

The Social Dimension of Sustainability for the Business Competitiveness

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Abstract—Sustainability is a critical factor in business competitiveness, shaping corporate strategies and long-term market positioning. While the environmental dimension is well understood and widely adopted, the social dimension remains underexplored, leading to significant challenges. Issues such as employee well-being, diversity and inclusion, stakeholder engagement, fair labour practices, and ethical governance are often inadequately addressed, despite their substantial impact on business resilience and performance. The aim of this study is to examine the role of the social dimension of sustainability in enhancing competitiveness, emphasising its equal importance alongside environmental and economic considerations. Socially responsible practices strengthen brand reputation, foster customer loyalty, drive innovation, and improve employee productivity - factors essential for maintaining a competitive edge in modern markets. The study employs a methodological approach based on primary and secondary data analysis, drawing insights from academic literature, policy documents, corporate sustainability and Environmental, Social, Governance (ESG) reports, and sustainability expert interviews to provide a practical perspective on emerging trends, challenges, and best practices in implementing social sustainability initiatives in a real business environment. This multi-source approach ensures a comprehensive understanding of the current state and future directions of social sustainability of businesses. This study contributes to the growing discourse on sustainable business practices by demonstrating that social sustainability is not merely an ethical consideration but a fundamental element of corporate success. Enterprises face challenges related to defining, quantifying, and operationalising social sustainability. At the same time the results of the study show that European Sustainability Reporting Standards provide a comprehensive framework for corporate social sustainability initiatives of enterprises. The study's results highlight the need for a structured, data-driven approach to defining and measuring the social dimension of sustainability for small and medium enterprises and serve as evidence-based methodological framework for further exploration of social sustainability as a core driver of business competitiveness.

Keywords - *business competitiveness, corporate social responsibility, social sustainability, social sustainability standards, large enterprises.*

I. INTRODUCTION

The concept of sustainable business emerged in the academic literature as a response to market failures contributing to environmental and social degradation. Dean and McMullen (2007) provided one of the first theoretical frameworks, defining sustainable entrepreneurship as a business activity that simultaneously ensures profitability and addresses environmental and social concerns [1]. Other scholars complement this idea by stressing that sustainable business differs from traditional business in that it prioritises long-term environmental and social benefits alongside economic ones, sustainable business models promote social well-being, inclusion and ethical business practices [2]. Consequently, the essence of sustainable business lies in the pursuit of economic opportunities that also generate positive social and environmental outcomes, making it a key driver of sustainable development and corporate responsibility.

The concept of social sustainability emerged in the broader sustainability discourse at the end of the 20th century as one of the key pillars of sustainable development, alongside environmental and economic sustainability. Initially, discussions on sustainability focused mainly on environmental and economic aspects, but by the early 2000s, social sustainability was becoming increasingly important in corporate governance, policy frameworks and academic research [2]. Colantonio (2009) points out that although social sustainability has been neglected in sustainability discussions, its role in improving quality of life, social equity and community resilience is becoming increasingly important [3]. Kamaludin (2023), exploring

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social sustainability in the context of social entrepreneurship, highlights its importance in promoting fair labour practices, social inclusion and ethical business models [2]. Social sustainability is multidimensional, encompassing issues such as equitable access to resources, human rights, community development and workplace well-being. It is critical to business sustainability, as companies that integrate social sustainability into their strategies benefit from stronger stakeholder relationships, improved corporate reputation and long-term financial stability [4].

Research shows that labour practices, human rights and decent working conditions are key components of social sustainability and have an impact on business performance. Companies that prioritise ethical labour standards, occupational safety and community engagement tend to experience higher employee satisfaction, higher productivity and lower operational risk, all of which contribute to their long-term market positioning [6]. Social sustainability initiatives contribute to greater transparency in supply chains, which increases consumer confidence and investor interest, ultimately strengthening financial stability. Companies that actively engage in socially responsible practices tend to perform better in competitive industries because they attract talent, build stronger customer relationships and differentiate themselves from less responsible competitors [7]. However, while social sustainability can improve the competitiveness of companies, its implementation requires a strategic approach, as measuring and quantifying the impact of social sustainability remains a challenge for many organisations [8].

Social sustainability risks are a critical factor in assessing the sustainability risks that companies face. Among these, human capital risks are particularly significant, affecting 64% of global market capitalization and 55% in Europe. (See Fig.1.) These risks encompass challenges related to workforce well-being, fair labour practices, and access to skilled employees, all of which influence business resilience and long-term performance. Data security and customer privacy risks impact 36% of global market capitalization, posing increasing challenges for companies in an era of digital transformation [9].

