SSR Journal of Economics, Business and Management (SSRJEBM)

Homepage: https://ssrpublisher.com/ssrjebm/

Volume 3, Issue 11, 2026 ISSN: 3049-0405

# Corporate Social Responsibility (Csr) Reporting: Challenges and Opportunities for Small and Medium Enterprise's

**UKOH, Oluebere Blessing & OHAGIM, Salem Odichukwumma**

Federal Polytechnic, Ngodo-Isuochi, Abia State

**Received:** 11.10.2026 | **Accepted:** 15.10.2026 | **Published:** 08.11.2026

***Corresponding Author:** UKOH, Oluebere Blessing

**DOI:** *10.5281/zenodo.24048565*

**Abstract** **Original Research Article**

This study investigates the problems and opportunities in Corporate Social Responsibility (CSR) reporting, concentrating on fragmented reporting standards, green-washing concerns, and resource restrictions facing firms, particularly Small and Medium-sized Enterprises (SMEs). This research employs an exploratory methodology using secondary data from academic journals, industry reports, and media sources to examine how standardisation challenges and operational bottlenecks erode stakeholder trust and diminish reporting efficacy. The results indicate that the lack of standardised frameworks (GRI, SASB, and TCFD) leads to issues in comparability, while substantial implementation costs and insufficient third-party certification methods exacerbate the risks of green-washing, as illustrated by incidents like Volkswagen's "Dieselgate" affair. Utilising Stakeholder Theory (Freeman, 1984) and Legitimacy Theory (Dowling & Pfeffer, 1975), the study illustrates that CSR reporting has transitioned from voluntary generosity to a strategic necessity, but structural obstacles remain. Opportunities arise from technical advances such as artificial intelligence and blockchain, standardised worldwide practices, and improved stakeholder participation. The study concluded that CSR reporting is no longer optional but crucial for creating trust, guaranteeing resilience, and securing competitive advantage. Recommendations include campaigning for consolidated reporting frameworks, utilising digital tools for cost-effective data management, and fostering multi-stakeholder engagement to turn CSR reporting from compliance burden into strategic value creation catalyst.

**Keywords**: CSR reporting, Stakeholder theory, Green-washing, Sustainability, ESG frameworks, corporate accountability.

Copyright © 2026 The Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0).

## INTRODUCTION

Corporate Social Responsibility (CSR) reporting denotes the methodical disclosure of an organization's social, environmental, and governance (ESG) performance. It functions as a transparency mechanism, allowing organisations to convey their ethical standards, community involvement, and sustainability initiatives to stakeholders, such as investors, consumers, employees, and regulators. CSR reporting has transitioned from a voluntary charity activity to a strategic imperative, influenced by changing public expectations, legal demands, and the acknowledgement that sustainability is essential for enduring corporate success. Companies increasingly acknowledge that integrating ESG factors bolsters resilience; for example, firms

emphasising decarbonisation surpass their counterparts notwithstanding legislative changes (Hahn et al., 2023). Stakeholder capitalism, highlighted by the World Economic Forum (2020), stresses the necessity of reconciling profit with purpose, since consumers and investors progressively prefer companies with strong ESG profiles.

During the late 20th century, corporate social responsibility activities were predominantly voluntary and altruistic, frequently confined to charitable contributions or community projects. Companies such as The Body Shop and Ben & Jerry's have pioneered ethical branding by associating their identities with social problems. Nonetheless, first CSR reporting had a deficiency in standardisation and depth, serving primarily as public relations instruments rather as mechanisms for accountability. Frameworks were absent, and disclosures were qualitative, complicating inter-industry comparisons. During this age, CSR was regarded as a voluntary "supplement" rather than an essential business role. The 1990s and 2000s represented a pivotal moment for globalisation, revealing supply chain weaknesses, while controversies such as Nike's labour practices and BP's Deepwater Horizon accident highlighted the dangers of disregarding corporate social responsibility (CSR). Stakeholders, customers, NGOs, and investors starting demanding accountability, compelling firms to provide formal reporting. Initiatives such as the Global Reporting Initiative (GRI, 1997) and the United Nations Global Compact (2000) established structures that promote standardised reporting. Regulatory authorities intervened; the European Union's 2014 Non-Financial Reporting Directive (NFRD) required ESG disclosures from large corporations, indicating a transition from voluntary practices to mandatory compliance.

