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BOARD ETHNICITY AND SUSTAINABILITY REPORTING

Keywords: HAUSA, YORUBA, IGBO, MINOR, sustainability reporting.

J E L Classification: M10, M14, M41, M48.

Abstract: The aim of this study is to investigate the relationship between board ethnicity and sustainability reporting of listed deposit money banks in Nigeria from the period 2013–2020. The study examined the impact board members' interaction from major and minor ethnic groups have on the sustainability reporting of listed deposit money banks. Secondary data was collected from annual reports and account of listed deposit money banks from the Nigeria Stock Exchange website. Results from the panel least squares regression revealed that the proportion of directors from HAUSA ethnic group have a positive influence on sustainability reporting; while the proportion of directors from YORUBA ethnic group negatively affects sustainability reporting. Furthermore, on the example of major and minor ethnic groups, it was found that the presence of directors from HAUSA and YORUBA ethnic groups; and HAUSA, YORUBA, IGBO and MINOR ethnic groups have negative and significant impact on sustainability reporting of listed deposit money banks in Nigeria. The study concluded that banks should employ the services of directors from both major and minor ethnic groups to improve the extent of sustainability reporting. Also, financial institutions, specifically deposit money banks should increase the representation of directors from IGBO and MINOR ethnic groups.

Introduction

The concept, Sustainability Reporting (SR) is the process through which firms or businesses across the globe disclose their economic, environmental and social impact on the society and environment as a result of their daily business activities. The report tends to support the 2015 initiative United Nations' (UN) Sustainable Development Goals (SDG) or agenda 2030 in businesses and governments across the globe (Musa, Gold & Aifuwa, 2020). In the business environment, SR solidifies the firms' position in the attainment of global competitive advantage and long-term survival (Umukoro, Uwuigbe, Uwuigbe, Adegboye, Ajetunmobi & Nwaze, 2019). Therefore, SR is a corporate strategy of achieving the goal and objectives of firms, and at the same time, the report would drive firms towards improving economic, environmental and social performance.

Obviously, it is required that SR aligns with the vision and strategic plans of an organization (Uwuigbe, Uwuigbe, Jafaru, Igbinoba & Oladipo, 2016; Umukoro et al., 2019). To achieve this, the boards of directors are the primary driving force in shaping and directing firms towards the achievement of sustainable goals and quality sustainability reporting (Ismail & Latiff, 2019). Therefore, the attributes of the board members play an important role in the successful actualization of their functions in the board. Specifically, board members' ethnicity have been identified to have an effect on firms performance and disclosures (Smith, Smith & Verner, 2006), since they have common relationship in terms of history, ancestry, language, race, religion, culture and territory (Edewo, Aluko & Folarin, 2014).

However, in literature there seem to be an ongoing argument on the impact board members ethnicity has on firm performance. For example, drawing inspiration from the Upper Echelon Theory, Smith et al. (2006) argued that ethnically diverse board would have the tendencies of improving the quality of decision making, which in turn increase the organization's competitive advantage. On the contrary, drawing inspiration from the Social Identity Theory, Anderson, Reeb, Upadhyay and Zhao (2011) argue that this ethnically diverse board will not drive the firm to better performance nor increase competitive advantage because of misunderstanding and communication problem among board members, which would slow down quality decision making.

Extending this argument to this study, there is uncertainties whether ethnically diverse board would improve the extent of sustainability reporting. Empirical evidences from Malaysia and Indonesia suggested that ethnically diverse board have no influence on sustainability reporting (Bakar, Ghazali & Ahmad, 2019; Shamil, Shaikh, Ho & Krishnan, 2014). In the Nigerian context, there seems to be a dearth in literature on the nexus between board members ethnicity and sustainability reporting. Previous literature has investigated the impact of board members ethnicity on financial performance of firms (see, Ilaboya & Ashafoke, 2017; Ilogho, 2017; Omoye & Eriki, 2013). Against this backdrop, this study aims to examine the influence of board members' ethnicity on sustainability reporting in banks. In the banking sector, the Central Bank of Nigeria has shown support for sustainability reporting by releasing nine sustainability banking principles to guide listed banks in maintaining sustainable practices (Umukoro et al., 2019).

