



Ethical Business Practices - A Road Map for Integrated Sustainability

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Abstract

The purpose of this research paper is to explore the concept of ethical business practices as a roadmap for integrated sustainability. The paper focuses on the importance of ethical business practices in ensuring the sustainability of organizations in the long run. The paper presents a conceptual framework that integrates ethical business practices and sustainability, and analyses the literature on the topic. As the world becomes increasingly aware of the need for sustainable development, businesses are starting to prioritize ethical practices to achieve integrated sustainability. This paper explores the importance of ethical business practices for sustainable development, the benefits of such practices, steps to achieving integrated sustainability through ethical practices, and best methods and ways for implementing ethical business practices for sustainable development. Additionally, the paper examines case studies of businesses that have successfully implemented ethical business practices for improving and developing sustainability and highlights the challenges in implementing such practices. The findings indicate that ethical business practices are critical for achieving sustainability, and these practices are basically a step that makes organization closer to achieving their targets in a better and environment friendly manner. The organizations that practice ethical business are likely to be more sustainable than those which are yet to follow this path. The paper concludes by providing recommendations for organizations to integrate ethical business practices into their sustainability strategies.

Keywords: Ethical Business practices, corporate social responsibility, environmental impact, ethical decision-making, sustainability integration

Introduction

The term “sustainability” has gained significant attention lately as organizations look to mitigate their effect on the environment while meeting their economic objectives. In recent times, ethical business practices have become

progressively significant in the corporate dimension. Ethical business practices refer to a wide range of activities, including responsible sourcing, sustainable production of goods & services, and ethical marketing. Organizations are understanding the need and importance of conducting business in an ethical, mindful and responsible manner to guarantee long-term sustainability which is very essential for them and for the world as a whole. Ethical business practices ensure that the organizations conduct their tasks in a socially dependable way, limiting the adverse consequences on the climate, and promoting the well-being of its stakeholders and partners. The whole idea of integrated sustainability involves the combination of environmental, social, and economic considerations into an organization’s process and tasks. This research paper studies the connection between ethical business practices and integrated sustainability and provides a roadmap for organizations and associations to accomplish sustainable developments and improvements following the core ethical business practices.

Review of Literature

As businesses become increasingly aware of their social and environmental impact, many are looking forward to integrating ethical and sustainable practices into their business tasks and operations. Several authors across the world explored the relationship between ethical business practices and sustainable business strategies, with many of them suggesting that these two concepts are closely interrelated.

Lee and Park (2013) found that ethical leadership positively influences sustainable performance. They argued that ethical leadership enhances employees’ commitment to sustainability and fosters a culture of responsibility towards the environment and society.

Kraaijenbrink, J., Spender, J. C., & Groen, A. J. (2010) conducted a systematic review of the literature on the relationship between corporate social responsibility (CSR) and sustainable business practices. They found that CSR positively affects sustainable business practices, including

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eco-friendly production methods, sustainable supply chain management, and social sustainability. The authors emphasized the need for organizations to adopt a strategic approach to CSR and to integrate sustainability into their core business strategy.

Ferrel O.C. , Fraedrich John, Ferrel Linda (2021)- Ideally, the organizations are not only seen as mere profit making entities who have moral obligations and are also accountable for their conduct to various stakeholders like employees, customers, investors, suppliers and government. They emphasized on the fact that organizations must fulfil their ethical and legal obligations, failing which they can face severe consequences, including negative publicity. It was also found that culture that focuses on the importance of ethics and social responsibility can even mitigate or reduce misconducts that might possibly arise in the business.

Zhang and Morse (2019) conducted a study on the relationship between corporate social responsibility (CSR) and sustainable development in the Chinese context. They found that CSR positively influences sustainable development, including sustainable production methods, responsible supply chain management, and ethical marketing practices. The authors suggested that organizations should prioritize CSR and sustainable development to achieve long-term success and to contribute to the well-being of society and the environment.

Similarly, a study by Carroll (2017) suggests that ethical and sustainable business practices can create long-term value for companies, as well as for society as a whole. The author argues that by incorporating ethical and sustainable practices into their operations, companies can build strong relationships with customers, employees, and other stakeholders, which can in turn help drive long-term success.

