

# Leading Positive Change

We lead the change by demonstrating our proactive approach towards critical global issues, be it the lack of financial access or the challenge of climate change. Our commitment to advance financial inclusion and social equity, environmental stewardship and sustainable practices, set a benchmark for responsible banking, showing our leadership in creating a better future for both people and the planet.





REDEFINING BANKING IN THE DIGITAL-FIRST ERA

# Innovating to Accentuate Customer Experiences

Since 2019, we have prioritized digital banking by making substantial investments in developing our in-house capabilities and proprietary technologies. We are continuously developing digital-first products that re-imagine customer propositions for existing as well as new customers.

Capitals Impacted



SDGs Impacted



## 'open' by Axis Bank – One for All

'open' by Axis Bank is envisaged as a digital bank within the Bank. With 'open' by Axis Bank, the customer is at the core of every conversation and decision. We leverage the expertise of our 2,400-strong workforce dedicated to advancing our digital agenda. This includes 350 full-stack engineers as well as a 55 member design team. Backed by state-of-the-art platforms for DevSecOps and cloud infrastructure, we have led the development of numerous digital products internally. Our focus on continuous innovation has positioned us as leaders in delivering cutting-edge digital solutions, fostering significant growth in digital adoption, usage, transactions, servicing, and sales.

**~28 million**

Registered customer base for Mobile Banking (MB)

**~14 million**

Mobile banking monthly active users

**29%**

Credit cards issued digitally end-to-end

**~9.3%**

Capex spends on technology infrastructure in fiscal 2024



### Our Holistic Approach to Digital Banking

- » Launch and scale up a fully digital bank within the Bank – **'open'** by Axis Bank
- » Port capabilities from **'open'** to the rest of the Bank for assisted digital journeys

**'open'** operates as an autonomous entity within the Bank, currently contributing approximately 6% to the overall business. Driven by a well-defined, medium-term objective focused on customer acquisition, business expansion, and profitability, **'open'** has demonstrated notable growth over the past three years. There was a 74% increase in assets and 33% in liabilities channelled through **'open'** in fiscal 2024. As we continue to grow and adapt to the digital future, the core values of *'dil se open'* remain the guiding light, which ensures that our offerings are both cutting-edge and rooted in trust and familiarity.

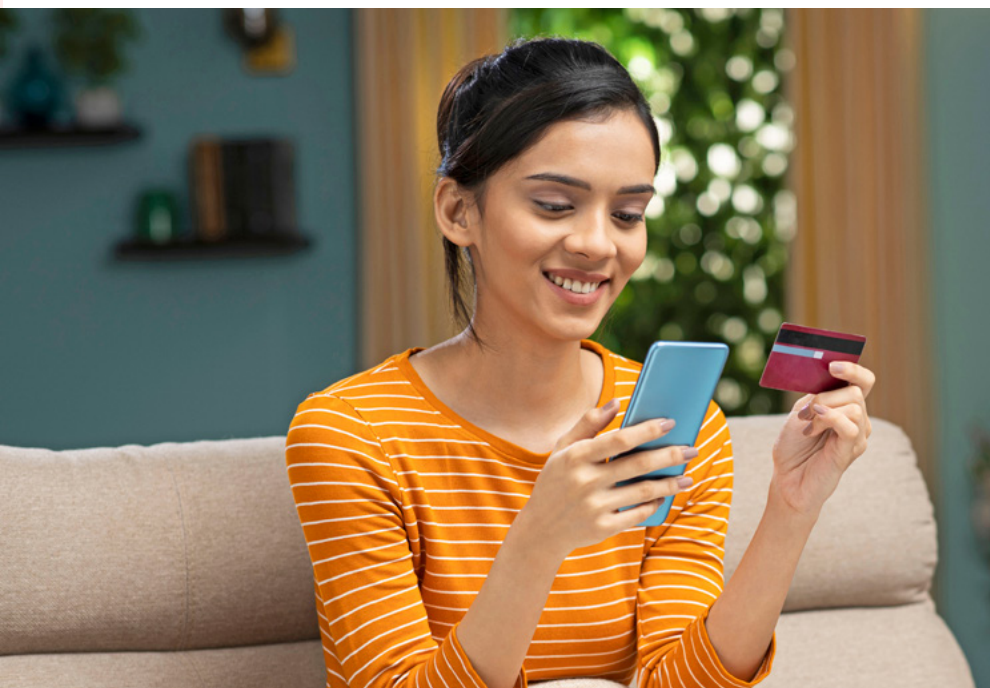
### 'open' by Axis Bank: Pioneering the Future of Digital Banking

All journeys under **'open'** by Axis Bank are end-to-end digital, encompassing sourcing, sales, and processing. The offerings span a diverse suite of over 25 products covering assets, liabilities, and fee income categories. This includes digital onboarding for savings, salary, and current accounts, and term deposits, as well as secured and unsecured asset journeys for personal, business, auto, and gold loans.

We have made a significant progress towards establishing the Bank as a 'Digital consumer lending powerhouse'. In addition to new product launches, we have also enhanced critical capabilities, such as our leadership in the account aggregator ecosystem. This plays a pivotal role in the underwriting process for new-to-bank customers. Furthermore, the launch of a dedicated partnership lending platform has seen successful market penetration with two major partners.

Partnership-based loans have emerged as a substantial contributor to overall digital lending under **'open'**, with several additional partnerships in the pipeline for both lending and other products.

We have also elevated the mobile banking experience for customers with cutting-edge features that guarantee unprecedented, effortless, and intuitive interactions. We have heavily invested in personalisation, creating over 10,000 hyper-personalised nudges across 2,500+ customer features in the **'open'** app. Complementing this effort is the recently launched 'Just for you' section on the app dashboard. New features like 'One-view' enable customers to link accounts from other banks through the account aggregator ecosystem. We have also launched a 'benefits' dashboard to increase transparency on credit card rewards, benefits, and fees.



**'open'** is rated 4.8 on both the Google Play Store and Apple App Store with over 2.6 million reviews.

## What 'open' by Axis Bank Offers

### ASAP

Our ASAP digital savings account is a fully digital journey for onboarding new customers to the Bank. We have designed tailored propositions such as the Amaze savings account, targeted towards young and digitally savvy individuals, offering exclusive benefits linked to spend activation and spend milestones.

**~₹31,400**

Balance per account

### MAXIMUS

This serves as our comprehensive digital lending solution catering to all customer segments. It facilitates 100% digital loan processes, prioritising risk-based pricing and aggregator-driven underwriting.

**80%**

Disbursements in unsecured lending

### Insta Invest

This is a platform which caters to a diverse range of investment opportunities, including mutual funds, digital gold, and PPF to customers while enabling deep engagement throughout their investment journey.

**₹69 crores**

Fee Income

### VISION

This is our video KYC platform, deployed as a micro-service throughout the Bank and accessible to partner applications.

**8.22 lakhs**

VKYC done every month

### OLIVE

Through the 'Olive' programme, we deliver comprehensive digital journeys for credit card onboarding, cross-selling, upselling, and servicing.

**72%**

Cross-sell and upsell digital

### MAVERICK

This is our digital forex solution designed to offer convenience to both existing and new customers.

**80%**

Share in forex card issuance

## Additions to the Product Portfolio in Fiscal 2024

During the reporting period, we expanded our product portfolio by introducing several new customer propositions, while investing in our existing offerings. Notable additions include:

### Digital NRI US Dollar FD Journey in Gift City

We launched a fully digital mobile app journey for USD denominated deposits in Gift City for our NRI customer base. This journey is an industry-first, end-to-end paperless solution which simplifies the process of booking, tracking, and managing USD fixed deposits.

### Digital Business Loans Platform

We offer end-to-end digital business loans to self-employed customers (individuals/sole proprietors), where the funds are sanctioned and disbursed instantly within five minutes. The journey is seamless and eliminates any physical documentation, thereby providing a robust and quick credit flow to MSMEs.

### Digital KCC

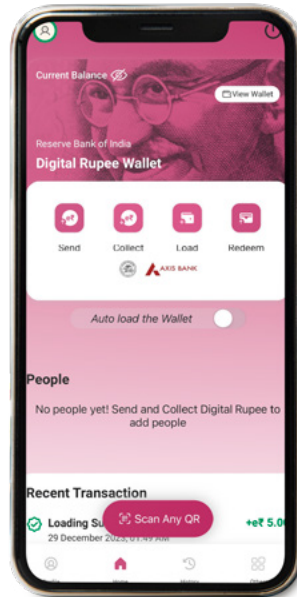
In association with the Reserve Bank Innovation Hub, we launched a 5-minute journey for availing KCC loans. This journey has the potential to transform the farmer finance business across the country. It eliminates the need for physical documentation as well as the hassle associated with KCC loans, and brings down the TAT for KCC loans from a few weeks to a few minutes.



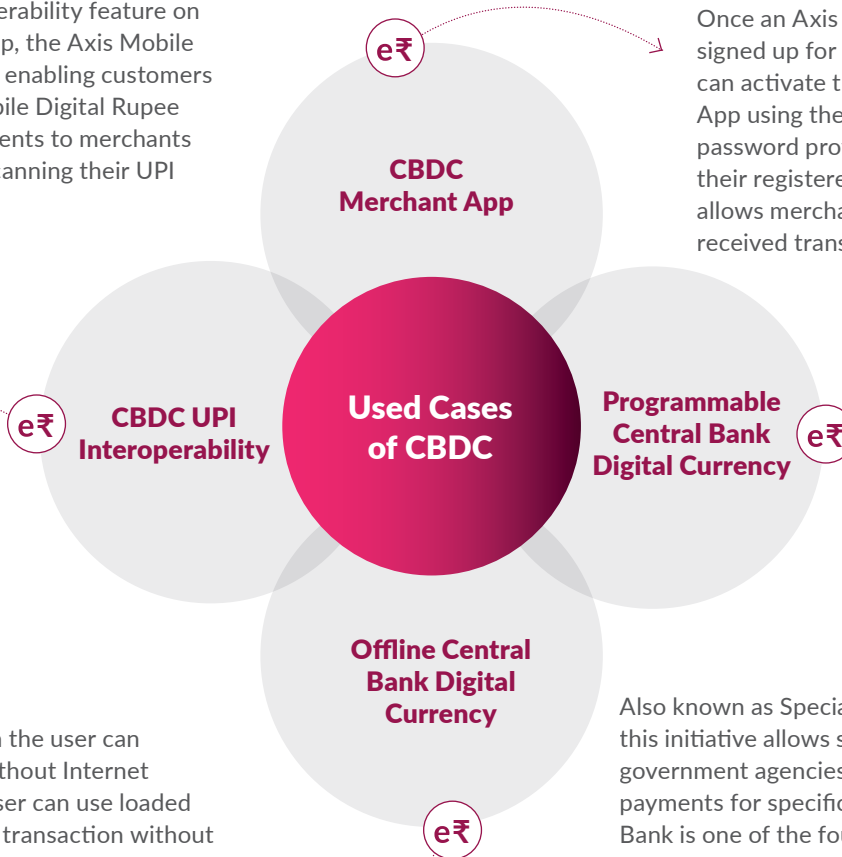


## Central Bank Digital Currency

Central Bank Digital Currency (CBDC), also known as the 'Digital Rupee' or 'e₹', is a digital form of legal tender issued by the RBI. It holds the same value as physical currency, is exchangeable with existing currency, and represents a direct claim on the central bank. CBDC allows for digital transactions and value storage akin to physical currency notes. The Bank was selected by the RBI in cohort 3 and launched its CBDC in March 2023. This makes us the first bank in our cohort to go live with CBDC.



In alignment with directives from the RBI and NPCI, we have introduced the CBDC UPI Interoperability feature on our CBDC retail app, the Axis Mobile Digital Rupee App, enabling customers using the Axis Mobile Digital Rupee App to make payments to merchants or individuals by scanning their UPI QR codes.



Once an Axis Bank merchant has signed up for the CBDC wallet, they can activate the CBDC Merchant App using the default username and password provided by Axis Bank via their registered email ID. The app allows merchants to conveniently view received transactions.

A feature by which the user can do transactions without Internet connection. The user can use loaded digital rupee to do transaction without internet. It is launched in CUG by Axis Bank, which is among the two banks to launch Offline CBDC feature.

Also known as Special Purpose Digital Rupee, this initiative allows sponsor entities such as government agencies or corporates to ensure payments for specific benefits. Currently, the Bank is one of the four Banks implementing PCBDC, has successfully completed UAT, and has moved to the implementation stage. It will also be one of the first three Banks to go live with PCBDC.

## NEO

With Project NEO, we are on our way to becoming India's best Digital Wholesale Bank. Under the project, customer journeys across wholesale products and services are tailored according to how customers perceive their business, as opposed to a product-led approach. The delivery design is benchmarked against global best practices and takes into consideration the user persona, digital maturity, and the size of the client, from SMEs to large corporates. The continuous investment in our technology stack ensures we are able to leverage the latest advancements, ensuring system resilience, scalability, and agile enhancements.

Our 'NEO for Business' platform, targeting MSMEs, has garnered significant customer engagement, offering both banking and non-banking services seamlessly. Our 'NEO for Markets' platform has also witnessed substantial increase in digital adoption among treasury customers, while the 'Corporate Developer Portal' now offers over 125 'open' banking APIs. The introduction of 'NEO for Corporates', a cloud-based digital banking solution, enables us to scale products rapidly while providing a unified platform across Payments, Trade, Forex, and more. Furthermore, Axis NEO Connect, our plug-and-play solution for seamless ERP integration

with banking API services, is gaining traction across customer segments. As we move forward, our focus on continuous innovation and enhanced offerings leveraging technology remains a core strategic tool in achieving our vision.



## A Leading-edge Technical Architecture

We place paramount importance on the technology architecture anchoring our digital strategy and thus maintain a robust technology infrastructure to ensure scalability, resilience, and proactive risk management. Through strategic partnerships and the integration of cutting-edge technologies like AI and data analytics, we remain agile and poised for sustained growth in the digital era.



**30**

Services live under 'Branch of the future'

**67%**

Service requests catered digitally

**45,765**

New PPF accounts sourced digitally

**~14,500**

Man-days saved per month across branches and clearing centres

**8.3 million**

Paper savings through Digital Banking per month

**~11 million**

Non-Axis Bank customers using Axis Mobile and Axis Pay apps

## Awards and Recognitions

- » Conferred the 'Most Innovative Use of Martech in BFSI' Award at the Economic Times Martequity awards
- » Demonstrated our digital journeys (CBDC app and Digital KCC) at showcase events organised by RBI during G20 summit discussion



### Digital Banking and Transformation—Building an End-to-End Digital Experience for Customers

Our Digital Banking and Transformation (DBAT) team focuses on innovating end-to-end customer propositions to deliver modern financial services. By investing in digital capabilities and adopting an API-centric architecture, we enhance customer and employee experiences, while improving operational efficiencies. The team ensures continual improvement by regularly updating site designs and UI/UX based on customer feedback from multiple channels.



### Strengthening our Operational Core for Superior Customer Experience

Saksham, our in-house application, streamlines branch operations by handling transactions, customer service, and sales on a unified platform. It leverages advanced digital authentication for quick transactions and UIDAI services for seamless customer authentication. Using straight-through processing capabilities, the application reduces reliance on paper-based workflows, improving processing time, accuracy, and customer satisfaction.