Companies increasingly recognize social sustainability risks as financially material, necessitating proactive strategies to enhance workforce conditions, protect customer data, and uphold human rights in supply chains. The social component of sustainability encompasses key risks that impact companies' financial stability and operational resilience. According to the data, human capital risks—such as employee health and safety (28%) and employee engagement, diversity, and inclusion (35%)—are among the most financially material factors, reflecting the growing importance of workplace well-being and equitable labour practices in business sustainability [9]. Addressing these issues effectively can help businesses mitigate risks and strengthen their long-term competitive advantage in an evolving market landscape.

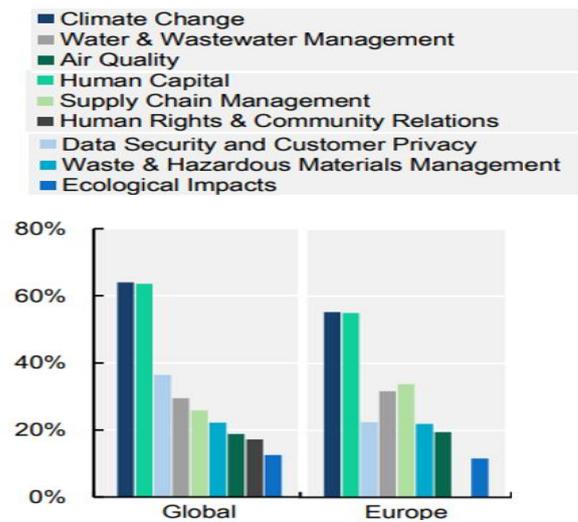


Fig. 1. The share of market capitalisation by selected sustainability risks in 2022 [9].

The European Union (EU) policy framework for the social dimension of sustainability is embedded within several key strategies and legislative frameworks aimed at ensuring sustainable development. The EU's approach integrates economic, social, and environmental concerns, as outlined in the European Green Deal, the 2030 Agenda for Sustainable Development, and sector-specific policies like the European Pillar of Social Rights (EPSR). The Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) further reinforce mandatory disclosures on sustainability aspects, including social criteria [10]. The Europe 2020 Strategy, previously the guiding framework for smart, sustainable, and inclusive growth, introduced ambitious targets such as achieving a 75% employment rate for ages 20-64 and addressing social inclusion and poverty reduction. It has been succeeded by the European Green Deal, which aligns with Sustainable Development Goals (SDGs) and emphasizes social sustainability [11]. The EU Action Plan for the Circular Economy and Sustainable Finance Action Plan support sustainability in business, urging companies to integrate Environmental, Social, Governance (ESG) factors into corporate decision-making [10].

The EU has progressively developed its legal framework to strengthen corporate accountability and promote sustainability, particularly in the social dimension. This evolution reflects a structured approach to integrating sustainability into corporate governance, ensuring that businesses operate responsibly within the broader context of social and environmental sustainability. The legislative milestones over the past decade highlight the EU's increasing commitment to enhancing transparency, promoting social inclusion, and ensuring fair labour practices across Member States. The Non-Financial Reporting Directive (NFRD), adopted in 2014, marked the first major regulatory step toward corporate sustainability reporting. By requiring large

companies to disclose non-financial information, such as environmental, social, and governance (ESG) aspects, this directive laid the foundation for subsequent legislative advancements. Recognizing the need for a stronger social framework, the EU introduced the European Pillar of Social Rights (EPSR) in 2017, reinforcing principles related to fair working conditions, equal opportunities, and social protection. Building upon these initial efforts, the European Green Deal, launched in 2019, established sustainability as a core policy priority, integrating climate action, environmental sustainability, and social equity into the EU's long-term economic strategy [10, 11]. This policy shift underscored the need for more stringent corporate sustainability obligations, culminating in the adoption of the Corporate Sustainability Reporting Directive (CSRD) in 2022 [12]. The CSRD significantly expanded corporate disclosure requirements, making sustainability reporting more comprehensive, standardized, and legally binding for a broader range of companies. To support the effective implementation of the CSRD, the EU developed European Sustainability Reporting Standards (ESRS) in 2023 [13]. These standards standardise the sustainability information provided by companies, ensuring that companies provide consistent, transparent and comparable sustainability data across the EU. This legal framework underscores the EU's long-term commitment to embedding the social dimension into corporate sustainability policies. The transition from the NFRD (2014) to the CSRD (2022) and the implementation of the ESRS (2023–2024) demonstrates a systematic enhancement of sustainability reporting obligations, reinforcing corporate responsibility and aligning with broader EU sustainability objectives, including the European Green Deal and the United Nations Sustainable Development Goals (SDGs). Through these legislative advancements, the EU seeks to promote fair labour conditions, reduce social inequalities, and foster sustainable business practices, ensuring that companies play a central role in achieving a socially responsible and sustainable European economy.

