CATHOLIC UNIVERSITY COLLEGE OF GHANA

ASSESSMENT OF GREEN BUSINESS PRACTICES AMONG COMMERCIAL BANKS IN THE SUNYANI MUNICIPALITY

DOMPREH ISAAC CHRISTOPHER

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BY

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Dissertation submitted to the Faculty of Economics and Business Administration, Catholic University College of Ghana, in partial fulfilment of the requirements for the award of Master of Business Administration degree in Finance

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: …………………… Date: ……………..................

Name: Dompreh Isaac Christopher

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the Catholic University College of Ghana.

Supervisor's Signature: …………………….Date: ……………………….

Name: Mr. Williams Awuma

ABSTRACT

The goal of this study is to examine the prospects and challenges associated with the adoption of green banking practices by the various commercial banks in Ghana with the Sunyani municipality as the study area. Exploratory and descriptive research design under the quantitative research method was used. The study population was made up of respondents drawn from staff of the commercial banks with branches in Sunyani. The convenience sampling and census was applied to invite a total of 84 management and staff from the twelve (12) commercial banks were sampled for the study. The study employed both primary (questionnaire) and secondary information (literature review). The analysis of the descriptive data was done using the computer based statistical data analysis package, IBM-SPSS (version 21.0and results presented descriptively using tables with frequencies, percentages and mean. The study revealed that various initiatives the bank engaged in to promote green business practices in the bank operations include the bank undertaking paperless initiatives like e-statements. Challenges associated with the adoption of green business in banking in order of ranking as lack of policy framework, enforcement from all stakeholders, the perceived high operational cost for banks that go green and the lack of awareness of green business among stakeholders. It was established that green business practices of bank have impacted positively on financial performance, bank's brand image etc. The study recommends to these banks to formulate green business policy guidelines that will help the bank in promoting environmental management practices.

KEYWORDS

Green Banking Practices

Commercial Banks

Environmental

Ethical

Sustainable

Financial Services

Socially Responsible

Stakeholders

Bank of Ghana

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DEDICATION

I humbly dedicate this project work to God and my family including my lovely wife, and children.

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LIST OF ACRONYMS

BoG	Bank of Ghana
DFI	Development Financial Institutions
EDD	Environmental Due Diligence
ETP	Effluent Treatment Plant
GDP	Gross Domestic Product
IFC	International Finance Corporation
NGO	Non-Governmental Organization
PWC	Price Waterhouse Coopers
SDGs	Sustainable Development Goals
UNEP	United Nations Environmental Program

CHAPTER ONE

INTRODUCTION

The effects of climate change, along with pollution and the depletion of non-renewable natural resources, has given rise to environmental awareness globally (Douglas, 2006). A key global challenge in the 21st century is how to address climate change and reduce greenhouse gas emissions (United Nations, 2007). Consumers in recent years have become conscious and aware of the damage being inflicted on the environment by businesses in pursuit of the bottom line. Stakeholders such as Government regulatory bodies and consumer pressure groups have aggressively lobbied for businesses to adopt green practices (Bateman & Zeithaml, 1983). As a result, policies that focus on the protection of the environment are continually being developed worldwide (Brunoro, 2008). Businesses can assist in protecting the environment by becoming green businesses, in other words sustainable businesses (Porritt & Winner, 1988). According to Daft (2008), a sustainable business is an economic development that generates wealth and meets the needs of the current generation while saving the environment for future generations. According to Verdiem Corporation (2008), sustainability has become a major focus for businesses, as it was discovered that sustainable green practices can strengthen reputation, improve employee morale, lead to cost savings and benefit the environment. Businesses value sustainable growth either by force of regulation, or because they see an economic opportunity in preventing pollution or recognizing the strategic importance of environmental issues (Hendry & Vasilind, 2005).

Background to the Study

Recently industries, including financial services particularly banks have been called to pay greater attention on the environmental issues as across the globe pressure has been exerted on all to go green which are till now considered as environmental friendly. Banks for example have to address environmental issues, both in terms of their obligations and opportunities by virtue as a responsible corporate entity. Usually banking activities are not physically related to the environment, but the external impact of their customer activities is substantial. So, there is a need for banks to adopt green banking practices into their operations, buildings, investments and financing strategies. According to Lalon (2015), there are two ways of green banking practices. One is in-house green banking; another is practice by the bankers in their business area. These include the use of energy saving machines, using high mileage vehicles, reducing sound pollution, paperless banking experience, among others all aim at creating clean and hygienic banking environment. Thus, green banking contributes in reducing carbon footprints by providing assistance to companies involved in renewable and clean energy technology (Sahoo & Nayak, 2007; Bihari & Pradhan, 2011).

"Green" in green banking principally indicates banks' environmental accountability and environmental performances in business operations (Rahaman et al., 2015). Therefore, the term 'green banking' generally refers to banking practices that foster environmentally responsible financing practices and environmentally sustainable internal processes (Babiak & Trendafilova, 2011). A green bank is also called ethical bank, environmentally responsible bank, socially responsible bank or a sustainable bank and is expected to consider all the social and environmental issues in their banking processes (Rahman & Barua, 2016). Green banking avoids paperwork as much as possible and relies on online/electronic transactions for processing so that green technologies like green credit cards and green mortgages can be encouraged (Singh & Singh, 2012). The reduced use of paper can actually diminish the carbon footprint from banking practices and promote environmental-friendly practices in the banking sector (Goyal & Joshi, 2011).

According to Čekanavičius, Bazytė and Dičmonaitė (2014), while it is true that business greening usually necessitates certain additional costs, it also brings tangible commercial benefits and results in an increased profitability. Similarly, a business can reap two types of benefits by “going green”: one is revenue raising, and the other is cost saving. Rehman et al. (2013) further suggests that, if a company seeks to obtain good financial returns, just as others have benefited, that company has to abide by some salient procedures. Most importantly, it has to dedicate itself to adopting green principles and successfully integrate green manufacturing practices into the lifecycle of its produced goods and operations of its chain of supply. Again, Ramakrishnan (2006) asserted that, it is necessary for prime industries or firms to pay attention to minimising the amount of energy they utilize, amount of water they use, the degree of toxic substance discharges, as well as waste reduction.

As part of global pressure, various countries’ regulatory bodies including Bangladesh, China, Brazil, Columbia, Mongolia, Indonesia and Nigeria among others have developed and implemented individual standards and protocols to ensure environmentally internal business (Oyegunle & Weber, 2015). The idea of establishing a regulatory financial sustainable banking practices is to create a level playing field for all players, but it also helps collaboration and capacity development (Poser, 2014). The driving interest for adopting these measures according to Stampe (2014); was its capacity to help in managing risks and to capitalize on opportunities.

Already, Ghana has been making favourable approaches aimed at creating a green economy through national policies, blueprints and initiatives in accordance with the country's sustainable development goals. The Government of Ghana signing on to the attainment of the 17 Sustainable Development Goals (SDGs) under the auspices of the United Nations underscores the state's resolve to ensure among other things environmental sustainability. In recognition of the need for sustainable banking, the Bank of Ghana, in collaboration with the Ghana Association of Bankers and the Environmental Protection Agency, set out in 2015 to bring to the fore, issues affecting the protection and sustenance of the environment. This has resulted in the preparation of Sustainable Banking Principles and Sector Guidance Notes for use by Ghana's banking industry. Seven general principles have been proposed under this initiative, being principles for: i) identifying, measuring, mitigating and monitoring environmental and social risks and opportunities in banks' business activities; ii) promoting good environmental and social governance practices in banks' internal business operations; iii) promoting good corporate governance and ethical standards; iv) promoting gender equality; v) promoting financial inclusion; vi) promoting resource efficiency and sustainable consumption and production; and vii) reporting on compliance (BoG, 2019).

An investigation of the perception of staff and management of various branches towards green business is derived from the assumption that while staff are the direct beneficiaries, the service providers are the implementers. It is an undeniable fact that the success of any programme in the bank largely depends on both the beneficiaries and the implementers. The way staff and management, respectively, perceive and respond to green business practices in the various commercial banks will, to a great extent, affect the adoption and implementation of green business by the bank, hence, the need for this study.

Statement of the Problem

In Ghana, the banking sector represents a core pillar of the economy with their total assets at GH¢100.35 billion by end-June 2018. Year-on-year growth in total assets, however, slowed to 15.7 percent in June 2018 from 30.8 percent in June 2017 representing about 58% of the GDP (BoG, 2019). But whenever discussions are held regarding environmental sustainability, the emphasis is mostly on manufacturing, agriculture and other related sectors that directly extract from the natural resources and not affect the environment. This is despite the fact that in terms of the structure of the world economy and in particular Ghana, the services sector constitutes well over 50% share of GDP in most countries (Dee, 2001, p.2). Moreover, one of the key requirements for the success of the concept of eco-efficiency is an increase in the service component of the product.

Over a few years now, firms in Ghana have been become conscious of the pressure to go green in the production of their products, as experienced in the developed and industrialised nations that are creating environmentally sustainable processes into their business operations. This has become necessary, especially when they have realized that, marketers and consumers alike have developed taste for green products.

Despite the benefits associated with the adoption of this policy, green business practices are still far from being universally embraced and applied by business entities around the world, with perceptible differences of business penetration by the “green” ideas in various countries. This is due to several reasons, one of them being the fact that the “greening of business” is still largely perceived as an extra burden (in terms of cost increase or revenue loss), and the other reason being related to the national specifics in terms of cultural, political, and economic differences (Čekanavičius, Bazytė & Dičmonaitė, 2014). In some instances, companies simply might not know how to become green or regard “greening” as an expensive fancy that drains away resources and diminishes profits. Are commercial banks in Ghana generally more concerned with the costs than benefits of becoming “green”?

Although a lot of studies have been done with regard to the topic, most of them are alien to the Ghanaian context. Therefore, it is necessary for a more empirically based studies on the green banking phenomenon, but one restricted to the Ghanaian financial setting, whereby a rigorous methodology will be applied to gather data which will be taken through empirical analysis in order to present more scientific outcomes. It also appears that there is a paucity of studies on the adoption of green banking business, particularly the universal banks that have huge capital and customers.

Again, there has not been any studies regarding green banking practices among banks in Sunyani, hence the study seeks to investigate the green banking practices by filling the gap and to add to literature in green banking practices. It is against this background that the study sought to assess the prospects and challenges towards the adoption of green banking practices by the universal banks in Ghana.

Purpose of the Study

The main goal of this study is examine the prospects and challenges associated with the adoption of green banking practices by the various commercial banks in Ghana, using the Sunyani municipality as the snapshot.

Objectives of the Study

Specifically, the study will be guided by the following objectives to:

i. Identify actions/plans/activities that promote green business practices among banks in the Sunyani municipality

ii. Describe the impact of green business practices on the performance of the banks of Ghana

iii. Examine the prospects of green banking among commercial banks of Ghana

iv. Identify the challenges associated with adoption of green business in the banking industry of Ghana

Research Questions

The study intends to find answers to the following broad questions:

1. What specific actions/plans/activities promote green business practices among banks?
2. What is the impact of the implementation of green practice on the business functions of these banks?
3. What are the prospects of green banking among commercial banks of Sunyani?