### Automated Branch Services

Automated branch services integrates digital technology within our branches to increase customer convenience and efficiency. This transformative upgrade empowers customers by providing swift and secure access to essential banking services from any location, at any time. We are also augmenting our current services to add vital banking functions such as passbook printing and cheque deposits through digital channels. Our deposit kiosks have efficiently handled passbook printing transactions and cheque deposits, reflecting our commitment to delivering exceptional service through innovation.



ENABLING ACCESS, DRIVING INCLUSION

# Bridging the Gap in Financial Access

*The Bank is building a distinctive model for the RuSu markets, hinged on PSL augmentation, creation of customised sales products, multi product sales architecture, and improved geographical penetration through partnerships and collaborations while creating a seamless banking experience for customers through the digital channel.*

Capitals Impacted

FC MC SRC

SDGs Impacted



Bharat Banking is one of the key strategic priorities of the Bank, aimed at integrating rural and semi-urban India (RuSu) into the economy while addressing the diverse financial needs of its vast population. We are moving from a product to a customer-centric view enabled by multichannel distribution network into deeper Bharat markets, and ensuring customers' access to best-in-class financial services and advisory seamlessly via digital channels. This strategic approach is underpinned by a profitable business model and a diverse product suite tailored to meet the unique requirements of RuSu markets.

**2,480+**

Bharat Banking branches

**80+**

Partnership pipeline

**64,550+**

Village Level Entrepreneurs (VLEs) at our Bharat Banking Common Service Centres (CSC) network





## Key Levers of Bharat Banking

### Building a Deep Distribution Network

In our quest for sustainable growth, we have focused on nurturing organic distribution in RuSu markets. We have taken our branch count to 2,480+. These new establishments are supported by a network of partners such as Common Service Centres (CSC), various Business Correspondents Banking Outlets (BCBOs), Pradhan Mantri Jan Dhan Yojna (PMJDY) outlets and various strategic alliances.

We also leverage our corporate bank to build a strong partnership base across corporates with rural presence, fintechs and agritech companies, and several non-banking

financial companies (NBFCs) that have strong rural play.

We are also building a Bharat Ecosystem by increasing our presence in the high potential Mandis across the country. Our aim is to penetrate the Agri Value Chain by building deep partnerships with a leading buyer of agricultural outputs and inputs, and a key player facilitating the trader ecosystem in RuSu markets.

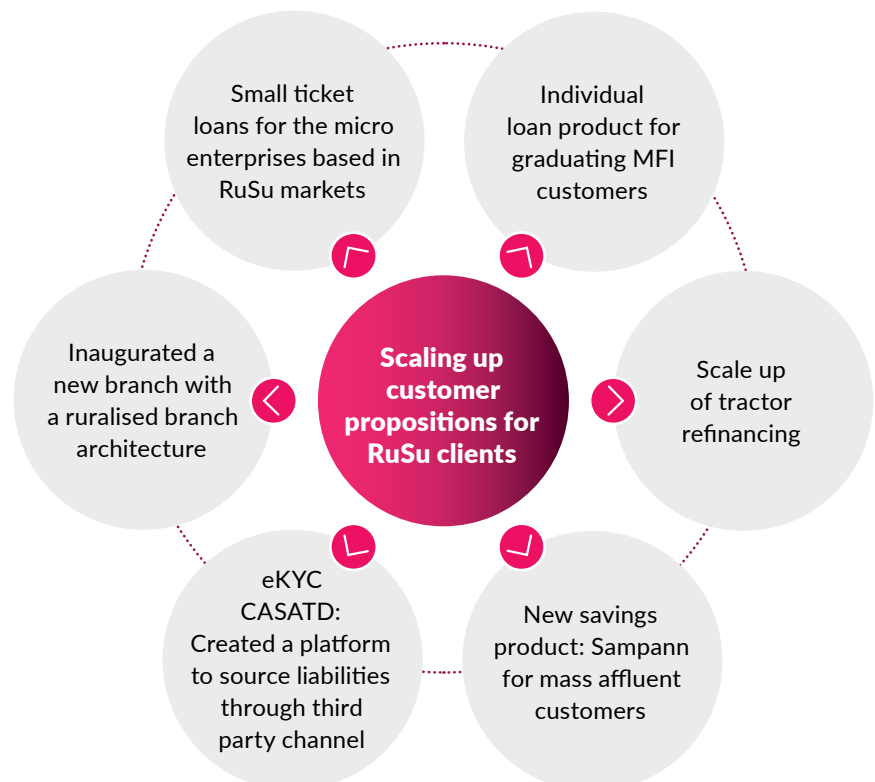
We have revamped our architecture for government-sponsored schemes through a mix of distribution, governance, and digital initiatives. This has increased financial inclusion through flagship government schemes.

### Key Milestones Achieved in Fiscal 2024

- » Highest ever disbursements in a year amounting to ₹70,449 crores and a significant scale-up in the balance sheet
- » Expanded reach to 2,480+ Bharat Banking branches complemented by 64.5k+ strong CSC VLE network
- » Launched a digital co-lending platform that gives access to new segments in the RuSu markets
- » Revamped our digital journeys across gold loan and farm mechanisation that improves customer experience
- » Launched 'Sampann' – a new savings product for the mass affluent segment in RuSu markets to capture the strong deposit build up

### Bharat-centric Propositions

We have introduced several customer-centric propositions, specifically tailored to meet the unique needs of our RuSu clientele. We are focused on developing new products within our policy framework and on expanding the coverage of our existing suite through a robust distribution network. During the year, we scaled up several new propositions such as FPO financing, tractor refinancing, financing agri infra under AIF programme, metal pledge based financing, and serving poultry value chain.



Putting Customers First

**Servicing Milk Producers' Cooperative**

The Krishna District Milk Producers' Mutually Aided Co-op. Union Ltd. was established in 1964. The organisation has completed 60+ years in the dairy industry, serving 1,50,000 milk producer families under the Co-operative Act.



Voice of the customer

**"We have been associated with the Bank for over two decades now, and Axis Bank has played a key role in our journey. We have availed from the Bank working capital term loan, cash collection and pick-up, and Current Account facility. The Bank has extended enormous support in funding our expansion and has been responsive to our banking needs."**

**Reaching solutions to the farthest corners**

Mrs. Cheharun Necha is a determined entrepreneur from Bongaigaon, Assam. Despite humble beginnings, she ventured into poultry farming. Facing initial challenges, she sought financial support through Axis Bank's JLG Loan.



Voice of the customer

**"Before accessing the JLG loan, my poultry business was struggling to gain traction. With the support of Axis Bank, I relocated my shop and made necessary infrastructure improvements. Gradually, my business began to flourish, allowing me to regularly repay my EMIs and qualify for a second loan cycle. With the second loan, I diversified into the grocery business, further increasing my family's income. My son now manages the grocery shop, while I've also created job opportunities by hiring additional help. Thanks to the continued support of Axis Bank, I have expanded into tailoring with additional loan cycles, and now enjoy a sustainable average profit of ₹24,000 per month."**



## Digital and Analytics

Digital is the key lever to improve efficiency and offer a better customer experience. We have introduced several initiatives to enhance the banking experience for RuSu customers.

- » Launched a digital platform for co-lending journeys in partnership with NBFCs
- » Revamped gold loan and farm mechanisation digital journeys and other high-growth products are in the pipeline, with a significant reduction in TAT
- » Implemented a risk-based pricing framework for gold loans

- » Enabled eKYC sourcing of CASA and term deposit (TD) across third party network

# 30%

Growth in rural advances

# 12%

Growth in rural deposits

# 30%

Growth in disbursements

## Our Plan for Fiscal 2025

- » Introduce a redesigned digital pathway tailored for small ticket nano loans
- » Enhance the customer journey for Kisan credit cardholders and enterprise customers
- » Introduce onboarding sales architecture on the 'Siddhi' application
- » Create a digital onboarding platform for the supply chain financing clients
- » Extend risk-based pricing for the other high growth retail products

## Fostering Growth and Profit

Our aim is to build a profitable portfolio while harnessing the vast potential of the underpenetrated RuSu markets. The Bank's strategic focus is to drive both growth and profitability through a strong emphasis on Risk-Adjusted Return on Capital (RAROC) and portfolio quality improvements across retail and institutional segments. By prioritising the volume growth of Priority Sector Lending (PSL) and enhancing sales productivity, the Bank aims to profitably expand its market presence while upholding stringent risk management standards and cost controls. Several initiatives

have been taken to increase product per customer by increasing insurance penetration, generating forex income from existing clients, mobilisation of deposits, and leveraging multi-product initiatives such as the 'Deep Geo' programme. The Bank aims to expand its multi-product architecture by partnering with organisations like Common Service Centres (CSC) e-Governance Services India Ltd. Through this collaboration, the Bank seeks to enhance digital and kiosk banking facilities in rural, unbanked, and underbanked areas.



## Way Forward

The Bank is in the midst of a transformative journey, crafting a unique model tailored for the RuSu markets. We are looking at accelerating balance sheet growth faster than the industry growth augmenting PSL, achieving self-sufficiency at a sub-segment level, and expanding our distribution network through robust branch and partnership channels. We aim to do so by delivering best in class digital experiences to our customers, establishing dominance across multiple ecosystems, and playing an important role in fostering financial inclusion and socio-economic development of the RuSu markets within the nation.



DISTINCTIVE SOLUTIONS FOR DIVERSE NEEDS

# Intuitive and Instantaneous Banking

*Prioritising simplicity, intelligence, and instant access, we ensure that banking goes beyond transactions to become a seamless experience tailored to individual needs.*

**Capitals Impacted**



**SDGs Impacted**



At the core of our financial solutions lies customer centricity, driving us to make banking more than just efficient – but more intuitive and instantaneous. Using insights and innovation, we consistently evolve our offerings to meet the ever-changing

demands of our customers. Partnerships are integral to our strategy, enabling us to expand our customer base, improve product propositions, and scale faster. And this year, we made significant progress on that score.





### India's First Numberless Credit Card

In collaboration with Fibe (formerly EarlySalary), a prominent fintech firm, we introduced India's inaugural numberless credit card tailored for the tech-savvy Gen Z. While crafting this innovative solution, we prioritised customer security and data privacy. By eliminating the card number, expiry date, and CVV from the physical card, this card offers enhanced security, mitigating the risk of identity theft. Customers can effortlessly oversee their Fibe Axis Bank Credit Card details via the Fibe app, exercising total control over their information and transactions.

### Digital Dukaan

In collaboration with Visa, we launched 'Digital Dukaan', a comprehensive Android Smart POS application that enables merchants

to accept payments through various digital modes and manage their businesses digitally. This initiative reflects our commitment to facilitating seamless digital transactions and enhancing the efficiency of businesses by simplifying and streamlining everyday transactions for merchants.

### Frictionless Credit





We introduced two innovative lending products powered by the Public Tech Platform for Frictionless Credit (PTPFC) from the Reserve Bank Innovation Hub (RBIH): the Kisan Credit Card (KCC) and Unsecured MSME Loans. Designed to serve small enterprises, these offer a fully digital process, eliminating the hassle of document submissions. Bringing cutting-edge technology to simplify lending, we are delivering seamless financial solutions tailored to modern business needs.

### Sarathi

This year, we introduced Sarathi, a revolutionary digital onboarding solution for merchants, designed to facilitate Electronic Data Capture (EDC) or Point of Sale (POS). Unlike traditional methods, Sarathi streamlines the process into four simple steps: real-time database checks, live video verification, elimination of field verification, and instant POS installation. This paperless approach ensures quick processing, immediate status updates, and installations within 45 minutes, marking a significant leap in efficiency and convenience for merchants.

Through strategic partnerships that prioritise innovation and Customer Centricity, we aim to meet the evolving needs of our diverse customer base while driving positive impact and fostering growth in the communities we serve.

## Ab apni dukaan ko banao **DIGITAL DUKAAN**

-  Easy Billing and Payments
-  Send offers/promotions to customers
-  Access to readymade catalogues
-  Access to reports and analytics



T&C apply. Solution comes with Android Smart POS & mPOS machines. Image used is for representation purpose only.

EMPOWERING EMPLOYEES TO THRIVE

# Nurturing and Promoting our People

*At Axis Bank, we believe that a progressive workplace attracts and retains the right talent to propel growth. By empowering our people to chart their own career paths and championing diversity, equity, and inclusion, we have been able to build a future-ready workplace that will enhance our performance while setting new benchmarks for the industry.*

Capitals Impacted

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SDGs Impacted



We provide our employees an open, enabling work environment where they feel valued and are encouraged to take charge of their careers while contributing to organisational growth. Through programmes such as Gig-A-Opportunities and the #ComeAsYouAre Charter, Axis Bank prioritises talent development and actively works towards the inclusion and integration of employees into the system. Furthermore, through various employee

wellness initiatives and nurturing a supportive work environment, the Bank ensures that its workforce remains engaged and motivated, contributing positively to both the Bank and society. With a strong emphasis on leveraging diverse perspectives and fostering inclusion, the Bank has not only emerged as an employer of choice but also as a driver of innovation and positive change in the banking sector and beyond.



## Talent Acquisition and Retention

Axis Bank’s talent acquisition philosophy advocates sourcing from a diverse talent pool to reinforce diversity. Its inclusive hiring policy, featuring the prompt #ComeAsYouAre, encourages women, LGBTQIA+, and PwD candidates to apply, resulting in an increase of women hires to 25%, and hiring of employees who identify themselves as queer and transgender. Our policies on employment opportunity and Diversity, Equity, and Inclusion (DE&I) emphasise deploying the lens of “equality” while prioritising

merit as a criterion for employment and advancement. In fiscal 2024, **Project Thrive** focused on prioritising internal talent and attrition control, establishing a talent planning process sponsored by the Management Committee. Long-term benefits are anticipated from talent cross-pollination across departments, nurturing internal leaders with diverse experiences. The Management and the Board remain focused on reducing attrition levels through such ongoing initiatives.



**104,332**

Total employees

**₹25 lakhs**

Profit per employee

**26,087**

Total women in the workforce

## Diversity, Equity & Inclusion

At Axis Bank, we embrace and celebrate the diversity of our workforce, recognising that each individual brings their unique perspectives and strengths to the organisation. Our commitment to DE&I is ingrained in our core philosophy, driving us to create a workplace where everyone feels

valued. In fiscal 2021, we took a significant step forward by establishing a dedicated DE&I team, tasked with implementing robust structures and processes to support our objectives. Throughout fiscal 2024, our focus has been on building upon this foundation, consolidating our progress, and embedding DE&I principles into every

aspect of our organisational culture. We believe that fostering a diverse, equitable, and inclusive environment not only enriches our workplace but also fuels innovation, creativity, and ultimately, success.

**1:3**

Overall diversity ratio as on March 31, 2024

**30%**

Women in the workforce by 2027

**1.02**

Ratio of fixed pay of women to men

### Our Focus is to Go

Beyond the Binary

Beyond Biases

Beyond Abilities

Beyond Stereotypes



## Initiatives around our DE&I Agenda

### Accessibility to Person with Disability (PwD)

#### Learning through lived experiences

We prioritise inclusion for PwD, tailoring Key Result Areas (KRAs) to individual capacities and abilities. Our lens of equity ensures personalised growth opportunities based on individual achievements and potentials. Through engagements and upgrading awareness through the lived experiences of our PwD colleagues, we foster an environment where PwDs can pursue growth and thrive in the organisation.

