

Review

Sustainability target setting and incentive design: A literature review

Yuanchun Zhao, Yi Yang*

School of Management, Ocean University of China, Qingdao 266100, Shandong, China

* Corresponding author: Yi Yang, yy96062021@163.com

CITATION

Zhao Y, Yang Y. Sustainability target setting and incentive design: A literature review. *Business and Management Theory and Practice*. 2025; 2(2): 3134.
<https://doi.org/10.54517/bmtp3134>

ARTICLE INFO

Received: 6 December 2024

Accepted: 10 April 2025

Available online: 11 April 2025

COPYRIGHT



Copyright © 2025 by author(s).
Business and Management Theory and Practice is published by Asia Pacific Academy of Science Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license.
<https://creativecommons.org/licenses/by/4.0/>

Abstract: The integration of sustainability targets and their connection to executive compensation is emerging as a new facet of corporate strategies in response to the low-carbon transition, ESG-driven demands from institutional investors, regulatory mandates, and commitments to corporate social responsibility (CSR). The purpose of this research is to explore issues related to sustainability target-setting and the associated methodologies. This paper summarizes the prior work on target setting and sustainability targets, and the results from previous studies on the reason and rationality of setting sustainability targets were discussed. It also pointed out the issues in sustainability targets and related incentive design. Based on this, several suggestions are offered to assist companies in developing and setting sustainability targets and goals.

Keywords: sustainability targets; executive compensation; management incentives

1. Introduction

In recent years, sustainable development issues have raised awareness among intergovernmental organizations, non-governmental organizations, public sectors, and enterprises [1,2]. To respond to their pressure, the sustainability goals formulated for environmental, social, and inequality challenges are imperatives for public policy and commercial companies. Target setting is an efficient management control instrument in corporate governance and executive incentives [3]. By setting appropriate targets, corporate executives at all levels of the organizations can identify their focus of efforts and productively achieve their short-term and long-term strategies [4]. The managers can only get bonuses or other incentives if they meet or exceed the previous objective. Furthermore, the target can play a benchmark role in the performance evaluation of executives. Thus, the objective can encourage the executives to show better performance within the assessment period [5,6]. Although goal-setting theory broadly supports the idea that specific and challenging goals can enhance executives, employees, and organizational performance, unintended negative consequences have also emerged in corporate practice [7,8]. When goals are set in an excessively ambitious or unreasonable manner, they may encourage short-termism among corporate management and even provoke unethical or fraudulent behaviors [9,10]. Therefore, when establishing targets, companies must thoroughly consider their operational capabilities, resource availability, and the governance structures and transparency required to implement goals. By doing so, companies can avoid overly ambitious or unrealistic target-setting, effectively preventing potential adverse outcomes.

The targets related to corporate sustainable development, carbon mitigation, and climate change risk mitigation can be defined as the sustainability targets in

corporations; many companies, beyond those in heavy-polluting industries, set sustainability targets not only to promote green transformation, reduce carbon and other pollutant emissions, and enhance waste recycling, but also to improve employee well-being, foster organizational cohesion, and strengthen internal engagement [11–14]. These targets aim to enhance resource efficiency, mitigate operational and reputational risks, respond to stakeholder and regulatory expectations, drive innovation, and support long-term value creation. From a strategic perspective, sustainability targets are an integrative mechanism to align environmental and social priorities with corporate performance and workforce development [15]. Thus, their environmental performance and social responsibility improve, which can enhance corporate image, attract favor from the shareholders and creditors from capital markets, and bring support from other stakeholders, including their customers, supplies, employees, governments, communities, and other non-governmental organizations [15]. However, setting sustainability targets is a complex process, and this process is different from setting financial objectives; setting sustainability targets involves more stakeholders, and as a non-financial target, it is not easy to conduct a quantitative measurement and refer to a benchmark [16]. With the concern of environmental problems and the increasing demand for sustainable development targets in future strategies and incentive plans, the research of sustainable development target setting in corporations has become an important field that attracts the attention of academics.

This paper aims to review the literature on sustainability target setting, find out the target setting process and the sustainability targets, find the reasons behind the setting process, and help companies find appropriate methods to establish objectives. This study adopts a qualitative case-based review approach, with literature selection conducted by the PRISMA 2020 guidelines to ensure methodological transparency and rigor. A comprehensive search was carried out across Web of Science, Springer Nature Link, EBSCO, Wiley Online Library, ScienceDirect, JSTOR, CNKI, and Google Scholar using keywords such as “target-setting”, “sustainability target-setting”, “corporate ESG goals”, “performance incentives and ratchet effect”, and “stakeholder engagement in SDGs.” In addition, some of the legal and regulatory requirements and official reports referenced in this study were obtained from the official websites of governments and international organizations. Corporate case examples were sourced from credible news outlets, official company websites, publicly available corporate reports, and academic literature databases to ensure the authenticity and reliability of the information presented. This review relaxed the restrictions on publication year during the literature search process to ensure comprehensive coverage of relevant research and retain both foundational theoretical works and representative empirical studies. The search covered publications from 1950 to 2024 and was limited to peer-reviewed English-language sources. After removing duplicates, titles and abstracts were screened to exclude studies unrelated to corporate-level sustainability goal-setting. Inclusion criteria required that studies focus on corporate practices, be grounded in empirical or theoretical frameworks, and address performance management, incentive design, or stakeholder integration elements. 150 full-text articles were assessed for eligibility, of which 109 were included in the final synthesis. These publications comprise global case studies and

conceptual literature examining behavioral responses to sustainability performance targets, including the ratchet effect. The remainder of this paper is organized as follows: the next part will discuss what target setting and sustainability targets are and introduce the role of targets in business management and the incentive process; the third part will illustrate the reasons for setting such kinds of objectives from theoretical and practical aspects; the fourth part will analyze how the company sets its sustainability targets and what fundamental principles and rules can be followed; and the final part will give the conclusion of the paper and the suggestion for future research.

