

**YES BANK**

**GLOCALIZING  
RESPONSIBLE BANKING**

**Mind Share &  
outcomes  
in India.**

**SUSTAINABILITY REPORT**

**2015-16**

# Glocalizing Responsible Banking Mindshare & Outcomes in India

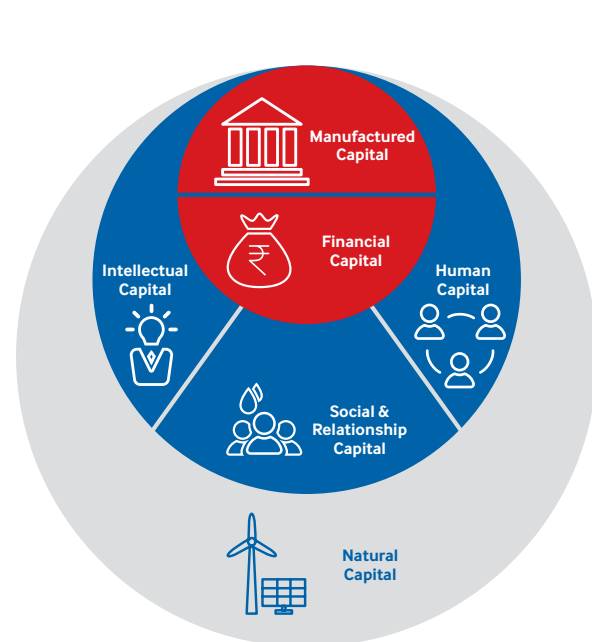
In today's emerging dynamic global economic environment, financial reporting alone does not adequately capture how organizations are responding to the changing externalities and creating value for their stakeholders. For the last three years, YES BANK has been sharing its triple bottom line progress based on the Global Reporting Initiative guidelines.

**As triple bottom line accounting becomes mainstream, the Bank believes that an integrated view on reporting – which looks at financial, human, social & relationship, natural, intellectual and manufactured capital, is the way forward.**

YES BANK, in its quest to achieving a vision of 'building the Finest Quality Bank of the World in India by 2020', has been creating shared value through the ethos of Responsible Banking. The Bank has integrated sustainability into its business strategy and has led the shift within the industry, from building a sustainability strategy to a corporate strategy that is sustainable, whereby the Bank creates value through solutions created for its customers and also addresses current global issues and decreases the stress on natural resources through innovation.

This year, for the first time, YES BANK is adopting the Integrated Reporting framework, which enables the Bank to not only highlight its non-financial performance but also the connections between the financial and the non-financial performance. Integrated reporting will help the Bank's stakeholders better understand connections between the Bank's financial performance and management of its human, natural and intellectual capital, leading to better decision making for value creation.

This disclosure is structured using the capitals model of value creation, adopted by the International Integrated Reporting Council (IIRC) in the International <IR> Framework and explains our dependence and impact on the forms of capital that are fundamental to our ability to create value over the long term. The capitals are introduced below:



**Financial Capital** is the value of money that the Bank obtains from providers of capital, that is used to support business activities and profits generated thereof, distributes amongst its stakeholders as well as retains to fund business activities.



**Social & Relationship Capital** refers to the relationships the Bank creates with its customers, investors, regulators, suppliers and community at large to create societal value as a responsible corporate citizen.



**Human Capital** refers to the employee's competencies, knowledge and experience, and their capability to utilize them to meet stakeholder needs. It also refers to development programs undertaken for the employees.



**Intellectual Capital** refers to the collective knowledge, research, thought leadership, brand management and intellectual property used to support business activities and lead public discourse on global challenges.



**Natural Capital** refers to the natural resources the Bank uses to create value for its stakeholders, as well as the climate finance it mobilizes to promote Natural resource preservation and environmental mitigation.



**Manufactured Capital** is the Bank's tangible and intangible infrastructure, including IT assets, used for value creation through business activities.