Another study by Husted and Allen (2006) explored the relationship between corporate social responsibility (CSR) and sustainable business practices. The authors argue that CSR is an important component of sustainable business strategies, as it can help companies align their social and environmental goals with their core business objectives.

A study by Lozano R. (2017) explored the role of sustainability reporting in promoting ethical and sustainable business practices. The author argues that by publicly reporting on their sustainability performance, companies can create greater transparency and accountability, and demonstrate their commitment to ethical and sustainable practices.

Ashrafi, M., Adams, M., Walker, T. R., & Magnan, G. (2018) It is of fundamental significance that organizations incorporate sustainability strategies in their plans of action, from changes in their administration, in the short term connected with the economic and environmental perspectives and, in the long term related with the social presentation of the organization, having center around results that add to a continuous improvement

Ray & Chaudhuri (2018) It is feasible to make social worth by adding to the development and prosperity of society via conducting and supporting social drives and activities for poverty alleviation, human capital advancements, child

development, equality, social and gender justice.

The research suggests that ethical and sustainable business practices are becoming more vital for companies that want to succeed in the long run and avoid risks associated with environmental and social impacts. The literature review has provided insights into the importance of integrating sustainability into all aspects of a company's decision-making processes, prioritizing stakeholder engagement, transparency, and responsible governance.

A study by Amoako G.K., Doe J.K. and Dzogbenuku R.K. (2021) examined the influence of perceived ethicality of a firm on customer loyalty, with a focus on the mediating role of corporate social responsibility (CSR) and perceived green marketing. The results showed that consumers' brand loyalty is favourably impacted when they believe a company to be highly ethical. The study also revealed that this relationship is mediated by customers' perceptions of the firm's CSR initiatives and its green marketing practices. Customers are more inclined to become loyal to a brand they perceive as socially responsible and environmentally conscious.

Methodology of the Study

The purpose of this research paper is to explore the role of ethical business practices in promoting sustainability. The presented study is descriptive in nature and in order to achieve this objective, a thorough literature review was also conducted to identify and analyse the existing research on ethical and sustainable business practices.

Objectives of the Study

- To study how ethical leadership influences sustainable business policies and the organization's overall sustainability performance.
- To analyse how corporate social responsibility (CSR) impacts sustainable business strategies and how to integrate social and environmental goals into the core of a company's aims.
- To evaluate the long-term value generated by the organizations that adopt and implement ethical business practices, both for the organization itself and for society as a whole.
- To discuss and analyse H&M's ethical business practices and their role in promoting sustainability, providing insights for organizations striving to integrate sustainability into their regular operations.

Source of Data: This study utilizes a secondary data analysis approach to review ethical business practices as a roadmap for integrated sustainability. The data has been sourced from a variety of research papers, articles, online journals, magazines etc.

Limitations of the Study: One limitation of this research paper is that it is entirely based on the existing literature, and therefore, it may not provide a thorough examination of ethical and sustainable business practices. Additionally, the research may be subject to publication bias, as studies

reporting positive results may be more likely to be published than those reporting negative results.

Conceptual Framework

The conceptual framework for this paper is in reference to the concept that ethical business practices are a major part or component of achieving integrated sustainability. This framework also studies the importance of ethical business practices for sustainable development, the benefits of such practices, steps to achieving integrated sustainability through these ethical methods, and best practices for implementing ethical business practices

for sustainable development. Organizations have become more delicate to social issues and stakeholder concerns and are endeavouring to turn out to be better corporate residents. Whether the inspiration is a concern for society and the climate, unofficial law, stakeholder’s pressures, or financial benefit, the outcome is that managers should make significant changes to more efficiently manage their social, economic, and environmental impacts. Epstein (2008) represents CS through nine rules that make corporate sustainability definition more exact, which can be evaluated and adapted, as well as incorporated into day to day operations, significant & ethical decision making.

