

# Business Responsibility Report

The ninth edition of Kotak Mahindra Bank Limited's (KMBL/Bank) Business Responsibility Report (BRR/Report) outlines its commitment and effort towards building a sustainable future. Arising from a culture of strong governance is the Bank's approach to its environmental impact, propagating inclusive growth among its internal and external stakeholders, and conducting business with the highest ethical standards.

The challenges posed by the COVID-19 pandemic in India during FY 2020-21 brought the well-being and safety of people at the forefront of all strategic decisions and actions. Though the pandemic has affected economies worldwide, the Bank's leadership has taken calibrated steps to help it sail through these troubled times, while upholding its core values and prioritising the health and safety of all stakeholders.

In FY 2020-21, the Bank implemented several health and safety measures, such as limited staff presence at its branches and offices, establishing COVID-19 protocols, distribution of safety kits, and provision for lockdown travel allowances. Work from home (WFH) became an integral aspect of the new normal, and the Bank's digital infrastructure witnessed expansion to facilitate this transformation. Moreover, the Bank has reinforced its commitment to prioritising employees' work-life balance through multiple initiatives. This report serves an overview of various initiatives taken by the Bank to alleviate the impact of the pandemic on its employees and society at large.

The Bank's sustainability is reliant on its relationships with various stakeholders, and towards this extensive efforts were made to engage with stakeholders, including employees, customers, communities, investors and shareholders, suppliers, and business associates. This Report has been prepared in accordance with the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business laid down by the Ministry of Corporate Affairs in 2011. Additional disclosures within the BRR are in line with requirements of the Securities and Exchange Board of India's (SEBI's) clause (f) of sub-regulation (2) of regulation 34 (Listing Obligations and Disclosure Requirements). The Report also presents information in compliance with the requirements under section 134, section 135 read with schedule VII of the Companies Act along with the Companies (Corporate Social Responsibility) Rules, 2014 as amended from time-to-time and in line with the Government of India's notifications issued from time-to-time.

## KMBL'S APPROACH TO RESPONSIBLE BUSINESS

<p><b>Principle 1</b></p> <p><b>Ethics, Transparency and Accountability</b></p> <p>Sharp focus on good governance is manifested in various policies and robust practices. Systems and processes are designed to foster transparency, accountability and ethical business practices. The CSR Committee of the Bank has an oversight of its Corporate Social Responsibility policies, strategy and implementation, and Business Responsibility Report (BRR).</p>	<p><b>Principle 2</b></p> <p><b>Responsible Products and Services</b></p> <p>The Bank's innovative and technology-enabled solutions not only contribute to a delightful customer experience, but also help enhance its outreach to underbanked and unbanked geographies of India, thereby enabling truly inclusive banking.</p>	<p><b>Principle 3</b></p> <p><b>Employee Well-Being</b></p> <p>With a continued focus on enhancing the workplace environment, even during the pandemic, the Bank re-engineered and introduced several employee safety and well-being initiatives. The special focus of FY 2020-21 has been employee wellness, and to achieve this, the Bank has continued to foster a safe, healthy, inclusive, and engaging work environment for all its employees.</p>
<p><b>Principle 4</b></p> <p><b>Stakeholder Engagement</b></p> <p>Through a plethora of engagement modes, the Bank identifies issues that are critical for the business as well its stakeholders. The feedback mechanism serves as an important tool for identifying opportunities to enhance its products, services and stakeholder experience.</p>	<p><b>Principle 5</b></p> <p><b>Human Rights</b></p> <p>KMBL treats all its stakeholders with equal respect and dignity. The Bank's policy on human rights helps guide its people to ensure fair and equitable treatment for all its stakeholder including the employees.</p>	<p><b>Principle 6</b></p> <p><b>Environment</b></p> <p>The Bank's environment management practices are focused on reducing its operational footprint, which helps reduce impacts such as Greenhouse Gas (GHG) emissions, resource consumption and waste generation. Further, KMBL's digitisation of products and services continues to reduce its GHG emission footprint.</p>
<p><b>Principle 7</b></p> <p><b>Public Policy Advocacy</b></p> <p>The Bank participates in industry and industry association-led initiatives to support and propagate policy reviews for the betterment of the business ecosystem, economy and people.</p>	<p><b>Principle 8</b></p> <p><b>Inclusive Growth</b></p> <p>The CSR Policy enables the Bank to implement all areas prescribed in the schedule and government circulars and notification issued from time to time. Further, the Policy has defined the focus areas as education and livelihood, healthcare, COVID-19 relief, sports, and environment and sustainable development for the Bank's CSR interventions. Many of KMBL's business initiatives are focused on creating an inclusive society and help the marginalised and underprivileged sections of the society, including those who are in the unbanked and underbanked geographies of India.</p>	<p><b>Principle 9</b></p> <p><b>Customer Value</b></p> <p>Enabling customer delight is the epicentre of KMBL's business approach. The Bank's focus on digitisation has not only enhanced customer experience, but is also providing a safe and contactless banking experience, which has proven immensely helpful during the COVID-19 pandemic.</p>

## PERFORMANCE WITH RESPECT TO THE PRINCIPLES

### Principles 1: Ethics, Transparency and Accountability

The Bank's policy framework and governance mechanism inculcate the highest standards of ethics, transparency and trust. This ethos is the foundation of the Bank's endeavour to create shared value.

The Bank's Code of Conduct (CoC) has been designed to serve as a guiding light for employees to exhibit these high standards. The CoC is actively communicated to all concerned and forms an important part of the employee onboarding process.

KMBL has put in place a robust governance framework to ensure that its operations are conducted in a transparent, responsible and accountable manner. Further, the Bank's Whistle Blower Policy provides a platform that enables stakeholders to raise their voices against any actual or potential unethical practices. This platform is managed by an independent party.

Additionally, the Bank has implemented a host of other policies that can be accessed on the employee portal to drive a consistent approach to ethical business practices by all internal stakeholders. The Bank's policies are listed in the table below.

Sr. No	Business Responsibility Principles	Relevant Policies
1	Ethics, Transparency and Accountability	Code of Conduct (Directors and Employees), Corporate Policy Manual on Ethical Conduct, Vigilance Policy, Avoidance of Conflict of Interest and Protection of Confidential and Proprietary Information, Whistle Blower Policy, Code for Banking Practice, Compliance Policy, Internal Audit Charter and Policy, Fraud Risk Management Policy, Operational Risk Management Policy, Policy on Stress Testing Framework, Enterprise wide Risk Management Framework, Protected Disclosure Policy, Disclosures Policy and Related Party Transaction Policy
2	Product Life Cycle Sustainability	Fair Practice for Credit Card Operations, Fair Practices for Lenders, Home Finance Policy, Educational Loan Policy, Intellectual Property Rights Policy and Environmental, Social and Governance (ESG) Management Systems Plan
3	Employee Well-Being	Recruitment Policy, Benefits Policy, Attendance and Leave Policy, Training Policy, Policy on Sexual Harassment of Women, Human-Rights and Anti-Discrimination Policy, Equal Employment Opportunity Policy, Employee Service Award Policy, Health, Safety and Welfare at Work-Place Policy, Code of Conduct (Directors and Employees) and Eureka Policy
4	Stakeholder Engagement	Business Responsibility Policy, Corporate Responsibility Policy and Corporate Communication, Public Relations and Reputation Management in Media, Online Media & Social Media Policy
5	Human Rights	Human-Rights and Anti-Discrimination Policy
6	Environment	Environment Policy, Health, Safety and Welfare at Work-Place Policy
7	Policy Advocacy	Public-Policy Advocacy Policy
8	Inclusive Growth	Corporate Social Responsibility Policy
9	Customer Value	Policy on Collection of Dues and Repossession of Securities, Fair Practice for Credit Card Operations, Fair Practices for Lenders, Information Security and Cyber Security Policy, Fair Practice Code Policy, Corporate Communications Policy, Third Party Distribution Policy, Protected Disclosures Policy, Disclosures Policy, Grievance Redressal Policy, Expense Approval Authority Policy and Customer Compensation Policy

### The Board CSR Committee of the Bank (CSR Committee)

The CSR Committee comprises following Directors:

- Mr. Prakash Apte<sup>1</sup>
- Mr. C. Jayaram
- Mr. Dipak Gupta

The CSR Committee makes recommendations to the Board on CSR policy, design, path, projects, project expenditure and related matters for its approval. Further, the CSR Committee is responsible for updating the Board on the progress of the CSR projects.

The Bank's CSR approach is charted out in the Board-approved CSR Policy. It defines the Bank's CSR vision, mission, and governance and focus areas to fulfil its inclusive agenda across many geographies in India. The Policy reflects the Bank's contribution towards the economic, environmental, and social growth of the nation, and the organisation's commitment towards the United Nations (UN) Sustainable Development Goals (SDGs).

It is the constant endeavour of the Bank to enhance its CSR footprint by adopting a purpose-driven approach focussed on sustainable and scalable programmes in identified geographies. The CSR programmes are aligned with the SDGs and the national development priorities.

The Bank's CSR Policy is available on its website: <https://www.kotak.com/en/about-us/corporate-responsibility.html>

<sup>1</sup> Prof. Mahendra Dev, Independent Director on the Board of the Bank and a member of the CSR Committee, retired from the Board on 14<sup>th</sup> March, 2021 on completion of his term as permitted under Banking Regulation Act. Mr. Prakash Apte, Chairman of the Bank's Board and an Independent Director replaced Prof. Mahendra Dev on the CSR Committee with effect from 15<sup>th</sup> March, 2021.

## Principle 2: Responsible Products and Services

KMBL introduced various innovative financial solutions to promote last-mile financial access in unbanked and underbanked geographies. The Bank leverages technology to create bespoke responsible and sustainable solutions to further its financial inclusion agenda. In FY 2020-21, the Bank adopted agility in its operations moving to digital channels to limit the impact of the COVID-19 pandemic and the ensuing lockdown. The select products and services offered in FY 2020-21 include:

### Support to the Government's COVID-19 Relief Initiatives

The government launched new financing initiatives in the backdrop of the COVID-19 lockdowns:

- **Central Government's Agriculture Infrastructure Fund:** The Agriculture Infrastructure Fund is a medium-to long-term debt financing facility to support farmers, primary agriculture credit societies, farmer producer organisations (FPOs) and agri-entrepreneurs. It seeks to build community farming assets and post-harvest agricultural infrastructure through interest subvention and credit guarantees. KMBL was among the first private banks to be empanelled as a lender under the scheme and disburse loans for development of agri-infrastructure.
- **Electronic National Agriculture Marketplace (e-NAM):** e-NAM is an initiative of the government to digitise payments for farmers and other agricultural value chain participants. KMBL was among six new banks shortlisted for the initiative and the first to set up the digital platform that enables transfer of funds to farmers, FPOs and agricultural operators quickly and seamlessly.
- **Emergency Credit Line Guarantee Scheme (ECLGS):** During the COVID-19 pandemic, KMBL disbursed around ₹ 11,300<sup>2</sup> crore to customers under the Government of India's (GoI's) scheme to support eligible micro, small and medium enterprises (MSMEs), individual borrowers (in cases where the original loan was invested in personal businesses) and entities in identified stressed sectors under ECLGS 2,3 and 4. Credit transmission under the scheme was conducted in record time with minimal physical contact due to the Bank's effective digitisation of the entire documentation and disbursement process.
- **Scheme for Migrants:** The Bank has undertaken initiatives to support the urban poor and migrants. Under this scheme, KMBL supported over 1,000 street vendors through loans.

### Leveraging Technology

KMBL leverages state-of-the-art technologies to make its products more accessible and environmentally sustainable.

- **'Digifarm':** The Bank launched 'Digifarm', an online application-based platform for digitising the Know Your Customer (KYC) process for farmers to help them access corporate-linked farmer finance. The platform is now an empanelled online payment partner of e-NAM.
- **Opening Bank Accounts Through Video KYC:** KMBL launched an end-to-end digital process for customer bank account-opening through a zero-contact video KYC-based solution.
- **Robotic Process Automation (RPA):** The introduction of RPA technology for automation in business processes has enhanced customer experience by reducing the turnaround time.
- **Digital Documentation and Agri-disbursement Kiosks:** This facilitated an end-to-end documentation and customer verification and disbursement process for agri customers. The facility helped reduce the turnaround time and minimised physical interaction between customers and the Bank staff.
- **Digital loans:** Introduced digital personal and home loans for quick and paperless disbursement of funds.
- **E-Sign:** Paperless authentication using e-Sign enabled contactless and quick processing of transactions.

### Financial knowledge-sharing initiatives

- **Leading Ladies:** This exclusive knowledge-based programme was organised for KMBL's women customers. It provides an in-depth learning experience on fundamentals of financial planning, concepts of macroeconomics, markets, asset classes and investments and succession planning by industry experts.
- **NexGen Connect:** This annual programme is curated for millennial clients with the aim to increase their understanding of financial markets, asset classes, investments and banking. Industry experts guided participants in making informed investment decisions for family wealth and portfolio management.

### Financial Inclusion

Some of the highlights of KMBL's financial inclusion initiatives undertaken during FY 2020-21 include:

- **Aadhaar Seva Kendras:** Over 160 branches established Aadhaar Seva Kendras during the reporting period, thus enhancing the ease of enrolment and updation of Aadhaar details.
- **Aadhaar-enabled Payment System (AePS):** A conscious step towards a cashless economy, AePS enables online interoperable financial transactions at Point of Sale (PoS) through the Business Correspondent (BC) network. During the year, AePS transaction volumes amounted to over ₹ 23 crore with more than one lakh beneficiaries.
- **Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY) and Pradhan Mantri Suraksha Bima Yojana (PMSBY):** Through two Jan Suraksha schemes launched by the Ministry of Finance, KMBL extended social security to over four lakh subscribers, 11% of which are rural customers. KMBL collaborated with the Life Insurance Corporation of India and ICICI Lombard General Insurance Co. Ltd. to offer these products. The Bank settled 32 insurance claims under PMSBY amounting to over ₹ 64 lakh in FY 2020-21.

<sup>2</sup> As on 31<sup>st</sup> March 2021.

- **Pradhan Mantri Mudra Yojana (PMMY):** To support non-corporate start-ups and non-farm small and medium enterprises (SMEs), the PMMY provides loans of up to ₹ 10 lakh. Through this scheme, the Bank has approved loans for over 3.75 lakh beneficiaries with a value of more than ₹ 1,300 crore.
- **Atal Pension Yojana (APY):** Through this government-initiated pension scheme, KMBL aims to provide income security to workers in the unorganised sector. The overall subscriber count stands at 13,000 with the incremental subscriber count by 2,371 in FY 2020-21.
- **Pradhan Mantri Jan-Dhan Yojana (PMJDY):** With a total balance of over ₹ 28 crore, KMBL registered nearly 1.6 lakh accounts under the PMJDY scheme as on 31<sup>st</sup> March, 2021.
- **Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA):** The Bank actively participated in the distribution of MGNREGA wages to beneficiaries across three districts in the state of Chhattisgarh with the assistance of BC partners and 63 customer service agents. The Bank disbursed NREGA wages through 36,213 transactions amounting to more than ₹ 56 lakh during FY 2020-21.
- **Basic Savings Bank Deposit Account (BSBDA)/Small Savings Account:** KMBL continues to take banking services to the unbanked and underbanked sections of society through its BC network. With over 318 Customer Service Points (CSPs), the Bank offers various banking services in rural regions catering to over 8 lakh accounts.
- **BVV Sangha Kotak Mahindra Bank Rural Self-Employment Training Institute (BVVS KMBL RSETI):** This institute is located in the Bagalkot district of Karnataka. It focuses on training and upskilling of youth belonging to the Below Poverty Line (BPL) section of society. Consistently rated 'AA' by the National Centre for Excellence of RSETIs (NACER), a nodal agency under the Ministry of Rural Development, Government of India, it conducts courses to address the issue of unemployment by encouraging entrepreneurship in rural areas. In FY 2020-21, the operations of BVVS KMBL RSETI were impacted by the COVID-19 pandemic and the subsequent lockdown. Despite the challenges, 1,177 candidates benefitted from 38 free courses during the year.

