

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**CORPORATE GOVERNANCE, OWNERSHIP STRUCTURE AND  
SUSTAINABILITY REPORTING: A STUDY ON MALAYSIA'S  
FOOD AND BEVERAGES SECTOR**



**MASTER OF SCIENCE (INTERNATIONAL ACCOUNTING)  
UNIVERSITI UTARA MALAYSIA  
SEPTEMBER 2025**

CORPORATE GOVERNANCE, OWNERSHIP STRUCTURE AND SUSTAINABILITY  
REPORTING: A STUDY ON MALAYSIA'S FOOD AND BEVERAGES SECTOR



Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
University Utara Malaysia,  
In Fulfillment of the Requirement for the Master of Science (International Accounting)



**Kolej Perniagaan**  
(College of Business)  
**Universiti Utara Malaysia**

**PERAKUAN KERJA DISERTASI/KERTAS PENYELIDIKAN/KERTAS PROJEK**  
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa  
(We, the undersigned, certify that)

**NUR RASYIDAH HUSNA BINTI RAMLE (829548)**

calon untuk Ijazah **MASTER OF SCIENCE (INTERNATIONAL ACCOUNTING)**  
(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:  
(has presented his/her thesis / dissertation of the following title):

**CORPORATE GOVERNANCE, OWNERSHIP STRUCTURE AND SUSTAINABILITY REPORTING: A STUDY ON  
MALAYSIA'S FOOD AND BEVERAGES SECTOR**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.  
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

Pengerusi Viva  
(Chairman for Viva)

:

\_\_\_\_\_

Tandatangan  
(Signature)

\_\_\_\_\_

Pemeriksa Dalam  
(Internal Examiner)

:

**PROF. DR. CHE ZURIANA MUHAMMAD JAMIL**

Tandatangan  
(Signature)

\_\_\_\_\_

Tarikh: **23 SEPTEMBER 2025**  
(Date)

Nama Pelajar  
(Name of Student) : **NUR RASYIDAH HUSNA BINTI RAMLE (829548)**

---

Tajuk Tesis / Disertasi  
(Title of the Thesis / Dissertation) : **CORPORATE GOVERNANCE, OWNERSHIP STRUCTURE AND SUSTAINABILITY REPORTING: A STUDY ON MALAYSIA'S FOOD AND BEVERAGES SECTOR**

---

Program Pengajian  
(Programme of Study) : **M20D – MASTER OF SCIENCE (INTERNATIONAL ACCOUNTING)**

---

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : **PROF. MADYA DR. HAFIZAH ABD MUTALIB**

---



Tandatangan

## PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Director of Postgraduate Studies Unit, College of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

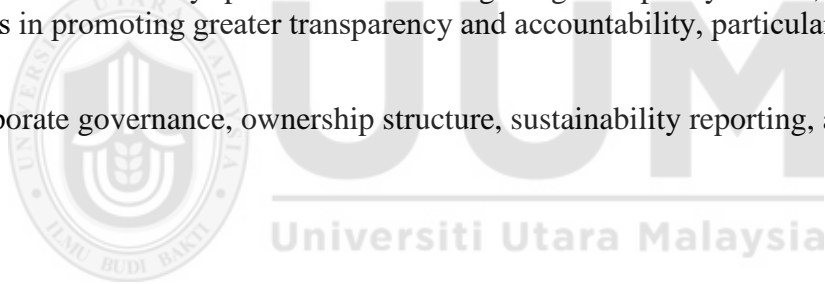
Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:



## ABSTRACT

This study explores the relationship between corporate governance practices, ownership structure, and the level of sustainability reporting among public-listed companies (PLCs) in Malaysia's food and beverage (F&B) sector. As sustainability reporting gains prominence among stakeholders, including regulators, investors, and consumers, it is understood that the internal corporate factors can influence such disclosure and become increasingly critical. Grounded in Agency Theory and supported by Legitimacy Theory, this study focuses on key governance attributes such as board independence and the presence of a sustainability committee, along with two dominant ownership structures: government-linked ownership and family ownership. A total of 40 F&B PLCs listed on Bursa Malaysia were selected for the period 2022 to 2024. Secondary data were collected from annual reports and sustainability reports and analyzed using multiple linear regression to test the hypothesized relationships. The findings reveal that board size, board independence, and the existence of a sustainability committee have a significant positive relationship with the level of sustainability disclosure. Firms with government-linked ownership also demonstrate a stronger commitment to sustainability reporting, likely due to public accountability and institutional pressure. Conversely, family ownership presents a negative relationship, as such firms may balance transparency with concerns over control and confidentiality. This study helps on understanding corporate sustainability in emerging markets by showing how governance and ownership shape sustainability practices. The insights guide policymakers, regulators, and corporate leaders in promoting greater transparency and accountability, particularly in Malaysia's F&B sector.

**Keywords:** corporate governance, ownership structure, sustainability reporting, agency theory



## ABSTRAK

Kajian ini meneroka hubungan antara amalan tadbir urus korporat, struktur pemilikan, dan tahap pelaporan kemampanan dalam kalangan syarikat tersenarai awam (PLC) dalam sektor makanan dan minuman (F&B) Malaysia. Memandangkan pelaporan kemampanan semakin menonjol dalam kalangan pihak berkepentingan, termasuk pengawal selia, pelabur dan pengguna, difahamkan bahawa faktor korporat dalaman boleh mempengaruhi pendedahan tersebut dan menjadi semakin kritikal. Berdasarkan Teori Agensi dan disokong oleh Teori Legitimasi, kajian ini memfokuskan pada atribut tadbir urus utama seperti kebebasan lembaga dan kehadiran jawatankuasa kemampanan, bersama-sama dengan dua struktur pemilikan dominan: pemilikan berkaitan kerajaan dan pemilikan keluarga. Sebanyak 40 PLC makanan dan minuman yang disenaraikan di Bursa Malaysia telah dipilih untuk tempoh 2022 hingga 2024. Data sekunder dikumpul daripada laporan tahunan dan laporan kemampanan dan dianalisis menggunakan regresi linear berganda untuk menguji hubungan hipotesis. Penemuan mendedahkan bahawa saiz lembaga pengarah, kebebasan lembaga pengarah dan kewujudan jawatankuasa kemampanan mempunyai hubungan positif yang signifikan dengan tahap pendedahan kemampanan. Firma dengan pemilikan berkaitan kerajaan juga menunjukkan komitmen yang lebih kukuh terhadap pelaporan kemampanan, mungkin disebabkan oleh akauntabiliti awam dan tekanan institusi. Sebaliknya, pemilikan keluarga memberikan hubungan yang negatif, kerana firma sedemikian mungkin mengimbangi ketelusan dengan kebimbangan terhadap kawalan dan kerahsiaan. Kajian ini membantu memahami kemampanan korporat dalam pasaran baru muncul dengan menunjukkan cara tadbir urus dan pemilikan membentuk amalan kemampanan. Wawasan tersebut membimbing pembuat dasar, pengawal selia dan pemimpin korporat dalam mempromosikan ketelusan dan akauntabiliti yang lebih tinggi, terutamanya dalam sektor makanan dan minuman Malaysia.

