



SUSTAINABLE
futures for enterprise centres

SFEC Toolkit PART III

Baseline measurement questionnaire



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Section 1

INTRODUCTION



Toolkit and Action plan

One of the main goals of the SFEC project is to develop a Toolkit and Action plan to facilitate Enterprise centres to start and/or follow up the sustainable movement within their business. The Toolkit contains different kind of resources and tools as in a real Toolkit.

In short, the Toolkit and Action Plan contains the following parts:

Part I : Step-by-Step Guide to Sustainable Development

Part II : Sustainable Framework WEA-model to Sustainable Development

Part III : WEA-model Baseline measurement questionnaire

Part IV : Inspiration Guide WEA-model

Part V : Action Plan Guide

This is Part III of the Toolkit containing the Baseline measurement questionnaire.

Sustainability and the SDGs

Sustainable development has been defined in many ways, but the most frequently quoted definition is from Our Common Future, also known as the Brundtland Report:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

SUSTAINABLE DEVELOPMENT GOALS



Sustainability is the foundation for today's leading global framework for international cooperation—the 2030 Agenda for Sustainable Development and its [Sustainable Development Goals](https://sdgs.un.org/goals) (SDGs). These goals were adopted by all UN member states in 2015, with 169 targets to reach by 2030. The goals and target are universal, meaning they apply to all countries around the world. Reaching the goals requires action on all fronts—governments, businesses, civil society, and people everywhere all have a role to play. Further information can be found at the UN <https://sdgs.un.org/goals>

The EU made a positive and constructive contribution to the development of the 2030 Agenda. They are committed to implement the SDGs in all their policies and encourage EU countries in doing the same. Further information: https://ec.europa.eu/international-partnerships/sustainable-development-goals_en This is also incorporated in new growth strategy of the EU the [European Green Deal](#) aiming at a [climate-neutral EU by 2050](#).

Within the SFEC-project the consortium made the choice to focus on the following goals, because they are important for Enterprise centres:

1. Sustainable Infrastructure/Buildings – SDG11 Sustainable cities and Communities and SDG13 Climate action.
2. Energy and Resource Efficiency – SDG7 Affordable and clean energy and SDG12 Responsible consumption and production.
3. Sustainable Eco-systems and Collective Action – SDG4 Quality Education, SDG12 Responsible consumption and production and SDG17 Partnership for the Goals.
4. Digital Technology for Sustainable Enterprise Centres – SDG8 Decent work and Economic Growth and SDG13 Climate action.
5. Sustainable Futures for Enterprise Centres – SDG9 -Industrial innovation and infrastructure and SDG17

WEA-model to Sustainable Development (summary)



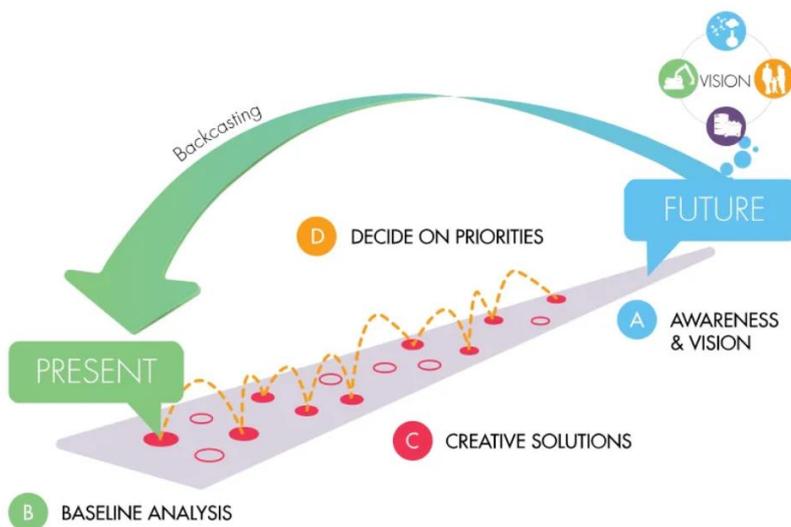
The Whole-of-Enterprise Approach (WEA-model) to Sustainable Development supports Enterprise centres in order to start their sustainable movement and work on the SDGs. It is visualised by a tree with different branches. The tree is a metaphor for growth with the 'vision' tree trunk as solid base and the different branches representing the domains of change that enterprise centres should work on to become a sustainable enterprise centre:

1. Building & Business operations
2. Professional Development
3. Environment
4. Services
5. Products

A full description of the framework can be found in [Part II of the Toolkit WEA-model to Sustainable Development](#).

Why Baseline measurement and Quick scan?

