

PEOPLE

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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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know more about
our SDG alignment

PEOPLE

G4-10

Employee Diversity

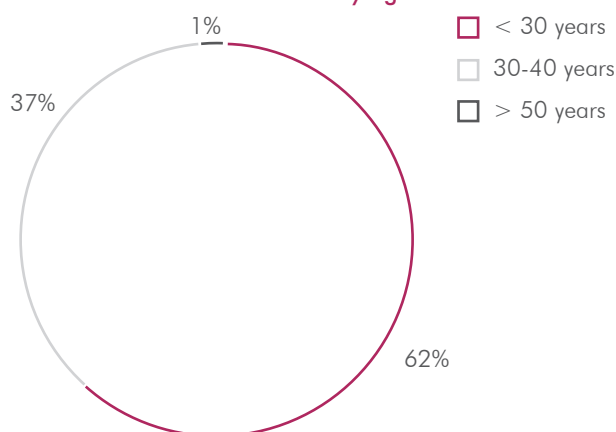
We believe that nurturing our 'people capability' is key to driving business excellence and achieving the short term and long term goals of the organisation. Meritocracy, fairness and ethics are tenets upon which the culture of the Bank has been established.

We are constantly making efforts to make the workforce diverse and inclusive, and provide an environment where every individual can contribute, learn and grow. Through

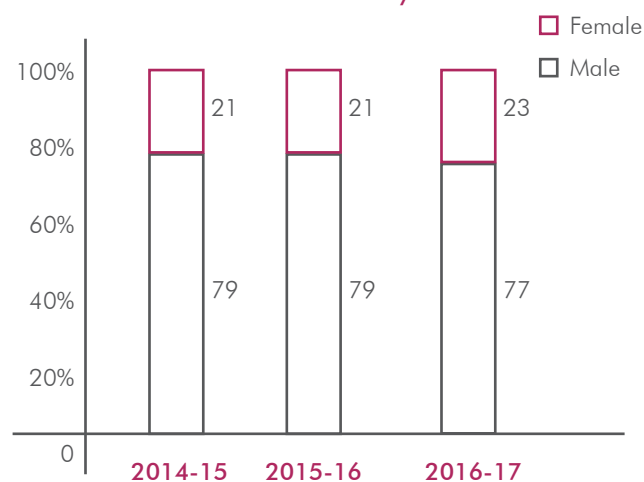
programs like 'We Lead: Axis Bank – ISB Women Leadership Program', run in partnership with Indian School of Business (ISB), we aim to further build the diversity in the leadership talent pipeline. While we provide a healthy and safe workplace to the employees, they are also motivated to take cognisance of their physical and mental health via various interventions. There is zero tolerance for any kind of discrimination at the workplace.

Workforce diversity

Workforce by age



Gender diversity



Employee Engagement

Employee engagement is intertwined with day-to-day operations of the Bank.

- We have 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 programs, key events and festival celebrations, health awareness sessions and fun-at-workplace activities.
- Occasions such as International Women's Day, International Yoga Day etc. were marked with focused events conducted at various office locations.
- The 'Flying Free' initiative is an informal networking platform for women senior leaders to engage with the MD & CEO, and aims to promote collaboration and engagement.

- A new initiative named 'Million stories' was launched with the objective of celebrating the Bank's rich culture through stories that inspire and motivate the employees.

Additional initiatives were undertaken to enhance employee experience through personalised human connect, as well as technology enabled connect. Best-in-class technology was deployed to automate HR processes, and the internal employee portal, My Connect, was revamped to provide employees with a seamless and digitally enhanced HR experience. The enhanced experience was extended to prospective employees as well with the Bank becoming one of the first few organisations in the country to introduce 'faceless interviewing'.

Fostering a Culture of Excellence

G4-LA10

Banking institutions are built on public trust, and their deep commitment to continued excellence is a quintessential element for gaining and maintaining the

- '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 its fourth edition now, the event, adjudicated by esteemed jury, has grown even bigger, and garnered over 12,000 nominations from across the Group.
- 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 at 26 locations at regional level to felicitate more than 5,400 Blitz Champions.
 - The program culminated into 'Axis Champions Awards Nite', where 45 champions from across the organisation were felicitated.

Various other rewards and recognitions programs are also conducted at regional and departmental levels.

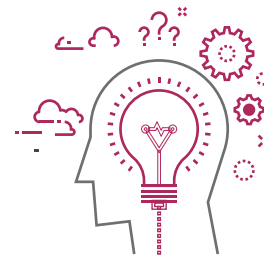
G4-LA11 Learning and Development

We believe in broad-based capability development of our employees. We incorporate a healthy mix of various learning modes such as classroom programs, external programs, certification programs and e-learning modules to facilitate the learning process across all levels.

We have introduced a learning platform, the 'Axis Competency Profiler' to manage employee careers in a

manner which provides them training interventions aligned to their skill-set.

- Through the medium of proctored assessments, the profiler evaluates knowledge and application in five core areas viz., Products & Services, Processes, Systems, Risk & Compliance and the organisational landscape.
- It provides in-depth analysis of one's core strengths as well as showcase how one is placed across the cohort in the organisation.
- The Profiler comprises three proficiency levels – Cornerstone (Basic), Prime Key (Intermediate) and Master Key (Advanced).



