

APPENDIX 1. Tool Conceptualizations

TOOL	CONCEPTUALIZATION
1. Certification Programs	Award a marketable logo to businesses meeting prescribed sustainability standards, as independently verified.
2. Awards	Offer ephemeral recognition, as a marketable logo, to selected businesses with superior TBL performances as determined by an awarding body.
3. Codes of Conduct and Commitment	Offer directives outlining environmentally, socially, and culturally responsible behavior.
4. Organizational Tools	Assist sustainability management through specifying associated goals and/or actions to guide sustainability progress.
5. Recognition Programs	A hybrid of certification programs and awards, these prestige conferring mechanisms acknowledge existing sustainability achievements as signified by a marketable logo.
6. Environmental Programs	A management tool offering a linear methodology for resource reduction and environmental management.
7. Management Systems	Offer a cyclical, systematic, documentation-centric methodology for sustainability management predicated on the Deming Model (i.e., Plan-do-Act-Review).
8. Performance Reporting Standards	Performance reporting standards, such as the Global Reporting Initiative, provide a prescribed template for reporting sustainability performances.
9. Performance Monitoring and Report Systems	Often facilitated by web-based interfaces, this tool offers a platform to record, monitor, and assess sustainability performances, which can guide consistent and systematic improvement and reporting.
10. Resource Accounting Tools	This tool, such as performance indicators, facilitate the measurement of sustainability performance and progress.
11. General Best Practices	General best practices, such as recycling, are exemplary and singular actions for progressing triple bottom line ideals.

12. Education/Outreach Tools	Foster intra- and extra-organizational knowledge-sharing and capacity building for sustainability.
13. Employee Training Tools	Cultivate intra-organizational capacity building surrounding sustainability ideals and practices.
14. Best Practice Guidance Manuals	Offer myriad best practices and often indicators to progress sustainability.
15. Consultancy	Cultivates sustainability progress through a business' receipt of expert sustainability guidance.
16. Evaluation Tools	Evaluation tools are leveraged to assess sustainability progress.
17. Monitoring Tools	Allow users to track resource use or other sustainability performances.
18. Reporting Tools	Assist intra- and extra-organizational reporting of sustainability performance and practice.
19. Strategic Best Practices	Amplifying industry status quo, this tool offers more innovative and customized applications to progress the sustainability ideals than the more generic general best practices.
20. Recognition Initiatives	A tool for prestige conferral, this tool grants businesses marketable logos for their support of environmental, social, or philanthropic stewardship, usually as expressed financially.
21. Evaluation Initiatives	Assist businesses to assess the feasibility of full-scale implementation of a given tool, including its potential to deliver specified TBL outcomes.
22. Incentive Schemes	A guidance and capacity building tool, incentive schemes entice sustainability progress through provision of professional assistance or access to new technologies.
23. Conformance Standards	Outline the standardized criteria to achieve certification. Used independently, they entail numerous best practices and indicators to guide sustainability progress.
24. Codes of Behavior	Manifesting as rhetorical ethos engrained in business practice rather than specified directives, inform audiences of environmentally, socially, and culturally responsible behavior. These tools are created for and by businesses themselves.

25. Sustainability Initiatives

Offer an opportunistic, flexible approach to sustainability management. Its use draws upon an unstandardized bundle of tools for sustainability organization, measurement, and capacity building to progress toward broad TBL objectives.

26. Management Initiatives

Offer to users a tool for ad hoc, adaptable sustainability management. Consisting of an unstandardized bundle of tools, its use harnesses tools to organize, implement, measure, evaluate, and monitor sustainability progress.

(Black & Crabtree, 2007; Font, 2002; Lesar et al., 2020a, 2020b; Mason & Mowforth, 1996; Weaver, 2006)