Literature Review and Hypotheses Development

Sustainability Reporting

Gold, Aifuwa, Usman, Subair, Osazevbaru and Oloyede (2021) and Aifuwa (2020) defined SR as the disclosure of businesses' economic, social and environmental impacts of its performance to inform stakeholders at a specified time. SR is the process of disclosing organization's information on economic, environmental and social issues as it affects the stakeholders and the environment (Musa et al., 2020). Bakar et al. (2019) defined SR as the tripartite disclosure of economic, environment and social well-being of an organization. The Global Reporting Initiative (GRI, 2019) defined SR as the process of disclosing a company's economic, environmental and social impact in the society as a result of their daily business operation. Perusing through the above definitions, we can deduce that it encompasses three aspects of business activity – economic, environmental and social aspects; thus, a multi-disciplinary approach of reporting.

In the Nigeria banking sector, the Central Bank of Nigeria released nine sustainability banking principles to guide listed banks in maintaining sustainable practices (Umukoro et al., 2019). Okolie and Igaga (2020) asserted that the Nigerian Sustainability Banking Principles (NSBP) is a set of standards that was created for the financial sector in Nigeria by the central bank of Nigeria (CBN) and the bankers' committee. This banking principle reiterate a pledge to economic growth that is environmentally responsible and socially noteworthy.

Board Ethnicity and Sustainability Reporting

Ethnic diversity represents individuals from a diverse culture with respect to norms, values and beliefs, language, religion, behaviours and ethical rules. In Nigeria, there are about 250 ethnic groups and 500 languages (Aifuwa, 2021). The ethnic groups classified into major and minor tribes. The major tribes are the Igbo, Hausa and Yoruba. Ujunwa, Okoyeuzu and Nwakoby (2012) asserted that political positions in the past have revolved around these three major ethnic groups.

Religious intolerance has been the major issue inhibiting the development of the nation. The recurrence of ethno-religious conflicts is a product of reli-

gious intolerance in Nigeria. This has resulted and given rise to ethnic militias like the O' dua People Congress (OPC); the Bakassi Boys; the Ijaw Youth. Congress (IYC); the Egbesu Boys; and the Igbo People Congress (IPC) (Salawu, 2010). Others include the Arewa People's Congress (APC) the Movement for the Actualization of the Sovereign State of Biafra (MASSOB); and the Ohanaeze N'digbo (Salawu, 2010).

However, an ethnically diverse board in Nigeria may have substantial board capital, which is positively related to firm legitimacy and reputation, external resources acquisition and overall performance (Ujunwa et al., 2012). Researchers in the field of management strongly support the above argument. For example, Zhang (2012) argued that organizations strategic decisions are largely influenced by ethnicity, diverse members and employees. Fitzsimmons (2013) opined that ethnic diversity in the boardroom is one of a firm's valuable resources of gaining a competitive edge over competitors in the same market. An ethnically diverse board might be able to understand the needs and requirements of stakeholders (Aifuwa, 2021). Butler (2012) and Carter, D'Souza, Simkins and Simpson (2008) further added that an ethnically diverse board would report quality information on both financial and non-financial aspect of a business compared to a board having the same ethnic group.

Barney (1991) stressed that an ethnically diverse board is a crucial and non-substitutable resource in an organization because it fosters collaboration of information within the groups. He further added that it would lead to employee creativity and innovation. Randolph and Dess (1984) also stressed that in the condition of scarcity of resources on the environment, the presence of an ethnically diverse human resources increases the likelihood of a firms' growth and environmental survival. Watson, Kumor and Michealson (1993) reiterated that the same ethnic group in the board is desired in the short term, while a diverse ethnic board is required in the long-term in achieving corporate goals.

