

DOI: <https://doi.org/10.63332/joph.v5i8.3292>

Key Factors and Strategies for Stakeholder Engagement in Corporate Sustainability: A Systematic Review

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Abstract

This review synthesizes research published from 2006 to 2024 on stakeholder engagement in corporate sustainability, addressing three interrelated aspects: the critical factors influencing engagement performance, the strategies employed to integrate stakeholder needs, and the conceptual frameworks guiding long-term collaboration. As sustainability shifts from a peripheral responsibility to a core strategic priority, organizations must align diverse stakeholder needs with evolving environmental, social, and governance imperatives. Utilizing a PRISMA-guided, systematic approach, this study integrates descriptive, bibliometric, and thematic analyses to identify key benchmarks for effective engagement, including inclusivity, transparency, and continuous communication. Overall, the review demonstrates that effective stakeholder engagement is a strategic function that supports innovation, risk management, and organizational resilience, thereby laying a foundation for future research and practice in sustainable development. These findings clearly clarify research gaps and guide future inquiry and practice in stakeholder engagement.

Keywords: Corporate Sustainability, Stakeholder Engagement, Engagement Strategy, PRISMA.

Introduction

The growing significance of sustainability in corporate strategy is driven by increasing stakeholder expectations (López-Concepción et al., 2022), evolving regulatory landscapes, and urgent global challenges such as climate change. Sustainability has transitioned from a peripheral corporate responsibility to a core strategic priority, necessitating the alignment of diverse stakeholder needs with evolving environmental, social, and governance (ESG) imperatives. The Brundtland Commission's seminal report, *Our Common Future*, established a foundational perspective by defining sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Keeble, 1988). This definition underscores the necessity of long-term, holistic approaches to sustainability that integrate stakeholder engagement as a strategic driver of

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sustainable business performance (Singh et al., 2012). However, despite the proliferation of sustainability initiatives, standards, and metrics, organizations continue to struggle with effectively engaging stakeholders in ways that ensure transparency, inclusivity, and continuous communication (Arena et al., 2009; Nunhes et al., 2020; Sánchez-Flores et al., 2020; Tong et al., 2018).

A key challenge in corporate sustainability is the absence of clear benchmarks and effective strategies for stakeholder engagement (Kaur & Lodhia, 2019). While previous research has explored stakeholder theory, sustainability standards, and performance metrics, there remains a fragmented understanding of how stakeholder engagement functions as an integral component of sustainability initiatives (Nguyen & Kanbach, 2024; Rodrigues & Franco, 2019). This fragmentation limits the development of comprehensive engagement strategies that align sustainability efforts with stakeholder expectations (Mura et al., 2018; Silva et al., 2019). The increasing role of digital platforms and participatory governance has introduced new opportunities for real-time, interactive dialogue, yet organizations often lack systematic approaches for embedding stakeholder values into sustainability decision-making and reporting (Manetti & Toccafondi, 2014). Consequently, there is a pressing need to identify key benchmarks and strategic frameworks that enhance engagement effectiveness and accountability.

The intersection of sustainability and stakeholder engagement is a crucial area of corporate responsibility and sustainable business practices (De Oliveira et al., 2023). Research highlights the importance of inclusivity, transparency, and dynamic communication in fostering meaningful engagement (Bal et al., 2013). Materiality assessments provide organizations with tools to identify sustainability priorities that align with stakeholder values while ensuring responsiveness to evolving expectations (De Oliveira et al., 2023). Furthermore, robust engagement mechanisms contribute to accountability and long-term organizational resilience (Gao & Zhang, 2006).

This systematic literature review synthesizes research on stakeholder engagement in corporate sustainability, focusing on three interrelated aspects: the factors influencing engagement performance, the strategies organizations employ to integrate stakeholder needs, and the conceptual frameworks guiding long-term collaboration. The study employs a PRISMA-guided approach, incorporating descriptive, bibliometric, and thematic analyses to assess engagement effectiveness. Specifically, the review addresses the following research questions:

1. What are the critical factors contributing to stakeholder engagement performance in corporate sustainability?
2. What engagement strategies effectively integrate stakeholder needs into corporate sustainability initiatives?
3. What theoretical and conceptual frameworks can guide stakeholder engagement strategies for long-term collaboration?

By addressing these questions, this review advances academic discourse on stakeholder engagement while providing practical guidance for organizations seeking to enhance sustainability outcomes. The findings offer actionable insights into stakeholder inclusion, accountability, and the transformative role of digital engagement, reinforcing the view that effective stakeholder engagement is a strategic function that supports innovation, risk management, and sustainable business success.

Existing Surveys on Sustainability and Stakeholder Engagement

While existing reviews provide valuable insights into corporate sustainability, they frequently overlook critical aspects of stakeholder engagement necessary for benchmarking and evaluating sustainability initiatives. The absence of structured frameworks limits the development of actionable strategies, leaving organizations without clear guidance on fostering meaningful engagement. This systematic review addresses these gaps by synthesizing the literature to identify key dimensions of stakeholder engagement and establish benchmarks that can inform sustainable business practices. A closer examination of existing reviews reveals their limitations, underscoring the need for a dedicated focus on stakeholder engagement.

Concepción et al. (López-Concepción et al., 2022) explored the relationship between stakeholder engagement, corporate social responsibility (CSR), and the Sustainable Development Goals (SDGs), identifying fragmentation and a lack of coherence in the literature. While their review highlighted essential themes, such as the importance of an integrated approach and employee well-being, it did not develop a comprehensive framework for evaluating stakeholder engagement practices. Similarly, Arena et al. (Arena et al., 2009) provided foundational insights into industrial sustainability from a broad perspective, yet their analysis only implicitly addressed stakeholder roles in performance measurement and reporting. This omission reveals a critical gap in understanding how effective stakeholder engagement contributes to corporate sustainability objectives. The present review builds on these foundational studies by offering a more detailed examination of stakeholder roles, with a specific focus on defining benchmarks for effective engagement.

Further expanding on this discourse, Silva et al. (Silva et al., 2019) examined the misalignment between sustainability performance practices and stakeholder expectations, emphasizing the need for strategies to bridge this gap. However, while their review provided valuable insights into performance measurement, it did not explore how engagement practices could be systematically aligned with stakeholder needs. This gap reinforces the necessity of identifying key dimensions of stakeholder engagement that ensure sustainability initiatives are both inclusive and effective—a central objective of the present study.

Sector-specific studies have also contributed to the discussion, albeit with limited generalizability. Ki et al. (Ki et al., 2020) further contribute to the discourse by shifting to a sector-specific lens, analyzing the fashion industry's transition to a circular economy. Their findings underscore the importance of stakeholder engagement in achieving sustainability; however, their focus on the fashion industry limits the broader applicability of their conclusions. To address this limitation, the current review aims to develop engagement strategies that are transferable across diverse industries, contributing to a generalized framework for effective stakeholder engagement.

The review of stakeholder pressure on supply chain sustainability by Sánchez-Flores et al. (Sánchez-Flores et al., 2020) further illustrated how stakeholder influence varies based on specific sustainability issues. Their study, particularly within emerging economies, highlighted challenges such as resource constraints and cultural differences that affect stakeholder engagement. However, the review primarily examined supply chain contexts and did not address broader considerations of stakeholder engagement across sustainable development initiatives. Moreover, it lacked adaptable strategies applicable to diverse economic and geographical settings. Addressing this limitation, the current study aims to synthesize research across multiple sectors to identify universally applicable engagement strategies.

More recently, Oliveira et al. (De Oliveira et al., 2023) provided a comprehensive overview of corporate sustainability, yet their review did not sufficiently address the complexities of stakeholder engagement. The omission of detailed engagement frameworks highlights the need for research that examines the interplay between engagement practices and sustainability outcomes. By focusing on these intricacies, the present review seeks to offer a nuanced understanding of stakeholder interactions and their role in shaping sustainability performance.

Collectively, the existing literature reveals persistent gaps that limit the development of effective stakeholder engagement strategies. Reviews often lack structured frameworks for evaluating engagement effectiveness and fail to align engagement practices with stakeholder expectations, leading to fragmented and narrowly applicable insights. While sector-specific and supply chain-focused studies emphasize critical challenges such as resource limitations and cultural differences, they do not offer adaptable strategies applicable across industries. These limitations underscore the need for a synthesized review that integrates key dimensions of stakeholder engagement, establishes clear benchmarks, and provides actionable guidance for enhancing sustainability outcomes across diverse organizational contexts.

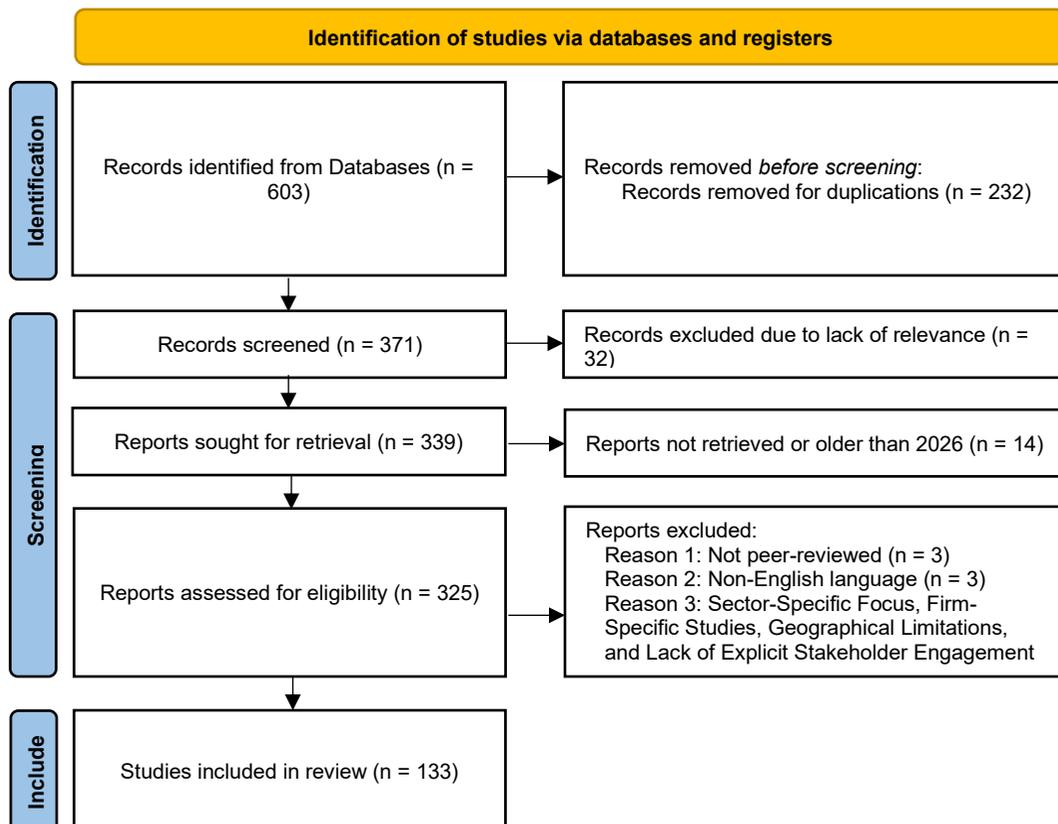


Figure 1. Research Methodology.

Research Methodology

Following the guidelines outlined by Snyder (Snyder, 2019), this study adopts a systematic literature review approach, selected for its effectiveness in synthesizing diverse research perspectives on sustainability initiatives and stakeholder alignment. This approach allows for a comprehensive examination of the topic, accommodating various theoretical frameworks and methodological perspectives. To ensure rigor and transparency, the review follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, incorporating the 2020 update (Page et al., 2021) to systematically identify, evaluate, and synthesize relevant studies. Adhering to PRISMA guidelines, this review integrates literature related to sustainability and stakeholder alignment, ensuring a structured and replicable methodology. The methodological process is depicted in Figure 1. Building on previous research on systematic literature reviews (Kolagar et al., 2022) and integrating PRISMA principles, this study follows a three-phase process, which is described in detail in the subsequent sections.

Stage One: Question formulation

Formulating research questions is a foundational step in conducting a rigorous systematic review, as it establishes a structured framework for addressing critical gaps in the literature and aligning with the study's objectives (Archibald, 2020). Through collaborative discussions, the authors refined the research scope to focus on identifying key factors and frameworks essential for stakeholder engagement in sustainability initiatives. The process began with an assessment of existing studies to identify effective strategies that support stakeholder engagement. Key gaps in the literature—such as the lack of synthesized, adaptable engagement strategies, limited frameworks for inclusivity, and challenges in aligning stakeholder interests with corporate sustainability goals—guided the formulation of research questions. As outlined in the Introduction section, these questions direct the systematic extraction and analysis of engagement strategies, ensuring that findings contribute both to theoretical advancements and practical applications. By defining a focused research scope, this stage ensures methodological rigor and provides a foundation for systematically identifying, analyzing, and synthesizing stakeholder engagement strategies. The results will inform the development of an integrative framework that organizations can use to enhance engagement effectiveness, accountability, and long-term sustainability outcomes.

Stage Two: Literature Search and Selection

Following the formulation of research questions, a systematic and replicable literature search was conducted to ensure comprehensiveness, transparency, and methodological rigor in identifying relevant studies on stakeholder engagement strategies in corporate sustainability. Searches were performed across Scopus, Web of Science, IEEE Xplore, Semantic Scholar, and Google Scholar, covering peer-reviewed journals, conference papers, and other scholarly sources to ensure diverse academic representation.

To construct a targeted search strategy, two primary keyword categories were defined: sustainability and stakeholder engagement. Initial testing in Google Scholar helped refine broad search terms, which were then adapted to fit the syntax requirements of Scopus, Web of Science, Semantic Scholar, and IEEE Xplore. Boolean operators (AND/OR) and truncation techniques were applied to ensure optimal coverage. The main keywords included:

1. **Sustainability-related terms:** “*sustainability+initiatives*”, “*sustainability+programs*”, “*sustainable+development*”, “*sustainable+practices*”, “*ESG*”

(*environmental, social, governance*), “*corporate+social+responsibility*”, “*sustainability+performance*”, and “*sustainability+strategies*”.

2. **Stakeholder engagement-related terms:** “*stakeholder+engagement*”, “*stakeholder+involvement*”, “*stakeholder+participation*”, and “*stakeholder+collaboration*”.

To enhance coverage, a snowballing technique was employed, identifying additional relevant articles from reference lists of high-impact papers. Additionally, Research Rabbit was used to expand the collection of scholarly works, ensuring no critical studies were overlooked. Figure 2 presents a summary of the number of articles retrieved at each stage.

To ensure relevance, quality, and methodological rigor, this study adopted a structured seven-step filtration process, drawing from the systematic review framework by Tranfield et al. (Tranfield et al., 2003). The first criterion considered was document type, where only academic journal articles and high-level conference papers were included. Non-academic sources, such as opinion pieces, blogs, and grey literature, were excluded to maintain scholarly credibility (Jones et al., 2011). Next, the review was limited to English-language publications to ensure consistency in interpretation and analysis. The subject area focus was restricted to the business and management domain, aligning with the study’s objective of identifying stakeholder engagement strategies within corporate sustainability. This initial filtering yielded 586 articles.

A multi-stage screening process was conducted to refine the selection. Abstract screening eliminated duplicate and irrelevant studies, reducing the total to 354 articles. Next, title-abstract alignment was assessed, further narrowing the pool to 322 articles by removing those lacking explicit connections to stakeholder engagement in corporate sustainability. To ensure accessibility, only full-text available studies were retained. Finally, a full-text review was conducted to verify alignment with the research scope, resulting in the final inclusion of 133 peer-reviewed journal articles and one high-impact conference paper for analysis.

To maintain a focus on broadly applicable stakeholder engagement mechanisms, certain studies were excluded. Articles were removed if they focused on specific industries, firms, or SMEs with highly localized stakeholder dynamics, limiting their generalizability. Similarly, sector-specific case studies were excluded unless they contributed to widely applicable stakeholder engagement frameworks. Studies examining narrow sustainability initiatives without addressing or implying stakeholder engagement strategies were also omitted. However, articles on CSR accounting, globally relevant stakeholder engagement strategies, and theoretical frameworks were retained. Case studies were included only if they validated broader conceptual models applicable across industries.

Following the inclusion and exclusion process, the 133 selected articles underwent systematic analysis. Key insights were extracted on engagement strategies, critical success factors, and conceptual frameworks for stakeholder engagement in corporate sustainability. This structured approach supports the development of a comprehensive, integrative framework, providing both theoretical insights and practical guidance for organizations aiming to enhance stakeholder engagement in sustainability initiatives.

Stage Three: Extraction, Analysis and Synthesis

To analyze the final sample, we applied descriptive, bibliometric, and thematic analysis. Descriptive analysis examined the distribution of papers by journal, year, and author geography, while bibliometric analysis identified co-citation patterns and keyword interconnections relevant

to stakeholder engagement in corporate sustainability. For thematic analysis, we systematically coded prior studies to extract key insights. Initial coding produced sixty first-order categories, later refined into twenty-one second-order themes and consolidated into eight aggregate themes (Gioia et al., 2013). The finalized themes informed the development of a comprehensive research framework for stakeholder engagement strategies in corporate sustainability. To establish a comprehensive conceptual overview, this section conducts a descriptive and bibliometric analysis of 119 research articles, providing a thorough synthesis of the included literature.

Distribution of Collected Papers

The objective of this section was to analyze the publication trends of the collected articles over time. Figure 2 depicts the yearly distribution of the selected papers, which shows a peak of 16 publications in 2019 and a minimum of 1 in 2009. Our analysis indicates a notable surge of interest from the academic community in sustainability-related research in recent years. The year-wise distribution of the selected papers, particularly within the last five years, exhibits a highly skewed pattern. This trend suggests that sustainability has gained increasing attention in scholarly literature, with researchers viewing it as a crucial approach to addressing evolving industry dynamics.

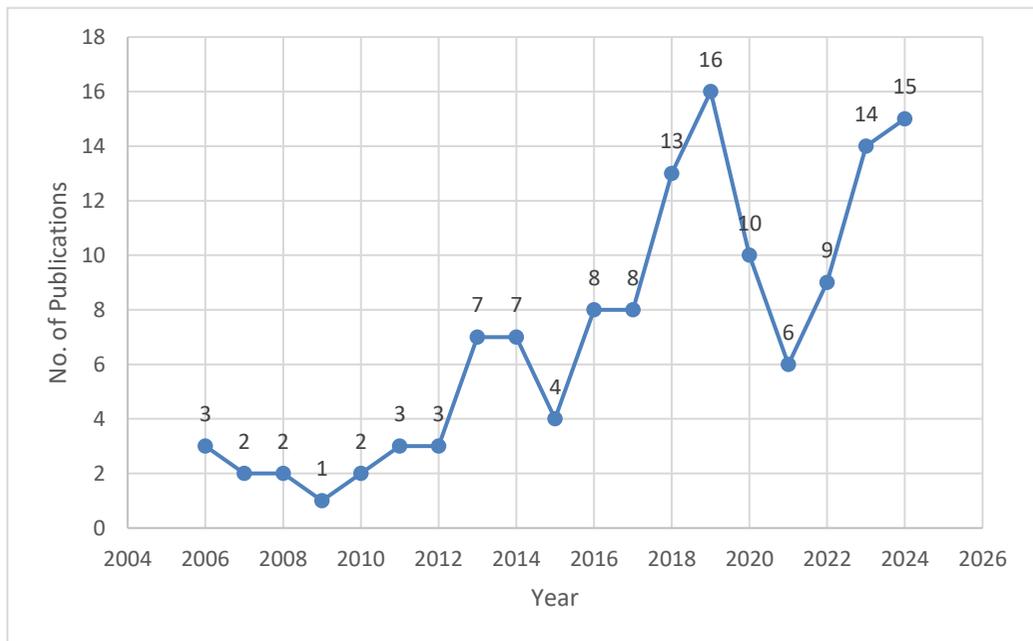


Figure 2. Annual Scientific Production (Number Of Papers Per Year).

