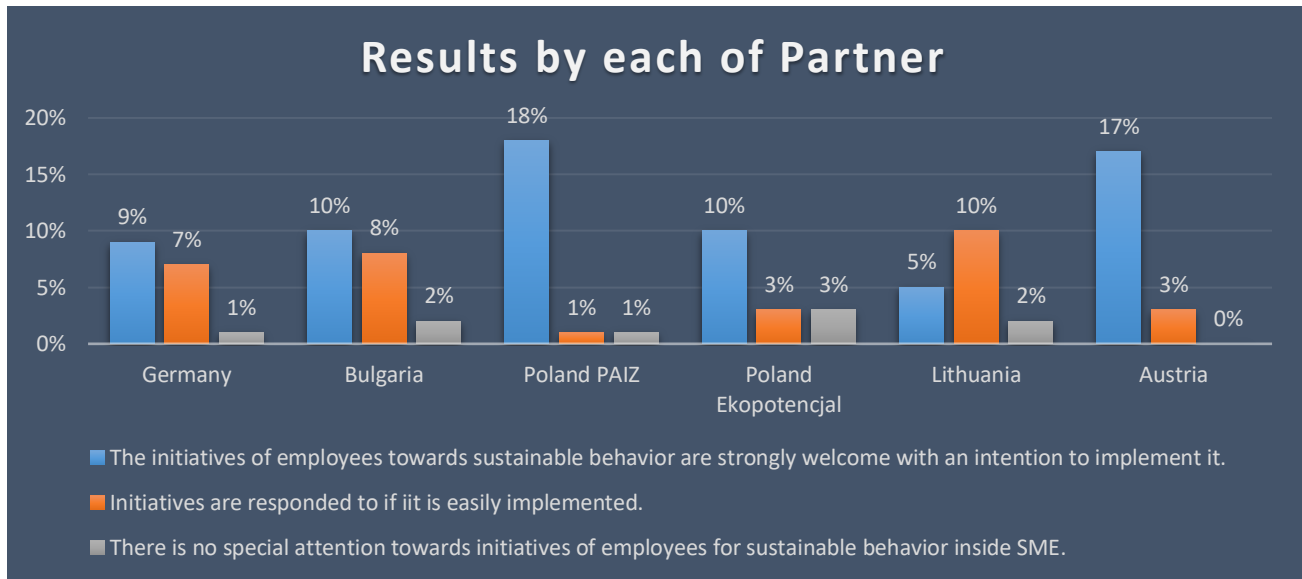
1. Does the company follow any guidelines of implementing sustainable measures towards employees?

	There are special guidelines regarding the sustainable behavior inside SME which employees has to follow.	There are general guidelines, which employees are recommended to follow, but is it not insisted.	There are no special guidelines in the company regarding sustainable behavior for employees.
Germany	5	7	5
Bulgaria	3	8	8
Poland PAIZ	9	5	6
Poland Ekopotencjal	7	5	4
Lithuania	3	9	5
Austria	9	7	4
6 Partners / 5 countries	36	41	32
% Answers	33%	38%	29%



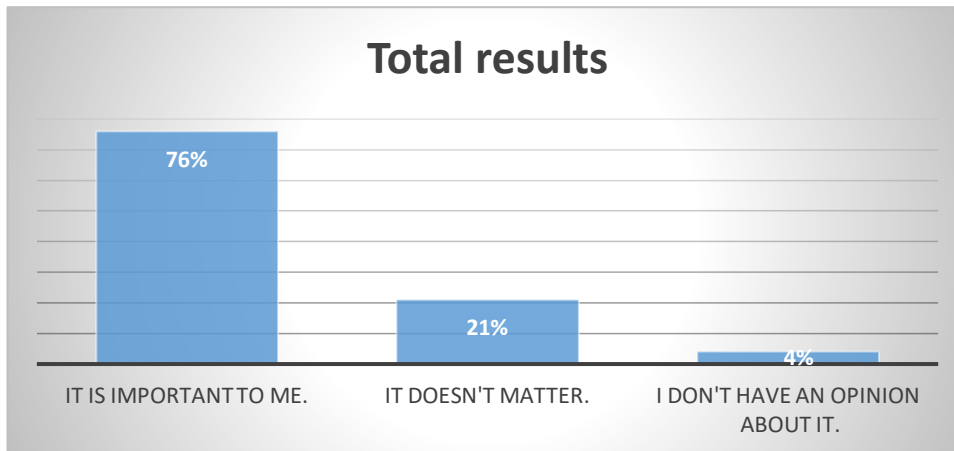
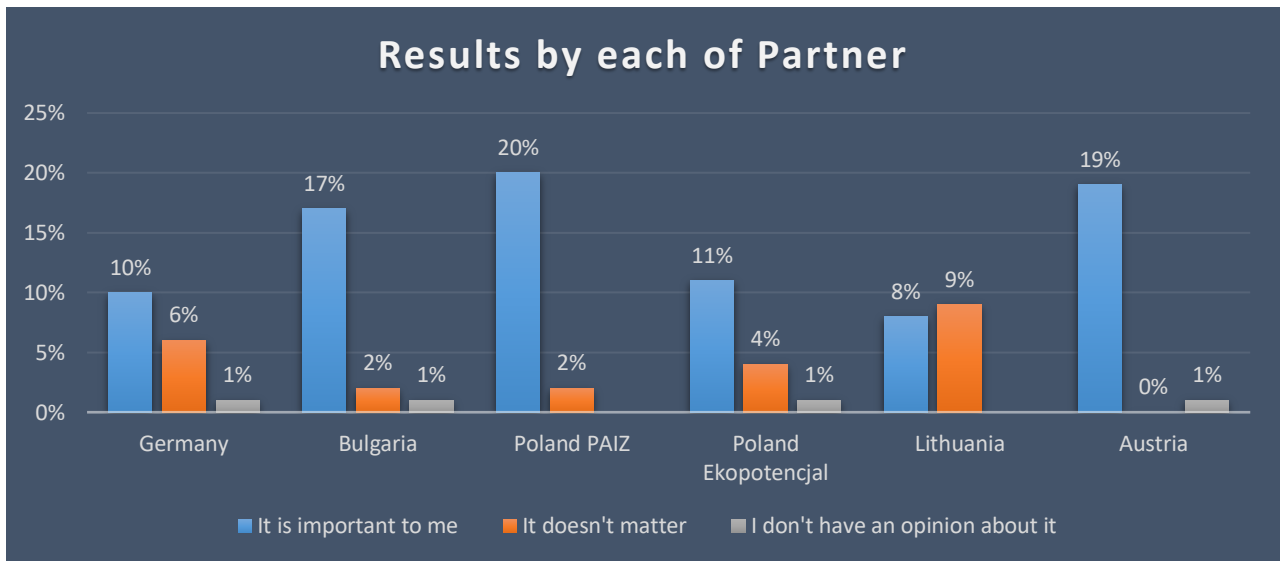
2. What is your position towards employees who express their attitude to behave in a more ecofriendly way inside of the company?

