

Strengthening the Social Responsibility of Construction Enterprises in the Context of Sustainable Development as a Criterion and Prerequisite for Enhancing Their Competitiveness

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Abstract. This article explores the growing importance of corporate social responsibility (CSR) in the construction sector as a strategic component of sustainable development and a decisive factor for long-term competitiveness. In the face of global environmental challenges, socio-economic volatility, and post-war recovery needs – particularly relevant for transitional economies such as Ukraine – construction enterprises are increasingly viewed as key stakeholders in the creation of inclusive, safe, and ecologically resilient living environments. The study highlights the transition of CSR from a peripheral philanthropic function to an integrated system of values and practices embedded in all stages of construction activity, from design and planning to execution and stakeholder engagement.

Drawing upon the principles of ESG (Environmental, Social, and Governance) management and international CSR frameworks, the paper identifies several core domains where socially responsible practices generate measurable competitive advantages. These include the implementation of energy-efficient technologies, inclusive urban design, mitigation of environmental impacts, participatory urban planning, and the institutionalization of health, safety, and labor rights. Special attention is given to the internal dimension of CSR, emphasizing workforce development, psychosocial wellbeing, and ethical corporate culture as key determinants of productivity and reputational capital.

Using a multidisciplinary approach and referencing leading academic and policy sources, the article argues for a systemic integration of CSR principles into the governance and operational models of construction enterprises. This integration is presented not only as a response to rising regulatory and societal expectations but as a proactive strategy for contributing to national resilience, local community well-being, and international alignment with the Sustainable Development Goals (SDGs). The findings support the view that CSR in construction is both a moral obligation and a competitive asset, capable of transforming companies into agents of socio-spatial transformation.

Keywords: corporate social responsibility, construction sector, sustainable development, ESG, inclusive design, environmental impact, workforce wellbeing, post-war recovery.

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Introduction

In the contemporary era of global transformation, construction enterprises are facing a multidimensional redefinition of their role in society. No longer confined to the pursuit of economic efficiency or engineering functionality alone, the construction sector is increasingly regarded as a key agent of sustainable development, environmental stewardship, and social inclusion (Zhang, Oo, & Lim, 2019; Zhao et al., 2012). The intensifying demands from stakeholders, including governments, local communities, and investors, compel construction companies to internalize and institutionalize principles of corporate social responsibility (CSR) not as optional attributes but as essential components of their long-term competitiveness and legitimacy (Zhao et al., 2016; Wang et al., 2018).

The social responsibility of construction enterprises manifests in a range of domains: from designing inclusive, barrier-free, and environmentally conscious built environments, to implementing ethical labor standards, community engagement practices, and ESG-compliant governance mechanisms (Xie et al., 2020; An & Thanh, 2020). In this context, CSR transcends philanthropic gestures and becomes a strategic imperative embedded in business models, project management methodologies, and stakeholder relations (Bondaruk & Bondaruk, 2020).

Particularly within transitional economies such as Ukraine, where the post-war reconstruction agenda intersects with European integration and sustainable development goals, CSR acquires an even greater strategic significance. As highlighted by Bobko and Mazyar (2019), the institutional maturity of CSR practices in Ukraine remains uneven, necessitating systematic efforts to adapt best practices from international contexts to national conditions.

Moreover, the EU's evolving regulatory landscape – such as the Green Deal and

revised directives on public procurement – further underscores the importance of integrating social and environmental indicators into construction-related decision-making processes (European Commission, 2001). In this light, CSR becomes not only a reputation-enhancing measure, but a prerequisite for participating in international tenders, attracting impact-oriented investment, and complying with sustainability reporting standards.

The purpose of this article is to conceptualize and critically analyze the role of social responsibility in the construction sector as a multidimensional phenomenon that encompasses environmental sustainability, inclusivity, occupational safety, and community engagement. Drawing on interdisciplinary sources and international best practices, the study aims to identify the key vectors for institutionalizing CSR in construction enterprises as a mechanism for enhancing their competitiveness in both national and global contexts. The research also explores how CSR can serve as a bridge between local development needs and global sustainability commitments in the post-crisis recovery of Ukraine.

Results

In the context of globalisation and the growing urgency of sustainable development, the social responsibility of construction enterprises is increasingly regarded as a strategic priority that transcends mere economic efficiency and profitability. It reflects the broader role of such enterprises in ensuring environmentally safe and socially oriented construction and functions as a critical driver of competitiveness across the sector. Implementing corporate social responsibility (CSR) principles involves a comprehensive approach to interaction with society, the state, employees, and consumers. This vision aligns with the global paradigm of sustainable development, where social welfare and quality of life are recognised as integral to

enterprise performance (Zhao et al., 2016; Zhang et al., 2019).