### WomenInEveryTeam

#### Going granular, ensuring a woman in every team

The bank has prioritized diversity in STEM (Science Technology Engineering & Math) fields, witnessing growth from 19% to 25% women. Our #HouseWorksWork campaign, introduced in 2022, has attracted 4,000+ resumes, predominantly from women homemakers and those with career gaps. To ensure gender representation at the micro-level, we mandated having a woman in every team, with 65.9% of teams currently meeting this criteria.

### #ComeAsYouAre

#### Making our support visible

We introduced the #ComeAsYouAre charter for employees and customers from the LGBTQIA+ community in 2021 with 7 employees. In 2023, the 'Axis Pride365' employee resource group of LGBTQIA+ and allies had over 1,500 organic sign ups. Several employees who identified themselves as queers and transgenders are in customer facing roles in the Bank and they participate in community events like Kashish Pride Film Festival and Mumbai Queer Pride Parade.

### AxisDE&I Curriculum

#### From classrooms to vociferous DE&I advocates in Corporate Houses

Our DE&I Team travelled to 16 institutes across the country to conduct a 6-hour interactive certificate course on DE&I. True to the idea of breaking templates, we also covered law colleges, media and fashion colleges in addition to management colleges.

### Gateway To Inclusion

#### Towards intentional inclusive behaviours

Our employees actively participate in programmes like Pause For Bias and Gateway To Inclusion, which cultivate a work environment that nurtures diverse individuals. To enhance governance and stakeholder engagement, a formal DE&I council was established, consisting of 128 employees.

### AxisVIBE

#### A business ecosystem on the foundation of DE&I

Varsity of Inclusive Business (AxisVIBE) was introduced in 2022 to promote DE&I. We organised 4-hour interactive collaborative learning modules to bring the best practices in DE&I to the fore. This year, we hosted seven interactive sessions in Mumbai, Delhi, and Bengaluru that saw the attendance of 188 organisations.

## Hiring

In fiscal 2024, we intensified our efforts to bolster our DE&I programmes while ensuring the calibre of incoming talent. Recognising the need for skilled freshers across various departments, the Bank introduced exclusive Hire-Train-Deploy Programmes tailored to each unit. These initiatives, projected to yield approximately 5,500 freshers annually, underscore the Bank's commitment to talent development and operational

excellence. With a hiring diversity rate of 25%, Axis Bank ensures inclusivity and equal opportunities for all.

Our flagship campus programmes, such as AHEAD for Tier I MBA campus, ABLe programme for Tier II MBA campus, Axis Bank Engineering Programme that targets premier engineering institutes, Axis Sales Academy (ASA) for Field Sales roles, and School of Fintech and Java have

been significantly revamped to align with evolving industry demands. Our flagship ABYB programme continues to serve as a vital pipeline for Branch Relationship Officers (BROs); we have onboarded 4,000+ candidates through the programme. These strategic initiatives not only strengthen Axis Bank's talent pool but also reinforce its position as a leader in inclusive hiring practices and talent development.

**40,724**  
Total new hires

**28.8%**  
Turnover rate of employees

**₹6,070**  
Average hiring cost per FTE

**25%**  
Hiring diversity rate

**₹10,933 crores**  
Staff cost

**219**  
Graduates welcomed under Axis Arise

### #HouseworksWork

The #HouseworksWork campaign reflects the Bank's culture of equity and recognises skills and knowledge that are homegrown. The campaign takes into cognisance the fact that housework is a productive activity involving planning, organising, managing, budgeting, problem-solving, and multitasking. This campaign received an overwhelming response with 4,000+ responses to date.



## Campus Hiring Programmes

### WeLead

Specialised hiring programme for women management graduates from Tier II B-schools, providing rich middle-management roles. As targeted, we onboarded 26 hires in fiscal 2024.

### ABLe

Cadre programme for recruiting post-graduates (MBA/ PGDM/ MMS) from Tier II B-schools across the country. Onboarded ~175 candidates every financial year, with a goal to double the hiring in fiscal 2025.

### Aspire

A targeted initiative aimed at new IIMs and established IIT management departments to cultivate talent for Corporate, CoE functions, and other departments. We hired 105 in fiscal 2024 vs. 62 in fiscal 2023.

### AHEAD

Catering to students from Tier I B-schools in the country, like IIMs and equivalent campuses, 30 management trainees were onboarded in fiscal 2024.

### ARISE

ARISE, launched on May 31, 2022, is our innovative campus programme, offering employment opportunities to youth from diverse educational backgrounds. Selection is based on performance in three rounds: cognitive assessment, functional assessment, and elevator pitch. The inaugural batch welcomed 74 talented individuals, with 80% from colleges not previously associated with us.

## Axis Women in Motion (Axis WiM)

Axis WiM is an outreach initiative run by senior leaders for women students across the country. The initiative aims at building awareness around being engaged in society as economic entities and contributing one's skills

and expertise at the workplace. Through Axis WiM, we had a chance to interact with 19,000+ people from rural communities across India.

We created the curriculum for a 6-hour interactive certification course for DE&I enthusiasts keen on encouraging participation of

underrepresented groups in the workforce. We have covered 15 institutes to date, a 4-fold increase from last year.

## Training & Development

We invest in training and continuous learning of our employees through a wide array of initiatives and programmes – from mandatory trainings on compliance, the Code of Conduct, and others to induction programmes and leadership

development programmes. Employees are deployed in capability factories, with a clear skill ontology and learning journey mapped to each factory, to build fungibility and mobility. We especially focus on the development of the Bank's supervisory/leadership

layer through programmes on self-awareness, change leadership, customer management, feedback, performance improvement, and coaching, aimed at enabling leaders to lead their function and the organisation as a whole.



## Total Training Imparted



## Growth Catalyst: Talent Development

### Ahead

The Ahead Talent Management programme recognises and rewards high performers in AM, DM, and Manager grades, selecting 94 employees through a rigorous process over three editions. Participants undergo a Management Trainee-like induction, gaining insights and connecting with senior leaders, before experiencing two 4 month- stints across departments and choosing final roles based on business needs.

### Astros

The Astros programme develops talent at SM, AVP, and VP levels to prepare them for leadership roles. Selection involves cognitive and behavioural assessments followed by a leadership jury interview. Participants undergo a year-long development journey with formal learning sessions, group projects, and peer knowledge sharing. The participants are further rewarded with fast-tracked promotions and competitive compensation increments. While the 1<sup>st</sup> batch trained 120 employees, the second batch with 83 employees is undergoing a development journey.

### Mentorship

Our leadership development focuses on aligning leaders with the GPS agenda, offering mentees a chance to tap into leaders' knowledge and experiences. The initiative was launched in 2021. Last year, 112 mentees (SVP II and above) were mentored by 21 mentors (EVP and above), completing over 330 hours of conversations. In fiscal 2024, the programme expanded to include 214 mentees (SVP I and above) and 48 mentors (EVP and above), with an orientation session and individual development documents to track progress. The enriching conversations that concluded in April have been well received.



## Engagement Initiatives

### Listening to our Employees

We foster a culture of continuous listening and feedback from our employees, deploying a multi-layered listening architecture to accelerate this process.

Our AI assisted chatbot 'Amber', enables real-time employee pulse sensing through milestone-based digital HR conversations. Over 140 HR Managers actively utilise the platform to track key metrics like sentiment and engagement. During the year, the Bank also launched 8 pulse surveys to gain insights into employee experiences. In fiscal 2024, over 334,146 chats were triggered,

playing a vital role in reshaping the organisation's people plan.

We foster a culture of pride and advocacy among employees, rooted in our core values of customer centricity, teamwork, ethics, transparency, and ownership. Led by 1,317 Axis Value Realisers (AVRs), we promote value-driven conversations and recognise employees who exemplify our values. Our Values Voices Survey and ISAT surveys, conducted bi-annually since 2019, assess values adoption. The Values score card for fiscal 2024 reflects a 2% improvement in alignment from last year. High scores in pride and advocacy matrices,

with 70% on social media and 95% internally, underscore our positive culture, as reflected in our leading Glassdoor ranking. Through initiatives such as the Champions Award, we celebrate employees who consistently uphold our values, driving cultural transformation, and ensuring lasting career growth opportunities for all.

**1,317**

Number of Axis Value Realisers

**2%**

Improvement in the Values Scorecard in fiscal 2024

## Pride in Axis

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

**93%**

would recommend Axis as a great place to work to friends

**95%**

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

**95%**

believed the Bank is well positioned to win in the future

**96%**

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

**96%**

are proud to represent Brand Axis in conversations with customers



## Reshaping the Workplace

### Future of Work

We are at the forefront of adapting to the Future of Work, actively engaging skilled freelancers for strategic projects, and offering remote work opportunities to employees. Embracing a permanent hybrid work model, the Bank allows employees in large offices to work on-site for 2-3 days of the week and remotely for the remainder. Over 110 remote freelancers worked with us during the year. Approximately 7,177 employees continued to work in the hybrid mode within large offices, with department rosters optimised for efficient space management to accommodate this flexible approach. We have received tremendous positive feedback on this model from employees and their Managers, who trust their teams with the work they do.

With the launch of GIG-A Opportunities in 2021, Axis Bank became the first among Indian Banks to adopt the concept of 'Future of Work' in full swing. GIG-A is a unique model for hiring professionals with niche skills working for the Bank on a part-time basis, allowing them to continue with their other professional and personal commitments from anywhere in the country. We intended to become an organisation with diversity imbibed in all aspects.

### Project Thrive

In fiscal 2024, the Bank launched **Project Thrive** for all employees. The programme is aimed at cultivating career paths within the Bank, offering growth opportunities, and skill development to employees. Vacancies due to attrition or restructuring are first posted internally for 7 days on the Catalyst job portal, encouraging internal mobility. Weekly dashboards with internal job filling percentages are tracked by the Management Committee members. Swift screening ensures a positive candidate experience. The revised internal mobility policy enables promotions throughout the year, with fast-track options available. Compensation adjustments and rating protection for internal moves are also included.

## 4,509

No. of employees internally hired under **Project Thrive**



### Deepening Engagement

The Bank has developed various programmes aimed at enhancing employee engagement. Despite receiving consistently high engagement scores on Amber, the Bank has proactively developed exciting programmes aimed at elevating the employee experience.

#### #Funtastic

In fiscal 2024, we launched #FUNTASTIC, a monthly Company-wide engagement initiative featuring fun contests, quizzes, and moment-sharing. Winners are celebrated across the Bank, with entries spotlighted on LinkedIn. Regional HR teams drive festive celebrations, adding to overall employee engagement.

## 10

No. of campaigns launched under #Funtastic

## 800+

Individual entries and 45+ team entries #Funtastic

#### Hangouts

Another pilot initiative, 'Hangouts', was launched to foster social connections among employees beyond work, teams, or departments through shared hobbies. Two hobby groups, Dance-Singing and Sports-Fitness, were formed to facilitate employee connections.

## Recognition

Recognition helps boost employee engagement, with employees being commended for their achievements in the presence of senior leaders. Furthermore, employees actively share their accolades on social media platforms, leading to a 20% increase in posts related to recognition and appreciation, notably on LinkedIn. Key initiatives implemented in fiscal 2024 include the following:

<p><b>Champions Awards</b></p> <p>Celebrating 127 employees for going above the call of duty and exhibiting our core values</p>	<p><b>Anchors</b></p> <p>Recognising 3,286 employees across the country, up to VP grades for demonstrating excellence in their everyday work</p>	<p><b>OGs</b></p> <p>Honouring 5,312 employees for their dedication and long-service at 5-year milestones every quarter</p>	<p><b>Retiring with Pride</b></p> <p>Celebrating 25 employees who retired from the Bank in fiscal 2024</p>
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### Champions Awards

Our apex recognition programme, the Champions Awards recognise ~100-125 employees for exemplifying the core values of the Bank. These winners come from all corners of the country to attend the event at Axis House Mumbai, where they are felicitated by the members of the Board, MD & CEO, and other senior leaders of the Bank and subsidiary companies. This is the biggest awards night at Axis, recognising the best of the best. The stories were run through various levels of the jury, and the final list of 127 winners was chosen by the Management Committee.

**~15,000**

Value stories nominated across the Bank and its subsidiaries

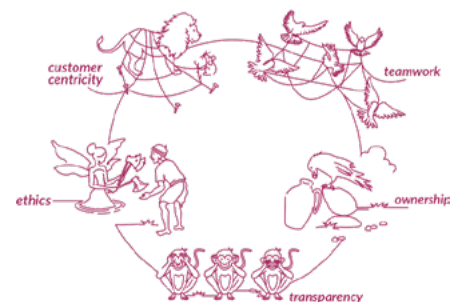
### Axis Value Realizers

We have a network of 1,332 Axis Value Realizers (AVRs), who are instrumental in striking conversations to bolster our values across the organisation. These are a group of senior leaders who serve as ambassadors of culture and change in the Bank. Each AVR group has employees mapped to it and is responsible for enabling value-driven behaviours in its respective employee group throughout the year. The AVRs run sessions periodically, where they not only explain the literal connotation of the values and behaviours expected, but also share deep and emotional anecdotes from the experiences of our employees. The sessions are designed to be interactive and ensure two-way

communication, where employees get a chance to share their personal stories and have their queries related to the values addressed. To drive participation, the AVR also announces a 'Star Participant' in every session. This motivates the team to remain proactive on every value-driven initiative in the Bank. We maintain a leaderboard through which we track the progress of each AVR. For every initiative undertaken, the AVR receives allocated points and the top performing AVRs are felicitated in our apex recognition programme, the Champions Awards.

**6,212**

Star participants recognised



## Employee Engagement Feedback

Values Voices, our annual engagement survey, measures the organisation's sentiment on the anchors of the values framework. This is a bi-annual survey that is run across the entire employee base of the Bank. The scores of the survey are analysed and presented to our leadership in the form of the Values Scorecard, giving leaders an insight on the Bank's position in the value journey. These scores are then used for planning initiatives at the region, grade, and role level for the next financial year. We have also started tracking employee sentiments across various cohorts through our digital HR bot, Amber. Multiple surveys across various employee cohorts enable us to gain a deep understanding of employee experiences and key areas of concern to deploy adequate corrective and engaging interventions.



### Employee Query Resolution

We introduced a unified app called HResponse, accessible via both web and the One Axis app, consolidating all employee HR services. With 24 query categories and an average query closure time of two days, HResponse ensures a seamless experience. Queries fall into Self-Help, LO (Policy-based), and L1 (Complex transaction-based) categories, each managed by dedicated teams. Additionally, Amber, an AI pulse sensing tool, monitors employee grievances using a list of 60+ 'Alert words' to analyse conversations.

## 137,235

Queries recorded on HResponse, with a 99.9% closure rate

## 424

Grievances recorded on Amber, an AI pulse sensing tool

### Performance Feedback

In fiscal 2024, we enhanced our feedback process, which now has additional fields to record areas of strength and improvement for team members, ensuring comprehensive feedback beyond KRA/goals. Learning interventions for effective feedback were also undertaken. Appraisals covered 72,727 VP and below employees, 26.8% being women. Additionally, 2,490 employees in the GIG-A model also underwent appraisals. Roles are categorised as templated and non-templated, with achievement data captured objectively to reward meritocracy during performance evaluation.