2. Target setting and sustainability targets

2.1. Target setting

Target setting is a critical management process used in organizations to establish specific, measurable goals that are intended to guide employees and departments toward effective performance and strategic alignment with broader organizational objectives [17,18]. In the corporation, target-setting refers to the process of defining specific, measurable, and time-bound goals that guide the activities and priorities of the corporation. These goals are designed to propel the organization toward its strategic vision [19]. By adding performance targets in incentive contracts and building the linkage between the performance target and their annual bonus plan, the managers at all company levels can acknowledge the direction of their efforts and feel motivated by the incentives. The target can work as a standard to measure the executive's performance during a specific period [20]. In the theoretical field, the classic goal-setting theory illustrates that specific and challenging goals lead to higher performance than vague or "do your best" goals; the theory also argues that achieving particular goals not only meets external performance targets but also aligns with personal goals, enhancing satisfaction from both the accomplishment and any potential external rewards [21–23]. The goal-setting theory offers valuable insights into the mechanisms of motivation and performance enhancement through specific and challenging goals. Adapting and balancing goal specificity and challenge level according to the task and role complexity is crucial for maximizing effectiveness and satisfaction in organizational settings [24]. Practical target-setting aligns the corporation's short-term actions with its long-term strategic goals, ensuring that every level of the organization contributes toward overall success. In the practice field, the company may set a variety of targets and link the target with the incentives in executive compensation, such as sales targets, revenue targets, profit targets, cash flow targets, return on assets targets, etc. The targets of companies can be classified as follows: by the duration, the target can be classified as long-term and short-term targets. The long-term targets may align with the company's vision and strategic plans and focus on sustainability and long-term growth, giving a comprehensive image of future development [25]. The balanced scorecard approach can assist the company in setting long-term strategic objectives from financial outcomes, customer, internal business processes, learning, and growth perspectives [26–28]. Importantly, the BSC strengthens the connection between day-to-day operations and long-term targets by making abstract strategic intentions measurable and actionable. Through continuous

feedback and performance monitoring, organizations can adapt and refine their strategies and targets while maintaining alignment with their core mission [29,30]. Unlike traditional goal-setting mechanisms focusing narrowly on financial outcomes, the BSC provides a multi-dimensional framework incorporating financial, customer, internal process, and learning and growth perspectives. This integration ensures organizational alignment, as it cascades strategic priorities across all levels of the enterprise, enabling employees to understand how their roles and responsibilities contribute to overarching business goals [31,32]. Moreover, the BSC enhances employee engagement by clarifying performance expectations beyond short-term financial metrics and linking them to personal development, innovation, and customer value creation. This not only increases motivation and accountability but also cultivates a sense of strategic purpose among employees [25,33,34]. The short-term target focuses on immediate goals expected to be achieved within a fiscal year; companies' immediate development needs can be met by realizing short-term objectives. Besides, the targets can also be classified as financial objectives and non-financial objectives. The financial targets are widely used in executive compensation contracts and are typically quantifiable, as well as monetary goals such as revenue, profit margins, ROI, and cost reduction [35]. Moreover, the non-financial targets include customer satisfaction, brand reputation, employee engagement, and corporate social responsibility; monetary standards do not measure them. However, they are crucial for organizational culture enhancement, shareholder relationship improvements, and employment satisfaction. Moreover, non-financial targets can drive the sustainability of companies' innovation and development [36].

2.2. Sustainability targets

The United Nations 2030 Agenda for Sustainable Development highlights companies' critical role in driving sustainability through their ability to mobilize financial resources, technology, and other assets. It underscores that achieving sustainable development requires collaborative efforts not only from governments but also from the private sector and society as a whole [37,38]. Thus, to effectively contribute to the United Nations 2030 Agenda for Sustainable Development, companies should align business strategies with sustainable development goals and set sustainability targets based on their operational characteristics [39]. By establishing the sustainability target, the firm might perform well in the corporate social responsibility and Environmental, Social, and Governance (ESG)-related activities, which meet the social or environmental obligations of the firm and drive financial success, stakeholder trust, operational efficiency, and long-term sustainability for the companies [40–44].

The firm's sustainability targets align with carbon emissions reduction, waste management, water conservation, biodiversity, employee well-being, product responsibility, etc., and the company's sustainable development target can reflect the company's unique operational context, resources, and stakeholder priorities [45]. Practically, for instance, the largest privately owned oil and gas companies (like BP, Shell, Chevron, etc.) with high pollution, firm intention for green transformation, and high levels of social responsibility awareness have already set sustainability targets

within their CEO incentive schemes [46–49]. The sustainability target is set in two types of incentive plans, which are short-term and long-term. In the short-term incentive plan (motivated by annual bonus payment), financial and operating performance targets like cash flow, replacement cost profit, production costs, and production volume metrics are still the main components (over 70%). Meanwhile, the health, safety, and environmental goals account for 20%–30%, including safety metrics, sustainable emissions reduction, methane emissions intensity, GHG (greenhouse gas) emissions intensities, and corporate social responsibility performance. In the long-term incentive plan (motivated by stock-based compensation), these firms are concerned about sustainability in the future and venture into carbon reduction business transition, renewable energy growth, advanced biofuels technology exploration, and net carbon footprint reductions [46]. Moreover, the short-term objectives give the specific aim that the executives should achieve during the evaluation period, and the long-term objectives encompass a significantly broader scope and are more explicitly quantified in the level of ambition. Specifically, sustainability targets are non-financial targets increasingly gaining attention in executive performance measurement and incentive design, which are very different from financial objectives [16]. Firstly, the sustainability target may not bring economic benefits to the firms in the short evaluation period; however, in the longer term, they may get the capacity for sustainable profit, market share, and reputation growth [50]. Secondly, the target-setting process has limited information and experience for reference, and each firm has its unique operational characteristics and target-setting requirements. Moreover, there are no specific standards for setting and auditing standards for this process. Thus, it is hard to find science-based methods and benchmarks for the sustainability target [51]. Thirdly, the sustainability targets may not be quantifiable and refer to a long-term period; these targets also involve multiple stakeholders; after setting these targets, the company may face difficulties and issues in performance measurement, controllability, and contractibility [52].

3. The reason and rationality of setting sustainability targets

The rationality of setting sustainability targets can be supported and explained by classical theories such as agency, stakeholder, and legitimacy theories. Agency theory addresses the relationship between principals (shareholders) and agents (executives), focusing on aligning the interests of both parties through effective mechanisms [53]. The agency problem and the agency cost may rise if there are misaligned interests in sustainability goals between shareholders and executives [54–56]. Executives (agents) may prioritize short-term financial gains, such as profit maximization, over long-term sustainability initiatives, which shareholders (principals) might value for reputation, compliance, and long-term returns [57]. Setting sustainability targets in the executive incentive can work as an alignment tool. This aligns the agents' actions with the principals' broader objectives, which may include corporate social responsibility (CSR) and environmental, social, and governance (ESG) outcomes [58]. Companies ensure that executives prioritize these goals alongside financial performance by embedding sustainability targets (e.g., reducing carbon emissions or improving diversity) into executive performance evaluations.