No. of days of training conducted	No. of training programmes arranged during FY 2020-21	No. of youths trained during FY 2020-21	No. of trainees settled during FY 2020-21	Female trainees out of total trainees settled in FY 2020-21	No. of training programmes arranged since inception	No. of youths trained since inception	No. of trainees settled since inception
6 days and above	20	550	289	148	880	30,795	22,614
3 days	18	627	502	502	244	7,181	5,458
<b>Total</b>	<b>38</b>	<b>1,177</b>	<b>791</b>	<b>650</b>	<b>1,124</b>	<b>37,976</b>	<b>28,072</b>

### Priority Sector Lending

During FY 2020-21, the Bank achieved an average priority sector lending of ₹ 95,155.68 crore, which constituted 43.95% of the Bank's adjusted net bank credit (ANBC), and is higher than the RBI requirement of 40%. Of this average priority sector lending, average advances to weaker sections amounted to ₹ 26,991.28 crore, average lending to small and marginal farmers stood at ₹ 19,855.04 crore, average advances made to agriculture was ₹ 37,568.15 crore and average lending to micro enterprises amounted to ₹ 18,319.96 crore. Micro-loans (ranging ₹ 50,000) were extended to 7.5 lakh women. These priority sector lending averages were inclusive of the priority sector lending certificates purchased and sold by the Bank.

### Business Continuity Plan

KMBL has established a robust and resilient Business Continuity Management System (BCMS) framework. It helps proactively identify and mitigate risks that can cause disruption, thereby minimising the impact and ensuring continuity of its key products and services at an acceptable level. The Bank regularly reviews and improves the BCMS to prepare its systems for any future disruptions.

### Business Continuity (BC) Objectives

Keeping in mind the Bank's vision and core values, the objectives of the Business Continuity Management programme are:

- Design a system for resilience, resumption and recovery of its business operations and provide continuity of critical operations for timely delivery of key products and services.
- Manage any incident effectively and efficiently to minimise impact on the assets and resources, including human resources (people), information (data and supporting assets) and infrastructure.
- Safeguard the reputation of the Bank by providing continuity and consistency in critical products and services to meet the expectations of the stakeholders at predefined levels.
- Comply with all relevant and applicable legal, regulatory, statutory and contractual obligations.
- Manage risks proactively by periodically identifying them and applying the appropriate controls.
- Increase resilience of the organisation by building incident management and business continuity capabilities based on industry best practices (ISO:22301:2012) and other relevant legal and regulatory guidelines.
- Embed BCMS culture in the Bank's business processes across all levels of users and promote BCMS awareness amongst employees and vendors by means of effective communication, education and training.
- Periodically test, exercise and maintain the Business Continuity Plan (BCP) to ensure its effectiveness during emergency situations and confirm that all employees are aware of and respond to its execution.

### Principle 3: Employee Well-Being

KMBL is firm in its belief that employees are the organisation's strength. In the new normal, the Bank focused on their professional development and personal care. Proactive measures were taken to create an environment of trust and well-being for its personnel.

In FY 2020-21, KMBL's business continuity plan and employee well-being were put to the test. The Bank took measures to ensure safety of its people, such as ensuring minimal staff presence at branches and offices, and introducing safety protocols, kits, and lockdown travel allowances. WFH has become an integral aspect of the new normal, and the Bank has significantly scaled up its digital infrastructure, including ramping up cyber security to make WFH a safe and delightful employee experience. Every employee working from home has been provided adequate resources and support to facilitate remote connectivity.

These efforts attract and retain talent across management grades from all over the country. For decades, KMBL has witnessed one of the highest stickiness among top and senior leadership, which is a testament to the career progression and individual development practices of the Bank. At entry-level positions, which largely constitute millennials, attrition is at par with the industry standard.

## Great Place to Work®

Continuous efforts are taken by the Bank to provide its employees with infinite opportunities. Due to the Bank's undeterred efforts and exceptional employee initiatives, KMBL is now certified as a 'Great Place to Work®' by the GPTW Institute.

With the onset of COVID-19 pandemic, there was an increased focus on employee health and wellness, work-life balance and overall employee engagement during the year. To keep up with changing times and the extraordinary circumstances that the pandemic created, KMBL amended its existing policies and introduced new human resource (HR) policies. The key employee-engagement initiatives were introduced and re-engineered.

#### Talent Development

KMBL invests in the holistic development of its employees throughout their tenure. The Bank ensures that its employees are provided with right opportunities and trainings to stay relevant with changing times. During the pandemic, talent management initiatives have been conducted through digital platforms.

With an aim to maintain its competitive edge in the talent landscape, KMBL implemented the following measures during FY 2020-21:

#### Employee Recruitment

- The Bank adopted the Oracle Recruiting Cloud (ORC). This single platform enables a paperless recruitment process.
- The internal job posting programme, Kotak Fast Track, was re-introduced to provide new growth opportunities, minimise attrition and reduce cost of hiring.

**Employee onboarding:** The Bank has moved to a virtual platform for employee onboarding. The virtual inductions provide new recruits with a seamless orientation to the Bank's culture and values.

**Talent Management:** The Bank's talent management framework has been revamped and a rigorous talent review process has been implemented, especially for senior management. These initiatives include:

- A flagship course, K-MAP, was launched for all people managers to coach them on effective team management and development and culture building.
- 'Kotak DigiQ: Propelling Transformation and Disruption through Digital' was designed to adopt digital tools in day-to-day business operations. The programme was anchored by the senior global business faculty from leading B-schools, such as Cornell, University of Wisconsin and IIM-Ahmedabad among others. The entire senior leadership team of Consumer Banking participated in DigiQ.
- The 'K-League' Harvard programme was launched for the Kotak Leadership Team (KLT) in FY 2020-21. It is a focussed learning series spread over 6-8 months, which leverages expertise, thought leadership and research content from the Harvard ecosystem. Over 60 leaders from Kotak Mahindra Group companies (KMBL included) are part of this.
- The second phase of Kotak Young Leader Committee (KYLC) was initiated, where young managers are selected and given an opportunity to work as independent entrepreneurs on various projects and shadow the Kotak Leadership Team (KLT) and Group Management Council (GMC).
- 'New Age Manager' program was successfully introduced in the months following the lockdown to address the challenges of virtual team and stakeholder management and developing a growth mindset.

#### Employee Engagement Initiatives

KMBL promotes and nurtures two-way communication with employees through various channels. This has helped the Bank understand their expectations and develop practices that support employee needs. To boost employee morale during these unprecedented times, the Bank took various initiatives in FY 2020-21. Select initiatives have been mentioned below:

- On 21<sup>st</sup> November 2020, the Bank held a virtual celebration to commemorate 35 years since Kotak Mahindra Group's foundation. Over 25,000 Kotakites participated in the virtual celebrations along with their families. During the event, the Bank launched the annual Kotak Infinity Awards, conducted a talent contest 'Kona Kona Kalakaar' and featured music performances by Indian celebrities.
- The Kotak 21-Day Challenge was introduced to encourage managers to initiate fun engagement sessions within teams ahead of the 35<sup>th</sup> Kotak Foundation Day.
- The Bank launched 'My Kotak My Say', a bi-annual employee engagement survey by the Great Place to Work® Institute. Survey results showed that 73% of employees believe KMBL is a great place to work.
- Channel-K, a fortnightly digital channel for and by employees, became a successful platform to communicate important news and events, engage, and showcase employee talent.

## Diversity and Inclusion

KMBL strongly believes that diversity at the workplace is a key ingredient of building a high-performing organisation. Diversity enables the flow of new ideas and innovation, and helps create a healthy work environment. Policies of the Bank ensure that its people practices and systems are designed to be inclusive, irrespective of gender, religion, ethnicity, nationality, age, disability, HIV status, family status or sexual orientation. The Bank strives to create an equitable work environment for all employees, and encourages differently abled people to work in various roles and functions.

# Strengthening Diversity and Inclusion

KMBL also has a Diversity and Inclusion (D&I) Council, led by Ms. Shanti Ekambaram, Group President – Consumer Banking and Member of the Group Management Council. This council aims to drive changes in the culture, policies, processes and systems to build an inclusion focused work environment.

### Placement of People with Disabilities (PwD) at the Bank

The HR and CSR team driven initiative was started in FY 2020-21 with the intent of providing employment to PwDs. KMBL has CSR partnership with Not for profit organisations (NPO/NGO) – Youth 4 Jobs Foundation and The Ganga Foundation – the two NGOs work to provide education, vocation training, employment and rehabilitation of PwDs. Both the organisations will assist the Bank to strengthen this inclusion journey by providing support to onboard youth with disabilities at the Bank. The NGOs have hands-on experience of working with PwDs and providing required resources as per the requirement of the company. The initiative was flagged-off in FY 2020-21 with sensitisation workshop conducted by the NGO for the Bank HR. This project is initially designed for “work from home” roles in the Customer Contact Centre for the PwDs and the pilot batch is planned for launch in FY 2021-22.

To empower women employees of the Bank, specific business roles designated for them have been identified. Additionally, KMBL has introduced special talent acquisition initiatives such as exclusive recruitment drives for women candidates, including replacement of positions with women candidates and hiring women for remote working roles. The Bank is one of the best amongst the competition on gender diversity in the banking sector, with women employees accounting for nearly a quarter of its workforce.

A new brand called Kotak Wonder Women (KWW) was launched in FY 2019-20, to empower and recognise KMBL's women employees. During FY 2020-21, Regional Rewards and Recognition (R&R) events were organised where KWW were felicitated under four different categories. The Bank has also designed a KWW coaching intervention, which is a journey spread over 6-8 months for senior women leaders across KMBL. Other KWW initiatives include the launch of a digital learning platform with specially curated content based on nine themes focussing on the challenges faced by women in corporate life and 'Eve Talk' to discuss topics such as managing work-life balance, transition to leadership roles and other work-related issues.

KMBL has implemented processes and mechanisms to ensure that issues such as sexual harassment at the workplace, if any, are effectively addressed. The Bank has an internal committee, in compliance with the requirements of the Sexual Harassment of Women at Workplace Act, 2013.

# Well balanced

The Bank also offers equal opportunities to all individuals irrespective of their age. KMBL's workforce has a balanced age mix. The current average age of the Bank's employees is 32 years while at the senior level 65% of the employees are in 40's.

## Health and Safety

KMBL is committed to providing a safe, healthy and conducive work environment for its employees. The COVID-19 pandemic further strengthened employee health and safety initiatives.

The Bank championed health and wellness drives with the initiative, #HumFitKotakHit. KMBL launched a monthly fitness allowance with effect from 1<sup>st</sup> December 2020. Doctors, counsellors, psychiatrists, nutritionists as well as physical fitness programmes were made available online to employees to help them combat physical and mental stress and fatigue.

KMBL also introduced a special leave of up to 15 days for employees diagnosed with COVID-19. Apart from the usual cover under term life insurance, personal accident policy and medi-claim policy, the employee share of the latter's premium has been waived. Additionally, the Bank reimbursed COVID-19 test expenses for employees and their families.



## Pandemic Benevolent Policy

The Bank has announced Kotak Pandemic Benevolent Policy to secure the future of families of those colleagues who lost their lives from 1<sup>st</sup> April, 2020 and subsequently up to 31<sup>st</sup> March, 2022. Under this, family members/ nominee of those employees who lost their lives (irrespective of cause of death), will receive full monthly fixed salary for two years, beginning June 2021. The family members/nominee of deceased employees, eligible for annual bonus, received the annual year-end bonus for FY 2020-21. Further, Kotak's medi-claim insurance will continue to cover the enrolled spouse and minor children of the deceased employee for FY 2021-22.

KMBL extended complete logistical support to employees across all locations to provide a smooth work from home experience. Across several businesses and functions, employees could continue to work from home voluntarily, even after lockdown restrictions were eased in FY 2020-21. The Bank made efforts to reach out to its branch banking employees through the Employee Outreach Program, to check on them and their families during the lockdown phase and provide assistance of any kind.

Another initiative, '828', was introduced ensuring that no work-related emails or messages are exchanged between employees between 8 PM and 8 AM. A remote working policy has been introduced offering hybrid working opportunities to Bank employees and remote working allowance for KMBL employees working remotely, to cover wifi and other work-related furnishing expenses.

### Principle 4: Stakeholder Engagement

KMBL believes healthy stakeholder relationships are key to long-term value creation. The Bank engages with key stakeholder groups to understand their perspectives and cater to their needs. These ongoing engagements help the Bank identify and monitor key economic, environmental and social trends that can be incorporated into its overall business strategy. Each stakeholder group is identified after due diligence and inputs from industry experts. Key stakeholder groups include employees, customers and clients, investors and shareholders, government and various regulatory bodies, suppliers and business associates, communities and NGOs, and the media. Due to the COVID-19 pandemic and the lockdown, the Bank had to leverage digital channels to ensure seamless communication with all stakeholders during FY 2020-21.

Key Stakeholders	Media for Engagement	Frequency of Engagement	Topics of Discussion	Relationship Managers
Investors and Shareholders	Emails, Letters, Calls, Meetings/ Conferences, Investor Grievance Cell, Media, Bank's Website. Post the declaration of quarterly results, a conference call is held wherein the senior leadership team participates and the call is open to investors and analysts. The transcript of the call is made available on the Bank's website.	Annually, quarterly and on a need basis, i.e. during events that take place concerning shareholders e.g. Extraordinary General Meeting (EGM). All communications sent to stock exchanges are also sent to shareholders via email.	Financial results, key developments, shareholder returns and dividends, issues related to shares' issuances, transfer and dividend pay-outs.	Investor Relations Team, Secretarial Team
Customers and Clients	One-on-one interactions, customer satisfaction surveys, customer grievance cell, customer meets, customer helplines and toll-free numbers, media, the Bank's website	On-going and need-based (a few select branches have regular feedback meetings)	Customer experience and service quality, investment returns, product features and benefits, technology interface for banking experience	Relationship Managers, Branch Staff, Customer Service Team, Quality Team, Customer Experience Team
Employees	Induction programme, emails, town halls, skip-level meetings, leadership meetings, employee engagement initiatives, rewards and recognition programmes, employee grievance cell, employee portal, HR helpdesk, employee satisfaction surveys, employee volunteering initiatives	On-going and need-based	Bank's policies and procedures, employee welfare issues, performance appraisal and rewards, training and career development, workplace health, safety and security, community development and employee volunteering	Human Resources Team, Corporate Social Responsibility Team
Government and Regulatory Bodies	Bank's regulatory filings, compliance statements, meetings, letters, emails	As per regulatory requirements and need-based	License request and renewal, compliance with regulatory requirements, participation in government financial sector plans and programmes	Cross-functional teams
Suppliers and Business Associates	Meetings, emails, letters, supplier and business associates' performance reviews	On-going and need-based	Product/Service/Technology quality and support, contract commercial and technical terms and conditions, minimum wage payments, supplier and business associates' statutory compliances	Respective departments dealing with suppliers and business associates, Commercial and Procurements Team

Key Stakeholders	Media for Engagement	Frequency of Engagement	Topics of Discussion	Relationship Managers
Communities and NGOs	Community development initiatives including need-based local interventions identified by KMBL employees, proposals and requests for new initiatives and funding	Need-based	Community needs including relief and rehabilitation aid requirements, financial, infrastructure, human and organisational support	Corporate Social Responsibility Team KMBL employees
Media	Advertising, media interactions, interviews and responses, meetings, emails	On-going and need-based	Marketing and advertising agenda, information disclosure through media, viewpoints on industry, and other Bank-related opportunities and issues	Marketing Team, Corporate Communication Team

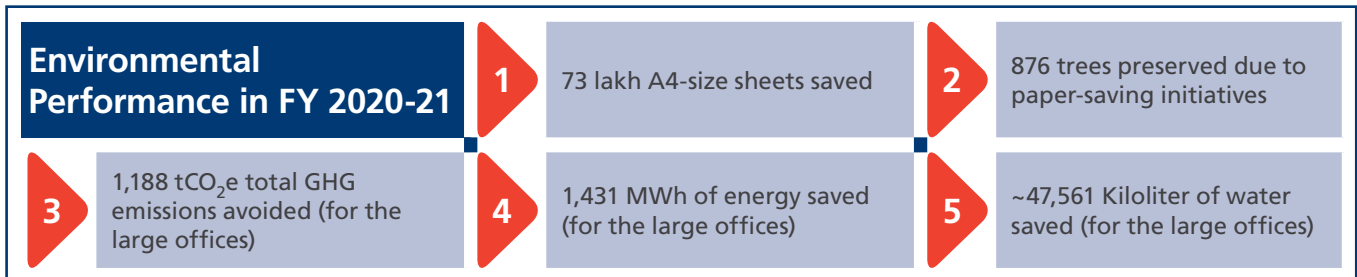
### Principle 5: Human Rights

KMBL adheres to policies laid out in its Fair Practice Code and ensures that all its products and service offerings are made available to customers without discrimination. The Bank is committed to upholding the dignity of all its stakeholders and safeguards their rights. KMBL highly values its employees and their contribution to the organisation, and takes steps to create a healthy work environment for all employees. The Bank extends sound primary and secondary benefits as well as learning and development opportunities to its employees to promote their holistic growth.