In contrast to the above arguments, Pellad, Eisenhardt and Xin (1999) argued that an ethnically diverse board would lead to emotional conflict, which could hamper a firm's performance. In Nigeria, Omoye and Eriki (2013) argued that a board with the three major ethnic groups (tribe) would lead to poor financial performance in firms. Their position on ethnic diversity could be as a result of ethnic loyalties which often lead to conflicts when allocations do not favour a particular tribe (Aifuwa, 2021).

Most studies on board members' ethnicity have been previously linked to firms' financial performance (Biggins, 1999; Carter, Simkins & Simpson, 2003;

Ujunwa et al., 2012; Carter et al., 2010; Omoye & Eriki 2013; Garba & Abubakar, 2014; Marimuthu & Koladaisamy, 2009; Zahra & Stanton, 1988; Ilaboya & Ashafoke, 2017). These studies had evidenced mixed finding on the impact of board members' ethnicity on firms' financial performance. For example, Biggins (1999), Carter, Simkins and Simpson (2003); and Ujunwa et al. (2012) found positive relationship between board members' ethnicity and financial performance; Carter et al., 2010; Omoye and Eriki, 2013; found negative nexus between board members' ethnicity and financial performance, while Ilaboya and Ashafoke (2017); Garba and Abubakar (2014); Marimuthu and Koladaisamy, (2009b, 2009c); Zahra and Stanton (1988) found no evidence on the association.

On sustainability reporting, few studies have been done in this area (see, Bakar et al., 2019; Shamil et al., 2014). Using a sample of 148 listed companies from the SRI Lanka stock exchange, Shamil et al. (2014) found that board members' ethnicity have no influence on sustainability reporting. In Malaysia, Bakar et al. (2019) investigated the effect of board members' ethnicity on sustainability reporting of 100 Malaysian listed companies and found that board members' ethnicity have no effect on sustainability reporting. Hence, this study hypotheses:

H_1: Proportion of directors from HAUSA ethnic group has no influence on sustainability reporting.

H_2: Proportion of directors from YORUBA ethnic group does not affect sustainability reporting.

H_3: Proportion of directors from IGBO ethnic group has no impact on sustainability reporting.

H_4: Proportion of directors from MINOR ethnic group has no influence on sustainability reporting.

H_5: Interaction of directors from both MAJOR and MINOR ethnic groups have no effect on sustainability reporting.

Research Methodology and Research Process

Theoretical Framework and Model Specification

Understanding this study via the theoretical lens, we hinged our study on the Social Identity Theory. Social identity theory is a psychology theory that was

developed by Tajfel (1974). It studies the interplay between personal and social identities. The theory is centered on the prediction of circumstances under which individuals think of themselves as individuals or as group members. Gold et al. (2021) noted that social identities are most influential when individuals consider membership in a particular group to be central to their self-concept, and they feel strong emotional ties to the group. Extending this theory to board diversity and sustainability reporting, Omoye and Eriki (2013) argued that balance in ethnic diversity in the board organization could lead to conflict and communication gaps. On sustainability reporting, Shamil et al. (2014) argued that an ethnically diverse board would not have any impact on the disclosure of economic, social and environmental issues.

