

## File S1. Corporate Background

### Instruction

The researcher would like to gain your perceptions and opinions towards 4 following successful and well-known companies that adopt concept of sustainable practices. It is known that products/services from these companies have equivalent in quality



SCG is the leading company in cement, construction materials, chemical, and packaging industries. The company aims to create innovation in products, services, and solutions that respond to various needs of customers as well as commit to operate the business sustainably.



Thai Union Group is the world's leading company in seafoods. The company aims to create product differentiation for consumers with sustainable business practices. Sealect, Fisho, and Monori are parts of company's well-known product brands in Thailand.



SCB is Thailand's best inclusive financial service provider with the broad range of service network. The company aims to create service differentiation and deliver sustainable value to customers and society.



True is the leading company in digital communication technology infrastructure that connects family, business, and everyone in society. The company aims to create value to customers and sharing sustainable benefits to Thai and global societies.

### In completing the questionnaire

Please read information of each business provided on the next page and use following information for evaluating and expressing your opinion towards each business

## File S2. Corporate-Facts Table

### Condition 1: Output



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>Create innovations in products, services, and solution in cement, construction materials, chemicals, and packaging business units. Respond to various needs of customers.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Set up occupational health and safety standards for good working environment and reduce work-related accident</li> <li>Preparing for changes in business by providing Re-skill and Up-skill courses for domestic and off-shore employees</li> <li>Provide welfare for employees' well-being</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Collect, manage, and reuse wastes</li> <li>Develop solar energy systems such as solar farm installed on water surface and manufacture's rooftops.</li> </ul>
Society	<ul style="list-style-type: none"> <li>SCG foundation provides free scholarships from primary school to bachelor's levels for high performance youths with financial limitation</li> </ul>



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>Introduce social and environmental responsible seafood sourcing schemes, offers product variety and maintain highest safety standard for customers</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Set up occupational health and safety standards for employees' good working environment</li> <li>Improve potential of employees in every levels worldwide</li> <li>Scholarship for employee's children from pre-school.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reduce plastic in packaging</li> <li>Install solar-roof electric generator</li> </ul>
Society	<ul style="list-style-type: none"> <li>Launching healthy lunch project for schools nationwide</li> </ul>



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>Introducing financial service technology that are social and environmental responsible. Response to all customers' needs and protect information and privacy of customers at the highest levels.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Monitoring working environment and measuring occupational health and safety standards for all employees in organization</li> <li>Have training program for employees to maintain high working potential</li> <li>Scholarship for employee's children from pre-school</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reduce the plastic used in the office</li> <li>Special offers in financial loan for SMEs that invest in solar power electric generator</li> </ul>
Society	<ul style="list-style-type: none"> <li>Financial education articles for personal and business customers</li> <li>Initiating community well-being development project, incorporating with university students</li> </ul>



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>Offering quality network technology and contents with high coverage convenient and inclusive services and responsible to society and environment. Delivering top-range of quality to customers</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Set up occupational health and safety standards for good working environment and reduce work-related accident</li> <li>Set up potential development program for employees in problem analysis and job improvement</li> <li>Scholarship for employees' children and interest-free educational loans.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reduce operational wastes</li> <li>Use solar power electric generator for signal stations located in remote areas and islands</li> </ul>
Society	<ul style="list-style-type: none"> <li>Initiate a CONNEXT ED project to support the use of technology in community schools and set up community learning centers for exchanging academic and occupational knowledge</li> </ul>

## Condition 2: Outcome



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>On average, 94% of consumers have overall satisfaction towards innovation of products, services, and solutions that meet various needs of customers.</li> <li>Profit increases 7%</li> <li>42% market share in cement and 42% in tiles products</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Employees had 21.9% work injury decreased from occupational health and safety standards for good working environment project</li> <li>On average, employees have 71% of organization commitment from Re-skill and Up-skill development course</li> <li>On average each employee has 16 training days from employee learning and development project worth 784 million baht.</li> <li>The company allocates budget over 3772 Million baht for employees' welfare</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reduce 56% operation wastes from environmental policy</li> <li>Reduce GHG emission over 5.6% from solar power electric generator on water surface</li> </ul>
Society	<ul style="list-style-type: none"> <li>Recently, SCG foundation provides free scholarships from primary school to bachelor's levels for high performance youths with financial limitation over 90,000 scholarships, worth 900 million baht</li> </ul>



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>Average of customer satisfaction scores on products, social and environmental responsible seafood sourcing 91.25%</li> <li>Sales growth 6% and profit increases 17.5%</li> <li>Market share of canned Tuna over 47% in Thailand</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Employees had 26.32% work injury decreased from occupational health and safety standards for good working environment project</li> <li>On average, employees have 83.5% of organization commitment from projects improving potential of employees in every levels worldwide</li> <li>Over 400 employees' children received scholarship worth 8,000,000 baht in total, accounting for 0.153% of expense per profit ratio</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reduce 80% of plastic in core products from environmental policy</li> <li>Reduce 5.63% GHG from solar-roof electric generator project</li> </ul>
Society	<ul style="list-style-type: none"> <li>Over 8.9 million students were supported in healthy lunch project for schools nationwide</li> </ul>