**Kata Kunci:** tadbir urus korporat, struktur pemilikan, pelaporan kemampanan, teori agensi

## ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious, Most Merciful. All praise and gratitude to Allah SWT, who has given me the strength, ability, and ideas to complete this study.

First and foremost, I would like to express my appreciation and thank my supervisor, Associate Prof. Dr. Hafizah binti Abd Mutalib for her supervision, encouragement and willingness to support and guidance, and patience with me throughout my research journey. I would also express my gratitude for her enthusiasm. Without her guidance, I will not be able to complete this project paper successfully.

Special thanks to my parents, Ramle Leen and Hasitoh Shuib, my husband, Muhammad Hamiezan Afieq and my siblings for their undying prayers and moral support in completing this project paper. May Allah guide and protect you in all your endeavors.

Thank you so much to all of you.



## TABLE OF CONTENTS

<b>CERTIFICATION OF PROJECT WORK .....</b>	<b>1</b>
<b>PERMISSION TO USE.....</b>	<b>3</b>
<b>ABSTRACT.....</b>	<b>4</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>6</b>
<b>TABLE OF CONTENTS .....</b>	<b>7</b>
<b>LIST OF TABLES .....</b>	<b>10</b>
<b>LIST OF FIGURES .....</b>	<b>11</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>12</b>
<b>CHAPTER 1 : INTRODUCTION.....</b>	<b>1</b>
1.1 Background of study .....	1
1.2 Problem statement.....	3
1.3 Research questions.....	5
1.4 Research objectives.....	6
1.5 Scope and limitation of research.....	6
1.6 Significance of research.....	7
1.6.1 Sustainable cities and communities (SDG 11).....	9
1.6.2 Responsible consumption and production (SDG 12).....	10
1.7 Definition of key terms .....	11
1.7.1 Sustainability Reporting .....	11
1.7.2 Corporate Governance.....	12
1.7.3 Ownership Structure.....	12
1.7.4 Public Listed Companies (PLCs) .....	12
1.7.5 Food and Beverages (F&B) Sector.....	12
1.8 Organization of the report.....	13
<b>CHAPTER 2 : LITERATURE REVIEW .....</b>	<b>14</b>
2.1 Introduction.....	14
2.2 Sustainable development .....	14
2.3 Sustainability reporting.....	17
2.3.1 Sustainability reporting in F&B sector .....	19
2.4 Corporate governance .....	20

2.4.1	Board size.....	21
2.4.2	Board independence.....	21
2.4.3	Audit committee size .....	22
2.4.4	Sustainability steering committee.....	22
2.5	Ownership structure .....	23
2.5.1	Government-linked ownership.....	24
2.5.2	Family ownership.....	25
2.5.3	Institutional ownership.....	26
2.5.4	Managerial ownership.....	27
2.6	Underpinning theory: agency theory .....	29
<b>CHAPTER 3 : METHODOLOGY.....</b>		<b>31</b>
3.1	Research Framework .....	31
3.2	Hypothesis development.....	33
3.2.1	Corporate governance and sustainability reporting .....	33
3.2.2	Board size and sustainability reporting .....	34
3.2.3	Board independence and sustainability reporting.....	35
3.2.4	Audit committee size and sustainability reporting .....	36
3.2.5	Sustainability steering committee and sustainability reporting.....	38
3.2.6	Government-linked ownership and sustainability reporting .....	39
3.2.7	Family ownership and sustainability reporting .....	40
3.3	Research design .....	40
3.4	Data collection .....	42
3.4.1	Population.....	42
3.4.2	Research sample and sampling technique .....	42
3.5	Measurement of variables .....	42
3.5.1	Dependent variable: sustainability reporting .....	43
3.5.2	Independent variable.....	45
3.5.3	Control variable .....	48
3.6	Techniques of data analysis .....	49
3.6.1	Descriptive Analysis.....	49
3.6.2	Multiple Linear Regression Model.....	50
3.7	Sample Size Consideration.....	51

<b>CHAPTER 4 : RESULTS AND DISCUSSIONS .....</b>	<b>53</b>
4.1 Introduction.....	53
4.2 Results.....	53
4.2.1 Descriptive statistics of variables .....	53
4.2.2 Correlation matrix.....	55
4.2.3 Multiple linear regression analysis .....	57
<b>CHAPTER 5 : DISCUSSION AND CONCLUSION .....</b>	<b>60</b>
5.1 Discussion.....	60
5.2 Conclusion .....	61
5.3 Recommendations.....	62
<b>REFERENCES.....</b>	<b>64</b>
<b>APPENDICES .....</b>	<b>79</b>



## LIST OF TABLES

<b>TABLE</b>	<b>PAGE</b>
Table 3.1 Scores of Sustainability Disclosures	41
Table 4.1 Descriptive Statistics of Variables	51
Table 4.2 Correlation matrix	53
Table 4.3 Multiple linear regression analysis results	55