Table 1 Nine principles for defining1 CS

CS Principle	Interpretation
Ethics	Monitoring ethical standards and practices through the whole organization
Governance	Managing the company’s resources with a focus on interests of all the stakeholders from the boards
Transparency	Visibility and accessibility of information from the company’s stakeholders
Business relationships	Engaging in fair-trading practices with the business partners, suppliers and customers
Financial return	Providing positive returns on investments
Community involvement	Taking into consideration the needs of the community in which the company operates
Value of products and services	Presenting high value products and services with respecting the needs and rights of the customers
Employment practices	Engaging into management practices that promote employee appraisal, commitment and development
Protection of the environment	Involving into environmental conservation and restore through sustainable business practices and viable products and services. Minimizing natural resources utilization and reducing waste emission.

The importance of ethical business practices for sustainable development cannot be overstated. An organization must follow good business ethics and practices in order to avoid any legal and regulatory issues in future. It is also vital for the businesses to comply with ethics to build their reputation in the market, among their customers, investors and other stakeholders as well. When an organization follows ethical practices, it not only attracts customers but also retains them and builds a strong customer base which results in an increased revenue or even help in acquiring great market shares.

Public perception plays an important role here. It has been studied earlier that about half of the public pays at least some amount of attention to the corporate social behaviour of the organizations, and 20% will actively speak out against or refuse to be associated with companies they accept or notice

are behaving unethically. The employees working in the organization are the quality building asset for that organization and should be given equal importance. Employees prefer working in an organization that derives them a positive and healthy working culture and an environment where they can advance and excel in their jobs based on their performance rather than favouritism or other means. When employees sense unfairness at the workplace, they are most likely to get demotivated and as a result, the organization suffers. For instance, pay increments and advancements ought to be given on the basis of performance rather than bias. Employees ought to be paid as guaranteed and on time. This forms trust among employees and the organization, which emphatically adds to the work environment and retains the hardworking employees in the company. And retaining the existing employees results in saving the cost incurred in recruiting new ones.

Organizations ought to likewise treat their clients, customers or partners reasonably. They should avoid overcharging for items or exaggerate the worth of what they offer. They should make every effort to keep the pricing, delivery, and service-level commitments of their goods & services to customers. Fulfilling all the promises made to the customers while marketing of products can add up to the reputation of the company and build trust among the customers. A strong company reputation attracts more suppliers, investors and partners because an organization that promotes ethics in their business operations also creates an investment-friendly space. Investors are motivated to invest their money where they are sure it is safe to.

Following ethical practices at organizations also increases productivity. People will work dedicatedly at their jobs if they believe that what they are doing is ethical and they may feel more motivated to work because they are certain that by doing so they are making the world a better place to live in. Ethics results in sustainable growth in sales. An increase in the customer base leads to an increase in demand for the company's deliverables. Therefore, more goods and services are sold. Businesses may view that a little selfishness might help their business to grow, however this is never the case. Following unethical actions may seem to give your business a temporary boost, but they will negatively affect the long-term goals. One of the key benefits of ethical business practices is improved environmental sustainability. For example, companies such as Tesla, Patagonia, and Unilever have implemented sustainable practices such as using renewable energy, reducing carbon emissions, and promoting sustainable products.

These practices have helped them achieve their environmental sustainability goals, reduce their impact on the environment, and promote sustainable development.

The Body Shop is a cosmetics and skincare company that has been a leader in ethical business practices and sustainability for over 40 years. The company's founder, Anita Roddick, was a vocal advocate for social and environmental issues and believed that businesses could make a positive impact on society. The Body Shop's ethical business practices are positioned on its commitment to natural ingredients, fair trade, and animal welfare. The company sources its ingredients from around the world, supporting marginalised and small-scale farmers and communities, and also ensuring that the sourcing process is sustainable and environment friendly. The company also has a strong commitment to animal welfare. They were the first major cosmetics company to ban animal testing in its products and have been an active advocate for ending animal testing in the cosmetics industry. The Body Shop also uses sustainable packaging and is committed to reducing its negative environmental impact. Body Shop following all these methods shows that ethical business practices can lead to improved sustainability, customer loyalty, and financial success. And for prioritizing the sustainability in business and valuing the social and environment issues, the company has been awarded many times by numerous organizations and publications.

