



FACULTY OF  
MANAGEMENT & FINANCE  
UNIVERSITY OF COLOMBO

Colombo  
Business  
Journal

INTERNATIONAL JOURNAL OF  
THEORY & PRACTICE  
Vol. 15, No. 02, December, 2024

## Corporate Governance and Corporate Sustainability Performance: A Systematic Literature Review

Shalki Bansal<sup>a</sup> ✉, Nidhi Kaicker<sup>a</sup>

<sup>a</sup>*School of Management, Dr. B. R. Ambedkar University, India*

### Abstract

The Sustainable Development Goals have set a new global standard for sustainability, requiring significant corporate involvement through the adoption of sustainable practices. Corporate Governance (CG) is acknowledged as a crucial factor influencing Corporate Sustainability Performance (CSP). This paper aims to identify research gaps in the CG-CSP area through a systematic review of literature based on articles indexed in Scopus from 1993 to 2022. A total of ninety-four articles that examine CG as a predictor of CSP were selected and analysed using content analysis. The findings indicate that research on CG-CSP has increased in recent years, leading to the development of a conceptual framework highlighting existing research and revealing gaps in research methodologies and CG elements that influence CSP. Future studies should focus on utilising qualitative or mixed-method approaches and investigating the behavioural aspects of various corporate governance stakeholders.

**Keywords:** Corporate Governance, Corporate Social Performance, Systematic Literature Review

Received:  
05 April 2024

Accepted revised version:  
17 October 2024


Published:  
31 December 2024

Suggested citation: Bansal, S. & Kaicker, N. (2024). Corporate governance and corporate sustainability performance: A systematic literature review. *Colombo Business Journal*, 15(2), 87-114.

DOI: <https://doi.org/10.4038/cbj.v15i2.191>

© 2024 The Authors. This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

✉ Sbarsal.20@stu.aud.ac.in

 <https://orcid.org/0000-0003-2701-6857>

## **Introduction**

The term 'sustainable development' was first popularized through the Brundtland Report, published in 1987 by the World Commission on Environment and Development. The report states sustainable development as growth that meets the needs of the present without compromising the ability of future generations to meet their own needs (United Nations – Academic Impact, n.d.). Business sustainability, an essential aspect of sustainable development, arises from the belief that businesses, as integral parts of society and users of planetary resources, have a responsibility to prioritize sustainable practices. The phenomenon emerges with economic growth, which enhances societal well-being; however, it often comes with significant environmental and social costs, including pollution, climate change, resource depletion, health risks, and social instability (Nguyen et al., 2021). To address critical issues and meet the rising demands of stakeholders for ethical operations, the business sustainability concept has emerged (Galbreath, 2018), which is defined as "demonstrating the inclusion of social and environmental concerns in business operations and interactions with stakeholders" (Van Marrewijk, 2003, p. 102).

The significance of business sustainability is widely recognised, yet it remains a complex concept to measure. As an attempt at such a measure, Elkington (1998) introduced a framework for assessing business sustainability known as Corporate Sustainability Performance (CSP), which follows a triple bottom line (TBL) approach. This approach takes into account three key pillars: profit, people, and the planet. CSP is determined by several factors, internal and external to a company. Internal determinants include certain firm attributes like company values and goals, industry, and scope of activities (national, regional, and international), top management characteristics (gender, age, education, experience), internal stakeholder behaviours, ownership (family, government, state-owned, cooperatives), governance system, and firm size. External determinants include strategies employed by competitors as well as legislative recommendations, national legal and regulatory frameworks, national business systems, and pressure from secondary stakeholders (investors, financial markets, etc.) (Broccardo et al., 2018).

The growth of sustainability-related research has encouraged scholars to examine how Corporate Governance (CG) mechanisms influence sustainability outcomes (Orazalin & Mahmood, 2021). This is due to the expansion of corporate governance practices to enhance sustainability practices toward all stakeholders. Thus, scholars have begun investigating the relationship between corporate governance and sustainability performance (Rodrigue et al., 2012; Shaukat et al., 2015). However, the

majority of these researchers conclude that broadly, corporate governance, and specifically the board, is a major driver of corporate sustainability (Disli et al., 2022). However, there is a need for a systematic review concerning all elements of CG and CSP.

While different aspects of governance are covered in different reviews, such as institutional ownership (Velte, 2022), environmental sustainability (Aguilera et al., 2021; Enciso-Alfaro & García-Sánchez, 2022) (Appendix 1), a more comprehensive study that provides a comprehensive view of Corporate Sustainability Performance and Corporate Governance will prove beneficial. Currently, six reviews are available on this theme, of which three are based on articles collected from Scopus/Web of Science, affirming the comprehensiveness and, thus, the popularity of these two databases. Most of the reviews are based on bibliometric analysis/cluster analysis techniques (Enciso-Alfaro & García-Sánchez, 2022; Naciti et al., 2021; Velte, 2022), which are primarily quantitative and are unable to capture qualitative dimensions. Also, a review article by Antwi-Adjei et al. (2020) conducted a narrative analysis. Although similar papers elaborate on qualitative aspects too, they have limited coverage in guiding scholars about prominent journals, prolific authors, and universities for collaboration. Grounding on this omission of the literature, this study has developed research questions: *1. What aspects of Corporate Governance have been studied in corporate sustainability performance research? and 2. What gaps prevail in the existing literature to guide future research in the CG-CSP nexus?*

The remainder of this paper is structured as follows: The Review Methods section details the research methodology, including the selection criteria and analysis technique. The subsequent findings and Discussions section highlights the key findings of the study in the form of research gaps and related future research directions. Further, the contribution of the study, along with its implications and limitations, are explained. The concluding remarks follow this section.

## **Review Method**

This study employs the systematic literature review (SLR) method to understand the nexus of the concepts of CG and CSP as studied in the extant literature. Following the guidelines by Xiao and Watson (2017), the SLR process involves the following steps: (i) problem formulation, (ii) development and validation of the review protocol, (iii) literature search based on title review, (iv) screening for inclusion through abstract review, (v) quality assessment via full-text review, (vi) data extraction, (vii) data analysis and synthesis, and (viii) reporting of findings.

### ***Data Collection***

Research articles were sourced from the Scopus database, recognised as the largest repository of peer-reviewed literature in several research areas such as health, life sciences, physical sciences and engineering, and social sciences and humanities (Chadegani et al., 2013). The list of articles was extracted on the 23<sup>rd</sup> of September 2022, including the standard information such as abstract, keywords, year of publication, number of citations, author information, source, and affiliation. In line with the research questions formulated earlier, the keyword used is ‘Corporate Sustainability Performance’ to ensure extensive coverage, and the initial search yielded 3,857 articles. The review protocol entailed choosing a broad keyword to ensure that all aspects appeared in the search results, as using narrower keywords would have risked missing out on important articles. The publication period is from 1993 to 2022. The database had no articles before 1993 in this domain. The screening has been done in three rounds. In the first round, the articles were narrowed down based on the subject area, document type, source type, and language and 2,033 articles were obtained using the criteria<sup>2</sup>

The second round involved removing the articles that did not mention the determinants of CSP through title and abstract screening and 321 articles that mentioned the determinants of CSP were obtained. In the third round, the articles that considered CSP and Corporate Governance were kept through full-text reading. Thus, 94 articles were finally shortlisted for the detailed systematic review of CG-CSP research. It is to be noted that only the internal corporate governance mechanisms (Board, CEO, Top Management teams, owners, internal stakeholders, sustainability officers and sustainability committees) are considered during the screening because they are within the control of an organisation. External CG factors, such as legislation and country-level factors, were not considered in this study. Accordingly, 94 papers were considered for the content analysis.