Stakeholder theory points out that companies are responsible not just to their shareholders but to a broader range of stakeholders, including employees, customers, communities, suppliers, and the environment. Moreover, the company should balance the needs and expectations of all stakeholders, not just maximize shareholder profits [59–61]. Setting sustainability targets reflects a company's commitment to addressing the priorities of diverse stakeholders, such as reducing environmental impact for communities, ensuring fair labor practices for employees, or meeting ethical standards for consumers [62]. Linking these targets to executive incentives ensures that management prioritizes these broader stakeholder concerns in strategic decision-making. Moreover, the targets and incentive payments can also work as the alignment machine between executives and stakeholders, which can fulfill the stakeholders' expectations, and trust, loyalty, and long-term value are built for the benefit of all stakeholders [63].

Legitimacy theory emphasizes that organizations operate within a “social contract,” where they must align with societal values to gain and maintain legitimacy. This approach centers on aligning organizational actions with societal norms, values, and expectations to sustain legitimacy, which can clearly explain why companies take action in corporate social responsibility [64–66]. Our societal expectations are increasingly focused on environmental protection, social equity, and ethical governance [67]. By setting sustainability targets, companies demonstrate their alignment with these norms, showcasing their commitment to being responsible corporations. Linking these goals to executive incentives ensures that leadership prioritizes actions that close this gap between corporate behavior and societal demands, fostering alignment with societal standards and reinforcing the company's legitimacy.

The company may set the sustainability target to meet the policy regulation requirement and social awareness of carbon reduction, environmental protection, and other actions in sustainable transformations. Many international organizations and agreements promote consensus among countries on sustainable development, climate change governance, ecological improvement, and equity issues. For instance, the United Nations Climate Change Conference is a platform for nations to negotiate and advance international efforts to combat climate change. The United Nations Framework Convention on Climate Change outlines principles for climate action, emphasizing equity, sustainable development, and the differentiated responsibilities of developed and developing nations. Besides, the UN 2030 Agenda outlines 17 Sustainable Development Goals (SDGs) and 169 targets designed to eradicate poverty, safeguard the planet, and promote prosperity for everyone as part of a comprehensive plan for sustainable development. Moreover, the Paris Agreement and the Kyoto Protocol still influence the behavior of climate change impact mitigation. These international organizations' agreements may directly influence the determination of a company's sustainable development goals or indirectly affect corporate target-setting behavior by formulating relevant policies in the countries where the companies operate [68]. For instance, the UK government set a carbon target for carbon emission reduction. They plan to mitigate the carbon inventory by 80% and achieve net-zero GHG emissions by the end of 2050, and the UK also has a mandatory requirement of carbon emissions for listed companies in their annual reports [69,70]. Companies must

develop and implement low-carbon strategies in response to environmental policies and carbon emission regulations. Implementing these policies has heightened corporate attention to carbon emissions and encouraged them to take action to achieve better carbon performance. Notably, enhanced environmental policies and public awareness drive companies to set carbon targets and invest more resources in carbon management [71]. The design of sustainability targets and related incentive mechanisms aims to drive companies' low-carbon transition and take more social responsibility through executive actions while meeting stakeholder expectations and global environmental goals. Investors and other stakeholders are increasingly concerned about the impact of climate change on the long-term value of companies and consider that climate risk may impact investment efficiency and return [72]. When companies set appropriate sustainable development goals, integrate sustainability concepts into their long-term strategies, and encourage innovative green transformation, they can effectively address the risks posed by uncertainties such as climate risks and environmental changes. This approach helps meet the demands of investors and other stakeholders while balancing conflicts of interest among various stakeholders.

The COVID-19 pandemic underscored the vulnerability of global supply chains, workforce systems, and environmental management across industries, reinforcing the necessity for companies to embed sustainability into their strategic agendas [73–75]. A relevant consideration is whether the COVID-19 pandemic may significantly impact corporate sustainability targets. On the one hand, the pandemic disrupted global supply chains, reduced industrial activity, caused significant declines in liquidity, increased bankruptcy risk, and forced companies to shift their strategic focus toward short-term survival and operational continuity [76]. As a result, many firms either postponed, scaled back, or deprioritized long-term sustainability initiatives, particularly those not directly linked to financial performance or regulatory compliance. Additionally, resource constraints and workforce restructuring led to reduced investments in environmental and social programs [77,78]. For another, the crisis exposed not only the fragility of short-term profit-driven models but also the limitations of organizations that lacked long-term resilience planning. The COVID-19 pandemic highlighted the dangers of short-termism in corporate governance, where performance systems overly reliant on financial indicators failed to address broader environmental and social risks [79]. In this context, formulating corporate sustainability targets emerges as a rational and necessary response [80]. These targets help firms build adaptability in environmental risk management, employee well-being, stakeholder trust, and operational continuity [81]. Furthermore, setting sustainability goals post-crisis signals a company's commitment to long-term value creation and accountability, enhancing reputational capital and stakeholder confidence [82]. From a strategic management perspective, sustainability target-setting enables firms to proactively manage uncertainty, balance economic, social, and environmental objectives, and align internal performance systems with broader societal expectations [83]. Thus, in the aftermath of a global shock like COVID-19, integrating sustainability targets is reasonable and essential for ensuring corporate resilience and legitimacy in a rapidly evolving business environment.