Best practices for implementing ethical business practices for sustainable development also include implementing sustainable supply chain practices, promoting green marketing and environmentally friendly products and services, engaging in Corporate Social Responsibilities initiatives, and reducing the company's carbon footprint.

For example, H&M has implemented sustainable supply chain practices such as using organic cotton. H&M's collection has a separate "conscious collection" in which they have included the clothing made from organic cotton, recycled polyester and other sustainable materials. H&M believes that the only trend worth following is recycling and repairing and hence they also launched a scheme where people can drop off their pre-loved garments at the retail stores and can get coupons on their next purchase. It is also engaging in CSR initiatives such as supporting education programs in Bangladesh. These practices have helped H&M achieve integrated sustainability and side by side developing a better reputation in the market and increased profitability. Hence, Ethical action is the key to sustainability and success in business. By implementing these best practices adopted by the industry leaders and studied by various researchers, businesses can achieve integrated sustainability and reap the benefits of improved environmental and social sustainability, as well as increased profitability and stakeholder engagement.

A Case Discussion of H&M

H&M, a Swedish retailer, is among the most renowned fast fashion labels in the world. It operates in 74 nations worldwide. H&M desires to be a fair and equal company while guiding its move to a circular fashion industry with net-zero climate impact. Although it claims that it is pursuing more environmentally friendly procedures, we need to confirm this by finding out just how ethical and environmentally friendly H&M is.

Code of Ethics: The Code of Ethics of H&M establishes a zero tolerance policy for corruption and mandates adherence to all applicable laws as well as a set of corporate values. Among other things, it specifies there shouldn't be any exchange of gifts or favours of any type between the business partners H&M Group workers worldwide, it includes various other code of ethics and norms.

Transparency: H&M says that their focus remains on these two key fundamental goals which are-

- Giving clients knowledge they require about the company and the products will enable them to make informed decisions.
- Promoting sustainable change more rapidly: By improving transparency and traceability throughout the value chain, to be able to better manage the effects and establish industry benchmarks.
- To enable more transparency, traceability is essential. It's crucial to have accurate data on products and raw resources. Together with its partners and all relevant stakeholders, H&M is dedicated to enhancing the comparability and quality of the data, systems, and calculations they utilise.

Recognition for transparency: With a score of 66% (68% in 2021) H&M was ranked fourth in the Fashion Revolution's 2022 Transparency Index. According to the data they provide about their social and environmental policies, practices, and impacts on their operations and supply chain, the index rates 250 of the largest fashion brands in the world. Compared to 71% last year, 50% of stakeholders assess H&M Group's transparency as good or very good, indicating that more has to be done to regain stakeholder confidence in its goals and actions.

Climate Strategy and Environmental Impact: H&M's long-term goal is to achieve net-zero according to the net-zero benchmark set out by the Science Based Targets initiative (SBTi). Before balancing out any minor residual

emissions that cannot be avoided, this standard focuses on lowering GHG emissions utilizing permanent carbon dioxide removals. It also has few targets set keeping in mind different aspects of the value chain.

Table 2 Targets to be achieved by 2030

Year	Target to be achieved
By 2030	Reduce the amount of electricity used in its stores by 25% compared to the baseline year of 2016.
By 2030	source 100% renewable electricity in their own business operations
By 2025	30% of resources should be recycled

Figure 1 Source: HM Group Sustainability Disclosure 2022

Circularity, Climate & Nature KPIs

Details of specific goals and additional data, including the reasons for changes in performance this year, are included within relevant sections of the [Circularity, Climate & Nature chapter](#).

