



THRIVING COMMUNITIES >

Under thriving communities, we prioritise genuine care for our customers, employees, and the broader community. We believe that by placing the well-being of our customers at the forefront, we can build lasting trust and loyalty, creating a mutually beneficial relationship. Nurturing our employees is a core value, fostering a positive work environment that encourages innovation and productivity. Extending our care beyond our organisational boundaries, we actively contribute to the broader community, aiming to create a sustainable and interconnected ecosystem where collective well-being is a shared goal.

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Creating a New Customer Paradigm

We aspire to be India's most customer-obsessed bank. We have embarked on a journey to deliver world-class customer experience through interventions across four inter-linked layers – listening to and acting on what the customers are telling, optimising all journeys where customers interact with the Bank, enabling colleagues who are engaging with customers and transforming the core operations that support all experiences.



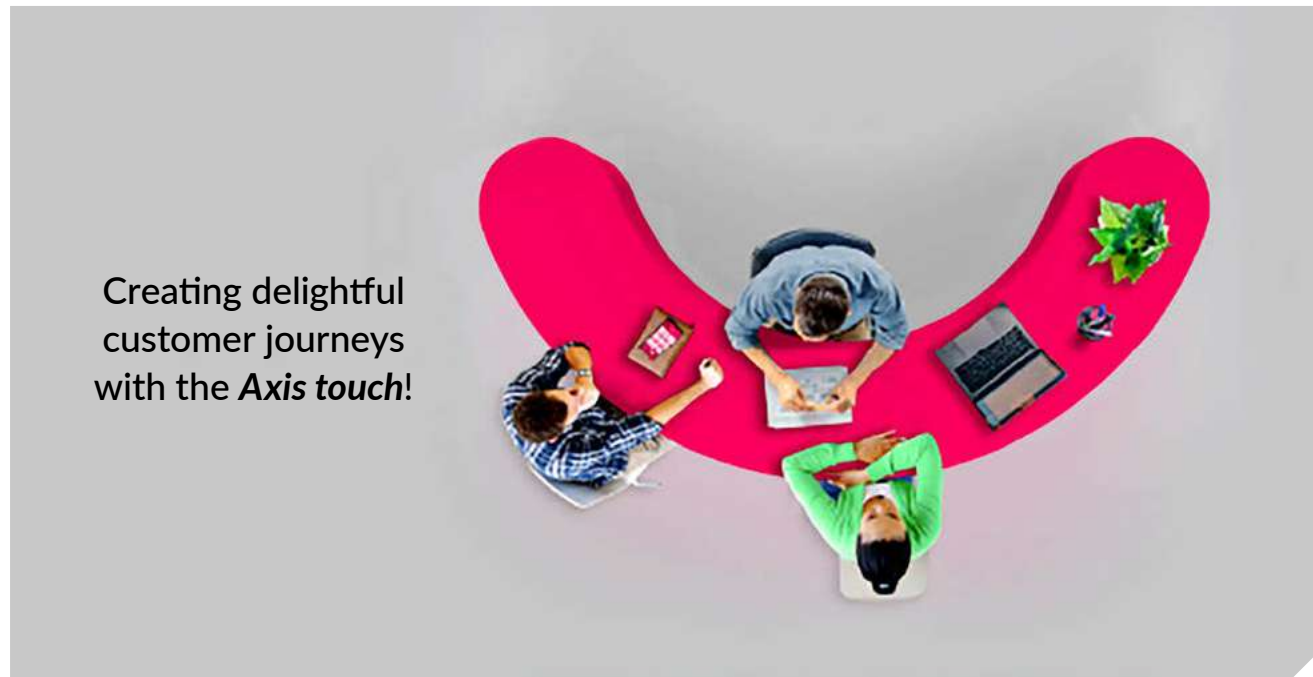
Customer obsession measurement

Axis Bank measures customer obsession by using four critical metrics:

Metric	Result
<p>Net Promoter Score This metric is used to gauge the likelihood of recommending by the customer basis their experience with a journey or touchpoint.</p> <p>Axis promise This metric is used to monitor the reduction in turnaround time in all processes. We follow a three-pillar framework for monitoring Axis promise:</p> <ul style="list-style-type: none"> Define customer E2E (end-to-end) TATs (turn-around time) in line with competition <ul style="list-style-type: none"> Independent system-led measurement TAT to be end-to-end from customer request to customer delivery Baseline based on business intelligence unit data and competition benchmarking Measure performance and ensure consistent performance <ul style="list-style-type: none"> Set up differentiated queues for the identification of premium/urgent requests for the back-end Alerts/Triggers for front-end/back-end to deliver on promises Transparently communicate to customers and employees <ul style="list-style-type: none"> Unified view for customers on digital Uniform view for employees and customers Uniform communications across all modes (SMS/e-mail) 	<p>Complaints To reduce the number of gross and net complaints.</p> <p>Social Media Sentiments We measure the net positive sentiments of Axis Bank across all social media platforms.</p>
<p>Net Promoter Score</p> <ul style="list-style-type: none"> Outside-in view: Within a year of the launch of our customer obsession programme, Axis Bank has become third best bank in India in terms of customer obsession from fourth in the previous year. Internal NPS scores has improved in all the businesses, for instance, retail banking, Burgundy cards and assets in the range of 10% to 35% over a baseline of 100. 	<p>Axis promise</p> <ul style="list-style-type: none"> Saving account onboarding: P75 TAT improved/reduced by 50% from December 2022 to April 2023; P95 improved by 30% We service our flagship customers, known as Burgundy, within six hours. Burgundy promise is sustained at 95%+ Corporate banking group renewal TAT improved/reduced by 75% in terms of days; STP renewal at 50% Trade and forex promise adherence at 78% for IBG and FLC
	<p>Complaints</p> <ul style="list-style-type: none"> Reduced gross complaints by 41% and net complaints by 35% Different parts of the Bank came together to deliver on the 'Set Goal' Social media sentiment Negative sentiment reduced by 12%, in the right trajectory along with complaints Positive sentiments increased by a massive 101% (Q4 vs Q1 baseline) Overall net positive sentiments now ~6%

Net promoter score (MPS)

FY 2022-23 **100** → FY 2021-22 **133**



Creating delightful customer journeys with the *Axis touch!*

SPARSH - Deepening Customer Obsession Across the Bank

SPARSH is the Bank's multi-year customer obsession journey focused on driving cultural transformation and crafting customer delight journeys. A specialised SPARSH behaviours framework has been created to support employees to deeply embed basic but critical behaviour when they engage with customers so that our myriad of customers receives the same superlative experience whenever and wherever they engage with us.

SPARSH is critical in helping strengthen our Net Promoter Score.

For more details on SPARSH, please refer to page 124 of the Annual Report 2022-23 at <https://www.axisbank.com/docs/default-source/annual-reports/for-axis-bank/annual-report-for-the-year-2022-2023.pdf>

The #ComeAsYouAre Charter

In 2021, we released a charter of policies and practices called #ComeAsYouAre, specifically articulating how we aim to make a more inclusive space for people from the LGBTQIA+ community as our customers and as our employees. For customers and potential customers, we introduced the following changes:

- **Joint Accounts:** The Bank opened its doors to same-sex partners who wanted to open a joint savings or term deposit account with each other or wished to list each other as nominees.
- **Mx as honorific:** Considering that there are varied genders, gender identities and sexes, the Bank introduced the title Mx for customers who identify as non-binary or transgender. By the end of the year, our customer base included 1,956 customers who either listed themselves as transgender or opted for the honorific Mx.



Promoting our People

Our employees remain our most important asset and ambassadors of our 'Open' philosophy. We recognise and appreciate the wealth of knowledge, perspectives and skills that our close to a lakh employees bring, and we strive to embrace this diversity to build a personal and professional environment where each of our employees feels empowered and supported.



~91,900

Employees

200+

Freelancers working under GIG-Anywhere

656

Graduates welcomed from campus hiring programmes

18,792

Frontline bankers hired during the year

25.7%

Percentage of women as of March 31, 2023

Great Place to Work Certified for FY 2023

Axis Bank earned its certification as a 'Great Place to Work' once again for FY 2023, demonstrating its strong performance across the certification's 5 Dimensions of a high-trust and high-performance culture - Credibility, Respect, Fairness, Pride and Camaraderie.

We have also been recognised as India's Best Workplaces in BFSI for 2023, twice in a row!

We were also recognised among India's Best Employers among Nation Builders 2022.