4. How to set sustainable development goals and related incentive mechanisms

There are not enough clear rules, standards, or referable experiences to set sustainable performance targets, making it challenging for companies to implement them. Furthermore, enterprises cannot directly adopt existing international frameworks (like the Planetary Boundaries framework) related to sustainable development goals; individual differences among enterprises, variations in industries, and regional disparities make the process of designing sustainable development goals for enterprises more complex [45]. The lack of referable design experience also challenges setting sustainable development goals. Large, industry-leading companies in heavily polluting sectors are enthusiastic about designing relevant targets and incentive plans, but their approaches are not widely applicable. Shell's ambitious net-zero targets and executive incentives rely on costly technologies like CCS (Carbon Capture and Storage) and large-scale renewables, creating barriers for smaller firms. Its use of complex carbon offset projects further limits replicability. While enabled by strong resources and global scale, Shell's approach is not easily transferable to less-resourced companies [46]. Many small and medium-sized enterprises lack historical experience in formulating, implementing, and evaluating incentives to achieve sustainable development goals [84,85]. For instance, UK manufacturing SMEs face significant challenges in setting and implementing sustainability goals due to limited historical experience, resource constraints, and short-term operational priorities. Many lack the internal capacity to design incentive mechanisms, conduct carbon accounting, or evaluate environmental performance. As a result, sustainability initiatives often remain informal, underfunded, or disconnected from strategic planning, highlighting the need for external guidance, capacity building, and policy support to facilitate their green transition [86,87]. Sustainable development goals involve a wide range of stakeholders, each with differing interests and demands [88,89]. This leads to diverse content in goal-setting, such as environmental, social, and governance (ESG) aspects, where the definitions and measurement standards for indicators are complex across fields. Additionally, the dynamic change of policies, technological advancements, market demands, and stakeholder expectations adds uncertainty to setting these goals [90]. Patagonia exemplifies a stakeholder-driven approach to sustainability by aligning its corporate mission—"in business to save our home planet"—with clear environmental and social objectives. The company integrates measurable goals related to carbon reduction, responsible sourcing, and employee well-being across its operations and supply chain. These targets are co-developed with stakeholders, regularly assessed through third-party certifications such as B Corp, and embedded into core decision-making. Patagonia's model demonstrates how long-term sustainability can be effectively pursued through value-based governance, transparent reporting, and stakeholder engagement, offering a replicable framework for aligning corporate purpose with sustainable development goals [91]. Formulating sustainable corporate goals may also face typical performance target-setting and incentive plan design issues. Setting sustainable development goals facilitates corporate transformation, upgrading, and innovative restructuring, making enterprises more competitive in the market while achieving long-term financial profitability and social

value. This is inherently a challenging process. Companies should establish goals based on their circumstances, external environment, and stakeholder demands. If the goals are challenging, appropriate incentive mechanisms can encourage managers to break free from traditional thinking, find effective ways to achieve the objectives, and deliver additional performance [92,4]. However, there is also the risk of incentive failure, which could lead to efficiency losses [93,90]. For instance, the Tesla labor controversies highlight that in the pursuit of rapid growth and the establishment of ambitious environmental targets, the company did not concurrently ensure proper management of employee welfare and occupational safety. Media and regulatory investigations have revealed that production targets at Tesla's Fremont factory in California were set excessively high, resulting in prolonged overwork among employees and a high incidence of safety-related accidents [94–96]. This case exemplifies how firms may overlook the social dimension in achieving environmental sustainability goals, creating new corporate social responsibility challenges. In addition, sustainable development goals involve long-term planning and strategic formulation for enterprises. Compared to short-term goals, long-term objectives are more challenging regarding motivation and performance evaluation [97]. An overemphasis on short-term objectives while neglecting long-term strategic goals may increase the risk of corporate greenwashing, as firms prioritize superficial sustainability efforts over substantive, enduring environmental commitments [98,99]. Volkswagen positioned its “clean diesel” vehicles as a sustainable solution to meet short-term environmental regulations. However, the use of defeat devices to manipulate emissions tests exposed a lack of genuine investment in long-term low-carbon technologies such as electric mobility, which highlights how prioritizing short-term compliance over substantive sustainability transitions can foster unethical practices and result in significant reputational and financial damage [100].

Moreover, despite the lack of experience, historical data, and benchmark references in setting performance targets, enterprises may still face the problem of the ratchet effect in performance target formulation. When setting and adjusting performance targets, excessive reliance on historical performance data may lead employees or management to adopt conservative strategies to avoid overly aggressive future targets. The ratchet effect can impact the overall efficiency and long-term development of the enterprise [20,101,102]. Several real-world cases demonstrate how the ratchet effect can undermine corporate sustainability efforts and target setting. In S&P 500 firms and utility companies, sustainability performance targets in executive bonus plans are often set below prior-year achievements, encouraging complacency and limiting ambition [103–105].

Target setting and related incentive programs for senior management are crucial in corporate governance. They are often structured around stock-based compensation in large corporations to align the interests of managers with shareholders. While the targets and incentives are theoretically strong motivators, implementing them effectively in practice can be challenging [106]. As a best-practice example, Unilever has embedded sustainability into its core business strategy through the “Unilever Compass,” which sets comprehensive targets across environmental, social, and governance (ESG) dimensions. These include commitments to carbon neutrality, waste reduction, inclusive employment, and gender equity. ESG performance

accounts for 25% of executive incentive structures, ensuring alignment between sustainability goals and leadership accountability. Unilever employs global reporting standards such as GRI and SASB to monitor progress and enhance transparency. This integrated approach demonstrates how corporations can effectively balance stakeholder interests, long-term value creation, and measurable sustainability outcomes within a unified strategic and incentive framework [107].

In summary of the above case experiences and academic research literature, in the general target-setting principle, target-setting and executive compensation should be closely tied to the company's strategy, which should focus on generating long-term value. The difficulty of the target and the level of performance-based incentives in executive compensation should be carefully calibrated to balance the associated risks and rewards. Besides, the target should have suitable performance measurements to match. These performance metrics should also be designed to ensure they are within the control of top management and can be directly influenced by their actions. Moreover, in the multiple-target situation, incentives are distributed equitably across various tasks and immediate objectives [108,109]. In the sustainable development target design, enterprises must first identify the priority areas for their sustainability goals. This can be achieved by conducting a comprehensive assessment of the current state in terms of environmental factors (e.g., carbon emissions, resource consumption), social aspects (e.g., employee welfare, community impact), and governance (e.g., transparency, compliance). By aligning these insights with the core business characteristics and industry trends, enterprises can pinpoint the sustainability areas most critical to their long-term development and stakeholders' primary concerns. Besides, a company's sustainability goals should align with international sustainability frameworks and standards, as well as the industrial benchmark, and the company needs to consider its unique strategic needs and aspirations in sustainability target setting. Moreover, the formulation of sustainability goals must incorporate the principle of "balance", ensuring harmony among stakeholders' interests, rationality between goal-setting and incentive mechanisms, alignment of financial and non-financial metrics, and equilibrium between long-term and short-term objectives.

5. Conclusion

In conclusion, sustainability targets and related executive compensations are emerging as a novel aspect of the corporate response to the low-carbon transition, ESG-driven pressure from institutional investors, regulatory requirements, and corporate social responsibility (CSR) commitment. Several high-polluting companies have already implemented sustainability targets and related incentives for their senior executives, and similar approaches are under active consideration by other companies. The sustainability targets and related incentives offer significant benefits to businesses that recognize the connection between their long-term value and sustainable performance, which enhances the alignment between corporate strategy and management objectives, ensures that social responsibility and sustainable development considerations are integrated into organizational decision-making, and emphasizes the importance of assessing the environmental and social impact of business decisions. Future research will continue emphasizing sustainable

development goal-setting and related incentive mechanisms. With increasing corporate awareness of sustainability and the broader adoption of sustainable development practices, academia will gain access to a growing repository of real-world practical cases and data for analysis. Researchers can utilize firm-level microdata on sustainability goal-setting and incentives to undertake empirical studies, examining the drivers, impact mechanisms, and economic implications of corporate sustainable development goals.

