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# Integrating ESG into the Balanced Scorecard: An Evaluation of ICICI Bank's Performance

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**Abstract:**

Banks need to continuously evaluate and improve their performance to strengthen market share, profitability, and long-term sustainability in an increasingly competitive and dynamic banking environment. Since banking products and services are largely intangible in nature, performance evaluation should incorporate both financial and non-financial dimensions. The Balanced Scorecard (BSC) provides a comprehensive framework that integrates financial and non-financial performance measures. This study evaluates and analyses the performance of ICICI Bank, a leading private sector bank in India, using the Balanced Scorecard approach across the financial, customer, internal business process, learning and growth, and social-environment-governance perspectives. The study is based on secondary data collected from ICICI Bank's Annual Reports, Integrated Reports, RBI publications, and authenticated financial databases for the period 2019-20 to 2023-24. Tools and techniques such as graphs, charts, percentages, mean, and standard deviation using MS-Excel have been used. The study finds that ICICI Bank strengthened its shareholder returns and maintained a comfortable capital buffer through the study period, alongside sustained double-digit credit growth and a notable recovery in digital transaction indicators in 2023-24. At the same time, a moderating profit growth rate, a gradually declining CASA ratio, and the absence of a formally disclosed human capital development policy point to specific areas requiring managerial attention, even as asset-quality ratios continued to improve steadily through the period. The Balanced Scorecard is found to be an effective tool for capturing this composite performance picture, and it is suggested that ICICI Bank focus on strengthening low-cost deposit mobilisation, stabilising asset-quality indicators, and formalising human capital development disclosures to sustain long-term, well-rounded performance.

**Keywords:** Balanced Scorecard, Performance Measurement, ICICI Bank, Private Sector Banking, ESG.

## 1. Introduction

The Indian banking sector serves as the backbone of the country's financial system, channeling savings into productive investment and enabling credit creation, capital formation, and efficient allocation of financial resources. Economic liberalization, financial sector reforms, digitalization, and closer integration with global financial markets have transformed the sector over the past three decades. Banks today are expected to go beyond conventional deposit-taking and lending activities and to actively support inclusive growth through financial inclusion, priority sector lending, and outreach to underserved and semi-urban regions.

ICICI Bank, incorporated in 1994 as part of the ICICI group and today one of India's largest private sector banks, occupies a prominent position in the Indian banking system on account of its diversified product portfolio, extensive digital banking infrastructure, and wide domestic and international presence. Operating in a highly competitive environment shaped by public sector banks, other private banks, foreign banks, and an expanding universe of fintech and digital payment platforms, ICICI Bank is required to continuously strengthen its operational efficiency, asset quality, and customer-centricity in order to sustain its competitive position [4][8].

To remain competitive over the long run, banks need performance measurement systems that balance short-term financial results with long-term strategic objectives. Evaluation approaches built solely around financial ratios are inadequate because they overlook non-financial dimensions such as customer satisfaction, internal process efficiency, employee capability, innovation, and social responsibility. This has increased the need for multidimensional performance assessment frameworks capable of providing a holistic view of organizational performance [5][12][16].

The Balanced Scorecard (BSC), developed by Kaplan and Norton, addresses this requirement by combining financial and non-financial performance indicators within a single strategic framework [1]. It translates an organization's vision and strategy into a coherent set of measurable objectives spanning the financial, customer, internal business process, and learning and growth perspectives [1][11]. Within banking institutions, the Balanced Scorecard helps management align day-to-day operations with strategic goals, track performance drivers, and assess the sustainability of competitive advantage over time [2][3][6][7][8][10]. The present study therefore applies the Balanced Scorecard framework to systematically evaluate the performance of ICICI Bank [2][3][8].

**2. Objectives**

- To develop a Balanced Scorecard Model for ICICI Bank.
- To evaluate and analyze the performance of ICICI Bank during 2019-20 to 2023-24 based on the Balanced Scorecard Model.

**3. Scope and Methodology**

**A. Scope of The Study:**

The study covers a period of five financial years from 2019-20 to 2023-24.

**B. Sample Size and Collection of Data:**

ICICI Bank has been taken as the sample bank for the study, as it is one of the largest private sector banks in India in terms of asset size, branch network, and market capitalization. The data required for the study has been collected through secondary sources, which include Annual Reports, Integrated/Sustainability Reports, RBI publications, the official website of the bank, research articles, and journals.

**C. Tools and Techniques:**

Each of the eight measures within a perspective (Tables 1, 3, 5, 7, and 9) was converted into a point score on a six-point band of 0, 5, 10, 15, 20, or 25, giving each perspective a maximum attainable score of 200. The data has been analyzed using graphs, charts, percentages, mean, and standard deviation with the help of MS-Excel.

**D. Hypothesis of The Study:**

**H0**: There is no significant difference in the overall performance of ICICI Bank during the last five years based on the Balanced Scorecard approach.