	The initiatives of employees towards sustainable behavior are strongly welcome with an intention to implement it.	Initiatives are responded to if it is easily implemented.	There is no special attention towards initiatives of employees for sustainable behavior inside SME.
Germany	9	7	1
Bulgaria	10	8	2
Poland PAIZ	18	1	1
Poland Ekopotencjal	10	3	3
Lithuania	5	10	2
Austria	17	3	0
6 Partners / 5 countries	69	32	9
% Answers	63%	29%	8%



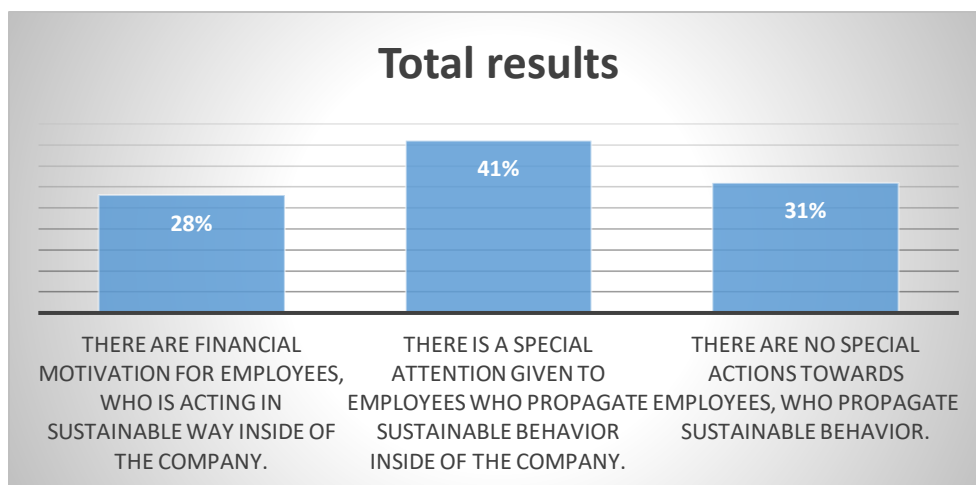
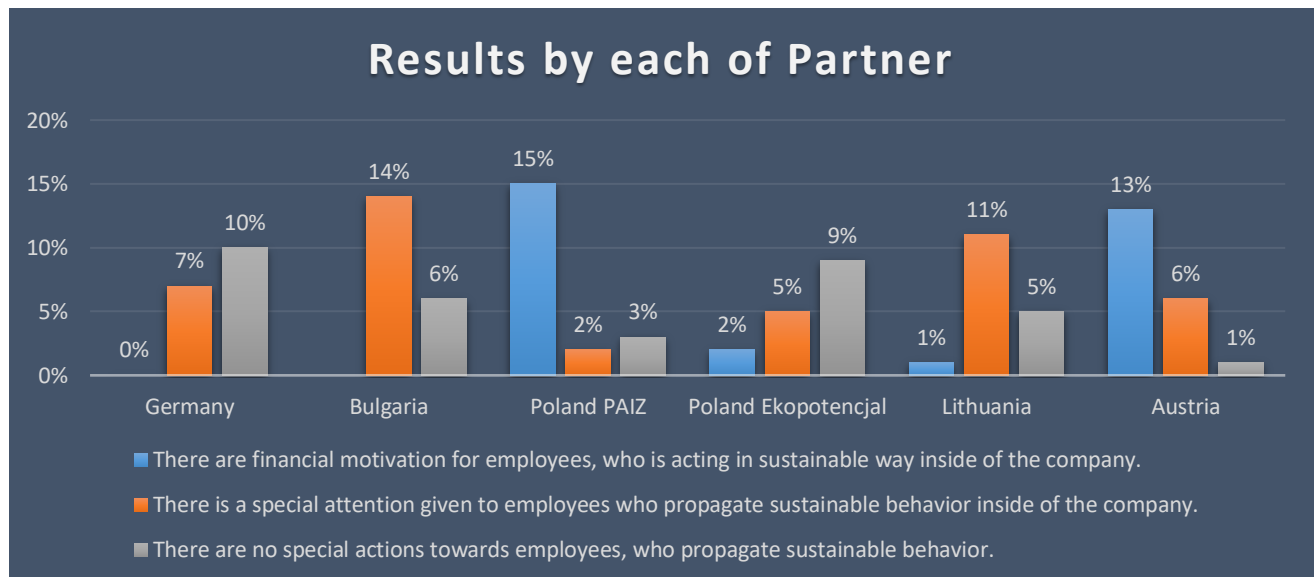
3. What is your attitude towards hiring employees that value sustainability?

