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Analysis of Sustainable Practice Implementation in the Construction Sector

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INTRODUCTION

In today's world, the implementation of sustainability principles within companies has become a fundamental direction of activity, ensuring not only adaptation to dynamically changing market conditions but also the long-term success of organizations. Sustainability enables the reduction of negative impacts on the environment, society, and the economy, while simultaneously creating added value.

In the construction sector, sustainability principles are inseparable from the pursuit of economic efficiency, social responsibility, and environmental objectives. By integrating sustainable practices, companies in this sector contribute to environmental protection while also securing a long-term competitive advantage in an increasingly dynamic global context. As the construction industry is one of the largest consumers of natural resources and a significant source of pollution, the integration of sustainability principles has become essential for achieving global environmental and social goals. These practices provide companies with a competitive edge in the market, while their social benefits are reflected in the enhancement of employee well-being, the creation of safe working conditions, and a positive impact on local communities.

The concept of sustainability has been widely analysed in scientific literature across various sectors, emphasizing its environmental (Petrovaitė & Juzėnienė, 2022; Jokubaitis, 2024; Prieskienytė, 2022; Klemeš, 2015; Chang, Hwang & Wu, 2017), social (Okunevičiūtė, Neverauskienė & Pavlovska, 2017; Rau, Goggins & Fahy, 2018), economic (Kildienė, 2014; Ayres, Turton & Casten, 2007; Lupan & Cozorici, 2015), and corporate social responsibility dimensions (Čiūdaras, 2021; Volodkevičienė, 2024; Meseguer-Sánchez, Gálvez-Sánchez, López-Martínez & Molina-Moreno, 2021; Belas, Çera, Dvorský & Čepel, 2021). However, there is a lack of research and practical examples related to the implementation of sustainable practices in the construction sector, where sustainability is becoming a key factor shaping the foundations of modern construction industry operations and ensuring its long-term resilience.

Considering this gap, **the research problem** is formulated as the following question: How can the principles of sustainable practice be successfully implemented in the construction sector?

Object of the research: sustainable practice in the construction sector.

Aim of the research: to analyse the aspects of implementing sustainable practices in the construction sector, through the example of the chosen construction company.

Research objectives:

1. To define the theoretical aspects of implementing sustainable practices in the construction sector.
2. To examine the principles of implementing sustainable practices in the activities of a construction company.
3. To develop a model for implementing sustainable practices in the construction sector based on a construction company case study.

Research methods: Literature analysis - examining the concept of sustainability, implementation principles, theoretical models, and their application in business enterprises from a theoretical perspective. Questionnaire survey - designed to assess the perceptions of company representatives responsible for sustainability strategy and directly involved in projects related to the implementation of sustainability criteria, focusing on their attitudes toward sustainable practices and participation in them. The survey collects data on the current situation, existing challenges, and potential opportunities. Interview - semi-structured interviews with company management aimed at identifying sustainability strategies and decision-making processes within the organization.

Practical significance of the research: The practical significance of this study lies in improving the operational performance of construction companies and revealing the benefits of integrating sustainability principles. The research results helped identify

key challenges and opportunities to reduce environmental impacts, optimize resource use, and increase process efficiency. By implementing sustainability principles, a company can strengthen its competitive advantage, build the image of a responsible and innovative organization, and comply with increasingly stringent environmental regulations. Moreover, engaging employees in sustainable initiatives enhances their motivation and awareness, contributing to the company's long-term success and sustainable growth.

1. THEORETICAL ANALYSIS OF THE IMPLEMENTATION OF SUSTAINABLE PRACTICES IN THE CONSTRUCTION SECTOR

The concept of sustainability: a theoretical overview. An increasing number of companies are committing to sustainability and striving to create a more sustainable world. Large corporations seek to mitigate their negative impact on society and local communities through actions such as risk management, addressing customer concerns, ensuring corporate ethics, and protecting human rights. By proactively integrating sustainability into marketing strategies and engaging consumers in sustainability initiatives, market leaders can maintain a competitive advantage (Cocklin & Stubbs, 2008).

The notion of *sustainable development* was first introduced in the World Conservation Strategy (1980), [1]where it was broadly defined as "humanity's relationship with the biosphere". The strategy emphasized that sustainable development must account for social, ecological, and economic factors; resource bases; and both short- and long-term perspectives (Gammage & Novitz, 2019).

The Brundtland Report **(**1987)[2] further reinforced the three dimensions of sustainability—economic, social, and environmental—providing the most frequently cited definition: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The report also highlighted the primacy of the needs of the world's poor and emphasized that technological and social limits constrain the environment's capacity to meet both present and future needs. This understanding reflects not only the challenge of intergenerational justice but also the need to address inequality within the present generation.