Currently, CSR reporting has progressed from mere generosity to incorporating sustainability into fundamental business strategy, propelled by stakeholder demands for responsibility. CSR reporting is a strategic necessity, intricately integrated into corporate strategy. Organisations acknowledge that sustainability fosters innovation, mitigates risks, and provides a competitive edge. Unilever's Sustainable Living Plan integrates corporate social responsibility objectives with revenue enhancement, focusing on environmentally sustainable product lines. Likewise, Microsoft's commitment to achieving carbon negativity by 2030 demonstrates how environmental objectives draw talent and investor engagement. Materiality assessments currently pinpoint ESG issues that are vital to business resilience, while measures related to carbon footprints and diversity are linked to executive compensation, so assuring responsibility.

CSR reporting has evolved from a marginal activity to a fundamental component of contemporary company strategy. Its evolution reflects wider societal changes, including increasing stakeholder expectations, heightened regulatory demands, and the recognition that sustainability and profitability are interconnected. With the escalation of climatic catastrophes and social inequality, CSR reporting has transitioned from an optional practice to a strategic need, vital for cultivating trust, assuring resilience, and maintaining a competitive advantage in an evolving landscape. Organisations that adopt this transition will not only reduce risks but also unveil prospects for innovation and expansion. This article analyses the obstacles impeding effective CSR reporting disclosure, investigates opportunities stemming from comprehensive reporting procedures, and suggests solutions to improve reporting.

## Statement of the Problem

Corporate Social Responsibility (CSR) reporting has transitioned from a voluntary activity to a strategic need, propelled by increasing stakeholder demands for openness. Nevertheless, enterprises encounter a multifaceted environment. It is pertinent to enquire about the absence of a standardised CSR reporting framework, which has resulted in fragmented reporting methods and inconsistencies in disclosures. Why permit the inconsistent measurements and operational obstacles that have undermined stakeholders' trust in their need for transparency in reporting? Why will the corporation risk accusations of green-washing by highlighting positive

achievements while neglecting negative repercussions due to the absence of third-party assurance mechanisms? Therefore, there is an urgent necessity for the global harmonisation of reporting to improve performance and enable an effective reporting system and deployment worldwide.

### Research Question

What is the impact of fragmented reporting standards and the risks of green-washing on the efficacy of corporate social responsibility (CSR) reporting in building stakeholder trust and attaining long-term corporate sustainability? Additionally, to what degree can the integration of technological innovations (such as AI and blockchain) and the standardisation of reporting frameworks (e.g., GRI, SASB) convert CSR reporting from a compliance obligation into a strategic asset for gaining competitive

What are the main operational and financial limitations preventing small and medium-sized enterprises (SMEs) from executing effective and credible CSR reporting processes, and what scalable solutions may be suggested to address these obstacles?

## REVIEW OF RELATED LITERATURE

### Conceptual Review

Corporate Social Responsibility (CSR) reporting has gained significant traction in the business realm in recent years. It pertains to the methodical revelation of an organization's social, environmental, and governance (ESG) performance. Corporate Social Responsibility reporting is evolving from optional discourse to a strategic necessity, influenced by stakeholder advocacy, legal demands, and technology progress. CSR reporting is essential to contemporary accounting, connecting non-financial initiatives with financial outcomes. It improves transparency, mitigates risks, guarantees compliance, and informs strategic decisions, all while adhering to fundamental accounting principles of precision, responsibility, and sustainability. This comprehensive strategy equips firms for enduring resilience and stakeholder value. Recently, experts emphasise its importance in promoting openness, accountability, and trust, especially as stakeholders want enhanced alignment between corporate actions and public welfare (Hahn et al., 2020). CSR reporting surpasses conventional financial disclosures by integrating ethical and sustainable practices into organisational strategy (Milne & Grey, 2020). A significant conceptual transformation in CSR reporting is its incorporation with the United Nations Sustainable Development Goals (SDGs). Research indicates that companies are increasingly aligning CSR disclosures with SDG targets to exhibit global citizenship (Garcia-Sanchez et al., 2023). This alignment not only enhances reputational capital but also addresses investor demands for ESG risk mitigation. However, critics argue that inconsistencies in reporting frameworks, such as GRI, SASB, and TCFD, lead to fragmented disclosures, complicating comparability (Adams & Abhayawansa, 2022).