According to the European Union Directive 2014/95/EU [14], large and publicly listed companies in Latvia are required to submit sustainability (non-financial) reports for financial years starting from 1 January 2017. The requirements defined in the ESRS entered into force on 1 January 2024. According to Latvia's Sustainability disclosure law [15], companies that are public interest entities with more than 500 employees will have to report on ESRS for 2024. In 2027, small and medium-sized enterprises will be required to submit sustainability reports for 2026.

The aim of the study is to investigate how the social dimension of sustainability enhances business competitiveness, emphasising the need for structured, data-driven approaches and alignment with European sustainability standards. The authors analyse how the social dimension of sustainability has been covered in corporate sustainability reports to date and the perception of the impact of social sustainability on business competitiveness.

II. MATERIALS AND METHODS

This study employs a qualitative research design drawing on primary and secondary data to ensure a comprehensive understanding of the research subject - the social dimension of sustainability. Guided by established research design literature [16, 17], the methodology integrates qualitative content analysis and thematic analysis of qualitative interviews. The analysis is based on the following data sources – the latest available public sustainability (non-financial) reports from Latvian enterprises published in 2023 and qualitative semi-structured interviews with sustainability and corporate responsibility experts.

The selection of sustainability reports was based on the following criteria: the company's industry to ensure the variety of sectors and businesses, size of the company (large companies were selected as this group is the first to report on the integration of sustainability initiatives under ESRS), and availability of sustainability reports published no later than 2023. A total of 11 sustainability reports [18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28] from companies operating in Latvia in three sectors - transport (n=3), manufacturing (n=4) and services (n=4) - were reviewed. Initially, open coding was carried out using an inductive content analysis approach to identify the main social sustainability themes in the companies' activities. In a next step, using a deductive content analysis approach, the results were analysed by applying the four ESRS Social Dimension Thematic Standards and the 12 corresponding ESRS themes (see Table 1).

TABLE 1 SOCIAL SUSTAINABILITY THEMATIC STANDARDS AND TOPICS COVERED IN THE ESRS

Thematic ESRS	Topics
ESRS1 - Own workforce	<ul style="list-style-type: none"> Working conditions Equal treatment and opportunities for all Other work-related rights
ESRS2 - Workers in the value chain	<ul style="list-style-type: none"> Working conditions Equal treatment and opportunities for all Other work-related rights
ESRS3 - Affected communities	<ul style="list-style-type: none"> Communities' economic, social and cultural rights Communities' civil and political rights Rights of indigenous peoples
ESRS4 - Consumers and end users	<ul style="list-style-type: none"> Information-related impacts for consumers and/or end-users Personal safety of consumers and/or end users Social inclusion of consumers and/or end users

The group of experts interviewed for the study consists of professionals with experience in both sustainability issues and business practice. A total of nine expert interviews were conducted (n=9). The experts were selected using a purposive sampling method, with the main criterion being the expert's knowledge and experience in sustainable and socially responsible business. This selection ensures that the data obtained is both scientifically valid and practically useful, as it reflects real and in-depth subjective

observations on the topic under study. In the case of the companies, the interviews were carried out by the company staff responsible for the preparation of the sustainability reports. The experts interviewed in the study represent the following organisations: private higher education institutions (n=2), a transport company (n=2), a trading company (n=1), a financial services company (n=1), the Latvian Platform for Corporate Social Responsibility (n=1), the Latvian HR Management Association (n=1), the Institute for Corporate Sustainability and Responsibility (InCSR) (n=1). In order to ensure the confidentiality of the experts, their names are not disclosed.

As the qualitative approach allows focusing on individual experiences and interpretations, the data collected provides a better understanding of how the social dimension of sustainability affects the performance and competitiveness of companies. The interview questions covered a number of key themes, which have allowed for a deeper understanding of the role of the social dimension of sustainability in the competitiveness of Latvian companies. Qualitative data collection was carried out using pre-prepared interview guidelines, which included both structured questions with 1-5 scale ratings and open-ended questions. The structured questions allowed for a systematic assessment of the impact of sustainability practices, while the open-ended questions gave experts the freedom to elaborate on their views on the social dimension of sustainability, its manifestations in the practices of Latvian companies and the opportunities to use social initiatives as a competitive advantage. The interviews were conducted in January and February 2025.