Circularity, Climate & Nature KPIs ¹	2019	2020	2021	2022	GOAL
Climate % absolute reduction (scope 1 and 2) in GHG emissions compared with 2019 baseline ²	-	+15%	-22%	-8%	-56% by 2030
Climate % absolute reduction (scope 3, excluding use phase) in GHG emissions compared with 2019 baseline ²	-	-8%	-3%	-7%	-56% by 2030
Climate % change in GHG emissions from own operations (scope 1 and 2) compared with previous year ³	+8%	+15%	-32%	+18%	Monitor
Climate % change in scope 3 GHG emissions compared with previous year ³	-3%	-8%	+5%	-4%	Monitor
Climate % change in electricity intensity in our stores (kWh/m ² per opening hour) compared with 2016 baseline ⁴	-10%	-17%	-17%	-23%	-25% by 2030
Climate % renewable electricity in own operations ⁵	96%	90%	95%	92%	100% by 2030
Water % reduction in production water use (water intensive tier 1 and 2 suppliers) from 2017 baseline ⁶	-6%	-4%	-14%	-21%	-25% by 2022
Water % of water recycled out of total production water consumption	13%	18%	21%	21%	15% by 2022
Water % change in absolute total freshwater use (2022 baseline) ⁷	See footnote 8	See footnote 8	See footnote 8	See footnote 8	-30% by 2030
Commercial goods % of recycled or other more sustainably sourced materials total ⁹	57%	65%	80%	84%	100% by 2030
Commercial goods % of other more sustainably sourced materials ⁹	55%	59%	62%	61%	Monitor
Commercial goods % of recycled materials ⁹	2%	6%	18%	23%	30% by 2025
Packaging % of recycled or other more sustainably sourced materials ⁹	-	-	68%	85%	100% by 2030
Packaging % reduction in plastic packaging from 2018 baseline	-	-24%	-28%	-44%	25% by 2025
Chemicals % of supplier factories compliant with ZDHC Manufacturing Restricted Substances List	80%	88%	95%	97%	100%
Garment collecting initiative Tonnes of garments collected through garment collecting initiative ¹⁰	29,005	18,800	15,944	14,768	Annual increase