The WEA-model is a framework to rethink all the processes of your business from a sustainable viewpoint. The ABCD process of the Natural Step method gives us a good working method to work with the WEA-model to Sustainable development.



OUR ABCD PROCESS

The rules for sustainability are not isolated. To apply them, we go through our ABCD process.

After creating awareness and defining your vision (A) it is important to map and analyse your current business through a baseline analysis (B). Which developments and initiatives already started? And what is the level of integration in your business? This can be done with the baseline measurement questionnaire that is also available in the SFEC Toolkit. After analysing the current situation you can start thinking about creative solution (C) and decide on your priorities (D). After each step you refine the present steps which makes it an ongoing process. Within this process it is important that you repeat your baseline analysis on a regular basis to measure the improvements you make on your way to realise your vision and ambitions in 2030.

The questionnaire in this report can be used to realise such a baseline measurement and analyse (step B).

The method is described in more detail in [Part I Step-by-Step Guide](#) of the SFEC Toolkit.

How to use the questionnaire?

The questionnaire is quite easy to use. It contains 17 questions related to the several change domains of the WEA-model to Sustainable Development. The questions can be answered at two levels: as multiple-choice questions or as multiple-choice questions with a clear explanation with proof of your answers. The MC-answers reflect the different levels at which sustainability can be implemented from incidental and personal actions to project based to fully implemented.

If you only use the MC-questions the questionnaire can be used as quick scan, but for analysis purposes it is better to explain your answer and collect proof. It is based on agreed policies we often think that we are acting in a certain way but in real this is not the case and has never been checked properly.

It is also important to show and communicate about your sustainability actions. Otherwise your surroundings will never know

that you are working on the development of a sustainable profile. During the collecting of proof, I am sure that you will conclude that you never showed and communicated properly to your clients, tenants and community, what actions you did and therefore you cannot prove that you really are working to become a sustainable Enterprise centre.

Another suggestion we would like to make is that you answer the questions not only by yourselves but also together with your colleagues in different departments of your organisation. By doing this the questionnaire is also a very good opportunity to share knowledge and insights while discussing the issues together during the whole process. Create a multi-disciplinary workgroup and you can help each other starting the sustainability movement within your organisation.

The questionnaire is basically a baseline measurement tool that can be used if you already started your sustainable actions or if you are willing to start. If you already carried out several actions it is good way to collect and analyse them as starting point for your next steps. In fact, there will always be actions you might take related to the domains of change.

It is also useful for other kinds of use like a benchmark if Enterprise centres in your network are using the same questionnaire. In this case the results can be compared over the years (for your own organisation) and between different Enterprise centres. The results of the benchmark can be discussed with each other and it might also very useful as a knowledge sharing tool. For benchmark reasons we connected a certain amount of points to the answers: a higher amount of point indicates a higher level of sustainability.

Total 200 points maximum

- Question with 10 points maximum: scale a till d: 10, 5, 2, 0 points
- Question with 10 points maximum: scale a till e: 10, 8, 5, 2, 0 points

After collecting the answers and proof you should analyse and discuss the results with your colleagues and management. After analysing and you are ready to think about your next step, make a plan to understand them during the upcoming year. You should relate this to the SDG's that are important for your organisation and maybe choose one or two SDG's you want to work on next.

Further inspiration and guidelines to develop a Action plan can bet found in [Part IV Inspiration Guide](#) and [Part V Action plan Guide](#) of the Toolkit.

Section 2

Baseline measurement



Questionnaire

Company vision

Question 1: Vision and strategy

Does your organisation have a (long-term) vision and strategy for making your business sustainable? Please explain.
(Maximum 10 points)

- a) Yes, in addition to a vision and strategy, we also have a systematic approach to continuous improvement (add evidence).
- b) Yes, we have laid down our ambitions in vision and strategy, but no approach to continuously improve this (add evidence).
- c) No, but we think this is important and want to start with this
- d) No

[Explanation & Proof]

Full points can be earned if the organisation can provide proof that it has a long-term vision and strategy and a systematic approach for improvement.

Question 2: SDGs action

Are you focussing on one or more SDGs within your organisation? Please explain.
(Maximum 10 points)

- a) Yes, this is done systematically (add evidence).
- b) Yes, this happens regularly, but not systematically (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis, depending on individual initiatives and not documented (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

Full points can be earned if the organisation can demonstrate that one or more SDGs are systematically linked to activities within the organisation.

Question 3: Certification

Have you implemented some kind of sustainable certification within your business? Please explain.

(Maximum 10 points)

- a) Yes, we have implemented a sustainable certification program and have a systematic approach to continuous improvement (add evidence).
- b) Yes, we started with implementation a sustainable certification program but are not ready (add proof).
- c) No, but we think this is important and want to start with this (add evidence).
- d) new

[Explanation & Proof]

Full points can be earned if the organisation can provide proof that it has implemented a sustainable certification program and have systematic approach to improve it.