Journals/Conferences	2006-2010	2011-2015	2016-2020	2021-2024	Total	%
Corporate Social Responsibility and Environmental Management	2	3	14	6	25	18.80
Business Strategy and the Environment	2	1	3		6	4.51

Journal of Business Ethics	1	2	1	2	6	4.51
Sustainable Development			3	1	4	3.01
Sustainability			1	3	4	3.01
Accounting, Auditing & Accountability Journal			4		4	3.01
Journal of Cleaner Production		1	1	1	3	2.26
International Journal of Innovation and Sustainable Development		2			2	1.50
Organization & Environment			2		2	1.50
Journal of Environmental Management		2			2	1.50
Thesis/Dissertation		1	10	6	17	12.78
Conferences and Symposium		2	2	1	5	3.76
Other (one article per journal, report, and book chapters)	5	10	14	24	53	39.85
Total	10	24	55	44	133	100.00

Table 1. Important Journals, Conferences, Symposiums, Theses, And Dissertations Included in the Final Sample.

Defining Stakeholder Engagement in Sustainability

Stakeholder engagement is a critical component of corporate sustainability, yet its definition varies across the literature. Tracing its theoretical evolution underscores its transition from a conceptual framework to a strategic component. This section concludes with a synthesized definition that aligns with our research aim. Note: Some papers may not explicitly define stakeholder engagement. If a direct definition is absent, we synthesize one based on the paper's conceptual framework to accurately reflect its perspective.

The early work by Arnstein (Arnstein, 1969) defines stakeholder participation as “*The process by which individuals, communities, or organizations exert influence over decision-making through structured mechanisms that ensure their concerns, interests, and contributions are considered.*” The participation exists on a spectrum, from nonparticipation to full citizen control, with effectiveness depending on power redistribution. This work influenced broader stakeholder engagement discussions.

Freeman (Freeman, 1984) (1984) extended it to corporate decision-making through stakeholder theory, emphasizing that businesses should consider all stakeholders, not just shareholders, for long-term value and sustainability as “*The process by which organizations actively consider and respond to the needs, interests, and influence of all parties affected by their decisions.*” Unlike Arnstein's model, Freeman emphasizes integrating stakeholder concerns to enhance corporate performance and sustainability. This shifts engagement from a governance tool to a core business strategy.

However, Freeman did not specify corporate responsibilities toward stakeholders, a gap Carroll addressed with a hierarchical model highlighting ethical and social dimensions (Carroll, 1991). The definition has evolved as “*The process by which organizations fulfill corporate social responsibility (CSR) by addressing stakeholder needs across four levels: economic, legal, ethical, and philanthropic.*” This definition underscores that organizations have a primary duty to fulfill their financial and legal obligations, but they should also consider their ethical

responsibilities, which entail proactively engaging with stakeholders. Carroll positioned stakeholder engagement as an ethical imperative that extends beyond profit to encompass social responsibility, sustainability, and corporate citizenship.

Building on these foundations, Elkington (Elkington, 1997) (1997) advanced the discussion by integrating sustainability into stakeholder engagement, introducing a framework that linked corporate performance to environmental and social impact as “*The process by which organizations integrate economic, environmental, and social considerations into decision-making, as outlined in the Triple Bottom Line (TBL) framework.*” Elkington argues that sustainable business requires balancing profitability, environmental stewardship, and social well-being, positioning stakeholder engagement as key to corporate accountability. Elkington’s framework emphasizes integrating financial, environmental, and social considerations, making stakeholder engagement central to sustainability.

Meanwhile, ISO26000 (Hahn, 2013) offers a standardized, internationally recognized perspective that emphasizes engagement as a key component of responsible business conduct as “*Activity undertaken to create opportunities for dialogue between an organization and one or more of its stakeholders, with the aim of providing an informed basis for the organization’s decisions.*” This definition highlights engagement as an interactive and ongoing process where organizations actively communicate with stakeholders to ensure their concerns are considered in decision-making. ISO26000 frames this as a core principle of social responsibility, reinforcing the need for transparency, accountability, and ethical business practices.

Later many researchers have refined the definition by emphasizing structured organizational practices and the evolving role of engagement in governance. Especially, Greenwood (Greenwood, 2007) shifted the focus from broad theoretical frameworks to the practical actions organizations take to involve stakeholders in decision-making as “*The systematic identification, analysis, planning, and implementation of actions designed to influence stakeholders.*” Additionally, contemporary research has explored the multidimensional nature of stakeholder engagement, reinforcing its strategic and adaptive role in corporate and sustainability contexts. This perspective underscores stakeholder engagement as more than a static concept, emphasizing its growing importance in corporate strategy, regulatory compliance, and sustainability governance.

The evolution of stakeholder engagement definitions has shaped their role in advancing corporate sustainability. This progression highlights stakeholder engagement as a strategic and adaptive process essential for sustainable corporate governance. Building on these perspectives, we define stakeholder engagement strategies in sustainability as “*Stakeholder engagement strategies in corporate sustainability refer to structured, proactive long-term approaches that organizations use to collaborate with stakeholders, integrate their concerns, and align sustainability initiatives with stakeholder expectations.*” The definition implies continuous engagement, informed decision-making, and long-term value creation as a core component of corporate sustainability efforts. As being both a governance tool and sustainability driver, stakeholder engagement ensures transparency and adaptability. It enhances resilience by balancing financial performance, ethical responsibility, and environmental stewardship.

Key Aspects and Strategies for Effective Stakeholder Engagement in Corporate Sustainability

This section integrates insights from existing literature, to build themes emerging from the

synthesis of collected studies. These aspects are fundamental to aligning organizational objectives with stakeholder. By analyzing these elements, this study synthesizes strategies for fostering effective and sustainable stakeholder relationships in corporate sustainability. The synthesis further explores the strategies employed to engage stakeholders across these key dimensions.

Alignment of Values and Goals

Aligning corporate values and goals with stakeholder expectations is fundamental to effective stakeholder engagement in corporate sustainability (see Figure. 3). Organizations that integrate social, environmental, and economic values into their sustainability initiatives foster trust, collaboration, and long-term resilience, while shared values minimize conflicts and enhance cooperation (Linzalone et al., 2024). This alignment strengthens corporate legitimacy and stakeholder confidence, ensuring sustained engagement and long-term commitment to sustainability (Ho et al., 2024). A strategic approach, such as the *Triple-P* framework, helps organizations identify relevant stakeholders and balance economic, environmental, and social priorities (Achterkamp & Vos, 2006). Furthermore, aligning CSR strategies with stakeholder expectations enhances corporate credibility, while transparency and active participation reinforce accountability and legitimacy (Grushina, 2017; Ho et al., 2024).

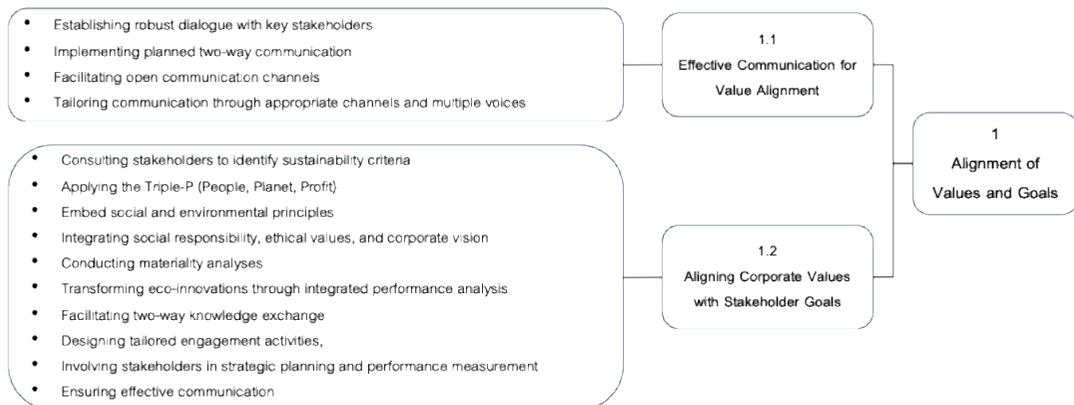


Figure. 3 Framework for Categorizing Stakeholder Engagement Strategies: Alignment of Values and Goals

Effective Communication for Value Alignment

Effective communication is a critical enabler for aligning corporate values with stakeholder goals. It fosters transparency and empowers stakeholders to participate meaningfully in decision-making processes (Jayiya et al., 2022). Moreover, aligning sustainability messaging with corporate objectives not only strengthens credibility and mitigates reputational risks (Thulkanam, 2014) but also ensures that engagement efforts resonate across diverse stakeholder networks (Agrawal et al., 2025). In addition, a robust alignment between internal corporate values and stakeholder expectations enhances business performance by fortifying relationships, mitigating sustainability risks, and improving long-term competitiveness (Ho et al., 2024). Stakeholder engagement thus serves as a bridge between internal capabilities and external sustainability demands, generating economic, social, and environmental value (Rhodes et al., 2014). Furthermore, sustainability reporting institutionalizes stakeholder values by ensuring that disclosures accurately reflect material concerns, thereby reinforcing transparency and

accountability (Dewi et al., 2023). Compliance with international reporting standards further strengthens corporate governance, while failure to align reporting with stakeholder priorities can undermine credibility (Bellantuono et al., 2016; Moratis & Brandt, 2017).

Effective communication for aligning organizational values with stakeholder expectations in sustainability initiatives is achieved through several key strategies. **Establishing Robust Dialogue with Key Stakeholders** is accomplished by employing dedicated channels—such as customized websites, accessible offices, and regular conferences—to engage those selected for their interest and influence (Mella & Gazzola, 2018). **Implementing Planned Two-Way Communication** ensures that organizational objectives are synchronized with stakeholder feedback on environmental, social, governance, and financial issues (Jaiyiya et al., 2022). **Facilitating Open Communication Channels** fosters transparency and trust by enabling stakeholders to freely share their concerns (Silvius & Schipper, 2019). Finally, **Tailoring Communication through Appropriate Channels and Multiple Voices** involves employing user-friendly communication methods and leveraging multiple perspectives—guided by stakeholder intelligence—to ensure that messages consistently reflect the organization’s vision and objectives (Thulkanam, 2014).

Aligning Corporate Values with Stakeholder Goals

Achieving alignment between corporate values and stakeholder goals is inherently challenging, particularly when organizations must balance diverse and sometimes conflicting expectations (Ghassim, 2019). Overcoming these challenges necessitates structured engagement, dialogue, and consensus-building, which foster inclusivity, prevent conflicts, and enhance trust (Kaur & Lodhia, 2018; Silva et al., 2019). Furthermore, leadership plays a pivotal role by embedding stakeholder considerations into corporate strategy and fostering a culture of accountability (Bradley-Swanson, 2019). Leaders who prioritize stakeholder inclusivity contribute to enhanced corporate resilience, enabling organizations to navigate the complexities of sustainability while maintaining stakeholder trust (Mella & Gazzola, 2018). In addition, multi-stakeholder collaboration is critical for achieving broader sustainability objectives, as Agenda 2030 underscores the importance of collective action among businesses, governments, and civil society (Nonet et al., 2022). Such partnerships facilitate knowledge-sharing, co-creation, and systemic change, thereby amplifying the overall sustainability impact (Winans et al., 2021).

The extant literature identifies several key strategies for aligning corporate values with stakeholder goals. Scholars advocate **consulting stakeholders to identify sustainability criteria** and protection needs and **applying the Triple-P framework** to uncover shared interests (Achterkamp & Vos, 2006). In addition, firms are advised to **embed social and environmental principles** into their operations and leverage external alliances to enhance CSR legitimacy (Rhodes et al., 2014). Researchers further emphasize **integrating social responsibility, ethical values, and corporate vision** into business strategy, coupled with **conducting materiality analyses** to prioritize sustainability topics (Bellantuono et al., 2016; Mella & Gazzola, 2018). Similarly, incorporating stakeholder expectations into strategic objectives and reporting processes is instrumental in protecting corporate reputation and enhancing accountability (Lee, 2012; Moratis & Brandt, 2017). Moreover, strategies such as **transforming eco-innovations through integrated performance analysis** and **facilitating two-way knowledge exchange** are identified as drivers of innovation that also help reduce CSR costs (Ghassim, 2019; Provasnek et al., 2017). Finally, aligning stakeholder engagement with organizational objectives through **designing tailored engagement activities, involving stakeholders in strategic planning and**

performance measurement, and ensuring effective communication aligned with the corporate vision reinforces transparent and responsive CSR practices (Jaiya et al., 2022; Kaur & Lodhia, 2018; Silva et al., 2019; Silvius & Schipper, 2019; Thulkanam, 2014).

In conclusion, aligning values and goals between corporations and stakeholders is key to fostering trust, improving performance, and achieving long-term sustainability. While balancing diverse interests poses challenges, organizations that prioritize transparency, leadership commitment, and multi-stakeholder collaboration can navigate these complexities effectively. Ultimately, strong alignment enhances corporate sustainability efforts and strengthens businesses' contributions to broader societal and environmental goals.

Communication and Transparency

Effective stakeholder engagement in corporate sustainability relies on communication and transparency, which are key to building trust, credibility, and long-term relationships (see Figure. 4). Sustainability reporting is a primary tool for conveying sustainability efforts, offering insights into economic, environmental, and social impacts. However, the lack of standardized reporting frameworks can lead to inconsistencies and reduce credibility, making it essential for companies to actively involve stakeholders in defining material sustainability issues (Bellantuono et al., 2016; De Oliveira et al., 2023; Torelli et al., 2020).

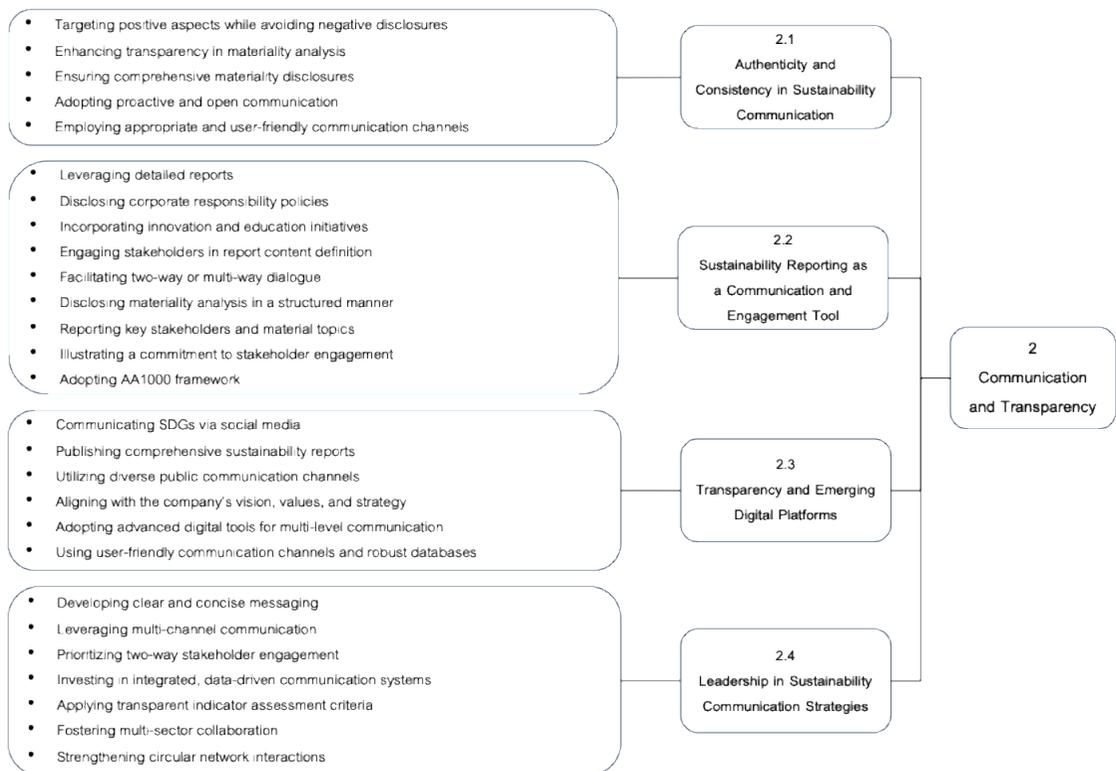


Figure. 4 Framework for Categorizing Stakeholder Engagement Strategies: Communication and Transparency

The effectiveness of sustainability communication is fundamentally contingent upon the authenticity of its messages, the suitability of its delivery channels, and the alignment of these messages with a firm's core values. Research indicates that when CSR messaging aligns with an organization's intrinsic values, stakeholder skepticism declines—with the delivery method often exerting greater influence than the content itself. Conversely, inconsistencies in messaging can lead to public skepticism and erosion of credibility, thereby emphasizing the necessity for a well-crafted, consistent communication strategy tailored to diverse stakeholder groups (De Luca et al., 2022; Ibrahim et al., 2024; Pellinen, 2016).

The literature identifies several strategies to ensure authenticity and consistency in sustainability communication. Scholars advocate **targeting positive aspects while avoiding negative disclosures** to enhance brand image and stakeholder satisfaction, thereby reinforcing the genuineness of positive impacts (Agrawal et al., 2025). To enhance credibility, researchers recommend **enhancing transparency in materiality analysis** by elucidating underlying processes, avoiding ambiguous information, and providing detailed accounts of the methods used for stakeholder and topic identification via voluntary reporting (Beske et al., 2020). Moreover, improving reporting quality necessitates **ensuring comprehensive materiality disclosures** that include a definitive list of material topics, clear topic boundaries, and specified follow-up timeframes, thereby collectively fortifying the integrity of disclosed information (Dewi et al., 2023). Additionally, integrating sustainability into project management requires **proactive and open communication** regarding both short-term and long-term social and environmental effects (Silvius & Schipper, 2019). Finally, the literature underscores the importance of **employing appropriate and user-friendly communication channels** that are tailored to the needs of various stakeholder groups to facilitate effective engagement (Thulkanam, 2014). Collectively, these strategies contribute to a coherent approach that enhances the authenticity and consistency of sustainability communication.

Sustainability Reporting as a Communication and Engagement Tool

Sustainability reporting serves as both a communication instrument and a dynamic stakeholder engagement platform, enabling stakeholders to assess corporate sustainability commitments. While many organizations continue to rely on one-way communication channels—such as sustainability reports and corporate websites—there is growing evidence that two-way engagement strategies are far more effective in fostering trust and collaboration. The Global Reporting Initiative (GRI) framework has contributed significantly to enhancing transparency; however, some firms misuse sustainability reporting to manage legitimacy risks rather than to provide meaningful, stakeholder-relevant information (Grushina, 2017; Park et al., 2021).

The literature identifies several key strategies to optimize sustainability reporting as a tool for both communication and engagement. Companies can **leverage detailed reports** that highlight sustainable practices and attract market and investor attention (De Oliveira et al., 2023), while also **disclosing corporate responsibility policies**—including strategic drivers, monitoring structures, and candid executive perspectives—to ensure transparency (De Oliveira et al., 2023). In addition, organizations are encouraged to **incorporate innovation and education initiatives** into their reports to emphasize economic competitiveness, third-party involvement, and educational efforts that resonate with stakeholders (De Oliveira et al., 2023). Mature reporting practices underscore the importance of **engaging stakeholders in report content definition** and **facilitating two-way or multi-way dialogue** to align strategic objectives with stakeholder

expectations (Moratis & Brandt, 2017). Complementing these approaches, publishing sustainability reports serves as a primary medium for informing both the public and specialized stakeholder groups about organizational sustainability practices (Agrawal et al., 2025). Companies are further advised to **disclose materiality analysis in a structured manner**, defining report content through rigorous materiality determination processes that focus on issues of genuine stakeholder relevance (Beske et al., 2020). This process is enriched by **reporting key stakeholders and material topics** according to standards such as GRI G4 and by **illustrating a commitment to stakeholder engagement** through explicit materiality statements (Beske et al., 2020). Additionally, providing detailed materiality disclosures that outline material topics, their boundaries, and follow-up timeframes contributes to enhanced report quality (Dewi et al., 2023), while involving every relevant stakeholder group ensures comprehensive reporting (Bellucci et al., 2018). Finally, adopting the **AA1000 framework** offers a robust quality standard for developing transparent and responsive sustainability reports by clarifying stakeholder participation in both data collection and report design (Gao & Zhang, 2006).

Transparency and Emerging Digital Platforms

Transparency is a fundamental pillar of sustainability communication, as stakeholders increasingly demand clear, verifiable, and relevant information. Companies that fail to provide transparent disclosures risk undermining stakeholder trust and damaging their corporate reputation. In response, integrated reporting—which links sustainability initiatives with financial and operational performance—has emerged as a robust solution to enhance transparency. Moreover, social media platforms are increasingly being leveraged for real-time communication and stakeholder engagement, thereby offering critical opportunities for improved responsiveness and openness (De Luca et al., 2022; Fernandez-Feijoo et al., 2014; Zyl, 2013, 2013).

