

Supplementary Materials

S1. Citation Network Analysis

Following [39], we first computed the metrics and the other test parameters for the entire sample. Next, we plotted the citation network using the ForceAtlas algorithm in the Gephi software package (version 0.9.2). Finally, we modified the plot, using filters and size and color manipulations that represented specific metrics to interpret the results.

To prepare the input data for Gephi, we treated the sample of 196 publications as mother nodes and the respective references in each publication as daughter nodes. We used PDF files of the sample literature; extracted references; and created JSON files, which we then convert into Gephi-readable formats, using a Python code similar to that the authors of [39] used. After uploading the publications to Gephi, we calculated the HITS metrics (hubs distribution and authority measurement), following [44]. In the context of our analysis, the HITS measure of ‘authority’ captures how influential a publication is: the higher the ‘authority’ value, the greater the influence of that publication on others. Additionally, we calculated the randomized modularity according to [45]: the eigenvector centrality with 100 iterations and the average path length. The eigenvector centrality represents the degree of influence a node has on the network, while the average path length reflects the distance between two nodes.

After creating communities in terms of modularity, we applied two different manipulations, which we then filtered. ‘Manipulations’ are modifications of the size and color of nodes that change the layout or appearance of the network. First, we changed the size of the nodes from small to large and changed their color. The latter reflects ‘betweenness centrality’, that is, how often a node appears on the shortest paths between nodes in the network. We also applied a filter to display only nodes that have a betweenness centrality greater than two. Next, we specified the colors that represent authority: shades of blue indicate the significance (in terms of influence) and size that correspond to the eigenvector centrality of each node. Finally, we kept

the size constant but changed the nodes' color according to randomized modularity to identify the communities whose degree is greater than two in the filtered results.

S2. Definitions of resilience in the organizational context

Author	Year	Definition	Keywords		
			Proactive (Before the unexpected event)	Concurrent (During the unexpected event)	Reactive (After the unexpected event)
[95]	2003	The characteristics of resilience in the organizational context are diversity, efficiency, adaptability, and cohesion.		Cohering	Adapting
[11]	2006	Organizational resilience is ‘the capacity [of] an enterprise to survive, adapt, and grow in the face of turbulent change’ [and uncertainty and to increase] ‘shareholder value without increasing material throughput’ (p. 16).		Surviving	Adapting
					Growing
[130]	2008	‘Resilience is a function of an organization’s overall situation awareness, management of keystone vulnerabilities, and adaptive capacity in a complex, dynamic, and interconnected environment’ (p. 82).	Situation awareness	Managing	Adapting

[93]	2008	Resilience is the ‘organisation’s ability to survive’ [...] and ‘thrive, in times of crisis’ (p. 259).	Surviving	Thriving
[96]	2011	Resilience is ‘the capacity of an organization to survive, adapt and sustain the business in the face of turbulent change’ (p. 5601).	Surviving Adapting Sustaining	
[98]	2011	‘[S]urvive is the crisis management aspect, while thrive is the strategic planning aspect, finding the silver lining’ (p. 3).	Surviving	Thriving
[97]	2011	‘We propose that a firm’s capacity for developing organizational resilience is achieved through strategically managing human resources to create individual competencies among core employees, that when aggregated at the organizational level, make it possible for organizations to effectively absorb uncertainty, develop situation-specific responses to threats, and ultimately engage in transformative activities so that they can	Managing Absorbing Surviving	Responding

		capitalize on disruptive surprises that potentially threaten their survival' (p. 248).			
[80]	2011	'Resilience is related to both the individual and organizational responses to turbulences and discontinuities' (p. 5385).		Responding	
[94]	2011	'Resilience is the emergent property of organizational systems that relates to the inherent and adaptive qualities and capabilities that enable an organization's adaptive capacity during turbulent periods. The mechanisms of organizational resilience thereby strive to improve an organisation's situational awareness, reduce organizational vulnerabilities to systemic risk environments and restore the efficacy following the events of a disruption' (p. 5587).	Situation awareness	Reducing	Restoring
				Adapting	
[91]	2012	'The ability to absorb the changes effectively to assure continuity and even turn them into opportunities is the resilience capacity of the organization' [...] 'Resilience should not be	Opportunity seeking	Absorbing	Opportunity seeking
				Continuing	