4. What impediments are adopting/implementing/reaching a green business among banks?

Significance of the Study

Recently, there has been a growing interest in the development of sustainable and green financial regulations globally. The interest is based on the increasing climate change risks for the financial sector on the one hand and on the other, a need to integrate the financial sector into a transition to a green economy. The growing concern of environmental sustainability in all sectors reflects the importance of the adoption of green business practices in the banking industry. Nonetheless, it has been realised that businesses going green is beneficial to all including the financial sector, as it results in profitability, customer retention, improved corporate image and cost savings among others. The study would provide additional information on green banking in the commercial banks and the financial sector at large. It also provided much needed understanding of how green business practices are used in the banking industry in Ghana. Moreover, the data from the study would enhance the staff and management's level of awareness of green business practices in the banking industry.

This study is useful to banks that are intended to become greener banks as well as to achieve environmental goals. Firstly, it would help other banks which may have plans to implement green banking practices in future more effectively. Secondly, the banks which are practicing green banking concept can compare with other green banks and understand the strength and weakness of their own green practices and performance through this study. Thirdly, this study also promotes and motivates green banking practices of banking sector in

Ghana. Through this study, the employees of the banks would become knowledgeable about green banking practices and successfully achieve environmental performance of banks by involving in implementation of green banking practices in future.

Also this study may guide the banks to use modern plants and machineries which save energy, generate low CO_2 emission and ensure water conservation for the better environmental performance. These practices would help the banks to practice sustainable practices and improve their competitiveness. The better environmental performance of the bank would help to attract the socially responsible investors across the globe to invest their investments and create investment opportunities.

The study has implications for both academicians and practitioners. For the academics, this study contributes to understand the impact of green banking practices on bank's environmental performance and findings of the study also contribute to green banking literature. Finally, the study would generate additional findings to clarify the application of green business practices by the various stakeholders in the banking industry particularly the universal banks as it provides literature review for students and researchers who are interested in conducting studies in the banking industry.

Delimitations

The financial sector is wide-spread and visible in all parts of the country, however, the study focuses only on the banking industry in the Sunyani Municipality of the Bono Region. Within the banking industry in the region, the study restricts itself to only the commercial banks that have branches in the municipality. The content under which this study covers involve the challenges and prospects towards the adoption of green business practice ‘green banking’. In view of this, the study focuses on selected commercial banks in the Sunyani Municipality which boast of branches and are of good standing per the Bank of Ghana regulations.

Limitations

One of the many challenges the study encountered was during the data collection process as the bank staff reluctantly filled the questionnaire. In most case, the researcher had to wait till they close from work before starting to fill part of the questionnaire. The attitude and work schedule of the staff made data collection very tidous and frustrating.

Secondly, all the banks are branches and therefore take instructions from headquarters. In view of this, the staff complain that in most cases they are not involved in deciding whether the bank should adopt green banking practices or not.

Thirdly, another challenge was the scope of the study which affected the extent to which the findings of the study could be generalized. As the study was limited to only commercial banks with branches in Sunyani, not all commercial banks have branches in Sunyani and therefore, the findings cannot be generalized to such banks.

Definition of Terms

Green banking: generally refers to banking practices that foster environmentally responsible financing practices and environmentally sustainable internal processes

Green businesses: is businesses and practices that are viewed as environmentally sound, including the use of organic and natural products to build factories, tighter protection against emissions and environmentally friendly sourcing of materials.

Organization of the Study

This study was presented in five chapters as follows: Chapter One deals with Introduction which consists of the background information, problem statement, objectives and questions, limitations, significance are outlined. Chapter Two captions Literature Review, presents theoretical and empirical literature on the subject under study. Chapter Three covers the Research Methodology and organizational profile, describes the data collection procedure, survey design, study population and sampling techniques, and how data is analyzed. Also, the ethical consideration is presented. Chapter Four highlights the Results which outlines the results of the data analyzed. Chapter Five focuses on the Summary, Conclusions and Recommendations, summaries the main conclusions and recommendations for policy makers.

CHAPTER TWO

LITERATURE REVIEW

Overview

This chapter reviews the literature on the research topic. It looks at the theoretical and empirical foundations on green business, types and practices, features and drivers of green banking practices with global experience. The benefits or prospects and the challenges associated with the adoption and implementation of green banking across the globe especially countries that have established regulatory frameworks to govern the implementation into the financial sector.

Theory Underpinning the Study

Theoretically, this thesis was located within insights gleaned from the stakeholder theory. The theory is selected for their potential to explain the relations between different actors related to a corporation and how these relations affect decisions by individual actors and organizational strategy. For purposes of this study however, the theory is discussed from the triple bottom line perspective (Elkington, 1999) to illuminate its importance in explaining sustainable development with which green business practices is situated.

The concept of the triple bottom line is largely attributed to Elkington (1999) who argued for the incorporation of social justice, environmental quality and economic development objectives into business strategy.

Stakeholders Theory

The focus of the stakeholder theory is to take account of a wider group 'residence' who may have an interest and or affected by the running of the business. Corporations have primary stakeholders such as employees, managers, board members, shareholders, and customers. They also have secondary stakeholders including, suppliers, and competitors, environmental groups, governments, local community, the media etc. (Freeman, 1984). Freeman (1984, p.46) described stakeholders as "any group or individual who can affect or is affected by the achievement of the organisation's objectives". Nwanji and Howell (2007) argue that stakeholder theory is distinct in that it is a theory of management that includes morals and values as an explicit part of organisational management. Clarkson (1995) argued that the interests of all stakeholders have an intrinsic value and no particular interest should be allowed to dominate the interest of other stakeholders.

Therefore, managers are assumed to have a duty to all stakeholders including shareholders (Yamak & Suer, 2005). Corporations depend on their various stakeholders to get the resources required to create value (Elijido-Ten, 2010). The moral perspective of stakeholder theory is all stakeholders have a right to be treated fairly by an organization, and managers should manage the organization for the benefit of all stakeholders, regardless of whether the stakeholder management leads to better financial performance (Carroll & Buchholtz (2000). In view of this, corporations that adopt eco-efficiency actively seek to satisfy the interest of stakeholders in the environmental and economic domains.

Concept of Green Business

The emerging concept of green banking has been investigated in different countries (Mohammad, Kazi & Mohammad, 2014; Lymperopoulos, Chaniotakis & Soureli, 2012). These studies suggested that sustainability in the banking sector can take two forms. Banks can change their routine operations through recycling programs, paperless banking, using energy efficient resources, and support for community events for reducing pollution and so on or they can adopt lending and investment strategies to promote environmentally responsible projects and can also develop green products to ensure the sustainability in their core business.

Green banking is the diversion from the conventional way of banking towards the adoption of strategies that entails more environmental benefits and to bring more efficiency in their operations (Mishra & Suar, 2013; Jha & Bhome, 2013; Lalon, 2015). The concept of green banking was developed in the western countries. The concept of green banking was established in 1980 at Triodos bank from Dutch origin which started the environmental sustainability in the banking sector from the very first day. In 1990, the bank launched 'green fund' for funding environment friendly projects and all the other projects followed later (Dash, 2008).

Green Banking was formally started in 2003 with a view to protecting the environment. Then the Equator Principles (EPs) were launched and were initially adopted by some leading global banks, such as Citigroup Inc, The Royal Bank of Scotland, Westpac Banking Corporation. In March 2009, Congressman Chris Van Hollen of USA introduced a Green Bank Act with the aim of establishing a green bank under the ownership of the US government. After introducing the Green Banking initial decision was to minimize the paper use in banking works because to make all kinds of papers need to cutting trees as raw materials (its minimize the green forestation) and for this reason naturally its reduce the Oxygen and increase the carbon-dioxide in airspace/ globe (Lalon, 2015).

The concept is part of the broad name of environmental sustainability which made the United Nations Environmental Program (UNEP, 2014) to define green economy as “one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities.” In a simple term green economy is resource efficient, low carbon and socially inclusive.

Definitions of Green Business

The term ‘green businesses’ is defined by Smith (2003) and Friend (2009) as businesses and practices that are viewed as environmentally sound, including the use of organic and natural products to build factories, tighter protection against emissions and environmentally friendly sourcing of materials. Zsolnai (2002) defines a green business as a business that has adopted the concept of environmentalism across the various functions of the business.

Similarly, Gilbert (2007) identified a green business activity as any activity that is performed in a manner that has either limited negative ecological impact or directly benefits the natural environment in some way. Morebusiness.com (2009) described a green business as using less natural resources to complete the tasks needed and using sustainable methods and materials such as recycling (paper, plastic, electronics, glass and aluminium) and using sustainable products (recycled, plant-based or organically grown). The Business Dictionary indicates that green business is “a business functioning in a capacity where no negative impact is made on the local or global environment, the community, or the economy”, and further adds that “green business will also engage in forward-thinking policies for environmental concerns and policies affecting human rights” (Business Dictionary, n.d.).

In support of this Croston states that “Green Businesses have more sustainable business practices than competitors, benefiting natural systems and helping people live well today and tomorrow while making money and contributing to the economy” (Croston, 2009, p.7). Slovik proposed and places an amalgamation of environmental sustainability demand with that of social responsibility: Accordingly, he referred “A “green business” as an organization that uses renewable resources (environmentally sustainable) and holds itself accountable for the human resource aspect of their activities (socially responsible)” (Slovik, 2013, p.). Green business also means promoting environment-friendly practices and reducing carbon footprint from banking activities (Schultz, 2010).

In a related way, Singh and Singh (2012) asserted that green banking signifies encouraging environment-friendly practices and plummeting carbon footprint by banking activities through various environment-friendly acts. Green banking is functioning like a normal bank, which considers all the social and environmental/ecological factors with an aim to protect the environment and conserve natural resources (Thombre, 2011). It is also a kind of banking conducted in selected area and technique that helps in reduction of internal carbon footprint and external carbon emissions (Bahl, 2012).

A green bank is also called ethical bank, environmentally responsible bank, socially responsible bank, or a sustainable bank, and is expected to consider all the social and environmental issues (Habib, 2010; Goyal & Joshi, 2011). It means eco-friendly or environment-friendly banking to stop environmental degradation to make this planet more habitable (Azam, 2012).

In Ghana, the Deputy Governor of the Bank of Ghana Awadzi (2018) which are the regulators defines sustainable banking as lending and other business activities of banks with a focus on projects and businesses that promote economic prosperity, environmental protection, and social justice.

Types and Practices of Green Business

According to Lalon (2015), there are two ways of green banking practices. One is in-house green banking; another is practice by the bankers in their business area. Creating clean and hygienic banking environment, green building, reforestation, online banking, waste management, installation of solar panel on the rooftop of the bank and using high mileage vehicles, reducing sound pollution, using webcam for video conferencing instead of physical meetings, online statements, emailing documents are included in the in-house Green Banking. Financing the green projects like Biogas Plant, Solar/Renewable Energy Plant, Bio-fertilizer Plant, Effluent Treatment Plant (ETP), Projects having ETP etc, working on specific green projects, voluntary activities of banks are major practices by the bankers in their business areas. This is highly supported by Pariag-Maraye, Munusami and Ansaram (2017) that indicated that banks can change their routine operations through recycling programs, paperless banking, using energy efficient resources, and support for community events for reducing pollution or they can adopt lending and investment strategies to promote environmentally responsible projects and can also develop green products to ensure the sustainability in their core business.

