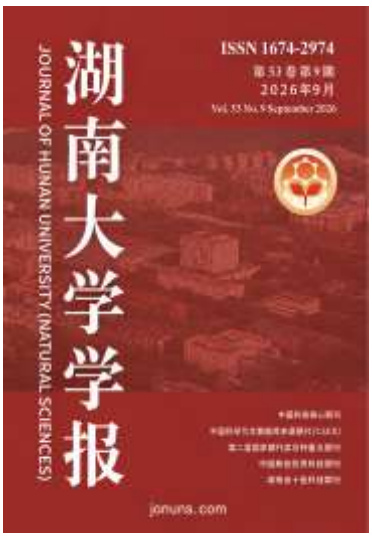


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Sustainability Strategies in the Global Banking Sector: A Systematic Literature Review

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Abstract: This study presents a systematic literature review (SLR) of sustainability strategies in the global banking sector, synthesizing evidence from 75 peer-reviewed studies published between 2015 and 2025. The review identifies key strategic factors influencing the implementation and effectiveness of sustainability initiatives in banking institutions. The findings indicate that successful sustainability strategies depend on senior management commitment, the adoption of digital innovations, stakeholder expectations, and regulatory requirements, particularly those related to environmental, social, and governance (ESG) practices. Despite notable progress, challenges such as greenwashing and inconsistencies in sustainability reporting continue to undermine transparency and genuine commitment to sustainability. The reviewed studies suggest that sustainability strategies are associated with several organizational benefits, including improved corporate reputation, operational efficiency, and customer loyalty. Recent research also reveals a shift from a narrow focus on corporate social responsibility (CSR) toward broader strategic priorities, including digital transformation, integrated ESG governance, and long-term organizational sustainability. This evolution reflects the banking sector's growing recognition of sustainability as an essential component of corporate strategy rather than a peripheral activity. The review contributes to the existing literature by synthesizing the development of sustainability strategies and highlighting the importance of integrating ESG principles into corporate governance, risk management, and innovation processes. Such integration can support financial resilience, strengthen stakeholder trust, and promote sustainable development. The findings offer practical insights for policymakers, banking executives, and researchers seeking to develop effective sustainability strategies aligned with evolving regulatory standards and stakeholder expectations.

Keywords: sustainability strategies; banking sector; systematic literature review; environmental, social, and governance (ESG); sustainable banking; corporate sustainability.

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全球银行业可持续发展战略：系统性文献综述

摘要：本研究采用系统性文献综述（SLR）方法，对2015年至2025年发表的75篇同行评审学术论文进行综合分析，探讨全球银行业的可持续发展战略。研究识别了影响银行机构可持续发展举措实施及其有效性的关键战略因素。研究结果表明，可持续发展战略的有效实施取决于高层管理者的承诺、数字创新技术的应用、利益相关者的期望以及监管要求，尤其是与环境、社会和治理（ESG）实践相关的要求。尽管银行业在可持续发展方面取得了显著进展，但“漂绿”行为和可持续发展报告披露不一致等问题仍然存在，削弱了信息透明度以及对可持续发展的真正承诺。所评述的研究表明，可持续发展战略与企业声誉提升、运营效率改善和客户忠诚度增强等多方面的组织效益存在关联。近年来的研究还显示，银行业可持续发展研究的重点已从相对狭窄的企业社会责任（CSR）转向更广泛的战略重点，包括数字化转型、ESG综合治理以及组织的长期可持续发展。这一变化反映出银行业日益认识到，可持续发展是企业战略的重要组成部分，而非边缘性活动。本研究通过系统梳理可持续发展战略的演变，强调将ESG原则融入公司治理、风险管理和创新流程的重要性，从而为现有研究提供综合性理论参考。这种整合有助于增强财务韧性、提高利益相关者信任并促进可持续发展。研究结果可为政策制定者、银行管理者及研究人员提供实践参考，帮助其制定符合不断演变的监管标准和利益相关者期望的有效可持续发展战略。

关键词: 可持续发展战略；银行业；系统性文献综述；环境、社会和治理（ESG）；可持续银行业；企业可持续发展。

1. Introduction

The global banking sector is undergoing a critical phase of institutional and strategic transformation. Climate change, social inequality, environmental degradation, and increasing regulatory pressures require banks to pursue economic objectives alongside broader sustainability responsibilities Banks are increasingly recognized as important contributors to the achievement of the Sustainable Development Goals [1, 2, 3]. Banks are under growing pressure from regulators, investors, and society to behave more ethically, transparently, and responsibly toward the environment [4, 5].

