

Corporate Governance in Banks and its Role in Achieving SDGs

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Abstract

Corporate governance plays a pivotal role in ensuring transparency, accountability, and ethical conduct in the banking sector, which is essential for achieving sustainable development goals (SDGs). Banks, as key financial intermediaries, significantly influence economic growth, social inclusion, and environmental sustainability through their lending, investment, and risk management practices. This study examines the role of corporate governance mechanisms in banks and their contribution toward achieving selected SDGs, particularly SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 13 (Climate Action), and SDG 16 (Peace, Justice and Strong Institutions). The research focuses on governance dimensions such as board structure, ownership pattern, regulatory compliance, risk management frameworks, and disclosure practices. Using secondary data from annual reports, sustainability disclosures, and regulatory filings of selected banks, the study employs descriptive and analytical methods to assess the relationship between governance quality and sustainable banking outcomes. The findings suggest that strong corporate governance enhances banks' commitment to responsible lending, financial inclusion, environmental risk management, and ethical decision-making, thereby supporting the broader SDG agenda. The study highlights the need for integrating sustainability considerations into corporate governance frameworks and recommends policy-level interventions to strengthen governance standards in the banking sector. The research contributes to the existing literature by establishing a governance–sustainability nexus and offers practical implications for regulators, policymakers, and banking institutions striving for sustainable development.

Keywords: Corporate Governance; Banking Sector; Sustainable Development Goals (SDGs); Sustainable Banking; Financial Inclusion; Risk Management.

Introduction

The banking sector plays a crucial role in the economic and social development of any country by mobilizing savings, allocating capital, managing risks, and facilitating financial transactions. As key financial intermediaries, banks significantly influence investment decisions, industrial growth, employment generation, and financial inclusion. In recent years, the role of banks has expanded beyond traditional profit-oriented objectives to encompass broader responsibilities related to sustainability, ethical conduct, and long-term value creation. In this context, corporate governance has emerged as a vital framework for ensuring responsible banking practices that support sustainable development.

Corporate governance refers to the system of rules, practices, and processes by which organizations are directed and controlled. In banks, effective corporate governance is particularly important due to their fiduciary responsibilities, high leverage, systemic risk, and close interlinkages with the overall economy. Weak governance in the banking sector has been identified as a major contributor to financial crises, corporate failures, and loss of public trust. Consequently, regulators and policymakers across the globe have emphasized strengthening governance mechanisms in banks to enhance transparency, accountability, risk management, and stakeholder protection.

The United Nations' Sustainable Development Goals (SDGs), adopted in 2015, provide a comprehensive framework for addressing global economic, social, and environmental challenges by 2030. Several SDGs are directly or indirectly linked to the functioning of the banking sector. Through responsible lending, inclusive financial services, support for small and medium enterprises (SMEs), green financing, and ethical investment practices, banks can significantly contribute to goals such as decent work and economic growth, reduced inequalities, climate action, and strong institutions. Corporate governance acts as a critical enabler in aligning banks' strategic objectives with the SDG agenda.

Despite the growing emphasis on sustainable and responsible banking, many banks continue to face challenges in effectively integrating sustainability into their governance frameworks. Issues such as inadequate board oversight, short-term profit orientation, weak disclosure practices, and limited stakeholder engagement often hinder banks' contributions to sustainable development. This highlights the need to examine how corporate governance mechanisms influence banks' ability to support and achieve the SDGs.

Against this backdrop, the present study seeks to analyze the role of corporate governance in banks and its contribution toward achieving the Sustainable Development Goals. By examining key governance components and their impact on sustainable banking practices, the study aims to provide insights for regulators, policymakers, and banking institutions on strengthening governance structures to promote inclusive, ethical, and sustainable development.

