



Faculty of Human Sciences

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Abstract

Firm characteristics		Performance		Sustainability	
Variable	Mean	Variable	Mean	Variable	Mean
Age	10.5	ROA	0.08	ESG score	65.5
Size	1.2	ROE	0.12	ESG index	72.5
Industry	Manufacturing	ROE	0.15	ESG index	78.5
Country	USA	ROE	0.18	ESG index	82.5
CEO duality	Yes	ROE	0.20	ESG index	85.5
Board independence	Yes	ROE	0.22	ESG index	88.5
Board size	10	ROE	0.25	ESG index	92.5
CEO tenure	5	ROE	0.28	ESG index	95.5
CEO compensation	1.5	ROE	0.30	ESG index	98.5
CEO compensation ratio	1.2	ROE	0.32	ESG index	100.0
CEO compensation ratio	1.5	ROE	0.35	ESG index	102.5
CEO compensation ratio	1.8	ROE	0.38	ESG index	105.5
CEO compensation ratio	2.0	ROE	0.40	ESG index	108.5
CEO compensation ratio	2.2	ROE	0.42	ESG index	112.5
CEO compensation ratio	2.5	ROE	0.45	ESG index	115.5
CEO compensation ratio	2.8	ROE	0.48	ESG index	118.5
CEO compensation ratio	3.0	ROE	0.50	ESG index	122.5
CEO compensation ratio	3.2	ROE	0.52	ESG index	125.5
CEO compensation ratio	3.5	ROE	0.55	ESG index	128.5
CEO compensation ratio	3.8	ROE	0.58	ESG index	132.5
CEO compensation ratio	4.0	ROE	0.60	ESG index	135.5
CEO compensation ratio	4.2	ROE	0.62	ESG index	138.5
CEO compensation ratio	4.5	ROE	0.65	ESG index	142.5
CEO compensation ratio	4.8	ROE	0.68	ESG index	145.5
CEO compensation ratio	5.0	ROE	0.70	ESG index	148.5
CEO compensation ratio	5.2	ROE	0.72	ESG index	152.5
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CEO compensation ratio	8.0	ROE	1.00	ESG index	188.5
CEO compensation ratio	8.2	ROE	1.02	ESG index	192.5
CEO compensation ratio	8.5	ROE	1.05	ESG index	195.5
CEO compensation ratio	8.8	ROE	1.08	ESG index	198.5
CEO compensation ratio	9.0	ROE	1.10	ESG index	202.5
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CEO compensation ratio	13.2	ROE	1.52	ESG index	258.5
CEO compensation ratio	13.5	ROE	1.55	ESG index	262.5
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CEO compensation ratio	14.0	ROE	1.60	ESG index	268.5
CEO compensation ratio	14.2	ROE	1.62	ESG index	272.5
CEO compensation ratio	14.5	ROE	1.65	ESG index	275.5
CEO compensation ratio	14.8	ROE	1		

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Liyong Dong



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