Flowing from the theoretical framework of the study, the model was stated as:

In functional form;

$$SNR = f(HAUSA; YORUBA; IGBO; MINOR; Control\ variables) \quad (1)$$

In econometrics form;

$$SNR_{it} = \beta_0 + \beta_1 HAUSA_{it} + \beta_2 YORUBA_{it} + \beta_3 IGBO_{it} + \beta_4 MINOR_{it} + \beta_5 BMEET_{it} + \beta_5 BSZE_{it} + \beta_5 FSZE_{it} + .\varepsilon_{it} \quad (2)$$

Where:

ROE = Firm performance;
β_0 = Constant;
HAUSA = HASUA directors in the board;
YORUBA = YORUBA directors in the board;
IGBO = IGBO directors in the board;
MINOR = Directors from minor ethnicin the board;
BMEET = Board meeting;
BSZE = Board size;
FSZE = Firm Size;
β_1, β_2, β_3, β_4= Coefficient;

A priori expectations in with extant literature to be β_1, β_2,> 0

Research design, sampling and method of data analysis

This study uses research design. This study adopted this design because the data for the study are in cross section and time series. The population comprises thirteen listed deposit money banks in Nigeria. Secondary data on the variables studied was gotten from the Nigerian Stock Exchange spanning from 2013 to 2020. We summarized the data of the study using mean, minimum, maximum and standard deviation and estimated the model using panel least squares. The study used the Panel least squares to test the hypotheses stated because the data include properties of time-series and cross-sectional data.

Operationalization of Variables

We used content analysis to develop an unweighted sustainability disclosure index for the economic, environmental and social performance of the sampled firms. If sampled banks fully disclose economic, environmental and social information, they are awarded one (1) while Zero (0) for partial and none disclosure respectively.

Therefore, $SNR = \frac{TD}{M}$

Where:

SNR = Sustainability Reporting;
TD = Total disclosure (N1 + N2 + N3);
N1 = for the economic indicator i;
N2= for the environmental indicator;
N3 = for the social indicator i;
M = Maximum possible score of 158.

Table 1. Measure of variables

Variable	Measurement	Supporting Scholars
Dependent variable		
Sustainability Reporting (SNR)	GRI's G4 sector-specific disclosures for financial service (as calculated above)	GRI (2013); Iyafekhe et al. (2020)
Independent variables		
HAUSA	Measure using the proportion of Hausa board members to total board size	Omoye and Eriki (2013)
YORUBA	Measure using the proportion of Yoruba board members to total board size	Omoye and Eriki (2013)
IGBO	Measure using the proportion of Igbo board members to total board size	Omoye and Eriki (2013)
MINOR	Measure using the proportion of directors from minor ethnic groups in the board to total board size	Nil
Control variables		
Board Meeting (BMEET)	Measure using the total number of meeting held by the board of a company for an accounting year	Gold et al. (2021)
Board Size (BSZE)	Measure using the total number of members on the board	Ilaboya and Ashafoke (2017)
Firm Size (FSZE)	Measure using natural logarithm of total assets	Gold et al. (2021)

S o u r c e : authors' compilation, 2021.

Data Presentation, Analysis and Discussion of Findings

Table 2. Descriptive Statistics

Variables	Mean	Minimum	Maximum	Std. Dev
SNR	0.375215	0.008343	0.87631	0.187134
HAUSA	0.128129	0.000000	0.250000	0.068285
YORUBA	0.650247	0.500000	0.916667	0.113798
IGBO	0.136110	0.015434	0.261992	0.073378
MINOR	0.087815	0.000171	0.337257	0.109057
BMEET	6.014767	4.00000	10.00000	1.606731
BSZE	13.605311	7.00000	19.0000	3.266617
FSZE	9.286695	8.882551	9.675762	0.265342

S o u r c e : researcher's computation, 2021.

Table 2 shows the summary statistics about the sampled deposit money banks over the study period. The mean of sustainability reporting stood at 0.375 and the standard deviation of 0.187 which exhibited considerable clustering around the mean indicating a fair disclosure of economic, environmental and social performance of listed deposit money banks in Nigeria. On board ethnicity, the proportion of HAUSA, YORUBA, IGBO and other MINOR ethnic group board members were 0.128, 0.650, 0.136, and 0.087, respectively. This implies that about 13% of the board members were from HAUSA ethnic group, 65% of the board members were from YORUBA ethnic group, 14% of the board members were from IGBO ethnic group while, about 9% of board members were from other MINOR ethnic group. Lastly, board meeting had mean of 6 times, with standard deviation of 1.606. The highest and lowest number of meeting was 10 times and 4 times, respectively. The average number of board members was about 14 directors, while the average size of the banks studied stood at N9.286695 with a minimum and maximum value of N8,882,551 and N9,675,762, respectively.