**H1**: There is a significant difference in the overall performance of ICICI Bank during the last five years based on the Balanced Scorecard approach

**4. Literature Review**

Kaplan and Norton (1996), in their work on the Balanced Scorecard as a strategic management system, argued that reliance on financial indicators alone is insufficient to capture organizational performance and set out four perspectives — financial, customer, internal business process, and learning and growth — to provide a balanced, multidimensional view of performance, while also emphasizing the framework's role in translating an organization's vision and strategy into measurable objectives linked to long-term goals.

Dave and Dave (2012) applied the Balanced Scorecard empirically to the Indian banking sector through a case study of the State Bank of India, examining the bank's performance across the framework's perspectives using data drawn from its published financial statements, and concluded that the Balanced Scorecard offers Indian banks a practical basis for combining financial results with customer, internal-process, and learning-related indicators within a single, structured performance review.

Batra and Bhatia (2014) examined the significance of the Balanced Scorecard as a performance measurement tool for the banking sector and argued that reliance on financial ratios alone is inadequate in an intensely competitive market. The study highlighted the framework's emphasis on intangible assets such as innovation, employee skills and knowledge, and customer relationships, and made the case for a more comprehensive, contingency-sensitive performance evaluation system for Indian banks.

Tariq, Ahmed, Rafi and Ahmed (2014) investigated the impact of Balanced Scorecard adoption on business performance in the banking sector of Pakistan and found that the use of the framework was positively associated with improved organizational performance, providing supporting evidence for the relevance of the Balanced Scorecard as a performance measurement and management tool outside the Indian banking context as well.

Banker, Potter and Srinivasan (2000) empirically examined an incentive compensation plan that incorporated non-financial performance measures alongside conventional financial measures and found that the inclusion of non-financial indicators was associated with improvements in subsequent financial performance, offering empirical support for performance evaluation and reward systems that extend beyond purely financial metrics of the kind the Balanced Scorecard is built to capture.

Karasneh and Al-Dahir (2012) examined the impact of an information-technology-enabled Balanced Scorecard on the financial performance of Jordanian banks and found that structured, technology-supported use of the framework was positively associated with financial performance outcomes, highlighting the role that information systems play in operationalising Balanced Scorecard-based performance measurement within banking institutions.

Ibrahim (2015) investigated the extent to which Nigerian banks used the four Balanced Scorecard perspectives financial, customer, internal business process, and learning and growth — to assess their performance, and found that the banks studied placed disproportionate emphasis on the financial perspective, indicating scope for more balanced adoption of the framework's non-financial dimensions.

Gupta, Maheshwari and Sharma (2020) studied the implementation of the Balanced Scorecard as a strategic performance measurement and management tool among public sector banks in India and concluded that the framework helps banks translate strategic objectives into measurable financial and non-financial outcomes, supporting more effective, forward-looking performance management within the sector.

## 5. Result and Discussion

### ICICI Bank

ICICI Bank Limited was incorporated on January 5, 1994, as a banking subsidiary of the Industrial Credit and Investment Corporation of India (ICICI), with its registered office in Vadodara, Gujarat, and its corporate headquarters in Mumbai, India. As of March 31, 2024, the Bank had a nationwide network of 6,523 branches and 17,190 ATMs and Cash Recycling Machines, in addition to a presence across several international markets. ICICI Bank is listed on the NSE, BSE, and NYSE and is among the largest private sector banks in India by assets and market capitalization.

### Vision & Mission

ICICI Bank aims to be a leading financial institution by delivering world-class banking solutions, fostering innovation, and creating long-term value for customers and stakeholders. The Bank is committed to maintaining the highest standards of integrity, governance, and customer service while contributing to inclusive and sustainable economic development.

### Objectives

The primary objective of ICICI Bank is to provide innovative, customer-centric financial products and services while ensuring sustainable business growth through operational excellence, digital transformation, and prudent risk management.

**Strategic Focus Areas**

1. Strengthening its position among India's leading private sector banks through profitable, risk-calibrated growth.

2. Expanding physical and digital reach across urban, semi-urban, and rural markets.

3. Deepening cross-sell of banking, insurance, and asset management products across customer segments.

4. Accelerating digital transformation through mobile banking, internet banking, and digital lending platforms.

5. Maintaining strong asset quality through disciplined credit risk management.

6. Sustaining a granular, low-cost deposit franchise and cost efficiency.

7. Integrating financial inclusion, CSR, and environmental sustainability into banking operations.

8. Upholding high standards of governance, transparency, and regulatory compliance.

Based on the above strategic focus areas of ICICI Bank, a Balanced Scorecard model has been developed, and the Bank's performance has been evaluated for the period 2019-20 to 2023-24.