### ***Systematic Literature Review with Content Analysis***

The articles shortlisted for SLR are analysed using the content analysis technique. As stated by Seuring and Müller (2008) “From a methodological point of view, literature reviews can be comprehended as content analysis, where quantitative and

---

<sup>2</sup> The search query used on Scopus is (TITLE-ABS-KEY (corporate sustainability performance) AND ( LIMIT-TO ( DOCTYPE,"ar" ) OR LIMIT-TO ( DOCTYPE,"re" ) ) AND ( LIMIT-TO ( SUBJAREA,"BUSI" ) OR LIMIT-TO ( SUBJAREA,"ECON" ) ) AND ( LIMIT-TO ( LANGUAGE,"English" ) ) AND ( LIMIT-TO ( SRCTYPE,"j" ) ) ). This query included the document type as ‘articles’ and ‘review papers’, in subject areas of ‘Business, Management & Accounting’ and ‘Economics, Econometrics & Finance’, of language ‘English’ and from source as ‘journal’.

qualitative aspects are mixed to assess descriptive as well as content criteria” (p. 1700).

In this study, the analysis was conducted in two levels. The first examines the text's evident content using statistical methods, predominantly a quantitative technique with predetermined and deductive classification. As per Seuring and Müller (2008), it provides basic quantitative information about top journals and publishers, research hotspots that reveal geographical research gaps, and yearly publication trends. The second level focuses on interpreting the text's overt and covert meanings and attempting to draw deep insights to comprehend the phenomenon's fundamental mechanisms, motivations, and goals through categorical analysis. Specific categories are framed to extract the relevant information from the articles and answer the research questions. The approach to frame categories can be inductive and deductive (Khirfan et al., 2020). In the inductive approach, the articles under study are examined to derive the categories, whereas, in the deductive approach, the categories are pre-defined based on literature (Lahane et al., 2020). For this study, the inductive approach is used along the lines of Lahane et al. (2020). Universal categories, such as research design, research methods, data analysis, theories, and mathematical tools, are used to investigate methodological gaps. Additionally, categories such as CG aspects, CSP aspects, mediators and moderators are included to investigate the conceptual gaps. A detailed description of the categories is given in Appendix 2.

## **Findings and Discussion**

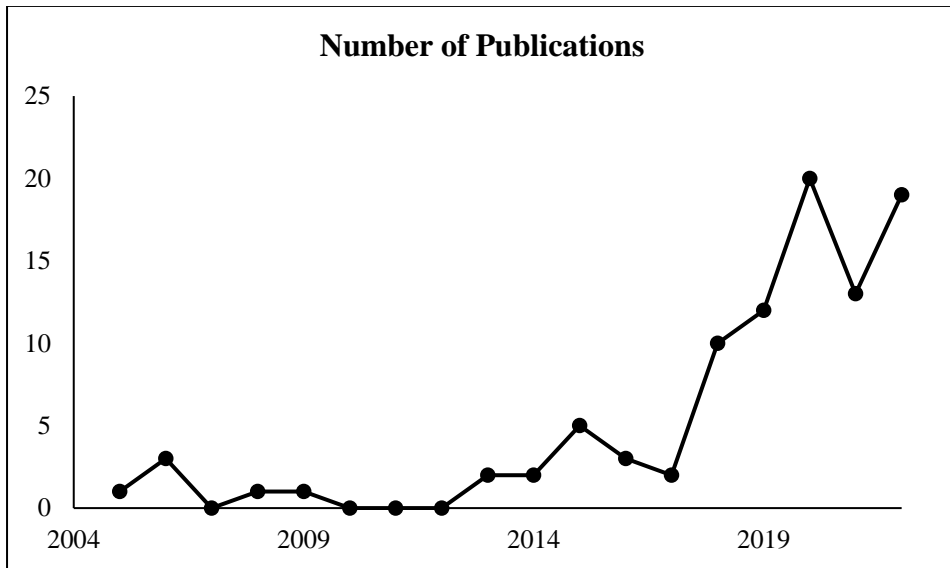
### ***Overview of Research Trends in the CG-CSP Relationship***

The analysis of CG-CSP research reveals that the field was relatively underexplored before 2015 (Figure 1). However, a considerable rise in scholarly interest emerged post-2015 when the United Nations introduced the Sustainable Development Goals, triggering global attention. The research further dramatically spurred in 2018. During this year, several European countries brought new governance codes or amended the old ones, bringing corporate governance topics to the interest. It reached its peak in the year 2020. The interest is still prevalent, and the research inclination in this arena seems that it is here to stay.

This topic is interdisciplinary, encompassing 21 unique publishers, with John Wiley and Sons, Emerald, Springer and Elsevier in the top four. Notably, 67 articles out of 94 are published by these renowned issuers. The ‘Business Strategy and Environment’, the flagship interdisciplinary journal by John Wiley and Sons, is the

leading publisher in CG-CSP research with the highest number of articles (Appendix 3). This, together with the Journal of Business Ethics, Journal of Cleaner Production, and Corporate Social Responsibility and Environmental Management account for 39 publications. Other than these, 49 unique journals are publishing research on CG-CSP.

**Figure 1: Publication Trends in CG-CSP Research**



The geographic distribution shows that scholars from 33 countries are engaged in CG-CSP research. European countries lead this area, reflecting perceptions of their environmental responsibility and fewer governance issues. Asia is also becoming significant, with 26 studies by Asian authors, including 4 from India, indicating that emerging economies are enhancing their governance frameworks. In contrast, South America and Africa remain in the early stages of research.

This analysis highlights opportunities for cross-country collaboration, which could be valuable given the diverse governance and sustainability approaches. The interest in CG-CSP research is notable across three major continents: America, Europe, and Asia, with 25, 23, and 24 articles published, respectively. North America has substantial research activity despite having fewer scholars from the USA and Canada. India contributes 5 of the 24 studies in Asia, highlighting its growing research interest in the field. There is a geographic research gap owing to different CG legal environments in different geographies in the form of regulations, disclosures, and strictness. Similarly, the incorporation of sustainability in business

practices, despite being a global concern, depends on the cultural factors which vary with the geography. The concept of sustainability is global, and the concept of governance is majorly country-specific. According to E-Vahdati et al. (2019), the integration of CG and CSP varies by region, encouraging the researcher to look for specific concerns in the country's context and conduct research accordingly. Developing countries still need to receive adequate coverage because the current study depicts a distinction between developed and developing countries could be made by incorporating the country-level effects on CG (Yadav & Prashar, 2022; Yilmaz et al., 2022). Apart from that, sustainability practices depend on the industry to a large extent. For instance, specific industries, such as mining, oil and gas, fashion, and chemicals, might be more environmentally exploitative. The companies in these industries can be separately studied because they might have different regulatory requirements, environmental impact, and sustainability approaches. The kind of industry in which a company operates tends to affect its impact on the environment. Specific industries use non-renewable resources extensively, generate pollution in several ways, and have hazardous emissions. In the study, a limited number of articles were industry-specific. The financial sector is usually excluded from the heterogeneous samples because of the differences in financial reporting requirements of this sector (Schiebel, 2007). However, this has resulted in separate studies on the financial services sector (Appendix 4). Of the 94 articles under study, only 21 articles were industry-specific. The research sample of the rest of the papers was heterogeneous in terms of the industry. Many articles have provided the details of companies by industry, but they were diverse (Appendix 4).