A key criterion for assessing CSR in the construction industry is the capacity of firms to create a safe and comfortable environment for living and working. This includes the adoption of advanced energy-efficiency standards, environmentally responsible construction practices, and the use of innovative materials aimed at reducing ecological footprints. The application of green building principles not only lowers lifecycle costs for end users but also enhances corporate reputation (Wang et al., 2014; Zhao et al., 2012).

As direct agents in the formation of spatial environments, construction enterprises exert considerable influence on the physical, social, and psychological conditions of human life. Accordingly, the creation of secure residential and occupational spaces must be based on the integration of engineering solutions, environmental rationality, urban planning regulations, and contemporary standards of inclusiveness and ergonomics. Central to this framework is the design of buildings that ensure accessibility for persons with disabilities, energy efficiency, optimal indoor climate, acoustic comfort, and resilience against emergencies and anthropogenic threats.

In today's urbanised environments, equitable access to residential, public, and industrial facilities for all population groups, including people with disabilities, is not only a matter of legal compliance but a benchmark of genuine corporate social responsibility. This principle resonates with the core tenets of sustainability, social inclusion, and human rights protection, as stipulated by the UN Convention on the Rights of Persons with Disabilities.

Designing an accessible architectural environment necessitates a systemic approach to spatial planning – covering buildings, infrastructure, and adjacent areas – while addressing physical, sensory, cognitive, and mobility-related barriers that hinder navigation and usability for

individuals with special needs. The implementation of universal design principles, which enable all individuals to interact with the built environment regardless of physical ability, signifies a high level of corporate maturity and a firm commitment to socially significant values (Xie et al., 2020).

From a technical standpoint, ensuring physical accessibility in construction encompasses a broad spectrum of architectural and infrastructural solutions. These include the integration of barrier-free entrances, ramps with proper inclinations, widened doorways, elevators equipped with audio announcements, Braille signage, tactile guide paths, and specially designed sanitary facilities. However, beyond physical access, it is imperative to address informational and psychological comfort in the built environment to foster the full integration of people with disabilities into all dimensions of social life (Zhao et al., 2016).

Corporate social responsibility (CSR) in the construction sector is manifested through the early integration of inclusive architectural solutions at the design stage, proactive engagement with disability advocacy groups, and rigorous control over compliance with national and international construction standards. These practices significantly enhance a company's reputational capital and contribute to the development of long-term competitive advantages in both domestic and international markets (Xie et al., 2020).

Moreover, designing inclusive environments expands investment potential and strengthens opportunities for international cooperation, signaling a company's alignment with socially-oriented development. In the context of globalisation and growing environmental and social expectations, construction enterprises that embed inclusivity into their operations project a progressive image and demonstrate institutional readiness to meet contemporary societal challenges (Wang et al., 2018).

Simultaneously, energy-efficient building design has acquired strategic relevance as a response to global challenges such as climate change, resource depletion, and rising expectations for socially responsible business practices. For construction enterprises, this is not only a techno-economic necessity but also an essential expression of responsibility toward society, the state, and future generations. Energy-efficient construction is a vital mechanism for advancing sustainable development, improving citizens' quality of life, and ensuring national energy security (Zhang et al., 2019).

Energy efficiency is defined by the ability of structural components and engineering systems to reduce energy consumption without compromising functionality, comfort, or the health of occupants. Companies that embed energy-saving technologies during the design phase demonstrate both technical expertise and a commitment to fostering a conscious, sustainability-driven society.

The technical dimensions of energy-efficient construction include the use of advanced insulation materials, high-performance envelopes, energy-saving windows, heat recovery systems, and smart lighting and HVAC systems, as well as renewable energy technologies such as solar panels and heat pumps. These solutions aim to reduce greenhouse gas emissions, decrease energy expenditures for end users, and enhance indoor environmental quality.

From the perspective of social responsibility, implementing energy-efficient design reflects a commitment to social justice and public welfare. It helps to reduce utility costs for vulnerable groups, create safe and healthy living environments, and mitigate energy poverty – an increasingly urgent concern for many households. Additionally, such practices lower a company's environmental footprint, improving its standing among regulators, investors, and communities (Wang et al., 2014).

