

Appendix: measures used in the survey

Variable	Codes	Items	Source	1	2	3	4	5
Knowledge	KL	<i>I have enough knowledge to professionally procure sustainably</i>	Grandia, 2015					
Skills	SK	<i>I have enough skills to professionally procure sustainably</i>	Grandia, 2015					
Motivation	ACC	<ul style="list-style-type: none"> • <i>I believe in the value of the implementation of sustainable procurement.</i> • <i>The implementation of sustainable procurement is a good strategy for this organisation.</i> • <i>I think that management is making a mistake by introducing the implementation of sustainable procurement (R).</i> • <i>The implementation of sustainable procurement makes an important purpose.</i> • <i>Things would be better without the implementation of sustainable procurement (R).</i> <p><i>The implementation of sustainable procurement is not necessary (R).</i></p>	Herscovitch & Meyer, 2002					
Opportunity	OLC	<ul style="list-style-type: none"> • <i>People here receive support and encouragement when presenting new ideas</i> • <i>Initiative often receives a favourable response here, so people feel encouraged to generate new ideas</i> • <i>People are encouraged to take risks in this organization</i> • <i>People here often venture into unknown territory</i> • <i>It is part of the work of all staff to collect, bring back, and report information about what is going on outside the company</i> • <i>There are systems and procedures for receiving, collating and sharing information from outside the company</i> • <i>People are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers, etc.</i> • <i>Employees are encouraged to communicate</i> • <i>There is a free and open communication within my work group</i> • <i>There is a free and open communication within my work group</i> • <i>Managers facilitate communication</i> • <i>Cross-functional teamwork is a common practice here</i> • <i>Managers in this organization frequently involve employees in important decisions</i> 	Chiva et al. 2007					

		<ul style="list-style-type: none"> • Policies are significantly influenced by the employees' views <p>People feel involved in main company decisions</p>	
SPP		<ul style="list-style-type: none"> • Social return on investment 	
Green Public Procurement	GPP	<ul style="list-style-type: none"> • This question deals with the implementation of specific types of sustainable procurement. Please indicate per type of sustainable procurement how often you actually implement it in your procurement projects: Green public procurement 	Grandia, 2015
Social Return On Investment	SROI	<ul style="list-style-type: none"> • This question deals with the implementation of specific types of sustainable procurement. Please indicate per type of sustainable procurement how often you actually implement it in your procurement projects: social return on investment 	Grandia, 2015
Circular Economy	CE	<ul style="list-style-type: none"> • This question deals with the implementation of specific types of sustainable procurement. Please indicate per type of sustainable procurement how often you actually implement it in your procurement projects: circular economy 	Grandia, 2015
Biobased Public Procurement	BPP	<ul style="list-style-type: none"> • This question deals with the implementation of specific types of sustainable procurement. Please indicate per type of sustainable procurement how often you actually implement it in your procurement projects: bio-based procurement 	Grandia, 2015
International Social Criteria	ISC	<ul style="list-style-type: none"> • This question deals with the implementation of specific types of sustainable procurement. Please indicate per type of sustainable procurement how often you actually implement it in your procurement projects: international social criteria 	Grandia, 2015
Innovative Public Procurement	IPP	<ul style="list-style-type: none"> • This question deals with the implementation of specific types of sustainable procurement. Please indicate per type of sustainable procurement how often you actually implement it in your procurement projects: innovation-oriented public procurement 	Grandia, 2015