### ***CG as a Predictor of CSP, Research Gaps and Avenues for Future Research***

*Primary and secondary CSP aspects.* Since the keyword used is Corporate Sustainability Performance, maximum studies focus on overall CSP as the dependent variable as the primary aspect. CSP is broadly covered in 80 articles as the primary aspect of the investigation. However, eight articles cover the social aspect or CSR as a proxy for sustainability, whereas two articles focus on environmental performance as a proxy for sustainability. This limited focus suggests that future research should explore individual dimensions of CSP. They can be separately studied by building more complex statistical models and using advanced statistical techniques, which may unveil significant relationships between variables. If we delve deeper, the secondary CSP aspects revealed some exciting areas such as green investments (Schaltenbrand et al., 2016), ESG investments (Theis & Nipper, 2021), green innovation (Ren et al., 2020), carbon performance (Moussa et al., 2019), sustainability strategy (Eide et al., 2020), adoption of eco-friendly business practices

(Shubham et al., 2018), that are being studied within the ambit of corporate sustainability.

*Primary and secondary CG aspects.* The primary CG aspect studies the actors of corporate governance that have been studied as the determinant of CSP. While corporate governance is a broad concept, the board is the chosen authority for implementing governance in a corporation. Therefore, the board is the focus of the highest number of research articles, followed by the CEO; these actors appear in 72 articles. Shareholders feature in 11 articles, and 5 articles discuss the role of stakeholders in sustainability. These two actors are prominent because of their power and ability to pressure the management and affect corporate decision-making. The role of the chief sustainability officer is being recognised to ensure that the governance structure has a dedicated seat for sustainability concerns. Although there are conceptual overlaps between shareholders and stakeholders or CEO and TMT (Top Management Team), they have been listed as per their listing in the research article.

Similarly, we look at the deeper or second-level aspects of CG. The secondary aspect shows the attributes of the CG actor studied in the primary aspect. For this purpose, we individually analyse each article, focusing on the constructs, dependent, and independent variables. These were listed and grouped as per actor of CG, and the findings are presented below (Table 1 and Figure 2).

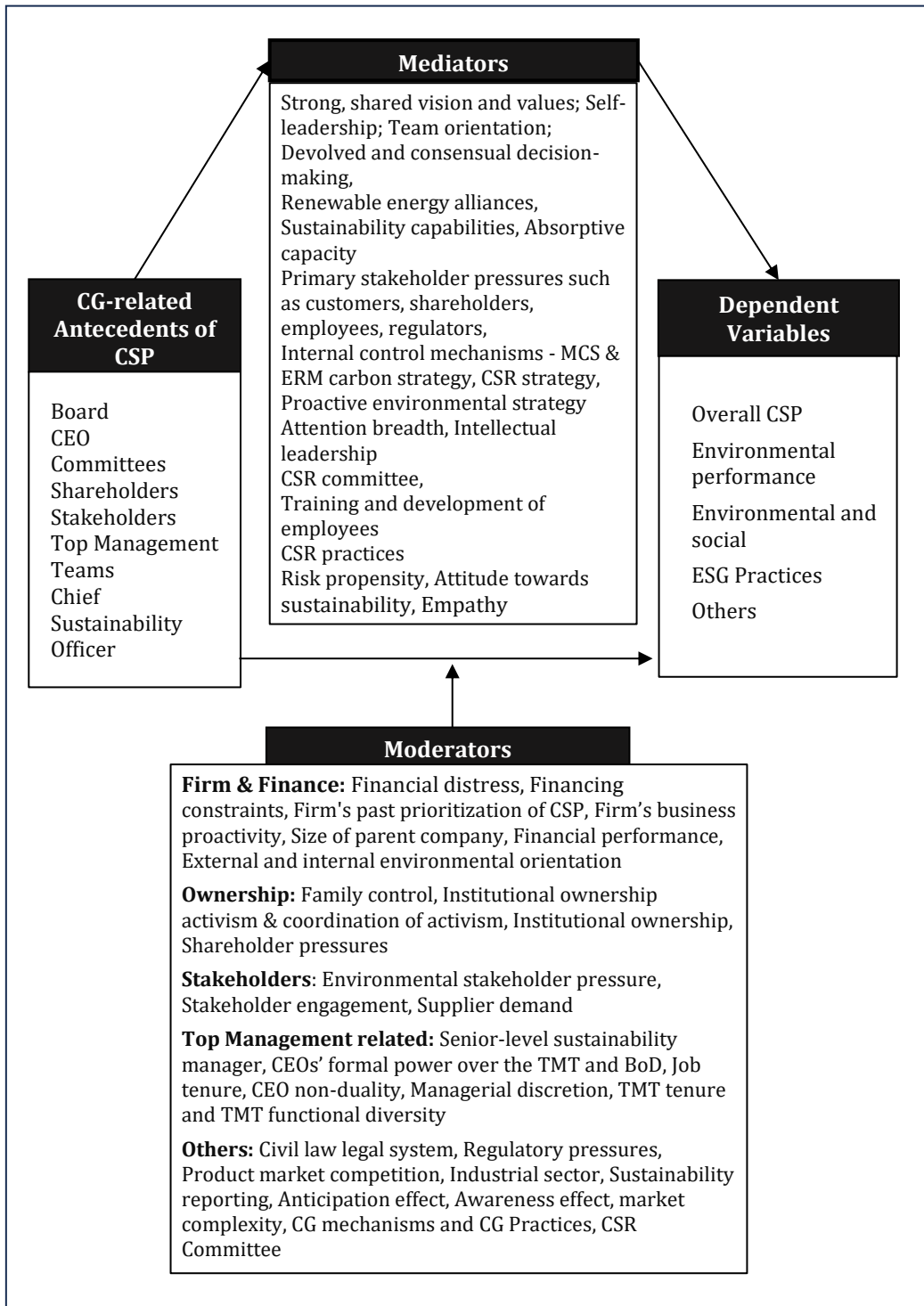
**Table 1: Primary and Secondary Aspects of CSP and CG**

CSP		CG	
Primary	Secondary	Primary	Secondary
CSP	Overall CSP, Environmental performance, Environmental and social, ESG Practices	Board	Independence, Size, No. of meetings, Diversity (Gender, Nationality, Function, Culture and Age), Structure, Monitoring effectiveness, Skills, Environmental orientation, Responsibility, Incentives, Director ties, Education, Meeting attendance, Composition, Leadership, Ownership, Board shareholder rights, Compensation, Strategy



CSP		CG	
Primary	Secondary	Primary	Secondary
Others	Sustainability in projects Environment friendliness & responsiveness, green investments, corporate sustainability practices, adoption of eco-design practices, source-reduction practices, environment management system practices, sustainable supply chain management performance, carbon performance, relationship with customers, suppliers, & community, Sustainability strategy, ISO 14001 adoption Sustainable competitive advantage, green innovation, ESG investments, corporate sustainability motivation, employees, community, and sustainable value chain (1)	CEO	Duality, Responsibility, Commitment to sustainability, Leadership style, Power, Ability, Turnover, Gender diversity, Compensation, Succession, Career Experience, Social Ties, CSR Contracting, Motivation, Hometown identity, behavior, Leadership competencies, Inside debt, Extraversion, Narcissism & hubris, social values and preferences, Leadership determinants
		Shareholders	Institutional ownership, Ownership concentration, Socially responsible pension funds, Qualified FIIs, Family block-holders, Responsible ownership, Public
		Committees	Board environmental committees, Sustainability committee presence, Sustainability committee size, Independence, Meetings, Expertise, Audit Committee, CSR Committee
		Stakeholders	Engagement and social auditing, Community and consumer pressures, Secondary such as Media NGOs, Stakeholder integration, Regulators, Employees, Shareholders rights
		TMT	Leadership style, Gender diversity, Job demands
		CSO	Presence, Appointment and Expertise

Figure 2: Integrated Conceptual Framework of CG-CSP Research



The review identified findings related to CG actors that have been studied in the CSP context and related research gaps.