From a broader perspective, banks can be green through bringing improvement in six main spheres: investment management, deposit management, housekeeping, recruitment and development of human capital, corporate social responsibility, and consciousness of the clients and general mass (Rahman et al., 2013).

In Bangladesh, following the issuance of the 'Policy Guidelines for Green Banking' in February 2011 by the country's banking authority, the central bank of the country, has implemented a number of in-house green initiatives besides ensuring sustainable practices by commercial banks. The major in-house practices of the bank include installation of 8 kilowatt solar panel on its roof top in 2010; use of energy saving LED bulbs; in-house online connectivity; online salary and other necessary advice, personnel file updated information, office orders, electronic-pass for visitors; e-recruitment; e-tendering; Enterprise Data Warehouse; EXP Online Monitoring System; Online CIB; Bangladesh Automated Clearing House; Enterprise Resources Planning; Bangladesh Electronic Fund Transfer Network; and National Payment Switch (Ullah, 2014).

A study by Ginovsky (2009) suggested two strategies which banks should follow to go for green banking. They are: (1) use of paperless banking which results in reducing the carbon footprint from internal banking operations and cost saving to banks, and (2) adoption of Green Street lending, which means offering low rate of interest to consumers and businesses for installing solar energy systems and energy-saving equipment. Dharwal and Agarwal (2013) had also suggested some green banking strategies like carbon credit business, green financial products, green mortgages, carbon footprint reduction, energy consciousness, green buildings and social responsibility services towards the society.

Features of Green Business Practice in Banks

The broad objective of the green banks is to use resources with responsibility, avoid waste and give priority to environment and society (Habib, 2010). Green banking is a concept of shifting banks "objectives from "profit only" to "profit with responsibility" (Rahman & Barua, 2016). Lalon (2015) listed some important features of green banking operations are as follows: Banks can help environment through automation and online banking. Green banking focuses on social safety and security through changing the negative impacts of the society. In financing, it always gives priority to investments / loans which consider risk factors regarding environmental conditions. It always cares for sustainable and green growth in industrialisation and for social purposes. It created a congenial atmosphere inside and outside the bank. It considers the clients as its family members, and as such, guide and supervise the projects to reduce pollution and thus implement scientific methods in the real sense by implementing environmental due diligence (EDD) checklist. It reduces cost and energy, thus saving money and increasing GDP of a country. It changes the mental faculties of the officials and customers, in line with green sensibilities. It helps institutions, men and the nation in general live with dignity.

Green Banking Initiatives at the Global Level

In the context of sustainable growth especially in emerging economies, banking management system based on sustainable principles is a provocation of these days (Raluca, 2012). There have been a number of initiatives to make financial institutions more environmentally responsible. In the mid-1990s, the United Nation Environment Programme (UNEP) introduced what is presently recognized as the UNEP Finance initiative (UNEPFI). The goal is to incorporate the ecological and social dimensions into the evaluation of financial performance and risk associated with the financial sector. Around 34 International banks follow the codes of conduct of the UNEP in relation to the Environmental Reporting, environmental management system, environmental policies and environmental risk assessment to diminish environmental impact both internally and externally (Jeucken, 2001; Pariag-Maraye, Munusami & Ansaram, 2017). In the Earth Summit 1992, the United Nations Environment Program (UNEP) initiative on the environment and sustainable development was established in order to initiate interactions between UNEP and Financial Institutions and their joint efforts.

In another effort, IFC’s environmental unit was established in 1991 for reviewing each project for environmental assessment. In 2002, global NGOs created a coalition named “BankTract” to promote sustainable finance in the commercial sector which has been endorsed by more than 200 organizations. In 2003, a group of banks along with IFC initiated Equator Principle that is accepted by 46 financial institutions of 16 countries with operation in more than 100 countries as of now. IFC along with the Financial Times also initiated “Sustainable Banking Award” since 2006. The number of banks applying was up by more than 100% compared to the previous year's 48 banks from 28 countries. International Standards Organization 14000 is also another global initiative which is a series of voluntary compliance standards for environmental practices (Murray et al., 1997).

Drivers of Green Banking Adoption

Sustainable banking, requires banks to assess economic, environmental, and social risks affecting the projects and businesses they finance, and ensure that appropriate measures are adopted to mitigate such risks (Awadzi, 2018). There are regulatory approaches that exist in developing and emerging countries such as China, Brazil, Bangladesh and Nigeria. The main drivers for regulatory approaches are internal pressure, such as social pressure and environmental pollution, external pressure from financial (aid) institutions such as the Dutch Development Bank (FMO) and the International Finance Corporation (IFC); and pressure from regional neighbours (Oyegunle & Weber, 2015). As highlighted above, the driving interest for adopting these measures varies. As observed by Stampe (2014); the business case for integrating ESG is driven by a number of factors. First is its capacity to help in managing risks and to capitalize on opportunities. Weber (2005) is more explicit regarding this, arguing that the conventional financial sector takes sustainability considerations into account because it is a business case, because regulators prescribe it, because of personal attitudes of leaders or because of the demand of clients.

In supporting the previous studies, Poser (2014) noted that financial institutions in Brazil, Colombia and Peru considered the creation of new business opportunities as one of the most important drivers for integrating sustainability issues into financial regulations. However, in Nigeria, the case is more of external pressure to its adoption. According to Poser (2014), access to funding from investors or international financing institutions was identified as most important. Financial capital injected by foreign financial institutions such as the FMO, the IFC or other organizations are the main sources of finance for

Nigerian banks. External financial institutions, however, have implemented sustainability guidelines and want to make sure that their investments are deployed according to certain sustainability principles.

Benefits of Adopting and Implementing Green Business Practices in the Banking Industry

The contribution of adopting green business practices in banking cannot be over emphasized as many studies have revealed in broad terms the results that in reducing costs of operations and liabilities of the firm, enhanced profitability of firms, improved the competitiveness of firms and therefore makes it easier for firms to consolidate and access new markets. Green Business esteems society, nature and ethics which in turn can improve the competitive position of a company (Mittal et al., 2008). The adoption of eco-efficiency indicators to achieve sustainable development by corporations presents a number of explicit and hidden benefits. The former category includes cost reduction, increased market share, better image and long term success (Rainey, 2008).

Green Business practices by banks not only improve their own standards but also affect environmentally responsible behaviours of other businesses. Studies show that the benefits of engaging in environmental and social responsibility include: improved financial performance, trust, brand image, sales and customer loyalty, community development, government relations, reduced risk, regulatory intervention, costs, tax, etc. (Hoque, 2008; Rahman, 2011). Green Business helps these banks to save resources through effective in-house environment management, eco-friendly lending, conserving environment and focusing on three Ps – People, Planet, and Profit at the same time (Ullah, 2014). According to Čekanavičius, Bazytė and Dičmonaitė (2014), while it is true that business greening usually necessitates certain additional costs, it also might bring tangible commercial benefits and lead to an increased profitability. A business can reap two types of benefits by "going green": one is revenue rising, and the other is cost saving.

According to Ragupathi and Sujatha (2015), green banking has many benefits and advantages. They are: (1) basically green banking avoids paper work and all the transactions are done through online banking, (2) creating awareness to business people about environmental and social responsibility enabling them to do an environmental friendly business practice, and (3) banks follow environmental standards for lending, which is really an excellent idea and it will make business owners to change their business to environmental friendly which is good for the future generations.

A study by Oliver (2007) noted that the primary reason for adopting an environmental programme by banks is to mitigate reputational risk rather than credit and market risks. The more companies adopt environmentally and socially responsible policies, the more resilient they will be to attacks on their reputation (Hopkins, 2001). Green banking allows banks mobilize money, invest safely and channel the money to productive activities free from deterioration of standard of living and environment. It facilitates and promotes the achievement of sustainable development of banking and finance (Sahoo & Nayak, 2008; Goyal & Joshi, 2011).

Challenges Associated with Adopting and Implementing Green Business Practices in the Banking Industry

Jayadatta and Nitin (2017) indicated that while adopting green banking practices, banks will face the following challenges: 1. High Operating cost: Talented as well as experienced staffs are required to provide proper service to customers for green banking. Loan officers with experience should be trained with additional experience in dealing with green business and customers 2. Startup pace: Many banks in green business are quite very new and are in startup pace. Generally, it takes 3 to 4 years for a bank to start making money thus it does not help banks during recession 3. Diversification problem: Normally in majority of cases green banks restrict their business transaction to those business entities who qualify the screening process conducted by green banks themselves. With limited number of customers, they indeed have a smaller base to support them as well. 4. Credit risk: Credit mainly arises due to lending to those customers whose businesses as such are affected by cost of pollution, change in environmental laws and regulations and also new requirements of emission level. Also, probability of customers' default is high due to the result of uncalculated expenses for the capital investment in production facilities, third party claims and also loss of market share. 5. Reputational risk: If banks are involving themselves in those projects which are damaging the environment then they prove to lose out on their reputations. There are also instances of some cases where environmental management system has resulted in cost saving, increase in bond value etc.

In Bangliadish according to a study by Ullah (2014), some of the challenges are inherent in the nature of the country, some are related to the banking sector, and others are bank specific. The country specific problems on the way to attaining sustainability objectives are poor enforcement of environmental laws, inability to adopt modern technology from the traditional ones, shifting red industries to appropriate locations, unaware of the end-users, etc. The sector specific problems include reluctance of bank board and top management, lack of awareness and inability of bankers to formulate policy documents, strategic plan, sector specific environmental guidelines, lack of technical hand, among others (Ullah, 2014).

Biswas (2011) emphasized on the confronting challenges of green banks. According to Biswas, Green Banks had higher operating expenses as banks, which are going green required specialized talent, skills, expertise due to the kind of customers they were servicing and also the reputation of the banks was impacted if they were involved in the projects which were viewed as socially and environmentally damaging (Biswas, 2011).

In the same way, Rajput et al. (2013) found that, implementing green banking in India encounters numerous challenges such as fear of business loss to peers, lack of central bank's mandate, lack of interest of customers and investors, complex reporting framework, insufficient budget for training, and lack of skilled manpower etc.

The Ghanaian Banking Sector

Immediately after independence in 1957, the Bank of Ghana was established to take control over the management of the country's currency. By 1974, many state-owned banks and Development Financial Institutions (DFI) had also been set up to enhance the financial sector by providing services, otherwise ignored by the commercial banks (Gockel, 1995). Examples included the National Investment Bank, Agricultural Development Bank, Bank for Housing and Construction, Merchant Bank, the Social Security Bank. The DFIs raised finance through deposit mobilization, government support and foreign loans and were involved in providing commercial and development banking services (Kapstein & Kim, 2011).

The reforms experienced in the financial sector and the enactment of the banking law in 1989 (PNDC Law 225) saw the operations of a number of locally incorporated banks, including the Meridian (BIAO), The Trust Bank, CAL Merchant Bank, Allied and Metropolitan Bank and Ecobank. There was too much government control in the financial sector after independence. Banks that were set up between the 1960s and the 1970s were either wholly or majority owned by the public sector (Bawumia, 2010). In 1992, however, Government began to privatize some of the state owned banks and the liberalization of the financial sector led to the entry of a number of foreign banks into the banking industry as well as an increase in the number of domestic banks. The liberalization of the financial sector under the Financial Sector Adjustment Programme (FINSAP) and Financial Sector Strategic Plan (FINSSIP) also brought about improved savings, enhanced deposit mobilization, financial deepening, and competition in the banking industry. However, lending rates were high with wider spread between deposit and lending rates.

