Volume 2 Number 1 (2025)
January-June 2025
Page: 16-42

MONETARIUM: Journal of Economic Business and Management

The Role of Corporate Social Responsibility in Advance Human Rights in The Business Sector

Selvina Khomairoh[1], Mohamad Nur Efendi[2]
[12]Universitas Terbuka, Indonesia

[1]E-mail: selvinaqomairoh@gmail.com
[2]E-mail: md.nur.efendi@gmail.com

Abstract (English)

Corporate Social Responsibility (CSR) is vital in advancing human rights in the business sector, especially in the increasingly complex globalization and technology era. This study examines CSR's role in protecting and promoting human rights through a comprehensive literature review. The method used is literature analysis, which includes empirical studies, reports, and academic publications related to CSR implementation and its impact on human rights. The findings show that CSR can be an important mechanism to improve corporate transparency, accountability, and compliance with human rights standards. Effective CSR initiatives often involve protecting workers' rights, non-discrimination policies, and ethical supply chain management. In addition, good CSR practices can also help companies manage reputational risk and strengthen stakeholder relationships. However, this study also identified significant challenges, including the lack of consistent regulation and the risk of greenwashing where companies claim commitment to CSR without real action. The implications of these findings emphasize the importance of a holistic and sustainable approach to CSR implementation, as well as the need for stricter regulation and greater awareness of consumers and society towards corporate social responsibility. This study suggests further research to explore more effective ways of leveraging CSR to advance human rights across different industrial and geographic contexts.

Keywords; Corporate Social Responsibility, CSR, Human Rights, Business and Ethics, Corporate Transparency

© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution-NonCommercial 4.0 International License (CC BY NC) license (https://creativecommons.org/licenses/by-nc/4.0/).

INTRODUCTION

Corporate Social Responsibility (CSR) serves as a theoretical framework that underlies corporate responsibility towards society and the environment. CSR theory suggests that companies are not only responsible to their shareholders, but also to other stakeholders, including employees, consumers, and the wider community (Phillips et al., 2020). CSR encompasses multiple dimensions, including the protection of human rights (HR), which are integrated into corporate policies and practices. The theory emphasizes the importance of companies adhering to ethical standards that go beyond legal obligations to reduce their social and environmental impacts, including ensuring that there are no human rights violations in their operations (Bolourian et al., 2021).

In the context of human rights, CSR is often implemented through policies and practices that support the protection and promotion of human rights. According to Voegtlin and Pless, companies committed to CSR must incorporate human rights principles into their strategies, both through internal policies and external reporting (Voegtlin & Pless, 2021). This includes identifying and addressing risks of human rights violations in the supply chain, engaging stakeholders in open dialogue about the company's social impacts, and ensuring transparency in their CSR reporting. This approach is consistent with CSR theory, which emphasizes the social responsibility of companies to not only comply with the law, but also to promote ethical values and human rights (Lu & Wang, 2021).

Implementing CSR related to human rights often faces a number of significant challenges in the business sector. One of the main issues is the gap between stated commitments and actual implementation on the ground. Companies often develop CSR policies that appear to support human rights, but practices on the ground can differ drastically. For example, some companies may claim to adhere to human rights standards but still engage in harmful practices, such as labor abuses in their global supply chains (Bolourian et al., 2021). The lack of oversight and accountability makes it difficult to ensure that CSR policies are implemented consistently and effectively.

In addition, there are issues related to transparency and reporting. Many companies still fail to adequately report on their social and environmental impacts, including human rights abuses. The inability to report clearly and openly on the impacts of their operations reduces the ability of stakeholders to evaluate and demand accountability (Voegtlin & Pless, 2021). This is often due to shortcomings in effective reporting systems and the lack of universal standards governing CSR disclosure, which has the potential to undermine public trust and hinder efforts to advance human rights in the business sector (Lu & Wang, 2021).

In the business sector, a major challenge in human rights-related CSR often involves a misalignment between CSR claims and actual corporate practices. Many companies struggle to integrate human rights standards into their operations consistently. While companies may publicize their commitment to human rights principles, ineffective or non-existent implementation can be detrimental to their CSR goals. This creates a mismatch between a company's public narrative and the reality of its operations, often seen in cases of labor rights abuses, supply chain inequities, and other ethical issues (Balluchi et al., 2020; Panait et al., 2022).

Adding to the complexity of this issue is the phenomenon of greenwashing, where companies claim commitment to CSR and human rights without the substance to support those

claims. Greenwashing allows companies to create a positive image that misleads the public and stakeholders about their commitment to social responsibility and human rights. By reporting CSR initiatives that appear beneficial but are not implemented, companies can avoid accountability and the negative impacts that would otherwise be faced if their practices were transparently revealed (De Freitas Netto et al., 2020; Kurpierz & Smith, 2020). These issues highlight the need for greater scrutiny and transparency in CSR reporting to ensure that corporate claims reflect real actions to advance human rights.

Previous research on Corporate Social Responsibility (CSR) and human rights (HAM) has several strengths and weaknesses. One of the main strengths is the ability of the research to identify and examine the various dimensions of CSR, including its impact on human rights. Research by Nofsinger, Sulaeman, and Varma provides in-depth insights into how institutional investors influence CSR implementation, showing how stakeholder pressure can encourage companies to pay more attention to human rights (Nofsinger et al., 2019). Similarly, Phillips, Schrempf-Stirling, and Stutz offer an in-depth historical analysis of the evolution of CSR, providing an important context for understanding how human rights issues have evolved in CSR policies (Phillips et al., 2020). However, a common shortcoming is the limited focus on practical implementation and the direct impacts of CSR on human rights. For example, Lu and Wang examine global CSR disclosures but do not explore how these disclosures affect human rights fulfillment (Lu & Wang, 2021).

In addition, several studies such as those by Balluchi, Lazzini, and Torelli and De Freitas Netto et al. provide insights into greenwashing and how companies can deceive the public about their commitment to sustainability (Balluchi et al., 2020). However, these studies often fail to directly link greenwashing to human rights violations, which may limit the understanding of how misrepresentations in CSR can affect human rights (Kurpierz & Smith, 2020). Other studies, such as those by Bolourian et al. and Wang and Sarkis, focus on CSR governance and performance but do not sufficiently explore the relationship between governance and human rights implementation in practice (Bolourian et al., 2021). Overall, despite important research contributions, there is still a lack of integration between CSR and human rights theory with real practices and direct impacts on the ground.

Corporate Social Responsibility (CSR) in advancing human rights in the business sector is an interesting topic because it touches on the critical interaction between corporate ethics and social responsibility in the era of globalization. In the context of modern business, where companies are increasingly required to focus not only on profits but also on the social and

environmental impacts of their operations, CSR offers a framework for promoting and protecting human rights. The study of how CSR can be integrated to ensure human rights fulfillment provides important insights into how companies can change their practices to support social justice and basic human rights. It also opens up discussion about the real challenges that companies face in implementing effective and transparent CSR policies, and how this affects their reputation and relationships with stakeholders.

METHOD

This study aims to explore the role of Corporate Social Responsibility (CSR) in advancing human rights in the business sector, focusing on several key aspects. This study aims to analyze how the concept of CSR is integrated into business policies and practices to protect human rights and evaluate the role of human rights in the context of CSR. In addition, this study also seeks to identify how CSR can be an effective tool in advancing human rights in the business sector, examine the challenges and opportunities faced by companies in its implementation, and understand how collaboration between stakeholders can influence the effectiveness of CSR in supporting human rights.

