

# **Adding the Green Advantage A Survey of Australian SME's**

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This paper was launched by The Honourable Sandra Nori, New South Wales Minister for Small Business and Tourism, on the 15<sup>th</sup> October, 1999 at Ecobiz 99, The Business and the Environment Conference.

The survey and report were funded by the University of Technology, Sydney and Ecobusiness Consultants Pty Ltd. This study forms part of an comprehensive strategy to engage business in effective environmental management systems.

## Executive Summary

Small and Medium Enterprise's ( SME's ) have largely been ignored in the move to increasing the awareness of business on environmental matters. This is largely as the focus on SME's is often on the difficulty of complying with environmental legislation based on the lack of resources and other burdens of compliance. In ignoring an individual SME due to their lack of environmental impact, the whole question of effective environmental management in business in Australia is put in doubt ,as collectively SME's make up approximately 90% of Australian business.

The survey was sent to 843 SME's at random across Australia, roughly in proportion to the respective state business population. Of these 83 replied on questions on their;

- Attitude to sustainability
- Stakeholder opinion on environmental matters.
- Environmental Issues they wanted to address
- Barriers to implementing effective environmental management
- Incentives to undertake effective environmental management.

Notwithstanding the limited response that was received from the survey a significant number of the respondent SME's (66.25%) saw environmental management in their business as important or vital to their business. Importantly, they also identified that their key stakeholders including customers, suppliers and staff also saw environmental issues as important.

The areas that the SME's considered as most important to address were Waste Management, Water Efficiency and Energy Efficiency. Not unexpectedly, they identified time and cost as a major barrier to the implementation of these. Another barrier identified was government attitudes, but unfortunately there was no elaboration of these.

Surprisingly, the least preferred methods of assistance to overcome these barriers were newsletter, a web site and consultations. What the SME's preferred were Financial Assistance (29%) Tax Concessions (38.98%) and Subsidies (35.09%).

This survey will now play an important role in developing a clear strategy in a Local Government area in engaging SME's to implement effective environmental strategies. This will have an important outcome not only to the SME's involved, but the Local Government area and the State in which the trial is conducted, in achieving their environmental outcomes.

We thank those SME's that have contributed their time to the survey and look forward to working with them in the future in achieving the SME Green Advantage.

## Introduction: Why Go Green?

The 1990's have seen the recognition by business of the importance of environmental issues, following on from the establishment of the World Business Council for Sustainable Development. (Welford, R & Gouldson, A (1993) *Environmental Management and Business Strategy* Pitman London; Hawken, P, *The Ecology of Commerce* Weidenfield and Nicolson London 1993; Humphreys, P and Garvin, J, "Environmental Management in Northern Ireland business: The Green Initiative" (1995) *Irish Business and Administration Research* Vol 16, 32). Most of the greening of industry research has focused on large corporations. This is the result of the ability of larger corporations to find the resources to respond to the regulatory pressures to become good corporate environmental citizens. (Bubna-Litic, K, "Criminal Liability of Company Directors for Pollution Damage: A Comparative Approach Between the US and Australia" (1995) 4 *Aust J of Corporate Law* 417; Gunningham, N "Beyond Compliance: Management of Environmental Risk" 1993 paper presented at ACEL Conference, Sydney.) Small and medium enterprises often focus on the difficulty of complying with environmental legislation based on their lack of resources and other burdens of compliance, arguing to be exempted from, or gaining concessions for, regulatory compliance (Humphreys, P and Garvin, J, op.cit. . ) It has been suggested that the alternatives available must be economically rational to the business and that small steps - "baby steps" - in many cases are the only ways the small business operator can make these changes (de Leeuw, L & Golzen, G, *Working for Yourself in Australia* Pitman Publishing Melbourne, 1995).

However, there has been very little empirical research on the attitudes of SME's to environmental management (Hutchinson, A and Chaston, I, conducted a survey on SME's in Devon and Cornwall in 1994; Greenam, McIvor and Humphreys' 1997 survey was limited to purchasing decisions of SME's.). In Australia, Polonsky, Zeffane & Medley (Polonsky, M, Zeffane, R & Medley, P "Corporate Environmental Commitment in Australia: a sectorial comparison" (1992) *Business Strategy and the Environment* Vol 1, No.2, 25 (1992)) have examined the extent of management environmental commitment amongst larger corporations. This, however, is the first Australian study to be done focusing on the attitudes of SME's and the barriers and opportunities that exist for SME's to become sustainable.