In response, ESG-related regulations and reporting requirements have expanded, alongside the development of banking approaches such as ethical banking, green banking, and sustainable banking. Sustainability has increasingly become an integral component of long-term strategic planning and corporate responsibility in financial institutions. Recent research suggests that environmental responsibility in banking may contribute to greater financial resilience and improved credit risk management. This perspective is consistent with the triple bottom line framework, which integrates economic performance (profit), social responsibility (people), and environmental sustainability (planet) [6].

However, the transition toward sustainability in the financial sector remains complex, with no universally applicable approach across different institutional and regulatory contexts. Countries follow diverse modes of governance depending on their specific economies, institutional preparedness, bank ownership patterns, and economic legislation. Studies have shown that the sustainability practices employed by banks depend on the political and commercial dynamics in different regions of the world, including Europe, Asia, and Africa.

The following discussion summarizes the strategic objectives of banks across different institutional contexts.

Table 1 outlines the key objectives associated with sustainability strategies in the banking sector, encompassing governance, risk management, financial performance, regulatory compliance, and stakeholder engagement.

Though many banks have formally implemented sustainability initiatives, the extent to which such activities enhance operational efficiency, institutional reputation, and shareholder value remains an open topic [7, 8]. However, there is no significant evidence of the influence of symbolic actions (e.g., greenwashing) on strategic decisions and organizational culture [9, 10]. The results emphasize the significance of real company involvement, employee understanding, and transparency in reporting to anchor sustainability in long-term strategic processes and to prevent it from being only a symbol [11].

Emerging research streams show a growing interest in the links between risk management, corporate governance, and long-term competitive strategies from institutional and legitimacy perspectives [12, 13, 14].

Therefore, a comprehensive literature review is needed to provide more nuanced insights on the design, implementation, and systematic evaluation of sustainability initiatives in banking. Thus, the research timeline is 2015–2025. This study conducts a systematic literature review (SLR) of 75 selected records.

The study is guided by three research questions (RQs). First, it examines all the factors affecting the adoption of sustainability measures in the banking sector (RQ1). Second, it reviews the findings and implications of these approaches (RQ2). Third, this paper explores the evolution of research themes on sustainability initiatives in the banking sector (RQ3). To this aim, a recent SLR on sustainability reporting revealed stakeholder involvement, firm size, and board gender diversity as major determinants of disclosure practices, based on stakeholder, legitimacy, and agency theories [15].

The present research addresses these research issues systematically by means of thematic analysis, methodological explanation, and conceptual synthesis. This approach enables a structured assessment of existing knowledge, the identification of research gaps, and the development of implications for sustainability theory and practice in banking [16, 17].

Regulators can support the implementation of sustainability plans in the banking industry. However, there are a variety of internal and external elements that can lead to failure or success of sustainability projects. Critical internal factors such as human resource competencies, ethical leadership, ownership structure, and corporate governance standards determine implementation outcomes [12, 18].

Moreover, external drivers such as government laws, investors' expectations, competitive market dynamics, and wider social requirements all matter for the future sustainable transformation of the banking industry [19, 20]. The current study argues that ESG issues have become an essential component of maintaining stakeholder trust and compliance with international norms [21]. The majority of studies suggest that sustainability strategies are positively related to improved risk management, operational efficiency, and financial performance indicators (ROA and ROE) [5, 22].

Stable and credible banks that commit themselves to sustainable principles are more likely to enhance their institutional reputation, foster public trust, and develop long-term consumer loyalty [23]. A longitudinal review of articles from 2015 to 2025 shows a definite shift in academic focus. Most studies from the first decade have focused on sustainability reporting and ESG transparency, whereas more recent studies have been more focused on the integration of sustainability in strategic choice-making processes and the development of green products through the means of digital technologies [9, 14].