Objectives of the Study

1. To examine the concept and importance of corporate governance in the banking sector in the context of sustainable development.
2. To analyze the corporate governance mechanisms (such as board structure, risk management, regulatory compliance, and disclosure practices) adopted by banks.
3. To assess the role of corporate governance in promoting sustainable banking practices aligned with the Sustainable Development Goals (SDGs).
4. To evaluate the contribution of banks toward selected SDGs through responsible lending, financial inclusion, ethical operations, and environmental sustainability initiatives.
5. To study the relationship between the quality of corporate governance and banks' performance in achieving SDGs.

Review of Literature

Shleifer and Vishny (1997) define corporate governance as the mechanisms through which investors ensure that managers act in their best interests. Their study emphasizes that effective governance reduces agency problems, enhances accountability, and improves organizational performance. In the banking sector, strong governance frameworks are especially important due to high leverage, public trust, and systemic risk, making governance a foundation for sustainable financial systems.

La Porta, Lopez-de-Silanes, Shleifer, and Vishny (2000) highlight the role of legal and institutional frameworks in strengthening corporate governance practices. Their cross-country analysis suggests that better governance standards improve transparency and protect stakeholders' interests. In the context of banks, robust governance structures contribute to institutional stability and align financial activities with broader economic and social objectives.

Basel Committee on Banking Supervision (2015) emphasizes that sound corporate governance is essential for effective risk management and long-term sustainability in banks. The committee argues that governance failures were a key reason behind global financial crises, and strengthening board oversight, internal controls, and ethical standards is critical for responsible banking and sustainable development.

Mallin (2016) discusses the evolving role of corporate governance in promoting corporate social responsibility and sustainability. The study suggests that governance mechanisms such as independent boards and sustainability committees enable banks to integrate environmental, social, and governance (ESG) considerations into strategic decision-making, thereby supporting the achievement of SDGs.

UNEP Finance Initiative (2017) highlights the role of banks in advancing the Sustainable Development Goals through responsible lending, green finance, and financial inclusion. The report stresses that corporate governance acts as an enabler by aligning banks' policies, risk frameworks, and disclosure practices with sustainability objectives and long-term value creation.

Beck, Demirgüç-Kunt, and Levine (2007) argue that well-governed banks promote financial inclusion and reduce income inequality by extending credit to underserved populations. Their study links governance quality with access to finance, which directly contributes to SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities).

Gangi, Meles, D'Angelo, and Daniele (2019) examine the relationship between corporate governance and sustainability performance in banks. Their empirical findings reveal that banks with stronger governance structures exhibit better social and environmental performance, indicating a positive governance–sustainability nexus relevant to SDG achievement.

Bonsón and Bednárová (2015) analyze sustainability reporting practices in financial institutions and find that effective governance enhances transparency and disclosure quality. Improved reporting supports SDG 16 (Peace, Justice and Strong Institutions) by promoting accountability, ethical behavior, and stakeholder trust in the banking sector.

OECD (2020) emphasizes that integrating sustainability into corporate governance frameworks is essential for achieving long-term economic growth and resilience. The report highlights that

banks with strong governance are better positioned to support green finance, climate risk management, and innovation, contributing to SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action).

Bebbington, Unerman, and O'Dwyer (2021) argue that corporate governance plays a strategic role in embedding the SDGs into organizational policies and practices. Their study suggests that governance structures influence how banks prioritize sustainability goals, allocate resources, and measure impact, thereby shaping their overall contribution to sustainable development.

Research Gap

- Most existing studies focus on corporate governance in banks with respect to financial performance and risk management, rather than sustainable development outcomes.
- Limited research directly examines the link between corporate governance mechanisms and the achievement of Sustainable Development Goals (SDGs) in the banking sector.
- Prior studies often analyze corporate governance and sustainability separately, without integrating both perspectives in a single framework.
- Empirical evidence on the governance–SDG relationship in banks of emerging and developing economies is insufficient.
- There is a lack of studies examining the impact of specific governance components (board structure, transparency, ethical leadership, disclosure) on individual SDGs.