### *Board of Directors*

The board remains a pre-dominant governance actor and is thoroughly researched, with gender diversity, independence, and size being covered in 11, 16, and 26 articles, respectively. Board's 'generational diversity' and 'ethnic diversity' can also be investigated in the future (Fakir & Jusoh, 2020). Factors like the board's external networks, relationships amongst board members, compensation, background, and expertise have been relatively less explored in the context of sustainability. It would be fascinating to look into the distinct viewpoints of individuals who interact with independent directors frequently, such as CEOs or business owners, to define better the role of the independent director in ensuring CSP (Mirone et al., 2021). While gender diversity is widely studied, there is limited study on how female directors' roles differ in family businesses versus non-family businesses. Investigating the extent of female involvement on both boards to determine whether it is active or merely a legal compliance is another intriguing extension (Provasi & Harasheh, 2020).

### *The CEO*

CEO duality has been extensively explored as the predictor of CSP through six articles, mainly because it has proven to interfere with the independent decision-making of the board. Apart from this, CEOs' leadership aspects have also been thoroughly examined through various variables such as leadership style, responsibility, leadership determinants, and leadership competencies. CEOs' observable characteristics, such as career experience, origin, and gender, along with the underlying characteristics, such as narcissism, overconfidence and hubris, social values, and extraversion, have been touched upon through one article each. While some articles discuss CEO power and social ties, all the mentioned attributes have been examined at the surface level. Compensation, CSR contracting, and inside debt have covered the remuneration angle. The attributes of a CEO are under-examined in the context of CSP, ranging from observable characteristics such as career experience and education; underlying characteristics such as personality, narcissism, values, intelligence and ability; to interactions with others including social ties and power (Figure 2). Studying a CEO's entrepreneurial experience or multi-cultural experience could be fascinating and complimentary. The effects of 'business education' (Ahn, 2022) and sources of CEO power, such as ownership, expertise, and prestige, can be examined further (Aibar-Guzmán & Frías-Aceituno, 2021). Further, in CSR

contracting, all dimensions of managerial compensation, such as bonuses and short-term pay, can be studied (Cavaco et al., 2020). Future studies may examine the effect on CSP by examining the CEO's personality and career-related elements and how they complement and contrast with the ability dimension (García-Sánchez et al., 2019).

### *Owners*

After the board and the CEO, shareholders hold a significant voice in the company's decision-making. While the typical ownership pattern of a company involves promoters, institutional investors, and the public, each of these elements can affect CSP. Due to their holdings, shareholders have a significant say in company matters. They can demand information from the company regarding its sustainability strategies and efforts (Velte, 2022). Institutional ownership has been the focus of four articles attributable to the fact that these owners have large holdings. They can be more inclined towards sustainability due to their international exposure and stewardship roles (Velte, 2022). Two articles discuss socially responsible ownership, highlighting that the sustainability orientation and goals of investors tend to impact CSP. Family block holders also form part of this pack with two articles due to their significant holdings. The concept of family firms can potentially be studied further concerning CSP. In the Indian context, family firms are pre-dominant and function differently than widely-held companies (Yadav & Prashar, 2022). Another aspect, like family heterogeneity, i.e. (single/multi-generation) rather than treating family firms as homogenous, can offer new perspectives (Anwar & Ahmed, 2020). By avoiding corporate governance, family block holders could impose their interests and interfere with managerial procedures. Therefore, future research should separate the relationship between company governance, management, and ownership, evaluating whether family block holders eschew governance mechanisms like boards of directors to maximise their gains (Maso et al., 2020). Several constructs can be examined regarding institutional shareholders, such as the 'influence of socially responsible pension funds' (Alda, 2019) or 'the heterogeneity of institutional investors' (Velte, 2022). Another novel contribution is creating a model to measure the sustainability orientation of institutional investors based on various sustainability attributes such as long-term, pressure-resistant, signatories to PRI, and foreign institutional investors. This model can be used to allocate a socially responsible institutional ownership score to the company and accordingly study its impact on CSP. The role of the public is being recognised as well. However, the challenges of fragmented holdings and lack of awareness may emerge, and their study can provide some new perspectives.

### *Stakeholder*

In addition to shareholders, a company is answerable to other primary stakeholders, such as employees, suppliers and community, and secondary stakeholders, such as media and NGOs. They have been thinly discussed in recent studies but are strongly arriving in the corporate sustainability scene. Future studies might examine how executives respond to various stakeholder pressures. Apart from the owners, a company has several stakeholders, including employees, suppliers, customers, regulators, media, community, etc. The power of these stakeholders and the scope for their integration can be instrumental in ensuring a company's governance and can serve as an exciting area for research (Shi & Tsai, 2020; Shubham et al., 2018).

### *The Chief Sustainability Officer (CSO)*

As suggested by the framework (Figure 2), the CSO's presence, expertise, and appointment have been covered in recent studies. Studies on the long-term impact of chief sustainability officers still need to be included. Also, a case-based study can discover the motives behind hiring them, wherein the motives may range from positives, such as sharing expertise and increasing CSP, to negatives, such as deceiving the shareholders and regulators (Kanashiro & Rivera, 2017).

In addition to the above findings, the study reveals that most studies consider a singular aspect of CG. It supports the findings of Aguilera et al. (2021), too. Thus, it could be worthwhile to see various actors of CG engaging in an interplay to affect CSP. For instance, how sustainability-related concerns of investors, such as pension funds, are considered when boards make decisions about investments and operations when CEOs decide the strategy, and when managers and staff put those decisions into practice. Since likely, the interests of these CG actors are not aligned, it is crucial to comprehend how disagreements between them develop and are subsequently settled at each stage of the decision-making and implementation process. Future studies can look into more variables/moderators/mediators that affect CSP (Abdulaziz-al-Humaidan et al., 2021). Also, further research is required to combine organisational theories of CSP and stakeholder management with micro-foundational theories. Within the organisational context, micro-foundational theories can include the theories that cover the behaviour of individuals in the organisation that can impact the overall corporate sustainability. For instance, CEO strategic cognition theories increasingly emphasise empathy, values, and emotions as potential predictors of firm-level results. Even though these elements logically lend themselves to CSP subjects, they have not been adequately discussed in the CSP literature (Chiu & Walls, 2019).

### ***Mediators and Moderators***

As the study reveals, a diverse list of moderators and mediators has emerged in the analysis; however, the coverage could be further enhanced.

In terms of the Corporate Governance aspects, despite being an independent variable, it has also served as a mediator in five empirical studies comprising primary stakeholder pressures (Shubham et al., 2018), CEO attention breadth in sustainability issues (Ahn, 2022), intellectual leadership (Eide et al., 2020), CSR Committee (Martínez-Ferrero et al., 2020), risk propensity, attitude towards sustainability, empathy of executives (Theis & Nipper, 2021). All of them supported either fully or partly the relationship between the chosen antecedents which are secondary stakeholders (Shubham et al., 2018), CEO career experience and social ties (Ahn, 2022), CEO motivation (Eide et al., 2020); board cultural diversity (Martínez-Ferrero et al., 2020); respectively and sustainability except risk propensity, attitude towards sustainability and empathy of executives which did not mediate the relationship between board gender and ESG investments (Theis & Nipper, 2021). Apart from that, the mediators primarily consist of the company's internal strengths (sustainability capabilities, absorptive capacity, renewable energy alliances); control mechanisms such as MCS (Management control systems) and ERM (Enterprise risk management); and strategy (CSR strategy, carbon strategy, environmental strategy) highlighting their importance in explaining the relationship between CG elements and CSP.