		considered as an attribute or a dimension that organizations possess but instead it is the capability of organizations for turning adverse conditions into organizational opportunity' (p. 765).			
[92]	2012	Organizational resilience is 'the ability to adapt effectively and efficiently to change; apply lessons learned from challenges, mistakes and/or successes to future situations; and ultimately, to grow and thrive' (p. 233).	Adapting	Learning	
				Growing	
				Thriving	
[87]	2013	'[...], we argue that it is the innovation process and how companies manage it that forms the foundation of a resilient organization. Our research finds that organizational innovation processes take three main forms: reactive, proactive, and anticipatory innovators' (p. 333) [...]. 'Against this turbulent environment, survival depends on adaptability with reactive	Anticipating	Surviving	Adapting

responders falling behind proactive responders and both succumbing to anticipatory, serial innovators' (p. 334) [...]. 'Resilient organizations are anticipatory responders that are able to follow up with successive industry-changing innovations' (p. 336) [...]. 'However, unlike organisms, organizations can also adapt proactively or anticipatorily, reacting to future changes before they happen. An organization that adapts anticipatorily and repeatedly can be called resilient' (p. 335).

[131]	2014	'Organizational resilience is the ability of an organization to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper' (p. 1).	Anticipating	Surviving	Responding
			Preparing		Adapting
					Prospering
[90]	2014	Organizational resilience is 'the ability of an organization to anticipate trends and potential threats, to cope effectively with unexpected events and to learn from these events to	Anticipating	Coping	Learning

		produce a dynamic capability that is directed toward facilitating organizational change' (p. 13488).			
[85]	2014	Enterprise resilience is a 'composite of non-orthogonal dimensions that depend on the specific blend of internal and external threats to which the enterprise is subject, including political, social, economic, and other dynamic elements in its competitive context' (p. 369).			
[86]	2016	'We apply the concept of organizational resilience, which we define as the incremental capacity of an organization to anticipate and adjust to the environment' (p. 1617).	Anticipating		Adjusting
[40]	2016	'Organizational resilience is the organization's capability to face disruptions and unexpected events in advance thanks to the strategic awareness and a linked operational management of internal and external shocks. The resilience is static, when founded on preparedness and preventive measures to	Preparing	Managing	Recovering
			Preventing		

		<p>minimize threats probability and to reduce any impact that may occur, and dynamic, when founded on the ability of managing disruptions and unexpected events to shorten unfavourable aftermaths and maximize the organization's speed of recovery to the original or to a new more desirable state' (p. 3).</p>			
[30]	2017	<p>Resilience is 'the process by which an actor (i.e., individual, organization, or community) builds and uses its capability endowments to interact with the environment in a way that positively adjust and maintains functioning prior to, during, and following adversity' (p. 742).</p>	Adjusting	Adjusting	Adjusting
			Maintaining	Maintaining	Maintaining
[84]	2018	<p>'(1) resilience as a feature of an organization (i.e., something that an organization has), (2) resilience as an outcome of the organization's activities (i.e., something that an organization does); (3) resilience as a measure of the</p>		Withstanding	

		disturbances that an organization can tolerate’ (p. 15) [...] ‘Resilience, at the organizational level, is the measurable combination of characteristics, abilities, capacities or capabilities that allows an organization to withstand known and unknown disturbances and still survive’ (p. 21).	Surviving	
[21]	2018	Resilience in development organizations is ‘the capacity of people, communities, or systems to prepare for and to react to stressors and shocks in ways that limit vulnerability and promote sustainability’ (p. 647).	Preparing	Reacting
[83]	2018	Organizational resilience is ‘a term drawn from engineering and ecology to describe how fast a system under pressure returns to equilibrium following a perturbation. We therefore view resilience as the accumulated cultural capacity of an organization to make sense of risks and negative events, to absorb the pressure and	Absorbing Protecting	Returning

