Appendix

Bank Business Sustainability: The Interplay of Green Leadership Capability, Green Intellectual Capital, and Green Finance

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Appendix 1. Research Instrument

Items		Reference
BBS1	The implementation of sustainability strategies helps improve the bank's profitability.	Khan and Quaddus (2015), Zheng *et al.* (2021), Wu & Tham (2023)
BBS2	The implementation of sustainability strategies helps maintain the bank's stability.	
BBS3	The implementation of sustainability strategies helps reduce the bank's credit risk.	
BBS4	The bank actively conducts Corporate Social Responsibility (CSR) programs focused on community welfare.	
BBS5	The bank is committed to continuously implementing financial inclusion and community empowerment programs.	
BBS6	Ethical and environmentally conscious business practices help enhance the bank's reputation.	
BBS7	The bank's operational activities do not cause environmental harm.	
BBS8	The bank's financing is increasingly directed toward environmentally friendly projects.	
BBS9	The bank's commitment to environmental preservation enhances stakeholder trust.	
BBS10	The bank continues to innovate in environmentally friendly digital technologies.	
BBS11	Investment in green technology supports the bank's long-term business sustainability.	
BBS12	Advanced technology improves the bank's operational efficiency and service quality.	

GSLC1	Leaders should have a clear long-term vision for sustainability.	Khan *et al.* (2024)
GSLC2	Leaders should anticipate the potential environmental impacts on the bank's business sustainability.	
GSLC3	Leaders develop strategies to anticipate regulatory changes related to sustainability.	
GSLC4	Leaders should adjust business strategies when environmental changes occur.	
GSLC5	Leaders should quickly adapt business policies in response to sustainability challenges.	
GSLC6	Leaders should be open to innovation to address sustainability demands.	
GSLC7	Leaders should actively seek and absorb new external knowledge to improve sustainability performance.	
GSLC8	Leaders should encourage the adoption of new environmental technologies in business operations.	
GSLC9	Leaders should promote the use of external knowledge to strengthen sustainable management practices.	
GIC1	Employees have a high level of awareness regarding the importance of the Bank's business sustainability.	Asiaei *et al.* (2023), Chen (2008), Zahra *et al.* (2022)
GIC2	Employee training and development are focused on enhancing knowledge of sustainable finance.	
GIC3	Employees have the expertise to identify and manage environmental risks in the Bank's activities.	
GIC4	Internal policies and procedures support sustainability practices.	
GIC5	Knowledge of sustainability practices is well-documented in the internal database.	
GIC6	Organizational culture encourages compliance with sustainability principles.	
GIC7	Our bank collaborates with strategic partners to support sustainable finance initiatives.	
GIC8	Our bank has a strong public reputation regarding sustainable banking practices.	
GIC9	Our bank receives positive evaluations from business partners regarding its sustainability commitment.	
GF1	Our bank provides loans to finance environmentally friendly projects.	Adeyemi *et al.* (2024), Chen *et al.* (2022), Daniel (2023), Oyedele *et al.* (2022)
GF2	Our bank's credit feasibility analysis considers the environmental impact of financed projects.	

GF3	The proportion of green loans to total lending in our bank is significant.	
GF4	Our bank invests in sustainable financial instruments (e.g., green bonds) as part of its asset portfolio.	
GF5	Our bank issues green bonds to finance environmentally conscious projects.	
GF6	Our bank considers environmental, social, and governance (ESG) factors in every investment decision.	
GF7	Our bank utilizes financial technology to support environmentally friendly banking services.	
GF8	Our bank applies energy-efficient information technology in its operational activities.	
GF9	Our bank allocates a specific budget for the development of green finance initiatives.	
GF10	Our bank has a dedicated unit responsible for managing sustainable finance practices.	