## Financial Capital

- Net Profit at ₹ 2,539.45 Crores, with a 5 year CAGR of 27%
- Net NPA at 0.29% continues to be best among peer banks in a challenging environment
- Over USD 1.8 Billion in remittances through YES MONEY since launch in 2011
- Reached over 18.8 Lakh rural households in 260 districts through YES LEAP
- YES BANK signed loan agreements totaling USD 265 Million with OPIC and Wells Fargo to support MSME in India
- Raised USD 50 million from International Finance Corporation, for financing women-led MSMEs
- Only Indian Bank to be listed on Dow Jones Sustainability Index – Emerging Markets 2015



## Social & Relationship Capital

- 8.07 lakh lives touched through 8,767 YES COMMUNITY events
- 10,000 students from across India compete in the third YES Transformation Series
- Over 1.38 Crores lives provided access to safe & clean drinking water in FY 2015-16
- 140,132 teams participated in YES FOUNDATION's YES! i am the CHANGE social film movement, with 2,755 film submissions



## Human Capital

- 15,000 employees, up 38.76% from the previous year
- Launch of YES Grace branches, with all-women staff, in Delhi, Mumbai and Bengaluru
- Recognized among "India's Best Companies to Work For" in 2015, ranked 2nd in Banking sector



## Intellectual Capital

- Most followed Indian Bank on Twitter with 860,000+ followers as on March 31, 2016
- Launch of the digital-first brand campaign, 'INDIA bole YES'
- First Indian Bank to be elected as Chair of the Steering Committee of Natural Capital Declaration



## Natural Capital

- 19.52% reduction in Specific GHG emissions, year-on-year
- 184 locations pan-India now ISO 14001:2004 certified
- First Indian Bank to be on the Carbon Disclosure Leadership Index for 5 consecutive years
- 1,311 MW: YES BANK's exposure to the Renewable Energy sector in FY 2015-16



## Manufactured Capital

- 860 branches and 1,609 ATMs as on March 31, 2016
- Over 5.5 million online transactions in FY 2015-16
- 39 Business Correspondent partners in 19 states to deliver Inclusive & Social Banking products & services



**FROM THE  
MANAGING  
DIRECTOR & CEO'S  
DESK**

Mr. Rana Kapoor

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**YES BANK's  
Sustainability  
Approach**

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### VIEW OUR SUSTAINABILITY REPORT 2015-16 ONLINE

We provide our sustainability report online, which allows us to reduce the amount of paper we print and distribute.

<https://www.yesbank.in/about-us/investor-relations/yes-bank-sustainability-report>

# From the Managing Director and CEO's Desk



YES BANK strives to positively impact its stakeholder spectrum through multidimensional approaches, and gauges its success on integrated outcomes and value created through its financial, human, social & relationship, natural, intellectual and manufactured capitals over the near and long terms.

**Rana Kapoor,**  
Managing Director & CEO

**Dear Stakeholders,**

I am pleased to share with you YES BANK's Sustainability Report for FY 2015-16, titled "Glocalizing Responsible Banking Mindshare & Outcomes in India". With this Report, YES BANK would become the first Indian Bank to release a Sustainability Report based on the Integrated Reporting framework of the International Integrated Reporting Council.

This report continues to follow the GRI G4 reporting guidelines, and has chosen to report as per the 'In accordance – Comprehensive' option of the G4 guidelines.

FY 2015-16 has been historic for climate change and development agenda, with global aspirations meeting local

actions. World leaders concluded three major agreements on collective action for an inclusive society and stable environment – the Addis Ababa Action Agenda (AAAA) in July 2015, agreeing to generate finance for tackling challenges for developing nations, the agreement on universal Sustainable Development Goals (SDGs) in September 2015 at the UN

Assembly in New York, and the Paris Agreement on climate change in December 2015, endorsing a shift towards a low-carbon economy. This collective global agenda is a reflection of the growing recognition that value creation goes beyond creation of just financial capital and that the corporate sector must play a critical role in achieving the stated goals.

In line with its Responsible Banking ethos, YES BANK strives to positively impact its stakeholder spectrum through multidimensional approaches, and gauges its success on integrated outcomes and value created through its financial, human, social & relationship, natural, intellectual and manufactured capitals over the near and long terms. With an alignment to the Integrated Reporting framework, we believe the Bank's sustainability reporting would present a more holistic picture of how it creates value across the six capitals.

On the occasion of the historic COP21 in Paris, I am pleased to share with you that YES BANK made a major announcement for mobilizing USD 5 billion towards its commitment of climate finance in India by 2020, and took additional targets to contribute to carbon sink by planting 2 million saplings, and touching 100 million lives through its safe and clean drinking water program, by 2020.

