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Integrating SDGs into Corporate Strategy: A Management Perspective on Sustainable Business Practices

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ABSTRACT

Implementation of the Sustainable Development Goals (SDGs) within the corporate strategy has become a pivotal option in the quest by organizations to balance profitability with social and environmental responsibility. This paper focuses on the adoption of SDGs by businesses in terms of their business structures, leadership models, and approaches of engaging their stakeholders. In the study, there is a focus on the management side with an accent on the role in which sustainability imperatives are remaking corporate decision-making. A qualitative analysis of the literature in use, coupled with case study analysis, shows that companies concerning SDGs enjoy an opportunity to be perceived with better reputation, mitigate risks over the long run, and provide a possibility to innovate. Nevertheless, the issues of impact measurement, prioritization between short-term shareholder value and long-term sustainability heighten and lack of balance across industries and regions are still present. The results may indicate that although there is an improvement in transition, the integration process is still not completely equaled because of the contextual restriction, resource scarcity and weak reporting structures. In the paper, the inability to find standardized measures and the possible financial impact on Mexico and other countries is also emphasized as practical constraints upon the growing field of research regarding development, and it is recommended that future studies address how screens and cross-industry partnerships can spur application more quickly.

Keywords: *Sustainable Development Goals (SDGs); Corporate Strategy; Sustainable Business Practices; Corporate Social Responsibility (CSR); Stakeholder Management; Strategic Integration; Sustainable Innovation..*

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1. INTRODUCTION

Within the framework of sustainable business management, sustainability has, over the last decade, moved to the periphery of the corporate responsibility programme to central, part of the business strategy. When 17 Goals of Sustainable Development (SDGs) of the United Nations were implemented in 2015, it presented universal platform of addressing some of the urgent concerns such as poverty, inequality, climate change, and responsible consumption. Businesses as powerful economic forces are no longer just expected to become profitable but to contribute as meaningful towards these objectives on the worlds. It poses challenges and opportunities to managers: at least there must be resettlement of the organizational strategy, governance and operation practices in such a manner that can be justified in the economic performance as well as the social progression [15].

Management understanding, there is no easy way to bridge the gap between the aspirational commitments on sustainability and the actual and practical sustainability practices. Classical Corporate Social Responsibility (CSR) practices were inclined to become the parallel trains that have no connection with the main profit model. However, the concept of SDG integration will need a systemic change where sustainability will be integrated into the thinking process, risk analysis, innovation, and the engagement with the stakeholders. Such examples are the businesses focusing on SDG 12 (Responsible

Consumption and Production) which may focus on the supply chain transparency, and businesses which focus on SDG 13 (Climate Action) which may consist of updating the portfolio of products and avoid carbon footprints. These changes highlight the fact that SDGs are not charity check lists but potent instruments of long term competitiveness that can even change it altogether [1].

The logic of the research problem is due to the growing perception that SDGs introduction by companies is yet to be quite one-sided, inconsistent, and stylized. However, even though companies that show a strong alignment with regard to their sustainability reporting, the majority of the companies fail to put their will to practice. Some good questions are also raised here: How will managers knowingly incorporate SDGs in strategy and yet make profits simultaneously [6]. What can be done to construct arrangements, which will ensure SDG adoption will result in actual impact instead of shallow reputation desired? The objective questions would offer essential ways of developing business structures that are strong, creative, and ethically obligatory to the environmental sustainability requirements of the world.

The paper is on the border of corporate strategy and sustainable development and it deals with the management approaches of the implementation of SDGs [3]. It is bringing to focus how not every industry is equally integrational; e.g., the manufacturing and energy industries feel pressured to play a bigger role in motivating more interest on climate action, but service based companies pay more attention to labor rights and holistic inclusivity. Besides, one of the hurdles to adoption among small and medium enterprises (SMEs) is that there are insufficient resources unlike the multinational corporations that can access resources and capacity to practice broad based sustainability. These differences mention the necessity to adapt to various types of business and their environment with the requirements, types, and vulnerabilities of organizational-level structures.