	It is important to me	It doesn't matter	I don't have an opinion about it
Germany	10	6	1
Bulgaria	17	2	1
Poland PAIZ	20	2	
Poland Ekopotencjal	11	4	1
Lithuania	8	9	
Austria	9	7	4
6 Partners / 5 countries	75	30	6
% Answers	68%	27%	5%



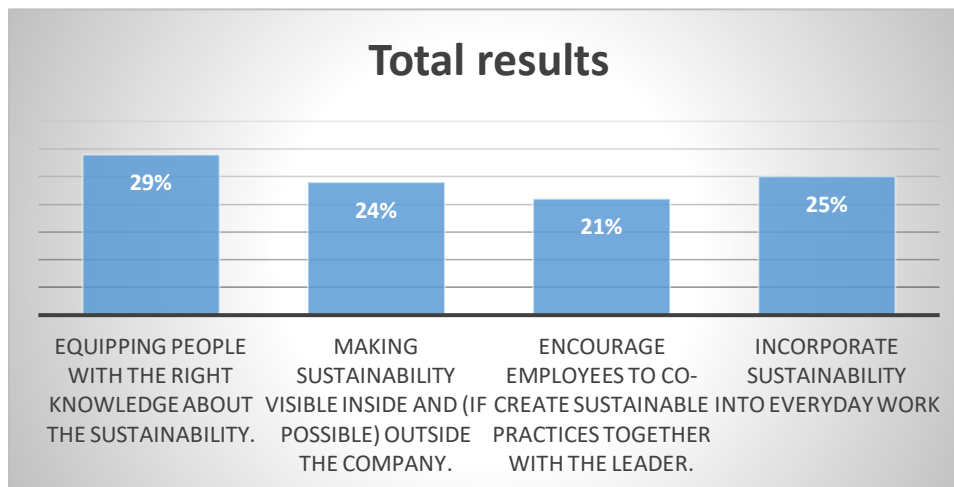
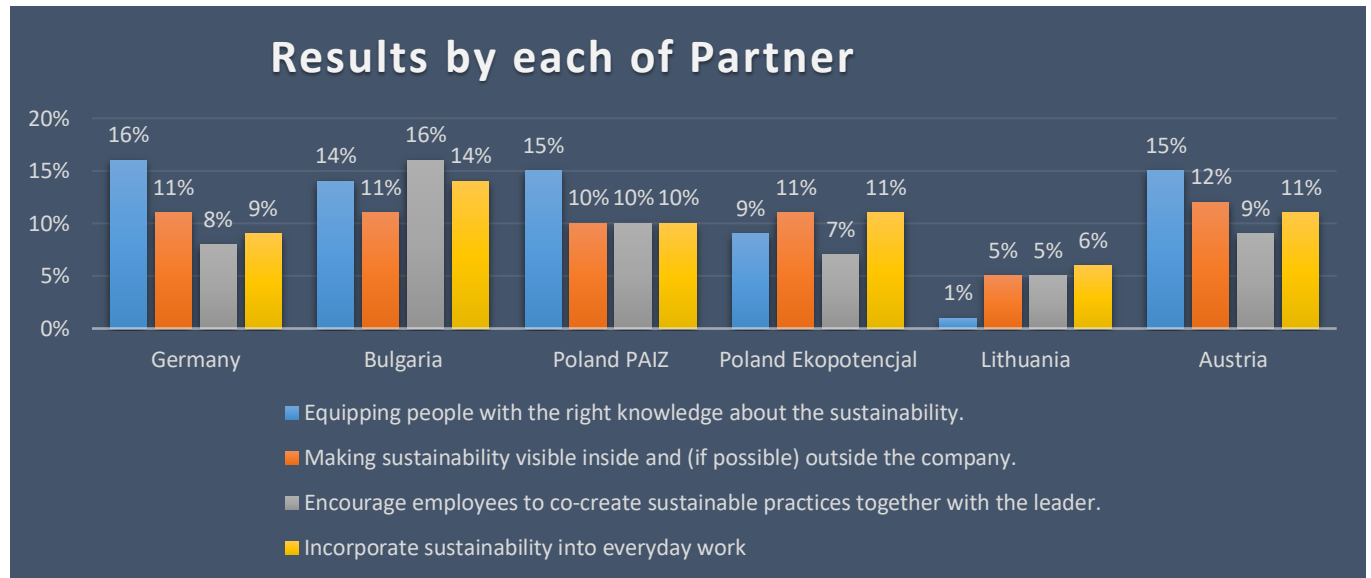
4. Is there any motivation system inside of the company, which would motivate sustainable behavior between employees?