		ultimately protect the organization's social capital and reputation' (p. 33).			
[88]	2019	Resilience in the field of organizational studies			Recovering
[89]	2020	is understood as the organization's ability to recover from crises dynamically and reinvent its business model in response to environmental changes.			Responding
[81]	2020	'We define organizational resilience as an organization's ability to anticipate potential threats, to cope effectively with adverse events, and to adapt to changing conditions' (p. 220).	Anticipating	Coping	Adapting
[41]	2020	'Resilience is a dynamic attribute of the firm characterised by a) a proactive phase at time (t-1); an absorptive phase at time t, and b) a reactive phase at time (t+1), where t is the time when an unexpected event occurs and alters the equilibrium of the firm' (p. 408).	Anticipating	Absorbing	Reacting

S3. Definitions of sustainability in the organizational context

Author	Year	Definition	Sustainability	Time	Keywords		
			pillar		Economic	Environmental	Social
[108]	2002	'Corporate sustainability can accordingly be defined as meeting the needs of a firm's direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities etc), without compromising its ability to meet the needs of future stakeholders as well. Towards this goal, firms have to maintain and grow their economic, social and environmental capital base while	Economic, environmental, and social	Future	Maintain and grow the economic, social, and environmental capital base		

		actively contributing to sustainability in the political domain' (pp. 131-132).					
[95]	2003	'A product, process, or service contributes to sustainability if it constrains environmental resource consumption and waste generation to an acceptable level, supports the satisfaction of important human needs, and provides enduring economic value to the business enterprise' (p. 5330).	Economic, environmental, and social	-	Endure economic value	Constrain resource consumption	Support satisfaction of human needs
[77]	2005	Corporate sustainability management is 'a strategic and profit-driven corporate response to	Environmental and social	-	-	Response to environmental and social issues	

		environmental and social issues caused through the organization's primary and secondary activities' (p. 27).			
[109]	2009	A sustainable entrepreneurship is 'the creation of viable, profitable and scalable firms that engender the formation of self-replicating and mutually enhancing innovation networks and knowledge clusters leading towards what we call robust competitiveness' (p. 448).	-	-	Self-replicating, mutually enhancing, and robustly competitive
[110]	2009	Sustainable enterprises are 'enterprises that are robust and resilient in the face of anticipated	Economic, environmental, and social	-	Robust and resilient

		and unanticipated economic, environmental and social challenges’ (p. 277).					
[92]	2012	Sustainability is ‘a holistic approach to business that attends to economics, people, and the environment, so as to invest in the diverse components that will define future markets and capital’ (p. 234).	Economic, environmental, and social	Future	Attend to economics, people, and environment		
[2]	2014	Business sustainability is ‘the ability of firms to respond to their short-term financial needs without compromising their (or others’) ability to meet their future needs’, and ‘sustainable businesses are	Economic	Short term and long term	Financial needs	-	-

those that manage intertemporal trade-offs in strategic decision making, so that both the short and long term are considered' (p. 71).

[27]	2014	<p>'A firm pursuing sustainability will seek to eliminate the negative impacts and improve the positive impacts from its activities, to restore natural capital whilst enhancing human and maintaining ethical capitals. It will do this by eliminating resource extraction and pollution, identifying unsustainability risks and opportunities, prioritising them on</p>	<p>Economic, environmental, and social</p>	<p>Long term</p>	<p>Maintain economic capital</p>	<p>Restore natural capital and eliminate resource extraction and pollution</p>	<p>Enhance human capital and maintain ethical capital</p>
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		<p>their net contribution to the capitals</p> <p>and mitigating such risks or</p> <p>exploiting opportunities, whilst</p> <p>maintaining economic capital so as</p> <p>to operate long term' (p. 307).</p>			
[85]	2014	<p>'Enterprise sustainability is the</p> <p>organization's capacity to create</p> <p>and maintain economic,</p> <p>environmental, and social value for</p> <p>itself, its stakeholders and society at</p> <p>large, in the short term and for the</p> <p>long term' (p. 368).</p>	<p>Economic,</p> <p>environmental, and</p> <p>social</p>	<p>Short</p> <p>term</p> <p>and</p> <p>long</p> <p>term</p>	<p>Create and maintain economic, environmental, and</p> <p>social value</p>
[125]	2014	<p>'A sustainable business is expected</p> <p>to grow, but sustainability seems to</p> <p>imply resource constraints and</p>	-	-	Growth