The introduction of the new Banking Act in 2004 also led to the elimination of secondary reserves and adjustments in the minimum capital. The minimum capital was initially increased to GHS 60 million in 2007 and then in 2013 it was increased to GHS 100 million. The new Act also saw the introduction of the Universal banking license, which allows banking to provide various forms of banking services (Mensah & Abor, 2014).

Mergers and acquisitions of some banks also emerged largely on account of the surge in the minimum capital requirement with recent examples including Access Bank and Intercontinental Bank, Ecobank and TTB Bank, and HFC Bank and Republic Bank of Trinidad and Tobago. Before the recent recapitalization of the banks, there are 27 universal banks operating in the country with 16 foreign-owned and 11 Ghanaian-own, with 6 banks holding more than half of the total assets of the sector (PWC, 2014).

Mergers and acquisitions prompted mainly by the increase in the minimum capital requirement of banks to GHS 100 million have also created larger banks with huge capital base or balance sheet to finance major deals, with implications for increasing GDP growth. Increasing the minimum capital is also useful in the sense that banks are better cushioned against possible losses from credit and liquidity risks. Larger banks are generally more capable of withstanding the shocks confronting industry (PWC, 2014).

The Green Banking Initiative in Ghana

According the Deputy Governor of the Bank of Ghana Awadzi (2018), sustainable banking will help Ghana achieve a number of these SDGs such as the elimination of poverty and hunger, the attainment of good health and well-being for all Ghanaians, gender equality, clean water and sanitation, affordable and clean energy, and responsible consumption and production. In recognition of the need for sustainable banking, the Bank of Ghana, in collaboration with the Ghana Association of Bankers and the Environmental Protection Agency, set out in 2015 to bring to the fore, issues affecting the protection and sustenance of the environment, in addition to combating the social issues that affect the livelihoods and lifestyles of the vulnerable members of the public.

The collaborative effort of Bank of Ghana, Ghana Association of Bankers and the Environmental Protection Agency has resulted in the preparation of Sustainable Banking Principles and Sector Guidance Notes for use by Ghana's banking industry (BoG, 2019). Seven general principles have been proposed under this initiative, being principles for:

The first principle was identifying, measuring, mitigating and monitoring environmental and social risks and opportunities in banks' business activities;

Secondly, promoting good environmental and social governance practices in banks' internal business operations;

Thirdly, promoting good corporate governance and ethical standards;

Fourth, promoting gender equality;

Fifth, promoting financial inclusion;

Sixth, promoting resource efficiency and sustainable consumption and production; and

Seventh, reporting on compliance.

Empirical Review

A study by Parra Sánchez (2017) in Spain with emphasis on consumer pressure on banks to go green revealed interesting findings. The aim of the study of the antecedents of the intention to use Green Banking Services in Spain is characterized by four main constructs: Intention to use, Attitude, Perceived Environmental Concern and Perceived Environmental Integrity. For the description, a survey was given to 221 Spanish people. The study found that the variable Perceived Environmental Concern is positively related to the intention to use Green Banking Services and Perceived Environmental Integrity is positively related to the Intention to Use green banking in Spain.

Another study in Sri Lanka by Shaumya and Arulrajah (2017) measured the impact of green banking practices on bank's environmental performance. In order to achieve the objective, primary data were collected from 155 employees of selected bank branches and the structured questionnaire was administered to collect the data. The data were analyzed by using univariate, bivariate and multivariate analyses. The finding of the study revealed that green banking practices have positive and significant impact on bank's environmental performance in overall. And it also found that employee related practice, daily operation related practice and bank's policy related practice were found to have positive and significant impact on bank's environmental performance however, customer related practice has no significant impact on bank's environmental performance.

In a Sub-Saharan Africa, Pariag-Maraye, Munusami and Ansaram (2017) in their study to gauge the level of customers' awareness on Green Banking products and services by commercial banks in Mauritius used a sample of 200 questionnaires from customers. From the mean analysis obtained for influence of Green Banking products and services on bank customers, it can be noticed that advertising for e-statements, internet banking, and mobile banking amongst others was not influenced greatly by respondents. However, the majority of the respondents rated positively to the efficiency of green projects/CSR that is implemented by green banks in Mauritius. It can also be noted that most of the respondents make use of e-statements with a mean score of 3.53 followed by the use of internet banking and mobile banking with higher mean scores.

A study by Hossain and Kalince (2014) examined the impact of green banking on banks' performance using cross section data of 45 banks in the year 2012. For this study, six different variables namely; loans and advances (LOAN), deposits and other accounts (DEPO), paid-up capital (PAID), investments INV), green banking (GB), and profit after tax (PAT) are considered. From our analytical results, it is found that GB has significant positive impact and INV has significant negative impact on banks' performance.

Conceptual Framework

On the basis of a theoretical discussion about the reasons determining the use of social indicators in research, I offer several propositions explaining which indicators are used. A conceptual framework (Fig. 1) has been developed to summarize and synthesize key messages appearing in the discovered literature. The theoretical framework adapted for this study is based on a framework developed by the author. This framework as shown in Figure 1 identifies five broad areas that summarize the work: the green banking initiative; the drivers of the practice, the green banking activities, the benefits; and the challenges. Conceptually, each of the five broad areas were applied to data gathered for this study.

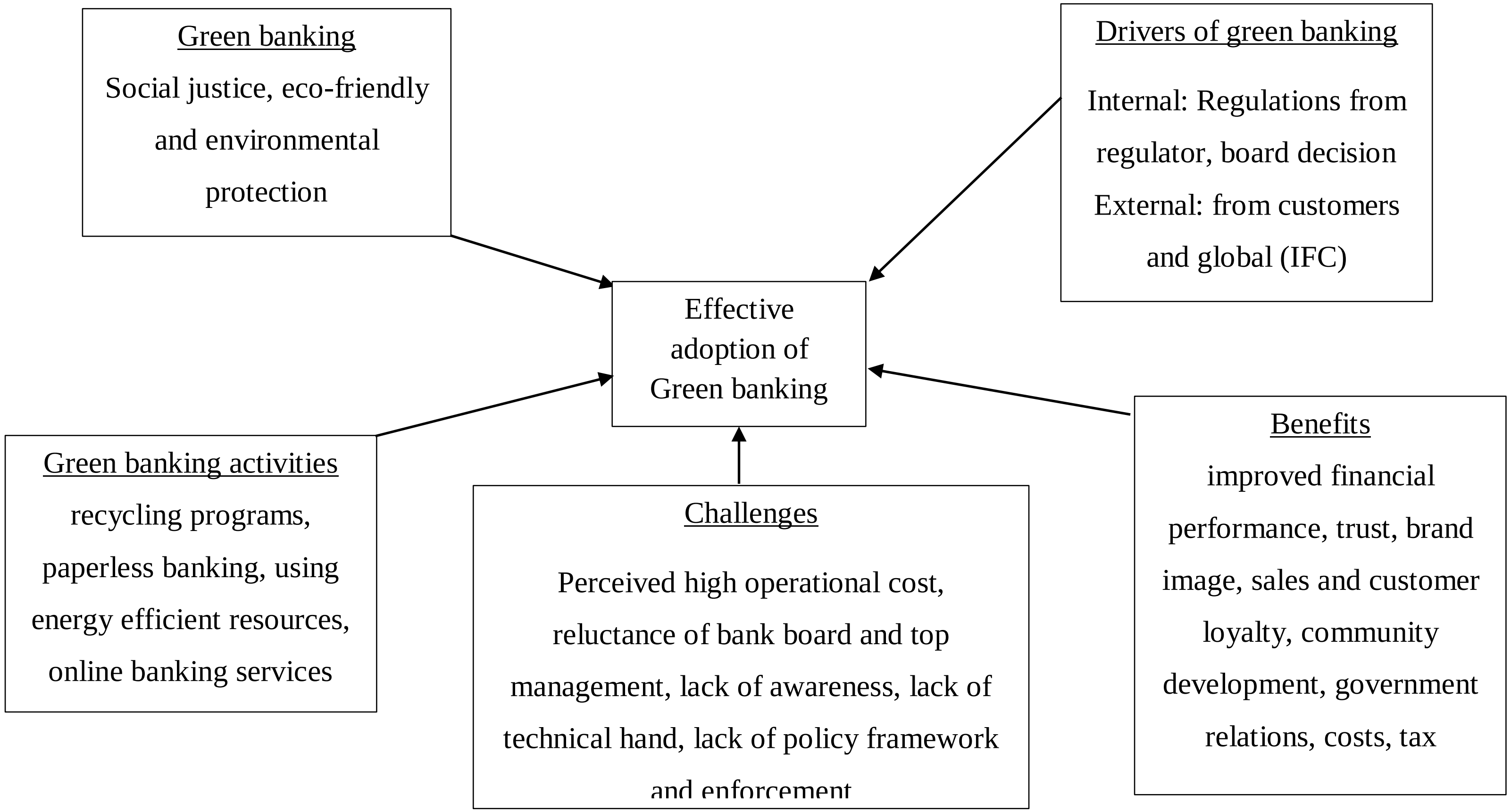

Figure 1: Conceptual framework of the Study

Source: Author's construct (2020)

Explanation of the framework

The green banking initiative is seen as a social justice, eco-friendly and environmental protection.

The green banking activities include recycling programs, paperless banking, using energy efficient resources, and online banking services.

Also, the framework highlights drivers of the banking initiative which are categorized as internal, thus, regulations from regulator, board decision; and external which are from customers and global (IFC).

The benefits of implementing green banking initiatives include improved financial performance, trust, brand image, sales and customer loyalty, community development, government relations, costs, tax etc.

The challenges that the literature identified include perceived high operational cost, reluctance of bank board and top management, lack of awareness, lack of technical hand, lack of policy framework and enforcement.

Chapter Summary

The growing dominance of the banking sector worldwide has morphed banks to adopt a more sustainable culture. The sustainable approach of banks is coined as the term green banking. The major form of green banking practices to promote green image stems from the development of eco-friendly products and services to cater more for their environmental responsibility and to the evolving customer's expectation. Through the adoption of green banking practices such as innovative technology, green banking principally avoids the environment problems and promote economic prosperity, environmental protection, and social justice. Green banking may sound promising and have manifold benefits, but banks adopting these green strategies also face challenges. The next chapter would present the research methods adopted to achieve the study objectives through the approach, population, sampling procedures and data collection tools.

CHAPTER THREE

RESEARCH METHODS

Introduction

The purpose of this study is to examine the prospects and challenges associated with the adoption of green banking practices by the various commercial banks of Ghana. This chapter describes in detail the methods used, specific steps taken and the tools employed in the collection and analysis of data needed to address the research problem. Specific sections addressed in this chapter included research design, population, sample and sampling techniques, data collection tools, analysis plan, validity and reliability, and ethical considerations.

Research Design

There are three distinct approaches to research namely, the quantitative or structured approach, qualitative or unstructured approach and the mixed method approach (Bryman, 2012). In this research, the positivistic or quantitative research method is used in this study, where the emphasis is on the quantification of variables and statistical controls.

