



INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Unveiling Employee Perceptions: Navigating Erdos Group's Path to Sustainable Development and ESG Strategies

Wei Bie

Master in Applied Management

Supervisor:

Professor Doctor Nelson José António, Full Professor, ISCTE-IUL

06 2024

Department of Marketing, Operations and General Management

Unveiling Employee Perceptions: Navigating Erdos Group's Path to Sustainable Development and ESG Strategies

Wei Bie

Master in Applied Management

Supervisor:

Professor Doctor Nelson José António, Full Professor, ISCTE-IUL

06 2024

Acknowledgements

This dissertation marks the completion of my Master's in Applied Management program, symbolizing a significant milestone in both my academic and professional journey. Through this project, my goal was to engage in self-assessment and refinement, seamlessly integrating theoretical knowledge with practical applications, bridging the realms of academia and business. This has laid a sturdy foundation for my personal and professional development.

In this enriching academic expedition, I extend profound gratitude to my mentor, Professor Doctor Nelson José António. His rigorous teaching and meticulous guidance have been invaluable. Beyond imparting subject knowledge, he provided insights into research methodologies and depth, inspiring me to strive for excellence and surpass my own limitations.

I also express appreciation to the group company where I conducted my research, acknowledging the unwavering support and trust of the current Chairman. His patient guidance throughout my research project allowed me to seamlessly integrate academic theories with practical business scenarios. Such practical experience has offered profound insights and equipped me to confront future challenges with confidence.

Throughout this journey, my family has been my rock. I am thankful to them for being my steadfast supporters throughout my academic and research endeavors. A special acknowledgment goes to my wife for her understanding and support, serving as a driving force behind my achievements.

The process of writing this dissertation has provided a profound experience of self-refinement and growth. This project is not merely a pursuit of knowledge but a challenge and enhancement of my own capabilities. Through this research, I deeply feel the enhancement of my professional skills and competencies in the field of applied management.

In conclusion, with hope and confidence for the future, I intend to translate the knowledge gained into practical actions, contributing to the flourishing development of applied management. This is not just a reflection on the past but a forward-looking and optimistic perspective on what lies ahead.

Abstract

The concepts of sustainable development and ESG are currently hot research topics in the field of corporate development. As a multi-sector enterprise, Erdos possesses extensive practical experience in these areas. To investigate employees' attitudes towards the current implementation of policies, a combination of questionnaire surveys and interviews was employed. This study unveils the internal variations in the perception of relevant concepts within Erdos, along with the clear stance of top management. By analyzing and integrating the results from both surveys, this research provides the group with a clearer direction for future progress in the realms of sustainable development and ESG.

Keywords: Sustainable development, ESG, Corporate development, Employee attitudes, Erdos group

JEL Classification: Q01, L21

Resumo

Os conceitos de desenvolvimento sustentável e ESG são tópicos atuais pesquisa no campo do desenvolvimento empresarial. O facto de a Erdos ser uma empresa com vários negócios permite-lhe ter uma grande experiência nos assuntos relacionados com o desenvolvimento sustentável. Com o intuito de investigar as atitudes dos funcionários em relação à implementação das políticas relacionadas com o desenvolvimento sustentável utilizamos uma abordagem mista de pesquisa (questionário à generalidade dos funcionários e entrevistas aos gestores de topo). Este estudo revela variações internas nas percepções dos conceitos relevantes dentro da empresa em estudo, a Erdos. A análise e integração dos resultados dos questionários e entrevistas da pesquisa efetuada fornece ao grupo uma direção mais clara para futuros progressos na formulação e implementação de estratégias nos domínios do desenvolvimento sustentável e ESG.

Palavras-Chave: Desenvolvimento sustentável, ESG, Desenvolvimento corporativo, Atitudes dos funcionários, Grupo Erdos

JEL Classification: Q01, L21

Table of Contents

ACKNOWLEDGEMENTS.....	I
ABSTRACT	II
RESUMO	III
TABLE OF CONTENTS.....	IV
LIST OF TABLES	VI
LIST OF FIGURES	VII
GLOSSARY	VIII
1. INTRODUCTION.....	1
2. LITERATURE REVIEW	4
2.1. SUSTAINABLE DEVELOPMENT	4
2.2. CORPORATE SOCIAL RESPONSIBILITY	5
2.3. ENVIRONMENTAL-SOCIAL-GOVERNANCE SYSTEM	7
2.3.1 Definition	7
2.3.2 Corporate sustainable development report	11
2.3.3 Rating.....	11
2.4. SUSTAINABLE DEVELOPMENT GOALS AND 5P'S	13
3. METHODOLOGY	16
3.1 QUESTIONNAIRE SURVEYS	16
3.2 REAL-TIME INTERVIEWS	17
4. DATA ANALYSIS.....	19
4.1 QUESTIONNAIRE SURVEYS	19
4.1.1 The Understanding Levels of SDS(Sustainable Development Strategy) and ESG among Different Groups Within the Corporation.....	19
4.1.2 Understanding of ESG &Evaluation of ESG	26
4.1.3 ESG Indicator Assessment & ESG Returns Evaluation	29
4.1.4 Sustainability Assessment within the Corporate Group.....	31
4.2 REAL-TIME INTERVIEWS	36
5. RESULT DISCUSSION	43
6. CONCLUSIONS, LIMITATIONS AND FUTURE SUGGESTIONS.....	47
BIBLIOGRAPHICAL REFERENCES.....	49

APPENDICES	54
APPENDIX A – THE CHINESE AND ENGLISH VERSION OF THE QUESTIONNAIRE	54
APPENDIX B – THE CHINESE AND ENGLISH VERSION OF THE INTERVIEW	59

List of Tables

Table 1 . ESG framework (international frameworks)	9
Table 2 . Demographic frequency data	20
Table 3 . Level of Understanding of SDS and ESG	21
Table 4 . Normality test of Level of Understanding of SDS and ESG	21
Table 5 . Independent t test (By Gender)	22
Table 6 . ANOVA (By Age)	22
Table 7 . ANOVA (By Years of work experience)	24
Table 8 . ANOVA (By Department affiliation)	24
Table 9 . ANOVA (By Departmental job level)	25
Table 10 . Pearson Correlation	27
Table 11 . Independent t test (For Question 10)	27
Table 12 . Independent t test (For Question 11)	28
Table 13 . Independent t test (For Question 12)	28
Table 14 . Independent t test (For Question 13)	28
Table 15 . Awareness of Company's ESG Initiatives	31
Table 16 . Normality test of Awareness of Company's ESG Initiatives	32
Table 17 . ANOVA (By Department affiliation, Awareness)	32
Table 18 . ANOVA (By Departmental job level, Awareness)	32
Table 19 . Frequency of yes-or-no questions	34
Table 20 . Interview Content Encoding	39

List of Figures

Figure 1 . The pyramid of corporate social responsibility	6
Figure 2 . MSCI ESG rating explained	12
Figure 3 . ESG Ratings Key Issue Framework	12
Figure 4 . 17 Sustainable Development Goals	14
Figure 5 . The five key elements (“5 Ps”) that led to the development of the SDGs	14
Figure 6 . ANOVA (By Age)	23
Figure 7 . ANOVA (By Department affiliation)	25
Figure 8 . ANOVA (By Departmental job level)	26
Figure 9 . Which ESG event is the most important?	29
Figure 10 . Which ESG indicator most influences your purchasing decisions?	29
Figure 11 . ESG practices and the potential benefits they bring to companies (rated on a scale of 1-5, with 1 being low attention and 5 being high attention)	30
Figure 12 . What viewpoints do you believe the company most aligns with in its actual production processes?	33
Figure 13 . Word frequency 1 (English version)	36
Figure 14 . Word frequency 2 (English version)	37

Glossary

ANOVA - Analysis of Variance

CSR - Corporate Social Responsibility

ESG - Environmental Social Governance

GHG - Greenhouse Gas

MSCI - Morgan Stanley Capital International

SASB - The Sustainability Accounting Standards Board

SDG - Sustainable Development Goals

SDS - Sustainable Development Strategy

SPSS - Statistical Product and Service Solutions

Std. - Standard

1. Introduction

Amidst continuous global social transformations and increasing prominence of environmental issues, enterprises are facing growing demands not only to seek short-term economic gains in their commercial operations, but also to assume social and environmental responsibilities, ensuring long-term sustainable development (Davis, 1960). Against this backdrop, Erdos Group, a large modern corporate conglomerate operating across industries, is taking the lead in exploring sustainable development and corporate social responsibility (CSR).

The Erdos Group originated from the IH Ju League Cashmere Sweater Factory established and operated in China in 1981. For nearly 44 years, the Erdos Group has remained committed to the corporate ideal of "Creating World-renowned Brands and Building a Century-old Strong Enterprise". Under the guidance of the business strategy of "Resource Transformation and Upgrading", the Erdos Group has diversified from a single cashmere industry to multiple major fields such as coal, electricity, metallurgy, chemical industry, and energy. The three primary business segments of the Erdos Group include cashmere textile and apparel, Qipanjing (the name of a town in China) circular economy industrial cluster, and the energy and chemical industry.

The textile and apparel sector, anchored by cashmere textiles, is the cornerstone of the group's business. Over the past four decades, the group has always adhered to the mission of "Promoting national pride and creating world-renowned brands". Striving for the lofty ideal of "warming the world", Erdos has evolved into a group with the largest production and sales scale. The group boasts a comprehensive industrial system, a mature marketing network, and cutting-edge technical equipment. For numerous years, Erdos has maintained a leading position in Chinese cashmere industry in terms of product quality, market share, sales revenue, and export revenue.

The Qipanjing Industrial Park, which features a circular economy, represents a core business strategically developed by the group during its second entrepreneurial phase. The park is situated in the western industrial hub of Qipanjing, Erdos City, covering an area of 26 square kilometers. It is a self-built autonomous region-level circular economy demonstration base. Since 2003, the group has invested more than 14 billion yuan and successfully achieved the full-chain production of circular economy industries with coal, electricity, metallurgy, chemical industry, and real estate as the backbone.

The coal industry sector, with coal chemical industry as its core, is the focal point of the group's future development. The overarching development strategy includes leveraging regional coal resources and advantages, investing about 27 billion yuan to build a recycling industry system. The system is based on coal mining, oriented towards deep processing of coal, supported by coal logistics, centered on coal chemical, and consists mainly of clean processing of coal tar (a viscous dark liquid, a by-product of coal production of coke and gas). The goal is to establish a nationally recognized coal chemical industry demonstration base with horizontal agglomeration and vertical linkage.

With global societal transformation and environmental concerns take the center stage, enterprises have evolved from mere economic entities into more complex social participants (Elkington & Rowlands, 1999). Corporate social expectations have now gone beyond employment and economic value creation, including actively fulfilling social responsibility and proactively protecting the environment. Against this backdrop, the Erdos Group, as a conglomerate engaged in multiple critical sectors, recognizes that long-term stable development can be achieved only through effective social governance systems and active implementation of CSR.

The Erdos Group has undertaken a series of significant initiatives in the field of sustainable development. In recent years, the organization has launched the "SHÀN series, which aims to raise awareness among individuals regarding the connection between fashion consumption and the environment. This initiative encourages active participation in promoting benevolent attitudes towards the world. The "SHÀN series includes products made from "Regenerated cashmere" products, which are spun and fabric weaving from recycled old cashmere products, effectively reducing production waste. In addition, in the course of electric metallurgy, the Erdos Group has implemented technological innovation and material controls.

However, practical experience demonstrates that the integrating of ESG systems and governance systems with CSR is not without challenges. This challenge stems in part from the replicability of research topics. Developed countries have conducted extensive research on CSR, there is relatively limited understanding of CSR in developing countries (Li et al., 2010). This situation may lead to localized challenges during the integration process. Furthermore, the complexity and severity of environmental problems can expose companies to a variety of pressures, encompassing technological, financial and regulatory challenges, in implementing environmental protection measures. Nevertheless, these challenges are gradually being mitigated over time. Statistics indicate a notable shift in the status of CSR in China. Prior to

2005, only 22 companies had issued CSR reports. In 2019, however, that number soared to 2,089 (Wang, 2022). The figures highlight the increasing significance of these indicators among contemporary Chinese enterprises.

This dissertation aims to study the environmental and social governance system of the Erdos Group, analyze the company's existing social responsibilities, explore the replicability of these strategies across different sectors of the group, and understand the extent to which Erdos abides by the ESG principles. More importantly, the results could assist the group in identifying and implement key factors for achieving sustainable strategic development.

Research methods include questionnaire surveys and real-time interviews with executives.

The structure of the dissertation is as follows: Chapter 1 introduces the research group and outlines the research problems. The second chapter is a review of relevant literature. The third chapter discusses the research methods of this study. The fourth chapter evaluates the ESG system through these two methods. The fifth chapter delves into a thorough discussion of the research results. Finally, chapter 6 draws conclusions based on the findings.

2. Literature Review

In the dynamically evolving landscape of contemporary society, there is a compelling need to reassess the oversimplified dichotomy of "development vs. environment" that characterized the past. The prosperity of the economy often appears to be accompanied by the excessive depletion of resources and environmental degradation (Tschakert et al., 2013), while social progress is frequently impeded by inequality and social injustice (Marmot, 2015). These challenges have not only become global in nature but have also emerged as vital subjects for companies to explore in the pursuit of their own development. Therefore, what precisely constitutes sustainable development, and how is it intricately linked with the corporate sphere?

2.1.Sustainable Development

The term "sustainable development" originated in the 1980s (Agbedahin, 2019), gaining notable prominence through the publication "Our Common Future" by the Brundtland Commission in 1987 (Barkemeyer et al., 2014). Agbedahin (2019) highlighted that this report has been translated into over 20 different languages to cater to diverse readerships. As the world entered the 21st century, various advancements, particularly an increased focus on environmental awareness, became prominent in society (Ramos et al., 2018). Within this context, sustainable development has emerged as a pivotal subject of research in the corporate sphere.

Despite the existence of various discourses on sustainable development, which may differ or even be mutually exclusive in some aspects (Barkemeyer et al., 2014), the widely accepted definition emphasizes the ability to meet current needs without compromising the ability of future generations to meet their own needs (Agbedahin, 2019). Within this framework, the role of businesses in sustainable development is underscored, viewing them as economic production resources and highlighting the significance of the private sector in achieving sustainable development goals. It can be asserted that without business support, the realization of sustainable development is challenging (Bansal, 2002). Business support is considered indispensable, as companies not only create job opportunities and foster economic growth but also possess the potential to address economic, social, and environmental challenges associated with sustainable development. However, this perspective also acknowledges potential issues arising from business operational practices, such as resource extraction, biodiversity loss, and concerns related to human and labor rights in the context of social and environmental issues (Casagrande, 1996).