		status quo, rather than opportunities for continued innovation and growth' (p. 7).					
[107]	2015	Business sustainability is 'the ability of a wine business to survive and be successful over the long term' and 'the sustained positive performance such that the business is able to survive or continue operating regardless of the business/market environment' (p. 76).	Economic	Long term	Survive; be successful; continuity, positive performance	-	-
[89]	2020	Corporate sustainability is 'the leadership and management approach that a corporation adopts so that it can profitably grow and at	Economic, environmental, and social	-	Grow and deliver social, environmental, and economic outputs		

the same time deliver social,
environmental and economic
outputs' (p. 122297).

S4. Relationships between organizational resilience (OR) and organizational sustainability (OS) in the reviewed literature

Author	Year	OR and OS Interchangeable	OR as a Part of OS	OS as a Part of OR	Two Separate Concepts
[95]	2003		x		
[114]	2003		x		
[11]	2006		x		
[132]	2008		x		
[93]	2008		x	x	x
[110]	2009		x		
[121]	2009		x		
[96]	2011		x		
[14]	2011	x	x		x
[106]	2011			x	
[94]	2011		x		
[133]	2011			x	
[92]	2012		x		
[91]	2012		x		
[122]	2012		x		
[126]	2013				x

[87]	2013		x		
[27]	2014		x	x	
[109]	2014		x		
[15]	2014	x			x
[2]	2014		x		x
[125]	2014		x	x	x
[85]	2014		x		
[128]	2014			x	
[123]	2015		x	x	
[134]	2015		x		
[28]	2015		x	x	x
[10]	2015		x	x	x
[135]	2015		x		
[118]	2015		x		
[120]	2015		x		
[115]	2015		x		
[136]	2016			x	
[40]	2016				x
[137]	2016		x		
[86]	2016			x	x

[107]	2017	x		
[30]	2017	x		
[26]	2017	x		
[100]	2018	x		
[138]	2018	x		
[139]	2018	x		
[102]	2018	x		
[21]	2018	x	x	x
[5]	2018	x	x	x
[83]	2018	x		
[127]	2019			x
[140]	2019	x		
[141]	2019		x	
[7]	2020		x	
[42]	2020	x		
[89]	2020	x		
[29]	2020		x	
[117]	2020	x		
[13]	2020	x		
[41]	2020	x		

[142]	2020		x	
[81]	2020		x	
[143]	2020		x	
[144]	2020		x	
[9]	2021		x	x
[119]	2021		x	

S5. Relationship between resilience and sustainability in the context of business

Sustainable business excellence (SBE) and sustainable enterprise excellence (SEE) describe the ability of an organization to shift its mode of operational management and success criteria towards resilience in response to environmental conditions. To operate successfully in periods of stability and in periods of turbulence, organizations must use a dual mode of management based on conventional models of business excellence when conditions are stable and on models of resilience during periods of environmental turbulence [114]. The literature on sustainable enterprise innovation (SEI) combines research on social innovation and institutional entrepreneurship with research on socio-ecological systems and resilient thinking [85]. Business model innovation (BMI) is an essential component of organizational responses to environmental change, equivalent to the concept of adaptation as a core element of resilience [138]. More recently, organizations have started to embed sustainability issues and societal issues into the BMI process, which, in these cases, is referred to as SBMI [117]. Sustainable business model innovation (SBMI) significantly increases the organization's positive impact and reduces its negative impact on the environment and society by changing the organization's value proposition or the way in which the organization and its value network create, deliver, and capture value [116,117]. Integrating resilience into the SBMI is important, as it increases the dynamic capabilities of organizations and allows them to prepare, anticipate, and respond to external changes in the environment [117]. Dynamic capabilities are defined as an organization's ability to 'integrate, build, and reconfigure internal and external competences to address rapidly changing environments' [145] (p. 516). Overall, our review suggests that there is a growing trend towards integrating aspects or measures of organizational resilience into the literatures on SBE and SBMI.