Sustainability is a multidimensional concept that integrates ecological, economic, and social aspects to ensure that current needs are met without undermining future generations' ability to meet theirs. Its essence lies in the responsible use of resources to maintain environmental stability, social well-being, and economic growth. As noted by Malt et al. (2023), sustainability embodies humanity's aspiration to create a better future and leave a positive, enduring legacy. However, if the current generation continues to exceed ecological limits and deplete essential resources, the prospects for future generations will inevitably diminish (Jokubaitis, 2024).

Sustainability is also linked to the principle of systems thinking**,** emphasizing coordinated actions across sectors and stakeholders. According to Šmitienė (2024), sustainability should be understood as a dynamic system that requires balancing short-term objectives with long-term perspectives. In today's context, the concept of sustainability is increasingly relevant due to climate change, resource scarcity, and growing social inequality (Armstrong et al., 2017).

Table 1 presents various authors' definitions of the concept of sustainability and their comparison.

Table 1. Comparison of Definitions of the Concept of Sustainability

Author(s) (year)	Definition of the Concept of Sustainability	Key Element
Cocklin, Stubbs (2008)	Sustainability is a multidimensional concept that integrates ecological, economic, and social aspects to ensure that the needs of the present generation are met without compromising the ability of future generations to meet their own needs.	Ecological, economic, and social aspects; the needs of the present generation
Muniz et al. (2023)	The essence of sustainability lies in the use of resources in a manner that preserves environmental stability, promotes social well-being, and supports economic growth.	Efficient use of resources
Jokubaitis (2024)	Sustainability reflects the fundamental human desire to create a better future and leave a positive, lasting legacy.	A better future, a lasting legacy
Giddings et al. (2002)	Environmental sustainability emphasizes the conservation of natural resources and the maintenance of ecosystem balance. Environmental sustainability is a prerequisite for the broader dimensions of sustainability, as natural resources are limited and their exploitation has a direct impact on both economic and social processes.	Conservation of natural resources, maintenance of ecosystem balance

[1] https://portals.iucn.org/library/efiles/documents/WCs-004.pdf?utm_source=chatgpt.com.
[2] https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf?utm_source=chatgpt.com.

Dyllick, Hockerts (2002)	Economic sustainability involves the efficient use of resources, long-term economic stability, and corporate accountability for the environmental and social impacts of their activities.	Efficient use of resources, corporate responsibility
Cocklin, Stubbs (2008)	Social sustainability is associated with the promotion of social well-being, human rights, and the strengthening of communities. Sustainability must be integrated into corporate strategic plans not only in the context of environmental responsibility but also social responsibility. The objectives of social sustainability include gender equality, social justice, and increasing public awareness.	Social well-being, corporate social responsibility
Šmitienė (2024)	The concept of sustainability is linked to the principle of systems thinking, which involves coordinated actions across various sectors and stakeholders. Sustainability should be understood as a dynamic system in which a balance must be sought between short-term objectives and long-term perspectives.	Systems thinking, a dynamic, constantly evolving system
Armstrong et al. (2017)	In the contemporary context, the concept of sustainability is becoming increasingly relevant due to climate change, resource scarcity, and growing social inequality. An increasing number of companies are integrating sustainability principles into their operations, for example, by reducing carbon dioxide emissions or promoting responsible consumption.	Climate change, resource scarcity, social inequality

(Source: made by the authors)

In summary, based on various authors' definitions, sustainability can be understood as a complex and multidimensional process that requires coordinated actions across different domains. It encompasses not only ecological and economic dimensions but also social aspects, which are essential for ensuring long-term well-being for both present and future generations.

Integration of sustainable practices in construction companies. The integration of sustainable practices into construction companies is becoming increasingly important in today's business environment, addressing economic, social, and environmental challenges. In this context, sustainability defines responsible corporate behaviour that meets current customer needs while contributing to the well-being of future generations. Companies that pursue both profit and positive social and environmental impact attract more clients and investors and gain a competitive advantage.

Sustainable practices are implemented across various areas of construction operations, though their adoption presents challenges, including economic, social, and environmental obstacles (Batavičiūtė, 2024). Economically, sustainable practices manifest through efficient resource use, waste reduction, and a transition to renewable energy sources, helping companies reduce costs and enhance operational efficiency. As Dyllick and Hockerts (2002) note, sustainability can provide a long-term competitive advantage, as consumers and partners increasingly value responsible suppliers and producers. Sustainable innovation also attracts green investments and partners seeking to mitigate climate risks.