Diversity, Equity, and Inclusion

25.7%

Overall diversity ratio of as on March 31, 2023

56%

Women in frontline staff ⁷

22%

Women in STEM ⁸

30%

Women in workforce by 2027

As an organisation, we value individuality and cherish that every employee brings unique value to the Axis philosophy. While diversity, equity and inclusion has always been central to the Bank's ethos, we formally committed to it in FY 2020-21 with the release of the diversity, equity and inclusion policy. The policy can be accessed at <https://www.axisbank.com/docs/default-source/default-document-library/diversity-equity-and-inclusion-policy.pdf>

Our focus is to go

- 1 Beyond the Binary
- 2 Beyond Biases
- 3 Beyond Abilities
- 4 Beyond Stereotypes

We also have a policy on board diversity to ensure that the Board is endowed with an appropriate balance of skills, experience and diversity of perspectives. The policy on diversity can be accessed at <https://www.axisbank.com/docs/default-source/corporate-governance/policy-on-board-diversity.pdf>

#ComeAsYouAre charter

In a path-breaking move, we announced the #ComeAsYouAre charter on September 6, 2021, the third anniversary of the historic Section 377 verdict that paved the path for LGBTQIA+ rights in the country.

This charter is a preamble of policies and practices for employees and customers of this community that has faced ostracisation and ignominy for centuries.

We ensure affirmative action through our inclusive hiring mechanism and inclusive messaging. Right from the induction of new employees through programmes for existing ones, we ensure that our pause for bias sessions gets employees in a self-reflective mood about their unconscious biases.

Pause for Bias sessions

104

Sessions held

20,800

Employees participated

⁷Frontline staff consists of sales channels, retail RMs, BRO/tellers

⁸STEM for Axis Bank comprises IT, BU, DBAT, ISS, BSG and CXT functions



Employee Resource Group

Over 1,000 members have proactively signed up to be a part of Pride365 - an employee resource group for employees who identify as LGBTQIA+ and/or as allies.

At the Bank, employees can exercise the lawful right to freedom of association. However, the Bank does not have any trade union.

There are flagship initiatives underway to drive our DEI agenda forward as we aspire to be the frontrunner in building a diverse, equitable and inclusive workplace in the banking sector in India:

#HouseworksWork

We launched our initiative #HouseworksWork in FY22 as a focused hiring programme for women who are home-makers with a minimum graduation qualification from recognised institutes, towards providing them with an opportunity to rejoin the corporate workforce

3,400

Applications received for the #HouseworksWork initiative

Building an Inclusive Ecosystem

We realise that to create true value, we need to extend awareness and conversations beyond our own premises. Thus, we have undertaken the following programs during the year:

Axis Women in Motion

We launched an outreach initiative, Axis Women in Motion (WiM), aimed at raising awareness among women students in India through deep and insightful interactions with the Bank's women leaders.

Interactions

20,000 women from 53 institutions

Covered under interactions

226 students from 3 institutions

Interactive certification courses for DE&I enthusiasts

Axis DE&I Curriculum

Notably, we have also initiated a 6-hour long interactive certification course for DE&I enthusiasts. In the year, 226 students from 3 institutes were certified.

Axis VIBE

It is a 'think-tank' aiming to further ESG and DE&I in the business ecosystem. A total of 58 participants from various business organisations participated in a networking soiree conducted during the year that included a workshop on developing a DE&I focus in our daily practice.

Inclusive Hiring

We continue to emphasise differential hiring that allows access to a broader talent pool while creating opportunities for individuals from diverse backgrounds.

Our inclusive hiring policy mandates all job descriptions to have the following prompt - "#ComeAsYouAre - Women, LGBTQIA+ and PwD candidates of all ages are encouraged to apply". This focused approach has led to rise in women hires to 25% up from 19% in the previous year.

Our equal employment opportunity policy guides us to develop a workplace that recognises and values diversity and inclusion. It reinforces the Bank's focus on merit as the sole criterion for employment and advancement. The policy can be accessed at: https://www.axisbank.com/docs/default-source/default-document-library/Equal_opportunity_policy.pdf

Axis ARISE

We launched ARISE on May 31, 2022 as our newest and most unique campus programme to provide employment opportunities to all youth aspiring to join the Bank regardless of their educational backgrounds. Under ARISE, candidate selection is based on their performance in three rounds - cognitive assessment, functional assessment, and elevator pitch. We welcomed 74 young and bright individuals as the first batch of ARISE in the year. Notably, 80% of the pool was from colleges not empanelled with the Bank.

The Future of Work

Post-pandemic, we were among the first banks to fully adopt the hybrid way of working. We launched the unique GIG-A model for hiring professionals with niche skills working for the Bank from anywhere in the country. In this model, the Bank has maintained a gender diversity ratio 1:1 and has hired about 35% of freelancers from non-metro cities.

3,500+
GIG-A employees at the Bank

200+
Freelancers

35%
Freelancers from non-metro cities

Catalyst

The Bank's internal job platform - Catalyst provides mobility for employees seeking different and more challenging roles internally. In FY 2022-23, the Bank filled 981 vacancies through internal job postings, up from 802 postings in FY 2021-22 and exponentially higher than the 80 postings in FY 2020-21.

Details of our workforce are presented below:

New Hires

Age and gender wise

Men		2021-22	2022-23
<30 years	Numbers	10,407	13,348
30-50 years	Numbers	1,1412	1,126
>50 years	Numbers	18	60
Women			
<30 years	Numbers	5,980	6,690
30-50 years	Numbers	2,433	2,743
>50 years	Numbers	4	19
Others*			
<30 years	Numbers	2	1
30-50 years	Numbers	0	2
>50 years	Numbers	0	0

*Individuals who identify as transgender or non binary

Employee category wise

		2021-22	2022-23
Top management	Numbers	1	1
Senior management	Numbers	19	99
Middle management	Numbers	1,440	2,070
Junior management	Numbers	12,693	15,200
Frontline staff	Numbers	16,101	16,756

New hire turnover - age and gender-wise

Men		2022-23
<30 years	Numbers	1,391
30-50 years	Numbers	800
>50 years	Numbers	0
Women		
<30 years	Numbers	668
30-50 years	Numbers	186
>50 years	Numbers	
Others		
<30 years	Numbers	1
30-50 years	Numbers	0
>50 years	Numbers	0

Campus Hiring Programmes

AHEAD

Catering to students from Tier 1 B-schools of the country like IIMs and equivalent campuses

ABLe

Cadre programme for recruiting post-graduates (MBA/PGDM/MMS) from Tier 2 B-schools across the country

ASPIRE

Focused on institutes that broadly cover the spectrum of new IIMs and departments of management studies in established IITs

We Lead

Specialised hiring programme for women management graduates from Tier B-schools, offering them rich and challenging roles in the middle-management level



New hire turnover* - employee category-wise

Total		2022-23
Top management	Numbers	0
Senior management	Numbers	0
Middle management	Numbers	40
Junior management	Numbers	970
Frontline staff	Numbers	2,036

Attrition

Workforce turnover - age and gender-wise

Men		2022-23
<30 years	Numbers	11,744
30-50 years	Numbers	11,101
>50 years	Numbers	27
Women		
<30 years	Numbers	5,578
30-50 years	Numbers	2,449
>50 years	Numbers	
Others		
<30 years	Numbers	5
30-50 years	Numbers	0
>50 years	Numbers	0

Workforce turnover - employee category-wise

		2022-23	% Rate
Top management	Numbers	0	NA
Senior management	Numbers	24	7.7%
Middle management	Numbers	1,358	12.7%
Junior management	Numbers	11,573	27.9%
Sales channel	Numbers	17,952	45.4%

Turnover rate

	2023		
	Men	Women	Total
Permanent employees	34.4%	35.9%	34.8%

The average hiring cost per FTE for FY23 was

₹5,936

We also deploy a contractual workforce indirectly through outsourced agencies. This number stood at 9,132 as on March 31, 2023 of whom 13.2% were women.

Diversity in our workforce

Gender diversity (%)	2021-22	2022-23
Men	75.34	74.33
Women	24.66	25.67
Others	0.002	0.003

Workforce by age

By age (%)	<30 years	30-50 years	>50 years
2022-23	45.37	53.75	0.89

Workforce diversity - age and gender-wise

Men		2021-22	2022-23
<30 years	Numbers	23,649	27,645
30-50 years	Numbers	40,278	39,934
>50 years	Numbers	728	729
Women			
<30 years	Numbers	11,929	14,046
30-50 years	Numbers	9157	9,456
>50 years	Numbers	72	85
Others			
<30 years	Numbers	2	1

Workforce diversity- employee gender and category-wise

Men		2021-22	2022-23
Top management	Numbers	9	11
Senior management	Numbers	198	262
Middle management	Numbers	7,521	8,851
Junior management	Numbers	29,864	32,539
Frontline staff	Numbers	27,063	26,645
Women			
Top management	Numbers	0	0
Senior management	Numbers	20	48
Middle management	Numbers	13,88	18,05
Junior management	Numbers	7,902	8,880
Sales channel	Numbers	11,848	12,854
Others			
Junior management		1	2
Frontline staff	Numbers	2	1

Ensuring a Harassment-free Workplace - POSH

The Internal Committee has continued striving to work on its objective on making Axis Bank Ltd a safe environment for women employees. The internal committee has worked on various aspects to make employees aware of what amounts to sexual harassment and enlightened them on reporting it. Along with creating a safe environment for women staff members, the Internal Committee also guided employees on the forum for addressing Sexual Harassment complaints received by men employees.