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>Average of customers' satisfaction on financial service technology that are social and environmental responsible 93.20%</li> <li>Overall income growth 12%, profit increases 12%</li> <li>34.4% market share on loan and deposit financial products.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Employees had 28.125% work injury decreased from occupational health and safety standards for good working environment project</li> <li>On average, employees have 83% of organization commitment from projects improving potential of employees and support career paths.</li> <li>Over 1000 employees' children received scholarship worth 8,000,000 baht in total, accounting for 0.029% of expense per profit ratio</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reduce 86% of plastic used in the office from environmental policy</li> <li>Reduce GHG over 4% from Special offers in financial loan for SMEs that invest in solar power electric generator</li> </ul>
Society	<ul style="list-style-type: none"> <li>500 financial education articles for personal and business customers were achieved over 1,700,000 downloads</li> <li>Over 61,800 students from 3200 educational institutions participated in community well-being development project</li> </ul>



Relevant Stakeholders	Performances towards stakeholders
Customers	<ul style="list-style-type: none"> <li>Average of customers' satisfaction on network technology and contents that responsible to society and environment 90%</li> <li>Overall income growth 6.7%, profit increases 19%</li> <li>Has 28.8% market share</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Employees had 63.77% work injury decreased from occupational health and safety standards for good working environment project</li> <li>On average, employees have 71% of organization commitment (2% increases) from projects improving potential of employees in problem analysis and job improvement</li> <li>Over 773 employees' children received scholarship worth 7,000,000 baht in total, accounting for 0.124% of expense per profit ratio</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reduce 61.66% operation wastes from environmental policy</li> <li>Reduce GHG 3.8% from the use of solar power electric generator for signal stations located in remote areas and islands</li> </ul>
Society	<ul style="list-style-type: none"> <li>Over 3,780,000 students and teachers from 3351 schools nationwide could access teaching materials and information from projects supporting the use of technology and ICT for educational purposes</li> </ul>

### Condition 3: Impact



Over 100 years of operation under corporate sustainability policy, SCG focuses on well-beings of customers, employees, environment, and community.  
The firm is broadly accepted with rewards of success such as



SCG has been ranked by Dow Jones Sustainability Indices (DJSI) as Gold Class level and recognized as an industry leader in construction materials. Also, the company has successfully become the first organization in ASEAN to become a member of DJSI since 2004 and continued for the 17th consecutive year. The company has alliances with 180 government, private, and public sectors in national and international levels



SCG wins 5<sup>th</sup> AMF Asia Marketing Excellence Award from Asia Marketing Federation (AMF) at Taipei, Taiwan. SCG was recognized for its operational strategy driven by the commitment of “Passion for Better” that aims to improve the lives of the people through 3C: Customer with innovative products, services and solutions that fit the diverse needs of customers; Community with practical solutions that create real benefits to communities where SCG operates; and promotion of self-reliance and sustainable growth through culture that generates collaborations of all parties to operate business to make the concept of Circular Economy a reality.



Over 40 years of operation under corporate sustainability policy, Thai Union focuses on well-beings of customers, employees, environment, and community.  
The firm is broadly accepted with rewards of success such as



Thai Union has been listed on Dow Jones Sustainability Indices (DJSI) emerging market for the 7th consecutive years. The company is the first in world food production industry for 2 straight year. Thai Union achieved a 99th percentile ranking for total sustainability score while it received a 100th percentile score in 10 areas: Materiality, Risk and Crisis Management, Codes of Business Conduct, Supply Chain Management, Innovation Management, Health and Nutrition, Environmental Reporting, Water Related Risks, Social Reporting and Human Rights.



The company has been ranked number one on the inaugural Seafood Stewardship Index (SSI), which assessed the contribution of the world's 30 largest seafood companies to the United Nations Sustainable Development Goals (UN SDGs). SSI highlighted Thai Union's performance across key areas, including: (1) Governance and management of stewardship practices (2) Stewardship of the supply chain, for encouraging consumers to use appropriate end-of-life options for its products, and its commitment to ensuring 100 percent of its branded packaging is reusable, recyclable or compostable (3) Ecosystems, for its partnerships and active role in multi-stakeholder activities including Fishery Improvement Projects (FIPs) for tuna to reduce the impact on ecosystems (4) Local communities, for the development of strong activities and programs to support local communities where the company operates.



Over 100 years of operation under corporate sustainability policy,  
SCB focuses on well-beings of customers, employees, environment, and community.  
The firm is broadly accepted with rewards of success such as



SCB was selected as a member of the Dow Jones Sustainability Indices (DJSI) in the Financial category of the World Index and Emerging Markets Index group for the 3rd consecutive year and was ranked number 10 in the banking category among 253 institutions worldwide. Driven by an aspiration to foster the wellbeing of retail customers and the long-term sustainable growth of corporate customers in alignment with the sustainable development framework, a sustainable finance team was established to initiate and innovate financial and lending solutions under the Environment, Social and Governance (ESG) integration framework while actively promoting and sharing financial literacy.



