UK–Ghana Chamber of Commerce (UKGCC)

2025 Business Environment & Competitiveness Survey Report

November 2025

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Foreword

Foreword

As Chairman of the UK-Ghana Chamber of Commerce (UKGCC), it is my privilege to present the 2025 UKGCC Business Environment and Competitiveness Survey (BECS) Report. Since its inception in 2019, this annual survey has served as a vital tool for understanding the evolving dynamics of Ghana's business landscape and providing actionable insights to foster growth and resilience.

The 2025 edition of the survey is particularly significant as it reflects the sentiments of businesses during a period of transition and recovery. With Ghana's economy showing signs of stability, driven by lower inflation, a steady currency, and reduced interest rates, businesses are cautiously optimistic about the future.
This optimism is further bolstered by improvements in infrastructure, management skills, and the political system, which have emerged as key drivers of confidence this year.

However, challenges remain. High costs of land, machinery, technology, and locally sourced raw materials continue to pose barriers to growth, particularly for small and medium-sized enterprises (SMEs) and the manufacturing sector. While businesses are increasingly adopting advanced technologies and benefiting from government incentives, there is still work to be done to address structural bottlenecks, reduce costs, and enhance access to capital.

The survey also highlights the untapped potential of the African Continental Free Trade Area (AfCFTA), which offers immense opportunities for market expansion and regional integration. Yet, many businesses remain unprepared to fully leverage these benefits, underscoring the need for targeted support and capacity-building initiatives.

As we look ahead, the insights from this survey provide a roadmap for fostering greater collaboration between the public and private sectors. By addressing key challenges, deepening reforms, and creating an enabling environment, Ghana can further enhance its competitiveness and position itself as a preferred destination for investment and business growth.

Same as with all our previous surveys, this year's survey, involved member companies of the UKGCC and other businesses, totalling 1,016 respondents, reflecting a 40.14% increase from the 725 participants in the 2024 survey.

On behalf of the UKGCC, I extend my gratitude to all the businesses that participated in this year's survey. Your valuable contributions have shaped this report and will guide our collective efforts to advance Ghana's economic resilience and prosperity. We look forward to continuing our partnership with the business community and stakeholders as we work together to unlock the full potential of Ghana's economy.

Anthony Pile, MBE

Chairman
UKGCC

PwC's remarks

The 2025 UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) offers a timely reflection on how businesses perceive the evolving Ghanaian economy. Although designed to capture sentiments based on experiences from the preceding year (2024), this year's responses appear shaped by recent developments following the change in government. Conducted between 15 June and 13 August 2025, the survey responses suggest that many respondents' perceptions might have been influenced by developments within the first half of the fiscal year as well as their memories of the previous year's performance. This may have influenced respondents' sentiments about the business operating environment, as macroeconomic indicators showed strong signs of recovery, creating optimism among respondents.

The results point to a cautiously improving business climate. Businesses acknowledge that macroeconomic conditions are becoming more stable, supported by lower inflation, a steady currency, and a gradual reduction in interest rates. Together, these developments are easing pressure on businesses and restoring a degree of predictability to operations and investment decisions. In this year's survey, respondents identified the following as the top five business components with strong ratings: availability and access to quality infrastructure, cost of telecom facilities, management skills, availability of advanced technology, and the stability and effectiveness of the political system.

Notably, the effectiveness of the political system appeared in the top rankings for the first time, reflecting growing business optimism toward the current administration. However, many businesses continue to face uncertainty due to the high cost of land, machinery, technology, capital, and locally sourced raw materials — all of which were deemed the most expensive components of doing business. Businesses in the manufacturing sector cited the high cost of production and limited access to capital as persistent barriers to growth. Despite these challenges, the survey highlights several positive trends. Manufacturers reported improved availability of critical raw materials, rising domestic market demand, and increased government incentives for manufacturing investments. Respondents also expressed strong optimism about the sector's future prospects. Looking ahead, businesses cited expanding markets, safety and security, investment opportunities, and lower taxes as key factors that will influence their expansion decisions. As global megatrends continue to reshape how businesses operate, disruptive technologies are having a profound impact across industries, compelling companies to adapt quickly. This year's survey revealed that many businesses are actively adopting the latest technologies in their operations to stay competitive and ahead of the curve. On another front, businesses in Ghana appear to be underutilising the opportunities presented by the African Continental Free Trade Area (AfCFTA). Notably, successive surveys show a decline in the proportion of respondents who report leveraging AfCFTA opportunities compared to previous years.

Overall, this year's survey paints a picture of transition and emerging optimism. Businesses are beginning to see signs of improvement after years of volatility, and confidence in the direction of the economy is gradually being restored. However, to build on this momentum, continued collaboration between policymakers, regulators, and the private sector will be crucial. Addressing structural bottlenecks, tax cuts, and deepening reform efforts will help businesses strengthen their competitiveness and sustain inclusive growth.
The 2025 UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) provides valuable insights into this evolving landscape, and we invite you to explore its findings in detail. We look forward to further dialogue with the business community as we collectively work towards advancing Ghana's economic resilience and competitiveness.

Vish Ashiagbor
Country Senior Partner
PricewaterhouseCoopers (Ghana) LTD.

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Executive summary

Executive summary (1/8)

The 2025 UK-Ghana Chamber of Commerce (UKGCC) Business Environment and Competitiveness Survey (BECS) offers a snapshot of Ghana's business landscape, capturing the experiences and outlooks of companies across diverse sectors. Despite persistent hurdles such as the high cost of machinery, land, and technology, this year's findings reveal a growing sense of optimism among respondents—especially about future growth opportunities, market expansion, and overall sentiment toward the business environment.

The findings suggest that several areas (e.g. government bureaucracy, taxation policy, crime-fee environment, security systems etc.) which previously demanded urgent reform now seem to be better and require continued refinement rather than structural overhaul. Encouragingly, the proportion of respondents who view Ghana's business environment as trailing behind regional and global peers declined to 58% from 69% last year. This shift signals improving business confidence, even as some issues remain. Another more notable trend from this year's survey is the deeper integration of technology into business operations. 89% of respondents report that the use of advanced and emerging technologies is increasingly helping to streamline processes and reduce inefficiencies. Digital adoption is particularly strong within the services sectors, where innovation continues to enhance productivity. Meanwhile, the number of businesses still using outdated systems has dropped by 8% since last year—an encouraging sign of progress in technological modernisation.

When asked to assess the various components of Ghana's business environment, respondents identified access to quality infrastructure, telecommunications costs, and management skills as the best-performing areas. The manufacturing sector remains a key pillar of the national economy; industry sector grew by 2.3 % in Q2FY25 with manufacturing contributing 5.1% to the sector. However, continued improvements in production costs, access to financing, and availability of skilled labour are expected to further accelerate the growth of the manufacturing sector. Improvements in the availability of raw materials, demand for domestic market and government incentives for manufacturing investments present opportunities for industry growth. However, pressures within this sector have been intensified by the high costs of machinery, land, technology, and capital which are seen as the most expensive business components restricting business growth and investment capacity.

Financing cost remains a critical concern. Respondents noted that land costs continue to be a major obstacle, especially in urban areas where expansion is most desired. This issue is especially acute for small and medium-sized enterprises (SMEs). For SMEs operating with limited capital and incremental growth strategies, escalating land prices not only hinder their ability to secure property but also reduce their access to credit, as land is often used as collateral.

On the governance front, respondents reported significant improvement in the regulatory environment compared to last year. Reforms aimed at simplifying business registration and tax compliance have been positively received. There has also been noticeable progress in curbing corruption and bureaucratic delays—issues that previously eroded investor confidence. These advancements reflect growing government commitment to strengthening transparency, predictability, and overall business efficiency.

Management skills, introduced for the first time in this year's assessment, ranked third among the most improved factors. Respondents attributed this to more effective leadership at various levels of government—highlighting better policy planning, improved coordination among public institutions, greater accountability, and enhanced resource management. Collectively, these developments underscore a more deliberate and efficient approach to governance.

Executive summary (2/8)

Although participation in this year's survey increased, businesses remain divided on their readiness for the African Continental Free Trade Area (AfCFTA). While many recognise the vast opportunities AfCFTA presents—such as expanded market access and the potential for higher export volumes—concerns persist, especially among SMEs, about their level of preparedness. Some factors that could influence respondents' expansion decisions under AfCFTA are their business capability for adopting modern technology, add higher value to their products and/or services, and secure or deploy more capital investment.

Cost of labour, domestic marketing, and certifications and quality control remained among the top five most affordable business components this year. These components have consistently ranked as affordable over the past five years. Two other components featured this year were alternative fuels such as gas, and raw materials sourced internationally. This could be attributed to the appreciation of the cedi and a reduction in fuel prices during the first half of 2025.

The cost of land now tops the list of most declined business components for the first time in four years. Cost of capital powered to second place after not being in the top five in prior years. Rising power supply costs, which have moved up to third place, also remain a pressing concern, particularly for manufacturing firms with high energy demands. Corruption—which last year ranked as the most deteriorated aspect of the business environment, with 29% of respondents expressing concern—has dropped sharply to 9% this year.

Calls to action

This year's survey underscored the need for stronger collaboration between the government and the private sector to address critical business challenges. This year's results indicate that while many of the earlier interventions have begun to yield results, businesses are now calling for deeper and sustained improvement. Respondents continue to emphasise the importance of proactive government engagement, especially in addressing persistent hurdles such as high taxation and limited financing options. They also stress the need for policies that guarantee investment protection and encourage business expansion.

Looking forward, the 2025 survey highlights a pathway towards greater competitiveness and growth. While certain constraints remain, the potential within technology, manufacturing, and services sectors is immense. SMEs continue to be a driving force for economic growth and job creation and will require broader access to finance, technology, and supportive policy measures to achieve their full potential. By deepening collaboration between the public and private sectors and strengthening transparency and predictability within the business environment, Ghana can further enhance its attractiveness to investors and sustain long-term growth. The insights captured in this year's survey serve as a guide for targeted policy actions that can accelerate economic growth and boost investor confidence, and position Ghana as place of choice for businesses.

Executive summary (3/8)

Business component changes over the last five years (most declined)

Cost of land made its way to the top of the list as the most declined business components in this year's survey. Corruption dropped to the 5th position showing slight improvement despite topping the list twice in previous years. Between 2021 and 2025, the number of respondents who felt key components of the business environment had declined dropped significantly, from 4 to 6 out of every 10 in 2021 to just 1 in 10 by 2025. This sharp improvement suggests that the advocacy efforts of chambers like UKGCC are making a real impact. Rising land prices and double-digit lending rates in Ghana make entrepreneurship costly, limiting expansion and discouraging investment for businesses

	2021		2022		2023		2024		2025	
01	Cost of power	60%	Corruption	31%	Cost of capital	33%	Corruption	30%	Cost of land	10%
02	Corruption	51%	Lack of transparency	29%	Good quality infrastructure	31%	Taxation policy	26%	Cost of capital	10%
03	Cost of capital	45%	Cost of power	28%	Stable political system	29%	Crime free; security	25%	Cost of power	10%
04	Cost of land	44%	Taxation policy	27%	Access to capital	28%	Government bureaucracy	25%	Access to capital	9%
05	Crime free; security	43%	Cost of capital	27%	Corruption	26%	Cost of power	23%	Corruption	9%

Executive summary (4/8)

Business component changes over the last five years (most improved)

Availability and access to quality infrastructure (road, railways, air and ports) topped the list, reflecting Government's effort in improving infrastructure moving from fifth last year to first in this year's survey. Advanced technology maintained the top two positions in the last four years but dropped to the fourth this year. Management skills being new on the list made it to the top three. The emergence of political stability and effectiveness signals stronger investor trust and safer capital flows. The survey showed 3 out of 10 respondents saw significant improvements in components of the business environment in 2024; in the 2025 survey, this rose to 5-6 respondents out of every 10 shared this sentiment. These improvements bode well for Ghanaian businesses by reducing operational costs, expanding market reach, and fostering competitiveness.

	2021		2022		2023		2024		2025	
01	Availability of advanced technology	67%	Availability of telecom facilities	46%	Availability of telecom facilities	56%	Availability of universities and training facilities	32%	Availability and access to quality infrastructure	60%
02	Availability of telecom facilities	61%	Availability of advanced technology	36%	Availability of advanced technology	52%	Availability of advanced technology	31%	Cost of telecom facilities	54%
03	Availability of power supply	57%	Logistic partners	35%	Availability of power supply	43%	Availability of telecom facilities	31%	Management skills	53%
04	Availability of universities and training facilities	57%	Cost of logistics partners	35%	Availability of universities and training facilities	40%	Availability of power supply	27%	Availability of advanced technology	50%
05	Sophistication in firm strategies	53%	Presence of raw material supply	32%	Taxation Policy	39%	Availability of and access to quality infrastructure	27%	Stability and effectiveness of the political system	49%

Executive summary (5/8)

Costs of business (most expensive)

Cost of land topped the list as the most expensive business component. Cost of machinery followed. Perhaps, not so curiously, locally sourced raw materials also made it onto the list this year—the first time over the five years since the 2021 UKGCC Business Environment and Competitiveness Survey (UKGCC BECS). Looking at the trend from the previous years, we note that most of the business components listed for 2025 were repeated (3 – 4) times over the five-year period. Plus, the percentage of respondents having perceptions of "most expensive components" increased marginally. Their repetition shows the significance of these components to businesses. It is important that deliberate effort is targeted at moderating the costs of these components to business. Failure would undermine Government's medium-term goals related to private sector led growth and industrialisation. If implemented with this cost-moderation objective in focus, the Government's 24-hour Economy Policy could be leveraged as an effective vehicle to achieve this result.

	2021		2022		2023		2024		2025	
01	Cost of fuel	66%	Cost of fuel	31%	Cost of land	73%	Cost of machinery	56%	Cost of land	57%
02	Cost of capital	64%	Cost of power	29%	Cost of fuel	72%	Cost of land	56%	Cost of machinery	57%
03	Cost of land	64%	Cost of machinery	28%	Cost of power	71%	Cost of fuel	54%	Cost of technology	56%
04	Cost of power	58%	Cost of technology	27%	Cost of machinery	70%	Cost of capital	50%	Cost of capital	54%
05	Cost of technology	57%	Cost of imported raw materials	27%	Cost of capital	69%	Cost of power	49%	Raw materials sourced locally	54%

Executive summary (6/8)

Costs of business (most affordable)

A general observation is that the average percentage of survey respondents agreeing on the "top five most affordable" business components dropped by about 6%. Three of the business components listed in this year's UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) top five most affordable have featured in all the five years the UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) has been conducted from 2021 to 2025. These are costs of labour, domestic marketing and selling, and certifications and quality control. Others, like cost of skilled labour, have been cited four times out of the five years by business executives. This situation could be symptomatic of a structural economic constraint (soft labour market) and a deliberate posture by Government to incentivise businesses to deepen quality of operations and products. Business leaders must have a strategy to address a challenge that might arise when unemployment falls and the labour supply-demand gap (including for skilled labour) narrows. Instructively, costs of other fuels (e.g. petroleum products) and internationally sourced raw materials made it to the list of "most affordable" for the first time in this year's survey, and we believe this has been influenced by market developments in the first half of 2025.

	2021		2022		2023		2024		2025	
01	Cost of labour	59%	Cost of skilled labour	31%	Cost of labour	58%	Domestic marketing cost	53%	Marketing and selling domestically	47%
02	Domestic marketing cost	58%	Cost of certifications & quality control	29%	Raw materials sourced locally	53%	Cost of labour	51%	Cost of labour	44%
03	Cost of skilled labour	53%	Cost of labour	28%	Cost of skilled labour	46%	Cost of quality control and certifications	51%	Other fuels like gas	43%
04	Logistics costs	52%	Domestic marketing cost	27%	Domestic marketing cost	45%	Cost of skilled labour	47%	Cost of certifications & quality control	43%
05	Cost of certifications & quality control	50%	Raw materials sourced locally	27%	Cost of certifications & quality control	41%	Logistics costs	46%	Raw materials sourced internationally	42%

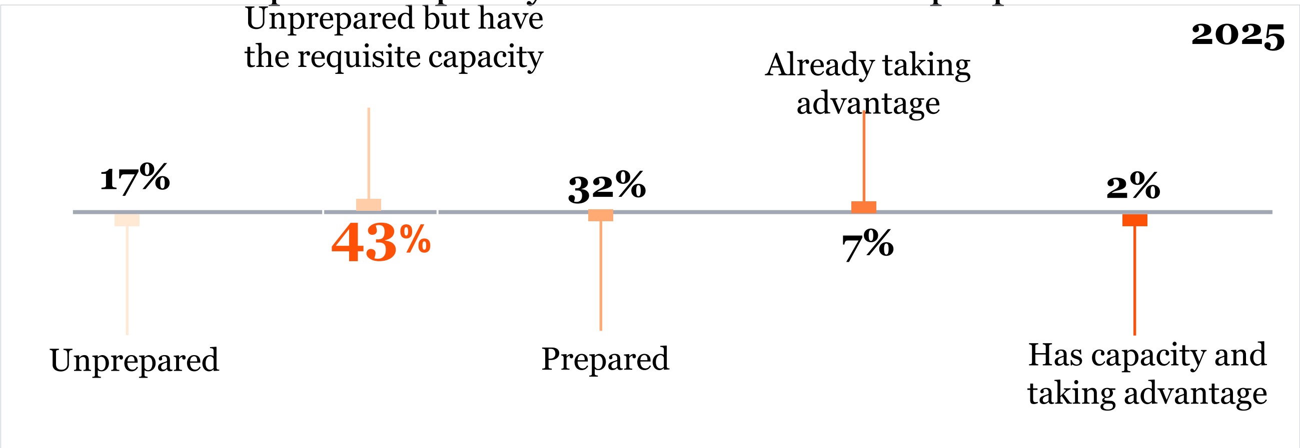
Executive summary (7/8)

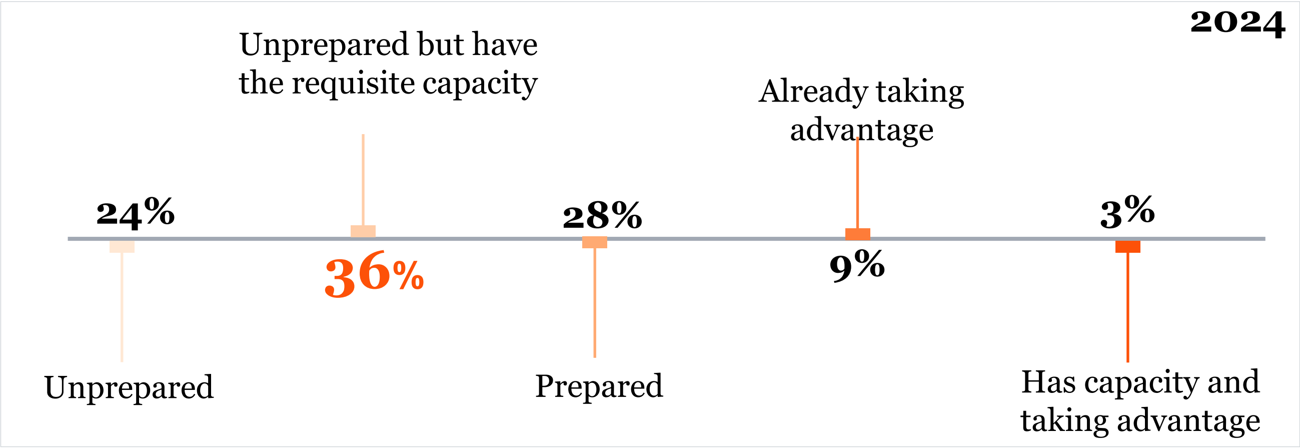
Businesses' strategies for expansion and preparedness for AfCFTA

Key actions survey respondents list as top strategic imperatives for business expansion have not changed. Except, there is a shift from scaling up to cost control. Increased capital investment, training, and a focus on deepening quality remain at the core of businesses' competitiveness goal. In the case of businesses' preparedness for AfCFTA, the picture improved. There is a 7% fall in unprepared businesses. The UKGCC must have further qualitative interactions with the business community to better understand the support needs of the 43% of businesses with the requisite capacity to become AfCFTA-prepared.

Top 5 actions to improve competitiveness

	2024		2025	
1	Increase production	19%	Lower operating costs	19%
2	Invest more capital	17%	Invest more capital	15%
3	Lower operating costs	14%	Develop appropriate quality standards	14%
4	Develop appropriate quality standards	11%	Increase production	14%
5	Training or capacity building	9%	Training or capacity building	9%

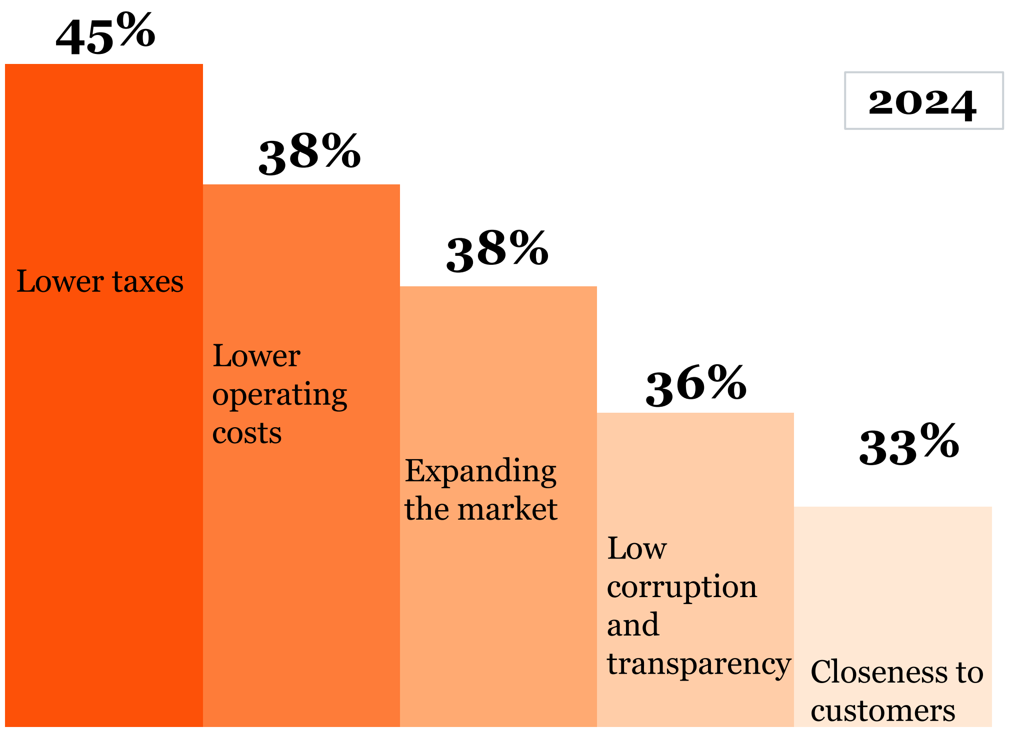


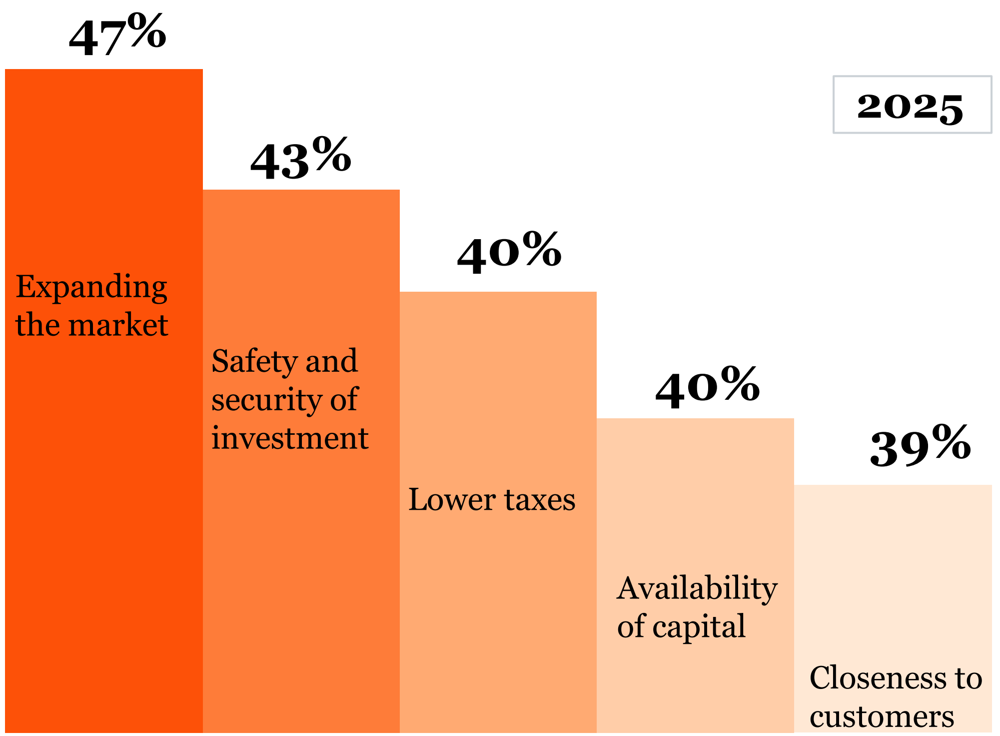


Executive summary (8/8)

Top 5 factors influencing business expansion decisions

This year, survey respondents prioritised an expanded/ expanding market as business' topmost interest when considering business expansion. In last year's UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) , it was lower taxes. Its drop to third place suggests that, in some cases, survey respondents' perceptions about the business environment and its competitiveness have been influenced by developments in the first half of 2025—in this case, improvements in the tax environment since the current government assumed office. A careful look at the top five factors influencing business expansion decisions show both the opportunity and threat that Government faces in the prospects of AfCFTA: the dismantling of trade and investment barriers would promote competition among African countries for investment capital. Government must implement policies that would create, domestically, the factors that businesses prioritise in making business expansion decisions to ensure the country retains/ attracts investment.