Businesses play a crucial role in the development of sustainable strategies, and once a business adopts a sustainable development strategy, positive feedback effects are typically observed (Khan, Serafeim, & Yoon, 2016). Waddock and Graves (1997) indicated that financially sound companies can strategically enhance their long-term corporate image and relationships with communities essential for interaction by implementing SDSs, such as investing in improving local schools or community conditions. This, in turn, provides the company with more resources to leverage. Turban and Greening (1997) also pointed out that companies dedicated to implementing and researching SDSs will attract a greater pool of talent, creating an enhanced work experience and atmosphere.

In general, a sustainable development strategy is a crucial initiative that companies actively engage in as they drive their development. This strategy demands internal efforts from businesses, including changes in operational models and improvements in resource utilization efficiency, while also requiring a proactive response to external societal and environmental demands. Meanwhile, a sustainable development strategy brings tangible benefits to companies. As businesses actively pursue sustainability goals, they are poised to receive substantial returns in the long run.

2.2. Corporate Social Responsibility

A strong correlation exists between Corporate Social Responsibility (CSR) and sustainable development, with CSR often considered an integral component of a sustainable development strategy (Schaltegger & Wagner, 2017).

Similar to the evolution of the initial definition of "sustainable development", the definition of CSR is also undergoing continuous refinement and change (Li *et al.*, 2010). In its early stages, Donaldson and Preston (1995) characterized CSR as a source of profits and competitive advantage. Subsequent research suggests integrating CSR into corporate strategy as an effective means to enhance corporate image and competitiveness (Porter & Kramer, 2006). In contemporary discussions, CSR is frequently portrayed as a form of self-regulation in the international private business sector, aiming to actively contribute to philanthropic or charitable societal goals through initiatives such as pro bono programs, community development projects, monetary grants to non-profits, and ethical business practices (Sheehy, 2015; Kotler & Lee, 2008; Liang & Renneboog, 2017). In essence, CSR can be viewed as a way for businesses to fulfil their responsibility of protecting and enhancing societal well-

being through various business and social actions, seeking to ensure fair and sustainable benefits for stakeholders.

Carroll (1991) was the first to categorize CSR into four major components: economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility. The ideas of maximum profits became a lasting value form the basis for economic responsibilities; society expects businesses to operate profitably while adhering to laws and regulations form the legal responsibility; activities and practices expected or prohibited by society, extending beyond codified laws to reflect standards, norms, and expectations related to fairness, justice, and the moral rights of stakeholders form the ethical responsibility; and the societal expectations of corporate citizenship, involves voluntary actions promoting human welfare form the philanthropic responsibility (Carroll, 1991).



Figure 1. The pyramid of corporate social responsibility

Source:

https://commons.wikimedia.org/wiki/File:The_pyramid_of_corporate_social_responsibility.png

Author: Michel Awkal on 10th October, 2020

The significance of Corporate Social Responsibility (CSR) for modern businesses has evolved into a crucial component of corporate reputation and strategic development (Johnson et al., 2018a). In addition, Aaker, Vohs, & Mogilner (2010) observe that consumers tend to evaluate companies similarly to individuals, associating nonprofits with warmth and for-profits with competence. When consumers prioritize experiences, effectively conveying warmth through communications, such as social responsibility, can be more impactful for a

brand (Johnson, Lee, & Ashoori, 2018b). Okafor et al. (2021) delve into the impact of CSR activities, encompassing spending, corporate governance, and environmental factors, on the financial performance of tech firms. Their findings reveal a significant positive relationship with revenue growth and profitability, underscoring the role of governance structures in return on assets and return on equity. Furthermore, Fatima & Elbanna (2023) stress that CSR implementation extends beyond mere financial investment, emphasizing the need for informed decisions by managers to ensure proper integration within their organizations.

CSR has become a prominent challenge for Chinese enterprises, with over 1000 companies already publishing CSR reports and more joining this movement (Biswas & Tortajada, 2021). Research indicates that recognizing CSR initiatives targeting both social and non-social stakeholders positively influence workplace behaviors among individual employees in China, underscoring the significance of social identity theory in comprehending the impact of organizational practices (Newman, Nielsen & Miao, 2015). Moreover, the perception of CSR at the work unit level directly shapes organizational trust at the individual level. Ethical leadership plays a role in fostering this trust by fostering a shared understanding of CSR among members of the work unit (Tourigny, 2019). These insights highlight that this imperative extends beyond the global expansion of businesses; it serves as an effective means to cultivate a harmonious society. Actively engaging in CSR not only signifies a dedication to sustainable development, social contribution, and environmental protection but also bolsters corporate competitiveness, contributes to societal advancement, and stands as a pivotal factor in future development.

2.3.Environmental-Social-Governance System

2.3.1 Definition

ESG, or environmental, social and governance, has evolved into a pivotal indicator for evaluating investments and companies, which is different from the traditional focus on corporate social responsibility. ESG considers three fundamental factors: environmental impact, social responsibility, and governance practices, providing a comprehensive perspective on company performance

"ESG" gained prominence as a term when they became a focal point in a joint endeavor report titled "Who Cares Who Wins," initiated in 2004 by the United Nations and actively involved in financial institutions (United Nations Environment Program Financing Initiative, 2004). In the entire report, the term "ESG" is underlined 123 times, highlighting its

significance in the financial realm. The report encourages researchers to intensify their incorporation of ESG elements in their investigative techniques. It calls for the creative development of investment knowledge, models, and tools, encouraging broader assessments beyond traditional exposure industries. The report recommends a particular focus on emerging markets and emphasizes the need to tailor ESG standards to market conditions (Kim & Li, 2021). Fundamentally, ESG encompasses a set of multidimensional standards, incorporating environmental considerations, social impacts, and corporate governance affairs. When making investment decisions, investors are encouraged to jointly consider these factors to gain a holistic understanding of companies' sustainability and responsible business practices (Park & Jang, 2021)

Li et al. conducted a detailed exploration of ESG elements in their 2021 dissertation. (ESG: Research Progress and Future Outlook, 2021)

Dimension	Factors	Definition
Environmental (E)	GHG emissions	Environmental matters that may have a positive or negative impact on the financial performance or solvency of an entity, sovereign, or individual.
	Energy consumption and efficiency	
	Air pollutants	
	Water usage and recycling	
	Waste production and management (water, solid, hazardous)	
	Impact and dependence on biodiversity	
	Impact and dependence on ecosystems	
	Innovation in environmentally friendly products and services	
Social (S)	Workforce freedom of association	Social matters that may have a positive or negative impact on the financial performance or solvency of an entity, sovereign, or individual.
	Child labor	
	Forced and compulsory labor	
	Workplace health and safety	
	Customer health and safety	
	Discrimination, diversity, and equality	
	Opportunity	
	Poverty and community impact	
	Supply chain management	
	Training and education	

	Customer privacy	
	Community impacts	
Governance (G)	Codes of conduct and business principles	Governance matters that may have a positive or negative impact on the financial performance or solvency of an entity, sovereign, or individual.
	Accountability	
	Transparency and disclosure	
	Executive pay	
	Board diversity and structure	
	Bribery and corruption	
	Stakeholder engagement	
	Shareholder rights	

Table 1. ESG framework (international frameworks)

Source:

https://www.eba.europa.eu/sites/default/documents/files/document_library/Publications/Reports/2021/1015656/EBA%20Report%20on%20ESG%20risks%20management%20and%20supervision.pdf

Amid the continuous transformation of social and economic structures, investments associated with ESG considerations have emerged as a prominent and widely discussed topic. According to Michael's (2019) report, since 2016, sustainable investments globally have witnessed a remarkable surge over one-third, and by the onset of 2018, assets soared to over \$30 trillion. Recent data highlights the tremendous momentum of ESG investment, indicating that in 2022, US ESG-focused funds attracted \$31 billion in inflows. In contrast, non-ESG investment funds faced \$370 billion outflows during the downturn in the stock market in the same year (Shane, 2023). Hartzmark and Sussman (2019) further corroborated this trend, illustrating that investors are actively responding to the increasing importance of sustainability. It is noteworthy that investors have redirected their funds from portfolios with lower sustainability ratings to those with higher ratings, showcasing a positive approach in aligning investment strategies with sustainability principles.

What underlies this phenomenon? Numerous studies have delved into this problem. Albuquerque et al. (2020) introduced a theoretical framework outlining how companies can mitigate systematic risk exposure by integrating CSR investments, thereby enhancing product differentiation, and diversifying their portfolios. Furthermore, stock prices selectively respond to financially material ESG news within specific industries, particularly favoring positive news with broader coverage, especially those related to social capital issues, as per the SASB (Sustainability Accounting Standards Board) classification (Serafeim & Yoon, 2022).

Broadstock et al. (2021) explored the potential of ESG performance as a valuable indicator during the COVID-19 pandemic in China, discovering a positive correlation between the high ESG performance and the short-term cumulative return of CSI300 stocks, indicating the resilience of such stocks amid market-wide financial crises. In prior studies, Velte (2017) uncovered that ESG scores of companies listed on major stock exchanges in Germany have a positive impact on accounting based financial performance, with governance performance being the most influential factor in this regard. These studies collectively indicate that this phenomenon is not exclusive to developed countries and may also manifest in developing economies.

After several decades of rapid economic growth, China has entered a new era of development with ambitious goals such as high-quality development, common prosperity, and the dual-carbon strategy. The latter, alongside rural revitalization, represents two major strategies introduced by the central government following the successful poverty alleviation campaign. On one hand, the "dual-carbon" objectives, set by the Chinese government, aim to achieve a "carbon peak" by 2030 and attain "carbon neutrality" by 2060 (Zeng, Guo & Geng, 2023). On the other hand, rural revitalization is centered on advancing the reconstruction of the urban-rural integration system and formulating a multi-level goal system. This system includes networks of urban-rural infrastructure, zones dedicated to rural development, spaces for village-town integration, and focal points for rural revitalization (Liu, Zang & Yang, 2020). The ESG concept harmonizes seamlessly with the spirit of these two strategic goals.

If businesses universally embrace the ESG concept, conscientiously fulfill social responsibilities, and focus on the interests of farmers and low-income groups in rural revitalization, they can genuinely understand and respond to national strategies. By prioritizing resource efficiency in the process of promoting rural revitalization, businesses can make a meaningful contribution to the national strategy for rural revitalization. The practice of the ESG concept is undoubtedly of great significance for advancing national strategies and achieving sustainable development. Implementing the ESG concept is beneficial for Chinese businesses to integrate into the international market (Deng & Cheng, 2019), drive industrial upgrading, promote sustainable development, maintain a high level of prosperity in the Chinese economy, ensure social stability and the well-being of the people, and contribute to achieving the goals of the "Fourteenth Five-Year Plan" (proposed in 2021, covering China's development goals from 2021 to 2025). The goals of "Fourteenth Five-Year Plan" includes economy, environment, energy, transport, research and development, and urbanization, which

emphasize on aggressive sustainable energy goals to achieve China's announced carbon neutrality by no later than 2060 in the “environment” part (Sutter & Sutherland, 2021). Certainly, the implementation of ESG policies undeniably facilitates enhanced development for Chinese businesses (Ge et al., 2022).

2.3.2 Corporate sustainable development report

Sustainability reports function as a superb means to communicate this evaluation to investors, aiming to furnish information about an organization's sustainable development initiatives, spanning social, environmental, and economic dimensions at the very least (Asif et al., 2012). Hydro, formerly recognized as Norsk Hydro, played a pioneering role in environmental reporting by becoming the first company globally to disclose its environmental performance in a report back in 1989 (Laine et al., 2021).

2.3.3 Rating

The process of determining ESG is still a key issue, especially since sustainability rating agencies are becoming more crucial in assessing companies and supplying vital data to stakeholders focused on non-monetary details for investment choices (Friede & Bassen, 2015). Investors use ESG ratings as a clear standard for synchronizing their investments with firms demonstrating strong business social success (Zumente & Lāce, 2021). Fundamentally, the goal of ESG rating systems, created by corporate and charitable bodies both, is to evaluate corporate dedication, effectiveness, models, and frameworks consistent with sustainable development objectives, primarily employed by investment firms to screen and evaluate companies within their funds and portfolios.

Nonetheless, ESG is still missing a universally standardized definition and disclosure protocol. Dorfleitner et al. (2015) performed a comparative analysis between the MSCI ESG Evaluation System, Thomson Reuters ESG Evaluation System, and Bloomberg Sustainability ESG Evaluation System. The findings underscored major flaws in convergence, where bigger firms usually earn higher ratings. This implies that both managers and investors need to be discerning in their choice of ESG rating theories, to gain vital understanding for research focusing solely on an individual ESG evaluation.

Using the MSCI ESG rating framework as a case in point, it thoroughly scrutinizes 37 crucial metrics spread over 10 distinct environmental, social, and governance themes. Industry performance-based ratings are given, graded on a spectrum from AAA to CCC. A weighted mean approach is used to reduce biases arising from variances in industries. The term "leader" signifies superiority in ESG risk and opportunity management, "average"

denotes steadiness in performance with counterparts, and "laggard" indicates lagging behind standard industrial levels in ESG risk management.



Figure 2. MSCI ESG rating explained

Source: <https://moneyinvestexpert.com/msci-esg-rating-explained>



Figure 3. ESG Ratings Key Issue Framework

Source: <https://www.msci.com/our-solutions/esg-investing/esg-ratings/esg-ratings-key-issue-framework>

Foreign entities were the initial proponents of the ESG concept. China launched its ESG evaluation framework quite belatedly, having a minimal worldwide effect and a marked lack of relevant academic research. With the intensifying global emphasis on sustainable development, the progress in China's ESG evaluation system is becoming more crucial. Considering the increasing global attention to sustainable development, the necessity of developing China's ESG evaluation system is becoming increasingly important. Due to the significant differences between China's economic system, level of development, and policy

implementation compared to other countries, it is necessary to develop an ESG system with Chinese characteristics. In the formulation of this system, prioritizing China's economic and social growth is essential. In order to effectively implement it, it is necessary to deeply examine urgent strategic issues including carbon neutrality and peak carbon emissions, as well as a series of national measures including rural revitalization.

As China's ESG investments increasingly integrate into global markets, the goal is to enhance the global competitiveness of China's ESG evaluation system through the utilization of advanced skills acquired from creating foreign ESG systems. Domestic rating agencies will also increasingly participate in the formulation of ESG industry standards, gradually exploring a path for ESG development that aligns with China's social responsibility values. In this process, it is necessary to combine previous research experience and carefully study the unique characteristics and features of each level of development, scale, and respective industries.