Details on the number of POSH complaints filed during the year and those pending at the close of the year are provided in the BRSR disclosures on page 181 of the Annual Report 2022-23.

Below is a brief description on the initiatives taken by the internal committee

Display of Posters

Posters are displayed at various branches across India and in the Corporate Office, Axis House, Mumbai. The primary purpose of displaying the posters is to make all employees aware that Axis Bank has zero tolerance towards sexual harassment. Along with a visual design explaining the purpose, a list of all the Committee members too are displayed.

POSH Awareness Sessions

A number of POSH awareness sessions have been conducted in all the circles across India via the Microsoft Teams application.

These sessions were conducted by our in-house internal committee members, who are trained officials on the subject matter. The POSH awareness sessions were conducted in all four regions

i.e. North, South, East and West. Each session covered branch heads, operations heads, sales managers, circle heads, cluster heads and heads of different business verticals from that region. An initiative has also been taken to conduct POSH training for all the outsourced vendors. The main objective of these sessions was to understand the Bank's POSH policy among the participants.

After that, the above sessions were cascaded down the hierarchy to the team members.

Listening to our Employees - the values scorecard

The Bank has been running its biannual engagement survey, Values Voices, measuring the organisation's sentiment on the five core values - customer centricity, ethics, teamwork, transparency, and ownership. There are 16 value behaviours and 43 anchors in the values framework. The survey results and certain operating metrics, such as the customer experience index and our process first-time-right ratios, are presented to the Board and leadership as the values scorecard.

4.2%

Improvement in the values scorecard in FY23

Reshaping our Workplace

Axis Bank has been a market leader in the future of work with the launch of GIG-A opportunities. Under this flagship initiative, we continued hiring skilled specialists as freelancers to contribute to strategic projects on the premise that, for specific roles, employees can work from anywhere. Furthermore, the hybrid way of work is here to stay at Axis Bank. Despite normalcy post-pandemic, employees in our large offices continue to work from the office for two or three

days and the remaining out of home. Department rosters enable space management in larger office set-ups.

To sustain virtual working, we continued to advocate initiatives to ensure employees maintain a healthy work-life balance. These initiatives included programmes across the organisation, like a silent hour in the afternoon, a 7up programme indicating an end to the day, and WeekendYourWay - a campaign to stop work on the weekend.

106

Freelancers

~2,700

Employees working from anywhere

~12,000

Employees working in hybrid mode

Deepening Employee Engagement

Committed to a culture of continuous listening and feedback from employees, we launched 'Open to Listening', an initiative aimed at accelerating our listening capabilities. We partnered with a SaaS-based tech firm that enables real-time employee pulse sensing through milestone-based digital HR conversations. Apart from providing thematic insights to the leadership team on people sentiment and potential attrition across business cohorts and demographic segments, this tool has augmented existing HR capabilities around targeted employee conversations and feedback mechanism. Key metrics tracked include overall employee sentiment, mood, and engagement across core experience drivers. Apart from regular tenure based connects, we have additionally launched specific pulse surveys to gain deeper insights around employee experiences from

THRIVING COMMUNITIES

various cohorts including employees undergoing transitions at work (role/location changes), working remotely through GIG-A, those in specific business roles, and new employees joining us post the Citibank acquisition. Over 2,25,000 chats have been triggered to employees during FY23 that have played an integral role in re-shaping the people plan and social fabric of the organisation.

Benchmarking Ourselves with the Best

At Axis Bank, we believe in creating a culture that fuels pride and

advocacy among employees. A culture that creates innumerable opportunities where employees can grow through experimentation and build lasting careers. Our five core values – customer centricity, teamwork, ethics, transparency and ownership form this culture’s bedrock and help steer employee behaviour. Evangelised through a strong network of 1,300+ Axis value realisers (AVRs), we can create a space for conversations around culture on the ground. The AVRs exemplify their passion and highlight stories wherein employees have embodied values regularly during virtual and in-person

employee connects. As an impetus to our value-driven culture, an apex recognition property, the Champions Award is centred around felicitating value champions.

Additionally, we conduct confidential biannual surveys to understand employee perceptions, their engagement levels and alignment to strengthen our cultural fabric and people agenda.

Over the last year, we have witnessed a positive movement in each of our five values as shown in the table below:

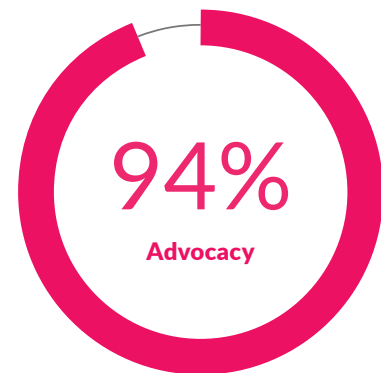
Our employee engagement scores

Core Value	FY23	FY22	FY21
Customer centricity	93	90	89
Ethics	85	59	68
Transparency	92	88	87
Teamwork	92	88	87
Ownership	92	88	87

Additionally, the surveys also seek to gauge the level of pride that employees exude in their Bank.

Pride in Axis

Apart from the five core values, the survey also seeks to gauge the level of pride and advocacy that employees exude in the Bank.



93%

felt their friends and family believe that Axis is a great place to work

95%

believed Bank is well positioned to win in the future

95%

felt good about the ways in which Bank contributes to the society

96%

are proud to represent brand Axis in conversations with customers

All of us, all the time

956 Axis value realisers serve as ambassadors to help achieve our overarching goal of ensuring that every Axis Bank employee lives their values and lets the values drive their behaviours at work – all of us, all the time. During FY 2022-23, we noted an overall improvement of 4.4% in the values scorecard, which tracks progress in the values framework.

Rewarding Meritocracy, Recognising the Extraordinary

The Bank’s performance management system focuses on developing a transparent, performance-driven culture which awards meritocracy. Our appraisal processes are designed to provide opportunities for employees to excel in their roles and redeem themselves in case of lower-than-expected performance.

Our annual Axis Champions Award is a platform recognising those employees who go beyond their calls of duty for their organisation and

their stakeholders. In FY23, 105 Axis Champions were recognised across the Bank.

Axis Anchors is our quarterly recognition programme for all employees up to the vice president level. In FY23, 2,459 anchors were recognised at the Bank.

During the year, we introduced a long-service segment in our recognition programmes, felicitating employees who have been with the bank for 5, 10, 15, 20 or 25 years. 5,523 such employees were recognised during the year.

Performance feedback-employee category-wise*

Received		2020-21	2021-22	2022-23
Top management	Numbers	7	9	10
Senior management	Numbers	186	205	210
Middle management	Numbers	6,937	8,068	8,914
Junior management	Numbers	44,385	46,016	47,796

* Employees who have joined the Bank after September 30 in a financial year are not included in the annual appraisal for that year

The nomination and remuneration committee of the Board is the Bank’s highest body governing remuneration and is guided by the remuneration policy. We are also working towards integrating ESG imperatives and commitments into the goal sheets and KRAs of pertinent leaders and departments as a part of our overall ESG strategy. In our focus on broad-basing ESG ownership across the organisation, the leaders of pertinent

verticals now own the Bank’s public ESG commitments and agendas set by the ESG committee of the Board.

The Bank’s remuneration policy can be accessed at:

<https://www.axisbank.com/docs/default-source/quarterly-reports/comprehensive-remuneration-policy.pdf>

Meritocracy remains the mainstay of our performance assessment and we strive to ensure that for the work of same value, an employee’s gender does not become the defining factor. We measure and track our gender pay ratio at the Bank and for FY 2023, it was 1:1 between women to men.

The ratio of fixed pay of women to men in comparable grades* is as below:

Grade Category	Ratio of fixed pay of women to men
Senior Management	0.97
Middle Management	1.01
Junior Management	0.96
Non - supervisory staff	1.06

* Grades with either no men employees or no women employees have been excluded from above

Note - Fixed pay does not include variable pay, stock-linked instruments and other benefits

Accessibility at Axis Bank

We are also making conscious efforts towards Persons with Disability. We are steadfast in our focus that we design KRAs basis every person's capacity and ability. In keeping with this thought, we ensure that people who identify as neurodivergent, deaf, blind or as persons with low vision, people with locomotor disability and all other disability - all find an accessible space to be themselves and find personalised growth and opportunity that are based on their individual limits and achievements and not based on an external benchmark.