## LIST OF FIGURES

FIGURE	PAGE
Figure 1.1: Sustainable Development Goals (SDGs) outlined by UN-GA	11
Figure 2.2: Three pillars of Triple Bottom Line	16
Figure 3.1: Research Theoretical Framework	31



## LIST OF ABBREVIATIONS

ESG	: Environmental, Social and Governance
PLC	: Public Listed Companies
F&B	: Food and Beverages
SME	: Small and Medium-sized Companies
MCCG	: Malaysian Code on Corporate Governance
GRI	: Global Reporting Initiative
SDG	: Sustainable Development Goals
TBL	: Triple Bottom Line
CSR	: Corporate Social Responsibility
SSC	: Sustainability Steering Committee
GLC	: Government-linked Companies
GLO	: Government-linked Ownership
MLR	: Multiple Linear Regression
BSIZE	: Board Size
BIND	: Board Independence
ACSIZE	: Audit Committee Size
FOWN	: Family Ownership



## CHAPTER 1 : INTRODUCTION

### 1.1 Background of study

Early environmental conservation efforts laid the foundation for the concept of sustainability, which gained prominence after the 1972 United Nations Stockholm Conference on the Human Environment highlighted the importance of balancing environmental preservation with economic growth (Brundtland report, 1987). The muse for upcoming talks on sustainable improvement changed into laid by this convention, which emphasized the relationship between human activity and the environment. The World Commission on Environment and Development's (WCED) 1987 release of the Brundtland report, officially called "Our Common Future," marked a turning point. According to the Brundtland report (1987), which Gro Harlem Brundtland chaired, "development that meets the wishes of the existing without compromising the capability of destiny generations to meet their very own wishes" is the often-used definition of sustainable development. This definition laid the muse for later sustainability measures by using emphasizing the need to combine environmental conservation, social equality, and economic growth.

In 2015, the United Nations addressed by announcing the 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals (SDGs) aimed at addressing a broader range of global issues such as poverty, inequality, environmental degradation, climate change, peace, and justice (United Nations, n.d.). The SDGs encompass a comprehensive approach by integrating the economic, social, and environmental aspects of change. They emphasize how important it is for businesses and all socioeconomic sectors to collaborate in order to achieve sustainable results. Given that sustainable business practices are critical for lengthy-time period achievement and societal well-being, this worldwide agenda has pressured firms everywhere in

## REFERENCES

- Abdullah, M., Shukor, Z. A., & Ahmad, A. (2021). Government-linked companies (GLCs) and corporate social responsibility (CSR) disclosure: Evidence from Malaysia. *Asian Journal of Business and Accounting*, 14(1), 65–91. <https://doi.org/10.22452/ajba.vol14no1.3>
- Abdullah, M., Wahab, E. A. A., & Shamsudin, F. M. (2021). Government-linked companies and sustainability performance: The mediating role of ESG disclosure. *Journal of Cleaner Production*, 316, 128197. <https://doi.org/10.1016/j.jclepro.2021.128197>
- Abdullah, W. N. W., Mohamad, N. R., & Jamil, N. N. (2021). Stakeholder pressure and sustainability reporting quality: Evidence from Malaysian firms. *Journal of Accounting and Business Research*, 54(1), 112–130.
- Abdul Wahab, E. A., How, J., & Verhoeven, P. (2020). Corporate governance and sustainability reporting: Evidence from Malaysia. *Asian Review of Accounting*, 28(2), 171–191. <https://doi.org/10.1108/ARA-01-2020-0010>
- Abdul Wahab, E. A., Zain, M. M., & James, K. (2020). Corporate governance and sustainability reporting: Evidence from Malaysia. *International Journal of Accounting and Information Management*, 28(2), 281–305. <https://doi.org/10.1108/IJAIM-11-2019-0126>
- Adams, C. A., & Abhayawansa, S. (2021). Connecting the COVID-19 pandemic, environmental, social and governance (ESG) investing and calls for ‘harmonisation’ of sustainability reporting. *Critical Perspectives on Accounting*, 82, 102309
- Ahmad, N. H., Yusoff, H., Hassan, M. S., & Musa, S. N. (2024). Corporate social responsibility disclosure and firm performance: Evidence from Malaysian Halal food companies. *Journal of Islamic Accounting and Business Research*, 15(1), 101–118. <https://doi.org/10.1108/JIABR-09-2022-0289>

- Agyemang, A. O., Aboagye-Otchere, F., & Leirvik, T. (2020). Managerial ownership and corporate social responsibility disclosure: Evidence from an emerging economy. *Corporate Social Responsibility and Environmental Management*, 27(1), 79–92.  
<https://doi.org/10.1002/csr.1784>
- Alfraih, M. M. (2021). Board gender diversity and government ownership: Evidence from integrated reporting in Malaysia. *International Journal of Asian Business and Information Management*, 12(3), 1–16. <https://doi.org/10.17718/tojde.949574>
- Alias, A., Mohamed, M., & Mohamad, S. (2024). Green innovation and sustainable performance in Malaysia's food and beverage industry. *Sustainability*, 16(2), 1121.  
<https://doi.org/10.3390/su16021121>
- Ali, M., Frynas, J. G., & Mahmood, Z. (2020). Determinants of corporate social responsibility (CSR) disclosure in developed and developing countries: A literature review. *Corporate Social Responsibility and Environmental Management*, 27(4), 181–198.  
<https://doi.org/10.1002/csr.1780>
- Alkurdi, A., & Alshurafat, H. (2021). Institutional ownership and environmental, social, and governance disclosure: Evidence from emerging markets. *Journal of Sustainable Finance & Investment*, 11(2), 147–165. <https://doi.org/10.1080/20430795.2020.1750293>
- Allegrini, M., & Greco, G. (2021). Corporate boards, audit committees, and voluntary disclosure: Evidence from Italian listed companies. *Journal of Management & Governance*, 25(1), 1-28.
- Alodat, A. Y., Salleh, Z., & Hashim, H. A. (2023). Corporate governance and sustainability disclosure: Evidence from Jordan. *Corporate Governance*, 23(3), 587–606.  
<https://doi.org/10.1108/CG-04-2022-0162>
- Alrazi, B. (2020). The environmental sustainability reporting among Malaysia best-governed companies. *European Proceedings of Social and Behavioural Sciences (EpSBS)*.  
<https://doi.org/10.15405/epsbs.2020.12.05.29>