I am pleased to advise you that YES BANK has been a part of UN Secretary General's 'High-Level' Group on Climate Finance since 2014, and was the only private sector bank to be featured in the UN Secretary General's Climate Finance report, launched at the Climate Finance Ministerial Lunch, part of the Annual Meetings of the Boards of the World Bank Group and IMF, at Lima in October 2015. At a national level, under the aegis of Indian Banks' Association, YES BANK with other financial institutions worked towards developing National Voluntary Guidelines on Responsible Financing.

In the reporting period, YES BANK partnered with multiple national and international institutions to raise capital across a wide array of transactions. In August 2015, YES BANK raised ₹ 315 crores through a private placement of Green Infrastructure Bonds with International Finance Corporation (IFC), Washington, which is the first investment by IFC in an Emerging Markets Green Bond issue and first Green Masala Bond issue in the world. YES BANK also signed loan agreements totalling USD 265 million with Overseas Private Investment Corporation (OPIC), the U.S. Government's Development Finance Institution, and Wells Fargo Bank, to increase lending to India's MSME sector, half of it in under-served rural and urban markets.



YES BANK now has a 15,000 plus strong team of 'Professional Bankers' backed by robust leadership who are working towards the Bank's vision as we evolve our organizational ethos as the 'Professionals' Bank of India'.

In March 2016, YES BANK signed a USD 50 million loan agreement with IFC and Goldman Sachs 10,000 Women, to lend exclusively to women owned businesses. This project, part of the Women Entrepreneurs Opportunity Facility (WEOF) instituted by IFC and Goldman Sachs 10,000 Women, would also complement the various Government of India schemes for women entrepreneurs.

In terms of our Human Capital strength, YES BANK now has a 15,000 plus strong team of 'Professional Bankers' backed by robust leadership who are working towards the Bank's vision as we evolve our organizational ethos as the 'Professionals' Bank of India'. The Bank more than doubled the participant man-hours on employee training during the reporting period, highlighting its commitment to building a high quality talent pool. Strengthening its internal environmental management systems, your Bank completed the third phase of ISO 14001 certification during the reporting period which now covers 184 locations.

YES BANK remains a signatory to protocols including UN Global Compact, Natural Capital Declaration (NCD) and CDP; and member of partnerships including UN Environment Program Finance Initiative (UNEP FI), India GHG Program and TERI Council for Business Sustainability. In the reporting period, your Bank was elected to the Global Steering Committee, and re-elected as Asia Pacific Chair, for the UNEP FI, and elected as Chair of the Steering Committee of NCD (effective January 1, 2016) to oversee its strategy and provide guidance for the Working Groups and the Secretariat.

As a Signatory to the UN Global Compact, I re-affirm our commitment and support to the Ten Principles of the Compact, and continue to report at the GC Advanced level on our Communication on Progress for 2016, included in this Report.





YES BANK signed a USD 50 million loan agreement with IFC and Goldman Sachs 10,000 Women, to lend exclusively to women owned businesses.

YES BANK continues to be a benchmark institution for Triple Bottom Line accounting and reporting in India, and joined the <IR> Lab India, a collaborative effort between CII-ITC Centre of Excellence for sustainable Development and the International Integrated Reporting Council (IIRC), towards mainstreaming integrated reporting in India.

It is a matter of pride that YES BANK became the first Indian bank to be included in the prestigious Dow Jones Sustainability Emerging Markets Index for 2015, and was included in CDP's Carbon Disclosure Leadership Index for India for the fifth consecutive year.

Guided by its CSR Policy and oversight of the CSR Committee of the Board, your Bank launched new CSR initiatives during the year, and expanded its existing CSR interventions under its focus areas of Livelihood & Water Security, Skill Development, and Environmental Sustainability. Through YES COMMUNITY, your Bank's unique branch-based community engagement program, it touched over 8 lakh lives during FY 2015-16, and is committed to touching more than 10 lakh lives in the next reporting cycle. The Bank expanded its efforts towards providing access to safe and clean drinking water to grassroots communities, touching more than 2,00,000 lives a day through its Livelihood & Water Security initiative. In a significant move, YES BANK is partnering with the Indian Railways to provide access to safe and clean water at 1,000 railway stations across India by 2019.

