



Green and Sustainable Finance Cross-Agency Steering Group

Climate and Environmental Risk Questionnaire for Small and Medium-sized Enterprises (SMEs) (SME Questionnaire)

Set B – Small Enterprises (10-50 employees)

Background

The SME Questionnaire was developed by the Green and Sustainable Finance Cross-Agency Steering Group (CASG)¹ in collaboration with CDP², to aid SMEs and non-listed companies' sustainability reporting processes, and make more company-level data available to financial institutions for risk assessment as well as lending and investment decisions.

The SME Questionnaire is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework. It will serve as:

- an entry point for companies that have not previously disclosed their sustainability related issues, and help increase their sustainability visibility to lenders, investors and supply chain clients for easier access to financing, insurance or other financial facilities; and also
- a tool for financial institutions to collect consistent, comparable and global standard-aligned information from companies, supporting use cases in exposure quantification, investment & lending decisions, climate-related disclosures, scenario analysis and stress testing.

The SME Questionnaire is available in three versions: Set A is recommended for micro enterprises with 1-9 employees; Set B is recommended for small enterprises with 10-50 employees; and Set C is recommended for Medium enterprises with 50-500

¹ Established in May 2020, the CASG is co-chaired by the Hong Kong Monetary Authority and the Securities and Futures Commission. Members include the Environment and Ecology Bureau, the Financial Services and the Treasury Bureau, the Hong Kong Exchanges and Clearing Limited, the Insurance Authority and the Mandatory Provident Fund Schemes Authority. The CASG aims to co-ordinate the management of climate and environmental risks to the financial sector, accelerate the growth of green and sustainable finance in Hong Kong and support the Government's climate strategies. In July 2021, the CASG launched the Centre for Green and Sustainable Finance (GSF Centre) to co-ordinate the efforts of financial regulators, relevant government agencies, industry stakeholders and academia in capacity building and to improve data availability for the financial industry.

² CDP is a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions. Founded in 2000 and working with more than 680 financial institutions with over \$130 trillion in assets, CDP pioneered using capital markets and corporate procurement to motivate companies to disclose their environmental impacts, and to reduce greenhouse gas emissions, safeguard water resources and protect forests. Nearly 20,000 organizations around the world disclosed data through CDP in 2022, including more than 18,700 companies worth half of global market capitalization, and over 1,100 cities, states and regions. Fully TCFD aligned, CDP holds the largest environmental database in the world, and CDP scores are widely used to drive investment and procurement decisions towards a zero carbon, sustainable and resilient economy. CDP is a founding member of the Science Based Targets initiative, We Mean Business Coalition, The Investor Agenda and the Net Zero Asset Managers initiative.

employees³. Although at the initial stage, respondents may adjust this recommended tiering arrangement according to their reporting needs and readiness as agreed with their requesting parties. The CASG will review and update the SME Questionnaire on an ongoing basis.

Note: Although many questions on the SME Questionnaire are informed by CDP, this questionnaire is complimentary to, not a substitute for, annual disclosure through CDP. You may continue to disclose through CDP if you already do. If you do not currently disclose through CDP, you may consider using the SME Questionnaire as a starting point for more comprehensive TCFD aligned disclosure through CDP.

³ Based on CDP's definition of SMEs.

Questions⁴

0. Introduction

[0.1] Give a general description and introduction to your organization.

(This is an open text question with a limit of 5,000 characters.)

[0.2] State the end date of the twelve-month period for which you are reporting data.

Click or tap here to enter text.

_____ (DD/MM/YYYY)

[0.3] Report the total number of employees in your organization, based on staff headcount.

Click or tap here to enter text.

⁴ Please note that the questions beginning with * are created by CASG, all other questions (in red) are taken from CDP.

[0.4] What is your company's annual revenue for the stated reporting period in USD?

Click or tap here to enter text.

_____ (a maximum of 2 decimal places)

[0.5] * Select the industry that your organization belongs to.

(Select the industry that is most applicable to your organization.)

