

PEOPLE



Create and sustain a diverse work culture through improving organisational effectiveness, providing a safe and ethical work environment, maintaining stability and sustainability amidst the rapidly changing business environment and growth

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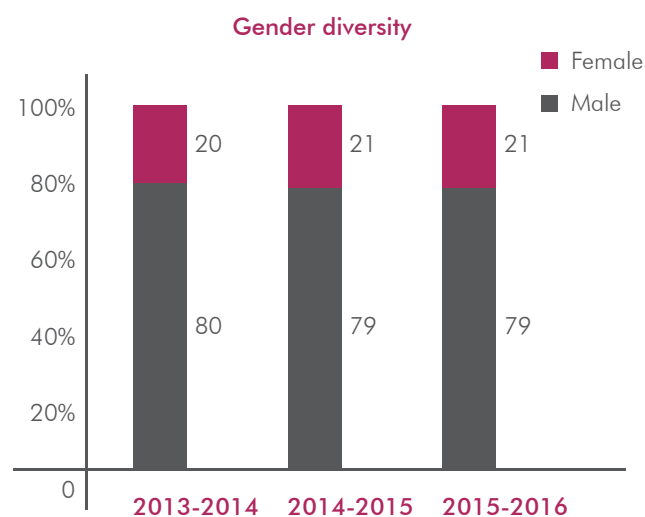
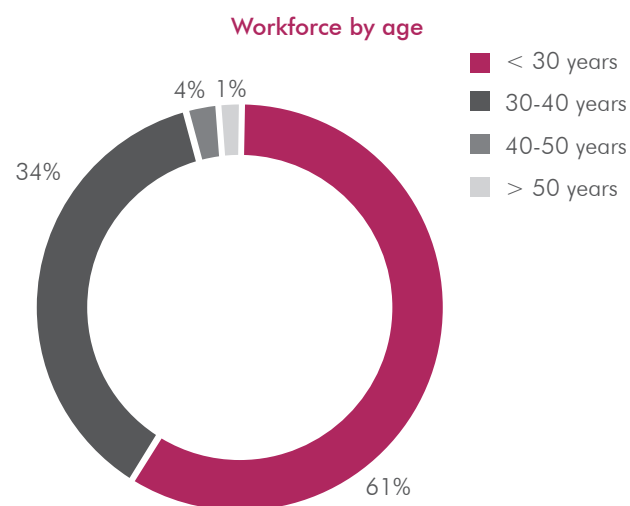
Employee Diversity

Meritocracy, Fairness and Ethics are cornerstones of our people agenda. Diversity within the workforce is essential to build an inclusive and enabling workplace.

We continue to invest in enhancing our employee diversity, while ensuring that our recruitment strategies are based on equal opportunity principles. Discrimination of any form is strictly censured.

'Re-Connect', an Axis-Women Alumni Program, provides a platform for engagement with our women alumni who had taken a break in their career for various reasons, and provides opportunities for those seeking avenues to re-start their career. Through the 'We Lead: Axis Bank – ISB Women Leadership Program', run in partnership with Indian School of Business (ISB), we aim to build diversity in the leadership talent pipeline.

Workforce diversity



Average age of workforce: 30 years

Employee Engagement

Employee engagement is conducted on a continual basis through various channels. These include but are not limited to regular communication through emails and intranet, team off-sites, performance management discussions, town-hall meetings by senior management, trainings, employee suggestion schemes, rewards and recognition program, key events and festival celebrations, health awareness sessions and fun-at-the-workplace activities. During the year, we launched an integrated employee portal 'myConnect' to facilitate connection, collaboration and communication within our widespread employee base.

Axis Voices Dil Se is the annual employee engagement survey conducted in partnership with the Great Place to

Work Institute. During the year, 79% of the employees participated in the follow-up survey of Axis Voices Dil Se 2014-15.

The survey measures employee perceptions on work-life balance, career opportunities, diversity, collaboration, communication and the pride of belonging to the organisation. The survey results have been cascaded across regions and departments, and certain focus areas have been identified for action. Some of the key focus areas identified were enabling work life balance, empowerment, and differentiated experience for high performers.

