

THE CANARA BANK OFFICERS' ASSOCIATION (Regd.)

Registered under Trade Unions Act, 1926 at Mumbai.
(Affiliated to AIBOC)



CENTRAL OFFICE
402-406, 4THFloor, Himalaya House, P.B.No.262,
79, Mata RamabaiAmbedkar Marg, FORT, MUMBAI:400001
Tel: 2261 7872, 2270 5750, 22692083 Fax : 2261 8306
Gram: CIBIOA, E-mail: cboabom1@gmail.com
www.choa.co.in

General Secretary's Office :
Plot No 39, Near Ambitus International School,
Gunadala, Vijayawada - 520004
Email:cboavij@gmail.com



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23rd February, 2026

To

The MD&CEO,
Canara Bank,
Head Office, Bengaluru

Dear Sir,

Subject: Representation on PLI credit to Staffs up to Scale – III and the need to ensure parity across all cadres – Reg

Canara Bank is not merely a financial institution, but a **living legacy** built on trust, sacrifice and unity. For more than a century, this great institution has stood as a pillar of strength for millions of Indians, weathering economic storms and national challenges with courage and dignity.

From pre-independence days to the era of nationalisation and from manual ledgers to digital transformation, our Bank has marched forward because, every Canarite stood together as **one family**. The foundation of Canara Bank has always been **Unity** – *unity of purpose, unity of workforce and unity of vision*. It is this very spirit of unity that has enabled our Bank to earn respect across the banking industry. **Our collective strength has been our greatest capital**. Every milestone achieved by Canara Bank carries the imprint of teamwork across cadres.

Sir, **Canara Bank Officers' Association** (CBOA) has always remained steadfast in its commitment towards building a strong, stable and progressive Canara Bank. We have consistently balanced organisational

interest with employee welfare. At every critical juncture, CBOA has stood shoulder to shoulder with our Bank. We have encouraged members to increase CASA mobilisation, strengthen recovery efforts, expand credit responsibly and uphold service excellence. **Our commitment has never been transactional; it has always been institutional.**

Today, when we reflect upon our Bank's performance, we do so with immense pride. Between the period from **April – 2021 to Dec - 2025**, Canara Bank has scripted a powerful growth story:

- We have added a **Global Business** of **Rs.10.27 lakh crore** in this period.
- **Global Deposits** increased from Rs.10.10 lakh crore to Rs.15.21 lakh crore. **(Increased by Rs.5.10 lakh crore)**
- **Global Advances** improved from Rs.6.75 lakh crore to Rs.11.92 lakh crore. **(Increased by Rs.5.17 lakh crore)**
- Through relentless recovery drives, **Gross NPA** declined from Rs. 60,288 crore to **Rs. 24,833 crore**.
- We have garnered an **Operating Profit of Rs.1.38 lakh crore** and a **Net Profit of Rs. 62,544 crore** during this period, which is one of the best in the industry.
- Our **CASA Deposits** grew by a massive **Rs.81,703 crore** during this period.

This performance is not the result of isolated efforts. It is the cumulative outcome of thousands of daily actions taken across branches, regional offices, circles and Head Office. The balance sheet is not built by designation alone. It is built by dedication of every Canarite, especially the field level staffs.

- ✓ The **Sub-staff** ensures good ambience and smooth support to other colleagues.
- ✓ The **Customer Service Associate** patiently handles customers at the counter.
- ✓ The **officer up to Scale-III** mobilises deposits, sanctions loans, monitors advances, manage documentation, ensures compliance and drives recovery.
- ✓ The **senior officers above Scale-III** oversee credit quality, risk frameworks, compliance architecture, monitoring systems and strategic planning.
- ✓ The **Circle and Head Office executives** frame policies, supervise portfolios and ensure regulatory adherence.

- ✓ The **Top Management** steer the Bank's long term vision, capital planning and growth roadmap.

Each layer complements the other and when one link is removed, the chain weakens. The success of a branch depends on teamwork. The success of a Circle depends on branch strength. The success of Head Office depends on field performance. **Ultimately, the success of the Bank depends on collective synergy.**

In this context, we were deeply shocked and disturbed to observe the decision to credit Performance Linked Incentive (PLI) up to Scale-III under one framework, while applying a separate formula for officers above Scale-III. While recognition of performance is welcome, differentiation in a manner that creates segmentation within the officer community raises serious concerns. We respectfully submit that such separation may lead to various ill effects like:

1. **Erosion of Unity:** The greatest strength of Canara Bank has been unity across cadres. Segmented recognition weakens that bond.
2. **Demoralisation of Officers:** Officers working in the field shoulder immense responsibilities. Exclusion or differential treatment may lower their morale.
3. **Perception of Hierarchical Discrimination:** It may create a perception that certain roles are more valuable than others, which is contrary to team based functioning.
4. **Co-ordination Challenges:** Healthy collaboration between branch level officers and controlling office officers may be adversely impacted, if a sense of imbalance arises.
5. **Leadership Motivation Impact:** Aspiring officers may question long term growth prospects, if recognition appears uneven at various levels.
6. **Precedent for Segmentation:** Today it may be Scale-III; tomorrow it could extend to further subdivisions, thereby institutionalising fragmentation.
7. **Organisational Culture Disturbance:** Canara Bank's culture is built on collective celebration of success. Differential PLI disturbs this tradition.
8. **Risk to Industrial Harmony:** Even unintended discrimination can create dissatisfaction, affecting industrial relations.

9. **Reduced Emotional Ownership:** When recognition is not perceived as equitable, emotional attachment to organisational goals may weaken.
10. **Contradiction to Performance Philosophy:** If profits and productivity are collective outcomes, segmented rewards contradict the fundamental principle of shared success.

Sir, over these years, when our Bank achieved record profits and strengthened asset quality, it was never a single cadre's victory. It was a combined effort starting from mobilisation of deposits to sanctioning of advances, from recovery drives to digital onboarding, from audit compliance to strategic capital planning. ***The numbers that appear in quarterly results represent countless hours of dedication across hierarchies.***

Performance Linked Incentive, by its very name, signifies collective reward for collective performance. When the Bank grows as one entity, recognition must reinforce that unity. It must not create visible lines of separation within the officer fraternity.

We humbly submit that this issue is not about opposing PLI to any cadre. CBOA neither oppose recognition to staff up to Scale-III nor oppose recognition to senior executives. On the contrary, **we firmly believe that every cadre deserves equitable appreciation.** Our only concern is **parity.** Uniformity strengthens solidarity. Differentiation weakens cohesion.

Canara Bank today stands at a strong position in the banking industry. The trajectory from FY 2021-22 to December 2025 quarter demonstrates disciplined growth, improved profitability and operational excellence. At such a juncture, preserving internal harmony is of paramount importance. Let recognition bind us closer, performance unite us further and parity strengthen our pride.

We, therefore earnestly request your esteemed office to kindly take up this matter with the Department of Financial Services (DFS) and advocate for maintaining parity in PLI credit across all cadres. Your intervention can ensure that recognition policies strengthen unity rather than create division. As the leader of this great institution, your voice carries immense significance in safeguarding organisational cohesion.

With utmost respect and confidence, we request your compassionate consideration and timely intervention in this matter.

Thanking You

Yours Sincerely,

A handwritten signature in blue ink, appearing to read 'Ravi Kumar K', with a horizontal line underneath.

RAVI KUMAR K
General Secretary