The literature outlines several key strategies that leverage emerging digital platforms to strengthen stakeholder engagement. Firms are encouraged to **communicate SDGs via social media** to address stakeholder priorities and tailor messages in alignment with their business operations (De Luca et al., 2022). In parallel, organizations should **publish comprehensive sustainability reports** and **utilize diverse public communication channels**—including websites and videos—to showcase their sustainability practices and broaden stakeholder reach (Agrawal et al., 2025). Additionally, it is essential that communication initiatives **align with the company's vision, values, and strategy** to ensure consistency and coherence (Chen, 2018). The adoption of **advanced digital tools for multi-level communication** is also recommended to facilitate dialogue within organizations, across sectors, and with the public (Kelly & Lange, 2019). Finally, investing in **user-friendly communication channels and robust databases** to collect and analyze stakeholder data is vital for enhancing the customization and overall effectiveness of engagement strategies (Thulkanam, 2014).

Leadership in Sustainability Communication Strategies

Leadership is pivotal in shaping effective sustainability communication. Senior management must recognize the critical importance of transparent reporting and employ appropriate communication channels to educate and engage stakeholders. Organizations that integrate stakeholder engagement within their CSR communication frameworks tend to foster stronger relationships and stimulate interactive dialogue. A balanced combination of internal and external communication tools—such as formal reports, online platforms, and stakeholder consultations—can significantly enhance transparency and ensure active participation in decision-making

Effective leadership in sustainability communication requires strategic alignment and a commitment to multi-channel engagement. Leaders must ensure that communication strategies are consistent with the corporate vision and sustainability goals, often by integrating dedicated sustainability leadership roles—such as Chief Sustainability Officers—into the organizational framework (Chen, 2018). To enhance digital engagement, leaders should focus on **developing clear and concise messaging** that is tailored to industry-specific SDGs, avoids extraneous content, and is adapted to regional contexts (De Luca et al., 2022). Moreover, leaders are encouraged to **leverage multi-channel communication** through sustainability reports, corporate websites, and social media platforms, thereby applying stakeholder and signaling theories to frame sustainability narratives positively while addressing concerns (Manetti & Bellucci, 2016; Park et al., 2021). In addition, by **prioritizing two-way stakeholder engagement**—through systematic mapping of expectations, fostering interactive dialogue, and embedding ethical values into strategy and performance measurement—leaders can ensure accountability (Kaur & Lodhia, 2018; Manetti & Toccafondi, 2014). Supporting these initiatives through **investment in integrated, data-driven communication systems** facilitates comprehensive data collection and enhances stakeholder collaboration (Thulkanam, 2014). Finally, by **applying transparent indicator assessment criteria, fostering multi-sector collaboration, and strengthening circular network interactions**, organizations can secure credible sustainability reporting and drive innovative engagement practices (Hahn & Kühnen, 2013; Kelly & Lange, 2019).

In conclusion, communication and transparency are essential for meaningful stakeholder engagement in corporate sustainability. Companies should transition from traditional one-way communication to interactive, stakeholder-driven dialogue to build trust and credibility. Standardizing sustainability reporting frameworks can ensure consistency and comparability, strengthening the reliability of disclosures. Additionally, leveraging social media and digital platforms enhances real-time communication and stakeholder involvement. To counter skepticism, businesses must ensure that sustainability messages are authentic, aligned with corporate values, and tailored to diverse stakeholder needs. Lastly, leadership commitment to transparency and proactive engagement is critical for reinforcing accountability and securing long-term stakeholder support. By adopting these strategies, companies can build a more effective communication framework that not only meets stakeholder expectations but also enhances sustainability impact and corporate reputation.

Inclusiveness and Participation

Effective stakeholder engagement in corporate sustainability requires inclusiveness and active participation, ensuring that diverse stakeholder perspectives are integrated into decision-making (see Figure. 5). Inclusiveness involves engaging a broad range of stakeholders at different levels, fostering ethical, open, and transparent dialogue that reflects varied stakeholder needs (Thulkanam, 2014). Participation extends beyond informing stakeholders, requiring active involvement in shaping policies, sustainability reporting, and corporate strategies to enhance trust and legitimacy (Bellantuono et al., 2016; Torelli et al., 2020). A participatory approach strengthens CSR initiatives, aligns sustainability efforts with stakeholder expectations, and enhances overall organizational accountability (Park et al., 2021).



Figure. 5 Framework for Categorizing Stakeholder Engagement Strategies: Inclusiveness and Participation

Multi-Stakeholder Collaboration and Decision-Making

Effective stakeholder engagement in corporate sustainability is underpinned by robust multi-stakeholder collaboration, participatory decision-making, and active dialogue. The inclusion of diverse stakeholders not only fosters public acceptance but also enhances decision-making by

integrating multiple perspectives (Gunnarsdóttir, 2020a). Such multi-stakeholder approaches serve to bridge differences, promote joint learning, and contribute to more effective policy development and sustainable strategies (Kelly & Lange, 2019). Furthermore, by involving stakeholders in the development of sustainability indicators, companies can ensure that reporting metrics accurately capture relevant sustainability priorities, thereby reflecting a comprehensive understanding of sustainability issues (Gunnarsdóttir, 2020a).

The literature highlights several key strategies for enhancing multi-stakeholder collaboration and decision-making. One effective approach is building partnerships with local enterprises and stakeholders to shift from parent-company-driven CSR initiatives to more inclusive, stakeholder-driven efforts that deliver long-term impact (Moyeen, 2018). Additionally, integrating stakeholder views systematically through structured multi-attribute group decision-making (MAGDM) improves materiality analysis and ensures that decisions reflect the concerns of diverse groups (Bellantuono et al., 2016). Organizations can also employ a range of participatory mechanisms—from information-sharing platforms (e.g., written responses, hotlines, online engagement tools) to interactive methods (e.g., multi-stakeholder forums, advisory panels, and voluntary initiatives)—to facilitate broad stakeholder involvement (Manetti & Toccafondi, 2014). Moreover, strategically identifying stakeholder roles, CSR focus areas, and optimal communication channels enhances engagement in CSR communication (Park et al., 2021). To strengthen inclusive decision-making, organizations should employ materiality assessments to identify and prioritize sustainability issues, recognizing that the credibility of these assessments hinges on active stakeholder participation rather than mere consultation (Beske et al., 2020). Further, fostering inter-organizational partnerships and cross-sector collaboration supports joint problem-solving and collective action for sustainability goals (Eikelenboom, 2022; Kelly & Lange, 2019). Implementing dialogic stakeholder engagement frameworks can foster two-way communication and participatory governance, ensuring that stakeholder perspectives effectively shape sustainability strategies (Bellucci et al., 2019). Finally, integrating corporate governance structures into stakeholder engagement aligns decision-making with sustainability priorities, thereby reinforcing transparency and accountability (Dewi et al., 2023).

Levels of Stakeholder Participation

The extent of stakeholder participation varies considerably among organizations, ranging from mere passive consultation to full active involvement in decision-making. Although some firms engage stakeholders solely to enhance legitimacy, truly meaningful participation necessitates two-way dialogue, transparent communication, and stakeholder empowerment (Bellucci et al., 2019). Such active involvement not only bolsters corporate reputation and credibility by demonstrating a firm's commitment to transparency and accountability (Linzalone et al., 2024) but also requires a delicate balance. Organizations must ensure that the drive for inclusivity does not compromise decision-making efficiency, as excessive stakeholder involvement can result in increased complexity and potential dissatisfaction (Linzalone et al., 2024).

Effective stakeholder engagement spans multiple levels—from passive information-sharing to active participation in strategic decision-making. Customizing engagement methods to align with stakeholder profiles, organizational objectives, and contextual demands is essential (Bellantuono et al., 2016). Organizations often **employ informing strategies**—where CSR goals are communicated unilaterally—as well as **interacting strategies** that foster collaboration through partnerships, endorsements, and dialogue (Yang & Basile, 2022). Moreover, **two-way**

dialogic communication is critical for promoting mutual commitment rather than one-sided management approaches (Bellucci et al., 2019; Manetti & Bellucci, 2016). To ensure that stakeholder input is meaningfully incorporated, companies should move beyond mere consultation by **integrating stakeholder concerns into sustainability reports and strategic planning** (Moratis & Brandt, 2017). Prioritizing stakeholders based on power, legitimacy, and urgency further enables organizations to allocate managerial attention effectively (Manetti & Toccafondi, 2014). Additionally, fostering **dynamic interaction and shared responsibility** enhances collaboration, ensuring that engagement transcends the management of expectations to foster genuine cooperation (Manetti & Bellucci, 2016). Organizations can also **enhance participatory processes through facilitation techniques** such as appreciative inquiries, consensus-building, and scenario planning (Bellantuono et al., 2016). Aligning stakeholder participation with materiality and relevance principles ensures that their concerns are integrated into sustainability reporting in a meaningful way (Dewi et al., 2023). However, many companies still limit engagement to consultation rather than fully incorporating stakeholders into decision-making processes, thereby undermining the credibility of their sustainability reports (Beske et al., 2020). To address this shortfall, organizations should transition from compliance-driven engagement to **collaborative decision-making**, wherein stakeholders actively influence corporate sustainability strategies (Eikelenboom, 2022). Finally, **establishing transparent reporting and robust feedback mechanisms** ensures that stakeholder inputs are transformed into actionable sustainability initiatives, further reinforcing inclusiveness and accountability (Silvius & Schipper, 2019).

Stakeholder Engagement in CSR and Sustainability Planning and Implementation

Effective stakeholder engagement in CSR and sustainability planning significantly enhances social, economic, and environmental impacts by fostering trust, shared ownership, and long-term project success. Organizations that emphasize inclusiveness in CSR initiatives tend to report stronger stakeholder relationships, improved CSR performance, and greater community impact (Mella & Gazzola, 2018). Engaging stakeholders in CSR planning ensures that initiatives are aligned with diverse interests, thereby yielding more sustainable and socially responsible outcomes (Hasibuan et al., 2023; Rosyada et al., 2024). Similarly, active stakeholder participation in sustainability planning enhances policy feasibility by integrating social, environmental, and economic priorities (Brandon et al., 2017). Early and continuous engagement during the planning and design stages can prevent conflicts, improve project implementation, and ensure long-term viability (Silvius & Schipper, 2019). By involving both internal and external stakeholders, organizations can develop more inclusive and effective sustainability strategies that address diverse community and business needs (Brandon et al., 2017).

Effective stakeholder engagement in CSR and sustainability planning requires a **commitment to inclusivity, transparency, and strategic integration**. Organizations must align initiatives with stakeholder expectations while balancing investor interests and ecological considerations to ensure ethical and inclusive engagement (Jayiya et al., 2022). Establishing **long-term partnerships and capacity building through engagement** with local stakeholders and enterprises further strengthens sustainability efforts, especially for multinational corporations (Moyeen, 2018). A **structured approach** to engagement involves **mapping and prioritizing stakeholders and integrating their perspectives into decision-making** to ensure that material issues are effectively addressed. **Consulting stakeholders to define sustainability criteria** enhances planning, while **disclosing material topics** and incorporating stakeholder participation

in sustainability reporting improve accountability (Achterkamp & Vos, 2006; Dewi et al., 2023). To foster active participation, organizations should **employ diverse engagement methods**—including surveys, group meetings, advisory panels, and digital platforms (Gromis Di Trana et al., 2024; Manetti & Bellucci, 2016). **Embedding corporate sustainability and circular economy principles into sustainability initiatives** supports shared value creation, while integrating sustainability into project stakeholder management aligns sustainability strategies with long-term development goals (Eikelenboom, 2022; Silvius & Schipper, 2019). Moreover, **leveraging awareness campaigns** to shape stakeholder behavior fosters co-created initiatives and strengthens relationships (Park et al., 2021). **Ensuring transparent reporting of stakeholder engagement activities and defining strategic objectives** reinforces corporate accountability (Bellucci et al., 2019). Finally, **harmonizing stakeholder, strategic management, and communication theories** creates a cohesive, multi-pronged engagement strategy that seamlessly integrates CSR initiatives across corporate operations (Thulkanam, 2014). By implementing these strategies, organizations can establish an inclusive, transparent, and effective stakeholder engagement framework for sustainable CSR planning and execution.

Stakeholder Participation in Sustainability Reporting

Transparency is fundamental to stakeholder engagement, as it enhances accountability and trust in corporate sustainability practices. Sustainability reporting frameworks—such as the Global Reporting Initiative (GRI)—emphasize stakeholder engagement to improve the relevance and credibility of sustainability disclosures (Grushina, 2017). When stakeholders participate in defining material sustainability issues, reports more accurately reflect their concerns, leading to improved decision-making and increased corporate legitimacy (Stocker et al., 2020). However, some organizations struggle to move beyond one-way reporting, which limits the effectiveness of stakeholder involvement and, consequently, the overall impact of sustainability disclosures (Dewi et al., 2023).

Effective stakeholder participation in this reporting requires **structured engagement, transparency, and alignment with stakeholder interests**. Organizations can enhance this process by **mapping and categorizing stakeholders** to identify key actors, assess their influence, and prioritize engagement levels (De Luca et al., 2022). In addition, **strategic engagement planning**—which involves setting clear objectives, defining reporting priorities, and identifying material topics—ensures inclusiveness in the reporting process (Bellantuono et al., 2016). Furthermore, **implementing materiality assessment and transparency measures** enhances stakeholder trust by incorporating materiality matrices to determine relevant sustainability topics and by disclosing stakeholder identification methods (Beske et al., 2020). To facilitate active participation, organizations should **employ diverse engagement methods**, such as surveys, advisory panels, focus groups, and social media platforms, to transition from passive information-sharing to active involvement in CSR decision-making (Manetti & Bellucci, 2016; Yang & Basile, 2022). Additionally, **integrating stakeholder concerns into sustainability performance evaluation** helps align reporting frameworks with stakeholder expectations (Kaur & Lodhia, 2018), while **leveraging sustainability reporting for corporate accountability** creates a dialogic space for stakeholders to express their views and ensures that disclosures reflect shared priorities, thereby promoting long-term engagement (Bellucci et al., 2019; Gromis Di Trana et al., 2024).

Technology and Digital Communication

Technology and digital communication have become central to effective stakeholder

engagement in corporate sustainability. Social media platforms, for instance, enable real-time stakeholder involvement by allowing firms to gather diverse perspectives and enhance transparency (De Luca et al., 2022). Similarly, interactive digital platforms empower organizations to develop participatory CSR strategies and improve stakeholder relationships (Agrawal et al., 2025). Moreover, the use of various digital tools creates networks that facilitate collaboration and continuous feedback, thereby strengthening overall engagement (Wakunuma & Jiya, 2019).

To achieve effective stakeholder engagement through digital communication, organizations must leverage multiple strategies. For example, **utilizing social media for two-way communication** fosters dynamic dialogue between organizations and stakeholders, improving perceptions of corporate sustainability efforts (De Luca et al., 2022). Additionally, social media can serve as an **interactive space** where firms **assess engagement levels, exchange information, and tailor content to maximize stakeholder interaction** (Park et al., 2021). Further, **incorporating digital communication tools**—such as email channels, online forums, and hotlines—enhances accessibility and facilitates feedback on sustainability initiatives (Manetti & Toccafondi, 2014). **Integrating Web technology and content analysis in sustainability reporting** also supports stakeholder engagement by providing platforms for diverse perspectives and ensuring alignment with stakeholder interests (Manetti & Bellucci, 2016). Finally, **leveraging ICT for stakeholder participation** broadens engagement opportunities by enabling open discussions on sustainability challenges and governance in the digital era (Brandon et al., 2017; Ibrahim et al., 2024). Collectively, these strategies enhance inclusivity, strengthen stakeholder relationships, and optimize the effectiveness of sustainability communication.

Inclusive Leadership

Inclusive leadership is fundamental to effective stakeholder engagement because it ensures that diverse stakeholder perspectives are actively considered and integrated into decision-making processes. Leaders play a critical role in shaping communication strategies that enhance transparency and foster meaningful participation (Jayiya et al., 2022). Organizations that embed stakeholder engagement into strategic planning tend to cultivate stronger relationships and facilitate collaborative decision-making, thereby promoting inclusivity in corporate sustainability initiatives (Nagarajan, 2024). Moreover, the adoption of inclusive leadership practices enables companies to establish long-term stakeholder partnerships that align corporate sustainability objectives with broader societal expectations, reinforcing shared responsibility and active participation (Park et al., 2021).

Effective inclusive leadership necessitates a range of strategic practices. For instance, **identifying and mapping stakeholders** allows organizations to categorize stakeholders based on their influence and interests, ensuring that engagement approaches are tailored appropriately (Ibrahim et al., 2024; Wakunuma & Jiya, 2019). **Encouraging active participation in decision-making** strengthens stakeholder commitment by ensuring direct involvement in CSR initiatives (Achterkamp & Vos, 2006; Moyeen, 2018). **Facilitating continuous dialogue** to understand stakeholder needs ensures that corporate strategies remain aligned with stakeholder expectations, making engagement mutually beneficial (Jayiya et al., 2022; Moratis & Brandt, 2017). **Utilizing multiple engagement platforms**—such as advisory panels, meetings, surveys, and social media—enhances transparency and fosters ongoing interactions (Bellantuono et al., 2016; Manetti & Bellucci, 2016). Additionally, **building partnerships and fostering**

collaboration with local enterprises further reinforces CSR effectiveness and shared value creation (Park et al., 2021). **Ensuring transparency and accountability through robust materiality analysis** and disclosure of stakeholder inputs further enhances corporate credibility (Dewi et al., 2023; Puroila & Mäkelä, 2019). Finally, **integrating sustainability into corporate strategy** supports long-term stakeholder engagement by aligning business objectives with economic, social, and environmental priorities (Eikelenboom, 2022). Collectively, these strategies enable organizations to develop an inclusive stakeholder engagement framework that enhances corporate legitimacy, strengthens stakeholder relationships, and promotes sustainable development.

Inclusiveness and participation are critical for effective stakeholder engagement in corporate sustainability. Companies must transition from passive consultation to active engagement, ensuring that stakeholders contribute meaningfully to decision-making. Multi-stakeholder approaches, participatory decision-making, and transparency frameworks should be emphasized to align corporate sustainability efforts with stakeholder expectations. Organizations must also balance broad stakeholder inclusion with decision-making efficiency to maintain engagement effectiveness. As digital tools and leadership strategies evolve, businesses should integrate innovative engagement methods to enhance participation and ensure long-term sustainability success.

Responsiveness and Accountability

Responsiveness and accountability are critical to effective stakeholder engagement in corporate sustainability, ensuring transparency and ethical corporate behavior. Stakeholder pressure drives corporate CSR performance, compelling firms to align sustainability strategies with stakeholder expectations. Sustainability reporting serves as a key mechanism for responsiveness, allowing organizations to communicate ethical, environmental, and economic impacts while retaining stakeholder trust (Linzalone et al., 2024) (see Figure. 6).



Figure. 6 Framework for Categorizing Stakeholder Engagement Strategies: Responsiveness and Accountability

Materiality Assessment for Transparency

Materiality assessment is essential for enabling organizations to prioritize sustainability issues and engage stakeholders in a meaningful manner. It goes beyond simple consultation, functioning as a core accountability mechanism that enhances transparency and supports shared decision-making. By integrating stakeholder perspectives into the process, sustainability reporting can align corporate performance with economic, environmental, and social dimensions. Furthermore, adherence to public commitments through robust sustainability communication reinforces corporate responsibility and further builds trust (Agrawal et al., 2025; Bellantuono et al., 2016).