Constant monitoring of branch closure timings, specialised training programs for employees, diversified employee recognition platforms, and the launch of an

integrated employee portal are some of the key initiatives undertaken to address the above mentioned focus areas. Details on a few initiatives can be found through the report.

Fostering a Culture of Excellence

Commitment to excellence is at the core of our vision. To build and sustain a culture of excellence within the organisation, various enablers are deployed including rewards and recognition programs. 'Axis Champions Awards' is the flagship recognition program, which celebrates the passion, commitment and dedication of employees to deliver our brand promise to customers. In the third edition, over 3,000 nominations from across the Group were received and a four-tiered jury process determined the winners.

Axis Blitz was launched as a circle level platform to reinforce role model behaviours through storytelling and experience-sharing with Senior Leaders of the Bank. Axis Blitz sessions were conducted in 27 locations at the regional level to felicitate 494 Blitz Champions. Senior leaders of the Bank also covered 137 offices addressing more than 5,400 employees to celebrate the spirit of Axis Bank.

The program culminated in the 'Axis Champions Awards Nite' wherein 107 champions across the organisation were felicitated across six award categories. Apart from these six categories, a Special Award was given to the Chennai team for their contribution during the Chennai floods. Various other reward and recognition programs are also conducted at the regional and departmental levels.

Learning and Development

Our approach to employee learning is driven by a combination of business needs of the organisation and developmental needs of the employees. We deploy a blended learning approach of classroom programs, external programs, certification programs and e-learning modules to facilitate the learning process across all levels. The learning and development needs of employees are integrated with the Performance Management System. Our learning platform 'Axis Academy' enables employees to undertake e-learning courses at their convenience. During the year, customised learning roadmaps were created for all Corporate Centre departments.



New programs such as Data Visualisation, Total Quality Management (TQM) certification and Certified Scrum Master programmes were introduced. Further, to bring in world-class training content and facilitators to the Bank, leading global training and consulting partners such as Capgemini, KPMG and Tata Consultancy Services have been empanelled for conducting relevant trainings.



Axis Bank's Top Management felicitating the Chennai team with a Special Award at the 'Axis Champions Awards' event

This year, the touch points of learning went beyond the conventional classroom through migration to alternate channels of delivery. We reinforce the status of compliance and standards as an important element of our business operations and all the trainings are focused to ensure that employees understand and meet their responsibilities. In this regard, a series of function-specific programs were rolled out with internal subject matter experts taking the lead in design and delivery.

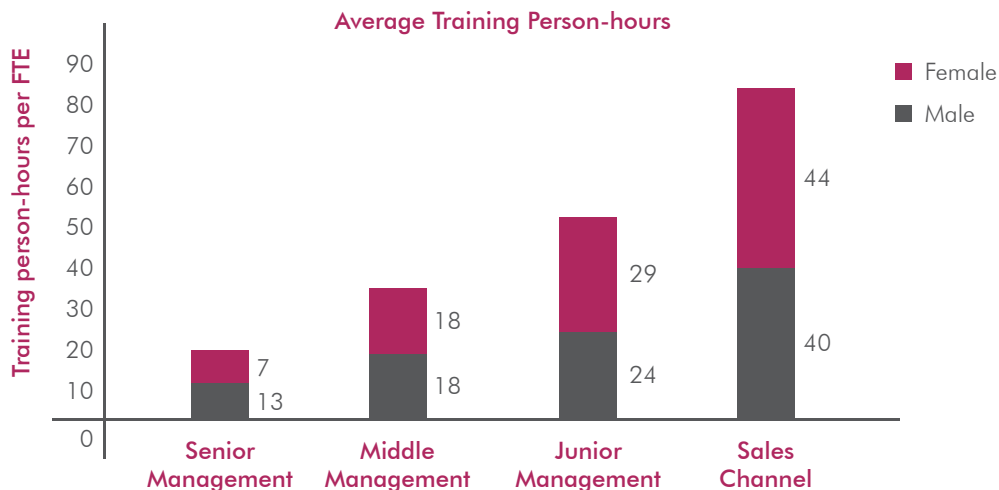
We have also introduced new training programs during the year to sharpen product knowledge. The 'Competency Directory' for frontline roles like Front Desk Officers and Relationship Managers maps role-based

skills to ensure consistency in customer service and adherence to regulations. Specific induction and functional training programs are conducted for customer-facing staff to ensure that they acquire the requisite skills. 'Axis LEAP' is an e-initiative rolled out on the Axis Academy online platform that offers learning collaterals along with online assessments on products, processes, compliance and customer service to the branch staff.