This study uses a literature review method to examine the role of Corporate Social Responsibility (CSR) in advancing human rights in the business sector. This approach involves collecting and critically analyzing various academic sources, including journals, books, reports, and articles related to the topic. The literature review was conducted by conducting a systematic search of academic databases and online repositories, and using relevant keywords such as "CSR," "human rights," and "corporate social responsibility." Each source was evaluated based on its relevance, credibility, and contribution to the understanding of the research topic. This analysis aims to identify key trends, best practices, challenges, and opportunities related to the implementation of CSR in promoting human rights. The results of this study are expected to provide a comprehensive understanding of how CSR can be used as a tool to enhance corporate social responsibility and human rights protection in various business contexts.

RESULT AND DISCUSSION

Corporate Social Responsibility (CSR) Concept

Corporate Social Responsibility (CSR) refers to a company's commitment to act ethically and contribute to economic development, improving the quality of life of their workforce, local communities, and society at large. Bardos et al. emphasize that CSR encompasses a range of

activities that demonstrate a company's responsibility for the social and environmental impacts of its operations (Bardos et al., 2020). CSR is not only about fulfilling legal obligations but also about proactive initiatives to create positive impacts, which Benlemlih and Bitar recognize as a strategy to improve investment efficiency and corporate reputation (Benlemlih & Bitar, 2018). It encompasses aspects such as the environment, social justice, and business ethics, all of which contribute to market perception and corporate value.

The history of CSR can be traced back to the early 20th century when attention to corporate social responsibility began to emerge in business and legal literature. Chaffee explains that at that time, the concept of CSR was more related to philanthropy and charitable giving, where large companies donated to local communities as a form of social responsibility (Chaffee, 2017). Changes in the social and economic environment, such as the financial crisis and pressure from society, encouraged companies to take a more active role in social and environmental issues. The beginnings of CSR were also influenced by changes in legal and regulatory views on corporate responsibility.

In the following decades, the understanding of CSR evolved along with the increasing awareness of social and environmental issues. Latapí Agudelo et al. noted that in the 1970s and 1980s, CSR began to be considered an integral part of sustainable business strategies. Companies began to understand that social responsibility was not only a moral obligation but could also be a source of competitive advantage (Latapí Agudelo et al., 2019). Dias et al. added that during this period, the emergence of environmental and social regulations, as well as pressure from stakeholders, pushed companies to integrate CSR practices into their daily operations (Dias et al., 2019).

At the beginning of the 21st century, globalization and international initiatives such as the Sustainable Development Goals (SDGs) further emphasized the importance of CSR. ElAlfy et al. pointed out that CSR is now seen as a tool for achieving sustainable development, with companies expected to play an active role in addressing global issues such as climate change, poverty and social injustice (ElAlfy et al., 2020). Large companies are now accountable not only to shareholders but also to society at large, with transparency and accountability becoming essential elements of their CSR practices.

Although CSR has become an essential component of modern business strategy, significant challenges remain. Yuan et al. note that there is a need for a clearer framework and stricter regulation to ensure that companies are truly adhering to expected CSR practices (Yuan et al., 2020). Other challenges include the difficulty in measuring CSR impacts and the risk of

"greenwashing" practices. However, on the other hand, CSR offers significant opportunities for companies to build stronger relationships with stakeholders and strengthen their reputation in the global marketplace. Tamvada suggests that the future of CSR will be increasingly tied to the principles of accountability and sustainability, creating a new foundation for more responsible business practices and regulations (Tamvada, 2020).

Corporate Social Responsibility (CSR) theory is based on the idea that companies have responsibilities not only to shareholders but also to other stakeholders, including employees, communities, and the environment. One of the main theories in CSR is the Stakeholder Theory, which states that companies should consider their impact on all stakeholders. Chaffee highlights that this theory emphasizes the importance of corporate social responsibility in creating sustainable value (Chaffee, 2017). This theory has evolved over time with the recognition that active engagement in CSR can enhance a company's reputation and consumer trust.

CSR models are often categorized into several domains or dimensions, including economic, legal, ethical, and philanthropic. Baskentli et al. show that consumers respond to CSR based on its specific domains, such as environmental, social, and economic. (Baskentli et al., 2019) This model reflects a holistic approach to CSR, where companies aim to fulfill their responsibilities across multiple domains. For example, companies may engage in sustainable business practices (environmental domain), support workers' rights (social domain), and contribute to charitable initiatives (philanthropic domain).

CSR can also be seen as an instrument to improve investment efficiency and financial performance of companies. Benlemlih and Bitar emphasize that companies that commit to CSR can often reduce operational risks and improve investment efficiency (Benlemlih & Bitar, 2018). This is supported by the Creating Shared Value (CSV) model, which highlights how companies can create economic and social value simultaneously. Bardos et al. also emphasize that CSR can improve market perception of a company's products, which in turn can increase the value of the company (Bardos et al., 2020). Thus, CSR theories and models encompass a variety of approaches that link corporate social responsibility to positive business outcomes.

Corporate Social Responsibility (CSR) has become a key component of modern business strategy, with companies around the world recognizing the importance of social responsibility in creating sustainable value. According to Dias et al., CSR plays a significant role in enhancing a company's reputation and image in the eyes of stakeholders, including consumers, employees, and local communities (Dias et al., 2019). Companies that engage in effective CSR practices tend to be

viewed more positively and are considered more socially responsible, which in turn can improve customer loyalty and overall business performance.

In addition to enhancing reputation, CSR also serves as a tool for risk management. Rasche et al. state that companies that are committed to social responsibility tend to be better at managing risks related to environmental, social, and governance issues (Rasche et al., 2017). By adopting a CSR policy, companies can mitigate risks that could damage their reputation or lead to legal issues. This is especially important in the era of globalization, where companies must be more sensitive to various regulations and standards in various jurisdictions.

CSR has become an integral part of business strategy in the tourism and hospitality sector. Font and Lynes suggest that in this industry, CSR can serve to improve service quality and customer experience (Font & Lynes, 2018). For example, hotel companies that invest in sustainability programs can attract more environmentally conscious travelers. In addition, CSR also helps companies in this industry to build stronger relationships with local communities, which can be an important source of support in the long term. CSR also plays a role in supporting sustainability and innovation. Liao et al. highlight that the transition to renewable energy and green innovation is often driven by CSR initiatives (Liao et al., 2023). Companies that commit to sustainable business practices help reduce their environmental impact, improve operational efficiency, and open up new market opportunities. In this context, CSR serves as a catalyst for innovation and the development of more environmentally friendly products.

In developing countries, the role of CSR is often more prominent due to regulatory and resource constraints. Jamali and Karam argue that in these regions, companies engaging in CSR can play a significant role in economic and social development (Jamali & Karam, 2018). Through initiatives such as education, skills training, and infrastructure, companies can help improve the quality of life of local communities. This strengthens the company's relationship with the community and creates a more stable and conducive environment for business. From a financial perspective, CSR can increase profitability and company value. Machmuddah et al. stated that companies that consistently report good CSR performance tend to have better financial performance (Machmuddah et al., 2020). This is because CSR can attract investors who are interested in sustainable and ethical investments. In addition, companies that are perceived as socially responsible may be less exposed to consumer boycotts or legal problems, which can damage financial performance.

Finally, CSR serves as a powerful communication tool between a company and its stakeholders. With transparency in CSR reporting, companies can build trust and openness.