	There are financial motivation for employees, who is acting in sustainable way inside of the company.	There is a special attention given to employees who propagate sustainable behavior inside of the company.	There are no special actions towards employees, who propagate sustainable behavior.
Germany	0	7	10
Bulgaria	0	14	6
Poland PAIZ	15	2	3
Poland Ekopotencjal	2	5	9
Lithuania	1	11	5
Austria	13	6	1
6 Partners / 5 countries	31	45	34
% Answers	28%	41%	31%

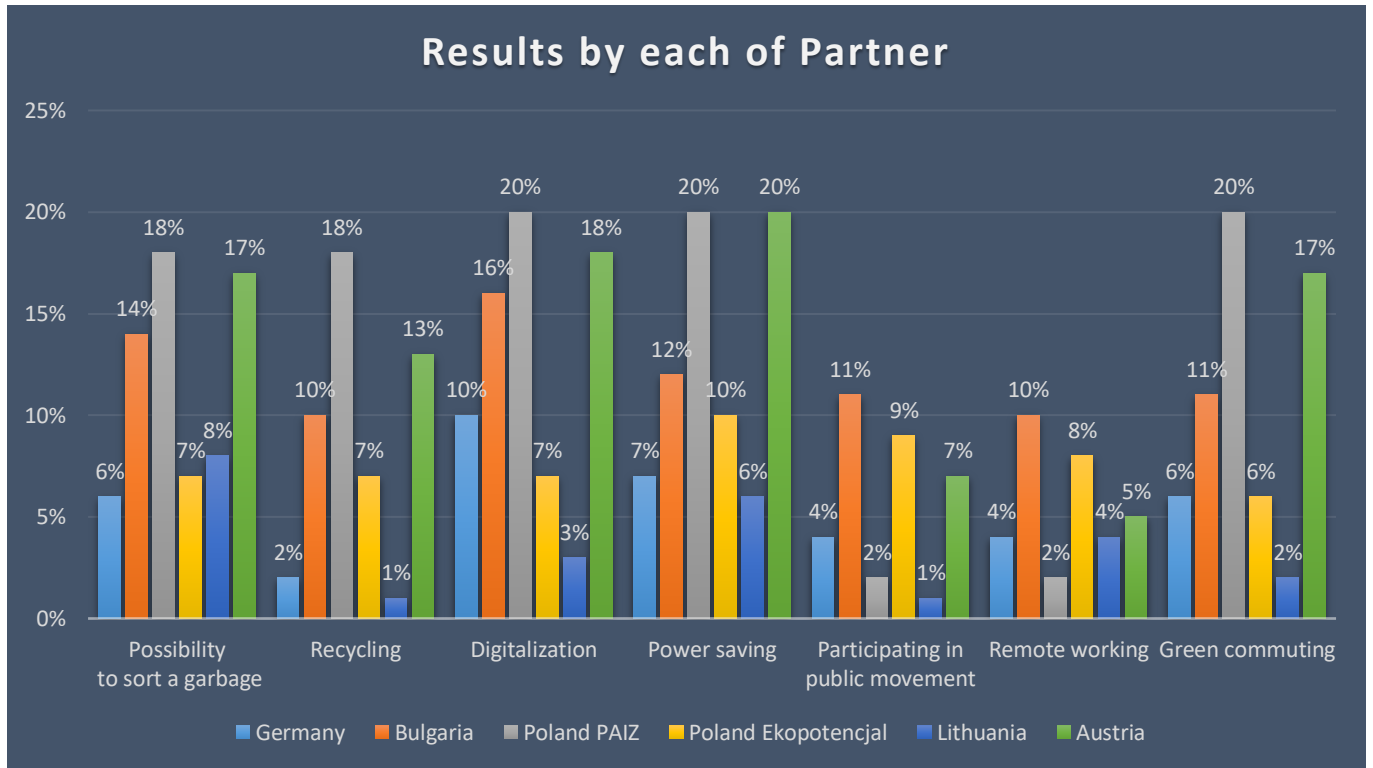


5. What actions of the SME leader would motivate employees to change their behavior to be sustainable?

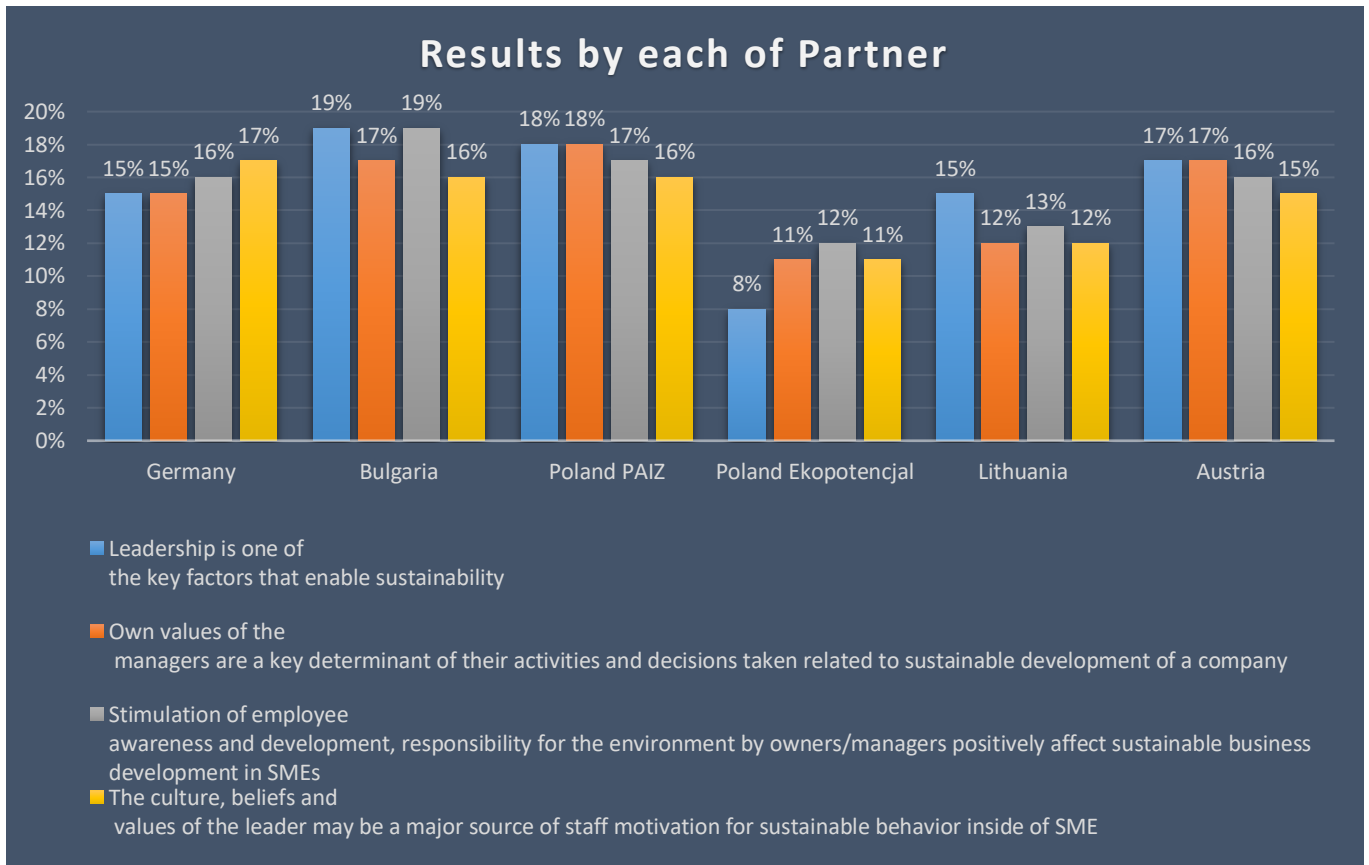