One could ask the question, "Why *should* small businesses adopt more environmentally sensitive approaches to their operations?" After all, we hear many small business owners say that green strategies take time to implement, are too costly, require expert knowledge, and in any event, only suit large corporations which have a major impact on the environment. This has been borne out by Hutchinson and Chaston (Hutchinson, A and Chaston, I, (1994) "Environmental Management in Devon and Cornwall's Small and Medium Sized Enterprise Sector", *Business Strategy and the Environment* Vol 3, Part 2, pp.15-22) who found that larger organisations have more time and money and a greater ability because of their management structure, to incorporate the environment as a strategic issue. Humphreys and Garvin (Humphreys, P and Garvin, J, "Environmental Management in Northern Ireland business: The Green Initiative" (1995) *Irish Business and Administration Research* Vol 16, 32) have also suggested that the "reactive management structure" of SME's is "not conducive to effective strategic environmental management". However, although individually, SME's may not have as much of an impact on the environment, this sector makes up approximately 90% of Australian business and so, collectively, SME's have a substantial impact on the environment. Working with this sector would provide significant environmental benefits.

## Objectives

We embarked on this study as a first step, dipping our toes into the murky waters of the SME sector, in order to ascertain what interest in environmental issues there was amongst SME's. We were surprised by the response especially in terms of the enthusiasm and keenness amongst small and medium business owners, in the light of past research Ibid. p.34 which has indicated a lack of interest amongst SME's on environmental issues.

This survey was conducted to get an understanding of where SME's sat in terms of environmental sustainability, would they give it any priority at all and in broad terms what were they concerned about and how could they be helped.

More specifically, the objectives of the survey were:

- ◆ To understand the level of awareness of environmental issues amongst the SME sector;
- ◆ To identify which industry sectors were more committed to environmental issues;
- ◆ To determine which particular issues are of the most concern;
- ◆ To identify the existing barriers to SME's implementing sustainable practices;
- ◆ To identify particular assistance that SME's would use to become more sustainable.

The benefits of the survey, by addressing not only where small to medium enterprises are, but also where they will go, was seen as a reward that would be felt by a large number of stakeholders including the business itself, their staff, customers and clients, the local community, and, in long term, the wider population. After all, there are 557,500 small businesses in Australia Australian Bureau of Statistics, ("Small Business in Australia" (1997)) and the combined effect of even small changes would have a major impact on the environment. The findings of this survey should be of interest to those involved in policy development, in both the private and public sector, as well as environmental groups and industry trade associations.

EPA Gribble and Dingle page 2 "Small companies often face barriers including lack of information about new technology, lack of confidence, limited enforcement of national and community policies, low environmental awareness and lack of training". Notwithstanding these barriers, this survey looked at whether they are interested in achieving environmental sustainability and how important do they see it for their business?

## Methodology

The businesses surveyed ranged across businesses from health professionals to engineering firms, both rural and urban, representing all Australian States. Replies were received ranged across a variety of industry sectors, including service, retail, wholesale, manufacturing and construction.

A postal questionnaire was sent randomly to 843 organisations during the period April to June 1999 together with a follow-up survey and 83 responses were received. Although the response rate was around 10%, this is encouraging, considering the SME sector is one that is constantly under time pressure. This is supported by some of the comments received by the respondents, particularly in response to them being involved in focus groups, indicating that they do not have the time. A more heartfelt response received was "Thanking you for the opportunity of assistance...but I am 87 years of age and do not have the time or ability to wade through your questionnaire. All my staff have retired or died and it is I I can do to cope with all the paperwork ....."

The survey was divided into four parts. Part I elicited general information on the type of business, employees and turnover. Part II dealt with their attitude to sustainability issues. Part III looked at the barriers in addressing specific issues and Part IV identified assistance that would be used by SME's in becoming more sustainable.

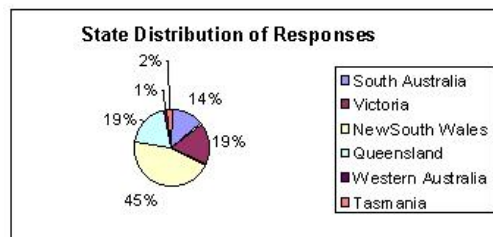
We wanted to test the question, "With the rise in the community's interest in environmental issues and the growth in consumer awareness, can any business afford to ignore the "green" dimension?" To this end, the survey included questions on whether the business operators believe this is important to their key stakeholders, their customers, suppliers and staff; which areas of environment management issues do they see as important; and what barriers do they see and how can they be helped in overcoming these?