Today, social justice, climate risk management, and community engagement themes are increasingly becoming part of banking sustainability activities [22]. This method indicates that sustainability is not only about compliance with reporting, but it also plays an important role in their search for enduring excellence. Hence, the present study aims to provide a strong analytical foundation for the creation of more specific and efficient sustainability initiatives in banks

2. Literature Review

The academic debate on sustainability in banking has moved from the periphery of corporate social responsibility to a more mainstream concern with the integration of environmental, social, and governance (ESG) principles into the fundamental strategy of banks. Early studies regarded sustainability as charity and voluntary social work. Recent studies, however, stress the significant role of banks among institutional actors in executing the Sustainable Development Goals and ensuring long-term financial stability. The shift is a response to growing pressure on financial institutions from regulators, investors, and society to act ethically and transparently.

Recent research increasingly examines ESG integration as a source of organizational legitimacy and strategic value. Trust, disclosure, and responsibility in the links with key constituents are the focus of stakeholder and legitimacy theories. The resource-based view underlines the importance of the quality of leadership, the competence of the board, and the capacity for innovation as key drivers of sustainable development. The reviewed evidence suggests that meaningful ESG integration may be associated with improved risk management, operational efficiency, and financial resilience. Additionally, the literature highlights symbolic practices such as greenwashing during this period and recommends increased regulatory monitoring and assurance mechanisms to ensure the authenticity of sustainability reporting.

The study also shows significant institutional and spatial differences in sustainability efforts. European and North American banks have led the way in disclosing environmental, social, and governance (ESG) factors and in green finance. But the challenges faced by banks in emerging economies are often different, as regards regulatory readiness, ownership structures, and socio-economic pressures. According to the results of comparative studies of countries, the main factors that stimulate environmentally friendly activities are national legislation and the dynamics of the world market. Engagement in sustainable efforts is variable and often sluggish to grow. More recently, sustainability research has expanded to encompass ESG approaches to digital innovation, financial inclusion, and climate risk management. "Digital technologies such as artificial intelligence, blockchain, and big data analysis are

increasingly seen as tools to improve ESG monitoring and disclosure. The transition indicates a shift in the concept of sustainability from a regulatory responsibility to a source of innovation and competitive advantage for the banking industry.

There is a general agreement in the research that sustainability measures are not optional but essential for the long-term legitimacy and resilience of institutions. There are, however, some serious deficiencies, such as the lack of empirical evidence from under-researched countries, the lack of proper attention to Islamic and development banks, and primary data that includes opinions beyond corporate declarations. Future research should address these limitations to provide a more complete and practice-relevant understanding of how banking institutions worldwide might contribute to sustainable development.

3. Method

This study employs a systematic literature review (SLR) to synthesize evidence on sustainability practices in the banking sector. The SLR approach was selected for its systematic, transparent, and reproducible procedures for synthesizing relevant academic literature [4, 24]. The review was performed using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework to identify, screen, assess eligibility, and systematically analyze the relevant studies [24, 25]. The search was performed in the Scopus database for the keywords "sustainability strategies," "sustainability strategy," "bank," "SLR," and "ESG."

The literature search was conducted using the Scopus database during May–June 2025, with the final documented update on 11 June 2025. The search covered English-language journal articles and reviews published between 2015 and 2025. The search strategy combined keywords related to sustainability strategies and environmental, social, and governance (ESG) with banking-related terms using Boolean operators (AND and OR). The retrieved records were subsequently screened according to the predefined eligibility criteria.

The initial Scopus search identified 624 records. After the first screening by year of publication, type of publishing, and type and language of the journal, 403 articles were selected for further examination. After the exclusion of books, book chapters, and editorials, 198 articles remained. The final screening stage was the screening of titles and abstracts, which resulted in the exclusion of studies that did not correspond to the topic scope of the research. Following the screening and eligibility assessment, 75 records were retained for the review (see Figure 1). The review corpus comprises 45 banking-focused studies and 30 supporting studies addressing broader organizational and sectoral contexts. The banking-focused studies provide the primary evidence for examining sustainability strategies in the banking sector, while the supporting studies contribute relevant insights into sustainability strategies, environmental, social, and governance (ESG) practices, corporate governance, and the Sustainable Development Goals (SDGs). Together, these studies provide a broader conceptual and theoretical foundation for understanding sustainability strategies in banking.