- | | | |
|--|---|--|
| <input type="checkbox"/> Apparel | <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Power generation |
| <input type="checkbox"/> Biotech, health care & pharma | <input type="checkbox"/> International bodies | <input type="checkbox"/> Retail |
| <input type="checkbox"/> Food, beverage & agriculture | <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Services |
| <input type="checkbox"/> Fossil fuels | <input type="checkbox"/> Materials | <input type="checkbox"/> Transportation Services |
| <input type="checkbox"/> Hospitality | | |

[0.6] State the countries/areas in which you operate.

Click or tap here to enter text.

[0.7] Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

(Select one of the following options.)

- Financial control
- Operational control
- Equity share

Click or tap here to enter text.

- Other, please specify: _____

1. Governance

[1.1] Is there any member(s) of your organization responsible for overseeing climate change matters?

Click or tap here to enter text.

[1.2] Do you provide incentives for the management of climate-related issues, including the attainment of targets?

(Select one of the following options.)

- Yes
- No, not currently but we plan to introduce them in the next two years
- No, and we do not plan to introduce them in the next two years

[1.2a] Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

(You may provide information of additional incentives provided for the management of climate-related issues (if any) in a separate table.)

Entitled to incentive: <u>Choose an item.</u>	<input type="checkbox"/>	Other, please specify: <u>Click or tap here to enter text.</u>
Type of incentive: <u>Choose an item.</u>		
Activity incentivized:		
<i>(Select all that apply.)</i>		
<input type="checkbox"/>	Emissions reduction project	
<input type="checkbox"/>	Emissions reduction target	
<input type="checkbox"/>	Energy reduction project	
<input type="checkbox"/>	Energy reduction target	
<input type="checkbox"/>	Efficiency project	
<input type="checkbox"/>	Efficiency target	
<input type="checkbox"/>	Behaviour change related indicator	
<input type="checkbox"/>	Environmental criteria included in purchases	
<input type="checkbox"/>	Supply chain engagement	
<input type="checkbox"/>	Company performance against a climate-related sustainability index	

Portfolio/fund alignment to climate-related objectives [Financial services only]

Click or tap here to enter text.

Other, please specify: _____

Comment:

(This is an open text question with a limit of 2,400 characters.)

[1.3] * Are you familiar with any local government or related incentives to manage your climate related issues, risks or disclosure?

(Select one of the following options.)

Yes

No, we are not aware of such incentives

[1.3a] * Do you take advantage of such incentives? Please provide further details on the incentives used by your firm.

(This is an open text question.)

2. Climate-related Risks

[2.1] How does your organization define short-, medium- and long-term time horizons?

Time horizon	From (years)	From (years)	Comment
	<i>(a number from 0-100 using no decimals or commas)</i>	<i>(a number from 0-100 using no decimals or commas)</i>	<i>(This is an open text question with a limit of 2,400 characters.)</i>
Short term			
Medium-term			
Long-term			

[2.2] Do you assess your climate risks?

Does your organization have a process for identifying, assessing and managing climate-related risks?
(Select one of the following options.)

- Yes
 No

Describe your process(es) for identifying, assessing and managing climate-related risks.

(This is an open text question. Please input N/A if your organization doesn't have a process for identifying, assessing and managing climate-related risks.)

When do you expect the risk impacts to materialise? Choose an item. _____

Click or tap here to enter text.

How often do you review your climate risk assessment? _____

When was the last time you assessed your climate risks?

(Please provide the year of the last climate risk assessment undertaken by your organization. Please input N/A if your organization does not conduct climate risk assessments.)

Click or tap here to enter text.

[2.2a] Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

(You may provide information of additional risks identified (if any) in a separate table.)

Identifier:	Click or tap here to enter text. _____ (Risk1 – Risks100)
Where in the value chain does the risk driver occur:	<u>Choose an item.</u> _____
(Risk type) Primary climate-related risk driver:	<u>Choose an item.</u> _____ Click or tap here to enter text.
	<input type="checkbox"/> Other, please specify: _____
Primary potential financial impact:	<u>Choose an item.</u> _____

Click or tap here to enter text.