The moderators considered can be broadly categorised into 'traditional finance and firm related', CEO and Board related, ownership-related, stakeholder-related and others. The first category includes empirical studies covering moderators like the firm's business proactivity (which shows no significant impact on the relationship between the interlocking director and corporate environmental performance) and the size of the parent company (which significantly impacts this relationship) (Ortiz-de-Mandojana & Aragon-Correa, 2013). Other firm-level moderators include financing constraints, which significantly influence the relationship between CEO's management ability and sustainability performance (Khan et al., 2022), and external/internal environmental orientation, which positively moderates the relationship between organisational preparedness for corporate entrepreneurship and environmental as well as financial performance (Niemann et al., 2019). In a separate study, the performance of the company positively mitigated the effect of consumer demands on sustainable investments (Schaltenbrand et al., 2016).

Ownership-related moderators include family control, which weakens the relationship between board independence and CSR performance (Anwar & Ahmed, 2020). Institutional ownership, along with activism and coordination of activism, positively moderates the long-term ownership-CSP relationship (Neubaum & Zahra, 2006). Institutional ownership also negatively moderates the positive relationship between the CEO's hometown identity and green innovation (Ren et al., 2020).

Regarding stakeholders, environmental stakeholder pressure has been found to positively moderate the relationship of female executives' participation with unethical environmental behaviours as well as a proactive environmental strategy (Pan et al., 2020). Similarly, stakeholder engagement strengthens the positive effect of CG on sustainability (Konadu et al., 2021), and supplier demand positively moderates the effect of corporate sustainability practices on social performance (Shi & Tsai, 2020).

Top management-related moderators include factors such as the presence of a senior-level sustainability manager, which impacts the relationship between board environmental committees and corporate environmental performance; however, no specific information could be derived on the strength of this relationship (Dixon-Fowler et al., 2015). Other moderators include job tenure, which positively moderates the impact of consumer demands on sustainable investments by managers (Schaltenbrand et al., 2016); CEO non-duality, which strengthens the relationship between board monitoring effectiveness and CSP (Lee, 2022); managerial discretion, which positively moderates the relationship between CSR and organisational sustainability (Amir et al., 2022); and TMT tenure and functional diversity which weaken the negative influence of executive job demands on CSP (Popli & Raithatha, 2022). It is important to highlight that no single mediator/moderator monopolises the research area.

Certain constructs such as environmental alliances, employee motivation, innovation performance, technology, organisational performance, market orientation, and global strategic intentions can be mediators/moderators and thus can be studied further (Orazalin, 2019). Future studies examining stakeholder influence in promoting the organisational adoption of sustainable practices can examine the moderating role of intra-organizational factors, such as top management support and organisational leaders' vision towards environmental sustainability (Shubham et al., 2018). Another appropriate extension of this line of inquiry could be investigating how different plant and parent company elements moderate how managers perceive and respond to these demands. The competitive position of the parent firm, the

organisational structure of subsidiaries and plants, and a company's past environmental performance are examples of moderating factors that might enhance the validity of the results. (Schaltenbrand et al., 2016).

### ***Research Methodology Trends, Gaps and Future Research Directions***

Considering the research methods, in the papers considered, quantitative methods are prominent, with desk quantitative studies providing momentum followed by empirical quantitative studies. Regression is the most commonly used data analysis technique, with varied models including logistic regression, binomial regression, panel data regression, multivariate hierarchical regression and probit regression, to name a few. However, qualitative studies are limited (11 of the total 94 articles). This reflects that future studies could ground qualitative techniques that can provide a more refined understanding of the behavioural aspects of Board members/CEOs/TMTs. Seventy-five articles use quantitative models, reflected throughout the research design. Thus, future research should employ qualitative research design to explore complex constructs such as CEO behaviour, personality traits, and board members' personality traits, to name a few.

There is also a significant scope for mixed-methods research in CG-CSP. Such methods can bring out the reasons for issues in implementing sustainability measures despite robust CG frameworks. This approach offers scope for triangulation, which lends scientific rigour to the studies by complimenting/validating the results of both methods. For data collection, in-depth interviews can be used to study the niche aspects of CG and CSP. It has the potential to unfold the hidden aspects, which can be crucial due to the voluntary nature of sustainability efforts. Case- studies can also effectively examine a single unit or a few units to set an example for others. A multi-method triangulation approach can increase scientific rigour and produce more robust results. In terms of data analysis, advanced techniques, such as confirmatory factor analyses, partial least square modelling, and structural equation modelling, may be considered (Suriyankietkaew, 2022). CSP can be measured as a latent construct to factor in the effects of various industries as they may have different CSP concerns and indicators (Chiu & Walls, 2019).

Most research focuses on large, publicly listed companies, leaving a gap in understanding CSP in private or small/medium companies. The sample of private companies may require an alternate methodology because limited financial data is available in these companies due to lower disclosure requirements. Moreover, the drive for CSP among small/medium companies differs from that of larger companies



(Amir et al., 2022). While large companies must comply with regulations, SMEs tend to view regulation as a complicated and demotivating external requirement; instead, they seem more attentive to employee requests (Ernst et al., 2022). It is due to their extensive ties to the community and people; thus, they can better identify and respond to their employees' issues. It is facilitated mainly by their stronger sense of attachment to their employees and less bureaucratic communication channels (Ernst et al., 2022). Therefore, studying how these companies approach corporate sustainability without external pressures is intriguing.

## **Conclusion**

This study examines the state of Corporate Governance and Corporate Sustainability Performance research through a systematic literature review and identifies the gaps for future research.

The findings of the study reveal that existing studies focus more on the leadership aspect of corporate governance, affirming that the prime responsibility for sustainability lies on the shoulders of company management. With the research picking up in 2015, it became more streamlined, with authors recognising elements of both topics and dissecting them to understand key relationships and connections. The research methodology shifted from qualitative to quantitative in a short period, with the research design focused on desk quantitative data analysis methods. In terms of the scope, it began as an area of interest primarily in the US and Europe but later enticed research in many developed and developing Asian and African countries. Although widely researched, CG-CSP still has several aspects that can be studied in depth, especially using qualitative methodology.

Furthermore, the conceptual research extensions could be done in the form of different dimensions under the existing constructs, such as studying CEO attributes such as power and ability through various dimensions and accordingly designing the hypothesis. The research potential also lies in the form of proxies of measurement. For instance, the board's gender diversity has been measured through the number/percentage of female directors. It can be extended through critical mass theory, stating that diversity and its impact varies after a certain percentage of women on board is achieved. Regarding shareholders, the research extension aiming at assessing the impact of institutional investor composition on total ownership is worthwhile for CSP. The study of the role of family firms also looks promising, as per the extant review. The dearth of studies with the collective effect of various CG aspects is also identified and presents a massive scope for further research. However,

the researchers must be mindful of the correlation between variables and complex mediator/moderator relationships that may emerge in such an exercise.

In terms of the population of the study, the focus has been on large companies. SMEs and private companies are of interest as they significantly contribute to the environment and society. Their study can also entail deploying various combination research designs and mixed methods to produce significant findings.

By doing so, this study makes an academic contribution by providing a systematic and comprehensive framework of CG elements that could affect CSP. It serves as a holistic framework for novice researchers to identify slivers of gaps between the plethora of research already conducted. The content analysis approach helps to dive deeper to develop themes that might not be discovered through bibliometric analysis. In terms of policy implications, the study suggests that regulatory bodies could consider stringent regulations to boost CSP levels, such as making the formation of a sustainability committee or the appointment of Chief Sustainability Officers compulsory. From a managerial perspective, corporates can carefully examine their governance structures and adjust their hiring practices to ensure better CSP. This study has social implications as well, highlighting the need for businesses to modify their governance structures to improve social well-being and alter their attitudes towards sustainable practices.