2.4. Sustainable Development Goals and 5P's

Companies need to shift their focus to sustainable development goals beyond merely analyzing sustainable development figures for sustained economic growth. The United Nations General Assembly officially approved the 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals (SDGs) and 169 specific development goals (United Nations, 2015). The suggested goals for sustainable development are designed to thoroughly tackle social, economic, and environmental challenges from 2015 to 2030, guiding the transition towards a sustainable development path.



Figure 4. 17 Sustainable Development Goals

Source: <https://www.un.org/sustainabledevelopment/blog/2015/12/sustainable-development-goals-kick-off-with-start-of-new-year/>

To achieve this vision, the 2030 Agenda provides a detailed description of five core elements, commonly referred to as the "5Ps": People, Planet, Prosperity, Peace, and Partnership (Tremblay et al., 2020). The thorough analysis will focus on addressing five pivotal issues, highlighting the progress made and possible challenges faced in achieving SDGs, ensuring inclusivity, and preventing the sidelining of individuals (Mpabanga & Sesa, 2020).



Figure 5. The five key elements (" 5 Ps ") that led to the development of the SDGs

Source: <https://sdg.gdrc.org/post/128479353317/the-five-key-elements-5-ps-that-led-to-the>

These fundamental elements form the guiding tenets for brands across various tiers. In terms of "people", enterprises should first focus on the needs and rights of multiple groups such as employees, customers, and communities. In addressing "Planet," businesses need to assess their environmental impact and adopt sustainable operational practices. The concept of "Prosperity" not only underscores the economic well-being of enterprises but also underscores the importance of societal and financial prosperity. "Peace" places importance on social responsibility, fair trade, and community engagement. Ultimately, "Partnership" highlights the need for companies to establish cross-industry, cross-sector, and cross-border partnerships to jointly address global challenges.

By combining these concepts, a comprehensive evaluation of the company's current status can be conducted, providing insightful advice for possible adjustments and improvements in the future.

3. Methodology

Given the support garnered from the aforementioned literature reviewed, the primary focus of this study will be to move further into exploring the practical utilization and progress made with respect to SDSs adopted across the Erdos Group. Through a thorough examination of these scenarios, the aim is to provide specific insights that will effectively help Erdos Group in shaping up the strategy for its future work.

With tens of thousands of workers at various organizational levels ranging from the grassroots to the management level in the Erdos Group, there are more thinking options for strategic development. To ensure that this diversity is reflected in the research, a broad and balanced research methodology has been adopted which consists of both questionnaire surveys and real-time interviews. This approach is tailored to extract insights from different hierarchical levels and distinct departments within the organization.

3.1 Questionnaire surveys

The study utilizes a 24 items customized questionnaire, incorporating 5 demographic variables. The primary focus of the survey is on employees of Erdos Shanghai Group, spanning both managerial position and regular personnel across various departments, including cashmere, circular well economy, and the coal industry. The goal is to acquire detailed understanding of the employees' viewpoints regarding the ESG system and their attitudes towards the SDGs implemented by the group.

With reference to demographic details, the author gathers fundamental information from the respondents like age, gender, years of work experience, department and job level. This ensures the diversity and representativeness of the sample, facilitating a comprehensive understanding of employees' perceptions and views on ESG issues across different backgrounds.

The questionnaire touches several facets, including the assessment of the importance of the ESG system, the evaluation of ESG's impact on purchasing power, and judgments regarding the group's current ESG practices. These questions are aimed at a thorough consideration of employees' perceptions and expectations concerning the group's SDSs and understanding their valuable feedback on ESG-related behaviors.

All collected data will be meticulously examined using SPSS software to analyze the predefined important variables about the perspectives and mindsets of employees. For a more focused approach to questions related to each department, a spider chart will be used to

visually illustrate diverse views on ESG issues among various departments. Such charts enable executives better comprehend each department's ESG awareness and conduct, providing crucial perspectives for developing future targeted strategies (Kayali, Obaydo & Sakur, 2023).

Ultimately, through a comprehensive analysis of the questionnaire data, the aim is to offer Erdos Group recommendations as to how the company might be able to demystify the expectations and needs of employees. This, in turn, will help optimize the formulation and implementation of ESG strategies, contributing to a positive development of the group's sustainable strategic initiatives.

3.2 Real-time interviews

Furthermore, apart from the previously mentioned questionnaire survey, this study also incorporates the on-site interview approach whereby the interview lasts for 8 questions so as to have a better grasp on the internal corporate dynamics in the group. The focus of these interviews is primarily on senior management personnel, in an attempt to contact this level of employees who can clarify their thoughts regarding the strategic level and decision-making strategies. Unlike the questionnaire survey, on-site interviews are more tailored towards exploring strategic planning, since they are characterized by a broader and more in-depth set of questions.

When interacting with the heads of various departments or key executives during interviews, the focus is to delve into the company's understanding of the ESG system and made on the assessment of key considerations in formulating SDSs. More specifically, the author will inquire about the challenges encountered in implementing ESG integration and the accomplishments achieved. This will contribute to determining the real scenario regarding the sustainable business practices of the company as well as give more genitalia data to move forward for analysis.

In comparison to the questionnaire survey, on-site interviews place a greater emphasis on obtaining deep insights into the strategic and tactical thinking about the managerial decisions senior management for the enterprise under study. The author will explore the difficulties the company faces in promoting ESG practices across different departments and gather insights into management's perspectives on the impact of ESG on the company's overall strategic objectives. This will enable a more thorough understanding of management's attitude toward ESG practices and their outlook on the future trajectory of SDSs.

By conducting on-site interviews with the senior management, the purpose is to gain a deeper understanding of the dynamic aspects of the company's strategic landscape, which will be helpful for Erdos Group to develop its future ESG practices and SDSs. The use of this mixed-method research design in the integrated research design allows for a detailed and holistic analysis of the company's ESG practices. It forms the foundation for providing better recommendations for the successful implementation of its sustainable strategic initiatives.

4. Data Analysis

4.1 Questionnaire surveys

4.1.1 The Understanding Levels of SDS (Sustainable Development Strategy) and ESG among Different Groups Within the Corporation

The target population of this survey is 342 questionnaires of which all the 342 questionnaires were distributed and all the 342 questionnaires are retrieved and deemed usable. The collected data includes responses from 342 participants, covering five demographic variables: gender, age, years of work experience, department to which the employee belongs, and the job rank of the employee in the department. The demographic frequency data summarized is presented in the following table.

Items	Categories	<i>N</i>	Percentage (%)
Gender	Male	177	51.75
	Female	165	48.25
Age	Below 25 years old	16	4.68
	From 25 to 34 years old	128	37.43
	From 35 to 44 years old	108	31.58
	From 45 to 54 years old	72	21.05
	Over 54 years old	18	5.26
Years of work experience	Less than 1 year	43	12.57
	From 1 to 3 years	75	21.93
	From 4 to 6 years	45	13.16
	From 7 to 9 years	30	8.77
	Over 9 years	149	43.57
Department affiliation	The textile and apparel sector	113	33.04
	The circular economy sector	126	36.84
	The coal industry sector	62	18.13
	Other sectors	41	11.99
Departmental job level	Senior Management Personnel	5	1.46
	Middle Management Personnel	26	7.60
	Grassroots Management Personnel	119	34.80

Table 2. Demographic frequency data

Source: Author

Utilizing the presented data table, it is possible to outline the description of the respondents in this survey. The main targets people of the study are in early and middle adulthood, demonstrating a fairly balanced distribution in gender. Notably, respondents with 9 years or more of work experience constitute the largest proportion, accounting for 43.57% of the total sample, while those with 3 years or less of work experience represent 34.5%. This is an indication of a strong organizational commitment and cohesiveness in the organization's workforce as well as the organization's efforts in recruiting young talent to meet the dynamic society.

Out of the three major business segments, the sample size in the coal sector seems to be relatively small, possibly due to the fact that main administrative department of this sector being located in Inner Mongolia. While considering the distribution of the job positions among the survey participants, the grassroots management personnel amounted to 34.8% of the total sample, whereas ordinary employees made up the majority at 56.14%. On the contrary, the number of mid- to senior-level management respondents is comparatively small. This phenomenon further emphasizes the importance of conducting one-on-one interviews with top-level management to comprehensively understand their perspectives and decision-making strategies. In general, these data provide a reliable basis for the further study of organizational peculiarities and dynamics, constituting ample material for further research and analysis.

Following the analysis of demographic variables, the questionnaire delved deeper into examining the levels of awareness regarding the SDS and ESG factors among respondents. This constitutes a fundamental core aspect of the study. Respondents' awareness is categorized into five levels: "Full Understanding," "Moderate Understanding," "Basic Understanding," "Limited Understanding," and "No Understanding." The specific data is outlined below.

Items	Categories	<i>N</i>	Percentage (%)
Understanding of SDS	Full Understanding	48	14.04
	Moderate Understanding	108	31.58
	Basic Understanding	144	42.11
	Limited Understanding	38	11.11

Understanding of ESG	No Understanding	4	1.17
	Full Understanding	41	11.99
	Moderate Understanding	83	24.27
	Basic Understanding	137	40.06
	Limited Understanding	67	19.59
	No Understanding	14	4.09

Table 3. Level of Understanding of SDS and ESG

Source: Author

To further define the data, values have been assigned to the levels of understanding: "Fully Understand" is designated as 5 points, "Moderately Understand" as 4 points, "Basic Understanding" as 3 points, "Limited Understanding" as 2 points, and "No Understanding" as 1 point. Subsequently, a normality test is conducted on the dataset.

Items	n	Mean	Std.	Kolmogorov-Smirnov test				Jarque-Bera test	
				Skewness	kurtosis	Statistic D	p	χ^2	P
Understanding of SDS	342	3.462	0.908	-0.005	-0.369	0.238	0.000**	2.067	0.356
Understanding of ESG	342	3.205	1.021	0.030	-0.472	0.217	0.000**	3.365	0.186

Table 4. Normality test of Level of Understanding of SDS and ESG

Source: Author

The normality test for the understanding levels of SDS and ESG, as shown in the above table, indicates that all the sample sizes of the research data all exceed 50, thus requiring the use of of the Kolmogorov-Smirnov test.

Upon closer scrutiny of the Kolmogorov-Smirnov test results, the significance is shown in both the understanding levels of SDS and ESG ($p = 0.000^{**}$), leading to the rejection of the null hypothesis (original hypothesis: data follows a normal distribution). Further analysis of the specific data reveals that the kurtosis for SDS understanding level is -0.369, with an absolute value less than 10. The skewness value is -0.005, while the absolute value is less than 3. In the same manner, the kurtosis for ESG understanding level is -0.369, where the absolute value is less than 10, and the skewness is -0.005 with an absolute value less than 3. It would imply that data is not strictly normal but generally accepted as normally distributed.

To corroborate these findings, Jarque-Bera tests are conducted based on the skewness and kurtosis coefficients. As evident from the table above, the results of the Jarque-Bera test for both SDS and ESG understanding levels show no significance ($p > 0.05$), supporting the acceptance of the null hypothesis (original hypothesis: data follows a normal distribution). Consequently, it can be concluded that both SDS and ESG understanding levels are normally distributed.

Understanding that the data approximates a normal distribution, the next logical step would involve the implementation of tests to explore differences and relationships.

	Gender (Mean \pm Std. Deviation)		<i>t</i>	<i>P</i>
	Male (<i>n</i> = 177)	Female (<i>n</i> = 165)		
Understanding of SDS	3.55 \pm 0.94	3.36 \pm 0.86	1.942	0.053
Understanding of ESG	3.31 \pm 1.07	3.09 \pm 0.96	2.006	0.046*

Table 5. Independent t test (By Gender)

Source: Author

There is no significant difference in the level of understanding of the samples from the different gender groups as regards the aspect of SDS ($p = 0.053 > 0.05$). This implies that males and females in the samples were found to have uniform understanding of SDSs, without any notable variations.

Nevertheless, the analysis revealed a statistically significant difference in the attitude towards ESG ideas based on gender ($t = 2.006$, $p = 0.046^*$). More specifically, the average understanding level was 3.55 among males, which was significantly higher than the corresponding average among females, which stands at 3.09. The difference highlighted above underscores a distinct gap in the comprehension of ESG concepts between the genders.

	Age (Mean \pm Std. Deviation)					<i>F</i>	<i>P</i>
	< 25	25 - 34	35 - 44	45 - 54	> 54		
	(<i>n</i> = 16)	(<i>n</i> = 128)	(<i>n</i> = 108)	(<i>n</i> = 72)	(<i>n</i> = 18)		
Understanding of SDS	3.38 \pm 0.72	3.23 \pm 0.89	3.58 \pm 0.89	3.64 \pm 0.92	3.72 \pm 0.96	3.698	0.006**
Understanding of ESG	3.06 \pm 0.85	2.88 \pm 0.95	3.31 \pm 1.07	3.56 \pm 0.93	3.56 \pm 1.04	6.637	0.000**

Table 6. ANOVA (By Age)

Source: Author

Utilizing analysis of variance, the variations in the understanding of SDSs and ESG comprehension across different age groups are investigated.

There is a significant difference in knowledge on SDSs across the different age brackets at the 0.01 level ($F = 3.698$, $p = 0.006^*$). The specific comparisons revealed notable distinctions between different age groups, with the "35-44" age group exhibiting a higher average score than the "25-34" age group, the "45-54" age group exhibiting a higher average score than the "25-34" age group, and the "54 and above" age group exhibiting a higher average score than the "25-34" age group.

Similarly, the difference in understanding of ESG across age groups was observed at the 0.01 level ($F = 6.637$, $p = 0.000^*$). Detailed comparisons indicated significant variations between different age groups, with the "25-34" age group achieving a lower average score than the "35-44" age group, the "45-54" age group, and the "54 and above" age group.

In conclusion, the results from the analysis of variance point to significant differences among different age groups, with particular comparisons emphasizing that the "25-34" age group expresses significantly lowest average scores in both aspects.