Problem Statement

- Banks play a crucial role in economic development, financial inclusion, and sustainability through their financial intermediation function.
- Despite regulatory reforms, many banks face weak corporate governance practices, including inadequate board oversight and limited transparency.
- Sustainability and SDG objectives are often not fully integrated into banks' governance and strategic decision-making processes.
- Short-term profit orientation and weak accountability mechanisms restrict banks' contribution to social and environmental goals.

- The absence of a strong governance–sustainability alignment reduces the effectiveness of banks in achieving SDGs.

Research Questions

- What are the major corporate governance practices followed by banks?
- How do corporate governance mechanisms influence sustainable banking initiatives?
- What is the relationship between corporate governance quality and banks' contribution to achieving SDGs?
- Which corporate governance factors significantly affect SDG-oriented banking performance?
- What challenges do banks face in integrating SDGs into their corporate governance frameworks?

Conceptual Framework: Corporate Governance and SDG Achievement in Banks

Independent Variables

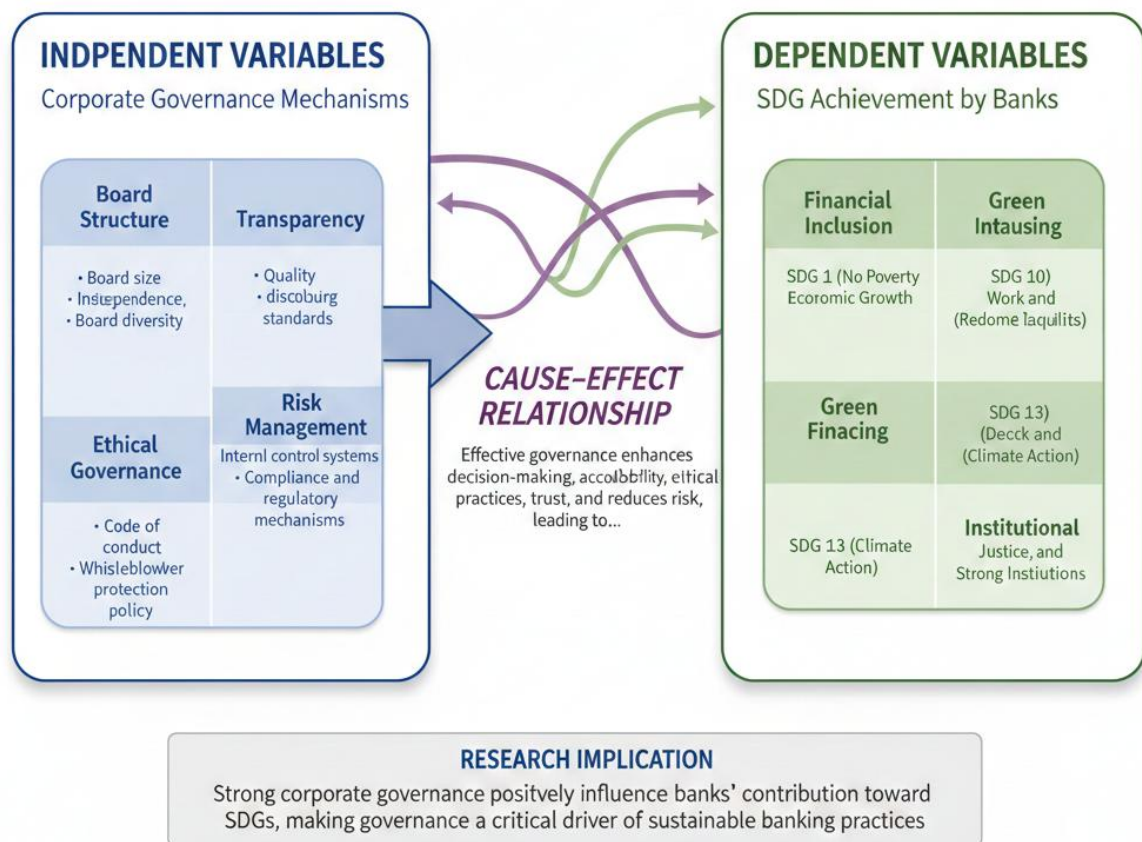
- Corporate Governance Mechanisms
- These variables represent governance practices adopted by banks to ensure accountability, transparency, and ethical conduct:
- **Board Structure**
 - Board size
 - Board independence
 - Board diversity
- **Transparency**
 - Quality of disclosure
 - Reporting standards
- **Risk Management**
 - Internal control systems
 - Compliance and regulatory mechanisms
- **Ethical Governance**
 - Code of conduct
 - Whistleblower protection policy