Socially, sustainable practices support employee well-being, strengthen local communities, and promote social justice. Companies that prioritize health, professional development, diversity, and equality are perceived as reliable and socially responsible, enhancing their reputation and attracting talent and loyal customers (Cocklin & Stubbs, 2008).

From an environmental perspective, construction companies can significantly impact climate mitigation by adopting circular economy models, reducing emissions, or using sustainable materials. Environmentally proactive firms not only strengthen their reputation but also appeal to environmentally conscious consumers (Armstrong et al., 2017).

Despite these benefits, implementing sustainability principles can involve high upfront costs, complex supply chain adjustments, and operational challenges. However, these are often offset by long-term gains such as reduced costs, improved efficiency, enhanced reputation, and increased stakeholder trust.

Sustainable practices in companies are reflected in the following dimensions:

1. **Environmental sustainability** – reducing negative impacts through waste minimization, renewable energy use, emissions reduction, and improved resource efficiency (Nilashi et al., 2019).
2. **Social sustainability** – ensuring good working conditions, gender equality, professional development opportunities, and contributing to local communities through charity, education, and infrastructure (Eizenberg & Jabareen, 2017).

3. **Economic sustainability** – promoting business stability, supporting national economic growth, investing in environmentally and socially responsible projects, and developing new sustainability-related products or services (Boar, Bastida & Marimon, 2020).

4. **Governance sustainability** – transparently reporting sustainability goals and integrating them into corporate strategy, processes, and culture, while collaborating with partners and stakeholders to achieve common objectives (Nawaz & Koç, 2018).

5. **Circular economy practices** – recycling, reusing, and creating closed-loop systems to maximize resource efficiency and develop recyclable or biodegradable products (Boar, Bastida & Marimon, 2020).

Sustainability principles should be applied consistently across all stages of operations, from the supply chain to end-product use, enabling construction companies to contribute to global challenges, enhance reputation, and strengthen stakeholder relationships.

Conversely, a lack of sustainability can threaten human survival, harm health, drive species extinction, violate human rights, or diminish quality of life and conflict with societal values (Marshall & Toffel, 2005). Sustainability-related risks can be classified into four levels based on severity, ranging from threats to human survival and health, to species extinction, human rights violations, and impacts on values or quality of life (Cocklin & Stubbs, 2008; Muniz et al., 2023; Jokubaitis, 2024; Giddings et al., 2002; Dyllick & Hockerts, 2002; Šmitienė, 2024; Armstrong et al., 2017).

In practice, sustainable operations enable companies to meet evolving consumer expectations, create added value, minimize environmental and social impacts, contribute to the circular economy, and strengthen reputation and customer loyalty. Companies that actively integrate sustainability into strategic goals and processes become leaders of change, promoting innovation and securing long-term competitive advantages. Meanwhile, the hierarchy of sustainability risks provides a structured framework to evaluate challenges from immediate survival threats to subjective quality-of-life and value-based issues. Achieving sustainability requires balancing priorities across these levels and fostering collaboration among institutions, communities, and policymakers to ensure human survival, health, rights, and well-being for future generations.

Sustainability standards and norms. The United Nations 2030 Agenda for Sustainable Development emphasizes the need to address global challenges- from climate change to poverty - and calls for solutions implementable by both the public and private sectors. National development should aim to become environmentally sustainable and socially inclusive. These two objectives can complement each other but may also conflict. Synergies between them are often analysed through concepts such as the “green economy”, “green growth”, and “inclusive green growth”.

A significant body of research now exists on sustainable development, sustainability standards, and certification, primarily in the social sciences, business literature, development studies, and agricultural economics. In the social sciences, certification has been examined as a form of non-state, market-driven governance system (Cashore, 2002), gaining rule-making authority as private or transnational governance initiatives (Pattberg, 2007; Büthe & Mattli, 2011). More recently, scholars have explored interactions among various transnational business governance schemes, a still under-researched area of global governance. In business literature, certification has been studied in contexts such as environmental management systems, green or sustainable supply chain management, and global value chains (Vermeulen & Seuring, 2009). Researchers increasingly investigate the potential economic and environmental benefits and how organizations define, interpret, and implement sustainable development. Few standards address all three dimensions of sustainability, and environmental, social, and economic impacts are interdependent (Vermeulen, 2015).

Sustainability standards and norms are essential tools for integrating sustainability principles into organizational operations. They provide guidelines, requirements, and methodologies for managing environmental impact, ensuring social justice, and contributing to long-term economic stability. These standards ensure that companies operate responsibly, adhere to international sustainability principles, and pursue continuous improvement.

Table 2 presents some of the most important sustainability standards and norms.