Construction firms that adopt international energy certification standards – such as LEED, BREEAM, or DGNB – signal their alignment with national and global sustainability agendas. This approach not only supports participation in international funding mechanisms and partnerships but also strengthens a firm's market positioning in the context of "green" construction.

The design of buildings that incorporates critical parameters such as optimal microclimate, acoustic comfort, and resilience to emergencies and anthropogenic threats is an integral component of corporate social responsibility (CSR) in the construction sector. This multifaceted approach underscores an enterprise's awareness of its societal role in safeguarding health, safety, and quality of life for the population it serves (Zhang et al., 2019).

An optimal indoor climate results from a finely balanced interplay of temperature, humidity, air velocity, lighting, and air quality – all of which have demonstrable impacts on physiological well-being, cognitive function, and workplace productivity. Empirical studies affirm that prolonged exposure to suboptimal indoor conditions correlates with reduced immunity, increased incidence of chronic diseases, and cognitive decline. Consequently, the design of HVAC and lighting systems should be grounded in hygienic standards and tailored to the specific needs of building occupants. Forward-thinking construction enterprises are increasingly adopting intelligent climate control systems that dynamically adjust to external weather fluctuations and internal load conditions (Zhao et al., 2012).

Acoustic comfort represents another vital dimension of indoor environmental quality. Excessive noise in residential, educational, or professional settings is associated with chronic psychological stress, impaired concentration, and heightened cardiovascular risk. Ensuring an acoustically balanced environment entails the use of sound-absorbing

materials, thoughtful spatial zoning, and high-performance insulation. When construction firms prioritize acoustic well-being, they demonstrate their commitment to enhancing users' daily experience and underscore their investment in long-term health outcomes (Wang et al., 2014).

The safety of built environments against natural and man-made disasters constitutes a further axis of CSR. Natural hazards – such as floods, earthquakes, and storms – as well as technological risks including fires, explosions, or chemical leaks, necessitate robust structural and operational safeguards. Socially responsible construction firms address these threats by designing for resilience: integrating fire suppression systems, emergency lighting, autonomous energy sources, and clear evacuation protocols into building plans. In war-affected regions, as exemplified by the ongoing military aggression against Ukraine, resilience planning must also consider conflict-related risks (Wang et al., 2018).

With urbanisation intensifying the density and complexity of built environments, the technological safety of buildings – especially in areas adjacent to industrial zones or major infrastructure – requires even greater scrutiny. This includes integrating backup power systems, ensuring water supply continuity, deploying multilayered automation, and enabling remote monitoring of building performance.

Social responsibility in this dimension is also reflected in a firm's sensitivity to the interests of local communities. Transparent, participatory dialogue with residents can mitigate social tensions and foster mutual trust. Construction projects that align with community values and respond to stakeholder input are more likely to gain social license and maintain operational legitimacy (An & Thanh, 2020).

In an era marked by heightened civic oversight and increasing expectations for ethical business conduct, responsiveness to community needs has become a defining

benchmark of CSR in construction. Openness to public consultation, environmental transparency, and inclusive planning not only reduce reputational risks but also contribute to the long-term stability and effectiveness of development initiatives.

The construction of infrastructure, residential, commercial, and industrial facilities has a profound and multifaceted impact on the local environment. It reshapes social dynamics, modifies spatial structures, intensifies the pressure on natural and municipal resources, alters ecological conditions, and affects transportation accessibility. Consequently, the meaningful involvement of local communities in decision-making processes related to the planning, design, and implementation of construction initiatives becomes an imperative. This approach aligns with the principles of participatory governance, which acknowledges the right of citizens to contribute to the development trajectories of their living environments (Zhang et al., 2019).

The theoretical foundation for integrating public interests into construction practices rests on the concept of social capital, which encompasses trust, norms of cooperation, and social networks that facilitate coordinated action across stakeholder groups. Construction enterprises that foster transparent communication and build bridges with the public are more likely to accumulate positive social capital. In turn, this reduces the risk of local opposition, enhances societal legitimacy, and creates a favorable environment for long-term operational continuity (Wang et al., 2014).

In practice, transparency in construction governance can be achieved through public hearings, open project presentations, stakeholder consultations, environmental and social impact disclosures, and digital platforms for feedback and collaborative decision-making. A two-way communication culture – marked by receptiveness to feedback and willingness to revise project plans in

response to constructive input – signals a company's maturity in corporate social responsibility (Zhao et al., 2016).