The study has some limitations including the coverage of only the Scopus database. Future research could extend the scope by incorporating more databases such as Web of Science and EBSCO. Additionally, the study focuses only on internal CG. External corporate governance factors, such as legislation and country-level factors, can also be studied similarly.

### **Declaration of Conflicting Interests**

The authors declared no potential conflict of interest with respect to the research, authorship, and publication of this article.

### **References**

Abdulaziz-Al-Humaidan, A., Ahmad, N., & Islam, M. S. (2021). Investigating the mediating relationship between sustainability orientations and sustainable performance in the SME context of Tunisia. *Vision the Journal of Business Perspective*, 26(3), 369–381. <https://doi.org/10.1177/09722629211000481>

- Aguilera, R. V., Aragón-Correa, J. A., Marano, V., & Tashman, P. A. (2021). The corporate governance of environmental sustainability: A review and proposal for more integrated research. *Journal of Management*, 47(6), 1468–1497. <https://doi.org/10.1177/0149206321991212>
- Ahn, Y. (2022). A socio-cognitive model of sustainability performance: Linking CEO career experience, social ties, and attention breadth. *Journal of Business Ethics*, 175(2), 303–321. <https://doi.org/10.1007/s10551-020-04651-w>
- Aibar-Guzmán, B., & Frías-Aceituno, J. (2021). Is it necessary to centralize power in the CEO to ensure environmental innovation? *Administrative Sciences*, 11(1), 27. <https://doi.org/10.3390/admsci11010027>
- Alda, M. (2019). Corporate sustainability and institutional shareholders: The pressure of socially responsible pension funds on environmental firm practices. *Business Strategy and the Environment*, 28(6), 1060–1071. <https://doi.org/10.1002/bse.2301>
- Amir, M., Siddique, M., & Ali, K. (2022). Responsible leadership and business sustainability: Exploring the role of corporate social responsibility and managerial discretion. *Business and Society Review*, 127(3), 701–724. <https://doi.org/10.1111/basr.12284>
- Amran, A., Lee, S. P., & Devi, S. S. (2013). The influence of governance structure and strategic corporate social responsibility toward sustainability reporting quality. *Business Strategy and the Environment*, 23(4), 217–235. <https://doi.org/10.1002/bse.1767>
- Antwi-Adjei, A., Kong, Y., Kwame, O., & Antwi-Adjei, N. A. (2020). A review: Corporate governance and sustainability. *International Journal of Scientific Research in Science and Technology*, 7(6), 79–89. <https://doi.org/10.32628/ijrst20769>
- Anwar, R., & Ahmed, J. (2020). Evaluating the moderating impact of family on the relationship between board independence and corporate social responsibility using propensity score matching. *South African Journal of Business Management*, 51(1), 1–10. <https://doi.org/10.4102/sajbm.v51i1.1854>
- BBC News. (2022, December 16). *Gambia child deaths: WHO stands by “dangerous” India cough syrup claim*. <https://www.bbc.com/news/world-asia-india-63996180>
- Broccardo, L., Truant, E., & Zicari, A. (2018). Internal corporate sustainability drivers: What evidence from family firms? A literature review and research agenda. *Corporate Social Responsibility and Environmental Management*, 26(1), 1–18. <https://doi.org/10.1002/csr.1672>
- Cavaco, S., Crifo, P., & Guidoux, A. (2020). Corporate social responsibility and governance: The role of executive compensation. *Industrial Relations a Journal of Economy and Society*, 59(2), 240–274. <https://doi.org/10.1111/irel.12254>

- Chadegani, A. A., Salehi, H., Yunus, M. M., Farhadi, H., Fooladi, M., Farhadi, M., & Ebrahim, N. A. (2013). A comparison between two main academic literature collections: Web of Science and Scopus databases. *Asian Social Science*, 9(5), 18–26. <https://doi.org/10.5539/ass.v9n5p18>
- Chiu, S.-C., & Walls, J. L. (2019). Leadership change and corporate social performance: The context of financial distress makes all the difference. *The Leadership Quarterly*, 30(5), 1–23. <https://doi.org/10.1016/j.leaqua.2019.101307>
- Disli, M., Yilmaz, M. K., & Mohamed, F. F. M. (2022). Board characteristics and sustainability performance: Empirical evidence from emerging markets. *Sustainability Accounting Management and Policy Journal*, 13(4), 929–952. <https://doi.org/10.1108/SAMPJ-09-2020-0313>
- Dixon-Fowler, H. R., Ellstrand, A. E., & Johnson, J. L. (2015). The role of board environmental committees in corporate environmental performance. *Journal of Business Ethics*, 140(3), 423–438. <https://doi.org/10.1007/s10551-015-2664-7>
- Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the Environment*, 11(2), 130–141. <https://doi.org/10.1002/bse.323>
- Elkington, J. (1998). *Cannibals with forks: The triple bottom line of 21st century business*. New Society Publishers.
- Elkington, J. (2004). Enter the triple bottom line. In J. Elkington (Ed.), *The triple bottom line* (pp. 1–16). Routledge. <https://johnelkington.com/archive/TBL-elkington-chapter.pdf>
- Eide, A. E., Saether, E. A., & Aspelund, A. (2020). An investigation of leaders' motivation, intellectual leadership, and sustainability strategy in relation to Norwegian manufacturers' performance. *Journal of Cleaner Production*, 254, 120053. <https://doi.org/10.1016/j.jclepro.2020.120053>
- Enciso-Alfaro, S., & García-Sánchez, I. (2022). Corporate governance and environmental sustainability: Addressing the dual theme from a bibliometric approach. *Corporate Social Responsibility and Environmental Management*, 30(3), 1025–1041. <https://doi.org/10.1002/csr.2403>
- Ernst, R., Gerken, M., Hack, A., & Hülsbeck, M. (2022). SMES' reluctance to embrace corporate sustainability: The effect of stakeholder pressure on self-determination and the role of social proximity. *Journal of Cleaner Production*, 335, 130273. <https://doi.org/10.1016/j.jclepro.2021.130273>
- E-Vahdati, S., Zulkifli, N., & Zakaria, Z. (2019). Corporate governance integration with sustainability: A systematic literature review. *Corporate Governance*, 19(2), 255–269. <https://doi.org/10.1108/CG-03-2018-0111>