The Bank ensures that no child labour is employed and the security personnel are trained in a manner to make sure that no child workers enter in any of the Bank's premises. Compliance with all human rights-related terms and conditions provided in supplier contracts are reviewed and monitored periodically.

### Principle 6: Environment

As one of the country's leading financial institutions, KMBL is cognisant of its role in promoting environmental sustainability. The Bank has adopted a two-pronged approach towards this end. Through its lending and investment decisions, KMBL supports the adoption of environmentally sustainable technologies and processes. The Bank also takes steps to reduce its captive carbon footprint. Being in the banking space, KMBL's operations have a limited direct material impact on the environment. Nonetheless, it continues to strengthen internal environment sustainability initiatives such as improving the energy efficiency of its office infrastructure, reducing water and paper consumption and minimising its GHG footprint. It has also adopted initiatives to manage its waste, including e-waste and food waste.



Note: Environmental impact estimates were made using the Environmental Paper Network Paper Calculator Version 4.0.

### Energy Management

The Bank has been actively working to reduce GHG emissions and improve energy efficiency over the past few years. KMBL procures renewable energy to meet part of its energy needs. For instance, KMBL's data centers have been optimised for power use through implementation of 'cold aisle' containment across high-density and low-density data centres. Also the Precision Air conditioners (PAC) were replaced with hybrid AC as it works on dual options (chilled water and gas). This has been installed to have better redundancy. The refrigerant used in the new PAC is R407C. This initiative has helped KMBL significantly reduce power consumption over the past few years.

Additionally, KMBL has nine LEED certified offices across six cities and 4,130 square meters of carbon neutral floors installed at its Adamas, Kalina office. Each of the LEED certified offices meet the requirements of the green building rating system certification established by the U.S. Green Building Council and have best-in-class resource efficient installations. These installations not only help monitor and control energy consumption but also help manage waste disposal processes and water consumption. KMBL is in the process of getting more of its large offices LEED certified.

Besides, the Bank has undertaken many initiatives to implement carbon-neutral solutions and manage hazardous e-waste. The key initiatives undertaken to drive energy efficiency across some of its office locations during FY 2020-21 include:

- Procurement of renewable energy (wind energy / solar energy) in large offices
- Installation of sensor-based lighting in branch offices to reduce electricity consumption
- Installation of digital platform for monitoring generators
- Reduction of GHG emissions by optimising AC refrigerants emission for AC units
- UPS battery refurbishment to reduce carbon footprint in branch offices



- Digital LED signage to lower carbon emissions and improve energy optimisation
- Initiatives to improve discipline to switch off power when not in use

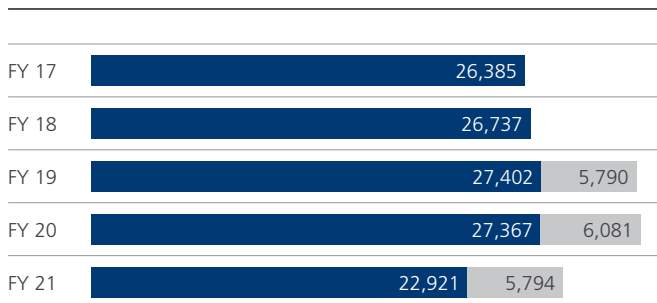
Due to the lockdown imposed across the country in lieu of the COVID-19 pandemic, the Bank's corporate offices were partially shut for a fairly long period in FY 2020-21. Keeping the safety and wellbeing of employees in mind, the employees were encouraged to work remotely from home. Consequently, a steep drop in energy consumption and emissions was observed in the KMBL offices.

To comprehensively account for its carbon footprint, KMBL started monitoring emissions resulting from refrigerant usage across all its large offices during FY 2020-21. Additional Scope 1 GHG emissions owing to refrigerant usage amounted to 1,150 MT CO<sub>2</sub>e during FY 2020-21.

## Reducing energy consumption

During FY 2020-21, KMBL's large offices saved 1,431 MWh energy through its focused energy conservation initiatives across all offices. This does not include reduction in energy consumption due to shut offices during the lockdown.

### Electricity Consumption [in Mega Watt-hour (MWh)]



- 6 Large Offices (with historic data since 2017)
- Additional Offices (without historic data)

#### Notes:

- Emissions have been reported for Scope 1 and Scope 2 GHG across KMBL's large offices
- Over a period, KMBL has enhanced coverage of reporting total energy consumption beyond 6 large offices to all 14 large offices. The significant increase in electricity consumption and emission data in FY 2018-19 as compared to FY 2017-18 is largely due to increase in coverage. The emission data includes Scope 1 and Scope 2 data for 6 large offices and only Scope 2 data for the eight additional large offices.
- The Scope 2 calculation for FY 2020-21 has been made using the revised emission factor for electricity [Emission Factor - 0.83 as per Central Electricity Authority (CEA) (CO2 Baseline Database for the Indian Power Sector, version 14, Dec 2020.)].
- The relative reduction in energy consumption for 'additional' offices is less (versus 6 large offices) in FY 2020-21 despite the COVID-19 lockdown, because some offices had started their operations in the middle of the preceding year, FY 2019-20. Also, some offices expanded their floor space during FY 2020-21.
- Electricity consumption from an additional meter has been added for one of the 6 large offices during FY 2020-21. The increase in the boundary of reporting of this large office has, thus, led to an increase in the relative electricity consumption for one office.

### Water Management

While water is one of the most essential resources for life on earth, 7% of the Indian population or 9.1 crore people, are leading their life without basic water supply<sup>3</sup>. The availability of clean water is of key importance not only for human consumption, but also extremely important for sanitation, agriculture, domestic and industrial use. Lack of access to clean water can stunt industrial growth, and it is important to take steps to minimise water wastage and recycle water, wherever possible.

Water is not a direct input for KMBL's business operations. However, it is required for employee and customer consumption, cleaning operations and toilet use. The Bank has installed recycling facilities at offices to reduce freshwater consumption. Since offices remained partially shut because of the COVID-19 pandemic, overall water consumption in offices was low during FY 2020-21.

<sup>3</sup> Source: World Health Organization, United Nations Children's Fund, 2019

## Water recycling during FY 2020-21, 24,640 Kilolitre of water was recycled.

### Note:

- Over time, KMBL has enhanced the coverage of reporting water consumption. Data till FY 2018-19 only considers consumption for 6 large offices and doesn't include ground water or bottled water consumption in these offices and, hence, isn't comparable. In FY 2019-20 and FY 2020-21, KMBL has reported consumption of drinking water, ground water, tanker water, municipality water across 14 large offices (6 large offices and 8 additional offices).
- The increasing trend in overall consumption is largely due to increase in coverage and additional sources being included. Historic data is, thus, not comparable.
- The relative reduction in water consumption for 'additional' offices is less (versus 6 large offices) in FY 2020-21, despite the COVID-19 lockdown because some of the offices were not fully operational during the preceding year, FY 2019-20. Some offices expanded their floor space during FY 2020-21. Further, data for FY 2019-20 has been rebased for additional offices to make it comparable with data for FY 2020-21.

### Waste Management

#### Hazardous Waste

The banking sector generates large amounts of e-waste which, if not handled well, can be very hazardous for the environment. KMBL takes assertive steps to manage and minimise the impact of its e-waste. The Bank has a robust buy-back policy for its hardware with its Original Equipment Manufacturers (OEMs). Hard disks with sensitive information are disposed through authorised e-waste agencies only. This provides a proper mechanism for responsible disposal of e-waste, while ensuring data security.

While KMBL generates very minuscule amount of other types of hazardous waste, there is a formal mechanism in place for disposal of the same, through authorised waste management agencies<sup>4</sup>. The initiative of replacing single-use plastic bottles with glass dispensers was continued from the previous years. Water jars and tumblers made of glass have been deployed in all the meeting rooms which helps save the usage of around 4.5 lakh PET bottles each year.

#### Food Waste

Hunger is a crisis that has almost a billion people under its grip across the world. 690 million people still go to bed on an empty stomach each night<sup>5</sup>. Acute food insecurity affected 135 million people in 55 countries in 2019. The dire situation has been exacerbated due to the COVID-19 pandemic and subsequent lockdowns across the globe. One of the most effective ways to achieve the Sustainable Development Goal – 2 (SDG - 2) 'Zero Hunger' is to reduce food waste. This also helps manage resources, emission of gases and unnecessary use of water that is used in producing food.

There is a robust mechanism put in place at KMBL to efficiently monitor food waste at all large offices. The Bank uses a 'nudge approach' to prompt employees to reduce food waste by displaying the quantity of food wasted in the canteen every day. Employees also receive emails mentioning the total quantity of food wasted by offices in a month. There are posters hung in the canteen area to sensitise employees on issues related to hunger and food scarcity. These efforts have continued in the new normal, despite skeletal staff working from office with prior approvals. The Bank also installed Organic Waste Convertors (OWCs) at its Goregaon and BKC premises in Mumbai for efficient and responsible management of food waste (at office canteens) in FY 2020-21.

#### Paper-Saving

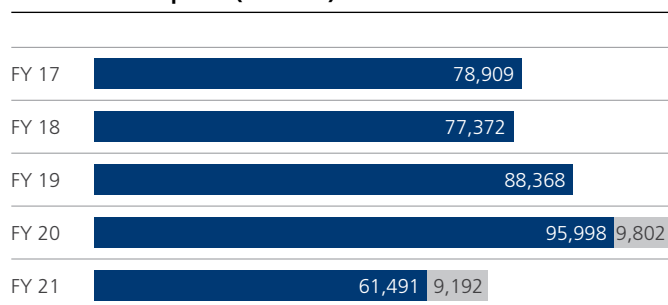
KMBL is working to reduce material consumption across its large office locations. In the banking sector, paper is the most used material. Over time, the Bank has focused on transitioning to digital applications across business verticals. This has helped improve efficiency in business operations and ensured environmental protection through bringing about reduction in paper consumption. The Bank also encourages its customers to choose e-statements for their periodic account statements. This reduces paper waste, ensures data security, and provides customers with the ability to store and retrieve statements electronically, at their convenience. To illustrate, one business vertical alone saved ~35,000 papers during FY 2020-21 under their 'go green' initiative, as a substantial number of customers opted for e-statements.

The Bank has reduced paper consumption across large facilities and branch offices by implementing systems, such as lock printing and secured printing software. In FY 2020-21, these initiatives have led to a total paper-saving of ~73 lakh sheets, which resulted in a total cost-saving of ₹ 85 lakh for paper and printing.

## Reducing paper wastage

8,103 kg of recycled paper was used during FY 2020-21.

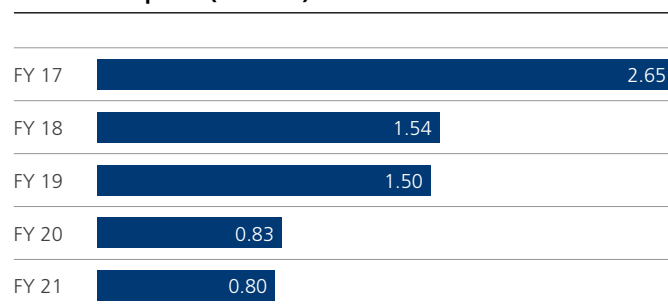
### Water Consumption (Kilolitre)



■ 6 Large Offices (with historic data since 2017)

■ Additional Offices (without historic data)

### Used Oil Disposal (Kilolitre)



<sup>4</sup> The used oil disposal data presented in the above graph represents generation due to scheduled and breakdown maintenance activities

<sup>5</sup> Source: United Nations World Food Programme

### Principle 7: Public Policy Advocacy

As a leading financial institution in India, KMBL participates in multiple industry-level discussions. The Bank is a member of prestigious Indian industry bodies. These industry associations enable the Bank and its stakeholders to collaboratively identify, understand and propagate industry-wide issues, as well as implement responsible decisions within the organisation.

- The Advertising Standards Council of India
- Council for Fair Business Practices
- Bombay Chamber of Commerce and Industry
- Confederation of Indian Industry<sup>6</sup>
- Data Security Council of India
- Indian Institute of Banking and Finance
- Institute of International Finance
- Indian Banks' Association
- Financial Intermediaries Association of India
- Primary Dealers' Association of India
- The Institute of Internal Auditors India

### Principle 8: Inclusive Growth

As a leading financial institution of India, KMBL recognises its role in creating a positive impact in the lives of communities through its business operations and CSR initiatives.

The Board-approved CSR Policy sets out the Bank's vision, mission, governance, and CSR focus areas. The Policy also demonstrates the Bank's contribution towards the economic, environmental and social growth of the nation and reflects its commitment to contributing towards the United Nations (UN) Sustainable Development Goals (SDGs).

The Bank's CSR Committee is responsible for reviewing and making recommendations to the Board on the Bank's various CSR initiatives, including the progress of KMBL's CSR projects. Further, the CSR Committee makes recommendations to the Board to review and approve the CSR Policy, design, path, projects, project expenditure and related matters. Thereafter, CSR Projects are implemented by the Bank, with the Board's approval.

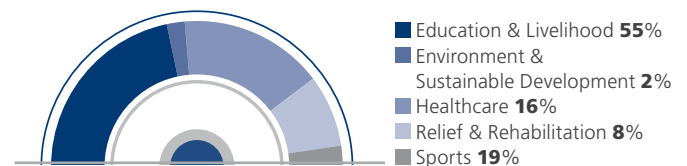
The Bank's CSR Policy is available on the Bank's website: <https://www.kotak.com/en/about-us/corporate-responsibility/our-governance.html>

While the Bank's CSR Policy covers all permissible initiatives mentioned in the schedule VII of the Companies Act, 2013, it has defined five focus areas for its CSR efforts.

The core CSR focus areas are:

- Education and Livelihood
- Healthcare
- Environment and Sustainable Development
- Relief and Rehabilitation (COVID-19)
- Sports

#### Allocation of the Bank's CSR Project expenditure during FY 2020-21 across focus areas



The Bank's CSR projects and CSR Project Expenditure for FY 2020-21 are compliant with the CSR mandate, as specified under section 134, section 135 read with schedule VII of the Companies Act along with Companies (Corporate Social Responsibility Policy) Rules, 2014 as amended from time-to-time and the Government of India's notifications issued from time-to-time.

The average net profit under section 198 of the Companies Act, 2013 of the Bank for the last three financial years preceding FY 2020-21 is ₹ 7,113.74 crore.

The prescribed CSR expenditure for FY 2020-21, required under section 135 of the Companies Act, 2013 and Companies (CSR Policy) Amendment Rules 2021, is ₹ 142.27 crore.

The CSR expenditure incurred for the period from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March, 2021 under section 135 of the Companies Act, 2013 (Amendment 2019 and Amendment 2020) and Companies (CSR Policy) Amendment Rules 2021 amounts to ₹ 142.99 crore. Of this amount, the Bank's spend on CSR Project Expenditure and Administrative Overheads for FY 2020-21 amounts to ₹ 79.40 crore. The balance ₹ 63.59 crore Unspent CSR Project Expenditure has been transferred to KMBL Unspent CSR account FY 2020-21 in April 2021, and the Bank is committed to utilising the same within the stipulated three years from 1<sup>st</sup> April 2021 to 31<sup>st</sup> March, 2024, towards completion of the Board-approved ongoing CSR Projects that were initiated in FY 2020-21 and continue to be under implementation as on 31<sup>st</sup> March 2021.

<sup>6</sup> CFO Forum and IGBC membership

The Bank's CSR Administration Overhead for FY 2020-21 is ₹ 2.48 crore.

KMBL's CSR Expenditure of ₹ 142.99 crore in FY 2020-21 as a percentage of average net profit under section 198 of the Companies Act, 2013 is about 2.01%. Further, the Bank's CSR Expenditure for FY 2020-21 is over ₹ 142.99 crore, which is 67.83% higher than that of about ₹ 85.20 crore in FY 2019-20 which, in turn, was 133% higher than that of about ₹ 36.55 crore in FY 2018-19.