	Equipping people with the right knowledge about the sustainability.	Making sustainability visible inside and (if possible) outside the company.	Encourage employees to co-create sustainable practices together with the leader.	Incorporate sustainability into everyday work
Germany	16	11	8	9
Bulgaria	14	11	16	14
Poland PAIZ	15	10	10	10
Poland Ekopotencjal	9	11	7	11
Lithuania	1	5	5	6
Austria	15	12	9	11
6 Partners / 5 countries	70	60	55	61
% Answers	29%	24%	21%	25%



6. How important for employees in your company is to promote sustainable behavior inside of the company?

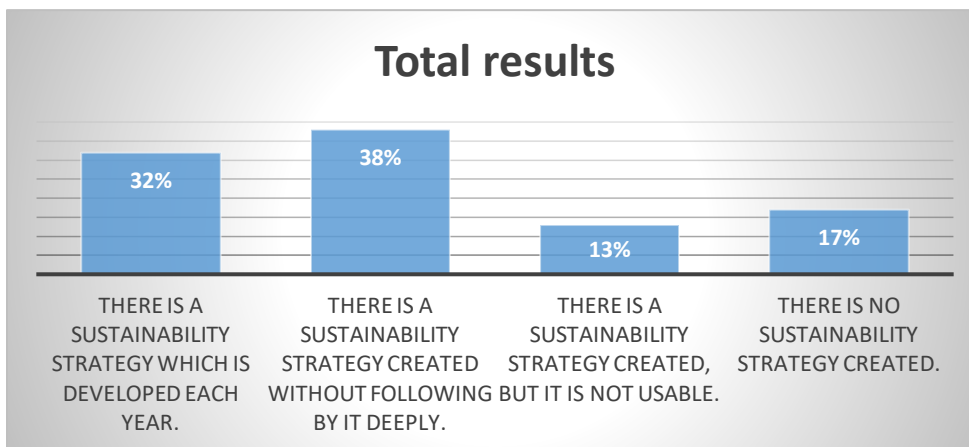
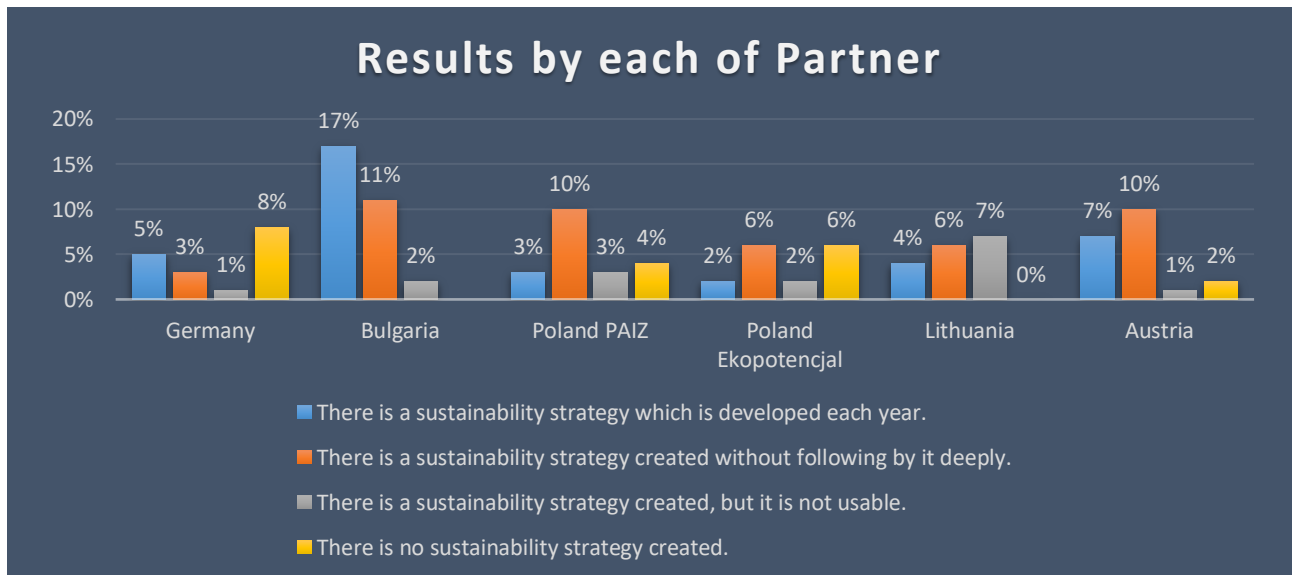