The main approaches followed were exploratory and descriptive research aimed at exploring and describing the prospects and challenges of banks of the influence of green business practice implementation on the business functions. In using the descriptive research design, the quantitative means of collecting data was used. Thus, questionnaire was the main data collection means for this study. To this end, the study considers the descriptive (survey) strategy as the most appropriate in assessing the prospects and challenges of banks of the influence of green business practice among commercial banks in Sunyani.

Population

The study population was made up of respondents drawn from staff of the selected commercial banks with branches in Sunyani. Records from the Sunyani Municipal Assembly indicate a total of twelve (12) commercial banks in the Municipality. These banks altogether employed a total of 84 core or permanent staff in these 12 commercial banks branches in Sunyani. These banks included the Ghana Commercial Bank (GCB), Zenith Bank, Ecobank, Fidelity, Agricultural Development Bank (ADB), Absa, Stanbic, Consolidated Bank Ghana (CBG), Societel Generale (SG-GH), National Investment Bank (NIB), Universal Merchant Bank (UMB) and Omni-Sahel bank.

Sample and Sampling Procedure

The units of analyses were mainly the managers and workers of these selected banks. A total of 84 management and staff from all the twelve (12) commercial banks were sampled for the study. Averagely, each bank has seven (7) management and core staff working as branch operatives in Sunyani. This therefore puts the total number of respondents to 84 (i.e. 7 staff from 12 banks).

To get all these respondents and commercial banks in Sunyani, sampling methods and procedures were adopted. The sampling processes involve two: first, the sampling of commercial banks, and second, the selection of management and staff of the selected banks. Based on the fact that all the universal banks were used in the study, only the non-probability sampling techniques were employed in selecting the banks and participants for the study.

First, to the select the commercial banks in Sunyani, and to ensure effective representation of all the commercial banks in the selection process, consideration was made for old and newly acquired branches in Sunyani, and local and foreign banks. Based on this criterion, the purposive sampling technique was used to invite all the 12 commercial banks in the process.

Second, the study used the purposive sampling technique for the selection of the management and staff of selected commercial banks to gather relevant data.

Data Collection Instruments

Having decided on a focus for the research, the research questions to which you seek answers, and the overall research strategy that is appropriate to get those answers, the next thing is the instruments to use. The study used only survey instrument (questionnaires) as a primary source of data collection (define questionnaire). As indicated earlier on in the research design as survey research strategy, using a self-administered questionnaire, appears to be the best method of collecting the necessary data. Based on the size of the sample (84), a survey by means of self-administered questionnaires were best suited to this study (Babbie & Mouton, 2003). Kothari (2004) regard questionnaires, as the most important means of data collecting. Questionnaires were appropriate for this study because they can reach a large number of people relatively quickly and with minimal expenditure (Ary, *et al*. 2006). The questions were close-ended multiple-choice questions giving respondents a choice from a range of answers based on the 5- point Likert-style rating scale.

Questionnaire was grouped into various section: Section A covers the demographic characteristics of respondents and Banks’ data. Section B examined green business trends in the Ghanaian banking industry of Ghana. Section C dealt with specific actions/plans/activities that promote green business practices in the banking industry of Ghana. Section D identified the prospects of green banking among commercial banks of Ghana. Section E also identified the challenges associated with adoption of green business in the banking industry of Ghana. Finally, Section F examined the effect of green business practices on the performance of the banks of Ghana.

Validity and Reliability of Instruments

Both validity and reliability are essential component of any research whether quantitative or qualitative in nature and are the two most important and fundamental characteristics of any measurement procedure. Validity is defined as the degree to which a measuring instrument measures what it is designed to measure (Neuman, 2006). In terms of validity of the instruments, both internal and external validity were ensured. For internal validity, the content validity was ensured through expert review of the questionnaire. In case of construct validity, the questionnaires were derived by the conceptual and theoretical basis from existing literature as explained in chapter two. To ensure external validity for this study, the findings of this study were only be generalized to the study commercial banks in the Sunyani municipality.

In the area of reliability which is defined as the dependability of a measurement instrument, that is, the extent to which the instrument yields the same results on repeated trials. In this study the researcher pilot tested the questionnaire to strengthen its reliability. Sarantakos (2013) recommends pre-testing and pilot study of research instruments before use in research. In view of this, a draft questionnaire was designed. As a result, the questionnaires were pilot tested to ensure that the items in the questionnaire are clear and appropriate. Data collection instruments were distributed to 5 respondents from different banks that are part of the study on the pilot study. The respondents were selected purposively from the banks and given a questionnaire to answer. Cronbach's alpha is used to test it. Cronbach's alpha developed in 1951 measures reliability with alpha that is a lower bound for true reliability of the survey.

Data Collection Procedures

The final administration of the questionnaire to the management and staff of the selected banks was done during the close of work. The questionnaires were left to the staff to take some time of their duties to answer the questions. Prior to the questionnaire administration, various meetings were held with the management of the banks to explain the goal and objectives of the research. All pertinent issues were resolved before administration of the questionnaire. Those staff who were not comfortable to be part of the survey were allowed to do so.

Data Analysis

To analyze and interpret data different descriptive statistical tools, charts, tables, etc. have been used. Thus, the primary data collected from the sample was analyzed using the computer based statistical data analysis package, IBM-SPSS (version 21.0) to measure the descriptive statistics. The data were analysed by means of the SPSS statistical software package. Completed questionnaires were inspected, edited and coded, and the data were transferred to an Excel spreadsheet. The techniques used during the data analysis stage of the research project include descriptive statistics (such as mean, standard deviation and range), frequency distributions (percentages).

Ethical Consideration

The study followed all ethical issues in the conduct of the study as prescribed by scientific research and the University. Initially, formal consent was sought from all participants before instrument administration. Confidentiality was assured to all participants and acquired data was only used for research purpose and dealt as confidential document. The anonymity of the participants was also assured. In obtaining data from the field, prospective respondents were made to understand how significant their contributions to the study would be, but they were left to decide on whether to assist or not. With regard to administering questionnaires, respondents were not required to provide their names so as to ensure confidentiality and anonymity.

Chapter Summary

The chapter has presented the research design which emphasized on exploratory and descriptive research. The population of the study were drawn from management and staff of all the commercial banks operating in Sunyani. All the management and staff of these banks formed the sample size and were selected using the census technique. Both primary (questionnaire) and secondary data were used for the study. To ensure the credibility of the results, validity and reliability measures were performed using instrument piloting and expert judgment. Descriptive tools were used to analyzed the data collected. The results and discussion of the results are done in the next chapter.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter is divided into two broad sections namely the presentations of results and the discussion of the results. Both the results presentation and discussions have been done to reflect the study objectives.

Presentation of Results

As mentioned in the introductory section, this part is dedicated to presenting the results from the data analysed. The main data presented in this section included the demographic profile of the respondents and the study objectives.

Demographic Characteristics of Respondents

In this subsection, profile of the bank staff including the age, educational background, the sex, the number of years worked with the bank and the current position of the respondent in the bank.

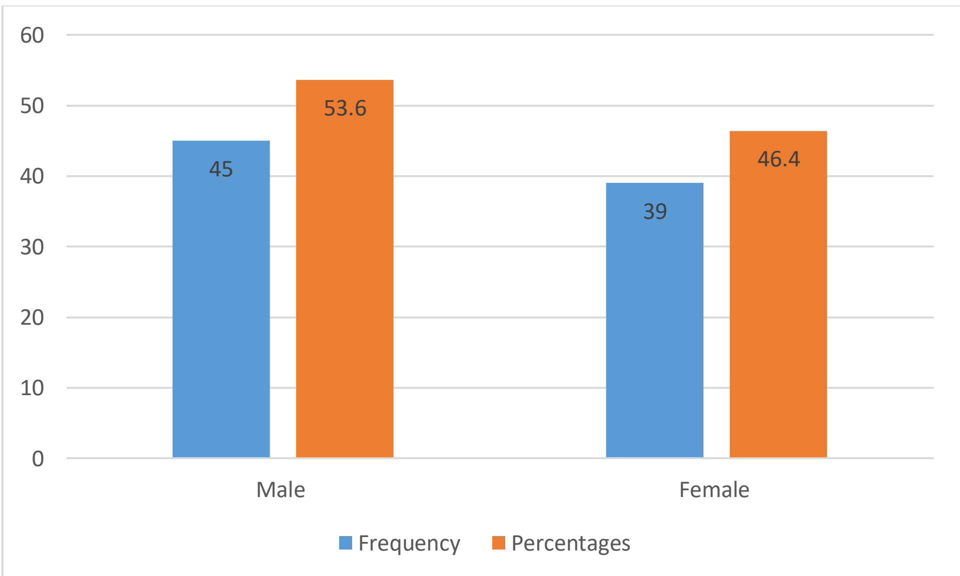

Figure 2: Sex of respondents

Source: Field data (2020)

The results as shown in Figure 2 indicate that more half of the respondents representing 53.6% were males while the rest (46.4%) were females.

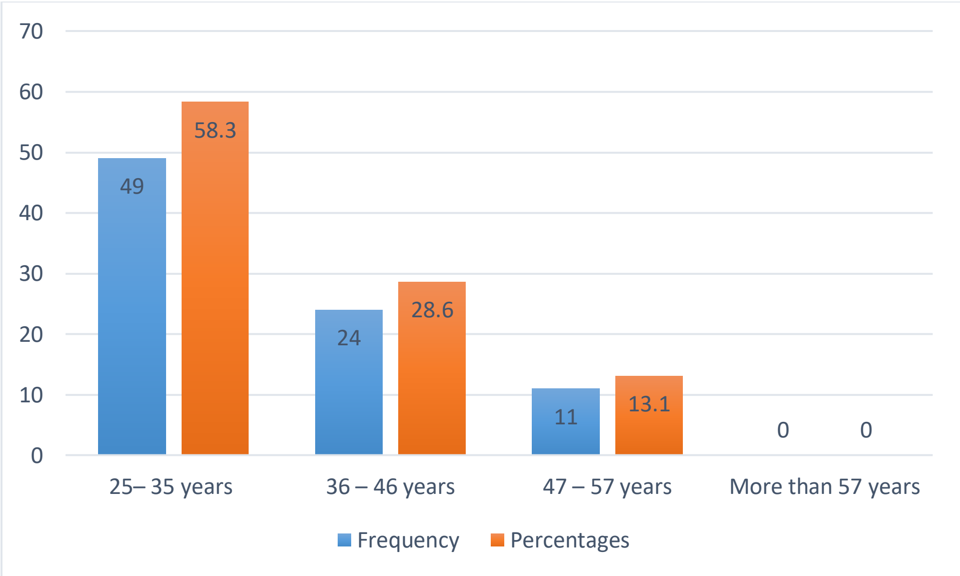

Figure 3: Ages of respondents

Source: Field data (2020)

Figure 3 showed that majority of the respondents (58.3%) were between the ages 25 to 35 years. A little above one-fourth of the respondents (28.6%) were between 36 to 46 years. While 13.1% of the respondents were aged between 47 to 57 years, none of the respondents were more than 57 years.