**Measurement of Performance Through Application of BSC in ICICI Bank**

**A. Measurement of Performance on Financial Perspective:** To measure and evaluate the performance of ICICI Bank on the financial perspective, the following measures (as shown in Table 1) have been selected based on the strategic objectives of the bank:

**Table 1: ICICI Bank's Performance on Financial Perspective**

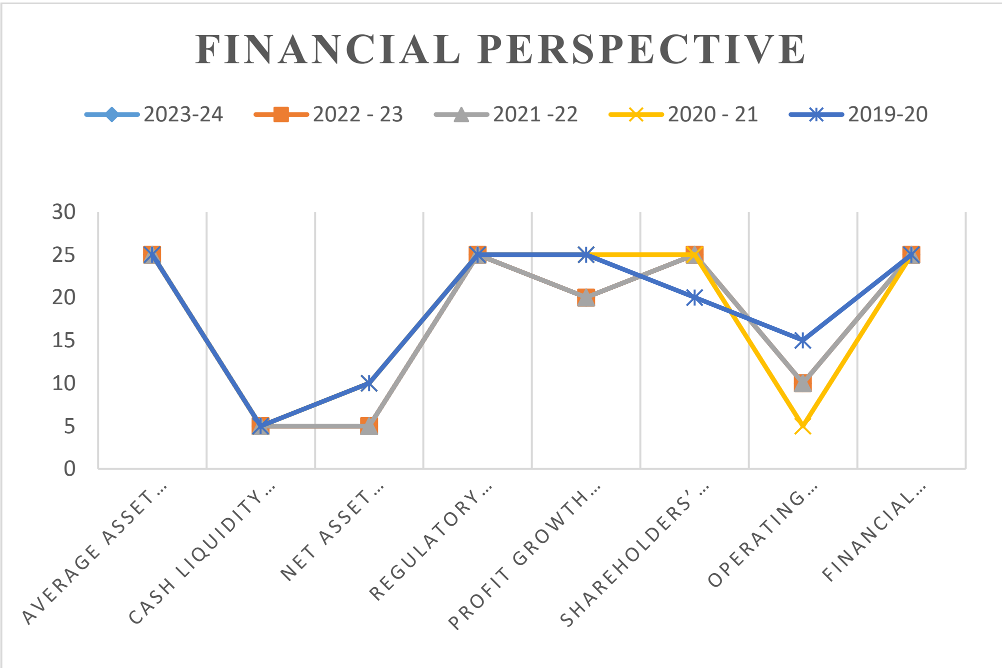
| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Average Asset Profitability Ratio | (%) | 1.50 | 2.26 | 1.94 | 1.52 | 0.91 |
| Cash Liquidity to Deposit Ratio | (%) | 0.16 | 0.15 | 0.20 | 0.14 | 0.13 |
| Net Asset Quality Ratio | (%) | 0.55 | 0.61 | 1.10 | 2.10 | 2.10 |
| Regulatory Capital Adequacy Ratio | (%) | 16.43 | 18.44 | 19.26 | 19.22 | 16.21 |
| Profit Growth Rate | (%) | 30.05 | 33.72 | 30.42 | 81.52 | 97.41 |
| Shareholders' Equity Return Ratio | (%) | 17.47 | 16.23 | 14.04 | 11.31 | 7.09 |
| Operating Efficiency Ratio | (%) | 40.33 | 40.20 | 40.61 | 37.30 | 43.57 |
| Financial Leverage Ratio | (%) | 81.67 | 91.74 | 93.01 | 93.88 | 169.32 |

**Table 2: ICICI Bank's Performance Score on Financial Perspective**

| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Average Asset Profitability Ratio | (%) | 25 | 25 | 25 | 25 | 25 |
| Cash Liquidity to Deposit Ratio | (%) | 5 | 5 | 5 | 5 | 5 |
| Net Asset Quality Ratio | (%) | 5 | 5 | 5 | 10 | 10 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Regulatory Capital Adequacy Ratio | (%) | 25 | 25 | 25 | 25 | 25 |
| Profit Growth Rate | (%) | 20 | 20 | 20 | 25 | 25 |
| Shareholders' Equity Return Ratio | (%) | 25 | 25 | 25 | 25 | 20 |
| Operating Efficiency Ratio | (%) | 10 | 10 | 10 | 5 | 15 |
| Financial Leverage Ratio | (%) | 25 | 25 | 25 | 25 | 25 |
| **200** | | **140** | **140** | **140** | **145** | **150** |

**Chart 1: Graphical Representation of Financial Perspective over five years**




**Interpretation and Analysis:**

The financial perspective indicates that ICICI Bank maintained strong financial performance during 2019–20 to 2023–24, marked by improved profitability, robust capital adequacy, and steadily increasing shareholder returns. The Average Asset Profitability Ratio more than doubled during the study period, while the Regulatory Capital Adequacy Ratio consistently remained well above the prescribed minimum, reflecting a strong capital position. The Shareholders' Equity Return Ratio increased steadily, whereas the Profit Growth Rate moderated over time as the profit base expanded. The Financial Leverage Ratio declined, indicating a more conservative capital structure, while the Operating Efficiency Ratio remained relatively stable. The weighted financial performance score declined slightly from 150 to 140 due to lower scores in the Profit Growth Rate, Cash Liquidity to Deposit Ratio, and Operating Efficiency Ratio, despite consistently high scores in capital adequacy, leverage, and asset profitability. Overall, ICICI Bank demonstrated sustained financial strength, although improvements in liquidity and operating efficiency remain important for enhancing its overall financial performance.