To achieve effective the engagement in materiality assessment, organizations must implement a range of structured strategies that ensure transparency, accountability, and responsiveness. For example, **mapping and prioritizing stakeholders** is critical for identifying key actors based on their influence, interest, and relevance to sustainability reporting (De Luca et al., 2022; Wakunuma & Jiya, 2019). Moreover, **engaging stakeholders in materiality analysis** enhances

the identification of pertinent sustainability issues, ensuring that reports accurately reflect stakeholder expectations and do not omit critical topics (Bellantuono et al., 2016; Beske et al., 2020). Organizations should also **implement structured materiality assessments and transparency measures** by utilizing multi-attribute decision-making models, stakeholder surveys, group meetings, and feedback systems to systematically evaluate stakeholder priorities (Gromis Di Trana et al., 2024; Torelli et al., 2020). Additionally, **ensuring accountability through disclosure**—by reporting stakeholder engagement activities, explaining methods used to determine material topics, and clarifying the roles of both internal and external stakeholders—further solidifies corporate responsibility (Bellucci et al., 2019; Dewi et al., 2023). Further strategies include **co-creating CSR and sustainability agendas with stakeholders** to incorporate diverse perspectives into corporate strategies and performance assessments (Saraswati et al., 2024; Yang & Basile, 2022). Organizations are also advised to **integrate stakeholder expectations into sustainability performance indicators**, ensuring a bottom-up approach that reflects social and environmental concerns (Shams et al., 2019; Silva et al., 2019). Finally, **leveraging digital tools for stakeholder engagement**—through social media, online platforms, and Web technologies—enhances accessibility, facilitates real-time interaction, and improves the legitimacy of sustainability disclosures (Linzalone et al., 2024; Manetti & Bellucci, 2016). By adopting these strategies, organizations can improve transparency, strengthen stakeholder trust, and enhance the overall credibility of sustainability reporting.

Sustainability Reporting as a Dialogue Tool

Sustainability reporting functions not only as a product but also as a vital platform for stakeholder dialogue, with its effectiveness hinging on the degree of stakeholder engagement. When organizations fail to engage stakeholders adequately, sustainability reports risk becoming ineffective, thereby undermining long-term accountability (García-Sánchez & Araújo-Bernardo, 2020; Moratis & Brandt, 2017). Direct stakeholder involvement is essential for robust materiality analysis, ensuring that sustainability reports remain both relevant and actionable. Moreover, enhanced stakeholder engagement significantly improves reporting quality, thereby reinforcing corporate governance principles of fairness, transparency, and accountability (Dewi et al., 2023).

To transform sustainability reporting into a dynamic, participatory tool, organizations must adopt a range of engagement strategies that ensure transparent disclosure and responsiveness to stakeholder concerns. For instance, **engaging stakeholders in co-creating CSR and sustainability agendas** enhances inclusivity by incorporating external stakeholder input into CSR initiatives through partnerships, endorsements, and dialogue platforms (Yang & Basile, 2022). Furthermore, **disclosing stakeholder engagement in report content** improves transparency by clearly detailing how stakeholder input is incorporated and how firms respond to their concerns (Moratis & Brandt, 2017). Additionally, **utilizing materiality analysis to enhance transparency** ensures that reports reflect the most relevant sustainability issues, fostering trust and alignment with stakeholder priorities (Beske et al., 2020). Organizations are also encouraged to **leverage stakeholder response strategies and digital engagement**—such as feedback loops and social media—to broaden the accessibility of sustainability reporting, transforming it from a static disclosure into an interactive communication tool (Park et al., 2021). Moreover, **dedicating sections of sustainability reports to stakeholder engagement** further strengthens accountability by formally documenting stakeholder opinions, engagement challenges, and subsequent actions taken to enhance inclusiveness (Bellucci et al., 2019). **Strategic use of visual rhetoric**, such as colors, images, and graphical representations, can also

shape stakeholder perceptions and enhance engagement by making sustainability reports more accessible and compelling, ensuring that key messages resonate effectively across diverse audiences (García-Sánchez & Araújo-Bernardo, 2020). By integrating these strategies, sustainability reporting evolves into a participatory mechanism that fosters ongoing dialogue, builds stakeholder trust, and ultimately enhances corporate accountability.

Stakeholder Engagement for Risk Management

Effective stakeholder engagement plays a critical role in risk management and the identification of sustainability issues. By integrating stakeholder feedback into decision-making processes, organizations can enhance transparency and ensure a more inclusive reporting process. Proactive engagement reduces the likelihood of irrelevant disclosures and fosters robust accountability relationships. Moreover, when sustainability reporting is approached as a dialogic process that addresses legitimate stakeholder concerns, it contributes to stronger corporate governance and improved risk management outcomes (Bellucci et al., 2019; Gromis Di Trana et al., 2024; Kaur & Lodhia, 2018).

To achieve effective stakeholder engagement for risk management, organizations should adopt a range of targeted strategies. For example, **mapping and prioritizing stakeholders** enables organizations to identify key actors based on their influence and impact, thereby facilitating a structured engagement approach (De Luca et al., 2022). Furthermore, **deep understanding stakeholder concerns** allows firms to assess risks and opportunities by identifying specific issues faced by different stakeholder groups (Bellantuono et al., 2016). **Facilitating dialogue and communication through platforms** that support open discussions, feedback collection, and issue resolution further enhances transparency (Moratis & Brandt, 2017). Additionally, **conducting materiality analysis for risk assessment** helps prioritize sustainability topics most relevant to stakeholders, ensuring that both reporting and decision-making address critical issues (Beske et al., 2020). **Building partnerships and collaboration** with industry leaders and other organizations strengthens CSR efforts by enabling shared risk management strategies (Park et al., 2021). Moreover, **ensuring transparency and accountability in CSR activities** reinforces stakeholder trust by demonstrating corporate responsibility in addressing risks (Dewi et al., 2023). Tailoring engagement strategies based on stakeholder needs enhances participation and fosters more effective risk mitigation (Silviu & Schipper, 2019). Finally, **leveraging social media for digital engagement** provides real-time communication channels that enable organizations to monitor emerging risks, address stakeholder concerns, and strengthen crisis response efforts (Park et al., 2021). Collectively, these strategies contribute to a comprehensive stakeholder engagement framework that enhances risk management, accountability, and long-term sustainability.

Ongoing Engagement for High-Quality Reporting

High-quality reporting necessitates ongoing engagement throughout the reporting cycle—before, during, and after report preparation—while rigorously adhering to materiality and relevance principles (Manetti & Toccafondi, 2014). Comprehensive sustainability information is vital for informed decision-making and the maintenance of strong stakeholder relationships (Silva et al., 2019). Transitioning from mere stakeholder management to active engagement fosters greater trust, enhances corporate reputation, and bolsters the strategic value of sustainability disclosures (Chen, 2018).

To achieve this, organizations must implement a range of targeted strategies that ensure

transparency, accountability, and responsiveness. For example, **mapping and prioritizing stakeholders** enables firms to systematically identify key actors based on their influence and impact, thereby directing engagement efforts strategically (De Luca et al., 2022). **Integrating stakeholder concerns into materiality assessments** further strengthens reporting credibility by ensuring that disclosures align with stakeholder expectations and address critical sustainability issues (Beske et al., 2020; Dewi et al., 2023). Additionally, **engagement planning and multi-channel communication** enhance inclusiveness by employing structured, iterative stakeholder involvement processes—such as advisory panels, focus groups, surveys, and social media engagement—to maintain continuous dialogue (Bellantuono et al., 2016). **Embedding stakeholder engagement into corporate decision-making**—by integrating stakeholder feedback into business strategies, sustainability indicators, and performance assessments—further fosters accountability (Kaur & Lodhia, 2018). Moreover, **leveraging partnerships and external collaborations** enhances credibility and enables organizations to co-create sustainable solutions with industry leaders, nonprofits, and opinion leaders (Park et al., 2021). Equally important, **ensuring transparent reporting through detailed materiality disclosures**—which explain engagement methodologies and delineate how stakeholder input influences decision-making—reinforces corporate accountability (Bellucci et al., 2019; Manetti & Toccafondi, 2014). Finally, **leveraging digital stakeholder engagement via social media and online platforms provides real-time interaction**, effective issue monitoring, and rapid responsiveness to emerging sustainability concerns (Park et al., 2021). By implementing these strategies, organizations can establish a robust, ongoing stakeholder-driven reporting framework that enhances transparency, accountability, and the overall quality of sustainability disclosures.

Strengthening Governance through Responsiveness

Prioritizing responsiveness and accountability is essential for strengthening corporate governance and advancing sustainability efforts. Integrating stakeholder feedback improves transparency and enhances the credibility of sustainability reporting (Saraswati et al., 2024). Continuous responsiveness is imperative to ensure meaningful stakeholder involvement over time (Rosyada et al., 2024). As stakeholder expectations evolve, companies must continually refine their engagement strategies to uphold accountability and maintain corporate responsibility (Park et al., 2021).

Effective engagement for enhancing governance is predicated on transparency, inclusivity, and accountability, which align organizational strategies with stakeholder expectations. **Mapping and prioritizing stakeholders** enables organizations to identify key actors, categorize them based on their influence, and tailor engagement approaches accordingly (De Luca et al., 2022). Moreover, **embedding stakeholder engagement into corporate governance** ensures that stakeholders actively participate in defining corporate strategy, decision-making, and sustainability initiatives, thereby enhancing legitimacy and trust (Bellantuono et al., 2016; Kaur & Lodhia, 2018). **Facilitating two-way communication and dialogue** fosters a dynamic and responsive governance framework, where companies actively listen to stakeholder concerns and incorporate feedback into sustainability policies and reporting (Moratis & Brandt, 2017; Saraswati et al., 2024). Additionally, **ensuring transparency in sustainability reporting**—by disclosing stakeholder input, material concerns, and the rationale behind corporate decisions—further reinforces governance (Dewi et al., 2023). **Forming partnerships and collaborative initiatives** further strengthens governance structures by integrating diverse perspectives, co-developing CSR initiatives, and leveraging third-party endorsements (Park et al., 2021). Finally, **institutionalizing engagement as a structured business function** through planned

communication strategies, review mechanisms, and adaptive governance models ensures continuous responsiveness to stakeholder needs (Jayiya et al., 2022). Collectively, these strategies establish an inclusive, stakeholder-driven approach that enhances corporate governance and promotes long-term sustainability.

The literature highlights that responsiveness and accountability drive effective stakeholder engagement, enhancing transparency and trust. However, engagement must be substantive rather than a compliance exercise. Sustainability reporting risks becoming a public relations tool if companies selectively engage stakeholders or fail to act on their input. To improve engagement, firms must shift from transactional to continuous dialogue, embedding stakeholder interactions into decision-making. Leveraging digital platforms can facilitate real-time engagement. Strengthening governance through independent oversight, third-party verification, and stakeholder advisory panels enhances credibility. Beyond disclosure, accountability requires demonstrable actions reflecting stakeholder input and sustainability commitments. Moving beyond compliance-driven reporting to meaningful engagement will determine the long-term success of corporate sustainability efforts.

Knowledge Management and Organizational Learning

Knowledge management and organizational learning are essential for effective stakeholder engagement in corporate sustainability. Firms must leverage internal resources and external expertise to foster collaboration, co-creation, and value generation. Strong communication and interaction capabilities enable firms to align sustainability strategies with stakeholder expectations, building trust and enhancing value creation (Rhodes et al., 2014) (see Figure. 7).

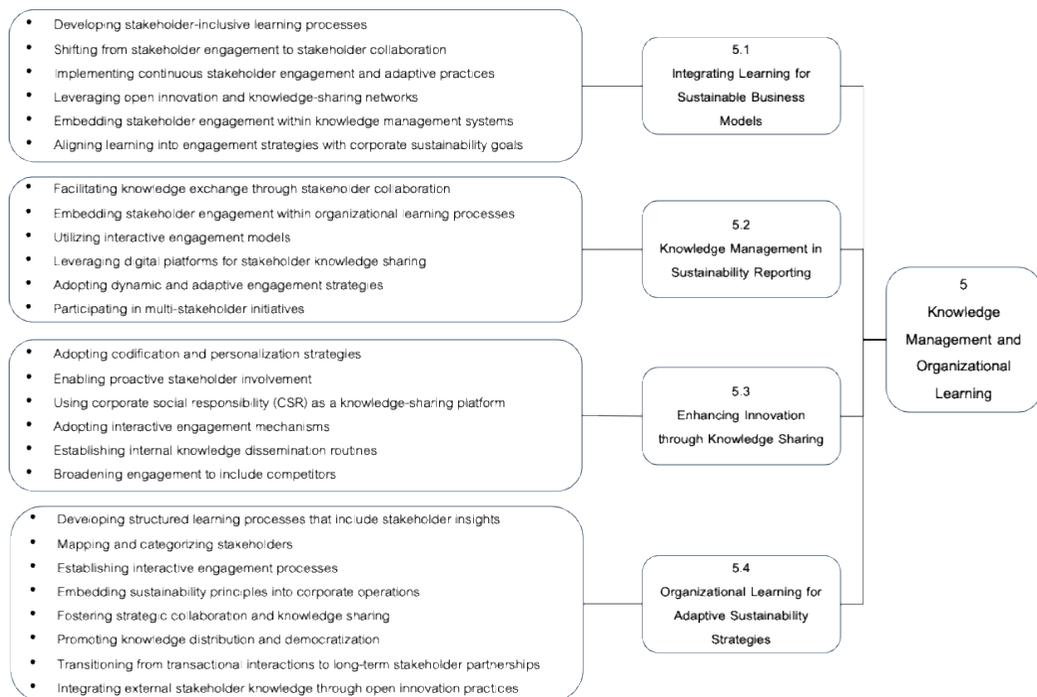


Figure. 7 Framework for Categorizing Stakeholder Engagement Strategies: Knowledge Management and

Organizational Learning

Integrating Learning for Sustainable Business Models

Integrating stakeholder engagement with organizational learning is pivotal in strengthening sustainable business models, as it facilitates continuous knowledge exchange and drives innovation. By actively involving both employees and external stakeholders, organizations can effectively identify sustainability challenges and co-develop innovative solutions (Fobbe et al., 2024). Moreover, learning from stakeholders ensures that sustainability activities are closely aligned with overall business objectives, thereby fostering long-term sustainability (Alshukri et al., 2024). In addition, robust knowledge transfer enhances an organization's capacity to adapt to evolving sustainability demands (Ayuso et al., 2011).

Effective engagement for integrating learning into sustainable business models relies on a range of strategies. For instance, **developing stakeholder-inclusive learning processes** enables organizations to integrate stakeholder insights into innovation and decision-making, thereby enhancing both business performance and sustainability outcomes (Ayuso et al., 2011; Ghassim, 2019). **Shifting from stakeholder engagement to stakeholder collaboration** fosters dynamic relationships, wherein stakeholders actively participate in co-creation, knowledge exchange, and shared value creation (Isaacs, 2013; Linzalone et al., 2024). **Implementing continuous stakeholder engagement and adaptive practices** enables organizations to learn, adapt, and co-develop innovative solutions for sustainability challenges, enhancing both operational practices (OSP) and sustainable business models (Fobbe et al., 2024). Additionally, **leveraging open innovation and knowledge-sharing networks** allows firms to incorporate diverse perspectives, thereby enhancing sustainable innovation through multi-stakeholder collaboration (Trabelsi, 2019). **Embedding stakeholder engagement within digital and knowledge management systems** democratizes access to information, which in turn improves transparency and decision-making in sustainability initiatives (Blak Bernat, Qualharini, & Castro, 2023). Finally, **aligning learning into engagement strategies with corporate sustainability goals** ensures that organizations not only address environmental and social concerns but also enhance their long-term competitive advantage (De Luca et al., 2022). By implementing these strategies, organizations can establish a learning-driven stakeholder engagement framework that fortifies sustainable business models and fosters continuous innovation.

Knowledge Management in Sustainability Reporting

Knowledge management in sustainability reporting is essential for promoting transparency and accountability. Sustainability reporting serves as a learning tool that enables organizations to assess their sustainability efforts and provide stakeholders with pertinent insights (Esposito & Ricci, 2021). Effective knowledge sharing democratizes access to sustainability information, ensuring that stakeholder perspectives are integrated into organizational practices. Moreover, firms that successfully incorporate external insights into their internal processes are able to strengthen both their sustainability performance and stakeholder relationships (Trabelsi, 2019).

Effective knowledge management in sustainability reporting requires integrating stakeholder engagement to enhance learning, transparency, and innovation. For instance, **facilitating knowledge exchange through stakeholder collaboration** enables organizations to leverage shared expertise, refine sustainability strategies, and develop cleaner, more sustainable technologies (Rhodes et al., 2014; Salvador et al., 2021). Additionally, **embedding stakeholder engagement within organizational learning processes** ensures that sustainability insights

inform decision-making, fostering continuous improvement and long-term business resilience (Alshukri et al., 2024). Organizations can also benefit from **utilizing interactive engagement models**—such as voluntary forums, two-way dialogues, and participatory decision-making—to enhance stakeholder trust and encourage co-creation in sustainability initiatives (Ghassim, 2019; Isaacs, 2013). Furthermore, **leveraging digital platforms for stakeholder knowledge sharing** supports transparency and inclusivity by enabling firms to map, categorize, and prioritize stakeholders while refining engagement strategies through continuous feedback loops (De Luca et al., 2022). In addition, **adopting dynamic and adaptive engagement strategies** facilitates the transition from linear stakeholder interactions to complex, evolving partnerships that jointly address sustainability challenges (Fobbe et al., 2024; Linzalone et al., 2024). Finally, **participating in multi-stakeholder initiatives** enhances knowledge diffusion and strengthens transparency, increasing accountability and fostering stakeholder-driven learning in sustainability reporting (Trabelsi, 2019). By implementing these strategies, organizations can ensure that sustainability reporting serves both as an effective knowledge management tool and as a mechanism for fostering deeper stakeholder engagement.

Enhancing Innovation through Knowledge Sharing

Integrating stakeholder engagement with robust knowledge management practices significantly enhances innovation and value creation within sustainable business models. Open Sustainable Innovation (SOI) frameworks—by integrating external knowledge through continuous dialogue—enable firms to effectively address complex sustainability challenges (Ghassim, 2019). Furthermore, systematic knowledge sharing fosters improved decision-making and drives the development of sustainability-oriented strategies (Trabelsi, 2019). In addition, investing in both formal and informal knowledge mechanisms cultivates a dynamic learning culture that supports long-term sustainability (Ayuso et al., 2011).

To enhance innovation through knowledge sharing, organizations must adopt **codification and personalization strategies**, where knowledge is systematically captured in databases while also being exchanged through direct interpersonal interactions (Blak Bernat, Qualharini, & Castro, 2023). Furthermore, **proactive stakeholder involvement** ensures that knowledge sourced from both internal and external stakeholders is effectively managed and integrated into the firm's innovation processes, fostering a sustainable innovation orientation (Ayuso et al., 2011). Organizations should also leverage **corporate social responsibility (CSR) as a knowledge-sharing platform**, where active stakeholder engagement amplifies CSR's positive impact on innovation capabilities and organizational learning (Alshukri et al., 2024). Moreover, adopting **interactive engagement mechanisms**—such as involving stakeholders in decision-making, promoting voluntary participation, and facilitating joint problem-solving—creates an environment conducive to knowledge co-creation (Isaacs, 2013). Firms should also develop open innovation capabilities, which include recognizing technological and market changes, **establishing internal knowledge dissemination routines**, and leveraging external relationships to pilot new solutions (Ghassim, 2019). Lastly, broadening engagement beyond traditional stakeholders to include competitors can enable collective problem-solving and shared learning, thus driving sustainable innovation (Trabelsi, 2019).

Organizational Learning for Adaptive Sustainability Strategies

Organizational learning is pivotal in making sustainability initiatives more dynamic and responsive. By engaging stakeholders, firms are able to incorporate diverse perspectives into decision-making processes, thereby enhancing the effectiveness of CSR efforts (Isaacs, 2013).

Moreover, robust knowledge-sharing strengthens intellectual capital and reinforces long-term sustainability strategies (Blak Bernat, Qualharini, & Castro, 2023). When stakeholder engagement is integrated into learning processes, organizations become better equipped to navigate sustainability challenges and create shared value (Alshukri et al., 2024).

To support adaptive sustainability strategies, organizations must implement targeted stakeholder engagement practices. For example, **developing structured learning processes that include stakeholder insights** enables continuous refinement of sustainability strategies through knowledge exchange and feedback (Linzalone et al., 2024). Additionally, **mapping and categorizing stakeholders** helps to assess their influence and identify appropriate engagement levels, ensuring that concerns are addressed through structured action planning (De Luca et al., 2022). **Establishing interactive engagement processes** promotes collaborative problem-solving, allowing firms and stakeholders to adaptively co-develop innovative sustainability solutions (Isaacs, 2013). Furthermore, organizations should **embed sustainability principles into corporate operations** and leverage stakeholder relationships to create shared value (Rhodes et al., 2014). **Fostering strategic collaboration and knowledge sharing** further facilitates innovation by enabling stakeholder insights to inform business model adjustments and responsive decision-making (Ayuso et al., 2011). In addition, **promoting knowledge distribution and democratization** ensures transparency and ethical project management (Enhancing Sustainability in Project Management The Role of Stakeholder Engagement and Knowledge Management in Virtual Team Environments 2023.pdf). Organizations are also advised to **transition from transactional interactions to long-term stakeholder partnerships** that foster sustainable value creation (The Interplay of Corporate Social Responsibility, Innovation Capability, Organizational Learning, and Sustainable Value Creation Does Stakeholder Engagement Matter? 2024.pdf). Lastly, **integrating external stakeholder knowledge through open innovation practices** is essential for adapting to technological and market shifts, thereby maintaining sustainability leadership (Ghassim, 2019). Collectively, these strategies empower organizations to build resilience, enhance sustainability learning, and develop adaptive sustainability strategies that align with evolving stakeholder expectations.