Other, please specify: _____

Company-specific description:
(This is an open text question with a limit of 2,500 characters.)

Time horizon: Choose an item.

Likelihood: Choose an item.

Magnitude of impact: Choose an item.

[2.3] * Please provide key asset locations of the organization, including both operating assets and collateral assets. Key assets are those that an organisation considers material to their operations, profitability or revenue.

SN	Asset Type	Classification	Site name	Address						GPS
				Street	District	City	Province/State	Country/Region	Postal Code	GPS coordinates
#	-	<i>(e.g. Operating asset / collateral asset)</i>	-	-	-	-	-	-	-	-

3. Reported Emissions, Targets & Performance

[3.1] Do you evaluate your organization's GHG emissions?

(Select one of the following options.)

- Yes
- No

[3.1a] (Yes) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

(Select all that apply.)

- ABI Energia Linee Guida
- Act on the Rational Use of Energy
- American Petroleum Institute Compendium of Greenhouse Gas Emissions Methodologies for the Oil and Natural Gas Industry, 2009
- Australia - National Greenhouse and Energy Reporting Act
- Bilan Carbone
- Brazil GHG Protocol Programme
- Canadian Association of Petroleum Producers, Calculating Greenhouse Gas Emissions, 2003
- China Corporate Energy Conservation and GHG Management Programme
- Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, 2019
- ENCORD: Construction CO₂e Measurement Protocol
- Energy Information Administration 1605(b)
- Environment Canada, Sulphur hexafluoride (SF₆) Emission Estimation and Reporting Protocol for Electric Utilities
- Environment Canada, Aluminium Production, Guidance Manual for Estimating Greenhouse Gas Emissions
- Environment Canada, Base Metals Smelting/Refining, Guidance Manual for Estimating Greenhouse Gas Emissions
- Environment Canada, Cement Production, Guidance Manual for Estimating Greenhouse Gas Emissions
- Environment Canada, Primary Iron and Steel Production, Guidance Manual for Estimating Greenhouse Gas Emissions
- Environment Canada, Lime Production, Guidance Manual for Estimating Greenhouse Gas Emissions
- Environment Canada, Primary Magnesium Production and Casting, Guidance Manual for Estimating Greenhouse Gas Emissions
- Environment Canada, Metal Mining, Guidance Manual for Estimating Greenhouse Gas Emissions
- EPRA (European Public Real Estate Association) guidelines, 2011
- EPRA (European Public Real Estate Association) Sustainability Best Practice Recommendations Guidelines, 2017
- European Union Emission Trading System (EU ETS): The Monitoring and Reporting Regulation (MMR) – General guidance for installations
- European Union Emissions Trading System (EU ETS): The Monitoring and Reporting Regulation (MMR) – General guidance for aircraft operators
- French methodology for greenhouse gas emissions assessments by companies V4 (ADEME 2016)
- Hong Kong Environmental Protection Department, Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings, 2010
- ICLEI Local Government GHG Protocol