7. What is your opinion towards the statements about the leadership and the sustainable behavior inside of SME



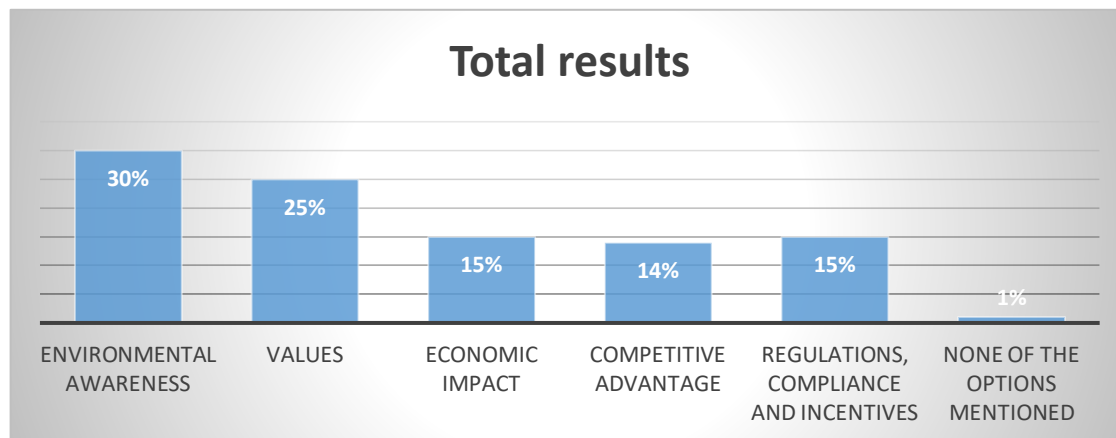
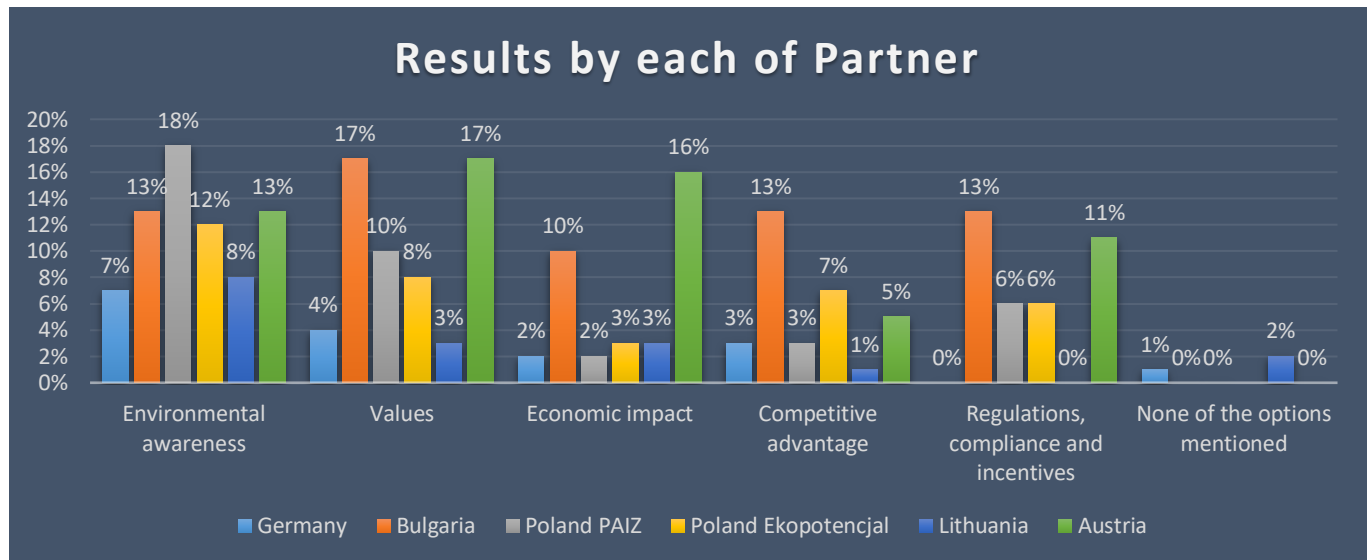
8. Is there any sustainability strategy inside of SME to which guidelines the company follows?