- The candidate's score in the assessment determines the proficiency level, which will determine subsequent learning interventions for the candidate.
- This platform would be leveraged for conducting Knowledge and Application Based profiling for employees working in Branch Banking, SME, Transaction Banking, Retail Lending and Treasury departments.



Ms. Shikha Sharma, MD&CEO, Axis Bank, addressing attendees at Axis Champions Awards Nite.



Mr. Arjun Ram Meghwal, MoS (Finance), Government of India and Mr. Sanjiv Misra, Chairman, Axis Bank, with the winners of Axis Champions Awards.

Banking on Compliance – an innovative learning intervention

Following the learnings emerging out of demonetization, we have introduced '**Banking on Compliance**' – a training intervention to reinforce the status of compliance standards as an important element of the Bank's way of conducting business.

The programme focused on advanced concepts of Know Your Customer (KYC) and Anti – Money Laundering (AML), including the regulatory and our internal framework for AML and enhanced due diligence. The programme also addressed the issue of ethical decision – making and building a culture of compliance.

The programme, which had been co-created with Deloitte Touche Tohmatsu India Ltd., was delivered personally by leaders across multiple levels, further driving the message that the compliance and governance agenda is critical.

Overall a total of 44,872 employees were certified through this programme over a 3-month period.

'Axis Academies' is another learning intervention designed to cater to the complex nature of the banking business environment, as the staff working in various verticals of the organisation (comprising both business as well as support functions) need to be equipped with up to date technical knowledge of their area of work. Learning Academies have been launched in the following domains:

- **Axis Bank – INSEAD Academy of Digital Leadership** (in partnership with INSEAD)
- **Axis Bank – CRISIL Academy of Credit** (in partnership with CRISIL)
- **Axis Bank – CRISIL Academy of Risk** (in partnership with CRISIL)
- **Axis Bank Academy of Trade and Foreign Exchange** (in partnership with an external forex expert)
- **Axis Bank – INSOFE Academy of Analytics** (in partnership with Indian School of Engineering)

The structure of each Academy is designed as a combination of e-learning content and Instructor-led training, and is divided into three levels – Basic, Intermediate and Advanced. The course curriculum is designed in consultation with stakeholders within the Bank, and the course content is customised to ensure relevance to our organisational context and learning requirements. The mentioned partners jointly with Axis Bank, certify the candidates successfully clearing the certification examinations.

During the year, our employees were introduced to new age learning solutions including Artificial Intelligence, Virtual Reality, gamification and Machine Learning, leveraging over 35 unique learning pedagogies and cross-country roadshows as a part of the 'Learning Binge' initiative.

Apart from the specific initiatives, ongoing 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.

Axis Bank – Coursera Tie-up

We endeavor to up-skill our employees through flexible access to world-class learning content from leading global universities. Towards this objective, we have partnered with Coursera – the world's largest online education company. Through first of its kind partnership, we aim to bring customised relevant courses from leading global universities to the reach of our employees in a flexible and cost effective manner. In the first phase, major areas of focus would be developing skills based on Leadership, Big Data, Analysis and Customer Service.



Mr. Rajesh Dahiya, Executive Director, Axis Bank (left) and Mr. Nikhil Sinha, Senior Advisor, Coursera (right) executing the MOU

Our integrated Performance Management & Capability Development system – ACElerate (Axis Capability Enhancement Programme) helps in fostering high employee performance as well as building capability. Capability development interventions are provided to high performing employees to hone their skills further. Over 28,000 employees underwent a 2-day behavioral training programme customised to their grade and their role challenges. Enhancement programmes were offered to employees who performed below par, as a lever to opt for stretch targets and have a chance at upgrading their performance rating retrospectively.

Talent Acquisition

As part of the talent acquisition strategy, we engage with universities and institutions of repute to ensure adequate supply of skilled manpower with day-zero productivity.

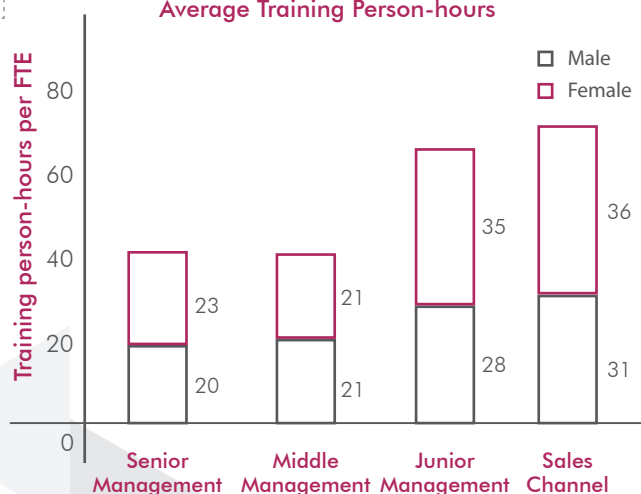
- During the year, focus was placed on strategic resourcing in alignment with our business strategy and creation of new verticals.
- Management Trainee programmes have been developed to provide differentiated career pathways for students from various groups of business schools.
- Graduate Leadership Program (GLP) has been designed to attract top talent from the country's best graduate campuses.
- 'We Lead: Axis Bank – ISB Women Leadership Program', run in partnership with Indian School of Business (ISB), is women centric programme to build diversity in leadership talent pipeline.
- Axis Bank Young Bankers (ABYB) Programme, in association with Manipal Global Education, focuses on imparting domain expertise and skill set in the field of Banking to create a talent pool of young bankers.
- Through 'Careernext', internal job portal, we promote internal job rotations. external lateral hiring is done as per business needs.