Table 3. Correlation Matrix

	SNR	HAUSA	YORUBA	IGBO	MINOR	BMEET	BZSE	FZSE
SNR	1.000000							
HAUSA	-0.271745	1.000000						
YORUBA	-0.115258	-0.040140	1.000000					
IGBO	0.306290	0.183565	-0.088205	1.000000				
MINOR	-0.117660	0.440579	-0.193555	-0.469842	1.000000			
BMEET	0.270253	0.000671	-0.050294	-0.134690	0.219570	1.000000		
BSZE	0.184913	-0.314622	0.406328	0.022127	-0.173691	0.509053	1.000000	
FSZE	-0.405898	0.519331	0.259638	0.249488	-0.200259	-0.280281	-0.093846	1.000000

S o u r c e : authors' computation, 2021.

To ensure our data satisfy the multiconlinary assumption, we checked the linearity if the relationship was greater than the threshold of 0.80. Evidently, none of the relationships between the variables was above the threshold.

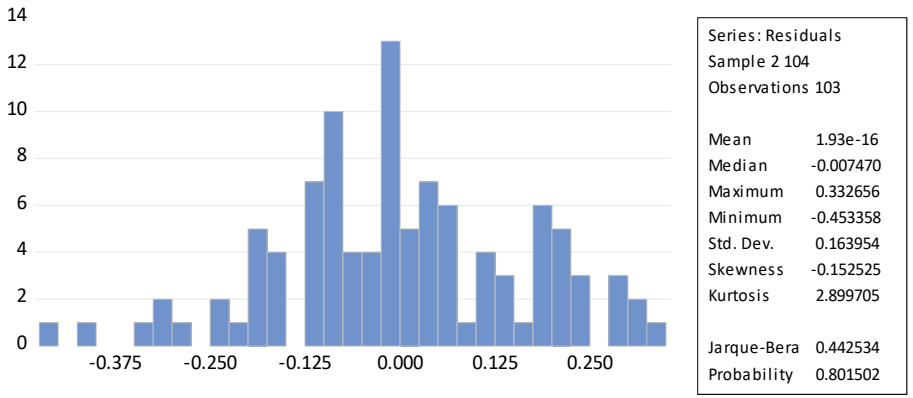
Table 4. Variance Inflation Factor

	Coefficient	Uncentered	Centered
Variable	Variance	VIF	VIF
C	0.027022	96.43436	NA
HAUSA	0.009817	6.213786	1.191370
YORUBA	0.016454	2.092169	1.305830
IGBO	0.008443	11.56250	1.123489
MINOR	0.013545	10.68079	1.114819
BMEET	0.018339	4.099884	1.140399
BSZE	0.307859	1.774208	1.040792
FSZE	0.000197	80.46527	1.372489

S o u r c e : author's computation, 2021.

To further strengthen the results from correlation matrix on multicollinearity, the variance inflation factor test was done. It was observed that our data satisfy the multicollinearity assumption of regression as all variables centred VIF was below 10.

Figure 1. Histogram Normality Graph



S o u r c e : author's computation, 2021.

The figure shows that our data satisfy the normality assumption of regression, as seen in the kurtosis and skewness value of 2.899 and -0.152. This distribution shows that our data series was positively skewed, and the kurtosis which shows the peakedness of the distribution was mesokurtic in nature. These results are in tandem with threshold of (-3 to 3) range of Peck, Olsen and Devore (2008) in determining normality of a distribution. Furthermore, the Jarque-Bera statistics, test of normality was statistically insignificant for all variables at 5%, implying an insignificant departure away from normality (Studenmund, 2014).