- Al-Amin, A., Rahman, R. A., & Yi, N. C. (2021). Ownership structure and sustainability reporting: Evidence from Malaysia. *Journal of Accounting and Business Education*, 6(1), 18–27. <https://doi.org/10.26675/jabe.v6i1.13856>
- Al-Faryan, M. A. S., & Alrasheedi, M. A. (2021). Ownership structure and corporate social responsibility disclosure: Evidence from Saudi Arabia. *Sustainability*, 13(3), 1136. <https://doi.org/10.3390/su13031136>
- Al-Fayoumi, N., Abuzayed, B., & Alexander, D. (2020). Ownership structure and corporate social responsibility disclosure: Evidence from GCC countries. *International Journal of Accounting & Information Management*, 28(3), 501–517. <https://doi.org/10.1108/IJAIM-03-2019-0039>
- Al-Mamun, A., Yasser, Q. R., Rahman, M. A., Wickramasinghe, A., & Nathan, T. M. (2021). Board composition, audit committee and sustainability reporting: Evidence from Malaysia. *Journal of Management & Governance*, 25(1), 1–27. <https://doi.org/10.1007/s10997-019-09466-w>
- Al-Mamun, A., & Seamer, M. (2024). Institutional ownership, sustainability committees, and climate change disclosure: Evidence from Malaysian firms. *Sustainability*, 17(14), 6528. <https://doi.org/10.3390/su17146528>
- Al-Shaer, H., & Hussainey, K. (2022). Sustainability reporting beyond the business case and its impact on sustainability performance: UK evidence. *Journal of Environmental Management*, 311, Article 114883. <https://doi.org/10.1016/j.jenvman.2022.114883>
- Al-Shaer, H., & Zaman, M. (2021). Board gender diversity and sustainability reporting quality. *Journal of Contemporary Accounting & Economics*, 17(1), 100210.
- Al Amosh, H., & Khatib, S. F. A. (2021). Ownership structure and environmental, social, and governance performance disclosure: The moderating role of board independence. *Journal of Business and Socio-Economic Development*, 10(2), 193-209. <https://doi.org/10.1108/JBSED-07-2021-0094>

- Al Farooque, O., Zahan, M., & Liu, B. (2021). Corporate governance, ownership structure and sustainability reporting: Evidence from an emerging economy. *Sustainability*, 13(11), 6159. <https://doi.org/10.3390/su13116159>
- Al Kurdi, B., & Alshurafat, H. (2022). Family ownership and sustainability disclosure: Evidence from an emerging market. *Journal of Family Business Management*. <https://doi.org/10.1108/JFBM-12-2021-0147>
- Amran, A., Ooi, S. K., & Nejati, M. (2020). Institutional pressures and corporate social responsibility reporting: Evidence from Malaysia. *Social Responsibility Journal*, 16(6), 797–813. <https://doi.org/10.1108/SRJ-02-2019-0063>
- Amran, A., & Ooi, S. K. (2014). Sustainability reporting: Meeting stakeholder demands. *Strategic Direction*, 30(7), 38–41. <https://doi.org/10.1108/SD-03-2014-0026>
- Angir, P., & Weli, W. (2024). The influence of environmental, social, and governance (ESG) disclosure on firm value: An asymmetric information perspective in Indonesian listed companies. *Binus Business Review*, 15(1), 29–40. <https://doi.org/10.21512/bbr.v15i1.10460>
- ArcGIS. (n.d.). SDG 11: Sustainable Cities and Communities. Retrieved from <https://sdg-for-malaysian-states-sdsn.hub.arcgis.com/pages/sdg-11-sustainable-cities-and-communities>
- Azri, N. S. binti A., Rahman, A. A. A., Yasid, A. F. M., Alias, M. S. bin, & Hamid, N. F. A. (2025). Literature review on Malaysia national food security: Challenge and strategy in meeting population rise. *Journal of Ecohumanism*, 4(1), 1876–. <https://doi.org/10.62754/joe.v4i1.6006>
- Bevans, R. (2020). An introduction to multiple linear regression. Scribbr. <https://www.scribbr.com/statistics/multiple-linear-regression/>
- Brundtland Report. (1987). Our Common Future. World Commission on Environment and Development. Retrieved from <https://www.britannica.com/topic/Brundtland-Report>

- Buallay, A. (2022). Sustainability reporting in food industry: An innovative tool for enhancing financial performance. *British Food Journal*, 124(6), 1939-1958. <https://doi.org/10.1108/BFJ-01-2021-0053>
- Bursa Malaysia. (2019). *Sustainability Reporting Guide (2nd Edition)*. Retrieved from <https://www.bursamalaysia.com>
- Bursa Malaysia. (2020). *Sustainability Reporting Guide (2nd ed.)*. Kuala Lumpur: Bursa Malaysia Berhad.
- Campopiano, G., & De Massis, A. (2020). Corporate social responsibility reporting: A content analysis in family and non-family firms. *Journal of Business Ethics*, 163(3), 1-23.
- Carvajal, M., & Nadeem, M. (2023). Financially material sustainability reporting and firm performance in New Zealand. *Meditari Accountancy Research*, 31(4), 938-969. <https://doi.org/10.1108/MEDAR-06-2021-1346>
- Cohen, J. (1992). A power primer. *Psychological Bulletin*, 112(1), 155–159. <https://doi.org/10.1037/0033-2909.112.1.155>
- Combs, J. G., Jaskiewicz, P., Ravi, R., & Walls, J. L. (2023). More bang for their buck: Why (and when) family firms better leverage corporate social responsibility. *Journal of Management*, 49(2), 575-605.
- Dewi, N. R., & Handayani, A. (2021). Ownership structure and sustainability disclosure in Indonesia: The mediating role of firm value. *Journal of Accounting and Investment*, 22(1), 122–138. <https://doi.org/10.18196/jai.v22i1.11249>
- Du, S., & Yu, K. (2021). Do Corporate Social Responsibility Reports Convey Value Relevant Information? Evidence from Report Readability and Tone. *Journal of Business Ethics*, 172(2), 253–274. <http://www.jstor.org/stable/45397522>