Stakeholder engagement and organizational learning are interdependent, forming a foundation for corporate sustainability. Firms that integrate knowledge management can better respond to stakeholder needs, drive innovation, and implement sustainability strategies effectively. However, challenges remain in translating external insights into actionable strategies. To maximize impact, firms must foster a culture of continuous learning and collaboration. Digital tools can enhance knowledge transfer, improving accessibility and implementation. Establishing governance structures that ensure stakeholder feedback informs decision-making can further strengthen sustainability outcomes. Ultimately, organizations that embed stakeholder engagement within knowledge management create adaptive and resilient sustainability strategies. A strong learning culture allows firms to align CSR initiatives with stakeholder expectations, ensuring lasting sustainability impact.

Leadership and Governance for Stakeholder Engagement for Corporate Sustainability

Leadership and governance are crucial for effective stakeholder engagement in corporate sustainability, shaping decision-making, transparency, and accountability. Strong leadership fosters collaboration and embeds sustainability into corporate culture, ensuring business strategies align with long-term goals (Rhodes et al., 2014). The shift from linear to complex engagement models highlights the need for adaptive leadership to navigate evolving

sustainability challenges (Linzalone et al., 2024).

Governance Structures for Accountability and Transparency

Robust governance structures establish the policies and accountability mechanisms that underpin effective stakeholder engagement. Integrated Management Systems (IMS) and Corporate Sustainability (CS) frameworks play a vital role in supporting sustainable decision-making (Koh et al., 2023; Vieira Nunhes et al., 2022). The board of directors is instrumental in prioritizing sustainability issues, ensuring transparency, and enhancing corporate legitimacy, while CSR committees further strengthen management's commitment to stakeholders, thereby improving the relevance and quality of sustainability reporting (Dewi et al., 2023).

To strengthen governance structures, organizations must adopt effective strategies that foster transparency, accountability, and ethical decision-making. For example, organizations should **map and categorize stakeholders** to identify key actors based on their influence and concerns, enabling more accurate risk assessment and informed decision-making (De Luca et al., 2022). Additionally, **implementing multi-stakeholder partnerships** facilitates collaboration, knowledge sharing, and resource integration to address complex sustainability challenges (Eweje et al., 2021). Moreover, **embedding sustainability principles into corporate governance** enhances legitimacy and long-term performance by integrating sustainability practices into strategic operations (Ho et al., 2024). **Ensuring transparent reporting through sustainability reporting and materiality analysis** serves as a critical tool for stakeholder accountability by aligning disclosed information with stakeholder expectations and regulatory requirements (Dewi et al., 2023). Furthermore, **engaging in cross-sector collaboration between governments, businesses, and civil society** is essential for aligning sustainability initiatives with national development goals (Kelly & Lange, 2019). Finally, organizations must **adopt strategic sustainability engagement models** that ensure inclusivity and responsiveness by effectively identifying, categorizing, and prioritizing stakeholders (Thulkanam, 2014). By integrating these strategies, organizations can enhance stakeholder trust, improve sustainability performance, and foster ethical leadership in corporate governance.

Leadership in Sustainability Communication and Collaboration

Effective leadership in sustainability communication is crucial for building trust and fostering stakeholder engagement. Transformational and inclusive leadership practices promote transparent dialogue, thereby significantly enhancing stakeholder involvement (Agrawal et al., 2025). Moreover, collaborative leadership—characterized by networked interactions and mutual learning—serves to strengthen cross-sector sustainability initiatives, while high-level political and corporate leadership further supports multi-stakeholder collaboration, ultimately leading to improved sustainability outcomes (Kelly & Lange, 2019).

To optimize sustainability communication, organizations must **establish strategic relationships with stakeholders that foster collaboration, knowledge sharing, and the co-creation of sustainable solutions** (Rhodes et al., 2014). Organizations should transition from a traditional stakeholder management approach to a more **dynamic engagement model that emphasizes continuous dialogue and shared decision-making** to enhance value creation (Linzalone et al., 2024). Additionally, **multi-stakeholder partnerships** are critical for integrating diverse perspectives, generating innovative sustainability solutions, and addressing systemic challenges (Eweje et al., 2021). Firms must also **leverage digital engagement strategies**, such as targeted sustainability communication via social media, to improve stakeholder interaction and enhance

transparency (De Luca et al., 2022). Furthermore, **integrating ESG considerations into corporate governance and sustainability reporting** reinforces long-term stakeholder trust and improves overall performance (Ho et al., 2024). Organizations should **prioritize stakeholder-driven materiality analysis** to ensure that sustainability reports accurately reflect stakeholder concerns, thereby enhancing accountability and transparency (Dewi et al., 2023). Finally, **engaging in cross-sector collaboration and shared learning** among businesses, governments, and civil society is essential for advancing sustainability communication and aligning corporate strategies with Sustainable Development Goals (Kelly & Lange, 2019). Through these integrated engagement strategies, organizations can strengthen their leadership in sustainability communication, foster meaningful stakeholder participation, and drive systemic change toward sustainable development.

Corporate Boards and Executives in Ethical Governance

Corporate boards and executives play a critical role in shaping stakeholder engagement by establishing reporting priorities and promoting ethical governance. Elements such as board diversity, frequent meetings, and proactive engagement with external stakeholders significantly contribute to responsible corporate behavior (Rodríguez-Fernández et al., 2020). Moreover, strong CEO leadership is instrumental in enhancing transparency and the overall effectiveness of stakeholder engagement (Ruso, 2022). Active board involvement is also essential to ensure that sustainability reporting aligns with stakeholder expectations, thereby improving disclosure quality (Saraswati et al., 2024).

To foster ethical governance through effective stakeholder engagement, corporate boards and executives must **integrate engagement into strategic decision-making and organizational sustainability**. **Leading the Establishment of transparent governance structures** enables organizations to interact fairly with stakeholders, enhancing accountability and ensuring that relevant sustainability issues are disclosed (Dewi et al., 2023). Furthermore, **integrating ESG principles into corporate strategy** improves stakeholder relationships, bolsters firm performance, and builds long-term legitimacy (Ho et al., 2024). In addition, strategic stakeholder collaboration is essential for addressing sustainability challenges, requiring approaches such as **co-creation, partnerships, and shared governance frameworks** to support CSR initiatives (Rhodes et al., 2014). Executives must also **prioritize board-level engagement in sustainability discussions** to ensure that stakeholder concerns are incorporated into corporate goal-setting and reporting (Saraswati et al., 2024). Moreover, **establishing multi-stakeholder partnerships (MSPs)** fosters systemic thinking and innovation by integrating diverse stakeholder perspectives into corporate governance (Eweje et al., 2021). By embedding these engagement strategies within ethical governance frameworks, corporate leaders can enhance transparency, accountability, and sustainability, ultimately driving responsible business conduct and long-term value creation.

Public-Sector Leadership in Achieving Sustainability Goals

Public-sector leadership significantly influences corporate sustainability initiatives by shaping the regulatory environment, stakeholder expectations, and collaborative frameworks necessary for achieving the SDGs. Effective governance in the public sector, characterized by transparency, dialogue, and cross-sector collaboration, directly impacts how corporations structure their sustainability strategies, compelling them to align with evolving policies and public priorities (Eweje et al., 2021). Additionally, nonprofit sector leadership plays a role in setting sustainability benchmarks and fostering financial resilience, requiring corporations to

build long-term stakeholder trust and demonstrate social responsibility to maintain legitimacy and secure strategic partnerships (Bradley-Swanson, 2019)

Corporations must adopt **adaptive stakeholder engagement strategies** to align sustainability initiatives with public-sector leadership, ensuring compliance with evolving policies while **leveraging government collaboration** for long-term resilience. **Establishing trust-based stakeholder networks** facilitates knowledge exchange and innovation, enabling firms to navigate regulatory landscapes effectively (Eweje et al., 2021). Additionally, businesses should **align sustainability efforts with national policies and legal frameworks** to enhance regulatory compliance and maximize shared value (Kelly & Lange, 2019). **Engaging in cross-sector collaboration with public institutions and civil society** promotes inclusive policymaking, sustainable urban development, and capacity-building through shared learning (Khatter, 2024). Proactively **participating in government-led ESG initiatives** strengthens corporate stakeholder relationships, enhances sustainability reporting, and fosters responsible business practices (Ho et al., 2024). Finally, maintaining **continuous stakeholder dialogue, resource integration, and systemic thinking** ensures corporate sustainability strategies remain responsive to public-sector leadership, fostering long-term impact and accountability (Ruso, 2022).

Leadership and governance are interdependent in driving stakeholder engagement and corporate sustainability. Strong leadership fosters accountability and collaboration, while governance structures institutionalize these practices. However, leadership must be proactive rather than reactive to navigate complex stakeholder relationships effectively. To enhance engagement, organizations should integrate sustainability governance into decision-making and encourage active stakeholder participation. Transformational and collaborative leadership approaches can further improve inclusivity and trust. Ultimately, firms that embed strong leadership and governance into stakeholder engagement strengthen corporate responsibility and long-term sustainability. Transparent and accountable decision-making ensures alignment between business objectives and stakeholder expectations. See table 2 for the complete list of strategies where some of them are combined as they are similar in meaning.

List of Strategies without Duplication
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| <ol style="list-style-type: none"> 1. Establishing robust, planned, proactive, and prioritized two-way dialogue, knowledge exchange, and continuous communication with key stakeholders through diverse platforms (Agrawal et al., 2025; Amor-Esteban et al., 2018; Bellantuono et al., 2016; Bellucci et al., 2019, 2019; Blak Bernat, Qualharini, Castro, et al., 2023; Chen, 2018; De Luca et al., 2022; Del Mar Alonso-Almeida et al., 2017; Gao & Zhang, 2006; Goncalves et al., 2023; Greenwood, 2007; Grushina, 2017; Herremans et al., 2016, 2016; Isaacs, 2013; Jayiya et al., 2022; Lin et al., 2024; Linzalone et al., 2024; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mathur et al., 2008; Mella & Gazzola, 2018, 2018; Monteiro et al., 2024; Moratis & Brandt, 2017; Pellinen, 2016; Rhodes et al., 2014; Silva et al., 2019; Silvius & Schipper, 2019; Steiner, 2008; Stocker et al., 2020, 2020; Sulkowski et al., 2018; Thulkanam, 2014) 2. Facilitating open, tailored, and user-friendly communication channels that leverage multiple voices, robust databases, and diverse engagement platforms (Agrawal et al., 2025; Bellucci et al., 2019; Beske et al., 2020; Brandon et al., 2017; De Luca et al., 2022; Herremans et al., 2016; Isaacs, 2013; Kaur & Lodhia, 2018; Kelly & Lange, 2019; Khan & Manurung, 2023; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; McHugh et al., 2019; Mella & |
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Gazzola, 2018; Park et al., 2021; Pellinen, 2016; Puroila & Mäkelä, 2019; Sulkowski et al., 2018; Thulkanam, 2014; Yang & Basile, 2022)

3. Consulting stakeholders to identify sustainability criteria (Achterkamp & Vos, 2006; Bellantuono et al., 2016; Beske et al., 2020; De Luca et al., 2022; Dewi et al., 2023; Gunnarsdóttir, 2020a; Kaur & Lodhia, 2018; Manetti, 2011; Manetti & Toccafondi, 2014; Moratis & Brandt, 2017; Puroila & Mäkelä, 2019; Rhodes et al., 2014; Saraswati et al., 2024; Silva et al., 2019; Staudt et al., 2023; Stocker et al., 2020; Torelli et al., 2020; Winans et al., 2021; Zou et al., 2014)

4. Applying the Triple P (People, Planet, Profit) (Achterkamp & Vos, 2006; Amor-Esteban et al., 2019; Bellucci et al., 2018; Blak Bernat, Qualharini, Castro, et al., 2023; Chen, 2018; De Oliveira et al., 2023; Garcia & Hamid, 2023; Hahn & Kühnen, 2013; Hasibuan et al., 2023; Macias, 2016; Manta et al., 2023; Martinez et al., 2019; Mella & Gazzola, 2018; Nagarajan, 2024; Silva et al., 2019; Silvius & Schipper, 2019; Trabelsi, 2019; Vieira Nunhes et al., 2022)

5. Embedding social and environmental principles, social responsibility, ethical values, and corporate vision (Agrawal et al., 2025; *Analysing the effect of legal system on corporate social responsibility (CSR) at the country level, from a multivariate perspective*, 2018; Bellantuono et al., 2016; Blok, 2019; Brandon et al., 2017; Camilleri, 2015; De Luca et al., 2022; De Oliveira et al., 2023; Dögl & Behnam, 2015; George, 2018; Grushina, 2017; Haddock-Fraser & Tourelle, 2010; Khanal et al., 2021; Kumar et al., 2019; Linzalone et al., 2024; Macias, 2016; Martinez et al., 2019; McHugh et al., 2019; Rhodes et al., 2014; Schniederjans & Khalajhedayati, 2021; Thulkanam, 2014; Vieira Nunhes et al., 2022; Vural-Yavaş, 2021; Wu & Li, 2020; Yang & Basile, 2022)

6. Conducting materiality analyses (*Analysing the effect of legal system on corporate social responsibility (CSR) at the country level, from a multivariate perspective*, 2018; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Chen, 2018; Dewi et al., 2023; Gromis Di Trana et al., 2024; Herremans et al., 2016; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023)

7. Transforming eco innovations through integrated performance analysis (Ghassim, 2019; Gunnarsdóttir, 2020b; Provasnek et al., 2017)

8. Designing tailored engagement activities (Bellucci et al., 2018, 2019; de Melo, 2016; Eikelenboom, 2022; Ghassim, 2019; Gromis Di Trana et al., 2024; Gunnarsdóttir, 2020b; Herremans et al., 2016; Isaacs, 2013; Manetti & Bellucci, 2016; Moratis & Brandt, 2017; Rosyada et al., 2024; Silvius & Schipper, 2019; Stocker et al., 2020; Thulkanam, 2014; Torelli et al., 2020; Trabelsi, 2019; Vieira Nunhes et al., 2022)

9. Involving stakeholders in strategic planning and performance measurement (Achterkamp & Vos, 2006; Bellucci et al., 2019; De Luca et al., 2022; Dögl & Behnam, 2015; Grushina, 2017; Gunnarsdóttir, 2020b; Herremans et al., 2016; Isaacs, 2013; Linzalone et al., 2024; Manetti, 2011; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Rosyada et al., 2024; Silva et al., 2019; Steiner, 2008; Thulkanam, 2014; Winans et al., 2021)

10. Targeting positive aspects while avoiding negative disclosures (Bellucci et al., 2019; Beske et al., 2020; Chen, 2018; García-Sánchez & Araújo-Bernardo, 2020; McHugh et al., 2019; Prado-Lorenzo et al., 2009; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Spina, 2015)

11. Enhancing transparency in materiality analysis and reporting through structured, detailed, and robust measures (Amor-Esteban et al., 2018; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Chen, 2018; Dewi et al., 2023; Herremans et al., 2016;

- Lin et al., 2024; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Silva et al., 2019; Staudt et al., 2023, 2023; Torelli et al., 2020)
12. Leveraging detailed reports (Bellantuono et al., 2016; De Oliveira et al., 2023; Koh et al., 2023; Manetti, 2011; Nzama, 2018; Prado-Lorenzo et al., 2009; Salvador et al., 2021; Saraswati et al., 2024; Spena, 2015; Torelli et al., 2020)
 13. Disclosing corporate responsibility policies (Beske et al., 2020; Bradford et al., 2017; Camilleri, 2015; de Melo, 2016; Dewi et al., 2023; Fernandez-Feijoo et al., 2014; Gromis Di Trana et al., 2024; Haddock-Fraser & Tourelle, 2010; Hahn & Kühnen, 2013; Macias, 2016; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; McHugh et al., 2019; Mella & Gazzola, 2018; Monteiro et al., 2024; Park et al., 2021; Pellinen, 2016; Prado-Lorenzo et al., 2009; Puroila & Mäkelä, 2019; Ruso, 2022; Saraswati et al., 2024; Spena, 2015; Staudt et al., 2023; Zaid et al., 2020)
 14. Incorporating innovation and education initiatives (Ayuso et al., 2011; Brandon et al., 2017; Del Mar Alonso-Almeida et al., 2017; Eikelenboom, 2022; Goncalves et al., 2023; Herremans et al., 2016; Isaacs, 2013; Nzama, 2018; Pisano et al., 2015; Staudt et al., 2023; Yang & Basile, 2022; Yeung, 2021)
 15. Engaging stakeholders in report content definition (Bellantuono et al., 2016; Bellucci et al., 2018, 2019, 2019; Beske et al., 2020; Chen, 2018; Dewi et al., 2023; Gao & Zhang, 2006; Gromis Di Trana et al., 2024; Grushina, 2017; Herremans et al., 2016; Lin et al., 2024; Manetti, 2011; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Moratis & Brandt, 2017; Pellinen, 2016; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Torelli et al., 2020)
 16. Reporting key stakeholders and material topics (Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Bradford et al., 2017; Chen, 2018; Dewi et al., 2023; Grushina, 2017; Herremans et al., 2016; Manetti, 2011; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Moratis & Brandt, 2017; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Stocker et al., 2020; Torelli et al., 2020)
 17. Illustrating a commitment to stakeholder engagement (Agrawal et al., 2025; Amor-Esteban et al., 2018; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Chang & Chuang, 2021; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Dögl & Behnam, 2015; Eikelenboom, 2022; Fobbe et al., 2024; Gao & Zhang, 2006; Goncalves et al., 2023; Grushina, 2017; Herremans et al., 2016; Khanal et al., 2021; Koh et al., 2023; Kumar et al., 2019; Lee, 2012; Linzalone et al., 2024; Macias, 2016; Manetti, 2011; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mathur et al., 2008; McHugh et al., 2019; Mella & Gazzola, 2018; Moratis & Brandt, 2017; Nonet et al., 2022; Nzama, 2018; Park et al., 2021; Puroila & Mäkelä, 2019; Rhodes et al., 2014; Saraswati et al., 2024; Schniederjans & Khalajhedayati, 2021; Silva et al., 2019; Staudt et al., 2023; Steiner, 2008; Stocker et al., 2020; Torelli et al., 2020)
 18. Adopting AA1000 framework (Bellantuono et al., 2016; Chen, 2018; Gao & Zhang, 2006; Manetti & Toccafondi, 2014; Puroila & Mäkelä, 2019)
 19. Communicating SDGs via social media (De Luca et al., 2022, 2022; Khanal et al., 2021; Manetti & Bellucci, 2016; Salman & Ishak, 2023)
 20. Publishing comprehensive sustainability reports (Bellantuono et al., 2016; Bellucci et al., 2018, 2019, 2019; Beske et al., 2020; Bradford et al., 2017; Chen, 2018; De Oliveira et al., 2023; Dewi et al., 2023; Gao & Zhang, 2006; Grushina, 2017; Herremans et al., 2016; Isaacs, 2013; Manetti, 2011; Manetti & Toccafondi, 2014; Manning et al., 2019; McHugh et al., 2019; Moratis & Brandt, 2017; Nagarajan, 2024; Nemetz, 2015; Prado-Lorenzo et al., 2009; Puroila & Mäkelä, 2019; Salvador et al., 2021; Saraswati et al., 2024; Staudt et al.,