Furthermore, as against the stipulated 2% CSR Expenditure requirement of ₹ 142.27 crore under Companies Act, for FY 2020-21, the Bank's CSR Expenditure for FY 2020-21 was over ₹ 142.99 crore.

The implementation of the CSR projects and programmes in FY 2020-21 was done either directly or through implementation partner organisations. These organisations have a proven track record of implementing cost- and process-efficient CSR projects and/or programmes that are scalable, sustainable, outcome driven and committed to making a positive societal impact. Also, the Bank's employees have been actively volunteering and providing on-ground support for several of its CSR initiatives. This includes providing financial and other assistance directly to communities that were severely impacted by COVID-19 and through various organisations working on relief operations.

To combat COVID-19 pandemic, the Bank continues to support various constituencies such as the urban and rural poor, tribal communities, doctors, nurses, policemen and frontline workers on COVID-19 duty via various means such as contributing food packets, ration kit, masks, face shields, sanitisers, Personal Protective Equipment (PPE) kits, ICU beds, ventilators, oxygenators and other necessary medical equipment, including extending financial assistance to marginalised communities who were severely impacted by COVID-19 during last financial year's lockdown and the period following it.

Upon the CSR Committee's review and recommendation, the Board has reviewed and approved all CSR projects, project expenditure payments, administration overhead expenses including the unspent CSR project expenditure funds of FY 2020-21, which have been transferred to Kotak Mahindra Bank Limited Unspent CSR account FY 2020-21 in April 2021. The details are available below:

Total Amount Spent During the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount Transferred to Unspent CSR Account as per Section 135(6)		Amount Transferred to Any Fund Specified Under Schedule VII as per Second Proviso to Section 135(5).		
	Amount (in ₹)	Date of Transfer	Name of the Fund	Amount	Date of Transfer
79.40 crore	63.59 crore	23 <sup>rd</sup> April, 2021	-	-	-

Details of CSR amount spent against ongoing projects for the financial year:

(1) Sl. No.	(2) Name of the Project	(3) Item from the List of Activities in Schedule VII to the Act	(4) Local Area (Yes/No)	(5) Location of the Project		(6) Project Duration	(7) Amount Allocated for the Project (in ₹ crore)	(8) Amount Spent in the Current Financial Year (in ₹ crore)	(9) Amount transferred to Unspent CSR Account for the Project as per Section 135(6) (in ₹ crore)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration Number
1	Education and Livelihood (Inclusiveness)	Education & Livelihood	Yes	Maharashtra	Panvel	Two Financial Years, effective from 1 <sup>st</sup> April 2020	3.80	1.80	2.00	No	Society of Parents of Children with Autistic Disorders (SOPAN)	CSR00001865
2	Education and Livelihood (Rural)	Education & Livelihood	Yes	Gujarat	Dahod Panchmahal Jhalawar Banswara	Three Financial Years, effective from 1 <sup>st</sup> November, 2020	5.20	1.80	3.40	No	NM Sadguru Water & Development Foundation	CSR00000285
3	Education and Livelihood [Project Digital Learning Solution (DLS)]	Education & Livelihood	Yes	Maharashtra	Mumbai (MMR)	Two Financial years, effective from 1 <sup>st</sup> April, 2020	12.70	3.70	9.00	No	Kotak Education Foundation	CSR000001785
4	Education and Livelihood (Inclusiveness)	Education & Livelihood	Yes	Madhya Pradesh, Haryana, West Delhi	Bhopal, Gurugram, Keshavpuram	Two Financial years, effective from 1 <sup>st</sup> January, 2021	1.29	0.24	1.05	No	Sarthak Educational Trust	CSR000001093
5	Healthcare (Primary Healthcare on Wheels)	Healthcare	Yes	Telangana	Hyderabad	Eighteen months effective from 1 <sup>st</sup> April, 2020	2.71	2.21	0.50	No	Wockhardt Foundation	CSR000000161
6	Healthcare (Cancer Support)	Healthcare	Yes	Delhi	Delhi	Three Financial years, effective from 1 <sup>st</sup> April, 2020	1.22	0.42	0.80	No	CanSupport	CSR000000673
7	Healthcare (Cancer Care and Home Away from Home)	Healthcare	Yes	PAN-India	PAN-India	Three Financial years, effective from 1 <sup>st</sup> April, 2020	9.00	3.85	5.15	No	CanKids... KidsCan	CSR000000341
8	Healthcare (Mental Health)	Healthcare	Yes	Maharashtra	Mumbai	Two Financial years, effective from 1 <sup>st</sup> January, 2021	0.75	0.30	0.45	No	Aditya Birla Education Trust	CSR000004879
9	Sports (Olympics)	Sports	Yes	Karnataka	Bellary	Two Financial years, effective from 1 <sup>st</sup> October, 2020	13.00	4.00	9.00	No	Inspire Institute of Sport	CSR000000123
10	Sports (Olympics)	Sports	Yes	Telangana	Ranga Reddy	Two Financial years, effective from 1 <sup>st</sup> April 2020	34.00	10.00	24.00	No	Pullela Gopichand Badminton Foundation	CSR000001555

(1) Sl. No.	(2) Name of the Project	(3) Item from the List of Activities in Schedule VII to the Act	(4) Local Area (Yes/No)	(5) Location of the Project		(6) Project Duration	(7) Amount Allocated for the Project (in ₹ crore)	(8) Amount Spent in the Current Financial Year (in ₹ crore)	(9) Amount transferred to Unspent CSR Account for the Project as per Section 135(6) (in ₹ crore)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration Number
11	Environment and Sustainable Development (Green Crematorium)	Environment and Sustainable Development	Yes	Maharashtra	Mumbai	Two Financial years, effective from 1 <sup>st</sup> April 2020	2.40	1.00	1.40	No	Hiralal Parekh Parivar Charity Trust	CSR00000249
12	Environment and Sustainable Development (Biodiversity)	Environment and Sustainable Development	Yes	Maharashtra	Mumbai	Two Financial years, effective from 1 <sup>st</sup> March, 2021	0.80	0.40	0.40	No	Nature Forever Society	CSR00002915
13	Relief and Rehabilitation - COVID-19	Relief and Rehabilitation	Yes	PAN-India	PAN-India	Two Financial years, effective from 1 <sup>st</sup> October, 2020	8.00	3.05	4.95	Yes	-	Not Applicable
14	Relief and Rehabilitation - COVID-19 (Dry Ration Kit, Health Hygiene Facilities)	Relief and Rehabilitation	Yes	PAN-India	PAN-India	Two Financial years, effective from 1 <sup>st</sup> April, 2020	0.40	0.36	0.04	Yes	-	Not Applicable
15	Relief and Rehabilitation - COVID-19 (Protecting the Protector Round-2)	Relief and Rehabilitation	Yes	PAN-India	PAN-India	Two Financial years, effective from 1 <sup>st</sup> October, 2020,	1.00	0.46	0.54	Yes	-	Not Applicable
16	Relief and Rehabilitation - COVID-19 (Direct)	Relief and Rehabilitation	Yes	PAN-India	PAN-India	Two Financial years, effective from 1 <sup>st</sup> January, 2021	1.60	0.69	0.91	Yes	-	Not Applicable
<b>Total</b>							<b>97.87</b>	<b>34.28</b>	<b>63.59</b>			



Details of CSR amount spent against other than ongoing projects for the financial year:

(1) Sl. No.	(2) Name of the Project	(3) Item from the List of Activities in Schedule VII to the Act	(4) Local Area (Yes/No)	(5) Location of the Project		(6) Amount Spent for the Project (in ₹ crore)	(7) Mode of Implementation - Direct (Yes/No)	(8) Mode of Implementation - Through Implementing Agency	
				State	District			Name	CSR Registration Number
1	Education and Livelihood (Vocational Skill Development)	Education and Livelihood	Yes	PAN-India	PAN-India	5.15	No	Pratham Education Foundation	CSR00000258
2	Education and Livelihood (Inclusiveness)	Education and Livelihood	Yes	PAN-India	PAN-India	0.30	No	Vidhi Centre for Legal Policy	CSR000000775
3	Education and Livelihood (Inclusiveness)	Education and Livelihood	Yes	Bihar, Kerala, Uttarakhand	Patna, Kochi, Dehradun	0.50	No	Youth 4 Jobs Foundation	CSR00002046
4	Education and Livelihood (Inclusiveness)	Education and Livelihood	Yes	Maharashtra	Mumbai	0.50	No	Deeds Public Charitable Trust	CSR000000703
5	Education and Livelihood (Vocational Skill Development)	Education and Livelihood	Yes	PAN-India	PAN-India	1.49	No	Head Held High Foundation	CSR000000919
6	Education and Livelihood (Learning Centres)	Education and Livelihood	Yes	Delhi and Goa	Kishangar and Chimbhel	0.40	No	Samarpan Foundation	CSR000000382
7	Education and Livelihood (Girl Child)	Education and Livelihood	Yes	PAN-India	PAN-India	2.48	No	IIMPACT	CSR000002935
8	Education and Livelihood [Information and Communication Technology (ICT) for school Education]	Education and Livelihood	Yes	Bengaluru	Karnataka	0.77	No	IT for Change	CSR000009141
9	Education and Livelihood (Support to Balwadi)	Education and Livelihood	Yes	Maharashtra	Mumbai	0.20	No	National Society for Clean Cities India	CSR000007539
10	Education and Livelihood (Inclusiveness)	Education and Livelihood	Yes	Maharashtra	Across Maharashtra	0.06	No	Blind Welfare Organisation	CSR000006377
11	Education and Livelihood (Inclusiveness)	Education and Livelihood	Yes	Rajasthan	Jaipur	2.80	No	Disha Foundation	CSR000005628
12	Education and Livelihood (Youth for Governance - Moral Values)	Education and Livelihood	Yes	Maharashtra	Mumbai	0.05	No	Public Concern Governance Trust	CSR000006197
13	Education and Livelihood (Ekal Vidyalaya)	Education and Livelihood	Yes	PAN-India	PAN-India	0.09	No	Friends of Tribals Society	CSR000001898
14	Education and Livelihood (School Infrastructure)	Education and Livelihood	Yes	Maharashtra	Beed	0.08	Yes	Not Applicable	
15	Education and Livelihood (Entrepreneurship)	Education and Livelihood	Yes	PAN-India	PAN-India	1.20	No	Indian Institute of Management, Bangalore	CSR000003458
16	Education and Livelihood (Girl Child)	Education and Livelihood	Yes	Maharashtra	Kolhapur	0.54	No	KC Mahindra Trust	CSR000000511
17	Education and Livelihood (Project Hope)	Education and Livelihood	Yes	Maharashtra	Pune	0.06	No	URMEE	CSR000006410
18	Education and Livelihood (Seva Kutir)	Education and Livelihood	Yes	Madhya Pradesh	Dewas, Sehore	1.00	No	Parivaar Education Society	CSR000000052
19	Education and Livelihood (Multiple interventions)	Education and Livelihood	Yes	Maharashtra	Mumbai	17.30	No	Kotak Education Foundation	CSR000001785
20	Healthcare (Cancer and Rare disorder treatment)	Healthcare	Yes	Maharashtra	Mumbai	1.00	No	KARO Trust	CSR000008234

(1) Sl. No.	(2) Name of the Project	(3) Item from the List of Activities in Schedule VII to the Act	(4) Local Area (Yes/No)	(5) Location of the Project		(6) Amount Spent for the Project (in ₹ crore)	(7) Mode of Implementation - Direct (Yes/No)	(8) Mode of Implementation - Through Implementing Agency	
				State	District			Name	CSR Registration Number
21	Healthcare (Cancer treatment)	Healthcare	Yes	Maharashtra	Mumbai	0.40	No	OCA Foundation	CSR000006375
22	Healthcare (Spinal care Peer Trainer)	Healthcare	Yes	PAN-India	PAN-India	0.31	No	The Ganga Foundation	CSR000009550
23	Healthcare(Paediatric cancer patient support)	Healthcare	Yes	Maharashtra	Mumbai	0.08	No	Dhanwantari Medical Trust	CSR000003761
24	Healthcare (Primary Healthcare on wheels)	Healthcare	Yes	Gujarat	Valsad	0.22	No	Shrimad Rajchandra Sarvamangal Trust	CSR000000266
25	Healthcare (Critical healthcare on wheels)	Healthcare	Yes	Kashmir	Kupwara and Baramullah	1.73	No	Borderless World Foundation	CSR000002223
26	Healthcare (Inclusiveness)	Healthcare	Yes	Maharashtra	Badlapur and Nashik	0.15	No	ADHAR	CSR000000230
27	Healthcare (Multiple Sclerosis)	Healthcare	Yes	Delhi	Delhi	0.09	No	Multiple Sclerosis Society of India	CSR000004961
28	Healthcare (Right Wheelchair Project)	Healthcare	Yes	PAN-India	PAN-India	0.30	No	Ganga Foundation	CSR000009550
29	Healthcare (Hypoxic therapy)	Healthcare	Yes	Maharashtra	Pune	0.64	No	Lata Mangeshkar Medical Foundation	CSR000001393
30	Healthcare (Diagnostics)	Healthcare	Yes	Uttar Pradesh	Mathura	0.38	No	Ramakrishna Mission Sevashrama	CSR000006101
31	Healthcare (Eyecare)	Healthcare	Yes	Rajasthan, Telangana, Gujarat	Jaipur, Hyderabad, Ahmedabad	0.03	No	Doctors For You	CSR000006068
32	Sports (Olympics)	Sports	Yes	PAN-India	PAN-India	0.40	No	Foundation for Promotion of Sports and Games	CSR000001100
33	Environment and Sustainable Development (Water infrastructure and river management)	Environment and Sustainable Development	Yes	Maharashtra	Satara	0.17	No	Gram Gourav Pratishtan	CSR000003751
34	Relief and Rehabilitation (Protecting the Protector - Police)	Relief and Rehabilitation - COVID-19	Yes	PAN-India	PAN-India	0.50	yes		Not Applicable
35	Relief and Rehabilitation COVID-19 (Protecting the protector)	Relief and Rehabilitation - COVID-19	Yes	PAN-India	PAN-India	1.00	yes		Not Applicable
36	Relief and Rehabilitation COVID-19 (Meal Distribution, Mumbai)	Relief and Rehabilitation - COVID-19	Yes	Maharashtra	Mumbai	0.05	No	Rotary Club of Bombay Queens Necklace Charitable Trust	CSR000004403
37	Relief and Rehabilitation COVID-19 (Meal Distribution, Hyderabad)	Relief and Rehabilitation - COVID-19	Yes	Telangana	Hyderabad	0.01	Yes		Not Applicable
38	Relief and Rehabilitation COVID-19 (Dry Ration Kit - Kolkata)	Relief and Rehabilitation - COVID-19	Yes	West Bengal	Bidhannagar	0.01	Yes		Not Applicable

(1) Sl. No.	(2) Name of the Project	(3) Item from the List of Activities in Schedule VII to the Act	(4) Local Area (Yes/No)	(5) Location of the Project		(6) Amount Spent for the Project (in ₹ crore)	(7) Mode of Implementation - Direct (Yes/No)	(8) Mode of Implementation - Through Implementing Agency	
				State	District			Name	CSR Registration Number
39	Relief and Rehabilitation COVID-19 (Dry Ration Kit - Varanasi)	Relief and Rehabilitation - COVID-19	Yes	Uttar Pradesh	Varanasi	0.03	Yes		Not Applicable
40	Relief and Rehabilitation COVID-19 (Protecting the Protectors - Gujarat)	Relief and Rehabilitation - COVID-19	Yes	Gujarat	Surat and Vadodara	0.01	Yes		Not Applicable
41	Relief and Rehabilitation COVID-19 (Campaign Gratitude)	Relief and Rehabilitation - COVID-19	Yes	Maharashtra	Mumbai, Thane, Raigad	0.18	No	Campaign Gratitude (SNEHA, Concern India Foundation and Pride India)	SNEHA – CSR00002137 The Pride India – CSR00001069 Concern India Foundation - CSR00000898
<b>Total</b>						<b>42.65</b>			

