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## Assessing SDG Performance and Key Drivers in Industrial Organisations: Evidence from Thailand

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### Abstract

The United Nations' Sustainable Development Goals (SDGs) call for increased involvement from industrial organisations, especially in emerging economies where rapid industrialisation offers both opportunities and sustainability challenges. This study assesses SDG performance and key organisational factors in Thailand's industrial sector through a cross-sectional survey of 205 firms recognised with the CSR-DIW Award (2008–2023). The instrument was adapted from previous research and validated through expert review, reliability testing, and confirmatory factor analysis. Descriptive statistics measured performance across the 5Ps, while hierarchical multiple regression examined five organisational drivers, controlling for firm size and industry. Overall, the sample exhibited relatively high SDG performance. Among the 5Ps, Peace ranked highest, followed by Planet and Partnership, with People scoring lowest. At the SDG level, the strongest performance was observed in SDG 6, SDG 12, and SDG 16, whereas SDG 14, SDG 2, and SDG 1 scored lowest. The regression model explained 53.3% of the variance in SDG outcomes. Sustainability policy integration, resource readiness, and stakeholder collaboration emerged as significant predictors, while relevant standards were positive but not statistically significant. Top management commitment lost significance when other drivers and controls were included. By linking multi-dimensional SDG performance with theory-based organisational drivers in a developing-country context, this study offers a validated measurement framework and robust analysis of enabling factors. The findings enhance academic understanding of sustainability management while offering practical implications for managers and policymakers aiming to strengthen industrial organisations' contributions to the SDGs.

**Keywords:** CSR-DIW Award; Industrial Sector; Stakeholder Collaboration; Sustainability; Sustainable Development Goals