Funding: This research was funded by the Fundamental Research Funds for the Central Universities (No. 202261081).

Conflict of interest: The authors declare no conflict of interest.

References

1. Brown K. Global environmental change I. *Progress in Human Geography*. 2013; 38(1): 107-117. doi: 10.1177/0309132513498837
2. Beermann M. Linking corporate climate adaptation strategies with resilience thinking. *Journal of Cleaner Production*. 2011; 19(8): 836-842. doi: 10.1016/j.jclepro.2010.10.017
3. Anderson SW, Dekker HC, Sedatole KL. An Empirical Examination of Goals and Performance-to-Goal Following the Introduction of an Incentive Bonus Plan with Participative Goal Setting. *Management Science*. 2010; 56(1): 90-109. doi: 10.1287/mnsc.1090.1088
4. Arnold MC, Artz M. Target difficulty, target flexibility, and firm performance: Evidence from business units' targets. *Accounting, Organizations and Society*. 2015; 40: 61-77. doi: 10.1016/j.aos.2014.12.002
5. Matějka M. Target Setting in Multi-Divisional Organizations. *Journal of Management Accounting Research*. 2018; 30(3): 13-27. doi: 10.2308/jmar-52159
6. Feichter C, Grabner I, Moers F. Target Setting in Multi-Divisional Firms: State of the Art and Avenues for Future Research. *Journal of Management Accounting Research*. 2018; 30(3): 29-54. doi: 10.2308/jmar-52158
7. Niven K, Healy C. Susceptibility to the 'Dark Side' of Goal-Setting: Does Moral Justification Influence the Effect of Goals on Unethical Behavior? *Journal of Business Ethics*. 2015; 137(1): 115-127. doi: 10.1007/s10551-015-2545-0
8. Welsh DT, Baer MD, Sessions H, et al. Motivated to disengage: The ethical consequences of goal commitment and moral disengagement in goal setting. *Journal of Organizational Behavior*. 2020; 41(7): 663-677. doi: 10.1002/job.2467
9. Schweitzer ME, Ordóñez L, Douma B. Goal setting as a motivator of unethical behavior. *Academy of Management Journal*. 2004; 47(3): 422-432. doi: 10.2307/20159591
10. Welsh DT, Ordóñez LD. The dark side of consecutive high performance goals: Linking goal setting, depletion, and unethical behavior. *Organizational Behavior and Human Decision Processes*. 2014; 123(2): 79-89. doi: 10.1016/j.obhdp.2013.07.006
11. Vveinhardt J, Sroka W. Mobbing and corporate social responsibility: does the status of the organisation guarantee employee wellbeing and intentions to stay in the job? *Oeconomia Copernicana*. 2020; 11(4): 743-778. doi: 10.24136/oc.2020.030
12. Kobayashi K, Eweje G, Tappin D. Changing overwork culture: Stakeholder management for employee wellbeing and social sustainability in large Japanese companies. *Corporate Social Responsibility and Environmental Management*. 2024; 31(5): 5032-5048. doi: 10.1002/csr.2844
13. Kobayashi K, Eweje G, Tappin D. Employee wellbeing and human sustainability: Perspectives of managers in large Japanese corporations. *Business Strategy and the Environment*. 2018; 27(7): 801-810. doi: 10.1002/bse.2032
14. Gorgenyi-Hegyes E, Nathan RJ, Fekete-Farkas M. Workplace Health Promotion, Employee Wellbeing and Loyalty during Covid-19 Pandemic—Large Scale Empirical Evidence from Hungary. *Economies*. 2021; 9(2): 55. doi: 10.3390/economies9020055
15. Luo L, Tang Q. Corporate governance and carbon performance: role of carbon strategy and awareness of climate risk. *Accounting & Finance*. 2020; 61(2): 2891-2934. doi: 10.1111/acfi.12687
16. Ioannou I, Li SX, Serafeim G. The Effect of Target Difficulty on Target Completion: The Case of Reducing Carbon Emissions. *The Accounting Review*. 2015; 91(5): 1467-1492. doi: 10.2308/accr-51307