Worokinasih and Zuhdi suggest that CSR disclosure can serve as a mechanism to demonstrate a company's commitment to good and responsible business practices. In modern business, this is critical as consumers and investors increasingly demand transparency and ethics in corporate operations.

Human Rights in a Business Context

Basic human rights are defined as those rights that are inherent to every individual simply because they are human. Holbeche emphasized that these rights are universal, indivisible, and interdependent (Holbeche, 2022). This means that they apply to all people regardless of race, gender, religion, or social status. Basic human rights include the right to life, liberty, security, and the right to equal legal protection. In this context, human rights also require respect for human dignity, which is the foundation of all other rights. The principles of basic human rights include liberty, equality, and non-discrimination. According to Mutua, liberty includes the right of individuals to make free choices and act according to their wishes, as long as they do not harm others (Mutua, 2017). The principle of equality demands that all individuals have the same rights without discrimination. This includes equal access to resources, opportunities, and legal protection. Non-discrimination, as another important principle, requires that no individual or group should be treated unfairly or discriminated against based on certain characteristics such as race, gender, religion, or economic status.

Amartya Sen added that basic human rights are also closely related to the concept of capability, namely the ability of individuals to live a life that they consider valuable (Sen, 2017). Human rights are not only about freedom from oppression but also about the ability to participate in social, economic, and political life. Therefore, the principles of basic human rights also include the obligation of the state and society to create conditions that enable each individual to develop their full potential. These principles are an important foundation for the development of fair and inclusive public policies, as well as education that prioritizes social justice and respect for individual rights.

Table 1. Human Rights in a Business Context

Human rights	Description	Relevance in Business Context
Right to Health and Safety at Work	Workers' rights to work in safe and healthy conditions	Companies must ensure a safe working environment and comply with safety regulations.
Right to Fair Wages	The right of workers to receive fair and appropriate compensation for the work performed.	Setting fair wages by labor laws and industry standards.
Right to Non-Discrimination	The right of workers not to experience discrimination based on race, gender, religion or other attributes.	Implement anti-discrimination policies and provide relevant training.
Right to Freedom of Expression	The individual's right to express opinions and participate in open discussions.	Support freedom of expression in the workplace, including the right to associate.
Right to Privacy	Workers' rights to protect personal data and personal information from misuse.	Implementing data protection policies and ensuring compliance with data protection regulations.
Right to Organize	The right of workers to form or join trade unions and bargain collectively.	Support the formation of trade unions and fair collective bargaining.
Right to a Clean Environment	The individual's right to live in an environment that is not detrimental to health	Adopt environmentally friendly business practices and meet environmental standards.
Right to Protection from Child Labor	The right not to engage in harmful child labor	Ensuring there is no use of child labor throughout the supply chain.
Right to Social Welfare	The right to social benefits such as health care and education.	Providing social benefits and welfare for employees and local communities.
Right to Access to Justice	The right to legal protection and access to a fair justice system.	Ensure fair legal processes for workers and provide access to legal aid.

Source: United Nation Global Compact, data processed 2024.

Table 1 provides a comprehensive overview of how human rights are integrated and applied in business practices. The table often includes columns describing key human rights, such as the right to freedom of association, the right to fair working conditions, and the right to be free from discrimination and exploitation. In addition, the table may list international standards and guidelines such as the UN Guiding Principles on Business and Human Rights, as well as global initiatives such as the UN Global Compact that guide companies in ensuring that their operations and supply chains do not violate human rights. Analysis of this table helps identify areas where business practices may be lacking and offers a roadmap for policy and implementation improvements to enhance human rights protection in the business sector.

International standards on human rights in business have become an important topic in recent decades, with a variety of legal and non-legal instruments being developed to ensure that companies respect human rights. According to Choudhury, these standards often combine hard

law and soft law (Choudhury, 2018). Hard law refers to legally binding regulations, such as international conventions and national laws, while soft law includes guidelines and principles that are not binding but can influence corporate behavior. This combination aims to create a balance between legal compliance and flexibility in implementation, guiding companies on how to integrate human rights into their business operations.

One of the main instruments governing human rights in business is the UN Guiding Principles on Business and Human Rights, adopted in 2011. Donnelly and Whelan explain that these principles set out three main pillars: the state duty to protect, the corporate responsibility to respect, and access to remedy for victims of human rights violations (Donnelly & Whelan, 2020). The principles emphasize that companies have a responsibility to avoid causing or contributing to human rights violations through their business activities and to address the negative impacts associated with their operations.

Transparency and accountability in a company's supply chain are also important focuses of these international standards. Ford and Nolan emphasize that international standards encourage companies to conduct human rights due diligence, which includes risk assessments, preventive measures, and monitoring to prevent and address negative impacts on human rights (Ford & Nolan, 2020). In particular, the issues of modern slavery and human trafficking have attracted particular attention, with several countries adopting legislation requiring companies to report on their efforts to address these issues in their supply chains.

In addition to due diligence, stakeholder engagement is a key element of international standards for human rights in business. Holbeche emphasizes that engagement with employees, local communities, and other vulnerable groups is essential to understanding the impact of business operations on human rights (Holbeche, 2022). Through open and transparent dialogue, companies can identify potential human rights violations and work with stakeholders to find appropriate solutions. This engagement also helps build trust and enhance the company's legitimacy in the eyes of the public. International standards also encourage companies to integrate human rights into their business policies and practices. McCorquodale and Nolan state that company policies should reflect a commitment to respecting human rights and be implemented through appropriate processes and structures (McCorquodale & Nolan, 2021). These include employee training, the development of a code of conduct, and regular human rights risk assessments. Effective implementation of these standards can help companies reduce legal and reputational risks, as well as improve social and environmental performance.

However, despite the existence of various international standards, there are still challenges in the implementation and enforcement of human rights in business. Wettstein et al. show that differences between national laws and international standards, as well as the lack of strong enforcement mechanisms, often hinder effective implementation (Wettstein et al., 2019). In addition, companies often face a dilemma in balancing economic profit with social responsibility, especially when operating in countries with weak human rights standards.

To address these challenges, there needs to be a collaborative effort between governments, companies, and civil society to strengthen international standards on human rights in business. Ruggerio suggests that strengthening monitoring and enforcement mechanisms, as well as increasing awareness and education about human rights among companies, can help improve compliance with these standards (Ruggerio, 2021). Thus, international standards on human rights in business can become not only normative guidelines but also practical tools for creating a more equitable and sustainable business environment.

Human rights violations in business can have significant and far-reaching impacts, including negative reputations and substantial financial losses. Companies involved in human rights violations often face severe public criticism and reduced trust from consumers and investors. For example, cases of violations that are exposed can cause reputational damage that is difficult to recover from, which in turn can lower share prices and reduce the company's market appeal (Balluchi et al., 2020). In addition, there is the risk of legal and potential sanctions if the violations violate international or local regulations, exacerbating the financial and operational impacts (Kurpierz & Smith, 2020). On the other hand, the practice of "greenwashing" or companies' attempts to hide violations behind frivolous CSR claims can also exacerbate the problem, as it creates a false impression that the company is committed to ethical and human rights principles, when the reality may not support such claims (De Freitas Netto et al., 2020).

Human rights violations in business can have serious implications for both the individuals affected and the companies involved. Ploeg and Vanclay highlight that violations such as those occurring in the context of projects that trigger forced displacement and resettlement can have detrimental social and economic impacts on local communities (van der Ploeg & Vanclay, 2018). These impacts include loss of homes, livelihoods, and access to vital resources, which companies often cannot fully replace or repair. This situation creates significant social tensions and exacerbates existing inequities.