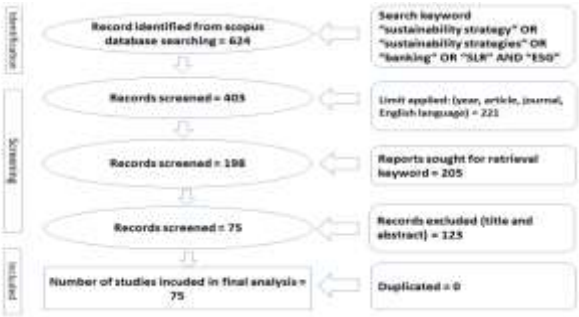


Figure 1. PRISMA Flow Diagram of the Study Selection Process

4. Results and Discussion

This section presents the synthesis of 75 selected records, comprising 45 banking-focused studies and 30 supporting studies. The banking-focused studies provide the primary evidence for addressing the three research questions, while the supporting studies enrich the analysis through relevant theoretical perspectives and insights into sustainability strategies, ESG practices, governance, and sustainable development. The findings are organized into thematic syntheses, structured tables, and bibliometric visualizations to provide an integrated understanding of sustainability strategies in the banking sector.

4.1. Factors Influencing the Implementation of Sustainability Strategies

The results of 45 scholarly articles on the key drivers of sustainability practices in the banking sector are shown in Table 2. The table classifies each driver as having a positive, negative, or neutral effect on the adoption of sustainability practices in banking. The table includes 45 of the 75 publications analyzed that provided empirical or analytical data directly on the combination of drivers and their effects. The methodological classifications of the reviewed literature are summarized in Table 3 to provide context for these findings. Table 3 summarizes the research methodologies used in the studies analyzed.

As shown in Table 3, quantitative analysis is the most frequently reported methodological category, accounting for 41 classifications, followed by content analysis with 17 and comparative analysis with 6. Qualitative studies account for 4 classifications, while case study analysis and mixed-method approaches each account for 3. The normative juridical method is the least frequently reported category, with only 1 classification. Overall, this distribution highlights the

predominance of quantitative approaches in the reviewed literature, while indicating the contribution of qualitative, comparative, and mixed-method approaches to understanding sustainability strategies across banking and other organizational contexts.

4.2. The Impact of Sustainability Strategy Implementation in the Banking Sector

Table 4 shows the range of outcomes related to the implementation of sustainability initiatives in the banking sector. The most common benefit of sustainable methods is improved risk management. Sustainability practices are associated with reductions in environmental and financial risks. Other reported outcomes include improved institutional reputation and stakeholder trust, both of which contribute to organizational legitimacy. Financial outcomes include improvements in operational efficiency, asset quality, and performance indicators such as return on equity. Literature reports social benefits, including financial inclusion, meaningful engagement with the community, and alignment with the Sustainable Development Goals (SDGs). The overall results suggest that sustainability initiatives are producing considerable economic and social benefits and are a shift in banking behavior from symbolic to core business strategies.

4.3. Evolution of Research Themes in Banking Sustainability

Research on sustainability in banking has evolved from an initial emphasis on corporate social responsibility (CSR), sustainability reporting, and stakeholder engagement toward broader themes involving environmental, social, and governance (ESG) integration, risk management, and corporate governance. More recent studies increasingly address digital transformation, climate-related risks, green finance, and financial inclusion, reflecting a shift toward integrating sustainability into banks' long-term strategic decisions.

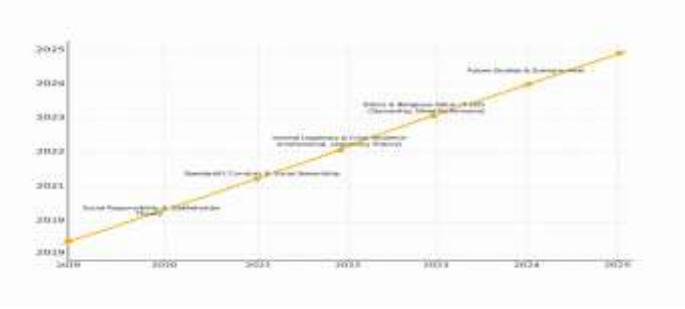


Figure 2. Evolution of Theoretical Frameworks in Banking Sustainability Research (2019–2025)