# Results-Part I-General Information

## Responses by State

The responses from the states were with the majority coming from New South Wales being 45% of the responses, with Victoria and Queensland having 19% each and South Australia 14%. Western Australia and Tasmania had a small representation of 2% and 1% respectively.

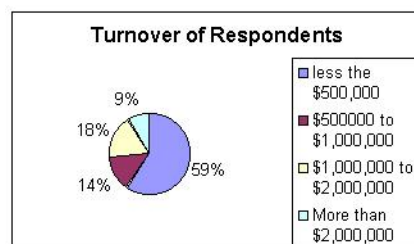
If compared with the number of businesses in each state per the Australian Bureau of Statistics (Table 1.1) New South Wales has 33%, Victoria 24.62%, Queensland 18.9%, South Australia 17.9%, Western Australia 10.75% and Tasmania 2.3%. This would indicate a overrepresentation from News South Wales and South Australia with under representation from Western Australia and Tasmania.



## Industry Sectors

The survey was conducted on a random basis and not based on industry sectors. It is interesting to note that 48% of the responses came from service industries and 35% came from retail establishments. This may be considered to be "new" material as these sectors may be considered low impact areas coming from the environmental management standpoint. But from their own words "Important (ed note Environment) even for a small business such as ours. Electricity use and waste paper even on a small scale should be controlled to help our environment." said an accountant. An electrical retailer said " Although is not vital to our business, we believe it is an ever increasing question asked by customers and consumers not to mention legal obligations".

More traditional survey areas for environmental sustainability such as manufacturing and construction only accounted for 12% of the responses.



## Turnover

Dealing with small to medium size enterprises it would be expected that the majority ( 59%) of the respondents had less than \$500,000 per annum turnover. This would indicate that we are in fact dealing with small to medium size businesses and as EPA Gribble and Dingle, (page 2) say, "Small companies often face barriers including lack of information about new technology, lack of confidence, limited enforcement of national and community policies, low environmental awareness and lack of training". This does not mention those other two barriers that are often faced by small business being "money and time".

Notwithstanding these barriers are they interested in achieving environmental sustainability and how important do they see it for their business?

## Employees

The survey respondents employed over 700 employees between them on a full-time, part-time or casual basis. The majority 426 were on a full time basis. The distribution of this was as expected with the majority of small to medium size businesses (44) employing less than 5 employees.

## Results-Part II-Attitude to Sustainability

One of the aims of the survey was to examine the attitudes of SME's to environmental issues. According to Rob Gray Gray, R, Bebbington, J and Walters, D, Accounting for the Environment 1993 Paul Chapman Publishing, London, p58, a primary prerequisite for an organisation intending to take environmental matters seriously is the development of an environmental policy. According to the survey results, 46% of the respondents had an environmental policy, which shows awareness of environmental issues amongst a substantial number of SME's. This, together with a recognition by 79% of the respondents of the linkages between business opportunities and environmental awareness, See results of Part IV of the survey. is a very encouraging result for the SME sector in Australia. This is in contrast to the results found in a 1994 survey of SME's in southern England, which found that only 6% of companies surveyed had an environmental policy.<sup>13</sup>

### Importance of sustainability to their business.

**Table 1 Do you think environmental Sustainability is important to your Business?**

	Not Important			Vital to business	
	1	2	3	4	5
Number Responded	15	12	21	18	14
Percentage of Respondents	18.75%	15%	26.25%	22.5%	17.5%

In ranking the importance of environmental sustainability to their business, in Table 1, 18.75% clearly considered environmental sustainability " Not important ", with another 17.5% considering it "vital" for their business. With 26.25% being in the mid range and 22.5% moving towards vital, it could be said, that 66.25% of SME's consider a place for environmental sustainability in their business.

This result is interesting enough, but when it is considered that a high proportion are in the service and retailing sectors where it could be said firstly, the businesses have "hands on" experience with consumers and secondly, they have not been targeted in the past to address environmental issues as they affect their business, unlike many manufacturing industries often targeted when environmental issues are addressed, to find that they see an importance in environmental issues may reflect the way consumer demands are heading.