In addition, legal implications are also an important consequence of human rights violations in business. Schrempf-Stirling and Wettstein point out that human rights litigation can

have a major impact on corporate policies and practices (Schrempf-Stirling & Wettstein, 2017). Although punitive court decisions are rare, the litigation process itself can force companies to adopt stricter measures to respect human rights, including the development of more comprehensive human rights policies and greater transparency in reporting business practices. This legal pressure can motivate companies to increase their due diligence and ensure that they are not involved in or contributing to human rights violations.

On the other hand, reputational implications cannot be ignored either. Stephens explains that public exposure of human rights violations by companies can damage their reputation and public image, which in turn can reduce the trust of consumers, investors, and business partners (Stephens, 2017). In addition, Soltes points out that increased public scrutiny of business practices can lead to greater scrutiny and tighter regulation by governments (Soltes, 2019). As a result, companies that fail to comply with human rights standards can face reduced market value, consumer boycotts, and long-term financial losses. Thus, human rights violations in business not only carry ethical consequences but also have significant economic and reputational implications for the company.

CSR as an Instrument to Advance Human Rights

The relationship between Corporate Social Responsibility (CSR) and human rights covers various aspects that reflect the company's responsibility to respect and promote basic human rights. Abad-Segura et al. emphasize that CSR is not only focused on corporate social responsibility but also on sustainability and human development, where respect for human rights is an integral part (Abad-Segura et al., 2020). In this case, companies are required to ensure that their business practices do not harm individual rights, either directly or indirectly. For example, technology companies must pay attention to users' privacy rights in the development of their digital products, as discussed by Carl et al., who show the importance of corporate digital responsibility in an era of increasingly advanced technology (Carl et al., 2022). On the other hand, Benlemlih and Bitar found that CSR can improve investment efficiency by creating social value that is in line with the interests of society (Benlemlih & Bitar, 2018). This includes respect for workers' rights, such as the right to fair working conditions and occupational safety. By implementing strong CSR, companies can improve their reputation, which in turn increases investor confidence and market efficiency. In this context, respect for human rights is not only a moral obligation but also a profitable business strategy.

Renouard and Ezvan extend this understanding by proposing a capabilities framework that links CSR to human development (Renouard & Ezvan, 2018). They argue that companies have a

critical role in expanding individual capabilities, such as access to education and health. This is in line with human rights principles that emphasize the achievement of a decent standard of living for all. CSR that focuses on developing these capabilities not only promotes social justice but also strengthens the position of companies as socially responsible actors. Lins et al. found that companies with strong CSR practices were better able to survive and even outperform during the global financial crisis, due to higher levels of trust from stakeholders (Lins et al., 2017). This suggests that investing in human rights through CSR initiatives can act as a buffer against economic uncertainty. Thus, respect for human rights is not only an ethical aspect but also an effective risk mitigation strategy.

Newman et al. explain that in a competitive business environment, CSR can be a strategic tool to differentiate a company from its competitors (Newman et al., 2020). When companies prioritize human rights in their operations, they not only attract socially conscious consumers but can also attract top talent seeking an ethical workplace. This creates a significant competitive advantage, especially in a market that is increasingly aware of social and environmental issues. Derchi et al. underline that CSR implementation can generate learning effects within an organization, which in turn can improve overall CSR performance (Derchi et al., 2021). This means that companies that continuously improve their CSR practices also improve their ability to respect and advance human rights. This reflects the positive dynamics between CSR and human rights, where good practices continue to evolve. Stoian and Gilman add that for small and medium-sized enterprises (SMEs), CSR that focuses on human rights can be a strategy that pays off in the long run (Stoian & Gilman, 2017). Despite limited resources, SMEs can leverage CSR to build strong relationships with local communities, improve their public image, and increase customer loyalty. This shows that a commitment to human rights is not just for large companies but is relevant and important for businesses of all sizes.

Overall, the link between CSR and human rights reflects the responsibility of companies in building a more just and sustainable world. It is not only about avoiding violations but also about being proactive in promoting the well-being and rights of individuals throughout their value chain. Thus, CSR integrated with human rights principles becomes the foundation for companies that want to operate ethically and sustainably in an increasingly complex global world.

The implementation of Corporate Social Responsibility (CSR) in protecting human rights has become an important focus for companies around the world. Bueno and Bright emphasize the importance of implementing human rights due diligence as an integral part of corporate responsibility (Bueno & Bright, 2020). In this context, companies must conduct a thorough

evaluation of the risks of human rights violations in their operations, both directly and through the supply chain. The implementation of this due diligence is not only a preventive measure but also a mechanism to ensure corporate accountability in cases of violations. Diamantis underlines the unique challenges that arise with the use of artificial intelligence (AI) in business (Diamantis, 2019). When companies use AI to automate decisions or operations, responsibility for human rights violations can become blurred. Therefore, companies need to develop clear CSR policies related to the use of this technology, including ethics policies that ensure that technology is not used to violate individual rights. This includes protecting personal data, preventing discrimination, and ensuring transparency in the use of AI.

Dias et al. discuss the importance of transparency in CSR reporting, especially in the context of small and medium enterprises (SMEs) as well as large corporations (Dias et al., 2019). Disclosure of information related to CSR practices, including efforts to protect human rights, can increase public trust and enhance a company's reputation. Transparent disclosure also allows stakeholders to monitor and evaluate a company's performance in terms of respecting human rights, thereby encouraging companies to continuously improve their practices. Fallah Shayan et al. explain how the Sustainable Development Goals (SDGs) can be an effective framework for implementing CSR in the context of protecting human rights (Fallah Shayan et al., 2022). The SDGs provide guidance for companies to integrate social, environmental, and economic aspects into their business strategies. In terms of human rights, this means ensuring fair working conditions, respecting the rights of local communities, and contributing to community well-being. By following the SDGs, companies can direct their CSR efforts more systematically and effectively.

Van der Ploeg and Vanclay point out that large projects, such as infrastructure development, often pose significant challenges in terms of respect for human rights, especially when they involve forced displacement and eviction (van der Ploeg & Vanclay, 2018). Implementing CSR in this context requires a careful approach to ensure that the rights of affected communities are respected. Companies must ensure meaningful consultation with communities, fair compensation, and support for those affected. This is essential to prevent conflict and ensure that the project is carried out in a manner that respects human rights. By adopting CSR policies and practices that focus on protecting human rights, companies not only fulfill their moral and legal obligations but also lay the foundation for sustainable and responsible operations. Effective CSR implementation in this regard requires commitment from all levels of the organization, transparency, and active engagement with stakeholders.

One example of CSR best practice in advancing human rights is the "Fair Trade" initiative implemented by many companies in the agriculture and manufacturing sectors. Fair Trade ensures that producers in developing countries receive a fair price for their products, and work in safe and dignified conditions. Companies such as Starbucks and Ben & Jerry's have promoted Fair Trade practices as part of their commitment to human rights. By adopting Fair Trade principles, companies not only support the elimination of labor exploitation, but also contribute to local economic development and improving the living standards of producer communities. Another example is the "No Tolerance to Child Labor" policy implemented by major companies such as IKEA and H&M. Both companies have developed strict monitoring systems in their supply chains to ensure that no child labor is involved in the production of their products. In addition, they also invest in education and training programs for children and communities in at-risk areas. These measures not only protect children's rights from exploitation, but also provide them with opportunities to access education and have a better future. Through these commitments, companies demonstrate greater social responsibility and strengthen their reputation as leaders in advancing human rights.