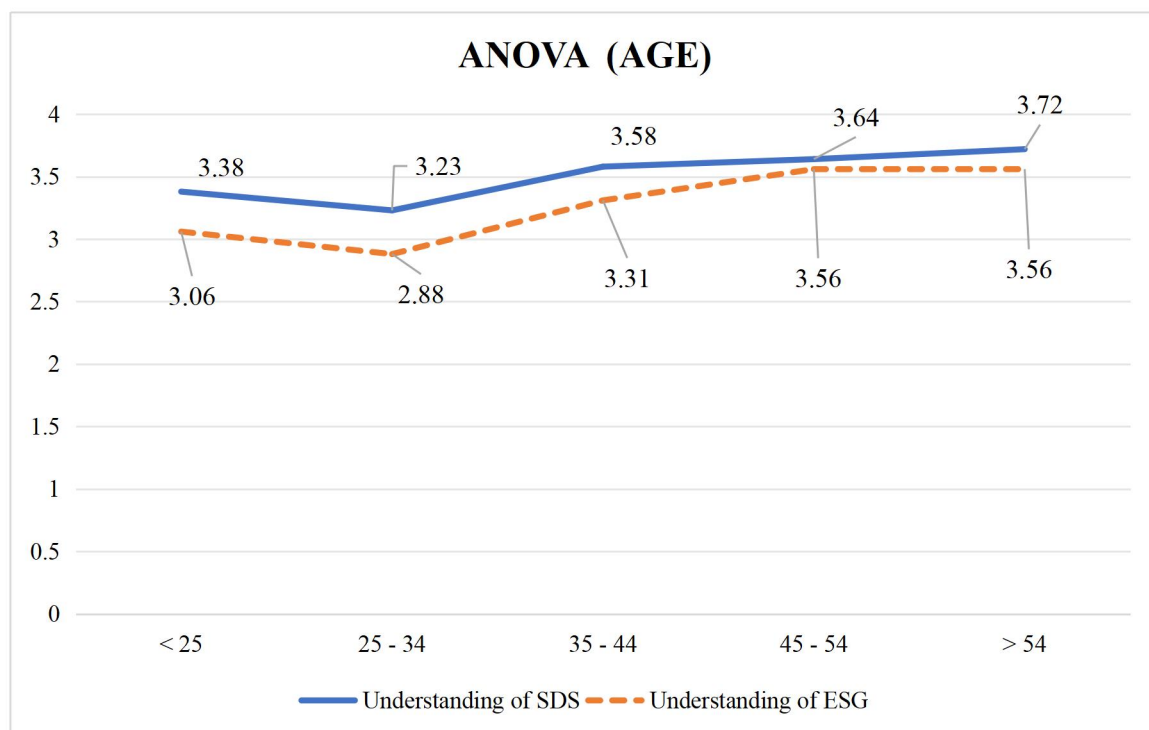


Figure 6. ANOVA (By Age)

Source: Author

	Years of work experience (Mean \pm Std. Deviation)					<i>F</i>	<i>P</i>
	< 1	1 - 3	4 - 6	7 - 9	> 9		
	(<i>n</i> = 43)	(<i>n</i> = 75)	(<i>n</i> = 45)	(<i>n</i> = 30)	(<i>n</i> = 149)		
Understanding of SDS	3.16 \pm 0.87	3.51 \pm 1.03	3.49 \pm 0.92	3.27 \pm 0.87	3.56 \pm 0.84	2.002	0.094
Understanding of ESG	3.07 \pm 0.83	3.24 \pm 1.14	3.09 \pm 1.16	3.03 \pm 1.07	3.30 \pm 0.96	0.858	0.490

Table 7. ANOVA (By Years of work experience)

Source: Author

The results of ANOVA indicate that there is no significant difference in the level of understanding of SDS among samples with different lengths of work experience ($F = 2.002$, $p = 0.094$). Besides, there is no significant difference in the understanding of ESG among samples with different lengths of work experience ($F = 0.858$, $p = 0.490$). In other words, samples with varying lengths of work experience exhibit consistency in their understanding of SDS and ESG, and there is no significant divergence.

	Department affiliation (Mean \pm Std. Deviation)				<i>F</i>	<i>P</i>
	Textile	Circular-e	Coal	Others		
	(<i>n</i> = 113)	(<i>n</i> = 126)	(<i>n</i> = 62)	(<i>n</i> = 41)		
Understanding of SDS	3.30 \pm 0.80	3.37 \pm 0.86	3.98 \pm 1.05	3.41 \pm 0.84	9.144	0.000**
Understanding of ESG	2.92 \pm 0.95	3.10 \pm 0.91	3.87 \pm 1.17	3.32 \pm 0.88	13.750	0.000**

Table 8. ANOVA (By Department affiliation)

Source: Author

By applying the ANOVA test, the samples from various departmental sectors show noteworthy differences in their perception of both SDS and ESG.

Regarding the understanding of SDS, the departmental sectors demonstrate a significant difference at the 0.01 level ($F = 9.144$, $p = 0.000^{**}$). Specific pairwise comparisons revealed distinct variations in average scores, with the following results: "Coal Industry Sector > Textile and Apparel Sector; Coal Industry Sector > Circular Economy Sector; Coal Industry Sector > Other Sectors."

Likewise, for the understanding of ESG, the departmental sectors reveal significant differences at the 0.01 level ($F = 13.750$, $p = 0.000^{**}$). Specific pairwise comparisons

highlighted significant variations in average scores, with the following results: "Coal Industry Sector > Textile and Apparel Sector; Other Sectors > Textile and Apparel Sector; Coal Industry Sector > Circular Economy Sector; Coal Industry Sector > Other Sectors."

In general, the Coal Industry Sector demonstrates commendable performance in both SDS and ESG, while the Textile and Apparel Sector appears relatively less effective in these two aspects.

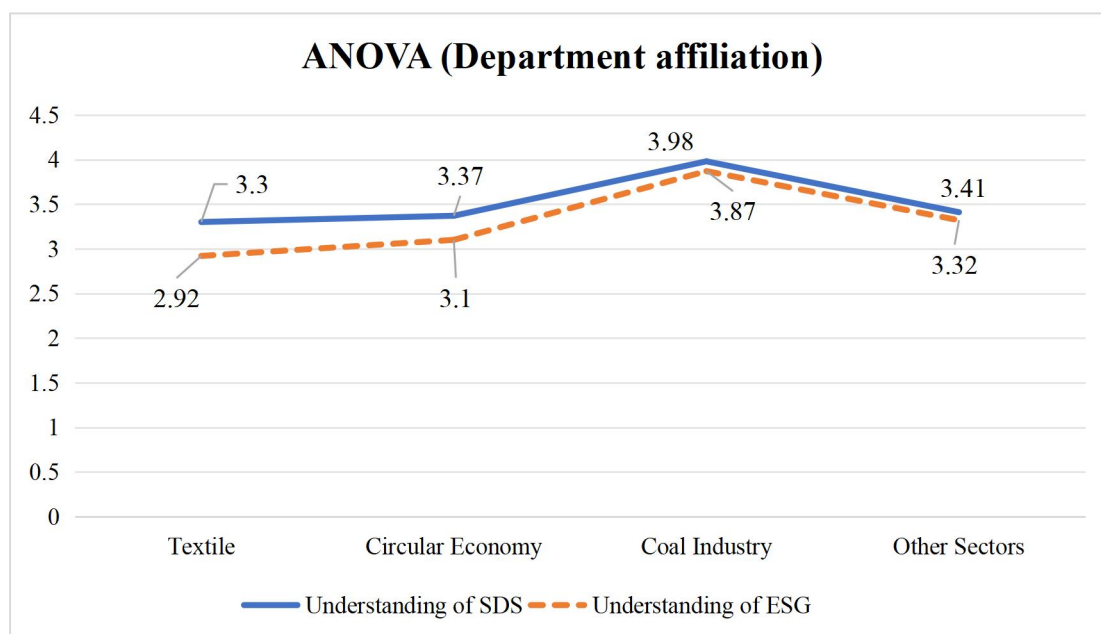


Figure 7. ANOVA (By Department affiliation)

Source: Author

	Departmental job level (Mean \pm Std. Deviation)				<i>F</i>	<i>P</i>
	Senior (<i>n</i> = 5)	Middle (<i>n</i> = 26)	Grassroots (<i>n</i> = 119)	Regular (<i>n</i> = 192)		
Understanding of SDS	4.20 \pm 0.45	4.23 \pm 0.51	3.55 \pm 0.82	3.28 \pm 0.94	11.188	0.000**
Understanding of ESG	4.20 \pm 0.84	4.08 \pm 0.63	3.24 \pm 0.96	3.04 \pm 1.03	10.359	0.000**

Table 9. ANOVA (By Departmental job level)

Source: Author

The ANOVA indicates that the understanding of SDS varies significantly across different job levels within the department. The analysis shows a significant difference at the 0.01 level ($F = 11.188$, $p = 0.000^{**}$). Further specific pairwise comparisons reveal notable differences in the average scores between job levels, with the following results: "Senior

Management Personnel > Regular Employees; Middle Management Personnel > Grassroots Management Personnel; Middle Management Personnel > Regular Employees; Grassroots Management Personnel > Regular Employees."

Also, the ANOVA analysis reveals that the understanding of ESG concepts varies significantly across different job levels within the department. The results show a significant difference at the 0.01 level ($F = 10.359, p = 0.000^{**}$). Specific pairwise comparisons indicate notable differences in the average scores between job levels, with the following results: "Senior Management Personnel > Grassroots Management Personnel; Senior Management Personnel > Regular Employees; Middle Management Personnel > Grassroots Management Personnel; Middle Management Personnel > Regular Employees."

In summary, senior management personnel and middle management personnel demonstrate a significantly higher level of understanding of SDS and ESG compared to grassroots management personnel and regular employees.

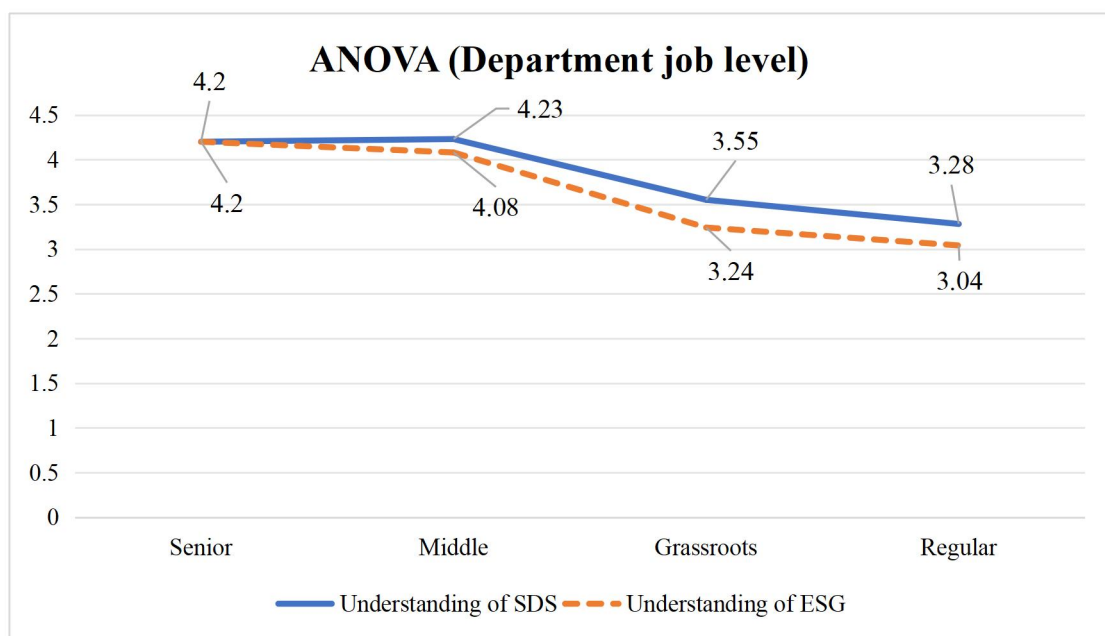


Figure 8. ANOVA (By Departmental job level)

Source: Author

4.1.2 Understanding of ESG & Evaluation of ESG

After measuring the employees' understanding of SDS and ESG, the subsequent section of the questionnaire delves into the employees about their perceptions and assessments of the importance of ESG. This segment comprises two 5-point scale questions. One address the significance of ESG in appraising the future development of a company while the other consider the applicability of ESG in their respective industries. Additionally, there are four Yes or No questions for the purposes of probing whether respondents lean towards selecting

companies that embrace ESG and if they are willing to incur additional costs for this choice. (Please refer to Appendix A for specific details)

	The importance of ESG in assessing a company's future development	The importance of ESG in your industry
Understanding of ESG	0.482**	0.443**

Table 10. Pearson Correlation

Source: Author

The aforementioned results reveal a strong and positive correlation between ESG evaluation (company) and the level of ESG understanding, as well as between ESG evaluation (industry) and the level of ESG understanding. The correlation coefficient between ESG evaluation (company) and the level of ESG understanding is 0.482**, demonstrating significance at the 0.01 level which indicates a robust positive correlation between the two variables. Similarly, the correlation coefficient between ESG evaluation (industry) and the level of ESG understanding is 0.443**, also exhibiting significance at the 0.01 level, suggesting a meaningful positive correlation.

These findings suggest that with the depth in the level of ESG concept understanding, individuals are more inclined to evaluate company and industry ESG performance more positively. This trend may reflect the increased interest of investors and stakeholders in companies and industries that lead in ESG practices. On another hand, it underscores the correlation between heightened awareness of ESG issues and favorable evaluations in related assessments.

A more comprehensive exploration into the depth of understanding regarding ESG factors and their subsequent impact on decision-making is warranted.

	Willing 1 (Mean \pm Std. Deviation)		<i>t</i>	<i>P</i>
	Yes (<i>n</i> = 332)	No (<i>n</i> = 10)		
Understanding of ESG	3.23 \pm 1.02	2.50 \pm 0.85	2.227	0.027*

Table 11. Independent t test (For Question 10)

(Would you prefer to choose a company for the same product that has adopted reduced carbon footprint production?)

Source: Author

	Willing 2 (Mean \pm Std. Deviation)		<i>t</i>	<i>P</i>
	Yes (<i>n</i> = 335)	No (<i>n</i> = 7)		
Understanding of ESG	3.22 \pm 1.02	2.29 \pm 0.49	2.423	0.016*

Table 12. Independent t test (For Question 11)

(Does the company's efforts in waste reduction and promotion of recycling increase your willingness to purchase their products?)

Source: Author

	Willing 3 (Mean \pm Std. Deviation)		<i>t</i>	<i>P</i>
	Yes (<i>n</i> = 334)	No (<i>n</i> = 8)		
Understanding of ESG	3.22 \pm 1.02	2.38 \pm 0.92	2.340	0.020*

Table 13. Independent t test (For Question 12)

(Would the adoption of renewable energy as the primary source increase your likelihood of choosing this company?)

Source: Author

	Willing 4 (Mean \pm Std. Deviation)		<i>t</i>	<i>P</i>
	Yes (<i>n</i> = 334)	No (<i>n</i> = 8)		
Understanding of ESG	3.27 \pm 1.03	2.76 \pm 0.85	3.699	0.000**

Table 14. Independent t test (For Question 13)

(Are you willing to pay a higher price for products or services from a company that adheres to ESG principles?)