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About the survey

About the survey (1/3)

The survey, which involved member companies of the UK–Ghana Chamber of Commerce and other businesses, had 1,016 respondents, reflecting a 40.14% increase from the 725 participants in the 2024 survey. Most respondents reported turnovers up to $0.499 million, with service-based businesses being the most common

Majority of this year's survey respondents were from the Greater Accra region (49%), a decrease from last years 52% . The Ashanti region maintained its share of representatives of 15% from last year. Northern region recorded a 12%. Respondents to the survey were spread across the 16 regions of Ghana.

This year recorded a 5% increase from 73% last year in respondents, reporting a turnover of less than $0.5m. Companies with revenue exceeding $10m+ also reported a 5% in this year's survey.

In this year's survey, 60% of respondents had product-based businesses, making up more than half of the total. Service-based businesses followed with 28%, while blended businesses offering both products and services accounted for 12%.

Fig. 3.1: Company location

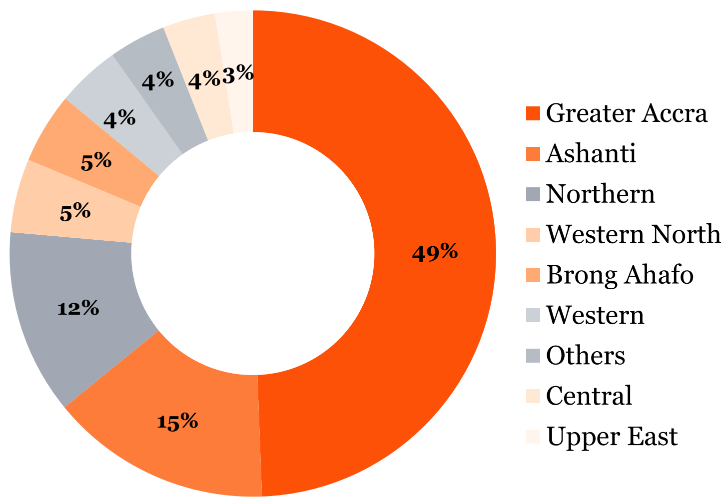


Fig. 3.2: Turnover in 2024

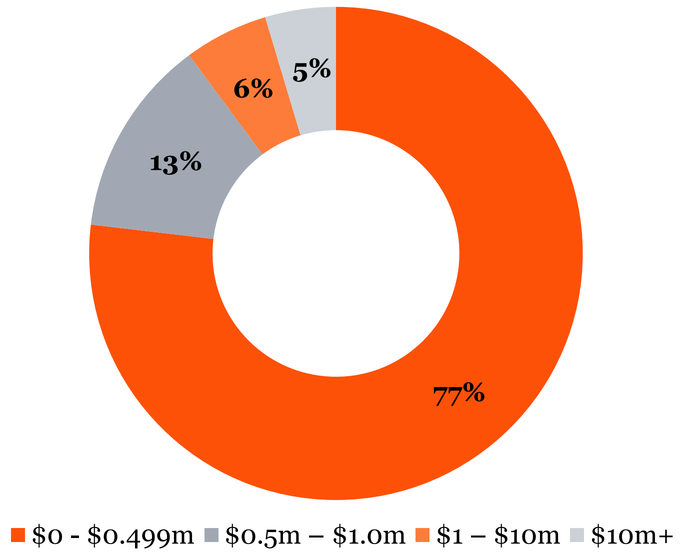
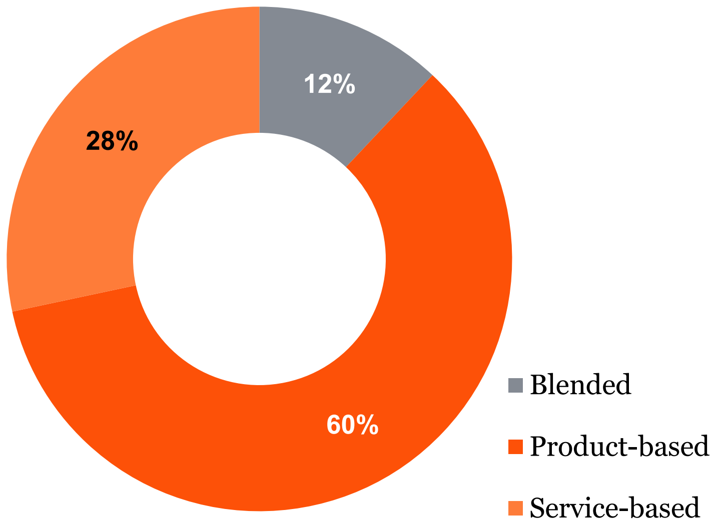


Fig. 3.3: Type of business

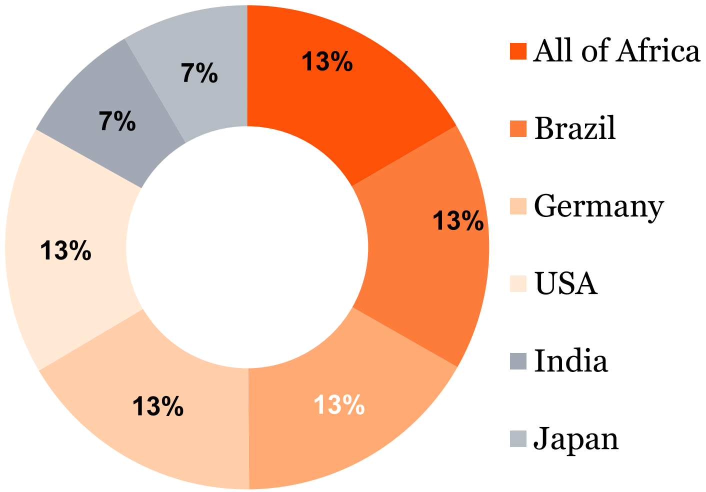


About the survey (2/3)

Of the responding businesses, 98% were fully locally owned. Investor countries represented via the 2% of business respondents included Brazil, Germany, United States of America, India, the United Kingdom, Japan, India and Africa. Italy, Hungary and Spain were also represented in the survey. Most responses came from small enterprises employing fewer than 50 people

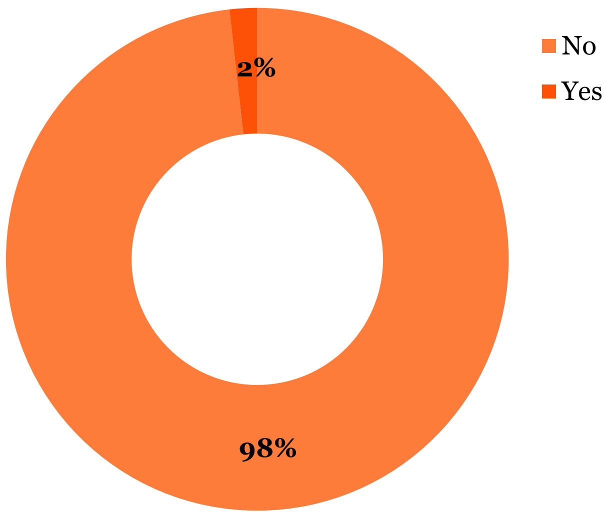
The survey indicates that the top ultimate investing countries of respondents' shareholders were from Brazil, Germany, United States of America, and Africa (represented by countries such as Sénégal, Côte d'Ivoire, Cameroun, and South Africa) . Together, these African countries accounted for 13% of the total respondent base.

Fig. 3.4: Shareholders' ultimate investing countries



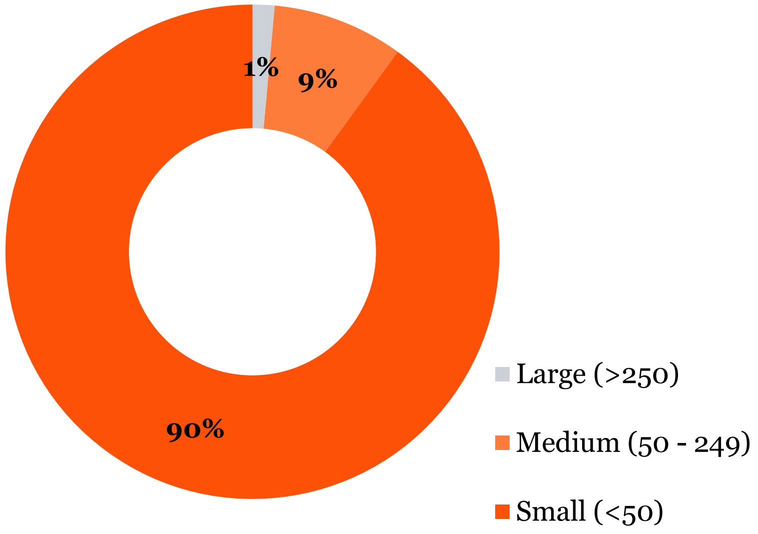
In this year's survey, the majority of respondents were fully locally owned, with only a small share involving foreign shareholders. The figure remains consistent with last year's survey results.

Fig. 3.5: Foreign shareholding



This year's survey was made up mostly of respondents from small companies with 50 or fewer employees. Medium-sized companies accounted for 9% of the respondents, while large companies with over 250 employees made up just 1%.

Fig. 3.6: Company size (by no. of employees)

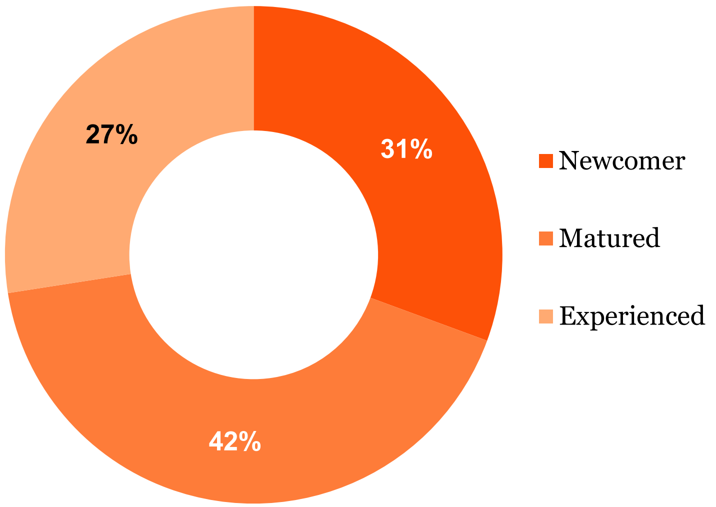


About the survey (3/3)

Though mature companies continue to show an interest in this annual survey and form majority of the respondents, they are 14% less than last year's respondents. Mature and experienced companies, together, formed 69% of respondents, same as last year's, but with experienced companies increasing by 14% from 13% last year. Newcomer companies maintained their representation in this year's survey at 31%

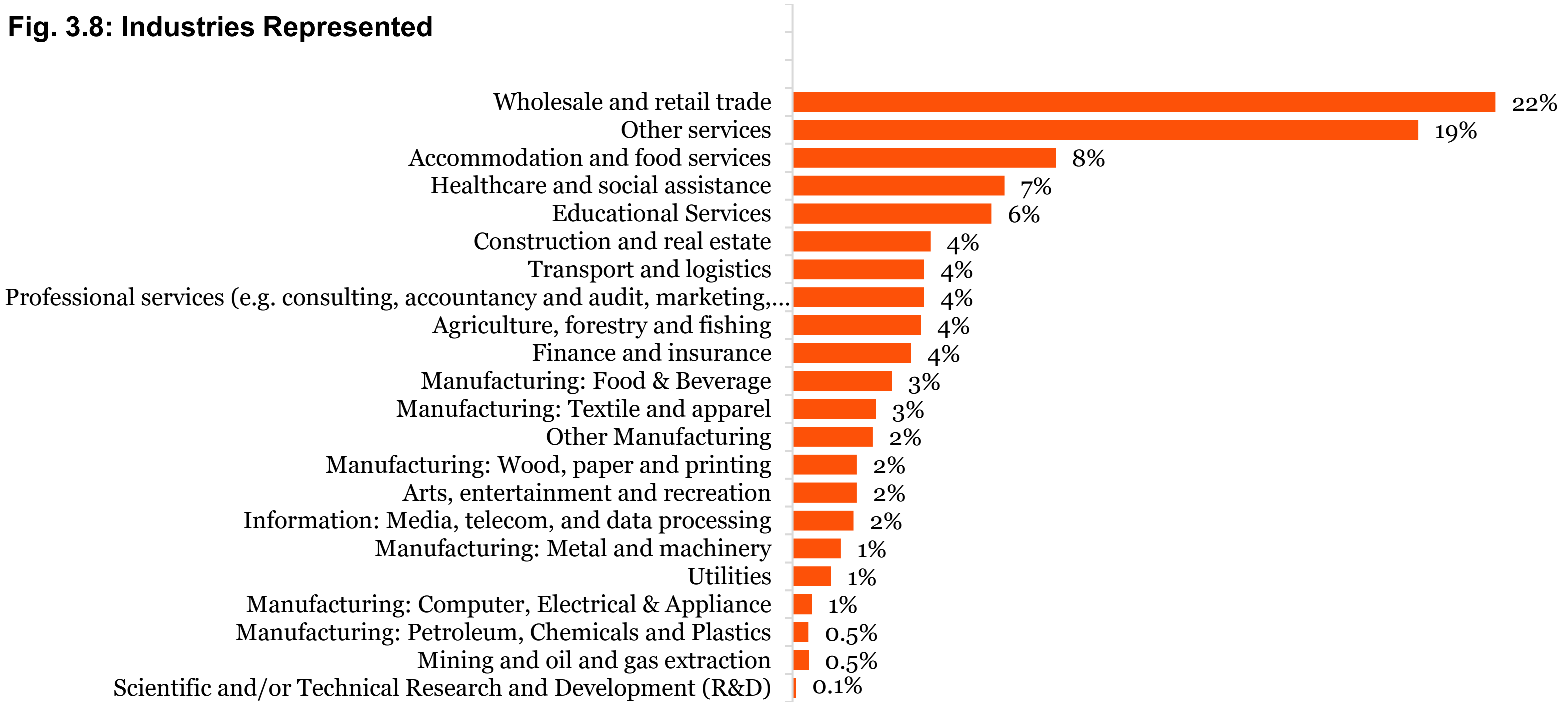
Just like the previous years, majority of respondents this year were mature companies, companies that have been in operation for between 1 -5 and 5 – 10 years. Companies that have been in business for more than 20 years were least represented.

Fig. 3.7: Company Age



The top sectors in this year's survey were wholesale and retail trade, and other services. Accommodation and food services replaced educational services as the third highest, accounting for 8% of respondents. Education dropped by 5% from 11% last year. The least represented industry was Scientific and/or Technical R&D, which had only 0.1% representation in both 2024 and 2025.

Fig. 3.8: Industries Represented



4

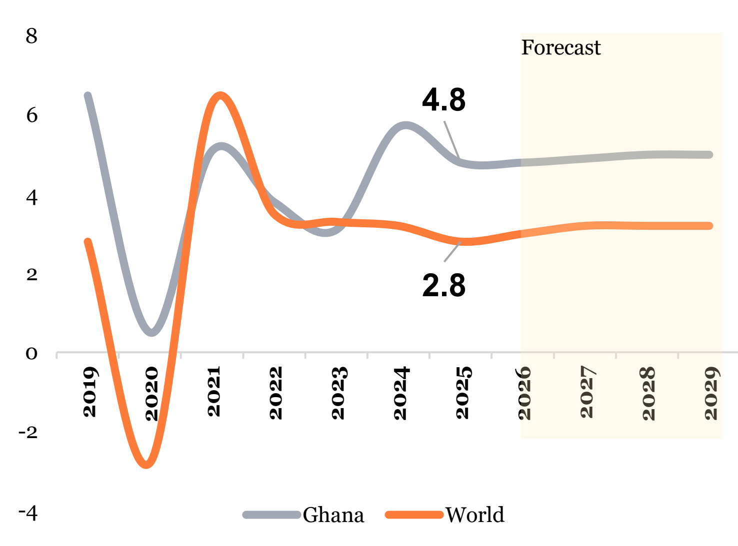
Macroeconomic view

Macroeconomic overview (1/2)

Ghana's economy rebounded strongly in 2024, recording 5.7% real GDP growth, the highest since COVID-19 and up from 3.1% in 2023. Growth was driven mainly by industry, particularly mining and construction, which expanded by 7.1%. Momentum carried into 2025, with GDP rising 5.3% in Q1 and 6.3% in Q2, showing resilience despite fiscal tightening. However, the cedi depreciated sharply in 2024 against major currencies, though early 2025 saw some recovery. Inflation has been on a decline since 2024, supported by currency stabilisation and fiscal consolidation

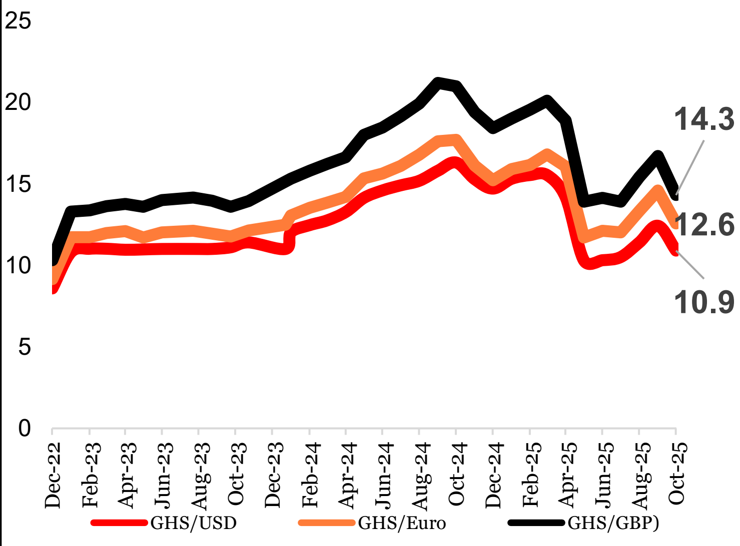
Ghana's real GDP growth in 2024 powered past the target of 2.8% to 5.7% fuelled by high gold prices. Ghana's non-oil GDP growth for 2024 was 6.0%, a significant increase from the 3.6% growth in 2023. Ghana's economy has demonstrated strong growth in 2025, with a 6.3% expansion recorded in the second quarter (Q2).

Fig. 4.1: Real GDP growth (%)



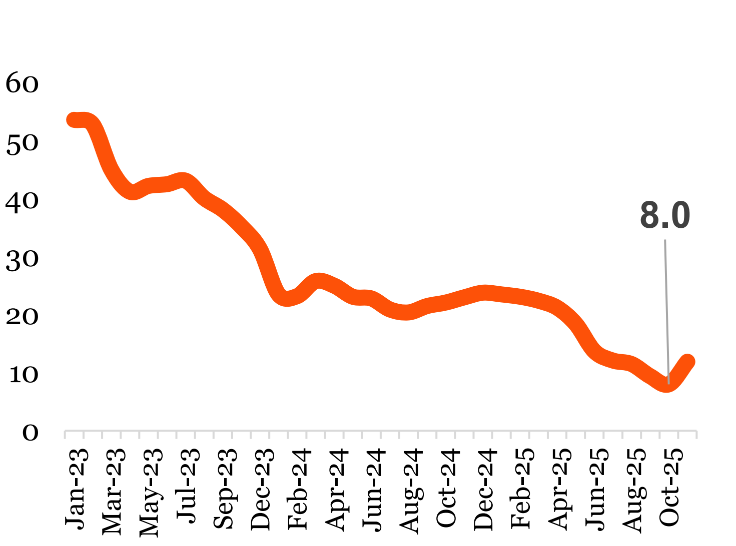
Throughout 2024, the Ghana cedi experienced persistent depreciation against major trading currencies. By the end of 2024, the currency had depreciated by 19.2%, 17.8% and 13.7% against the US dollar, British Pound and Euro, respectively. The Cedi has rebounded strongly against these major currencies in 2025.
The improvement is supported by better foreign inflows, tighter monetary policy, and reduced import demand..

Fig. 4.2: Depreciation



Ghana's inflation trended downwards in 2024 to 23.8% as at December 2024 but missed its target of 15%. This downward trend has continued to 2025 as inflation dropped to 8.0% in October 2025. The fall was driven by better economic conditions and a stronger Ghana cedi, which lowered import costs. Food inflation eased to 9.5%, while non-food inflation dropped to 6.9%.

Fig. 4.3: Headline Inflation (%)



Sources: Fitch Solutions, World Economic Outlook (WEO) Database, BOG

Macroeconomic overview (2/2)

In 2024, BoG kept its policy rate at 27% to curb inflation, but high market rates pushed non-performing loans up to 21.8% from 20.6% in 2023. GDP growth that year was driven mainly by the industry sector, especially the mining, quarrying, and construction sub sector. In 2025, BoG has cut rates by 550 basis points, supported by stronger macroeconomic conditions. Treasury bill rates have fallen alongside policy easing, boosting liquidity and investor confidence. GDP growth in Q2 2025 was broad-based, led by services, while industry slowed due to mining contractions.

The Bank of Ghana (BoG) maintained a high policy rate throughout 2024, starting at 29% before easing it to 27% by December. In 2025, BoG has implemented bold reductions, cutting the rate by 300 basis points to 25.0% in late July and a further 350 basis points to 21.5%. These aggressive moves have been driven by favourable macroeconomic conditions.

In 2024, Treasury Bill (T-bill) rates in Ghana remained elevated, primarily driven by persistent inflationary pressures, a tight monetary policy stance by the Bank of Ghana, and the government's significant domestic borrowing requirements. In 2025
Ghana's Treasury bill rates have dropped in recent months. This steady decline reflects easing inflation and improved market confidence.