Challenges and Opportunities in Implementing CSR for Human Rights

Companies face several challenges in integrating human rights into their Corporate Social Responsibility (CSR) practices. A key challenge is internal resistance to changing corporate culture and practices. Alcadipani and Medeiros identified that many companies struggle with Corporate Social Irresponsibility and human rights violations, indicating the need for a profound change in the way companies approach their social responsibilities (Alcadipani & De Oliveira Medeiros, 2020). This resistance often stems from the difficulty in changing existing mindsets, where CSR values are often considered ancillary rather than core to business strategy.

External challenges are also significant. Companies often face pressure from a variety of stakeholders, including consumers, investors, and regulatory bodies. Baskentli et al. show that consumer reactions to CSR are highly dependent on the specific domain of corporate social responsibility (Baskentli et al., 2019). This creates challenges for companies in ensuring that all aspects of their social responsibility are well received by a variety of stakeholders. Furthermore, differing regulations across countries and regions can make it difficult to implement consistent human rights standards.

A major opportunity for companies lies in their ability to strategically adopt and implement human rights principles through CSR. Fallah Shayan et al. suggest that using the Sustainable Development Goals (SDGs) framework for CSR can help companies set and monitor clear targets

for human rights (Fallah Shayan et al., 2022). By integrating the SDGs into their CSR strategies, companies can ensure that their initiatives not only meet ethical standards but also contribute to larger global goals. Companies also have an opportunity to strengthen their CSR practices through increased transparency and accountability in the supply chain. Derchi et al. note that companies that actively manage their CSR performance, including human rights aspects, can experience positive effects on both learning and incentives (Derchi et al., 2021). This includes leveraging technology for more effective monitoring and reporting on working conditions and human rights across their supply chains. The right application of technology can also be key to overcoming challenges in CSR implementation. Diamantis suggests that technology, such as AI-based systems for monitoring compliance, can reduce legal violations and increase CSR effectiveness (Diamantis, 2019). The implementation of sophisticated technology systems allows companies to identify and respond to human rights violations more quickly and efficiently.

Building strategic partnerships with non-governmental organizations and international institutions is another way companies can leverage opportunities to advance human rights through CSR. Nardella et al. emphasize that a company's reputation can be significantly influenced by how they handle their social and ethical responsibilities (Nardella et al., 2020). These partnerships can help companies formulate more effective policies and support human rights initiatives globally. In addition, companies should be prepared to respond to stakeholder feedback and continually improve their CSR policies and practices. Nofsinger et al. emphasize that institutional investors are increasingly considering corporate social responsibility in their investment decisions (Nofsinger et al., 2019). By proactively responding to feedback and making continuous improvements, companies can strengthen their commitment to human rights and enhance their credibility with stakeholders.

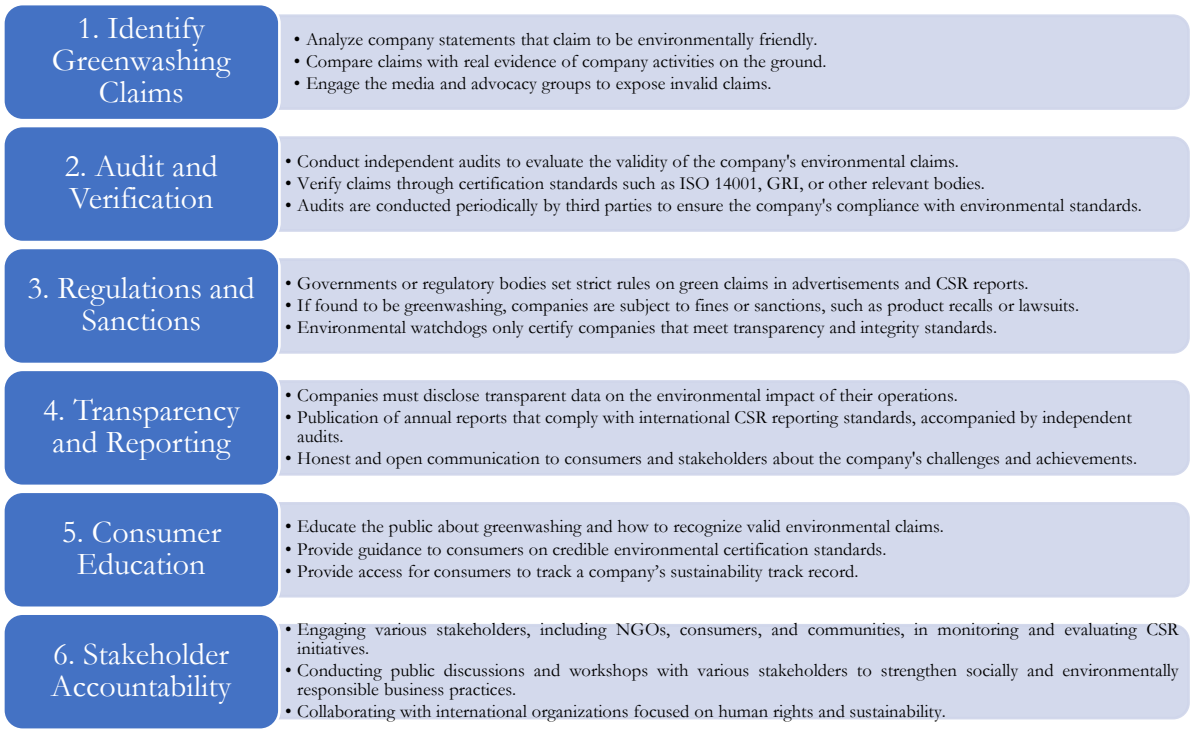
In the context of multinational corporations, as discussed by Ullah et al., commitment to social and environmental responsibility plays a critical role in preventing human rights abuses in developing economies (Ullah et al., 2021). Companies operating in less regulated countries must still adhere to high human rights standards to maintain their integrity and reputation. Companies can also leverage global frameworks such as the UN Global Compact to guide their CSR practices. Voegtlin and Pless note that global initiatives can provide useful guidance and international standards that can help companies implement human rights principles. By joining such initiatives, companies can demonstrate their commitment to social responsibility and human rights globally.

Evaluating and measuring the impact of CSR on human rights involves systematically assessing how a company's CSR policies and practices affect human rights across its value chain.

According to Fallah Shayan et al., using the Sustainable Development Goals (SDGs) framework can help companies set performance indicators and monitor their impact on human rights (Fallah Shayan et al., 2022). Effective evaluation should include regular monitoring and collection of accurate data on working conditions, human rights training, and responses to abuses. This requires the right tools and methodologies, including independent audits and stakeholder feedback, to ensure that companies can evaluate their impact objectively and transparently.

In addition, it is important to assess the effectiveness of CSR policies in mitigating human rights risks through a results-based approach. According to Derchi et al., companies should pay attention to their CSR performance in the context of training and incentives provided to employees and business partners (Derchi et al., 2021). The evaluation should include an analysis of how CSR policies contribute to reducing human rights violations and improving workers' welfare. Impact measurement should be based on concrete data and measurable results to assess the extent to which CSR policies have been implemented effectively and have a positive impact on human rights.

Figure 1. Greenwashing Handling Scheme



Source: processed data, 2024.