Furthermore, engaging the local population in development processes enables the identification of latent risks, prevents social resistance, and uncovers opportunities for synergy between business objectives and community needs. These may include job creation, infrastructure enhancement, investment in local amenities, and urban beautification. In this regard, socially responsible construction transforms into a partnership model between businesses and communities aimed at collective well-being. Internationally, such models reflect ESG (Environmental, Social, and Governance) principles, which emphasize the importance of evaluating a company's social footprint. Nationally, these strategies foster local self-governance, strengthen civic engagement, and enhance the institutional capacity of territorial communities (An & Thanh, 2020).

Another critical dimension of corporate social responsibility in construction is collaboration with local authorities. Constructive engagement with municipal governments, regional administrations, and national regulatory agencies is essential to ensure legal compliance, territorial coherence, and the mitigation of conflicts of interest. Ethically sound construction enterprises adhere to the principles of transparency, legality, and anti-corruption integrity in their dealings with public institutions. This includes financial reporting, participation in state-funded reconstruction or infrastructure programs, and alignment with urban planning regulations, environmental standards, and regional development strategies (Bodnaruk & Bondaruk, 2020).

Institutional partnerships between the business sector, civil society, and government play a pivotal role in delivering socially valuable infrastructure – such as schools, clinics, recreational facilities, and cultural centers. By engaging local suppliers and supporting small and

medium-sized enterprises within supply chains, construction companies reinforce their commitment to regional development and inclusive economic growth. Public-private partnerships (PPPs), grant-based initiatives, and municipal development programs serve as mechanisms for scaling up impact and achieving the Sustainable Development Goals (SDGs). From the standpoint of corporate ethics, such cooperation enhances the social legitimacy of a firm, signals respect for community values and rights, and demonstrates the business's readiness to address complex societal challenges. Ultimately, it mitigates reputational risks, strengthens brand positioning, and fosters long-term trust with stakeholders and society at large (Zhao et al., 2012).

The implementation of social projects, participation in urban infrastructure development, and support for educational and cultural initiatives serve as pivotal mechanisms for enhancing public trust in construction enterprises. This, in turn, becomes a crucial component of their long-term competitiveness and legitimacy. In the face of contemporary environmental, social, and economic challenges, the activities of construction companies are increasingly assessed through the lens of sustainable development. Among the most illustrative indicators of corporate social responsibility (CSR) in the sector is the ability of firms to minimize adverse impacts on the environment and social infrastructure, thereby demonstrating ethical maturity and civic accountability (Zhao et al., 2012).

Construction, by its very nature, is a large-scale technogenic process that imposes significant pressure on ecosystems. Environmental burdens include air pollution, soil degradation, noise and vibration pollution, water resource depletion, loss of green spaces, and vast quantities of construction and municipal waste. Of particular concern is the encroachment upon ecologically sensitive areas – such as water protection zones, recreational territories, and nature

reserves – which heightens the need for responsible land use practices.

Socially responsible construction companies acknowledge their environmental footprint and implement proactive environmental management strategies that focus on prevention rather than remediation. These strategies encompass resource efficiency, the use of environmentally certified materials, adoption of water and energy reuse technologies, minimization of waste through recycling, and deployment of ecological monitoring systems on construction sites. A critical component of such practices is life-cycle-based design, which integrates environmental impact and energy consumption considerations throughout a building's full lifespan – from construction to eventual demolition (Xie et al., 2020).

In parallel, construction projects significantly influence the functionality and resilience of social infrastructure – including transport systems, utilities, healthcare services, schools, childcare centers, and public spaces. Overbuilding or poorly coordinated development can lead to the overburdening of existing facilities, reduced access to essential services, and the erosion of historical and cultural identity within urban areas. To mitigate these risks, integrated territorial planning is essential, involving coordination with municipal authorities, evidence-based zoning, and robust social impact assessments.

Socially responsible enterprises actively address these dimensions by adapting their projects to reflect community needs and by investing in compensatory infrastructure – such as new roads, utility networks, public facilities, and recreational areas. These measures generate positive social externalities, foster trust, and reinforce the company's long-term license to operate within society (Wang et al., 2014).

Mitigating the negative environmental and social effects of construction also

ensures compliance with ESG (Environmental, Social, and Governance) standards – an increasingly prominent benchmark for assessing corporate sustainability. Firms that embody ESG principles not only enhance their standing in domestic and international markets, but also attract greater investor confidence and community support, and improve their access to global development initiatives and green financing mechanisms.