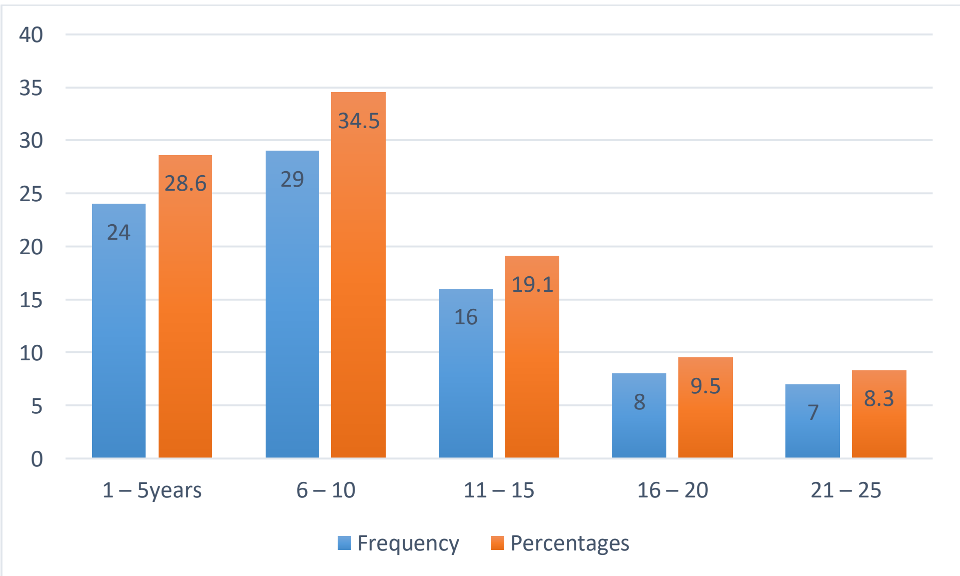

Figure 4: Number of years worked with the bank

Source: Field data (2020)

Figure 4 showed the number of years the respondents have worked with their respective banks with branches in Sunyani. The results indicate that most of the respondents (34.5%) have been with the bank between 6 to 10 years. This was followed by those who have worked with their banks for 5 years constituted 28.6%. While 19.1% of the respondents have worked with the banks between 11 to 15 years, less than one-tenth of the respondents (9.5%) have 16 to 20 years of engagement with the bank. The least of the respondents (8.3%) have worked with the banks between 21 to 25 years. The results clearly suggest that most of the respondents representing 63.1% have contract engagement with the banks between 1 to 10 years.

Actions/plans/activities that Promote Green Business Practices among Banks

This study tried to identify these specific actions and activities adopted so far by these banks to promote green business practices in the banking industry. To analyze the present status of green banking practices in different types of banks the following components of Green Banking have been brought into light.

Table 1: Broad Actions and Activities Adopted by these Banks to Promote Green Business Practices

Broad Activities	Frequency	Percentage
Recycling programs	2	2.4
Paperless/electronic banking	68	81.0
Energy efficient resources	12	14.2
Support for community events/CSRs	2	2.4
Lending and investment strategies	0	0.0
Development green products	0	0.0
Total	84	100

Source: Field data (2020)

Table 1 shows that majority of the respondents (81%) indicated that the main activity that the bank operations promote green business practices is paperless banking or the electronic banking activities. This was followed by 12% of the respondents who said the use of energy efficient resources for their operations. Very few of the respondents (2.4%) each said the bank recycling programs, and support for community events for reducing pollution. However, none of the respondents indicated the banks are engaged in the adoption of lending and investment strategies to promote environmentally responsible projects and the development of green products to ensure the sustainability in their core business.

Table 2: Banks Specific Paperless Activities to Promote Green Banking

Paperless Activities	Frequency	Percentages
Internet banking	84	100.0
Mobile banking	84	100.0
Telephone banking	84	100.0
Credit/ATM Card	84	100.0
E-statement	84	100.0
Green mortgages	0	0.0
Total	84	100

Source: Field data (2020)

Table .2 shows that all the banks have specific activities to promote green banking including the use of e-statement, internet or online banking, mobile banking and green credit cards in all their branches. However, none of the banks utilize green mortgage.

E-Statement

The e-statement is one the many specific activities the banks used in promoting green banking practices. E-statement is an initiative that the bank send statements to their clients and customers. Originally, customers were given hardcopy form of statement indicating all transactions made for the specified period of time. To use this platform, the bank requires the customer's email address and sends the clients statement of the account through email of the customer. In most case the customer will be able to access the e-statement sent by logging in with the bank account number. This initiative or practice means that banks are able to reduce considerably the amount the paper and tonner to print the statements of the customers.

Internet Banking

Another green banking practice that are done in all the banks is the internet banking. This is a practice where clients use the internet to transact specific banking activities online including transfer of funds from one account to another in the same bank, shopping online, bookings and reservations, checking accounts, request of bank credit, among others at the convenience of the customer. With this practice, banks reduce paper use and other resources such as reduction in energy use through less use of electricity to power the air conditions as a result of more customers visiting the bank branches. On the other hand, customers' activities also curtail negative practices that affect the environment. For instance, customers do not need to use check books, less fuel use as they do not need to travel to the banking hall

Mobile Banking

This activity is one of the many initiatives that aimed at promoting green business practices. As the name suggests, the bank links up with the telecommunication networks for customers to transact business with the bank through the use of the mobile phone. With the mobile phone bank clients can conduct business as they transfer funds from one account to another in the same bank and from one bank to another, checking accounts, request of bank credit, among others. This practice means less use of bank internal resources including paper use, energy use, water use and other resources. On the other hand, customers promote green banking practices their activities do not impact on the environment.

Credit Cards

Credit cards are used by bank customers to transact businesses through the bank Automated Teller Machines (ATM). Apart from using the card to do all the banking activities at the ATM points, it is considered as money in your pocket. That is, one does not need to carry huge amount of money with him or her when travelling or away from the bank branches. Various cards are issued to customers which can be used internally (thus, only at the bank ATMs in all branches), used across banks and only in Ghana supported by VISA and cards that can be used internationally (thus, such cards can be used in all countries). The cards afford customers real time experience thereby reducing certain resource use such as papers.

Table 3: Banks Internal Movement towards Achieving Environment-Friendly Practices

In-house Activities	Frequency	Percentages
Dateless diaries	84	100.0
Visiting cards on recycled paper	0	0.0
Sapling plantations	0	0.0
Green walkathons	0	0.0
No smoking in the offices and banking hall	84	100.0
Recycling of wastes that are generated	24	28.6
Total	84	100

Source: Field data (2020)

Table 3 shows the bank's internal movements adopted toward achieving environment-friendly practices. The results indicate that all the banks promote printing of dateless diaries and ban on smoking in the offices and banking hall.

The banks sometimes promote recycling of wastes that are generated. However, the following internal movements are not done including visiting cards on recycled paper, sapling plantations and green walkathons.

Table 4: Banks Specific Internal Energy Efficient Actions Undertaken to Promote Green Business

In-house Energy Activities	Frequency	Percentage
Removing extra devices from computers when they are not used	84	100.0
Switching off computers when leaving workplace	84	100.0
Switching off lights when leaving workplace at least for 15 mins.	84	100.0
Total	84	100

Source: Field data (2020)

Table 4 shows banks specific internal actions undertaken to promote green business. The results indicate that all the banks as internal action remove extra devices from computers when they are not used, switching off computers when leaving workplace, switching off lights when leaving workplace at least for 15 mins.

Table 5: Banks Specific External Green Actions Undertaken To Promote Green Business

External green actions	Foreign banks Mean	Local banks Mean
Procures only ecological products	5.00	5.00
Organizes a "day without car" action	2.28	2.11
Supports environmental projects financially	2.36	2.36
Supports students' environmentally friendly projects	4.87	3.54
Organizes / participates seminars about environmental issues	4.87	3.54
Organizes / participates in seminars about green business	4.87	3.54

Source: Field data (2020)

Table 5 shows bank's specific external green actions undertaken to promote green business. From the results, all the banks procure ecological products. The banks support students' environmentally friendly projects, organize and participate in seminars about environmental issues and green business.

Effect of Green Business Practices on the Performance of the Banks in Ghana

This objective sought to find out how the adoption of green banking practices in their business operations has affected the performance of the bank in areas such as the relations with stakeholders among others.

Table 6: Effects of Green Business Practices on the Operations of the Banks

Impacts	Mean	Std. Dev.
The green business practices of bank have improved financial performance	4.25	.676
The bank adoption of green business practices had built trust in the bank's stakeholders	2.98	1.176
The practices have improved bank's brand image	4.23	.84308
The green business practices have improved sales and customer loyalty in the bank	3.46	1.14
The adoption of green business practices has promoted community development activities	4.00	.419
There is an improved bank's and government relations	2.98	0.995

Source: Field data (2020)

Table 6 shows the effects of green business practices on the operations of the banks. Respondents were asked to rate their opinion using this scale using a five point Likert scale rating where, 1= Strongly Disagree, 2= Disagree, 3= Not Certain, 4= Agree and 5= strongly agree. The results showed that respondents generally agreed green business practices of bank have improved financial performance with highest mean score of 4.25. Similarly, there was a general affirmation that the bank green business practices have improved bank's brand image with mean score of 4.23 and the adoption of green business practices has promoted community development activities with mean score of 4.00.

On the other hand, some respondents were not sure about the following statements including green business practices having been improved sales and customer loyalty in the bank with mean score of 3.46, the bank adoption of green business practices had built trust in the bank's stakeholders and there is an improved bank's and government relations with mean scores of 2.98 each.

Prospects of Green Banking among Commercial Banks in Ghana

In this objective, bank staff were engaged to find out the future of banks going green in the operations. Specific issues addressed in this objective included the bank having any policy guideline on green banking, activities of the banking operations that promote green banking and various activities aimed at promoting green banking. The results are displayed in Tables 7 and 8 below.

Table 7: Various Activities used to Promote Green Business in their Operations

Various activities	Mean	Std. Dev.
The bank uses more renewable energy efficient devices, such as solar panels	3.94	1.12733
The bank has installations of energy efficient devices including energy saving bulbs, air conditioning systems	5.00	.00000
The bank uses more of recycled water and paper in their operations	3.44	.943
The bank has installation of spring taps/sensory taps to reduce water consumption in wash rooms	3.19	.099

Source: Field data (2020)

Table 7 shows the various activities used to promote green business in their operations. From the table, the main activities used by these banks in order of ranking include installations of energy efficient devices including energy saving bulbs, air conditioning systems with highest mean score of 5.00, followed by using more renewable energy efficient devices, such as solar panels (3.94), followed by using more of recycled water and paper in their operations (3.44) and installation of spring taps/sensory taps to reduce water consumption in wash rooms with the least mean score of 3.19.

Table 8: Activities Done by the Banks to Promote Green Business in their Operations

Activities	Mean	Std. Dev.
The bank has been improving the energy efficiency of its building and offices	5.00	.00000
The bank has been reducing energy consumption and level of harmful emissions	3.30	1.28
The bank has been reducing the consumption of materials by reusing and recycling where possible	3.72	1.11
The bank is maintaining an inventory on the consumption of electricity, water, paper and energy across all its branches	5.00	.00000

Source: Field data (2020)

When staff were asked the extent to which the bank's activities promote green business practices in their operations, the results as shown in Table 4.8 indicate that these activities aimed at promoting green business practices. For instance, respondents strongly agreed to the following activities including improving the energy efficiency of its building and offices and maintaining an inventory on the consumption of electricity, water, paper and energy across all its branches with mean scores of 5.0000. Other respondents agreed that the bank has been reducing the consumption of materials by reusing and recycling where possible with mean score of 3.72. Meanwhile, some respondents were not sure about the bank reducing energy consumption and level of harmful emissions with mean score of 3.30.