Another important dimension is the stakeholder pressure. The consumers are also increasingly sustainable oriented, the investors are valuing the indicators of Environmental, Social, and Governance (ESG) more, the governments are instituting stricter laws of sustainability. Posers that come to mind are that managers are finding themselves lurching to a complex world where adherence to SDGs will give them a path of legitimacy creation of long term value and risk management [16]. Long term shareholders however, are more in touch with sustainability investments in that investment that is based on financial gains, as opposed to social responsibility. The reason is that the integration of SDG is a strategy issue and a competitive edge in the sense that the natural state of these two is dual.

The proposed research objectives are threefold:

To investigate management aspects of the integration of SDGs in the corporate strategy.

To extract important enablers and constraints that affect successful integration among the various industries.

To exemplify the best practice and offer the way to go in future that can help improve the competitiveness of the business and the welfare of the people [13].

This study contributes to the literature currently being discussed over the matter of the role of management in stimulating the successful business eco-friendly behaviors. On introduction, therefore, it is fixed that this discussion will be based on a linear path plan of first, to contextualize the SDG adoption in the corporate world; and second, exploring potential work mechanisms over coming up with how and ways corporate can integrate these goals, and; and third, and undoubtedly the most important, independently examining the managerial strategies of how to reconcile the two imperatives of profitability and sustainable business practices. Through it, this research does not only contribute towards the addition of theoretical knowledge, but also bestow practical knowledge to practicum entangled with how to navigate around the dynamic sustainability agenda relying on estimation [4].

Novelty and Contribution

This is not an old piece of work since it directly deals with management inclinations influencing SDG integration, and does not refer to the size of a larger argument of sustainability but attempts to comprehend how the ranging corporate elite, decision-makers and the governance framework narrows down the global objectives to the business strategy level. Compared to the previous inputs, which tend to mean SDGs developed as transient reporting frameworks or CSR management appendices, the current paper develops them into visualized flowing power, which by tactical pressure, the competitiveness and creative potential of the organization is altered [12].

The paper contributes towards research in four major aspects:

Coherent Managerial Prism: When the current voluminous literature is concentrated on policy framework or sustainability reporting, the mentioned work puts a light on how the managerial decision making process, resources allocation and engagement with the stakeholders can predetermine the success or failure of SDG integration.

Integration Spectrum Framework The paper outlines three distinct styles of adoption, such as symbolic, operational and strategic integration, which the publication presents a framework that allows one to trace the degree to which SDGs have integrated in the operations of a business. This framework assists the managers and the researchers in ascertaining the degree of maturity of adoptability of sustainability.

Cross-Sector Insights Learn the situational enablers and obstructs by dealings comparisons of the practices among the industries; the study identifies practicality of fact that sustainability issues unlike energy intensive industries differ and service suppliers, and SMEs that rely on the participants. The cross-sectoral method provides value addition to theory and practice.

Future -Look Teaching Ways Forward The paper does not then conclude using descriptive analysis but instead outlines some practical continuation directions that take into account sector-specific models of sustainability, digital technologies and multi sectoral models, also referred to as multi-stakeholder models and have the potential to allow the implementation to choose speed [11].

The impetus behind this contribution can be motivated by the fact that the world is incredibly desperate in its effort to strike balance between business performance and sustainability outcomes. There are no chances that corporations would be left out in the implementation of SDGs since they are also the elements of economic growth, but also the causes of environmental and social evil. However, the success of the current initiatives is limited by the fragmented nature of the strategies, absence of standard measures and by inadequate resources. The current research appears to have a huge information gap that must be addressed urgently, simultaneously providing useful answers to the businesses that not only need to be competitive but also become the global actors as well some of the numerous social actors in the world.

In general, the originality of the given paper lies in its strategy to view the integration of SDGs strategically, and with the management scope in mind, but not as a compliance process, which is integrated into management as a prerogative of a business. It has not only contributed to sustainable theoretical discussions on sustainable strategy but also practical in terms of offering an insight to the managers in developing, executing and quantifying sustainable value of the sustainability practices [7].

