Bank of Baroda (BoB)

November 17, 2026

Rating Rationale

Bank of Baroda	Rating Symbol	Current Score	Rating Action
ESG Rating	**CareEdge-ESG 1+**	**80.1**	**Assigned**

** Please refer www.careedgeesg.com for detailed understanding of CareEdge-ESG's rating symbols and definitions.*

***Leadership** position in managing ESG Risk through **best-in-class** disclosures, policies, and performance*

ESG Score



Data Transparency Level: **High**

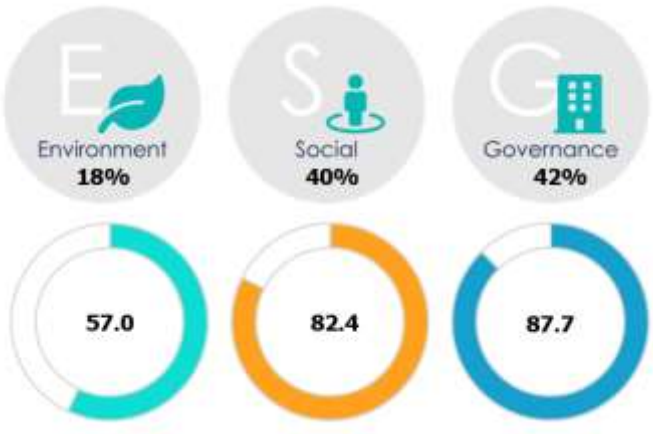
BRSR Reporting Boundary: **Standalone**

Transition Pathway Trajectory: **Adequate**

Social Transition Trajectory**: Adequate**

Environmental Transition Trajectory**: Adequate**

Pillar Weights & Scores



All scores are on the scale of 0 – 100

Rating Scale



CareEdge-ESG Rating Assessment Criteria

- India & globally aligned
- Physical and Transition risk evaluation
- Comprehensive analysis

Bank of Baroda's Policy Analysis

- Comprehensive
- Board approved
- Regularly reviewed

Bank of Baroda's Initiatives Impact
Mitigation

ESG Disclosures		
BRSR Report	2025-2026	2024-2025
Integrated Annual Report	2025-2026	2024-2025

CareEdge-ESG has assigned an ESG rating of CareEdge-ESG 1+ with a score of 80.1 to Bank of Baroda (BoB), reflecting a leadership position in managing ESG risk through best-in-class disclosures, policies and performance. The rating is anchored by BoB's governance score of 87.7, and a social score of 82.4, both well above the industry medians of 68.6 and 76.7, respectively. Governance strength is underpinned by a Board-level CSR and Sustainability Committee comprising the MD & CEO, all Executive Directors and two Non-Executive Directors, a dedicated ESG department attached to the Risk Management vertical, Board-approved policies covering all BRSR principles, independent Second Party Opinions on its Green Deposits Framework and Sustainable Financing Framework, reasonable assurance on BRSR Core data and ISO 22301:2019 certified business continuity management. BoB also demonstrates strong ethical governance through separate, Board-approved and publicly disclosed Whistleblower and Anti-Corruption & Anti-Bribery policies, full compliance on insider trading and related party transactions, and near-complete resolution of investor, shareholder and other stakeholder complaints. Its social performance is supported by robust consumer protection with 96.7% of customer complaints resolved in FY26, low employee turnover of 1.0% against an industry median of 5.1%, a differently abled workforce of 3.04% and a network in which above 75% of branches are located in rural, semi-urban and urban areas. BoB's environmental score of 57.0, against an industry median of 36.5, is supported by a Board-approved Climate Risk Management Policy, integration of climate risk assessment in credit appraisal for all exposures of ₹50 crore and above through an ESG scorecard hosted on its Loan Management System, and a growing sustainable finance franchise that includes India's first domestic Green Infrastructure Bonds by a public sector bank (₹10,000 crore) and a Green Deposits portfolio of ₹1,899.12 crore. The Bank has also committed to Net Zero by 2057, a 75% reduction in Scope 1 and 2 emissions by 2034, and renewable energy financing of 40% of energy-sector lending by 2027 and 50% by 2029. However, the rating is constrained by the absence of disclosed financed emissions, an early-stage Scope 3 inventory, climate risk not yet being reflected in asset pricing and scope for further enhancement in the dissemination and uptake of key governance-related essential training such as cyber security, anti-corruption etc. Addressing these gaps would further strengthen BoB's ESG profile and its alignment with evolving global sustainability best practices.