Forward-looking construction enterprises are also embracing innovative paradigms such as smart cities, green architecture, and circular economy models. These approaches collectively redefine the construction sector's contribution to urban modernization, emphasizing intelligent infrastructure, environmental harmony, inclusive design, and closed-loop resource utilization. As such, they represent both a technological frontier and a moral imperative for the industry (An & Thanh, 2020).

In the twenty-first century, the development of cities and urban territories is inseparable from the integration of innovation-driven frameworks. The concepts of “smart city,” “green architecture,” and “circular economy” are not only aligned with sustainable development goals but also serve as practical criteria for evaluating the social responsibility of construction enterprises (Zhang et al., 2019).

The principles underpinning the concept of a “smart city” emphasize the integrated application of digital technologies, intelligent networks, big data analytics, and automated control systems to enhance urban infrastructure efficiency, optimize resource consumption, improve public safety, monitor environmental quality, and ensure equitable access to services. Socially responsible construction companies actively participate in shaping such smart environments by embedding innovative technologies into their projects – ranging from smart lighting, ventilation, heating, and security systems to traffic and energy management platforms. These

technologies contribute to reducing the ecological footprint of construction while simultaneously improving urban liveability, adaptability, and resilience (Zhang et al., 2019).

Green architecture, as a critical subdomain of sustainable construction, seeks to harmonize building activities with the natural environment. It involves the use of eco-friendly materials, energy-efficient structural designs, passive housing technologies, rooftop and facade greening, bioclimatic planning, and the promotion of biodiversity within urban areas. Construction enterprises adopting green architectural principles demonstrate a high level of intergenerational responsibility, contributing to decarbonization efforts and fostering environments conducive to both physical and psychological well-being (Zhao et al., 2016).

Meanwhile, circular economy strategies offer a transformative approach to resource efficiency by replacing the traditional linear model of "take-make-dispose" with closed-loop systems for material and energy use. In the construction sector, this involves the recycling of construction waste, re-use of structural components, modular building techniques, reduced raw material consumption, and life cycle extension of assets. Companies embracing circular practices not only mitigate environmental risks but also catalyze the development of secondary markets for construction materials and secure long-term economic sustainability through intelligent resource governance (Xie et al., 2020).

The adoption of smart city frameworks, green architecture, and circular economy practices is closely aligned with international ESG (Environmental, Social, Governance) standards, the United Nations Sustainable Development Goals, and the overarching principles of corporate ecological responsibility. At the national level, such initiatives resonate with public environmental policy priorities, urban development strategies, and community

aspirations for safe, functional, and inclusive living and working spaces.

Moreover, fostering a safe and supportive internal working environment is an equally critical dimension of corporate social responsibility. This entails adherence to occupational safety regulations, investment in workforce training and development, the establishment of social protection mechanisms, and the promotion of employees' mental and emotional well-being. These factors contribute directly to building a resilient and efficient human capital base, while an inclusive corporate culture and involvement in socially meaningful initiatives enhance the organization's public reputation and stakeholder loyalty (Wang et al., 2014).

In the context of a transforming socio-economic environment, labor market instability, and heightened safety expectations, ensuring decent working conditions and protecting human resources have become essential benchmarks of social responsibility for construction firms. Compliance with occupational health standards, commitment to continuous learning, implementation of welfare schemes, and mental health support reflect both legal accountability and a forward-looking approach to human capital management.

According to data from the International Labour Organization, the construction industry is among the sectors with the highest incidence of workplace accidents and occupational diseases. Therefore, rigorous implementation of occupational safety norms – including well-defined safety policies, training programs, personal protective equipment usage, regular technical inspections, and the adoption of safe work technologies – serves to cultivate a culture of safety. Companies that systematically promote safety consciousness mitigate operational risks and enhance workforce sustainability.

Professional training and upskilling have become critical components in

ensuring organizational resilience within the continuously evolving technological landscape of the construction sector. Socially responsible enterprises invest proactively in lifelong learning programs, certification initiatives, internships, and the enhancement of both digital and technical competencies among their employees. Such investments guarantee compliance with professional standards and labor market requirements, while simultaneously cultivating a climate of trust, long-term growth, and organizational stability. Importantly, training also plays a preventive role in occupational safety, equipping workers with the knowledge required to perform their duties safely and competently.

Equally important are the mechanisms of social protection embedded within corporate social responsibility (CSR) frameworks. These include voluntary health insurance, financial assistance during illness or life crises, pension accumulation schemes, accident insurance, and the provision of housing, meals, or transportation. During periods of socio-economic turbulence, these practices serve as evidence of a company's commitment to the welfare of its workforce, fostering employee loyalty, cohesion, and resilience.