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 for identifying individuals with the potential to become future leaders.

We have partnerships with corporate education arms of various elite institutes to custom design offerings for senior executives.

Average Training Person-hours





- TLDP (Top Leadership Development Program), which was launched last year, continues to serve as a structured programme for building the Bank's leadership capabilities. As a part of this programme, executive coaching was provided to the Senior Leaders of the Bank.
- Executive Leadership Program (ELP) and Business Leadership Program (BLP) focus on senior management development.
- At the middle management level, 'Axis Aspire' programme is created to develop leadership capabilities for future roles. Targeted interventions are planned under this programme based on Talent Needs Analysis. Development plans are then accordingly designed.
- A structured succession planning process of the Bank is

in place which focuses on ensuring business continuity for identified critical roles – at top and senior management levels. Potential successors - Ready Now and Ready Future - are identified for each of these critical roles basis certain parameters.

- Further, a succession heat map is created to ascertain succession cover for each of the critical roles. This is reviewed at periodic intervals, or whenever there are major structural changes in the organisation.

Safe, Secure and Harassment-free Workplace

We continuously strive to provide a safe and secure workplace to our employees, customers and other relevant stakeholders while at our premises. This is one of our primary objectives, and constitutes a key element of our Business Continuity Management (BCM) framework. The framework has been designed to enable identification of potential threats to the Bank and provide for building 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) has been prepared for critical locations. The Crisis Management Plan (CMP) within BCM framework enables

analysis of possible emergency and crisis situations, development of response strategies for recovery, and monitoring of countermeasures.

Fire hazards and incidents are one of key primary risk areas for safety of our people, assets and premises. A Fire Prevention and Protection Policy is 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/ Batter 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.

We continually strive to provide best-in-class customer service 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.

- Our Policy on Safety of Women at Workplace continues to guide and ensure that all female workforce feels safe and secure in the work environment.
- The Policy covers various aspects of women safety at workplace including safety measures and precautions related to workplace infrastructure, travel arrangements after 8 pm, emergency helpline and stay arrangements for women employees traveling on work.
- Female employees are provided with escalation points both at Corporate and Branch level to raise any concerns.

- Further, we have provided a 'CRISIS' button on 'MYAxis' which is the mobile application for employees. They could call for help through that button if stuck in any difficulty.

We have zero tolerance approach towards discrimination and harassment at workplace, and the same is articulated in the Code of Conduct and Ethics.

- Policy for Prevention of Sexual Harassment at Workplace is put in place and it aims to create a healthy, safe and secure work environment that enables female employees to work free from unwelcome, offensive and discriminatory behavior.
- Reporting and redressal mechanism 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 undergo mandatory e-learning module on the Policy.

Health and Well-being

Health and well-being of our employees is an integral part of our employee engagement practices. In this direction, 'Fit & Fine' is an umbrella health and well-being programme that provides employees with the



opportunity to pursue their health, fitness, sports, and recreational interests. Our corporate headquarter Axis House is equipped with in-house gym facility and fitness centre for yoga and aerobics.

Additionally, our day care centre, 'Little Steps', at Axis House helps employees manage their professional and personal commitments. In-house medical facilities are available at the Axis House and other large offices where employee strength is greater than 500. All the employees are covered through adequate medical insurance policies.

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

Human Rights

We uphold basic human rights and the dignity of every individual engaged or associated with us any manner. The Bank has a Policy on Human Rights in place, which 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 including human rights.

Employees are made aware of the Code of Conduct and Ethics through e-learning modules and classroom sessions/talks to promote a culture of ethics. They are also empowered with an effective incident reporting and grievance redressal mechanism to raise and voice concerns on non-adherence to Code of Conduct and Ethics, including concerns on human rights violations.

We and all our subsidiaries do not engage 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, social security such as employee's state insurance, payment of minimum wages, etc. are stipulated in contract agreements with suppliers and vendors.

The Axis Bank Foundation also has specific clauses

related to human rights, prevention of sexual harassment and non-discrimination described in Memorandum of Understanding (MoU) signed with its partner agencies or NGOs.



Employee Associations

We respect and uphold the right to 'Freedom of Association', but currently there is no employees' union or association at the Bank. There are proper channels to ensure that employee grievances are received and addressed, for example through Whistle blower portal and H-Response (a virtual help desk for addressing employee's queries). Employees have also been provided with various options in the form of Ethics Officer, Chief Compliance Officer, Chief of Internal Vigilance and other such designated authorities for timely escalations.