Our LinkedIn Live series highlights diverse experiences at the workplace and ways on how we could build an inclusive environment for persons with disability.

People Analytics

We have begun using People Analytics to track and deliver on our key people proposition - including strategic workforce and talent planning. The people analytics function reviews the productivity levels, anticipated skill demand during the year, and the business growth targets to assess the talent demand for the upcoming period. Additionally, the function also undertakes the talent planning exercise to develop plans for the supply of talent and preferred intake. The management of the Bank reviews all such analyses and then approves the workforce plans for the period under review.

Investing in the Development of our People

As a Bank, we believe that adequate, need-based training is essential for our employees to grow at work. Over the years, our approach towards employee learning and development has evolved from episodic learning interventions to integrated journeys with milestones.

Headstart - organisational induction programme

A unique online organisational induction programme up to VP grade with focus on Axis values, Axis culture, compliance, cybersecurity, anti-money laundering and KYC, risk, among others, direct interaction of new joiners with senior leaders of the Bank.

Headstart - functional induction programme

Functional induction for branch relationship officers, liability sales frontline officers, retail assets, rural lending, corporate salary, priority, NRI, burgundy relationship managers, commercial banking group relationship managers, operations was conducted for role-specific training in products and processes for new joiners.

Learning Journeys

- **Branch relationship officers (BRO) programmes** were launched under the Go Beyond initiative. Comprising a combination of functional and behavioural inputs, the learning journeys seek to build capabilities among key customer-facing roles in these business lines.
- **Liability sales programme** - Go Beyond certification is a learning journey focused on employee capability building specific to frontline roles. The learning journey included programmes designed to develop the skillset, toolset, mindset, and knowledge required for their roles.
- **Relationship managers programme** covers the ongoing learning journey for priority, NRI and Burgundy with vintage of above six months.
- **Bharat banking programme** covers the ongoing learning journey for Bharat banking vertical comprising farmer funding, and gold loans, among others.

- **Operations programme** covers the ongoing learning journey for retail and corporate operations vertical.
- **Wholesale banking products and commercial banking group** comprise a combination of functional and behavioural inputs, the learning journeys seek to build capabilities among key customer-facing roles in these business lines.
- **Compliance learning journey** - Specialised learning journey for compliance and AML department employees to train and equip them with necessary skills to monitor transactions.

Leadership Ecosystem

- **Leadership basecamp** for frontline managers was launched in FY23 for branch banking, liability sales, commercial banking group, Bharat banking, operations to inculcate them in leadership ecosystem of the Bank.
- **Leadership collective** is an intervention created for the leaders in middle management in the bank to develop a leadership mindset, enhance capabilities and enable them to synergise to outperform the leadership ecosystem. The learning journey is launched for various cohorts using a blended approach through virtual workshops, webinars, e-learning modules and success stories of applications.
- **Leadership signature** was launched for the senior management to develop a strategic mindset and vision to lead the Bank into the future.

Axis competency profiler (ACP) is an assessment engine focused on building functional competencies specific to every role. The assessment is directly linked with promotions and role transitions. Employees (up to

grade of VP and below) across 1,600+ roles were eligible for the assessment. There were 368 profilers and 80,000+ questions spread across three difficulty levels.

The assessment was launched in a phased manner in November 2022 and continued till March 2023.

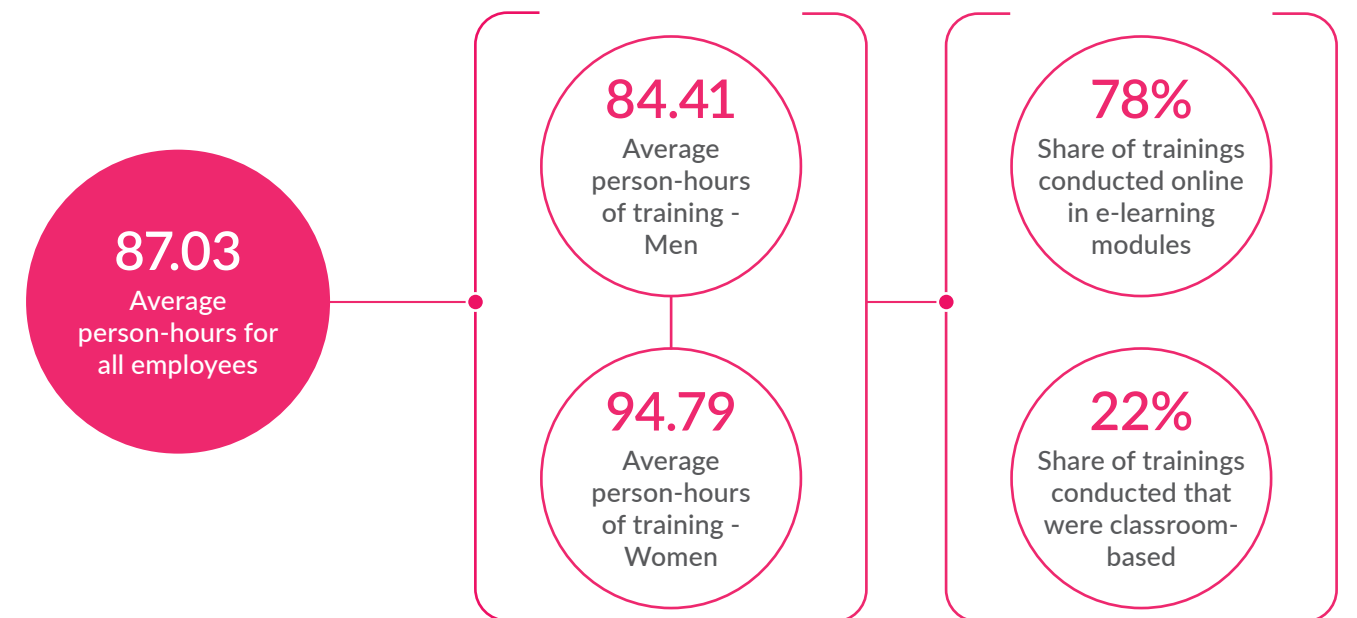
Mandatory compliance certifications in line with regulatory requirements as well as corporate governance continued in FY 2022-23, with 96% certification of designated staff on KYC and AML. 90% of total employees of the Bank undertook the eight mandatory compliance courses, customer obsession, grievance handling, cybersecurity awareness for senior management and Board members and assessments on code of conduct and ethics and other governance areas.

Employee training - category and gender-wise

Men		2021-22	2022-23
Top management	Person-hours	51	28.5
Senior management	Person-hours	2,105.54	5714.1
Middle management	Person-hours	2,38,408	3,77,347.9
Junior management	Person-hours	9,12,708	21,70,115.1
Sales channel	Person-hours	23,35,729	31,24,961.1
Women			
Top management	Person-hours	0	0
Senior management	Person-hours	168.5	755
Middle management	Person-hours	44,714.8	68,097.7
Junior management	Person-hours	2,34,470	5,00,904.6
Sales channel	Person-hours	11,39,270	15,89,170.6

* Training numbers include person-hours spent for induction and refresher courses

Total training imparted





Prioritising Employee Health and Well-being Always

Axis Bank has a wellness policy focusing on the 360-degree wellness of our employees in their personal and professional lives. We have on board professional counsellors offering confidential and unconditional support to employees and/or their families on diverse issues. We also extended the mental health services to include group therapies, couple therapy and grief counselling. In six months, close to 600 employees sought counselling therapy individually or in group sessions.

As highlighted in the Sustainability Report for FY 2021-22, we have strived to make our employee policies more inclusive and equitable. This approach includes introducing or expanding leaves available for childbirth and adoption and available to non-binary couples as well. We have increased our paternity leave from 15 to 30 days.

Absentee

1.6%

Absentee rate for FY 2022-23

Employee benefits (₹ million)	2021-22	2022-23
Gratuity benefit plan expenses*	711.8	877.0
Compensated absences expenses*	NA#	NA#
Contribution to employees' superannuation plan for the year*	141.0	137.1
Provident fund benefit plan expenses*	1,709.6	1,948.4

* Section 4.9 – Employee Benefits, as part of 'Notes Forming Part of the Financial Statements' on pages 297 of the Annual Report 2022-23.

Axis Bank has discontinued PL encashment from 2019-20

Parental leaves taken

		2021-22	2022-23
Paternal	Numbers	2,726	2,453
Maternal	Numbers	1,439	1,721
Employees returning to work after availing parental leave as on March 31, 2023			
Paternal	Numbers	2,726	2,421
Maternal	Numbers	13,03	10,52

Employees who availed of parental leaves in FY 2020-22, returned to work and are still employed as on March 31, 2023 include 1,491 men and 880 women.