- Dependent Variables
- **SDG Achievement by Banks**
- These variables measure the contribution of banks toward selected SDGs:
- **Financial Inclusion**
 - Linked to SDG 1 (No Poverty)
 - Linked to SDG 10 (Reduced Inequalities)
- **Sustainable Economic Growth**
 - Linked to SDG 8 (Decent Work and Economic Growth)
- **Green Financing**
 - Linked to SDG 13 (Climate Action)
- **Institutional Integrity**
 - Linked to SDG 16 (Peace, Justice, and Strong Institutions)
 - Framework Explanation (Cause–Effect Relationship)
- Effective corporate governance mechanisms enhance decision-making, accountability, and ethical banking practices. Strong governance improves trust, reduces risk, and encourages responsible lending and investment. As a result, banks are better positioned to:
 - Expand financial inclusion for underserved populations
 - Support sustainable economic growth
 - Promote green and climate-friendly financing
 - Strengthen institutional integrity and transparency

Research Implication

The framework suggests that strong corporate governance positively influences banks' contribution toward SDGs, making governance a critical driver of sustainable banking practices.

Conceptual Framework: Corporate Governance and SDG Achievement in Banks



Research Objectives

- To examine the corporate governance practices followed by banks.
- To analyze the role of corporate governance in promoting sustainable banking practices aligned with SDGs.
- To assess the relationship between corporate governance mechanisms and banks' contribution toward achieving SDGs.
- To identify key governance factors influencing SDG-oriented performance of banks.
- To suggest measures for strengthening corporate governance in banks to enhance SDG achievement.

Research Hypotheses

Hypothesis 1: Corporate Governance and SDG Achievement

- **Null Hypothesis (H₀₁):** There is no significant relationship between corporate governance practices in banks and the achievement of Sustainable Development Goals.
- **Alternative Hypothesis (H₁₁):** There is a significant relationship between corporate governance practices in banks and the achievement of Sustainable Development Goals.

Hypothesis 2: Board Effectiveness and Sustainable Banking

- **Null Hypothesis (H₀₂):** There is no significant impact of board effectiveness on sustainable banking practices aligned with SDGs.
- **Alternative Hypothesis (H₁₂):** There is a significant impact of board effectiveness on sustainable banking practices aligned with SDGs.

Hypothesis 3: Transparency and SDG Performance

- **Null Hypothesis (H₀₃):** There is no significant relationship between transparency and disclosure practices and SDG performance of banks.
- **Alternative Hypothesis (H₁₃):** There is a significant relationship between transparency and disclosure practices and SDG performance of banks.

Research Methodology

Research Design

- The study adopts a descriptive and analytical research design.
- It aims to describe existing corporate governance practices and analyze their impact on SDG achievement.
- Both quantitative and qualitative approaches are used to gain comprehensive insights.

Sample and Sampling Technique

- The population of the study consists of commercial banks.
- The sample includes public sector and private sector banks.
- Respondents comprise bank managers, senior executives, and governance-related officials.
- Purposive sampling technique is used to select banks and respondents with relevant knowledge of governance and sustainability practices.

- The sample size is determined based on data availability and research feasibility.

Data Collection Methods

- **Primary Data**
 - Collected through structured questionnaires administered to bank officials.
 - Used to assess perceptions of governance practices and SDG integration.
- **Secondary Data**
 - Collected from annual reports, sustainability reports, corporate governance reports, RBI guidelines, and published research articles.
 - Used to analyze governance disclosures and sustainability initiatives.