Figure 2 illustrates the evolution of theoretical frameworks applied in banking sustainability research. Although the SLR covers publications from 2015 to 2025, Figure 2 begins in 2019 because this is the earliest year represented among the studies for which theoretical frameworks were identified and coded. The first phase (2019-2020) of sustainability research was mainly focused on Corporate Social Responsibility (CSR) and stakeholder theory. During 2021-2022, interest in governance and organizational capabilities increased, and the focus of the study shifted to the legitimacy theory and resource-based view. By 2023, the literature expanded to include agency theory and stewardship theory, thereby widening the analytical scope of sustainability research. From 2024 onward, ethically oriented and forward-looking approaches, such as Sharia governance and scenario analysis, became increasingly influential, reflecting a shift toward more comprehensive and integrative interpretations of sustainability. The graph illustrates the trend in research publications over time, showing the development of sustainability strategy studies in the banking sector.

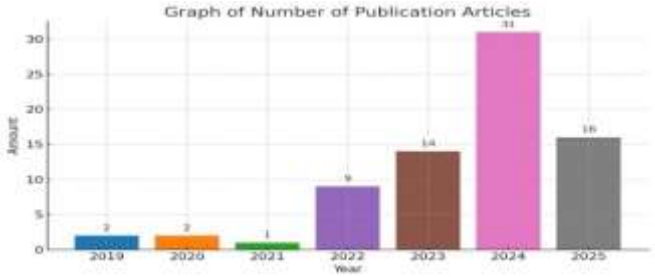


Figure 3. Annual Distribution of Publications (2015–2025)

Figure 3 depicts the year-by-year trend of publications on sustainability initiatives in the banking sector from 2015 to 2025. The data indicates a slow growth in the volume of academic output, with a sharp increase around 2020 when ESG legislation was gaining traction globally and sustainability concerns were rising in the aftermath of the pandemic. This publication trend suggests growing academic interest in sustainability strategies and their relevance to banking practice.

Table 6 presents the regional distribution of the reviewed studies. Studies with a global scope account for the largest group (38 articles), followed by Europe (9 studies), East Asia, South Asia, and Southern Europe (6 studies each). Southeast Asia accounts for 4 studies, while several other regions remain less represented. This distribution highlights geographical imbalances in the reviewed literature and indicates opportunities for further research in underrepresented contexts.

A visual bibliometric synthesis was conducted using VOSviewer (version 1.6.21) to analyze the relationships between the main topics in the literature on bank sustainability based on the co-occurrence of terms. The analysis employed author keywords, a minimum occurrence threshold of two, and the full-counting method. Network, overlay, and density visualizations

were used to illustrate thematic relationships, research developments, and keyword concentration.

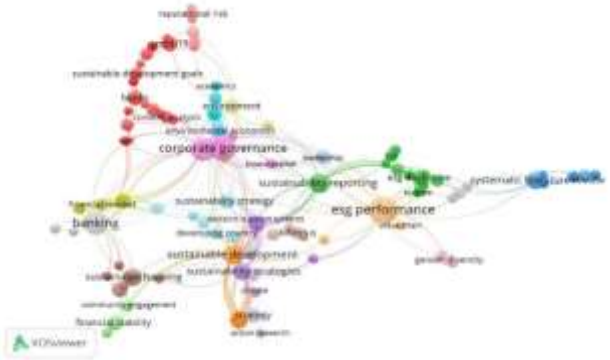


Figure 4. Network Visualization of Keyword Co-occurrence

Figure 4 identifies five major thematic clusters. The governance and ESG cluster covers leadership structures, regulatory structures, and sustainability disclosure. The Risk Management and Reputation cluster brings together research that links sustainable approaches with the mitigation of climate-related and operational risk and reputational consequences. The practices in the Sustainability Reporting cluster are related to transparency, accountability, and reporting ESG performance. The green finance cluster includes investment in sustainable ventures and product innovation. Lastly, the cluster on Digital Transformation and Inclusion addresses the increasing interest in digital technologies and their potential to improve inclusive sustainability outcomes. We provide an overlay visualization of the evolution of these motifs to aid in understanding temporal dynamics.