The Bank's positive impact CSR interventions in the MSME sector supported 973 MSME units through occupational health & safety training, and energy efficiency interventions, benefiting over 11,000 workers. Contributing to 'Skill India' through its skilling initiative, the Bank imparted livelihood training to over 4,500 youth and farmers.

YES FOUNDATION, launched in 2012 as a public charitable trust and supported by YES BANK, achieved significant

accolades during the year, with the third edition of 'YES! i am the CHANGE', the social film making challenge, emerging as one of the world's largest social film movements, with 140,132 teams submitting 2,755 short films. During the year, the Foundation launched the Media for Social Change Fellowship, and the YES FOUNDATION Social Film Grant, with its partners, to further accelerate impact.

Our continued focus on Responsible Banking has been recognized at global platforms. The Bank's climate finance efforts were recognized at the Green Bond Pioneer Awards, London, and its overall sustainability achievements being recognized at national and international platforms.

FY 2015-16 marked the first year of the next phase of YES BANK's growth cycle of 2015 to 2020, which would be driven by its vision to establish itself as a meaningful 'LARGE HIGH QUALITY' Bank by employing a focused two-pronged strategy of 'Deepening Mind Share' and 'Growing Market Share'.

YES BANK is committed to positively impact its stakeholder spectrum through its Responsible Banking ethos, as we move towards our vision of **'Building the Finest Quality Bank of the World in India by 2020.'**



Thank you.  
Sincerely,

**Rana Kapoor**  
Managing Director & CEO

# About this Report

G4-17

This Sustainability Report, 'Glocalizing Responsible Banking Mindshare & Outcomes in India', reports on YES BANK's sustainability and CSR performance for the period April 1, 2015 to March 31, 2016, as per the annual financial reporting cycle adopted by the Bank.

G4-18

The Bank had released its previous Report, 'Glocalizing Responsible Banking in India', for the FY 2014-15, from April 1, 2014 to March 31, 2015. This Report does not include any significant re-statements from the previous Report.

G4-22

This year YES BANK will be the first Indian Bank to release a Sustainability Report based on the Integrated Reporting guidelines of the International Integrated Reporting Council, while continuing adherence with GRI G4 guidelines. This Report, following the GRI G4 reporting guidelines, has chosen to report as per the "In accordance – Comprehensive" option. The Report also addresses the G4 Financial Services Sector Disclosures. This Report follows the G4 guidelines for defining the Report Content, as per the four Principles – Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness.

YES BANK is the first Indian banking signatory to the UN Global Compact. This Report also includes the Bank's annual Communication On Progress, reporting at the GC Advanced Level. In addition, the Bank has also attempted to align its GRI reporting with the Sustainable Development Goals, as per the SDG Compass developed by GRI, UNGC and WBCSD.

This Report includes information pertaining to YES BANK Limited, with its registered office at Nehru Centre, 9th Floor, Discovery of India, Dr. A.B Road, Worli, Mumbai – 400018, Maharashtra, India. As on March 31, 2016, YES BANK had 860 branches and 1,609 ATMs across 29 states and 7 union territories of India, and has two National Operating Centers in Mumbai and Gurgaon and National Centralized Operations Management and Services Delivery facility in Chennai. The Bank has one subsidiary, YES Securities (India)

Limited, incorporated in March 2013. The Subsidiary's CSR activities are conducted as part of YES BANK Limited. The Report includes information pertaining to YES FOUNDATION, established in December 2012 as a public charitable trust with an independent Governing Council. All the entities included in the Bank's Annual Report 2015-16 form part of the Sustainability Report for FY 2015-16.

Triple Bottom Line reporting is a process of continual improvement and the Bank has made the best effort to address all material issues that are of concern to its internal and external stakeholders. This Report makes the best effort to adhere to the Principles for Defining Report Quality as per the G4 reporting guidelines. The Report has been prepared internally and includes information and data that has been provided by its Business Units and validated by internal stakeholders, including members of the Bank's top management and Board. The Report has been externally assured by KPMG, India.

YES BANK welcomes feedback and suggestions on this Report which may be communicated to Ms. Namita Vikas, Group President and Country Head – Responsible Banking, YES BANK, at [responsible.banking@yesbank.in](mailto:responsible.banking@yesbank.in). This Report can be accessed online at [www.yesbank.in](http://www.yesbank.in).