Challenges Associated With Adoption of Green Business in the Banking Industry

There are certain barriers as identified in the literature that hinder the full adoption of green practices in the banks' business operations.

Table 9: Challenges Associated with Adoption of Green Business

Challenges	Mean	Std. Dev.
Perceived high operational cost for banks that go green	3.88	1.127
Reluctance of bank board and top management	3.09	.774
Lack of awareness of green business among stakeholders	3.81	.880
Lack of technical hand such as skills and talents to handle green business practices	2.43	0.649
Lack of policy framework and enforcement from all stakeholders	4.48	0.033

Source: Field data (2020)

Table 9 shows the various challenges associated with the adoption of green business. Respondents were asked to rate their opinion using this scale using a five point Likert scale rating where, 1= Strongly Disagree, 2= Disagree, 3= Not Certain, 4= Agree and 5= strongly agree. The results show that respondents generally agreed to the following challenges associated with the adoption of green business in banking. For instance, lack of policy framework and enforcement from all stakeholders ranked first as the main challenge with highest mean score of 4.48, followed by the perceived high operational cost for banks that go green with mean score of 3.88 and the lack of awareness of green business among stakeholders with mean score of 3.81.

On the other hand, some of the respondents were not sure that reluctance of bank board and top management is a challenge associated with the adoption of green business in banking with mean score of 3.09.

However, respondents disagreed to the lack of technical hand such as skills and talents to handle green business practices as a challenge associated with the adoption of green business in banking with mean score of 2.43.

Discussion of Results

This section presents the discussion of the results. The discussion of the results was organized in line with the objectives of the study which also in relation with literature.

Actions/plans/activities that promote green business practices among banks

With regard to broad activities or actions, the results showed that the main activity that the bank operations promote green business practices is paperless banking or the electronic banking activities. This was followed by the use of energy efficient resources for their operations. The results suggested that the banks have recycling programs, and support for community events for reducing pollution. However, none of the banks are engaged in the adoption of lending and investment strategies to promote environmentally responsible projects and the development of green products to ensure the sustainability in their core business. This is highly supported by Pariag-Maraye, Munusami and Ansaram (2017) who indicated that banks can change their routine operations through recycling programs, paperless banking, using energy efficient resources, and support for community events for reducing pollution or they can adopt lending and investment strategies to promote environmentally responsible projects and can also develop green products to ensure the sustainability in their core business.

The specific paperless or electronic banking activities to promote green banking including the use of e-statement, internet or online banking, mobile banking and green credit cards in all their branches. However, none of the banks utilize green mortgage. The findings support Lalon (2015) assertion that banks are using webcam for video conferencing instead of physical meetings, online statements, emailing documents are included in the in-house Green Banking.

There specific internal movement that the banks adopt toward achieving environmentally friendly practices included issuance of dateless diaries and bank on smoking in the offices and the banking by staff and customers. First is the dateless diaries which are issued by the bank for staff and customers which come with no dates. What it means is that because there no dates, it can be used for many years compared to diaries with dates. Secondly, there is a ban on smoking. Banks in compliance with legislations in Ghana have banned both staff and customers from smoking in all their internal offices and bank halls. The laws in Ghana prohibit smoking in public places and the banks' offices and hall are considered as public place. This is also seen as reducing negative social impact on other clients who could be affected by the smoke from the ciggerates. Thirdly, there is the action of recycling as the banks also recycle some of their wastes including papers and toilet feaces. What the banks do with regard to paper recycling is to reuse papers that have only front page print. Such papers are not discarded but the other blank page is used for other purposes to avoid the use of new and many papers. Most branches of these banks use bio-gas diagesters fuel where there is no need to construct 'manhole' to collect feaces, convert feaces into gas and convert feaces into charcoal. The implication of the use of this initiative is to reduce negative effect on the environment by controlling the destruction of the land and the decongestion of the feaces.

Various actions are undertaken at the various branches of the sampled universal banks which are mostly energy saving, recycling and less use specific resources. These practices or initiatives are done at the branch level and not necessarily a directive from the head office of the banks. The energy consumed by banks is used for cooling, ventilation, lighting, office machines and miscellaneous uses. In effect, energy used and consumed by the banks leads to the release of harmful gases into the atmosphere and leads to air pollution. These are specific activities aimed at promoting the conservation or saving of energy in the various branches of the bank. The specific conservation techniques adopted so far these banks include removal of extra devices from computers when not in used, switching off computers and accessories when the bank is closed for the day and switching off offices lights when the bank is closed for the day. This means that the bank will reduce the amount of energy (electricity) use and thereby reducing the amount of money spent on energy consumption.

The banks in attempt to promote green business practices have adopted the initiative of using less resources such as papers. Termed "office without paper" is introduced to encourage staff to use papers and print when necessary. This is to prevent the unnecessary and arbitrarily printing of documents without recourse to its harmful effect on the environment and the business.

During data analysis, the results on bank activities that are connected or undertaken with the broader or wider community to promote green business. These practices are considered as external to the bank as they seek to contribute to reducing the negative impact of human activities on the environment. These practices included the bank procurement activities, financing projects and awareness creation. Respondents claimed that one of the many initiatives or practices the bank use as part of policy is to procure only ecological products such as energy conservation or saving machines and devices, water saving devices, renewable resources and other environment-friendly products and services, including manufacturing building materials, furniture and fixtures and advertising agents to communicate. These are aimed at promoting environmental management systems (EMS), best environmental practices, eco-labels and environmental performance indicators.

Banks have in the quest to promote green banking business practices, the banks have been supporting knowledge and awareness creation among stakeholders from bank staff to the clients. These supports come in many forms including the organization and participation of seminars on the environment and green business conferences and seminars.

Effect of green business practices on the performance of the banks of Ghana

The results showed a generally agreed green business practices of bank have improved financial performance indicating that the link between green business practices and performance of these banks. Similarly, there was a general affirmation that the bank green business practices have improved bank's brand image and the adoption of green business practices has promoted community development activities. The findings confirmed Rainey (2008) benefits they identified in their study including cost reduction, increased market share, better image and long term success.

The findings are consistent with previous studies (Hoque, 2008; Rahman, 2011) that showed that the benefits of engaging in environmental and social responsibility include: improved financial performance, trust, brand image, sales and customer loyalty, community development, government relations, reduced risk, regulatory intervention, costs, tax, etc.

Prospects of green banking among commercial banks of Ghana

To answer this question, three specific issues were examined including the bank having any policy guideline on green banking, activities of the banking operations that promote green banking and various activities aimed at promoting green banking. With regard to the banks engaging in activities in their operations that promote green banking, the results showed that the main activities used by these banks in order of ranking include installations of energy efficient devices including energy saving bulbs, air conditioning systems, using more renewable energy efficient devices, such as solar panels, using more of recycled water and paper in their operations and installation of spring taps/sensory taps to reduce water consumption in wash rooms.

Again, staff generally affirmed that the bank's activities promote green business practices in their operations. These activities including improving the energy efficiency of its building and offices and maintaining an inventory on the consumption of electricity, water, paper and energy across all its branches. The results further affirmed that the bank has been reducing the consumption of materials by reusing and recycling where possible.

Challenges associated with adoption of green business in the banking industry of Ghana

The results showed the following challenges associated with the adoption of green business in banking. For instance, lack of policy framework and enforcement from all stakeholders ranked first as the main challenge, followed by the perceived high operational cost for banks that go green and the lack of awareness of green business among stakeholders. The findings collaborate with Jayadatta and Nitin (2017) assertion that while adopting green banking practices, banks will face the following challenges: 1. High Operating cost. Similarly, Ullah (2014) identified poor enforcement of environmental laws, inability to adopt modern technology from the traditional ones, shifting red industries to appropriate locations, unaware of the end-users, etc. The sector specific problems include reluctance of bank board and top management, lack of awareness and inability of bankers to formulate policy documents, strategic plan, sector specific environmental guidelines as challenges in Bangladesh which is also a developing country like Ghana.

Chapter Summary

In this chapter, the results presentation and discussions have been done to reflect the study objectives. The demographic characterisitcs of the respondents showed that there are more (53.6%) males than females (46.4%). Also, majority of the respondents (58.3%) were between the ages 25 to 35 years. A little above one-fourth of the respondents (28.6%) were between 36 to 46 years. While 13.1% of the respondents were aged between 47 to 57 years. The results clearly suggest that most of the respondents representing 63.1% have contract engagement with the banks between 1 to 10 years. The results have shown clearly what these commercial banks have been doing in terms of broad and specific activities to promote green business practices including paperless banking or the electronic banking. The prospects of green business practices are encouraging as these banks are already taking series of actions that suggest that these not only promote clean environment but improve their competitiveness and operations generally. However, these actions are not without challenges and the banks are capable of addressing these challenges with the right management commitment and overall corporate decision or plan.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This concluding chapter of the study provides a summary, conclusions and outlines the recommendations for the study. The chapter also highlights the implication for theory and directions for future research.

Summary of Key Findings

The goal of this study was to examine the prospects and challenges associated with the adoption of green banking practices by the various commercial banks in Ghana with the Sunyani municipality as the study area. To achieve this goal, the exploratory and descriptive research design under the quantitative research method was used. The study population was made up of respondents drawn from staff of the selected commercial banks with branches in Sunyani. The convenience sampling and census was applied to invite a total of 84 management and staff from all the twelve (12) commercial banks were sampled for the study. Averagely, each bank has seven (7) management and core staff working as branch operatives in Sunyani. The study employed both primary (questionnaire) and secondary information (literature review). The analysis of the descriptive data was done using the computer based statistical data analysis package, IBM-SPSS (version 21.0) and results presented descriptively using tables with frequencies, percentages and mean.

The summary of key findings from the analysis and discussion of the results are presented in relation with the study objectives:

Specific actions/plans/activities that promote green business practices in the banking industry

The study observed that the main activity that the bank operations promote green business practices is paperless banking or the electronic banking activities. This was followed by the use of energy efficient resources for their operations.

The study revealed that all the banks have specific activities to promote green banking including the use of e-statement, internet or online banking, mobile banking and green credit cards in all their branches.

Again, there specific internal movement that the banks adopt toward achieving environmentally friendly practices included issuance of dateless diaries and bank on smoking in the offices and the banking by staff and customers.

The study showed that the banks adopt specific internal actions undertaken to promote green business. The action includes removing extra devices from computers when they are not used, switching off computers when leaving workplace, switching off lights when leaving workplace at least for 15 mins and ban smoking in the offices and banking hall. Other actions include the introduction of "office without paper" system – printing only when necessary and recycling of wastes generated.

Moreover, the bank's external activities that are connected or undertaken with the broader or wider community to promote green business. These practices are considered as external to the bank as they seek to contribute to reducing the negative impact of human activities on the environment. These practices included the bank procurement activities, financing projects and awareness creation.