Services has been the main sectoral driver of growth for the country in recent history. However, GDP growth experienced in 2024 was fuelled by the Industry sector, particularly in Mining and Quarrying and Construction. In Q2 2025, Ghana's economy grew by 6.3% year-on-year, primarily driven by the Services sector, which saw a significant 9.9% expansion,

Fig. 4.4: BOG policy rate

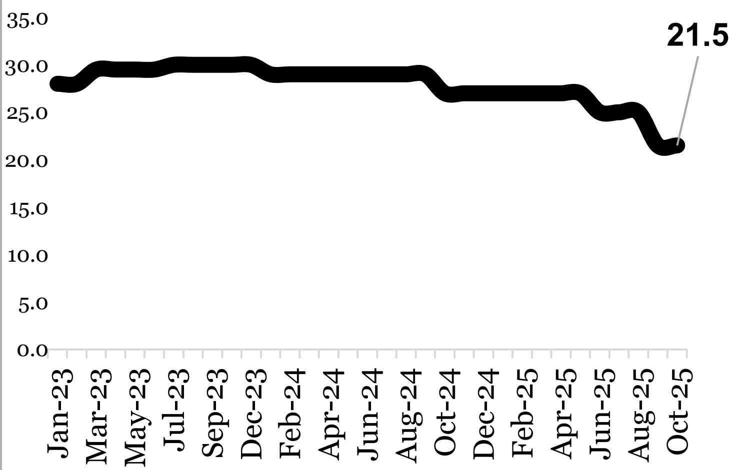


Fig. 4.5: Treasury bill rates

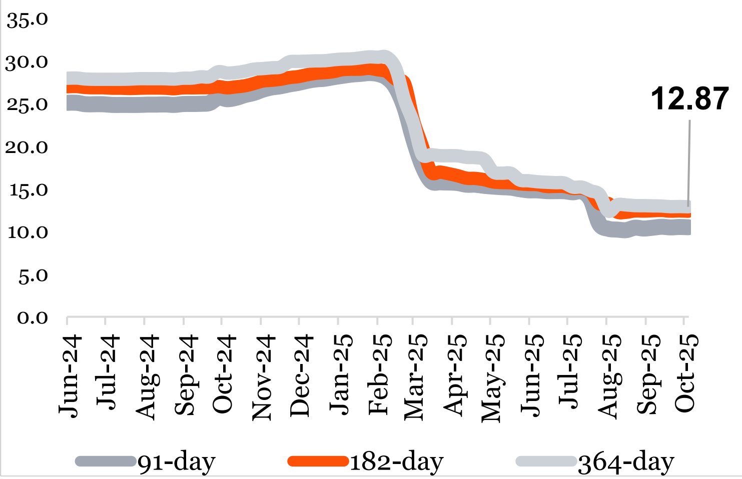
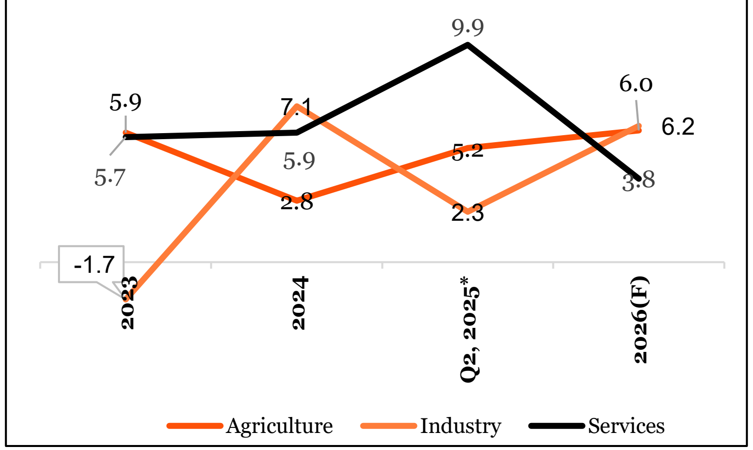


Fig. 4.6: Sectoral growths (%)



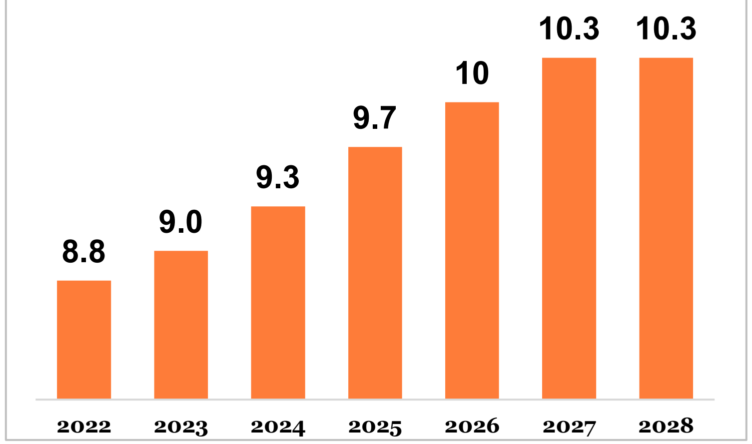
Sources: Ghana Statistical Services (GSS) and BoG

Socio-demographic overview (1/2)

Ghana's rising number of households, growing consumer spending, and increasing disposable income signal a transformative shift in the country's socio-economic landscape. More people are forming independent homes (Ghana's 2021 Population and Housing Census shows average household size fell to 3.6 from 4.4 in 2010) backed by stronger financial capacity and evolving lifestyles. This upward trend reflects not only demographic expansion but also a maturing economy where households are becoming key drivers of growth, consumption, and investment.

The number of households in Ghana has consistently increased over the years, reflecting significant demographic and economic changes. Population growth and rapid urbanisation have led to more individuals and smaller family units establishing independent homes, especially in urban centres. The upward trend in household formation highlights Ghana's evolving social structure and expanding economic potential.

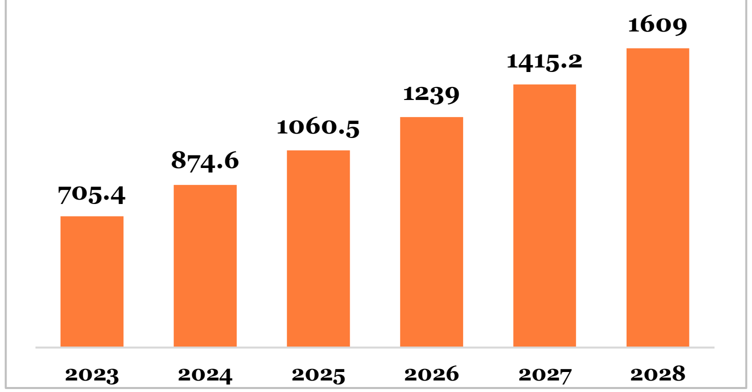
Fig. 4.7: Number of households (millions)



Sources: Fitch Solutions

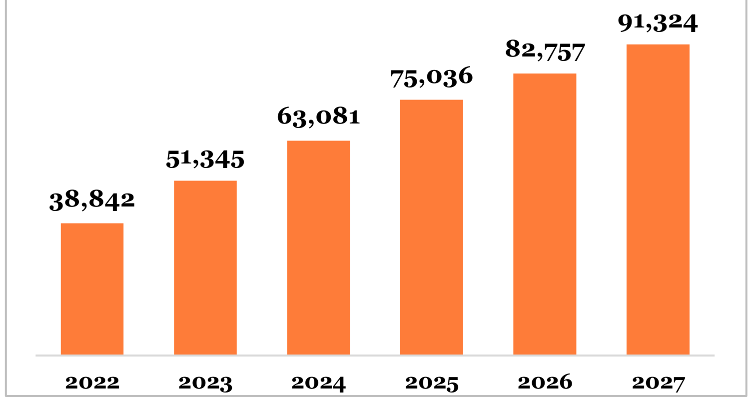
Household spending in Ghana has been on a steady upward trend, reflecting growing consumer confidence. Household expenditure is driven by increased spending on food, utilities, transportation, and digital services. This growth is supported by rising incomes and expanding access to financial tools like mobile money, which has recorded transaction volumes recently. As more households gain purchasing power and diversify their consumption, the overall spending landscape continues to evolve.

Fig. 4.8: Total household spending, GHSbn



Disposable income in Ghana is on a steady rise, reflecting improved earnings and greater financial stability among households. As wages increases, individuals have more income left after taxes and essential expenses. This growth in disposable income has empowered families to spend more on goods, services, and personal development

Fig. 4.9: Disposal income per household, USD

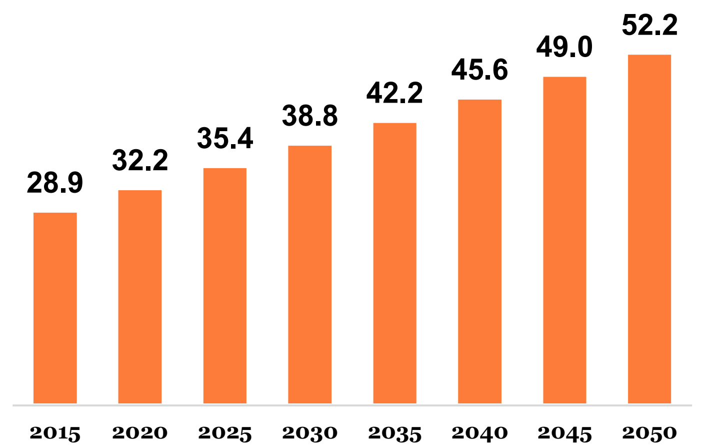


Socio-demographic overview (2/2)

Ghana's population is projected to grow significantly from approximately 33 million in 2024 to over 52 million by 2050,representing a 70% increase. Urbanisation will also accelerate, with 73% of the population expected to reside in urban areas, reflecting continued migration from rural communities. Consumer spending on essentials will continue to increase over the years, as will non-essentials, but essential spending will consistently outpace non-essential spending

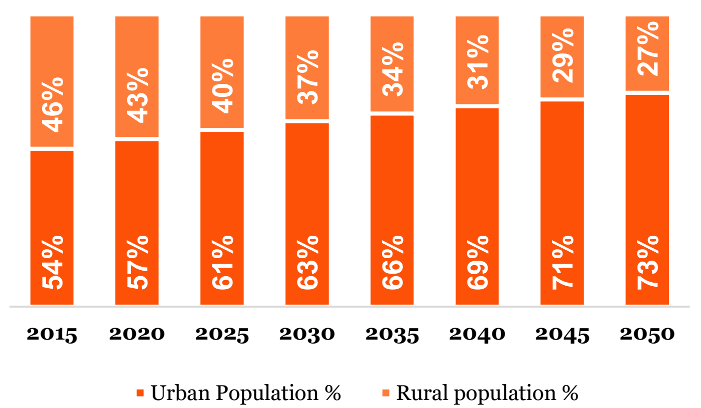
Ghana's population is projected to rise from 35.4 million in 2025 to over 52 million by 2050. This growth presents both opportunities and challenges for national development. The steady increase highlights the need for strategic planning in urban development, healthcare, and education. As demand for housing, medical services, and schools intensifies, proactive investment is essential to ensure sustainable growth and better living standards.

Fig. 4.10: Ghana total population trends 2015-2050 (million)



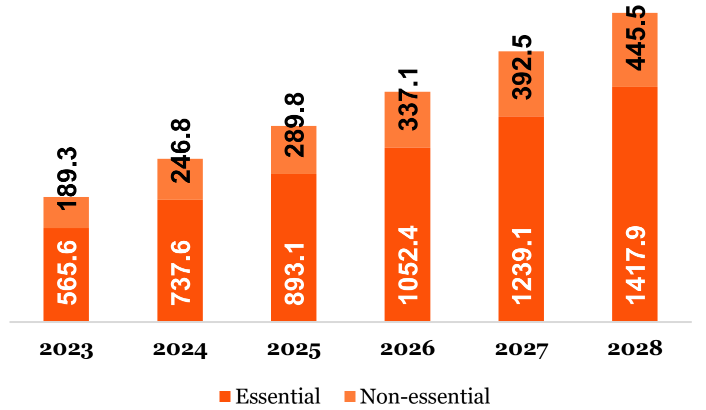
Urbanisation in Ghana is projected to reach 73% by 2050, while rural numbers decline to 27%. This shift reflects migration toward cities, driven by better economic prospects and living conditions. As urban areas grow, they face rising pressure on infrastructure, housing, and services. Rural regions face slower development, labour shortages, and limited access to essentials, underscoring the need for policies that support inclusive growth.

Fig. 4.11: Urban and rural population trends 2015-2050



In Ghana, essential goods and services - such as food, clothing, housing, transport and communications - will continue to dominate household budgets through 2028. Non-essential spending - including categories such as recreation, restaurants and personal care - will remain constrained by limited disposable income.

Fig. 4.12: Essential And Non-essential spending GHSbn



Sources: Fitch Solutions, PwC analysis

Detailed survey analysis

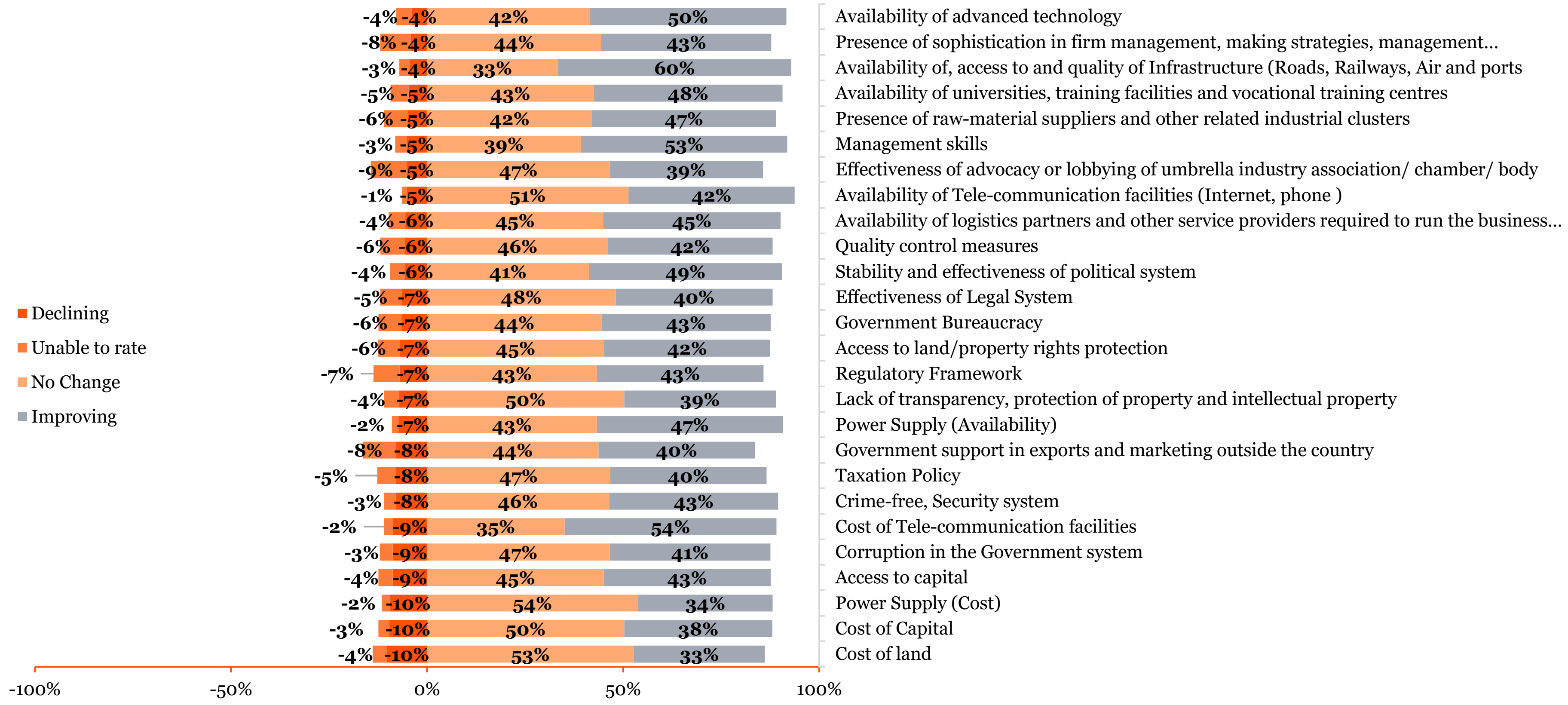
5

Sentiments on the business environment (declining)

Infrastructure, telecommunication cost, and management skills improved the most

Availability, quality of and access to infrastructure, cost of telecommunication facilities, and management skills stood out as the top three most improved business components this year. The effectiveness of the political system joined the list, highlighting respondents' appreciation of the largely safe and fair recent general elections at the end of 2024. This year's top five most-declined factors had three new entrants compared to last year's survey, except for corruption, which was number one last year but dropped to fifth in this year's survey, and the cost of power, which was fifth last year, climbed to third.

Fig. 5.1: What do you feel about the different components of the business environment in Ghana for your industry?



Most improved

1. Availability and access to quality infrastructure
2. Cost of tele-communication facilities
3. Management skills
4. Availability of advanced technology
5. Stability and effectiveness of the political system

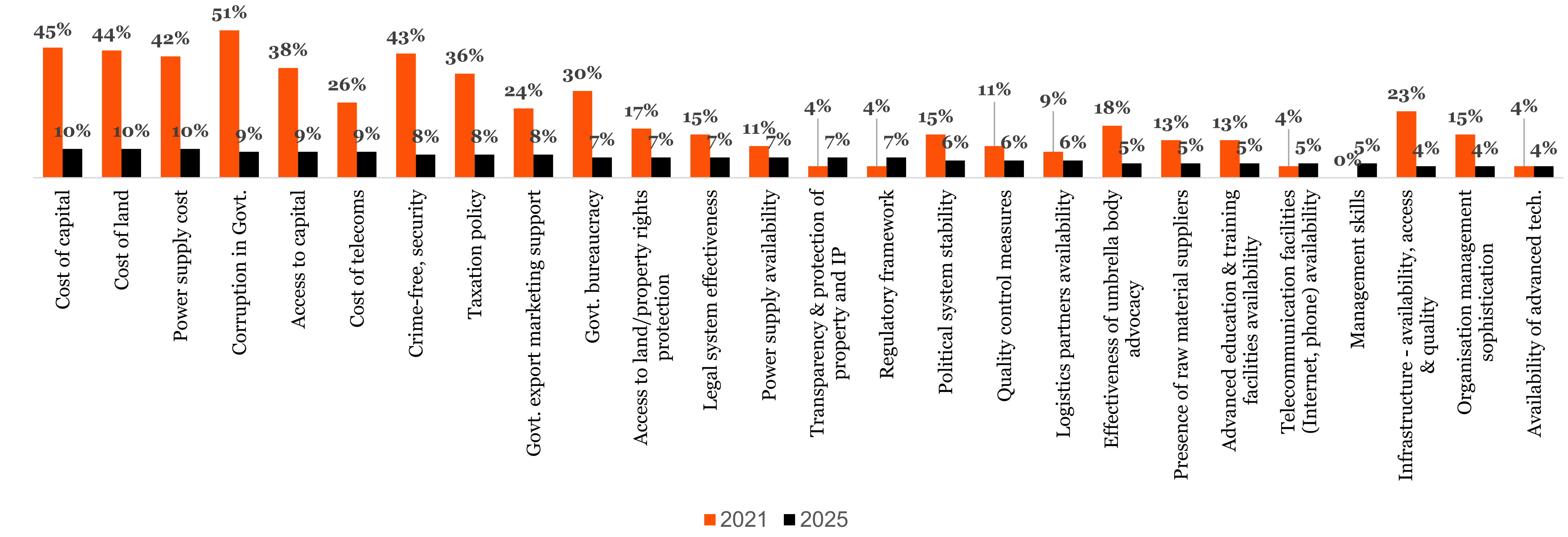
Most declined

1. Cost of land
2. Cost of capital
3. Cost of power
4. Access to capital
5. Corruption in the Government system

Respondents suggest that Ghana's business environment has improved over time

Taking a bird's eye view of the survey results over the five-year period from 2021 to 2025, the improvement in the general perception of business executives of the business environment in Ghana is apparent. To illustrate, in the 2021 UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) , on average, one of five survey respondents (21.3%) perceived individual components of the business environment to be in "declining mode". In the 2025 survey, this average contracted to less than a third of the 2021 percentage (i.e. 6.8%).

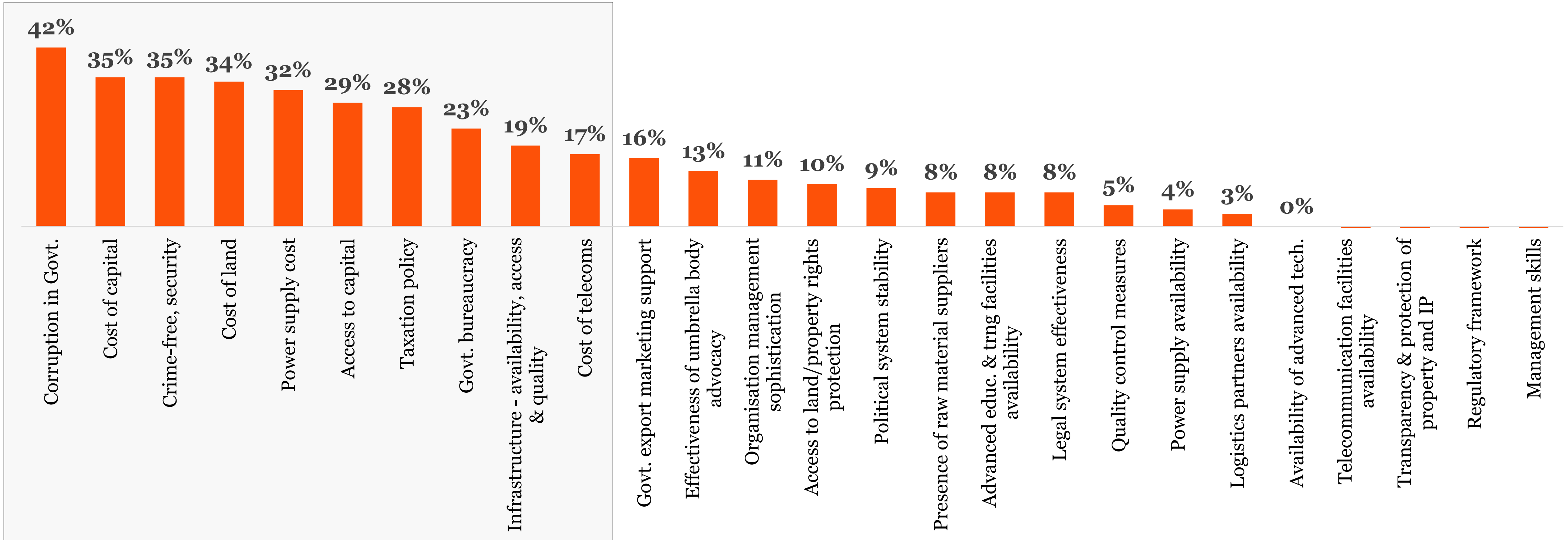
Developments in the business community's perceptions of the business environment: change from 2021 - 2025



Notably, perceptions about corruption in Government have improved the most

The relative quanta of change recorded in the general perceptions of respondents of the annual UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) over the five-year period from 2021 to 2025 are indicative of the likely influence that the advocacy efforts of umbrella associations, such as the UKGCC might have had on different components of the business environment. Notably, business executives' perceptions of corruption in government improved the most during this period, but views about regulatory frameworks did not fare as well.