The Bank measures its absentee rate using the number of sick leaves availed by its full-time employees during the reporting period. Given that nature of the sector and profile of the employees, work-related injuries and diseases may not be considered material to its absentee rate.

Listening to our Employees

An important step in our endeavour to achieve our philosophy of 'DiSeOpen' is establishing a robust grievance redressal mechanism that allows employees to share their concerns and receive timely resolution. This is facilitated through H-Response, an internal, confidential, and secure employee grievance/query redressal mechanism that is accessible to all employees through the Bank's HR app, One Axis, or the intranet portal.

H-Response received 140,224 queries within various categories during the year, of which 139,890 queries were resolved as on March 31, 2023. Categories include retiral benefits, salary, tax exemption, investments, transfer, attendance, learning and development, resignation, leaves, mediclaim and insurance, and performance management.

During the year, we introduced an AI Bot called Amber for pulse sensing, under an 'Open to Listening' initiative. The tool reaches out to selected employees and has regular conversations around their experiences and concerns. In FY 2022-23, Amber reached out to 75,212 employees. Under the initiative, the Bank also conducts periodic surveys across employee cohorts to gauge their key concerns and challenges and initiate appropriate responses.

Protecting Health and Safety at the Workplace

Ensuring the health and safety of our employees is one of our key responsibilities as an organisation. We continue to make efforts to strengthen our policies, frameworks and processes around occupational health and safety (OHS).

After the pandemic, we have adopted the 'Visit' app as the central platform providing all our employees a single window for availing doctor consultations, enrolment of dependents under mediclaim, annual health check-up for applicable employees, personal medical care, doorstep pharmacy delivery, fitness workout videos, mindfulness podcasts and more.

Fire Safety and Prevention

Our safety and security team focuses on various aspects of physical security, fire safety and fire prevention at the workplace. We focus on certain critical parameters to ensure mitigation of threats, risks, and vulnerabilities, emanating from tangible acts of wilful and unlawful interference including fire-related incidents and accidents.

Central Command Centre

The Bank's as a state-of-the-art, central command centre at Navi Mumbai, provides risk-based security surveillance, remotely, to over 4,000 branches, offices, and currency chests. The Bank deploys state of the art surveillance and safety tech at its branches that are overseen at the command centre, including IP-based cameras, intrusion alarm systems connected over IP, motion sensors, panic switches, smoke detectors, seismic ATM sensors and sound hooters. Notably, the Bank has a quick response team mapped to each branch to extend on-field support to branches if and when required. The centre plays a key role during any natural or social exigency.

Building Resilient Societies

As one of India's largest financial institutions, we are committed to driving meaningful and sustainable change across each layer of our society, especially the most vulnerable or disadvantaged.

Our community interventions, under the oversight of the Board's CSR Committee and guided by our CSR Policy, are focused on reaching the unreached and working with communities across both urban and rural India to create new livelihoods, provide new opportunities for education or new skills, and build their resilience to existing and emerging challenges.



Our interventions are driven by us directly as well as through the Axis Bank Foundation, along with experienced partners across the themes of Lives and Livelihoods, Education, Financial Inclusion and Financial Literacy, Environmental Sustainability, and Humanitarian and Relief interventions.

Axis Bank Foundation Message from the Chair



It gives me immense pride to share the profound commitment of Axis Bank Foundation (ABF) towards addressing the multifaceted challenges rural livelihood earners face. Our relentless pursuit of impactful solutions has been made possible through strategic partnerships and adaptive strategies.

ABF's approach entails building community capacities, meticulous planning, and diversifying livelihood opportunities through community collectives. By synergising contextual coping strategies with traditional knowledge, we design local interventions that resonate with the unique needs of each community.

Our focus on resilience drives us to adopt measures for managing natural resources, developing sustainable irrigation facilities, and embracing eco-friendly agricultural practices. Creating a diverse basket of livelihood opportunities and promoting economic inclusion while strengthening local governance further reinforces the sustainability of our initiatives.

We recognise the pivotal role of grassroots involvement and integration of solutions to address the intricate inter relationships between water, agriculture, forests, and livestock. This deep understanding of communities' everyday challenges and evolving ecological dependencies has been instrumental in building sustainable and diversified livelihoods for rural communities.

With immense gratitude for your support and collaboration, we strive to continue making a positive impact on the lives of those we serve.

Sincerely,
Mr. S Ramadorai
Chairman - Axis Bank Foundation



Axis Bank Foundation is committed to enabling solutions for communities in rural geographies with the thematic focus of rural livelihoods for improving farm and non-farm livelihoods. We strive to promote inclusive growth for rural communities through knowledge transfer on multi-disciplinarity to empower communities for livelihood diversification, decentralised management, and local governance. It ensures the development of pertinent and stable livelihood solutions that facilitate multiple sources of income for these vulnerable communities and skill development for rural and semi-urban youth. The Foundation's efforts to ensure sustainable livelihoods enable economic, social, and ecological security anchored through community-based institutions and people-led collectives towards our commitment to a better world.

Ms. Dhruvi Shah
ET & CEO - ABF

The Axis Bank Foundation empowers vulnerable rural communities by facilitating steady and sustainable livelihoods. Our approach involves establishing systems to raise the incomes of small and marginal farmers, landless rural citizens, and unemployed youth in urban and rural India.

We help realise economic prospects in agri and agri-allied work, natural resource management, and livestock initiatives by forging enduring and mutually beneficial ties with our stakeholders nationwide. Collaborating with a network of NGO partners, we devise tailor-made programmes to address specific issues faced by different communities in different parts of India.

Consequently, we extend our impact to the most marginalised communities, striving to create lasting socioeconomic improvements and bring discernible change for the better to their lives.

THRIVING COMMUNITIES

The Axis Bank Foundation (ABF) was registered as a charitable trust in 2006 to lend focus and structure to Axis Bank's CSR activities. ABF constituted its flagship sustainable livelihoods programme to enable economic inclusion through the livelihood-generation initiatives for rural communities. The programme supports rural communities to overcome their socioeconomic and ecological challenges by stabilising their incomes. Under this overarching goal of 'sustainable livelihoods', ABF enables support for small, marginal, and landless farmers to enhance their earnings from agriculture, natural resource management, livestock, linkages for finance and markets. ABF helps equip young unemployed people with vocational skills so that they could find gainful employment. This includes able bodied persons and persons with disability.

ABF partners with a network of grassroots NGOs, government departments, and community institutions to co-create and co-design projects based on each community's varied requirements, aspirations and needs through partners in 26 states. ABF has recently initiated a programme to improve health and well-being of rural communities within its livelihoods programme for a holistic development.

1 million households

impacted through ABF programmes towards its Mission 2 Million commitment by 2027

Programmatic Approach

ABF has been working to create resilient and sustainable communities that community members themselves manage. The goal is to enable communities to envision a different future and ignite their confidence in their ability to drive change. The complex challenges and risks that rural communities face necessitate a long-term approach. Hence, the programme fosters robust partnerships extending five to ten years. ABF hopes to create trustworthy associations to ensure government and collaborator funding while placing the interests of the communities at the forefront. The programme aims to accelerate growth and progress of communities by collaborating with different stakeholders such as funders and governments. ABF works through a block concentration model across different states, leveraging bank credits and enabling the convergence of various government programmes and schemes. ABF recognises this as an opportunity for NGO partners and implementers to scale their impact in a holistic manner. The projects are also funded and supported by donors based on interventions, initiatives, synergies, and partnerships for ushering in positive change in people's lives and livelihoods.

Axis Bank Foundation's Sustainable Livelihood Programme

ABF's initiatives towards creating sustainable livelihoods start with water security. Availability and access to water enable the rural population to build incomes.. These initiatives also lead to improved agriculture, livestock development, agro forestry, access to drinking water and drudgery reduction.. The programme emphasises developing youth employability skills, linking them to jobs, and encouraging entrepreneurship. Some of the key interventions include the following.

Managing Natural Resources

The high dependence of rural livelihoods on natural resources such as land, biodiversity and water makes protecting these resources from exploitation and degradation imperative. Most rural communities earn their livelihood from agriculture, livestock rearing and harvesting non-timbre forest produce (NTFPs) – all of which are intricately reliant on the area's natural resources. Natural resource management in this context means managing the eco-system services that are essential;

- To the key livelihoods of the community
- To meet the requirement of fuel and fodder
- To the utilisation and management of the resources

ABF leverages the cohesiveness of these communities to form village-level institutions, committees, and water user groups to prioritise and devise local solutions to resolve their issues based on their traditional knowledge, local culture, and willingness to participate.