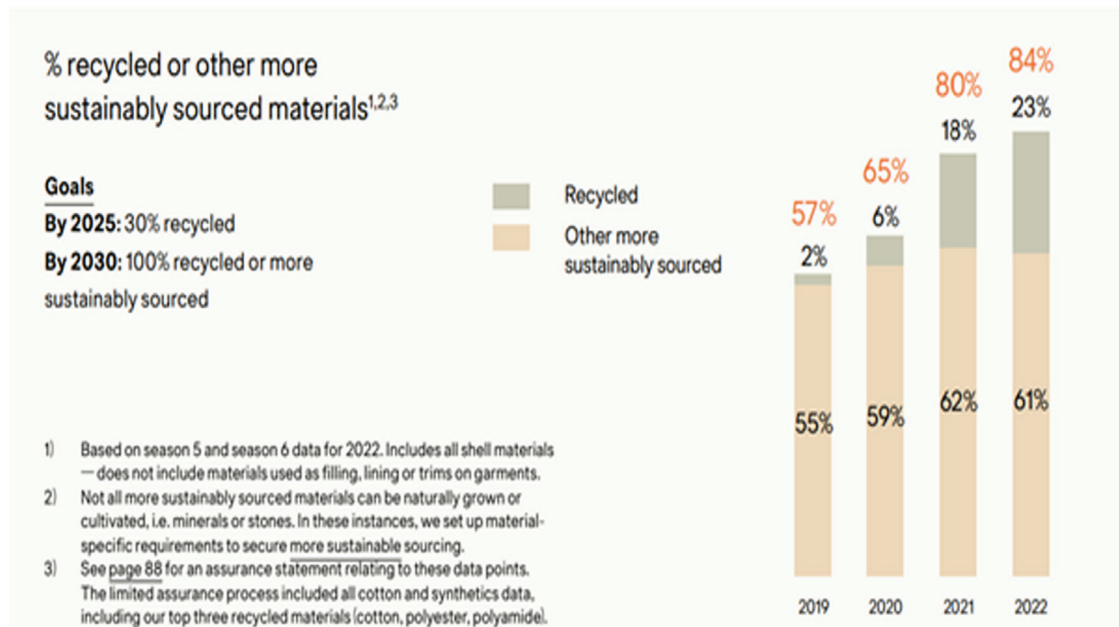
¹ We are not reporting against our % change in packaging this year, since we are in the process of moving the goal and our circular packaging strategy, including a new baseline figure.
² Scope 1 and 2 are direct and indirect emissions of greenhouse gases from H&M Group's own operations, e.g. stores, distribution centres and offices.
³ See page 88 for an assurance statement relating to these data points. The limited assurance process included energy use, energy efficiency in stores, emissions from our own operations (scope 1 and 2), emissions from transportation, raw materials, garment manufacturing and fabric production (scope 3) and all cotton and synthetic data, including our top three recycled materials (cotton, polyester, polypropylene).
⁴ During 2022 we have identified that the conversion factor in our system for natural gas reported in Ukraine was incorrect. Therefore we have underreported scope 1 emissions with 2019 (CO₂e 2019, H&M CO₂e 2020, and 3408 tCO₂e 2021).
⁵ In 2021 we upgraded our system for registering store opening hours precisely during the period when many stores' opening hours were impacted by Covid-19 related lockdowns. For this reason, and with staff safety as our top priority, some of the irregularities in 2021 store opening hours were not recorded, which in turn decreased the 2021 energy efficiency KPI for those stores.
⁶ 2022 data based on Q1 to Q3 2022 data reported as 14% for the full year - in last year's report we stated 10.2% based on Q1 to Q3 2021. From next year, we will move to reporting against our new Water Strategy 2030 goals, based on 2022 baseline data.
⁷ Includes a total of 440 manufacturing, fabric dyeing and printing suppliers in both tier 1 and tier 2 with water-intensive end production, based on Q1-Q3 2022 performance data, reported by factory and calculated using weighted averages for litre per kg of dyed knitted fabric, litre per metre of woven denim fabric, and litre per unit of product washed.
⁸ New KPI added in 2022, in preparation for reporting from 2023 onwards.
⁹ In 2022 we continued to improve data management systems and the traceability process to secure certified packaging. To align with the 2021 improved methodology to capture FSC certifications, data for 2022 is updated.
¹⁰ Our garment collecting initiative was disrupted by the Covid-19 pandemic for part of the year in 2020 and for the full year in 2021. Since March 2022 our garment collecting has been paused in Ukraine, Russia and Belarus.

Biodiversity Impact

- To lessen the impact on biodiversity caused by acquiring virgin materials and to use less land, H&M is trying to increase the recycled content of our products. By 2025, they hope to source 30% of all materials and 100% of polyester from recycled sources, which means they are making progress in their goals.
- As of 2022, 87% of the paper and cardboard used in H&M's packaging came from recycled or other sustainably obtained materials. By 2025, they intend to use only materials from these sources.

- In comparison to a baseline set in 2017, H&M has increased water efficiency in its supply chain by 21% and achieved a 21% water recycling rate. Additionally, 49% of its facilities currently harvest rainwater, against the target of 50%.
- A new Water Strategy 2030 was introduced, and relative usage of water per product was lowered by 38% compared to a baseline in 2017. **Material Choice:** By 2030, H&M intends to have 100% of its resources recycled or obtained from more environmentally friendly sources, with 30% of those materials coming from recycled sources.

Figure 2 % Recycled or other more sustainably sourced materials



Approach to be Fair & Equal

H&M believes that its business impacts the whole wide world, and the impact it makes should be positive. H&M is committed to providing fair wages and working conditions throughout its supply chain. In 2020, H&M trained more than 2.3 million workers on their rights, up from 1.7 million in 2018.

It has set targets to increase the representation of underrepresented groups, such as women and people of colour, in management positions. H&M also has a zero tolerance policy towards discrimination and harassment in the workplace.

Overall, H&M strives to promote social and environmental responsibility throughout its operations and supply chain with its holistic approach to being ethical and sustainable.

Findings and Conclusion

Ethical business practices are significant for achieving integrated sustainability. Organizations that integrate ethical business practices into their sustainability techniques are more likely to be successful in the long run. Based on the literature review and research conducted on the subject of ethical and sustainable practices, the below stated findings can be determined.