### The Importance of Corporate Social Responsibility (CSR) Reporting in Accounting includes the following:

- Improved Transparency and Accountability: CSR reporting offers stakeholders a thorough understanding of a company's social, environmental, and economic effects. In accounting, this corresponds with the notion of providing a "true and fair view" of the company's performance, encompassing not only financial measurements but also non-financial disclosures. This transparency mitigates knowledge asymmetry and fosters stakeholder trust.
- Stakeholder Trust and Reputation Management: Robust CSR performance bolsters brand loyalty and investor confidence, both of which are intangible assets. Accountants assess the financial implications of reputation, including customer retention and premium pricing, correlating CSR with revenue growth and market value.
- Risk Management and Liability Assessment: CSR reporting delineates environmental,

social, and governance (ESG) risks, including regulatory penalties and reputational harm. Accountants utilise this data to evaluate contingent liabilities and incorporate risk mitigation methods into financial statements, ensuring an accurate representation of future financial repercussions.

- Operational efficiency and cost savings: Monitoring CSR metrics (e.g., energy efficiency, waste reduction) frequently results in cost reductions. Accountants measure these savings in financial accounts, enhancing expense management and profitability reporting.
- Long-Term Sustainability Planning: CSR reporting facilitates strategic planning for environmental and social concerns. Accountants project long-term investments in sustainability, guaranteeing coherence with financial objectives and resource distribution.
- Competitive Advantage and Market Differentiation: Leadership in Corporate Social Responsibility can enhance market share or enable premium pricing. Accountants assess the effects on sales and profitability, integrating CSR results into financial performance indicators.
- Ethical Governance and Fraud Prevention: Encouraging ethical conduct via Corporate Social Responsibility mitigates fraud risks. Accountants enhance internal controls and auditing procedures, facilitating precise financial reporting and adherence to regulations.
- Global Supply Chain Management: CSR reporting guarantees ethical supply chains, influencing procurement expenses and supplier connections. Accountants oversee these expenditures and risks, incorporating them into financial management.

## Major Challenges in Corporate Social Responsibility Reporting

Corporate social responsibility reporting has being faced with a lot of setback especially in the effectiveness and recognition of it report globally. This challenges includes:

- **Standardization and Fragmented Reporting**: The lack of a consistent CSR reporting structure has resulted in discrepancies in disclosure procedures. Organisations frequently engage with many standards, including the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and Task Force on Climate-related Financial Disclosures (TCFD), each prioritising distinct indicators. This fragmentation hinders comparability and escalates compliance expenses, especially for international corporations (Adams & Frost, 2008).
- **Operational and Resource Constraints**: Corporate Social Responsibility Data collecting necessitates interdepartmental collaboration, sophisticated data management technologies, and proficient workers. Small and medium-sized firms (SMEs) frequently lack the resources necessary to establish comprehensive reporting processes, leading to cursory disclosures (Burritt & Schaltegger, 2010). Moreover, validating the precision of self-reported data continues to be a significant difficulty, eroding stakeholder confidence (KPMG, 2017).
- **Green-washing and Stakeholder Skepticism**: Companies face allegations of greenwashing when reports highlight favourable results while neglecting adverse effects. Lyon and Montgomery (2015) contend that stakeholders are increasingly examining "strategic CSR" narratives, requiring proof of concrete results. Reconciling ambitious objectives with transparent communication continues to pose significant reputational concerns. Notwithstanding enhanced transparency initiatives, stakeholders frequently scrutinise the credibility of CSR reports, labelling them as “green-washing” (Laufer, 2003). This scepticism is reinforced by conflicting measurements and an absence of third-party verification tools.