#### Performance feedback employee category wise\* (in Nos.)

Received	FY 2021-22	FY 2022-23	FY 2023-24
Top management	9	10	10
Senior management	205	210	234
Middle management	8,068	8,914	11,506
Junior management	46,016	47,796	57,150

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

### CEO Compensation

Remuneration for the Bank's MD & CEO is in line with the guidelines stated in the RBI circular dated November 4, 2019.

The Bank uses a Balanced Scorecard Approach to assess the CEO's performance. The scorecard contains KPIs for the MD & CEO under a

range of areas, including financial a performance, internal process, compliance, people, execution, and performance of subsidiaries.

The MD & CEO's variable pay consists of a performance bonus and stock-linked incentive. The variable pay is governed by regulatory guidelines, which include deferral arrangements.

While part of the performance bonus is deferred over the subsequent three performance periods, the stock-linked incentive vests over 48 months from the grant date. The entire variable pay is subject to Malus/Clawback clauses as per the Bank's policy.

## Employee Health and Wellbeing

### Mediclaime Policy

We provide a comprehensive health coverage for all employees and their families, which shields them from financial strain during health challenges and fosters a supportive work environment. We have 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. We have introduced the 'Wellness Sherpas' initiative to further support employee well-being.

**₹182 crores**

Cost incurred on well-being measures

### Wellness Sherpas: Prioritising Mental Well-being

As part of our efforts to ensure the mental well-being of our employees, we have appointed a Chief Wellness Officer and a team of counsellors. There has been a significant increase in the uptake of counselling services. One-on-one sessions have surged from 7 per quarter to over 80, alongside 4-6 group sessions every month. Moreover, 150+ employees have been trained as 'Wellness Sherpas' to support colleagues facing mental health challenges.

### Other Wellness Initiatives

» **Annual Health Check-up**  
A programme has been introduced, specifically for employees aged 40 and above, encompassing Master Health checkups and TMT tests; so far, approximately 1,336 employees have taken advantage of this opportunity.

» **Unlimited Virtual Consultations**

Unlimited access to virtual consultation with specialists and doctors are provided to our employees, ensuring comprehensive healthcare.

» **Daily Health Vitals Tracking**

We initiated this programme to effortlessly track the daily health vitals of employees.

» **Discounted Pharmacy and Diagnostics**

Employees get discounted pharmacy and diagnostics services at centres near them, thereby ensuring accessible healthcare solutions.

» **Online Wellness Resources**

We introduced a wealth of online wellness resources, including 100+ pre-recorded workout videos and mental well-being podcasts for our employees, including Yoga, HIIT, Zumba, etc.

## Webinars

We organised 12 webinars covering various health topics, ensuring comprehensive employee engagement. Through the Health and Wellness App, all employees have seamless access to the facilities mentioned below.

### Topics Covered by Webinars

#### Breast Cancer Awareness Session

Conducted by a Consultant, Breast Onco Surgeon at the Kokilaben Hospital; she discussed about breast cancer and its prevalence in India and internationally, risk factors, diagnosis and treatment options and preventive measures, how to do self-examination and its importance

#### Maternity Webinar

Conducted webinar on lactation counselling and the importance of breastfeeding in association with Motherhood Hospital; the session was specifically tailored for employees on maternity leave

#### Happiness Session

Conducted by a Happiness coach who spoke about dealing with stress and anxiety, assessment on self-awareness, managing emotions even during difficult times, and how to incorporate happy habits

#### Nutrition Webinar

Diet and Nutrition session on account of the Nutrition week; the session targeted the diet and lifestyle habits that could help prevent chronic diseases in the long run

#### HRA Awareness Webinar

Conducted by our Chief Medical Advisor (CMA), shedding light on the importance of Health Risk Assessment (HRA) and benefits for the employees





## Protecting Health and Safety at the Workplace

We continually strive to enhance our occupational health and safety (OHS) policies, frameworks, and processes. Our safety and security team is dedicated to various aspects of physical security, fire safety, and fire prevention in the workplace. By focusing on critical parameters, we aim to mitigate threats, risks, and vulnerabilities, including those stemming from deliberate and unlawful acts, and fire-related incidents and accidents. As part of our proactive approach, fire drills are conducted across all branches and offices of the Bank in accordance with NBC norms.

## POSH: Ensuring a Harassment-free Workplace

The Internal Committee at the Bank remains committed to fostering a safe environment for women employees. Through various initiatives, the committee raises awareness among employees regarding sexual harassment and empowers them to report any such incidents. The committee also provides guidance to employees, including men, on the procedures of addressing sexual harassment complaints.

## Initiatives around POSH

### Display of Posters

Posters at Axis Bank branches and the Corporate Office in Mumbai highlight the Bank's zero-tolerance policy against sexual harassment, aiming to raise awareness among employees and provide information about the Internal Committee members responsible for addressing such issues.

### POSH Awareness Sessions

During the year, POSH awareness sessions were conducted nationwide via Microsoft Teams by trained Internal Committee members. Sessions covered all regions and included branch heads, operations, sales, and business heads. Training was extended to outsourced vendors for policy understanding.

## Technology and Digitisation in HR

To effectively navigate through the continuous and rapid evolution in the technology marketplace, the bank has restructured a transformation journey to provide seamless and intuitive self-service experiences by simplifying journeys for employees, managers and HR managers. The technology architecture is constantly strengthening systems around productivity & experience (Digital assistants, One Axis App etc.), as well as systems of insights and intelligence (Data warehouse, dashboards etc.).

In the year gone by, we have strengthened systems to deliver Silent HR, operational efficiency and boost controls & governance in critical areas. Some of the key focus areas for the bank have been around implementation of virtual

assistant to manage employee queries (Chatbot), building near skills matching algorithms while acquiring talent, online skills assessment for capability building for a wider set of roles, and escalate GenAI based solutions for increased self-service, personalized learning and data driven talent management amongst others. Self-service in process transactions have gradually increased from 56% last fiscal to 78% this year owing to workflow simplification. Similarly, end to end process journeys have been automated to ensure STP is up from 23% to 60% in fiscal 2024 (Straight through processing such as Laptop allocation on Day 1).

One of our key applications, the One Axis App, successfully delivers a unified experience to employees

across the bank and subsidiaries and hosts all significant employee and manager self-service journeys allowing ease of access for daily transactions such as attendance, leave management, travel, query resolutions etc. It is also a warehouse of information related to company policies, processes and personal records enabling quick access on-the-go. Regular workflow approvals on the app have significantly improved TAT's and employee experience.

At the bank, we are gearing up systems to provide effortless service with personalization and a comprehensive nudge architecture to ensure sustainability, scalability & agility to cater to future needs.

CUSTOMER CENTRICITY

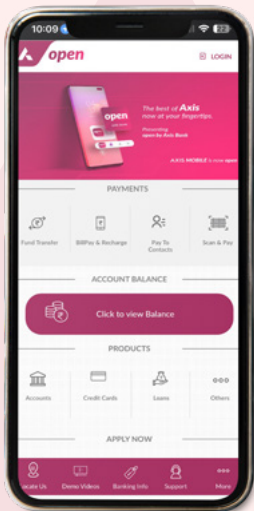
# Delight the Customer Every Day

*We are embarking on an ambitious journey to redefine customer-obsession in the banking industry. We aim to be India's most customer-obsessed bank.*

<p><b>Capitals Impacted</b></p> <hr/> <p>SRC IC</p>	<p><b>SDGs Impacted</b></p> <hr/> <p>8 ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES</p>
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**'Siddhi' app**

Empowering Axis colleagues to engage seamlessly with customers



## Our Distinctive Customer Obsession Programme - SPARSH

Guided by our customer credo and purpose – ‘We delight customers and fulfill their dreams through Smart Banking, every day,’ – we are committed to positive change. Our aim of delivering exceptional banking experiences that exceed expectations and transform lives is backed by our foundational elements – Culture, Structure, People, Process, Technology, and Metrics.

Aligned with our guiding purpose of becoming India's leading customer-centric bank, we launched SPARSH, our Customer Obsession programme, two years ago. It is a top priority across all our branches and every customer touchpoint and ingrained in our 99,000+ colleagues. Our journey towards customer obsession began with a thorough outside-in approach, including surveys of 12,000+ customers, discussion

with 1,000+ employees, and benchmarking against more than 50 global companies. To further institutionalize and sustain SPARSH, we have established the SPARSH Board, chaired by the Executive Director of Banking Operations & Transformation. This Board is dedicated to fostering customer obsession at Axis Bank, with a focus on enhancing the execution structure and continuously improving the quality of customer service. Embedding Customer Experience (CX) within the organisation the Board operates across four key focus areas.

- » Craft delight journeys
- » Create 100k+ delight advocates
- » Measurement
- » Build institutional capabilities

**~48 million**  
Total customers

## Focus Areas to Embed Customer Experience

### Keeping the SPARSH journey honest

- » Drive cultural change
- » SPARSH Metrics: Measure NPS, Complaints, Axis Promise & Social Media Sentiments
- » Ensure 100% coverage

### Ensure that the voice of the customer is listened to

- » Complaints as a continuous agenda
- » Phonebooth: Leaders listen to customer voice
- » Review and pick themes from any customer impacting incidents/ failures in the Bank

### Shape the Bank level tentpoles

- » Track progress of key digital initiatives for customers
- » Cover and discuss critical customer journeys
- » Bring global best practices on CX, customer protection

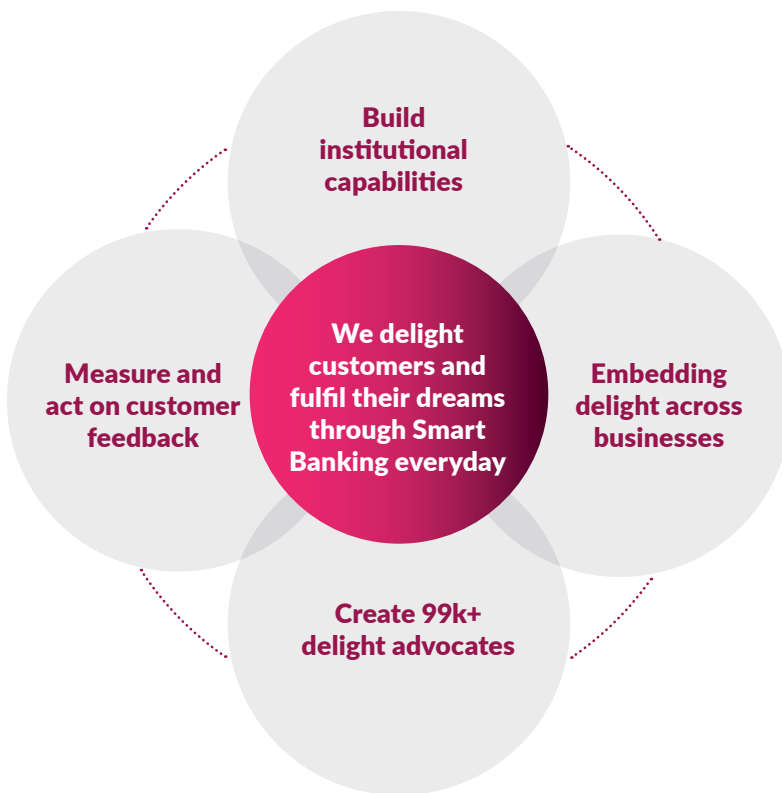
### Go after the biggest pain areas

- » Run programmes to identify and eliminate customer dissonance items through analytics
- » Key RCAs discussed in detail in every meeting
- » Key complaint areas covered in depth



### Journey to be India’s Most Customer Obsessed Bank

At Axis Bank, we prioritise customer satisfaction, by focusing on four key elements to ensure every interaction leaves a positive impact on our customers. These elements reflect our dedication to keeping customers at the heart of our efforts.



### Embedding Delight Across Businesses

At the core of Axis Bank’s dedication to Customer Obsession stands SPARSH, detailing both the ‘What’ and ‘How’ of our pursuit to become India’s premier customer-centric bank. Under the guidance of a passionate team, SPARSH initiatives are catalysing a cultural transformation within the Bank, facilitating capability building and implementing rituals that help align people and processes to this objective.

The essence of SPARSH is encapsulated through its ‘What’, articulated as:

- S** Smart Banking
- H** Happy Customers as Promoters
- A** I Am Axis
- DE** Delight Everyday

The ‘How’ of SPARSH elaborates the following behaviour that all Axis employees must embody to become customer obsessed –

- S** Start by Listening
- T** Take Charge
- A** Always Keep Your Promises
- R** Raise the Bar

**Sparking New Connections:  
SPARSH Week**



To embed SPARSH into the organisation's DNA, we celebrated SPARSH Week from October 9–13, 2023, leading to an overall employee engagement of 50,000+ with 100K+ impressions on social media.

The SPARSH Week involved the following sessions:

**12,000+**

Employees engaged in master classes with industry experts

**5,000+**

Customers shared their experience and feedback during Listen & Learn sessions

**13,000+**

Employees attended fireside chats with senior leaders

**3,000+**

Employees contributed their SPARSH stories

**250+**

Leaders participated and listened to customer calls in Phone Booth sessions

**1,000+**

Employees commended for their special efforts on customer obsession

**SPARSH Stories**

The objective of SPARSH stories is to recognise the efforts of the employees of Axis Bank who have created a SPARSH moment with the customer through STAR Behaviours. One of the stories is mentioned below:

**STAR  
behaviour:  
Raise the Bar**

When confronted with a query regarding a customer's inward remittance transaction, complicated by the customer's physical challenges of being deaf and mute, the employee proactively reached out to the customer's wife. The employee simplified the process, addressing all queries comprehensively. Additionally, the employee engaged senior management and the TFC to expedite processing. Through cohesive teamwork, obstacles were overcome, displaying the Bank's dedication to efficiency and excellence.



**Voice of the  
customer**

“Being a deaf person, it is extremely difficult to get help and more, to receive a patient hearing. But I am so proud and happy to be associated with a bank like Axis, which has such caring staff like Akanksha Ma'am, who listened to my problems patiently and immediately started the process to clear my transaction.”



### Creating 99k+ Delight Advocates

We are dedicated to seamlessly integrating delight into every aspect of our business operations, ensuring exceptional experiences for our valued customers. In pursuit of making STAR behaviour an integral part of daily operations, SPARSH rituals were introduced to drive swift and profound transformation.

#### Pulsate

Our daily morning huddle, unites teams across our major distribution channels, encompassing branches (5,700+), loan centres (119), Axis Phone Centres, and backend

operations. Evolving as a premier platform for learning and bonding, Pulsate fosters cohesion among our franchises and diverse distribution channels. It serves as a vital time for teams to prepare for serving customers, leveraging opportunities for continuous learning to enhance customer service.

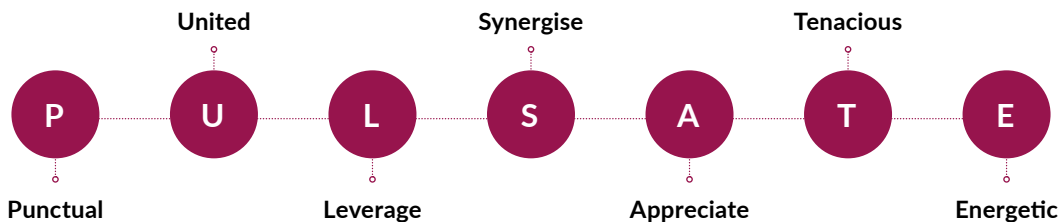
#### NPS Close Looping

Our approach ensures swift contact with all detractors, kickstarting service recovery under the guidance of senior branch leaders. We meticulously track this process through our system. During our daily Pulsate sessions,

we share essential insights gleaned from customer feedback across our entire branch network. Additionally, we take pride in celebrating frontline employees acknowledged as NPS stars by our promoters, while also highlighting cautionary behaviours flagged by our customers.