**B. Measurement of Performance on Customer Perspective:**

To measure and evaluate the performance of ICICI Bank on the customer perspective, the following measures (as shown in Table 3) have been selected based on the strategic objectives of the bank:

**Table 3: ICICI Bank's Performance on Customer Perspective**

| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Deposit Mobilization Growth Rate | (%) | 19.75 | 11.02 | 14.26 | 21.05 | 18.18 |
| Interest Revenue Growth Rate | (%) | 30.91 | 26.56 | 9.27 | 5.88 | 18.08 |
| Low-Cost Deposit Ratio (CASA) | (%) | 42.27 | 45.93 | 48.79 | 46.38 | 45.21 |
| Branch Network Expansion Rate | (%) | 10.66 | 9.00 | 2.99 | -0.99 | 9.33 |
| Non-Interest Income Intensity Ratio | (%) | 1.32 | 1.35 | 1.41 | 1.64 | 1.59 |
| Customer Grievance Resolution Ratio | (%) | 1.10 | 1.08 | 1.15 | 1.10 | 1.08 |
| Interest Income Concentration Ratio | (%) | 0.96 | 0.95 | 0.92 | 0.91 | 0.92 |
| Credit Expansion Growth Rate | (%) | 16.26 | 18.80 | 17.18 | 13.81 | 10.10 |

**Table 4: ICICI Bank's Performance Score on Customer Perspective**

| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Deposit Mobilization Growth Rate | (%) | 25 | 25 | 25 | 25 | 25 |
| Interest Revenue Growth Rate | (%) | 20 | 15 | 5 | 5 | 10 |
| Low-Cost Deposit Ratio (CASA) | (%) | 15 | 20 | 20 | 20 | 20 |
| Branch Network Expansion Rate | (%) | 5 | 5 | 5 | 0 | 5 |
| Non-Interest Income Intensity Ratio | (%) | 5 | 5 | 5 | 10 | 10 |
| Customer Grievance Resolution Ratio | (%) | 25 | 25 | 25 | 25 | 25 |
| Interest Income Concentration Ratio | (%) | 20 | 20 | 15 | 15 | 15 |
| Credit Expansion Growth Rate | (%) | 25 | 25 | 25 | 25 | 25 |
| **200** | | **140** | **140** | **125** | **125** | **135** |

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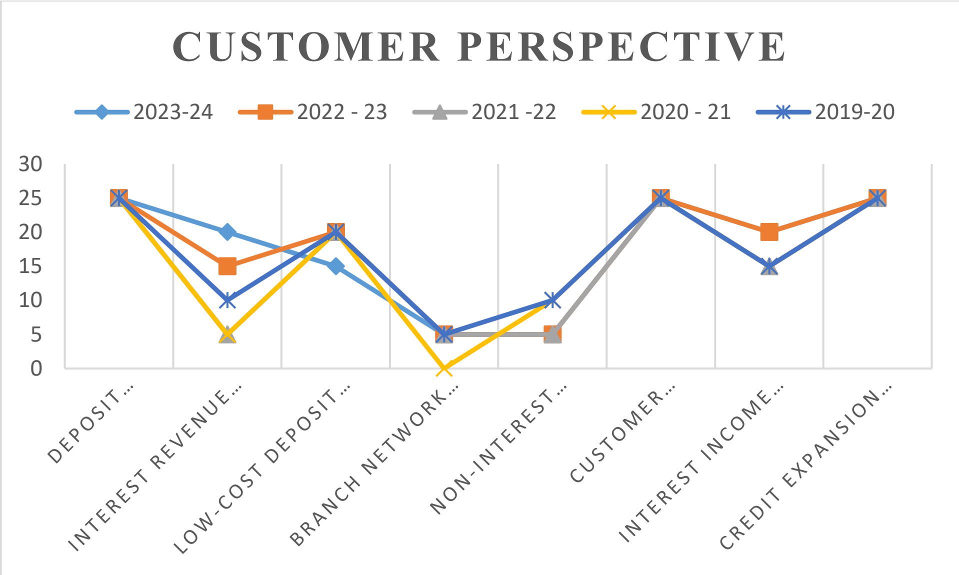
**Chart 2: Graphical Representation of Customer Perspective over five years**




**Interpretation and Analysis:**

The customer perspective highlights ICICI Bank's strong performance in deposit mobilization, credit expansion, and customer relationship management during 2019–20 to 2023–24. Deposit mobilization fluctuated but recovered strongly in 2023–24, while Interest Revenue Growth increased significantly in the final two years, reflecting improved income generation from lending and investments. Although the Low-Cost Deposit (CASA) Ratio declined steadily, indicating greater reliance on higher-cost deposits, the Bank recorded strong branch expansion after the pandemic and maintained consistent double-digit credit growth throughout the study period. The customer perspective score improved from 135 in 2019–20 to 140 in 2022–23 and 2023–24 after a temporary decline, driven by higher interest revenue and income concentration scores. Consistently high scores in deposit mobilization, customer grievance resolution, and credit expansion demonstrate sustained customer-focused performance, while the declining CASA ratio remains a key area requiring managerial attention due to its impact on the Bank's cost of funds.