Figure 1 explains the greenwashing handling scheme starting with Claim Identification, where environmental claims made by companies are identified as potential greenwashing. The second step is Audit and Verification, which is the process of checking claims by an independent

third party to ensure authenticity and compliance with environmental standards. Next, Regulation and Sanctions are applied to sanction companies found to be greenwashing, through government and industry regulations. The fourth step, Transparency and Reporting, emphasizes the importance of companies openly reporting their environmental impacts honestly. Consumer Education is the next important step, helping consumers identify greenwashing and make smarter choices. Finally, Stakeholder Accountability involves stakeholders monitoring company practices, ensuring true responsibility and sustainability.

The Role of Stakeholders in Advancing Human Rights Through CSR

Stakeholders play a crucial role in advancing human rights through Corporate Social Responsibility (CSR). They include investors, consumers, employees, local communities, and government agencies that influence or are influenced by a company's CSR policies. Investors, for example, can push companies to pay more attention to human rights through demands for transparency and stronger reporting (Bolourian et al., 2021). They often use their financial power to pressure companies to adopt better CSR practices, especially those related to human rights reporting (Carl et al., 2022). Consumers also play a significant role in pushing companies to improve their practices. With increasing consumer awareness and concern for human rights issues, many companies feel compelled to improve their CSR policies to meet consumer expectations (Ford & Nolan, 2020). This pressure can take the form of demands for ethical products or boycott campaigns against companies that do not meet human rights standards. This shows how consumer preferences and purchasing power can drive significant changes in a company's CSR practices (Lu & Wang, 2021).

Employees, as internal stakeholders, have a direct influence on CSR implementation. Employees who feel valued and involved in CSR initiatives are more likely to support and disseminate human rights values within the organization (Lu et al., 2019). Implementation of human rights training and anti-discrimination policies can also be strengthened by involving employees in the decision-making process and assessment of CSR policies (Murphy & Smolarski, 2020). Local communities and government agencies play a role in ensuring that companies comply with human rights standards, especially in the context of large projects that affect local communities. Governments can provide regulations and incentives that encourage companies to pay attention to the social and environmental impacts of their operations (Nofsinger et al., 2019). Local communities, through advocacy groups and communities, can pressure companies to act according to human rights principles through various forms of social mobilization (Orazalin & Baydauletov, 2020).

It is also important to consider the role of the global in the context of CSR, especially through initiatives such as the UN Global Compact. This initiative teaches companies to follow human rights principles and can serve as a guide for international stakeholders to evaluate and promote corporate social responsibility (Phillips et al., 2020). By participating in global initiatives, companies can demonstrate their commitment to international human rights standards and strengthen their position in the global business community (Wirba, 2023). In this context, the role of global institutions and international policies is crucial in guiding and supporting companies to meet their human rights obligations. These institutions not only monitor and regulate but also provide the support and guidance necessary for effective CSR implementation (Yevdokimova et al., 2019). Their role includes developing standards and guidelines that can help companies assess the social and environmental impacts of their activities.

Overall, stakeholders influence and are influenced by corporate CSR policies, and collaboration between various stakeholders can create significant positive impacts on human rights. With a coordinated approach, companies can be more effective in advancing human rights through CSR, while meeting the expectations and demands of their stakeholders.

Table 2. Stakeholder Roles in Advancing Human Rights through CSR

Stakeholders	Role in Advancing Human Rights	CSR Activities	Implementation Example	Reference
Company Management	Development of CSR policies and strategies that support human rights	Preparation and implementation of human rights policies	Implementation of a code of ethics that prohibits discrimination	(Bolourian et al., 2021)
Employee	Implementation of internal training and advocacy programs	Human rights and diversity training program	Training on labor rights and diversity	(Murphy & Smolarski, 2020)
Investor	Monitor and encourage the implementation of CSR that focuses on human rights	Investing in companies with good CSR practices	Corporate CSR assessment and reporting	(Nofsinger et al., 2019)
Customer	Assessing and supporting companies that prioritize human rights	Customer awareness campaigns on human rights	Human rights awareness projects involving customers	(Phillips et al., 2020)
Local Community	Participate in CSR initiatives that support human rights	Community empowerment and local support programs	Community projects supporting local rights	(Yevdokimova et al., 2019)

Government	Establish regulations and policies that support CSR and human rights	Development of regulations and incentives for CSR	Incentive policies for companies with CSR practices	(Lu & Wang, 2021)
Non-Governmental Organization (NGO)	Providing independent monitoring and advocacy	Independent audits and human rights monitoring reports	Human rights monitoring and advocacy reports	(Van Buren et al., 2021)
Suppliers	Comply with human rights standards implemented by the company	Supply chain assessment and certification	Supply chain certification and auditing for compliance	(Lu et al., 2019)
Media	Promoting transparency and accountability	Reporting and analysis on CSR and human rights practices	Coverage of CSR implementation that supports human rights	(Wang & Sarkis, 2017)
Academics and Researchers	Providing analysis and evaluation of CSR impacts	Research and publications on CSR practices	Academic research on the effects of CSR on human rights	(Zembylas & Keet, 2019)

Source: data processed from various sources, 2024.

Table 2 shows how CSR can be applied as a strategic tool to support and advance human rights in the business sector. The table identifies various elements of CSR, such as corporate policies, training programs, and community initiatives, and how these elements contribute to the protection and respect of human rights. Analysis of the table reveals that companies that implement CSR policies effectively can create an environment that supports labor rights, prevents human rights violations, and strengthens relationships with stakeholders. However, challenges such as greenwashing and lack of transparency can hinder the effectiveness of CSR in advancing human rights. Overall, the table emphasizes the importance of integrating human rights principles into CSR policies to achieve real and sustainable impact.

CLOSING

Corporate Social Responsibility (CSR) plays a critical role in advancing human rights in the business sector, by integrating human rights principles into corporate policies and practices. Through sound CSR policies, companies can protect workers' rights, implement non-discrimination principles, and ensure fair supply chains. However, challenges such as greenwashing, lack of consistent regulation, and difficulty in measuring real impacts remain major obstacles. Opportunities to improve the effectiveness of CSR on human rights include strengthening stakeholder collaboration, leveraging technology for transparency, and improving monitoring practices. The active role of governments, NGOs, and consumers is also crucial to

encourage companies in their commitment to human rights so that CSR can serve as an effective and authentic tool in advancing human rights in the business sector.

The limitations of this study include limited access to transparent company data on the implementation of Corporate Social Responsibility (CSR) related to human rights, as well as limitations in measuring the long-term impact of CSR initiatives on the advancement of human rights in the business sector. In addition, variations in regulations and cultures across countries also affect the generalizability of the findings of this study. To overcome these limitations, further research is recommended by expanding the scope of the study to various industry sectors and geographic regions, as well as increasing collaboration with stakeholders such as non-governmental organizations, governments, and local communities to obtain more comprehensive and in-depth data. Future research can also focus on developing more effective measurement tools to quantitatively evaluate the impact of CSR on human rights.

