

STAKEHOLDER ENGAGEMENT

Turning Feedback to Constructive Action

Stakeholder engagement is vital to our business success, as understanding stakeholders' expectations and aligning our business objectives accordingly help us mitigate potential risks and formulate our strategy for sustained growth.





We follow a stakeholder-centric approach in our business strategy and operations. We believe that identifying our key stakeholders, understanding their expectations, and keeping alive a two-way engagement is imperative to our business success. 'open' communication also enables us to communicate our priorities, our sense of purpose, and our objective of creating long term value for all our stakeholders.

We use a combination of structured and need-based engagement mechanisms to reach out to key stakeholder groups, address their grievances, and incorporate their feedback into our overall business strategy.

Our Key Stakeholders



Shareholder & Investors

Modes of Engagement

- » Investor meetings, press releases, conference calls, Management roadshows
- » Website, email communications, social media
- » Annual General Meetings, quarterly financial results announcements
- » Investor grievance mechanisms

Frequency

Continuous/Periodic

Key Expectations

- » Compliance
- » Governance and ethical business practices
- » Market outlook
- » Business strategy
- » Operational efficiency
- » Long-term business performance
- » ESG risks and opportunities for technology in business

Our Response

- » Transparent disclosures, policies
- » Demonstration of responsible business conduct
- » Continuously analyse market trends and adapt strategies accordingly
- » Focus on sustainable growth and value creation
- » Customising strategies to manage external risks and capitalise on opportunities effectively

Delivering Value

Shareholders have seen notable progress, with EPS reaching ₹80.67 for the fiscal 2024, alongside a consistent trend of increasing profits. As pioneers, we established the first standalone ESG Committee at the Board level in 2021. Additionally, our management-level ESG Steering Committee drives and owns ESG actions vertically. Moreover, our dedication to excellence has been recognised by The Asian Banker, which has awarded us for 'Best Enterprise Risk Management', further solidifying our position as leaders in risk management practices.



Customers

Modes of Engagement

- » Communication at branches and with relationship managers
- » Telephonic and online communication via website, emails, and various social media platforms
- » Axis Virtual Centre
- » Customer satisfaction survey, grievance mechanisms
- » Marketing campaigns
- » Meetings with corporate customers

Frequency

Continuous

Key Expectations

- » Best-in-class service for customers
- » Suitability of products and services
- » Transparency and fair business
- » Maintaining customer data privacy and security
- » Effective and quick customer grievance redressal mechanism

Our Response

- » Customer Satisfaction Surveys
- » Continuous focus on customer delight
- » Ethical business practices
- » Focus on digitisation and customer data privacy
- » Introduced Axis Pride, focusing on quick resolution of customer grievances

Delivering Value

Our approach ensures swift contact with all detractors, kickstarting service recovery under the guidance of senior branch leaders. We take pride in celebrating frontline employees acknowledged as NPS stars by our promoters, while also highlighting cautionary behaviors flagged by our customers. Our Retail Net Promoter Score – Internal is 145 on the baseline of 100.

We Rank #2 in India for our Net Promoter Score (NPS) as per External Benchmarking by Kantar among large peer banks.





Employees

Modes of Engagement

- » Town-hall meetings
- » Training and capacity development programmes
- » Whistleblower mechanism
- » Mid-year and annual performance appraisals
- » Intranet portal – MyConnect
- » Internal communications – webcasts, newsletters, surveys, mails
- » Axis cares - Employee payroll giving
- » Management visits to branches
- » Employee Engagement Surveys

Frequency

Continuous/Periodic

Key Expectations

- » Talent management and Learning & Development (L&D) initiatives
- » Productivity
- » Employee benefits and Health & Safety
- » Work-life balance
- » Employee engagement
- » Compensation and benefits

Our Response

- » Focus on continuous employee connect
- » Strengthen focus on L&D by offering best-in-class learning resources, effective employee feedback and grievance mechanism
- » Focus on various aspects of employee wellness and safety
- » Leveraging technology for enabling anytime, anywhere learning
- » Promoting Diversity, Equity, and an Inclusive environment within the Bank

Delivering Value

With a strong 25% diversity ratio, Axis Bank extensively trained 99.86% of employees in fiscal 2024, reflecting our commitment to employee development. Our achievement of winning the Great Place to Work® award thrice in a row in 2024 highlights our priority to employee satisfaction. Our DE&I initiatives harness diverse perspectives to enhance programme efficiency. Under our wellness umbrella, we offer comprehensive physical and mental well-being services, fostering heightened employee engagement and motivation.