- Eco-Business. (2023). 'No one left behind': Simplified guide hopes to push sustainability disclosures among Malaysian SMEs. Retrieved from <https://www.eco-business.com/news/no-one-left-behind-simplified-guide-hopes-to-push-sustainability-disclosures-among-malaysian-smes/>
- Elaiqwu, M., Abdulmalik, S. O., & Talab, H. R. (2024). Corporate integrity, external assurance and sustainability reporting quality: Evidence from the Malaysian public listed companies. *Asia-Pacific Journal of Business Administration*, 16(2), 410-440. <https://doi.org/10.1108/APJBA-07-2021-0307>
- El Khoury, R., Nasrallah, N., & Alareeni, B. (2021). The impact of corporate governance on sustainability reporting: Evidence from emerging markets. *Journal of Cleaner Production*, 258, 120417.
- Embedding Project. (n.d.). Supporting sustainability steering committees. Embedding Project. Retrieved from <https://embeddingproject.org/blog/supporting-sustainability-steering-committees/>
- Embedding Project. (n.d.). Sustainability governance and committees. Retrieved from <https://embeddingproject.org/resources>
- Endrikat, J., De Villiers, C., Guenther, T. W., & Guenther, E. M. (2021). Board characteristics and corporate social responsibility: A meta-analytic investigation. *Business & Society*, 60(8), 2099-2135.
- Erin, O., Adegboye, A., & Bamigboye, O. A. (2021). Corporate governance and sustainability reporting quality: Evidence from Nigeria. *Sustainability Accounting, Management and Policy Journal*, 12(5), 1007-1029. <https://doi.org/10.1108/SAMPJ-06-2020-0185>
- Etikan, J. (2023). Corporate social responsibility (CSR) and its influence on organizational reputation. *Journal of Public Relations*, 2(1), 1–12. <https://doi.org/10.47941/jpr.1694>
- Fernando, J. (2024, March 6). What is CSR? Corporate social responsibility explained. Investopedia. <https://www.investopedia.com/terms/c/corp-social-responsibility.asp>

- Fischer, M., Foord, D., Frecè, J., Hillebrand, K., Kissling-Näf, I., Meili, R., Peskova, M., Risi, D., Schmidpeter, R., & Stucki, T. (2023). The concept of sustainable development. In *Sustainable business* (pp. 17–27). Springer, Cham. [https://doi.org/10.1007/978-3-031-25397-3\\_2](https://doi.org/10.1007/978-3-031-25397-3_2)
- Fortune.My. (n.d.). The difference between the MAIN, ACE and LEAP markets in Bursa Malaysia. Retrieved from <https://www.fortune.my/the-difference-between-the-main-ace-and-leap-markets-in-bursa-malaysia.htm>
- Garzón-Jiménez, M., & Zorio-Grima, A. (2021). Sustainability in the food and beverage industry: Does board gender diversity matter? *Corporate Social Responsibility and Environmental Management*, 28(4), 1302–1314. <https://doi.org/10.1002/csr.2134>
- Gerged, A. M. (2021). Factors affecting corporate environmental disclosure in emerging markets: The role of corporate governance structures. *Business Strategy and the Environment*, 30(1), 609–629. <https://doi.org/10.1002/bse.2642>
- Ghazali, N. A. M., & Nordin, N. (2021). Ownership structure and corporate social responsibility disclosure: The moderating role of board independence. *Sustainability*, 13(11), 6111.
- Ghazali, N. A. M., & Nordin, N. (2021). Corporate governance and sustainability reporting: Evidence from Malaysia. *Journal of Accounting and Business Education*, 6(2), 15–26. <https://doi.org/10.26675/jabe.v6i2.19311>
- Global Reporting Initiative (GRI). (n.d.). About GRI. Retrieved from <https://www.globalreporting.org/about-gri/>
- Global Reporting Initiative. (2020). GRI Standards. Retrieved from <https://www.globalreporting.org/standards/>
- Gupta, M. (2024). Is sustainability reporting a way forward? Evidence from banking industry. *Meditari Accountancy Research*, <https://doi.org/10.1108/MEDAR-03-2024-2408>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.

- Hamad, S., Draz, M. U., & Lai, F.-W. (2020). The impact of corporate governance and sustainability reporting on integrated reporting: A conceptual framework. *SAGE Open*, 10(2), 1–15. <https://doi.org/10.1177/2158244020927431>
- Hasyudeen, A. R., & Arshad, R. (2021). Family businesses and sustainability in emerging markets: Malaysian evidence. *Journal of Family Business Management*, 11(3), 332–347. <https://doi.org/10.1108/JFBM-01-2021-0004>
- Htay, S. N. N., & Rashid, H. M. A. (2020). Sustainability committees and corporate sustainability performance: Evidence from Malaysia. *Journal of Sustainable Finance & Investment*, 10(4), 411–432. <https://doi.org/10.1080/20430795.2019.1677443>
- Huang, F., Chen, M., & Liu, R. (2023). The nature of corporate social responsibility disclosure and investment efficiency: Evidence from China. *Frontiers in Environmental Science*, 11, Article 102875. <https://doi.org/10.3389/fenvs.2023.102875>
- Hussain, N., Rigoni, U., & Oriij, R. P. (2018). Corporate governance and sustainability performance: Analysis of triple bottom line performance. *Journal of Business Ethics*, 149(2), 411–432. <https://doi.org/10.1007/s10551-016-3099-5>
- Husted, B. W., & de Sousa-Filho, J. M. (2020). Board structure and environmental, social, and governance disclosure in Latin America. *Journal of Business Research*, 108, 1-12.
- Ibrahim, M. K., & Hanefah, M. M. (2021). Government-linked companies and sustainability performance: A Malaysian evidence. *Corporate Governance: The International Journal of Business in Society*, 21(2), 289–308. <https://doi.org/10.1108/CG-02-2020-0061>
- Ismail, K. N. I. K., Rahman, R. A., & Halim, M. S. A. (2020). Audit committee effectiveness and sustainability reporting: Evidence from public listed companies. *International Journal of Business and Society*, 21(2), 857–873.
- Jamil, A., Ghazali, N. A. M., & Nelson, S. P. (2021). The influence of corporate governance structure on sustainability reporting in Malaysia. *Sustainability Accounting, Management and Policy Journal*, 17(8), 1251-1278. <https://doi.org/10.1108/SRJ-08-2020-0310>