Source: Author

The data obtained through t-tests indicates a statistically significant correlation between participants' preferences for companies engaging with ESG policies and their level of understanding of ESG. For the first three questions, subjects who are willing to choose companies engaging in ESG policies show a higher level of ESG understanding ($p < 0.05^*$), which infers a positive association between familiarity with ESG principles and favoring companies with such policies.

Particularly in the fourth question, pertaining to the willingness to invest additional monetary value for the sake of ESG policies, the group that answered in the affirmative not only demonstrate a much greater level of ESG understanding but also exhibit a higher level of statistical significance in the difference ($t = 3.699$, $p < 0.01^{**}$). This probably would imply that individuals with a heightened understanding of ESG are more willing to incur more financial costs for support of ESG policies.

4.1.3 ESG Indicator Assessment & ESG Returns Evaluation

The subsequent two questions aim to explore which ESG events the sample deems most crucial for evaluating a company from the point of view of sustainability and ethics, as well as which ESG indicators have the greatest influence on their purchasing decisions. Finally, the participants offered an assessment of the potential positive impacts associated with the implementation of ESG policies. The specific data is presented in the following figures.

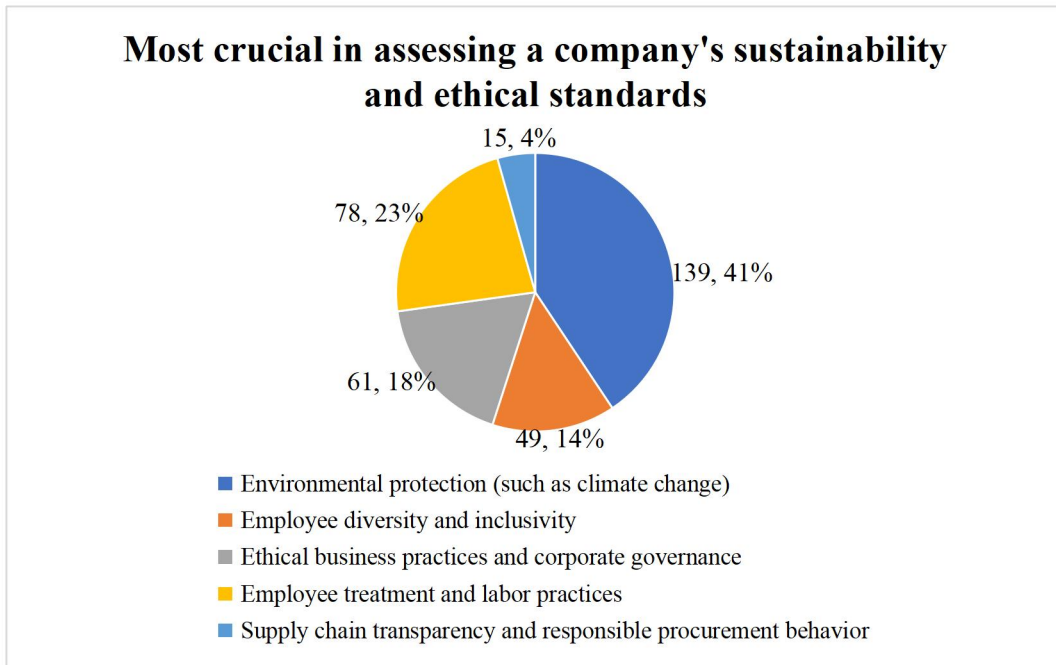


Figure 9. Which ESG event is the most important?

Source: Author

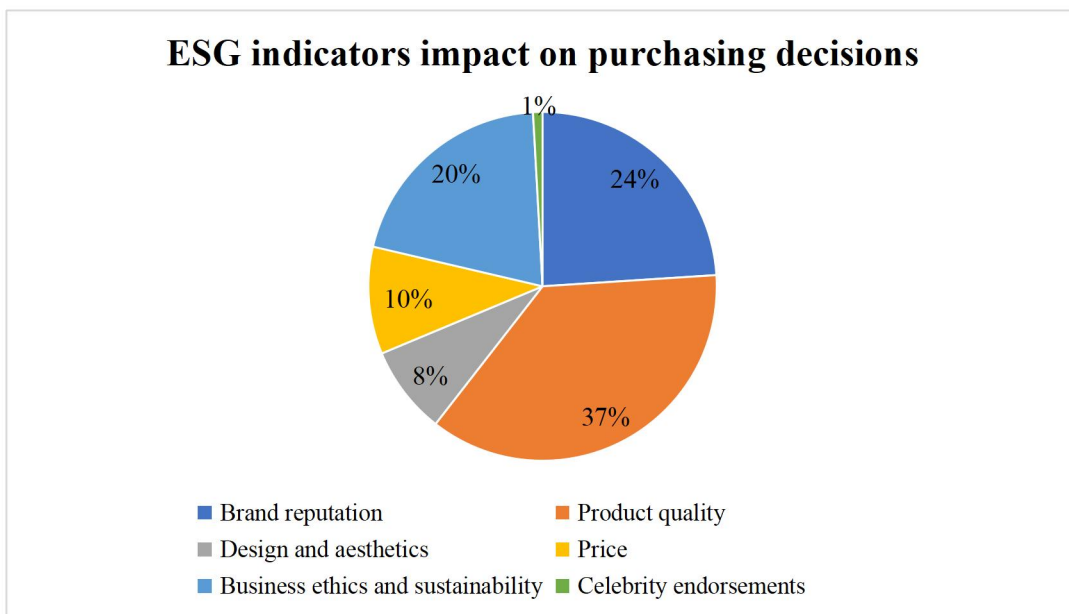


Figure 10. Which ESG indicator most influences your purchasing decisions?

Source: Author

The data reveals a dual focus of the users, reflecting a sophisticated and nuanced consumer perception in the realm of ESG considerations. Particularly, the fact that environmental protection is in the first place, with a specific focus on climate change at 40.64%, reflects this collective consciousness and prioritization around sustainability matters. Conversely, regarding the ESG indicators determining purchasing, the place occupied by product quality is in the highest place at 36.55%. That would point to nuanced consumer behavior, in which users are not only environment-sensitive but simultaneously concerned with the quality inherent in the product. The difference in attitude suggests a movement of trends toward people seeking total knowledge of a company's ESG practice and product attributes before informed choices on purchase can be made. It is an all-encompassing approach that shows an ever-increasingly aware consumer base interacting and making a difference in the ESG sphere.

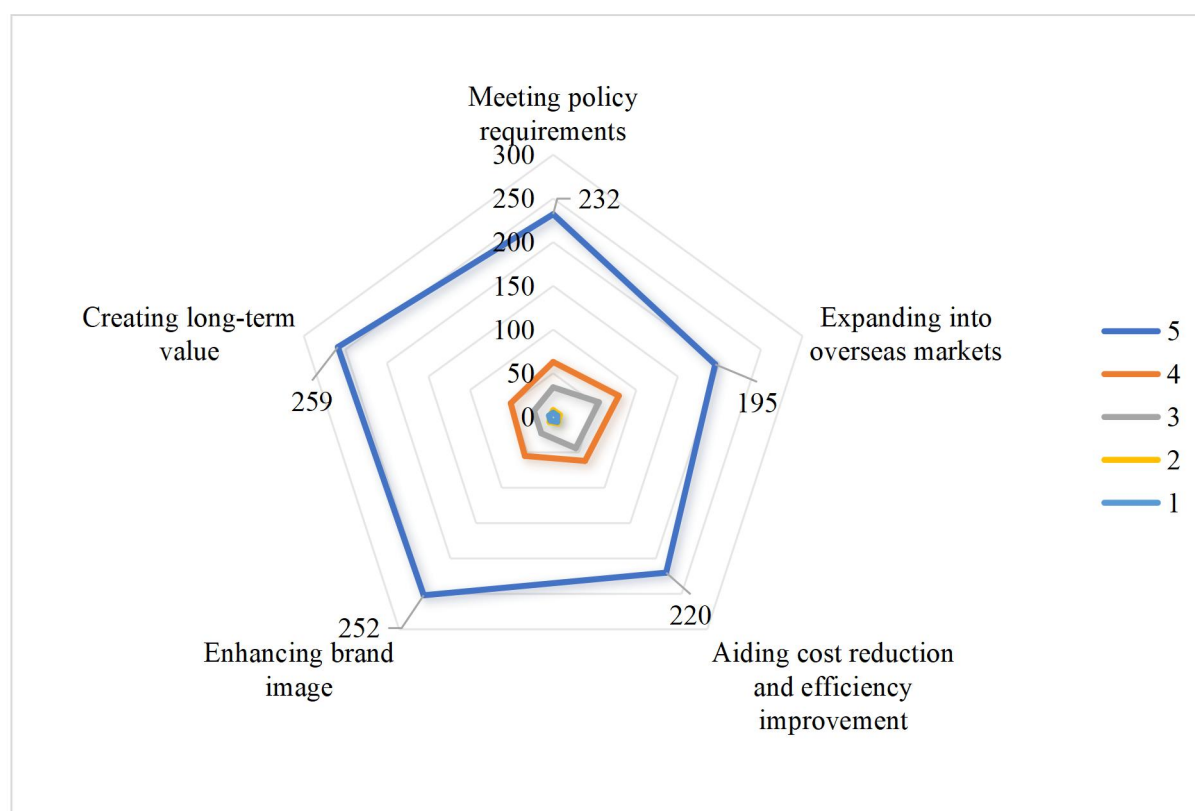


Figure 11. ESG practices and the potential benefits they bring to companies (rated on a scale of 1-5, with 1 being low attention and 5 being high attention)

Source: Author

By analyzing the provided data and spider chart, the data demonstrate that the highest proportion of recognition is for "Creating Long-Term Value" (75.73% of participants gave 5 points). Companies universally place a high emphasis on creating long-term value, indicating their belief that sustained ESG practices can bring enduring and sustainable value to the

business. “Enhancing Brand Image” is the second in the series (73.68% of participants gave 5 points). This is descriptive of the fact that companies are aware of the strengthening of reputation and image of the brand for robust ESG practices, thus creating a more trusting and loyal customer base. While proportion of recognition is for expanding into overseas markets is moderate (57.02% of participants gave 5 points), it is relatively lower compared to other directions. This may indicate that, at this current stage, companies would be more locally focused or focused on other dimensions of ESG practices.

These data show what is considered by companies to be important and what they focus on in the various ESG directions. In general, despite slight variations in weight proportions, the data show that on balance, there is a uniform belief by the respondents that ESG plays a critical and effective role in spearheading development across these various dimensions.

4.1.4 Sustainability Assessment within the Corporate Group

In the final section of the questionnaire, employee perspectives on internal sustainability initiatives within the corporate group were assessed. Initially, the level of awareness regarding the group's existing sustainable strategies was gauged. Subsequently, insight was gathered into which aspect of ESG (Environment, Social, Governance) employees identify with the most in the actual production process. Following this, five yes-or-no questions were employed to collect responses regarding the perceived implementation of sustainable practices within the company. Finally, feedback was sought on whether employees believe the company should intensify its efforts in the ESG domain.

Items	Categories	<i>N</i>	Percentage (%)
Awareness of Company's ESG Initiatives	Full Awareness	48	14.04
	Moderate Awareness	89	26.02
	Basic Awareness	139	40.46
	Limited Awareness	55	16.08
	No Awareness	11	3.32

Table 15. Awareness of Company's ESG Initiatives

Source: Author

To further define the data, values have been assigned to the levels of awareness: "Fully Awareness" is designated as 5 points, "Moderately Awareness" as 4 points, "Basic Awareness" as 3 points, "Limited Awareness" as 2 points, and "No Awareness" as 1 point. Subsequently, a normality test is conducted on the dataset.

Items	n	Mean	Std.	Kolmogorov-Smirnov test				Jarque-Bera test	
				Skewness	kurtosis	Statistic D	p	χ^2	P
Awareness	342	3.316	1.007	-0.024	-0.450	0.222	0.000**	3.059	0.217

Table 16. Normality test of Awareness of Company's ESG Initiatives

Source: Author

The Kolmogorov-Smirnov test results reveal statistical significance ($p = 0.000^{**}$), leading to the rejection of the null hypothesis (original hypothesis: data follows a normal distribution). Further analysis of the specific data reveals that the kurtosis value is -0.024, with an absolute value less than 10. The skewness value is -0.450, with an absolute value less than 3.

To corroborate these findings, Jarque-Bera tests were conducted based on the skewness and kurtosis coefficients. As evident from the table above, the results of the Jarque-Bera test show no significance ($p = 0.217 > 0.05$), supporting the acceptance of the null hypothesis (original hypothesis: data follows a normal distribution). Consequently, it can be concluded that awareness of company's ESG initiatives is normally distributed.

	Department affiliation (Mean \pm Std. Deviation)				F	P
	Textile	Circular-e	Coal	Others		
	(n = 113)	(n = 126)	(n = 62)	(n = 41)		
Awareness of Company's ESG Initiatives	3.04 \pm 0.99	3.24 \pm 0.92	3.94 \pm 1.02	3.37 \pm 0.92	11.884	0.000**

Table 17. ANOVA (By Department affiliation, Awareness)

Source: Author

By applying the ANOVA test, the samples from various departmental sectors show noteworthy differences in ESG understanding at the 0.01 level ($F = 11.884$, $p = 0.000^{**}$). Specific pairwise comparisons revealed distinct variations in average scores, it becomes evident that the coal sector scores significantly higher than other sectors, while the cashmere sector records the lowest score.

	Departmental job level (Mean \pm Std. Deviation)				F	P
	Senior	Middle	Grassroots	Regular		
	(n = 5)	(n = 26)	(n = 119)	(n = 192)		
Awareness of Company's ESG Initiatives	4.40 \pm 0.55	4.15 \pm 0.61	3.42 \pm 0.93	3.11 \pm 1.02	12.128	0.000**

Table 18. ANOVA (By Departmental job level, Awareness)

Source: Author

Likewise, consistent with the trends in the understanding of SDS and the general ESG, the variance analysis results indicate significant differences across different departmental job levels ($F = 12.128, p = 0.000^{**}$). Even more significantly, the levels of understanding fall in an orderly stepwise way, where senior management is much more aware than middle management, middle management more than junior staff, and junior staff more than regular employees. Such discernment accentuates the hierarchical differences in grasp of ESG principles across different job levels with pivotal insights for further research and tailor-made training initiatives.