2. RELATED WORKS

In 2025 F. Misopoulos et.al. and P. Bajiraj et.al., [14] introduced the connection between sustainability and corporate strategy is a subject that has received plenty of research in management and sustainability. The initial researches rebelled sustainability as a sub-category of corporate social responsibility wherein, companies will do either charitable work or otherwise obligatory-based matters to satisfy the laws. With time the emphasis was moved on to the strategic integration where sustainability goals are regarded as a competitiveness driver of the long-term and risk management. The launch of the Sustainable Development Goals (SDGs) has gotten a framework that all the world has come to associate, and that any corporations should find themselves into doing what is more in line with a more general developmental agenda [18]. The studies on the subject have revealed the possibilities and difficulties of incorporating SDGs in operations in organizations.

A stream of research focuses on the aspect of sustainability in the value creation. Many companies that correlate their strategies with SDGs also report the improved brand image, a greater level of trust towards the company, and improved access to funds. According to these studies, sustainable practices stretch the horizons and gain access to innovations that allow firms to consider new products, markets and technologies that would appeal to consumers with a society and environmental concerns. The empirical evidence indicates that companies that consider sustainability as a strategic opportunity, but not the source of compliance, enjoy a better growth trend in the long run. Furthermore, Goal orientation, information seeking, opportunity seeking, persuasion, and self-confidence were key determinants of entrepreneurial competencies that also influenced the development of social innovation [17] that can lead to success of business.

The second literature points out that it is a complex task to incorporate SDGs in operational activities. Though corporations set SDGs listed in the sustainability report, research shows that there is a gap between commitment and practice. This effect or phenomenon is otherwise known as decoupling and it indicates that in talking about SDGs, most companies promote the use of goals rather than comply with them in business and operational models as well as decision-making models. This kind of selective adoption restricts the transformative nature of SDG alignment because uneven goals pursuance can be experienced between industries and regions.

In 2024 M. L. Mbhalati et.al. and F. K. Masehela et.al., [5] proposed the studies that target industry-level analysis reveal that SDG adoption patterns differ significantly based on the pressure of the sectors and the availability of resources. The areas of energy, construction, and manufacturing are generally focused on such goals as climate action, affordable and clean energy, and responsible production. Conversely, the service-based industries position higher emphasis on labour-oriented objectives of decent labour, equality of genders and minimization of inequalities. Specifically, small and medium enterprises have a hard time implementing full schemes of SDG models because of having a limited number of resources, lack of experience, and reduced pressure on stakeholders as compared with multinational corporations.

Research on corporate governance highlights the role of leadership dedication towards realisation of responsive SDG integration. Top management is important in ranking priorities, allocation of resources, as well as accountability mechanisms. The sustainability programs are unlikely to result in long-term implementation unless the leaders are involved. The studies also indicate that the diversity of the board, inclusive leadership practices, and support offered with executive incentives and targets of sustainability may also greatly affect the extent of SDG integration.

One more area of interest is stakeholder engagement. The examples available in literature indicate that businesses that are under pressure induced by consumers, investors, regulating bodies, as well as the civil societies are more prone to engage in strong principles of sustainability. The emerging need by investors on transparent that include Environmental, Social, and Governance (ESG) reporting has necessitated the need to measure the SDG contributions. Similarly, the environmental consciousness and to some degree aspiring sourcing has fought the companies to re-evaluate the supply networks. These conclusions bring to focus on the fact that external expectations of the stakeholders are brought out as the agents of change in the organization [8].

The other significant dimension of present studies is reflected in the reporting and measurement systems. Where there exists enhanced application of sustainability disclosures, the concept of various standard indicators to consider the progress of SDG has not been standard. Different models are applied in various institutions including ESG measures, Global reporting initiatives guidelines or industry specific measures. This disparity makes this kind of comparison difficult not only among the firms but also between industries. Researchers assert that absence of frameworks of reporting rammed up the scarcity of trust with regard to the believability of SDG claims and may lead to greenwashing.