Table 5. Serial Correlation

Breusch-Godfrey Serial Correlation LM Test:			
F-statistic	0.673695	Prob. F(2,100)	0.5123
Obs*R-squared	1.470959	Prob. Chi-Square(2)	0.4793

S o u r c e : author's computation, 2021.

The series correlation assumption was fulfilled using the Breusch-Godfrey serial correlation (LM) test, $F(2,100) = 0.674$, $p = 0.5123 > 0.05$ and the null hypothesis of no serial correlation was accepted.

Table 6. Constant Residual Error

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	0.950925	Prob. F(7,96)	0.1003
Obs*R-squared	1.39710	Prob. Chi-Square(7)	0.0801
Scaled explained SS	1.36989	Prob. Chi-Square(7)	0.0607

S o u r c e : author's computation, 2021.

Similarly, the assumption of the constant residual error test – The Breusch-Pagan-Godfrey test of heteroskecdacity, $F(7,96) = 0.950925$, $p = 0.1003 > 0.05$. This implies that the residual error is no constant residual in the series.

Table 7. Model Misspecification

Ramsey RESET Test			
	Value	**Df**	**Probability**
t-statistic	0.030085	94	0.9761
F-statistic	0.000905	(1, 101)	0.9761
Likelihood ratio	0.000992	1	0.9749

S o u r c e : author's computation, 2021.

Lastly, the Ramsey RESET Test was conducted to test for model miss-specification. The result of the analysis revealed the presence of model misspecification, $F(1,101) = 0.3008$, $p = 0.9761 > 0.05$. This implies that our model was correctly specified.

Multivariate Analysis

Table 8. Hausman test of effect specification

Effects Test	Statistic	d.f.	Prob.
Period F	0.220510	(2,102)	0.8047
Period Chi-square	0.869321	2	0.6475

Source: authors' computation, 2021.

Table 8 presents the result of the Hausman test, HM (2,74) = 0.220510, p = 0.8047. This implies that the random effect model of regression will be preferred to the fixed effect model of regression.

Table 9. Panel least squares (Random effect model)

Variables	Dependent variable: Sustainability Reporting			
	B	S.E	t-Stat.	Prob.
Constant	16.9471	12.8123	1.3227	0.2432
HAUSA	0.6237	0.2863	2.1771	0.0345**
YORUBA	-0.1663	0.5650	-2.9428	0.0050**
IGBO	0.0112	0.0194	0.5650	0.5648
MINOR	0.0132	0.0086	1.5293	0.1329
HAUSA*YORUBA	-0.0465	0.0196	2.3648	0.0214**
HAUSA*IGBO	0.8356	0.5384	1.5519	0.1261
HAUSA*MINOR	0.1046	0.1743	0.6004	0.5505
YORUBA*IGBO	-17.1201	31.9874	-0.5352	0.6154
YORUBA*MINOR	-3.7002	14.1571	-0.2611	0.8042

Table 9. Panel least squares...

Variables	Dependent variable: Sustainability Reporting			
	B	S.E	t-Stat.	Prob.
IGBO*MINOR	-23.6391	28.4093	-0.8321	0.4433
HAUSA*YORUBA*IGBO	-190.3809	258.2965	-0.7370	0.4942
HAUSA*YORUBA*IGBO*MINOR	-0.0086	0.0032	-2.6422	0.0106**
BMEET	1.2314	0.5559	2.2149	0.0295**
BSZE	0.0086	0.0251	0.3454	0.7438
FSZE	1.7203	1.2864	1.3374	0.2387
R-squared 0.811201 Adjusted R-squared 0.769286 S.E. of regression 0.204215 F-statistic 31.263721 Prob (F-statistic) 0.001603 Durbin-Watson 2.048				

**significant at 5 per cent level

S o u r c e : authors' computation, 2021.