Social Score



Transition Pathway
Adequate

The social pillar is critical for the banking sector as banks interact directly with individuals, businesses and communities, making trust and transparency central to their sustainability. Recognising this, the CareEdge-ESG model assigns a weightage of 40% to the social pillar. BoB's social score of 82.4, above the industry median of 76.7, reflects strong performance in key themes such as consumer protection, value chain, employee health and safety, and human capital.

During FY26, BoB continued to demonstrate a strong commitment towards customer-centric banking, inclusive lending, employee welfare and responsible value chain practices through Board-approved policies, statutory compliance mechanisms and operational initiatives.

Consumer protection remains the Bank's strongest social theme and is among the highest in its peer set. BoB has a marketing policy and a corporate communication policy that incorporate fair, clear and non-misleading advertising, transparency in product marketing, ethical cross-selling practices and customer education. Customer satisfaction surveys assess ease of access across branches, ATMs, internet and mobile banking, service efficiency and the quality of employee support, while service disruptions are communicated through SMS alerts, website notices and branch display boards. Customers can raise grievances through branches, the contact centre, the web portal, email, and internet and mobile banking, and 96.7% of consumer complaints were resolved during FY26. Product and service quality is supported by Project Navoday, a centralised shared services centre at GIFT City, Retail and SME Loan Factories, call centre service levels above 93% and the bob World app offering more than 220 services. On data security, BoB maintains a separate, Board-approved and publicly disclosed data privacy policy and manages cyber risk round the clock through a centralised Cyber Security Operations Centre, supported by Breach and Attack Simulation, External Attack Surface Management, Digital Risk Monitoring, a Cyber Crisis Management Plan, cyber insurance, periodic cyber security audits and ISO 27000 certification. The Bank reported no data breaches during FY26. However, there remains a scope to improve the coverage of cyber security training in the organization.

BoB has established a comprehensive human capital framework supported by accessible premises for differently abled persons, an Equal Opportunity policy, a Diversity and Inclusion policy and a training and development policy. Employees can raise concerns through the online grievance portal 'Baroda Samadhan', with a dedicated Grievance Redressal Officer. Diversity initiatives include 'bob Pankh', a forum offering women employees mentorship, networking and peer support, along with sabbatical leave, crèche facilities and reintegration support. Workforce stability is a clear strength, with employee turnover declining to 1.02% in FY26 from 1.14% in FY25, well below the industry median of 5.05%, while female and male turnover eased to 1.45% and 0.86%,

respectively. Differently abled employees constitute 3.04% of the workforce against an industry median of 0.3%, 88.8% of permanent employees are members of employee unions or associations, and spending on employee wellbeing stood at 0.41% of revenue against a median of 0.31%. More than 95% of employees participated in classroom-based training and 96.2% received skill upgradation training. However, there remains scope to further strengthen workforce gender diversity as reflected in a female-to-male employee ratio of 0.37. In addition, 86.0% of employees were trained on BRSR principles against an industry median of 100%.

The Bank's human rights framework is supported by a POSH policy, a human rights policy, Internal Committees at the Regional, Zonal and Corporate Office levels, and Liaison Officers at every Zonal Office with a Chief Liaison Officer at the apex level for SC/ST/OBC employees, persons with disabilities and ex-servicemen. Human rights requirements are integrated into business agreements, and 63.8% of offices were assessed on human rights practices. No human rights grievances were reported in FY26, and 78% of employees were trained on human rights policies, above the median of 74.4%. POSH complaints represented 0.06% of the female workforce, below the industry median, and 84.6% of POSH complaints were resolved within the year. There remains a scope to further improve the performance by ensuring universal coverage of POSH training within the organization. In employee health and safety, BoB scores 96.2 against a median of 91.8, supported by an Occupational Health and Safety framework and SOPs, periodic fire and security audits by designated Fire Officers, 100% health and accident insurance coverage, health and safety training for 81% of employees against a median of 57.6%, and welfare measures such as the Staff Welfare Scheme grant, Group Personal Accident cover and a Compassionate Appointment Scheme.