- Jamil, C. Z. M., Ghazali, N. A. M., & Nelson, S. P. (2020). Sustainability reporting practices in Malaysia: The role of internal governance mechanisms. *Asian Journal of Accounting and Governance*, 14(1), 1–15. <https://doi.org/10.17576/AJAG-2020-14-01>
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305–360. [https://doi.org/10.1016/0304-405X\(76\)90026-X](https://doi.org/10.1016/0304-405X(76)90026-X)
- Kamaludin, K., Ab Rashid, R., & Rahim, M. F. A. (2022). Corporate governance and ESG reporting quality: Evidence from Malaysian public listed companies. *International Journal of Business and Society*, 23(1), 81–97.
- Khan, A., Muttakin, M. B., & Siddiqui, J. (2021). Corporate governance and corporate social responsibility disclosures: Evidence from an emerging economy. *Corporate Governance: The International Journal of Business in Society*, 21(1), 1–20.
- KPMG. (2017). *SDG Industry Matrix: Food, Beverage and Consumer Goods*. Retrieved from <https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2017/05/sdg-food-bev.pdf>
- KPMG. (2020). *The Time Has Come: The KPMG Survey of Sustainability Reporting 2020*. Retrieved from <https://home.kpmg/xx/en/home/insights/2020/11/the-time-has-come-survey-of-sustainability-reporting.html>
- KPMG. (2024). *The move to mandatory reporting: The KPMG Survey of Sustainability Reporting 2024*. Retrieved from <https://kpmg.com/my/en/home/insights/2024/11/the-move-to-mandatory-reporting.html>
- Lel, U., & Miller, D. (2019). The labor market for directors and externalities in corporate governance: Evidence from the international labor market. *Journal of Accounting and Economics*, 68(1), Article 101222. <https://doi.org/10.1016/j.jacceco.2018.12.001>
- Luger, J., Kotsila, P., & Anguelovski, I. (2022). The notion of justice in funded research on urban sustainability: Performing on a postpolitical stage or staging the political? *Local Environment*, 28(1), 8–30. <https://doi.org/10.1080/13549839.2022.2113867>

- Malaysian Investment Development Authority. (2020). Industry Overview: Food Industry in Malaysia. Retrieved from <https://www.mida.gov.my/industries/manufacturing/food-manufacturing/>
- Manoharan, S., Tan, C. L., & Mohamad, M. H. S. (2024). Transparency in corporate governance and CSR: Effects on firm performance in Malaysia. *Journal of Governance and Integrity*, 7(1), 22–35.
- Mardijuwono, A. W., & Subianto, C. (2022). Ownership structure and ESG disclosure: Evidence from emerging markets. *Journal of Financial Reporting and Accounting*, 20(3), 347–363. <https://doi.org/10.1108/JFRA-08-2021-0213>
- Md Zaini, R., & Kamardin, H. (2021). Ownership structure, board governance and sustainability reporting: Evidence from an emerging economy. *International Journal of Business and Society*, 22(3), 1384–1400.
- Miller, K. (2020, December 8). What is the triple bottom line? Harvard Business School Online. <https://online.hbs.edu/blog/post/what-is-the-triple-bottom-line>
- Mohd Ghazali, N. A. (2007). Ownership structure and corporate social responsibility disclosure: Some Malaysian evidence. *Corporate Governance: The International Journal of Business in Society*, 7(3), 251–266. <https://doi.org/10.1108/14720700710756535>
- Mutalib, H. A., Jamil, C. Z. M., & Hussin, A. H. (2016). Understanding the share ownership of institutional investors in Malaysia. *International Journal of Economics and Financial Issues*, 6(S7), 123–127. <https://www.econjournals.com/index.php/ijefi/article/view/2844>
- Naciti, V. (2020). Corporate governance and sustainability strategies: An investigation of the relationship. *Corporate Social Responsibility and Environmental Management*, 27(1), 142–152. <https://doi.org/10.1002/csr.1787>
- Nadeem, M. (2023). Board independence, ownership structure, and ESG disclosures: Evidence from emerging markets. *Journal of Business Strategy and Environmental Development*, 32(4), 521–540. <https://doi.org/10.1108/jbsed-07-2021-0094>

- Nadeem, M., Zaman, R., & Babu, S. (2020). Family ownership, governance and CSR reporting: Evidence from Pakistan and Malaysia. *Social Responsibility Journal*, 16(3), 407–426. <https://doi.org/10.1108/SRJ-11-2018-0304>
- Nadeem, M., Zaman, R., & Saleem, I. (2020). Family ownership and corporate social responsibility engagement: Evidence from an emerging economy. *Accounting Research Journal*, 33(4), 625–645. <https://doi.org/10.1108/ARJ-06-2019-0114>
- Nexus TAC. (2025). Industry-Specific Sustainability Reporting for SMEs. Retrieved from <https://nexustac.com/industry-specific-insights-sustainability-reporting-for-smes/>
- Ngu, S.-B., & Amran, A. (2024). Unveiling the antecedents and the outcome of materiality disclosure: insights from sustainability reporting of Malaysian public listed companies. *Meditari Accountancy Research*, 32(6), 2053-2082. <https://doi.org/10.1108/MEDAR-10-2023-2206>
- Nor, N. M., Jaffar, R., & Zain, M. M. (2021). Ownership structure, board governance and sustainability reporting quality: Evidence from Malaysia. *International Journal of Business and Society*, 22(3), 1135–1150.
- Nurul Afzan, N. M., & Mohd Sanusi, Z. (2023). Sustainability governance and disclosure quality: Evidence from Malaysia. *Asian Journal of Business and Accounting*, 16(1), 1–24.
- Ofoeda, I. (2024). Board gender diversity and sustainability reporting: Evidence from Sub-Saharan Africa. *Journal of Risk and Financial Management*, 17(7), 302. <https://doi.org/10.3390/jrfm17070302>
- PwC Malaysia. (2020). Building Trust in Corporate Malaysia 2020. Retrieved from <https://www.pwc.com/my/en/publications/building-trust.html>
- PwC Switzerland. (2024). The board's role in sustainability governance. Retrieved from <https://www.pwc.ch/sustainability-governance>
- PwC Switzerland. (2024). Sustainability reporting. PwC Switzerland. Retrieved from <https://www.pwc.ch/en/insights/digital/sustainability-reporting.html>