Community & NGOs

Modes of Engagement

- » CSR programmes
- » Programmes by Axis Bank Foundation
- » Conferences and roundtables

Frequency

Continuous

Key Expectations

- » Financial inclusion
- » Poverty alleviation
- » Quality of education
- » Environmental sustainability
- » Access to healthcare

Our Response

Continued efforts in aligning our CSR goals across thematic areas:

- » Sustainable livelihoods
- » Education
- » Financial literacy and inclusion
- » Environmental sustainability and others

Delivering Value

With a dedicated focus on CSR, Axis Bank has positively impacted 1.7 million lives nationwide, including allocating significantly towards initiatives in the conflict-affected North-East region to foster resilience and development. Emphasising Bharat Banking as a strategic priority, we aim to integrate rural and semi-urban India (RuSu) into the economy, addressing their diverse financial needs and fostering inclusive growth for all communities.



Regulatory Authorities

Modes of Engagement

- » Mandatory filings with key regulators; interaction during inspections
- » One-on-one meetings and group meetings, email correspondence
- » Periodical submissions of business and operational performance
- » Engagement at banking platforms and conferences, regulatory reviews
- » Corporate announcements

Frequency

Continuous/Need based

Key Expectations

- » Corporate governance
- » Adherence to all compliance norms
- » Financial and non-financial performance of the organisation
- » Workforce engagement

Our Response

- » Robust Code of Conduct applicable to all employees
- » Building a robust compliance culture across the Bank
- » Publishing externally assured Sustainability Reports
- » Adherence to compliance norms included as non-financial goal for all employees
- » Transparent and fair disclosures

Delivering Value

At Axis Bank, we prioritise a culture of compliance and ethics, upheld by robust policy frameworks and adherence. Our team stays informed through regular training on government and regulatory mandates, ensuring that key Board committees maintain independence for impartial decision-making and effective governance. Central to our efforts is the establishment of a robust corporate governance structure, aimed at meeting stakeholder expectations and comprehending the broader impact of our organisation.



Industry and Peers

Modes of Engagement

- » Regular communication with industry and trade associations
- » Engagement under the Indian Banks' Association
- » Multilateral platforms
- » Corporate seminars

Frequency

Periodic/Need based

Key Expectations

- » Policy advocacy
- » Partnerships
- » Collaboration opportunities

Our Response

- » Formally represented on prestigious platforms like the World Economic Forum, Indian Banks' Association, SEBI, CII, FICCI, and NASSCOM, among others, Axis Bank actively contributes to various material matters for the banking industry.
- » Increased participation in thought leadership and advocacy around ESG, climate change, diversity, and sustainable development.
- » Released inaugural TCFD Report, following the format outlined in the RBI's Discussion Paper on Climate Risk and Sustainable Finance.

Delivering Value

The Bank's leadership holds positions or leads pivotal committees in both national and international bodies. In fiscal 2024, we were formally members of national ESG/Climate action committees at FICCI, CII, Bombay Chamber of Commerce & Industry (BCCI) and IBA, reinforcing our commitment to active engagement and influence at global levels.



Vendors & Suppliers

Modes of Engagement

- » Vendor meetings
- » Periodic surveys
- » Techno-commercial discussions and service engagements
- » Audit, governance, and compliance meetings
- » Contracts, emails, and calls
- » In-person and virtual interactions

Frequency

Periodic/Need based

Key Expectations

- » Timely payouts
- » Fair contractual terms and adherence to those
- » Organisational ESG consciousness
- » Transparent, ethical and long-term business relations
- » Regular exchange of technical know-how

Our Response

- » Ensuring timely pay-outs for services
- » Commitment to equitable agreements and their faithful implementation
- » Building trustworthy, moral, and enduring partnerships
- » Operating with a strong focus on environmental, social, and governance responsibilities

Delivering Value

Our Vendor Code of Conduct articulates our firm expectations for vendors to embrace sustainable practices, incorporating crucial environmental and social aspects, including human rights. Compliance with this Code of Conduct necessitates a signed commitment from the vendors.



Academia

Modes of Engagement

- » Campus placements
- » Common industry forums
- » CSR engagements

Frequency

Continuous/Periodic

Key Expectations

- » Thought leaderships
- » CSR partnerships
- » Internship/employment opportunities

Our Response

- » Various hiring programmes
- » CSR partnerships with academia

Delivering Value

Through our diverse hiring programmes, impactful CSR partnerships, and collaborations with academia to fund cutting-edge research, we are dedicated to delivering lasting value. By nurturing talent, supporting communities, and driving innovation, we are shaping a brighter future for all. In the fiscal 2024, Axis Bank partnered with four (IRMA, Ashoka University, Plaksha University, IISC) educational institutes under CSR and hired 10,000+ new employees under its holistic campus hiring programmes.