REFERENCES

Abad-Segura, E., González-Zamar, M.-D., López-Meneses, E., & Vázquez-Cano, E. (2020). Financial technology: Review of trends, approaches and management. *Mathematics*, *8*(6), 951. https://www.mdpi.com/2227-7390/8/6/951

Alcadipani, R., & De Oliveira Medeiros, C. R. (2020). When Corporations Cause Harm: A Critical View of Corporate Social Irresponsibility and Corporate Crimes. *Journal of Business Ethics*, *167*(2), 285–297. https://doi.org/10.1007/s10551-019-04157-0

Balluchi, F., Lazzini, A., & Torelli, R. (2020). CSR and Greenwashing: A Matter of Perception in the Search of Legitimacy. In M. Del Baldo, J. Dillard, M.-G. Baldarelli, & M. Ciambotti (Eds.), *Accounting, Accountability and Society* (pp. 151–166). Springer International Publishing. https://doi.org/10.1007/978-3-030-41142-8_8

Bardos, K. S., Ertugrul, M., & Gao, L. S. (2020). Corporate social responsibility, product market perception, and firm value. *Journal of Corporate Finance*, *62*, 101588. https://www.sciencedirect.com/science/article/pii/S0929119920300328

Baskentli, S., Sen, S., Du, S., & Bhattacharya, C. B. (2019). Consumer reactions to corporate social responsibility: The role of CSR domains. *Journal of Business Research*, *95*, 502–513. https://www.sciencedirect.com/science/article/pii/S0148296318303667

Benlemlih, M., & Bitar, M. (2018). Corporate Social Responsibility and Investment Efficiency. *Journal of Business Ethics*, *148*(3), 647–671. https://doi.org/10.1007/s10551-016-3020-2

Bolourian, S., Angus, A., & Alinaghian, L. (2021). The impact of corporate governance on corporate social responsibility at the board-level: A critical assessment. *Journal of Cleaner Production*, *291*, 125752. https://www.sciencedirect.com/science/article/pii/S095965262035798X

Bueno, N., & Bright, C. (2020). Implementing human rights due diligence through corporate civil liability. *International & Comparative Law Quarterly*, *69*(4), 789–818. https://www.cambridge.org/core/journals/international-and-comparative-law-quarterly/article/implementing-human-rights-due-diligence-through-corporate-civil-liability/89B854AAA7F3ED5AC841DF266E567498

Carl, K. V., Zilcher, T., & Hinz, O. (2022). *Corporate Digital Responsibility and the current Corporate Social Responsibility standard: An analysis of applicability*. https://dl.gi.de/items/37b6c444-5a0f-4cef-8078-d67ec6f42850

Chaffee, E. C. (2017). The origins of corporate social responsibility. *U. Cin. L. Rev.*, *85*, 353. https://heinonline.org/hol-cgi-bin/get_pdf.cgi?handle=hein.journals/ucinlr85&section=18

Choudhury, B. (2018). Balancing soft and hard law for business and human rights. *International & Comparative Law Quarterly*, *67*(4), 961–986. https://www.cambridge.org/core/journals/international-and-comparative-law-quarterly/article/balancing-soft-and-hard-law-for-business-and-human-rights/4C1AAC694C25E1C8F192BBD63036F38C

De Freitas Netto, S. V., Sobral, M. F. F., Ribeiro, A. R. B., & Soares, G. R. D. L. (2020). Concepts and forms of greenwashing: A systematic review. *Environmental Sciences Europe*, *32*(1), 19. https://doi.org/10.1186/s12302-020-0300-3

Derchi, G.-B., Zoni, L., & Dossi, A. (2021). Corporate Social Responsibility Performance, Incentives, and Learning Effects. *Journal of Business Ethics*, *173*(3), 617–641. https://doi.org/10.1007/s10551-020-04556-8

Diamantis, M. E. (2019). The extended corporate mind: When corporations use AI to break the law. *NCL Rev.*, *98*, 893. https://heinonline.org/hol-cgi-bin/get_pdf.cgi?handle=hein.journals/nclr98&section=36

Dias, A., Rodrigues, L. L., Craig, R., & Neves, M. E. (2019). Corporate social responsibility disclosure in small and medium-sized entities and large companies. *Social Responsibility Journal*, *15*(2), 137–154. https://www.emerald.com/insight/content/doi/10.1108/SRJ-05-2017-0090/full/html

Donnelly, J., & Whelan, D. J. (2020). *International human rights*. Routledge. https://www.taylorfrancis.com/books/mono/10.4324/9780429266072/international-human-rights-jack-donnelly-daniel-whelan

ElAlfy, A., Palaschuk, N., El-Bassiouny, D., Wilson, J., & Weber, O. (2020). Scoping the evolution of corporate social responsibility (CSR) research in the sustainable development goals (SDGs) era. *Sustainability*, *12*(14), 5544. https://www.mdpi.com/2071-1050/12/14/5544

Fallah Shayan, N., Mohabbati-Kalejahi, N., Alavi, S., & Zahed, M. A. (2022). Sustainable development goals (SDGs) as a framework for corporate social responsibility (CSR). *Sustainability*, *14*(3), 1222. https://www.mdpi.com/2071-1050/14/3/1222

Font, X., & Lynes, J. (2018). Corporate social responsibility in tourism and hospitality. *Journal of Sustainable Tourism*, *26*(7), 1027–1042. https://doi.org/10.1080/09669582.2018.1488856

Ford, J., & Nolan, J. (2020). Regulating transparency on human rights and modern slavery in corporate supply chains: The discrepancy between human rights due diligence and the social audit. *Australian Journal of Human Rights*, *26*(1), 27–45. https://doi.org/10.1080/1323238X.2020.1761633

Holbeche, L. (2022). *Aligning human resources and business strategy*. Routledge. https://api.taylorfrancis.com/content/books/mono/download?identifierName=doi&identifierValue=10.4324/9781003219996&type=googlepdf

Jamali, D., & Karam, C. (2018). Corporate Social Responsibility in Developing Countries as an Emerging Field of Study. *International Journal of Management Reviews*, *20*(1), 32–61. https://doi.org/10.1111/ijmr.12112

Kurpierz, J. R., & Smith, K. (2020). The greenwashing triangle: Adapting tools from fraud to improve CSR reporting. *Sustainability Accounting, Management and Policy Journal*, *11*(6), 1075–1093. https://www.emerald.com/insight/content/doi/10.1108/SAMPJ-10-2018-0272/full/html

Latapí Agudelo, M. A., Jóhannsdóttir, L., & Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, *4*(1), 1. https://doi.org/10.1186/s40991-018-0039-y

Liao, J., Liu, X., Zhou, X., & Tursunova, N. R. (2023). Analyzing the role of renewable energy transition and industrialization on ecological sustainability: Can green innovation matter in OECD countries. *Renewable Energy*, *204*, 141–151. https://doi.org/10.1016/j.renene.2022.12.089

Lins, K. V., Servaes, H., & Tamayo, A. (2017). Social Capital, Trust, and Firm Performance: The Value of Corporate Social Responsibility during the Financial Crisis. *The Journal of Finance*, *72*(4), 1785–1824. https://doi.org/10.1111/jofi.12505

Lu, J., Ren, L., Lin, W., He, Y., & Streimikis, J. (2019). *Policies to promote corporate social responsibility (CSR) and assessment of CSR impacts*. https://otik.uk.zcu.cz/handle/11025/33691

Lu, J., & Wang, J. (2021). Corporate governance, law, culture, environmental performance and CSR disclosure: A global perspective. *Journal of International Financial Markets, Institutions and Money*, *70*, 101264. https://www.sciencedirect.com/science/article/pii/S1042443120301487

Machmuddah, Z., Sari, D. W., & Utomo, S. D. (2020). Corporate social responsibility, profitability and firm value: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, *7*(9), 631–638. https://koreascience.kr/article/JAKO202026061031419.page