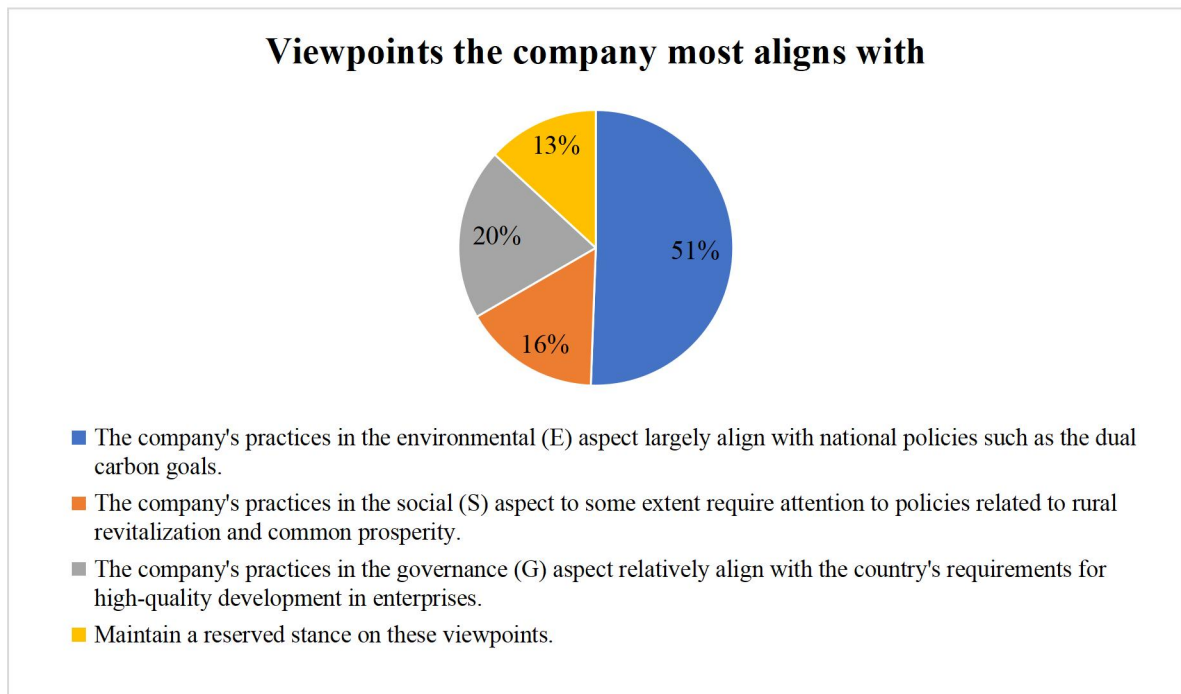


Figure 12. What viewpoints do you believe the company most aligns with in its actual production processes?

Source: Author

From the analysis of the data provided, it can be gathered that a majority of employees recognize and appreciate the performance of company in the environmental (E) dimension, with 50.58% of positive voting. However, 13.16% of employees hold a reserved attitude regarding the given opinions, a proportion closely aligned with the votes on the social (S) dimension. This reveals that a section of employees holds skepticism and apprehension about the company's current actions.

This diverse array of opinions furnishes the company with a broad range of feedback that can be used as a pivotal reference in developing subsequent SDSs. The focus on the need to

involve employees in the formulation of strategies underscores need to ensure that there is buy-in for the sustainability programs in the company.

Items	Categories	N	Percent (%)
Adopt energy-saving and environmentally friendly technologies to improve production efficiency	Yes	330	96.49
	No	12	3.51
Implement measures to promote the health and well-being of employees.	Yes	322	94.15
	No	20	5.85
Actively participate in community development projects.	Yes	321	93.86
	No	21	6.14
Fulfilling social responsibility and enhancing the quality of local community life.	Yes	320	97.95
	No	22	2.05
Implemented effective safety and environmental policies.	Yes	330	96.49
	No	12	3.51
Should the company make more efforts in ESG aspects?	Yes	304	88.89
	No	38	11.11

Table 19. Frequency of yes-or-no questions

Source: Author

Based on the data analysis, it is significant to mention that the majority of the employees have a positive attitude towards the current ESG activities of the company, which suggests that there is a certain level of success in sustainable development. Nevertheless, the survey of 304 employees also identifies some opportunities for development. This may be associated with their expectations for more stringent ESG standards, concerns about emerging issues, and greater expectations for CSR.

In formulating additional measures, the company may consider carrying out a systematic analysis of its ESG practices to guarantee that they align with the dual interests of the company's business and society. This could include capital expenditure on cleaner production technologies, staff development programs on ESG issues, or support of other community development causes.

In summary, the expectations of employees regarding the ESG practices of the company are a great source of feedback and can be regarded as a chance to develop SDSs further.

4.2 Real-time interviews

Real-time interviews were conducted with 10 executives, comprising CEOs and CMOs from the three major business segments, CEOs and CMOs from the investing sector, and the Chairman and former Chairman of the group.

esg	need		society		crisis		company		developm ent			
	sustaina bility	enviro nment	indust ry	risk		impact		standard	achieve	correspo nd		
enterprise		responsi bility	interes ts	focus	regulat ions		staff		system	estima te	busine ss	mark et
	positive				differe nce	value	contrib ute to		work	team	infor matio n	sche dule
	service	control	formula te	techno logy		coope rate		brand	comm unicat e	choose	consu lt	trans pare nt
				data	activ ity	perio dical	invo lve	environ mental protectio n	policy	area	origina l intentio n	
managem ent	enhance	strateg y	effective	resourc es		econ omy	contin uity	invest	finan ce	trainin g	chall enge	opera tion
				report	gover n	encou nter	emph asize	respo nd	adopt	mon itor	clear ness	
practice	mechani sm	establi sh	China	cost		change		effici ency	unde rstand	analysis	solve	
				externa l	inno vate	expect ation		impro ve	some	secu re	be faced with	curren tly
				target	measu re	organi zation	consume	cou ntry	cont inu ous	fund perfor mance	deal with protect	

Figure 13. Word frequency 1 (English version)

Source: Author

allows for a more concise and comprehensible presentation of the results and enhancing the readability of the data. Additionally, it supports subsequent research efforts for researchers.

First-tier Code	Second-tier Code	Three-tier Code
Crisis Management Mechanism	Team Building	Crisis Team & Employee Training Real-time Monitoring, Emergency
	Technical Prevention	Communication, Crisis Simulation, Risk Assessment, & Plan Development
	Mechanism Evaluation	Satisfaction Surveys, Recovery Summaries, & Information Sharing
	Logistical Support	Resource Assurance & Insurance
	Legal Safeguards	Laws and Regulations
Internal Control Mechanisms	Company Safeguards	Procurement Supply Chain, Human Resources, Policy Development, Activity Control, & Risk Management
	Purposeful Controls	Continuous Improvement, Energy Conservation, Social Opinion, & Strengthening Information Technology
ESG Practices and Existing Impact on Corporate Profits	Immediate Benefits	Short-term Costs, Cost Reduction, Risk Mitigation, Personnel Attraction, Fund Attraction, & Efficiency Improvement
	Long-term Benefits	Long-term Value, Enhanced Sustainable Development, Market Value, & Brand Value Enhancement
Sustainable Development Purpose	Market-driven	Economic Benefits, Business Opportunities, & Meeting Market Demand
	Corporate Reform	Overcoming Decline, Industry Upgrading, & Maintaining Competitiveness
	External Pressures	Regulatory Pressure & Social Responsibility
Coordination Focus Differences	Crisis Safeguards	Risk Management, Improving ESG Transparency, Strategic Planning, & Understanding Regulations
	Implementation Process	Collaboration & Market-Driven

Practical Issues	Operational Problems	Lack of Objectives, Departmental Coordination, Divergent Needs, Data Issues, & Legal Regulations
	Benefit Issues	Balancing Benefits & Unclear Returns
External Services	Industry Chain Services	Marketing Services, Fund Services, & Procurement Services
	Enhancement Services	Technical Support & Consultation and Assessment
	Data Services	Data Analysis & Detection Services

Table 20. Interview Content Encoding

Source: Author

This analysis is based on interview data, outlining the ESG practices of the company in seven aspects: "Crisis Management Mechanism," "Internal Control Mechanism," "Current Impact of ESG Practices on Corporate Profits," "Original Intention of Sustainable Development," "Coordination of Focus Differences," "Practical Issues," and "External Services."

I. Crisis Management Mechanism

Regarding the aspect of crisis management, the company has set up a dedicated team with senior executives as leaders. The membership in this team includes those who have diverse departmental backgrounds, such as public relations, legal, marketing, and human resources. Normal and routine training has tested the rapid response ability of the team in a critical situation and dug out the gap between reality and the ideal state in the corporate crisis strategy. The membership of the crisis management team is equipped with both technical experience and professional skills. The technical prevention lists all the possible types of crises, impacts, and counter-measures carefully. Routine crisis drills and simulations are conducted to verify the feasibility of the crisis management plans, encompassing various scenarios such as natural disasters and safety incidents. The mechanism of risk assessment is valid and has identified new risk elements from time to time. In order to predict the crisis, the company has installed early warning systems to monitor market trends, public opinion, and industrial change. The group works out detailed emergency plans that cover all sorts of contingencies, such as natural disasters and mining accidents.

II. Internal Control Mechanism

The internal control structures include safeguards and purposeful controls. Safeguards comprise the establishment of supplier assessment and supervision mechanisms to ensure the

stability and reliability of the supply chain. Transparent and compliant procurement procedures are implemented. It complies with transparency and compliance about all matters of employee recruitment, training, incentives, and departure procedures. Clear authorization and access controls will be put in place to avoid human error or misuse of permissions. Policies and procedures shall be described to regulate employee behavior and enhance control across all departments. Crisis management requires constant monitoring and preparedness in times of smooth running of the business, establishing mechanisms for crisis management to take action during the crisis.

III. ESG Practices and Current Impact on Corporate Profits

The influence of ESG practices on profits is divided into immediate benefits and long-term benefits. Immediate benefits include the costs incurred through ESG practices, involving labor costs (hiring external ESG specialists or reallocation of staff), learning costs, and practice costs. The adoption of environmental protection and sustainable development may bring about better resource utilization, saving on energy or raw material costs. The risks of regulatory and supply chain issues might be reduced in part as well. With a greater focus on social responsibility and the welfare of the workers, it could be more attractive for top talent. Besides, it would increase employee loyalty and reduce turnover rates. A greater focus on employee welfare and diversity might also bring some benefits in the form of increased attractiveness in financial markets, drawing in more socially responsible investors.

Long-term benefits include actively implementing ESG practices. It not only meets social responsibilities but also promotes sustainability in development and profit growth. For the Erdos group, through technological innovation and the implementation of clean coal technology, energy efficiency has been significantly enhanced. This is conducive to aligning with international markets, establishing a stronger brand reputation, and increasing recognition in society. Many investors, institutions, and funds will take ESG factors into account when choosing investment targets. Therefore, it will be easier to obtain financing and investments for those companies that comply with the standards.

IV. Sustainable Development Purpose

The original intention of the company towards sustainable development is rooted in three aspects, namely resource impetus, corporate reform, and external pressure.

Resource impetus, by increasing resource utilization and the efficiency of production, could lower the cost of production and improve the quality of products, expand market share, and enhance profitability. It creates new business opportunities that help achieve sustainable business opportunities in the long run.

Corporate reform can be defined as the process of seeking new strategies during an economic downturn. SDSs can help not only navigate through and around the decline but also identify new directions before the decline for long-term sustainable returns. It supports the creation of industries and upgrades, allowing firms to go beyond short-term revenue and sustain their viability.

Regulatory pressure implies that organizations need to adhere to the environmental laws and social responsibility. Some companies could implement SDSs to meet legal requirements and avoid various penalties and legal repercussions. The primary rationale for the adoption of SDSs by the Erdos Group is based on the belief that as a responsible organization, it has a role to play in society and the environment.

V. Coordination Focus Differences

The coordinating focus differences include crisis assurance and implementation processes.

Crisis assurance involves conducting comprehensive ESG risk assessments globally and considering unique risks in different regions. The relative ESG focuses will be adjusted according to the risk significance. ESG practices and outcomes are demonstrated to stakeholders through regular communication and transparency. ESG goals are aligned with the core values and strategic goals and ESG strategies are aligned with the actual situation of the company. Ensuring that ESG practices in the Chinese market comply with local regulations and actively join and respond to China's ESG standards and initiatives.

Implementation processes entail collaborating with local partners, non-governmental organizations, and social institutions to understand and respond to local ESG issues. It also involves establishing mutually beneficial relationships with these groups. The coordination of ESG practices around the globe ensures that the center values and standards are applied in all the markets while promoting ESG innovation in the Chinese market to achieve the goals of sustainable development. Active involvement in global and Chinese ESG practices by the Erdos Group is important.

VI. Practical Issues

Practical issues include operational and efficiency problems. Operational issues may be formed because ESG is still a relatively new concept, which results in the absence of specific ESG objectives and plans. It will in turn lead to a lack of direction and focus in the implementation process. ESG practices would entail the engagement of various internal departments in the organization. The absence of organizational culture and the lack of awareness among the employees can cause issues in the implementation process. Balancing

the expectations of various stakeholders is essential since different stakeholders might have different expectations. ESG practices involve the use of extensive data, particularly environmental, social, and governance data. Nevertheless, it is crucial to invest a lot of human, material, and financial resources to guarantee the accuracy and reliability in the collecting and reporting process. Multinational companies working in different countries and regions may face differences in local culture and regulations. Adjustments and customization of ESG practices may be required in order to fit into the local conditions, which brings complexity. Efficiency problems would involve balancing costs with the long-term benefits of ESG practices, especially in cases of large business scale. Some ESG practices may take a long time to see returns, probably which might contradict the expectations and pressures of short-term investors. Balancing short-term and long-term goals and effective communication with investors are crucial.

VII. External Services

The external services have been divided into value chain services, enhancement services, and data services.

Value chain services are aimed at helping in setting a sustainable supply chain and evaluating and monitoring ESG performance by suppliers. The services provide transparency in the supply chain and thus give risk management services, ensuring that a supply chain is sustainable. Professional brand and marketing strategy services are needed to enhance ESG image, improve market competitiveness, and assist companies in finding financing channels that comply with ESG standards.

Enhancement services may need ESG software and technological solutions to address and track ESG information. There will be a demand for ESG evaluation and advisory services that will help companies understand their overall ESG situation and what adjustments should be made for enhancement.

Data services are to be extended to cover the provision of accurate and credible ESG data to help companies track and assess their ESG performance. Providing ESG data analysis services that will help in interpreting the data and planning for improvement.

5. Result discussion

Following a preliminary analysis of questionnaire and interview data, a more in-depth exploration of the corresponding results was conducted.