YES BANK is on Twitter at [www.twitter.com/YESBANK](http://www.twitter.com/YESBANK), on Facebook at [www.facebook.com/YESBANK](http://www.facebook.com/YESBANK), on Instagram at [www.instagram.com/yes\\_bank/](http://www.instagram.com/yes_bank/), and on LinkedIn at [www.linkedin.com/company/yes-bank](http://www.linkedin.com/company/yes-bank)





## About YES BANK

**AT YES BANK, THE  
DIFFERENTIATION BEGINS  
WITH A SINGLE WORD**

# YES

YES BANK, India's fifth largest private sector Bank, is a high quality, customer-centric, service driven, private Indian Bank, catering to the future businesses of India. Since its inception in 2004, YES BANK has fructified into a 'Full Service Commercial Bank' that has steadily built Corporate and Institutional Banking, Financial Markets, Investment Banking, Corporate Finance, Branch Banking, Business and Transaction Banking, and Wealth Management business lines across the country, and is well-equipped to offer a range of products and services to corporate and retail customers.

### VISION

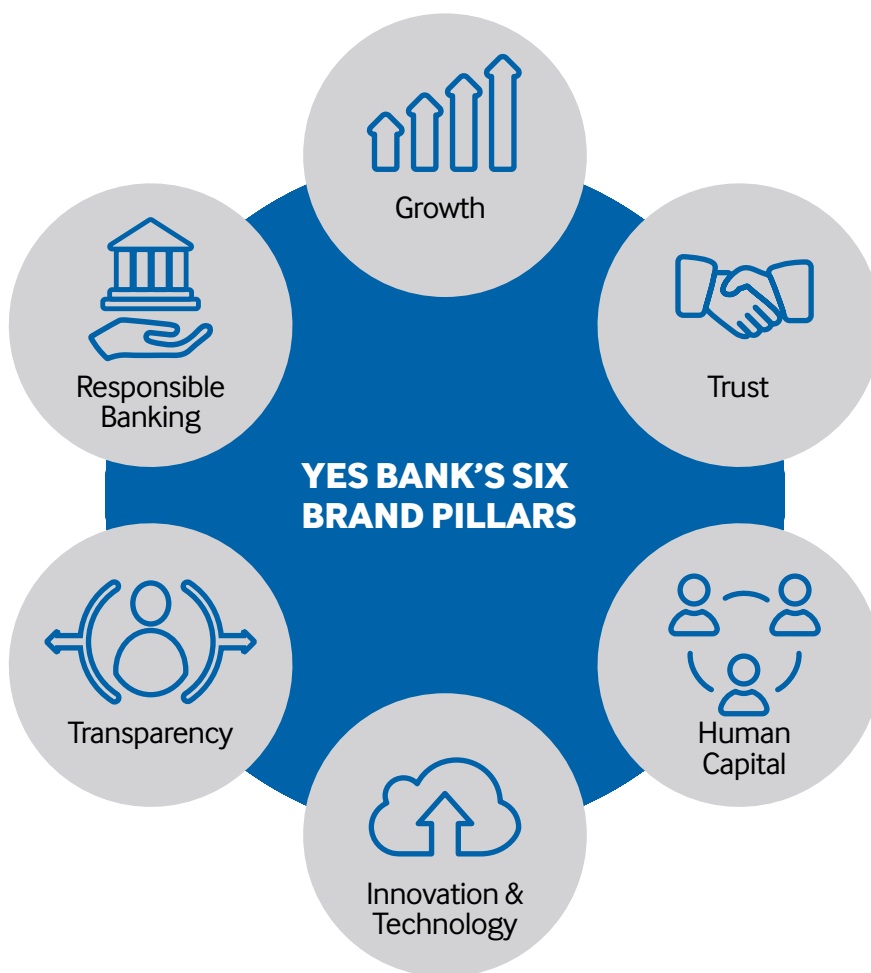
YES BANK is committed to its vision of 'Building the 'Finest Quality Bank of the World in India by 2020' having evolved its organizational ethos into the 'Professionals' Bank of India'.

For a nation on the move after years of sluggish growth, the banking industry has to play a pivotal role to support and sustain this growth for the long-term. YES BANK aims to provide a consistent and superior banking experience with simplicity, empathy and totality, and catalyze higher inclusive growth for the nation.