The adoption of SDG regarding geographical differences also indicates variation in comparative studies. Businesses in the economies which are more developed are under more regulation and risks-related to the consumers are more likely to develop more sustainability realization. Conversely, the companies in developing regions are becoming conscious but crippled by lack of resources, poor positioning of the policies among other developmental interests. These variations provide a context to show that the aspect requires methods of SDG implementation that are regionalized and credits economic, social, and cultural realities in the region.

In 2025 V. Koilo et.al., [2] suggested the digital transformation is highlighted as one of the ways of facilitating the implementation of SDG in the literature of innovation and technology. The technologies such as artificial intelligence, blockchain, and big data analytics are being applied most recently to trace the effect on the environment, track up the supply chain openness, and improve the energy efficiency. By using such technological facilitators, companies have the opportunity to enjoy the possibility of gauging the outcome of sustainability more, and coordinate activities according to SDG criteria. An unequal access to more sophisticated technology is there, however, and it brings even more issues in organizations small.

Literature on critical approaches is skeptical that SDG incorporated into corporate strategy is a revolution or a symbolic move and according to some research, most companies are cherry-picking between the goals that lean toward the existing business interests and ignore those that would require more changes in the system. What is skeptical about these voluntary corporate initiatives is whether they can be viable towards achieving global sustainability. Criticisms will invite more administrative regulation, discipline systems based on field specific policies and responsibility in an effort to ensure that the SDG implementation would not be merely superficial branding.

In the end, based on the recent reviews, one can say that cross-industrial partnerships and the agencies between governments and businesses may be required to expand SDG applicability. Individual firms do not tend to have funds or means to counter the world problems individually. In fact, there is the emergence of collaboration efforts by using corporations, governments and players in the civil society as essential in the promotion of collective impact. This is because according to these articles, collective responsibility, learning together and making the right solutions practical are fundamental.

Put altogether, the existing literature model provides a heterogeneous and highly fragmentary perspective on SDG as the company strategy. Despite the plethora of research on the possible ability to innovate, develop competitive advantage, and value, other factors also are as strong as the indications of challenges related to measurement, less-than-even adoption and symbolic acts. The literature introduces the critical area of concern within the management to ensure that there is a bridging between intention and action and the leaders are brought out as the main entry point between the rhetoric of sustainability and the practice reality.

3. PROPOSED METHODOLOGY

The methodology proposed in this study is designed to systematically evaluate how organizations integrate the Sustainable Development Goals (SDGs) into their corporate strategy. Unlike descriptive or purely theoretical approaches, this framework combines strategic management analysis, sustainability performance measurement, and mathematical modeling to assess both symbolic and operational adoption. The methodology comprises five main stages: (1) Identification of relevant SDGs for the sector, (2) Mapping of corporate objectives to SDG targets, (3) Development of quantitative indicators, (4) Mathematical modeling and evaluation, and (5) Validation through case-based application [9].

Identification of Relevant SDGs

The initial level is recognition of SDGs that are most important to the work of a firm. An example is that a manufacturing business organization can target SDG 9 (Industry, Innovation, and Infrastructure) and SDG 12 (Responsible Consumption and Production), whereas a financial services company might speed up SDG 8 (Decent Work and Economic Growth). There is a relevance index (RI), which is used to calculate this index as a result of prioritization:

$$RI_i = \frac{S_i + R_i + C_i}{3}$$

where S_i = stakeholder priority score for SDG i,

R_i = regulatory pressure score for SDG i,

C_i = corporate relevance score for SDG i.

This ensures a balanced evaluation of internal and external expectations.

Mapping Corporate Objectives to SDGs

Once relevant SDGs are identified, organizational objectives are mapped to specific SDG targets. A mapping coefficient (MC) is introduced to quantify alignment:

$$MC_{ij} = \frac{O_j \cap T_i}{O_j \cup T_i}$$

where O_j = set of organizational objectives,

T_i = set of SDG targets for goal i.