Sl. No.	Particulars	Amount (in ₹ crore)
(i)	Two percent of average net profit of the company as per section 135(5)	142.27
(ii)	Total amount spent for the financial year	142.99 <sup>8</sup>
(iii)	Excess amount spent for the financial year [(ii)-(i)]	0.72
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Not applicable
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	0.72

• Details of unspent CSR amount for the preceding three FYs – Not Applicable

• Details of CSR amount spent in the financial year for ongoing projects of the preceding FY – Not Applicable

<sup>7</sup> Excludes unspent amount transferred to Unspent CSR account

<sup>8</sup> Includes unspent amount transferred to Unspent CSR account and administrative overheads

**Details of creation or acquisition of capital asset(s):**

CSR Focus Area	Partner NGO/Direct Implementation	Amount of CSR Spend for Creation or acquisition of asset (in ₹ crore)	Date of creation of assets	Details of assets	Project Location and complete address	Address of Implementing Agency	Ownership of Asset
Sports	Pullela Gopichand Badminton Foundation	10.00	FY 2020-21	Capital Asset	Hyderabad, Telangana	Plot No. 15, "Bharani Enclave", Road No. 78, Jubilee Hills, Hyderabad 500 033	Implementing Agency
Education and Livelihood	Society of Parents of Children with Autistic Disorders (SOPAN)	1.80	FY 2020-21	Capital Asset	Panvel, Maharashtra	BMC School Building, Road No. 5, Natwar Nagar, Jogeshwari (East), Mumbai - 400060	Implementing Agency
Education and Livelihood	Disha Foundation	2.80	FY 2020-21	Capital Asset	Jaipur, Rajasthan	Disha- Pandit T N Mishra Marg, Nirman Nagar C, Jaipur 302019	Implementing Agency
Environment and Sustainable Development	Hiralal Parekh Parivar Charity Trust	1.00	FY 2020-21	Capital Asset	Mumbai, Maharashtra	c/o Dr. Ramnik Parekh, 1004 B, Pheonix Tower, Senapati Bapat Marg, Lower Parel, Mubai - 400013	Implementing Agency
Healthcare	Shrimad Rajchandra Sarvamangal Trust	0.22	FY 2020-21	Capital Asset	Valsad, Gujrat	Patel Chambers, Third Floor, Plot – 13, Mathew Road, Opera House, Mumbai - 400004	Implementing Agency
Healthcare	Borderless World foundation	1.73	FY 2020-21	Capital Asset	Kupwara and Baramullah, Kashmir	C1/1, S NO 14/15, Yashavantrao Chavan Nagar Dhankwadi Pune 411043	Implementing Agency
Healthcare	Lata Mangeshkar Medical Foundation	0.64	FY 2020-21	Capital Asset	Pune, Maharashtra	Deenanath Mangeshkar Hospital, Erandwane, Pune - 411004	Implementing Agency
Education and Livelihood	IIMPACT	0.37	FY 2020-21	Capital Asset	PAN-India	M 2/3, DLF Phase II, Gurgaon 122002	Implementing Agency
Healthcare	Ramakrishna Mission Sevashram	0.38	FY 2020-21	Capital Asset	Mathura, Uttar Pradesh	Swami Vivekanand Marg, Vrindavan PO, Mathura Dist, 281121, Uttar Pradesh	Implementing Agency
Education and Livelihood	Kotak Education Foundation	3.70	FY 2020-21	Capital Asset	Mumbai, Maharashtra	1 <sup>st</sup> floor, North Side, Ujagar Silk Mills Compound, Sunder Baug, Opp. Deonar Bus Depot, Off Sion – Trombay Road, Deonar, Mumbai – 400088	Implementing Agency
<b>Total</b>		<b>22.64</b>					

Amount of CSR spend for creation or acquisition of capital assets – ₹ 22.64 crore

- **NGO partners for Education & Livelihood:** Kotak Education Foundation, Society of Parents of Children with Autistic Disorders (SOPAN), NM Sadguru Water and Development Foundation, Sarthak Educational Trust, Pratham Education Foundation, Vidhi Centre for Legal Policy, Youth 4 Jobs Foundation, Deeds Public Charitable Trust, Head Held High Foundation, Samarpan Foundation, IIMPACT, IT For Change, National Society for Clean Cities India, Blind Welfare Organisation, Disha Foundation, Public Concern for Governance Trust, Friends of Tribals Society, Indian Institute of Management - Bengaluru, KC Mahindra Education Trust, URMEE, Parivaar Education Society,
- **NGO partners for Healthcare:** Wockhardt Foundation, CanSupport, Cankids...KidsCan, Aditya Birla Education Trust, KARO Trust, OCA Foundation, Dhanwantari Medical Trust, The Ganga Foundation, Shrimad Rajchandra Sarvamangal Trust, Borderless World Foundation, ADHAR, Multiple Sclerosis Society of India, Lata Mangeshkar Medical Foundation, Ramakrishna Mission Sevashrama, Doctors For You,
- **NGO partners for Relief & Rehabilitation (COVID-19):** Rotary Club of Bombay Queens Necklace Charitable Trust, Campaign Gratitude (SNEHA, Concern India Foundation and Pride India)
- **NGO partners for Sports:** Pullela Gopichand Badminton Foundation, Inspire Institute of Sport, Foundation for Promotion of Sports and Games,
- **NGO partners for Bank's Programme on Environment & Sustainable Development:** Hiralal Parekh Parivar Charity Trust, Nature Forever Society, Gram Gourav Pratishtha

The effects of the COVID-19 pandemic have been catastrophic, especially for underprivileged communities around the world. The pandemic outbreak and the subsequent lockdown brought businesses and economic activities to a standstill for a significant part of the last financial year. India is, in fact, still reeling under the second wave that has strained healthcare infrastructure, further delaying economic recovery. The lockdowns meant schools had to remain shut and transition to online mode of education. The impact was severe for disadvantaged children, who were on the other end of the digital divide, leading to interrupted learning and compromised nutrition (especially for those who depended on mid-day meals). Thousands of families also lost their source of livelihood.

Realising the magnitude of the pandemic’s social and economic impact, KMBL revised its CSR focus areas to specifically include efforts related to COVID-19. In FY 2020-21, the Bank undertook several interventions which were implemented directly through the support of its employees and larger stakeholder community. KMBL also supported its CSR implementation partners to adapt the ongoing CSR programmes to the circumstances induced by the pandemic. For instance, KMBL’s education partners quickly introduced online class modules and teacher training courses.

**Relief and Rehabilitation (COVID-19) Initiatives**

The Bank’s efforts include distribution of personal protective equipment for medical personnel and food security initiatives for the most affected sections of society, as well as providing direct financial assistance to vulnerable communities.

**DETAILS OF KMBL’S COVID-19 RELIEF AND REHABILITATION MEASURES**



Distributed PPE Kits, 3 Ply Masks, Face Shield, Sanitisers, Gloves etc in various hospitals across Mumbai, Nasik, Pune, Chennai, Solapur



Distributed Sneeze Shields, Face Shields, PPE Kits and N95 Masks, across Mumbai, Delhi, Gurugram, Noida, Rajasthan, Bangalore, Chennai, Indore, Ahmedabad, Prayagraj, Hyderabad, Punjab to Police Personnel with the help of Kotak teams



Distributed PPE Kits, Masks, Sanitisers to healthcare professionals across Mumbai and Delhi as Employee Engagement through partner NGO



Distributed 2,850 dry ration kits across six APMC markets namely Delhi, Navi Mumbai, Indore, Hyderabad, Bangalore and Jodhpur with the help of Agri Business Group.

Distributed 243 dry ration kits to underprivileged people in Bidhannagar, Kolkata with the help of Consumer Bank team.



Distributed 2,600 dry ration kits to tribal people in Sonbhadra district, Uttar Pradesh with the help of CBRL team.

Distributed 500 dry ration kits to weaver community in Varanasi, Uttar Pradesh with the help of Commercial Bank Retail Asset team.



Distributed 19,200 cooked meals to migrant workers, underprivileged people and children with partner NGO and Consumer Bank team in Mumbai and Hyderabad respectively

## Education & Livelihood

Kotak Education Foundation (KEF) is KMBL's primary partner not-for-profit to implement its CSR interventions in the areas of education & livelihood. KEF supports children and youth from underprivileged families through different education & livelihood-based interventions to help them rise above the poverty line, KEF works with some of India's most economically disadvantaged communities in and around Mumbai.

COVID-19 and the lockdowns changed the way education was imparted, particularly for the economically challenged communities, who are KEF's targeted beneficiaries. Various reports estimated that around 320 million learners<sup>9</sup> stopped moving to schools and colleges, as educational activities came to a halt in India. KEF also had to quickly pivot to digital outreach and adhere to government-prescribed safety measures, while reaching out to its beneficiaries during this crisis.

New KEF Initiatives
<ul style="list-style-type: none"> <li>• <b>EdTech:</b> Immediately after the onset of the lockdown KEF began to build its digital learning capacity in a very short time, beginning with the digitisation of its content and online sessions for beneficiaries shortly after.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>New Education Policy (NEP):</b> KEF trained around 3,000 school teachers and head teachers from across 500 schools within and outside Mumbai to gear up for the NEP 2020 implementation.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Pilot projects:</b> KEF launched two pilot projects – Digital Learning Solutions (DLS) and Whole School Turnaround Programme (WSTAP). Both projects are showing promising results in all aspects of impact and attendance, and are bringing about meaningful change for beneficiaries.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Driving innovation:</b> The Kotak Education Foundation collaborated with five partner schools to set up Enterprise Resource Planning (ERP) systems – a school management software system – and implemented it as a pilot initiative.</li> </ul>

Despite the challenges, KEF's interventions benefitted 115 schools.<sup>10</sup> Of the 11 programmes (including nine interventions and two pilot projects), five (Parvarish, Guru, Unnati, Excel and Umang) showed positive growth in the number of beneficiaries, with Guru more than doubling its impact with teachers. All the 11 interventions achieved more than 80% of their planned impact. Beyond teaching initiatives, KEF distributed food rations to families in need, equipped schools with COVID-19 kits, and provided financial assistance to teachers whose salaries had remained unpaid during the pandemic.

## LEAD

LEAD builds up individual, team and instructional leadership practices of school leaders to enhance students' future-readiness. The intervention supports them to develop distributed leadership and a democratic culture in the school to amplify student learning outcomes that are relevant to the current landscape.

The pandemic hit school leaders at many levels. LEAD encouraged them to take charge of the situation by conducting scenario-planning and well-being workshops before moving to student learning outcomes. LEAD is also in advanced stages of collaboration with the Tata Institute of Social Studies to offer a diploma in school leadership development.

The interventions of LEAD facilitators to guide and support school leaders helped minimise the impact of the pandemic on schools, enabling them to continue educating young children. The radically new National Education Policy (NEP) was announced in July 2020, but many schools were unsure about how to respond. To help schools begin the journey towards NEP compliance, LEAD organised 15 webinars for teachers beginning in October 2020.

## Key outcomes of LEAD in FY 2020-21

Despite the pandemic, school outreach increased, compared to FY 2019-20. 3,078 'I Can Do It' sessions were held, attended by 379 school leaders across 78 schools. The programme comprised seven virtual instructor-led training (VILT) workshops and a virtual exposure visit.

2,464 school leaders across 500 schools (100 KEF partner schools and 400 non-partner and ex-partner schools) were trained through 15 NEP webinars.

KEF conducted an emerging impact study driven by an external agency – Phicus Consulting Ltd., Bengaluru. The study reviewed LEAD for four months, and found that it had achieved its objective to shape behaviours, attitudes and mindsets of school leaders.

LEAD IMPACT			
Scenario-planning	Collaborations with NGOs	Cascading learning	Physical Intellectual Emotional Social Well-Being
80-90% schools created contingency plans to maintain student outcomes for different scenarios. 72% schools observed an increase in engagement of students (to as high as 90%) caused by the integration of technology in teaching.	50% schools collaborated with NGOs like Salaam Bombay, Rotary Club and Muskaan to improve attendance as well as provide financial aid and necessities.	50-55% headmasters cascaded EdTech and ICDI learnings to 500 teachers through 120 training sessions across 40 schools.	273 school leaders, encouraged by LEAD, prioritised the mental well-being of students as well as themselves during COVID-19.

<sup>9</sup> Source: Radhika Khanna, Dr Jacqueline Kareem, *Creating inclusive spaces in virtual classroom sessions during the COVID pandemic: An exploratory study of primary class teachers in India*, *International Journal of Educational Research Open*, Volumes 2–2, 2021, 100038, ISSN 2666-3740, <https://doi.org/10.1016/j.ijedro.2021.100038>.

<sup>10</sup> These included 40,000 students, 2,285 Youth Aspirants, 874 Scholars, 489 School Leadership Cohort, 6,827 Parents and 6,433 Teachers.



**Whole School Turnaround Project (WSTAP)**

The WSTAP aims to transform schools that serve students from low-income families into high-performing schools. The approach of WSTAP is to have schools lead the design and execution of the turnaround process so that they can sustain it after KEF steps back.

**Key outcomes of WSTAP in FY 2020-21**

The average annual growth of the three WSTAP schools in close line assessments (done using a KEF-modified version of the government's Shaala Siddhi metric) was 24%, as against a target of 2.4%.

The WSTAP initiatives benefitted 1,538 (across different stakeholders) during FY 2020-21. Beneficiaries of the teacher professional development programme under WSTAP showed a 40% increase in the subject and pedagogical knowledge and a 25% average improvement in teaching practices of teachers. KEF facilitators started virtual parent engagement sessions to improve students' attendance. As a result, attendance in the January-March quarter increased by 30% over the October-December quarter.

**Guru**

As part of the Guru intervention, KEF facilitates the development of teachers to enhance their teaching capabilities, which eventually impacts students' learning outcomes. The intervention focuses on content, pedagogy, integration of information technology and continuous learning attitude to strengthen teaching practices in school.

12,379 activity sessions were conducted (through 189 webinars, 142 internal group workshops, 11,951 classroom support sessions and 97 professional learning community sessions) during FY 2020-21. 6,443 teachers were trained on the use of EdTech tools (673 KEF partner school teachers and 5,770 non-partner school teachers from the Municipal Corporation of Greater Mumbai) through Google Meets, Facebook Live and YouTube Live.

50 students and eight teachers across 12 KEF partner schools participated in the two-day virtual conference - 'It's Our Future Earth 2020' organised by the Young Persons' Plan for the Planet, an initiative of Questacon – funded by the Australian National University. The conference was attended by students from India, Australia, Singapore and Mauritius.

**Key outcomes of Guru in FY 2020-21**

70% teachers implemented EdTech tools in their classrooms. 42% (282 out of 672) partner school teachers who attended Guru sessions showed at least a one-level learning movement, which is a 6% growth over last year.

**SUCCESS STORY – LEARNING IS AGELESS**

Asha Negi, a second grade teacher in Dhanraji Pal Vidyalaya, has been teaching for decades. Asha was unfamiliar with technology and needed assistance switching from classroom instruction to online teaching platforms. Through coaching, role-modelling and tech webinars conducted by the Guru team, she became confident enough to start conducting online classes on Google Meet.

KEF could not be prouder of Asha, and believes that she will continue to prove that learning is continuous journey.

**Ms. Asha Negi****Umang**

Under Umang, KEF empowers partner school students to develop proficiency in spoken English while providing exposure to digital literacy, critical thinking and problem-solving. Umang runs two initiatives, Language Enrichment Programme (LEP) and Accelerated Learning Programme (ALP).

The pandemic made the task of delivering the programmes very difficult. Access to devices and internet connectivity were both significant obstacles for students. Inventive solutions, like the creation of videos and podcasts, helped reach students who could not attend classes.

48 students actively participated in the Generation Global programme held by the Tony Blair Institute for Global Change, United Kingdom; 240 students enrolled in the Global Scholars Program by Bloomberg Philanthropies, NY. 156 students participated in the Buddy Programme with partner schools, while 1,416 students attended webinars on coding, reading, career guidance and scientific activities, among much more.

**Key outcomes of Umang in FY 2020-21**

6,963 students benefited across 52 schools in Mumbai. Umang achieved 183% of its targets and reached 20% more students than last year. The intervention saw substantially more participation under the LEP.

**SUCCESS STORY – CONFIDENCE THROUGH PRACTICE**

Kimaya Joshi is a 'Bloom' student of Umang, who has progressed from 'remedial' to 'good' on Umang's assessment parameters in her two years of association.