Measurement Instruments

- A structured questionnaire based on a five-point Likert scale is used.
- The scale ranges from Strongly Disagree (1) to Strongly Agree (5).
- Items are developed based on prior literature and SDG frameworks.
- Reliability and validity of the instrument are tested using appropriate statistical measures.

Variables and Operationalization

Independent Variables (Corporate Governance Mechanisms)

| Variable | Operational Indicators |
|--------------------|---|
| Board Structure | Board size, independence, diversity |
| Transparency | Disclosure quality, reporting standards |
| Risk Management | Internal controls, compliance systems |
| Ethical Governance | Code of conduct, whistleblower policy |

Dependent Variables (SDG Achievement by Banks)

| Variable | SDG Linkage |
|-----------------------------|---------------|
| Financial Inclusion | SDG 1, SDG 10 |
| Sustainable Economic Growth | SDG 8 |

| | |
|-------------------------|--------|
| Green Financing | SDG 13 |
| Institutional Integrity | SDG 16 |

Data Analysis Techniques

- Descriptive statistics (mean, percentage, standard deviation) to summarize data.
- Correlation analysis to examine relationships between governance variables and SDG performance.
- Regression analysis to assess the impact of governance mechanisms on SDG achievement.
- Reliability analysis using Cronbach's Alpha.
- Statistical analysis is carried out using software such as SPSS.

Ethical Considerations

- Participation of respondents is voluntary.
- Informed consent is obtained prior to data collection.
- Confidentiality and anonymity of respondents are strictly maintained.
- Data is used solely for academic and research purposes.
- No manipulation or misrepresentation of data is undertaken.:

Data Analysis

1. Profile of Respondents

The study collected responses from a total of 158 respondents working in the banking sector. The respondents included senior managers, middle-level managers, and officers involved in governance, compliance, and sustainability-related functions. The diversity of respondents ensured reliable insights into corporate governance practices and SDG implementation in banks.

2. Reliability Analysis

To test the internal consistency of the measurement instrument, Cronbach's Alpha was applied.

- Corporate Governance Scale: $\alpha = 0.82$

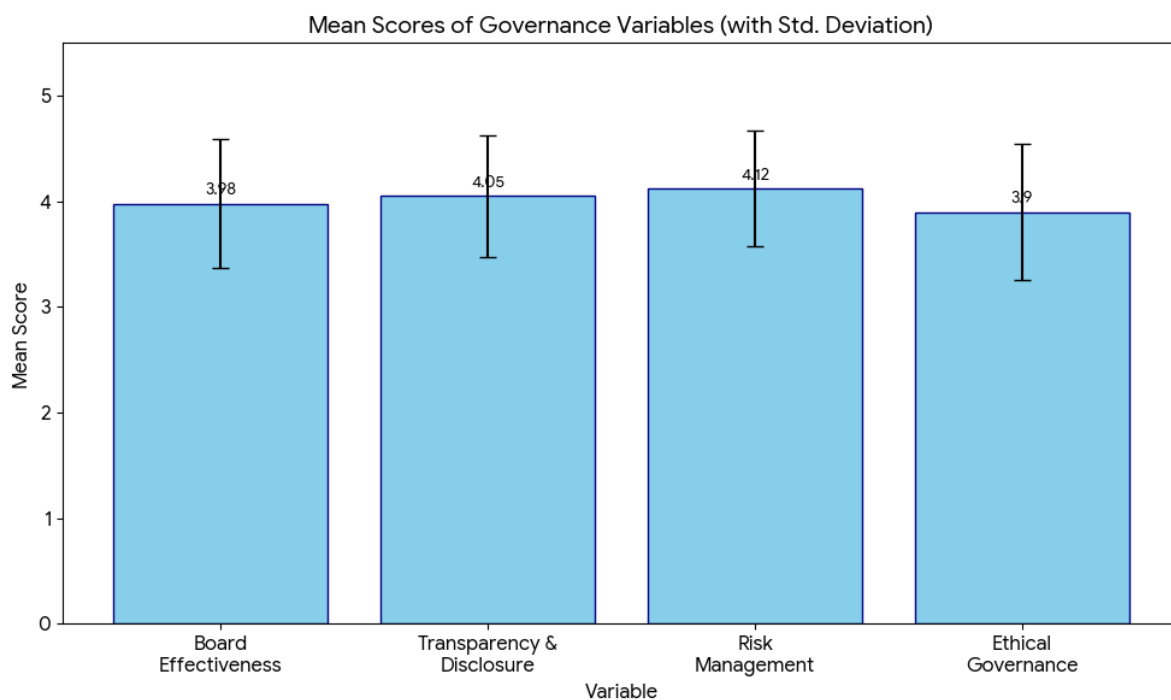
- SDG Achievement Scale: $\alpha = 0.85$