In community support and development, BoB's has scored 55.1, though above the industry median of 49.3. The Bank complies with CSR statutory requirements and RBI's Priority Sector Lending norms, discloses PSL by sub-segment and the Priority Sector Lending Certificates it trades, and undertakes impact assessments of its CSR projects, supported by a third-party impact report by NABFED. CSR reach rose about 26% to around 29.5 lakh beneficiaries during FY26. Rural, semi-urban and urban branches constitute 78.4% of the network against a median of 77.2%, and the Bank's borrower base grew to 92.9 lakh, with the share of women borrowers rising from 19.3% to 24.6% (22.9 lakh). In the value chain theme, the Bank maintains a supplier human rights policy, a grievance redressal mechanism for value chain partners with 100% complaint resolution, and statutory compliance through TDS and GST deductions, with no human rights concerns identified in its assessments. However, opportunities remain to deepen engagement and capability-building efforts on BRSR-related topics among the bank's value chain partners.

Overall, Bank of Baroda demonstrates a well-developed social framework supported by comprehensive policy coverage, strong customer grievance management, attrition and inclusive workplace practices. Expanding

training coverage on cyber security and POSH, improving gender representation and pay parity, increasing the share of women borrowers and directing a larger share of CSR benefits towards vulnerable and marginalised groups would further strengthen the Bank's social performance relative to its peers.

Governance Score



CareEdge-ESG has assigned a governance score of 87.7 (industry median 68.6), reflecting strong governance practices, regulatory compliance and a robust ESG oversight framework. Governance constitutes the most significant component of BoB's ESG assessment, carrying a weightage of 42% in the overall ESG rating. BoB performs above the industry median across all six governance themes.

BoB demonstrates a high degree of transparency, with no restatement or delay in financial reporting in the last two years and an unqualified opinion from its statutory auditors. The Bank has fostered a strong risk culture by clearly defining the roles and responsibilities of all three lines of defence, supported by regular risk training and a structured framework for identifying emerging risks and assessing their materiality. Under its stress testing framework, the Bank conducts stress tests of its trading book and a risk-return analysis of its treasury trading portfolio on a quarterly basis While the Bank follows a comprehensive risk management framework supported by robust governance practices, it has the opportunity to further strengthen alignment with globally recognized risk management standards such as ISO 31000.

Board composition is supported by a Board diversity policy and compliance with the requirements for constituting the Audit, Risk Management, Nomination and Remuneration, Stakeholders Relationship and CSR committees, along with compliance on the independence of the Audit Committee chair and members, the Nomination and Remuneration Committee, the Risk Management Committee and the CSR Committee. The Bank exceeds the Companies Act, 2013 threshold on Board gender diversity with two women directors against an industry median of one. However, there remains a scope to further strengthen board independence with greater representation of independent directors.

Board functioning is the Bank's strongest governance theme. BoB complied with all requirements relating to AGM disclosure and timeliness, Board rotation, auditor appointment under RBI guidelines, Board meeting frequency and attendance, limits on external directorships, and the financial literacy, expertise and meeting frequency of the Audit Committee. Above 90% of Board members have relevant experience in the banking sector and none are related to majority shareholders. From an ESG capacity perspective, 90% of Board members and 100% of Key Managerial Personnel were trained on BRSR principles, broadly in line with the industry medians of 90.8% and 100%, respectively.