**C. Measurement of Performance on Internal Business Process Perspective**

To measure and evaluate the performance of ICICI Bank on the Internal Business Process Perspective, the following measures (as shown in Table 5) have been selected based on the strategic objectives of the bank:

**Table 5: ICICI Bank's Performance on Internal Business Process Perspective**

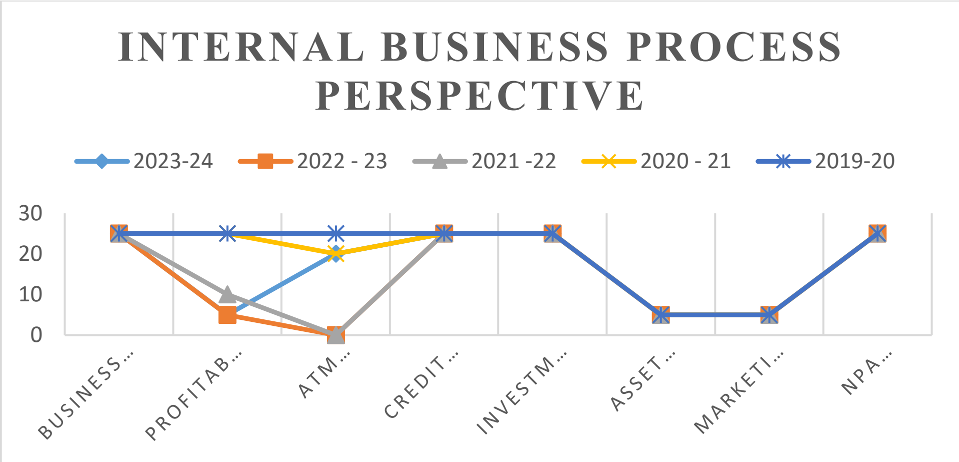
| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Business Productivity per Employee | Rs | 184189047.66 | 173731170.36 | 181738412.50 | 168734303.99 | 142596981.98 |
| Profitability Growth per Employee | Rs | 15.25 | 14.30 | 34.58 | 105.45 | 106.09 |

| | | | | | | |
|---|---|---|---|---|---|---|
| ATM Network Growth Rate | (%) | 6.71 | -5.49 | -2.12 | 7.02 | 9.69 |
| Credit Deployment per Branch | (%) | 181.67 | 172.92 | 158.65 | 139.43 | 121.30 |
| Investment Intensity Ratio | (%) | 0.35 | 0.33 | 0.32 | 0.33 | 0.33 |
| Asset Utilization per Employee | Rs | 132723058.91 | 125075529.08 | 133337528.92 | 124600777.82 | 110589630.48 |
| Marketing Cost Intensity Ratio | (%) | 0.11 | 0.12 | 0.11 | 0.12 | 0.12 |
| NPA Growth Rate | (%) | -9.84 | -44.55 | -47.62 | 0.00 | -26.12 |

**Table 6: ICICI Bank's Performance Score on Internal Business Process Perspective**

| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Business Productivity per Employee | Rs | 25 | 25 | 25 | 25 | 25 |
| Profitability Growth per Employee | Rs | 5 | 5 | 10 | 25 | 25 |
| ATM Network Growth Rate | (%) | 20 | 0 | 0 | 20 | 25 |
| Credit Deployment per Branch | (%) | 25 | 25 | 25 | 25 | 25 |
| Investment Intensity Ratio | (%) | 25 | 25 | 25 | 25 | 25 |
| Asset Utilization per Employee | Rs | 5 | 5 | 5 | 5 | 5 |
| Marketing Cost Intensity Ratio | (%) | 5 | 5 | 5 | 5 | 5 |
| NPA Growth Rate | (%) | 25 | 25 | 25 | 25 | 25 |
| **200** | | **135** | **115** | **120** | **155** | **160** |

**Chart 3: Graphical Representation of Internal Business Process Perspective over five years**




**Interpretation and Analysis:**

The Internal Business Process Perspective demonstrates that ICICI Bank improved its operational efficiency and resource utilization during 2019–20 to 2023–24. Business productivity per employee, credit deployment per branch, and asset utilization per employee showed a consistent upward trend, reflecting enhanced operational performance, while profitability growth per employee moderated in line with the Bank's overall profit growth. The NPA Growth Rate, measured here as the year-on-year change in the Net Asset Quality Ratio, remained negative or flat throughout the study period, confirming a steady improvement in asset quality rather than a deterioration, with the pace of improvement strongest in 2021–22 and 2022–23. ATM network growth remained volatile, reflecting the increasing shift towards digital banking channels. The internal business process score declined steadily from 160 in 2019–20 to a low of 115 in 2022–23 before recovering to 135 in 2023–24, a pattern driven mainly by the volatility in ATM network growth and the moderation in profitability growth per employee rather than by asset quality, which remained a consistent area of strength across all five years. Consistently high scores in business productivity, credit deployment, investment intensity, and asset quality highlight the Bank's strong operational capabilities, with ATM channel volatility remaining the main area requiring attention for sustained internal process performance.