- 2023; Stocker et al., 2020; Torelli et al., 2020; Zaid & Issa, 2023)
21. Utilizing diverse public communication channels (Agrawal et al., 2025; Bellucci et al., 2019; Beske et al., 2020; De Luca et al., 2022; Hahn & Kühnen, 2013; Khanal et al., 2021; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Morsing & Schultz, 2006; Moyeen, 2018; Park et al., 2021; Pellinen, 2016; Salman & Ishak, 2023; Samaraweera & Kethmi, 2024; Spena, 2015; Steiner, 2008; Thulkanam, 2014; Yang & Basile, 2022)
22. Aligning with the company's vision, values, and strategy (Agrawal et al., 2025; Bradley-Swanson, 2019; Brandon et al., 2017; Chen, 2018; De Oliveira et al., 2023; Eikelenboom, 2022; George, 2018; Goncalves et al., 2023; Horan, 2024; Isaacs, 2013; Jayiyi et al., 2022; Kelly & Lange, 2019; Khan & Manurung, 2023; Linzalone et al., 2024; Macias, 2016; Mella & Gazzola, 2018; Pellinen, 2016; Puroila & Mäkelä, 2019; Sulkowski et al., 2018; Thulkanam, 2014; Zou et al., 2014)
23. Adopting advanced digital tools for multi-level communication (Agrawal et al., 2025; Bellucci et al., 2018, 2019; Blak Bernat, Qualharini, Castro, et al., 2023; Brandon et al., 2017; De Luca et al., 2022; Grushina, 2017; Kelly & Lange, 2019; Khanal et al., 2021; Manetti & Bellucci, 2016; Pellinen, 2016; Rhodes et al., 2014; Samaraweera & Kethmi, 2024; Yang & Basile, 2022)
24. Developing clear and concise messaging (Al-Eryani et al., 2019, 2019; De Luca et al., 2022, 2022; Goncalves et al., 2023; Greenwood, 2007; Grushina, 2017, 2017; Gunnarsdóttir, 2020b; Pellinen, 2016; Spena, 2015; Staudt et al., 2023; Sulkowski et al., 2018; Thulkanam, 2014; Yang & Basile, 2022)
25. Leveraging multi-channel communication (Agrawal et al., 2025; Al-Eryani et al., 2019; Brandon et al., 2017; De Luca et al., 2022; Khanal et al., 2021; Macias, 2016; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Morsing & Schultz, 2006; Park et al., 2021; Pellinen, 2016; Samaraweera & Kethmi, 2024; Spena, 2015; Thulkanam, 2014)
26. Investing in integrated, data-driven communication systems (Agrawal et al., 2025; De Luca et al., 2022; Thulkanam, 2014; Yang & Basile, 2022)
27. Applying transparent indicator assessment criteria (Amor-Esteban et al., 2019; Goncalves et al., 2023; Gunnarsdóttir, 2020b; Isaacs, 2013; Mathur et al., 2008; Silva et al., 2019)
28. Fostering multi-sector and inter-organizational partnerships and collaboration (Agrawal et al., 2025; Chang & Chuang, 2021; De Luca et al., 2022; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Gao & Zhang, 2006; Ghassim, 2019; Goncalves et al., 2023; Grushina, 2017; Gunnarsdóttir, 2020b; Kelly & Lange, 2019; Khanal et al., 2021; Koh et al., 2023; Linzalone et al., 2024; Manetti, 2011; Manning et al., 2019; Manta et al., 2023; Nonet et al., 2022; Pisano et al., 2015; Provasnek et al., 2017; Rhodes et al., 2014; Salvador et al., 2021; Steiner, 2008; Stocker et al., 2020; Sulkowski et al., 2018; Torelli et al., 2020; Trabelsi, 2019; Van Huijstee & Glasbergen, 2008; Vieira Nunhes et al., 2022; Vural-Yavaş, 2021; Widiyatsih et al., 2024; Wu & Li, 2020; Yang & Basile, 2022; Zaid et al., 2020; Zaid & Issa, 2023)
29. Strengthening circular network interactions (De Oliveira et al., 2023; Eikelenboom, 2022; Linzalone et al., 2024; Sulkowski et al., 2018)
30. Building partnerships with locals (Eikelenboom, 2022; Fobbe et al., 2024; Hasibuan et al., 2023; Herremans et al., 2016, 2016; Linnen & Abdelhakam Nouredin, 2016; Steiner, 2008)

31. Integrating stakeholder views through structured multi-attribute group decision making (MAGDM) (Bellantuono et al., 2016; Gunnarsdóttir, 2020b; Winans et al., 2021)
32. Employing a range of participatory mechanisms from information sharing platforms to interactive methods (Bell et al., 2012; Bellantuono et al., 2016; Bellucci et al., 2019; Fobbe et al., 2024; Gunnarsdóttir, 2020b; Isaacs, 2013; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mathur et al., 2008; Sulkowski et al., 2018)
33. Identifying stakeholder roles, CSR focus areas, and optimal communication channels (Agrawal et al., 2025; Al-Eryani et al., 2019; Bellucci et al., 2018, 2019, 2019; Beske et al., 2020; Brandon et al., 2017; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Fobbe et al., 2024; Goncalves et al., 2023; Herremans et al., 2016, 2016; Isaacs, 2013; Jayiya et al., 2022; Khanal et al., 2021; Macias, 2016; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Morsing & Schultz, 2006; Park et al., 2021; Pellinen, 2016; Prado-Lorenzo et al., 2009; Puroila & Mäkelä, 2019; Rosyada et al., 2024; Salman & Ishak, 2023; Saraswati et al., 2024; Silva et al., 2019; Spena, 2015; Staudt et al., 2023; Stocker et al., 2020; Thulkanam, 2014; Torelli et al., 2020; Yamamoto, 2023)
34. Employing materiality assessments to identify and prioritize sustainability issues (Bellantuono et al., 2016; Bellucci et al., 2019; Beske et al., 2020; de Melo, 2016; Dewi et al., 2023; Gromis Di Trana et al., 2024; Herremans et al., 2016; Macias, 2016; Pellinen, 2016; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Thulkanam, 2014; Torelli et al., 2020; Zaid & Issa, 2023)
35. Adopting dialogic stakeholder engagement frameworks (Agrawal et al., 2025; Bellucci et al., 2019, 2019; Fobbe et al., 2024; Manetti, 2011; Moratis & Brandt, 2017; Puroila & Mäkelä, 2019; Stocker et al., 2020; Torelli et al., 2020; Van Huijstee & Glasbergen, 2008)
36. Integrating corporate governance structures into stakeholder engagement (Manning et al., 2019)
37. Employing informing strategies (Herremans et al., 2016, 2016; Moratis & Brandt, 2017; Stocker et al., 2020)
38. Integrating stakeholder concerns into sustainability reports and strategic planning (Agrawal et al., 2025; Bellantuono et al., 2016; Bellucci et al., 2018, 2019, 2019; Bradford et al., 2017; Chen, 2018; de Melo, 2016; Dewi et al., 2023; Fernandez-Feijoo et al., 2014; Fobbe et al., 2024; Gromis Di Trana et al., 2024; Grushina, 2017; Herremans et al., 2016; Ho et al., 2024; Kaur & Lodhia, 2017; Lee, 2012; Macias, 2016; Manetti, 2011; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Moratis & Brandt, 2017; Pellinen, 2016; Puroila & Mäkelä, 2019; Thulkanam, 2014; Torelli et al., 2020)
39. Creating dynamic interaction and shared responsibility (Bellucci et al., 2018, 2019; Blak Bernat, Qualharini, Castro, et al., 2023; Chen, 2018; Del Mar Alonso-Almeida et al., 2017; Dewi et al., 2023; Fobbe et al., 2024; Gao & Zhang, 2006; Herremans et al., 2016; Kaur & Lodhia, 2017; Kelly & Lange, 2019; Maak, 2007; Mathur et al., 2008; Moratis & Brandt, 2017; Salem et al., 2018, 2018; Segarra-Oña et al., 2017; Stocker et al., 2020; Sulkowski et al., 2018; Torelli et al., 2020)
40. Enhancing participatory processes through facilitation techniques (Bell et al., 2012; Bellantuono et al., 2016; Linzalone et al., 2024; Mathur et al., 2008)
41. Initiating collaborative decision making (Bellantuono et al., 2016; Bellucci et al., 2019; Beske et al., 2020; Chen, 2018; De Luca et al., 2022; de Melo, 2016; Eweje et al., 2021; Gromis Di Trana et al., 2024; Grushina, 2017; Gunnarsdóttir, 2020b; Herremans et al., 2016, 2016; Ho et al., 2024; Isaacs, 2013; Kaur & Lodhia, 2017, 2017; Lin et al., 2024; Linzalone et al., 2024; Manetti, 2011; Manetti & Toccafondi, 2014; Mathur et al., 2008; Monteiro et al.,

2024; Park et al., 2021; Pellinen, 2016; Puroila & Mäkelä, 2019; Rosyada et al., 2024; Segarra-Oña et al., 2017; Sulkowski et al., 2018; Thulkanam, 2014; Winans et al., 2021; Yang & Basile, 2022)

42. Establishing transparent reporting and robust feedback mechanisms (Agrawal et al., 2025; Bellantuono et al., 2016; Bellucci et al., 2019; Beske et al., 2020; Chen, 2018; De Luca et al., 2022; Gromis Di Trana et al., 2024; Grushina, 2017; Jayiya et al., 2022; Kaur & Lodhia, 2017; Linzalone et al., 2024; Manetti, 2011; Moratis & Brandt, 2017; Nagarajan, 2024; Pellinen, 2016; Prado-Lorenzo et al., 2009; Stocker et al., 2020; Thulkanam, 2014; Torelli et al., 2020; Yang & Basile, 2022)

43. Ensuring commitment to inclusivity, transparency, and strategic integration (Agrawal et al., 2025; Bellantuono et al., 2016; Bellucci et al., 2018; De Luca et al., 2022; Gromis Di Trana et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017; Linzalone et al., 2024; Moratis & Brandt, 2017; Saraswati et al., 2024; Silvius & Schipper, 2019; Staudt et al., 2023; Thulkanam, 2014; Torelli et al., 2020; Yamamoto, 2023; Yang & Basile, 2022; Zyl, 2013)

44. Establishing long-term partnerships and capacity building through engagement (Agrawal et al., 2025; Bellantuono et al., 2016; Bradley-Swanson, 2019; De Luca et al., 2022; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Goncalves et al., 2023; Isaacs, 2013; Kelly & Lange, 2019; Linzalone et al., 2024; Mathur et al., 2008; Moyeen, 2018; Provasnek et al., 2017; Rhodes et al., 2014; Salvador et al., 2021; Segarra-Oña et al., 2017; Sierra-García et al., 2015; Stocker et al., 2020; Van Huijstee & Glasbergen, 2008; Vieira Nunhes et al., 2022; Wakunuma & Jiya, 2019; Yang & Basile, 2022)

45. Adopting a structured approach by mapping, categorizing, and prioritizing stakeholders and integrating their perspectives into decision making (Achterkamp & Vos, 2006; Bellantuono et al., 2016; Brandon et al., 2017; Chen, 2018; Cundy et al., 2013; De Luca et al., 2022; Dewi et al., 2023; Goncalves et al., 2023; Hernandez, 2021; Herremans et al., 2016; Ibrahim et al., 2024; Isaacs, 2013; Kaur & Lodhia, 2017; Lee, 2012; Linzalone et al., 2024; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Nagarajan, 2024; Rhodes et al., 2014; Rosyada et al., 2024; Saraswati et al., 2024; Silvius & Schipper, 2019; Staudt et al., 2023; Thulkanam, 2014; Wakunuma & Jiya, 2019)

46. Disclosing material topics (Alshukri et al., 2024; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Chen, 2018; Dewi et al., 2023; Gromis Di Trana et al., 2024; Isaacs, 2013; Manetti, 2011, 2011; Moratis & Brandt, 2017; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Torelli et al., 2020)

47. Employing diverse engagement methods (e.g. surveys, group meetings, advisory panels, and digital platforms) (Agrawal et al., 2025; Alshukri et al., 2024; Bellantuono et al., 2016; Bellucci et al., 2019; Brandon et al., 2017; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Eweje et al., 2021; Fobbe et al., 2024; Gromis Di Trana et al., 2024; Ibrahim et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Manetti, 2011; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Monteiro et al., 2024; Moratis & Brandt, 2017; Park et al., 2021; Pellinen, 2016; Puroila & Mäkelä, 2019; Thulkanam, 2014)

48. Embedding corporate sustainability into sustainability initiatives for shared value creation (Agrawal et al., 2025; Al-Eryani et al., 2019; Bellucci et al., 2019; Chen, 2018; Eikelenboom, 2022; Fobbe et al., 2024; Ghassim, 2019; Isaacs, 2013; Khan & Manurung, 2023; Khatter, 2024; Lin et al., 2024; Provasnek et al., 2017; Shams et al., 2019; Sulkowski et al., 2018; Vieira Nunhes et al., 2022)

49. Leveraging awareness campaigns (Agrawal et al., 2025; Manetti & Bellucci, 2016;

Pellinen, 2016)

50. Ensuring transparent reporting of stakeholder engagement activities and defining strategic objectives (Agrawal et al., 2025; Bellucci et al., 2019; Chen, 2018; Kaur & Lodhia, 2017; Macias, 2016; Manetti, 2011; Moratis & Brandt, 2017; Pellinen, 2016; Stocker et al., 2020; Thulkanam, 2014; Torelli et al., 2020)

51. Harmonizing stakeholder, strategic management, and communication theories (Achterkamp & Vos, 2006; Alshukri et al., 2024, 2024; De Luca et al., 2022; Ghassim, 2019, 2019; Gromis Di Trana et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Lee, 2012; Linzalone et al., 2024; Rhodes et al., 2014; Rodríguez-Fernández et al., 2020; Ruso, 2022; Schniederjans & Khalajhedayati, 2021; Thulkanam, 2014, 2014; Yang & Basile, 2022)

52. Establishing structured engagement, transparency, and alignment with stakeholder interests (Bellantuono et al., 2016; Bellucci et al., 2018; Brandon et al., 2017; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Eikelenboom, 2022; Goncalves et al., 2023; Gromis Di Trana et al., 2024; Herremans et al., 2016, 2016; Ibrahim et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017; Khan & Manurung, 2023; Khatler, 2024; Linzalone et al., 2024; Manetti, 2011; Manning et al., 2019; Mella & Gazzola, 2018; Moratis & Brandt, 2017; Morsing & Schultz, 2006; Nagarajan, 2024; Nwokolo, n.d.; Park et al., 2021; Rhodes et al., 2014; Rosyada et al., 2024; Saraswati et al., 2024; Shams et al., 2019; Spena, 2015; Staudt et al., 2023; Thulkanam, 2014; Torelli et al., 2020; Wakunuma & Jiya, 2019; Yamamoto, 2023; Yang & Basile, 2022)

53. Presenting strategic engagement planning (setting clear objectives, defining reporting priorities, and identifying material topics) (Achterkamp & Vos, 2006; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Chen, 2018; De Luca et al., 2022; Gromis Di Trana et al., 2024; Grushina, 2017; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017; Linzalone et al., 2024; Manetti, 2011; Moratis & Brandt, 2017; Rhodes et al., 2014; Saraswati et al., 2024; Silvius & Schipper, 2019; Staudt et al., 2023; Thulkanam, 2014; Torelli et al., 2020)

54. Leveraging sustainability reporting for corporate accountability (Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Chen, 2018; Gromis Di Trana et al., 2024, 2024; Grushina, 2017; Hahn & Kühnen, 2013; Herremans et al., 2016; Isaacs, 2013; Kaur & Lodhia, 2017; Macias, 2016; Manetti & Bellucci, 2016; Pellinen, 2016; Saraswati et al., 2024; Shams et al., 2019)

55. Creating interactive space by assessing engagement levels, exchanging information, and tailoring content to maximize stakeholder interaction (Agrawal et al., 2025; Bellucci et al., 2019; Brandon et al., 2017; Chen, 2018; De Luca et al., 2022; de Melo, 2016; Eweje et al., 2021; Fobbe et al., 2024; Gao & Zhang, 2006; Gunnarsdóttir, 2020b; Herremans et al., 2016; Ibrahim et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017; Linzalone et al., 2024; Manetti, 2011; Manetti & Bellucci, 2016; Monteiro et al., 2024; Moratis & Brandt, 2017; Park et al., 2021; Rosyada et al., 2024; Sierra-García et al., 2015; Stocker et al., 2020; Thulkanam, 2014)

56. Incorporating digital communication tools (e.g., email channels, online forums, and hotlines) (Bellantuono et al., 2016; Bellucci et al., 2018; Bradley-Swanson, 2019; Chen, 2018; Grushina, 2017; Ibrahim et al., 2024; Kaur & Lodhia, 2017; Lin et al., 2024; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Park et al., 2021; Pellinen, 2016; Pisano et al., 2015; Thulkanam, 2014)

57. Integrating Web technology and content analysis in sustainability reporting (De Luca et al., 2022; Dewi et al., 2023; Manetti & Bellucci, 2016)

58. Leveraging ICT for stakeholder participation (De Luca et al., 2022; Manetti & Bellucci, 2016; Wakunuma & Jiya, 2019; Yang & Basile, 2022; Zou et al., 2014)
59. Encouraging active participation in decision making (Achterkamp & Vos, 2006; Agrawal et al., 2025; Bellantuono et al., 2016; Bellucci et al., 2019; Bradford et al., 2017; Brandon et al., 2017; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Eweje et al., 2021; Fobbe et al., 2024; Goncalves et al., 2023; Gromis Di Trana et al., 2024; Gunnarsdóttir, 2020b; Hahn & Kühnen, 2013; Herremans et al., 2016, 2016; Ibrahim et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017; Lee, 2012; Linzalone et al., 2024; Manetti, 2011; Manetti & Toccafondi, 2014; Manta et al., 2023; Mathur et al., 2008; Mella & Gazzola, 2018; Moratis & Brandt, 2017; Morsing & Schultz, 2006; Moyeen, 2018; Park et al., 2021; Puroila & Mäkelä, 2019; Rosyada et al., 2024; Shams et al., 2019; Stocker et al., 2020; Thulkanam, 2014; Torelli et al., 2020; Trabelsi, 2019; Winans et al., 2021; Yang & Basile, 2022)
60. Integrating sustainability into corporate strategy (Eikelenboom, 2022; Ghassim, 2019; Gromis Di Trana et al., 2024; Lee, 2012; Mella & Gazzola, 2018; Staudt et al., 2023; Thulkanam, 2014)
61. Engaging stakeholders in materiality analysis (Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Chen, 2018; Dewi et al., 2023; Gromis Di Trana et al., 2024; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Thulkanam, 2014; Torelli et al., 2020)
62. Conducting materiality analysis for risk assessment (Bellantuono et al., 2016; Beske et al., 2020; Gromis Di Trana et al., 2024; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Torelli et al., 2020)
63. Integrating stakeholder concerns into materiality assessments (Bellantuono et al., 2016; Bellucci et al., 2019; Beske et al., 2020; Chen, 2018; de Melo, 2016; Dewi et al., 2023, 2023; Gromis Di Trana et al., 2024; Macias, 2016; Manning et al., 2019; Moratis & Brandt, 2017; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Thulkanam, 2014; Torelli et al., 2020)
64. Creating engagement planning and multi-channel communication (Agrawal et al., 2025; Bellucci et al., 2018; Chen, 2018; De Luca et al., 2022; Fobbe et al., 2024; Herremans et al., 2016; Ibrahim et al., 2024; Jayiya et al., 2022; Moratis & Brandt, 2017; Morsing & Schultz, 2006; Pellinen, 2016; Provasnek et al., 2017; Rosyada et al., 2024; Stocker et al., 2020; Sulkowski et al., 2018; Thulkanam, 2014; Torelli et al., 2020; Yamamoto, 2023)
65. Embedding stakeholder engagement into corporate decision making (Ayuso et al., 2011; Blak Bernat, Qualharini, & Castro, 2023; Chen, 2018; de Melo, 2016; Del Mar Alonso-Almeida et al., 2017; Dewi et al., 2023; Gao & Zhang, 2006; Gromis Di Trana et al., 2024; Ho et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017, 2017; Lee, 2012; Lin et al., 2024; Linzalone et al., 2024; Manetti, 2011; Mathur et al., 2008; Mella & Gazzola, 2018; Nagarajan, 2024; Nonet et al., 2022; Park et al., 2021; Rodríguez-Fernández et al., 2020; Rosyada et al., 2024; Shams et al., 2019; Staudt et al., 2023; Stocker et al., 2020; Thulkanam, 2014; Yang & Basile, 2022)
66. Leveraging partnerships and external collaborations (Agrawal et al., 2025; Al-Eryani et al., 2019, 2019; Bellucci et al., 2019; De Luca et al., 2022; De Oliveira et al., 2023; Del Mar Alonso-Almeida et al., 2017; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Grushina, 2017, 2017; Herremans et al., 2016; Isaacs, 2013; Kaur & Lodhia, 2017; Kelly & Lange, 2019; Lin et al., 2024; Manetti, 2011; Manning et al., 2019; Manta et al., 2023; Moratis & Brandt, 2017; Nonet et al., 2022; Provasnek et al., 2017; Rhodes et al., 2014; Salvador et al., 2021; Sierra-García et al., 2015, 2015; Stocker et al., 2020; Thulkanam, 2014; Torelli et

al., 2020; Trabelsi, 2019; Van Huijstee & Glasbergen, 2008; Vieira Nunhes et al., 2022; Yang & Basile, 2022)