She was one of the four winners among fifth standard participants in an online interschool English competition organised by English E. Teach, an online English learning platform. The competition was conducted with over 15,000 students across 23 districts from Maharashtra and Gujarat. Kimaya has also won awards at multiple internal competitions organised between Umang schools.

KMBL believes that Kimaya will continue to be a stellar student with Umang.

**Kimaya Joshi**

## UNNATI

UNNATI is a livelihood enhancement intervention that caters to youth belonging to the 18-25 age group, who had dropped out of school or college due to financial, personal or academic reasons. UNNATI imparts vocational training and life skills to youth from Below Poverty Line (BPL) families, making them employable and providing placement support in the hospitality, retail, beauty care and banking industries.

Despite the pandemic-induced restrictions on mobilisation, the team exceeded planned outcomes for FY 2020-21 (111% of planned reach). 2,170 aspirants were trained, and two new domains were launched: *Multi-Skilled Technicians and General Duty Assistance*. Meanwhile, 100 new corporates were added and three MOUs were signed with skill centres.

### Key outcomes of UNNATI in FY 2020-21

803 placements were secured in a year of economic slowdown. 71% of the aspirants were placed in reputed companies such as HDFC Securities, Burger King and Marriot Hotel. The average monthly salary of beneficiaries was ₹ 13,405, marking a 19% increase from ₹ 11,303 last year.

#### SUCCESS STORY – THE POWER OF CONFIDENCE

Shahida Shaikh was a beneficiary of the banking, financial services and insurance course training under UNNATI. She was able to secure a job at SBI Capital Securities.

Shahida signed up for UNNATI with a friend. The spoken English training sessions particularly improved her confidence, due to which she was able to ace her interview. She was an ideal student, who was able to reap the full benefits of her training sessions.



Shahida Shaikh

## School Coordination Department (SCD)

The SCD forges collaborations with new school management, government bodies and the education department to expand the beneficiary and service base of KEF. Post-collaboration, it coordinates the smooth functioning of KEF's projects at various levels.

The SCD implemented many need-based initiatives to ease the situation for school stakeholders and KEF projects. It also brought together schools on a unified platform to share and learn the best practices being used to cope with the pandemic.

The SCD reached 210 school management authorities and met 100% of its targets for supporting KMBL-supported school management authorities. The programme helped facilitate food ration distribution to 3,312 families across nine schools and reached 126 partner school teachers across 24 schools.

### Key outcomes of SCD in FY 2020-21

The SCD convinced education authorities to relax a government resolution on 9<sup>th</sup> April 2020 that barred NGOs from conducting workshops or trainings for teachers. This relentless advocacy is what made most of KEF's teacher training activities possible.

## KEF – Project Digital Learning Solutions (DLS)

KMBL partnered with KEF in FY 2020-21 to launch Project DLS. Project DLS aims to equip partner schools, head teachers, teachers and students to be 'future-ready' by providing thought-leadership, capacity-building and digital infrastructure support. An internal KEF survey in August 2020 showed that as many as 58% of students were outside the ambit of the education system after the onset of the pandemic, either because they did not have a device or because their teachers did not have a good enough device to conduct online classes. Through the DLS initiative, head teachers, teachers and students were provided tablets pre-loaded with grade 10 content.

KMBL is supporting Project DLS for a period of two years, i.e., FY 2020-21 and FY 2021-22.

### Key outcomes of DLS in FY 2020-21

2,060 beneficiaries were impacted across 19 schools. DLS is only four months old but has already started showing improvements for both teachers and students. 100% of teachers showed significant improvement, with 18% of teachers moving up two levels in a short time span. Student gains were also high, with a 31% increase in student scores in the second midline assessment within a span of 14 days between midline one and midline two.

#### SUCCESS STORY – CONFIDENCE THROUGH PRACTICE

Tanvi Pradeep Vairal is a student at Vikhroli Vidyalyaya, who could not afford a device or data connection to attend her online classes. Her headmaster and teachers reached out to the DLS team. Tanvi was given a device preloaded with all her necessary study materials and e-learning apps, which enabled her to resume her studies. Within just two-and-a-half months, she was able to record a massive jump in her scores. When she received the tab, her scores in English, Science and Mathematics were 27%, 3% and 33%, respectively. By the time she was assessed again, these scores had improved to 63%, 67% and 70%, respectively. Facilitating access to a tab brought Tanvi back from dropping out of school.

## Other Education and Livelihood Initiatives

### Pratham Education Foundation (Pratham)

The Pratham Education Foundation is a non-profit organisation established by a group of reputed educationist and social activists in 2002. Pratham has set up vocational training centres to train youth from economically disadvantaged backgrounds in the 18-30 age group, and provide them with employable skillsets, coupled with access to employment and entrepreneurship opportunities.

The Bank has partnered with Pratham through the Kotak-Pratham Women Employment and Hospitality Programme, to train youth from disadvantaged backgrounds in the fields of beauty, healthcare and hospitality across nine states.

During FY 2020-21, Pratham designed a hybrid skilling model by adopting a mix of digital and physical methods. The model bifurcated the training programme into virtual and practical learning, wherein theory lessons were taught virtually and the practical training was conducted at the industry sites. A total of 5,224 youth were enrolled under the Pratham-Kotak Women Employment and Hospitality Programme. Of these, 3,369 completed practical training and 1,585 youth were placed.

### SUCCESS STORY – SUCCESS THROUGH PERSEVERANCE

Neetu Sahu studied till the XII standard, but could not pursue higher studies due to financial constraints. She dreamt of becoming a nurse. Even after getting married, she continued to harbour the dream. However, unforeseen circumstances compelled Neetu look for a job.

Due to KMBL and Pratham's course in healthcare, Neetu was able to fulfil her wish of working in the healthcare industry and currently works at a hospital in Raipur



### Head Held High Foundation

The Head Held High (HHH) Foundation was established in 2007 by Madan Padaki, Sunil Savara and Rajesh Bhat. HHH works for eradication of poverty by empowering people and communities in India. HHH has trained youth from the remote villages of Karnataka, Maharashtra, Madhya Pradesh, Uttar Pradesh, Bihar, Odisha, West Bengal, Jharkhand, Chhattisgarh, Rajasthan and Uttarakhand.

During FY 2020-21, the Bank helped implement the Kotak-HHH Make India Capable Project to transform and empower youth through a six-month training, enabling them to become employable or ready for higher education.

### SOPAN

SOPAN was started in 2002 as an initiative of a group of parents whose children with autism needed education and training. SOPAN works towards empowering individuals with autism or other developmental disabilities, and supporting their families. SOPAN undertakes concerted efforts to create facilities for the diagnosis and assessment, intervention and education, training and employment of children and young adults with Autism Spectrum Disorder (ASD). The Bank partnered with SOPAN in FY 2018-19 to construct SHANAY, an Autism Resource Centre (ARC) and develop an inclusive education programme for children with disabilities.

In FY 2020-21, the Bank initiated a CSR project (to be implemented through FY 2021-22) to provide complete financial support to SOPAN for completing SHANAY. The building has been constructed, and the interior work is expected to be completed in FY 2021-22.

### Disha Foundation

The Disha Foundation, established in 1995, is a premier, non-profit organisation working in the field of intellectual disability for the last two decades. It has the distinction of being the first organisation in Rajasthan to provide comprehensive rehabilitation services under one roof.

In FY 2020-21, KMBL provided financial support for the construction of an additional floor in the existing two-storey building 'Disha - A resource centre for multiple disabilities' located in Jaipur, Rajasthan.

### Vidhi Centre for Legal Policy (Vidhi)

Vidhi, a non-profit established in 2013, is an independent think-tank undertaking research to make better laws and improve governance for the public good, particularly for marginalised and underprivileged communities.

KMBL has partnered with Vidhi to review the provisions of the Right to Education Act, and identify areas that need amendments to pave the way for inclusive education, specifically with respect to differently abled children. Vidhi is also responsible for recommending change and corrective actions as well as disseminating them within the relevant communities.

## Youth 4 Jobs

Youth 4 Jobs was established in 2012 by Ms. Meera Shenoy. Youth 4 Jobs focuses on skilling and providing placement assistance to youth with disability. It also provides comprehensive end-to-end solutions to companies in inclusive hiring. Since 2012, the organisation's work has scaled from one state to 13, and from one training centre to 24. KMBL supports the skill development training and employability of persons with disability.

## Sarthak Educational Trust

The Sarthak Educational Trust, founded by Dr. Jitender Aggarwal in 2008, is an NGO working towards the employment of people with disability. Through KMBL's support, Sarthak provided vocational skill training and placement support to people with disabilities in FY 2020-21. Additionally, the NGO was able to provide medical rehabilitation to children in the 0-8 age group through its Early Intervention Programme in Bhopal, Gurugram and Delhi.

## DEEDS

DEEDS, which was established as a non-profit charitable trust in 2003, works with hearing-impaired people. It enables beneficiaries to become self-reliant, by imparting them with education and vocational skills, assisting them in securing higher education and employment, and even help them become entrepreneurs.

Through a special Kotak-DEEDS College Preparatory Project, KMBL provided financial support for preparing hearing-impaired students for the HSC Board Exam and B.Com exams in Mumbai, Maharashtra in FY 2020-21.

## Blind Welfare Organisation (BWO)

The Blind Welfare Organisation (India), or BWO, was established in 2006 by Mr. Arun Bharaskar. BWO is a Nashik-based registered charitable trust that works for the welfare of visually impaired people. BWO empowers them to lead safe and secure lives within their communities, and endeavours to create equal opportunities.

During FY 2020-21, KMBL helped provide textbooks of computer and information technology and *Bhartiya Shastriya Sangeet* to the visually impaired students studying in 5<sup>th</sup> to 12<sup>th</sup> grades of various government-aided special schools across Maharashtra.

## Samarpan Foundation

Samarpan Foundation was established in 2006 to bring together people who are focussed on providing a healthier and happier future to vulnerable children and their families. The organisation works in the areas of education, health, hunger, poverty, malnutrition, reducing inequalities and slum development. It runs free schools and tuition centres in Delhi, Bengaluru and Goa.

KMBL partnered with Samarpan to provide educational support to children from poor families living in the slums of Kishangarh, Delhi and Chimbhel, Goa, during FY 2020-21.

## IIMPACT

IIMPACT was established in 2003 by a group of senior industry professionals, mainly alumni of IIM Ahmedabad. Its mission is to educate girl children aged 6-14 in remote, rural areas, mainly in the northern, central and eastern parts of the country.

Through this project, KMBL provides support to ensure the continuity of their education and mainstreaming, thereby enhancing future-readiness. In FY 2020-21, KMBL supported 218 learning centres across seven districts and provided funding for the digitisation of some of these centres.

## IT for Change (ITFC)

ITFC, established in 2000, aims for a society in which digital technologies contribute to human rights, social justice and equity. The organisation's work in the areas of education, gender, governance, community informatics and internet or digital policies pushes the boundaries of existing vocabulary and practices, exploring new development and social change frameworks. ITFC has a special consultative status with the UN's Economic and Social Council.

In FY 2020-21, KMBL funded ITFC to transform school education through ICT integration, mainly in Telangana, Andhra Pradesh, Karnataka, and Rajasthan.

## NSCCI

The NSCCI is a non-profit organisation established in 1972 for the purpose of promoting education, providing medical aid, and raising awareness on environmental issues, social hygiene and conditions of cleanliness and beauty in cities and towns in India. It aims to inculcate and develop social consciousness and a sense of civic responsibility among citizens.

During FY 2020-21, KMBL helped support the education of children from underprivileged families through the NSCCI's flagship programme, Balwadi – Pre-School Education.

## Public Concern for Governance Trust (PCGT)

The Public Concern for Governance Trust (PCGT) is a not-for-profit registered trust founded in Mumbai in April 2002 by three eminent citizens: Late Shri B.G. Deshmukh, Shri J. F. Ribeiro and Dr. R. K. Anand.

In FY 2020-21, KMBL partnered with the PCGT to encourage youth participation in governance and improve their engagement with issues relevant to the upliftment of the society. This CSR project will continuously work with the youth through various activities in and around Mumbai.

### Friends of Tribals Society (FTS)

The Friends of Tribals Society (FTS) is a leading non-profit working to drive the all-round development of tribal population residing in remote and inaccessible parts of the country. It was established in Kolkata in 1989, with the objective of serving the tribal and rural communities in India. FTS started with education in Jharkhand, and gradually expanded across the country. Currently, the non-profit has 36 chapters, which are managed by eminent industrialists and professionals.

The FTS provides five-fold education – functional literacy, healthcare, development education, village development and empowerment along with *sanskar* education. Its flagship programme, One Teacher School-OTS or Ekal Vidyalaya is an informal primary education institution meant for children between 6 and 14 years.

In FY 2020-21, KMBL supported FTS-managed One Teacher Schools in the villages of Nashik, Maharashtra and Murshidabad, West Bengal.

### CSR Project – Direct

To improve student learning outcomes and decrease dropout rates, KMBL provided financial aid to procure nine centre island tables and other lab materials including stationery for physics, chemistry and biology laboratories for students of the Delhi World Public School on the Pali Beed Highway in Maharashtra.

### N M Sadguru Water and Development Foundation

The N M Sadguru Water and Development Foundation is a not-for-profit organisation established in 1974 that works towards improving the living standards of rural and tribal communities through various development programmes.

The Bank is supporting NM Sadguru's livelihood enhancement project in the Dahod, Panchmahal, Jhalawar and Banswara districts, which will be implemented through FY 2022-23. The project is expected to enhance the quality of life of rural and tribal farmers through agriculture-based livelihood interventions.

### Indian Institute of Management Bangalore

The Indian Institute of Management Bangalore (IIMB) is a leading public school of management in Asia and an Institute of National Importance. In FY 2020-21, KMBL is supporting NSRCEL's Women Start-up Programme, which helps participants develop entrepreneurial and managerial skills for either starting or growing their venture.

### Parivaar

Parivaar, a registered society, was founded by Vinayak Lohani, an alumnus of IIT Kharagpur and IIM Calcutta in 2003. The organisation works towards the overall development of vulnerable and destitute children in West Bengal and Madhya Pradesh. From 2017, the organisation started setting up day boarding centres called Parivaar Seva Kutir.

In FY 2020-21, KMBL provided support to eight Parivaar Seva Kutirs in Madhya Pradesh. These Seva Kutirs will provide education and nutrition to children.

### URMEE

The Urban Rural Management Empowerment and Establishment (URMEE) was set up in 2005 by Ms. Reshma Shende. The organisation started raising awareness in the fields of health, law and nutrition in Pune's urban spaces. It now provides life skill education to adolescent girls. URMEE also designs and delivers integrated programmes aimed at holistic community development in and around Pune.

In FY 2020-21, KMBL supported URMEE to implement Project Hope for dance, music, arts and crafts in two schools at Tal Mulshi in Pune. The project aims to develop co-scholastic skills in children from the 5<sup>th</sup> standard onwards.

### K. C. Mahindra Education Trust

The K. C. Mahindra Education Trust was founded in 1953 with the objective of promotion of literacy and higher learning in the country. The trust started Project Nanhi Kali in 1996 to empower girl children from poor families. Project Nanhi Kali is jointly managed by the K.C. Mahindra Education Trust and the Naandi Foundation.

Project Nanhi Kali is designed to empower underprivileged girls in India by providing them access to quality education. KMBL has provided educational support to about 1,000 girl children from class 1 to class 5 in Kolhapur, Maharashtra.

### Healthcare

#### CanKids...KidsCan

CanKids...KidsCan (CanKids) was founded by Ms. Poonam Bagai in 2004. The NGO provides holistic care, treatment and support to children suffering from cancer, and their families. The organisation runs 'Home Away from Home' centres that offer accommodation facilities to children and accompanying parents for about two months when they come to cities for treatment.

In FY 2020-21, the Bank's CSR Project with partner organisation CanKids aimed at providing medical assistance to patients as well as providing lodging facilities to the affected families during the treatment period. The project will be implemented through FY 2023-24. 'Home Away from Home' centres in Delhi and Chandigarh were supported by the Bank in FY 2020-21, benefitting about 1,506 (including patients' family members). With the help of funds provided by the Bank, the organisation extended medical assistance, medical supplies, diagnostics, prostheses, assistance for transplants, in addition to conducting nutrition assessments, nutrition sessions, hygiene awareness sessions, counselling, and therapy sessions. Under medical assistance, 598 children received support across the country.