Psychosocial well-being support has gained particular prominence in environments characterized by high work intensity, frequent exposure to stressors, and crisis events, such as armed conflict or economic instability. Companies that implement psychosocial support programs – such as access to psychological counseling, burnout prevention workshops, and the institutionalization of mental health awareness – demonstrate a sophisticated understanding of the role emotional well-being plays in sustaining productivity and workplace safety. This approach aligns with modern standards of corporate governance and contributes to long-term organizational effectiveness (Zhao et al., 2016).

The integration of these human-centered initiatives into the operational

model of construction enterprises is consistent with international ESG standards, the principles of the UN Global Compact, and national strategies for sustainable development and social policy. Firms that prioritize occupational health and employee development not only build a reputation as responsible employers but also gain measurable competitive advantages in the long term (Wang et al., 2014).

Corporate culture, as a coherent system of values, norms, communication patterns, and behavioral codes, defines both the internal climate of an organization and its interface with external stakeholders. In the construction sector – where work environments are often characterized by high levels of responsibility, physical risk, and complex team dynamics – a robust and ethically grounded corporate culture becomes a cornerstone of trust, professionalism, and commitment to quality. Responsible enterprises invest deliberately in nurturing this culture through transparent internal communications, performance recognition systems, employee empowerment programs, and adherence to ethical codes of conduct.

Moreover, socially responsible corporate cultures encourage employee engagement in volunteer work, charitable initiatives, civic campaigns, and environmental actions. Construction firms often implement community-based social projects that range from supporting vulnerable populations (e.g., veterans, children, individuals with disabilities) to rebuilding damaged infrastructure, aiding during emergencies, and promoting local sports, cultural, educational, or environmental efforts. These activities deepen mutual trust between the enterprise and society, strengthen social capital, and solidify the company's reputational positioning.

Such practices acquire heightened importance in post-crisis reconstruction efforts. Construction companies become not only the material agents of physical

rebuilding but also pivotal actors in broader societal renewal. By participating in the restoration of destroyed public infrastructure, providing temporary housing for internally displaced persons, and supporting healthcare and educational institutions, firms tangibly express their social commitment. Crucially, these actions foster long-term institutional trust among employees, clients, investors, local communities, and public authorities.

This trust-building process corresponds with contemporary ESG management approaches, enhances a company's performance in non-financial reporting systems, and boosts its appeal to socially responsible investors seeking long-term, ethical, and impactful engagement.

Conclusions

Summarizing the findings of the study, it should be emphasized that the social responsibility of construction enterprises is evolving not merely as a dimension of corporate policy, but as a new paradigm of thinking that transforms the very essence of construction activity toward social ethics, environmental soundness, and institutional transparency. In the context of global challenges and national transformations, corporate social responsibility (CSR) increasingly emerges as a critical factor of long-term competitiveness, strategic positioning, and reputational sustainability.

The design of architectural spaces based on principles of inclusivity, ergonomics, and safety is viewed not solely as a regulatory obligation but as an expression of humanitarian responsibility toward society. In this respect, engineering and technical solutions embedded in the practices of green construction, energy efficiency, barrier-free access, and risk management must be reinterpreted through the ESG lens, where the key

indicator of success is not merely the cost of the project, but the depth of its social impact.

It has been identified that construction companies that consistently implement transparent models of engagement with local communities and government institutions, actively contribute to infrastructure development, and ensure effective feedback mechanisms, attain a qualitatively new level of legitimacy and public trust – an aspect that is crucial in the context of Ukraine's post-war recovery. A new type of enterprise is emerging: an infrastructural agent of social transformation capable of aligning interstate interests, local needs, and global commitments.

Particular emphasis is placed on the internal dimension of social responsibility: the development of human capital, the support of mental health, corporate ethics, and the voluntary adherence to high occupational safety standards. It is precisely within this domain that a culture of responsible leadership is cultivated – one that ensures not only operational efficiency, but also the company's moral agency in a polycrisis world.

Thus, social responsibility in the construction sector cannot be reduced to a collection of charitable practices. Rather, it reflects a fundamental transformation in the role of business within society. In this context, a key strategic insight lies in the transition from sporadic implementation of socially oriented initiatives to the systemic integration of sustainable development principles across managerial, technological, and communicative processes. It is this integration that will enable construction companies to play a leading role in shaping the spatial, economic, and ethical framework of post-war Ukraine.

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