Table 2. Summary of Sustainability Standards and Norms

Sustainability Standard Code	Name of the Sustainability Standard	Objective of the Sustainability Standard
ISO 14001	International Environmental Management Standard	It establishes systems and processes that enable companies to manage their environmental impact, including waste reduction, emissions control, and efficient resource use.

ISO 26000	Guidelines on Social Responsibility	It helps companies understand and implement principles of social responsibility, including the protection of human rights, safeguarding employee rights, and promoting the well-being of communities.
GRI (Global Reporting Initiative)	Global Sustainability Reporting Guidelines	The GRI provides companies with a framework for transparently and consistently reporting on the environmental, social, and economic impacts of their operations.
UNGC (United Nations Global Compact)	United Nations Initiative	It establishes ten core principles related to human rights, labour rights, environmental protection, and anti-corruption.
SDG (Sustainable Development Goals)	United Nations Sustainable Development Goals	It serves as a universal framework for addressing issues such as poverty, inequality, and climate change.

(**Source:** made by the authors)

Sustainability standards and norms provide companies with a clear operational framework that enables responsible and transparent conduct. They not only help firms comply with legal requirements and international commitments but also build consumer trust and maintain a competitive advantage. Armstrong et al. (2017) note that companies actively implementing sustainability standards are more likely to establish long-term relationships with clients and investors.

While sustainability standards offer significant benefits, their implementation often requires substantial resources and organizational changes. Companies must invest in technology, employee training, and new processes to meet the standards' requirements. Despite these challenges, adopting these standards is essential for adapting to global changes and ensuring long-term business success.

In summary, sustainability standards and norms play a crucial role in corporate operations by defining accountability and guiding practices. They ensure that companies act responsibly and adhere to sustainability principles while promoting long-term economic and social stability. Firms that actively implement and comply with these standards contribute to achieving global sustainability goals and become more attractive to modern consumers.

Theoretical foundation for implementing sustainable practices in construction companies. The implementation of sustainable practices in construction companies is grounded in theoretical frameworks integrating economic growth, social responsibility, and environmental protection. These practices are based on three core sustainability dimensions: economic performance, emphasizing efficient resource use and long-term financial stability; social responsibility, promoting employee well-being, community support, and human rights; and environmental protection, focusing on emission reduction, waste recycling, and renewable resource utilization.

A key principle is sustainable development, defined by the UN Brundtland Report (1987)[3] as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." This principle guides organizations to balance financial success with responsible resource management and social equity. Innovation plays a critical role, enabling companies to implement sustainable solutions and gain competitive advantage. The adoption of sustainable practices enhances organizational reputation, reduces operational risks, and strengthens long-term resilience.

Sustainable practices in construction companies manifest across multiple operational areas: ecological initiatives (reducing emissions, optimizing energy use, adopting renewables, and promoting recycling); social responsibility (ensuring employee well-being, equality, community support, and ethical supply chains); economic responsibility (achieving long-term financial stability, investing in sustainable products and services, and fostering stakeholder relationships); management principles (promoting transparency, accountability, and diversity for ethical operations); and circular economy practices (resource reuse, waste reduction, and extending product life cycles). Progress is often reflected in corporate reports, demonstrating compliance with international sustainability standards and long-term impact initiatives.

Based on a literature review, a theoretical model for implementing sustainable practices in construction companies was developed (see Figure 1). This model provides methodological guidance based on sustainable development principles, the Triple Bottom Line, and Stakeholder Theory, outlining how sustainability can be integrated into daily operations. Implementation of these practices enables adaptation to market changes and regulatory requirements while strengthening organizational

[3] https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf?utm_source=chatgpt.com.

competitiveness and reputation. Sustainable principles are essential not only for addressing global challenges but also for supporting local communities and employee welfare, making them integral to modern responsible business practices.

The model structures actions across five key dimensions - ecological, social, economic, management, and circular economy - providing a clear framework for achieving sustainability objectives. Compliance with sustainability standards and norms ensures that theoretical principles are effectively operationalized, offering clarity and direction for both research and practical application.