Strengthening Agriculture

Income from agriculture is the single most significant contributor to a rural household income, ensuring food security for the household and enhancing revenues with surplus yields. Participant households are informed about better crop management practices, crop diversification and productivity improvement measures as part of the sustainable livelihood programme.



Basket of Livelihoods

Diversifying the income streams is a way to mitigate both climate and market induced risks. With this focus, participant households are introduced to livestock rearing (both small and large ruminants), apiculture, sericulture, fishery, NTFP collections, microenterprises, and ancillary services providers to these value chains. Communities are exposed to these livelihood opportunities based on cultural acceptance and conduciveness to the local environment. They are then linked to financial institutions or applicable government programmes for funds and then to the market for the sale of produce.

Diversifying Income Sources – Agri-allied Livelihoods

86% of the farmers in India own less than five acres of land. Thus, improving farm-based livelihood and encouraging is essential farmers to increase their income streams. Farmers are encouraged to diversify crops and cultivate as part of the sustainable livelihood programme.

They are encouraged to plant vegetables, fruits and flowers in addition to their primary crop. This method reduces farmers' reliance on a single crop for income, as the sale of vegetables, fruits, and flowers will provide a steady flow of cash income. Furthermore, incorporating vegetables and fruits in their daily diet will improve the nutritional intake of the household.

Diversifying Livelihood – Livestock

Livestock is a crucial source of income and nutrition for rural families. Livestock management is an integral component of the sustainable livelihood programme, wherein communities are supported to develop livestock as a dependable and viable source of income and food security.

Promoting Microenterprises

We facilitate microenterprises in collecting produce for aggregating and onward linkage to mainstream markets. On the one hand, the presence of microenterprises is a viable alternative income source for farming households and an

opportunity for local youth and women to participate in the value chains as entrepreneurs across various markets and cash-based economies. The potential of these opportunities is more significant for households which are landless or own marginal land holdings. Small home-based enterprises have proved very effective as a secondary source of income for farming households.

Improving Water Security and Watershed Development

Water is essential element for rural livelihoods and enables job opportunities across the rural economy. Lack of adequate water or irrigation is also one of the causes for migration of rural communities in search of livelihoods. ABF's sustainable livelihood programme works on developing watershed for rural livelihoods and links communities to various schemes within MNREGS

THRIVING COMMUNITIES

Strengthening Collectives

Collectivising communities and bringing them on a single platform is crucial for rural development. ABF's programme supports SHGs, farmer collectives, farmer producer groups to bring everyone on a single platform and discuss common issues. The groups enable access to credit, improve financial literacy, encourages microenterprises and helps women explore their potential.



Health and Nutrition

The quality of health of a family determines the quality of lives and livelihoods. Recognising the interdependence between health and livelihoods, we have initiated support to improve knowledge and awareness on health and enable better access to healthcare services. This strategy also includes focusing on the nutrition security of the family, especially children.



Extending Rural Livelihood Outreach

As on March 31, 2023, the rural livelihood programme under Mission 2 Million had an outreach of 12,39,180 households spread across 15,606 villages, 128 districts in 18 states of the country.

Skill Development for the Youth and People with Disabilities (PwDs)

Society often marginalises vulnerable and young people with disabilities. This marginalisation is attributable to their inadequate skills and subsequent unemployment. ABF's programme trains the youth with new-age, technical and soft skills to improve their employability. As of March 31, 2023, the skill development programme under Mission 2 Million had trained 57,539 participants, of which 39,874 are youth, 17,665 are PwDs, and had 98 training centres across 25 states.



CASE STUDY 1

Diversifying Livelihoods

Shivratiya Devi, a farmer from Dumka District of Jharkhand, was grappling with financial insecurity and vulnerability due to loss of income. She worked as a migrant labourer in Rajasthan and had to return owing to the COVID-19 pandemic. She could access information about vegetable cultivation and training on better farming practices through Axis Bank Foundation's sustainable livelihood programme.

She participated in capacity-building workshops to learn about advanced agricultural techniques, and practices to identify and adopt better alternatives for income generation. With better skills and knowledge, she set up a vegetable cultivation nursery and improved household income. The programme also helped her improve market linkages and earn a fair share for the produce. As Shivratiya Devi's income increased, she diversified her livelihoods to livestock and bio-input making. These efforts helped her improve nutritional security, income, and quality of life for the family.

CASE STUDY 2

Gentle Nudge for Big Change

A self-help group led by women in Aadgoan, Maharashtra, had to stop its operation due to low savings post the COVID-19 pandemic. When the group identified an opportunity for a flour mill in the village community, they overcame the challenge and set up a unit. Through our sustainable livelihood programme, the group could access credit and information about flour mill machinery, its operation and maintenance.

The women's group underwent capacity-building and gained knowledge and skills through entrepreneurial workshops for setting up and running the enterprise. This microenterprise helped the women in the group become self-reliant and contribute to the household income. These efforts also got the SHG back into operation.

Axis Cares

Axis Cares is our employee engagement programme that encourages and enables all employees to fulfil their personal social responsibility and contribute towards building a better tomorrow. Under Axis Cares, each project has been carefully hand-picked to reflect our ethos for our community, categorised into six themes:

Child Needs You	A Hand for the Elderly	Sports for Everyone
Nurture Nature	Wildlife and Us	Preserve Heritage Converse India

AXIS BANK'S CSR

We are committed to making meaningful impacts on the lives of resource deprived communities. Our corporate social responsibility (CSR) philosophy is to create significant and measurable contributions in the lives of country's socially, economically, financially, and physically excluded, disadvantaged, and challenged communities.

Our CSR interventions, aligned to Clause 135 of the Companies Act, 2013, and all the subsequent rules made thereunder, are overseen by

our Board, guided by the CSR committee, and are aligned with our CSR policy. The Annual Report on Corporate Social Responsibility provides a detailed breakdown of our CSR spending and thematic disbursement forms a part of our Annual Report 2022-23 and can be accessed on pages 97 of the Annual Report 2022-23.

You can find more about our social responsibility policy on the website - <https://www.axisbank.com/csr/social-responsibility>

Over the last two years, the Bank has strived to adopt a more focused approach to its CSR strategy and has identified four key themes – Lives and Livelihoods, Financial Inclusion and Financial Literacy, Education, and Environment, to focus its efforts on. In addition, the Bank also supports humanitarian causes and disaster relief on a needs basis.



Education

Education helps reduce inequalities and empowers people everywhere to live healthier and sustainable lives. We consider it as our responsibility to help develop India and concentrate specifically on the area of education in CSR interventions.

Under education, our primary focus is to support educational initiatives that benefit underprivileged students and to provide access to quality education for students in remote locations. We channel these initiatives through Axis DilSe and students' scholarship programmes. The secondary focus is to support educational initiatives that help strengthen the educational system including R&D support, supporting educational technologies, research, and incubation, among others.

Axis Bank Centre for Mathematics and Computing

We have partnered with IISc to establish the Axis Bank Centre for Mathematics and Computing (ABCMC) at the IISc campus. The centre aims to promote cutting-edge research in applied mathematics and computing through research activities, and to train human resources in this field. It will play a vital role in building the nation's future as many contemporary and futuristic areas such as artificial intelligence and data science rely on the foundations of mathematics and computing.

Spread over 1.6 lakh square feet of space, the centre will have state-of-the-art labs and programmes that



benefit faculty and students from more than twenty departments of IISc. The centre will offer the new IISc B.Tech. programme in mathematics and computing and the ongoing Interdisciplinary Ph.D. programme in mathematical sciences.

The governing board of ABCMC included nominated members from the Bank (Mr. Subrat Mohanty – Group Executive, Banking Operations and Transformation and Mr. Neeraj Gambhir – Group Executive – Treasury, Markets & Wholesale Banking Products, and other relevant stakeholders.

The Centre's website is at <https://abcmc.iisc.ac.in/>

1.6 lakh sq ft

Total area of the Axis Bank Centre for Mathematics and Computing

>500

Expected beneficiaries from the Centre annually

“It is an extremely proud moment for us to be part of IISc’s journey while they are building one of the largest dedicated centres for studying mathematics and computing. The higher education ecosystem is a space that is constantly evolving, especially post-COVID-19, and India has huge potential to stand out as a global hub for new-age, innovative and quality education. For us, this is one small way to play our part in supporting and nurturing the country’s future generations.”

Amitabh Chaudhry
MD and CEO of Axis Bank



Supporting Science Research at Ashoka University

The Bank has partnered with Ashoka University to support science and research activities at the University. The Program aims to provide financial aid to women undergraduate students who have chosen majors in science and to support new research projects, lab consumables, events and conferences, and faculty salaries.

48 scholars from the class of 2022-25 are under the Axis Bank ‘Women in Sciences’ scholarship support. Moreover, three research projects viz. Artificial Spin Ice, Photon up conversion, and Anti-Microbial Resistance are being supported. 29 faculties members across 6 departments are being supported by this contribution in FY 2022-23.