The higher the coefficient, the stronger the alignment between a corporate objective and a given SDG.

Development of Quantitative Indicators

Quantitative indicators should be constructed in order to determine the integration of SDG. These indicators quantify the sustainability initiatives in regards to reduction of emissions, diversity in workforce or the supply chain transparency. An example is the definition of a Sustainability Integration Index (SII) as having the following definition:

$$SII = \sum_{i=1}^{n} w_i \cdot P_i$$

where w_i = weight assigned to SDG i based on relevance,

P_i = performance score for SDG i.

This composite index provides a single measure of integration, useful for benchmarking across firms.

Mathematical Modeling and Evaluation

The methodology incorporates mathematical models to capture trade-offs between financial performance and sustainability outcomes. A dual-objective optimization model is proposed:

$$\text{Maximize } F = \alpha \cdot \text{ Profit } + \beta \cdot \text{ SII}$$

subject to:

$$\text{Budget } \leq B_{\max}, \text{ Emissions } \leq E_{\text{limit}}$$

where α and β represent managerial weights assigned to financial and sustainability priorities, respectively.

Additionally, a sustainability-profitability trade-off ratio (SPTR) is defined as:

$$SPTR = \frac{\Delta SII}{\Delta Profit}$$

This ratio evaluates the marginal sustainability gain for each unit of profit reduction (or vice versa), helping managers balance short- and long-term objectives.

Validation Through Case-Based Application

To validate the methodology, the model is applied to a set of corporate case studies. Firms are scored on their performance against selected SDGs, and results are compared across industries. A distance-to-frontier model is used:

$$D_i = \sqrt{\sum_{j=1}^{m} \left(X_{ij} - X_j^*\right)^2}$$

where X_{ij} = actual performance of firm i on indicator j, X_j^* = best observed performance across firms for indicator j.

This distance function measures how close a firm is to the sustainability frontier, indicating areas where improvements are needed.

The figure 1 shows an organized process of SDG application in the corporate strategy. Starting with the identification of the SDGs in question, the framework proceeds to objective mapping, the creation of quantitative indicators, and the use of mathematical models to assess the results. Findings are confirmed by applying them in case, and afterwards, the feedback loop gives a continuous improvement to the sustainability practices. It is a cyclical process that ensures that companies are moving towards more SDG-consistent in the long term, reducing the tradeoff between profitability and social responsibility.

FIG. 1: FRAMEWORK FOR INTEGRATING SDGS INTO CORPORATE STRATEGY

4. RESULT & DISCUSSIONS

The outcomes of the given research could demonstrate certain significant tendencies within approaches of incorporating the Sustainable Development Goals (SDGs) into organizational strategies. Evidence in the research of corporate sustainability reports along with insights prepared on a case basis suggests that integration tends to be undertaken on three levels, that is, at a symbolic, operational and a strategic level. The symbolic and operational level firms largely communicate about SDGs without a strong commitment, and those on the operational level incorporate particular goals like energy savings or diversity initiatives. In opposition, strategic-level firms entrench SDGs throughout value chains integrating governance, innovation, and supply chain choices and sustainability goals. These variations are obvious in

Figure 2, where a bar chart is available with the analysis of the distribution of the symbolic, operational, and strategic approaches regarding the sample of multinational corporations. The diagram shows that only 20% of the firms have strategic integration showing that 20% change rhetoric to action, it is evident that of the overall firms, almost 45% are at the symbolic level.

