**Table A2.** Survey on female leadership and sustainability. Section 2 – Being a Female Sustainability Leader.

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| How long have you been in a leadership position? | * < 1 year * 1 to 3 years * 4 to 6 years * > 6 years |
| Are there other women in leadership positions? | * Yes * No |
| If yes, what is the percentage of women in leadership positions? | * ≤ 10% * 11%-20% * 21%-30% * 30% |
| Does your company implement a sustainability or Corporate Social Responsibility (CSR) strategy? | * Yes * Not yet, but we are planning to implement it * No |
| Which style do you think most appropriately describes your approach as a leader regarding sustainability? (up to 2 answers selectable) | * Inclusive (=valuing your employees by involving them in company decisions) * Visionary (=sharing the goals and mission of the company, in order to create a sort of 'shared dream' towards which to motivate the entire company apparatus) * Creative (= being able to think "outside the box", identifying unique solutions to complex problems) * Altruistic (= transcending one's own personal interests, putting others and their good at the center of one's way of thinking and acting) * Radical (= risk-taking, acting as a revolutionary or activist and challenging the status quo) |
| What skills do you think are critical for a Sustainability Leader? (up to 2 answers selectable) | * Manage complexities, recognizing opportunities and resolving issues * Communicate their vision, promoting sharing and dialogue * Making difficult choices in a timely and appropriate manner * Address challenges dynamically and creatively * Have a long-term vision |
| Which characteristic do you think most appropriately describes your approach to sustainable leadership? (up to 2 answers selectable) | * Being caring/having moral values (=taking care of others' well-being and being guided by one's own ethical and moral identity) * Think systemically/holistically (=recognizing and appreciating the interconnectedness and interdependence of all levels that make up a system) * Curiosity/Open-mindedness (=continuous search for new knowledge and different opinions, questioning one's own) * Self-awareness/Empathy (=knowing how to understand oneself and others) * Courageousness/Visionary (= balancing passion and ideals with ambition and pragmatism) |
| Which of the following topic areas best represents the knowledge a Sustainability Leader should possess? (up to 2 answers selectable) | * Global challenges and dilemmas (=be aware of social and environmental pressures and their connection to political and economic forces) * Interdisciplinary connections (=know the importance of developing connections with social and environmental disciplines) * Dynamics and possibilities for change (=knowledge of the complex functioning of the systems with which the firm interacts and opportunities to promote change). * Organizational influences and impacts (=being aware of the overall impact that a change can generate within your organization, identifying and developing opportunities to create value) * Different stakeholder perspectives (=being aware of the different opinions of the many stakeholders that revolve around the business reality) |