	There is a sustainability strategy which is developed each year.	There is a sustainability strategy created without following by it deeply.	There is a sustainability strategy created, but it is not usable.	There is no sustainability strategy created.
Germany	5	3	1	8
Bulgaria	17	11	2	
Poland PAIZ	3	10	3	4
Poland Ekopotencjal	2	6	2	6
Lithuania	4	6	7	0
Austria	7	10	1	2
6 Partners / 5 countries	38	46	16	20
% Answers	32%	38%	13%	17%



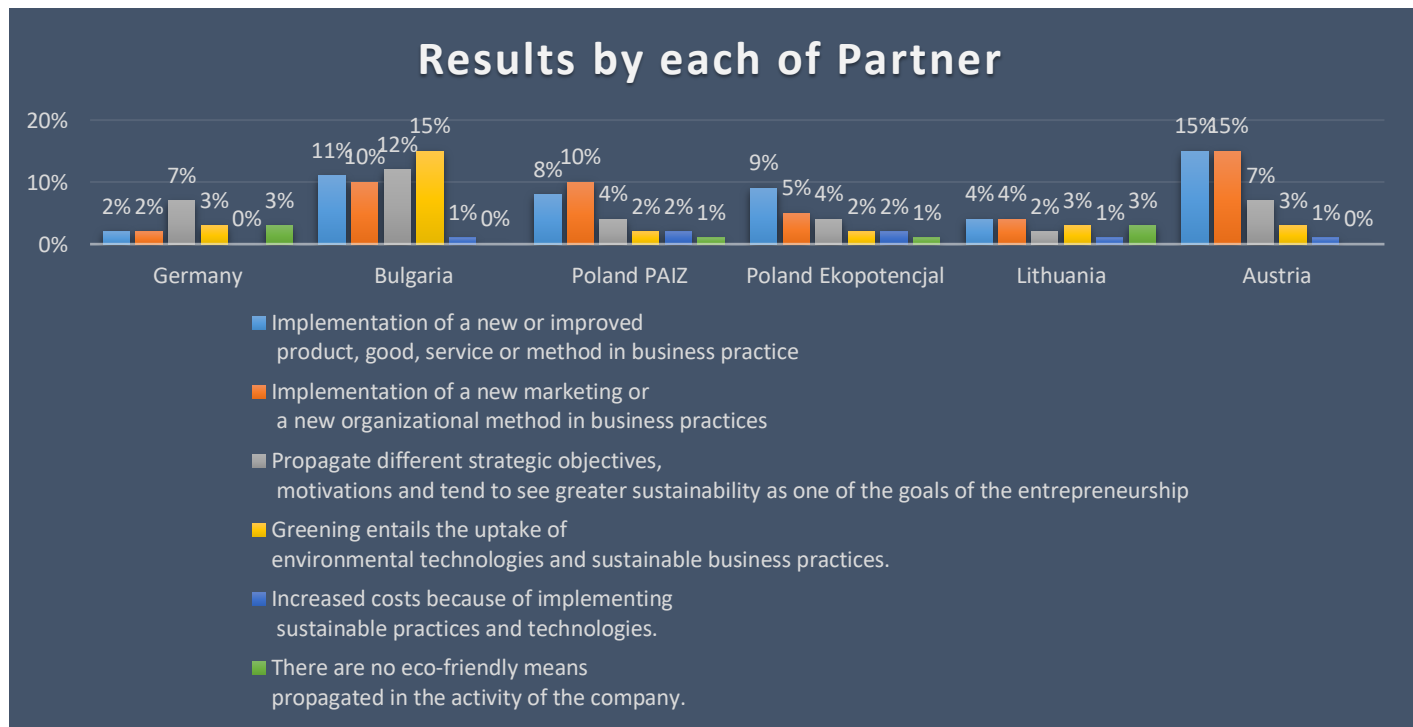
9. What would encourage you to implement a sustainability strategy inside of your company?

	Environmental awareness	Values	Economic impact	Competitive advantage	Regulations, compliance and incentives	None of the options mentioned
Germany	7	4	2	3	0	1
Bulgaria	13	17	10	13	13	0
Poland PAIZ	18	10	2	3	6	0
Poland Ekopotencjal	12	8	3	7	6	
Lithuania	8	3	3	1	0	2
Austria	13	17	16	5	11	0
6 Partners / 5 countries	71	59	36	32	36	3
% Answers	30%	25%	15%	14%	15%	1%