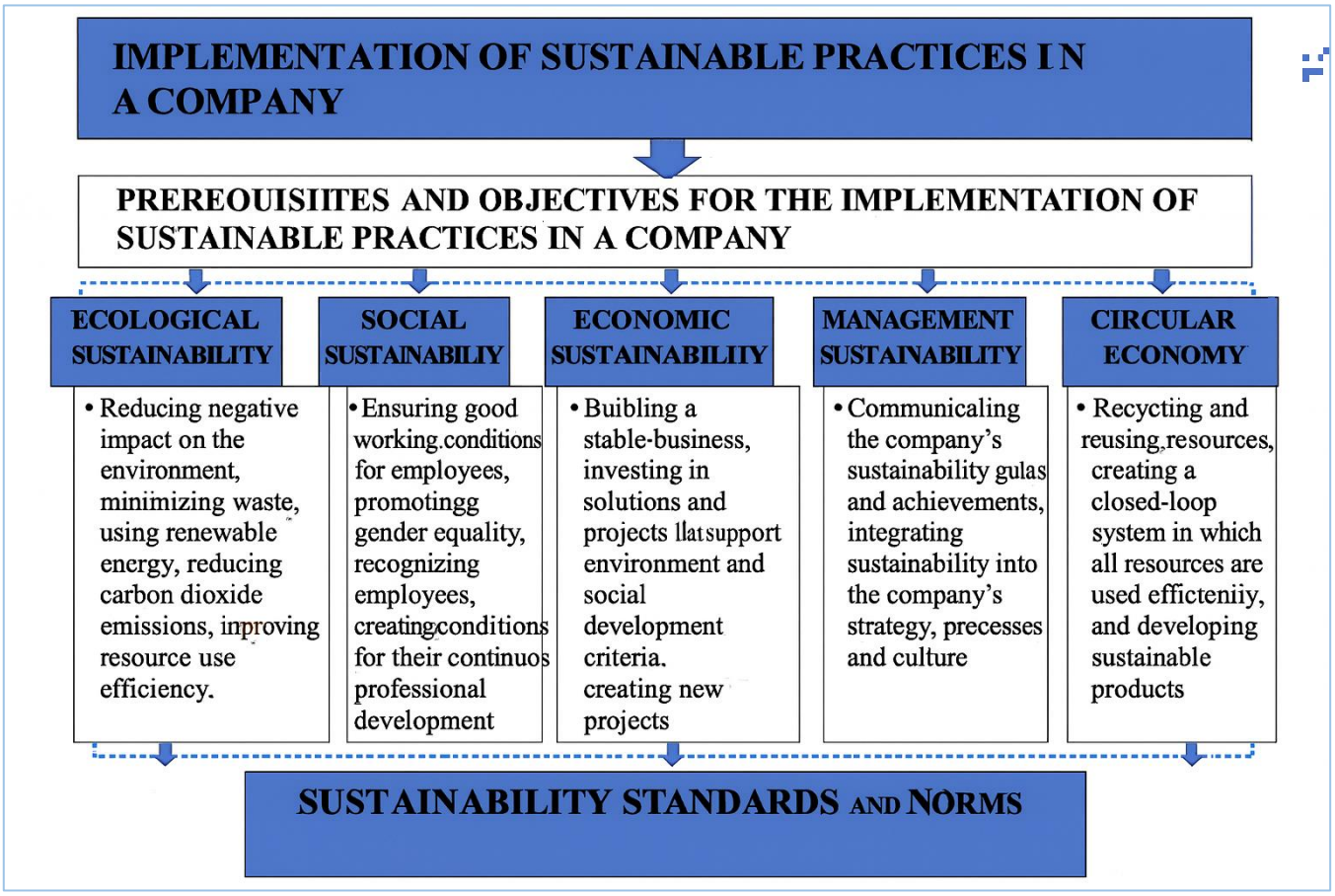

Fig. 1. Model for Implementing Sustainable Practices in a Construction Company
(Source: made by the authors)

The implementation of sustainable practices in construction companies is increasingly recognized as a critical element in contemporary business, aiming to balance economic, social, and environmental objectives. Theoretical analysis demonstrates that sustainability is not merely a matter of corporate responsibility or image—it is a strategic factor underpinning long-term competitiveness. Sustainable practices are grounded in the harmony of three dimensions—economic, environmental, and social—requiring companies to pursue profit while responsibly managing natural resources and contributing to societal well-being.

Theory emphasizes that effective integration of sustainability begins with strategic organizational decisions and their incorporation across all business processes. This includes energy efficiency, waste reduction, use of renewable resources, adoption of innovative solutions, and responsible supply chain management. Employee engagement is also crucial, as their awareness and motivation are essential for achieving sustainability goals.

Furthermore, literature highlights sustainable practices as a means of ensuring long-term profitability for construction firms. Investments in sustainable innovations can reduce costs, enhance operational efficiency, and strengthen corporate reputation. Sustainability also enables companies to anticipate evolving legal requirements and meet increasing consumer expectations for responsible business. In summary, integrating sustainable practices is an essential component of modern organizational strategy, generating long-term value for the company, society, and the environment.