17. Aranda C, Arellano J, Davila A. Organizational Learning in Target Setting. *Academy of Management Journal*. 2017; 60(3): 1189-1211. doi: 10.5465/amj.2014.0897
18. Yitzhaky L, Bahli B. Target Setting And Firm Performance: A Review. *Journal of Applied Business Research (JABR)*. 2021; 37(3): 81-94. doi: 10.19030/jabr.v37i3.10375
19. Liu X (Kelvin), Zhang Y (May). Effects of Target Timing and Contract Frame on Individual Performance. *European Accounting Review*. 2014; 24(2): 329-345. doi: 10.1080/09638180.2014.942337
20. Indjejikian RJ, Matějka M, Schloetzer JD. Target Ratcheting and Incentives: Theory, Evidence, and New Opportunities. *The Accounting Review*. 2014; 89(4): 1259-1267. doi: 10.2308/accr-50745
21. Locke EA, Latham GP. A theory of goal setting & task performance. Prentice Hall; 1990.
22. Tosi HL, Locke EA, Latham GP. A Theory of Goal Setting and Task Performance. *The Academy of Management Review*. 1991; 16(2): 480. doi: 10.2307/258875
23. Locke EA, Latham GP. Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*. 2002; 57(9): 705-717. doi: 10.1037/0003-066x.57.9.705
24. Matějka M, Ray K. Balancing difficulty of performance targets: theory and evidence. *Review of Accounting Studies*. 2017; 22(4): 1666-1697. doi: 10.1007/s11142-017-9420-4
25. Humphreys KA. The balanced scorecard: Do managers need a strategy map when evaluating performance? *Accounting & Finance*. 2023; 63(4): 4357-4373. doi: 10.1111/acfi.13097
26. Dorf RC, Raitanen M. The Balanced Scorecard: Translating Strategy Into Action. *Proceedings of the IEEE*. 1997; 85(9): 1509-1510. doi: 10.1109/jproc.1997.628729
27. Epstein MJ, Manzoni JF. The Balanced Scorecard and Tableau de Bord: translating strategy into action. *Management Accounting (New York, N.Y.)*. 1997; 79(2): 28.
28. Epstein M, Manzoni JF. Implementing corporate strategy: From Tableaux de Bord to balanced scorecards. *European Management Journal*. 1998; 16(2): 190-203. doi: 10.1016/S0263-2373(97)00087-X
29. Ayoup H, Omar N, Abdul Rahman IK. Balanced Scorecard and Strategic Alignment: A Malaysian Case. *International Journal of Economics and Financial Issues*. 2016; 6(4S).
30. Kaplan RS. The balanced scorecard: comments on balanced scorecard commentaries. Hoque Z, ed. *Journal of Accounting & Organizational Change*. 2012; 8(4): 539-545. doi: 10.1108/18325911211273527
31. Busco C, Quattrone P. Exploring How the Balanced Scorecard Engages and Unfolds: Articulating the Visual Power of Accounting Inscriptions. *Contemporary Accounting Research*. 2014; 32(3): 1236-1262. doi: 10.1111/1911-3846.12105
32. Hoque Z. 20 years of studies on the balanced scorecard: Trends, accomplishments, gaps and opportunities for future research. *The British Accounting Review*. 2014; 46(1): 33-59. doi: 10.1016/j.bar.2013.10.003
33. Chehimi M, Naro G. Balanced Scorecards and sustainability Balanced Scorecards for corporate social responsibility strategic alignment: A systematic literature review. *Journal of Environmental Management*. 2024; 367: 122000. doi: 10.1016/j.jenvman.2024.122000
34. Bento RF, Mertins L, White LF. Ideology and the Balanced Scorecard: An Empirical Exploration of the Tension Between Shareholder Value Maximization and Corporate Social Responsibility. *Journal of Business Ethics*. 2016; 142(4): 769-789. doi: 10.1007/s10551-016-3053-6
35. Alatawi IA, Ntim CG, Zras A, et al. CSR, financial and non-financial performance in the tourism sector: A systematic literature review and future research agenda. *International Review of Financial Analysis*. 2023; 89: 102734. doi: 10.1016/j.irfa.2023.102734
36. Richards M. When do Non-financial Goals Benefit Stakeholders? Theorizing on Care and Power in Family Firms. *Journal of Business Ethics*. 2022; 184(2): 333-351. doi: 10.1007/s10551-022-05046-9
37. United Nations. The Sustainable Development Goals Report 2024. Available online: <https://unstats.un.org/sdgs/report/2024/> (accessed on 2 December 2024).
38. Barbier EB, Burgess JC. The Sustainable Development Goals and the systems approach to sustainability. *Economics*. 2017; 11(1). doi: 10.5018/economics-ejournal.ja.2017-28
39. Calabrese A, Costa R, Gastaldi M, et al. Implications for Sustainable Development Goals: A framework to assess company disclosure in sustainability reporting. *Journal of Cleaner Production*. 2021; 319: 128624. doi: 10.1016/j.jclepro.2021.128624
40. Edmans A. The end of ESG. *Financial Management*. 2023; 52(1): 3-17. doi: 10.1111/fima.12413

41. Gull AA, Hussain N, Khan SA, et al. Governing Corporate Social Responsibility Decoupling: The Effect of the Governance Committee on Corporate Social Responsibility Decoupling. *Journal of Business Ethics*. 2022; 185(2): 349-374. doi: 10.1007/s10551-022-05181-3
42. You L. The Impact of Social Norms of Responsibility on Corporate Social Responsibility Short Title: The Impact of Social Norms of Responsibility on Corporate Social Responsibility. *Journal of Business Ethics*. 2023; 190(2): 309-326. doi: 10.1007/s10551-023-05417-w
43. Zaman R, Jain T, Samara G, et al. Corporate Governance Meets Corporate Social Responsibility: Mapping the Interface. *Business & Society*. 2020; 61(3): 690-752. doi: 10.1177/0007650320973415
44. Serafeim G, Yoon A. Stock price reactions to ESG news: the role of ESG ratings and disagreement. *Review of Accounting Studies*. 2022; 28(3): 1500-1530. doi: 10.1007/s11142-022-09675-3
45. Haffar M, Searcy C. Target-setting for ecological resilience: Are companies setting environmental sustainability targets in line with planetary thresholds? *Business Strategy and the Environment*. 2018; 27(7): 1079-1092. doi: 10.1002/bse.2053
46. Ritz R. Climate targets, executive compensation, and corporate strategy. IDEAS Working Paper Series from RePEc; 2020.
47. Ferns G, Amaeshi K, Lambert A. Drilling their Own Graves: How the European Oil and Gas Supermajors Avoid Sustainability Tensions Through Mythmaking. *Journal of Business Ethics*. 2017; 158(1): 201-231. doi: 10.1007/s10551-017-3733-x
48. Ponomarenko T, Marinina O, Nevskaya M, et al. Developing Corporate Sustainability Assessment Methods for Oil and Gas Companies. *Economies*. 2021; 9(2): 58. doi: 10.3390/economies9020058
49. Kwarto F, Nurafiah N, Suharman H, et al. The potential bias for sustainability reporting of global upstream oil and gas companies: a systematic literature review of the evidence. *Management Review Quarterly*. 2022; 74(1): 35-64. doi: 10.1007/s11301-022-00292-7
50. Eccles RG, Ioannou I, Serafeim G. The Impact of Corporate Sustainability on Organizational Processes and Performance. *Management Science*. 2014; 60(11): 2835-2857. doi: 10.1287/mnsc.2014.1984
51. Dahlmann F, Branicki L, Brammer S. 'Carrots for Corporate Sustainability': Impacts of Incentive Inclusiveness and Variety on Environmental Performance. *Business Strategy and the Environment*. 2017; 26(8): 1110-1131. doi: 10.1002/bse.1971
52. Asiaei K, Bontis N, Barani O, et al. Corporate social responsibility and sustainability performance measurement systems: implications for organizational performance. *Journal of Management Control*. 2021; 32(1): 85-126. doi: 10.1007/s00187-021-00317-4
53. Jensen MC, Meckling WH. Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*. 1976; 3(4): 305-360. doi: 10.1016/0304-405X(76)90026-X
54. Farmer REA, Winter RA. The Role of Options in the Resolution of Agency Problems: A Comment. *The Journal of Finance*. 1986; 41(5): 1157-1170. doi: 10.1111/j.1540-6261.1986.tb02539.x
55. Dittrich LO, Srbeek P. Managerial Compensation and Firm Performance: Is There Any Relationship? *International Advances in Economic Research*. 2016; 22(4): 467-468. doi: 10.1007/s11294-016-9605-9
56. Khan H ur R, Khidmat WB, Hares OA, et al. Corporate Governance Quality, Ownership Structure, Agency Costs and Firm Performance. Evidence from an Emerging Economy. *Journal of Risk and Financial Management*. 2020; 13(7): 154. doi: 10.3390/jrfm13070154
57. Cavaco S, Crifo P, Guidoux A. Corporate Social Responsibility and Governance: The Role of Executive Compensation. *Industrial Relations: A Journal of Economy and Society*. 2020; 59(2): 240-274. doi: 10.1111/irel.12254
58. Maas K, Rosendaal S. Sustainability Targets in Executive Remuneration: Targets, Time Frame, Country and Sector Specification. *Business Strategy and the Environment*. 2015; 25(6): 390-401. doi: 10.1002/bse.1880
59. Arora A, Alam P. CEO Compensation and Stakeholders' Claims*. *Contemporary Accounting Research*. 2005; 22(3): 519-547. doi: 10.1506/8dlr-1rhg-wgbb-cthm
60. Freudenreich B, Lüdeke-Freund F, Schaltegger S. A Stakeholder Theory Perspective on Business Models: Value Creation for Sustainability. *Journal of Business Ethics*. 2019; 166(1): 3-18. doi: 10.1007/s10551-019-04112-z
61. Stoelhorst JW, Vishwanathan P. Beyond Primacy: A Stakeholder Theory of Corporate Governance. *Academy of Management Review*. 2024; 49(1): 107-134. doi: 10.5465/amr.2020.0268
62. Cornell B, Shapiro AC. Corporate stakeholders, corporate valuation and ESG. *European Financial Management*. 2020; 27(2): 196-207. doi: 10.1111/eufm.12299