- Fakir, A. N. M. A., & Jusoh, R. (2020). Board gender diversity and corporate sustainability performance: Mediating role of enterprise risk management. *Journal of Asian Finance Economics and Business*, 7(6), 351–363. <https://doi.org/10.13106/jafeb.2020.vol7.no6.351>
- Galbreath, J. (2018). Do boards of directors influence corporate sustainable development? An attention-based analysis. *Business Strategy and the Environment*, 27(6), 742–756. <https://doi.org/10.1002/bse.2028>
- García-Sánchez, I., Hussain, N., & Martínez-Ferrero, J. (2019). An empirical analysis of the complementarities and substitutions between effects of CEO ability and corporate governance on socially responsible performance. *Journal of Cleaner Production*, 215, 1288–1300. <https://doi.org/10.1016/j.jclepro.2019.01.130>
- Hotten, R. (2015, December 10). *Volkswagen: The scandal explained*. BBC News. <https://www.bbc.com/news/business-34324772>
- Hambrick, D. C. (2007). Upper echelons theory: An update. *The Academy of Management Review*, 32(2), 334–343. <https://www.jstor.org/stable/20159303>
- Janssen, M. C. W. (2008). Microfoundations. In M. Vernengo, C. P. Esteban & J. Ghosh (Eds.), *The new palgrave dictionary of economics* (pp. 1–8). Macmillan. [https://doi.org/10.1057/978-1-349-95121-5\\_2707-1](https://doi.org/10.1057/978-1-349-95121-5_2707-1)
- Kanashiro, P., & Rivera, J. (2017). Do chief sustainability officers make companies greener? The moderating role of regulatory pressures. *Journal of Business Ethics*, 155(3), 687–701. <https://doi.org/10.1007/s10551-017-3461-2>
- Khan, M. K., Naeem, K., & Xie, M. (2022). Does managerial ability transform organization from the inside out? Evidence from sustainability performance of financially constrained firms in an emerging economy. *Borsa Istanbul Review*, 22(5), 897–910. <https://doi.org/10.1016/j.bir.2022.06.006>
- Khirfan, L., Peck, M., & Mohtat, N. (2020). Systematic content analysis: A combined method to analyze the literature on the daylighting (de-culverting) of urban streams. *MethodsX*, 7, 100984. <https://doi.org/10.1016/j.mex.2020.100984>
- Konadu, R., Ahinful, G. S., & Owusu-Agyei, S. (2021). Corporate governance pillars and business sustainability: Does stakeholder engagement matter? *International Journal of Disclosure and Governance*, 18(3), 269–289. <https://doi.org/10.1057/s41310-021-00115-3>
- Lahane, S., Kant, R., & Shankar, R. (2020). Circular supply chain management: A state-of-art review and future opportunities. *Journal of Cleaner Production*, 258, 120859. <https://doi.org/10.1016/j.jclepro.2020.120859>
- Lee, S. P. (2022). Board monitoring effectiveness and corporate sustainability performance: Do legal system and CEO non-duality matter? *Review of*

- Managerial Science*, 17(4), 1243–1267. <https://doi.org/10.1007/s11846-022-00559-z>
- Martínez-Ferrero, J., Lozano, M. B., & Vivas, M. (2020). The impact of board cultural diversity on a firm's commitment toward the sustainability issues of emerging countries: The mediating effect of a CSR committee. *Corporate Social Responsibility and Environmental Management*, 28(2), 675–685. <https://doi.org/10.1002/csr.2080>
- Maso, L. D., Basco, R., Bassetti, T., & Lattanzi, N. (2020). Family ownership and environmental performance: The mediation effect of human resource practices. *Business Strategy and the Environment*, 29(3), 1548–1562. <https://doi.org/10.1002/bse.2452>
- Mirone, F., Sancetta, G., Sardanelli, D., & Mele, S. (2021). How independent directors affect firms' performance and sustainability: An analysis of Italian firms. *Corporate Governance and Organizational Behavior Review*, 5(2), 72–81. <https://doi.org/10.22495/cgobrv5i2p7>
- Moussa, T., Allam, A., Elbanna, S., & Bani-Mustafa, A. (2019). Can board environmental orientation improve U.S. firms' carbon performance? The mediating role of carbon strategy. *Business Strategy and the Environment*, 29(1), 72–86. <https://doi.org/10.1002/bse.2351>
- Naciti, V. (2019). Corporate governance and board of directors: The effect of a board composition on firm sustainability performance. *Journal of Cleaner Production*, 237, 117727. <https://doi.org/10.1016/j.jclepro.2019.117727>
- Naciti, V., Cesaroni, F., & Pulejo, L. (2021). Corporate governance and sustainability: A review of the existing literature. *Journal of Management and Governance*, 26(1), 55–74. <https://doi.org/10.1007/s10997-020-09554-6>
- Neubaum, D. O., & Zahra, S. A. (2006). Institutional ownership and corporate social performance: The moderating effects of investment horizon, activism, and coordination. *Journal of Management*, 32(1), 108–131. <https://doi.org/10.1177/0149206305277797>
- Nguyen, L.-T, Doan, A. N., & Frömmel, M. (2021). Boards of directors and corporate sustainability performance: Evidence from the emerging East Asian markets. *International Journal of Disclosure and Governance*, 18(2), 95–105. <https://doi.org/10.1057/s41310-020-00102-0>
- Niemann, C. C., Dickel, P., & Eckardt, G. (2019). The interplay of corporate entrepreneurship, environmental orientation, and performance in clean-tech firms—A double-edged sword. *Business Strategy and the Environment*, 29(1), 180–196. <https://doi.org/10.1002/bse.2357>
- NYTimes. (2021, June 9). *Exxon's board defeat signals the rise of social-good activists*. <https://www.nytimes.com/2021/06/09/business/exxon-mobil-engine-no1-activist.html>

- Orazalin, N. (2019). Do board sustainability committees contribute to corporate environmental and social performance? The mediating role of corporate social responsibility strategy. *Business Strategy and the Environment*, 29(1), 140–153. <https://doi.org/10.1002/bse.2354>
- Orazalin, N., & Mahmood, M. (2021). Toward sustainable development: Board characteristics, country governance quality, and environmental performance. *Business Strategy and the Environment*, 30(8), 3569–3588. <https://doi.org/10.1002/bse.2820>
- Ortiz-de-Mandojana, N., & Aragon-Correa, J. A. (2013). Boards and sustainability: The contingent influence of director interlocks on corporate environmental performance. *Business Strategy and the Environment*, 24(6), 499–517. <https://doi.org/10.1002/bse.1833>
- Pan, C., Guo, H., Jiang, Y., Wang, H., & Qi, W. (2020). The double effects of female executives' participation on corporate sustainable competitive advantage through unethical environmental behavior and proactive environmental strategy. *Business Strategy and the Environment*, 29(6), 2324–2337. <https://doi.org/10.1002/bse.2505>
- Popli, M., & Raithatha, M. (2022). Implications of overwhelmed leadership: How executive job demands hinder corporate sustainability performance. *Business and Society*, 62(5), 1031–1068. <https://doi.org/10.1177/00076503221120570>
- Provasi, R., & Harasheh, M. (2020). Gender diversity and corporate performance: Emphasis on sustainability performance. *Corporate Social Responsibility and Environmental Management*, 28(1), 127–137. <https://doi.org/10.1002/csr.2037>
- Radu, C., Smaili, N., & Constantinescu, A. (2022). The impact of the board of directors on corporate social performance: A multivariate approach. *Journal of Applied Accounting Research*, 23(5), 1135–1156. <https://doi.org/10.1108/JAAR-05-2021-0141>
- Ren, S., Wang, Y., Hu, Y., & Yan, J. (2020). CEO hometown identity and firm green innovation. *Business Strategy and the Environment*, 30(2), 756–774. <https://doi.org/10.1002/bse.2652>
- Rodrigue, M., Magnan, M., & Cho, C. H. (2012). Is environmental governance substantive or symbolic? An empirical investigation. *Journal of Business Ethics*, 114(1), 107–129. <https://doi.org/10.1007/s10551-012-1331-5>
- Schaltenbrand, B., Foerstl, K., Azadegan, A., & Lindeman, K. (2016). See what we want to see? The effects of managerial experience on corporate green investments. *Journal of Business Ethics*, 150(4), 1129–1150. <https://doi.org/10.1007/s10551-016-3191-x>
- Schiebel, A. (2007). Value relevance of German GAAP and IFRS consolidated financial reporting: An empirical analysis on the Frankfurt Stock Exchange. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.916103>



- Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699–1710. <https://doi.org/10.1016/j.jclepro.2008.04.020>
- Shaukat, A., Qiu, Y., & Trojanowski, G. (2015). Board attributes, corporate social responsibility strategy, and corporate environmental and social performance. *Journal of Business Ethics*, 135(3), 569–585. <https://doi.org/10.1007/s10551-014-2460-9>
- Shi, Y., & Tsai, K. (2020). Linking stakeholder integration to sustainability performance in the hotel context. *International Journal of Tourism Research*, 22(5), 677–691. <https://doi.org/10.1002/jtr.2365>
- Shubham, N., Charan, P., & Murty, L. (2018). Secondary stakeholder pressures and organizational adoption of sustainable operations practices: The mediating role of primary stakeholders. *Business Strategy and the Environment*, 27(7), 910–923. <https://doi.org/10.1002/bse.2041>
- Suriyankietkaew, S. (2022). Effects of key leadership determinants on business sustainability in entrepreneurial enterprises. *Journal of Entrepreneurship in Emerging Economies*, 15(5), 885–909. <https://doi.org/10.1108/JEEE-05-2021-0187>
- Theis, J., & Nipper, M. (2021). The impact of executives' gender, financial incentives, and shareholder pressure on corporate social and ecological investments. *Schmalenbach Journal of Business Research*, 73(3–4), 307–338. <https://doi.org/10.1007/s41471-021-00122-8>
- United Nations – Academic Impact. (n.d.). *Sustainability*. <https://www.un.org/en/academic-impact/sustainability#:~:text=In%201987%2C%20the%20United%20Nations,dvelopment%20needs%2C%20but%20with%20the>
- Van Marrewijk, M. (2003). Concepts and definitions of CSR and corporate sustainability: Between agency and communion. *Journal of Business Ethics*, 44(2), 95–105. <https://doi.org/10.1023/a:1023331212247>
- Velte, P. (2022). Which institutional investors drive corporate sustainability? A systematic literature review. *Business Strategy and the Environment*, 32(1), 42–71. <https://doi.org/10.1002/bse.3117>
- Xiao, Y., & Watson, M. (2017). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1), 93–112. <https://doi.org/10.1177/0739456X17723971>
- Yadav, P., & Prashar, A. (2022). Board gender diversity: Implications for environment, social, and governance (ESG) performance of Indian firms. *International Journal of Productivity and Performance Management*, 72(9), 2654–2673. <https://doi.org/10.1108/IJPPM-12-2021-0689>



Yilmaz, M. K., Hacıoglu, U., Tatoglu, E., Aksoy, M., & Duran, S. (2022).

Measuring the impact of board gender and cultural diversity on corporate governance and social performance: Evidence from emerging markets.

*Economic Research-Ekonomska Istraživanja*, 36(2), 3125-3159.

<https://doi.org/10.1080/1331677X.2022.2106503>

## Appendices

### Appendix 1: Existing Literature Reviews for CG and CSP

Reference	Country of the first author	Technique of review	Source	Time period	No. of papers	Focus	Outcomes
Antwi-Adjei et al. (2020)	PR China	Narrative	NA	NA	NA	Link between CG and sustainable performance	CG enhances sustainable performance
Naciti et al. (2021)	Italy	Clustering analysis & visualization using Vos Viewer	Web of Science	1999-2019	468	CG and CSP are evolving from conceptual topics to strategic actions	Future research on sustainability reporting and CSP; each component of CG affecting CSP, policy-related aspects
E-Vahdati et al. (2019)	Malaysia	Quantitative and qualitative analysis	Scopus	1995-2017	27	Integration of CG with sustainability	Different regions understand the combination of governance and sustainability in different ways. The factors influencing sustainability for CG are vision, mission, and leadership
Aguilera et al. (2021)	USA	NA	Journals	1997-2020	124	Owners, BoD, CEOs, top management teams, and	Research recommendations related to methods,

Reference	Country of the first author	Technique of review	Source	Time period	No. of papers	Focus	Outcomes
						employees as corporate governance actors	actors of CG, and operationalization
Velte (2022)	Germany	Bibliometric analysis	NA	Till 2021	66	Relationship between Institutional Ownership (IO) heterogeneity and sustainability	Future research suggestions on specific types of IO, other governance variables, and redressal of endogeneity concerns
Enciso-Alfaro and García-Sánchez (2022)	Spain	Bibliometric analysis	Scopus	Since 1991	233	Corporate governance & environmental sustainability	Future research can include socio-cultural variables in CG and its impact on sustainability

**Appendix 2: Categorical Classification**

Structural Dimension	Analytical categories	Description
Research Method	Desk qualitative	Conceptual research
	Empirical qualitative	Case study, interviews based.
	Empirical quantitative	Research-based on a survey through questionnaires
	Desk quantitative	Research-based on secondary mathematical data
	Combination	A combination of any of the four designs mentioned above
Research Design	Mathematical model	A model to test theoretical concepts
	Conceptual model	A model of theoretical concepts
	Survey	Questionnaire-based

<b>Structural Dimension</b>	<b>Analytical categories</b>	<b>Description</b>
	Interview	Direct semi-structured, structured interview
	Discussion	Detailed treatment of a topic in writing
	Case study	In-depth study of a certain subject
	Interview+database	Combination of interview and secondary data
	Survey+database	Combination of survey and secondary data
Data analysis Technique	Regression, Correlation, Thematic analysis, SEM, etc.	Statistical techniques used to analyse the data
Underpinning Theories	Upper Echelons theory, Agency theory, Stakeholder theory, etc.	A framework to describe the research problem under study
Primary CG aspect	Board	The board of directors
	CEO <sup>a</sup>	Chief Executive Officer
	Committees	Sustainability committee, audit committee, etc.
	Shareholders	Owners of company shares
	Stakeholders	Individuals/groups that possess an interest in the company
	External Governance	Governance factors that are external to the company
	TMT	Top Management Team comprising all the C-suite executives
	CSO	Chief Sustainability Officer
	Corporate Governance	Focusing on corporate governance as a whole
	Others	Not included in the above categories
Secondary CG aspect	Diversity, behaviour, presence, independence, power, integration, etc.	Attributes related to the primary CG aspects
Primary CSP aspect	CSP, environmental innovation, etc.	Broad CSP aspect covered in the study

<b>Structural Dimension</b>	<b>Analytical categories</b>	<b>Description</b>
Secondary CSP aspect	Environmental, social, etc.	Attributes related to the primary CSP aspects
Mediators	Alliances, stakeholder pressures, strategy, etc.	The aspects that explain the relationship between CG and CSP
Moderators	Market constraints, financial constraints, reporting, legal system, etc.	The aspects that strengthen/weaken the relationship between CG and CSP
Industry sector	Energy, Hospitality, etc.	The industry in which the sample companies operate

Note: <sup>a</sup>Although the CEO is a part of the board, we have separately considered it for this research in order to dive deep into the aspects of CG.

### Appendix 3: Distribution According to Journal

<b>Name of the Journal</b>	<b>No. of articles</b>
Business Strategy and the Environment	14
Journal of Business Ethics	12
Journal of Cleaner Production	8
Corporate Social Responsibility and Environmental Management	5
International Journal of Disclosure and Governance	3
Pacific Accounting Review, Social Responsibility Journal, Journal of Asian Finance, Economics and Business, Review of Managerial Science	2 each
Others (44 nos.)	1 each

### Appendix 4: Industry Focus

<b>Industry</b>	<b>No. of articles</b>
Manufacturing	3 each
Oil and Gas, Energy, Banking, Hospitality	2 each
Electrical power, Dirty industries <sup>a</sup> , FMCG, Automobiles, highly polluting industries <sup>a</sup> , Clean-tech firms <sup>a</sup> , Heavily polluting industries <sup>a</sup> , Construction, Real Estate, Electronics	1 each

Note: <sup>a</sup>These were categories used in individual research papers based on some criteria of their own