The questionnaire is segregated into four major parts. In the first part, a probe into employees' understanding of SDS and ESG shows that the average scores for ESG are consistently lower than those of SDS. The trend indicates an overall lower level of acquaintance with the ESG concept. Demographic data also helped to expand these observations, revealing that within the corporate hierarchy, females have a significantly lower level of ESG awareness than males. Likewise, the percentage of adults with a diminished grasp of knowledge relevant to the ESG and SDS topic is significantly lower among the 25 to 34 age group. However, the textiles sector showed reduced awareness of ESG and the coal sector showed more profound understanding. Unsurprisingly, higher-ranking personnel showcased a more comprehensive understanding of ESG-related matters.

The second part of the questionnaire uncovered a noteworthy correlation. The outcomes show that the level of ESG concepts' understanding by the employees is positively associated with their assessment of the significance of ESG. On the other hand, employees with a better understanding of ESG are in a better position to support the company's ESG policies. Conversely, it will enhance the policy's ability to influence the individuals' propensity and frequency of purchasing relevant-policy-products, as evidenced by the level of consumption.

The third section dwells on the relevance of ESG events to evaluate a company's sustainability and ethical standards and how these factors would impact their purchasing decisions. The results indicate that, on top of environmental factors, consumers consider the inherent quality of products while making purchase decisions. Also, the company's perception on ESG practices has also been gauged, where "Creating Long-Term Value" and "Enhancing Brand Image" have been considered the most important potential benefits.

The last part focuses on differences in perceptions of internal sustainability at the company. While most employees believe that the company is doing the best in the environmental sphere, a certain share also has several doubts about the company's practices. Moreover, a similar indication to the results of the first part points to the fact that the more upper-level management, the more affirmations of the current implementation of ESG-related policies by the company. About specific ESG projects, the great bulk of employees have offered a positive view.

Through a comprehensive review of the survey analysis result, it can be found that the Erdos Group has achieved certain effects in advocating the concepts of ESG and SDS. The group has demonstrated an active layout in related strategic planning and implementation, which has obtained the positive response within the group and won wide recognition among employees. This sense of recognition not only strengthens the cohesiveness among employees but also enhances their loyalty to the company. In addition, the survey results provide valuable guidance for the group's future development.

Firstly, the group needs to strengthen the education and training work on the concepts of ESG and SDS. Given that the levels of understanding of those concepts are different among employees, especially the young employees, the group should formulate targeted training policies to improve their knowledge and recognition of these concepts. Young employees are not only the backbone of the future development of the group but are also at present relatively weak in the concept of understanding of ESG and SDS. At the same time, considering that the senior managers have a high sense of ESG and SDS, the group should mobilize and encourage them to be exemplary and enhance the whole organization's understanding of those concepts through leadership training and practical experience sharing.

Secondly, Erdos group must deepen inter-departmental cooperation and develop information exchange. The survey reflects that the coal department has a higher level of recognition and approval of the company for related concepts compared to other departments, while the cashmere department division is not satisfactory. It indicates that the group needs to reflect internally and encourage the coal department to share its excellent experience with other departments to promote knowledge exchange.

Furthermore, the group should do more in terms of communicating internally and making things transparent. Employees have to clearly understand that the group makes specific policies on ESG and SDS and the real benefits that come along. At the same time, the group should open communication channels and seriously consider the opinions of those employees who believe that the company should try harder in ESG.

Due to the fact that only a few senior executives take part in the questionnaire survey while the results indicate that top management played an important role in the internal ESG policies of the company, additional face-to-face interviews are necessary to obtain a comprehensive and in-depth understanding. Integrated analysis of 10 top executives' perceptions has led to deeper understanding of Erdos Group's general strategy and actions.

Erdos Group has made a lot of progress in promoting ESG and SDS. With the active promotion by the senior leadership, the group has established a cross-departmental crisis

management team and carries out regular training. This not only enhances the ability to respond to emergencies but also strengthens team cohesion. However, along with the feedback from the questionnaire survey, we recognize that these training sessions need further expansion in scale and duration to ensure broader employee participation and more in-depth capability enhancement.

In key areas such as supply chain management, technological innovation, social responsibility, and talent attraction, Erdos Group has achieved positive results. The group's efforts in these areas have not only improved operational efficiency but also enhanced the company's social image and market competitiveness. Besides, the group is expanding its ESG management team, which means an important strategic goal of this stage for the group to better match the international market and establish a stronger brand reputation.

The chairman of Erdos Group delivered a speech with far-reaching impact during the face-to-face interviews.

The Chairman expressed the mission and determination of Erdos Group in the interview: *"As one of the first ethnic enterprises to develop since the opening-up of China, we take revitalizing the national economy and empowering industrial development as our mission. Guided by ideals and beliefs, we have extended beyond Inner Mongolia to reach across China and the world."* This statement put forth the group's historical responsibility and ambitious goals for international development. The Chairman said, in addition, of the actual efforts the group has made in sustainable development: *"In 2023, the group signed and submitted the 'Consensus on Sustainable Development Industry' initiative at the United Nations Sustainable Development Goals summit, where we became one of the first enterprises to sign the initiative, and showed our determination in sustainable development to the world within the cashmere industry."*

Simultaneously, the CEO at Erdos Cashmere Group expounded on the sustainable development strategy of the corporation during the interviews: *"We adhere to the United Nations Sustainable Development Goals and have issued the 'Erdos WAY' as a sustainable action plan, including corresponding measures in the supply chain, brand, and employee dimensions."* The release of this strategic document shows that the formulation of the corporation's SDS and the overall planning and implementation of sustainable development in multiple aspects have been well understood.

In the CEO's address, emphasis was placed on the corporation's innovation and commitment to source development in sustainable practices: *"In our sustainable development*

practices, we prioritize establishing demonstration ranches at the source of the industry chain and seek templates and demonstrations for 'sustainable development' through scientific research." This is not only the pursuit of the sustainable development concept, but also the concrete operation of seeking sustainable development at the source of the industry chain. The CEO stated, *"Through activities such as cashmere collection and storage, community building, and cultural shaping, we promote sustainable ideals. Under these efforts, Erdos Source Ranch achieved the honour of being listed in the 2023 Fortune China's Best Design."*

Face-to-face interviews have emphasized the strong commitment to ESG and SDGs in the top stratum of the group, well-illuminating the ongoing initiatives of the group and the trajectory of growth for the future. Such insightful revelations slip away from questionnaires, in terms of a guiding ethos and vision. An amalgamation of in-depth interviews with the quantitative results of the survey paints a full picture of the current state of the enterprise, hence serving as a solid basis for the development of strategic plans forward.

6. Conclusions, Limitations and Future Suggestions

This study takes the Erdos Group as an in-depth case for analysis of how a company can achieve economic benefit and sustainable development through active fulfillment of social responsibility and environmental protection. Erdos Group is a large-scale modern enterprise group with diverse businesses including cashmere textiles, circular economy, and coal chemical industries. It is committed to implementing SDSs through the transformation of resources and industrial upgrading. During this process, the ESG system, as a key indicator for measuring corporate performance, plays an important role in the strategic planning and decision-making of the group.

Deepening the understanding of how enterprises can integrate the ESG principles into daily operations and strategic planning, an in-depth analysis has been conducted of the ESG practices of the Erdos Group. Empirically, the findings reveal a positive correlation between employees' knowledge of the ESG concept and their evaluation of the company's future development potential, meaning that for companies, there is a new perspective on how to assess and improve ESG performance. Furthermore, the study emphasizes the active role that enterprises play in protecting the environment and fulfilling social responsibilities, along with the importance of these actions in enhancing corporate image and market competitiveness. This research encourages awareness of CSR by all enterprises and promotes the carrying out of SDSs.

On the other hand, it reveals the differences in cognition of ESG and SDS between different groups, pointing out that enterprises should enhance ESG education and training for the employee body, especially the young employees, in order to improve the understanding of the importance of ESG. Furthermore, this study, through the analysis of the practices of ESG in a large enterprise group of China, adds some valuable case studies in the research field of ESG in China, thus helping to promote attention and practices of ESG and SDS among Chinese enterprises. In these ways, this research contributes insights and gives some guideline for industry practice that could motivate deep thinking on how enterprises should promote sustainable development through the practices of ESG.

Nevertheless, there are several limitations in this study even though its objective was to give a detailed assessment of the ESG practices of the Erdos Group. First, the empirical study heavily depends on the use of questionnaires and interviews, which can be affected by the respondent's bias. Second, the samples were mainly recruited within the Erdos Group, and more extensive investigations are required to observe the general situations in China. In

addition, the study did not elaborate the effect of ESG practice on the corporate financial performance of firms and future research may expand the understanding of ESG investment and corporate profitability. Finally, all the survey respondents are from Shanghai, a place with a rather high level of education level in China, which may lead to the accumulation of some biases in information gathering.

As for these limitations, it is suggested in the future research, the sample range can be expanded to include more industries and different sizes enterprises to improve the universality of the study. On the same note, there are more of a quantitative nature, which can be utilized to evaluate the effectiveness of ESG practices on the performance of the firm, for instance, a return on ESG investment in the form of financial ratios. Considering the multidimensional nature of ESG and SDS, future research can explore how different ESG factors interact and how these factors affect corporate strategic decision-making and long-term development. Thus, more scientific and systematic ESG strategies can be offered to the enterprises through these studies.

In conclusion, this study not only gives some enlightenment for how enterprises can contribute to the cause of sustainable development through ESG practices, but it also gives empirical reference for the coming ESG strategic management and operation of enterprises. With the increasing global focus on sustainable development and corporate social responsibility, the case analysis of the Erdos Group is not only informative for the group but also contains reference and experience for other enterprises in the field of ESG. By continuously optimizing and deepening ESG practices, enterprises can occupy a favorable position in the global trend of sustainable development and achieve a harmonious unity of economic benefits and social responsibility.

Bibliographical References

- Aaker, J., Vohs, K. D., & Mogilner, C. (2010). Nonprofits are seen as warm and for-profits as competent: Firm stereotypes matter. *Journal of consumer research*, 37(2), 224-237.
<https://doi.org/10.1086/651566>
- Asif, M., Searcy, C., Santos, P. D., & Kensah, D. (2013). A review of Dutch corporate sustainable development reports. *Corporate social responsibility and environmental management*, 20(6), 321-339. <https://doi.org/10.1002/csr.1284>
- Agbedahin, A. V. (2019). Sustainable development, Education for Sustainable Development, and the 2030 Agenda for Sustainable Development: Emergence, efficacy, eminence, and future. *Sustainable Development*, 27(4), 669-680. <https://doi.org/10.1002/sd.1931>
- Albuquerque, R. A., Koskinen, Y., Yang, S., & Zhang, C. (2020). Love in the time of COVID-19: The resiliency of environmental and social stocks. *CEPR Discussion Paper*, No. DP14661. <https://ssrn.com/abstract=3594293>
- Bansal, P. (2002). The corporate challenges of sustainable development. *Academy of Management Perspectives*, 16(2), 122-131. <https://doi.org/10.5465/ame.2002.7173572>
- Barkemeyer, R., Holt, D., Preuss, L., & Tsang, S. (2014). What happened to the ‘development’ in sustainable development? Business guidelines two decades after Brundtland. *Sustainable development*, 22(1), 15-32. <https://doi.org/10.1002/sd.521>
- Biswas, A., & Tortajada, C. (2021). The evolution of Chinese corporate social responsibility. <https://www.project-syndicate.org/commentary/china-promote-corporate-social-responsibility-by-asit-k-biswas-and-cecilia-tortajada-2019-12?>
- Broadstock, D. C., Chan, K., Cheng, L. T., & Wang, X. (2021). The role of ESG performance during times of financial crisis: Evidence from COVID-19 in China. *Finance research letters*, 38, 101716. <https://doi.org/10.1016/j.frl.2020.101716>
- Casagrande Jr, E. F. (1996). Sustainable development in the new economic (dis) order: the relationship between free trade, transnational corporations, international financial institutions and ‘economic miracles’. *Sustainable Development*, 4(3), 121-129.
[https://doi.org/10.1002/\(SICI\)1099-1719\(199612\)4:3<121::AID-SD48>3.0.CO;2-0](https://doi.org/10.1002/(SICI)1099-1719(199612)4:3<121::AID-SD48>3.0.CO;2-0)
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business horizons*, 34(4), 39-48.
- Davis, K. (1960). Can business afford to ignore social responsibilities?. *California Management Review*, 2(3), 70-76. <https://doi.org/10.2307/41166246>

- Deng, X., & Cheng, X. (2019). Can ESG indices improve the enterprises' stock market performance?—An empirical study from China. *Sustainability*, 11(17), 4765. <https://doi.org/10.3390/su11174765>
- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, 20(1), 65-91. <https://doi.org/10.5465/amr.1995.9503271992>
- Dorfleitner, G., Halbritter, G., & Nguyen, M. (2015). Measuring the level and risk of corporate responsibility—An empirical comparison of different ESG rating approaches. *Journal of Asset Management*, 16, 450-466. <https://doi.org/10.1057/jam.2015.31>
- Elkington, J., & Rowlands, I. H. (1999). Cannibals with forks: The triple bottom line of 21st century business. *Alternatives Journal*, 25(4), 42.
- Fatima, T., & Elbanna, S. (2023). Corporate social responsibility (CSR) implementation: A review and a research agenda towards an integrative framework. *Journal of Business Ethics*, 183(1), 105-121. <https://doi.org/10.1007/s10551-022-05047-8>
- Friede, G., Busch, T., & Bassen, A. (2015). ESG and financial performance: aggregated evidence from more than 2000 empirical studies. *Journal of sustainable finance & investment*, 5(4), 210-233. <https://doi.org/10.1080/20430795.2015.1118917>
- Ge, G., Xiao, X., Li, Z., & Dai, Q. (2022). Does ESG performance promote high-quality development of enterprises in China? The mediating role of innovation input. *Sustainability*, 14(7), 3843. <https://doi.org/10.3390/su14073843>
- Hartzmark, S.M., & Sussman, A.B. (2019). Do Investors Value Sustainability? A Natural Experiment Examining Ranking and Fund Flows. *The Journal of Finance*, 74, 2789-2837. <https://doi.org/10.1111/jofi.12841>
- Johnson, Z., Ashoori, M. T., & Lee, Y. J. (2018a). Self-reporting CSR activities: when your company harms, do you self-disclose?. *Corporate Reputation Review*, 21, 153-164. <https://doi.org/10.1057/s41299-018-0051-x>
- Johnson, Z. S., Lee, Y. J., & Ashoori, M. T. (2018b). Brand associations: the value of ability versus social responsibility depends on consumer goals. *Journal of Brand Management*, 25, 27-37. <https://doi.org/10.1057/s41262-017-0070-4>
- Kayali, Z., Obaydo, R. H., & Sakur, A. A. (2023). Spider diagram and sustainability evaluation of UV-methods strategy for quantification of aspirin and sildenafil citrate in the presence of salicylic acid in their bulk and formulation. *Heliyon*, 9(4).