S6. Publications that view the concept of organizational resilience as a component of the concept of organizational sustainability

S6.1. Studies that link organizational sustainability, adaptability, and resilience

The authors of [30] identified organizational resilience and adaptive capacity as core theoretical concepts in sustainability management research on systems thinking. According to [118], an appropriate program of resilience development based on properties such as adaptive capacity can lend organizations a sustainable competitive advantage. The authors of [100] argued that the adaptive cycle of organizational sustainability (i.e., the iterative processes of growth, accumulation, restructuring, and renewal) depends on organizational resilience. According to the authors of [102], one of the most promising features of using an ecosystemic approach (whereby the organization is regarded as a living system and an example of a complex adaptive system) to promote innovation for organizational sustainability is that an organization's adaptive capacity makes it resilient to disruption.

S6.2. Studies that specifically address the aspect of organizational culture in the context of the relationship between resilience and sustainability

According to [83], a culture of organizational resilience (based on, for example, preparedness, the capability to respond to change, adaptability, and learning) supports organizational sustainability. Resilient organizations create an internal environment that fosters sustainability through innovation in anticipation of change [87]. Cultivating strategic resilience can help organizations achieve a sustainable competitive advantage. In summary, the concept of resilience as an emergent property enables organizations to become sustainable by responding to and mitigating threats quickly and effectively [94].

S6.3. Studies that consider organizational sustainability as a product of organizational resilience or organizational resilience as a source of organizational sustainability

Sustainability is an outcome of organizational resilience, which, in turn, has an impact on sustainability, according to [41]. The authors of [91] argued that building resilience ensures sustainable organizational growth, while [87] (p. 339) suggested that ‘a resilient organization may be the only source of sustainable competitive advantages in an increasingly competitive world’.

S6.4. Studies exploring the relationship between organizational sustainability and various aspects or properties of or actions and practices associated with organizational resilience

The author of [81] (p. 24) suggested that resilience is a fundamental organizational capability, as it enables organizations ‘to withstand stresses, continuously innovate, and quickly adapt to changes’ and is, therefore, an important source of sustainable competitive advantage. As the authors of [143] stressed, organizations must develop their resilience in order to be sustainably successful. Reference [107] provided empirical evidence from the wine industry that organizational resilience is a prerequisite of sustainability and that specific actions that increase resilience, such as innovating and experimenting, securing resources, developing capabilities, and relying on supply-chain connections, interact and increase sustainability. According to [95], there are four fundamental properties of organizational resilience that impact sustainability: diversity strategies, adaptability, cohesion, and eco-efficiency. In their qualitative multi-case study of manufacturing organizations, the authors of [26] combined two streams of the literature: those on organizational resilience and those on dynamic capabilities in the context of sustainability. The authors linked the properties of organizational resilience that [95] describes in their concept of key managerial dynamic capabilities (i.e., organizational, human, and technological capabilities), which, they argue, foster organizational resilience towards sustainability. In this vein, Reference [96], in which organizational resilience was regarded as a key capability that promotes sustainability, showed that SMEs that take into account multiple factors to manage change

(such as human resources and operations) and focus on long-term planning and external communication to proactively drive change can increase their economic sustainability and organizational resilience. The authors emphasized that sustainable organizations should be robust and resilient in the face of both anticipated and unexpected economic, environmental, and social disruption and that long-term sustainability does not result from moving along a smooth path but from continuous adaptation to changing conditions. The author of [88] developed a theory of organizational sustainability, according to which organizations that adopt practices of resilience affect their sustainability performance. The integrated model of organizational sustainability that the authors of [89] applied provides empirical support for their thesis that practices of organizational resilience improve triple bottom line (TBL) outputs by enabling organizations to prepare for change. The authors listed resilience among five organizational sustainability practices that, according to their model, improve corporate sustainability performance.