#### The Eye Contact, Smile, Greet, & Dress to Impress Ritual

This empowers our frontline team to exude confidence during every customer interaction. Validation through mystery shopping confirms the successful adoption and enhancement of SPARSH behaviours.



### Measuring and Acting on Customer Feedback

We measure customer obsession through four pivotal metrics, which serve as essential benchmarks, guiding our continuous efforts towards delivering unparalleled customer experiences.

#### Net Promoter Score

Our relentless focus on actively listening to and addressing customer feedback has led to significant improvements in Net Promoter Scores (NPS) across various customer journeys. Our data illustrates that consistent delivery on promises results in higher NPS, with more customers advocating for our brand. Over the past two years, we have achieved remarkable progress, elevating

our NPS to 145 from a baseline of 100 for the Retail Bank, and even higher scores across most products and businesses.

#### Axis Promise

Axis Promise represents our commitment to monitor and reduce turnaround time across all processes. We employ a three-pillar framework to monitor Axis Promise, a metric crucial for tracking the reduction in turnaround time across all processes.

- » Firstly, we define end-to-end TATs in line with industry standards, ensuring accuracy through independent system-led measurement
- » Secondly, we maintain consistent performance by utilising

differentiated queues and alerts, prioritising prompt service for premium requests

- » Lastly, transparent communication is paramount, achieved through unified digital views and consistent messaging across all channels

**145** (on baseline 100)

Retail Net Promoter Score

**#2 in India**

External benchmarking by Kantar among large peer banks

**10.5 days**

Average customer redressal TAT for fiscal 2024



Complementing this initiative is the 'My Requests' page, accessible on both Internet Banking and Mobile Banking platforms. This unified service request tracker empowers customers to monitor committed turnaround times, request status, and seek guidance for incomplete transactions.

### Complaints

By focusing on reducing both gross and net complaints, we aim to ensure every interaction with Axis Bank exceeds expectations, fostering trust and loyalty among our valued customers.

### Social Media Sentiments

Tracking the net positive sentiments of Axis Bank on social media platforms allows us to track the overall perception of our brand and promptly address any concerns or feedback shared by customers. This proactive approach underscores our commitment to maintaining transparency, responsiveness, and excellence in customer service across all channels.

52% ↓

Gross complaints

41% ↓

Net complaints

23% ↓

Negative sentiments

↓ Reduced y-o-y in fiscal 2024

### STAR behaviour: Take charge

Helped the customer with internet banking issues by reaching directly to the customer's doorstep and ensuring that all the issues were resolved.



### Voice of the customer

"I feel immense pleasure to inform you that for the last 4-5 months we were struggling with internet banking and other matters related to our account. Ms. Puja Sinha as per her commitment took pain to reach my home and resolved the issue calmly in a friendly manner. She also guided me on how to operate corporate banking. I personally wish her great success in the banking sector and I would also recommend the branch for naming her as 'ONE OF THE BEST EMPLOYEES' of the branch. Also, thanks to the Branch head, Mr. Saurabh, for taking up the matter at his end."

### Empowering Axis Colleagues to Engage Seamlessly with Customers

Exceptional customer experiences fuel our operational, financial, and shareholder metrics, fostering sustainable progress. Our modern customers prioritise trust and preferences based on the quality, responsiveness, and consistency of their experiences. Empowered by a blend of human touch and technology, our employees realise customer dreams and ensure financial security. Through targeted programmes in this realm, we have made significant strides towards becoming a customer-centric organisation.



**Kaleidoscope**, our innovative tech stack, provides a near-real-time chronological view of all customer interactions across multiple channels, products, and journeys, facilitating first-contact resolution and enhancing overall customer satisfaction by building proactive servicing.

#### Digital Initiatives under Customer Obsession

**'Adi'** (Axis Deep Intelligence), our generative AI chatbot, serves as a vital resource, enabling our Branch Banking employees to access instant answers to their queries on products and processes. Adi is designed to deliver superior customer experience by improving the effectiveness and efficiency of our frontline employees.



## Building Institutional Capabilities

At Axis Bank, we are driven by a shared commitment – to exceed our customers' expectations every single day. It is not just a pledge, it is a core principle ingrained in everything we do. We strive to continually refine and innovate, making banking smarter and more efficient for all involved. Through our institutional capabilities, we are not only streamlining processes but also enhancing the overall customer experience. With SPARSH and other tools at our disposal, we are empowering our employees and customers alike, providing them with immediate assistance and support whenever they need it. This dedication to excellence is what sets us apart and fuels our relentless pursuit of customer satisfaction.



### 'Siddhi' – Tool for Employee Empowerment and Customer Personalisation

'Siddhi' is a largescale transformation project undertaken by the Bank to make all its employees digitally savvy. The app is designed to be proactive, intelligent, personalised and comprehensive. It hosts multiple features across the ecosystem, such as end-to-end customer lifecycle management journeys, performance insights, and allowing staff to plan their day. Moreover, the app allows single access to multiple applications within the Bank.

'Siddhi' is developed on the cloud using an agile framework which integrates 35+ systems in the backend and displays client insights with defined call to action, which, in turn, allows the user to have contextualised and personalised conversations with customers. 'Siddhi' is enabled with a

hyper personalised Machine Learning-based dynamic nudge framework, which constantly provides users with nudge framework integrated with a feedback capture mechanism to continuously learn, optimise, and improve insights.

Currently 60,000 on-roll and off-roll staff within Retail Banking are using 'Siddhi' with 22+ cross-sell journeys and 20+ service journeys covering 80% of the retail business. There is increased frontline productivity and improved customer satisfaction scores. Our end-state vision for every employee in Axis Bank is to receive a personalised, continuously optimising experience based on their individual behaviour, preferences and performance, allowing them to execute all customer (onboarding, servicing) and internal journeys (coaching, learning) on their handheld mobile device available 24x7.

### 'Siddhi' Success Metrics

~ 25%

Uplift on key metrics like Term Deposit (TD) booking, Mutual Fund (MF) transactions, credit card sales

8-10 points

Higher Net Promoter Score (NPS) of 'Siddhi' journeys, leading to increased customer satisfaction

CORPORATE SOCIAL RESPONSIBILITY

# Building Resilient Communities

*As a leading financial institution in India, we are committed to fostering meaningful and sustainable change in society, particularly for the vulnerable sections. Our community initiatives, overseen by the Board's CSR Committee and guided by our CSR Policy, aim to uplift underserved communities in urban and rural areas.*

<p><b>Capitals Impacted</b></p> 	<p><b>SDGs Impacted</b></p> 
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Aligned to Section 135 of the Companies Act, 2013, our CSR efforts focus on socially, economically, financially, and physically disadvantaged communities. Detailed

information on our CSR spending and thematic disbursements can be found in the Board's Report section of this Integrated Report.



Read more [pg. 201](#)

Explore more about our social responsibility efforts on our website: <https://www.axisbank.com/csr/social-responsibility>







## Livelihoods

### The Sustainable Livelihood Programme

The Sustainable Livelihood Programme (SLP) was initiated in 2011 to address the pressing challenges of economic exclusion in rural India. Lack of adequate and sustainable incomes is an outcome of smaller land holdings, landlessness, depleting natural resources, lack of access to knowledge and capital, and so on. SLP is designed to create a basket of livelihoods for small, marginal farmers and landless communities across rural India. The programme opens access to scalable solutions together with the promotion of capacity

building, restoration, governance, infrastructure development, and linkages and facilitation that lead to multiple income opportunities for some of India's most marginalised rural communities. Alternative livelihoods stabilise income for a rural family, reducing distress migration, increasing asset base, and giving families the opportunity to spend on education and medical expenses.

These need-based initiatives are undertaken in collaboration with NGO partners, government departments and community institutions, while taking into consideration local knowledge. The programme's vision

is to create resilient communities, with self-sustaining ecosystems that are managed by the very people they benefit and is implemented by Axis Bank Foundation. The Foundation has been building lasting value in rural communities across 26 states, promoting inclusivity and collaboration. Its vision to build a conducive livelihood ecosystem through community interventions has strengthened penetration into rural geographies and deepened our understanding of rural India. This understanding is important to take informed decisions and undertake sustainable initiatives.

### SLP's Focus Areas

- » **Managing Natural Resources:** We work on community-led initiatives that meet their livelihood and lifestyle needs while preserving natural resources.
- » **Strengthening Agricultural Productivity:** SLP enhances the rural community's understanding of suitable agricultural practices and market dynamics while also facilitating access to timely credit, thereby enhancing agricultural outcomes.
- » **Improving Livestock Rearing and Management Practices:** SLP provides training to the rural community, strengthens the livestock value chain, and works towards creating a favourable ecosystem for marketing.
- » **Creating access for Government Schemes, Credit & Market Linkages:** The SLP establishes channels to connect rural communities with suitable government schemes, financial services, market prospects, and government subsidies.
- » **Diversifying in Agriculture through Agro-forestry, Horticulture and Floriculture:** SLP focuses on knowledge and capacity building so that rural communities can diversify crops, harvest Non-Timbre Forest Produce (NTFP), plant vegetables, fruits and flowers in addition to their primary crop, which boosts income and improves household nutrition.
- » **Promoting Health and Nutrition Practices:** SLP focuses on disease prevention, nutrition, building health awareness and regular medical checkups, particularly
- concentrating on pregnant and lactating women, and new-born and adolescents. Health outcomes are achieved through community mobilisation, SHG engagement, and frontline worker training.
- » **Building Community Institutions:** SLP fosters community collectivisation through SHGs, farmer-producer groups, water-user groups, and other informal village-level institutions, introducing them to processes, tools, and linkages that positively impact people's lives and livelihoods.
- » **Developing Microenterprises:** SLP equips rural communities with the know-how to establish microenterprises, from aggregating produce to facilitating connections to mainstream markets.

## Through Sustainable Livelihood Program, We Aim to Create Resilient, Self-Sustaining Rural Communities

Creating Access for Government Schemes, Credit and Market Linkages



Building Community Institutions

**The Sustainable Livelihood Programme** has transformed livelihoods of more than 1.7 million rural households as part of Mission 2 million across 15,606 Villages, 220 Districts and 26 states in India, as of March 31, 2024

Strengthening Agricultural Productivity



Promoting Health and Nutrition Practices

Developing Microenterprises



Managing Natural Resources



Diversifying in  
Agriculture through  
Agro-forestry,  
Horticulture  
and Floriculture



Improving  
Livestock Rearing  
and Management  
Practices



## Awards

### The Sustainable Livelihood Programme

The Times of India - JSW Earth Care Award 2024

The award recognised the outcomes of a Mega Watershed Management project in Chhattisgarh that treated over 2.6 lakh hectares of land, resulting in augmented water availability, enhanced cropping intensity, secured livelihoods, and income enhancement of over 1 lakh farmers across 12 districts and 26 blocks. The project has enabled the community to improve their resilience and adaptability in addressing the local challenges of climate change.

### FICCI's Sustainable Agriculture Awards 2023

The SLP support to communities in Odisha was recognised for its ability to generate income by participating in multiple livelihood opportunities. It won the 3<sup>rd</sup> edition of FICCI's Sustainable Agriculture Awards 2023, under the Sustainable Farmer Income Enhancement programme category.



## Education

We recognise education as a fundamental human right and a key driver of sustainable development. Through targeted CSR interventions, we aim to provide access to quality education for underprivileged students, particularly in remote areas. Together with initiatives under Axis DilSe programs and student scholarships, we provide support for the strengthening of the educational system through research and development, educational technologies, and incubation efforts.

### Axis DilSe - Education-led Development in India's Remotest Corners

Axis DilSe embodies our heartfelt commitment to extending the reach of our '*dil se open*' strategy to the farthest

corners of the country, making a meaningful impact on the lives of those residing in remote regions. In 2017, we initiated the first programme under the Axis DilSe umbrella, supporting 100+ government primary schools in Ladakh. The outcomes of our first intervention in Leh demonstrated the profound impact of our DilSe philosophy and served as the foundation for taking Axis DilSe to India's Eastern borders as well as its remotest interiors. Encouraged by the success, we expanded our efforts to encompass the Northeast and conflict-affected border states and into the interiors of Odisha, further amplifying our positive influence on communities across India.

**21,868 children**

Reached across 8 states in fiscal 2024 through various intervention under Axis DilSe

**52 schools**

Across 7 Northeast states supported directly by the Bank

**3**

Operational in the Northeast





1

### Axis DiISe – Centres of Excellence in partnership with Indian Armed Forces (Assam Rifles and Indian Army) and NIEDO

Axis Bank collaborates with Assam Rifles and National Integrity and Educational Development Organisation (NIEDO) to support underprivileged students in Northeast India with specialised residential training for competitive exams like NEET and JEE. Locations include Chieswema, Ukhrul, Jairampur, Zokhawsang, Dibrugarh, and Teliamura.

#### Milestones Completed

Out of 252 students trained in these centers, 203 students cleared NEET and 22 cleared JEE

2

### Axis DiISe – Odapada block transformation programme in partnership with Tata Steel Foundation

Axis Bank collaborated with Tata Steel Foundation to initiate a block transformation programme in Odapada block, Dhenkanal district, Odisha. The objective is to reintegrate the block's out-of-school children back into the education system. Additionally, the programme aims to provide Foundational Literacy and Learning Enhancement programmes to school-going children and raise awareness among youth, SHGs, and the community.

#### Milestones Completed

324 out-of-school children enrolled in schools under this programme

15 Non-residential Bridge Course Centres (NRBCs) established to cater to these 351 children

~12,000 individuals reached towards creating awareness about this programme

3

### Axis DiISe – Manipur in partnership with Sunbird Trust

The Bank has partnered with Sunbird Trust towards providing access to quality education for underprivileged tribal students and scaling school infrastructure at Lyzon Friendship School, Churachandpur district, Manipur. The Trust is now among the region's largest NGOs.

#### Milestones Completed

421 students enrolled, from 254 initially

Computer, Tablet & science labs set up

Hostel facilities and sports infrastructure upgraded

4

### Axis DiISe – Sikkim in partnership with 17,000 ft Foundation

The Bank is supporting 50 government primary schools across Sikkim to enhance their learning infrastructure and resources with help from 17,000 ft Foundation.

#### Milestones Completed

2,032 children benefited across 50 schools

Digi-Lab facility, library and outdoor playground established

Centralised training for all headmasters conducted



### **Establishing the Axis Bank Centre for Mathematics and Computing at IISc, Bangalore**

The Bank collaborated with the Indian Institute of Science (IISc) to establish the Axis Bank Centre for Mathematics and Computing on the IISc campus. This Centre aims to foster cutting-edge research in Applied Mathematics and Computing and provide training and resources in these fields. Covering an area of 1.6 lakhs square feet, the Centre is equipped with state-of-the-art facilities to benefit both faculty and students from over 20 departments at IISc. It offers specialised B.Tech. and Ph.D. programmes and involves nominated members from the Bank in its Governing Board.