63. Pandher G, Currie R. CEO compensation: A resource advantage and stakeholder-bargaining perspective. *Strategic Management Journal*. 2012; 34(1): 22-41. doi: 10.1002/smj.1995
64. Deegan CM. Legitimacy theory: Despite its enduring popularity and contribution, time is right for a necessary makeover. *Accounting, Auditing & Accountability Journal*. 2019; 32(8). doi: 10.1108/aaaj-08-2018-3638
65. Hummel K, Schlick C. The relationship between sustainability performance and sustainability disclosure – Reconciling voluntary disclosure theory and legitimacy theory. *Journal of Accounting and Public Policy*. 2016; 35(5): 455-476. doi: 10.1016/j.jaccpubpol.2016.06.001
66. Crossley RM, Elmagrhi MH, Ntim CG. Sustainability and legitimacy theory: The case of sustainable social and environmental practices of small and medium-sized enterprises. *Business Strategy and the Environment*. 2021; 30(8): 3740-3762. doi: 10.1002/bse.2837
67. Akhter F, Hossain MR, Elrehail H, et al. Environmental disclosures and corporate attributes, from the lens of legitimacy theory: a longitudinal analysis on a developing country. *European Journal of Management and Business Economics*. 2022; 32(3): 342-369. doi: 10.1108/ejmbe-01-2021-0008
68. Shinkle GA, Hodgkinson GP, Gary MS. Government policy changes and organizational goal setting: Extensions to the behavioral theory of the firm. *Journal of Business Research*. 2021; 129: 406-417. doi: 10.1016/j.jbusres.2021.02.056
69. Alsaifi K, Elnahass M, Salama A. Carbon disclosure and financial performance: UK environmental policy. *Business Strategy and the Environment*. 2019; 29(2): 711-726. doi: 10.1002/bse.2426
70. Khatib SFA, Al Amosh H. Corporate Governance, Management Environmental Training, and Carbon Performance: The UK Evidence. *Journal of the Knowledge Economy*. 2023; 15(3): 14787-14809. doi: 10.1007/s13132-023-01650-w
71. Rohani A, Jabbour M. Carbon media legitimacy in UK companies: actions or words? *Journal of Applied Accounting Research*. 2023; 25(2): 298-324. doi: 10.1108/jaar-08-2022-0200
72. Xu W, Huang W, Li D. Climate risk and investment efficiency. *Journal of International Financial Markets, Institutions and Money*. 2024; 92: 101965. doi: 10.1016/j.intfin.2024.101965
73. Liu H, Shi Y, Yang X, et al. The Role of Business Environment and Digital Government in Mitigating Supply Chain Vulnerability—Evidence from the COVID-19 Shock. *Sustainability*. 2023; 15(3): 2323. doi: 10.3390/su15032323
74. Kamalipoor M, Akbari M, Hejazi SR, et al. The vulnerability of technology-based business during COVID-19: an indicator-based conceptual framework. *Journal of Business & Industrial Marketing*. 2022; 38(5): 983-999. doi: 10.1108/jbim-10-2020-0455
75. Khan MA, Segovia JET, Bhatti MI, et al. Corporate vulnerability in the US and China during COVID-19: A machine learning approach. *The Journal of Economic Asymmetries*. 2023; 27: e00302. doi: 10.1016/j.jeca.2023.e00302
76. Zhang H, Hu Z. How does COVID-19 affect firms' short-term financial pressure? Evidence from China. *Applied Economics Letters*. 2021; 29(9): 794-800. doi: 10.1080/13504851.2021.1886234
77. Lozano R, Barreiro-Gen M. Corporate Sustainability and COVID-19: Analyzing the Impacts of the Outbreak. *IEEE Engineering Management Review*. 2021; 49(1): 72-80. doi: 10.1109/emr.2021.3049538
78. Kola Benson A, Fortune G. Sensitivity analysis of the impact of Covid-19 on corporate sustainability and company performance. *International Journal of Research in Business and Social Science* (2147- 4478). 2022; 11(3): 16-26. doi: 10.20525/ijrbs.v11i3.1704
79. Alkayed H, Yousef I, Hussainey K, et al. The impact of COVID-19 on sustainability reporting: A perspective from the US financial institutions. *Journal of Applied Accounting Research*. 2023; 25(2): 279-297. doi: 10.1108/jaar-12-2022-0345
80. Atkins J, Doni F, Gasperini A, et al. Exploring the Effectiveness of Sustainability Measurement: Which ESG Metrics Will Survive COVID-19? *Journal of Business Ethics*. 2022; 185(3): 629-646. doi: 10.1007/s10551-022-05183-1
81. Su R, Obrenovic B, Du J, et al. COVID-19 Pandemic Implications for Corporate Sustainability and Society: A Literature Review. *International Journal of Environmental Research and Public Health*. 2022; 19(3): 1592. doi: 10.3390/ijerph19031592
82. Maji SG, Lohia P. Assessing the effect of core and expanded ESG on corporate financial performance: COVID-19's moderating role. *Journal of Indian Business Research*. 2024; 16(2): 244-264. doi: 10.1108/jibr-07-2023-0233
83. Zhong M, Zhao W, Shahab Y. The philanthropic response of substantive and symbolic corporate social responsibility strategies to COVID-19 crisis: Evidence from China. *Corporate Social Responsibility and Environmental Management*. 2021; 29(2): 339-355. doi: 10.1002/csr.2204