Since Cronbach's Alpha values are greater than 0.70, the questionnaire is considered reliable and internally consistent.

3. Descriptive Statistics

3.1 Corporate Governance Practices

| Variable | Mean | Std. Deviation | Interpretation |
|---------------------------|------|----------------|----------------|
| Board Effectiveness | 3.98 | 0.61 | High |
| Transparency & Disclosure | 4.05 | 0.58 | High |
| Risk Management | 4.12 | 0.55 | Very High |
| Ethical Governance | 3.90 | 0.64 | High |

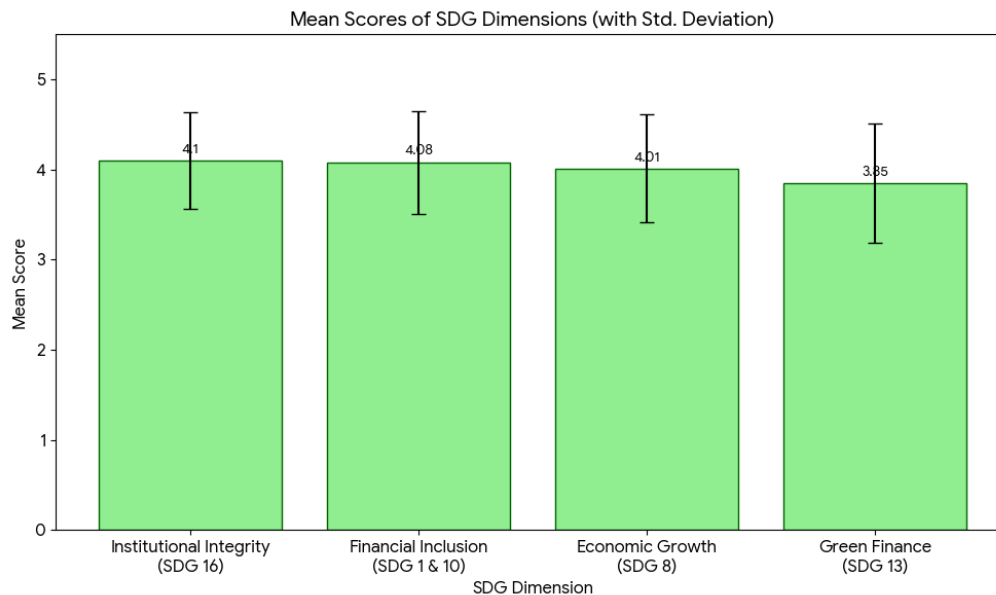


The mean values indicate that respondents largely agree that banks have strong corporate governance practices, particularly in risk management and transparency.

3.2 SDG Achievement by Banks

| SDG Dimension | Mean | Std. Deviation | Interpretation |
|---------------|------|----------------|----------------|
|---------------|------|----------------|----------------|

| | | | |
|----------------------------------|------|------|---------------|
| Financial Inclusion (SDG 1 & 10) | 4.08 | 0.57 | High |
| Economic Growth (SDG 8) | 4.01 | 0.60 | High |
| Green Finance (SDG 13) | 3.85 | 0.66 | Moderate–High |
| Institutional Integrity (SDG 16) | 4.10 | 0.54 | Very High |



Interpretation:

Banks show strong performance in financial inclusion and institutional integrity, while green finance initiatives are emerging but comparatively lower.