SCB has been ranked No. 1 among Thai banks on the leading American business magazine, Forbes Global 2000 list. The ranking is based on a mix of factors such as sales, profit, assets, social, environment, and market value. This ranking demonstrated ability to manage bank performance and trust from customers, reinforcing the mission of the bank to be the best comprehensive service bank in the country and becomes the bank of choice for customers, shareholders, employees and society.



Over 30 years of operation under corporate sustainability policy,  
True focuses on well-beings of customers, employees, environment, and community.  
The firm is broadly accepted with rewards of success such as



True was the first and only Telecommunications operator in Thailand that received the highest rating in the world's telecommunications industry for the Dow Jones Sustainability Indices (DJSI) in the emerging markets for three years in a row and maintained its position as the DJSI member for the fourth consecutive year among 3500 listed companies world-wide in 2020. The ranking is considered from corporate governance, along with the ability to integrate digital technology and potential to create long-term values for economics, society, and environment



True Group was one of two Thai corporations in the past 18 years that were named Best in Class winners of the Global Performance Excellence Award 2020 (GPEA 2020), organized by Asia Pacific Quality Organization Inc (APQO). This achievement reflects our excellence in global business performance, strategic planning, customer-centric in creating product and service innovations, marketing that meets consumer needs data analytics, Knowledge Management as well as continuous personnel development which the mobile phone business group in the True Group able to operate under global standards. It strengthen business along with the development of the organization towards sustainability to deliver the best long-term value to Thai people and Thai society.



### File S3. Manipulation Check



Please consider information from 4 companies above  
and mark ☒ in front of only one sentence that best describe your thought

- ☐ Information of firms above indicating the policy, plan, and activities of the organization without providing the consequence results
- ☐ Information of firms above indicating the policy, plan, and activities of the organization with statistics showing consequence results
- ☐ Information of firms above indicating the policy, plan, and activities of the organization with awards, ranking, or certification from third-party organization, showing firms' long-term performance

### File S4. Dependent Measures

LOGO  
of the company

Please consider information from (the company) above and mark \* on the number of each and every sentences that best describe your thought towards (the company) (1=strongly disagree and 7=strongly agree)

Corporate Reputation	Strongly Disagree				Strongly Agree			
Company has good reputation	1	2	3	4	5	6	7	
Company is well respected	1	2	3	4	5	6	7	
Company is well thought of	1	2	3	4	5	6	7	
Company has status	1	2	3	4	5	6	7	
Company is reputable	1	2	3	4	5	6	7	
Satisfaction								
I am completely satisfied with (Brand)	1	2	3	4	5	6	7	
I am very pleased with (Brand)	1	2	3	4	5	6	7	
I am absolutely delighted by (Brand)	1	2	3	4	5	6	7	
Trust								
(Organization) is perfectly honest and truthful	1	2	3	4	5	6	7	
(Organization) can be trusted completely	1	2	3	4	5	6	7	
(Organization) is always faithful	1	2	3	4	5	6	7	
(Organization) is someone that I have great confidence in	1	2	3	4	5	6	7	
(Organization) has high integrity	1	2	3	4	5	6	7	



File S5

Table S1. Cronbach's Alpha and Fit indices of each construct.

<i>Firm</i>	<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>CMIN</i>	<i>CMIN/DF</i>	<i>CFI</i>	<i>GFI</i>	<i>AGFI</i>	<i>TLI</i>	<i>RMSEA</i>	<i>SRMR</i>
SCG	Satisfaction	0.906	0		1	1	1	1	0	0
	Trust	0.937	1.997	0.998	1	0.997	0.977	1	0	0.007
	Reputation	0.888	2.904	0.968	1	0.995	0.977	1	0	0.011
	Overall		144.498	2.580	0.969	0.921	0.871	0.957	0.079	0.03
TU	Satisfaction	0.900	0		1	1	1	1	0	0
	Trust	0.943	4.331	1.444	0.999	0.993	0.967	0.996	0.042	0.01
	Reputation	0.932	4.123	1.374	0.999	0.994	0.968	0.96	0.038	0.007
	Overall		146.554	2.571	0.972	0.922	0.876	0.962	0.079	0.034
SCB	Satisfaction	0.940	0		1	1	1	1	0	0
	Trust	0.956	7.73	1.932	0.997	0.989	0.957	0.993	0.061	0.0095
	Reputation	0.912	5.632	1.408	0.998	0.992	0.969	0.995	0.04	0.014
	Overall		128.768	2.183	0.981	0.925	0.885	0.974	0.068	0.028
TRUE	Satisfaction	0.928	0		1	1	1	1	0	0
	Trust	0.952	7.222	1.806	0.998	0.989	0.959	0.994	0.056	0.01
	Reputation	0.901	3.743	0.936	1	0.994	0.979	1	0	0.01
	Overall		127.597	2.127	0.979	0.937	0.904	0.972	0.067	0.032