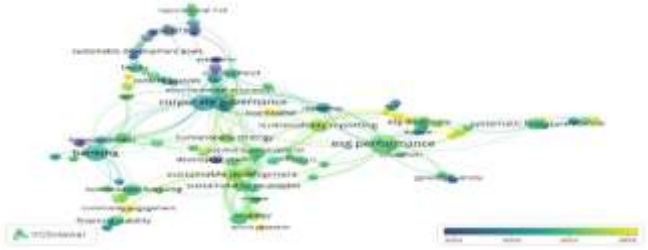


Figure 5. Overlay Visualization of Keyword Co-occurrence

Figure 5 illustrates the temporal evolution of the principal research themes over the study period. The literature of 2019-2021 was more focused on CSR and gender diversity. The main themes in 2022-2023 were governance, ESG disclosure, and risk management. The research focus for 2024-2025 is digitization, carbon disclosure, and inclusive sustainability, which reflects a more forward-looking research agenda. The relative concentration of research themes was assessed by the following density visualization map:

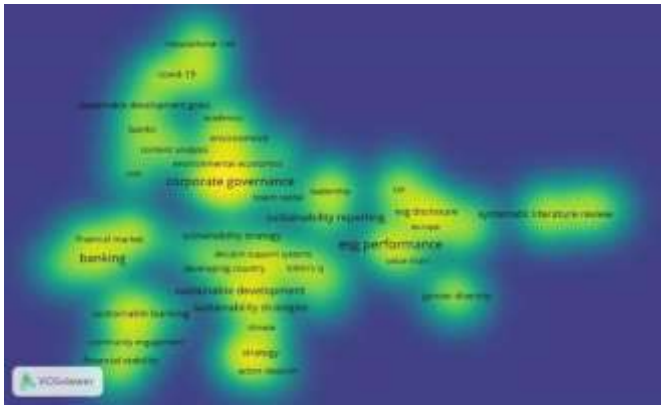


Figure 6. Density Visualization of Keyword Co-occurrence

Figure 6 highlights concentrations of keywords related to ESG, governance, and risk management. The key issues are sustainability reporting and transparency. The emerging (but relatively less discussed) issues are digital ESG indicators and MSME financial inclusion. This is promising for future research into under-represented yet strategically important problems.

The findings suggest that sustainability governance in the banking sector emphasizes the integration of ESG principles into core organizational processes, particularly reporting, governance, and risk management. The effectiveness of such programs depends on internal organizational commitment, external institutional incentives, and banks' ability to adapt to the evolving sustainability-oriented economic landscape. Future studies should go deeper into the mechanisms for the effective implementation of ESG, experimentally assess its benefits, and broaden the subject matter to the context of digital transformation and inclusive sustainability.

Financial performance is measured by improved operational efficiency, improved asset quality, and other metrics like return on equity. Literature reports social benefits, including financial inclusion, meaningful engagement with the community, and alignment with the Sustainable Development Goals (SDGs). The overall results suggest that sustainability initiatives are producing considerable economic and social benefits and are a shift in banking behavior from symbolic to core business strategies.

5. Conclusion

This study explores the implementation of sustainability initiatives in the banking sector through a systematic literature review (SLR). First, the findings suggest that pressures from regulators, institutional investors, and civil society influence how banks incorporate sustainability principles into their governance and operations [17, 26, 19]. These pressures are some of the challenges that banks face in implementing sustainability initiatives in basic organizational practices. The way in which banks are

embedding sustainability into investment decisions, risk management processes, and reporting requirements is more likely to be driven by the leadership and governance structures of the organization that are truly aligned with ESG principles. Research also shows that banks that embed ESG into their main business rather than running it as a separate program or token campaign are more robust, efficient, and competitive in the long term.

Second, the adoption of sustainability strategies in banking may be associated with improved risk management, greater governance transparency, stronger institutional reputation, and enhanced stakeholder trust [27, 28].