 For more information, visit the center's website at <https://abcmc.iisc.ac.in/>.

### **Supporting Science Research and Women Scholars at Ashoka University, Haryana**

We joined hands with Ashoka University to bolster science and research endeavors at the institution. This initiative offers financial assistance to women undergraduate students pursuing science majors and supports various research projects, lab necessities, events, conferences, and faculty salaries. Currently, 44 scholars from the class of 2022-25 benefit from the Axis Bank 'Women in Sciences' scholarship support.

### **Supporting Teacher Professional Development in Madhya Pradesh**

CM Rise, a flagship initiative of the School Education Department, Government of Madhya Pradesh, targets enhancing competency and

classroom performance of ~3 lakhs government school teachers across ~1 lakh schools, benefitting around 90 lakh children by 2028. The Bank is actively supporting the CM Rise Teacher Professional Development Programme in collaboration with Peepul Trust, extending our assistance across all 52 districts in the state.

### **Establishing the Museum of Solutions, Mumbai**

The Bank collaborated with JSW Foundation to support the establishment of the Museum of Solutions (MuSO) in Lower Parel, inaugurated on November 24, 2023. MuSO is a pioneering children's museum designed to inspire, enable, and empower children to drive meaningful change collectively.

## **Financial Inclusion and Literacy**

Vulnerable sections such as marginalised women, small and marginal farmers, agricultural labourers, migrant workers are largely excluded from the banking system due to lack of awareness/financial literacy. As the country's premier financial institution, we consider it our responsibility to empower communities and support the country in becoming financially stronger. Through various interventions, the Bank raises awareness among economically weaker sections about the formal financial products and services available to them. Some of the key interventions include :

### **Financial Literacy for Youth – Axis FLY**

In today's era of innovation, financial awareness is imperative for young professionals. Unfortunately, this awareness is often lacking among this demographic. To bridge this gap, we have collaborated with the National Institute of Securities Market (the educational arm of SEBI) to promote saving and investing awareness among students through the Axis FLY programme (Financial Literacy for Youth). Targeting colleges and recent graduates, especially from Tier II and III cities, the programme has already reached 38,000 participants in ~400 colleges across 18 states of the country.

### **Axis Sachetna – Financial Literacy and Awareness for Women**

Axis Sachetna aims to empower women in rural and urban areas facing social and economic challenges, exacerbated by the lingering effects of COVID-19. Led by Axis Bank's Micro Finance Team, the programme conducts nationwide training sessions, educating millions of women on personal finance management, healthcare, and government schemes such as the Pradhan Mantri Jan Dhan Yojana (PMJDY) and Pradhan Mantri Mudra Yojana (PMMY).

## **8 lakhs+**

Women across India benefited through our Financial Literacy Programme



### **Establishing the Axis Bank Chair for Financial Inclusion at IRMA, Anand**

To advance financial inclusion across the nation, we have collaborated with IRMA to institute a Chair on Financial Inclusion. This initiative aims to guide and facilitate field-based research to support national and state-level policies on financial inclusion and literacy. The Chair is also intended to drive financial inclusion through the dissemination of knowledge via workshops, conferences, and publications, including policy briefs, working papers, and journal articles, on relevant national and international platforms.

### **Supporting Financial Literacy to Underserved Communities**

In collaboration with the Kalanjiam Foundation, the Bank is extending financial literacy to underserved populations outside the formal financial system. Through the SCRIPT (Savings, Credit, Remittances/ Payments, Investments/Insurance, Pension/Transactions Including Digital Banking) framework, individuals are educated on financial goal setting, planning, and budgeting. This initiative aims to reach 7 lakh individuals in 71 blocks, across 21 districts in 8 states: Maharashtra, Madhya Pradesh, Rajasthan, Bihar, Jharkhand, Odisha, Karnataka, and Tamil Nadu. This year alone, the Bank has engaged with ~1.2 lakh participants in 50 blocks, 14 districts in 5 states, contributing to enhanced financial awareness and inclusion.

### **Shiksha se Samridhhi – Financial Empowerment in Aspirational Districts**

This initiative, in partnership with Micro Save Consulting, aims to expand access to mainstream banking services and encourage the adoption of relevant financial products and services. Through this initiative, we aim to foster new livelihood opportunities and enhance the financial well-being of individuals and families. This year, we reached approximately 10,000 beneficiaries in Jaipur, Odisha, and Muzaffarpur, Bihar, contributing to our mission of inclusive financial empowerment.

## **Others**

### **Environmental Sustainability**

#### **Mission 2 Million Trees by 2027 and Beyond**

As part of our comprehensive ESG strategy, the Bank is committed to planting 2 million trees by 2027, in collaboration with trusted partners across key regions. This initiative aligns with India's carbon sink goals under the Paris Agreement, aiming to enhance the country's green cover, while reducing the Bank's carbon footprint. We have expanded our commitment to habitat restoration through programmes focusing on mangrove habitat restoration in Tamil Nadu, habitat restoration and agroforestry in Assam, mitigation of human-animal conflict through agroforestry in Karnataka, and habitat

restoration in Madhya Pradesh. Through these initiatives, we aim to plant an additional 1.5 million trees by 2027. As on March 31, 2024, 1.33 million saplings have been planted across India towards creating a carbon sink.

For more information on the progress of this ESG Aligned commitment.



Read more [pg. 26](#)

#### **Supporting Greener Cities through Miyawaki Plantations**

To create sustainable cities, where nature and humans co-exist harmoniously, it is important to nurture urban ecosystems that

provide clean air, water filtration, and biodiversity support, while also enhancing the well-being of residents and fostering community engagement. By integrating nature into urban landscapes, cities can mitigate environmental challenges and create more livable and resilient urban spaces. As part of the Bank's commitment to habitat restoration, we have planted about 53,000 saplings in Navi Mumbai using the Miyawaki technique.

## Health and Nutrition

We aim to meet critical health needs of communities through strategic interventions. To improve the overall health outcomes for individuals and families, the Bank has been offering essential healthcare services and promoting healthier lifestyles. Through partnerships and targeted interventions, we seek to address health challenges and promote community resilience.

### Staying Engaged in Health-focused Projects

- » Supporting IISc, Bengaluru, in establishing a Pediatrics Specialty Centre within its Medical School and Research Centre
- » Collaborating with the Sri Sathya Sai Health and Education Trust to facilitate 175 pediatric cardiac surgeries and interventions for children afflicted with congenital heart diseases

### Strengthening Cancer Care in India

According to the Global Cancer Observatory (GLOBOCAN), there were 19.3 million new cancer cases worldwide in 2020, and India ranks third after China and the US in cancer incidence. It is predicted that by 2040, cancer cases in India will increase to 2.08 million, registering a 57.5% rise from 2020. In 2022 alone, India saw an estimated 1,461,427 new cancer cases, with a crude rate of 100.4 per 100,000. Approximately one in nine individuals in India is at risk of developing cancer in their lifetime. Lung and breast cancers are the most common types among men and women, respectively. Understanding



these alarming statistics, the Bank has resolved to enhance the standards of cancer care in the country.

### Partnering with the Tata Memorial Centre to Strengthen the National Cancer Grid

The Bank has committed ₹100 crores over 5 years to the National Cancer Grid (NCG), the largest network of 300+ cancer care centres in India, in order to enhance standards of cancer care. The network is coordinated by the Tata Memorial Hospital, a constituent of the Tata Memorial Centre. Proposed solutions, aligned with near-term and long-term priorities, aim to significantly impact end-to-end cancer care.

The key focus areas of the partnership include:

- » Develop robust telehealth platform that will enable effective follow up care and avoid travel of patients across the country

- » Establish a National Tumor Biobank in India, in the hub and spoke model, to promote scientific advances in cancer research
- » Enable digital capture of clinical data for care coordination by deploying oncology specific EMRs across the NCG network
- » Provide opportunities for innovative digital solutions, and to test and improve their solutions to drive improvement in cancer care
- » Build a virtual skills lab to reduce skill gaps across all cadres of workforce involved in the diagnosis and treatment of cancer
- » Provide a comprehensive patient engagement solution across the continuum of cancer care, offering curated, evidence-based, reliable information in an easy-to-understand language



## Disaster Relief

We are dedicated to swiftly addressing humanitarian needs during crisis, particularly in regions affected by natural disasters. Through strategic partnerships, the Bank ensures timely assistance and aid in the recovery process. This year, our disaster relief efforts extended to various affected regions, supporting wider relief initiatives in response to extreme weather events and natural calamities across the country.

- » We collaborated with Ayang Trust to enhance flood resilience in Assam's Majuli District by installing elevated hand-pumps, community centres, and training disaster risk reduction committees
- » The Bank partnered with Vrutti, an NGO focused on grassroot communities, to support affected families during severe floods in Telangana's Mulugu and Jayashankar Bhupalpally districts
- » We supported The Kalgidhar Society in providing relief to those affected by floods in Himachal Pradesh and Punjab

### Axis Cares

Axis Cares is an employee engagement programme to sensitise and inspire Axisians towards making a difference in society by building empathy and taking action for a cause, or to create a better future for the underserved communities. With its emphasis on inculcating the values of giving back and social responsibility, Axis Cares is today a growing and caring community of Axis Bank employees across India that celebrates the spirit of volunteering throughout the year.



PARTNERING FOR PROGRESS

# Trusted Public Sector Partner

*With accreditation from major government ministries and authorised for key tax collections, Axis Bank collaborates with urban and rural administrative bodies, leading the way in innovative banking solutions and meeting community needs.*

Capitals Impacted



SDGs Impacted



Axis Bank stands as a trusted banking ally of India's public sector, with accreditation from key ministries and government departments, including the Ministry of Urban Development, Ministry of Housing and Urban Affairs, and the Ministry of Finance. Recent accreditation by the Ministry of External Affairs for the Passport Seva Programme further solidifies our commitment

With authorisation for various essential tax collections, such as from the Central Board of Direct Taxes, Goods and Services Tax and more, as well as partnerships with Smart Cities and

urban local bodies across the nation, we continue to remain leaders in government banking. Our extensive reach and dedication to innovation ensure that we not only meet, but exceed the evolving needs of our communities.

Through our tailored solutions, deep nationwide presence, and unwavering dedication, we remain steadfast in our mission to drive progress and prosperity across India.







## Digitisation of Local Bodies

We continue to foster strong ties with local bodies. Maintaining a consistent focus on digitisation, we have enhanced our technology platform and fully digitised the entire collection and payment process, resulting in increased productivity.

### The Bank Associated with the following Entities in Fiscal 2024

#### Water Resource Department of Punjab

Being the sole banker to the department, we streamlined the financial operations of the Water Resource Department of Punjab by consolidating 71 project accounts from 53 divisions into one single account, facilitating efficient management.

#### Municipal Corporation Korba, Chhattisgarh

Axis Bank assisted the Municipal Corporation in digitising property tax collection via the BBPS platform, providing multiple payment options including mobile app payments.

#### Guwahati Municipal Corporation (GMC)

Axis Bank partnered with the Municipal Corporation to implement an app-based smart tax collection solution. The initiative enabled digital payment of property taxes, facilitating convenient door-to-door collections for the corporation.

#### Department of Housing & Urban Development, Odisha

Axis Bank collaborated with the department to implement the BBPS platform across all payment apps. This partnership facilitated online payments for water and property tax across all 115 urban local bodies, providing citizens of Odisha with enhanced convenience and accessibility.

## Digitising Agriculture

We have also pioneered the digitisation of agricultural processes across various states. Our E-procurement platform, is an innovative fully integrated and digitised procurement platform through which funds are disbursed to farmers for goods procured by the government. It provides online and automated reconciliation and has the capability to handle bulk disbursements and Direct Benefit Transfers (DBT) to farmers' accounts within the prescribed time frame. This has become a trusted platform for farmers, overcoming the threat of fraudulent activities.

### The Bank Associated with the following Entities in Fiscal 2024

1

Uttar Pradesh  
Upbhokta  
Sahakari Sangh

2

Food and  
Civil Supplies  
Corporation,  
West Bengal,  
Madhya Pradesh,  
Tamil Nadu

3

Bihar State  
Vegetable Processing  
and Marketing Co-  
operative Federation

4

Andhra Pradesh  
State Farmers  
eVikraya  
Corporation

5

Himachal Pradesh  
State Agriculture  
Marketing Board

### Health and Education

We continuously strengthen our ongoing partnerships with education and health institutions through innovation and service excellence. By extending digital platforms for fee collection and providing beyond-banking solutions, we not only meet their banking requirements but also actively contribute to enhancing their operational efficiency, thus benefiting students, patients, and administrators alike.

### The Bank Associated with the following Entities in Fiscal 2024

Gujarat Medical Education and Research Society

Directorate of Education - Goa

PM - Ayushman Bharat Health Infrastructure Mission, Gujarat

### Automation of Parking/Toll Charges

We work closely with transport authorities to bring innovative solutions that simplify payment processes and improve user experiences. From introducing smart parking facilities to implementing digital fee collection systems, the Bank's partnerships aim to transform parking and toll management, making travel more convenient, reliable, and efficient for commuters and travellers.

#### Bank's Key Associations under this Category

##### Guwahati Metropolitan Development Authority

Axis Bank played a pivotal role in launching Guwahati Metropolitan Development Authority's first smart parking facility for the collection of parking charges. The innovative Artificial Intelligence (AI) + FASTag-based system introduced contactless and cashless parking solutions.

##### Delhi Transport Infrastructure Development Corporation in Delhi

Axis Bank has been chosen as the exclusive bank for implementing Digital Stand Fee Collection using Radio Frequency Identification (RFID) FASTag at inter-state bus terminals (ISBTs) in Delhi. This notable initiative encompasses entry fee collection as well as collection of parking charges, streamlining the collection process, and enhancing the overall efficiency at the ISBT facility.



## Direct Benefit Transfer Initiatives

Axis Bank has undertaken pioneering initiatives in providing DBT services for seamless remittance to the accounts of last-mile beneficiaries. This digital solution ensures faster and accurate transfers to legitimate recipients.

## The Bank Associated with the Following Entities in Fiscal 2024



### First to Enable Donations to Shrine Boards through BBPS

Axis Bank is the first bank to go live with Shrine Board under the 'Donation' category in the Bharat Bill Payment System (BBPS). Devotees can now pay donations via the digital mode and get an instant 80G certificate. This feature is enabled for Shri Mata Vaishno Devi, J&K, and Shri Amarnathji, J&K.