- Rao, K., & Tilt, C. A. (2021). Board diversity and ESG performance: Australian evidence. *Journal of Business Ethics*, 174(3), 441–458. <https://doi.org/10.1007/s10551-020-04624-9>
- Rehman, A., Gonenc, H., & Hermes, N. (2023). Corporate social performance of family firms and shareholder protection: An international analysis. *Journal of Family Business Strategy*, 14(2), Article 100550. <https://doi.org/10.1016/j.jfbs.2022.100550>
- Said, R., Yuserrie, Z., & Haron, H. (2020). Corporate governance and sustainability reporting quality: Evidence from Malaysia. *International Journal of Business and Society*, 21(2), 736–750.
- Securities Commission Malaysia. (2021). Malaysian Code on Corporate Governance (MCCG). Retrieved from <https://www.sc.com.my>
- Sellers-Rubio, R., & Nicolau-Gonzalbez, J. L. (2020). Sustainability in the Beverage Industry: A Research Agenda from the Demand Side. Retrieved from [https://www.researchgate.net/publication/348023831\\_Sustainability\\_in\\_the\\_Beverage\\_Industry\\_A\\_Research\\_Agenda\\_from\\_the\\_Demand\\_Side](https://www.researchgate.net/publication/348023831_Sustainability_in_the_Beverage_Industry_A_Research_Agenda_from_the_Demand_Side)
- Shad, Kashif & Lai, Fong-Woon & Fatt, Chuah & Klemeš, Jiri & Bokhari, Awais. (2019). Integrating Sustainability Reporting into Enterprise Risk Management and its Relationship with Business Performance: A Conceptual Framework. *Journal of Cleaner Production*. 208. 415-425. <https://doi.org/10.1016/j.jclepro.2018.10.120>
- Shafai, M. I. M., Abd-Mutalib, H., & Nor-Ahmad, N. (2024). Ownership structures and sustainability reporting of Malaysian listed consumer product companies. *Jurnal Pengurusan*, 70, 1-15. <https://doi.org/10.17576/pengurusan-2024-70-2>
- Shafai, N. A., Abd-Mutalib, H., & Nor-Ahmad, S. (2024). Ownership structures and sustainability reporting of Malaysian listed companies. *Asian Journal of Business and Accounting*, 17(1), 25–45

- Subramaniam, G., Mow, G. L., Mee, C. K., Loang, O. K., & Ahmad, Z. (2023). Social impact of sustainable development goals and corporate governance on Malaysian government-linked companies-The Malaysian Perspective. *IPN J. Res. Pract. Public Sector Account. Manage*, 13(1), 129-147.
- Suhatmi, E. C., Dasman, S., Badarisman, D., Nahar, A., & Jaya, A. A. N. A. (2024). Sustainability reporting and its influence on corporate financial performance: A global analysis. *The Journal of Academic Science*, 1(6). <https://doi.org/10.59613/d0qn5c22>
- Tsalis, Thomas & Malamateniou, Kyveli & Koulouriotis, Dimitrios & Nikolaou, Ioannis. (2020). New challenges for corporate sustainability reporting: United Nations' 2030 Agenda for sustainable development and the sustainable development goals. *Corporate Social Responsibility and Environmental Management*. 27(4), 1617-1629. <https://doi.org/10.1002/csr.1910>
- Tumwebaze, Z., Bananuka, J., Kaawaase, T. K., Bonareri, C. T., & Mutesasira, F. (2022). Audit committee effectiveness, internal audit function and sustainability reporting practices. *Asian Journal of Accounting Research*, 7(2), 163-181.
- U.S. Securities and Exchange Commission. (2022). SEC proposes rules to enhance and standardize climate-related disclosures for investors. Retrieved from <https://www.sec.gov/news/press-release/2022-46>
- United Nations Global Compact. (2020). *SDG Ambition: Scaling Business Impact for the Decade of Action*. Retrieved from <https://www.unglobalcompact.org/library/5746>
- United Nations. (n.d.). Sustainable Development Goal 11: Sustainable Cities and Communities. Retrieved from <https://malaysia.un.org/en/sdgs/11>
- United Nations. (n.d.). Sustainable Development Goal 12: Responsible Consumption and Production. Retrieved from <https://malaysia.un.org/en/sdgs/12>
- United Nations. (n.d.). *Transforming our world: the 2030 Agenda for Sustainable Development*. Retrieved from <https://sdgs.un.org/2030agenda>