Third, research on sustainability strategies in banking has evolved toward increasingly complex and multidimensional perspectives. The first phase of the study was mainly concentrated on corporate social responsibility and the establishment of constructive partnerships with interested parties, mainly as a means of increasing banks' legitimacy and public accountability [29, 30]. However, the research topic has enlarged over time, reflecting the changing background of global financial crises and increasing regulatory demands. In conjunction with these thematic shifts, the theoretical frames have expanded and include conventional frames such as stakeholder and agency theories and more current viewpoints such as double materiality, futures studies, and stewardship theory. Thus, a sustainability strategy is no longer merely a moral or ethical choice but is an integral part of long-term corporate strategy.

The research shows that sustainability initiatives in the banking sector are increasingly aimed at creating real shared value, strengthening the resilience and robustness of the financial system, and protecting society and the environment. Building a more equitable and sustainable banking system requires innovative leadership and active collaboration among relevant stakeholders.

Declarations

Author Contributions

The first author (Hariyadi) carried out the literature search and selection, data analysis, and the drafting and revision of the text. The second, third, and fourth authors (Soegiharto, Rudy Badrudin, and Maria Pampa Kumalaningrum, respectively) contributed to the conceptual framework of the study, provided methodological guidance on the SLR, and checked and discussed the analytical results.

Conflicts of Interest

The authors declare no conflicts of interest related to this manuscript.

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Appendix A.
Table 1. Objectives of Sustainability Strategy Implementation in the Banking Sector

No	Objectives	Number of Articles
1.	ESG Reporting and Disclosure Objectives	5
2.	ESG Risk Management	7
3.	Improved Governance	9
4.	Sustainable Financial Performance	4
5.	Compliance with Laws and Standards	4
6.	Sustainable Customer Loyalty and Satisfaction	3
7.	Public Reputation and Trust	5
8.	Green Investment and Green Financing	2
9.	Stopping Greenwashing	3
10.	Funding for Sustainable Sectors	1
11.	Efficiency Based on Sustainability	3
12.	Competitive Advantage Through Sustainable Innovation	1
13.	Sustainable Digital Revolution	1
14.	The Role of Stakeholders	2

Appendix B.
Table 2. Factors Influencing Sustainability Strategies of the Banking Industry

No	Determinants	Findings	Author
1	High ESG risk	Negative	[27]
2	Commitment to ESG principles	Positive	[22]
3	Integration of ESG and clean tech. strategies	Positive	[31]
4	Existence of a sustainability committee in CG	Neutral	[28]
5	Bank size	Positive	[23]
6	Board capital (gender, expertise, and social affiliations)	Positive	[32]
7	ESG-washing practices (gap between ESG claims)	Negative	[33]
8	National green policies and bank ESG practices	Positive	[34]
9	Institutional pressure from the state and stakeholders	Positive	[35]
10	Environmental CSR initiatives	Positive	[36]
11	Implementation of sustainability practices	Positive	[7]
12	Link between environmental and social ESG Pillars	Positive	[37]

No	Determinants	Findings	Author
13	Product social responsibility	Negative	[38]
14	Governance and disclosure transparency	Positive	[39]
15	Relevance of social and governance factors in credit risk	Positive	[40]
16	Socially sustainable practices in multinational banks	Positive	[41]
17	Institutional pressures	Positive	[42]
18	Board's role in managing ESG-related pressures	Positive	[43]
19	Sustainability Committee within the bank board	Positive	[44]
20	Board gender diversity	Positive	[45]
21	Non-performing loan ratio (NPL)	Negative	[46]
22	Long-term institutional ownership	Positive	[47]
23	Customer-focused CSR initiatives	Positive	[48]
24	ESG integration in corporate governance	Positive	[49]
25	Bank capitalisation level	Positive	[50]
26	Environmental management system integration	Positive	[51]
27	Gender diversity in sustainability committees	Positive	[52]
28	Sustainable operations management	Positive	[53]
29	Customer-oriented CSR	Positive	[4]
30	Comprehensive ESG implementation	Positive	[54]
31	Environmental disclosure	Positive	[55]
32	Employee engagement	Positive	[56]
33	ESG compliance	Positive	[17]
34	Female board participation	Positive	[57]
35	Integration of CSR and corporate governance	Positive	[30]
36	Governance initiatives within ESG	Positive	[58]
37	Compliance with gender diversity disclosure regulations	Positive	[59]
38	Banking operational efficiency	Positive	[60]
39	Current ESG score	Positive	[61]
40	Accuracy of sustainability performance measurement systems	Positive	[62]
41	ESG integration in business strategy	Positive	[63]
42	Board's role in ESG governance integration	Positive	[64]
43	Country-level ESG score	Negative	[65]
44	Strong ESG performance	Positive	[66]
45	Presence of the Sustainability Committee at the board level	Positive	[67]