On-going knowledge management by way of mailers on diverse topics like management best practices, role model behaviour and building a culture of excellence is a part of our employee development culture.



Senior management of the Bank felicitating Blitz champions at regional Blitz events.



During the year, we have migrated to an integrated Performance Management & Capability Development system – ACElerate (Axis Capability Enhancement Program) from our existing performance management system. While retaining the tenets of Meritocracy, Transparency and Fairness, the ACElerate platform is aimed at driving changes across the following principles:

- Greater alignment to the Bank's performance – Flexible performance ranges in alignment with the Bank's performance
- More Inclusive approach to career growth – Widen the access to developmental & growth opportunities for a higher number of employees through Performance Pools
- Investing in Capability Development – Integration of capability building with the performance agenda to build, not only organisational capability but also individual competence
- Leaders at every level – Encourage leadership behaviour across levels by providing levers to enhance performance and enable career progression

Talent Acquisition

As part of our talent acquisition strategy, we engage with universities and institutions of repute to ensure an

adequate supply of skilled manpower with day-zero productivity. During the year, focus was placed on strategic resourcing in alignment with our business strategy and creation of new verticals. Management Trainee programs are developed to provide differentiated career pathways for students from various groups of business schools.

The Graduate Leadership Program (GLP) is designed to attract top talent from the country's best Graduate Campuses. The 'We Lead: Axis Bank – ISB Women Leadership Program', run in partnership with the Indian School of Business (ISB), is a women-centric program designed to build diversity in the leadership talent pipeline.

The Axis Bank Young Bankers (ABYB) Program, in association with Manipal Global Education, focuses on imparting domain expertise and creating a skill-set in the field of Banking to create a talent pool of young bankers. Through 'Careernext', an internal job portal, we promote internal job rotations. External lateral hiring is done as per business needs.

Rural Immersion Program as part of 'Axis Ahead'

A 'rural immersion program' was launched for new management trainees recruited from top B-schools. The objective of the program is to expose the new management trainees to on-ground rural scenarios. The rural immersion stint was for 12 days wherein the trainees visited selected villages to understand the rural way of life, opportunities and challenges of the rural market, the functioning of banks in such areas and their impact on rural development. They interacted with village community members and undertook exposure visits to ABF-supported DHANA project locations. At the end of the visit, the trainees made a presentation and submitted a draft report. A valedictory event was conducted to mark the closure of the program and the trainees were able to interact with 2,500 farmers at a symposium held at Madurai.

Leadership Development

Developing leadership skills across various levels is one of the key focus areas for capability-building within the organisation. We follow an institutionalised approach in identifying individuals with the potential to become future leaders. A multi-tiered leadership development program has been created to develop leaders at various levels. The Top Leadership Development Program (TLDP) is aimed at honing the leadership capabilities of top management through structured executive coaching sessions. The Executive Leadership Program (ELP) and Business Leadership Program (BLP) focus on senior management development.

At the middle management level, the 'Axis Aspire' program is created to develop leadership capabilities for future roles. Targeted interventions are planned under



this program based on a Talent Needs Analysis. Talent Appreciation Committees (TAP) meet periodically to discuss employees' career growth and their potential for various future roles. Development plans are then accordingly designed. The talent management and succession policy and process for ensuring business continuity, especially at the level of MD & CEO, the other WTDs, senior managers one level below the Board and other key roles, is reviewed by the Nomination and Remuneration Committee and recommended to the Board for approval.