- IEA CO2 Emissions from Fuel Combustion
- India GHG Inventory Programme
- International Wine Industry Greenhouse Gas Protocol and Accounting Tool
- IPCC Guidelines for National Greenhouse Gas Inventories, 2006
- IPIECA's Petroleum Industry Guidelines for reporting GHG emissions, 2003
- IPIECA's Petroleum Industry Guidelines for reporting GHG emissions, 2nd edition, 2011
- ISO 14064-1
- Japan Ministry of the Environment, Law Concerning the Promotion of the Measures to Cope with Global Warming, Superseded by Revision of the Act on Promotion of Global Warming Countermeasures (2005 Amendment)
- Korea GHG and Energy Target Management System Operating Guidelines
- National Development and Reform Commission (NDRC) Guidance for Accounting and Reporting of GHG Emissions for Corporates (Trial)
- New Zealand - Guidance for Voluntary, Corporate Greenhouse Gas Reporting
- Philippine Greenhouse Gas Accounting and Reporting Programme (PhilGARP)
- Programa GEI Mexico
- Recommendations for reporting significant indirect emissions under Article 173-IV (ADEME 2018)
- Regional Greenhouse Gas Initiative (RGGI) Model Rule
- Smart Freight Centre: GLEC Framework for Logistics Emissions Methodologies
- Taiwan - GHG Reduction Act
- Thailand Greenhouse Gas Management Organization: The National Guideline Carbon Footprint for organization
- The Climate Registry: Electric Power Sector (EPS) Protocol
- The Climate Registry: General Reporting Protocol
- The Climate Registry: Local Government Operations (LGO) Protocol
- The Climate Registry: Oil & Gas Protocol
- The Cool Farm Tool
- The GHG Indicator: UNEP Guidelines for Calculating Greenhouse Gas Emissions for Businesses and Non-Commercial Organizations
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- The Greenhouse Gas Protocol Agricultural Guidance: Interpreting the Corporate Accounting and Reporting Standard for the Agricultural Sector
- The Greenhouse Gas Protocol: Public Sector Standard
- The Greenhouse Gas Protocol: Scope 2 Guidance
- The Tokyo Cap-and Trade Program
- Toitū carbonreduce programme
- Toitū carbonzero programme
- US EPA Center for Corporate Climate Leadership: Direct Fugitive Emissions from Refrigeration, Air Conditioning, Fire Suppression, and Industrial Gases
- US EPA Center for Corporate Climate Leadership: Indirect Emissions From Events and Conferences
- US EPA Center for Corporate Climate Leadership: Indirect Emissions From Purchased Electricity
- US EPA Center for Corporate Climate Leadership: Direct Emissions from Stationary Combustion Sources
- US EPA Center for Corporate Climate Leadership: Direct Emissions from Mobile Combustion Sources
- US EPA Mandatory Greenhouse Gas Reporting Rule

- US EPA Emissions & Generation Resource Integrated Database (eGRID)
- VfU (Verein für Umweltmanagement) Indicators Standard
- WBCSD: The Cement CO2 and Energy Protocol
- World Steel Association CO2 emissions data collection guidelines

- Other, please specify: _____
- We do not have emissions to report

[3.2] What were your organization's gross global Scope 1 and 2 emissions in metric tons CO2e?

Gross global Scope 1 emissions (metric tons CO2e):	<input style="width: 100%;" type="text"/> <small>Click or tap here to enter text. (a maximum of 3 decimal places and no commas.)</small>
Gross global Scope 2 emissions, Location-based (metric tons CO2e):	<input style="width: 100%;" type="text"/> <small>Click or tap here to enter text. (a maximum of 3 decimal places and no commas.)</small>
Gross global Scope 2 emissions, Market-based (metric tons CO2e):	<input style="width: 100%;" type="text"/> <small>Click or tap here to enter text. (a maximum of 3 decimal places and no commas.)</small>
<p>Comment:</p> <p><i>(This is an open text question with a limit of 2,400 characters.)</i></p> <div style="border: 1px solid black; height: 100px; width: 100%;"></div>	

[3.3] Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

(Select one of the following options.)

- Yes
- No

[3.3a] (Yes) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

(You may provide information of additional sources of Scope 1 and Scope 2 emissions (if any) in a separate table.)

Source:

(This is an open text question with a limit of 2,400 characters.)

Relevance of Scope 1 emissions from this source:

Choose an item.

Relevance of location-based Scope 2 emissions from this source:

Choose an item.

Relevance of market-based Scope 2 emissions from this source (if applicable):

Choose an item.

Explain why this source is excluded:

(This is an open text question with a limit of 2,400 characters.)

Estimated percentage of total Scope 1+2 emissions this excluded source represents:

Click or tap here to enter text.

_____ *(a value of 0-100 with no decimal places.)*

Explain how you estimated the percentage of emissions this excluded source represents:

(This is an open text question with a limit of 2,500 characters.)

[3.4] How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

(Select one of the following options.)