YES BANK is a public limited company listed on the Bombay Stock Exchange and the National Stock Exchange of India, and there has been no significant change in its shareholding pattern, the details of which are available in its Annual Report for FY 2015-16, at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>

As on March 31, 2016, YES BANK had 860 branches and 1,609 ATMs in all 29 states and 7 union territories of India, and has two National Operating Centers in Mumbai and Gurgaon. The Bank has one international Representative Office in Abu Dhabi, UAE. The Bank's employee strength as on March 31, 2016 is 15,000 employees.

More information on the Bank's bouquet of products and services is available at its website, [www.yesbank.in](http://www.yesbank.in).



# YES BANK Milestones During the Year

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## MARCH 2016

- YES BANK achieves ISO 14001:2004 Environment Management System certification for 184 locations, including 181 branch locations and 3 corporate offices
- YES BANK signs MoU with International Finance Corporation and Goldman Sachs 10,000 Women, for USD 50 million loan to be used exclusively to lend to women-owned businesses
- YES BANK announces appointment of Mr Ashok Chawla as an Additional (Non-Executive) Director
- YES BANK launches its first Currency Chest and Small Coin Depot, in Mumbai

## FEBRUARY 2016

YES BANK signs strategic MoU with Indian Renewable Energy Development Agency (IREDA) at the Make In India Week, Mumbai, to foster development of Renewable Energy sector in India

## JANUARY 2016

- YES BANK formalises MoU signed with The London Stock Exchange to develop bond and equity issuance, with particular focus on Green Infrastructure Finance
- YES BANK becomes the first Indian bank elected as Chair of the Steering Committee of Natural Capital Declaration

## DECEMBER 2015

- YES BANK announces appointment of 3 top leaders to augment operational excellence and further scale up of Retail Banking franchise
- YES BANK commits to target mobilizing USD 5 billion for climate action by 2020, on the occasion of COP21, Paris, through lending, investing and raising capital towards mitigation, adaptation and resilience
- YES BANK signs loan agreements totalling USD 265 million with OPIC and Wells Fargo Bank to support micro, small and medium enterprises (MSMEs) in India

## OCTOBER 2015

YES BANK becomes the first Indian bank to be selected in Dow Jones Sustainability Emerging Markets Index for 2015

## SEPTEMBER 2015

YES BANK receives approval from the Reserve Bank of India to sponsor a Mutual Fund and to setup an Asset Management Company (AMC), and a Trustee Company, as wholly owned subsidiaries of YES BANK Limited

## AUGUST 2015

- YES BANK receives approval from Reserve Bank of India for re-appointment of Mr Rana Kapoor as MD & CEO for a period of 3 years with effect from September 1, 2015
- YES BANK places USD 50 million Green Infrastructure Bond, with International Finance Corporation (IFC), on a private placement basis, marking the first investment by IFC in an Emerging Markets Green Bond (Masala Bond) issue in the world

## JULY 2015

- YES BANK successfully raised ₹ 554.2 crore of Basel III compliant Tier II bonds. The bonds are listed on the Bombay Stock Exchange (BSE) and were raised at a coupon rate of 9.15%, with a tenor of 10 years
- YES BANK receives Reserve Bank of India approval to set up IFSC Banking Unit (IBU) in Gujarat International Finance Tec-City (GIFT)