**D. Measurement of Performance on Learning & Growth and Innovation Perspective**

To measure and evaluate the performance of ICICI Bank on the Learning & Growth and Innovation Perspective, the following measures (as shown in Table 7) have been selected based on the strategic objectives of the bank:

**Table 7: ICICI Bank's Performance on Learning & Growth and Innovation Perspective**

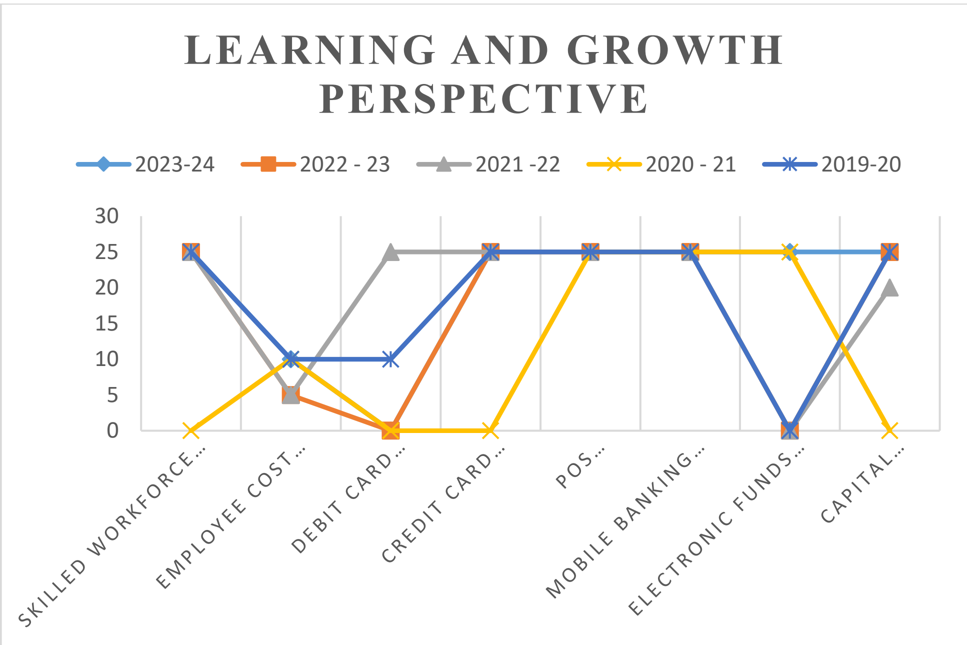
| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Skilled Workforce Expansion Rate | (%) | 11.43 | 19.77 | 7.28 | -0.47 | 14.57 |
| Employee Cost Intensity | Rs | 8861877.00 | 7671426.75 | 7704979.13 | 8293074.53 | 8388740.42 |
| Debit Card Penetration Growth | (%) | -6.84 | -6.42 | 303.91 | -99.90 | 2.97 |
| Credit Card Penetration Growth | (%) | 15.99 | 15.26 | 30.84 | -99.85 | 39.40 |
| POS Infrastructure Expansion Rate | (%) | 29.68 | 50.25 | 47.81 | 17.87 | 22.70 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Mobile Banking Usage Growth Rate | Rs | 14.39 | 58.74 | 87.13 | 66.85 | 96.14 |
| Electronic Funds Transfer Growth Rate | (%) | 294.20 | -58.86 | -0.20 | 66.64 | -13.05 |
| Capital Investment Growth Rate | (%) | 49.17 | 32.77 | 10.27 | -9.79 | 63.27 |

**Table 8: ICICI Bank's Performance Score on Learning & Growth and Innovation Perspective**

| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| Skilled Workforce Expansion Rate | (%) | 25 | 25 | 25 | 0 | 25 |
| Employee Cost Intensity | Rs | 10 | 5 | 5 | 10 | 10 |
| Debit Card Penetration Growth | (%) | 0 | 0 | 25 | 0 | 10 |
| Credit Card Penetration Growth | (%) | 25 | 25 | 25 | 0 | 25 |
| POS Infrastructure Expansion Rate | (%) | 25 | 25 | 25 | 25 | 25 |
| Mobile Banking Usage Growth Rate | Rs | 25 | 25 | 25 | 25 | 25 |
| Electronic Funds Transfer Growth Rate | (%) | 25 | 0 | 0 | 25 | 0 |
| Capital Investment Growth Rate | (%) | 25 | 25 | 20 | 0 | 25 |
| **200** | | **160** | **130** | **150** | **85** | **145** |

**Chart 4: Graphical Representation of Learning & Growth and Innovation Perspective over five years**



**Interpretation and Analysis:**

The Learning & Growth and Innovation Perspective indicate that ICICI Bank strengthened its human capital and digital capabilities during 2019–20 to 2023–24 despite temporary disruptions caused by the pandemic. Workforce expansion remained positive in most years, while employee cost intensity remained relatively stable. Digital adoption indicators, including debit cards, credit cards, and electronic funds transfers, experienced considerable volatility due to pandemic-related effects but recovered strongly in the subsequent years. Mobile banking usage continued to grow throughout the study period, although at a moderating rate, reflecting a maturing digital customer base, while POS infrastructure expansion remained consistently strong. The learning and growth score declined to its lowest level in 2020–21 due to disruptions in digital transaction volumes but recovered steadily, reaching a five-year high of 160 in 2023–24. Consistently high scores in mobile banking usage and POS infrastructure expansion demonstrate sustained digital progress, indicating that ICICI Bank successfully strengthened its innovation and learning capabilities following the pandemic.