Effects of green business practices on the operations of the banks

The results showed that green business practices of bank have impacted positively in the following areas of the bank's operations including improved financial performance, improved bank's brand image and the adoption of green business practices has promoted community development activities. Areas of the bank's operations that have not received immediate impact or improvement as a results of the green banking practices include sales and customer loyalty in the bank, building of trust in the bank's stakeholders and the bank's and government relations.

Prospects of green banking among commercial banks

The study revealed two areas regarding the activities done over the years and what the bank has been doing that confirmed the prospect of green banking initiatives in the banking industry in Ghana. On the extent to which the bank activities have promoted green business practices, the study revealed that the following activities including improving the energy efficiency of its building and offices and maintaining an inventory on the consumption of electricity, water, paper and energy across all its branches, reducing the consumption of materials by reusing and recycling where possible.

Challenges associated with adoption of green business in the banking industry

The study revealed the following challenges associated with the adoption of green business in banking in order of ranking as lack of policy framework, enforcement from all stakeholders, the perceived high operational cost for banks that go green and the lack of awareness of green business among stakeholders.

Conclusions

Green banking is a practical way of future sustainability and a long-term business strategy that aims for sustainable environmental conservation rather than profit. The main goal of this study is examine the prospects and challenges associated with the adoption of green banking practices by the various commercial banks in Ghana, using the Sunyani municipality as the snapshot. The study highlights that it is the banks' responsibility to promote green banking practices as they stand to benefit financially and corporate image as well as reputation. Based on this, banks have initiated specific internal and external actions aimed at promoting this practice including the use of e-statement, internet or online banking, mobile banking and green credit cards in all their branches. Other environmentally friendly practices included issuance of dateless diaries and bank on smoking in the offices and the banking by staff and customers. The banks also have as matter of business principle adopted certain internal actions including removing extra devices from computers when they are not used, switching off computers when leaving workplace, switching off lights when leaving workplace at least for 15 mins and ban smoking in the offices and banking hall. Other actions include the introduction of "office without paper" system – printing only when necessary and recycling of wastes generated. Others included the bank procurement activities, financing projects and awareness creation.

As a results of this initiatives, green business practices of bank have impacted positively in the following areas of the bank's operations including improved financial performance, improved bank's brand image and the adoption of green business practices has promoted community development activities. However, the banks are challenged in adopting fully green banking including lack of policy framework, enforcement from all stakeholders, the perceived high operational cost for banks that go green and the lack of awareness of green business among stakeholders.

In spite of these challenges, the prospects of green banking practices are bright as the banks have been improving the energy efficiency of its building and offices and maintaining an inventory on the consumption of electricity, water, paper and energy across all its branches, reducing the consumption of materials by reusing and recycling where possible.

Recommendations

Based on the results and conclusions drawn, the following recommendations are put forward:

The study recommends to these banks to formulate green business policy guidelines that will help the bank in promoting environmental management practices. This policy should cover wide areas including procurement of goods and services, energy and resource consumption, training and development in areas of environment and sustainable development, among others.

The study recommends to the Bank of Ghana and the Ministry of Environment, Science and Innovation through the Environmental Protection Agency to speed up the formulation of the green business practice guidelines to streamline the implementation of green banking in Ghana. The absence of this policy means these state institutions cannot force these banks to fully adopt green business practices in their operations.

The study further recommends to the Banking Association to embark on stakeholder engagements on promoting green banking in Ghana. Through this, series of activities such as panel discussion, roundtable conferences, business summits among others that aimed at creating awareness and whipping public interest in banks incorporating green business practices in their operations.

The study recommends both internal and external pressures and supports to push through the establishment of robust environmental regulatory systems. Pressure may come from international organizations such as UNEP or international financial authorities such as the Basel Committee on Banking Supervision. Internal NGOs working in the area of the environment may also come into force these banks and the institutions to develop the policy guideline.

Suggestions for Future Studies

The current study was limited in a number of ways including the scope and the generalizability of the findings. Only universal banks with branches in the Sunyani municipality participated in the study. Going forward further studies should include all the various financial institutions not only the universal banks since we know other financial institutions' operations are impacting on the environment. The study encourages prospective researchers to conduct inventory of specific items that are considered as environmentally friendly and others.

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APPENDIX

CATHOLIC UNIVERSITY COLLEGE OF GHANA, FIAPRE

MBA (FINANCE)

Questionnaire for Management and staff

Title: **AN EXAMINATION OF GREEN BUSINESS PRACTICES IN THE BANKING INDUSTRY IN GHANA: PROSPECTS AND CHALLENGES**

The main goal of this study is to examine the prospects and challenges associated with the adoption of green banking practices by the various commercial banks in Sunyani of Ghana.

Please feel free to answer each question as long and detailed if you like, as there is no right or wrong answer. We highly appreciate your personal experiences regarding the following questions, so thank you again for your time!

Before we start, we quickly have to go through some demographic questions, which will be used internally only and will be processed totally anonymous.

SECTION A: Demographic Characteristics of Respondents and Banks' Data

1. Gender:
   a. Male [ ]
   b. Female [ ]
2. Age
   a. 18– 25years [ ]
   b. 26 – 33 [ ]
   c. 34 – 41 [ ]
   d. 42 – 49 [ ]

e. 50 – 57 [ ]

f. 58 – 60[ ]

3. Number of years worked with the bank

a. 1 – 5years [ ]

b. 6 – 10 [ ]

c. 11 – 15 [ ]

d. 16 – 20 [ ]

e. 21 – 25 [ ]

4. State your current position held at the bank.

…………………………………………………………………………………

5. Name of the Bank……………………………………………………… …

6. Number of years operating in Sunyani………………………………………

SECTION B: Green business trends in the Ghanaian banking industry

7. In a corporate governance perspective, which of these measures have been adopted by the bank to promote green business in their operations? For each of the statements, indicate the extent you agree in the bank using the scale **Strongly Agree (5), Agree (4) Neutral (3), Disagree (2) or Strongly Disagree (1**)

	1	**2**	**3**	**4**	**5**
The bank incorporating environmental and social risk considerations into its all financial activities					
The bank provides a clean, safe and healthy workplace for its employees and stakeholders					
The bank integrating environmental and social considerations with its CSR (Corporate Social Responsibility) initiatives					
The bank excludes financing clients whose business activities don't meet the company's environmental and social requirements					
The bank continually building capacity of its respective staff to identify and manage the exposure to environmentally and socially derived risks					
The bank providing environmental education of its staff					
The bank supporting and promoting their environmental protection and social support activities both during and outside working hours					

8. Which of these initiatives have your bank engaged in over the years?

	1	**2**	**3**	**4**	**5**
The bank is cutting down spending on stationery by Rs 7.36 crore					
The bank has undertaken paperless initiatives like e-statements and e-greetings					
The bank is conserving national resources and explore clean technology					

The bank supports other organizations in their endeavors to 'Go Green' by funding and managing green technology projects					
The bank is creating awareness to banking business people about environmental and social responsibility					

SECTION C: Specific actions/plans/activities that promote green business practices in the banking industry

9. Which of the following activities are provided by the bank? *Tick as many as you want*

a. E-Statements [ ]

b. Internet Banking [ ]

c. Mobile Banking [ ]

d. Green Credit Cards [ ]

e. Green Mortgages [ ]

10. which of the following internal movement the bank adopts towards achieving environment-friendly practices?

a. dateless diaries [ ]

b. visiting cards on recycled paper [ ]

c. sapling plantations [ ]

d. green walkathons [ ]

11. To what extent do you agree that your bank is involved in these actions?

	1	**2**	**3**	**4**	**5**
Removing extra devices from computers when they are not used					
Switching off computers when leaving workplace					
Switching off lights when leaving workplace at least for 15 mins					

Introduced "office without paper" system – printing only when necessary					
No smoking in the offices and banking hall					
Recycling of wastes generated					

12. In which of the following preferences do your bank undertake for external green actions? In each of these statements, indicate your level of agreement using the scale **Strongly Agree (5), Agree (4) Neutral (3), Disagree (2) or Strongly Disagree (1)**

	1	**2**	**3**	**4**	**5**
The bank procures only ecological products					
The bank organizes a "day without car" action					
The bank supports environmental projects financially					
The bank supports students' environmentally friendly projects					
The bank organizes / participates seminars about environmental issues					
The bank organizes / participates in seminars about green business					

What other actions has your bank undertaken to promote green business?

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SECTION D: Prospects of green banking among commercial banks

13. Does the bank have green policy guideline in place?

    a. Yes [ ]

    b. No [ ]

14. If yes, which of these are features of the policy?

    a. Management of in-house environmental issues [ ]

    b. Responsible utilization of electricity, water, paper and energy [ ]

    c. Maintenance of a cleaner and more hygienic office environment, in participation of all the employees [ ]

15. In each of these statements, indicate your level of agreement using the scale **Strongly Agree (5), Agree (4) Neutral (3), Disagree (2) or Strongly Disagree (1)**

	1	**2**	**3**	**4**	**5**
The bank uses more renewable energy in office premises, such as solar panels etc					
The bank has installation of energy efficient devices, such energy saving bulbs, air conditioning systems etc					
The bank has installation of spring taps / sensory taps to reduce water consumption, in both washrooms and dining rooms					
The bank uses more of recycled water and paper in their activities					

16. Which of these activities indicate the bank's resolve to promote natural resource conservation? To what extent do you agree with these statements by using the scale **Strongly Agree (5), Agree (4) Neutral (3), Disagree (2) or Strongly Disagree (1)**

The bank has been improving the energy efficiency of its buildings and offices	**5**	**4**	**3**
The bank has been reducing energy consumption and the level of harmful emissions	**5**	**4**	**3**
The bank has been reducing the consumption of materials by reusing and recycling where possible	**5**	**4**	**3**
The bank has maintaining an inventory on the consumption of electricity, water, paper and energy across all its branches	**5**	**4**	**3**

SECTION F: Challenges associated with adoption of green business in the banking industry

17. Which of the following do you consider as the barriers to adoption of green business in the banking industry by indicating your agreement to the statement using the scale **Strongly Agree (5), Agree (4) Neutral (3), Disagree (2) or Strongly Disagree (1**)

	1	**2**	**3**	**4**	**5**
There is a perceived high operational cost for banks that go green					
There is reluctance of bank board and top management					
There is lack of awareness of green business among stakeholders					
There is lack of technical hand such as skills and talents to handle green business practices					
There is lack of policy framework and enforcement from all stakeholders					

18. What other challenges do you think impede the adoption of green business in the banking industry?

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19. What should be done to address these challenges to encourage more banks to go green?

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SECTION G: Impact of green business practices on the performance of the banks

20. In the following statement indicate your level of agreement with the extent to which the impact of the adoption of the green business practices on the bank's performance

The green business practices of bank have improved financial performance					
The bank adoption of green business practices had built trust in the bank's stakeholders					
The practices have improved bank's brand image					
The green business practices have improved sales and customer loyalty in the bank					
The adoption of green business practices has promoted community development activities					
As a result of the adoption of green business practices, there is an improved bank's and government relations					
The practices have facilitated and promoted the achievement of sustainable development					

21. What other benefits do you think can bring to the bank when it goes green?

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Thank You.