Axis DilSe – Connecting Remote Communities

Axis DilSe is a philosophy which marries the Bank’s DilSe Open strategy to the social responsibility of reaching the remotest regions of the country and to create significant effect on the populace residing in these states.

We launched the first programme under Axis DilSe umbrella in 2017 where the Bank supported over 100 government primary schools in Ladakh. The three-year long programme, was completed in 2020.

Looking at the DilSe impact, we significantly scaled up the programmes covering North East and particularly the conflict-hit states near country’s borders.

>5,000

Children and teachers directly covered under all Axis DilSe interventions



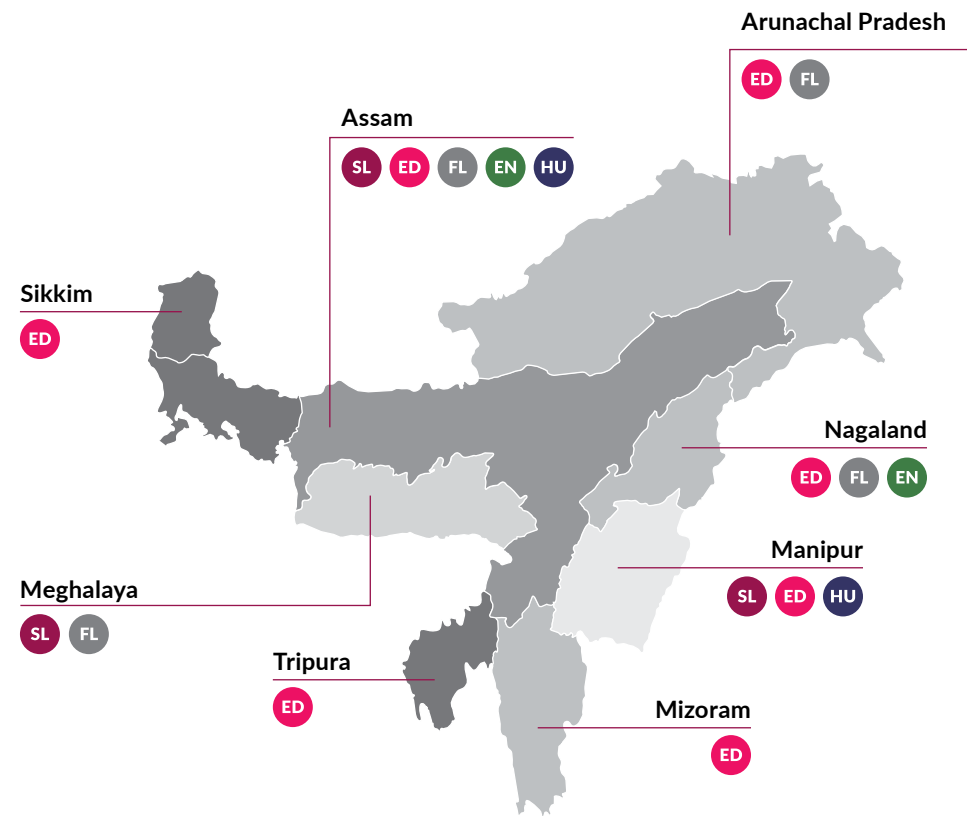
Our focus on North Eastern India

- The Northeastern region of the country is a unique landscape enriched with distinct culture and multiple ethnic communities, representing a fine example of unity in diversity in every aspect.
- Due to its isolated location and challenging terrain, the region has lacked holistic development and governance. Moreover, the region also receives minimal support from organisations. According to the National Portal of CSR India, set up by the Ministry of Corporate Affairs, North Eastern states have received the lowest CSR funding as per state-wise data.
- To address these challenges, the Indian Government has prioritised improving physical infrastructure, connectivity, healthcare, education, and sustainable tourism and agriculture as key aspects of its Act East policy, aiming to boost development in the region.
- As one of the largest banks, we already have a significant presence in these states and are well placed to also augment the efforts of the government and expand our presence in each state of the Northeast.

In line with this, we initiated our DilSe programme in 2017, to bring forth education-led socio-economic development and bring the entire region into the mainstream.

- Our other thematic intervention areas are also in sync with the focus on the north-east in financial inclusion and literacy, the Bank in partnership with NISM has conducted financial literacy sessions for students in multiple colleges in the region. With Axis Sachetna, the focus on the northeast has started to take shape with multiple FI FL sessions in the remotest of regions.
- Prioritising environmental conservation, we aim to plant 2 million trees by 2027 in Assam and Nagaland, among others We built flood resilience systems around Majuli to fight climate change.
- We run multiple programmes in Sikkim, Arunachal Pradesh, Assam, Nagaland and Manipur and expect to extend our footprint across North Eastern India soon.

Axis Bank's Presence in North Eastern India



Focus Areas

- SL Sustainable Livelihoods
- ED Education
- FL Financial Literacy & Inclusion
- EN Environment
- HU Humanitarian

“Axis Bank’s partnership with Sunbird Trust over the past four years through their DilSe initiative has been instrumental in curating and creating a sustainable school transformation programme. The success of this one-of-a-kind endeavour in Lyzon Friendship School in remote and conflict-affected Singngat in Manipur is now enabling Sunbird Trust to replicate the model in other partner schools in the region. Considering northeastern India has historically remained below the national trajectory of growth and development, it is truly commendable that Axis Bank has reached out to support some of our country’s least privileged and marginalised folks. I can say with confidence, that, in Axis Bank, we have found a committed and dependable partner to journey with for the development of the educational landscape in northeastern India and to share our vision of peace through education.”

Col. Christopher Rego (Retd)
 Founder and CEO, Sunbird Trust



Axis DilSe – Majuli

Continuing with Axis DilSe Philosophy, we are helping upgrade and expand the Hummingbird School in Majuli, Assam. Through our support, various infrastructural developments like science labs, children’s hostels, kitchen-cum-dining halls have taken place.

The students have achieved remarkable accomplishments in various fields. At the 30th National Children’s Science Congress, a team of sixth grade students secured the ‘A’ grade, showcasing their exceptional scientific aptitude. Additionally, two students excelled in martial arts by winning one silver and one bronze medal in the National Penchak Silat Championship. Furthermore, they have earned a spot in an international tournament in Uzbekistan. The school also witnessed a significant increase in the demand for admissions, underscoring the widespread recognition.

Axis DilSe - Captain (Late) Kenguruse, MVC Centre of Excellence and Wellness at Army Campus, Nagaland

Axis Bank collaborated with the Assam Rifles (under the aegis of the Eastern Command, Indian Army), as our facilitating and monitoring partner in Nagaland.

Under the initiative, we have established a residential centre at the army campus in Chisewema, Nagaland. It provides educational and mentoring facilities for 32 underprivileged students to prepare them for NEET, JEE and related streams.

Three students from this centre have applied and cleared the JEE mains (session 1). The remaining 29 students have appeared for NEET 2023 whose results are yet to be declared.



Axis DiISe - Assam Rifles Centre of Excellence at Manipur

The initiative is in partnership with the Assam Rifles (under the aegis of Eastern Command, Indian Army) who are acting as the facilitating and monitoring partner.

Under this, we have founded a residential centre at the army campus in Kangvai. It provides educational and mentoring facilities for 30 underprivileged NEET aspirants.

Axis DiISe - Sentinel Centre of Excellence, Arunachal Pradesh

This project is in partnership with the Assam Rifles (25 Sector Assam Rifles/IGAR (N)/DGAR under the aegis of the Eastern Command, Indian Army) who are acting as the facilitating and monitoring partner.

In phase 1 of the programme, the residential centre has been set up at the army campus in Jairampur. It will provide educational and mentoring facilities for 30 underprivileged students to prepare them for NEET,

JEE and related streams. The centre covers the syllabus of JEE laid down by the NTA viz. BS-MS dual degree in Indian Institute of Science Education and Research (IISER) and National Institute of Science Education and Research (NISER).

Axis DiISe - Manipur

We support the Lyzon Friendship School in Singnat, Churachandpur, Manipur.

The programme has achieved multiple milestones this year. The construction of a toilet has improved sanitation facilities, ensuring a hygienic learning environment for students and staff. The newly-constructed auditorium provides a dedicated space for various school events, fostering community engagement and showcasing students' talents.

These efforts have resulted in an impressive increase in school enrolment, with 485 students now benefiting from this initiative.

Axis DiISe - Manipur programme has also received a special jury commendation - FICCI CSR award for FY 2020-21.

Axis DiISe - Sikkim

We launched Axis DiISe programme in partnership with the 17000 ft Foundation to ensure that the children studying in 50 government schools of Sikkim have access to quality infrastructure and better learning resources.