Ethical leadership plays a pivotal role in driving sustainable business policies, positively affecting an organization’s sustainability performance. The integration of ethical and sustainable practices into business operations can create long-term value for companies and society as a whole, mitigating or reducing the risks associated with the environment and society. Additionally, corporate social responsibility/obligation is a crucial part of sustainable business strategies, as it helps companies align their social and environmental objectives with their very core business goals, and prioritize sustainability

to maintain healthy supply chain relationships. This approach has been proven to yield strong financial performance and a positive reputation among partners and stakeholders.

Moreover, companies that adopt and implement ethical practices build brand reputation in the market and gain the trust of their customers and investors. This results in increased loyalty and customer retention, which can reduce costs such as waste, energy consumption, and resource usage. Furthermore, companies that give importance to business ethics have higher employee commitment and increased productivity, leading to improved business performance and successful accomplishment of organizational goals. By adopting sustainable business strategies, organizations can stay ahead of regulatory requirements and predict future changes in environmental and social governance.

In conclusion, this research paper has explored the importance of ethical and sustainable business practices as a roadmap for integrated sustainability. The literature review has highlighted the growing awareness and significance of moral and sustainable practices, supported by findings from various studies. Ethical leadership, corporate social responsibility, stakeholder engagement, and transparency have emerged as critical factors in driving sustainable business strategies. Companies that prioritize sustainability and integrate ethical practices into their decision-making processes stand to gain long-term success, reputation, and stakeholder trust.

Based on the findings and literature review, several recommendations can be made to guide organizations in adopting ethical and sustainable practices. Firstly, companies should emphasize the integration of sustainable business strategies across all stages of their decision-making process, including product planning, supply chain management, and product launch. Clear targets and objectives for sustainability should be established, with regular tracking and reporting of progress towards meeting these goals.

Furthermore, engagement with stakeholders, including investors, customers, and suppliers, should be a regular practice to understand their expectations and concerns related to sustainability. This will enable organizations to align their practices with stakeholder needs and enhance stakeholder trust and satisfaction. Additionally, companies should invest in sustainable research and development, fostering innovation and the creation of environmentally friendly products and services.

Collaboration with suppliers and vendors is crucial to promoting ethical and sustainable practices throughout the supply chain. This includes responsible sourcing, waste minimization, and fair labour practices. Prioritizing diversity and inclusion within the organization can help businesses avoid perpetuating societal injustices and inequalities through their operations.

Moreover, adopting ethical marketing practices is essential, ensuring transparency in product promotion and minimizing negative impacts on society and the environment. By communicating honestly and ethically with customers, organizations can build trust and strengthen their reputation.

By following these recommendations, businesses can enhance their competitive advantage, build trust and credibility with stakeholders, and contribute to a more sustainable and responsible business landscape. This research paper serves as a valuable resource and roadmap for organizations seeking to integrate ethical and sustainable practices into their business operations. As the world faces increasing environmental and social challenges, it is essential for businesses to take proactive steps in promoting ethical and sustainable practices. By doing so, they can not only achieve long-term success but also make a positive impact on society and the environment.

Future Implications of the Study

Enable future researchers to monitor the long-term implications and impact of moral corporate conduct on sustainability performance.

Future research can deeply understand the perspectives and expectations of different stakeholders, including employees, customers, investors, and local communities, regarding ethical business practices and their role in integrated sustainability. This would provide a thorough understanding of stakeholder engagement and its impact on organization's success.

Investigating consumer behaviour and perceptions of ethical business practices and sustainability would be beneficial. Future research could examine how consumer preferences, purchasing decisions, and brand loyalty are affected by a company's ethical and sustainable practices.

Future studies could focus on creating curriculum, training programmes, and capacity-building exercises to give current and future business leaders the information and abilities they need to incorporate sustainability into their decision-making processes.

Future studies could explore the role of government regulations, incentives, and frameworks in promoting and supporting sustainable practices, as well as the impact of global agreements and standards on organizational behaviour.

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