Products and Services

Question 4: Products

How is sustainability reflected in your products? Please Explain.

(Maximum 10 points)

- a) Yes, this is done systematically (add evidence).
- b) Yes, this happens regularly, but not systematically (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis, depending on individual initiatives and not documented (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

Full points can be earned if the organisation can demonstrate that sustainability is systematically linked to the products of the organisation.

Question 5: Services

How is sustainability reflected in your services? Please Explain.

(Maximum 10 points)

- a) Yes, this is done systematically (add evidence).
- b) Yes, this happens regularly, but not systematically (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis, depending on individual initiatives and not documented (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

Full points can be earned if the organisation can demonstrate that sustainability is systematically linked to the services of the organisation.

Environment

Question 6: Tenants and community

Does your organisation have an active role regarding sustainability towards tenants and community? Please explain.

(Maximum 10 points)

- a) Yes, this is done systematically (add evidence).
- b) Yes, this happens regularly, but not systematically (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis, depending on individual initiatives and not documented (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

Full points can be earned if the organisation can demonstrate that sustainability is systematically linked to the services of the organisation.

Question 7: Partners and cooperation

Does your organisation have a network of sustainable partners and cooperates with companies and social organisations to raise current sustainability issues? Please explain.

(Maximum 10 points)

- a) Yes, networking and collaboration with companies and civil society organisations is a mandatory part of our daily work (add proof).
- b) Yes, but that is still mainly on a project basis and is not yet integrally woven into the daily work of our employees and tenants (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis, depending on individual initiatives and not documented (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

Full points can be earned if the organisation can demonstrate that networking and collaboration with other companies and civil society organisations is an obligatory part of their work.

Question 8: Marketing and Communication

Is sustainability a major issue in your marketing and communication? Please explain.

(Maximum 10 points)

- a) Yes, this is done systematically and systematically through various media channels (add evidence).
- b) Yes, this happens regularly, but not systematically and systematically (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

A full number of points can be earned if the organisation can demonstrate that sustainability is a major part of their marketing and is communicated systematically and systematically through various media channels.

Professional development

Question 9: Training and support

Does your organisation provide support and training for employees, tenants and members of the community with the aim of increasing current sustainability knowledge and integrating sustainability into their daily work operations?

Please explain.

(Maximum 10 points)

- a) Yes, this is a mandatory and self-evident part of the support and training of our employees and tenants (add proof).
- b) Yes, but that is still mainly on a project basis and is not always included in the support and training of our employees and tenants (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis, depending on individual initiatives and not documented (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

Full credits can be earned if the organisation provides the integrated support and training of employees and tenants with the aim of increasing knowledge about sustainability and integrating it into their daily work.

Question 10: Social sustainability

Does your organisation pay attention to strengthening social sustainability (inclusiveness & diversity) regarding your employees, tenants and member of the community? Please explain.

(Maximum 10 points)

- a) Yes, this is done systematically within our HRM and daily activities (add evidence).
- b) Yes, this happens regularly, but not systematically (add evidence).
- c) Yes, but that is still mainly on an ad hoc basis, depending on individual initiatives and not documented (add evidence).
- d) No, but we think this is important and want to start with this (add evidence).
- e) No

[Explanation & Proof]

A full number of points can be earned if the organisation can demonstrate that social sustainability is systematically guaranteed within HRM and daily activities.

Building & Infrastructure

Question 11: Vision Business operations

Does your organisation have a long-term vision and policy for making business operations more sustainable?

Please explain.

(Maximum 10 points)

- a) Yes, we have laid down our ambitions and plans and refine them on a regularly basis based on new insights (add evidence).
- b) Yes, we have laid down our ambitions and plans, but have no approach to continuously improve this (add evidence).
- c) No, but we think this is important and want to start with this (add evidence).
- d) No

[Explanation & Proof]

Full points can be earned if the organisation provides proof that it has a long-term vision with concrete plans and a systematic approach for improvement.

Question 12: Gas

What are the developments of your organisation in the field of gas consumption? Please explain.

(Maximum 10 points)

- a) We monitor gas consumption, have a policy on it and systematically take measures to reduce it (add evidence).
- b) We monitor gas consumption and occasionally take initiatives to reduce it (add evidence).
- c) We monitor gas consumption but do nothing with it (add evidence).
- d) We don't know.

[Explanation & Proof]

Full points can be earned if developments in weighted and corrected gas consumption lead to a clear reduction, there is a policy and continuous improvement measures are taken.