- Increased
- Decreased
- Remained the same overall
- This is our first year of reporting, so we cannot compare to last year
- We don't have any emissions data

[3.4a] ("Increased", "Decreased", "Remained the same overall") Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Reason	Direction of change	Emissions value (percentage)	Please explain the calculation
-	-	<i>(a maximum of 4 decimal places and no commas)</i>	<i>(This is an open text question with a limit of 2,400 characters.)</i>
Change in renewable energy consumption	Choose an item.		
Other emissions reduction activities	Choose an item.		
Divestment	Choose an item.		

Reason	Direction of change	Emissions value (percentage)	Please explain the calculation
Acquisitions	Choose an item.		
Mergers	Choose an item.		
Change in output	Choose an item.		
Change in methodology	Choose an item.		
Change in boundary	Choose an item.		
Change in physical operating conditions	Choose an item.		
Unidentified	Choose an item.		
Other	Choose an item.		

[3.5] Describe your emissions in the context of an appropriate business metric (Emissions intensity)

[3.6] Did you have an emission target that was active in the reporting year?

(Select one of the following options.)

- Absolute target
- Intensity target
- No target

[3.6a] (Absolute target) Provide details of your absolute emissions target(s) and progress made against those target(s).

(You may provide information of additional absolute emissions targets (if any) in a separate table.)

Target reference number:	Click or tap here to enter text. _____ (Abs1 – Abs100)
Year target was set:	Click or tap here to enter text. _____ (a number between 1900-2022)
Base year:	Click or tap here to enter text. _____ (a number between 1900-2022)
Covered emissions in base year (metric tons CO2e):	Click or tap here to enter text. _____ (a maximum of 2 decimal places and no commas)
Target year:	Click or tap here to enter text. _____ (a number between 2000-2100)
Target reduction from base year (%):	Click or tap here to enter text. _____ (a percentage from 0-100 using a maximum 2 decimal places)
	Click or tap here to enter text.

Covered emissions in target year (metric tons CO2e):	_____ (a maximum of 2 decimal places and no commas) Click or tap here to enter text.
Covered emissions in reporting year (metric tons CO2e):	_____ (maximum of 2 decimal places and no commas) Click or tap here to enter text.
% of target achieved:	_____ (a percentage from 0-100 using a maximum 2 decimal places)
Is this a science based target?	Choose an item. _____
Please explain (including target coverage): (This is an open text question with a limit of 2,400 characters.)	

[3.6b] (Intensity target) Provide details of your emissions intensity target(s) and progress made against those target(s).

(You may provide information of additional emissions intensity targets (if any) in a separate table.)

Target reference number:	Click or tap here to enter text. _____ (Int1 – Int100)
Year target was set:	Click or tap here to enter text. _____ (a number between 1900-2022)
Intensity Metric:	Choose an item. _____ Click or tap here to enter text.
	<input type="checkbox"/> Other, please specify: _____ Click or tap here to enter text.
Base year:	_____ (a number between 1900-2022) Click or tap here to enter text.
Intensity figure in base year (metric tons CO2e per unit of activity):	_____ (a maximum of 10 decimal places and no commas) Click or tap here to enter text.
Target year:	_____ (a number between 2000-2100) Click or tap here to enter text.
Target reduction from base year (%):	_____ (a percentage from 0-100 using a maximum 2 decimal places)

Intensity figure in target year (metric tons CO2e per unit of activity):

Click or tap here to enter text.

_____ (a maximum of 10 decimal places and no commas)

Intensity figure in reporting year (metric tons CO2e per unit of activity):

Click or tap here to enter text.

_____ (a maximum of 10 decimal places and no commas)

% of target achieved:

Click or tap here to enter text.

_____ (a percentage from 0-100 using a maximum 2 decimal places)

Is this a science based target?

Choose an item.

Please explain (including target coverage):

(This is an open text question with a limit of 2,400 characters.)

[3.6c] (No target) Explain why you did not have an emissions target and forecast how your emissions will change over the next five years.

Primary reason:

Choose an item.