- Vivien, F.-D. (2022). The economics of biodiversity and ecosystem services between monetary valuation and deliberation. In J. Mercier Ythier (Ed.), *Economic Reason and Political Reason: Deliberation and the Construction of Public Space in the Society of Communication* (Chapter 10). Wiley. <https://doi.org/10.1002/9781394188161.ch10>
- Vuong, T. K., & Bui, H. M. (2023). The role of corporate social responsibility activities in employees' perception of brand reputation and brand equity. *Case Studies in Chemical and Environmental Engineering*, 7, Article 100313. <https://doi.org/10.1016/j.cscee.2023.100313>
- Wahab, E. A. A., How, J., & Verhoeven, P. (2008). Corporate governance and institutional investors: Evidence from Malaysia. *Asian Academy of Management Journal of Accounting and Finance*, 4(2), 67–90
- Wahab, N. A., Zain, M. M., & Rahman, R. A. (2022). Determinants of sustainability reporting in Malaysia: A multi-theoretical perspective. *International Journal of Business and Society*, 23(1), 321–336.
- WCED (World Commission on Environment and Development). 1987. *Our Common Future: Report of the World Commission on Environment and Development*. UN Documents Gathering a Body of Global Agreements. Retrieved from <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>
- Well Kinetics. (2023). Sustainability reporting: Importance & benefits explained. Well Kinetics. Retrieved from <https://wellkinetics.com.my/sustainability-reporting-importance-benefits-explained/>
- Widarjo, W., & Setiawan, D. (2020). The effect of foreign ownership and public ownership on sustainability report disclosure in Indonesia. *Journal of Accounting and Investment*, 21(2), 344–360. <https://doi.org/10.18196/jai.v21i2.9540>
- Yusoff, H., Othman, R., & Yatim, P. (2020). Sustainability reporting and firm performance: Evidence from Malaysia. *Asian Academy of Management Journal of Accounting and Finance*, 16(2), 1–26. <https://doi.org/10.21315/aamjaf2020.16.2.1>

Yusoff, H., Othman, R., & Yatim, N. (2020). Sustainability reporting in Malaysia: A study of public listed companies. *Social Responsibility Journal*, 16(8), 1123–1143.  
<https://doi.org/10.1108/SRJ-06-2019-0198>

Yusoff, H., & Rahman, N. S. A. (2022). Family ownership and sustainability practices in Malaysian listed companies. *International Journal of Economics and Management*, 16(1), 25–38.

Zaini, S. M., Fahm, F. M., Noruddin, N. A. A., Besar, M. H. A. H., & Razak, A. L. A. (2024). The Level of SDGs Disclosure Practice by Government Link Companies in Malaysia: A Conceptual Exploration. *Journal of Accounting, Business and Management (JABM)*, 32(1), 279-292.



## APPENDICES

### Appendix 1

#### SCORES OF FOOD AND BEVERAGES COMPANIES TOWARDS ITS SUSTAINABILITY REPORTING

Themes	Definition	Score					
		0	1	2	3	4	5
<b>Economic</b>							
a) Procurement Practices	Spending on local suppliers at significant location of operations.						
b) Community Investment	Voluntary contributions made by an organisation to enhance socioeconomic benefits and create a positive social impact.						
c) Indirect Economic Impact	Indirect economic impacts are additional consequences of the direct impact of financial transactions and the flow of money between an organisation and its stakeholders.						
d) Climate Related Financial Risks and Opportunities	Potential positive and negative impacts of climate change on an organisation.						
e) Responsible/ Sustainable Lending	An approach to investing that aims to incorporate environmental, social and governance (ESG) factors into investment decisions, to better manage risk and generate sustainable, long-term returns.						
<b>Environmental</b>							
a) Emissions	Emissions refer to the discharge of environmentally hazardous substances into the atmosphere.						

	Emissions also encompasses discharge of greenhouse gas.						
b) Waste and effluent	<p>Waste is broken down into hazardous and non-hazardous waste, where hazardous waste is governed by local environmental regulations.</p> <p>Non-hazardous waste includes general waste such as paper and plastic. Effluent is defined as any liquid that is disposed as waste or wastewater</p>						
c) Water	Considers consumption and efficiency of water usage for industrial processes and general purposes.						
d) Energy	Considers the efficient use and consumption of electricity as well as energy generated from renewable sources.						
e) Biodiversity	Relates to the identification and assessment of risk associated with biodiversity by reporting on the potential impact on terrestrial, fresh water and marine environment that lies within, contains, or is adjacent to areas with high biodiversity value.						
f) Supply Chain (Environmental)	All significant environmental impacts observed or assessed in the supply chain in relation to products and services produced and/or offered.						
g) Product and Services Responsibility (Environmental)	The environmental impact of products and services in the course of their lifecycle, (including product design, development, testing, etc.).						
h) Materials	It discusses the practice and commitment to responsible sourcing and management of materials, and how						

	these were given consideration in the fabrication of a product.						
i) Compliance (Environmental)	It outlines an organisation's degree of observance to laws and guidelines governing its business, as well as efforts undertaken in assessing the anticipated environmental impact of its activities.						
j) Land remediation, contamination or degradation	This theme requires disclosure on the management of soil quality and initiatives assumed in the remediation of contaminated land.						
<b>Social</b>							
a) Diversity	Diversity, specifically in the workforce, management and the Board is characterized by the gender, age, etc.						
b) Human Rights	In accordance with the United Nations Universal Declaration on Human Rights, this is defined as/to include: <ul style="list-style-type: none"> <li>● the right to not be discriminated against;</li> <li>● not be enslaved;</li> <li>● be treated with dignity;</li> <li>● have the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay; and</li> <li>● the right to freedom of opinion and expression.</li> </ul>						
c) Occupational Safety and Health	In accordance with the International Labour Organisation, occupational safety and health refers to the anticipation, recognition, evaluation and control of hazards arising in or from the						

	workplace that could impair the health and well-being of workers.						
d) Anti-competitive behavior	Concerning ethical business practices without affecting consumer choice, pricing, and market efficiency.						
e) Anti-corruption	In accordance with Transparency International Malaysia, corruption is defined as the abuse of entrusted power for private gain. This theme discusses activities that promote transparency and guard against various forms of corruption.						
f) Labor practices	The fair treatment of employees in regard to terms and conditions of employment and developments of employee’s skills and knowledge.						
g) Society	Relates to the impacts organisations have on society and local communities.						
h) Product and Services Responsibility (Social)	The impact of products and services on the wellbeing of society, including privacy, health and safety.						
i) Supply Chain (Social)	Relates to significant and potential social impacts on society in the supply chain.						
j) Compliance (Social)	It outlines an organisation’s degree of observance to laws and guidelines governing its business, as well as efforts undertaken in assessing the anticipated impact of its activities.						



**UUM**  

---

**Universiti Utara Malaysia**