2. INVESTIGATION OF THE PRINCIPLES OF IMPLEMENTING SUSTAINABLE PRACTICES IN THE OPERATIONS OF A CONSTRUCTION COMPANY

Research methodology. This study investigates the principles of implementing sustainable practices in a construction company to identify current challenges, opportunities, and strategies for effective integration of sustainability, enhancing operational efficiency, environmental performance, and long-term business success.

Objective of the research is to analyse the applicability of sustainable practice principles in a construction company and develop a tailored implementation model.

Methods of the research: The research employed a mixed-methods approach, combining a structured questionnaire with semi-structured interviews. The survey targeted 15 employees responsible for sustainability strategy and project implementation, including environmental and energy specialists, project managers, and engineers. Semi-structured interviews were conducted with company management to examine sustainability strategies and decision-making processes.

Research design: The study followed six stages: defining the problem, establishing objectives, designing the methodology, collecting data through surveys and interviews, analysing results to identify strengths, weaknesses, and barriers, and developing a sustainable practice implementation model applicable to the construction sector.

The questionnaire comprised 15 closed-ended questions, assessing ecological, social, economic, governance, and circular economy practices, including resource efficiency, renewable energy use, community engagement, financial stability, management transparency, and waste reduction. Survey results informed the development of a practical, data-driven sustainable practice model aligned with company needs.

Sample: the company employs 16 staff members; 15 participated in the survey. Reliability is based on respondents' expertise rather than sample size (Seidman, 2012).

Ethics: the study adhered to ethical standards, ensuring participant privacy, anonymity, confidentiality, voluntary participation, respect, fairness, accurate reporting, and transparency regarding research aims and outcomes. The researcher maintained neutrality, objectivity, and integrity throughout the process.

Period of the research: the study was conducted from March to April 2025.

Description of the construction company. The studied construction company was founded in 2009 and has since established a strong position in the construction sector. Initially specializing in prefabricated and frame houses as well as finishing works, the company executed early projects in Lithuania and Norway in collaboration with local partners, gaining international experience and expanding its service portfolio.

The company actively integrates sustainability principles into its operations to meet increasing environmental standards and ensure long-term market competitiveness. Eco-friendly production practices include the use of recycled or certified wood, efficient processing of wood waste, and integration of renewable energy sources. Advanced technologies, such as CNC machinery and energy-saving systems, optimize material use and reduce energy consumption, ensuring energy-efficient buildings that lower operational costs for owners.

Social responsibility is a core strategic focus. Employee welfare and safety are prioritized through continuous training and adherence to high safety standards. The company engages with local communities, supports environmental initiatives, and invests in young professionals via partnerships with vocational schools and universities. Sustainable supply chain management is promoted through collaboration with eco-conscious material suppliers.

The company continuously pursues high quality, sustainability, and innovation in construction, adapting to market changes and seeking efficient solutions that satisfy both client and environmental expectations. Each building is designed to meet technical requirements while maximizing environmental friendliness and energy efficiency, contributing to long-term value creation and the advancement of sustainable construction practices.

Analysis of results: implementation of sustainable practices in a construction company. Sustainability is increasingly recognized as a core principle for modern organizations, aiming to balance economic, social, and environmental outcomes. This study analysed the implementation of sustainable practices in a construction company, focusing on ecological, social, economic, governance, and circular economy dimensions.

Research results. Fifteen employees participated in the survey, predominantly male (73 percent), with the majority aged 26–60. Most (60 percent) had under three years of tenure, indicating a relatively young workforce with growing experience.

Findings indicate broad adoption of sustainability principles: 93 percent positively assessed renewable energy use, 86 percent recognized effective resource efficiency measures, and over 90 percent valued employee welfare, professional development, and community engagement. Economic sustainability was reflected in investments in environmentally and socially responsible projects, with 80% acknowledging the integration of sustainability into strategic processes and partnerships. Circular economy practices were actively applied, though respondents suggested scope for further expansion and visibility. Overall, the

survey demonstrates systematic implementation of sustainability practices, while highlighting opportunities to enhance circular economy initiatives, internal communication, and strategic integration.

Semi-structured interview results. Interviews with the company owner, also founder, revealed a comprehensive approach to sustainability, integrating ecological, social, economic, and governance considerations into daily operations. Key ecological practices include energy optimization, renewable energy integration, and efficient resource use, supported by LED lighting, solar modules, and material ordering optimization. Social responsibility is embedded through employee training, health insurance, career development, and community support initiatives. Economic sustainability is pursued via responsible investment, resource efficiency, and digital management systems that optimize operations and reduce waste. Governance practices ensure transparent decision-making and inclusion of stakeholders in strategic processes. Circular economy principles are applied through material recycling, reuse, and collaboration with specialized partners, contributing to both environmental and operational outcomes.