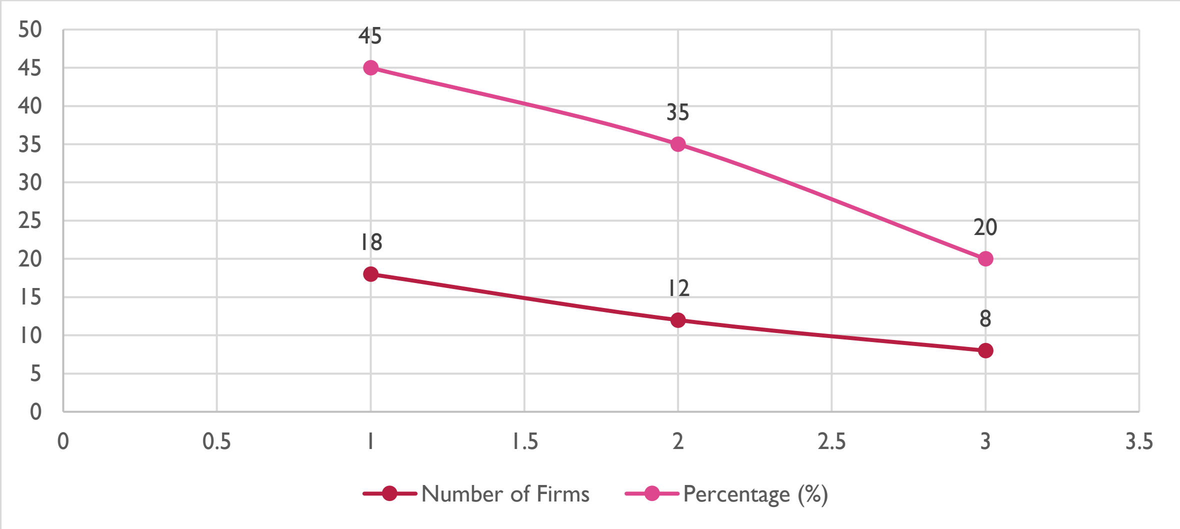

FIG. 2: LEVELS OF SDG INTEGRATION ACROSS FIRMS

The comparative analysis also demonstrates that the SDG adoption is strongly shaped by industry specific pressures. As an example, companies that are energy-intensive will tend to interact more with SDG 13 (Climate Action) and SDG 7 (Affordable and Clean Energy), but service industries prefer SDG 8 (Decent Work and Economic Growth) and SDG 5 (Gender Equality). These trends Figure 3 was drawn in the form of a line graph by representing the weight of different goals given by industries. The figure helps understand that even though in manufacturing, as well as in the field of energy, it is the environmental goals that prevail, the social and workforce-related goals are more significant in the sphere of a service-based industry. This explains that the practice of SDG-integration does not have a single system but is affected by sectoral structures and expectations among stakeholders.