This is a positive result for the SME sector in Australia. A study done in Northern Ireland Humphreys, P and Garvin, J, op cit suggested that SME's were more likely to regard environmental issues as unimportant currently and in the future, due to costs and their lack of concern 'about the adverse reaction of consumers and customers to unfavourable publicity' Ibid, p.33, unlike larger businesses. This survey found that costs were regarded as a barrier but one that could be overcome by the use of incentives, tax concessions and subsidies. See tables 4 - 9.

A number of comments from the survey indicated that there was a belief that because they had a minimal direct impact on the environment, that environmental issues were not relevant to their business. Although they were in the minority, they seem to be operating from an invalid assumption, and one that needs to be expressly clarified as invalid. Issues of waste, water and energy use are relevant to all businesses. Many of the comments reflect a misunderstanding that if their business is not actively polluting the environment, then there are no relevant environmental issues for their business. For example, financial planners responded that an environmental management policy was 'not necessary in our office. We've only got one plant!!' when issues of waste management, transport and energy efficiency impact on their business.

A health clinic responded that environmental sustainability was not important to their business because ‘we do not produce anything, including waste, pollution, noise, emission etc’, again ignoring waste management and energy efficiency. A photographic company didn’t think it was important, saying ‘it is the disposal chemical companies’ problem’. Plumbing contractors said ‘it is rare for environmental sustainability to impact on our business’, yet their input in water use is important to others. A graphic artist said that it wasn’t relevant, ignoring the use of recycled materials and inks by printers. A transporter of livestock said it wasn’t relevant; an electronic computing business said they were ‘non-polluting and non-resource devouring’; a beauty therapist said that there was ‘not a lot of impact on the environment in beauty therapy’; and a manufacturer of neon and illuminated signs said, ‘I cannot think of anything relating to my business in particular, however I do believe that in the long term, destruction of the environment will have both economic and personal impact on business in general and individuals’.

### Stakeholder Opinion on Environmental Issues.

This survey was also concerned with how businesses perceived their major stakeholders’ opinions on this issue. If this was high, it could be considered a significant driver for SME’s implementing more sustainable practices. The results are in Table 2.

**Table 2 How Important do you perceive environmental issues are to your customers/ Suppliers and Staff ?**

	Not Important			Vital to business	
	1	2	3	4	5
Customers	6	13	24	19	15
Percentage of Respondents	7.79%	16.88	31.17%	24.68%	19.48%
Suppliers	10	18	24	15	7
Percentage of Respondents	13.51 %	24.32%	32.43%	20.27%	9.46%
Staff	5	6	23	24	11
Percentage of Respondents	7.25%	8.7%	33.33%	34.78%	15.94%

Only 7.79% respondents believed that environmental issues were unimportant to their customers with 19.48 % believing environmental issues were very important to their customers and 75.33 % % believing customers place some importance on these issues.

Respondents believed that environmental issues were less important to suppliers with 9.46% believing the issues were important to suppliers, while 13.51% believed the issues were unimportant to suppliers.

The key stakeholder that respondents believed were concerned about environmental issues was their staff with only 7.25 % believing staff found these issues unimportant and 15.94 % believing that staff considered them very important.

It can be concluded from this that a significant percentage of SME's do find environmental issues important to their business and their stakeholders. But even though they see them as important, many need assistance to address the issues that face them. A Restaurant owner said “ I need to address the amount I throw away at the restaurant and where it all goes. An owner of a entertainment complex said “We use water for showers, but our main concern is the use of energy, our stadium lights need to heat up for two hours and so we often have lights on for long periods. What are our alternatives? “

### Environmental Issues SME’s wish to Address

The survey asked what issues did they see as important to address with a degree of importance for each issue. The results are in Table 3.