Synthesis. The analysis demonstrates that the company effectively integrates sustainability across multiple dimensions, enhancing operational efficiency, financial stability, environmental protection, and social responsibility. It exemplifies a construction firm successfully embedding sustainability principles into core business practices, creating long-term value for the organization, society, and the environment.

3. SUSTAINABLE PRACTICES IMPLEMENTATION MODEL IN A CONSTRUCTION COMPANY

Sustainability principles are increasingly critical for modern companies seeking not only profit but also responsible engagement with the environment, society, and long-term economic stability. In construction companies, the implementation of diverse sustainability strategies necessitates a structured model to systematically assess and integrate sustainable practices into operations. The purpose of this model is to provide an integrated framework for applying environmental, social, economic, and governance sustainability principles, enabling the company to contribute effectively to long-term sustainable development by minimizing environmental impact, promoting social responsibility, and enhancing economic efficiency (see Fig. 2).

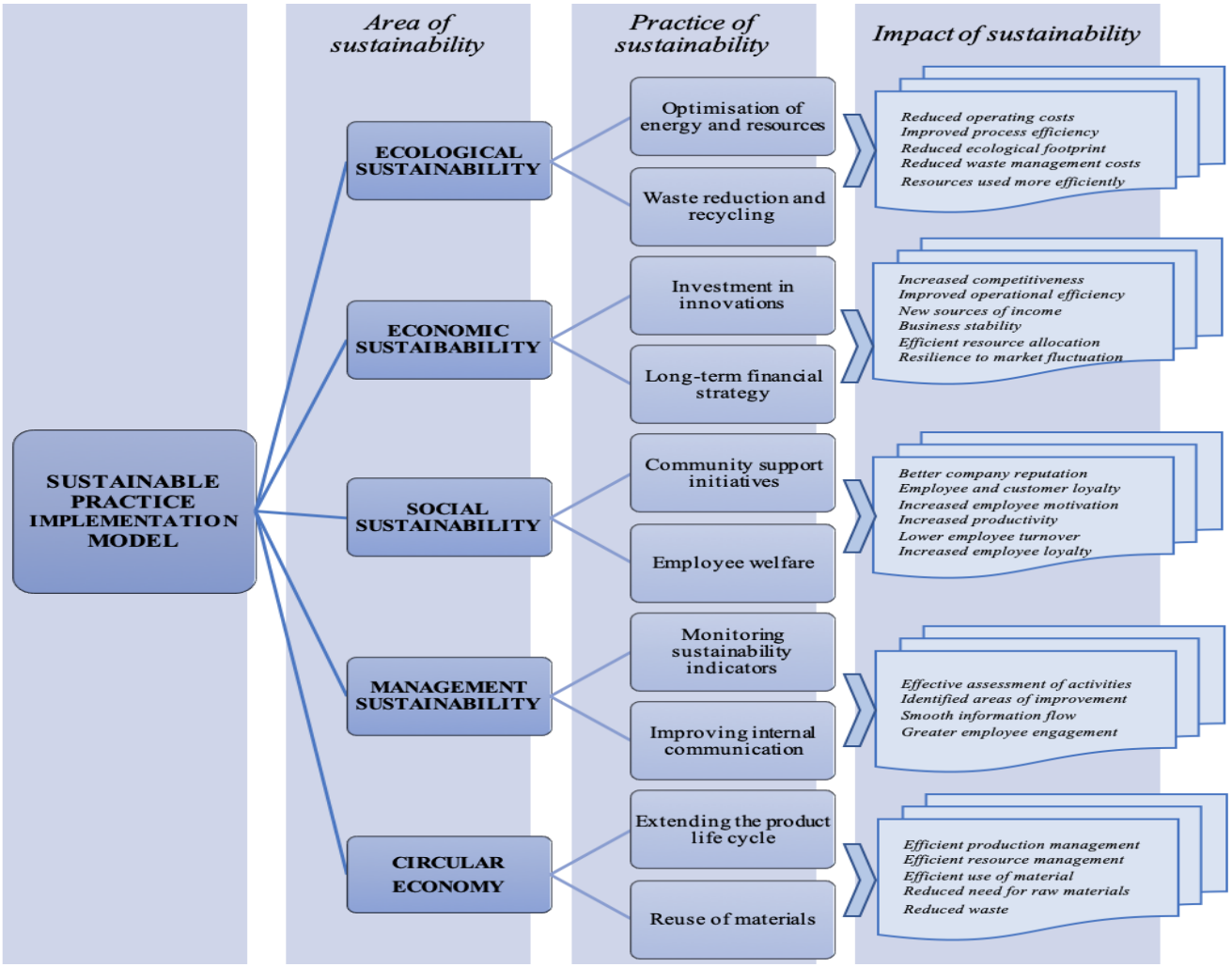

Fig. 2. Sustainable Practices Implementation Model in Construction Company Operations

(**Source:** made by the authors)

Analysis of Sustainable Practice Implementation in the Construction Sector

The sustainable practices implementation model for construction companies integrates five key dimensions: ecological, economic, social, and managerial sustainability, as well as circular economy principles.