Business ethics is supported by a stakeholder centric code of Ethics, Code of Conduct, an AML policy, a related party transaction policy and separate, Board-approved and publicly disclosed Whistleblower, with the Code of Conduct and anti-corruption requirements extended to the value chain. Grievance mechanisms for investors, shareholders and other stakeholders resolved 100%, 99.9% and 100% of complaints, respectively, during FY26, and Code of Conduct and anti-corruption training is extended to vendors. The ethics programme is further reinforced by a Corporate Ethics Department, ethics counsellors including dedicated counsellors for women employees, and an Annual Ethics Survey along with several outreach programmes on ethics. While the Bank has established policies on ethical conduct and compliance, there remains an opportunity to further enhance employee awareness through broader coverage of trainings on the Code of Conduct, anti-corruption and anti-bribery, and whistleblower mechanism.

Oversight on ESG is a key differentiator for BoB. ESG, sustainability, climate risk and CSR matters are overseen by the CSR and Sustainability Committee of the Board, supported by a multidisciplinary Core CSR and Sustainability Committee (Green Cell) that implements ESG and climate risk initiatives across functions. A dedicated ESG department attached to the Risk Management vertical drives the ESG strategy, monitors the policy framework and reports progress to the Board Committee, while a Climate Risk and Sustainability Cell gives the climate agenda clear ownership within the risk function. The Bank's major policies are aligned with BRSR principles and approved by the Board, performance and compliance against all BRSR principles are reviewed annually with none pending, and Board members possess expertise in ESG, climate risk and green finance as well as social matters. Stakeholder feedback is incorporated through a structured Stakeholder Engagement and Materiality Assessment, the Bank publishes a BRSR and a standalone Sustainability Report every year, its green finance frameworks carry independent Second Party Opinions, and its business continuity management is certified to ISO 22301:2019.

Overall, Bank of Baroda demonstrates a mature and comprehensive governance framework characterised by transparent reporting, effective Board functioning, restrained remuneration, sound ethical standards and strong Board-level ownership of the ESG agenda. Restoring Board independence to a greater threshold, increasing women's representation in senior management, expanding employee ethics training and refreshing the materiality matrix represent areas for further enhancement rather than material governance deficiencies.

Environment Score



Transition Pathway
Adequate

For the banking industry, environmental risks primarily arise through financing activities rather than direct operational impacts. Accordingly, the environmental pillar carries a relatively lower weightage of 18% within the overall ESG assessment. Nevertheless, climate-related risks, financed emissions, green financing, carbon management and operational

resource efficiency have become increasingly material as banks play a critical role in supporting the transition towards a low-carbon economy.

Climate change risk management, the highest-weighted environmental theme, is BoB's clearest area of outperformance, with a score of 61.0 against an industry median of 25.9. The Bank has a Board-approved Climate Risk Management Policy that integrates climate-related risks and opportunities into its core strategy, supported by its ESG Policy, an ESG scorecard and a Sustainable Financing Framework. Climate risk assessment formats are integrated into the appraisal template for all exposures of ₹50 crore and above and hosted on the Bank's Loan Management System. BoB has conducted physical and transition risk assessments of its portfolio, and scenario analysis and stress testing have commenced. The Bank has collaborated with the Rocky Mountain Institute and the Climate Policy Initiative on transition readiness, and with the Global Green Growth Institute and the Administrative Staff College of India on capacity building under the Asia Low Carbon Buildings Transition project. It is also a member of the Partnership for Carbon Accounting Financials (PCAF). However, climate risk assessment across time horizons is not yet reported beyond a current-state view, and climate risk is not yet reflected in the pricing of assets.

Sustainable finance is a relative strength. BoB became the first public sector bank in India to issue domestic Green Infrastructure Bonds, raising ₹10,000 crore to Renewable Energy and Energy Efficiency, and its Green Deposits portfolio of ₹1,899.12 crore has been deployed into renewable energy and clean mobility. The Bank's green book across nine RBI-defined sectors rose from FY25 to FY26. Product initiatives include the bob Green Hydrogen Financing Scheme, bob MSE-GIFT in partnership with SIDBI, and the bob Earth Circular Economy Scheme (MSE Spice). The Bank has set targets for renewable energy to constitute 40% of its energy-sector financing by 2027 and 50% by 2029, alongside its commitments to Net Zero by 2057 and a 75% reduction in Scope 1 and 2 emissions by 2034.