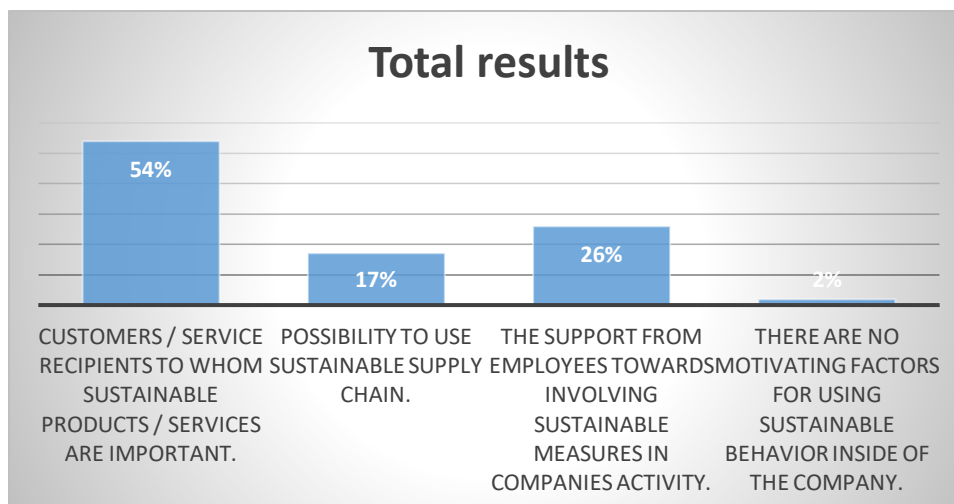
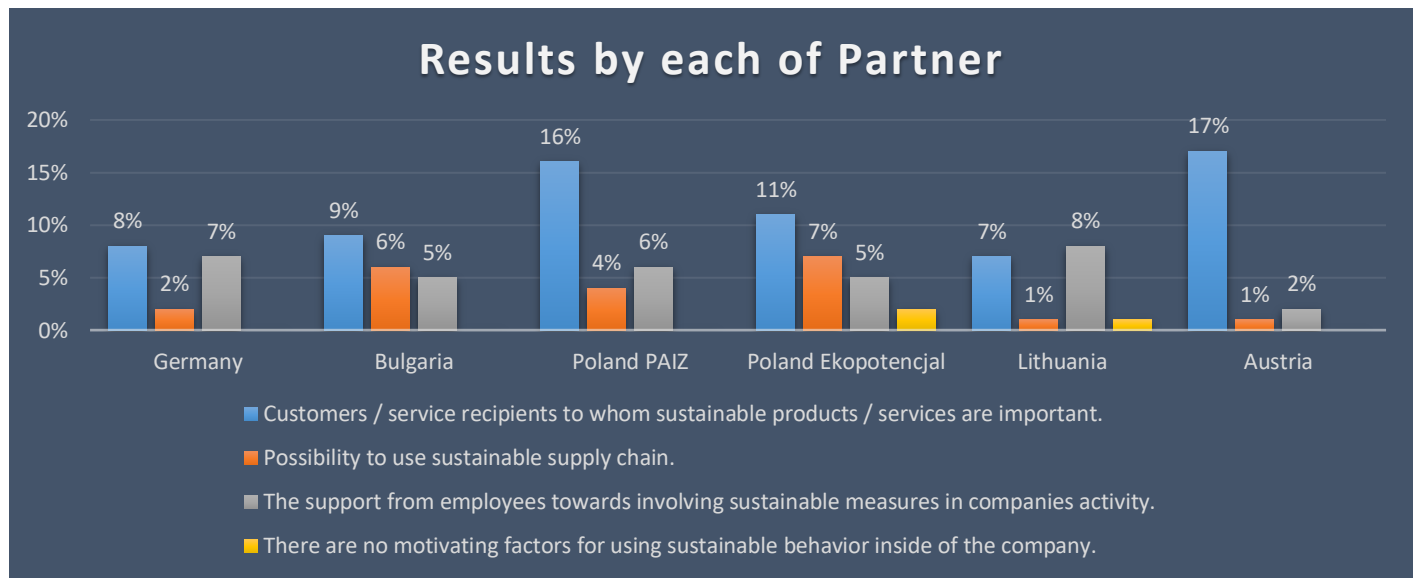
10. What does eco-friendliness mean in your company's activities?

	Implementation of a new or improved product, good, service or method in business practice, that reduce environmental impact.	Implementation of a new marketing or a new organizational method in business practices, workplace organization or external relations.	Propagate different strategic objectives, motivations and tend to see greater sustainability as one of the goals of the entrepreneurship than traditional entrepreneurs.	Greening entails the uptake of environmental technologies and sustainable business practices.	Increased costs because of implementing sustainable practices and technologies.	There are no eco-friendly means propagated in the activity of the company.
Germany	2	2	7	3	0	3
Bulgaria	11	10	12	15	1	0
Poland PAIZ	8	10	4	2	2	1
Poland Ekopotencjal	9	5	4	2	2	1
Lithuania	4	4	2	3	1	3
Austria	15	15	7	3	1	0
6 Partners / 5 countries	49	46	36	28	7	8
% Answers	28%	26%	21%	16%	4%	6%



11. What would motivate you as a leader of the company to use sustainable measures in your company's activity?

	Customers / service recipients to whom sustainable products / services are important.	Possibility to use sustainable supply chain.	The support from employees towards involving sustainable measures in companies activity.	There are no motivating factors for using sustainable behavior inside of the company.
Germany	8	2	7	0
Bulgaria	9	6	5	0
Poland PAIZ	16	4	6	0
Poland Ekopotencjal	11	7	5	2
Lithuania	7	1	8	1
Austria	17	1	2	0
6 Partners / 5 countries	68	21	33	3
% Answers	54%	17%	26%	2%



12. What kind of difficulties faces the company when combining sustainable behavior?

	There are no difficulties – the sustainable attitudes of employees matches with sustainable tools which are used in the company's activity.	Company faces with some difficulties – the sustainable attitudes of the employees do not match with the less sustainable activities (products) of the company.	Unsustainable behavior of the employees corresponds with the less sustainable activities (products) of the company.
Germany	8	5	4
Bulgaria	8	12	0
Poland PAIZ	17	2	1
Poland Ekopotencjal	5	6	5
Lithuania	4	8	5
Austria	15	4	1
6 Partners / 5 countries	57	37	16
% Answers	52%	34%	15%