84. Gennitsaris S, Oliveira MC, Vris G, et al. Energy Efficiency Management in Small and Medium-Sized Enterprises: Current Situation, Case Studies and Best Practices. *Sustainability*. 2023; 15(4): 3727. doi: 10.3390/su15043727
85. Jiang Y, Ni H, Guo X, et al. Integrating ESG practices and natural resources management for sustainable economic development in SMEs under the double-carbon target of China. *Resources Policy*. 2023; 87: 104348. doi: 10.1016/j.resourpol.2023.104348
86. UK Finance. Unlocking the SME Net Zero Transition. Available online: <https://www.ukfinance.org.uk/policy-and-guidance/reports-and-publications/unlocking-sme-net-zero-transition> (accessed on 2 December 2024).
87. Smith H, Discetti R, Bellucci M, et al. SMEs engagement with the Sustainable Development Goals: A power perspective. *Journal of Business Research*. 2022; 149: 112-122. doi: 10.1016/j.jbusres.2022.05.021
88. Xiong W, Yuan JF, Li Q, et al. Performance objective-based dynamic adjustment model to balance the stakeholders' satisfaction in ppp projects. *Journal of Civil Engineering and Management*. 2015; 21(5): 539-547. doi: 10.3846/13923730.2014.895409
89. Bridoux FM, Vishwanathan P. When Do Powerful Stakeholders Give Managers the Latitude to Balance All Stakeholders' Interests? *Business & Society*. 2018; 59(2): 232-262. doi: 10.1177/0007650318775077
90. Nguyen HTT, Ullah S, Le HTM, et al. Sustainability Targets in Executive Remuneration Contracts and Corporate Sustainability Performance in the United Kingdom and European Union. *Environment Systems and Decisions*. 2023; 43(3): 393-415. doi: 10.1007/s10669-023-09901-6
91. Barr V, Nisch K, ProQuest. Sustainability for retail : how retail leaders create environmental, social, & cultural innovations. Business Expert Press; 2022.
92. Shalley CE. Effects of coaction, expected evaluation, and goal setting on creativity and productivity. *Academy of Management Journal*. 1995; 38(2): 483-503. doi: 10.2307/256689
93. Webb RA, Williamson MG, Zhang Y (May). Productivity-Target Difficulty, Target-Based Pay, and Outside-the-Box Thinking. *The Accounting Review*. 2013; 88(4): 1433-1457. doi: 10.2308/accr-50436
94. Wong J. Tesla Factory Workers Reveal Pain, Injury and Stress: 'Everything Feels like the Future but Us.' *The Guardian*; 2017.
95. O'Kane S. Tesla's on-Site Health Clinic Accused of Undercounting Worker Injuries. Available online: <https://www.theverge.com/2018/11/6/18064326/tesla-factory-worker-injuries-clinic-fremont> (accessed on 2 December 2024).
96. Anwari Z. Tesla Shares Dip By 8% - A Deep Dive Into Labor Controversies and Market Resilience Amid UAW Strikes. *Benzinga Newswires*; 2023.
97. Kehr HM. Goal setting theory—Firmly entrenched, but narrow in its focus. *Motivation Science*. 2019; 5(2): 110-111. doi: 10.1037/mot0000132
98. Pizzetti M, Gatti L, Seele P. Firms Talk, Suppliers Walk: Analyzing the Locus of Greenwashing in the Blame Game and Introducing 'Vicarious Greenwashing.' *Journal of Business Ethics*. 2019; 170(1): 21-38. doi: 10.1007/s10551-019-04406-2
99. Wu Y, Zhang K, Xie J. Bad Greenwashing, Good Greenwashing: Corporate Social Responsibility and Information Transparency. *Management Science*. 2020; 66(7): 3095-3112. doi: 10.1287/mnsc.2019.3340
100. Rhodes C. Democratic Business Ethics: Volkswagen's Emissions Scandal and the Disruption of Corporate Sovereignty. *Organization Studies*. 2016; 37(10): 1501-1518. doi: 10.1177/0170840616641984
101. Bol JC, Lill JB. Performance Target Revisions in Incentive Contracts: Do Information and Trust Reduce Ratcheting and the Ratchet Effect? *The Accounting Review*. 2015; 90(5): 1755-1778. doi: 10.2308/accr-51050
102. Kim S, Shin JY. Executive Bonus Target Ratcheting: Evidence from the New Executive Compensation Disclosure Rules. *Contemporary Accounting Research*. 2017; 34(4): 1843-1879. doi: 10.1111/1911-3846.12350
103. Kolk A, Perego P. Sustainable Bonuses: Sign of Corporate Responsibility or Window Dressing? *Journal of Business Ethics*. 2013; 119(1): 1-15. doi: 10.1007/s10551-012-1614-x
104. Lenihan O, Brennan NM. Difficulty of Sustainability Performance Targets in CEO Bonus Plans. *Accounting, Finance & Governance Review*. 2023; 31. doi: 10.52399/001c.90764
105. Callery PJ, Kim E. Set & Done? Trade-Offs between Stakeholder Expectation and Attainment Pressures in Corporate Carbon Target Management. *Journal of Management Studies*; 2024.
106. Edmans A, Gabaix X. Executive Compensation: A Modern Primer. *Journal of Economic Literature*. 2016; 54(4): 1232-1287. doi: 10.1257/jel.20161153

107. Blagova I, Romanishina T, Bobovnikova A, et al. ESG business transformation as a way to mitigate corporate risks. *E3S Web of Conferences*. 2024; 548: 01006. doi: 10.1051/e3sconf/202454801006
108. Baker GP. Incentive Contracts and Performance Measurement. *Journal of Political Economy*. 1992; 100(3): 598-614. doi: 10.1086/261831
109. Bonham JD. Shaping Incentives through Measurement and Contracts. *The Accounting Review*. 2024; 99(4): 57-81. doi: 10.2308/tar-2019-0248