Operational emissions management is supported by externally assured emissions and energy data, with reasonable assurance conducted. Scope 1 emissions intensity of 0.05 tCO_2e per employee remains well below the industry median of 0.14, while Scope 2 emissions intensity improved by 11.7% to 2.0 tCO_2e per employee, though it remains marginally above the median of 1.7. The increase in Scope 1 emissions intensity from FY25 reflects network expansion, including the addition of 224 branches and 62 vehicles. Solar installations across 386 leased branches (approximately 2.96 MW), 93 owned premises (approximately 1.91 MW), and 49 RSETIs have helped avoid around 10,433 tonnes of CO_2 emissions. Renewable energy accounted for 2.1% of total energy consumption, exceeding the industry median of 1.5%, while energy consumption intensity at 11.1 GJ per employee remains marginally better than the median of 11.5.

However, the carbon and other emissions score remains constrained by the absence of disclosed financed emissions, which represent the most significant component of a bank's climate footprint. While financed emissions for FY25 have been calculated across asset classes under the PCAF methodology, these are yet to be validated and publicly disclosed. Scope 3 emissions accounting remains at an early stage.

BoB's waste management policy, set out in its 2023 Business Responsibility and Sustainable Development Manual, commits it to disposing of hazardous, non-hazardous, e-waste and battery waste only through authorised recyclers and to reducing plastic and paper use. Initiatives include segregation of dry and wet waste at corporate offices, a 500 kg biogas plant at its Bandra Kurla Complex office that converts wet waste into cooking gas and manure, digitisation of internal processes, a recycled paper pilot, discontinuation of plastic water bottles and composting at the 'bob Forest' urban forest. Waste intensity declined by about 32% to 0.005 MT per employee, below the median of 0.006, and 89.1% of waste was safely disposed against a median of 32.7%. However, only 10.9% of waste generated was recovered, well below the industry median of 36.8%, indicating scope to strengthen circular economy practices.

Overall, Bank of Baroda demonstrates a well-structured environmental governance framework supported by Board-approved climate policies, climate risk integration in credit appraisal, independent assurance of environmental data and a growing sustainable finance franchise. Disclosing validated financed emissions, completing its Scope 3 inventory, extending climate risk analysis across time horizons and into asset pricing, reducing Scope 2 intensity through higher renewable energy adoption and improving waste recovery would further strengthen the Bank's environmental performance and its alignment with international climate reporting frameworks.

Key Rating Drivers

Strengths

Leading ESG oversight architecture with Board-level ownership

Bank of Baroda has one of the most developed ESG governance structures among its peers. A CSR and Sustainability Committee of the Board, comprising the MD & CEO, all Executive Directors and two Non-Executive Directors, oversees ESG, climate risk and CSR matters, supported by a Core CSR and Sustainability Committee (Green Cell), a dedicated ESG department attached to the Risk Management vertical and a Climate Risk and Sustainability Cell. Board-approved policies cover all BRSR principles and are reviewed annually, the Bank publishes a standalone Sustainability Report alongside its BRSR, and its green finance frameworks carry independent Second Party Opinions. This is reflected in an Oversight on ESG score of 88.1 against an industry median of 70.3.

Strong climate risk governance and a growing sustainable finance franchise

The Bank has integrated climate risk into credit appraisal for all exposures of ₹50 crore and above through an ESG scorecard hosted on its Loan Management System, conducted physical and transition risk assessments, and commenced scenario analysis and stress testing. It became the first public sector bank to issue domestic Green Infrastructure Bonds (₹10,000 crore), holds Green Deposits of ₹1,899.12 crore, and grew its green book from FY25 to FY26. The banks AUM in green finance exceeds the industry median of 1.7%, and dated targets for renewable energy financing (40% by 2027, 50% by 2029), a 75% cut in Scope 1 and 2 emissions by 2034 and Net Zero by 2057 provide a clear transition pathway.