The authors of [119] provided empirical evidence of the positive effect of organizational resilience on sustainability in light of the current COVID-19 crisis. The authors showed that the key aspects of organizational resilience (e.g., robustness or the ability to anticipate and recover from disruption) have positive effects on social and economic sustainability.

S6.5. Studies that specifically address the time frame in the relationship between organizational resilience and sustainability

Time is central to the notion of sustainability and should be at the heart of organizational theorizing to improve both organizational and societal outcomes over the long term. The authors of [2] proposed that it is important to take into consideration the temporal aspects of sustainability, recognizing that, while the future is not always knowable or controllable, uncertainty is manageable if a system is resilient.

According to [42], organizations need to strengthen their resilience to achieve long-term sustainability and overcome unexpected events. This is consistent with the findings in [121] which suggest that organizational resilience can affect the sustainability and long-term performance of SMEs, as well as with those in [120] (p. 16494) which conclude that, 'from the experience of industrial management practice, it may be assumed that organizational resilience in SMEs represents a very relevant issue for long term sustainability'.

S6.6. Studies that integrate aspects of organizational resilience into conceptual models or frameworks to improve organizational sustainability

The concept of resilience, although controversial within research, appears to offer an increasingly attractive framework for addressing how organizations can adapt and respond to environmental, economic, and social changes, as suggested in [138]. According to [110], the behavior and characteristics of SMEs are critical for achieving resilient and sustainable businesses.

The force multiplier of newly networked organizational structures (e.g., sustainable supply chains) will continue to be critical for addressing the systemic issues underlying industrial ecology, organizational resilience, and global sustainability, as proposed in [110]. Reference [92] presented a model for developing leadership and organizational resilience as a means of improving sustainability in an organizational context. Both [85] and [115] developed a conceptual assessment model for integrating resilience with sustainable enterprise excellence (SEE) and social-ecological innovation (SEI). The purpose of their models is, in part, 'to provide actionable feedback and foresight that informs future sustainability' [85] (p. 378). In [122], a model of sustainable business resilience was developed, with a focus on the changeability of businesses, differentiating between positive organizational resilience (e.g., properly anticipated changeability that supports sustainable business continuity) and negative organizational resilience. The latter threatens organizational sustainability because the required changeability potential was misinterpreted.

57. Publications that regard the concept of organizational sustainability as a component of the concept of resilience

In [7], a conceptual process model was developed to demonstrate the process by which financially and sustainability-oriented organizations can translate gaps in their financial or sustainability performance into resilience by improving their coping and adaptive capacities. According to [106], research and practice show that more sustainable strategies lead to higher organizational resilience and performance in the long term. In [128], it was argued that the ever-evolving requirements for integrating sustainability into an organization's operations, and therefore into its strategy, can create both financial and reputational value and increase resilience to future change. Reference [133] (p. 5491) viewed resilience in SMEs as 'adaptability, responsiveness, sustainability, and competitiveness in evolving markets' and, consequently, sustainability as an element of organizational resilience. In [146], a framework that organizations can use to measure and analyze the resilience of their supply chains was proposed, identifying organizational sustainability as an enabler of resilience. Their view is in line with that of [141], in which it was argued that, if managers commit to organizational resilience, it is possible to identify, investigate, learn from, and, eventually, overcome the failures associated with the unsustainable use of resources and the environmental degradation to which it leads.

Reference [86] (p. 1616) described social and environmental practices (SEPs) as 'organizational practices that have a positive effect on society by improving the firm's impact on the social and natural environments'. The authors showed that organizational resilience develops through SEPs and is linked to organizational sustainability. However, while resilience helps significantly improve long-term outcomes in terms of growth and survival in volatile markets, the extent to which it improves short-term outcomes, such as an organization's financial health and profit, is unclear. Organizations with strong SEPs in place are able to identify changes and risks in their external environment and adapt accordingly, increasing their resilience [86].