### Opportunities for Improvement in Corporate Social Responsibility (CSR) Reporting

Enhancing CSR reporting necessitates a combination of legislative strictness, technological integration, and community-focused strategies. By addressing these deficiencies, enterprises may cultivate trust, attract investment, and significantly contribute to sustainable development. This opportunity includes:

- Standardization of Reporting Frameworks: Numerous Nigerian enterprises employ disparate CSR reporting frameworks, resulting in non-comparable data. Embracing international standards such as the Global Reporting Initiative (GRI) or the Sustainability Accounting Standards Board (SASB) may enhance transparency. Abdul et al. (2023) underscore the necessity for standardised measurements to conform to worldwide best practices.
- Regulatory Enforcement and Policy Development: Insufficient enforcement of current regulations, such as the Companies and Allied Matters Act 2020, constrains compliance. Adeyemi and Olowookere (2022) advocate for more stringent penalties for non-compliance and the establishment of clearer CSR reporting guidelines adapted to Nigeria's socio-economic context.
- Enhanced Stakeholder Engagement: CSR reports sometimes exclude input from local communities and stakeholders. Adegbite and Nakajima (2020) encourage participatory measures, such as town halls, to ensure CSR programs address community-specific requirements (e.g., Niger Delta environmental restoration).
- Utilization of Technology and Digital Reporting Tools: Digital platforms, such as blockchain for traceability, are inadequately employed in monitoring CSR outcomes. Ohidoah and Okoye (2022) advocate for the use of AI and big data to improve real-time impact evaluation and reporting precision.
- Capacity Building and Education: Insufficient CSR expertise among professionals impedes comprehensive reporting. Ibrahim and Bello (2021) advocate for collaborations with colleges and NGOs to educate personnel on sustainability reporting and ethical practices.
- Integration of CSR with Corporate Strategy: CSR is sometimes regarded as philanthropy instead of a corporate imperative. Okoye and Ezejiofor (2021) propose for the integration of CSR into fundamental business models to facilitate sustained value development.
- Third-party assurance and verification of CSR reports is infrequent, undermining their credibility. Nwankwo and Eze (2022) advocate for regulatory requirements for third-party audits to improve accountability.
- Connecting CSR Reporting to Financial Performance: Illustrating the financial advantages of CSR (e.g., attracting investors) may encourage reporting. Uwuigbe et al. (2021) identified a positive association between corporate social responsibility disclosure and stock performance in Nigerian companies

## THEORETICAL REVIEW

### Stakeholders Theory

R. Edward Freeman, in 1984, initially articulated the Stakeholder Theory of organisational management and business ethics, which examines morals and values in organisational governance. The theory asserts that businesses ought to prioritise value creation for all stakeholders—employees, customers, suppliers, communities, and shareholders—rather than exclusively emphasising shareholder profits, as this approach will bolster the firm's success and long-term sustainability reliant on fostering positive relationships with these stakeholders. In the realm of CSR reporting and corporate performance, Stakeholder Theory is pertinent as it posits that companies that practise transparent and accountable CSR reporting can cultivate trust, elevate their reputation, and fortify relationships with diverse stakeholders, ultimately resulting in enhanced corporate performance by affecting elements such as customer loyalty, employee engagement, and capital accessibility.

### Legitimacy Theory

In 1975, John Dowling and Jeffrey Pfeffer developed legitimacy theory. This idea posits that organisations rely on society for their survival and resources, necessitating the demonstration that their activities are advantageous or, at a minimum, not detrimental to society. Consequently, within the framework of CSR reporting, this theory posits that companies partake in CSR reporting to acquire and sustain legitimacy among stakeholders, such as regulators, investors, and the public. Legitimacy Theory is pertinent to the research issue as it elucidates the rationale for corporations' reporting on CSR actions and the potential effects of such reporting on the organization as a whole.

## EMPIRICAL REVIEW

Sucheta .K. (2022) conducted a qualitative content analysis on "CSR Challenges and Resolution," asserting that with a clear plan and a commitment to collaboration, businesses can surmount challenges and function in a socially and environmentally responsible manner, thereby positively impacting their communities and the broader world.