Robust consumer protection and data security

BoB scores 98.2 in consumer protection against an industry median of 88.9, supported by marketing and corporate communication policies that promote fair and non-misleading advertising, regular customer satisfaction surveys, multi-channel grievance redressal and a 96.7% complaint resolution rate in FY26. Data security is backed by a separate, Board-approved and public data privacy policy, a round-the-clock Cyber Security Operations Centre, advanced threat monitoring tools, cyber insurance and ISO 27000 certification,

Stable and inclusive workforce with strong health and safety practices

Employee turnover of 1.02% is well below the industry median of 5.05%, differently abled employees make up 3.04% of the workforce against a median of 0.3%, and 96.2% of employees received skill upgradation training. The Bank supports inclusion through 'bob Pankh', the 'Baroda Samadhan' grievance portal and Liaison Officers for reserved categories, while its employee health and safety score of 96.2 is supported by an OHS framework, periodic fire and security audits, full health and accident insurance coverage and health and safety training for 80.9% of employees.

Weaknesses

Financed emissions yet to be disclosed and early-stage Scope 3 accounting

Financed emissions form the bulk of a bank's carbon footprint. Although BoB has calculated FY25 financed emissions across asset classes under the PCAF methodology, the figures are yet to be validated and disclosed. Scope 3 accounting is limited to waste and business travel, both still under calculation. Climate risk is also not yet reflected in asset pricing, and climate risk assessment across time horizons remains a current-state view.

Opportunity to strengthen independence and diversity across leadership and workforce representation

The organisation has scope to further enhance diversity and inclusion across leadership and management levels. Board composition reflect a relatively limited presence of independent oversight, while representation of women in senior management remains modest. Gender diversity across the broader workforce also trails sector benchmarks, indicating room for improvement in talent progression and leadership pipelines.

Moderate employee coverage across ethics, governance and awareness programmes

While the organisation has established policies and frameworks covering ethics, integrity, employee conduct and key social topics, participation in related training programmes remains moderate. Coverage across areas such as anti-corruption, code of conduct, whistleblower awareness, workplace conduct, cyber security and sustainability-related subjects trails leading industry practices. Strengthening the frequency and reach of training initiatives, including extending awareness programmes to value chain partners, could support more consistent understanding and implementation of organisational expectations across stakeholder groups.

Key ESG Parameters of Bank of Baroda

Parameters	Unit	FY 2026	Industry Median
Environment			
Scope 1 intensity	tCO2 equivalent/employee	0.05	0.14
Scope 2 intensity	tCO2 equivalent/employee	2.0	1.7
Scope 3 intensity	tCO2 equivalent/employee	NR	1.0
Renewable energy consumption	% (of total energy consumption)	2.1%	1.5%
Energy intensity	GJ/employee	11.1	11.5
Waste intensity	MT/employee	0.005	0.006
Social			
Employee turnover	%	1.0%	5.1%
Female to male employees' ratio	Per 100 male employees	37	40
Female to male employees' median pay	Per Rs. 100 of male employees' median pay	89.2	90.5
POSH complaints upheld over reported	X/Y	5/13	-
Governance			
No. of Female in board	#	2	1
% board members trained on BRSR	%	90.0%	90.8%
% KMPs trained on BRSR	%	100.0%	100.0%
Income gap ratio (CEO pay to median pay)	X:Y	4.1:1	47:1

Data source: company information, public sources, CareEdge-ESG research & analysis
NR = Not Reported | MT = metric tons | GJ = gigajoules

Rating Sensitivities

Positive Factors

- Disclosure of validated financed emissions
- Integration of climate risk in asset pricing
- Increase in Board independence
- Higher employee ethics and POSH training coverage
- Improved women representation in workforce and senior management

Negative Factors

- Persistently low waste recovery
- Decline in gender pay parity
- Material regulatory penalty or data breach

Analytical approach

Rating boundary: CareEdge-ESG has considered standalone data of BoB for assessment. The same is in line with their disclosure in BRSR.