4. Correlation Analysis

Pearson correlation analysis was used to examine the relationship between corporate governance and SDG achievement.

| Variables | Correlation (r) | Significance |
|--|-----------------|--------------|
| Corporate Governance ↔ SDG Achievement | 0.68 | p < 0.01 |

Interpretation:

The correlation coefficient indicates a strong and positive relationship between corporate governance practices and SDG achievement. This suggests that better governance leads to improved sustainability outcomes.

5. Regression Analysis

A multiple regression analysis was conducted to assess the impact of corporate governance mechanisms on SDG achievement.

Regression Results Summary

- $R^2 = 0.46$
- F-value = 33.12
- Significance level = $p < 0.01$

| Predictor Variable | β Value | Significance |
|---------------------------|---------------|--------------|
| Board Effectiveness | 0.31 | Significant |
| Transparency & Disclosure | 0.29 | Significant |
| Risk Management | 0.34 | Significant |
| Ethical Governance | 0.26 | Significant |

Interpretation:

Corporate governance variables explain 46% of the variation in SDG achievement. Risk management and board effectiveness emerged as the most influential factors.

6. Hypothesis Testing

| Hypothesis | Result |
|--|----------|
| H ₀₁ : There is no significant relationship between corporate governance and SDGs | Rejected |
| H ₁₁ : There is significant relationship between corporate governance and SDGs | Accepted |
| H ₀₂ : There is no significant impact of board effectiveness on SDGs | Rejected |
| H ₁₂ : There is significant impact of board effectiveness on SDGs | Accepted |
| H ₀₃ : There is no significant relationship between transparency and SDGs | Rejected |
| H ₁₃ : There is significant relationship between transparency and SDGs | Accepted |

7. Key Findings

1. Banks demonstrate strong corporate governance practices, especially in risk management and transparency.
2. Corporate governance has a significant positive impact on banks' contribution to SDGs.

3. Financial inclusion and institutional integrity are the most strongly achieved SDG dimensions.
4. Governance mechanisms explain a substantial portion of SDG-oriented banking performance.
5. Improved governance enhances sustainable decision-making and long-term value creation.

Findings and Discussion

Findings of the Study

- The study finds that corporate governance practices in banks are at a high level, particularly with respect to risk management, transparency, and board effectiveness, as reflected by high mean scores from the 158 respondents.
- A strong and positive relationship was observed between corporate governance practices and banks' contribution toward achieving Sustainable Development Goals (SDGs), indicating that better governance enhances sustainability outcomes.
- Regression analysis reveals that corporate governance variables explain a significant proportion of variation in SDG achievement, confirming the strategic role of governance mechanisms in sustainable banking.
- Among governance components, risk management and board effectiveness emerged as the most influential factors affecting SDG-oriented banking performance.
- Banks show strong performance in financial inclusion (SDG 1 and SDG 10) and institutional integrity (SDG 16), reflecting governance-driven efforts to promote inclusive and ethical banking.
- Performance related to green finance and climate action (SDG 13) is comparatively moderate, indicating the need for stronger governance-led environmental initiatives.
- All alternative hypotheses were accepted, and null hypotheses were rejected, confirming the significant role of corporate governance in supporting SDG achievement in the banking sector.