Developments in the business community's perceptions of the business environment

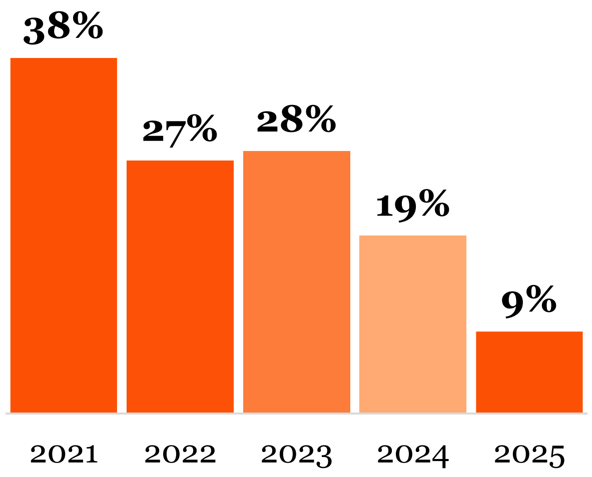


Access to capital, and costs of capital and land seem to have improved

Relatively more respondents suggested that access to capital improved during the business year surveyed. Similarly, higher percentages of respondents reported that the costs of capital and land were more favourable in the surveyed year compared to the preceding year. Improved access to finance incentivises businesses to invest in growth initiatives and pursue innovation. This improvement is indicative of renewed business confidence and improved financial market conditions signalling businesses to create long-term value.

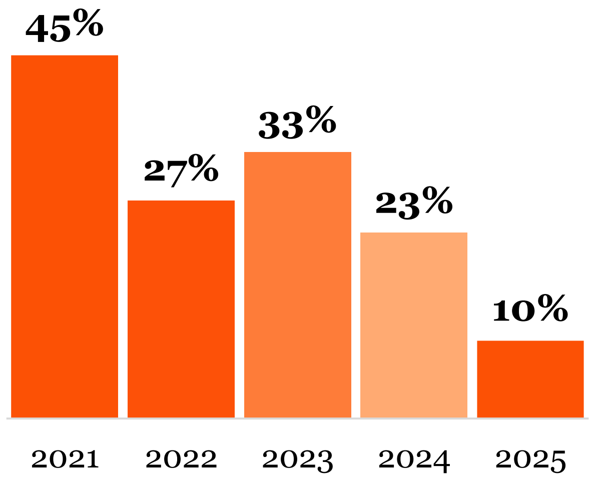
The percentage of businesses struggling to access capital has shrunk from 38% in 2021 to just 9% in 2025. This contraction suggests improving liquidity in the financial system and greater responsiveness from banks and investors. The likely availability of credit and tailored financing instruments has allowed more firms—especially SMEs to expand their operations and invest in innovative sectors such as Agritech and renewable energy. It also points to growing confidence in Ghana's economic outlook, as financial institutions adopt more flexible lending frameworks.

Fig. 5.2: Access to capital (Declining)



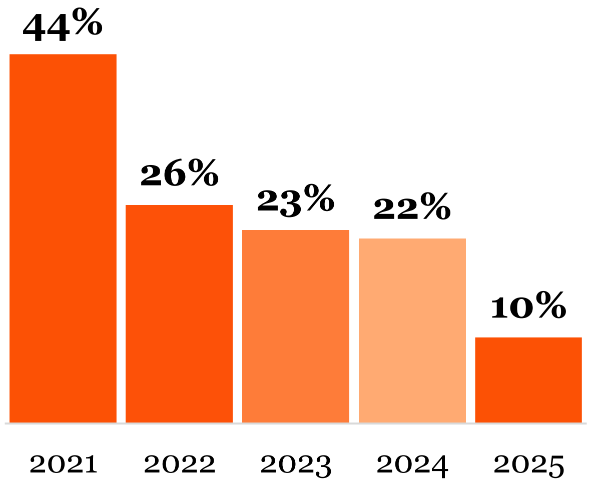
From 45% in 2021 to 10% in 2025, the reduction in businesses citing high capital costs reflects a more favourable borrowing environment. Interest rates have been on the decline since the beginning of the year. Bank of Ghana has reduced monetary policy rate driven by positive macroeconomic trends. Interest rates have begun to ease, making borrowing more affordable for businesses. As access to credit improves and financing costs decline, businesses are better positioned to invest.

Fig. 5.3: Cost of Capital (Declining)



Land costs have improved consistently—from 44% in 2021 to 10% in 2025, showing progress in property market regulation and infrastructure development through initiatives like the National Housing and Mortgage Finance for affordable housing. As Ghana's economy continues to recover and interest rates ease, the real estate market is becoming more accessible, with land prices adjusting to reflect broader affordability and investment potential. The moderation in prices could enable more firms to establish or expand their physical presence.

Fig. 5.4: Cost of land (Declining)

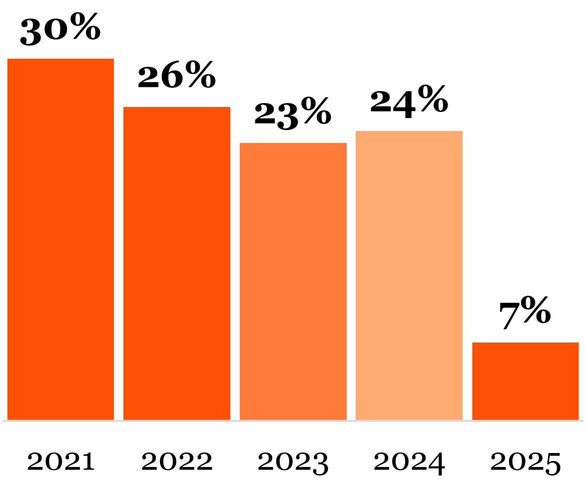


Government bureaucracy, inputs and power supply showed notable progress

Respondents are increasingly optimistic, pointing to a steady easing of regulatory and operational inefficiencies. Many report that bureaucratic hurdles, once a major constraint are now far less burdensome. Supply networks are becoming more reliable, making it easier for businesses to source raw materials without costly delays. The stabilisation of the power sector has reduced electricity disruptions which impacts business operations in Ghana.

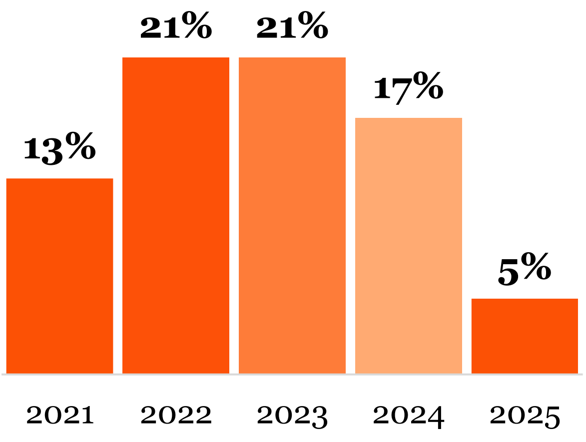
Perceptions of Government bureaucracy have fallen sharply, compared to prior years. This improvement reflects government-led digitalisation of public service that helps streamline business registration processes and encourages greater inter-agency coordination. The Business Regulatory Reform (BRR) Unit at Ghana's Ministry of Trade, Agribusiness and Industry is reducing bureaucracy by streamlining outdated regulations, improving transparency, and introducing a digital portal that makes regulatory information and compliance easier for businesses.

Fig. 5.5: Government bureaucracy (Declining)



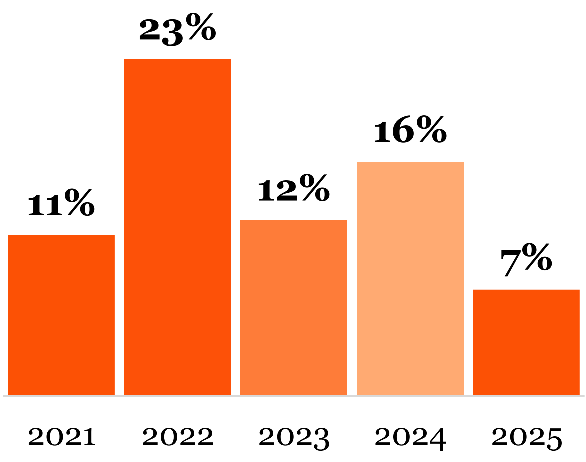
This year's survey respondents reported an improvement in the availability of raw materials from suppliers, with challenges falling from 21% in 2023 to 5% in 2025. Supply chain resilience has improved due to better infrastructure, regional trade integration like AFCFTA, and targeted support for local industries. Businesses report fewer disruptions in sourcing raw materials, thanks to more reliable transport systems, diversified supplier bases, and improved logistics coordination.

Fig. 5.6: Presence of raw material suppliers (Declining)



Concerns over power supply have also improved, from 23% in 2022 to 7% in 2025. Although survey respondents indicated that power supply availability has improved, the broader picture in 2024 was more complex. 2024 was marked by generation shortfalls and significant reliance on electricity imports to meet domestic demand. Ghana imported 1,605MW of power from La Cote d'Ivoire between 12 September and 7 October 2024.

Fig. 5.7: Power supply availability (Declining)

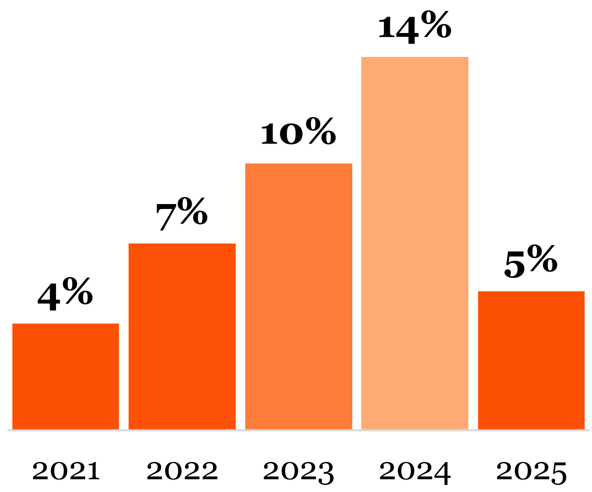


Broader telecommunication access and pricing reforms improve business networks

Ghana's telecommunications landscape and governance have improved significantly over the past five years. Businesses report better access to telecommunication services, lower costs, and a marked decline in corruption-related challenges. The reduction in telecommunication costs likely reflects these positive industry shifts, including infrastructure expansion, regulatory reforms, and increased competition.

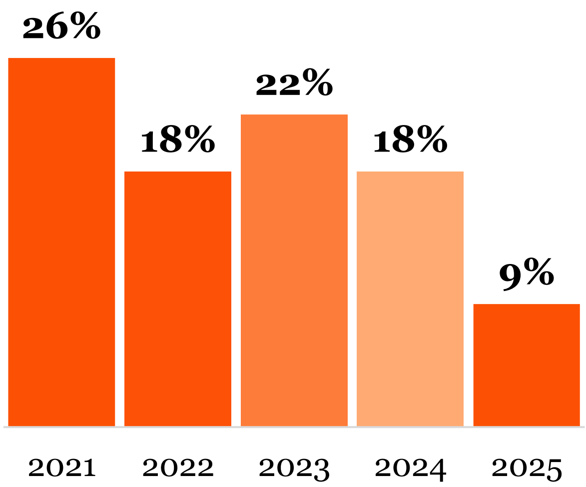
Business executives' perceptions of the availability of good quality telecommunication facilities deteriorated progressively over the period since 2021. But, as observed of other business components, the findings from the 2025 UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) suggests a marked reversal of this trend with only 5% reporting a decline in the availability of telecommunication facilities. Telecommunication players are expanding their networks, with Telecel adding 300 new 4G sites across Ghanaian 2024 resulting in higher mobile penetration and enhanced service coverage nationwide.

Fig. 5.8: Availability of telecommunication facilities (Declining)



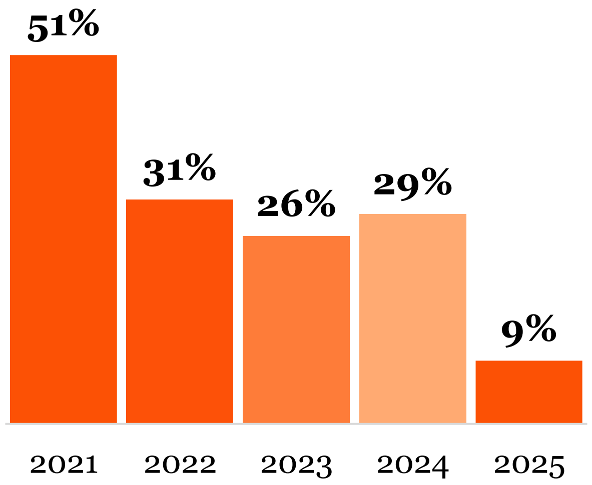
The share of businesses citing high telecommunication costs has reduced substantially from 26% in 2021 to 9% in 2025. Falling data prices from telecommunication players and competitive market reforms have helped lower communication expenses. These developments support greater digital adoption among enterprises, fostering innovation and enabling firms to integrate technology more effectively into their business models.

Fig. 5.9: Cost of telecommunication facilities (Declining)



Corruption sentiments have improved with a change of 29% in 2024 to 9% in 2025 highlighting growth in stronger institutional accountability and anti-corruption reforms. Initiatives such as e-procurement, digital public services, and intensified anti-corruption efforts (ORAL) could have enhanced transparency. These recent developments are expected to continue enhancing the competitiveness of the business environment leading to perception improvements.

Fig. 5.10: Corruption (Declining)



Better logistics, improved security and legal reforms enhance business confidence

This year's survey respondents report clear improvements in logistics, security, and the legal system. Logistics is seen as faster and more reliable, supported by investments in road infrastructure and ports. Security has strengthened through enhanced community policing and targeted efforts by the Ghana Police to reduce crime. Legal reforms have also improved, making it easier to register and operate businesses. These changes are helping firms to run more efficiently and with greater confidence.

Concerns about the availability of logistics providers have improved from 24% in 2023 to 6% in 2025. The expansion of road networks, modernisation of ports and railways stations, and the adoption of e-logistics platforms have made it easier for businesses to move goods efficiently across regions. These developments reduce delivery times, lower costs, and improve supply chain reliability, especially for manufacturing and export-oriented firms.

The share of businesses citing deteriorating security has improved sharply from 25% in 2024 to 8% in 2025. This progress demonstrates stronger national security coordination, investment in surveillance systems (including the use of drone surveillance), digital crime prevention, and community policing initiatives. Businesses now express experiencing a safer operating environment, with improved crime prevention measures enhancing investor confidence and day-to-day operations.

Perceptions of legal ineffectiveness have reduced from 26% in 2023 to 7% in 2025, signalling strengthened rule of law and judicial reforms. Government efforts to digitise court processes, speed up case resolution, and improve contract enforcement would contribute to greater legal predictability. This progress supports fair business practices, strengthens investor protection, and is expected to further improve Ghana's ease of doing business rankings.

Fig. 5.11: Availability of logistics providers (Declining)

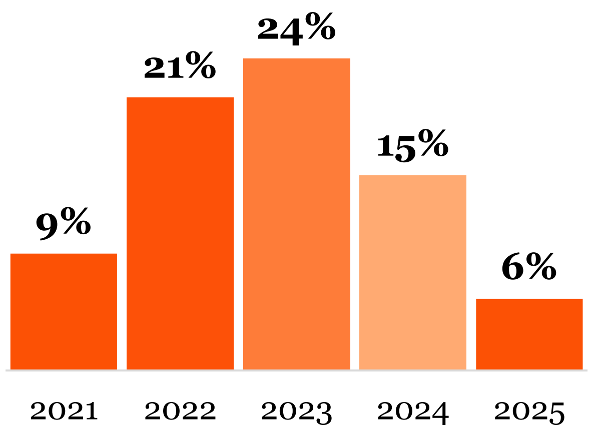


Fig. 5.12: Crime-free environment, security systems (Declining)

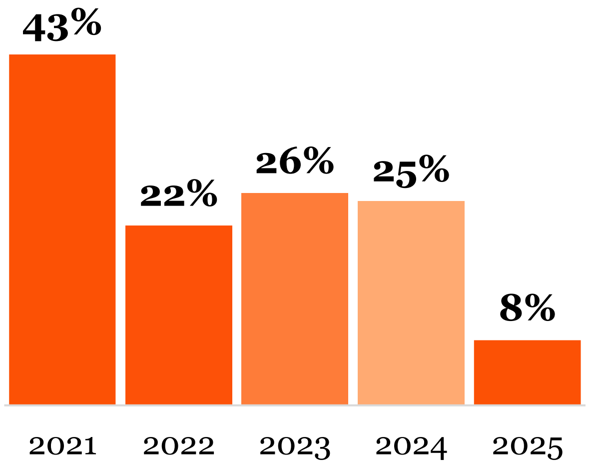
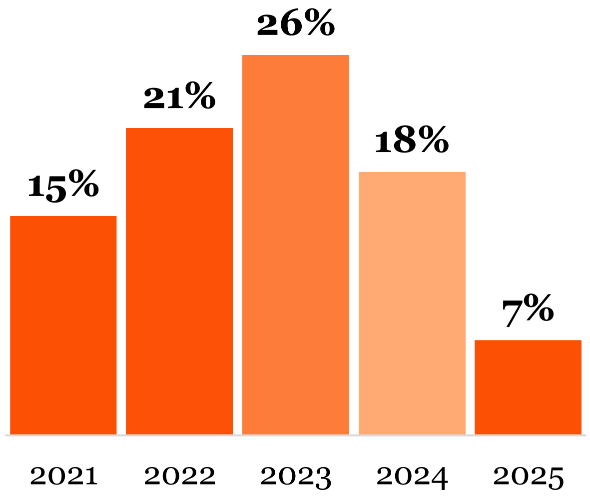


Fig. 5.13: Effectiveness of the legal system (Declining)

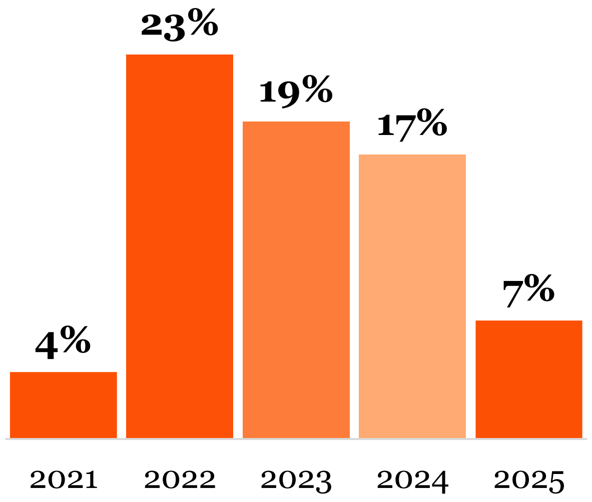


Good systems, affordable power, and improved property rights boost business growth

Protection of property rights is providing greater stability for long-term investment in Ghana. Businesses also note more favourable power supply costs, helping control expenses, while local firms grow more competitive through increasingly sophisticated management. Together, these changes are strengthening Ghana's business environment and its competitiveness and boosting investor confidence.

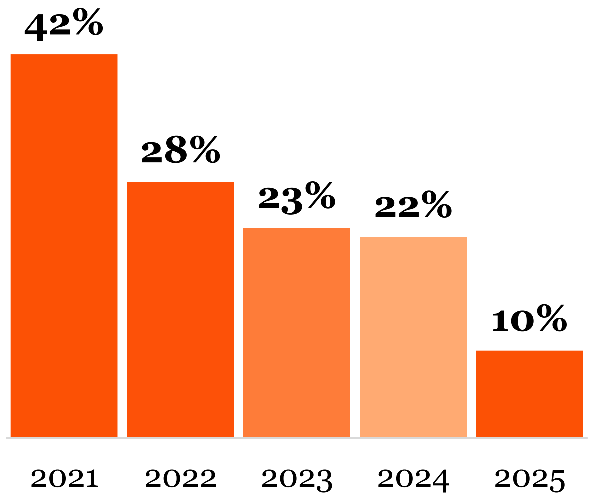
Respondents report greater transparency in public services and stronger protection of property rights. This has seen an improvement from 23% in 2022 to 7% in 2025. This could be attributed to digitisation efforts, such as e-government platforms and reforms like the GIPC Act 2013 (Act 865), which aim to enhance investor protection, including stronger safeguards for property and intellectual rights. The Business Regulatory Reform (BRR) programme also explicitly targets the "Registering Property" indicator for substantial improvements.

Fig. 5.14: Lack of transparency, protection of property rights (Declining)



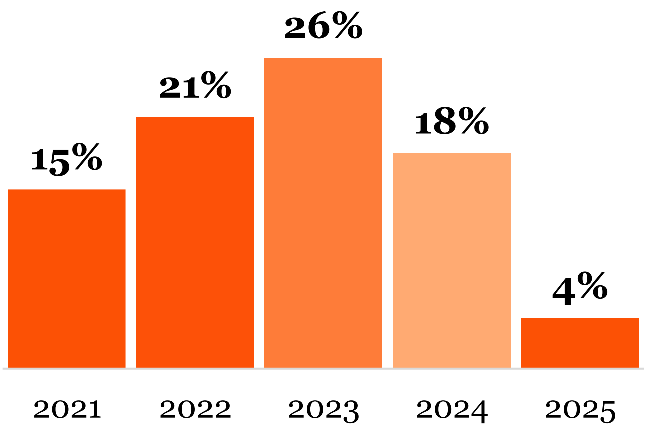
Respondents suggest with their responses that power, as a cost on their business, has improved—a trend that has continued since the 2022 UKGCC Business Environment and Competitiveness Survey (UKGCC BECS) . The PURC reduced tariffs by 6.56% in February 2024, but there have been tariff hikes in 2025. Over the period, businesses seem to have deepened resilience into their energy models by adopting energy-efficient technologies, shifting to solar or hybrid systems, and optimising their usage to avoid peak charges. So, while power tariffs might rise, smart energy strategies are helping businesses to manage and reduce their actual energy bills.

Fig. 5.15: Power supply cost (Declining)



Respondents suggest a clear improvement in business management practices across Ghana. In 2025, sophistication in firm management improved from 26% to 4% in 2025. Organisations are increasingly adopting modern management systems, leveraging data analytics to make strategic decisions, constantly training with modern technologies and embracing strategic planning. As a result, firms are moving away from traditional administrative models toward performance-driven cultures capable of competing regionally.

Fig. 5.16: Sophistication in firm management (Declining)

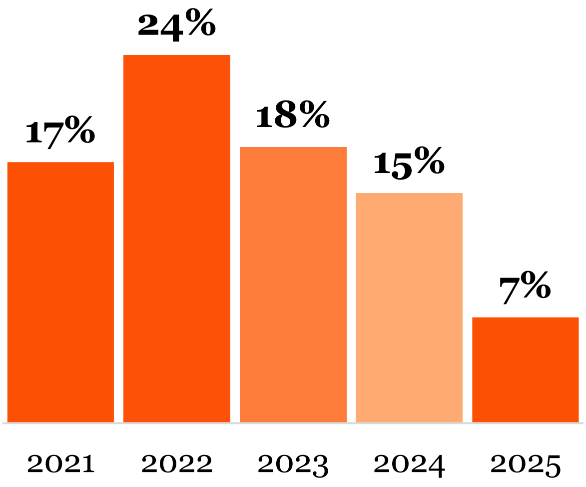


Access to land, modern technology, and availability of education/ training continue to advance

Ghanaian business leaders have recently reported notable improvements in access to land, and the availability of advanced technology, as well as university and other training facilities, all of which are critical for private and public sector growth. The long-standing challenge of land access appears to be easing. This is one vital resource for business expansion. Businesses are now able to use advanced technology in their operations, while educational facilities and infrastructure are also improving.