67. Leveraging digital stakeholder engagement via social media and online platforms for real-time interaction (Bellucci et al., 2019; Blak Bernat, Qualharini, & Castro, 2023; Bradley-Swanson, 2019; Chen, 2018; De Luca et al., 2022; Gao & Zhang, 2006; Ibrahim et al., 2024; Kaur & Lodhia, 2017; Khanal et al., 2021; Lee, 2012; Manetti & Bellucci, 2016; Park et al., 2021; Samaraweera & Kethmi, 2024; Yang & Basile, 2022)

68. Embedding stakeholder engagement into corporate governance (Al-Eryani et al., 2019; Bellucci et al., 2019; Bradley-Swanson, 2019; Dewi et al., 2023; Eikelenboom, 2022; Eweje et al., 2021; Grushina, 2017; Herremans et al., 2016; Horan, 2024; Ibrahim et al., 2024; Isaacs, 2013; Kaur & Lodhia, 2017, 2017; Khan & Manurung, 2023; Khatteer, 2024; Lee, 2012; Linzalone et al., 2024; Manning et al., 2019; Mella & Gazzola, 2018; Moyeen, 2018; Nagarajan, 2024; Nemetz, 2015; Nonet et al., 2022; Park et al., 2021; Rhodes et al., 2014; Rodríguez-Fernández et al., 2020; Rosyada et al., 2024; Seijdel, 2018; Shams et al., 2019; Staudt et al., 2023; Thulkanam, 2014; Vieira Nunhes et al., 2022; Yamamoto, 2023)

69. Ensuring transparency in sustainability reporting (Agrawal et al., 2025; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Blak Bernat, Qualharini, & Castro, 2023; Bradford et al., 2017; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Eweje et al., 2021; Gromis Di Trana et al., 2024; Grushina, 2017; Hahn & Kühnen, 2013; Herremans et al., 2016, 2016; Isaacs, 2013; Kaur & Lodhia, 2017, 2017; Linzalone et al., 2024; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Monteiro et al., 2024; Moratis & Brandt, 2017; Nonet et al., 2022; Park et al., 2021; Puroila & Mäkelä, 2019; Ruso, 2022; Saraswati et al., 2024; Thulkanam, 2014; Torelli et al., 2020; Yamamoto, 2023; Yang & Basile, 2022)

70. Institutionalizing engagement as a structured business function (Achterkamp & Vos, 2006; Ayuso et al., 2011; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Beske et al., 2020; Blak Bernat, Qualharini, & Castro, 2023; Bradford et al., 2017; Chen, 2018; De Luca et al., 2022; de Melo, 2016; Dewi et al., 2023; Eweje et al., 2021; Fobbe et al., 2024; Gao & Zhang, 2006; Ghassim, 2019; Gromis Di Trana et al., 2024; Grushina, 2017; Hahn & Kühnen, 2013; Herremans et al., 2016; Ho et al., 2024; Horan, 2024; Jayiya et al., 2022; Kaur & Lodhia, 2017, 2017; Khatteer, 2024; Lee, 2012; Lin et al., 2024; Linzalone et al., 2024; Manetti & Toccafondi, 2014; Mathur et al., 2008; Mella & Gazzola, 2018; Monteiro et al., 2024; Moratis & Brandt, 2017; Moyeen, 2018; Nonet et al., 2022; Park et al., 2021; Puroila & Mäkelä, 2019; Rhodes et al., 2014; Rodríguez-Fernández et al., 2020; Seijdel, 2018; Stocker et al., 2020; Thulkanam, 2014; Yang & Basile, 2022)

71. Developing stakeholder-inclusive learning processes (Achterkamp & Vos, 2006; Agrawal et al., 2025; Al-Eryani et al., 2019; Bellucci et al., 2019, 2019; Blak Bernat, Qualharini, & Castro, 2023; Chen, 2018, 2018; de Melo, 2016; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Gao & Zhang, 2006; Gromis Di Trana et al., 2024; Herremans et al., 2016, 2016; Isaacs, 2013; Kaur & Lodhia, 2017, 2017; Lee, 2012; Lin et al., 2024; Linnen & Abdelhakam Nouredin, 2016; Manetti, 2011; Manetti & Bellucci, 2016; Manning et al., 2019; Mathur et al., 2008; Moratis & Brandt, 2017; Park et al., 2021; Provasnek et al., 2017; Rhodes et al., 2014; Rodríguez-Fernández et al., 2020; Rosyada et al., 2024; Salvador et al., 2021; Shams et al., 2019; Sierra-García et al., 2015, 2015; Silva et al., 2019; Silvius & Schipper, 2019; Stocker et al., 2020; Sulkowski et al., 2018; Thulkanam, 2014; Torelli et al., 2020; Trabelsi, 2019; Van Huijstee & Glasbergen, 2008; Vieira Nunhes et al., 2022)

72. Shifting from stakeholder engagement to stakeholder collaboration (Achterkamp & Vos, 2006; Agrawal et al., 2025; Bellantuono et al., 2016; Blak Bernat, Qualharini, & Castro,

2023; De Luca et al., 2022; Del Mar Alonso-Almeida et al., 2017; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Gromis Di Trana et al., 2024; Grushina, 2017; Kaur & Lodhia, 2017; Kelly & Lange, 2019; Linzalone et al., 2024; Manetti, 2011; Manetti & Toccafondi, 2014; Mathur et al., 2008; Moratis & Brandt, 2017; Park et al., 2021; Puroila & Mäkelä, 2019; Rhodes et al., 2014; Stocker et al., 2020; Sulkowski et al., 2018; Thulkanam, 2014; Trabelsi, 2019; Yang & Basile, 2022)

73. Implementing continuous stakeholder engagement and adaptive practices (Achterkamp & Vos, 2006; Agrawal et al., 2025, 2025; Bellantuono et al., 2016; De Luca et al., 2022; de Melo, 2016; Dewi et al., 2023; Eikelenboom, 2022; Fobbe et al., 2024; Garcia & Hamid, 2023; Gromis Di Trana et al., 2024; Grushina, 2017; Isaacs, 2013; Kaur & Lodhia, 2017; Kelly & Lange, 2019; Khatter, 2024; Lin et al., 2024; Linzalone et al., 2024; Macias, 2016; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Nagarajan, 2024; Nemetz, 2015; Nwokolo, n.d.; Park et al., 2021; Pisano et al., 2015; Puroila & Mäkelä, 2019; Rhodes et al., 2014; Rosyada et al., 2024; Shams et al., 2019; Thulkanam, 2014; Vieira Nunhes et al., 2022; Yamamoto, 2023)

74. Leveraging open innovation and knowledge sharing networks (Agrawal et al., 2025; Alshukri et al., 2024; Blak Bernat, Qualharini, & Castro, 2023; De Luca et al., 2022; Eikelenboom, 2022; Fobbe et al., 2024; Ghassim, 2019; Gunnarsdóttir, 2020b; Isaacs, 2013; Linzalone et al., 2024; Mathur et al., 2008; Nagarajan, 2024; Rhodes et al., 2014; Salvador et al., 2021; Trabelsi, 2019)

75. Embedding stakeholder engagement within knowledge management systems (Achterkamp & Vos, 2006; Ayuso et al., 2011; Bellantuono et al., 2016; Bellucci et al., 2018; Blak Bernat, Qualharini, & Castro, 2023; Chen, 2018; De Luca et al., 2022; de Melo, 2016; De Oliveira et al., 2023; Herremans et al., 2016; Kaur & Lodhia, 2017; Linzalone et al., 2024; Martinez et al., 2019; Mathur et al., 2008; Rhodes et al., 2014; Ruso, 2022; Salvador et al., 2021; Thulkanam, 2014; Vieira Nunhes et al., 2022)

76. Aligning learning into engagement strategies with corporate sustainability goals (Achterkamp & Vos, 2006; Agrawal et al., 2025; Alshukri et al., 2024; Bellantuono et al., 2016; Bellucci et al., 2019, 2019; Chen, 2018; De Luca et al., 2022; de Melo, 2016; Fobbe et al., 2024; Ghassim, 2019; Gromis Di Trana et al., 2024; Gunnarsdóttir, 2020b; Herremans et al., 2016, 2016; Kaur & Lodhia, 2017, 2017; Lin et al., 2024; Macias, 2016; Manetti & Bellucci, 2016; Mathur et al., 2008; Pellinen, 2016; Rhodes et al., 2014; Rodríguez-Fernández et al., 2020; Ruso, 2022; Schniederjans & Khalajhedayati, 2021; Thulkanam, 2014; Trabelsi, 2019; Winans et al., 2021)

77. Embedding stakeholder engagement within organizational learning processes (Achterkamp & Vos, 2006; Agrawal et al., 2025; Alshukri et al., 2024; Bellantuono et al., 2016; Bellucci et al., 2019; Chen, 2018; De Luca et al., 2022; Eikelenboom, 2022; Fobbe et al., 2024; Grushina, 2017; Herremans et al., 2016; Isaacs, 2013; Kaur & Lodhia, 2017; Linzalone et al., 2024; Manetti, 2011; Mathur et al., 2008; Moratis & Brandt, 2017; Rhodes et al., 2014; Rosyada et al., 2024; Salvador et al., 2021; Shams et al., 2019; Silva et al., 2019; Staudt et al., 2023; Thulkanam, 2014)

78. Utilizing interactive engagement models (Agrawal et al., 2025; Bellantuono et al., 2016; Bellucci et al., 2018, 2019; Blak Bernat, Qualharini, & Castro, 2023; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Eweje et al., 2021; Fobbe et al., 2024; Gao & Zhang, 2006; Gromis Di Trana et al., 2024; Herremans et al., 2016; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017, 2017; Khatter, 2024; Lin et al., 2024; Linzalone et al., 2024; Manetti, 2011; Mathur et al., 2008; Moratis & Brandt, 2017; Park et al., 2021; Shams et al., 2019; Silva

et al., 2019; Stocker et al., 2020; Sulkowski et al., 2018; Thulkanam, 2014; Torelli et al., 2020; Van Huijstee & Glasbergen, 2008; Yang & Basile, 2022)

79. Leveraging digital platforms for stakeholder knowledge sharing (Agrawal et al., 2025; Bellucci et al., 2018, 2019; Beske et al., 2020; Bradley-Swanson, 2019; Brandon et al., 2017; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Fobbe et al., 2024; Ibrahim et al., 2024; Kaur & Lodhia, 2017; Lee, 2012; Linzalone et al., 2024; Manetti & Bellucci, 2016; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Park et al., 2021; Pellinen, 2016; Samaraweera & Kethmi, 2024; Thulkanam, 2014; Yang & Basile, 2022)

80. Adopting dynamic and adaptive engagement strategies (Ayuso et al., 2011; Blak Bernat, Qualharini, & Castro, 2023; Brandon et al., 2017; De Luca et al., 2022; Eweje et al., 2021; Fobbe et al., 2024; Grushina, 2017; Herremans et al., 2016; Isaacs, 2013; Linzalone et al., 2024; Park et al., 2021)

81. Participating in multi-stakeholder initiatives (Eikelenboom, 2022; Eweje et al., 2021; Nonet et al., 2022; Sulkowski et al., 2018; Trabelsi, 2019; Wakunuma & Jiya, 2019)

82. Adopting codification and personalization strategies (Agrawal et al., 2025; Fobbe et al., 2024; Isaacs, 2013; Nagarajan, 2024; Rosyada et al., 2024; Shams et al., 2019; Yamamoto, 2023)

83. Enabling proactive stakeholder involvement (Achterkamp & Vos, 2006; Agrawal et al., 2025; Ayuso et al., 2011; Bellantuono et al., 2016; Blak Bernat, Qualharini, & Castro, 2023; Chen, 2018; De Luca et al., 2022; Dewi et al., 2023; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Ghassim, 2019; Gromis Di Trana et al., 2024; Herremans et al., 2016; Ho et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017; Linzalone et al., 2024; Manetti, 2011; Manetti & Toccafondi, 2014; Mella & Gazzola, 2018; Moratis & Brandt, 2017; Park et al., 2021; Rhodes et al., 2014; Rosyada et al., 2024; Shams et al., 2019; Silvius & Schipper, 2019; Stocker et al., 2020; Sulkowski et al., 2018; Torelli et al., 2020; Wakunuma & Jiya, 2019; Winans et al., 2021; Yamamoto, 2023; Yang & Basile, 2022)

84. Using corporate social responsibility (CSR) as a knowledge sharing platform (Agrawal et al., 2025; Alshukri et al., 2024; Bellucci et al., 2018; Chen, 2018; De Luca et al., 2022; De Oliveira et al., 2023; Linzalone et al., 2024; Rhodes et al., 2014; Salvador et al., 2021; Yang & Basile, 2022)

85. Establishing internal knowledge dissemination routines (De Oliveira et al., 2023; Staudt et al., 2023; Thulkanam, 2014)

86. Broadening engagement to include competitors (Eikelenboom, 2022; Fobbe et al., 2024; Goncalves et al., 2023; Staudt et al., 2023; Trabelsi, 2019)

87. Embedding sustainability principles into corporate operations (Ayuso et al., 2011; De Luca et al., 2022; De Oliveira et al., 2023; Eikelenboom, 2022; Fobbe et al., 2024; Gao & Zhang, 2006; Ghassim, 2019; Gromis Di Trana et al., 2024; Kaur & Lodhia, 2018, 2017; Linzalone et al., 2024; Pellinen, 2016; Provasnek et al., 2017; Rhodes et al., 2014; Shams et al., 2019; Staudt et al., 2023; Sulkowski et al., 2018; Thulkanam, 2014; Vieira Nunhes et al., 2022)

88. Fostering strategic collaboration and knowledge sharing (Alshukri et al., 2024; Ayuso et al., 2011; Bellantuono et al., 2016; Bellucci et al., 2019; Blak Bernat, Qualharini, & Castro, 2023; Brandon et al., 2017; De Luca et al., 2022; Del Mar Alonso-Almeida et al., 2017; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Ghassim, 2019; Goncalves et al., 2023; Gromis Di Trana et al., 2024; Grushina, 2017; Khatter, 2024; Lin et al., 2024; Linzalone et al., 2024; Moyeen, 2018; Park et al., 2021; Rhodes et al., 2014; Salvador et al., 2021; Shams et al., 2019; Sulkowski et al., 2018; Trabelsi, 2019; Winans et al., 2021; Yang & Basile, 2022)

89. Promoting knowledge distribution and democratization (Alshukri et al., 2024; Ayuso et al., 2011; Bellucci et al., 2018, 2019; Brandon et al., 2017; De Luca et al., 2022; Eweje et al., 2021; Gromis Di Trana et al., 2024; Khatter, 2024; Linzalone et al., 2024; Moyeen, 2018; Pisano et al., 2015; Salvador et al., 2021, 2021; Shams et al., 2019; Trabelsi, 2019; Wakunuma & Jiya, 2019)
90. Transitioning from transactional interactions to long-term stakeholder partnerships (Blak Bernat, Qualharini, & Castro, 2023; Del Mar Alonso-Almeida et al., 2017; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024, 2024; Ghassim, 2019; Lee, 2012; Lin et al., 2024; Moyeen, 2018; Park et al., 2021; Rhodes et al., 2014; Rodríguez-Fernández et al., 2020; Rosyada et al., 2024; Shams et al., 2019; Silvius & Schipper, 2019; Stocker et al., 2020; Sulkowski et al., 2018; Thulkanam, 2014)
91. Integrating external stakeholder knowledge through open innovation practices (Agrawal et al., 2025; Ayuso et al., 2011; De Luca et al., 2022; Eikelenboom, 2022; Fobbe et al., 2024; Ghassim, 2019; Isaacs, 2013; Rhodes et al., 2014; Yang & Basile, 2022)
92. Implementing multi-stakeholder partnerships (De Luca et al., 2022; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Goncalves et al., 2023; Lin et al., 2024; Nonet et al., 2022; Sulkowski et al., 2018; Trabelsi, 2019; Van Huijstee & Glasbergen, 2008)
93. Embedding sustainability principles into corporate governance (Camilleri, 2015; Dewi et al., 2023; Eikelenboom, 2022; Manning et al., 2019; Rodríguez-Fernández et al., 2020; Staudt et al., 2023)
94. Engaging in cross-sector collaboration between governments, businesses, and civil society (De Luca et al., 2022; Eikelenboom, 2022; Eweje et al., 2021; Grushina, 2017; Kelly & Lange, 2019; Nonet et al., 2022; Trabelsi, 2019; Yang & Basile, 2022; Zaid & Issa, 2023)
95. Adopting and maintaining strategic, dynamic, and adaptive stakeholder engagement models that emphasize continuous dialogue, shared decision making, resource integration, and systemic thinking (Achterkamp & Vos, 2006; Agrawal et al., 2025; Alshukri et al., 2024; Bellantuono et al., 2016; Bellucci et al., 2019; Blak Bernat, Qualharini, & Castro, 2023; De Luca et al., 2022; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Gao & Zhang, 2006; Ghassim, 2019; Gromis Di Trana et al., 2024; Grushina, 2017; Isaacs, 2013; Kaur & Lodhia, 2017; Lin et al., 2024; Linzalone et al., 2024; Mathur et al., 2008; Moratis & Brandt, 2017, 2017; Nonet et al., 2022; Rhodes et al., 2014; Shams et al., 2019; Stocker et al., 2020; Sulkowski et al., 2018; Torelli et al., 2020; Trabelsi, 2019; Yang & Basile, 2022)
96. Establishing strategic relationships with stakeholders to foster collaboration, knowledge sharing, and the co-creation of sustainable solutions (Achterkamp & Vos, 2006; Agrawal et al., 2025; Alshukri et al., 2024; Ayuso et al., 2011; Bellantuono et al., 2016; De Luca et al., 2022; Del Mar Alonso-Almeida et al., 2017; Dewi et al., 2023; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Gao & Zhang, 2006; Ghassim, 2019; Goncalves et al., 2023; Gromis Di Trana et al., 2024; Khatter, 2024; Lee, 2012; Lin et al., 2024; Linzalone et al., 2024; Mathur et al., 2008; Park et al., 2021; Provasnek et al., 2017; Rhodes et al., 2014; Rodríguez-Fernández et al., 2020; Salvador et al., 2021; Shams et al., 2019; Sulkowski et al., 2018; Thulkanam, 2014; Trabelsi, 2019; Yang & Basile, 2022)
97. Integrating ESG considerations into corporate governance and sustainability reporting (Agrawal et al., 2025; Bellantuono et al., 2016; Beske et al., 2020; Chen, 2018; Dewi et al., 2023; Grushina, 2017; Ho et al., 2024; Manning et al., 2019; Monteiro et al., 2024; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Torelli et al., 2020; Zaid & Issa, 2023)
98. Leveraging digital engagement strategies (Agrawal et al., 2025; Bellucci et al., 2018;