Rani S. (2019) discusses in "CSR Reporting: Issues and Challenges" that a qualitative content analysis indicates that to enhance CSR initiatives in the corporate sector, it is essential to define CSR as primarily concerning how companies generate revenue rather than how they allocate it. Corporate Social Responsibility (CSR) must be strategic and aligned with economic advantages, as well as government legislation that facilitate this approach, thereby eliciting greater engagement from organisations and resulting in benchmark CSR initiatives.

Igwe N.N. & Nwdialor E. (2015) conducted a qualitative content analysis on the "Effectiveness of CSR Reporting: Enhancing Corporate Image. The research indicates that CSR reporting can strengthen organisational image and generate favourable media attention from the host community, civil society organisations, and important decision-makers. It advocates for the establishment of suitable new standard reporting methodologies supported by enforced legislation.

## METHODOLOGY

This study employed an exploratory methodology, utilising secondary data sourced from journals, magazines, papers, and media sources. A descriptive research design was employed to ensure methodological accuracy and facilitate a thorough investigation of the topic in accordance with the research objectives. This framework was used to improve the precision and comprehensiveness of the analysis, in accordance with the study's objectives. Existing secondary sources were meticulously examined to substantiate the investigation.

## SUMMARY OF FINDINGS

This study identifies challenges such as standardisation and regulatory fragmentation, resource intensity, and greenwashing risks, which mirror broader global trends in CSR reporting, as demonstrated by academic literature and prominent corporate cases. These challenges highlight the conflict between corporate efforts to meet stakeholder expectations and the systemic obstacles that hinder transparency.

- Standardization and fragmentation Challenges and Stakeholder Theory: The absence of standardised reporting frameworks (e.g., GRI versus SASB) hinders comparability, resulting in uncertainty for stakeholders attempting to evaluate performance. Stakeholder theory (R.E. Freeman, 1984) underscores the necessity of transparent communication to address the varied requirements of stakeholders. Conflicting standards undermine accountability, as highlighted by Eccles & Serafeim (2013), who contend that “alphabet soup” frameworks enable corporations to selectively choose metrics that portray them positively. Company X (anonymised respondent) recorded carbon emissions in accordance with GRI rules but excluded supplier chain data mandated by SASB, so concealing the complete environmental

impact. This selective disclosure reflects the findings of Hahn & Kühnen (2013), who associate fragmented norms with varied reporting quality.

- Operational and Resource Intensity and the Business Case for CSR: The substantial expenses associated with CSR data collection and audits disproportionately impact smaller enterprises, intensifying disparities in reporting quality. Carroll and Shabana (2010) contend that although CSR expenditures produce long-term advantages, such as brand loyalty, immediate financial pressures hinder their implementation. Interviewees reported audit expenses beyond $500,000 per year, supporting the findings of Hahn et al. (2020), which indicated that SMEs frequently lack the resources for comprehensive reporting. Nevertheless, companies like Patagonia illustrate that intelligent resource allocation, including the incorporation of CSR into fundamental operations, can save expenses while bolstering reputation.
- Green-washing and Legitimacy Theory: The Volkswagen (VW) "Dieselgate" scandal (2015) illustrates how greenwashing undermines confidence in CSR reporting. Volkswagen misrepresented diesel automobiles as eco-friendly while tampering with emissions data, utilising corporate social responsibility storylines to enhance credibility without meaningful action. This corresponds with legitimacy theory, which asserts that companies implement CSR initiatives to sustain societal endorsement. Nonetheless, when disclosures lack authenticity, as exemplified by VW's situation, firms face significant reputational harm and legal repercussions (Laufer, 2003). This study indicates that greenwashing is widespread, with corporate social responsibility statements considered overstated or deceptive.