The results of the random effect panel least squares regression in table 9 above show that board ethnicity has an effect on sustainability reporting of listed deposit money banks in Nigeria after controlling board meeting, board size and firm size, F-statistic = 31.2367, p = 0.0016 < 0.05. Also, the Adjusted R-Squared for the model stood at 0.7693, which is about 77% of the systematic variation in the dependent variable, is caused by the explanatory variable used in the study. While about 23% of the variations is caused by other variables not included in the model but were adequately captured by the standard error of the regression, SE = 0.004587.

We found that the proportion of directors from HAUSA ethnic group positively and significantly influences the extent of sustainability reporting of listed deposit money banks in Nigeria, $\beta_1 = 0.6237$; SE = 0.2863, p = 0.0345 < 0.05. This study failed to accept the null hypothesis stated earlier that proportion of directors from HAUSA ethnic group does not have an influence on sustainability reporting. Secondly, the study found that directors from YORUBA ethnic group negatively and significantly affect the extent of sustainability reporting of listed deposit money banks in Nigeria, $\beta_2 = -0.1663$; SE = 0.5650,

$p = 0.0050 < 0.05$. The study rejected the null hypothesis that proportion of directors from YORUBA ethnic group does not affect sustainability reporting. Thirdly, we discovered that proportion of directors from IGBO ethnic group positively but insignificantly impacts the extent of sustainability reporting of listed deposit money banks in Nigeria, $\beta_3 = 0.0132$; $SE = 0.0194$, $p = 0.5648 > 0.05$. Therefore, the proportion of directors from IGBO ethnic group does not have an impact on sustainability reporting. Also, the study found that proportion of directors from MINOR ethnic group positively but insignificantly influences the extent of sustainability reporting of listed deposit money banks in Nigeria, $\beta_4 = 0.0132$; $SE = 0.0194$, $p = 0.5648 > 0.05$. We failed to reject the null hypothesis stated that proportion of directors from MINOR ethnic group does not influences sustainability reporting.

Furthermore, this study further examined the interaction between directors from major and minor ethnic group to achieve a better sustainability reporting in listed deposit money banks in Nigeria. The study found that the presence directors from HAUSA and IGBO ethnic groups; HAUSA and MINOR ethnic groups; YORUBA and IGBO ethnic groups; YORUBA and MINOR ethnic groups, IGBO and MINOR ethnic groups; and HAUSA, YORUBA and IGBO ethnic groups do not have significant influence on sustainability reporting of listed deposit money banks in Nigeria. On the contrary, the presence of directors from HAUSA and YORUBA ethnic groups; and HAUSA, YORUBA, IGBO and MINOR ethnic groups have negative and significant impact on sustainability reporting of listed deposit money banks in Nigeria. Board meeting had a positive and significant effect on sustainability reporting of listed deposit money banks in Nigeria. However, board size and firm size had no influence on sustainability reporting of listed deposit money banks in Nigeria.

Conclusion and Recommendations

This study investigates the impact of board ethnicity on sustainability reporting in Nigeria. Specifically, the study examined the impact of the proportion of directors from HAUSA, YORUBA, IGBO and MINOR ethnic groups on sustainability reporting of listed deposit money banks in Nigeria. The study further examined the interaction of board members with major and minor ethnic groups on sustainability reporting of listed deposit money banks in Nigeria. From the result of the inferential statistics employed, the study found that the propor-

tion of directors from HAUSA ethnic group has a positive influence on sustainability reporting, the proportion of directors from YORUBA ethnic group negatively affects the extent of sustainability reporting. However, the proportion of directors from IGBO and MINOR ethnic groups has no impact on sustainability reporting. Based on the finding, the study concluded that banks should employ the services of directors from both major and minor ethnic groups to improve the extent of sustainability reporting. The study recommends that financial institutions, specifically deposit money banks should increase the representation of directors from IGBO and MINOR ethnic groups.

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