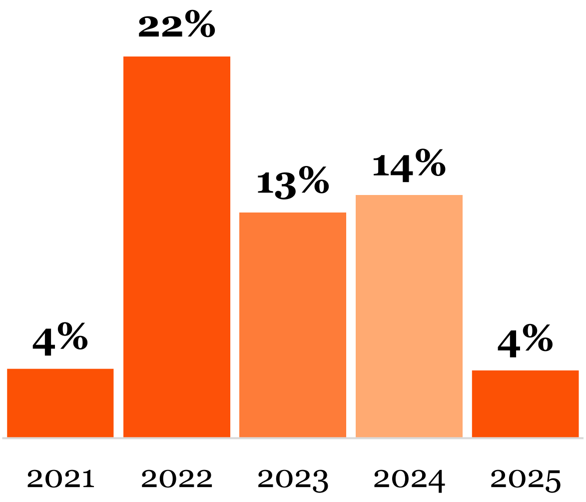
The proportion of businesses reporting access to land challenges has dropped from 24% in 2022 to 7% in 2025, pointing to significant improvements in land acquisition. Government digitisation of land records, coupled with policy efforts to reduce disputes and ease registration, might have begun to pay off. These reforms are making it simpler for businesses, particularly those in real estate, manufacturing, and agriculture to secure land for expansion and investment.

Fig. 5.17: Access to land (Declining)



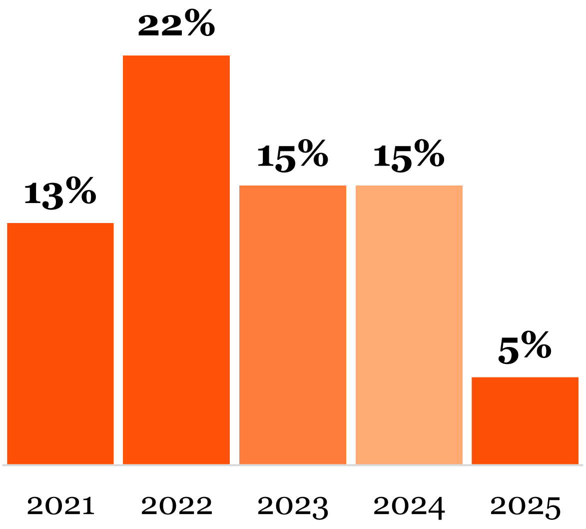
Concerns about access to modern technology have declined significantly, dropping from 22% in 2022 to just 4% in 2025. This shift reflects Ghana's broader digital transformation, driven by greater investment in technology and its integration into business models. Firms are increasingly adopting automation, analytics, and digital tools, enhancing efficiency and strengthening their global competitiveness.

Fig. 5.18: Availability of advanced technology (Declining)



Respondents in this year's survey reported availability of educational facilities has improved compared to prior year. This trend reflects Ghana's government intentional investment in higher education, vocational training, and industry-academia partnerships. The expansion of tertiary institutions, technical centres, and training programmes has strengthened human capital readiness, ensuring a more skilled and adaptable workforce to meet emerging business demands.

Fig. 5.19: Availability of universities and training facilities (Declining)



Transport infrastructure, advocacy, and government support for exports improve

Over the one year since the 2024 UKGCC Business Environment and Competitiveness Survey (UKGCC BECS), survey respondents perceive the quality of transport infrastructure to have improved remarkably. Businesses' perceptions about the efficacy of their umbrella organisations' advocacy or lobbying compared favourably with levels recorded in the previous year's survey. Similarly, businesses' views of support by Government for export marketing have improved significantly in the year.

Respondents' perceptions of the availability of quality transport infrastructure deteriorated in 2023, with a 13% increase in those who viewed it as declining compared to 2022. However, improvements were reported in 2024 and 2025. This suggests that businesses now see transport infrastructure as having improved, making the movement of goods and services much easier.

The trend shows that respondents' views on the effectiveness of advocacy and lobbying have generally improved in recent years. However, this year saw a sudden drop in those who perceived it as a stronger business environment enabler. Respondents note that advocacy efforts have matured, driven by umbrella bodies using structured dialogue, stakeholder engagement, and data-driven lobbying to influence legislation and regulatory frameworks.

Businesses' perceptions about improvements in Government's support for exports have fluctuated over the last four surveys since 2021. This year, businesses express a significant improvement in Government's support for exports. A 13% improvement from prior year. This reflects Government's interest and encouragement in growing and maximising local manufacturing following their manifesto to transform Ghana into an export-led economy through the '24-hour economy policy and such a policy might benefit from what business considers to be real support for export marketing.

Fig. 5.20: Quality transport infrastructure (Declining)

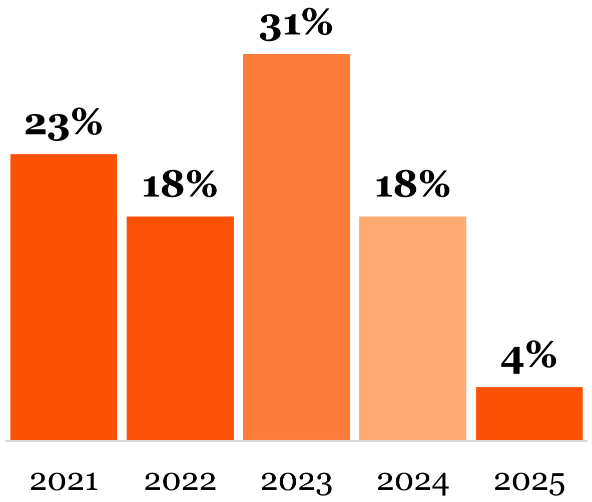


Fig. 5.21: Effectiveness of advocacy or lobbying of umbrella industries (Declining)

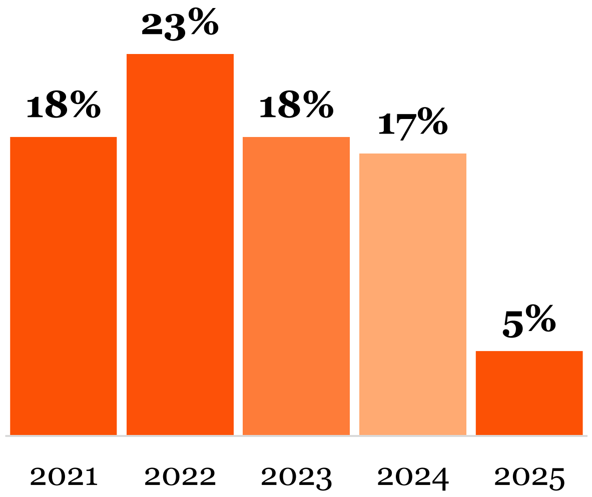
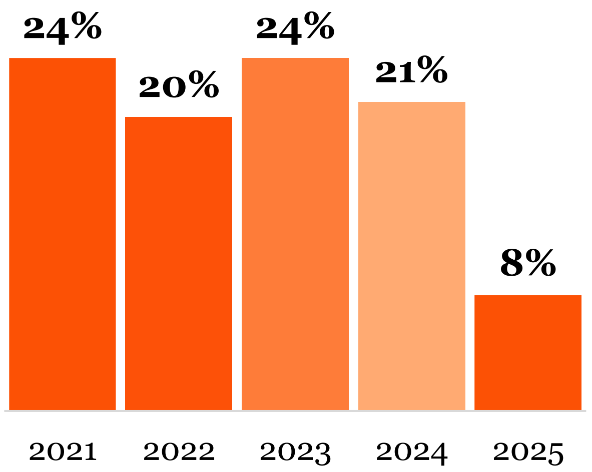


Fig. 5.22: Government support in exports and marketing outside the country (Declining)



Tax policy, quality standards, and regulations improved this year

Respondents this year have noted a more favourable view of Ghana's taxation landscape, largely due to the government's efforts to ease the tax burden and simplify compliance by the removal of taxes like e-levy, Covid levy etc. Leaders note that firms are increasingly adopting standardised processes and certifications to ensure products and services meet required standards. Respondents also note a strong regulatory environment which helps businesses plan and invest with confidence.

Perceptions about taxation policy saw some improvement in 2025 as it improved by 16% compared to prior years. Businesses in Ghana are increasingly viewing the taxation system as more favourable as removal of some taxes have been widely welcomed by businesses. the Government has introduced targeted tax incentives for key sectors like agriculture, manufacturing, and youth-led enterprises, alongside streamlined PAYE bands and simplified stamp duty rates.

Businesses' perceptions about quality control progressively improved in the last three years. This year, businesses show great satisfaction with the measures that have been put in place. The importance of quality control cannot be over-emphasised for business, especially in manufacturing and agriculture. The Food and Drugs Authority (FDA) has reinforced inspection protocols and certification systems, ensuring Ghanaian products remain competitive in global markets.

Since 2022, perceptions have progressively improved, but most significantly this year. Businesses express satisfaction with the regulatory environment. Businesses generally find the regulatory landscape to be much less restrictive and/or costly to navigate or achieve compliance. This improvement could be a result of readjustments being made to the regulatory framework to better accommodate businesses' needs.

Fig. 5.23: Taxation policy (declining)

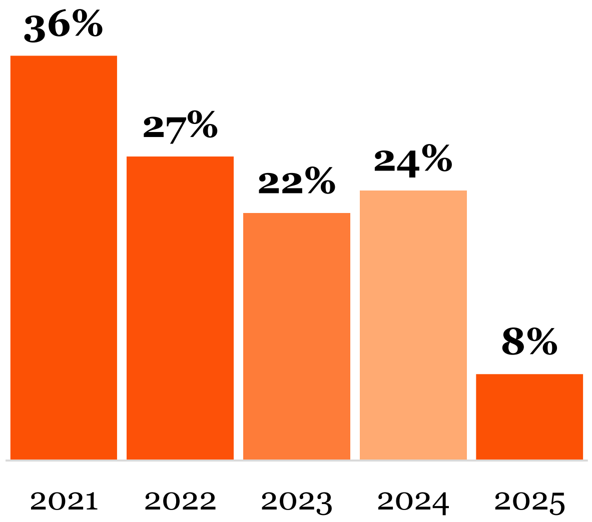


Fig. 5.24: Presence of quality control measures (Declining)

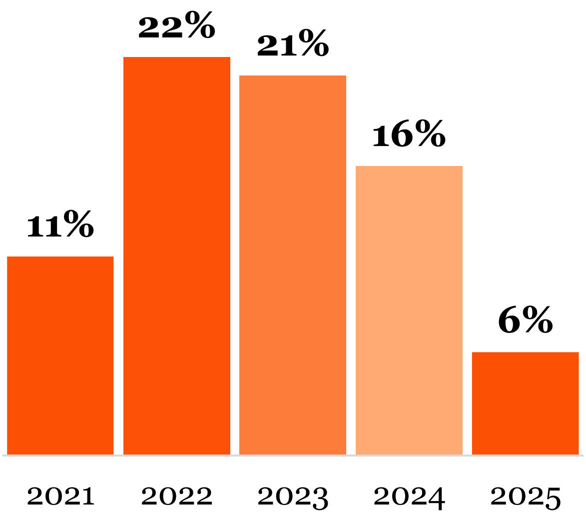
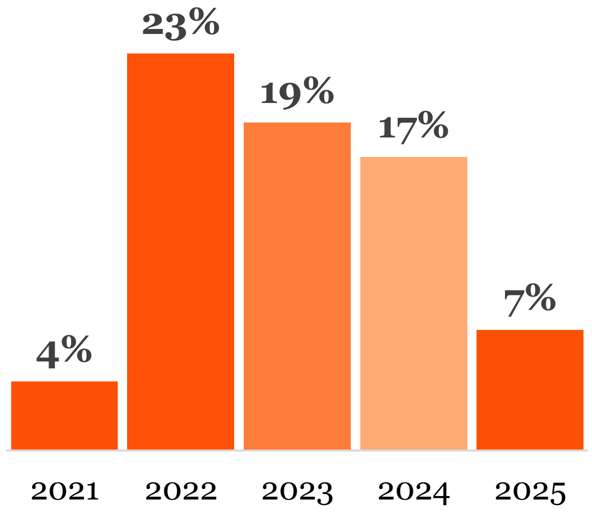


Fig. 5.25: Regulatory framework (Declining)

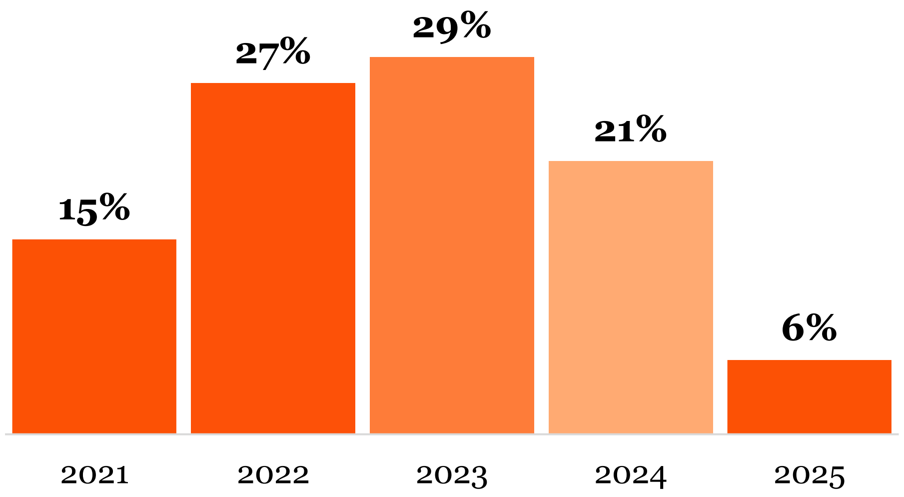


The political system is deemed to be stabilising

Survey respondents in Ghana expressed growing confidence in the country’s political system, citing improvements in both its effectiveness and stability. This positive sentiment is attributed to peaceful democratic processes, enhanced transparency, and the strengthening of key institutions.

Survey respondents’ perceptions about the stability and effectiveness of the political system as a business environment seemed unstable in the last four-year period. (2021 – 2024). Indeed, for this year, perceptions about the political system’s stability and effectiveness has declined sharply, marking significant improvement—and this could have been a result of a successful and peaceful election.

Fig. 5.26: Stability and effectiveness of the political system (declining)



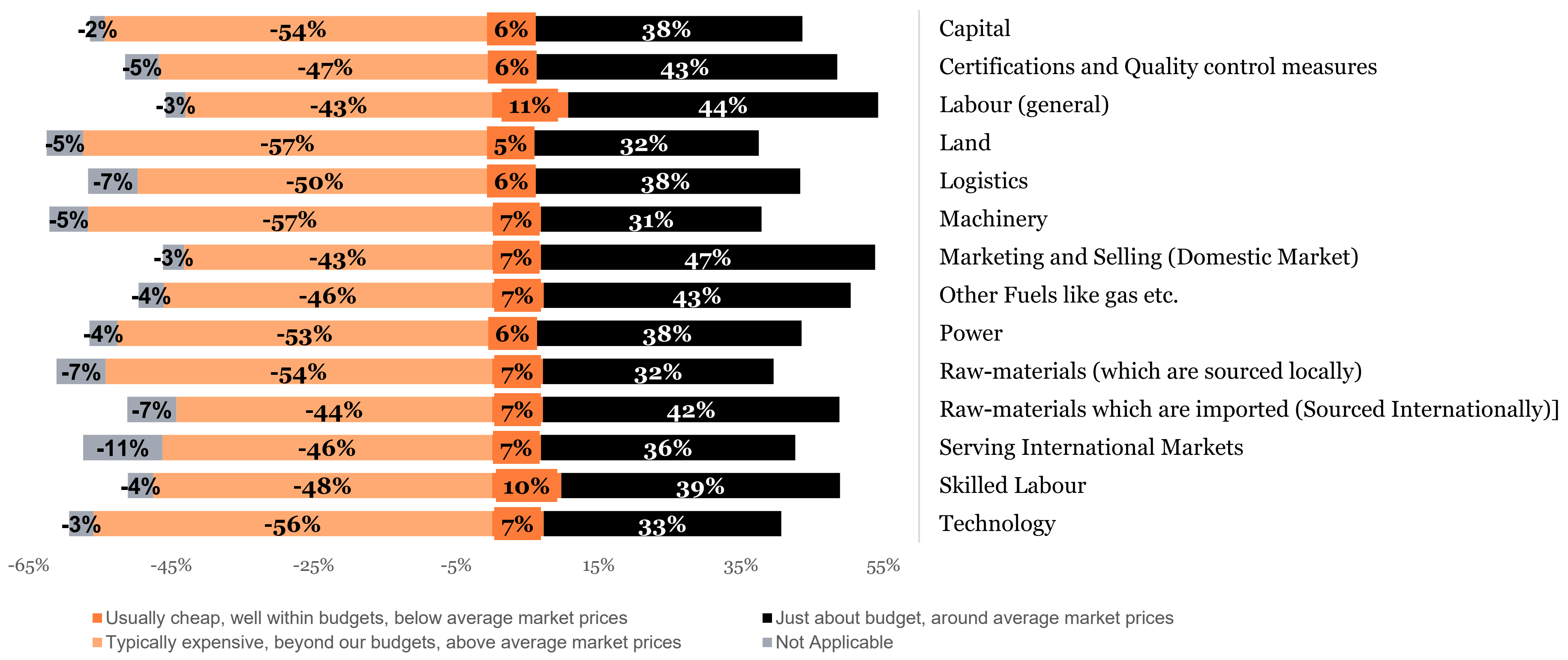
6

Ratings on financial cost

Machinery expenses are surpassing what most businesses can afford

Business costs appear to have worsened slightly compared to 2024, as expense ratings have increased for many in the business environment. Most respondents find costs just above budget or generally expensive, exceeding their financial limits. Domestic marketing and selling remains the least expensive business component for both this year and last year, followed by labour in both periods. The cost of land was the most expensive component this year after ranking second last year. Technology has also emerged as a newly considered expensive component compared to prior year.

Fig. 6.1: Rating of financial costs



Least expensive

1. Marketing and selling domestically
2. Labour
3. Other fuel like gas
4. Certifications and quality control measures
5. Raw materials sourced internationally

Most expensive

1. Land
2. Machinery
3. Technology
4. Capital
5. Raw materials sourced locally

Locally sourced raw materials and land are now costlier than before

Respondents have reported the cost of locally sourced raw materials and land as business components, posing significant challenges to affordability. Supply chain disruptions such as high transport costs, have made it difficult for businesses to access essential raw materials. Land prices in Ghana are rising due to limited supply and high demand, especially in rapidly urbanising cities, where market dynamics further inflate costs.

Cost of raw materials have increased compared to prior year. High input costs, such as elevated electricity tariffs may have significantly increased the expenses associated with production. These rising costs affect essential inputs like feed, fertilisers, and energy, placing financial strain on producers. Also supply chain issues have disrupted the movement and availability of raw materials, leading to inefficiencies in the movement of goods, increasing delivery times and transportation expenses.

Rising import costs, currency depreciation, and global supply chain vulnerabilities, exacerbated by recent economic disruptions have further incentivised businesses to seek domestic alternatives. The push for increased indigenous participation in resource exploitation and the expansion of agro-processing and manufacturing sectors have reinforced the transition toward a value-added, locally driven economy.

Land is still deemed expensive by respondents. Possible reasons include increased demand for land driven by robust economic growth, expanding urban centres like Accra and Kumasi due to rural-urban migration. Additionally, prime locations with access to infrastructure such as roads, electricity, and water command premium prices and developing industrial estates attracting foreign investment may have all contributed to shifts in land use and expense.

Fig. 6.2: Raw materials (local) (typically expensive)

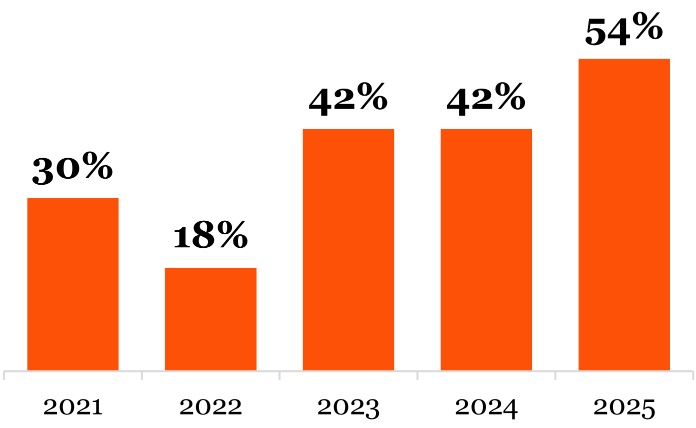


Fig. 6.3: Raw materials (International) (typically expensive)

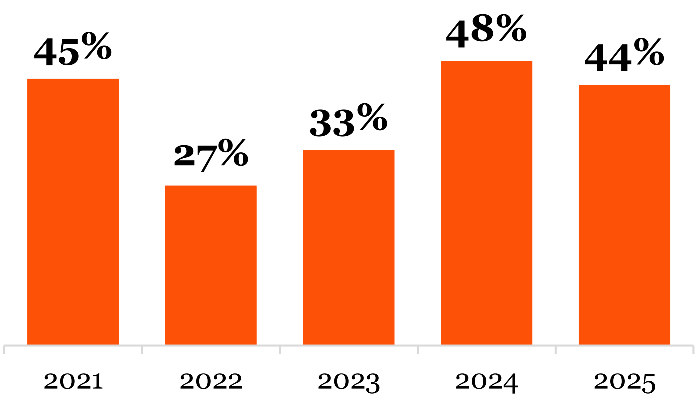
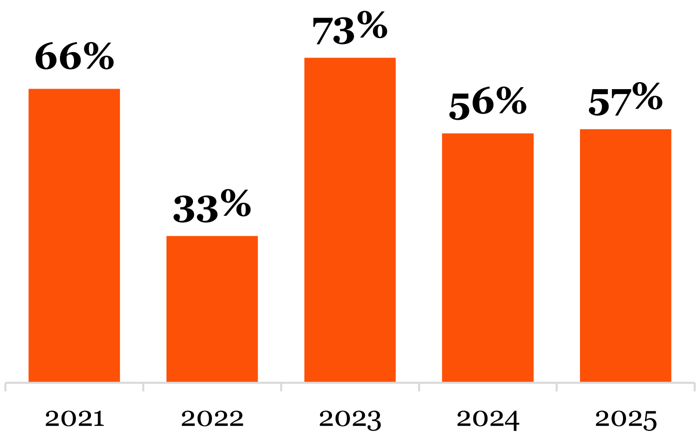


Fig. 6.4: Land (typically expensive)

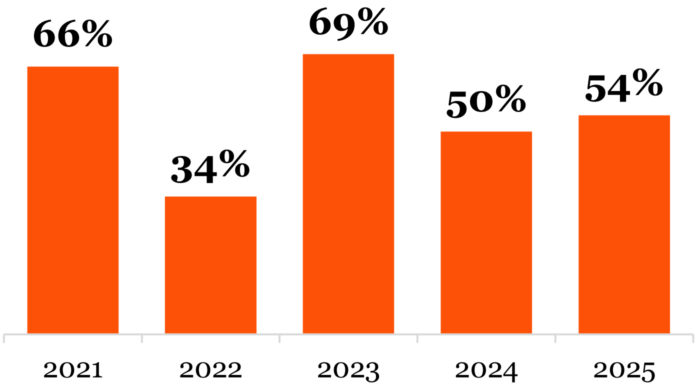


Access to capital, general labour and logistics costs have worsened

Access to capital, general labour, and logistics cost have worsened in Ghana, creating significant barriers to business growth and economic stability. Rising interest rates and inflation have made financing more expensive and less accessible. Labour costs have surged due to a higher cost of living, while logistical challenges—driven by poor infrastructure, fuel price volatility, and inefficient transport systems—continue to inflate operational expenses.