Appendix C.
Table 3. Conclusions from the Research Design Synthesis

No	Research Design	Authors	Quantity
1	Case Study Analysis	[43]; [68]; [59]	3
2	Comparative Analysis	[31]; [32]; [37]; [49]; [69]; [70]	6
3	Content Analysis	[69]; [71]; [35]; [72]; [45]; [73]; [10]; [9]; [56]; [30]; [62]; [63]; [64]; [74]; [67]; [75]; [76]	17
4	Mixed-Method Approach	[21]; [39]; [55]	3
5	Normative Juridical Method	[77]	1
6	Qualitative Study	[42]; [51]; [60]; [16]	4
7	Quantitative Analysis	[27]; [22]; [28]; [29]; [23]; [78]; [5]; [79]; [33]; [34]; [36]; [80]; [7]; [81]; [38]; [82]; [40]; [39]; [83]; [84]; [85]; [44]; [26]; [46]; [47]; [4]; [50]; [86]; [87]; [52]; [53]; [48]; [54]; [17]; [57]; [58]; [61]; [65]; [88]; [66]; [89]	41
Total			**75**

Note: Research design categories are not mutually exclusive, as some studies employ multiple methodological approaches. Accordingly, the total of 75 represents methodological classifications rather than 75 distinct studies.

Appendix D.
Table 4. Synthesis of the Impact on Sustainability Strategies Implementation

No.	Effect	Author
1	Better managing risk	[27]; [42]; [71]
2	Improved public image	[7]; [78]; [33]
3	Promise to protect the environment.	[37]
4	Better financial performance	[69]; [22]; [31]
5	Better operating efficiency	[66]
6	More openness	[51]; [35]; [49]
7	Different strategic effects	[21]; [80]; [32]
8	Good for society	[48]; [77]
9	Better corporate governance	[28]; [44]; [23]

Appendix E.
Table 5. Synthesis Results Based on Research Theories

No	Theory	Investor/Theorist
1	Agency Theory	[90]
5	Double Materiality	[91]
10	Institutional Theory	[92]
12	Legitimacy Theory	[93]
	Resource-Based View	[94]
17	Scenario Analysis	[95]
18	Sharia Governance Theory	[96]

No	Theory	Investor/Theorist
21	Stakeholder Theory	[97]
23	Stewardship Theory	[98]

Appendix F.

Table 6. Regional Distribution of Studies on Sustainability Strategies in the Banking Sector

No	Region	Quantity	Location	Author
1	America	1	America	[76]
2	Asia Pacific	1	Asia Pacific	[88]
3	East Asia	6	China, Hong Kong, and Taiwan	[58]; [89]; [99]; [66]; [75]; [23]
4	Eastern Europe	1	Ukraine	[70]
5	Europe	9	European Union	[34]; [67]; [64]; [51]; [79]; [32]
6	Global	38	Global	[57]; [85]; [70]; [30]; [81]; [82]; [68]; [62]; [50]; [16]; [52]; [63]; [5]; [60]; [22]; [45]; [39]; [71]; [35]; [36]; [80]; [74]; [40]; [72]; [10]; [78]; [53]; [17]; [9]; [28]; [44]; [83]; [2]; [47]; [33]; [37]; [26]; [49]
7	Middle East	2	Saudi Arabia and Jordan	[54]; [55]
8	South America	1	Colombia	[31]
9	South Asia	6	Bangladesh, India, and Pakistan	[29]; [69]; [48]; [61]
10	Southeast Asia	4	Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam	[27]; [7]; [86]; [56]
11	Southern Europe	6	Italy	[43]; [42]; [21]; [38]; [73]
Total		75		