As part of the programme, we undertook a comprehensive survey of 150 schools and shortlisted 50

schools in consultation with multiple stakeholders. Notable milestones include installing digital lab facilities to enable cutting-edge learning experiences for students. Additionally, we established libraries, enhancing access to educational resources and fostering a culture of reading. To promote physical well-being, outdoor playground equipment was provided, encouraging active play and recreation among the students.

~1,800 children from 50 schools

Beneficiaries



Axis Bank Scholarship Programmes

Ashoka University

We partnered with Ashoka University to promote the scientific ecosystem in the country by supporting students in STEM disciplines, faculties and research activities. Under this programme, the Bank enrolled and helped 48 women undergraduate students from 17 Indian states in science subjects. Moreover, we support three research projects, artificial spin ice, photon upconversion, and anti-microbial resistance, for 29 faculties members across six departments.

Plaksha University

We launched a scholarship programme for students from economically weaker backgrounds pursuing undergraduate degree programs at Plaksha University, Sahibzada Ajit Singh Nagar, Punjab.

Axis DiISe - Odapada block, Odisha

We launched Axis DiISe block transformation programme at Odapada block, Dhenkanal district, Odisha. The programme aims to identify students who have dropped out or not enrolled in the education system, provide age-appropriate learning to the selected students, and enrol them in the conventional educational system. The programme also aims to offer students foundational literacy and numeracy skills.

We identified 351 out-of-school children from this block as on March 31, 2023. Recognising the importance

of providing them with a bridge to integrate into the schooling system, we established 15 non-residential bridge course centres to cater their needs and help them catch up with their peers.

The programme also emphasised the significance of collaboration and engagement with various stakeholders, leading to ~1,000 meetings conducted with school management committee (SMCs), self-help groups (SHGs), youth organisations, and other concerned parties. These meetings served as crucial platforms for exchanging ideas, gathering valuable insights, and fostering a collective effort towards the cause.

351

Out-of-school children identified till March 31, 2023

~1,000

Total meetings conducted for various stakeholders

CASE STUDY 1

During my recent visit to Juangasahi Jaripal Habitation in the Kottam Panchayat of Odapada block, I met Vijay*, a 12-year-old boy from the Junga community toiling in the fields. Despite completing fifth grade, Vijay encountered barriers to further education due to financial constraints and the distance to the nearest school. They couldn't afford the bus fare, and due to the COVID-19 pandemic, he had not been enrolled in school and was still working. Despite these difficulties, when I asked Vijay about his interest in pursuing his studies, he responded "yes". Understanding his potential, I advocated for educational support and,

with the help of Aspire and the local community, an NRBC centre was established. Over six months, Vijay displayed remarkable progress, eventually expressing a keen interest in attending a regular school. Thanks to the combined efforts of Aspire, Axis Bank Limited (ABL), and Tata Steel Foundation (TSF), Vijay now attends Kottam Government High School, supported by the sarpanch, headmaster, and PRI members who acknowledged Aspire's valuable contribution to the community's educational progress.

Arun Kumar Baral
Block coordinator, Odapada

CASE STUDY 2

During a community hall discussion in Indipur gram panchayat of Odapada block, we witnessed a young girl struggling to fetch water with her mother, who reprimanded her. Concerned, an Aspire team member intervened, advocating for the girl's education. The mother, citing financial struggles and traditional gender roles, was initially hesitant. However, the team emphasised the benefits of education, including government support like the mid-day meal programme and study materials. After convincing the mother, the Aspire team helped enrol the girl in the sixth

grade at a nearby school, addressing her learning gap at the NRBC centre in Juangasahi, Indipur gram panchayat. Recognising the need for further assistance, the NRBC teachers recommended transferring her to an RBC. After discussions involving the school headmaster, sarpanch, ward members, her parents, and PRI members, the decision was made, receiving appreciation from the community and the sarpanch.

Arun Kumar Baral
Block coordinator, Odapada



Museum of Solutions, Mumbai

In collaboration with the JSW Foundation, we are building the Museum of Solutions (MuSo) at the Victoria Mills compound, Lower Parel, Mumbai. MuSo will be a unique, first-of-its-kind children's museum aiming to inspire, enable and empower children to make a meaningful change in the world collectively.

*Note: The name has been changed to protect the child's identity.

Financial Inclusion and Literacy

As a leading financial institution, Axis Bank is responsible for empowering communities and supporting the country in becoming financially stronger. Through various interventions, we raise awareness in economically weaker sections about the products and services available in the vast universe of banking space. Moreover, through the Bharat banking approach, we ensure access to such products and services in the remotest of regions.

Axis FLY - Strengthening Financial Awareness among Youth

India has embarked on a path towards innovation where youth would be job seekers and providers. In this era, young professionals must be financially aware. Consequently, we are trying to narrow the gaps in knowledge of graduates fresh out of college. We partnered with the National Institute of Securities Market (the educational arm of SEBI) to spread awareness about saving and investing among students. The focus is on colleges and fresh graduates, particularly from Tier-II and III cities.



Axis Sachetna

Despite being the caretakers of their respective families and households and supporting the men in agricultural or other commercial activities, rural Indian women remain socially and economically behind. Moreover, many are still feeling the repercussions of COVID-19 on their livelihoods. The impact of COVID and The Bank's desire to empower women in rural and urban India influenced Bank's Financial Literacy Programme (FLP) - Axis Sachetna.



Run by our microfinance Team, the bank has been undertaking FLP trainings across the country supporting millions of women. The FLP educates the women on the basics of personal financial management, healthcare awareness and Government Schemes like the Pradhan Mantri Jan Dhan Yojana (PMJDY) and Pradhan Mantri Mudra Yojana (PMMY).

>11.5 lakh
Women reached out to under the financial literacy programme

CASE STUDY



Geetha, aged 45 years, is one of the beneficiaries from Anberu village in Davangere. The major source of income for her family is from dairy farming and agriculture.

What was her initial reaction towards the training?

Initially, when the discussion opened on FLP and hygiene training, Geetha was hesitant. Through an interactive session, interest was generated. All the important factors of hygiene and financial planning were put forward in the session. The session was conducted for more than two hours along with other group members.

What insights did she derive from the training?

Controlling expenditure, keeping the surroundings clean and hygienic, using clean water, which helps keeping her family healthy.

Did she spread awareness among her peers/others?

Yes, Geetha informed other group members about the importance of FLP and hygiene and their benefits by showing the live example of her daily living/earning.

What were her takeaways from the training?

Improving the daily earnings and investing on necessary and needful things, avoiding the ill health by consuming good water and food by keeping the surroundings clean.



Axis Evolve

India is the hub of small and medium enterprises, which serve as source of innovation and create a competitive healthy economy. Under the objective of capability enhancement for SMEs, we organise an exclusive forum for the SME community titled Evolve. It is an event offering value addition to SMEs on current trends and insights, as well as on topics relevant to the growth of the SME business. The platform also imparts knowledge to SMEs on new-age strategies, case studies, operational know-how, regulatory and governmental affairs that impact their business.

2,000+
Entrepreneurs impacted



CSC Academy

Since the reach of financial institutions through brick-and-mortar presence remains limited, the role of physical and digital solutions to overcome last-mile hurdles is paramount. Under this programme, we are reaching out to the rural community through specialised mobile vans managed by local, trained VLEs under the oversight of CSC Academy. The programme plans to cover more geographies and have greater buy-in from community members to benefit from better delivery of financial literacy interventions and access various financial products and services available.

Environmental sustainability



Committing to Mission 2 Million Trees by 2027

As a part of Axis Bank's larger ESG agenda, we have committed to planting two million trees by 2027 to contribute to India's carbon sink and its commitments under the Paris Agreement.

Four of our existing partners are implementing this programme in the Sundarbans (West Bengal), Madhya Pradesh, Gujarat, Andhra Pradesh, Karnataka, and Rajasthan. We envisage achieving this programme in three cycles of three years each, with the first year for planting and the second and third years for monitoring, ensuring the planting of local species best suited to the geographical and climatic conditions.

Going Beyond Mission 2 Million Trees

We have taken a step further towards our commitment of habitat restoration. These programmes include the restoration of mangrove habitat in Tamil Nadu, habitat restoration and agroforestry in Assam, avoiding human-animal conflict through agroforestry in Karnataka and habitat restoration in Madhya Pradesh involving a total of additional 1.5 million trees by 2027.

Miyawaki plantation

Urban ecosystems are crucial for providing resilient and sustainable urban spaces where the nature and humans can coexist. As part of the Bank's commitment towards the larger goal of habitat restoration, we have planted about 53,000 saplings in Navi Mumbai using the Miyawaki method.