The analysis of both the interviews and sustainability reports was conducted using the principles of thematic analysis [29]. This involved systematic coding of interview transcripts and report texts to identify recurring patterns and themes, organising the codes into themes that capture the core elements of sustainability practices and corporate responsibility and interpreting the identified themes within the context of the selected industries and theoretical frameworks on sustainability in entrepreneurship. The triangulation of diverse data sources (policy documents, sustainability reports, interviews) enhances the study's validity and reliability. By comparing and contrasting findings across these sources, the research provides a robust analysis of sustainability practices and their implications for corporate competitiveness in the context of Latvian entrepreneurial environment. The criteria adopted from the ESRS [13] further ensure that the evaluation of sustainability reports is both systematic and rigorous. The qualitative research design, supported by thematic analysis and multi-source triangulation, offers a detailed and nuanced examination of sustainability in entrepreneurship. It not only captures the theoretical underpinnings of sustainable practices but also reflects their practical application across different industries.

III. RESULTS AND DISCUSSION

The discussion of the results of the study first covers the analysis of the sustainability reports of the companies,

followed by the results of the analysis of the qualitative interview data.

The content analysis of the 11 sustainability reports revealed that the social dimension covers employee well-being, internal and external social responsibility, social dialogue, ethics and inclusion. The results of the open coding analysis are summarised in Table 2.

TABLE 2 THEMATIC OPEN CODING RESULTS OF THE SOCIAL DIMENSION OF THE SUSTAINABILITY

Social Dimension Theme	Examples of Social Sustainability Initiatives in the Studied Companies
Employee engagement, development and well-being	<p>Latvijas Finieris (manufacturing) stands out for its "Knowledge Afternoons" initiative, which promotes employees' lifelong learning and professional development. The company ensures that employees have access to training and a high-quality working environment.</p> <p>Riga Airport (transport) pays special attention to mental health measures, anti-discrimination and safety, which improve employee motivation.</p> <p>Orkla Latvija (manufacturing) emphasises a culture of diversity and inclusion, ensuring gender balance in management and promoting a fair pay policy.</p> <p>Swedbank (services) develops diversity and employee well-being programmes that cover both physical and mental health.</p> <p>CleanR Group (services) focuses on a safe working environment through safety measures and well-being initiatives.</p>
Social dialogue and workers' rights	<p>Latvijas Finieris (manufacturing) emphasises close cooperation with trade unions and regular dialogue between management and employees.</p> <p>Riga Airport (transport) uses employee surveys and internal communication channels to promote engagement and improve working conditions.</p> <p>Latvijas Dzelzceļš (transport) regularly conducts social dialogue, analysing employee satisfaction and looking for ways to improve the working environment.</p> <p>Rigas Satiksme (transport) actively uses idea banks and surveys to promote open discussion about the working environment.</p>
Social responsibility and public engagement	<p>Latvijas Finieris (manufacturing) engages in sponsorship and donations to promote social welfare.</p> <p>Riga Airport (transport) works with local communities and promotes education initiatives.</p> <p>Orkla Latvija (manufacturing) supports local communities and educates the public about health issues.</p> <p>Balta (services) offers free insurance for children and provides funding for social projects to support the people of Ukraine.</p> <p>Rigas Siltums (services) engages in an open dialogue with society and offers socially responsible energy solutions.</p>
Ethics, equality and inclusion	<p>Latvijas Finieris (manufacturing) adheres to high moral standards by ensuring a clear code of ethics.</p> <p>Orkla Latvija (manufacturing) focuses on gender equality and equal pay.</p> <p>Swedbank (services) promotes diversity, equality and the Sustainable Development Goals in the social sphere.</p> <p>Schwenk (manufacturing) Latvia creates an inclusive working environment and provides equal opportunities for all employees.</p>

The open coding results revealed that most companies emphasise employee development, motivation and health, which are important for long-term productivity and innovation. Companies actively participate in social projects and contribute to the well-being of society in various ways. Corporate ethics and equal opportunities are important aspects of companies' sustainability strategies. While different companies adapt their approach according to their sector, in general all recognise that sustainable development is not possible without socially responsible behaviour. Developing the social dimension not only helps to improve the working environment but also has a positive impact on society and strengthens companies' reputations.

