

## **Appendix**

### **Questionnaire - Weighting of Indicators to Evaluate Performance of Sustainable Forest Management in Forestry Enterprises**

#### **Part I: Basic information**

1. Gender:

A. Male   B. Female

2. age:

3. Status:

A. Academic researching related to sustainable performance management

B. Practitioners involved in sustainable forest management performance management in forestry-related industries

C. Both A and B are eligible

D. Other

4. Years of experience in research/practice related to sustainable forest management performance evaluation:

5. Academic qualifications:

A. PhD   B. Master   C. Bachelor   D. Other

6. Position (ignore this question if you are an academic in a research related field):

A. Manager   B. R&D   C. Sales   D. Other

#### **Part II: Level of importance of the dimensions for evaluation of sustainable forest management performance in forestry enterprises**

7. Consider the objectives of the four dimensions (environmental, economic, social) of the triple

bottom line of sustainable forest management in forestry operations. What do you consider to be the most important and least important factors listed in the table below? Please tick the indicators you have selected.

	Most important indicator	Least important indicator
Environment (C1)		
Society (C2)		
Economic (C3)		

8. On the basis of the most important indicator you selected in item 7, please indicate on a scale of 1 to 9 how important the other indicators are in relation to the most important indicator (1 being 'equally important' and 9 being 'extremely important'). Note: If you compare the most important indicator you have selected with yourself, please fill in 1).

	Environment (C1)	Society (C2)	Economy (C3)
Most important indicator			

9. Based on the least important indicator you selected in item 7, please indicate on a scale of 1 to 9 how important the other indicators are in relation to the least important indicator (1 being 'equally important', 9 being 'extremely important').

Note: If you compare the most important indicator you have selected with yourself, please fill in 1).

	Environment (C1)	Society (C2)	Economy (C3)
Least important indicator			

10. There are five indicators in the environmental dimension of sustainable forest management in forestry enterprises. In your opinion, what is the most important one and the least important one listed in the table below? Please tick the indicators you have selected.

	Most important indicator	Least important indicator
Rate of increase in area of clear-cutting (c11)		
Rate of increase in		

afforestation survival (c12)		
Rate of increase in area of tending trees (c13)		
Rate of increase in wood production (c14)		
Rate of increase in carbon contribution from forest trees (c15)		

11. Based on the most important indicator you selected in item 10, please use a scale of 1 to 9 to determine the importance of the most important indicator relative to the other indicators.

	Most important indicator
Rate of increase in area of clear-cutting (c11)	
Rate of increase in afforestation survival (c12)	
Rate of increase in area of tending trees (c13)	
Rate of increase in wood production (c14)	
Rate of increase in carbon contribution from forest trees (c15)	

12. Based on the least important indicator you selected in item 10, please use a scale of 1 to 9 to determine how important the other indicators are relative to the least important indicator.

	Least important indicator
Rate of increase in area of clear-cutting (c11)	
Rate of increase in afforestation survival (c12)	
Rate of increase in area of tending trees (c13)	
Rate of increase in wood production (c14)	
Rate of increase in carbon contribution from forest trees (c15)	

13. There are four indicators in the social dimension of sustainable forest management in forestry enterprises. What do you think are the most and least important factors listed in the table below?

Please tick the indicators you have selected.

	Most important indicator	Least important indicator
Rate of increase in social welfare assets such as forest recreation and tourism (c21)		
Rate of increase in the number of employees in forestry enterprises (c22)		
Rate of increase in tax payments (c23)		
Rate of increase in product quality assurance costs (c24)		

14. According to the most important indicator you chose in item 13, please indicate on a scale of 1 to 9 to determine the importance of the most important indicator relative to the other indicators (1 means "equally important", 9 means "extremely important").

	Most important indicator
Rate of increase in social welfare assets such as forest recreation and tourism (c21)	
Rate of increase in the number of employees in forestry enterprises (c22)	
Rate of increase in tax payments (c23)	
Rate of increase in product quality assurance costs (c24)	

15. According to the least important indicator you selected in item 13, please indicate on a scale of 1 to 9 to determine how important the other indicators are relative to the least important indicator

(1 means "equally important", 9 means "extremely important").

	Least important indicator
Rate of increase in social welfare assets such as forest recreation and tourism (c21)	
Rate of increase in the number of employees in forestry enterprises (c22)	
Rate of increase in tax payments (c23)	
Rate of increase in product quality assurance costs (c24)	

16. There are four indicators in the economic dimension of sustainable forest management in forestry enterprises. Which of the indicators listed in the table below do you consider to be the most important and which the least important? Please tick the indicators you have selected.

	Most important indicator	Least important indicator
Rate of increase in forestry income (c31)		
Rate of increase in productive biological assets (c32)		
Rate of increase in income from forest management (c33)		
Rate of increase in forestry research and development project inputs (c34)		

17. Based on the most important indicator you selected in item 16, use a scale of 1 to 9 to determine how important the most important indicator is relative to the other indicators.

	Most important indicator
Rate of increase in forestry income (c31)	
Rate of increase in productive biological assets	

(c32)	
Rate of increase in income from forest management (c33)	
Rate of increase in forestry research and development project inputs (c34)	

18. Based on the least important indicator you selected in item 16, use a scale of 1 to 9 to determine how important the other indicators are relative to the least important indicator.

	Least important indicator
Rate of increase in forestry income (c31)	
Rate of increase in productive biological assets (c32)	
Rate of increase in income from forest management (c33)	
Rate of increase in forestry research and development project inputs (c34)	