**E. Measurement of Performance on Social, Environment and Governance Perspective**

To measure and evaluate the performance of ICICI Bank on the Social, Environment and Governance Perspective, the following measures (as shown in Table 9) have been selected based on the strategic objectives of the bank:

**Table 9: ICICI Bank's Performance on Social, Environment and Governance Perspective**

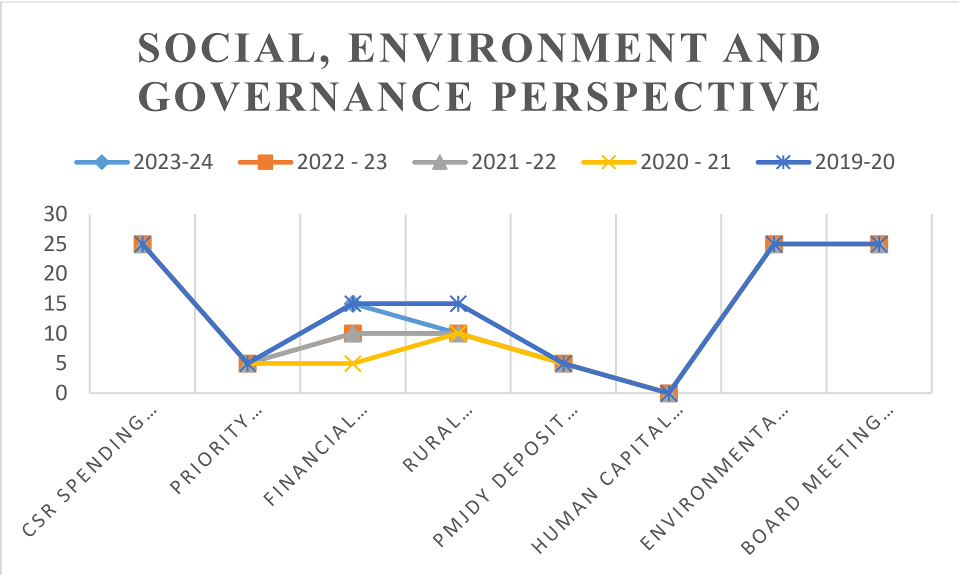
| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| CSR Spending Intensity Ratio | (%) | 0.10 | 0.10 | 0.11 | 0.11 | 0.21 |
| Priority Sector Lending Intensity | (%) | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| Financial Inclusion Beneficiary Growth | (%) | 0.11 | 0.09 | 0.10 | 0.04 | 0.11 |
| Rural Financial Inclusion Growth Rate | (%) | 0.09 | 0.09 | 0.10 | 0.06 | 0.11 |
| PMJDY Deposit Mobilization | Rs | 81548.10 | 65499.80 | 50897.44 | 51748.87 | 30480.04 |
| Human Capital Development Policy | (Yes/No) | NO | NO | NO | NO | NO |
| Environmental Energy Efficiency Policy | (Yes/No) | YES | YES | YES | YES | YES |
| Board Meeting Frequency | Nos. | 10 | 9 | 10 | 12 | 8 |

**Table 10: ICICI Bank's Performance Score on Social, Environment and Governance Perspective**

| MEASURE | UNIT | 2023-24 | 2022 - 23 | 2021 -22 | 2020 - 21 | 2019-20 |
|---|---|---|---|---|---|---|
| CSR Spending Intensity Ratio | (%) | 25 | 25 | 25 | 25 | 25 |
| Priority Sector Lending Intensity | (%) | 5 | 5 | 5 | 5 | 5 |
| Financial Inclusion Beneficiary Growth | (%) | 15 | 10 | 10 | 5 | 15 |
| Rural Financial Inclusion Growth Rate | (%) | 10 | 10 | 10 | 10 | 15 |
| PMJDY Deposit Mobilization | Rs | 5 | 5 | 5 | 5 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Human Capital Development Policy | (Yes/No) | 0 | 0 | 0 | 0 | 0 |
| Environmental Energy Efficiency Policy | (Yes/No) | 25 | 25 | 25 | 25 | 25 |
| Board Meeting Frequency | Nos. | 25 | 25 | 25 | 25 | 25 |
| **200** | | **110** | **105** | **105** | **100** | **115** |

**Chart 5: Graphical Representation of Social, Environment and Governance Perspective over five years**




**Interpretation and Analysis:**

The Social, Environment, and Governance (SEG) Perspective reflects ICICI Bank's commitment to sustainable and responsible banking during 2019–20 to 2023–24. While CSR spending intensity declined slightly and priority sector lending remained stable, financial inclusion indicators experienced a temporary decline during the pandemic before gradually recovering. PMJDY deposit mobilization increased consistently throughout the study period, demonstrating improved outreach under financial inclusion initiatives. The Bank maintained an Environmental Energy Efficiency Policy across all years, whereas a formally disclosed Human Capital Development Policy was absent throughout the study period. Board meeting frequency remained stable, reflecting consistent governance practices. The SEG performance score remained relatively stable, ranging from 100 to 115, supported by consistently high scores in CSR spending, environmental policy, and board governance. However, the absence of a human capital development policy and comparatively low scores in priority sector lending and PMJDY deposit mobilization limited further improvement, highlighting the need to strengthen non-financial disclosures and human capital reporting.