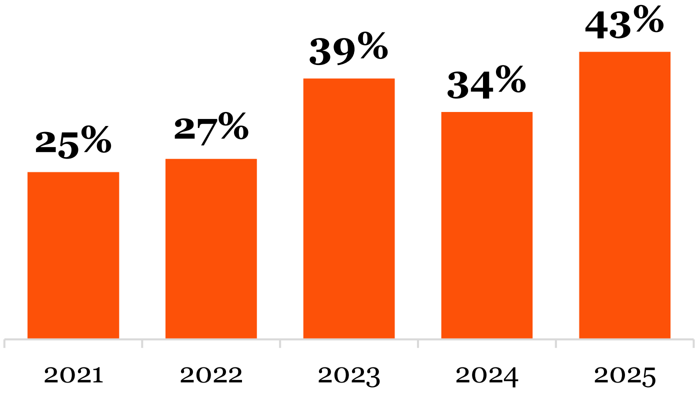
Access to capital in Ghana remains high due to a combination of macroeconomic instability, elevated interest rates, and limited financial inclusion. This has led banks and financial institutions to adopt risk-averse lending practices, often demanding high interest rates to offset potential losses. These factors collectively create a challenging environment for accessing affordable capital, stifling entrepreneurship, investment, and broader economic growth.

Fig. 6.5: Capital (typically expensive)



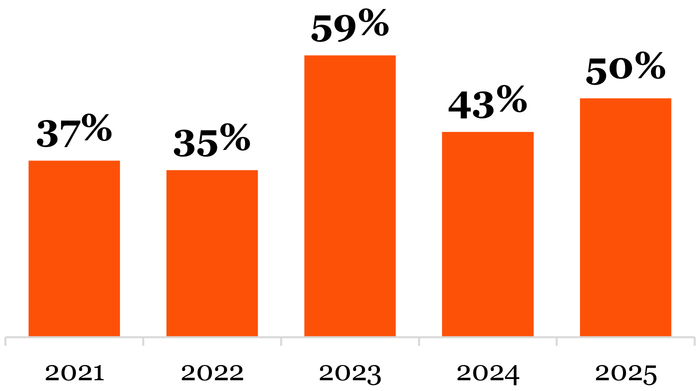
Cost of labour has worsened the highest since 2022. and comparably to last year it has worsened by 9%. Labour is expensive in Ghana due to several underlying factors. There is a mismatch between the skills available and those required by industries, leading to increased costs for training or hiring specialised talent. Economic volatility has driven up the cost of living, prompting workers to demand higher wages. These dynamics makes labour a costly input for businesses operating in Ghana.

Fig. 6.6: General labour (typically expensive)



Like other business components, the proportion of survey respondents who consider cost of logistics to be expensive and/ or beyond budgets have surged again this year to 50% from 43%. This could be attributed to poor infrastructure, high fuel costs, and inefficient transport systems. Many roads are in disrepair, increasing travel time and vehicle maintenance expenses. Fuel prices remain volatile, adding to operational costs for transport.

Fig. 6.7: Logistics costs (typically expensive)



Fuel costs have dropped, but marketing and power remain expensive

Fuel costs in Ghana have declined due to global price adjustments and improved supply conditions. However, domestic marketing and power remain expensive because of structural and economic challenges. Advertising remains expensive due to charges or cost involved. Meanwhile, power tariffs have increased following regulatory adjustments by PURC, making electricity a persistent financial burden for businesses.

Marketing and selling domestically in Ghana is often seen as expensive because of several structural and operational challenges. Advertising costs are high due to limited mainstream media options and the need to use multiple channels—TV, radio, print, and increasingly digital platforms to reach diverse audiences. Limited consumer data and market insights force businesses to spend more on research and trial-and-error campaigns. These challenges combine to make domestic marketing a costly endeavour for many Ghanaian businesses.

Survey respondents view fuel expenses in the last two years to have improved. Fuel expense has seen a 26% decrease from 2023. Sentiments around fuel reduction will have been driven by the appreciation of the Ghanaian cedi and lower international crude oil prices. After some increases in the last few months there have been downward adjustments in in 2025 which have provided relief to consumers.

Power was identified as one of the most expensive components in Ghana. Survey responses indicate a rise from 49% last year to 53% this year, a 4% jump. This increase aligns with tariff adjustments made by the Public Utilities Regulatory Commission (PURC) throughout 2024–2025, driven by rising operational costs, fuel price hikes, and broader economic pressures, affecting both households and businesses.

Fig. 6.8: Marketing and selling domestically (typically expensive)

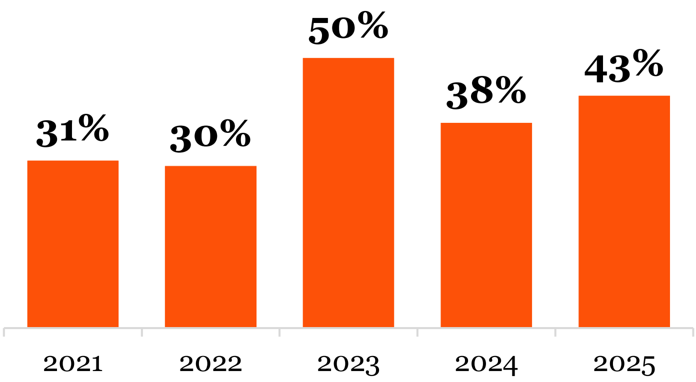


Fig. 6.9: Fuel (typically expensive)

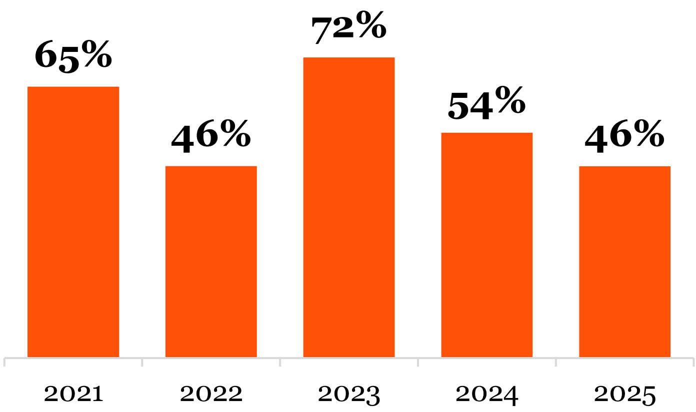
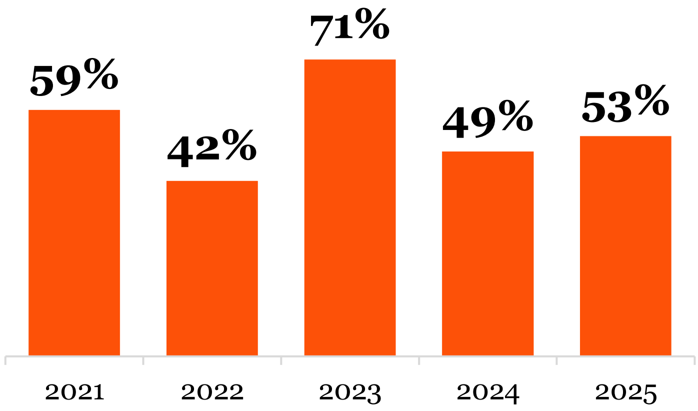


Fig. 6.10: Power (typically expensive)

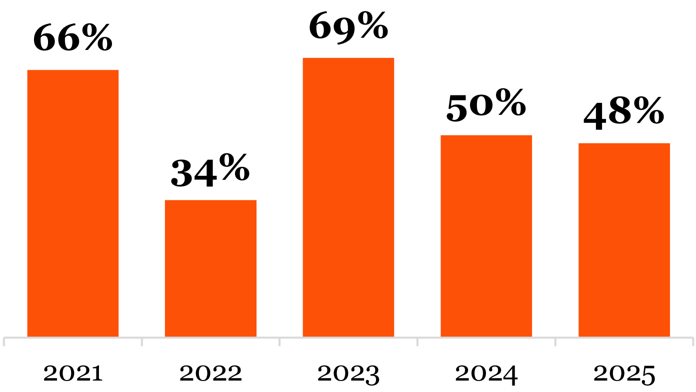


Marketing internationally and quality controls have grown more costly

The rise in international marketing expenses stems from the need to adapt strategies to diverse global audiences, which requires additional investment in market research and compliance with various foreign regulations and standards. While international marketing and quality assurance are essential for expansion, they represent significant financial commitments that contribute to the overall rising expenditure experienced by Ghanaian businesses in foreign markets.

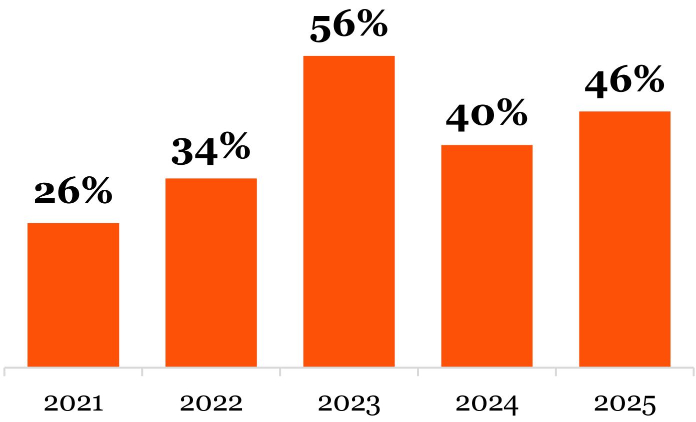
Skilled labour was most affordable in 2022 in the past five years; it has seen some improvement from 2024 to 2025. This reduction may be attributed to a combination of factors, including increased availability of skilled workers due to rising unemployment. Economic pressures may have led some professionals to accept lower wages, while Government and private sector initiatives aimed at expanding vocational training may be gradually easing the supply-demand imbalance.

Fig. 6.11: Skilled labour (typically expensive)



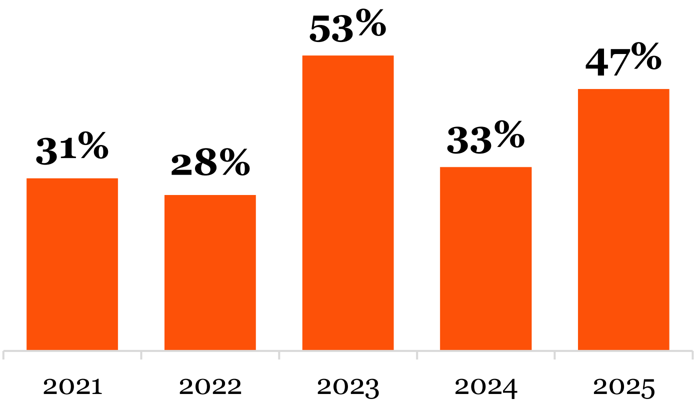
The proportion of survey respondents who consider the cost of marketing internationally to be expensive has increased compared to the prior year. Currency volatility and fluctuating exchange rates in Ghana also contribute to increased financial risk and operational costs for companies engaging in international trade. Businesses face elevated costs related to logistics, including shipping and customs clearance, which are often compounded by inefficiencies in transportation infrastructure and regulatory hurdles.

Fig. 6.12: Marketing international markets (typically expensive)



A proportionate number of survey respondents/ businesses reported quality control measures to be expensive and beyond budgets in 2025 relative to 2024. Certifications and quality control measures have increased in Ghana due to growing demands for product safety, international market access, and regulatory compliance. As global trade standards tighten, Ghanaian businesses—especially in sectors like agriculture, manufacturing, and food processing—face pressure to meet international benchmarks such as ISO certifications.

Fig. 6.13: Certifications and quality control measures (typically expensive)



Businesses saw rising costs for equipment and technology this year

Technology and equipment costs worsened for many firms in 2025, largely due to currency depreciation, import dependency, and rising global prices. In Ghana, businesses faced higher expenses acquiring advanced machinery and digital tools, as most of these are sourced internationally and priced in foreign currencies. The weakened cedi amplified costs, while global supply chain disruptions and inflation pushed up base prices. These factors combined to make technological upgrades and equipment investments more financially burdensome.

Businesses report concerns in the cost of advanced technology which have spiked by over 10% from 2024. Advanced technology has become more expensive for Ghanaian businesses primarily due to the weakened Ghanaian cedi and the rising costs associated with implementing new technologies. Beyond the initial acquisition, the implementation of new technologies demands substantial resources, including specialised skills, training, system integration, and ongoing maintenance, all of which have also become pricier.

Survey responses indicate that machinery, much like raw materials and logistics, has become increasingly costly for businesses. Most advanced machinery used in manufacturing, agriculture, and construction is imported, making its pricing highly sensitive to duties, levies, and foreign exchange fluctuations. The Ghana Revenue Authority (GRA) has tightened enforcement of import regulations, and tariff structures have been revised to boost domestic revenue, resulting in higher costs for imported equipment. The cedi relatively remains weak, making machines priced in dollars or euros significantly more expensive.

Fig. 6.14: Advanced technology (typically expensive)

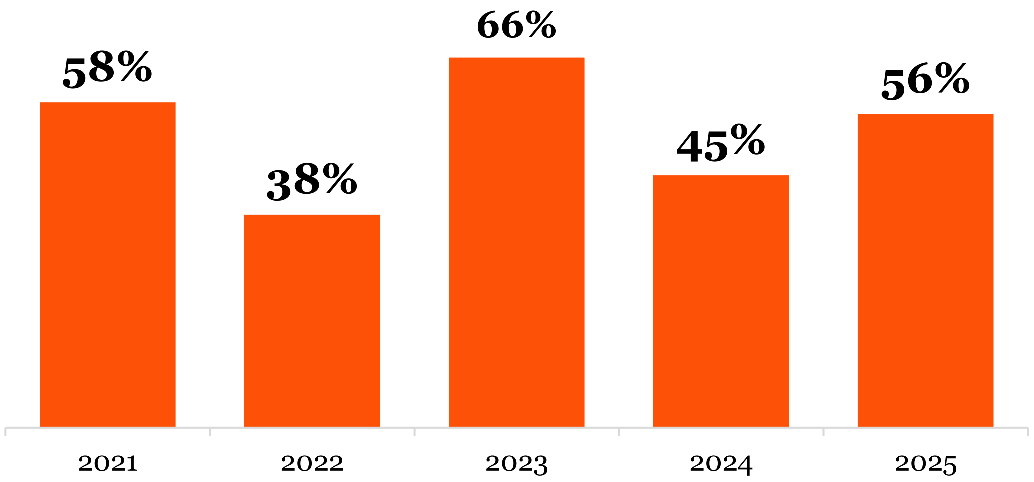
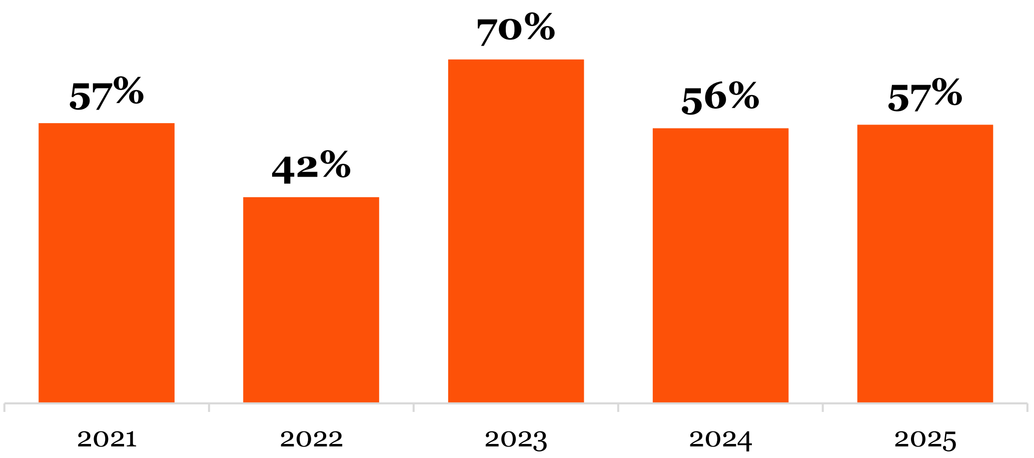


Fig.6.15: Machinery (typically expensive)



7

Other summary results

Business environment remains weak, though gradually improving since 2023

Survey respondents continue to perceive Ghana's business environment as generally weak compared to other countries. Over half of those surveyed described the environment as lagging behind their international counterparts. Since 2023, the proportion of respondents expressing concern has declined from 72% to 58% in 2025, indicating a slow but positive shift in perceptions of the business climate.

Fig 7.1: How the Ghanaian business environment compares to other countries (Generally lagging)

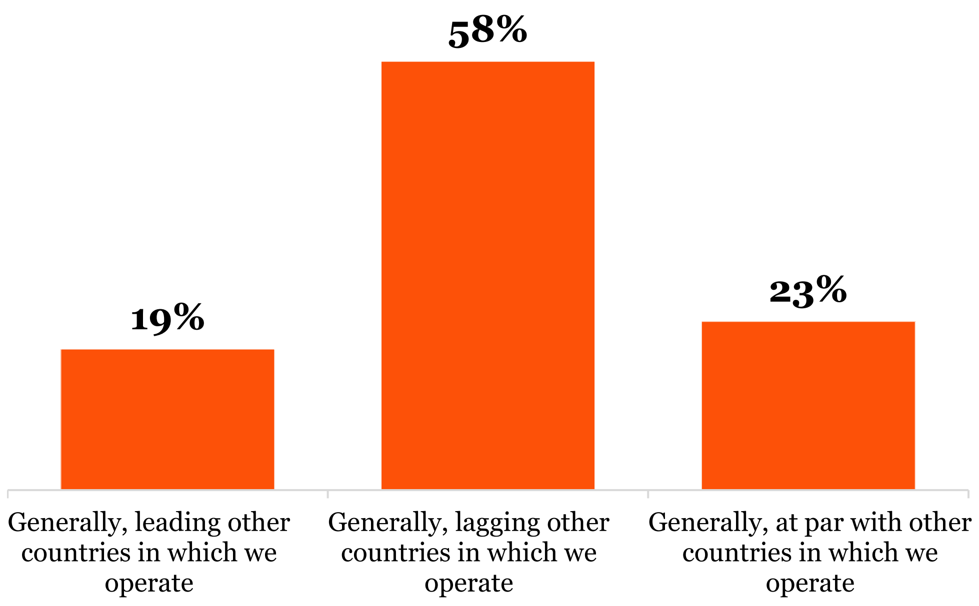
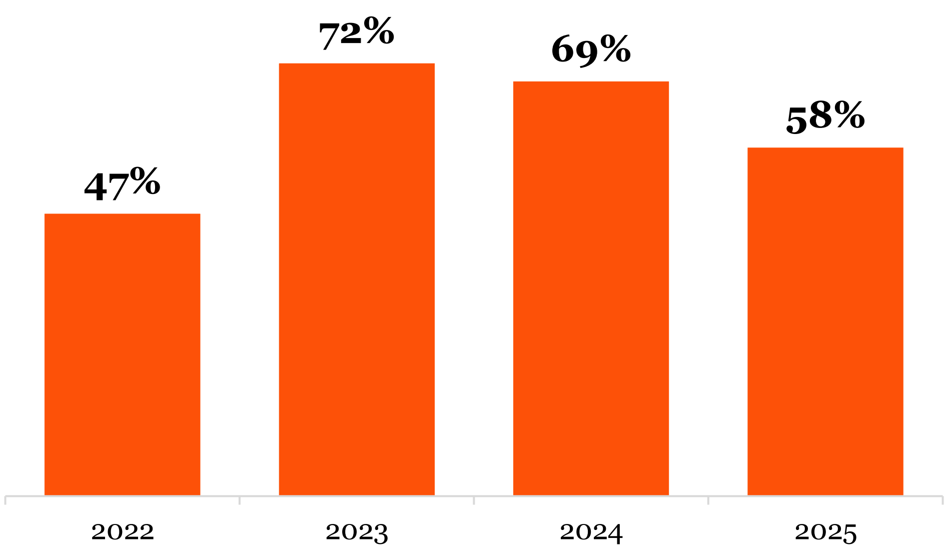


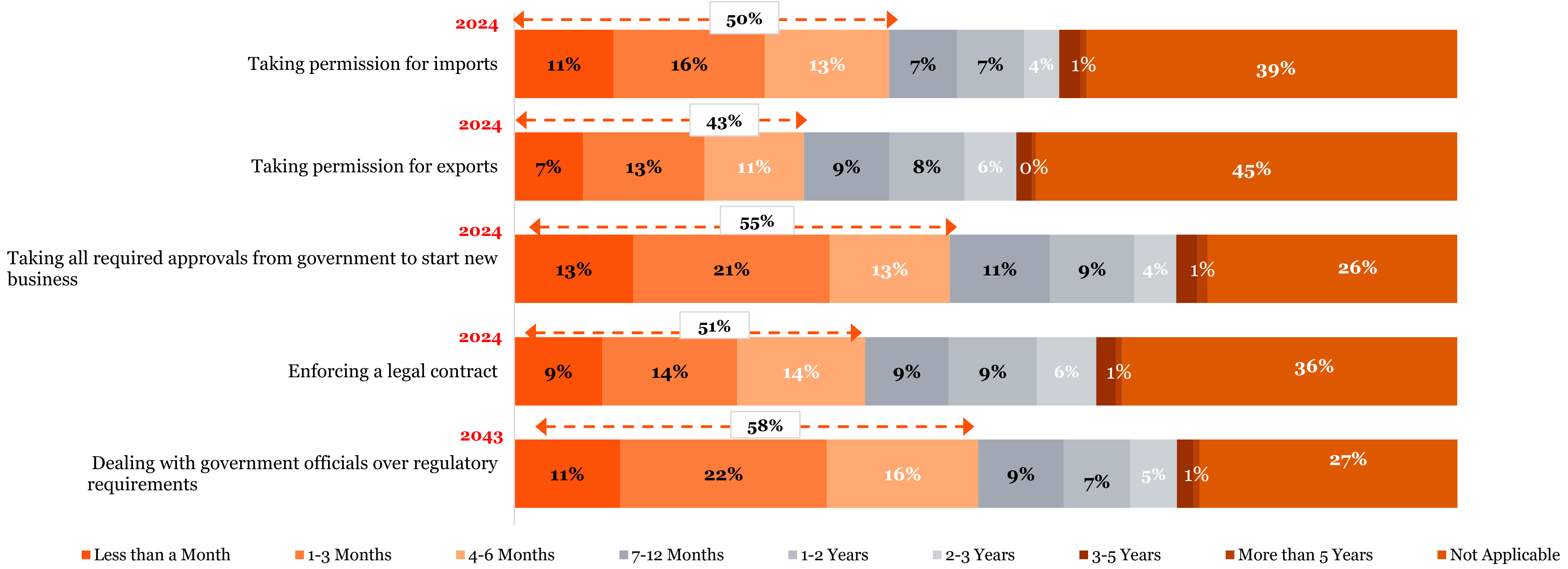
Fig 7.2: Trend of Ghanaian business environment compared to other countries (Generally lagging)



In 2025, respondents saw improvement in time dealing with Government

The latest survey results reveal a growing improvement for businesses in Ghana as regulatory processes are gradually taking a much shorter time to complete. When measured against the six-month threshold, the comparison with last year's figures highlights a clear improvement in efficiency across all requirements. These figures underscore the favourable time frame businesses work with in navigating Ghana's regulatory landscape. What was already a complex environment has now become less time-consuming, with many firms reporting reduced timelines.