**Table 3 What environmental issues are important to address?**

	Not important				Very important	
	1	2	3	4	5	Total
Waste Management	5	2	6	19	44	76
Percentage of Respondents	6.58	2.23	7.89	25	57.89	
Water Efficiency	5	4	9	20	39	77
Percentage of Respondents	6.49	5.19	11.69	25.97	50.65	
Energy Efficiency	2	3	9	27	35	76
Percentage of Respondents	2.63	3.95	11.84	35.53	46.05	
Transport Efficiency	7	4	16	28	22	77
Percentage of Respondents	9.09	5.19	20.78	36.36	28.57	
Emissions from production Processes	6	3	8	20	36	73
Percentage of Respondents	8.22	4.11	10.96	27.40	49.32	

Waste Management and Water Efficiency were seen by respondents as the important issues to address with 57.89% believing that waste management was very important and 50.65% seeing water efficiency as very important. Energy efficiency and emissions from production processes also received a strong response at 46.05 % and 49.32% respectively being regarded as very important. Energy efficiency in fact received the least score for being a not important issue with only 2.63% on the respondents believing that this was not an important issue.

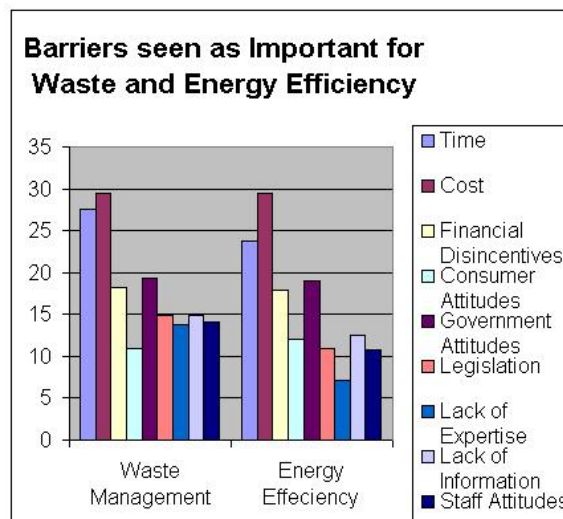
A crash repair business owner commented that “they needed to retain all wastes from entering water tables, rivers and swamps and reducing atmosphere pollution”; a photographer said “ I find it hard to get rid of waste and it is costly”; and another company dealing in chemicals added “ our business’s productivity is dictated by environmental issues”.

Taking that these issues are important to SME's what barriers have they experienced in addressing these issues.

## Results-Part III-Barriers

### Barriers Percieved By SME’s

Tables 4,5,6,7 and 8 in Appendix B examine the responses to what SME's see as barriers to addressing these environmental issues.



It can be seen that in the areas that respondents had indicated that they considered to be very important, that is, Waste, Water and Energy Efficiency, Cost and Time were considered important barriers. Government attitudes rated a relatively large response as an important barrier with 17% of respondents.

A positive response to the expertise of the SME, staff attitudes and availability of information indicate that action could be taken finding the funds and the time to address these issues.

## Results-Part IV-Assistance

### Assistance SME's Would Use

Table 9 details the responses relating to what assistance SME's would make use of in becoming more sustainable.

**Table 9 What could be of assistance?**

	Essential	Very Helpful	Useful	May Use	Might Use	Use less	Total
Information	10	24	8	3	5	3	53
Percentage of Respondents	18.87	45.28	15.09	5.66	9.43	5.66	
Newsletter	4	17	17	3	8	6	55
Percentage of Respondents	7.27	30.91	30.91	5.45	14.55	10.91	
Web Site	2	11	12	6	10	8	49
Percentage of Respondents	4.08	22.45	24.49	12.24	20.41	16.33	
Consultations	4	5	11	8	15	9	52
Percentage of Respondents	7.69	9.62	21.15	15.38	28.85	17.31	
Financial Incentives	23	18	8	4	4	2	59
Percentage of Respondents	38.98	30.51	13.56	6.78	6.78	3.39	
Tax Concessions	27	15	9	5	2	2	60
Percentage of Respondents	45.00	25.00	15.00	8.33	3.33	3.33	
Subsidies	20	16	12	4	3	2	57
Percentage of Respondents	35.09	28.07	21.05	7.02	5.26	3.51	
Marketing	11	14	8	7	9	6	55
Percentage of Respondents	20.00	25.45	14.55	12.73	16.36	10.91	
Demonstration of Best Practise	10	18	13	4	9	4	58
Percentage of Respondents	17.24	31.03	22.41	6.90	15.52	6.90	
Knowledge of Legal Obligations	18	12	14	4	5	6	59
Percentage of Respondents	32.14	21.43	25.00	7.14	8.93	5.36	
Identification of Opportunities	17	2	12	4	4	4	43
Percentage of Respondents	29.82	28.07	21.05	7.02	7.02	7.02	

Least preferred methods of assistance were Newsletters, Web Site and consultations. This is not surprising in when asked to indicate barriers the SME's indicated that they believed they had the expertise, information available and the staff attitudes to support them.

