Correlation Matrix Heatmap 1.0 ESG Score -1.00 0.56 0.10 -0.16 0.64 0.44 0.30 8.0 Fintech Index --0.02 0.56 1.00 0.12 -0.24 0.29 0.57 0.20 0.23 Board Size -0.10 0.12 1.00 0.01 -0.11 0.35 -0.08 0.30 - 0.6 Board Independence --0.16 -0.24 0.01 1.00 -0.20 -0.27 -0.38 -0.02 - 0.4 -0.11 Women on Board -0.64 0.29 -0.20 1.00 0.48 0.50 -0.11 0.20 - 0.2 Bank Size --0.27 0.57 0.35 0.48 1.00 0.51 -0.16 0.39 Leverage -0.44 0.20 -0.08 -0.38 0.50 0.51 1.00 -0.01 0.25 0.0 ROA --0.02 -0.02 -0.16 -0.01 1.00 -0.12 -0.20.30 Age -0.23 0.30 0.20 0.39 0.25 -0.12 1.00 Fintech Index -Board Size -ESG Score ROA **Board Independence** Women on Board Bank Size Leverage Age