

Supplementary Materials

Background questions

- What is your position in the company today and how have you ended up in this position?
- What is the turnover and number of employees of the company you represent in Finland (Sweden)?

Economic sustainability

- How do you expect turnover to develop within three years and by 2030?
- By what means do you aim to increase turnover?
- What is the current business profitability of your company in general and what is it like in Finland (Sweden)?
- How do you expect profitability to develop within the next three years? What about by 2030?
- What are the key factors for your company's profitability over the next three years?
- What kind of threats are related to the development of profitability?
- Are there any special challenges in terms of profitability in Finland (Sweden)?
- Does your company pay taxes where the value addition takes place or does it practice tax planning?

Only for LM and LSP companies:

- Does your company use crowdshipping (platform-based transport services) to produce transport services either in Finland (Sweden) or abroad?
- What kind of plans does your company have regarding the use of crowdshipping?

Environmental sustainability

- Does your company have a carbon neutrality goal? What is it like?
- What other indicators does your company use to measure environmental sustainability?
- How does your company promote environmental sustainability other than through emissions trading?
- How does your company try to reduce last mile emissions? What about the future?
- How do you see your company's environmental sustainability changing in the next three years? What about by 2030?
- How would you compare the environmental sustainability of your company's business model (CS, LM or LSP) with the other business models (CS, LM or LSP)?

Social sustainability

- Do you regularly measure the job satisfaction of couriers/drivers?
 - What are the results like?
 - Which factors are you particularly satisfied with?
 - Which factors are you not so satisfied with?
 - Can these results be used for research?
- How would you describe the role of your company as an employer or work enabler in Finnish (Swedish) society?
- For what kind of people is your company a particularly good employer or enabler of work?

- How do you see your company's social sustainability changing in the next three years? What about by 2030?
- How would you compare the social sustainability of your company's business model (CS, LM or LSP) with the other business models (CS, LM or LSP)?
- How do you think the role of crowdshipping (platform work) should be clarified in society?

Only for CS companies:

- How does the question "employee or entrepreneur" come up in the surveys you have asked your couriers?