The preferred assistance is also in line with barriers previously identified of Time and Cost. The assistance that figure highest in the "essential" category are Financial Incentives (29%), Tax concession (38.98%) and Subsidies (35.09%). This may in fact be lack of information that has promoted these responses as most states have some incentives for cleaner production processes, the Income Tax Assessment Act does have deductions specifically for environment management and remediation and general business deductions much of which, if the expenditure is required to address the environmental issues will ordinarily be deductible under S 51 of the ITAA. But again the respondents were largely in the retail and service sectors so these incentives do not generally apply to them.

Other worthwhile assistance indicated by the respondents were Knowledge of Legal Obligations (32.14% as essential), Identification of opportunities ( 29.82% as essential).

# Conclusion

The survey conducted covered a wide range of SME's from across Australia, in a wide range of industry sectors. The impact of SME's adopting environmentally sustainable practices must not be underestimated with " 99% of Australian enterprises employing a workforce under 100 people and that companies of under 100 people are responsible for 60% of all employment in Australia" (Reference page 3 EPA)

Notwithstanding the limited response that was received from the survey a significant number of the respondent SME's (66.25%) saw environmental sustainability as important or vital to their business. They also identified that their key stakeholders, including, customers, suppliers and staff also saw environmental issues as important.

Taking into account the respondents were largely in the retail and service sectors, which largely have a "hands on" experience with the consumers, this may indicate messages from consumers wanting more environmentally sustainable goods and services and the respondents giving a lower importance of environmental issues to their suppliers may indicate unmet needs of the consumers for these goods and services.

Within the SME's themselves, environmental issues seen as the most important were Waste Management, Water Efficiency and Energy Efficiency. Barriers in addressing these issues were largely time and cost with government attitudes emerging as an important barrier when considering energy efficiency.

As one respondent said " Attempts to address issues are achieved purely through personal drive and a need to address key issues - my own time and funds utilised to achieve these objectives. "

Assistance identified were largely on receiving financial assistance be through tax concessions, subsidies or direct financial incentives. These may in fact be a result of lack of knowledge of current incentives, lack of communication to the SME sector or in fact not what the SME's are looking for.

The need for educating SME's on environmental issues is also supported by some of the comments from the survey, which indicated that many SME's disregarded issues of energy and water efficiency as being important environmental issues.

As said earlier, this survey was to obtain a taste of where SME's sat in terms of environmental sustainability. We were in fact surprised at the percentage that considered it important for their business and were looking for ways to move towards it given their limited time and financial resources. We commend those that have taken part and look forward to working with them in the future to obtain a significant strategy in filling the SME Green Advantage.

## Appendix A Stories From the Forgotten Sector

- X from X's Restaurant in Brisbane. Rang 26/5. He laments the amount of waste food from his restaurant and would like one of the universities to set up a program to help him be a sustainable restaurant, though he says that he doesn't have a lot of money to spend on it. His concern is with food scraps and water waste. He spends about \$300/month on waste charges, but its not the money - he doesn't know where it goes and is concerned that it just gets dumped in landfill.
- X from X Metal Fabrications. Rang 27/5 at 9am. He is having terrible problems - having heart problems and the business is closing. Has no time to fill out the survey - is very sorry.
- X of YZ Sports Development (Basketball Stadium) rang 28/5. Will send through the survey. They use water for showers but their main concern is their use of energy. Their stadium lights need to heat up for two hours and so they often leave their lights on for long periods. Would like to know about alternatives.
- X from X's Meat Supply rang 7/5: They are organic butchers. Have been going for 3 years and it is now starting to pay off. They supply only organic meat, and are priced on par with the supermarkets. There is one in Melbourne, one in Canberra and one in Sydney. They don't advertise - its taking off through word of mouth. People with cancer are buying it. They sometimes send it on to health shops in Melbourne with the resultant price increase of 20%.
- The X Cooperative Limited wrote back: "Sorry, we cannot comment on the questions. We are a social community club, not a business. Good Luck!"
- X Electrics P/L wrote, "Thanking you for the opportunity of assistance .... But I am 87 years of age and do not have the time or ability to wade through your questionnaire. All my staff have retired or died and it is all I can do to cope with the all the paperwork - essential in order to keep solvent - with coping with Rates, Taxes and ....."