### Wockhardt Foundation

The Wockhardt Foundation is a not-for-profit organisation that was established in 2008 to engage in social service and human welfare activities for the underprivileged. Mobile 1000, its flagship programme, is a path-breaking initiative that provides last mile affordable and quality health services to the poorest households in the remotest parts of India. People residing in those remote areas lack basic healthcare infrastructure and must travel great distance to access healthcare facilities. Mobile 1000 is recognised as the largest initiative of its kind, delivering mobile health services to rural and underserved areas.

The Bank partnered with the Wockhardt Foundation to support the operation of six Mobile Medicare Units (MMUs) for 18 months (1<sup>st</sup> April 2020 to 30<sup>th</sup> September 2021). The MMUs are operational six days per week, and in a particular area on a particular day as per the pre-set journey cycle plan. KMBL supported operations of these MMUs in and around Hyderabad and Telangana. It also funds medical check-ups, distribution of medicines for patients, basic diagnostic tests, health education and awareness, and provides referral to other healthcare facilities.

**In FY 2020-21, the Wockhardt Foundation touched 86,576 lives in and around Hyderabad through these 6 mobile medical units.**

### KARO Trust

KARO is a public charitable trust founded by Ms. Uma Malhotra in March 2015 to provide holistic healthcare through financial and emotional support to patients from low-income groups suffering from cancer and other life-threatening diseases. Its aim is to provide the poorest of the poor with a dignified chance at fighting any disease. KARO take a multi-dimensional approach towards caring for patients and their families during times of pre-treatment, during hospital treatment and post-treatment care.

KMBL has partnered with KARO to help provide treatment support to the patients suffering from Ewing's sarcoma, aplastic anaemia and bone marrow transplant, and ensures that they should not stop their treatment due to a lack of funds. The Bank provides financial support to patients for their treatment, rehabilitation, and other health services.

### CanSupport

CanSupport is a Delhi-based not-for-profit organisation that was founded by Ms. Harmala Gupta in 1996 to provide free palliative care to people with advanced cancer. The society also provides emotional support at the doorstep of those who have already exhausted all cancer treatment options. It also runs outpatient clinic day-care centres and training programmes.

In FY 2020-21, the Bank partnered CanSupport to implement a palliative care project, which runs through FY 2022-23. With CSR funding from the Bank, CanSupport provided free palliative care to people with advanced cancer in West Delhi.

### OCA Foundation

The OCA Foundation was established in 2015 by Oncology Care Associates, a limited liability partnership firm of ten oncologists practicing in Mumbai. The foundation was established with the objective of supporting underprivileged cancer patients socially and financially to get the best possible cancer treatment.

KMBL has partnered with the OCA Foundation to provide financial support to cancer patients, especially children, who are unable to meet the expenses of cancer treatment while undergoing treatment in different hospitals in Mumbai and other cities of India.

### The Ganga Foundation

The Ganga Foundation is a not-for-profit organisation established in 2009 by S Vaidyanathan and Nath Balakrishnan. It provides quality rehabilitation and mobility solutions to people with spinal cord injuries across India so that they can lead active lives.

In FY 2020-21, KMBL supported the Kotak - The Ganga Foundation – Spinal India Peer Trainers Quality Rehabilitation Programme and Right Wheelchair Programme.

### Dhanwantari Medical Trust

In 2005, Dr. Amol V Naikwadi, Dr D.G. Bagal and Dr Snehlata Bagal established the Dhanwantari Medical Trust with an aim to support children suffering from cancer and provide them a chance to live a healthy and happy life. Over the years, the Trust has expanded its activities to cover the education of children undergoing cancer treatment.

With KMBL's support, the Dhanwantari Medical Trust supplies grain every month for underprivileged children undergoing cancer treatment at various hospitals in Mumbai.

### Shrimad Rajchandra Sarvamangal Trust

The Shrimad Rajchandra Sarvamangal Trust established in 2003, carries out various charitable projects under its banner, known as Shrimad Rajchandra Love and Care (SRLC). It is an initiative of the Shrimad Rajchandra Mission Dharampur to offer social service and bring joy to the lives of the underserved sections of society.

During FY 2020-21, KMBL provided funding to purchase a new and customised medical van for targeted outreach to tackle Severe Acute Malnutrition (SAM) among children under the age of 5 years in Dharampur and Kaprada Taluka, Valsad District, Gujarat.



**Borderless World Foundation (BWF)**

BWF was founded in 2002 by Mr. Adhik Kadam and Ms. Bharati Mamani. BWF works closely with the community, government and military in Jammu and Kashmir, and provides extensive services in the fields of education, healthcare and vocational skill education, among others.

KMBL provided funding for procuring five ambulances equipped for emergency medical and trauma care service. The ambulances will serve the community in border areas, specifically around Kupwara and Baramulla region (Jammu-Kashmir-Ladakh).

**Lata Mangeshkar Medical Foundation**

Lata Mangeshkar Medical Foundation was established in 1989, with the objective of running a multi-specialty hospital and conducting research in medicine. It aims at providing medical services to society at affordable cost.

In FY 2020-21, KMBL provided financial support to set up the hypoxic training centre 'From Sea to Sky' at the DMHRC, Pune in Maharashtra.

**Aditya Birla Education Trust**

The Aditya Birla Education Trust (ABET), founded and chaired by Mrs. Neerja Birla, has three units – Aditya Birla World Academy (ABWA), The Aditya Birla Integrated School (TABIS) and Mpower – Mind Matters (Mpower).

Mpower provides holistic care, interventions and treatments that are world-class and multi-disciplinary, so that individuals with mental health issues could lead a fulfilling life with utmost respect and dignity.

The Bank partnered with Mpower in FY 2020-21 to launch a project (effective for 15 months) for the sustainability of mental health of children in and around Mumbai. The project will focus on creating awareness on mental health, counselling support and extending mental health services through counselling cells in educational institutions.

**Association of Parents of Mentally Retarded Children (ADHAR)**

ADHAR is a not-for-profit trust, established in 1990 by group of parents of mentally challenged adult, with the objective of providing physical, psychological and financial relief to parents of mentally challenged adults in the 18-65 year age group by taking lifetime care, rehabilitation and support through residential facilities at Badlapur and Nashik in Maharashtra.

In FY 2020-21, KMBL provided financial support for a medical unit at both the residential facilities in Maharashtra.

**Multiple Sclerosis Society of India (MSSI)**

The MSSI is a registered voluntary, non-profit organisation established in 1985 that works for the welfare of people affected by Multiple Sclerosis (MS), and is affiliated with the MSIF UK (Multiple Sclerosis International Federation).

During FY 2020-21, KMBL provided financial support for the rehabilitation of multiple sclerosis-affected, disabled, bed-ridden patients in the Delhi- NCR region.

**Ramakrishna Mission Sevashrama**

The Ramakrishna Mission Sevashrama is a branch centre of the Ramakrishna Mission. It was established for social welfare activities. It envisages to bring the best quality healthcare to common people, either free of cost or at a concessional rate.

During FY 2020-21, KMBL provided financial support for purchasing an ultrasound machine for the Ramakrishna Mission Sevashrama Hospital in Mathura, Uttar Pradesh.

**Environment and Sustainable Development****Hiralal Parekh Parivar Charity Trust (HPPCT)**

Founded in 1983, the HPPCT is a Mumbai-based trust that conceptualised and started a community service *Antim Sanskar Seva* (seva) in September 2008 in Mumbai to assist bereaved families conduct a dignified funeral, last rites in the city. The Bank is supporting the redevelopment of a green crematorium at Worli, Mumbai, through the installation of solar panels and gas cremation furnace with exhaust system and scrubber. The CSR project will be implemented across through FY 2021-22.

**Nature Forever Society**

The Nature Forever Society (NFS) was founded by Mohammed Dilawar (Sparrow Man) in 2009. The NFS works for the conservation of house sparrows and other common flora and fauna in urban habitats. Mohammed Dilawar initiated the World Sparrow Day in 2009 (20<sup>th</sup> March), which is now celebrated in more than 30 countries.

In FY 2020-21, KMBL partnered with the NFS to develop a native nectar and biodiversity garden at the Sanjay Gandhi National Park, Borivali, Mumbai. The project will be implemented through FY 2021-22.

**Gram Gourav Pratisthan**

The Gram Gourav Pratisthan was established in 1974 by Late Shri. Vilasrao Salunkhe. Gram Gourav Pratisthan works at the grassroots level, with the goal of sustainable rural development through equitable distribution of water, organic farming, health and education.

KMBL's aid during FY 2020-21 was directed towards repairing and desilting the percolation tank, which will help stop soil erosion, recharge groundwater levels and provide safe drinking water to villagers in Asangaon in the Satara district.

## Sports

### Pullela Gopichand Badminton Foundation

The Pullela Gopichand Badminton Foundation (PGBF) is a public charitable trust set up in 2003 with the objective of providing quality infrastructure, developing coaches and training facilities for badminton in India.

#### Creating world-class infrastructure for badminton



In July 2018, KMBL partnered with the PGBF to build a world-class badminton training facility in Hyderabad. The facility will have six air-conditioned badminton courts, a residential block for athletes, a swimming pool, a jogging track and a sports science centre. In FY 2020-21, KMBL supported the PGBF for the complete development of the badminton training facility. The structural slab of the parking block comprising two levels (B1 and B2), which includes the ramp till the ground floor level, was completed. The civil finishing work at both the levels is in progress. Further, work on the badminton block, badminton courts, residential block, mezzanine floor, external landscape, jogging track and a new swimming pool has been initiated.

#### Inspire Institute of Sport (IIS)



IIS, established in 2016, is working towards social development, including education, health, skill development and sports promotion. It focuses on achieving social inclusion and development to create a happy and inclusive India.

KMBL has partnered with the IIS for its Wrestling and Boxing Programme. The project, to be implemented over 18 months (1<sup>st</sup> October 2020 to 31<sup>st</sup> March 2022), aims to provide a world-class training environment for aspiring wrestlers and boxers, train aspiring athletes to participate in the Tokyo Olympics and other sporting events, and also address gaps in the sporting ecosystem in India. In addition to providing coaching to aspiring wrestlers and boxers, the programme offers tailor-made education and life skills training to empower these youths and create model citizens. The intervention will be hosted at IIS, Bellary.

### Foundation for Promotion of Sports and Games

The foundation is a not-for-profit organisation established in 2001 for the purpose of identifying and supporting Indian athletes who have the potential to win Olympic Gold Medals. In FY 2020-21, KMBL supported the foundation's Olympic Gold Quest (OGQ) Programme.

### Employee Initiatives

#### Payroll Giving Programme

The Bank has always supported the culture of sharing within its workforce, and drives it through the Payroll Giving Programme. By donating a portion of their salaries, employees have facilitated enhanced community growth through several NGOs – The Akanksha Foundation, Cancer Patients Aid Association (CPAA), National Association for the Blind (NAB), Dignity Foundation and Make-A-Wish Foundation of India. During FY 2020-21, the Bank was able to mobilise over ₹ 63 lakh from 2,067 employees.

#### You CAN SERVE

The Bank's You CAN SERVE programme is conducted in association with the Dhanwantari Medical Trust (DMT), to help and support children affected by cancer and their families. Under You CAN SERVE, old newspapers, magazines and cartons are collected from Kotak offices in Mumbai, and handed over to the DMT. The funds generated from the sale of those wastepaper are utilised by the DMT to support child cancer patients and their families through Monthly Grains Support (MGS).

Due to the COVID-19 outbreak and subsequent lockdown, the collection drive could not be conducted during the first two quarters of FY 2020-21. DMT was able to raise ₹ 23,143 by selling 2,075 cartons in the second half.

## Marathons and Pinkathons

The Bank every year sponsors few of its employees to participate in the marathons and Pinkathons. The purpose of participation is to raise money for a cause. The amount raised is used by the NGOs for supporting the cause. In FY 2020-21, due to the pandemic no marathons were held thus there was no amount raised. Historically the Bank has helps raise large amounts to help the NGOs.

## Giving Collection Drive with GOONJ

The Bank organised 'Giving Collection Drive' on the Christmas and New Year's eve. The drive started on 23<sup>rd</sup> December 2020 and ended on 15<sup>th</sup> January 2021. It was organised in 18 large offices and 58 branches of Kotak across six cities – Mumbai, Bengaluru, Hyderabad, Kolkata, New Delhi and Chennai. Donations from employees in the form of usable clothes, utensils, books and toys were collected, and 41 cartons were sent to the Goonj centres.



## Campaign Gratitude

In August 2020, KMBL along with Campaign Gratitude, launched the Kotak Karma Campaign Gratitude – a COVID-19 relief initiative to raise funds for vulnerable communities severely impacted by the pandemic.

Kotak Karma Campaign Gratitude was designed to involve the children and young people of India to raise funds from their immediate family, friends and neighbours to support underprivileged sections of society. The objective was to make them learn life lessons about the value of money and develop a sense of empathy, gratitude and social consciousness, as they go on to become responsible, committed and active members of society.

The Kotak Karma Campaign Gratitude fund raising drive supported three partner organisations – SNEHA (child and maternal health), Concern India Foundation (food and hygiene) and Pride India (healthcare and rural livelihood). Under the Kotak Karma Campaign Gratitude COVID-19 Relief CSR project design, for every rupee raised by the children and young Indians, KMBL matched the contribution. The contribution raised by Kotak Mahindra Group employees through dedicated online fund raise has been utilised by these three organisations to support people affected by COVID-19.

Under Kotak Karma Campaign Gratitude Project funding,

- SNEHA provided protective gear, hygiene kits to healthcare workers, deep freezers for storing COVID-19 vaccines in hospitals and municipal corporations, ration support to underprivileged families and training to Accredited Social Health Activist (ASHA) workers and Mahila Arogya Samiti (MAS) members in Mumbai and Thane district, Maharashtra. KMBL carried out similar activities with the with the Concern India Foundation in and around the Mumbai region.
- Concern India Foundation provided protective gears, and hygienic kits to healthcare workers, police personnel, procurement and supply of healthcare equipment for treatment of COVID-19 patients in Hospital and ration support to community at large in and around Mumbai region.
- Pride India supported sustainable livelihoods by providing tailoring machines to women, fertilisers to farmers, and fishing nets to families who lost their jobs due to the pandemic. It also provided food kits and hygiene kits to families from economically weaker sections in Raigad district, Maharashtra.

## Break-up of funds raised for each NGO

Sl. No.	Name of NGO	Amount Raised by Individuals Under Campaign Gratitude (₹ lakh)	CSR Project Expenditure (₹ lakh)	Total funding support to the partner organisations (₹ lakh)
1	SNEHA	12.6	12.6	25.2
2	Concern India Foundation	2.2	2.3	4.5
3	Pride India	3.0	3.1	6.1
<b>Total</b>		<b>17.8</b>	<b>18.0</b>	<b>35.8</b>

\*amount rounded up on the higher side

## Protecting the Protectors

Employees across Kotak companies conducted many fundraising exercises through the year to support frontline workers and communities severely impacted by lockdown. One such initiative to support frontline workers exclusively was 'Protecting the Protectors', where the employees raised money to assist COVID-19 relief operations of the Doctors For You.

## Principle 9: Customer Value

KMBL understands that well-nurtured customer relationships are the key to stability and scalability of a business. The Bank engages with its clients to understand their requirements and pain-points, and the required actions to meet their banking needs. KMBL established a dedicated 'Customer Experience' vertical in FY 2016-17. This vertical is responsible to conduct customer surveys, improve customer relationships and identify areas of improvement across all customer segments. These surveys provide customer insights, and drive continuous improvement in products and services offered by the Bank.

Episodic or transactional NPS is measured and monitored regularly by KMBL. Some of the key initiatives resulting from its findings are highlighted below.

### 1. Elevating customer experience with digital transformation

Digitisation has transformed the banking industry in the past few years. It has been a gamechanger providing last-mile seamless banking services to customers. KMBL's investments in digitisation over the past few years have helped the Bank respond to the COVID-19 crisis without any hiccups. It enabled the organisation to stay resilient when social distancing, and digital and contactless solutions are the norm. During FY 2020-21, communication on digital banking services was encouraged and promoted by the Bank at every customer touchpoint. Customers who were likely to use physical banking services (ATM withdrawals, branch services like cheque deposits or transfers) were targeted with specific communication to offer digital alternatives that are quick, safe and convenient.