Methodology/Criteria

For detailed understanding of the criteria and methodology used by CareEdge-ESG, please refer to the methodology document available on www.careedgeesg.com

About the company and industry

Bank of Baroda (BoB) was established in 1908 and is one of India's largest public sector banks, majority-owned by the Government of India. Following the amalgamation of Vijaya Bank and Dena Bank in 2019, the Bank significantly expanded its scale and market presence. It provides a comprehensive range of banking and financial services across retail, agriculture, MSME, corporate, treasury and international banking segments.

As of FY26, BoB reported total business of ₹30.78 lakh crore, comprising global deposits of ₹16.55 lakh crore and global advances of ₹14.23 lakh crore. The Bank reported its highest-ever annual net profit of ₹20,021 crore, with a return on assets of 1.06% and a return on equity of 15.39%. Its capital adequacy ratio stood at 15.82% with a CET-1 ratio of 13.16%, while gross and net NPA ratios improved to 1.89% and 0.45%, respectively.

The Bank's lending portfolio has increasingly shifted towards granular segments, with Retail, Agriculture and MSME (RAM) advances accounting for 61% of domestic advances as of March 2026, supporting diversification and reducing concentration risk. BoB has also accelerated its digital transformation through investments in technology and AI-enabled customer service, and as of FY26 operated 9,538 ATMs, 2,059 cash recycler machines and 18 Digital Banking Units.

As at March 31, 2026, the Bank operated a domestic network of 8,648 branches, supported by a Business Correspondent network of 50,660 points. Internationally, it operates 80 overseas branches and offices, including those of its overseas subsidiaries, along with an International Banking Unit at GIFT City.

Source of information

While assigning the ratings, CareEdge-ESG has considered publicly available information such as annual reports of the company and other policies, sustainability reports, certifications, BRSR reports, additional information and comments provided by the company.

Status of non-cooperation with previous ERP: Not applicable

Rating history for last three years:

Sr. No.	Name of Product	Current Rating		Rating history		
		Rating	Score	Date(s) & Rating(s) assigned in 2025-26	Date(s) & Rating(s) assigned in 2024-25	Date(s) & Rating(s) assigned in 2023-24
1	ESG Rating	CareEdge-ESG 1+	80.1	-	-	-

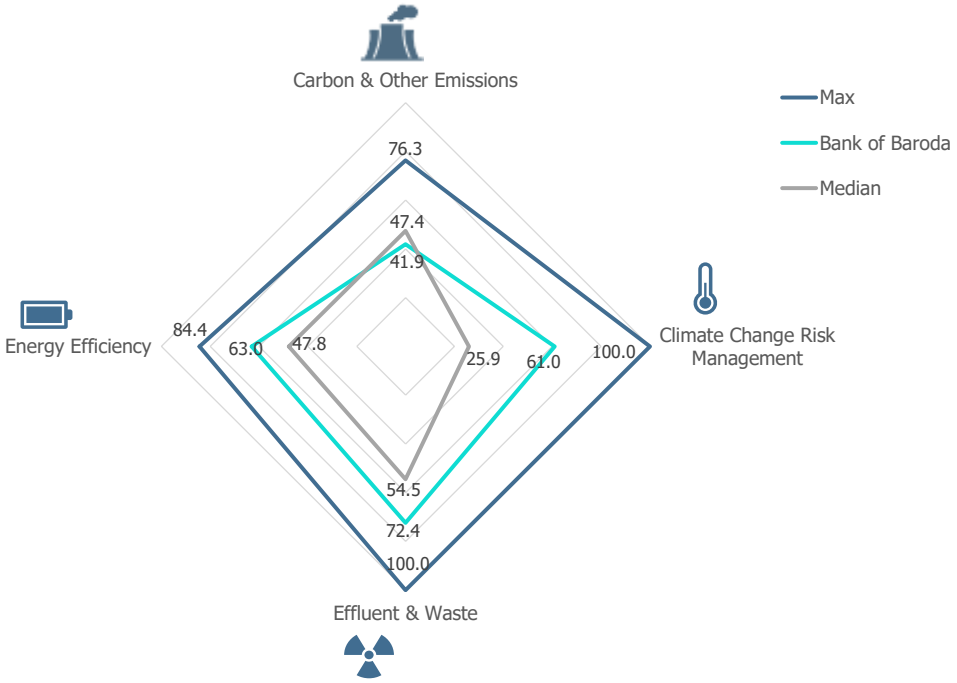
Annexure: Graphical summary of key rating drivers[1]

Hierarchy: While arriving at pillar level scores for BoB, CareEdge–ESG has assigned theme weights based on relative importance and sectoral hierarchy as depicted in the exhibit below.