- Khan, M., Serafeim, G., & Yoon, A. (2016). Corporate sustainability: First evidence on materiality. *The accounting review*, 91(6), 1697-1724. <https://doi.org/10.2308/accr-51383>
- Kim, S., & Li, Z. (2021). Understanding the impact of ESG practices in corporate finance. *Sustainability*, 13(7), 3746. <https://doi.org/10.3390/su13073746>
- Kotler, P., & Lee, N. (2008). *Corporate social responsibility: Doing the most good for your company and your cause*. John Wiley & Sons.
- Laine, M., Tregidga, H., & Unerman, J. (2021). *Sustainability accounting and accountability*. Routledge.
- Li, S., Fetscherin, M., Alon, I., Lattemann, C., & Yeh, K. (2010). Corporate Social Responsibility in Emerging Markets: The Importance of the Governance Environment. *MIR: Management International Review*, 50(5), 635–654. <https://doi.org/10.1007/s11575-010-0049-9>
- Li, T. T., Wang, K., Sueyoshi, T., & Wang, D. D. (2021). ESG: Research progress and future prospects. *Sustainability*, 13(21), 11663. <https://doi.org/10.3390/su132111663>
- Liang, H., & Renneboog, L. (2017). On the foundations of corporate social responsibility. *The Journal of Finance*, 72(2), 853-910. <https://doi.org/10.1111/jofi.12487>
- Liu, Y., Zang, Y., & Yang, Y. (2020). China's rural revitalization and development: Theory, technology and management. *Journal of Geographical Sciences*, 30, 1923-1942. <https://doi.org/10.1007/s11442-020-1819-3>
- Marmot, M. (2015). The health gap: the challenge of an unequal world. *The Lancet*, 386(10011), 2442-2444. [https://doi.org/10.1016/S0140-6736\(15\)00150-6](https://doi.org/10.1016/S0140-6736(15)00150-6)
- Michael Holder. (2019, April 8). *Global sustainable investing assets surged to \$30 trillion in 2018*. GreenBiz. <https://www.greenbiz.com/article/global-sustainable-investing-assets-surged-30-trillion-2018>
- Mpabanga, D., & Sesa, L. (2020). Imperatives: The Five P's: People, Planet, Prosperity, Peace and Partnerships and Sustainable Development Goals-The Need to Transform Public Administration and Management. *African Journal of Public Administration and Management*, 17(2), 44-58.
- Newman, A., Nielsen, I., & Miao, Q. (2015). The impact of employee perceptions of organizational corporate social responsibility practices on job performance and organizational citizenship behavior: Evidence from the Chinese private sector. *The International Journal of Human Resource Management*, 26(9), 1226-1242. <https://doi.org/10.1080/09585192.2014.934892>

- Okafor, A., Adeleye, B. N., & Adusei, M. (2021). Corporate social responsibility and financial performance: Evidence from US tech firms. *Journal of Cleaner Production*, 292, 126078. <https://doi.org/10.1016/j.jclepro.2021.126078>
- Park, S. R., & Jang, J. Y. (2021). The impact of ESG management on investment decision: Institutional investors' perceptions of country-specific ESG criteria. *International Journal of Financial Studies*, 9(3), 48. <https://doi.org/10.3390/ijfs9030048>
- Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard business review*, 84(12), 78-92.
- Ramos, T. B., Caeiro, S., Pires, S. M., & Videira, N. (2018). How are new sustainable development approaches responding to societal challenges? *Sustainable Development*, 26(2), 117–121. <https://doi.org/10.1002/sd.1730>
- Schaltegger, S., & Wagner, M. (Eds.). (2017). *Managing the business case for sustainability: The integration of social, environmental and economic performance*. Routledge.
- Serafeim, G., & Yoon, A. (2022). Which corporate ESG news does the market react to?. *Financial Analysts Journal*, 78(1), 59-78.
<https://doi.org/10.1080/0015198X.2021.1973879>
- Shane Shifflett. (2023, March 7). *Sustainable Funds Dodged Outflows in 2022 Market Rout*. The Wall Street Journal. <https://www.wsj.com/articles/sustainable-funds-dodged-outflows-in-2022-market-rout-c7147965>
- Sheehy, B. (2015). Defining CSR: Problems and solutions. *Journal of business ethics*, 131, 625-648. <https://doi:10.1007/s10551-014-2281-x>
- Sutter, K. M., & Sutherland, M. D. (2021, January). China's 14th Five-Year Plan: a first look. In *Congressional Research Service*, <https://crsreports.congress.gov/product/details>.
- Tourigny, L., Han, J., Baba, V. V., & Pan, P. (2019). Ethical leadership and corporate social responsibility in China: A multilevel study of their effects on trust and organizational citizenship behavior. *Journal of Business Ethics*, 158, 427-440.
<https://doi.org/10.1007/s10551-017-3745-6>
- Tremblay, D., Fortier, F., Boucher, J. F., Riffon, O., & Villeneuve, C. (2020). Sustainable development goal interactions: An analysis based on the five pillars of the 2030 agenda. *Sustainable Development*, 28(6), 1584-1596. <https://doi.org/10.1002/sd.2107>
- Tschakert, P., Van Oort, B., St. Clair, A. L., & LaMadrid, A. (2013). Inequality and transformation analyses: a complementary lens for addressing vulnerability to climate change. *Climate and Development*, 5(4), 340-350.

<https://doi.org/10.1080/17565529.2013.828583>

- Turban, D. B., & Greening, D. W. (1997). Corporate social performance and organizational attractiveness to prospective employees. *Academy of management journal*, 40(3), 658-672. <https://doi.org/10.5465/257057>
- UN Environment Programme-Finance Initiative. (2004). Who cares wins: The global compact connecting financial markets to a changing world. *Gözden geçirilme tarihi*, 21.
- United Nations Environment Programme. (2015). *Policy coherence of the sustainable development goals: a natural resource perspective*. UN.
- Velte, P. (2017). Does ESG performance have an impact on financial performance? Evidence from Germany. *Journal of Global Responsibility*, 8(2), 169-178. <https://doi.org/10.1108/JGR-11-2016-0029>
- Waddock, S. A., & Graves, S. B. (1997). The corporate social performance–financial performance link. *Strategic management journal*, 18(4), 303-319. [https://doi.org/10.1002/\(SICI\)1097-0266\(199704\)18:4<303::AID-SMJ869>3.0.CO;2-G](https://doi.org/10.1002/(SICI)1097-0266(199704)18:4<303::AID-SMJ869>3.0.CO;2-G)
- Wang, J. (2022). CSR as CPR: The political logic of corporate social responsibility in China. *USALI East-West Studies*, 2(5), 2.
- Zeng, G., Guo, H., & Geng, C. (2023). Mechanism analysis of influencing factors on financing efficiency of strategic emerging industries under the “dual carbon” background: evidence from China. *Environmental Science and Pollution Research*, 30(4), 10079-10098. <https://doi.org/10.1007/s11356-022-22820-4>
- Zumente, I., & Lāce, N. (2021). ESG Rating—Necessity for the Investor or the Company?. *Sustainability*, 13(16), 8940. <https://doi.org/10.3390/su13168940>

Appendices

Appendix A – The Chinese and English Version of the Questionnaire

1. 您的性别是 Your gender

男 Male

女 Female

2. 您的年龄段是 Your age group

小于 25 岁 Below 25 years old

25 到 34 岁 From 25 to 34 years old

35 到 44 岁 From 35 to 44 years old

45 到 54 岁 From 45 to 54 years old

大于 54 岁 Over 54 years old

3. 您在公司的工龄为 Your years of service in the company

小于 1 年 Less than 1 year

1 到 3 年 From 1 to 3 years

4 到 6 年 From 4 to 6 years

7 到 9 年 From 7 to 9 years

大于 9 年 Over 9 years

4. 您部门的所属板块是 Your department affiliation

纺织服装板块 The textile and apparel sector

循环经济井板块 The circular economy sector

煤业板块 The coal industry sector

其他版块 Other sectors

5. 您在部门中的职级是 Your departmental job level

高层管理人员 Senior Management Personnel

中层管理人员 Middle Management Personnel

基层管理人员 Grassroots Management Personnel

普通员工 Regular Employees

6. 您对可持续发展战略有多了解 How familiar are you with the concept of sustainable development strategy

十分了解 Full Understanding
比较了解 Moderate Understanding
一般了解 Basic Understanding
较不了解 Limited Understanding
完全不了解 No Understanding

7. 您对 ESG 的概念有多熟悉（ESG 指公司的环境，社会及公司治理相关系统理念） How familiar are you with the concept of ESG (Environmental, Social, and Governance)

十分了解 Full Understanding
比较了解 Moderate Understanding
一般了解 Basic Understanding
较不了解 Limited Understanding
完全不了解 No Understanding

8. 您觉得 ESG 对于评价一个公司未来的发展有多重要 How important do you think ESG is for evaluating a company's future development

十分重要 Very important
比较重要 Quite important
一般重要 Moderately important
较不重要 Slightly important
完全不重要 Not important at all

9. 您觉得 ESG 在您从事的行业中有何重要 How important do you think ESG is in your industry

十分重要 Very important
比较重要 Quite important
一般重要 Moderately important
较不重要 Slightly important
完全不重要 Not important at all

10. 您是否更愿意选择采取了减少碳足迹生产的企业？ Would you prefer to choose a company for the same product that has adopted reduced carbon footprint production

是 Yes
否 No

11. 企业在减少废弃物和提倡回收方面的努力是否会加大您购买该企业产品的意愿 Does the company's efforts in waste reduction and promotion of recycling increase your willingness to purchase their products

是 Yes

否 No

12. 企业采用可再生能源作为主要能源来源是否会增加您选择该企业的可能 Would the adoption of renewable energy as the primary source increase your likelihood of choosing this company

是 Yes

否 No

13. 您是否愿意为一家恪守 ESG 原则的公司的产品服务支付更高的价格 Are you willing to pay a higher price for products or services from a company that adheres to ESG principles

是 Yes

否 No

14. 当您评价一个公司的可持续性和伦理道德时，您认为下列哪项 ESG 事件是最重要的 When evaluating a company's sustainability and ethical practices, which ESG event do you consider most important

环境保护，如气候变化 Environmental protection, such as climate change

员工的多样性和包容性 Diversity and inclusivity of employees

道德的商业活动及公司治理 Ethical business activities and corporate governance

员工待遇和劳动实践 Employee treatment and labor practices

供应链透明度和负责任的采购行为 Supply chain transparency and responsible procurement

数据隐私和安全 Data privacy and security

15. 以下为 ESG 实践为企业带来的可能收益，请按照 1-5 分为公司在这些方向的关注度打分（得分越高，我们认为公司认同 ESG 实践能为企业带来该方向的商业价值的程度越高） Please rate the company's focus on the following ESG directions from 1-5 (higher scores indicate a higher perceived value for the company in that direction)

满足政策要求 Meeting policy requirements

拓展海外市场 Expanding overseas markets

帮助降本增效 Cost reduction and efficiency improvement

提升品牌形象 Enhancing brand image

创造长期价值 Creating long-term value

16. 下列哪些 ESG 指标会影响您的购买决策 Which ESG indicators would influence your purchasing decisions

品牌声誉 Brand reputation

产品质量 Product quality

设计与美感 Design and aesthetics

价格 Price

商业道德与可持续发展 Business ethics and sustainable development

名人代言 Celebrity endorsements

17. 您是否了解本公司在 ESG 方面做出的工作 How well do you know the company's efforts in the ESG field

十分了解 Full Awareness

比较了解 Moderate Awareness

一般了解 Basic Awareness

较不了解 Limited Awareness

完全不了解 No Awareness

18. 您认为公司在实际的生产中最认同以下哪些观点 Which viewpoint do you think the company most aligns with in its actual production

企业 E 方面的实践很大程度跟随国家双碳等政策 The company's E practices largely follow national policies such as carbon reduction

企业 S 方面的实践一定程度上需关注乡村振兴、共同富裕等政策 The company's S practices to some extent need to consider policies related to rural revitalization and common prosperity

企业 G 方面的实践相对契合国家对企业高质量发展的要求 The company's G practices relatively align with the national requirements for high-quality corporate development

对这些观点持保留态度 I reserve judgment on these viewpoints

19. 您认为本企业是否采用了节能和环保技术来提高生产效率 Do you think the company adopts energy-saving and environmentally friendly technologies to improve production efficiency

是 Yes

否 No

20. 您认为本企业是否采取措施促进员工的健康和福祉 Do you think the company takes measures to promote the health and well-being of its employees

是 Yes

否 No

21. 您认为本企业是否积极参与社区发展项目 Do you think the company actively participates in community development projects

是 Yes

否 No

22. 您认为企业是否在遵守相关社会准则和提升当地社会生活质量方面履行社会责任 Do you think the company fulfills its social responsibility by adhering to relevant social norms and improving local quality of life

是 Yes

否 No

23. 您认为公司是否制定了有效的安全和环保政策 Do you think the company has established effective safety and environmental protection policies

是 Yes

否 No

24. 您认为本集团应该在 ESG 方面做出更多努力吗 Do you think the group should make more efforts in the ESG field

是 Yes

否 No

Appendix B – The Chinese and English Version of the Interview

1. 企业是否建立了有效的危机管理机制，这些机制是什么？ Has the company established effective crisis management mechanisms, and what are these mechanisms?
2. 企业是否制定了有效的内部控制机制？ Has the company implemented effective internal control mechanisms?
3. 进行 ESG 实践与企业利润产生的现有影响是什么？ What are the existing impacts of ESG practices on the company's profits?
4. 当初选择可持续发展战略的初衷是什么？ What was the initial intention behind choosing a sustainable development strategy?
5. 企业如何协调 ESG 全球和 ESG 中国的关注点差异？ How does the company coordinate the differences in focus between global ESG and ESG in China?
6. 公司在进行 ESG 实践过程中曾遇到或可能遇到的问题有哪些？ What problems has the company encountered or may encounter during the ESG practice process?
7. 在 ESG 方面，请问目前公司最需要的外部服务有哪些？ In terms of ESG, what external services does the company currently need the most?
8. 对于 ESG 及企业社会责任相关话题，还有什么需要补充的吗？ Is there anything else you would like to add regarding ESG and corporate social responsibility topics?