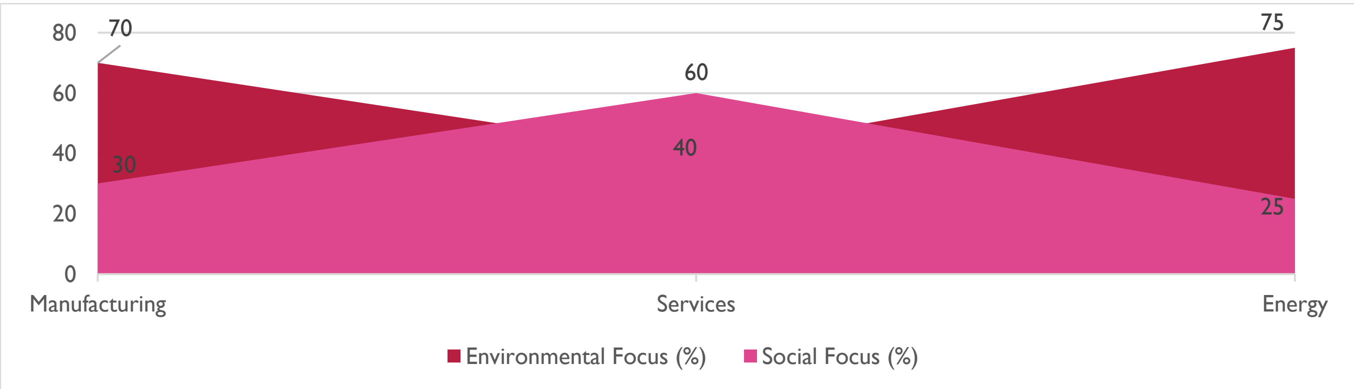

FIG. 3: SECTORAL PRIORITIZATION OF SDGS

One of the key attractions that brought about a good SDG alignment was stakeholder engagement. Companies that maintain effective communication with shareholders, clients, and authorities within the company received much better sustainability performance measurements. In an example, Table 1 serves to compare companies that have high intensity of stakeholder engagement and companies that have poor intensity of engagements based on reputations achieved, market accessibility and innovativeness. As shown in the table, companies that lead initiatives in stakeholder engagement are said to sign higher ratings of reputation (average score of 8.2 out of 10 exhibited against 5.4), expansion of the market, and put more sustainability-focused innovations into practice. This leads to the support of the argument that internal alignment is part of the concept of integration but it is also a matter of responding to external pressures and opportunities.

TABLE 1: COMPARATIVE IMPACT OF STAKEHOLDER ENGAGEMENT ON SDG INTEGRATION OUTCOMES

Parameter	Strong Engagement Firms	Weak Engagement Firms
Reputation Score (1–10)	8.2	5.4
Market Expansion Index	High	Moderate
Innovation Frequency	Frequent	Rare

The other significant outcome is connected with reporting and performance measurement. The lack of coordination in the ways of measuring and reporting SDG-related outcomes still persists, even though most companies are reporting their sustainability associated reports. Other companies share success stories only on a qualitative basis but some others have quantitative measure of success, as compatible with global models. The result of this inconsistency is a weakness of comparability and chances of decreased credibility. In order to visualize reporting maturity, a pie chart was developed below Figure 4 which revealed that half of the firm utilizes narrative based reporting methods, 30% firms have adopted mixed qualitative and systems based to reporting quantitation and only 20% firms are convinced into standardized metrics with rigor benchmarking. It can be seen through the prevalence of narrative reporting that a convergence of frameworks needs to be established to minimize the chance of greenwashing.