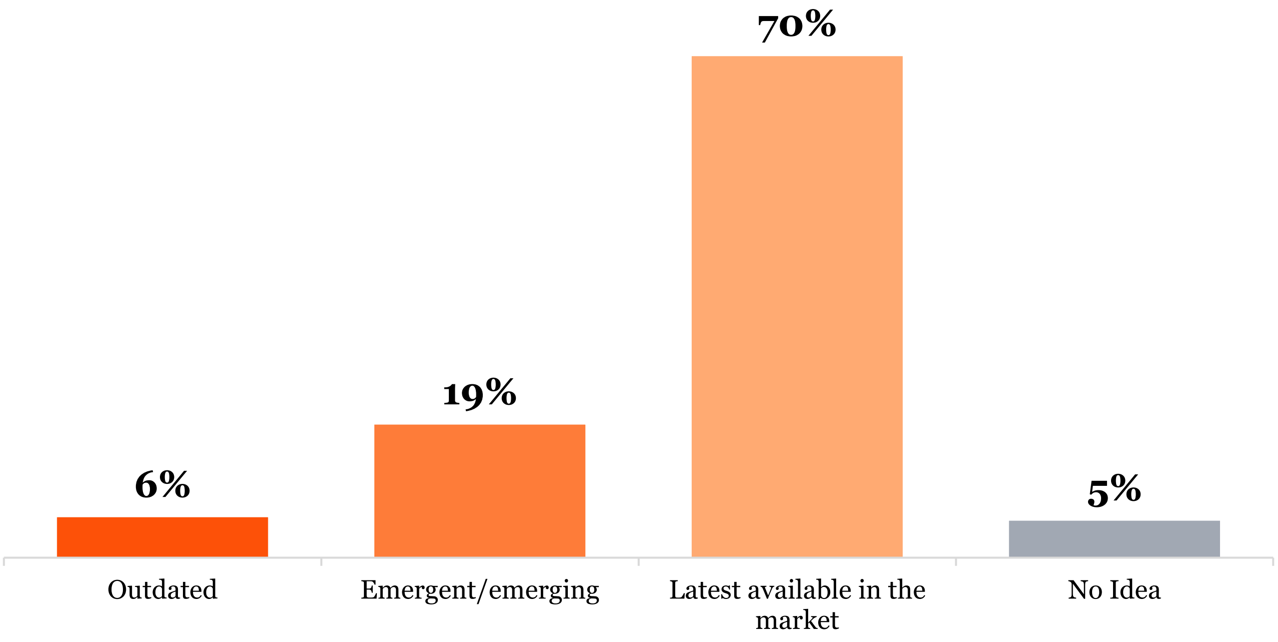
Fig 7.3: How much time is spent in dealing with the following requirements



Businesses have adopted the latest technology to boost productivity

Megatrends such as disruptive technology are reshaping the business landscape—introducing innovations that challenge traditional business models and demand rapid adaptation. In response, 89% of survey respondents indicated they have adopted the latest technology in the market to remain viable in a competitive business environment. This marks a significant increase from last year's survey, where only 70% had embraced such advancements.

Fig 7.4: How do you rate the technology your firm is using currently?



- Overall, sentiments have improved, with only 6% of businesses surveyed in 2025 reporting the use of outdated technologies—down from 14% in 2024 and 24% in 2023. This trend highlights the growing impact of disruptive technologies and shows that businesses are increasingly embracing innovation to enhance the value they deliver to their customers.
- According to the survey, 70% of newcomer businesses reported using the latest available technology in the market, while only 6% admitted to relying on outdated technologies. Among experienced businesses, this trend is even more pronounced, with 78% leveraging up-to-date technology and just 6% using obsolete systems. This suggests that businesses with more experience tend to invest more confidently in modern technology, which likely enhances their competitiveness and efficiency in an increasingly dynamic market environment.

  11% of businesses in the information sector—including media, telecommunication, and data processing, reported using outdated technology, the highest proportion among all industries surveyed. This highlights a significant challenge within the sector, where staying current with rapidly evolving technology is crucial for competitiveness and innovation..

Optimistic outlook as global readiness among firms rises

A majority of survey respondents believe their businesses will be able to compete at the global level. This marks an improvement from last year's perceptions, with 67% anticipating global competitiveness compared to 52% previously—a jump of approximately 15%. This growing confidence may be attributed to favourable macroeconomic indicators observed in the first half of 2025, which have strengthened businesses' outlook and readiness to compete internationally.

Fig 7.5: Competition in the global marketplace

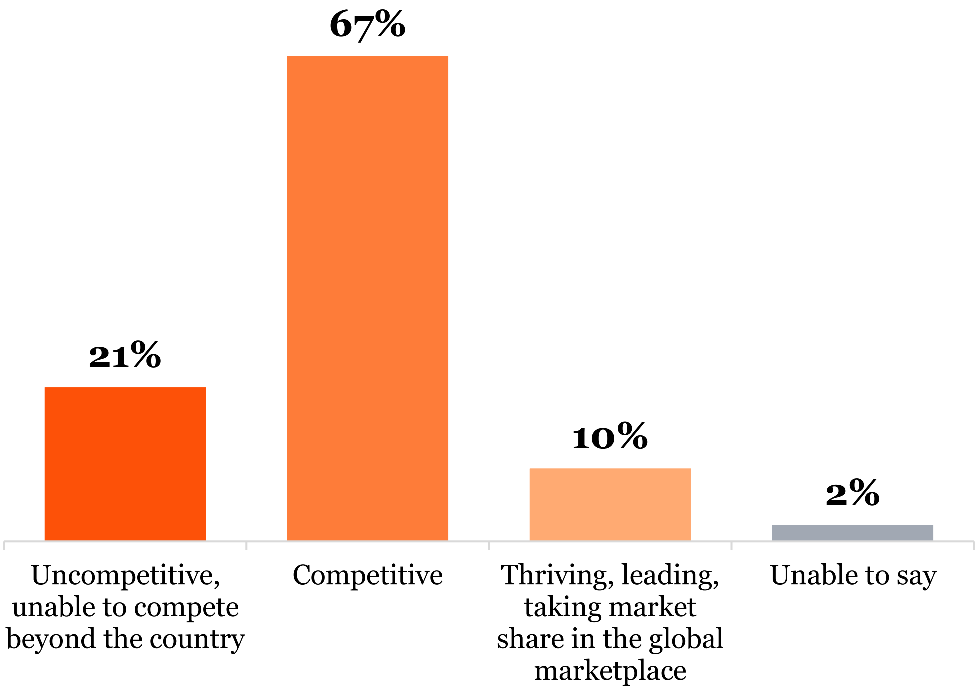
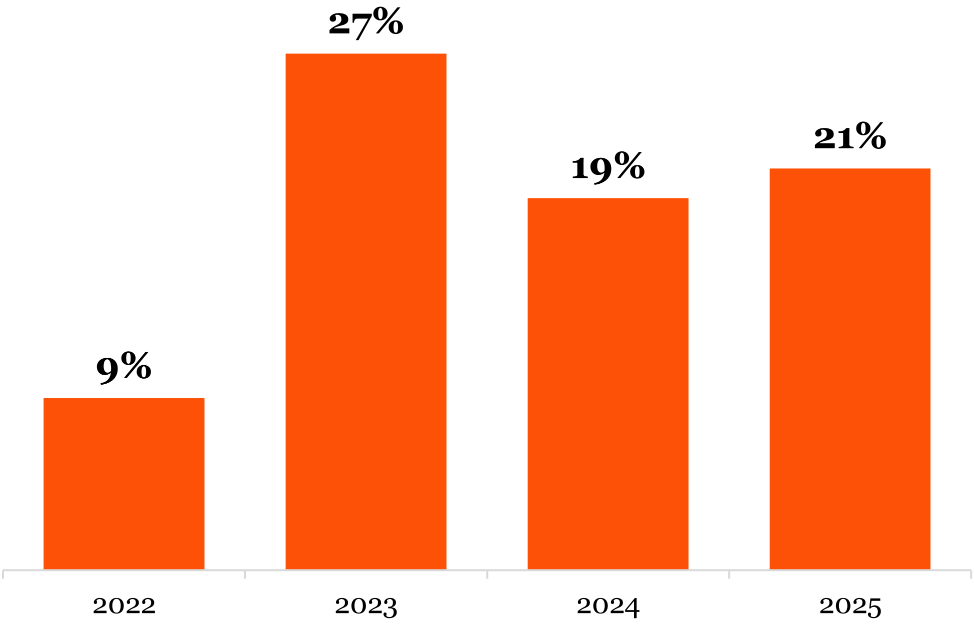


Fig 7.6: Competition in the global marketplace (Uncompetitive, unable to compete beyond the country)



Businesses lag in readiness to fully capitalise on AfCFTA opportunities

AfCFTA presents businesses with a wide range of opportunities to scale into other regions and become more competitive. However, 43% of survey respondents believe they are unprepared to take advantage of these opportunities, despite having the capacity to do so. Only 9% of respondents indicated that they are currently leveraging the benefits AfCFTA offers. Comparing businesses preparedness to take advantage of AFCFTA to prior year, it has improved by 4%.

Fig 7.7: Are businesses prepared for AfCFTA as an opportunity?

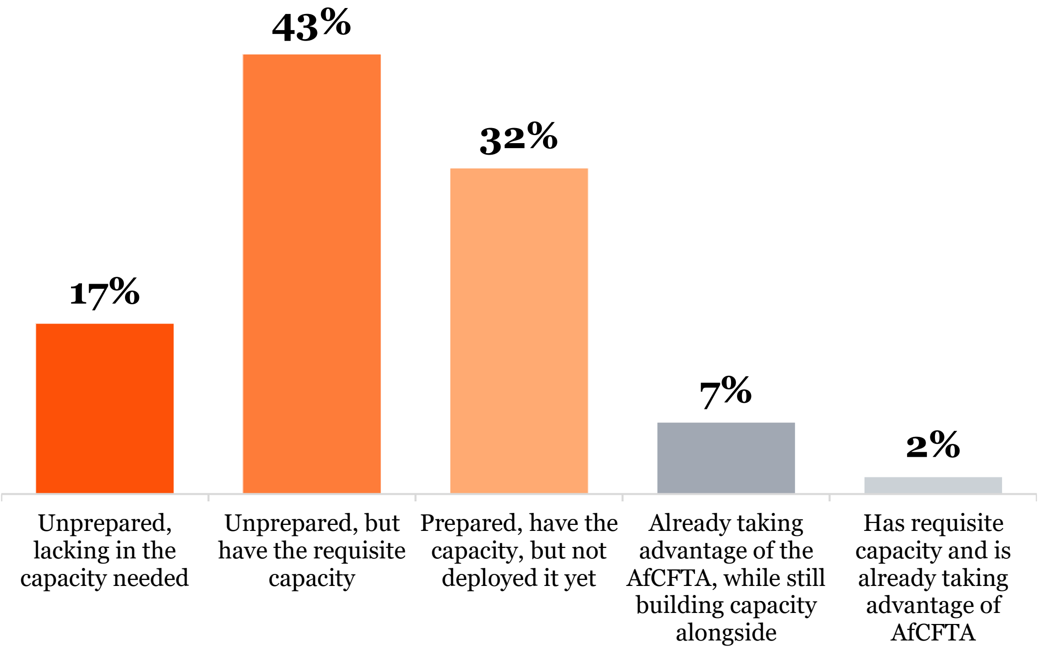
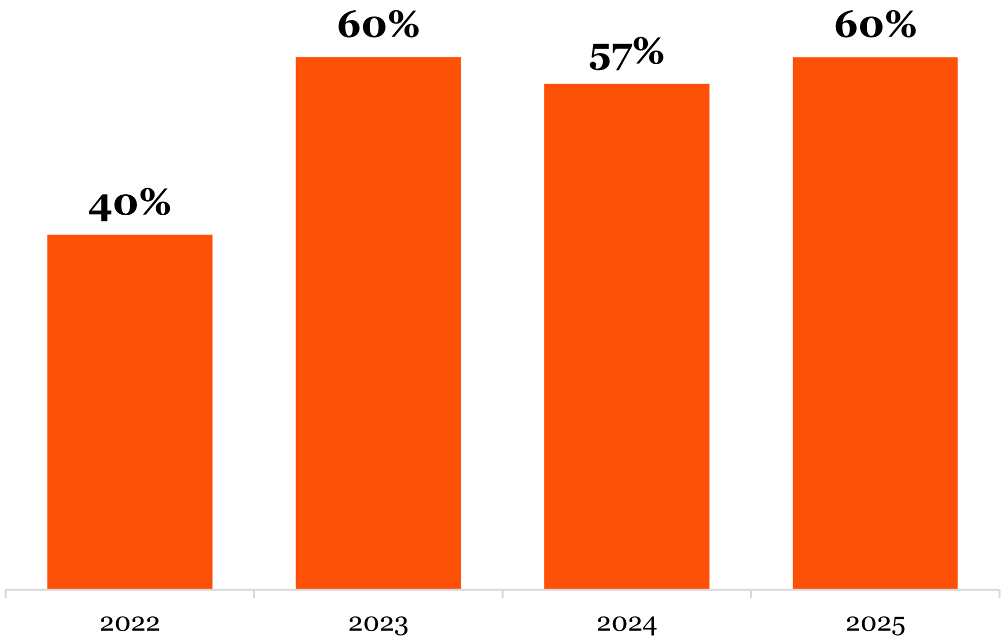


Fig 7.8: Are businesses prepared for AfCFTA as an opportunity? (Unprepared)



More businesses still see modern systems as key to AfCFTA success

Since 2024, adopting modern operations and systems has been the top choice among survey respondents for positioning themselves to take advantage of AfCFTA. In a competitive and integrated trade environment like AfCFTA, modernisation is not just an upgrade, it is a strategic advantage. Higher value addition and investment in capital have also been ranked among the top five priorities in this year's survey and prior year . Respondents further emphasised the importance of leveraging Government of Ghana (GoG) initiatives and support to boost production.

Fig. 7.9: How businesses are positioning themselves to take advantage of AfCFTA

- More businesses see modern systems as key to AfCFTA success because these technologies improve efficiency, connectivity, and cross-border trade. In a market with diverse regulations and infrastructure challenges, digital platforms and advanced logistics help reduce costs and simplify transactions.
- Higher value addition is critical for businesses under AfCFTA as it allows them to move beyond exporting raw materials to producing more refined, higher-margin products. Engaging in manufacturing, branding, and packaging increases profitability and helps create sustainable jobs.
- Investing in more capital is essential for businesses to expand capacity, upgrade technology, and meet quality standards required for cross-border trade under AfCFTA. Capital investment drives innovation, improves product quality, and signals confidence in the African market.

Respondents' view on UK brands impact on their business declines again

UK brands continue to have a strong influence on Ghanaian businesses through their reputation, strategic partnerships, and market presence. Known for quality and reliability, UK products shape consumer preferences in Ghana, prompting local businesses to align with international standards. In recent years, UK support has shifted from traditional aid to targeted investment, helping strengthen key sectors through innovation, capacity building, and commercial collaboration. For example, British International Investment (BII) has invested in garment factories that create thousands of jobs particularly for women and support the export of ethically made clothing to global markets.

- The contribution of UK brands to the success of businesses in Ghana appears to have declined compared to previous years. In this year's survey, 44% of respondents said UK brands contributed only marginally to their business success, up from 38% last year.
- Since last year, more businesses affiliated with UK brands feel that these associations have had little or no impact on their overall success. This marks a marginal downward trend compared to earlier years.
- Businesses in Ghana may feel that the support they have received from UK brands over the last two years has not been as strong compared to 2023 and 2022, when they felt the contribution from UK brands was greater.

Fig. 7.10: Contribution of the UK brand to business in Ghana

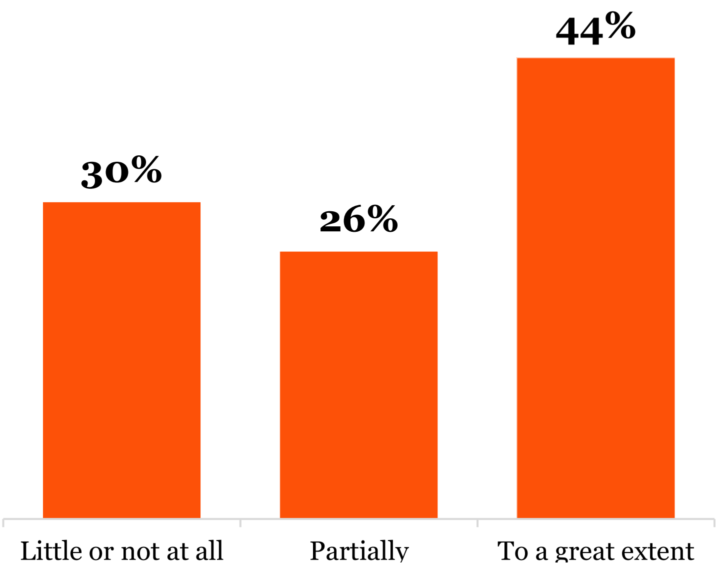
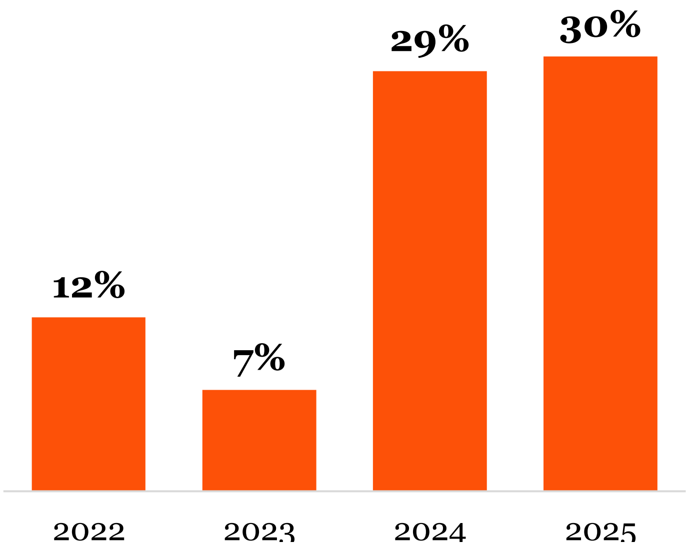


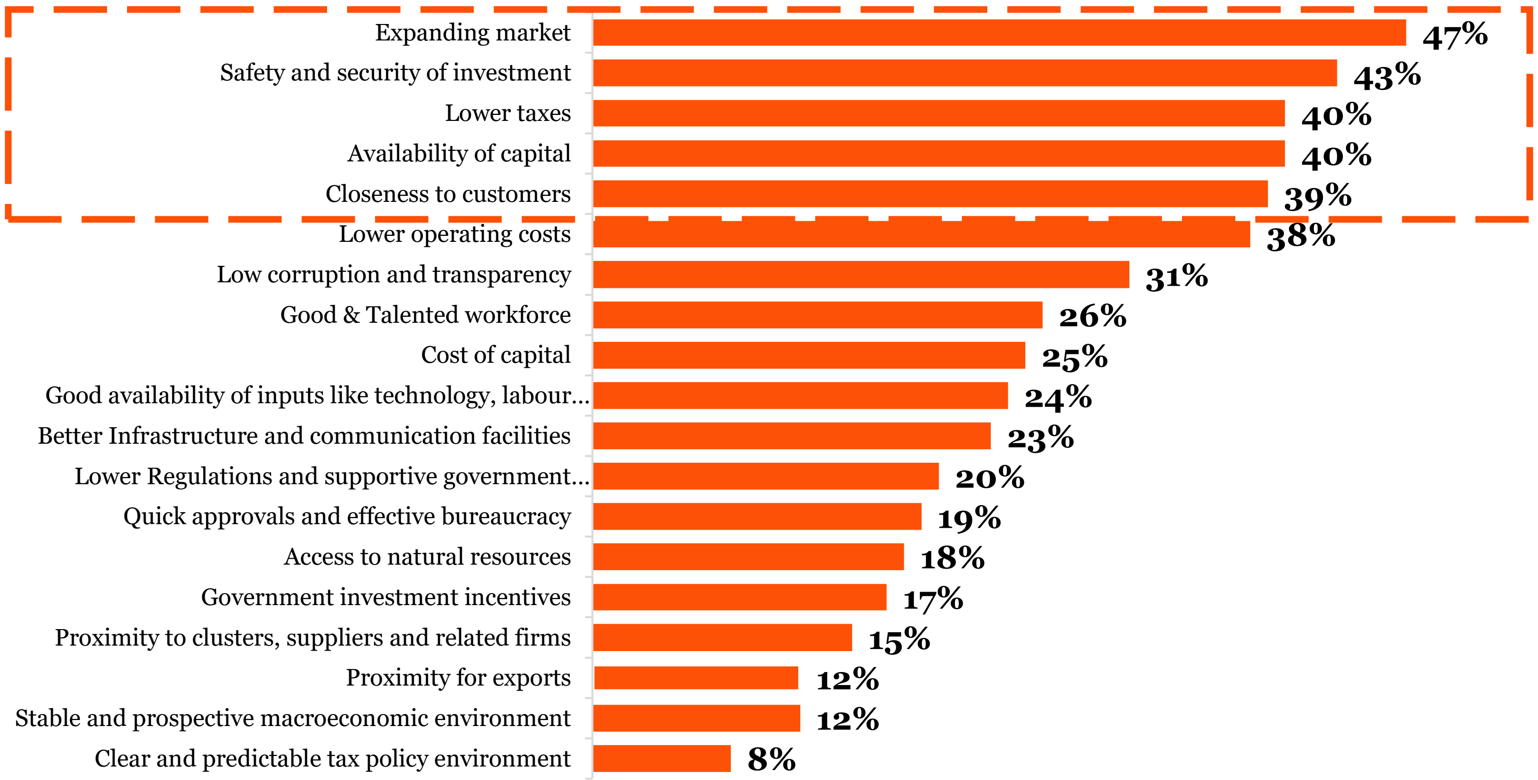
Fig. 7.11: Little or not at all



Expanding markets, safety and security of investments top business expansion decisions

In the 2025 survey, market expansion and investment in safety and security emerged as the leading factors influencing business growth decisions. Market expansion rose two places compared to the previous year, signalling a stronger appetite among businesses to reach new customers and enter regional or international markets, likely driven by opportunities under AfCFTA and other trade frameworks. Safety and security of investment jumped four places, reflecting growing concerns around operational risks, infrastructure stability, and the need to protect assets and personnel.