### As to the importance of environmental sustainability,

**X Chemical P/L:** "Our business' productivity is dictated by environmental issues"

**Theatre company:** "It should be important to every business"

**Accountants SA:** "Important even for a small business such as ours. Electricity use and waste paper even on a small scale should be controlled to help our environment."

**Health Clinic, Qld:** "Keeps people healthy and happy"

**Furniture retailer:** "It is important in how it affects our customers demand but it is easy for us to adapt to any behavioural changes by reshaping our supply side and emphasizing environment protecting features"

**Air conditioning company:** "More consumers interested as time goes on"

**Engine reconstructing company:** "Although it is not vital to our business, we believe it is an ever increasing question asked by customers and consumers not to mention legal obligations"

**Photographer:** "I find it hard to get rid of waste and costly"

**Ecotourism company:** "The key values of our business are the natural environment. Any environmental degradation or loss would substantially affect the experience of our tour participants. Environmental education is a main focus of the general experience."

**Motel:** "Vital to our waterways tourist attractions"

**Internet company:** "Important to all of life"

**Mechanic:** "Waste must be distributed properly"

**Supermarket:** "Can reduce costs, create a niche market for certain products which we can fulfil"

**Furniture retailer:** "Consumer demand will determine what we sell".

**Spare Parts:** "Apart from electricity and paper, I do not have any issues related to the environment."

**Camping:** "If there is no 'environment' left to go camping no-one will buy our product."

**Mechanics:** "So as to retain all wastes from entering water tables, rivers and swamps and reducing atmosphere pollution."

**Butcher:** "Because the nature of our business depends on the environment"

**Abattoir:** "Abattoirs in the past have been associated with generally being environmentally unfriendly (ie smell, effluent, waste etc) but being a vital industry need to show control in these areas."

**Landscape gardeners:** "Need to sustain the environment as it is our work environment".

**Electronic company:** "environment = health".

**Bakery:** "Good quality primary product essential in long terms organic, potatoes - carrots - apples etc..."

## Other Comments

“Attempts to address issues are achieved purely through personal drive and a need to address key issues - my own time and funds utilised to achieve some objectives - plenty of information available but no financial incentives - Small business receives no Government incentives to address these issues.”

“In a nutshell - small business and producers like myself receive no support at all - we face the ..... of everything and make it on our time-money-efforts-labour(hard) with no incentives at all - and have to pay everything as we go -

**Appendix B Tables for Barriers**

**Table 4 Barriers found to Waste Management**

	<b>Important Barrier</b>				<b>Not a Factor</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>
Time	19	18	14	6	12	69
Percentage of Respondents	27.54	26.09	20.29	8.7	17.39	
Cost	20	14	15	4	15	68
Percentage of Respondents	29.41	20.59	22.06	5.88	22.06q	
Financial Disincentives	12	13	13	10	18	66
Percentage of Respondents	18.18	19.70	19.70	15.15	27.27	
Consumer Attitudes	7	12	20	11	14	67
Percentage of Respondents	10.94	18.75	31.25	17.19	21.88	
Government Attitudes	13	16	14	9	15	67
Percentage of Respondents	19.40	23.88	20.9	13.43	22.39	
Legislation	10	13	19	11	14	67
Percentage of Respondents	14.93	19.40	28.36	16.42	20.9	
Expertise	9	17	16	8	15	65
Percentage of Respondents	13.85	26.15	24.62	12.31	23.08	
Information	10	12	23	7	15	67
Percentage of Respondents	14.93	17.91	34.33	10.45	22.39	
Staff	9	7	18	15	15	64
Percentage of Respondents	14.06	10.94	28.13	23.44	23.44	