Ecological sustainability: to enhance ecological performance, companies should optimize energy and resource use by adopting energy-saving technologies, integrating renewable energy sources (e.g., solar), and implementing practices that reduce consumption in construction and administrative processes. These measures reduce operational costs, improve process efficiency, lower environmental impact, and strengthen the company's sustainability image, attracting conscious clients and partners. Waste reduction and recycling are also crucial, requiring a waste management system that promotes reuse and recycling of construction materials, thereby minimizing disposal costs and enhancing resource efficiency.

*Social sustainability***:** social sustainability emphasizes employee well-being through favourable working conditions, training, health insurance, and social benefits, which increase motivation, productivity, and loyalty while reducing turnover. Community engagement initiatives, such as supporting education, environmental projects, and local culture, strengthen corporate reputation, foster positive relations with local stakeholders, and contribute to long-term social and economic stability.

*Economic sustainability***:** economic sustainability requires a long-term financial strategy to ensure profitability, diversify services, reduce costs, and optimize resource allocation. Investments in innovative technologies enhance operational efficiency and competitiveness while generating new revenue streams, ensuring financial resilience and sustainable growth.

*Managerial sustainability***:** managerial sustainability involves improving internal communication, establishing clear reporting lines, and monitoring sustainability performance indicators across ecological, social, economic, and managerial dimensions. Such practices enable efficient decision-making, increased employee engagement, effective resource allocation, and transparent communication of sustainability achievements to stakeholders.

*Circular economy***:** implementing circular economy principles involves improving material reuse processes to reduce waste and enhance resource efficiency. Extending product life cycles through repair, refurbishment, and reuse minimizes environmental impact, reduces costs, and reinforces the company's sustainability image.

The proposed model provides an integrated framework for embedding sustainability into construction company operations. Ecological measures reduce energy use and waste, social initiatives enhance employee well-being and community engagement, economic strategies optimize resource use and innovation, managerial practices ensure transparency and resilience, and circular economy principles promote resource efficiency and lifecycle extension. Together, these measures contribute to environmental protection, social well-being, and the company's long-term growth, competitiveness, and sustainable success.

CONCLUSIONS

1. At the theoretical level, it has been established that the implementation of sustainable practices in a company is based on an integrated approach that encompasses economic, social and environmental aspects. The implementation of these practices requires systematic strategic planning, guided by the main principles of sustainability, such as resource efficiency, ecological responsibility and the pursuit of long-term benefits for society. The success of the implementation of sustainable practices is determined by the commitment of the company's management, the involvement of stakeholders and the transparency of its activities. In addition, the integration of these practices helps to strengthen the company's reputation, increase employee loyalty and contribute to the goals of sustainable development. In the context of globalization and growing environmental pressure, the implementation of sustainable practices is becoming an important part of business strategy.

2. Empirical research in a construction company revealed that the construction company successfully implements sustainability principles, especially in the areas of ecology and social welfare, but there are opportunities to improve the promotion of a circular economy and the communication of sustainability initiatives. The company not only seeks efficiency and financial stability, but also actively contributes to environmental protection and social responsibility. The analysed construction company is an example of a company that successfully integrates sustainability principles into its activities and seeks to create long-term value not only for its business, but also for the environment and society.

3. The proposed model of sustainability practices in the activities of a construction company includes a comprehensive integration of ecological, social, economic and management sustainability principles in order to ensure long-term benefits for both the company and society and the environment. The model is focused on increasing energy and resource efficiency, reducing waste, promoting employee well-being and community support, introducing innovations and transparent management processes. Its implementation would help the company not only reduce operating costs and environmental impact, but also strengthen social capital, increase competitiveness and ensure long-term financial stability. By applying this model, a construction company could become an example of a responsible and sustainable business that combines economic goals with responsibility towards the environment and society, thus contributing to the creation of a more sustainable future.

Further research directions. Future studies could conduct long-term evaluations of how sustainable practice implementation affects construction companies' performance over time—particularly in terms of cost reduction, innovation capacity, and stakeholder trust. Further research could develop quantitative tools or key performance indicators (KPIs) to measure the environmental, social, and economic impacts of sustainability initiatives more precisely.

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