McCorquodale, R., & Nolan, J. (2021). The Effectiveness of Human Rights Due Diligence for Preventing Business Human Rights Abuses. *Netherlands International Law Review*, *68*(3), 455–478. https://doi.org/10.1007/s40802-021-00201-x

Murphy, M. J., & Smolarski, J. M. (2020). Religion and CSR: An Islamic "Political" Model of Corporate Governance. *Business & Society*, *59*(5), 823–854. https://doi.org/10.1177/0007650317749222

Mutua, M. W. (2017). The ideology of human rights. In *International Law of Human Rights* (pp. 103–172). Routledge. https://www.taylorfrancis.com/chapters/edit/10.4324/9781315092492-6/ideology-human-rights-makau-wa-mutua

Nardella, G., Brammer, S., & Surdu, I. (2020). Shame on Who? The Effects of Corporate Irresponsibility and Social Performance on Organizational Reputation. *British Journal of Management*, *31*(1), 5–23. https://doi.org/10.1111/1467-8551.12365

Newman, C., Rand, J., Tarp, F., & Trifkovic, N. (2020). Corporate Social Responsibility in a Competitive Business Environment. *The Journal of Development Studies*, *56*(8), 1455–1472. https://doi.org/10.1080/00220388.2019.1694144

Nofsinger, J. R., Sulaeman, J., & Varma, A. (2019). Institutional investors and corporate social responsibility. *Journal of Corporate Finance*, *58*, 700–725. https://www.sciencedirect.com/science/article/pii/S0929119918304395

Orazalin, N., & Baydauletov, M. (2020). Corporate social responsibility strategy and corporate environmental and social performance: The moderating role of board gender diversity.

Corporate Social Responsibility and Environmental Management, *27*(4), 1664–1676. https://doi.org/10.1002/csr.1915

Panait, M., Raimi, L., Hysa, E., & Isiaka, A. S. (2022). CSR Programs of Financial Institutions: Development-Oriented Issues or Just Greenwashing? In *Creativity models for innovation in management and engineering* (pp. 110–137). IGI Global. https://www.igi-global.com/chapter/csr-programs-of-financial-institutions/308092

Phillips, R., Schrempf-Stirling, J., & Stutz, C. (2020). The Past, History, and Corporate Social Responsibility. *Journal of Business Ethics*, *166*(2), 203–213. https://doi.org/10.1007/s10551-019-04319-0

Rasche, A., Morsing, M., Moon, J., & Moon, J. (2017). The changing role of business in global society: CSR and beyond. *Corporate Social Responsibility: Strategy, Communication, Governance*, 1–30. https://www.cambridge.org/highereducation/api/resources/00008F1FE3907F07CE783D8EC9C0E7C3

Renouard, C., & Ezvan, C. (2018). Corporate social responsibility towards human development: A capabilities framework. *Business Ethics: A European Review*, *27*(2), 144–155. https://doi.org/10.1111/beer.12181

Ruggerio, C. A. (2021). Sustainability and sustainable development: A review of principles and definitions. *Science of the Total Environment*, *786*, 147481.

Schrempf-Stirling, J., & Wettstein, F. (2017). Beyond Guilty Verdicts: Human Rights Litigation and its Impact on Corporations' Human Rights Policies. *Journal of Business Ethics*, *145*(3), 545–562. https://doi.org/10.1007/s10551-015-2889-5

Sen, A. (2017). Elements of a theory of human rights. In *Justice and the capabilities approach* (pp. 221–262). Routledge. https://www.taylorfrancis.com/chapters/edit/10.4324/9781315251240-6/elements-theory-human-rights-amartya-sen

Soltes, E. (2019). The frequency of corporate misconduct: Public enforcement versus private reality. *Journal of Financial Crime*, *26*(4), 923–937. https://www.emerald.com/insight/content/doi/10.1108/JFC-10-2018-0107/full/html

Stephens, B. (2017). The amorality of profit: Transnational corporations and human rights. In *Human rights and corporations* (pp. 21–66). Routledge. https://www.taylorfrancis.com/chapters/edit/10.4324/9781315252964-2/amorality-profit-transnational-corporations-human-rights-beth-stephens

Stoian, C., & Gilman, M. (2017). Corporate Social Responsibility That "Pays": A Strategic Approach to CSR for SMEs: A Strategic Approach to CSR for SME *s*. *Journal of Small Business Management*, *55*(1), 5–31. https://doi.org/10.1111/jsbm.12224

Tamvada, M. (2020). Corporate social responsibility and accountability: A new theoretical foundation for regulating CSR. *International Journal of Corporate Social Responsibility*, *5*(1), 2. https://doi.org/10.1186/s40991-019-0045-8

Ullah, S., Adams, K., Adams, D., & Attah-Boakye, R. (2021). Multinational corporations and human rights violations in emerging economies: Does commitment to social and environmental responsibility matter? *Journal of Environmental Management*, *280*, 111689. https://www.sciencedirect.com/science/article/pii/S0301479720316145

Van Buren, H. J., Schrempf-Stirling, J., & Westermann-Behaylo, M. (2021). Business and Human Trafficking: A Social Connection and Political Responsibility Model. *Business & Society*, *60*(2), 341–375. https://doi.org/10.1177/0007650319872509

van der Ploeg, L., & Vanclay, F. (2018). Challenges in implementing the corporate responsibility to respect human rights in the context of project-induced displacement and resettlement. *Resources Policy*, *55*, 210–222. https://www.sciencedirect.com/science/article/pii/S0301420717302969

Voegtlin, C., & Pless, N. M. (2021). Global Governance: CSR and the Role of the UN Global Compact 1. In *The Routledge Companion to Corporate Social Responsibility* (pp. 150–167). Routledge. https://www.taylorfrancis.com/chapters/edit/10.4324/9781003152651-15/global-governance-christian-voegtlin-nicola-pless

Wang, Z., & Sarkis, J. (2017). Corporate social responsibility governance, outcomes, and financial performance. *Journal of Cleaner Production*, *162*, 1607–1616. https://www.sciencedirect.com/science/article/pii/S0959652617313112

Wettstein, F., Giuliani, E., Santangelo, G. D., & Stahl, G. K. (2019). International business and human rights: A research agenda. *Journal of World Business*, *54*(1), 54–65. https://www.sciencedirect.com/science/article/pii/S1090951618303535

Wirba, A. V. (2023). Corporate Social Responsibility (CSR): The Role of Government in promoting CSR. *Journal of the Knowledge Economy*, *15*(2), 7428–7454. https://doi.org/10.1007/s13132-023-01185-0

Yevdokimova, M., Zamlynskyi, V., Minakova, S., Biriuk, O., & Ilina, O. (2019). Evolution of Corporate Social Responsibility Appleid to the Concept of Sustainable Development.

Journal of Security and Sustainability Issues, *8 (3)*, 473–480. http://dspace.op.edu.ua/jspui/handle/123456789/10955

Yuan, Y., Lu, L. Y., Tian, G., & Yu, Y. (2020). Business Strategy and Corporate Social Responsibility. *Journal of Business Ethics*, *162*(2), 359–377. https://doi.org/10.1007/s10551-018-3952-9

Zembylas, M., & Keet, A. (2019). *Critical Human Rights Education: Advancing Social-Justice-Oriented Educational Praxes* (Vol. 13). Springer International Publishing. https://doi.org/10.1007/978-3-030-27198-5