## 6. Findings

The composite Balanced Scorecard score of ICICI Bank, obtained by summing the five perspective scores, was 705 in 2019-20, 610 in 2020-21, 640 in 2021-22, 630 in 2022-23, and 685 in 2023-24, against a mean of approximately 654 and a standard deviation of approximately 35, a coefficient of variation of about 5%. This pattern of a marked dip in 2020-21 (pandemic disruption), a partial recovery in 2021-22, a modest further dip in 2022-23 (driven primarily by volatility in the internal process perspective's ATM network growth and employee productivity indicators, rather than by asset quality, which improved steadily throughout the period), and a strong rebound in 2023-24, indicates a measurable year-on-year variation in overall performance rather than a flat trend, lending support to the alternative hypothesis (H1) that ICICI Bank's performance differed significantly across the study period.

The financial perspective shows a bank with consistently strong capital adequacy and leverage discipline, steadily improving shareholder returns, but a decelerating profit growth rate and comparatively weak liquidity and cost-efficiency scores. The customer perspective indicates improving income generation and sustained credit growth in the more recent years, tempered by a gradually declining CASA ratio. The internal business process perspective reveals steadily improving productivity and branch-level efficiency and a consistent improvement in asset quality, tempered by volatility in ATM network growth over the period. The learning and growth perspective was the most volatile of the five, reflecting the pandemic-era disruption to digital card usage in 2020-21 and a strong recovery by 2023-24. The social, environment and governance perspective shows consistent strength in CSR spending, environmental policy, and governance frequency, offset by a persistently low score on human capital development policy disclosure and priority sector lending intensity.

**7. Limitations and Research Gaps**

**Limitations**

The study is subject to certain limitations. First, the analysis is confined to ICICI Bank and therefore the findings cannot be generalized to the entire banking industry, and particularly not to public sector banks operating under a different ownership and regulatory context. Second, the study relies exclusively on secondary data obtained from annual reports, integrated/sustainability reports, RBI publications, and other published sources; consequently, indicators for which disclosure was limited, such as the human capital development policy measure, are reported as recorded in the available secondary data and may not fully capture undisclosed internal initiatives. Third, the scope of the study is restricted to a five-year period from 2019-20 to 2023-24, which may not fully capture longer-term performance trends. Fourth, the analytical techniques employed are limited to descriptive measures such as percentages, mean, standard deviation, charts, and graphical analysis, rather than formal inferential statistical testing of the study hypothesis.

**Research Gaps**

The present study provides several opportunities for future research. Comparative studies may be undertaken to evaluate the performance of public sector, private sector, and foreign banks using the Balanced Scorecard framework, extending the comparison already available in the parallel study of State Bank of India. Future research can also incorporate primary data collected from customers, employees, and other stakeholders to provide deeper insight into non-financial performance dimensions. Advanced performance evaluation techniques, such as the integration of the Balanced Scorecard with Data Envelopment Analysis (DEA) or the Analytic Network Process (ANP), may further enhance the robustness of performance measurement, particularly for benchmarking ICICI Bank's asset-quality and operational trends against those of its peer banks.

**8. Conclusion**

The study evaluated the performance of ICICI Bank using the Balanced Scorecard framework for the period 2019-20 to 2023-24, covering the financial, customer, internal business process, learning and growth, and social, environmental, and governance perspectives. The Balanced Scorecard proved to be an effective tool for providing a holistic view of ICICI Bank's performance by integrating both financial and non-financial indicators.

The analysis revealed that ICICI Bank maintained a comfortable capital position and delivered steadily improving shareholder returns through the study period, even as the pace of profit growth moderated and financial leverage declined toward a more conservative level. From the customer and internal process perspectives, the Bank recorded sustained credit growth, improving branch- and employee-level productivity, and steadily improving asset quality throughout the study period, though the gradually declining CASA ratio and volatility in ATM network expansion indicate specific areas that merit continued monitoring.

The learning and growth perspective highlights the significant disruption to digital card usage during 2020-21 and the Bank's subsequent recovery, with 2023-24 emerging as the strongest year for digital and innovation indicators in the study period. The social, environmental, and governance perspective reflects consistent strength in CSR spending, environmental policy commitment, and governance activity, but also points to a clear and recurring gap in the disclosure of a dedicated human capital development policy.

Based on these findings, it is suggested that ICICI Bank focus on arresting the decline in its CASA ratio through renewed emphasis on low-cost deposit mobilization, sustain its asset-quality monitoring discipline to preserve the steady improvement achieved over the study period, and formalize and disclose its human capital development policy to strengthen its non-financial reporting profile. Continued investment in digital infrastructure, employee capability, and priority sector lending intensity would further support balanced, long-term performance. Overall, institutionalizing the Balanced Scorecard as a recurring strategic management tool can help ICICI Bank sustain competitive, well-rounded performance across financial and non-financial dimensions alike.

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