Applying the four ESRS thematic standards to the findings from open coding shows that, in general, companies' activities fit within the framework of these indicators. A summary of the results obtained by applying the ESRS standards and their corresponding topics as a network of indicators for corporate social sustainability initiatives is presented in Table 3. Overall, these reports demonstrate that, regardless of sector, companies in Latvia are actively working to meet both international and national sustainability standards, creating positive impacts for employees, the value chain, local communities and consumers.

TABLE 3 THEMATIC OPEN CODING RESULTS OF THE SOCIAL DIMENSION OF THE SUSTAINABILITY

ESRS Thematic Standard	Examples of the Relevant Initiatives Realized by the Companies
ESRS1 (own workforce)	Enterprises provide a modern and safe working environment, promote employee development and implement equity principles both internally and along the value chain.
ESRS2 (employees in the value chain)	The value chain is managed through responsible procurement policies, cooperation with suppliers and transparent processes that guarantee respect for labour rights at all levels.
ESRS3 (affected communities)	All reports show active community involvement and initiatives that promote economic, social and cultural well-being in local communities, while also ensuring civic and political transparency.
ESRS4 (consumers and end-users)	Information transparency, consumer safety and the provision of inclusive services are key elements in improving the end-user experience and social inclusion.

While the document analysis of 11 sustainability reports suggests that the ESRS framework is broadly appropriate for measuring the social sustainability initiatives of large companies, the expert interviews significantly broaden the perspective on the issue from a practical side.

The experts interviewed for the study believe that the impact of sustainability practices on the competitiveness of Latvian enterprises is significant and increasingly important - especially for companies operating in the international market and looking to attract skilled employees. Businesses that invest resources in employee wellbeing, ethical practices and environmental issues are perceived as more reliable and attractive to potential employees, international

partners and investors. Some experts pointed out that the impact of sustainability practices is particularly felt in companies that export or work with international partners, while this impact is less pronounced for domestic companies - which are still often focused on price competitiveness. Such practices enhance a company's reputation and can provide a long-term competitive advantage, but differences between company segments suggest that many local enterprises have yet to achieve a higher level of sustainability integration. While many companies currently choose sustainability as a voluntary practice, it is expected that with increased regulatory requirements (e.g. EU standards) sustainability issues will become a mandatory competitive factor. Overall, experts' ratings on this issue on a five-point scale range from moderate (3) to significant impact (4), with the impact expected to increase further in the future.

Questions on the definition of the social dimension provide an opportunity for a broader interpretation and definition of what exactly falls under the social dimension of sustainability from an expert perspective, thus broadening both the theoretical and practical understanding of the field. According to the experts interviewed for the study, the social dimension is closely linked to human well-being and covers internal employees as well as customers, suppliers' employees and local communities, emphasising fair treatment, equality and ethical practices. Some experts believe that the social dimension of sustainability has two sides: on the one hand, a formal social policy that includes diversity management, improving working conditions, remuneration policies and employee development, and on the other hand, a broader corporate attitude towards society that manifests itself in relations with all stakeholders. The social dimension of sustainability not only seeks to address negative impacts such as discrimination and forced labour but also contributes to positive impacts by investing in the local community, developing the skills potential of employees and improving the work culture. Integration with international standards, such as the sustainability reporting standards set by the EU, helps to define the concept more clearly, covering internal employees as well as supplier employees, affected communities and customers. In addition, the social dimension is also essential for maintaining a company's reputation and ethics, as it ensures the development of stable and sustainable relationships with employees, customers and communities. Overall, the concept is seen as holistic and multifaceted, encompassing both the implementation of formal policies within the company and broader attitudes towards people and society.

According to expert observations, the social dimension of sustainability manifests itself in Latvian companies' practices in a variety of ways, depending on the company's size, sector and strategic priorities. Some companies are proactive in this area, introducing initiatives that improve employee well-being, provide

flexible working conditions and promote an inclusive culture both internally and in their relations with customers and suppliers. Other companies are now introducing social initiatives only formally to meet regulatory requirements, but this approach rarely leads to full inclusion and long-term benefits. In addition, some experts stress the importance of training management teams and defining the concept of social sustainability more broadly, including not only working conditions and employee development, but also the principles of diversity and inclusion, as well as relations with society at large. Increasingly, companies are responding to growing demands from both the market and the regulatory environment - for example in the face of labour shortages and the demands of international markets - which is encouraging the introduction of social initiatives as an important factor for competitiveness. Expert interviews show that the social dimension of sustainability is manifested in Latvian companies' practices through both formal and proactive initiatives. However, there are significant differences between companies and a deeper integration of the social dimension, and a more committed approach are needed to fully exploit this dimension as a competitive advantage.