Five-year forecast:

(This is an open text question with a limit of 2,400 characters.)

Please explain:

(This is an open text question with a limit of 2,400 characters.)

[3.7] Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

(Select one of the following options.)

- Yes
- No

[3.7a] (Yes) Provide details on the initiatives implemented in the reporting year.

(You may provide information of additional initiatives (if any) in a separate table.)

(Initiative Category) Initiative type:

Choose an item.

[Click or tap here to enter text.](#)

Other, please specify: _____

[Click or tap here to enter text.](#)

Estimated annual CO₂e savings (metric tons CO₂e):

_____ *(a maximum of 2 decimal places and no commas)*

Scope(s) or Scope 3 categories where emission savings occur:

(Select all that apply.)

- Scope 1
- Scope 2 (location-based)
- Scope 2 (market-based)
- Scope 3 category 1: Purchased goods & services
- Scope 3 category 2: Capital goods
- Scope 3 category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
- Scope 3 category 4: Upstream transportation & distribution
- Scope 3 category 5: Waste generated in operations

- Scope 3 category 6: Business travel
- Scope 3 category 7: Employee commuting
- Scope 3 category 8: Upstream leased assets
- Scope 3 category 9: Downstream transportation and distribution
- Scope 3 category 10: Processing of sold products
- Scope 3 category 11: Use of sold products
- Scope 3 category 12: End-of-life treatment of sold products
- Scope 3 category 13: Downstream leased assets
- Scope 3 category 14: Franchises
- Scope 3 category 15: Investments [does not appear to FS]
- Scope 3: Other (upstream)
- Scope 3: Other (downstream)

Voluntary/Mandatory:

Choose an item. _____

Click or tap here to enter text.

Annual monetary savings (\$USD):

_____ (no decimal places and no commas)

Click or tap here to enter text.

Investments required (\$USD):

_____ (no decimal places and no commas)

Payback period:

Choose an item. _____

Estimated lifetime of the initiative:

Choose an item. _____

Comment:

(This is an open text question with a limit of 1,500 characters.)

4. Energy

[4.1] * Any captive power generation?

(This is an open text question.)

5. Other Environmental Risks

[5.1] What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

Water aspect	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
-	<i>(a maximum of 2 decimal places and no commas.)</i>	-	<i>(This is an open text question with a limit of 2,000 characters.)</i>
Total withdrawals		Choose an item.	
Total discharges		Choose an item.	
Total consumption		Choose an item.	

[5.2] Provide details of your water goal(s) that are monitored at the corporate level, and the progress made.

(You may provide information of additional goals (if any) in a separate table.)

Goal:	<u>Choose an item.</u>	Click or tap here to enter text.
	<input type="checkbox"/> Other, please specify:	_____
Level:	<u>Choose an item.</u>	Click or tap here to enter text.
	<input type="checkbox"/> Other, please specify:	_____
Motivation:	<u>Choose an item.</u>	Click or tap here to enter text.
	<input type="checkbox"/> Other, please specify:	_____

Description of goal:

(This is an open text question with a limit of 1,500 characters.)

Baseline year:

Click or tap here to enter text.

_____ *(a number between 1900-2022 with no decimal places.)*

Start year:

Click or tap here to enter text.

_____ *(a number between 1900-2022 with no decimal places.)*

End year:

Click or tap here to enter text.

_____ *(a number between 2017-2100 with no decimal places.)*

Progress:

(This is an open text question with a limit of 1,500 characters.)

[5.3] * Provide details of the organization's waste disposal goals, and the initiatives implemented to achieve the target.

(You may provide information of additional waste disposal goals (if any) in a separate table.)

Target(s) on waste disposal or management:

Choose an item. _____

Click or tap here to enter text.

Other, please specify: _____

Metric used for target set:

Choose an item. _____

Click or tap here to enter text.

Other, please specify: _____

Initiative implemented to achieve the target:

Choose an item. _____

Click or tap here to enter text.

Other, please specify: _____

Description of initiatives implemented:

(This is an open text question.)

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