S8. Publications that indicate potential complementarities between measures of organizational resilience and sustainability and organizational performance

S8.1. Authors who identify complementarities between resilience and sustainability in the organizational context

According to [126], the complementarities between the concept of organizational resilience and the broader concept of sustainability are not as useful as they could be, because the definitions of the two concepts overlap, and there is confusion as to how the two conceptual domains relate to each other. Reference [15] pointed out that sustainability science and resilience theory are commonly viewed as complementary, and, occasionally, the terms are used interchangeably. This suggests that, in some cases, the two concepts can be considered substitutes for each other [15]. Reference [122] theorized that organizational resilience can both promote and threaten sustainable business continuity and can, therefore, both complement and negatively impact organizational sustainability. In their literature review, [5] examined frameworks for jointly implementing sustainability and resilience in environmental management applications. The authors found that, in the literature, resilience and sustainability are viewed as complementary or competing and that these frameworks have separate objectives that lack a hierarchical structure. Furthermore, they note that resilience and sustainability can work complementarily in organizations and project frameworks when they are effectively managed and promoted by knowledgeable individuals.

S8.2. Studies that discuss in general terms possible complementarities between measures of organizational resilience or sustainability and organizational performance

Drawing on quantitative and qualitative data, [121] argued that organizational resilience can influence the sustainability and long-term performance of SMEs, without, however, clarifying whether resilience can complement or substitute sustainability. In their conceptual study, [27] indicated that prospering organizations must demonstrate high levels of resilience and sustainability symbiotically to ensure the continuity of high-quality performance. The authors did not specify, however, whether this

symbiosis is based on complementarity or substitution. According to [128], integrating sustainability measures into the organizational strategy increases both the organization's financial value (i.e., performance) and resilience, while, according to [32,33], this integrative approach produces complementary effects between sustainability and resilience.

S8.3. Studies that provide some empirical evidence on the complementarity between measures of organizational resilience and sustainability and performance

In [99], resilience was included among five organizational sustainability practices that, as they show empirically, improve the organizational sustainability performance by complementing each other. Their conclusion is consistent with the findings in [107], which provides empirical evidence from the wine industry that organizational sustainability (associated with sustained positive performance) is an outcome of specific practices related to organizational resilience, such as innovation, using sustainable resources, and maintaining supply-chain relationships. Similarly, Reference [26], using a qualitative multi-case study of manufacturing organizations, showed that key managerial dynamic capabilities, such as organizational, human, and technological capabilities, can foster organizational resilience and increase sustainability. Conversely, [29] argued that the economic, environmental, and social practices of operational sustainability can increase organizational resilience. However, the authors' empirical findings on how resilience and sustainability impact performance do not confirm their arguments. In contrast to previous studies, they found no significant relationship between profitability and sustainable strategic intent and did not conclude that organizational resilience capabilities have an impact on competitiveness. In [86], it was shown empirically that organizational resilience developed through social and environmental practices (SEPs) contributes to better long-term outcomes (i.e., performance), including growth and survival. Following [32,33], the authors showed that there is a complementarity between SEPs associated with organizational sustainability and resilience that increases financial performance.

S8.4. Authors who propose models to explain the complementary effects of resilience and sustainability in the organizational context

According to [115], enterprise excellence, sustainability, resilience, and robustness interrelate and have complementary and competing aspects that are critical to the health and vitality of an organization. To explore and leverage synergies among them, the author proposed a model that assesses sustainable enterprise excellence, resilience, and robustness (SEER2) and that, as stated in [115] (p. 324), 'leads to superior customer-related, human capital, financial, marketplace, societal, and environmental performance and impact'. More recently, [9] developed an exploratory multidomain conceptual model of resilience and sustainability in the organizational context to help understand the dynamics and interplay between the two concepts, as well as their cascading effects and synergies and the potential trade-offs they may involve. However, the authors did not examine such synergies in detail and made no references to the possible complementarity effects between measures of organizational resilience and sustainability.