Materiality	Environment	Social	Governance
HIGH	Climate Change Risk Management	Customer protection Privacy & data security	Oversight on ESG Business Ethics
MEDIUM	Carbon and other emissions Energy Efficiency	Human Capital Human rights	Board Functioning Reporting, filling & disclosures
LOW	Waste	Community support & development Employee Health & Safety Product Safety & Quality Value Chain	Board Composition Remuneration

[1] *Comprehensive analytical insights, inferences and benchmarking is provided in CareEdge-ESG's detailed ESG Report*

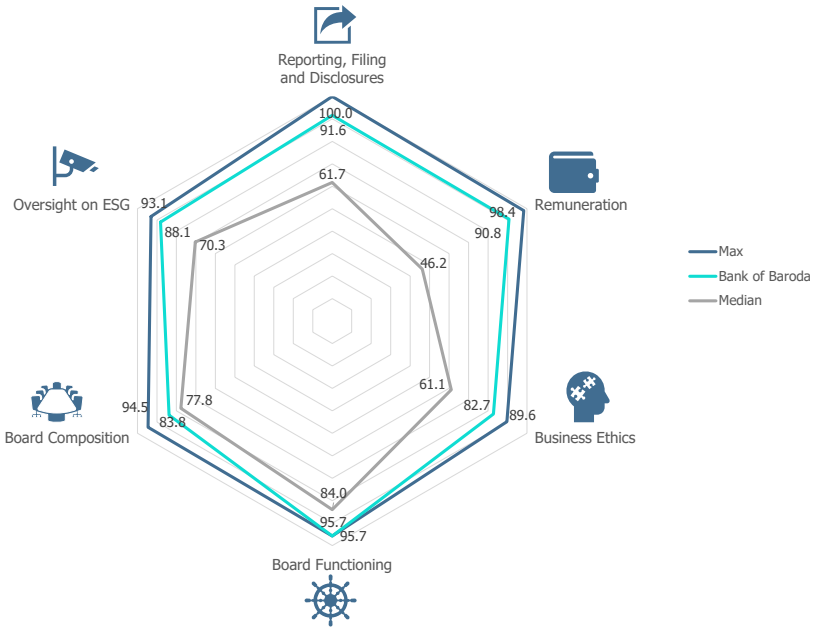
Environment Pillar: BoB's theme-wise performance and industry benchmarks



Social Pillar: BoB's theme-wise performance and industry benchmarks



Governance Pillar: BoB's theme-wise performance and industry benchmarks



Summary of Pillar & Theme Scores

Theme	Bank of Baroda	Industry Median
Carbon & Other Emissions	41.9	47.4
Climate Change Risk Management	61.0	25.9
Effluent & Waste	72.4	54.5
Energy Efficiency	63.0	47.8
Total Environment Score	**57.0**	**36.5**
Product Safety & Quality	91.7	91.7
Consumer Protection	98.2	88.9
Human Rights	68.9	65.5
Human Capital	71.1	62.0
Employee Health & Safety	96.2	91.8
Privacy & Data Security	76.9	76.9
Value Chain	85.8	61.1
Community Support & Development	55.1	49.3
Total Social Score	**82.4**	**76.7**
Reporting, Filing & Disclosures	91.6	61.7
Remuneration	90.8	46.2
Business Ethics	82.7	61.1
Board Functioning	95.7	84.0
Board Composition	83.8	77.8
Oversight on ESG	88.1	70.3
Total Governance Score	**87.7**	**68.6**
Total ESG Score	**80.1**	**65.0**

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About:

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