EMBRACING THE GREEN WAY

# Advancing on our Environmental Goals

*Guided by our purpose-driven values, we are committed to reducing our environmental impact while preserving natural resources.*

**Capitals Impacted**

NC

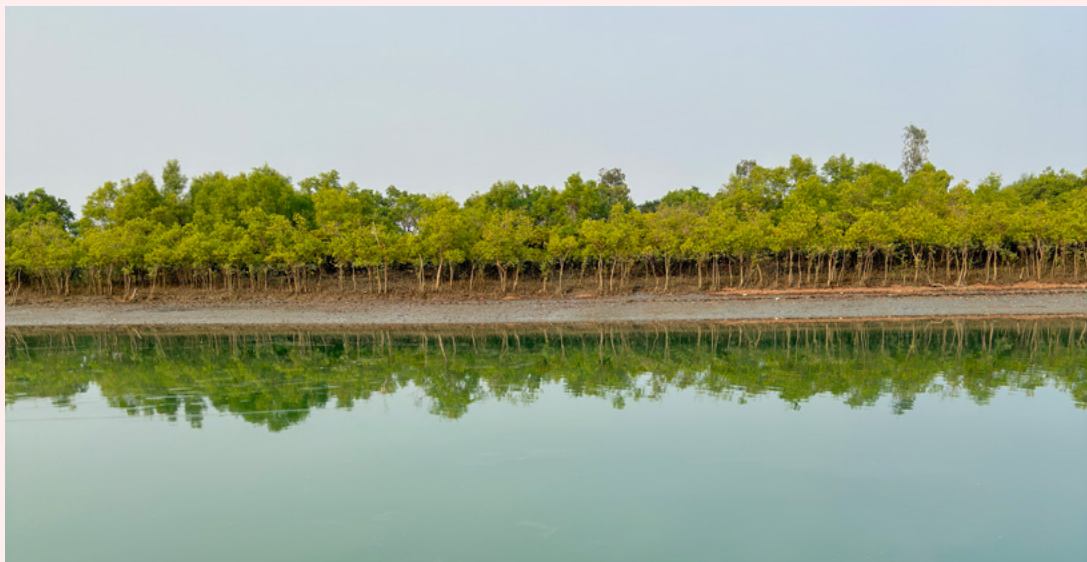
**SDGs Impacted**



As a financial institution, our environmental footprint arises out of our operations and the resources we consume in serving our customers and stakeholders. This includes our usage of electricity, the deployment of diesel generators at branches, and the consumption of paper for banking forms, statements, and documentation. We embed sustainable practices throughout our operations, harnessing digitisation, ingraining best-in-class practices and investing in the right technologies to lower our footprint on a continuous basis.

We have an ambitious target of 3.5% reduction in intensity emissions per employee by fiscal 2027 from the base year of fiscal 2023, and we are aligning our actions to realise this objective while fostering a culture of environmental stewardship and resilience within Axis Bank.

All emission calculations, including intensity assessments, energy calculations with intensity considerations, water consumption, and waste estimations encompass solely Axis Bank's operations within India, including Citibank's Retail business in India. These calculations exclude any subsidiaries.



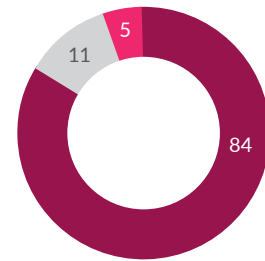
## Energy

### Approach to Decarbonisation

Our approach to reducing operational greenhouse gas emissions through various policies and initiatives, is aligned to the basic principles of Science-Based Targets initiative (SBTi). We primarily rely on energy from the grid and energy derived from fossil fuels to power our operations. We are actively exploring decarbonisation pathways and investigating green power procurement opportunities from the grid at our branches and other locations.

On the regulatory front, the draft Electricity (Amendment) Bill 2022, and recent Electricity (Amendment) Rules 2024, support green energy procurement efforts. We are aiming to align with the Green Energy Open Access (GEOA) Rules, 2022, although implementation may vary by state readiness. Although regulations have changed to foster a conducive environment, the inconsistency in adoption at the state level poses a significant challenge for us to expand our renewable energy procurement efforts.

### Energy Source (%)



- Renewable energy
- Grid Electricity
- Diesel

## 2 MW

Solar Power Plant generation capacity at Solapur





**Key Initiatives towards Achieving Energy Efficiency**

**Renewable Energy**

- » Implemented a 2 MW solar energy project in Solapur
- » Procured approximately 1 MW of solar power (equivalent to 3.50 lakh units annually) for its Bengaluru data center under a power purchase agreement (PPA) model.
- » Three large offices in Axis House Mumbai, MIDC Andheri, and The Ruby, Dadar-operated solely on 100% renewable energy sources during fiscal 2024.

**Centralised Energy Management System (CEMS)**

Since fiscal 2015, the Bank has implemented a centralised energy management system (CEMS) in its major branches and offices since they form a larger source of our energy consumption. This cloud-based solution enables remote control and management of air conditioning systems and relevant lighting installations, resulting in optimised electricity usage and maintenance of ambient temperatures.

**Total savings due to CEMS annually:**

**~3,905 MWh**  
of energy saved

**600**

Total Branches where CEMs was implemented

**Energy Efficiency**

- » Maintenance of Unity Power Factor: Maintaining unity power factor through Automatic Power Factor Correction (APFC) panels in auto mode for optimal power usage at Axis House Mumbai and Axis House Noida.
- » Electric Vehicle Charging Facilities: Electrical vehicle charging facilities are available at large buildings such as Axis House, Mumbai, MIDC Andheri, and Axis House Noida.
- » LED Fitting PAN India: The Bank has replaced all the lighting fixtures by LED in the existing branches. All the new branches have LED fixtures.
- » Replacement of Old ACs with Energy-Efficient models: During the fiscal, old air conditioners were replaced with star-rated energy-efficient models. Additionally, motion sensors were installed for workstations and common area lighting at Axis House, Mumbai, and the regional office in Bengaluru, with plans for further sensor deployment.

**Greener Data Centres**

The Bank's data centre in Bengaluru has implemented various energy efficiency measures and is expanding its activities.

- » Incorporating air cooled chillers to reduce power usage efficiency (PUE).
- » Containment of cold air within aisles to enhance cooling and power efficiency.
- » Racks equipped with temperature and humidity sensors for feedback to the Building Management System (BMS).
- » Insulating floor and ceiling to minimise latent energy losses.
- » Thermally insulated partitions to prevent heat losses.
- » Employment of highly efficient modular UPS systems with over 97% operating efficiency.
- » LED lighting system controlled by motion sensors to reduce power consumption.
- » Use of environmentally friendly materials, including low VOC primer and paints.
- » 100% recycling of replaced batteries.
- » Closed-loop circulation of chilled water lines to eliminate water usage for DC operation.
- » Installation of additional solar panels on the terrace.
- » Pursuing green building certification for the planned building, with the certification process underway.



## GHG Emissions

As a bank, our commitment to reduce our carbon footprint aligns with our climate agenda, covering branches and offices, which defines our reporting scope. Our emission reduction strategies include incremental operational changes, such as transitioning to LED bulbs, implementing the Centralised Energy Management System (CEMS), and procurement of wheat straw-based paper, among others. Besides, digital banking services such as the Saksham initiative and issuance of e-statements and e-welcome kits under digital banking products and services significantly minimise paper usage. Additionally, we invest in projects and procure green power to achieve carbon savings while also aiming to reduce exposure to carbon-intensive sectors. Our goal is to establish a carbon sink through initiatives such as 'Mission 2 Million Trees by 2027', habitat restoration, agroforestry and Miyawaki urban plantation drives, which not only reduce GHG emissions but also enhance our social and relationship capital.

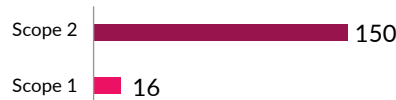
We diligently monitor Scope 1 emissions from diesel usage and refrigerant leaks across all the large offices and branches pan India. We collect monthly diesel expenditure data and adjust diesel usage in accordance with diesel prices in the 4 metros, applying an estimation method to calculate emissions arising from diesel usage. We also track Scope 2 emissions by monitoring indirect emissions from purchased electricity by monitoring monthly electricity consumption and expenditure data, and converting electricity expenditure to unit consumption using average tariffs across selected cities. Axis Bank is actively engaged in addressing



select emissions, under Scope 3 emissions and focus on mitigating the environmental impact associated with factors such as increased air travel, local conveyance, paper usage and the adoption of digital solutions.

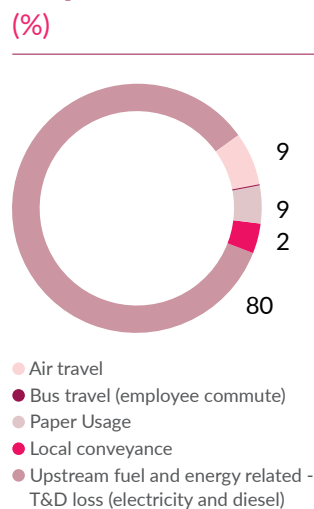
As a Bank, our commitment to sustainability drives us to continuously monitor and reduce our emissions, ensuring a positive impact on both the environment and our communities.

### GHG Emissions (1,000 tCO<sub>2</sub>e)\*



\*rounded off

### Scope 3 Emissions (%)



### Reduction in emissions resulting from our various efficiency initiatives

**~2,286 tCO<sub>2</sub>e**

Saved by implementing a 2 MW solar energy project at Solapur

**~3,390 tCO<sub>2</sub>e**

Avoided due to procurement of ~ 1 MW of solar power through a PPA for our Bengaluru data centre

**~2,796 tCO<sub>2</sub>e**

Avoided annually due to CEMs installed at some of our large offices and branches

**~12,860 tCO<sub>2</sub>e**

Reduction in emission resulting from various energy efficiency initiatives (including Solapur Solar Power Plant, CEMs, etc)



## Waste Management

Waste management practices include addressing the waste generated during operations. Our initiatives at select offices cover waste reduction, recycling, safe disposal, and composting.

Recognising that most of the waste originates from our branches and offices, the Bank currently monitors its waste management practises across select offices all over India, alongside our headquarters at Axis House, Mumbai.

At Axis House, Mumbai, we have implemented a centralised waste management system to segregate, collect, transport, and recycle various waste types, resulting in the recycling of dry waste into usable stationery items and the internal composting of wet waste. Additionally, dry waste from other select offices across India is collected and sent for recycling.

Further, the Bank ensures the safe disposal of e-waste from our pan-India operations by collaborating with government-authorised vendors. Our adoption of digital banking practices has also resulted in significant paper savings.

**Our waste management efforts focus on three primary categories**



**Some of our key Initiatives towards achieving waste management efficiency this year have led to diversion of waste from landfills.**

**~282 metric tonnes**

of dry waste from select large offices collected and sent for recycling

**~29 metric tonnes**

of e-waste from large offices and branches pan-India collected and disposed through Government authorised vendors

**~8.3 million**

Sheets of paper saved in a single month due to Digital Banking initiatives at our branches



## Water Conservation

As a service-oriented organisation, water plays a vital role in meeting the drinking and hygiene requirements in all offices, and landscaping needs at select offices. The Bank adheres to optimal water usage practices at selected facilities and has implemented initiatives such as water recycling, water-saving measures, and rainwater harvesting at these locations.

At our Bengaluru Data Centre, we have a closed-loop circulation system for chilled water lines, to effectively eliminate water usage for data centre operations.

Additionally, we have installed wash basin sensors, aerators, and bio-blocks in washrooms at several of our select large offices to minimise water wastage.



At our Head Office in Mumbai, Axis House, we have stepped up water recycling through sewage treatment plants and the implementation of rainwater harvesting systems.

**194,074 KL/year**

Water consumption by 17,960 employees across 9 large offices/branches in India

**Water efficiency initiatives in fiscal 2024**

**19 KLD**

of water recycled daily at Axis House Mumbai through sewage treatment plant

**175 KL annually**

of rainwater harvested annually at Axis House Mumbai

### Key Initiative towards Achieving Energy Efficiency

#### Renewable Energy

- » Axis House, Mumbai operates entirely on renewable energy. Solar rooftop installations meet a portion of its energy demand and the remaining is sourced from green power obtained directly from the grid.

#### Energy Efficiency Measures

- » LED light fittings and motion sensors in workstations and common areas
- » The facility offers electric vehicle (EV) charging stations for employees and customers.

#### Waste Management System

- » The Bank has initiated waste management practices at its large offices where collection and segregation of waste is undertaken. At select offices, dry waste such as paper, plastic, metal is sent for recycling through authorised vendors. Similarly, e-waste pan-India is sent for recycling through authorised vendors.

#### Water Efficiency Measures

- » Axis House prioritises water efficiency, employing measures such as aerator taps and sensors to optimise water flow in washrooms and harvests nearly 175 kilolitres of rainwater annually for building use.

SUSTAINABLE FINANCE

# Investing in a Greener Tomorrow

*As a leading financial institution in India, we support the country's sustainable development goals and its commitments to the Paris Agreement. Reflecting this commitment, we invest in sectors that drive equitable and environmentally conscious progress. Aligned with UN SDGs, our Sustainable Financing Framework, launched in August 2021, serves as a blueprint for future ESG issuances. Notably, it is the first framework by an Indian Bank to receive a Second Party Opinion, and its implementation is overseen by our ESG Working Group.*

Capitals Impacted

FC NC

SDGs Impacted



## ESG Policy for Lending

Our ESG Policy is aligned with international standards and frameworks on sustainable financing and lending. It is applied to various financial products, including project loans, corporate loans, lines of credit, bridge loans, overseas funding, consortium/multiple banking, syndicated loans, and refinance transactions, subject to internal criteria and threshold limits.

**450**

Proposals assessed under ESG Policy for Lending in fiscal 2024

**377**

Cases related to sustainable financing were heard at the Board level during the year





## Proposal Flow under ESG Policy for Lending in Fiscal 2024

	Category A	Category B+	Category B	Category C	Category FI	Total
Cases eligible for environmental and social due diligence	3	2	62	2	4	73
Review of project portfolio/group companies' portfolio put up to the Board's COD under ESG policy						377
<b>Total cases for fiscal 2024</b>						<b>450</b>
<b>Total value in ₹ of the total proposals, reviewed under the policy in fiscal 2024</b>						<b>~ ₹52,500 crores</b>

The categorisation of cases reflects the status as of March 31, 2024. It is to be noted that due to material changes in the proposal or project, the categorisation of cases can also change over the duration of the loan

Categories A, B+, B, C, FI are project risk categorisation as defined in the ESG policy for lending in fiscal 2022. We undertook a self-assessment of the policy under the IFC's ESMS diagnostic tool, designed to assess

or self-assess the quality of an environmental and social management system (such as our ESG Policy for Lending) and benchmark it against IFC's performance standards and good market practices. The diagnostic tool assesses any system on nine parameters, including the policy document, due diligence process, organisational structure, capacity, and control environment. It categorises them into 'State of the

Art', 'Developed' and 'Emerging'. Our ESG Policy for Lending scored 'State of the Art' on four parameters and 'Developed' on three parameters, and we are currently embedding the learnings into our processes. The summary of project categories and the due diligence process under the policy is also accessible here:

<https://www.axisbank.com/docs/default-source/default-document-library/esg-policy-and-procedure.pdf>

## Case Studies Highlighting Environmental and Social Due Diligence (ESDD) Conducted under the ESG Policy for Lending

### CASE STUDY

1

#### Shared Boundaries

In fiscal 2024, we received a proposal detailing two distinct business operations being conducted within the boundary limits of the same company, but situated at two different locations, approximately 108 metres apart. Of the two facilities, the one dealing in calcium silicate was closed while the other dealing in asbestos was operational. We received the request to fund the former or non-asbestos facility.

After due diligence in consultation with the company, we saw the risk of sharing a common boundary and the possibility of common labour being used at both the facilities. We decided not to go ahead with the proposal. Although there was no risk from the non-asbestos facility, the shared premises and facilities with the asbestos unit could create complications in the future.