Question 13: Electricity

What are the developments of your organisation in the field of electricity consumption? Please explain.
(Maximum 10 points)

- a) We monitor electricity consumption, have a policy on it and systematically take measures to reduce it (add evidence).
- b) We monitor electricity consumption and occasionally take initiatives to reduce it (add evidence).
- c) We monitor electricity consumption but do nothing with it (add evidence).
- d) We don't know.

[Explanation & Proof]

Full points can be earned if the developments in the weighted and corrected electricity usage lead to a clear reduction, there is a policy and continuous improvement measures are taken.

Question 14: Water

What are your developments related to water during the past three years (in terms of reduction and reuse)? Please explain..
(Maximum 10 points)

- a) We monitor water use, have a policy on it and systematically take measures to reduce water consumption and make it circular (add evidence).
- b) We monitor water use and occasionally take initiatives to reduce water consumption and make it circular (add evidence).
- c) We monitor water use but do nothing with it (add evidence).
- d) We don't know.

[Explanation & Proof]

Full points can be earned if water use is reduced and made more circular, if there is a policy and continuous improvement measures are taken.

Question 15: Waste

What are the developments of your organisation in the field of waste during the past three years (in terms of reduction, separation, reuse and processing)? Please explain.

(Maximum 10 points)

- a) We monitor waste production, have a policy on it and systematically take measures to ensure that waste is continuously reduced and circular (add evidence).
- b) We monitor waste production and occasionally take initiatives to reduce it (add evidence).
- c) We monitor waste production but do nothing about it (add evidence).
- d) We don't know.

[Explanation & Proof]

Full points can be earned if waste production is reduced and made more circular, if there is a policy and continuous improvement measures are taken.

Question 16: Mobility

Has the organisation taken measures to make commuting, and (international) travel more sustainable? Please explain.

(Maximum 10 points)

- a) We monitor mobility, have a policy on it and systematically take measures to make mobility more sustainable (add evidence).
- b) We monitor mobility and occasionally take initiatives for improvement (add evidence).
- c) We monitor mobility but do nothing with it (add evidence).
- d) We do not know.

[Explanation & Proof]

A full number of points can be earned if mobility is transparent, a policy has been developed for it, measures have been taken to make mobility more sustainable and evidence has been provided for this.

Question 17: Food

Has your organisation taken measures to make your canteen and catering more sustainable? Please explain.
(Maximum 10 points)

- a) We monitor food supply and use, have a policy on it and systematically take measures to make food more sustainable (add evidence).
- b) We monitor the food supply and use and take incidental initiatives to make food more sustainable (add evidence).
- c) We monitor the food supply and use but do nothing with it (add evidence).
- d) We don't know.

[Explanation & Proof]

A full number of points can be earned if the food supply and use is transparent, a policy has been developed for it, measures have been taken to make food more sustainable and evidence has been provided for this.

Question 18: Biodiversity

Has your organisation taken measures to increase biodiversity in the areas surrounding your buildings? Please explain.
(Maximum 10 points)

- a) We monitor biodiversity, have policies in place and systematically take measures to increase biodiversity (add evidence).
- b) We monitor biodiversity and take incidental initiatives to increase biodiversity (add evidence).
- c) We monitor biodiversity but do nothing with it (add evidence).
- d) We don't know.

[Explanation & Proof]

A full number of points can be earned if biodiversity is transparent, policy has been developed for it, measures have been taken to increase biodiversity and evidence has been provided for this.

Question 19: Digitalisation

Has your organisation taken measures to make ICT more sustainable? Please explain.

(Maximum 10 points)

- a) Yes, we have developed a policy on this and it is a compulsory and natural part of ICT in our organisation (add evidence).
- b) Yes, but it is still mainly on project basis and is not yet fully secured (add evidence).
- c) Yes, but it is still mainly on an ad hoc basis, depending on individual initiatives and not recorded in documents (add evidence).
- d) No, but we think this is important and want to start (add evidence).
- e) No

[Explanation & Proof]

A full number of points can be earned if an ICT policy is developed that includes sustainability, is fully implemented and is monitored.

Question 20: Purchasing Policy

Does your organisation take into account some kind of Socially Responsible Procurement criteria? Please Explain.

(Maximum 10 points)

- a) Yes, we have implemented Socially Responsible Procurement criteria and have a systematic approach to continuous improvement (add evidence).
- b) Yes, we started with the implementation of these criteria, but are not ready (add proof).
- c) No, but we think this is important and want to start with this (add evidence).
- d) No

[Explanation & Proof]

Full number of points can be earned if the organisation uses of Social Responsible Procurement criteria and have a systematic approach to continuous improvement (add evidence).