**Table 5 Barriers found to Water Efficiency**

	<b>Important Barrier</b>				<b>Not a Factor</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>
Time	15	5	15	8	17	60
Percentage of Respondents	25.00	8.33	25.00	13.33	28.33	
Cost	19	6	15	5	20	65
Percentage of Respondents	29.23	9.23	23.08	7.69	30.77	
Financial Disincentives	14	7	11	7	22	61
Percentage of Respondents	22.95	11.48	18.03	11.48	36.07	
Consumer Attitudes	11	3	15	10	22	61
Percentage of Respondents	18.03	4.92	24.95	16.39	36.07	
Government Attitudes	12	10	12	9	18	61
Percentage of Respondents	19.67	16.39	19.67	14.75	29.51	
Legislation	13	8	13	9	18	61
Percentage of Respondents	21.31	13.11	21.31	14.75	29.51	
Expertise	12	11	13	5	18	59
Percentage of Respondents	20.34	18.64	22.02	8.47	30.51	
Information	12	13	14	3	17	59
Percentage of Respondents	20.34	22.03	23.73	5.08	28.81	
Staff	10	6	14	10	20	60
Percentage of Respondents	16.67	10.00	23.33	16.67	33.33	

**Table 6 Barriers Found to Energy Efficiency**

	Important Barrier				Not a Barrier	
	1	2	3	4	5	Total
Time	14	12	12	10	11	67
Percentage of Respondents	23.73	20.34	20.34	16.95	18.64	
Cost	18	10	15	8	10	61
Percentage of Respondents	29.51	16.39	24.59	13.11	16.39	
Financial Disincentives	10	11	11	10	14	56
Percentage of Respondents	17.86	19.64	19.64	17.86	25.00	
Consumer Attitudes	7	7	18	12	14	58
Percentage of Respondents	12.07	12.07	31.03	20.69	24.14	
Government Attitudes	11	6	15	11	15	58
Percentage of Respondents	18.97	10.34	25.86	18.97	25.86	
Legislation	6	10	13	10	16	55
Percentage of Respondents	10.91	18.18	23.64	18.18	29.09	
Expertise	4	11	14	12	15	56
Percentage of Respondents	7.14	19.64	25.00	21.43	26.79	
Information	7	14	12	10	13	56
Percentage of Respondents	12.50	25.00	21.43	17.86	23.21	
Staff	6	7	13	13	17	56
Percentage of Respondents	10.71	12.50	23.21	23.21	30.36	

**Table 7 Barriers found to Transport Efficiency**

	Important Barrier				Not a Barrier	
	1	2	3	4	5	Total
Time	18	11	11	6	10	56
Percentage of Respondents	32.14	19.64	19.64	10.71	17.86	
Cost	20	7	12	6	11	56
Percentage of Respondents	35.71	12.50	21.43	10.71	19.64	
Financial Disincentives	16	10	10	5	16	57
Percentage of Respondents	28.07	17.54	17.54	8.77	28.07	
Consumer Attitudes	10	9	16	7	13	55
Percentage of Respondents	18.18	16.36	29.09	12.73	23.64	
Government Attitudes	13	8	13	7	15	56
Percentage of Respondents	23.21	14.29	23.21	12.5	26.79	
Legislation	9	8	16	6	14	53
Percentage of Respondents	16.98	15.09	30.19	11.32	26.42	
Expertise	6	8	18	9	13	54
Percentage of Respondents	11.11	14.81	33.33	16.67	24.07	
Information	6	14	15	9	10	54
Percentage of Respondents	11.11	25.93	27.78	16.67	18.52	
Staff	9	3	10	15	15	52
Percentage of Respondents	17.31	5.77	19.23	28.85	28.85	

**Table 8 Barriers found to Emissions from Production**

	Important Barrier				Not a Barrier	
	1	2	3	4	5	Total
Time	13	5	10	5	16	49
Percentage of Respondents	26.53	10.20	20.41	10.20	32.65	
Cost	13	7	11	4	16	51
Percentage of Respondents	25.49	13.73	21.57	7.84	31.37	
Financial Disincentives	8	4	14	4	20	40
Percentage of Respondents	16.00	8.00	28.00	8.00	40.00	
Consumer Attitudes	8	4	14	4	20	50
Percentage of Respondents	16.00	8.00	28.00	8.00	40.00	
Government Attitudes	11	5	11	4	19	50
Percentage of Respondents	22.00	10.00	22.00	8.00	38.00	
Legislation	9	5	12	5	18	49
Percentage of Respondents	18.37	10.20	24.49	10.20	36.73	
Expertise	8	5	14	5	18	50
Percentage of Respondents	16.00	10.00	28.00	10.00	36.00	
Information	9	10	11	3	17	50
Percentage of Respondents	18.00	20.00	22.00	6.00	34.00	
Staff	7	6	10	7	17	47
Percentage of Respondents	14.89	12.77	21.28	14.89	36.17	