Social Impact Projects as part of Leadership Development

We view exposure to and participation in community projects by employees as an integral part of leadership development. During the year, community projects were introduced as part of the Business Leadership Program (BLP) run in association with Indian School of Business (ISB), Hyderabad. BLP is a leadership-development program spread across 12 months and 3 modules. As part of the community project, 4 groups from the senior management level comprising of 7-8 people in each team visited 4 ABF partner NGOs. The stint at the project site was for 3 days. Post the visit, each group had to undertake projects that focused on scaling up the initiative, providing market linkages for beneficiaries and so on. The program ended with presentations made by each team to the panel consisting of the Deputy Managing Director, Axis Bank, ET&CEO - ABF and CEOs of the four partner NGOs.



BLP participants with Mr. V. Srinivasan, DMD, Axis Bank, Mr. K. Anil Kumar, ET & CEO - ABF and CEOs of four ABF partner NGOs

Safe, Secure and Harassment-free Workplace

We accord high priority to the safety and security of our employees, customers and other relevant stakeholders while at our premises. This is one of our primary objectives and is a key element of our Business Continuity Management (BCM) framework. The framework is designed to enable the identification of potential threats to the Bank and build organisational resilience with the capability for an effective response that safeguards the interests of our key stakeholders, reputation, brand and value-creating activities.

To protect the lives and minimise damages to the assets in a crisis situation, an Emergency Response Plan (ERP) is prepared for critical locations. The Crisis Management Plan (CMP) within the BCM framework enables the analysis of possible emergency and crisis situations, development of response strategies for recovery, and monitoring of countermeasures.

Security Risk Assessment is diligently carried out at all Bank premises and an adequate mix of people, process and technology is deployed to prevent, detect and

respond in case of any physical security risk.

Fire hazards and incidents are primary risk areas for the safety of our people, assets and premises. A Fire Prevention and Protection Policy is put in place. The policy covers procedures and guidelines that are to be adhered to, covering aspects of prevention, saving lives, mitigation of damage to assets, quick reaction, and constant vigilance and awareness.

Over the past two years, we have been conducting Fire Life Safety Audits across all branches, through empaneled third-party agencies. The audits covered six key areas of fire prevention, management and safety preparedness – electrical, UPS/Battery bank, DG sets, fire detection, fire suppression/fighting systems and emergency preparedness.

The auditors also impart basic Fire Life Safety information and training to our staff in the branches and conduct an emergency evacuation drill. Fire and security reviews are also extended to third-party premises such as leased premises, hotels and resorts that the Bank may use for conducting its business, trainings or events.

Unified Command Center

During the year, we launched a state-of-the-art Unified Command Centre. The objective of the Centre is to have critical information flow from all Business units on a pan-India level, monitor the same in real time, and function as a First respondent within a predefined time frame. The branches are retrofitted with an array of security and fire detection equipment and sensors, which feed relevant data to the Unified Command Center in real time. Inside the Unified Command Center, incoming information is gathered, categorised, processed, logged and displayed in order to optimise decision-making in case of any safety or security incident. Incident Response SOPs are in place for any threatening incidents detected by the Command Centre to immediately act and mitigate the risk through first responders/quick response teams. Beyond the safety and security monitoring, the Centre also has the potential to provide insights on various service and operations parameters through real-time advanced video analytics.

We continually strive to provide best-in-class customer services and treat all our customers with politeness, courtesy and respect at every interaction. However, instances of aggressive behavior by customers directed towards our employees can adversely impact their morale and efficiency. In such compelling cases, we may advise the customers who are found to be offensive in their interaction with us, to close their entire relationship with the Bank.

To ensure a safe workplace especially for women employees, we have rolled out a 'Policy on Safety of Women at Workplace'. The Policy covers various aspects of women safety at the workplace including safety measures and precautions related to workplace infrastructure, travel arrangements after 8 pm, an emergency helpline and stay arrangements for women employees traveling on work. Female employees are provided with escalation points both at the Corporate and Branch level to raise any concerns. Further, we have tied up with a reputed institute based in Mumbai to provide emergency helpline services iCALL for an immediate safety response to women employees during any emergency or distress situation.