- De Luca et al., 2022; Ibrahim et al., 2024; Kaur & Lodhia, 2017; Khanal et al., 2021; Lin et al., 2024; Manetti & Bellucci, 2016; Park et al., 2021; Pellinen, 2016; Samaraweera & Kethmi, 2024; Yang & Basile, 2022)
99. Prioritizing stakeholder-driven materiality analysis adopting dynamic and adaptive engagement strategies (Bellantuono et al., 2016; Beske et al., 2020; De Luca et al., 2022; Dewi et al., 2023; Fobbe et al., 2024; Gromis Di Trana et al., 2024; Isaacs, 2013; Puroila & Mäkelä, 2019; Saraswati et al., 2024; Staudt et al., 2023; Stocker et al., 2020; Torelli et al., 2020)
100. Integrating stakeholder engagement into strategic decision making and organizational sustainability (Achterkamp & Vos, 2006; Agrawal et al., 2025; Ayuso et al., 2011; Bellantuono et al., 2016; Blak Bernat, Qualharini, & Castro, 2023; Chen, 2018; De Luca et al., 2022; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Ghassim, 2019; Gromis Di Trana et al., 2024; Grushina, 2017; Ho et al., 2024; Isaacs, 2013; Kaur & Lodhia, 2017, 2017; Khatter, 2024; Lee, 2012; Lin et al., 2024; Linzalone et al., 2024; Macias, 2016; Manetti, 2011; Manning et al., 2019; Mathur et al., 2008; Pellinen, 2016; Provasnek et al., 2017; Rhodes et al., 2014; Rosyada et al., 2024; Shams et al., 2019; Stocker et al., 2020; Thulkanam, 2014; Torelli et al., 2020; Vieira Nunhes et al., 2022; Yang & Basile, 2022)
101. Leading the establishment of transparent governance structures (Bellantuono et al., 2016; Grushina, 2017; Kaur & Lodhia, 2017; Linzalone et al., 2024; Manning et al., 2019; Silvius & Schipper, 2019; Thulkanam, 2014)
102. Integrating ESG principles into corporate strategy (Dewi et al., 2023; Eikelenboom, 2022; Ho et al., 2024; Isaacs, 2013; Lee, 2012; Mella & Gazzola, 2018; Ruso, 2022; Thulkanam, 2014)
103. Encouraging shared governance frameworks (Brandon et al., 2017; Eikelenboom, 2022; Manetti, 2011; Nonet et al., 2022; Puroila & Mäkelä, 2019; Vieira Nunhes et al., 2022)
104. Prioritizing board-level engagement in sustainability discussions (Al-Eryani et al., 2019; Camilleri, 2015; Isaacs, 2013; Manning et al., 2019; Saraswati et al., 2024; Staudt et al., 2023; Vieira Nunhes et al., 2022)
105. Leveraging government collaboration (Camilleri, 2015; Eikelenboom, 2022; Eweje et al., 2021; Fobbe et al., 2024; Ibrahim et al., 2024; Kaur & Lodhia, 2017; Khatter, 2024; Nemetz, 2015; Pisano et al., 2015)
106. Establishing trust-based stakeholder networks (Bellantuono et al., 2016; Blak Bernat, Qualharini, & Castro, 2023; Eweje et al., 2021; Fobbe et al., 2024; Gromis Di Trana et al., 2024; Isaacs, 2013; Jayiya et al., 2022; Kaur & Lodhia, 2017; Linnen & Abdelhakam Noureldin, 2016; Linzalone et al., 2024; Mella & Gazzola, 2018; Provasnek et al., 2017; Rhodes et al., 2014; Rosyada et al., 2024; Shams et al., 2019; Thulkanam, 2014)
107. Aligning sustainability efforts with national policies and legal frameworks (*Analysing the effect of legal system on corporate social responsibility (CSR) at the country level, from a multivariate perspective*, 2018; Gunnarsdóttir, 2020b; Hahn & Kühnen, 2013; Hernandez, 2021; Khatter, 2024; Monteiro et al., 2024; Nemetz, 2015; Pisano et al., 2015; Staudt et al., 2023; Trabelsi, 2019)
108. Participating in government-led ESG initiatives (Agrawal et al., 2025; Eweje et al., 2021; Fobbe et al., 2024; Nemetz, 2015; Pisano et al., 2015; Rhodes et al., 2014; Sierra-García et al., 2015; Staudt et al., 2023; Stocker et al., 2020; Trabelsi, 2019)

Table 2. List of Strategies of Stakeholder Engagement for Corporate Sustainability

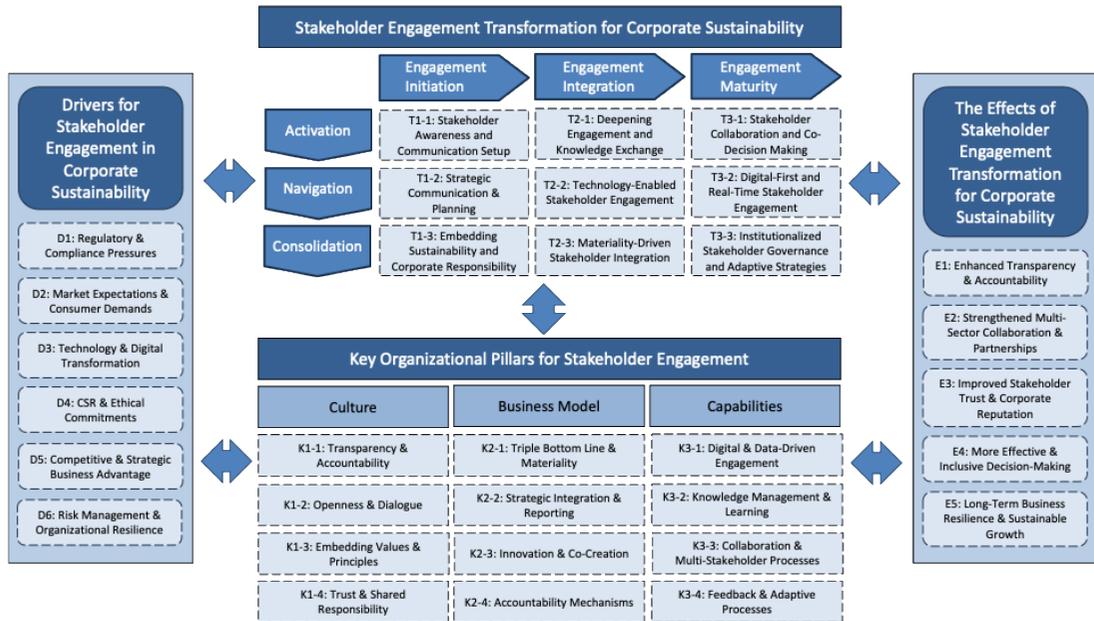
An Integrated Framework for Stakeholder Engagement and Corporate Sustainability

Figure 8. An Integrative Framework for Stakeholder Engagement Transformation in Corporate Sustainability

Our framework for Stakeholder Engagement Transformation for Corporate Sustainability (see Figure. 8) is inspired by the work of Kolagar et al. (Kolagar et al., 2022) and builds upon their structural approach to ecosystem transformation. The framework comprises four interdependent components: (i) Drivers for Stakeholder Engagement (D1-D6), (ii) Key Organizational Pillars (K1-K3), (iii) Stakeholder Engagement Phases and Activities (T1-T3), and (iv) The Effects of Stakeholder Engagement Transformation (E1-E5). The specific strategies aligning with each component, along with supporting references, are provided in Table 3, offering a structured mapping of engagement strategies to stakeholder transformation.

First, the transformation of stakeholder engagement in corporate sustainability begins with identifying key drivers that influence corporate strategies. These include regulatory and compliance pressures, market expectations, technological advancements, CSR commitments, competitive advantages, and risk management needs. These drivers push firms to implement stakeholder engagement strategies that enhance governance, foster sustainability, and ensure long-term business resilience. Failure to address these drivers may result in weakened transparency, diminished stakeholder trust, and a loss of competitive positioning.

Second, for stakeholder engagement to be effective, organizations must establish key pillars, categorized into culture, business model, and capabilities. Culture plays a fundamental role in fostering transparency, accountability, openness, trust, and shared responsibility, which are essential for building meaningful stakeholder relationships. The business model provides the structural foundation for integrating stakeholder engagement into corporate strategy, emphasizing the triple bottom line, strategic integration, innovation, and accountability mechanisms. Meanwhile, capabilities, both digital and relational, enable firms to scale

engagement through technology-driven communication, knowledge management, collaboration, and adaptive feedback mechanisms. Without strong cultural, business, and capability foundations, stakeholder engagement efforts risk becoming ineffective and unsustainable.

The stakeholder engagement transformation process unfolds across three phases—Engagement Initiation, Engagement Integration, and Engagement Maturity, each structured around Activation, Navigation, and Consolidation. Engagement Initiation involves stakeholder awareness-building, strategic communication, and embedding sustainability commitments. Engagement Integration focuses on deepening engagement through knowledge-sharing, leveraging technology for stakeholder interaction, and integrating materiality-driven stakeholder insights. Finally, Engagement Maturity institutionalizes stakeholder co-decision-making, digital-first engagement, and governance frameworks that promote adaptive stakeholder strategies. These phases ensure that stakeholder engagement evolves from foundational awareness to a fully integrated, sustainable governance structure.

The outcomes of stakeholder engagement transformation include enhanced transparency and accountability, strengthened multi-sector collaboration, improved stakeholder trust, more effective and inclusive decision-making, and long-term business resilience. Organizations that successfully integrate stakeholder engagement develop a competitive advantage through participatory decision-making, continuous learning, and trust-based partnerships. By embedding stakeholder insights into sustainability strategies and governance, firms improve their market positioning, enhance sustainability reporting, and drive long-term corporate growth.

Drivers	Transformation	Key Pillars	Effects of Transformation
D1: Regulatory & Compliance Pressures #11, #13, #16, #18, #20, #27, #34, #36, #38, #42, #46, #50, #53, #54, #57, #61, #62, #63, #68, #69, #93, #94, #97, #99, #101, #102, #103, #104, #105, #107, #108 D2: Market Expectations & Consumer Demands #2, #5, #10, #11, #12, #13, #16, #18, #19, #20, #21, #23, #24, #25, #26, #27, #32, #38, #42, #43, #46, #47, #49, #50, #52, #53, #54, #55, #56, #57, #58, #59,	T1-1: Stakeholder Awareness and Communication Setup #1, #2, #17, #19, #21, #23, #24, #25, #26, #30, #32, #33, #37, #45, #47, #49, #55, #56, #58, #64, #67, #78, #79, #98 T1-2: Strategic Communication & Planning #9, #10, #22, #45, #51, #53, #60, #64, #65, #70, #72, #73, #100 T1-3: Embedding Sustainability and Corporate Responsibility #4, #5, #13, #17, #48, #60, #87, #93,	K1-1: Transparency & Accountability #11, #18, #27, #36, #42, #43, #46, #50, #52, #54, #69, #101 K1-2: Openness & Dialogue #1, #2, #3, #8, #9, #19, #21, #23, #24, #25, #26, #30, #32, #33, #37, #39, #40, #41, #47, #55, #56, #58, #59, #64, #67, #78, #79, #83, #106 K1-3: Embedding Values & Principles #4, #5, #22, #43, #48, #60, #87, #93, #102 K1-4: Trust & Shared Responsibility #28, #29, #30, #31,	E1: Enhanced Transparency & Accountability #11, #18, #27, #36, #42, #43, #46, #50, #52, #54, #69, #70, #101 E2: Strengthened Multi-Sector Collaboration & Partnerships #28, #29, #30, #44, #66, #72, #81, #88, #90, #91, #92, #94, #95, #96, #103, #105, #106, #107, #108 E3: Improved Stakeholder Trust & Corporate Reputation #1, #2, #5, #9, #10, #13, #17, #27, #28,

<p>#64, #67, #69, #78, #79, #84, #89, #97, #98, #106</p> <p>D3: Technology & Digital Transformation</p> <p>#2, #19, #23, #26, #32, #42, #47, #55, #56, #57, #58, #64, #67, #74, #75, #78, #79, #82, #91, #98</p> <p>D4: CSR & Ethical Commitments</p> <p>#3, #4, #5, #6, #9, #11, #13, #14, #17, #18, #19, #20, #27, #28, #29, #30, #33, #34, #38, #42, #43, #44, #46, #48, #49, #50, #53, #54, #60, #61, #62, #63, #69, #76, #81, #84, #87, #88, #93, #94, #95, #96, #97, #99, #100, #101, #102, #103, #104, #107, #108</p> <p>D5: Competitive & Strategic Business Advantage</p> <p>#1, #4, #5, #7, #9, #10, #18, #19, #20, #22, #23, #26, #28, #29, #31, #34, #35, #36, #38, #41, #42, #44, #48, #51, #60, #65, #68, #70, #72, #74, #80, #81, #86, #87, #88, #90, #91, #92, #93, #94, #95, #96, #97, #98, #100, #101, #102, #104, #106, #107, #108</p> <p>D6: Risk Management & Organizational Resilience</p> <p>#1, #2, #5, #6, #9,</p>	<p>#102</p> <p>T2-1: Deepening Engagement and Knowledge Exchange</p> <p>#1, #2, #8, #9, #14, #23, #25, #28, #29, #30, #31, #32, #35, #39, #40, #41, #42, #44, #47, #55, #56, #58, #59, #66, #67, #71, #72, #73, #74, #75, #76, #77, #78, #79, #80, #82, #83, #84, #88, #89, #90, #91, #94, #95, #96, #98, #106</p> <p>T2-2: Technology-Enabled Stakeholder Engagement</p> <p>#2, #19, #23, #25, #26, #47, #56, #57, #58, #64, #67, #75, #79, #82, #98</p> <p>T2-3: Materiality-Driven Stakeholder Integration</p> <p>#6, #11, #16, #27, #34, #38, #46, #54, #61, #62, #63, #69, #99, #100</p> <p>T3-1: Stakeholder Collaboration and Co-Decision Making</p> <p>#28, #29, #30, #31, #39, #40, #41, #44, #59, #65, #66, #72, #74, #81, #83, #86, #88, #90, #91, #92, #94, #95, #96, #103, #105, #106</p> <p>T3-2: Digital-First and Real-Time Stakeholder Engagement</p> <p>#2, #19, #23, #25,</p>	<p>#36, #39, #40, #41, #43, #44, #45, #55, #59, #66, #68, #72, #81, #83, #86, #88, #90, #91, #92, #94, #95, #96, #103, #105, #106, #108</p> <p>K2-1: Triple Bottom Line & Materiality</p> <p>#4, #5, #6, #11, #16, #27, #34, #38, #46, #54, #60, #61, #62, #63, #69, #99, #100, #102</p> <p>K2-2: Strategic Integration & Reporting</p> <p>#3, #4, #6, #9, #10, #11, #12, #13, #15, #16, #18, #20, #22, #27, #31, #34, #36, #38, #42, #43, #45, #46, #48, #50, #51, #52, #53, #54, #57, #60, #61, #62, #63, #65, #68, #69, #70, #87, #93, #95, #97, #99, #100, #102, #107</p> <p>K2-3: Innovation & Co-Creation</p> <p>#7, #14, #28, #29, #30, #31, #32, #39, #44, #48, #55, #59, #66, #72, #73, #74, #79, #80, #83, #84, #86, #88, #89, #90, #91, #92, #94, #95, #96</p> <p>K2-4: Accountability Mechanisms</p> <p>#11, #18, #27, #36, #42, #43, #46, #50, #52, #54, #69, #70, #101</p> <p>K3-1: Digital &</p>	<p>#36, #39, #41, #42, #43, #44, #46, #50, #52, #60, #65, #66, #68, #70, #71, #72, #73, #74, #78, #83, #84, #86, #88, #90, #92, #94, #95, #96, #99, #100, #101, #103, #105, #106, #107, #108</p> <p>E4: More Effective & Inclusive Decision-Making</p> <p>#1, #2, #9, #28, #31, #32, #35, #39, #40, #41, #44, #45, #51, #59, #64, #65, #66, #67, #68, #71, #72, #73, #74, #78, #80, #82, #83, #86, #88, #90, #92, #94, #95, #96, #99, #100, #101, #103, #105, #106, #107, #108</p> <p>E5: Long-Term Business Resilience & Sustainable Growth</p> <p>#4, #5, #6, #28, #36, #60, #62, #63, #65, #68, #80, #87, #90, #93, #95, #99, #100, #101, #102, #103, #105, #106, #107, #108</p>
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#11, #13, #16, #27, #28, #29, #30, #31, #34, #36, #38, #41, #42, #44, #45, #46, #53, #54, #61, #62, #63, #65, #68, #69, #70, #71, #73, #74, #75, #77, #80, #83, #85, #88, #89, #90, #91, #93, #94, #95, #96, #97, #99, #100, #101, #102, #103, #104, #105, #106, #107, #108	#26, #47, #56, #57, #58, #64, #67, #75, #79, #98, #99, #100, #105, #106 T3-3: Institutionalized Stakeholder Governance and Adaptive Strategies #36, #43, #70, #72, #73, #93, #95, #100, #101, #102, #103, #104, #105, #106, #107, #108	Data-Driven Engagement #2, #19, #23, #25, #26, #47, #56, #57, #58, #64, #67, #75, #79, #98 K3-2: Knowledge Management & Learning #14, #71, #73, #74, #75, #76, #77, #79, #82, #85, #88, #89, #91, #95, #96 K3-3: Collaboration & Multi-Stakeholder Processes #28, #29, #30, #31, #39, #40, #41, #44, #59, #65, #66, #72, #74, #81, #83, #86, #88, #90, #91, #92, #94, #95, #96, #103, #105, #106 K3-4: Feedback & Adaptive Processes #39, #42, #55, #59, #64, #65, #73, #74, #78, #80, #83, #88, #90, #95, #99, #100	
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Table 3: Mapping Stakeholder Engagement Strategies: Drivers, Transformation, Key Pillars, and Effects

Conclusion

Theoretical and Practical Contributions

This study systematically examines the critical factors and strategies underpinning effective stakeholder engagement in corporate sustainability. Our literature review identifies key determinants of engagement performance, strategic approaches for integrating stakeholder needs, and conceptual frameworks that support long-term collaboration. By synthesizing insights from stakeholder theory, corporate social responsibility, and sustainability reporting, we reveal a shift from traditional one-way communication to interactive, participatory practices that enhance transparency, trust, and accountability. Our integrative framework organizes emerging themes—such as inclusiveness, transparency, and responsiveness—demonstrating that stakeholder engagement is not just supportive but a core driver of sustainability performance and innovation.

Practically, the study offers an actionable roadmap for managers and sustainability practitioners by providing a step-by-step guide for designing robust stakeholder engagement strategies. Emphasizing a multi-stakeholder approach, the framework advocates leveraging digital

communication tools and fostering continuous feedback loops to systematically integrate stakeholder inputs into decision-making. This approach not only strengthens the legitimacy and accountability of sustainability efforts but also drives long-term value creation and risk management. Together, these theoretical and practical contributions lay a comprehensive foundation for future research and refined strategies that support more sustainable and resilient corporate outcomes.

Research Limitations

We recognize that this study has certain limitations, as is common in systematic literature reviews. First, this research is based on studies that reference strategies for stakeholder engagement rather than those that explicitly assess their effectiveness. Consequently, while relevant literature has been examined, some studies may primarily focus on other aspects, but addressing stakeholder engagement strategies. Second, the process of thematic coding involves a degree of subjectivity, as multiple approaches could have been employed. Nevertheless, through expert validation, we have established themes that emphasize the potential benefits for organizations or entities that adopt our findings. Third, while emerging technologies such as artificial intelligence (AI) have the capacity to significantly influence stakeholder engagement, there is a scarcity of academic studies exploring this issue, which constrains the scope of our analysis. Finally, our reliance on specific academic databases may have limited the inclusion of industry-specific or organizational strategies that are not extensively covered in scholarly literature. Despite these constraints, this study offers meaningful insights into stakeholder engagement strategies for corporate sustainability, serving as a valuable foundation for both future research and practical applications.

Directions for Future Research

Our review identifies several research gaps that suggest future studies. One key opportunity is to examine how advanced technologies, such as artificial intelligence, can improve stakeholder engagement. Researchers should explore how digital tools can be integrated into sustainability reporting, decision-making, and real-time communication to enhance transparency, better disclose risks, and support accountability. There is also a strong need to study how organizations adapt to the rapidly changing challenges of climate change, with digital innovations and smart technologies helping to build organizational resilience.

Additionally, our findings show that most current research is qualitative, indicating the need for more quantitative and mixed-method approaches. Future work should use a variety of data sources—such as surveys, panel data, and case studies—to better understand the links between stakeholder engagement strategies, CSR initiatives, and financial performance. Methods like structural equation modeling and multicriteria decision-making can help clarify the relationships between digital engagement, leadership roles (e.g., Chief Sustainability Officers), and corporate governance. Addressing these gaps will refine our framework and deepen our understanding of how digital innovations and adaptive governance can support sustainable business practices.

Acknowledgements

This research is partly funded by National Research Council of Thailand (NRCT), Project no. N42A660902 and The Ratchadaphiseksomphot Endowment Fund, Chulalongkorn University (The Review Article Grant; Grant No.RA68008).

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