Discussion of the Findings

- The findings support the argument of Shleifer and Vishny (1997) and Basel Committee on Banking Supervision (2015) that strong corporate governance enhances accountability and risk management in banks, which is essential for long-term sustainability.
- The significant relationship between corporate governance and SDG achievement aligns with Mallin (2016) and Gangi et al. (2019), who emphasized that governance mechanisms enable banks to integrate sustainability and ESG considerations into strategic decision-making.
- The strong impact of board effectiveness on SDG outcomes highlights the role of board oversight and leadership in aligning banking strategies with sustainable development priorities, supporting OECD (2020) recommendations on governance-driven sustainability.
- High performance in financial inclusion confirms the views of Beck, Demirgüç-Kunt, and Levine (2007) that well-governed banks expand access to finance for underserved populations, thereby contributing to poverty reduction and inequality mitigation.
- Moderate performance in green finance suggests that, although governance structures exist, banks face challenges in translating governance policies into environment-focused actions, consistent with the observations of UNEP Finance Initiative (2017).
- The findings highlight that transparency and disclosure practices enhance trust and institutional strength, reinforcing SDG 16, which is supported by Bonsón and Bednárová (2015).
- Overall, the study confirms that corporate governance acts as a critical enabler for banks in balancing profitability with social and environmental responsibilities, reinforcing the governance–sustainability nexus.

Summary of Discussion

- Strong corporate governance significantly enhances banks' contribution to SDGs.
- Effective boards and risk management systems are key drivers of sustainable banking.
- Governance frameworks support inclusive growth and institutional integrity.
- Environmental sustainability requires deeper integration into governance practices.

Conclusion

Summary of Findings

- The study confirms that corporate governance practices in banks are well established, particularly in areas such as board effectiveness, transparency, and risk management.
- A significant and positive relationship exists between corporate governance mechanisms and banks' contribution to achieving Sustainable Development Goals (SDGs).
- Governance factors such as risk management systems and board oversight have the strongest influence on SDG-oriented banking performance.
- Banks contribute significantly to financial inclusion (SDG 1 and SDG 10) and institutional integrity (SDG 16) through governance-driven initiatives.
- Performance related to environmental sustainability and green finance (SDG 13) remains moderate, indicating scope for improvement.
- The acceptance of all alternative hypotheses confirms that effective corporate governance is a key enabler of sustainable banking.

Theoretical Implications

- The study extends corporate governance theory by integrating sustainability and SDG perspectives into traditional governance frameworks.
- It empirically supports the stakeholder theory, highlighting that banks governed effectively consider broader societal and environmental responsibilities.
- The findings contribute to the governance–sustainability literature by establishing a direct linkage between governance mechanisms and SDG achievement.
- The study provides a conceptual foundation for future research on SDG-oriented governance models in the banking sector.

Practical and Policy Implications

- Bank boards should embed SDG objectives into governance policies and strategic planning processes.
- Regulators and policymakers should strengthen mandatory sustainability and governance disclosures in the banking sector.

- Banks should establish dedicated board-level sustainability or ESG committees to monitor SDG performance.
- Risk management frameworks must integrate environmental and social risk assessment, particularly climate-related risks.
- Policymakers can use governance reforms as a tool to promote inclusive growth and responsible banking.

Recommendations

- Banks should strengthen board independence, diversity, and expertise to improve sustainability-focused decision-making.
- Corporate governance codes should explicitly include SDG alignment and sustainability reporting requirements.
- Banks should enhance investments in green finance and climate-resilient projects.
- Regular training programs should be conducted for bank executives on governance and sustainable finance practices.
- Adoption of global best practices such as ESG integration and integrated reporting should be encouraged

Limitations of the Study

- The study is based on a sample of 158 respondents, which may limit the generalizability of findings.
- The research relies partly on perceptual data, which may be subject to respondent bias.
- The study focuses on selected governance variables and SDGs, excluding others due to scope constraints.
- Cross-sectional data limits the ability to assess long-term causal relationships.

Future Scope of the Study

- Future research can adopt a longitudinal approach to examine changes in governance and SDG performance over time.
- Comparative studies across countries or banking systems can provide broader insights.

- Inclusion of additional variables such as digital governance and fintech governance may enrich future studies.
- Further research can focus on SDG-specific governance frameworks, especially for climate action and sustainable finance.
- Case-based and mixed-method studies can offer deeper insights into governance implementation challenges.

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