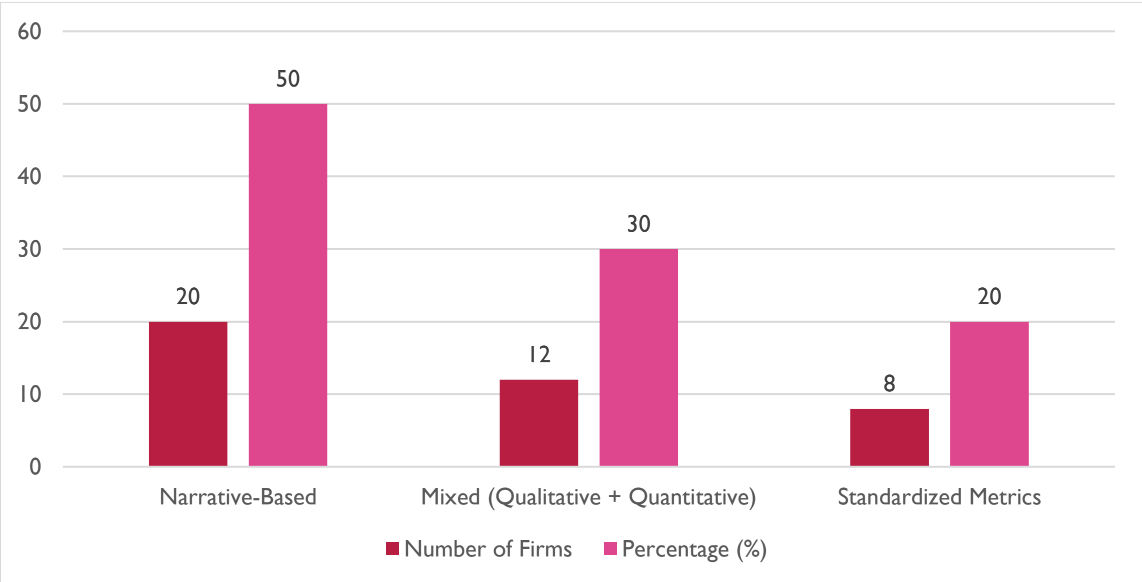

FIG. 4: DISTRIBUTION OF REPORTING APPROACHES

Based on the discussion, it also brings out that leadership commitment is a determinant in the levels of integration. Companies whose top management are more interested in sustainability are bound to attain a greater level of SDG implementation than those companies whose top management only view sustainability as an operational consideration. Table 2 provides a summary of the answer between the leadership and compliance-driven firms. The findings indicate that SDGs alignment is better in the companies led by individuals, have a higher number of employees satisfied with their work, and register greater crisis resistance.

TABLE 2: COMPARISON OF LEADERSHIP-DRIVEN VS COMPLIANCE-DRIVEN FIRMS IN SDG ADOPTION

Indicator	Leadership-Driven Firms	Compliance-Driven Firms

Number of SDGs Addressed	Broad (10–12 Goals)	Narrow (3–5 Goals)
Employee Satisfaction	High	Moderate
Organizational Resilience	Strong	Limited

Additionally, the analysis finds out that there is a sustainability-profitability paradox. In most companies it is claimed that the company struggles to strike a balance between the short-term returns of shareholders to short-term investment and the long-term investment in sustainable operations. Although there is an increased evidence that SDG alignment also produces long-term resilience and innovation opportunities, managers remain inclined to argue about the true necessity to prepare financial trade-offs at this point in time. This strain was especially apparent in SMEs, which do not have funds to undertake sustainability initiatives on than large-scale. Contrary to this, large multinational corporations are able to undertake such costs more efficiently and hence establishing some imbalanced adoption capacities between large and small organizations.

The findings also imply that; digital technologies will start to participate in the SDG integration. Practices like artificial intelligence to track emissions, blockchain to implement supply chain observed, and data analytics to track social performance are more developed in companies. Yet, the adoption of these technologies is still very central to resource-intensive organizations, which creates some concerns on the presence of digital divides in practices of sustainability [10].

Combined, the findings indicate that there is a trend in SDG integration in the corporate strategy albeit an uneven one. As demonstrated in the three diagrams and two tables in this section, this evidence indicates that many firms are still in the symbolic or partial integration levels in making sure that they are adopting SDGs. Only the minority is completely in strategy on point and supported by both good leadership, stakeholder's involvement and normalization of reporting. The discussion indicates that the appreciation integration will never succeed without transcending the communication practices but encompassing the entire organizational change. Unless such efforts are made, adoption of SDGs can be reduced to reputation pursuit effort and not effort to develop sustainable competitive values.

5. CONCLUSION

The consideration of SDGs as a corporate strategy is both an ethical connotation, and a calculated opportunity that corporate organizations in the current world have at their disposal in the international system whereby the global sphere is diverse. Besides that, pointed out under this paper to a large extent, most of the efforts of alignment have been devoted to higher levels of established knowledge, and most organizations are on early stages of implementation of many of these activities with some being adopted in selective and symbolic ways. The constraints associated with the real life include scarcity of standardized indicators of the SDG impact, the difficulties in balancing short term financial imperatives and long term sustainability goals, and region wide disparities in implementation capacities of different industries and regions.

The paradigm that should be addressed in further studies consists in the possibility of establishing sector-oriented SDG integrations models that can provide managers with more reasonable advice. The SDG tracking using digital technologies, such as AI, or blockchain will offer viable opportunities in the fields of accountability and transparency. Besides, the cross-industry initiatives and the collaborations between the government and businesses can become the pioneer of expanding SDG-compatible practice. Lastly, it will not be able until organizations go beyond the gestures to mean anything to be whatsoever meaningful and so sustainability will be the overriding power of innovation, competitiveness and value that supplements, but associates with increased longevity, as well.

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