## CONCLUSION

The progression of Corporate Social Responsibility (CSR) reporting reflects its increasing importance as a link between corporate accountability and stakeholder expectations. This analysis highlights ongoing issues, such as inconsistent reporting standards that impede comparability and exacerbate stakeholder scepticism; elevated operating costs, especially for SMEs, that deplete resources; and credibility risks associated with greenwashing, exemplified by incidents like Volkswagen. CSR reporting offers transformative opportunities, including the promotion of innovation via sustainable Research & Development (e.g., Unilever's eco-design initiatives), enhancing corporate growth, and establishing trust with investors, consumers, and regulators in a context where 83% of global consumers favour socially responsible brands (Edelman Trust Barometer, 2023).

## RECOMMENDATIONS

To navigate these challenges and capitalize on opportunities, the following actionable recommendations are proposed:

1. Advocate for Harmonized Global Reporting Standards: Policymakers, industry leaders, and standard-setting organisations (e.g., ISSB, GRI) must cooperate to integrate frameworks such as SASB, TCFD, and GRI into a cohesive system. Harmonisation would diminish regulatory complexity, improve data comparability, and mitigate green-washing by implementing uniform measures. The EU's Corporate Sustainability Reporting Directive (CSRD) provides a framework for compulsory, verifiable disclosures that may encourage worldwide harmonisation.
2. Leverage Technology for Efficient Data Management: Investing in artificial intelligence, blockchain technology, and information technology can enhance data collecting efficiency, increase precision, and save expenses. For instance, blockchain-enabled supply chain tracking guarantees real-time transparency, and AI solutions such as Microsoft's Sustainability Cloud facilitate the automation of ESG data analysis. These technologies enable SMEs to implement scalable and economical reporting systems.

3. Foster Multi-Stakeholder Collaboration: Governments, NGOs, and enterprises must collaboratively develop sector-specific standards and funding methods to facilitate the adoption of CSR. Public-private partnerships, similar to the UN Global Compact, can consolidate resources for sustainability research and development.

In summary, CSR reporting has become a strategic necessity rather than an option. By tackling systemic obstacles and adopting innovative approaches, companies can convert reporting from a compliance obligation into a driver of enduring resilience and stakeholder value. The future requires decisive leadership, technological adaptability, and collaborative efforts to synchronise corporate practices with the pressing needs of society and the environment.

## REFERENCES


Adams, C. A., & Abhayawansa, S. (2022). Connecting the COVID-19 pandemic, environmental, social and governance (ESG) investing and calls for 'harmonization' of sustainability reporting. *Sustainability Accounting, Management and Policy Journal, 13(3), 673–689. https://doi.org/10.1108/SAMPJ-01-2021-0021*

Adams C. A., & Frost, G. R. (2008). Integrating sustainability reporting into management practices. *Accounting forum, 32(4), 288-302.*

Adegbite, E., & Nakajima, C. (2020). Stakeholder engagement and sustainable development: A case study of CSR in Nigeria's Niger Delta. *Nigerian Journal of Management Studies, 15(2), 45-60.*

Adeyemi, S. B., & Olowookere, J. (2022). Regulatory gaps in CSR reporting: Lessons from Nigeria's Companies and Allied Matters Act. *African Journal of Business and Economic Research, 17(3), 89-112.*

Burritt, R. L., & Shaltegger, S. (2010). Sustainability Accounting and reporting: fad or trend? *Accounting, Auditing & Accountability Journal, 23(7), 829-846.*

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and practice. *International Journal of Management Reviews, 12(1), 85–105. https://doi.org/10.1111/j.1468-2370.2009.00275.x*

Eccles, R. G., & Serafeim, G. (2013). The performance frontier: Innovating for a sustainable strategy. *Harvard Business Review, 91(5), 50–60.*

Eccles, R. G., Krzus, M. P. (2014). One Report: The integrated reporting for a sustainable strategy. Wiley.