The Bank's mobile banking app was recognised as one of the top five apps worldwide in the User Experience category of the Mobile Excellence Awards in 2013. KMBL has consistently worked towards expanding the scope of services on the app to build a one-stop super mobile banking app. During FY 2020-21, in an industry-first move, KMBL launched 'Kotak Remit', its outward forex remittance solution on the app. For the first time, individuals were able to conveniently transfer money across the world straight from their mobile phones. The Bank also announced a unique partnership with Amazon that enables KMBL customers to shop from the 'Kay Mall'<sup>11</sup> on the app, using any payment mode of their choice. Shopping through Kay Mall also makes customers eligible for additional offers and rewards.

In addition, some new initiatives undertaken to elevate customer experience with digital products during FY 2020-21 including:

- Facility to pre-book branch visits to provide seamless, socially distant customer experience at branches during the pandemic
- Launched an end-to-end digital customer bankaccount opening with zero-contact video KYC based solution
- 811 Dream Different Secured Credit Card
- SGB (Sovereign Gold Bonds) application via mobile and net banking for trusts and HUFs
- 'ATM on Wheels' in six metro cities
- Introduction of Digi Home Loans and Digi Personal loans
- WhatsApp Banking: Use of WhatsApp to enhance customer experience by sending customised messages to complement the verbal conversation
- Card-less cash withdrawal
- Robotic Process Automation (RPA) technology for automating business processes
- An in-app commerce marketplace to enable bill payments, telco/DTH recharges, travel, shopping, grocery shopping and other lifestyle payments
- Logging of complaints – launched a DIY help centre that enables customers to raise complaints on mobile banking via secure mail. The Help Centre has solutions for top 108 service interactions with 2,500+ FAQs. This provides customers the ability to raise a complaint across their preferred digital channel
- Track updates on preferred channel - cheque clearances through branches, contact centres and digital channels; customers can now also track status of Service Requests (SRs) and complaints on digital channels; grievances can be escalated using a link provided in all SR/Complaint SR closure emails

### 2. Ensuring Data Security and Customer Privacy

Banks need to be cautious when dealing with customers' financial information and personal data. Thus, KMBL prioritises cyber security and data privacy when designing any financial product or service. The Bank also stays cautious and has systems in place for timely detection and mitigation of threats. These include the deployment of advanced threat detection measures, ATM terminal security, vulnerability assessment and remediation programmes, and data leakage tracking systems. Additionally, the Bank has established a next-generation Security Operations Centre (SOC) for monitoring and managing cyber threats.

There was apprehension of increase in cybercrimes in light of the pandemic. KMBL engaged with its stakeholders through multiple communication formats and organised awareness campaigns to ensure customers were alert, aware and did not compromise their credentials.

The Bank is also acutely aware of the human element of cyber security and data privacy. Programmes have, therefore, been designed to educate and advise customers on these practices, to prevent any breaches at their end. The Bank has not received any complaints or faced any concerns related to cyber security and customer privacy during FY 2020-21.

<sup>11</sup> 'KayMall' on Kotak's mobile banking app offers customers a secure and convenient in-app shopping environment across a range of categories such as travel (flight, train and bus bookings), hotel bookings, shopping on ecommerce websites and magazine subscriptions

Highlights of KMBL's cyber security and customer privacy initiatives:

- Defining management-level responsibilities for overseeing and executing the cybersecurity strategy and policy
- Ensuring compliance with new UIDAI, General Data Protection Regulations (GDPR) and other domestic and international standards and regulations for data privacy, personal data protection and cyber security
- Undertaking training and awareness initiatives:
  - Security awareness mailers sent to staff and customers on an ongoing basis
  - E-learning module developed for staff
  - Phishing drills conducted to assess user awareness
  - Security awareness sessions conducted for Board members and senior management
  - Cyber drills and desktop exercises conducted to test incident response procedures
- Creating a dedicated mailbox for raising concerns:
  - Customers: Email ID published on the KMBL website and is actively monitored
  - Employees: Email ID communicated to staff through awareness mailers
- Vulnerability assessment:
  - Thematic assessments of the payment systems (Swift and ATM Switch) to proactively identify vulnerabilities
  - Cyber drills to assess the effectiveness of preventive, detective and response controls
  - Several other initiatives to enhance security monitoring and incident response processes

### 3. Overcoming barriers to digital acceleration

KMBL values its customers, and their concerns and apprehensions. This includes customer aversion to using digital products. The Bank has identified the most crucial hurdles in digital acceleration and is working towards action-oriented solutions to overcome them. KMBL's concerted efforts to make customers comfortable with technology and digital products are visible in a multitude of the Bank's new solutions. It has introduced end-to-end secure digital solutions, and offers a choice of multiple digital channels (internet banking, phone application, WhatsApp, etc.) to its customers. The Bank constantly engages with various consumer segments to understand and address their apprehensions towards going digital.

### 4. Grievance redressal mechanism

The Bank has a robust multi-channel grievance redressal mechanism across its branches, website and other media platforms. In addition to reaching out to a support centre that operates around the clock, the Bank also welcomes customers to share their concerns through emails, letters, faxes or branch visits. Over 90% of the consumer banking staff has been trained and tested on complaint management during the reporting period. Timely resolution of complaints continues to be of utmost importance to the Bank, which is evident in a turnaround time adherence of 94% in FY 2020-21, up from 93% in FY 2019-20.

SECTION A: General Information about the Company	
1. Corporate Identity Number (CIN) of the Company	L65110MH1985PLC038137
2. Name of the Company	Kotak Mahindra Bank Limited
3. Registered address	27BKC, C-27, G-Block, Bandra Kurla Complex, Bandra East, Mumbai 400051
4. Website	<a href="http://www.kotak.com">www.kotak.com</a>
5. Email id	<a href="mailto:csr@kotak.com">csr@kotak.com</a>
6. Financial Year reported	FY 2020-21
7. Sector(s) that the Company is engaged in (industrial activity code-wise)	Code: 64191 – Kotak Mahindra Bank Limited is a banking company governed by the Banking Regulation Act, 1949
7. List three key products/services that the Company manufactures/provides (as in balance sheet)	Deposits, Advances and Investment Products Distribution.
8. (i) Number of international locations	None
9. (ii) Number of National locations	As on 31 <sup>st</sup> March, 2021, the Bank has a network of 1604 full-fledged branches and 2598 ATMs.
10. Markets served by the Company – Local/State/National/International	India
Section B: Financial Details of the Company	
1. Paid up capital (₹)	₹ 1490.92 crore
2. Total turnover (₹)	₹ 32,299.47 crore (Bank standalone)
3. Total profit after taxes (₹)	₹ 6964.84 crore (Bank standalone)
4. Total Spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	2.05 %
5. List of CSR activities	Refer 'Inclusive growth' section of 'Business Responsibility Report'

**Section C: Other Details**

1. Company subsidiaries / joint-ventures	Refer to Related Party Disclosures of the Annual Report
2. Subsidiaries participating in Company's BR initiatives	Nil
3. Other entities (e.g. suppliers, distributors etc.) participating in Company's BR initiatives	Nil

**Section D: Business Responsibility (BR) Information**

1.a Director responsible for implementation of BR policies (DIN)	00004771
Director responsible for implementation of BR policies (Name)	Mr. Dipak Gupta
Director responsible for implementation of BR policies (Designation)	Joint Managing Director
1.b BR Head (DIN, if applicable)	Not Applicable
BR Head (Name)	Mr. Rohit Rao
BR Head (Designation)	Jt. President and Group Chief CSR Officer
BR Head (Telephone number)	+91-22-6166 6001
BR Head (email id)	<a href="mailto:rohit.rao@kotak.com">rohit.rao@kotak.com</a>

**Principle-wise (as per NVGs) BR Policy/policies (Reply in Y/N)**

	P1	P2	P3	P4	P5	P6	P7	P8	P9
1. Policy/policies for...	Y	Y	Y	Y	Y	Y	Y	Y	Y
2. Policy being formulated in consultation with the relevant stakeholders . . .	Y	Y	Y	Y	Y	Y	Y	Y	Y
3. Policy conforming to national /international standards . . .	Y	Y	Y	Y	Y	Y	Y	Y	Y
4. Policy approved by the Board and signed by MD/CEO/appropriate Director . . .	Y	Y	Y	Y	Y	Y	Y	Y	Y
5. Committee of the Board/ Director/Official to oversee the implementation of the policy . . .	Y	Y	Y	Y	Y	Y	Y	Y	Y
6. Link for the policy to be viewed online . . .	All policies are available on the Bank's intranet								
7. Policy formally communicated to all relevant internal and external stakeholders . . .	Yes. Policies have been communicated to all key internal stakeholders of the Bank. The communication on policies covering all internal and external stakeholders is an on-going process								
8. In-house structure to implement the policy/ policies . . .	Y	Y	Y	Y	Y	Y	Y	Y	Y
9. Grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/policies . .	Y	Y	Y	Y	Y	Y	Y	Y	Y
10. Independent audit/evaluation of the working of this policy by an internal or external agency	Evaluation done through internal audit mechanisms								

**2a. If the answer to S. No. 1 against any principle is 'No', please explain why – Not Applicable**
**Section D: BR Governance**

1.a Frequency of Board of Directors, Committee of the Board or CEO review of BR Performance	The CSR committee held 01 meeting on 12 <sup>th</sup> February, 2021 via video conference
1.b BR report or sustainability (frequency and hyperlink)	BR Report Frequency: Annual Hyperlink: <a href="https://www.kotak.com/content/kotakcl/en/investor-relations/financial-results/annual-reports.html">https://www.kotak.com/content/kotakcl/en/investor-relations/financial-results/annual-reports.html</a>

**Section E: Principle-wise Performance**

Principle 1		
1	Policy relating to ethics, bribery and corruption covering the Company and Group/Joint Ventures/ Suppliers/ Contractors/NGOs /Others	Yes it is covered at both levels. Refer 'Policy framework' section of 'Business Responsibility Report'
2	Stakeholder complaints received in FY 2020-21	35
3	Percentage of stakeholder complaints resolved	91.4%#
# The Pending investor grievances have been resolved as on 30 <sup>th</sup> April, 2021.		
Principle 2		
1	Products and services designed with social or environmental concerns, risks and/or opportunities incorporate	Refer 'Responsible products and services' section of the 'Business Responsibility Report'
2	i. Reduction with respect to resource use (energy, water, raw material etc.) per unit of product during sourcing/production/ distribution achieved since the previous year throughout the value chain (optional)	Given the nature of business energy consumption is for operations, for reduction in operation refer 'Environment' section of the Business Responsibility Report
	ii. Reduction during usage by customers (energy, water) has been achieved since the previous year (optional)	Consumption by customer is negligible at the Bank premises
3	Procedures for sustainable sourcing (including transportation)	Given the nature of business material resources are not required, but whatever we procure for operations sustainability is kept in mind, like energy efficient ACs, lights and other electric equipment, recyclable products employee access card controlled printers and also in certain premises we use renewable energy
4	Procurement of goods and services from local and small producers, including local communities	The Bank is not a manufacturing unit, therefore it does not procure any goods for processing. The goods procured are for internal consumption and are preferably procured through local suppliers. The manpower services for offices and branches are generally hired from local agencies, Bank website, job-portals, internal movements, walk-ins, or through references
5	Mechanism to recycle products and waste	Refer 'Environment' section of the 'Business Responsibility Report'
Principle 3		
1	Total number of employees (as at 31.03.2021)	51,734 (Permanent and Contractual)
2	Total number of employees hired on temporary/contractual/casual basis (as at 31.03.2021)	10,130
3	Total number of permanent women employees (as at 31.03.2021)	10,450
4	Total number of permanent employees with disabilities (as at 31.03.2021)	Kotak is a fair employer and does not discriminate amongst its employees. Therefore, this information is not tracked by the Bank.
5	Employee association recognised by management	A section of officers comprising of about 509 IBA cadre are members of the Kotak Mahindra Bank Officers' Association. In the case of non-officers category, about 1,383 employees are members of the All India Kotak Mahindra Bank Employees' Union, which is recognised by the management. For more details, please refer to employee well-being section of the 'Business Responsibility Report.'
6	Percentage of permanent employees part of employee association	3.7%
7.1	Child labour/forced labour/involuntary labour complaints filed	NIL
7.2	Sexual harassments complaints filed	No of cases reported – 25 No of cases disposed – 17 (Out of the 8 complaints pending as on 31 <sup>st</sup> March, 2021, 2 complaints have been disposed off as on the date of this Report)
7.3	Discriminatory employment complaints filed	NIL
8.1	Percentage of employees covered with safety and skill upgradation training (permanent employees)	75.56% <sup>12</sup>
8.2	Percentage of employees covered with safety and skill upgradation training (permanent women employees)	73.28%
8.3	Percentage of employees covered with safety and skill upgradation training (Casual/Temporary/Contractual)	5.71%
8.4	Percentage of employees covered with safety and skill upgradation training (Employees with disabilities)	Not Applicable

<sup>12</sup> The hours recorded was lower during the preceding period i.e. FY 2019-20 on account of a different approach adopted in categorising skill development trainings.



Principle 4		
1	Mapping of internal and external stakeholders	Refer 'Stakeholder Engagement' section of 'Business Responsibility Report'
2	Identification of the disadvantaged, vulnerable and marginalised stakeholders	Refer 'Stakeholder Engagement' section of 'Business Responsibility Report'
	Special initiatives to engage disadvantaged, vulnerable and marginalised stakeholders	Refer 'Financial inclusion' section of 'Business Responsibility Report'
Principle 5		
1	Policy relating to Human Rights covering the Company and Group/ Joint Ventures/ Suppliers/Contractors/NGOs/Others	Refer 'Policy framework' section of 'Business Responsibility Report'
2	Stakeholder complaints on human rights received (percentage resolved)	Nil
Principle 6		
1	Policy relating to Environment covering the Company and Group/ Joint Ventures/Suppliers/Contractors/NGOs/Others	Refer 'Policy framework' section of 'Business Responsibility Report'
2	Strategies/initiatives to address global environmental issues such as climate change, global warming, etc.	Refer 'Environment' section of 'Business Responsibility Report'
3	Identification and assessment of potential environmental risks	Refer 'Environment' section of 'Business Responsibility Report'
4	Projects related to Clean Development Mechanism	None
5	Initiatives on clean technology, energy efficiency, renewable energy, etc.	The Bank is lending to renewable energy, green technology, waste management capex in plants, machinery upgradation for energy efficiency. ESG based lending policy has been adopted, along with ESG evaluation also guide corporate customers to improve their on ESG Score.
6	Emissions/Waste generated by the company within the permissible limits given by CPCB/SPCB	Yes
7	Number of show cause/legal notices received from CPCB/SPCB which are pending	Nil
Principle 7		
1	Trade or chamber association memberships	Refer 'Public Policy advocacy' section of 'Business Responsibility Report'
2	Advocacy through above associations for the advancement or improvement of public good	Refer 'Public Policy advocacy' section of 'Business Responsibility Report'
Principle 8		
1	Programmes/ initiatives/ projects related to inclusive growth	Refer 'Inclusive growth' section of 'Business Responsibility Report'
2	Programmes/projects undertaken through in-house team/own foundation/external NGO/government structures/any other organisation	Refer 'Inclusive growth' section of 'Business Responsibility Report'
3	Impact assessment of initiatives	Refer 'Inclusive growth' section of 'Business Responsibility Report'
4	Direct contribution to community development projects - Amount in ₹ and the details of the projects undertaken	₹ 142.99 crore Refer 'Inclusive growth' section of 'Business Responsibility Report'
5	Successful adoption of community initiatives by communities	Refer 'Inclusive growth' section of 'Business Responsibility Report'
Principle 9		
1	Percentage of consumer cases that are pending	3%
2	Product information display on the product label, over and above what is mandated as per local laws	In bank product related transparency is of most priority, Communication is done through SMS, mails, and website. Documents are in line with RBI guideline and all disclosures are made accordingly. Customer is asked to read and provide consent even for third party products, illustrations are provided with all required information so that customer can make an informed decision. Continuous training provided to customer facing employees.
3	Cases filed by any stakeholder against the company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behaviour during the last five years	Nil
4	Consumer survey/ consumer satisfaction trends	Refer 'Customer value and service' section of 'Business Responsibility Report'