Fig 7.12: Top factors influencing expansion decisions

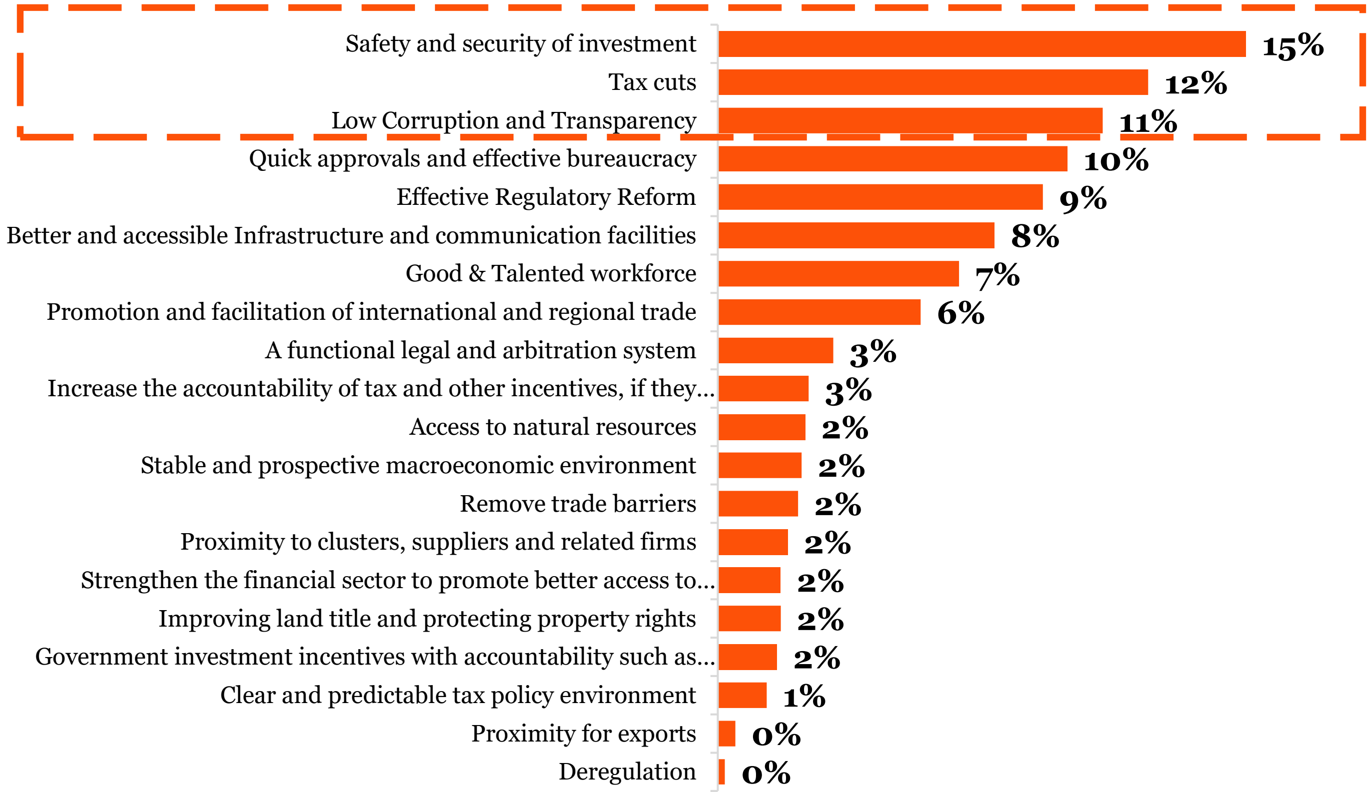


- Lower taxes remain a strong motivator for business expansion, as companies seek environments with favourable fiscal policies to maximise profitability. In 2024 lower taxes topped survey respondents' decisions and still falls within top factors this year. Tax incentives can significantly reduce financial burdens, making it easier for businesses to reinvest in growth and innovation.
- In the past months, Ghana continues to grapple with significant economic challenges stemming from unsustainable debt, over-reliance on imports, Despite some signs of recovery, the country faces elevated high fuel prices, and a volatile exchange rate that has weakened the cedi. These pressures have led to increased taxes and a rising cost of living, placing a heavy burden on households and businesses alike.
- Access to capital is crucial for scaling operations, investing in technology, and entering new markets. Businesses prioritise locations where financing options, whether through banks, investors, or government programmes are readily available and affordable.

Safety and security of investments, tax cuts and low corruption top business expectation

For the second year running, survey respondents expect government to provide safety and security of investments. Tax cuts and low corruption also remained in the top three just as the prior year. These are top concerns businesses are facing and expect government to intervene. Government has recently scraped some taxes to reduce burdens on businesses. Corruption continues to be a persistent issue, with public procurement and bureaucratic inefficiencies undermining trust and inflating costs.

Fig 7.13: One specific change respondents expect from the government

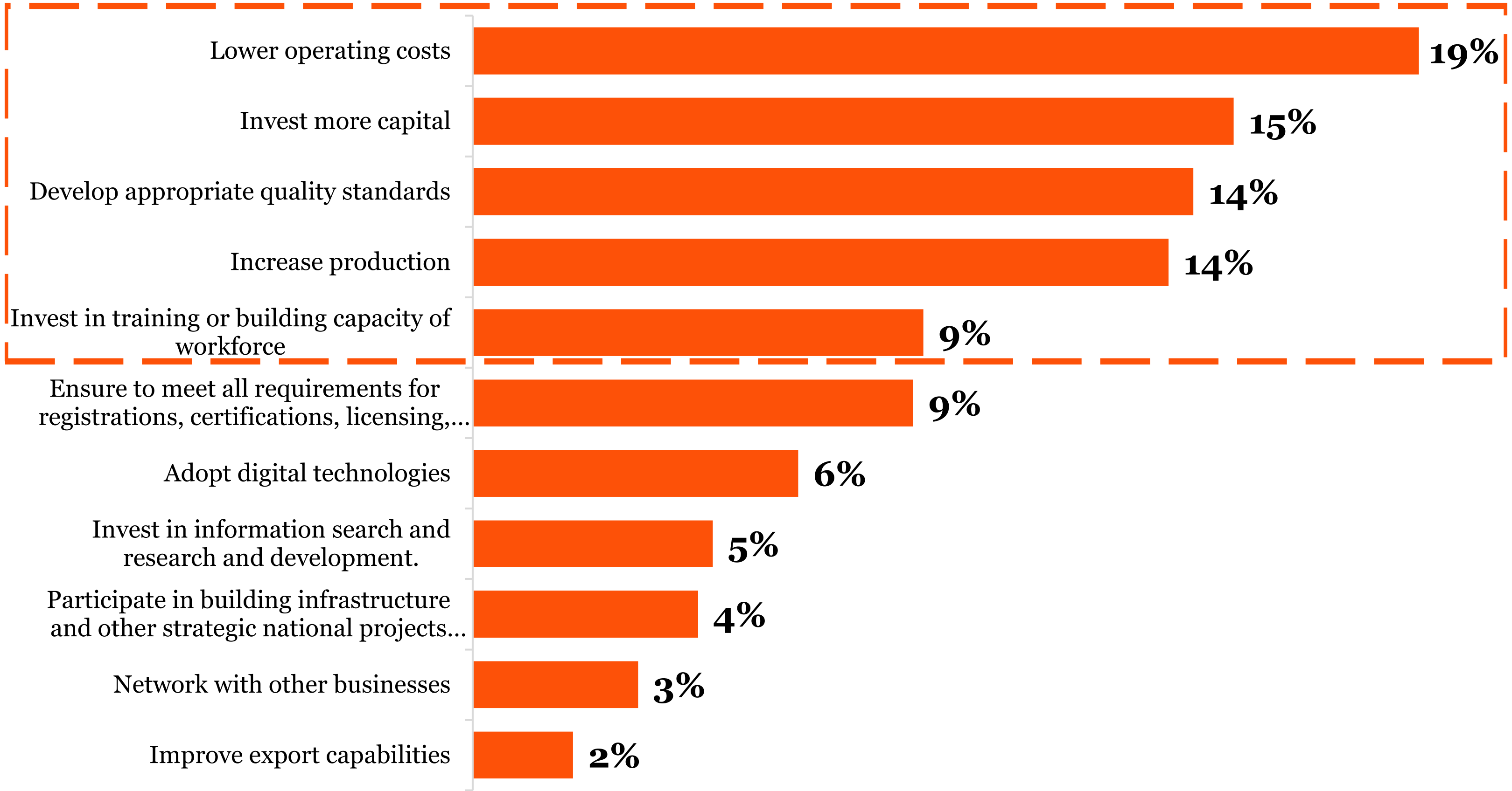


- Business leaders consistently rank safety and security of investment as their top priority—and for good reason. Ghanaian business leaders prioritise investment safety due to the shock of the Domestic Debt Exchange Programme, which caused unexpected losses. The experience exposed fiscal risks, eroded trust in government securities, and highlighted the need for predictable, secure financial policies.
- As business call for tax cuts, the NDC-led government in Ghana has implemented key tax cuts in the 2025 budget to ease financial pressure on citizens and businesses. These include abolishing the 1% e-levy, the 10% betting tax, the emissions levy, VAT on motor vehicle insurance, and the 1.5% withholding tax on unprocessed gold by small-scale miners. These moves aim to stimulate economic activity, support youth entrepreneurship, and reduce the cost of living.
- Ghana scored 42 out of 100 on Transparency International's 2024 Corruption Perceptions Index (CPI), ranking 80th out of 180 countries. This marks a decline of one point from the previous year, signalling growing concerns about public sector integrity. The drop reflects persistent challenges in tackling corruption despite various policy efforts.

Businesses plan to cut costs to boost their operating environments

This year, survey respondents believe that lowering operational costs is the most effective action to improve the Ghana business environment. Although concerns about capital availability persist, businesses plan to invest more to support their growth. Meeting regulatory requirements, producing quality goods, and delivering high-standard services remain top priorities for businesses

Fig 7.14: Actions to improve the business environment in Ghana



- Cost reduction is the most urgent action to improve Ghana's business environment. Businesses face rising utility bills and currency instability, which inflate operational expenses. By lowering costs, businesses aim to improve profitability and offer more affordable products and services to consumers.
- Despite concerns about limited access to finance, businesses in Ghana are committing to increased investment. They view capital injection as essential for scaling operations and expanding into regional markets.
- Survey respondents believe that working to improve product standards and service quality will improve the business environment. They recognise that meeting regulatory requirements and aligning with international benchmarks are critical for market expansion and customer trust. Firms are investing in certifications, training, and quality control systems to enhance their competitiveness.

8

Sentiments of the manufacturing sector

Overview of the manufacturing sector

Food and beverage accounted for the highest number of survey respondents at 23%. Textiles and garments followed with 14%, moving up one position from the previous year. Wood and furniture also entered the top three, climbing three places compared to last year. The majority of respondents were owners of manufacturing companies, with 22% identified as employees and 4% as investors. Most of these businesses had a headcount ranging from one to nine employees.

Fig 8.1: Manufacturing sub sector

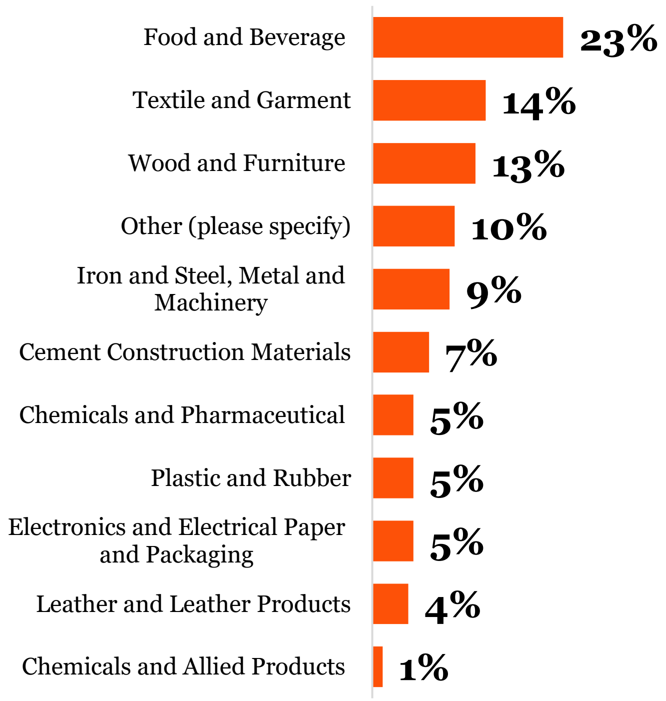


Fig 8.2: Number of employees

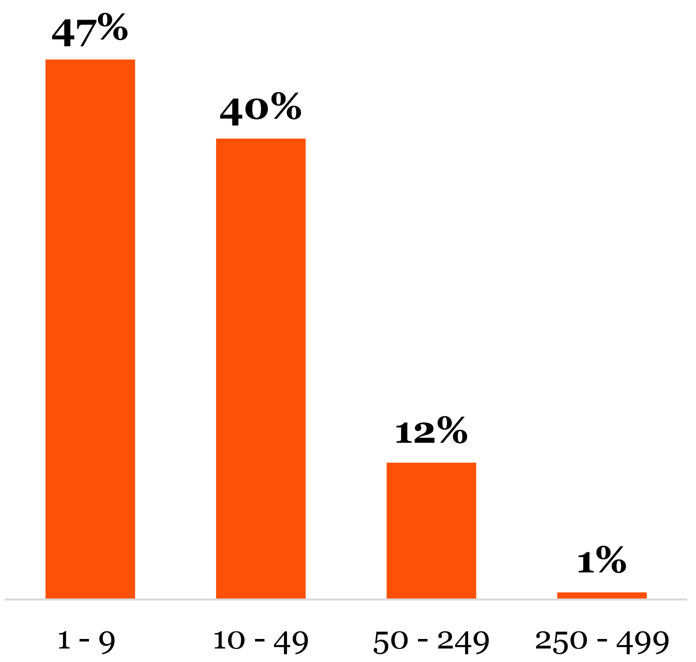
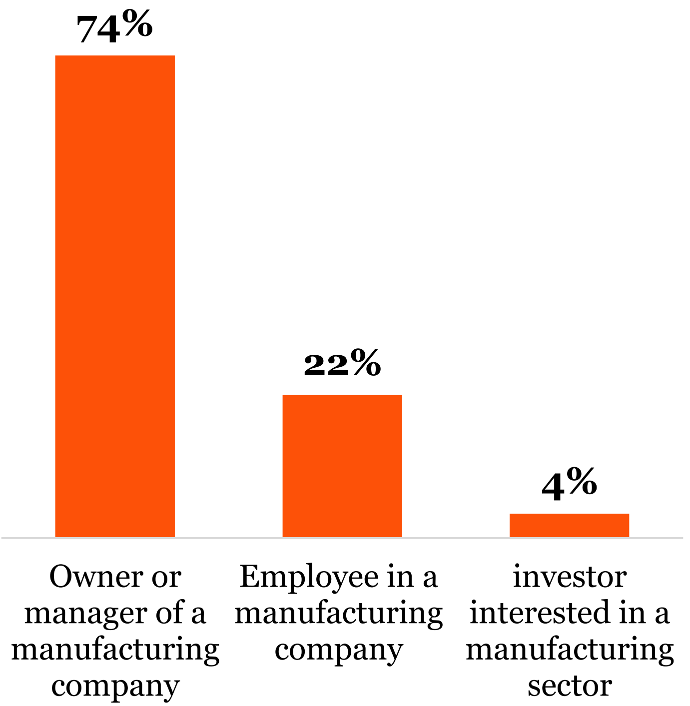


Fig 8.3: Involvement (role) in the manufacturing sector



High production cost and access to finance hinder business growth

For the second consecutive year, high production costs and limited access to capital remained the top two challenges facing businesses. On the other hand, the availability of raw materials and growing domestic market demand emerged as leading opportunities within the manufacturing sector. The overall outlook for the sector reflected strong optimism, with 79% of respondents expressing confidence, though this marks a slight decline from 85% in the previous year.

Fig 8.4: Primary challenges in manufacturing sector

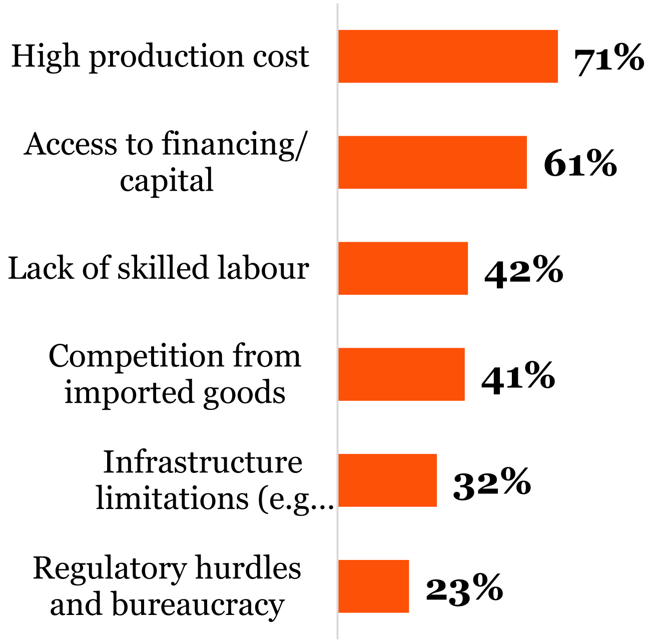


Fig 8.5: Opportunities in manufacturing sector

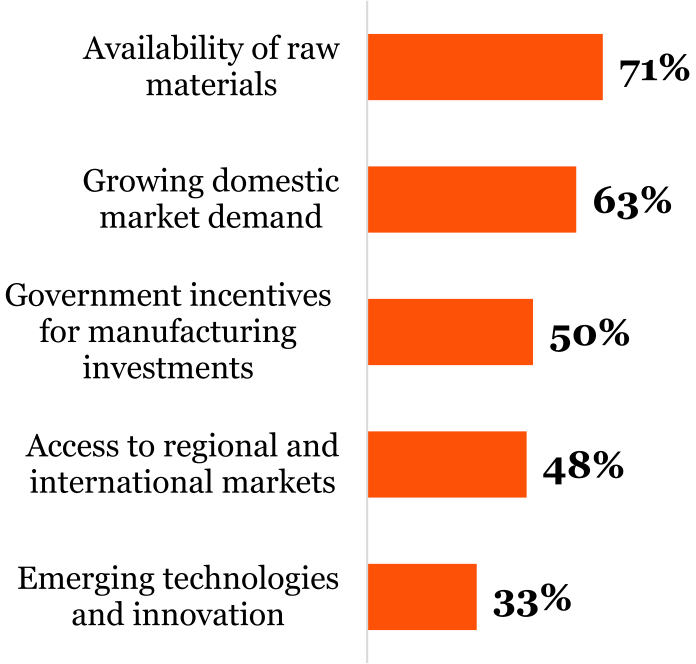
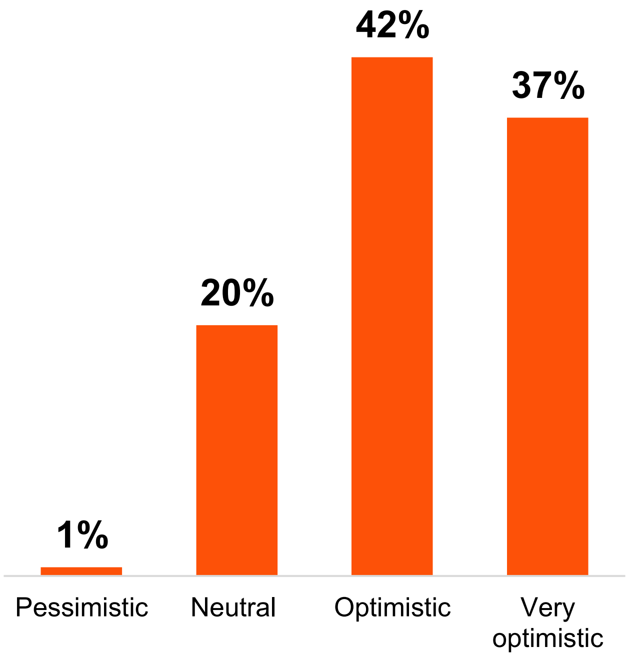


Fig 8.6: Optimism for the prospects in manufacturing.



Government support is essential to drive manufacturing growth

Almost a third of survey respondents consider government support for the manufacturing sector to be great. Businesses require more efforts from the government in this sector to drive growth and contribute to GDP. In areas where businesses believe the government could be of great help, they cited providing skills development programmes, facilitating access to finance, investing in infrastructure, and investing in educational and vocational training as their top five priorities.

Fig 8.7: Government interventions or policies to support the growth and development of the manufacturing sector

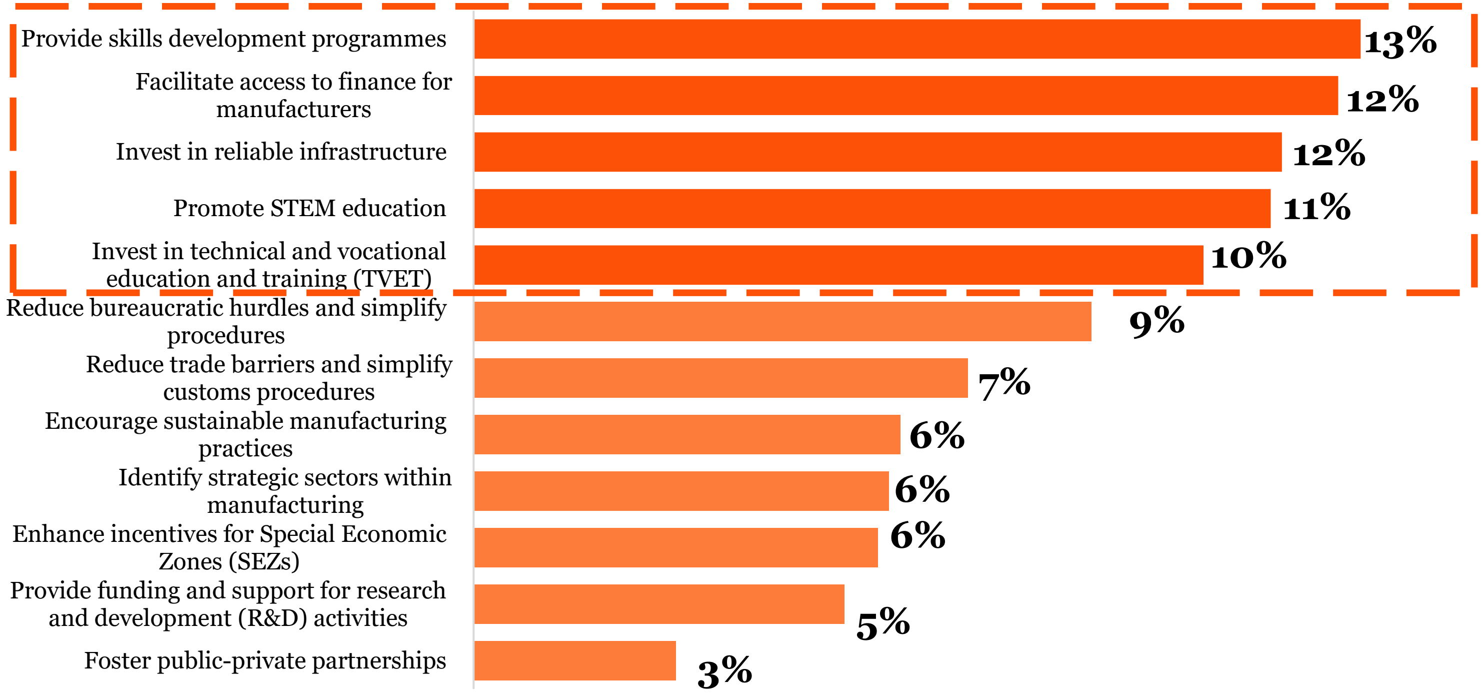
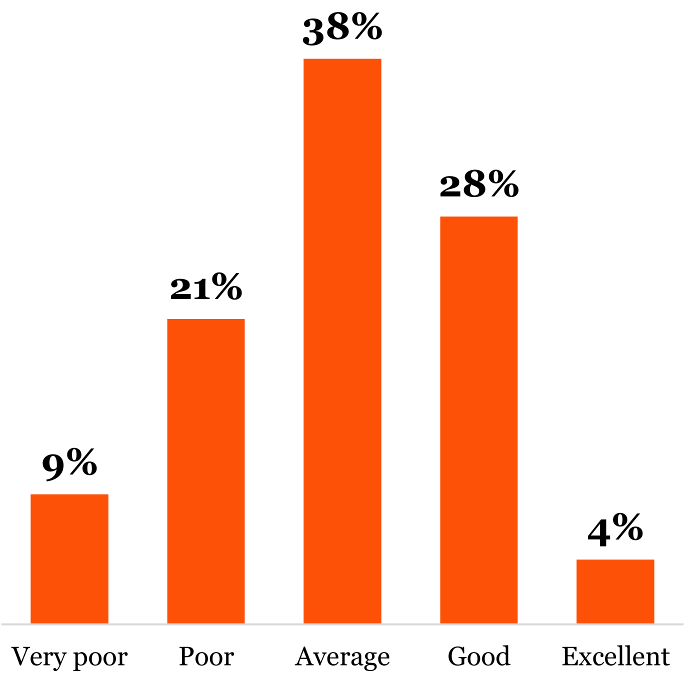


Fig 8.8: Level of government support for manufacturing sector



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