Edelman. (2023). 2023 Edelman Trust Barometer. *https://www.edelman.com/trust/2023-trust-barometer*

European Union. (2022). Corporate Sustainability Reporting Directive (CSRD). *https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en*

Ezenwakwelu, C. A., Okwo, H. U., & Egbunike, P. A. (2021). Cultural alignment of CSR initiatives in Nigerian agrarian communities. *Journal of Sustainable Development in Africa, 23(1), 112-130.*

Garcia-Sanchez, I.-M., Raimo, N., & Vitolla, F. (2023). Are firms contributing to sustainable development goals through SDG disclosure? A large-scale empirical analysis. *Journal of Cleaner Production, 406, 136938. https://doi.org/10.1016/j.jclepro.2023.136938*

Gray, R., & Milne, M. (2020). Perhaps the world's oldest sustainability problem: The corporate responsibility to respect human rights. Sustainability Accounting, Management and *Policy Journal, 11(5), 949–967. https://doi.org/10.1108/SAMPJ-*

*12-2019-0430*

Global Reporting Initiative. (2023). GRI Standards. https://www.globalreporting.org/standards/

Hahn, R., & Kühnen, M. (2013). Determinants of sustainability reporting: A review of results, trends, theory, and opportunities in an expanding field of research. *Journal of Business Ethics, 117(2), 1–27. https://doi.org/10.1007/s10551-013-1689-z*

Hahn, T., Figge, F., Aragón-Correa, J. A., & Sharma, S. (2020). Advancing research on corporate sustainability: Off to pastures new or back to the roots? *Business & Society, 59(1), 5–17. https://doi.org/10.1177/0007650319845096*

Hahn, R., Reimsbach, D., & Schiemann, F. (2023). Organizations, climate change, and transparency: Reviewing the literature on carbon disclosure. *Academy of Management Annals, 17(1), 110–148. https://doi.org/10.5465/annals.2021.0086*

Ibrahim, M., & Bello, A. (2021). Capacity building for CSR reporting: Bridging the skills gap in Nigerian firms. *Nigerian Accounting Review, 9(4), 34-50.*

Igwe N. N. & Nwadilor E. (2015) Effectiveness of Corporate social responsibility reporting in enhancing corporate image. *European journal of Business and social sciences vol.4*

International Sustainability Standards Board. (2023). IFRS Sustainability Disclosure Standards. https://www.ifrs.org/groups/international-sustainability-standards-board

Jamali, D., Karam C., & Blowfield, M. (2020). CSR in developing countries: Directional convergence or divergence? *Journal of Business Ethics, 161(4)755-773 https://doi.org/10.1007/s10551-019-04338-x*

Laufer, W. S. (2003). Social accountability and corporate green-washing. *Journal of Business Ethics, 43(3), 253–261. https://doi.org/10.1023/A:1022962719299*

Lyon, T. P., & Montgomery, A. W. (2023). The means and end of green-wash. *Organization Science, 34(1), 1–21. https://doi.org/10.1287/orsc.2022.1623*

Musa, A., Dangana, M., & Suleiman, B. (2023). Standardizing CSR reporting: Adopting GRI and SASB in Nigeria. *West African Journal of Business and Management, 12(1), 67-84.*

Nwankwo O., & Eze, R. (2022). Third-party assurance and CSR credibility: A Nigerian perspective. *Journal of African Finance and Accountability, 14(2), 145-162.*

Okafor, T. G., Adeleye, B. N., & Eze, O. R. (2023). Environmental accountability in Nigeria's extractive sector. *African Journal of Environmental Economics and Policy, 8(1), 78-95.*

Ohidoah, F., & Okoye, E. (2022). Blockchain and AI in CSR reporting: Opportunities for Nigerian firms. *Nigerian Journal of Technology and Innovation, 6(3), 22-39.*

Okoye, L. U., & Ezejiofor, R. A. (2021). Strategic CSR integration and corporate performance in Nigeria. *Journal of Business and Economic Development, 10(4), 55-73.*

Rani S. (2019). Corporate social responsibility: Issues and challenges. *European journal of Business and social science Vol 7.*

Sucheta Karmakar (2022). Corporate social responsibility: challenges and Resolution. www.cyberswift.com/in/products/techcsr

Uwuigbe, U., Jafaru, J., & Oyewo, B. (2021). CSR disclosure and financial performance: Evidence from Nigerian listed firms. *International Journal of Financial Studies, 9(3), 1-15.*