Overall, experts say the social dimension of sustainability has a significant impact on the competitiveness of Latvian companies. Different companies demonstrate different levels of integration: some implement social practices only formally to comply with regulatory requirements, while others actively use these initiatives as a strategic competitive advantage, creating a positive corporate image and improving the internal working environment. Several experts suggest that companies that actively invest in employee well-being, more flexible working practices and an inclusive company culture can gain a competitive advantage. As increasing demands from both consumers and the global marketplace make companies more accountable for their social impact, this helps to attract skilled employees, increase productivity and enhance corporate reputation. This approach is primarily sensible for companies that are focused on building long-term relationships with society and customers and wish to contribute to the development of an ethical and protective working environment. Some companies tend to see the social dimension as a regulatory requirement and are mainly driven by the tendency to comply with standards at European Union level. Such companies may not realise the full potential of the social dimension, which hinders competitiveness growth. On the other hand, companies that implement social initiatives - such as better working conditions, employee development and an inclusive work culture - gain advantages both in terms of employee motivation and in their relations with investors, partners and customers. The average expert rating of the impact of the social dimension of sustainability on companies' competitiveness ranges from 3 (moderate impact) to 4 (significant impact) on a five-point scale. This indicates that this dimension is an important factor in competitiveness, capable of contributing both to a company's internal development and to improving its position on the external market.

Latvian enterprises can use social sustainability initiatives as a competitive advantage in the long term, creating a stable and positive corporate image in both the domestic and international markets. Experts believe that these initiatives improve employee motivation, promote an inclusive work culture and help companies attract talent, which in the long-term increases productivity and reduces employee turnover. Businesses that embrace social sustainability are also perceived as ethical and responsible, which is essential to attract investment, partners and customers who value sustainable practices. Moreover, companies that implement social initiatives as part of their long-term strategy may see them as a competitive factor, not only for being more responsible towards society and the environment, but also for improving their position in a market where the demand for corporate social responsibility is growing. Active and transparent communication of social initiatives allows companies to demonstrate their compliance with international standards and ethical norms, thereby building credibility in both the domestic and international markets. In addition to these benefits, social sustainability also serves as a differentiator: companies that are able to integrate these initiatives into their strategy stand out among their competitors and are better able to adapt to the changing market and regulatory environment. Such practices can help enterprises to build and maintain loyal relationships with their customers, gain better visibility and ensure their long-term competitiveness.

IV. CONCLUSIONS

The study highlights the growing importance of the social dimension of sustainability in shaping business competitiveness. Through the analysis of corporate sustainability reports and expert interviews, the research provides valuable insights into the extent to which businesses integrate social responsibility into their operations. The findings reinforce that social sustainability is not merely a compliance requirement but a key driver of corporate success in an increasingly sustainability-conscious market.

The content analysis of 11 corporate sustainability reports revealed a strong emphasis on employee well-being, social dialogue, ethics, and community engagement. The application of the ESRS framework provided a structured assessment of corporate social sustainability practices across four key dimensions. The studied Latvian companies are actively aligning with global sustainability standards, contributing positively to employees, supply chains, communities, and consumers.

Expert interviews provided a practical viewpoint on the role of social sustainability in business performance. Businesses investing in employee well-being, ethical labour practices, and community engagement experience higher employee satisfaction, increased productivity, and improved stakeholder trust. With ESRS and EU sustainability reporting requirements becoming more stringent, experts noted that businesses that proactively integrate social sustainability gain a strategic edge over

those that adopt it merely as a compliance measure. At the same time, smaller enterprises still struggle to implement the ESRS framework due to resource constraints. Large companies have made significant progress in meeting these standards, but further regulatory support is needed to assist small and medium enterprises in adopting structured sustainability reporting.

While businesses are making substantial progress in integrating social responsibility, challenges remain in measuring impact, achieving full ESRS compliance, and fostering deeper stakeholder engagement. For businesses to maximize their competitive advantage, they must move beyond regulatory compliance and embrace social sustainability as a long-term investment in corporate resilience and market positioning. Companies that successfully integrate social responsibility into their operational strategies will be better positioned to thrive in an increasingly sustainability-driven global economy.

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