### CASE STUDY

2

#### Assessing Workers' Health and Well-being

We received a business proposal to fund a manufacturing facility related to electric vehicles. The facility had a female to male ratio of more than 70%. There was also a risk associated with disclosing the facility's arrangement to our investors. Given the high female ratio, we conducted a detailed ESDD of the operating facility as well as an assessment on Gender-Based Violence and Harassment (GBVH). The latter was important, given its potential impact on the health and well-being of the workers and their families.

### CASE STUDY

3

#### Responsible Sourcing of Power Equipment

We handled a few solar and wind power projects during the year, where ESDD became a major criterion of evaluation. In all these projects, we noted that the capital expenditure requirements and the import of solar and wind power machinery parts from regions experiencing labour stress carried the potential risk of social non-compliance. To address these concerns, we decided to enlist an additional point in our terms of agreement that required our borrower to declare that he was aware of the labour laws and that, to the best of his knowledge, none of the products were sourced from places where the labour laws were applicable.

In 2021, under the oversight of the ESG Committee of the Board, the Bank had committed to accelerating its lending activities towards the following goals.

	Goals	Achievements
<b>Wholesale Banking – sectors with positive social and environment outcomes</b>	<p><b>₹30,000 crores</b></p> <p>Incremental financing by fiscal 2026</p>	<p><b>₹30,409 crores</b></p> <p>Goal achieved as of March 2024</p>
<b>Retail two-wheeler loan portfolio</b>	<p><b>5%</b></p> <p>for electric vehicles by fiscal 2024, interest waiver of 0.5% on new EV loans</p>	<p><b>3.62%*</b></p> <p>EV loans as a percentage of overall two-wheeler loan portfolio by fiscal 2024</p>

\*This commitment was taken by the Bank in Sept 2021 and data is being reported cumulatively from October 2021, when Bank had just initiated EV lending. Over the target period, the Bank has significantly scaled its partnerships with EV dealers and manufacturers exclusively and offers up to 0.5% interest discount on EV loans. Notably, with the overall increase in the Bank’s two-wheeler loan portfolio, the EV loan portfolio size has also consistently increased year on year. The EV loan portfolio for the period of fiscal 2024 stood at 5.53%.

### Scaling the Green Wholesale Portfolio

We are continuously working on expanding our Wholesale Banking lending portfolio in sustainable sectors, including renewable energy generation, urban mass transport, electric mobility, and green infrastructure.

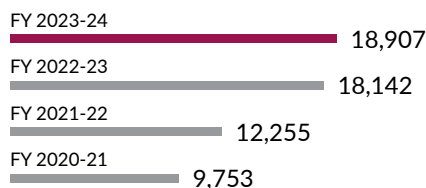
#### Decarbonising our Lending Portfolio

Under the oversight of our ESG Committee, we are reducing our exposure to carbon-intensive sectors like thermal power and coal within our Wholesale Banking portfolio in alignment with India’s Net Zero ambitions. While thermal power remains crucial for the country’s economic growth in the medium term, we understand that India’s ambitious plans for renewable energy, green hydrogen, carbon trading, and technological innovation are critical

for its low-carbon transition amidst global challenges. At the same time, it is important for this transition to be just and equitable, particularly for vulnerable sections and communities.

#### Green Lending Portfolio

(₹ in crores)



#### Impetus to Retail EV Financing

To fulfill our pledge to have 5% of our retail two-wheeler loan portfolio (in rupee value) in electric by March 2024, we have steadily improved our product offerings and incentives to boost this growing sector. The cumulative

percentage of EV loans stood at 3.62% of the total two-wheeler loan portfolio since October 2021, when the Bank began EV two-wheeler loans as a product. In 2021, we were thus starting from a very small nominator. When compared against another industry-prevalent metric – percentage of EV sales per month, the Bank has been performing well. For example, EV sales penetration was above 5% in 9 of the 12 months in fiscal 2024, and at 5.53% for the entire financial year.

**6,708**

EV loans offered in fiscal 2024

**5.53%**

EV penetration in fiscal 2024



At the time the commitment was made, we were among the first banks to commit to EV lending as part of our larger ESG agenda under the oversight of the ESG Committee. Since then, we have proactively scaled up our partnerships and engagements with EV dealers, manufacturers, and other players. We are also scaling up our efforts in the commercial EV space, which is influenced by factors such

as battery technology and level of subsidies. For example, late last year, the government withdrew the existing FAME II subsidy for EV vehicles, impacting EV sales for a brief period. The Bank continues to maintain its bullishness on the sector and has communicated to the ESG Committee its intent to set fresh targets for EV two-wheelers and four-wheelers.

### Bank's Plan to Scale Retail EV Lending Penetration by fiscal 2027

4%\*

In passenger vehicles segment

6%\*

In two-wheeler segment

\* as a % to total loans of respective segment

## Partnering to Accelerate EV Transition in India

### E-Mobility loan guarantee with GuarantCo in Nov '2021

Axis Bank announced a partnership during COP26 in Glasgow with PIDG's guarantee arm, committing to execute a \$200 million umbrella guarantee framework. The programme, totaling \$300 million, targets accelerating financing for entities involved in EV manufacturing, distribution and charging infrastructure.



### Axis Bank extends ₹2.5 billion loan to Vivriti Capital

On December 12, 2023, Axis Bank, in collaboration with GuarantCo, provide a three-year loan of ₹2.5 billion to Vivriti Capital, an impact-focused Indian NBFC. This financing supports Vivriti Capital's objective of providing loans to companies within India's e-mobility ecosystem, contributing to sustainable development in the sector.



### Axis Bank extends ₹1 billion loan to Everest Fleet

On January 10, 2024, Axis Bank, in partnership with GuarantCo, facilitated a four-year loan of ₹1 billion to Everest Fleet, India's largest independent fleet management provider. This financing empowers Everest Fleet to acquire electric vehicles for deployment as green taxis, aligning with India's sustainable transportation goals.



## Asha Home Loans

Axis Bank is a significant lender in the affordable housing space through its flagship product offering, Asha Home Loans, targeted at first-time home buyers from economically weaker sections.

As a part of our larger ESG commitments, the Bank had committed to the incremental disbursement of ₹10,000 crores by fiscal 2024 under Asha Home Loans, as well as the following supporting commitments:

- » Increase penetration in Tier II and Tier III geographies
- » Increase women customers to 16.9% by March 2024

	FY 2021-22	FY 2022-23	FY 2023-24
Incremental Disbursements (₹ cr)	3,359	6,602	10,510
Women borrowers (%)	5.86	15.69	17.70

During fiscal 2024, the Bank achieved an incremental disbursement of ₹3,908 crores, with overall women customers as of March 31, 2024, at 17.70% across India.

## Collaborations, Deals and Associations

In fiscal 2023, the Bank had unveiled significant deals and issuances in sustainable finance, all designed to expedite India's low-carbon and equitable transition. In fiscal 2024 we shifted our attention to cultivating a strong pipeline of projects compliant with ESG standards, aligning with our existing credit appraisal framework.

1

### India's First Sustainable AT1 Issuance

The Bank undertook India's first sustainable AT1 issuance priced at \$600 million in the overseas markets on September 1, 2021. With this issuance, India became the second jurisdiction in Asia with an ESG AT1 issuance.

2

### Strengthening India's Healthcare infrastructure

The Bank signed an MOU with IPE Global Ltd for the SAMRIDH Healthcare Blended Finance Facility. Under this partnership, Axis Bank will provide affordable finance of up to \$150 million through SAMRIDH to support health enterprises and innovators who would otherwise not have access to affordable debt financing.

3

### Collaborating to Offer Supply Chain Finance

Axis Bank has signed a partial guarantee facility agreement (PGFA) with the Asian Development Bank (ADB) to support supply chain financing for impact sectors, under which ADB will provide guarantees (variable) to the lending done by Axis Bank. The programme is scalable, with an initial foundation ramp-up of nearly \$150 million.

4

### Green Home Loans

Axis Bank announced partnership with Mahindra Lifespace in November 2023, where customers can avail home loan at competitive rates for green projects. In fiscal 2024, 65 fresh home loans for ₹34 crores were sanctioned under the Mahindra Lifespace project. Out of sanctioned value, ₹11 crores were disbursed as on March 31, 2024

## Other Marquee Transactions

### Sustainable Club Loan of \$150 million from HSBC & MUFG

The Bank concluded a Sustainable club loan (in USD) from HSBC and MUFG for a total of \$150 million in Gift City branch in May 2023. This was under the Bank's Sustainability Financing Framework.



Read about the framework here:

<https://www.axisbank.com/docs/default-source/default-document-library/axis-bank-sustainable-financing-framework.pdf>

### \$200 million Bilateral Loan from MUFG under the Sustainable Financing Framework

The Bank availed \$200 million bilateral loan from MUFG in March 2024 under its Sustainable Financing Framework. The purpose of the loan is to finance and/or refinance eligible green projects and/or eligible social projects.

### Lead Arranger in Biocon's Acquisition of Viatris

Axis Bank was the lead arranger for a sustainability-linked loan in the pharmaceuticals and bio-manufacturing sector in the Asia Pacific region, with the proceeds earmarked to support Biocon Biologics' acquisition of the global biosimilars business of its partner, Viatris Inc. This is one of the largest outbound cross-border M&A financings from India.

### Financing Rooftop Solar for SMEs

Under our partnership with Aerem Solar for financing rooftop solar for SMEs, we have completed our first transaction in fiscal 2024.

## 120 kw

Installed capacity in Bawal, Delhi NCR

## Engagement with Subsidiary entities

Within the 'One Axis' framework, we offer a wide range of products and solutions through our business segments and subsidiaries alongside the services provided by our banking segments.






Similarly, we are cognisant of the importance of a two-way engagement with our subsidiary companies on matters of ESG to truly create shared value. Regular engagements with our subsidiaries help us exchange best ESG practices and also enables us to communicate our priorities to create positive impact.







INTERPLAY OF CAPITALS

	Finance	Manufactured	Intellectual	Human	Social and Relationship	Natural
<b>Finance</b>	 <p>Making banking accessible through investment in extensive network of branches, ATMs, Axis virtual centres, and the Bharat Banking Initiative.</p>	<p>Continuous investment in Digital-first product 'open' by Axis towards new features and nudges. Fostering long-term partnerships across digital platforms.</p>	<p>Investments directed towards improving employee learning and development, well-being and recognition contributes to a workforce more resilient and future ready.</p>	<p>Strategically investing in SPARSH to enhance customer delight through personalised services and innovative solutions.</p> <p>Driving positive societal change through impactful CSR initiatives with a dedicated spend of ₹2.69 billion.</p>	<p>Embracing the green way, our ESG Policy drives reductions in energy consumption, GHG emissions, waste, and water emissions. We are also scaling lending activities towards green sectors and developing innovative products like EV and green home loans.</p>	
<b>Manufactured</b>	<p>Growth in rural deposits by 12% and rural advances by 30% was facilitated by our diversified domestic reach spanning serving 683 districts through the Bharat Banking initiative.</p>	 <p>Developing in-house capabilities for enhanced customer propositions, SAKSHAM streamlines operations across branches, ensuring smooth functionality.</p>	<p>Ensuring a healthy and safe workplace environment for all. Ensuring timely update of employee policies and conduct of employee engagement initiatives.</p>	<p>Axis Bank aims to integrate the RuSu market into the economy through multi-channel distribution into deeper Bharat markets with high-quality financial services.</p>	<p>Committed to greening our operations, the Bank is invested highly in renewable energy, avoiding GHG emissions, waste management and water conservation.</p>	
<b>Intellectual</b>	<p>'open' by Axis contributes ~6% to the Bank's overall business. Our market share of UPI is 26%, which boosts the digital business of the Bank. Additionally, Axis Bank's Business Intelligence Unit (BIU) vertical creates and monetises data assets and forms a crucial part of our business decisions.</p>	<p>Straight-through processing for service requests focuses on instant processing of requests. Our Branch for Future initiative offers virtual branch visits to customers.</p>	 <p>Leveraging technology, the Bank introduced mobility-enabled processes and strengthened system controls to mitigate risks and enhance operational efficiency across the organisation.</p>	<p>There is continuous progress under 'open' by Axis, which is envisaged as Digital Bank within the Bank, keeping the customer at the core. Recently, the Bank launched Project NEO focused on MSME customers. The Bank is also conducting awareness sessions to raise community awareness about social security and entitlements.</p>	<p>Demonstrating commitment towards digital solutions and energy-saving initiatives, the Bank has transitioned numerous physical processes to digital formats. As part of national level ESG and environment committees, the Bank contributes to driving the climate action agenda.</p>	
<b>Human</b>	<p>The profit per employee increased by 131%, while the staff cost per employee rose by 11%. Furthermore, our engagement scorecard, Pride by Axis, experienced a y-o-y increase of 2%.</p>	<p>Healthy and talented workforce ensures a robust work culture, timely delivery and guarantees customer satisfaction. Employee absentee rate stood at 1.6%.</p>	<p>Employee self-service transactions surged from 56% to 78%, alongside a substantial rise in end-to-end process automation from 23% to 60%, driven by streamlined workflows. The Bank also actively participates in multiple forums and thought leadership groups advancing Human Capital.</p>	 <p>We developed 'Siddhi', a super app to empower employees to engage more meaningfully with customers. Additionally, all employees are encouraged to participate organised activities.</p> <p>A cross-functional DEI Council drives diversity initiatives across the Bank.</p>	<p>There is active employee participation in various environmental initiatives.</p>	
<b>Social and Relationship</b>	<p>Customer satisfaction is evident with a consistent Retail NPS score of 145 to the base of 100. Our CSR initiatives have empowered 8 lakh+ beneficiaries through the Financial Literacy programme and positively impacted more than 1.7 million households under the Sustainable Livelihoods Programme.</p>	<p>Delivering a tailored suite of products to the RuSu markets, total Bharat Banking branches as of fiscal 2024 are more than 2,480. The Bank also contributed towards creating critical social infrastructure such as schools under our CSR initiatives.</p>	<p>2.39 million customers were acquired digitally. With over 14 million monthly Mobile Banking users, Axis Bank has launched and fully scaled up Digital Bank within with Bank.</p>	<p>'Siddhi' Success Metrics Siddhi journeys have 8 - 10 points higher Net Promoter Scores (NPS) leading to increased customer satisfaction. Under Axis Cares programme, employees are encouraged to contribute to the CSR initiatives of the Bank.</p>	 <p>Under the ESG commitments, Axis Bank has committed to planting 2 million trees by 2027 across ecological 'hotspots' in India. The Bank is also working closely with the community in conservation and environmental protection programmes.</p>	
<b>Natural</b>	<p>Green Corporate lending portfolio amounted to ₹18,907 crores. Financing for electric vehicles in the two-wheeler portfolio also increased to 3.62%.</p>	<p>Axis Bank's top 3 offices are run entirely on renewable energy. The emission intensity (Scope 1, 2 and 3 combined) per FTE stood at 1.97 in fiscal 2024.</p>	<p>~8.3 million sheets of paper saved in a single month due to Digital Banking initiatives at our branches.</p>	<p>Transition towards new and alternative sources of energy will enhance hiring of people suited to different roles.</p>	<p>Total saplings planted under the ESG commitment by 2024 were 1.33 million. Our CSR initiatives in environmental conservation and biodiversity protection support community livelihoods. The Sustainable Livelihoods programme also focuses on watershed management and water conservation, which is crucial for preserving farmer livelihoods.</p>	