We adopt a zero tolerance approach towards discrimination and harassment at the workplace, and the same is articulated in the Code of Conduct and Ethics. A Policy for the Prevention of Sexual Harassment at the Workplace is put in place and it aims to create a healthy, safe and secure work environment that enables employees to work free from unwelcome, offensive and discriminatory behavior.

Reporting and redressal mechanisms are defined within the Policy to deal with such issues and enforce strict disciplinary action in case of violation of the Policy. All employees were required to complete a mandatory e-learning module on the Policy.

Health and Wellbeing

The health and wellbeing of our employees is an integral

part of our employee engagement practices. 'Fit & Fine' is an umbrella health and wellbeing program that provides employees with the opportunity to pursue their health, fitness, sports, and recreational interests. Our corporate headquarters Axis House is equipped with an in-house gym facility and fitness centre for yoga and aerobics. A day-care centre 'Little Steps' at Axis House helps employees manage their professional and personal commitments. In-house medical facilities are available at Axis House and other large offices where the employee strength is greater than 500. All employees are covered through adequate medical insurance policies.



Some of the key health and wellness programs conducted are listed below:

- International Yoga Day - A 3-day yoga session was conducted across various locations in association with Isha Foundation, marking International Yoga Day Celebrations. 167 employees registered for the session.
- Stepathlon – More than 850 employees participated this year in the Stepathlon campaign. Various sponsorship schemes for Stepathletes with top scores, the most engaged team, the most regular Stepathletes, and so on are provided to encourage the culture of walking and promote wellness.
- Eye check-up - An eye check-up camp was organised at Axis House in Mumbai, followed by an eye care talk.
- Marathon - 125 employees were sponsored to participate in half/full marathon events of the Standard Chartered Mumbai Marathon for 2016.

- Self-defense workshops – On the occasion of International Women's Day, self-defense workshops were organised at 154 locations in 21 cities, spread across 14 states registering a total participation of 18,703 women.



Self-defense workshops conducted by the Bank

'With You' Employee Assistance Program

It is our priority to help and support employees to manage their health and well-being, both at the workplace and beyond the workplace. During the year, we launched 'With You' - a free confidential counseling service for employees and their families. Through this service, employees and their families can avail professional counseling services for a wide range of topics concerning their personal life and commitments. Counseling is offered by professional counselors through secure telephonic conversations.

We regularly conduct training interventions for safety and security measures like emergency evacuation drills, fire/life safety training, and first-aid training.

Human Rights

We respect human rights and uphold the dignity of every individual engaged or associated with us in any manner. The Policy on Human Rights is an articulation of our commitment to human rights and supplements the Code of Conduct and Ethics to guide employees in exhibiting ethical and acceptable behaviour on aspects involving human rights.



An awareness about the Code of Conduct and Ethics is created through e-learning modules and classroom sessions/talks to promote a culture of ethics. Scenario-based questions are also posed to employees on their desktops to assess their understanding of the Code of Conduct and Ethics. Employees are provided with an incident reporting and grievance redressal mechanism to raise concerns on non-adherence to the Code of Conduct and Ethics including concerns on human rights violations.

We and all our subsidiaries do not engage in child or forced labour. Conditions pertaining to compliance with labour laws including no employment of child or forced labour, providing defined benefits like provident fund contribution, offering social security such as employee's state insurance, and ensuring payment of minimum wages are stipulated in contract agreements with suppliers and vendors.

The Axis Bank Foundation also has specific clauses related to human rights, the prevention of sexual harassment, and non-discrimination described in the Memorandum of Understanding (MoU) signed with its partner agencies or NGOs.

Employee associations

While we respect the right of 'Freedom of Association', there is no employees' union or association. We ensure that employee grievances are received and addressed through various means such as the Whistle blower portal and H-Response (a virtual help desk for addressing employees' queries).



We have also provided various reporting options for employees in the form of an Ethics Officer, Chief Compliance Officer, Chief of Internal Vigilance and other such designated authorities for timely escalations.