## APRIL 2015

YES BANK opens its First International Representative Office in Abu Dhabi, UAE



## YES BANK's Awards & Accolades

Award	Awarding Organization	Category/Details
<b>Institutional and Business Excellence</b>		
The Banker Bank of the Year Awards 2015, London	The Banker magazine, UK	Bank of the Year - India
Role Model Entrepreneur	Indian Institute of Technology Bombay Entrepreneurship Cell	Awarded to Rana Kapoor, Managing Director and CEO
Exemplary Contribution to Agribusiness in Emerging Economies	Institute of Rural Management, Anand (IRMA)	Awarded to Rana Kapoor, Managing Director and CEO
The Economic Times Inspiring Business Leaders of India Awards 2016	The Economic Times	Awarded to Rana Kapoor, Managing Director and CEO
The Economic Times Best Corporate Brands 2016	The Economic Times	YES BANK recognized among India's best corporate brands
The Economic Times Promising Brands 2015	The Economic Times	YES BANK recognized among India's most promising brands
East Capital Awards 2015	East Capital, Stockholm	Best Growth Award, 2015
SKOCH Award for Contributions to Public Policy for Infrastructure and Growth	SKOCH Development Foundation	
The Asian Banking & Finance Wholesale Banking Awards 2015, Singapore	The Asian Banking & Finance magazine, Singapore	<ul style="list-style-type: none"> <li>• India Domestic Cash Management Bank of the Year</li> <li>• India Domestic Trade Finance Bank of the Year</li> </ul>
The Asian Banker Achievement Awards 2015, Hong Kong	The Asian Banker magazine, Singapore	<ul style="list-style-type: none"> <li>• Best Trade Finance Bank in India - The Asian Banker Transaction Banking Awards 2015</li> <li>• Best Corporate Trade Finance Deal in India - The Asian Banker Bankers' Choice Awards 2015</li> <li>• Best Cash Management Project in India - The Asian Banker Bankers' Choice Awards 2015</li> <li>• The Enterprise Risk Technology Implementation of the Year (Asia) - The Asian Banker Risk Management Awards</li> </ul>
ASSOCHAM Africa - India Champion in Biz Awards 2015	ASSOCHAM	Pioneer in Banking and Financial Services
Green Bond Pioneer Award, London	Climate Bonds Initiative, London	Pioneers in Emerging Markets-India
KPMG India's Best Banks Survey 2016	KPMG India	<ul style="list-style-type: none"> <li>• Best Mid Sized Bank (Overall)</li> <li>• Best Mid Sized Bank - Quality of Assets</li> <li>• Best Mid Sized Bank - Growth Most Improved Bank</li> </ul>
Best Digital Banks Awards 2015, London	Global Finance magazine, New York	Recognized as World's Best Bank for Information Security Initiatives
Retail Banker International Asia Trailblazer Awards 2015	Retail Banker International, UK	<ul style="list-style-type: none"> <li>• Excellence in Social Media</li> <li>• Best Initiative in Financial Inclusion</li> </ul>
5th Legal Era Awards 2015-16	Legal Era magazine	CEO of the Year awarded to Rana Kapoor, Managing Director and CEO
BSE SKOCH Award for Institution Building	Bombay Stock Exchange and Skoch Group	Awarded to Rana Kapoor, Managing Director and CEO

Award	Awarding Organization	Category/Details
<b>Responsible Banking</b>		
Green Bond Awards	Climate Bonds Initiative, London	First Green Bond – India
The Karlsruhe Sustainable Finance Awards	Global Sustainable Finance Network, Germany	'Outstanding Business Sustainability Achievement' category
Asia Sustainability Reporting Awards	CSR Works, Singapore	Asia's Best Community Reporting
Golden Peacock Award for Sustainability	Institute of Directors	Financial Sector (Banking) sector
Golden Peacock Environment Management Award	Institute of Directors	Financial Sector (Banking) sector
Golden Peacock Award for Corporate Social Responsibility	Institute of Directors	Financial Sector (Banking)
Bombay Chamber Civic Awards 2014-15	Bombay Chamber of Commerce and Industry, Mumbai	Sustainable Environmental category
QualTech Prize for Sustainability	Qimpro Consultants	Awarded to YES FOUNDATION for YES! i am the CHANGE
Annual Olive Crown Awards	International Advertising Association (IAA), India Chapter	'Corporate Social Crusader of the Year' awarded to <ul style="list-style-type: none"> <li>• YES COMMUNITY's Clean India initiative,</li> <li>• YES FOUNDATION for YES! i am the CHANGE movement</li> </ul>
Lions CSR Precious Award	The International Association of Lions Clubs, Mumbai	Awarded to YES FOUNDATION
<b>Service Excellence</b>		
FINNOVITI Award 2016	Banking Frontiers magazine	YES BANK won for <ul style="list-style-type: none"> <li>• API Banking</li> <li>• BANK IN A BOX</li> </ul>
World's Best Digital Banks Awards	Global Finance Magazine, New York	<ul style="list-style-type: none"> <li>• Country Winner - Best Corporate/ Institutional Digital Bank - India</li> <li>• Asia Pacific winner - Best Information Security Initiatives</li> </ul>
Skoch Award 2015	SKOCH Development Foundation	Best Use of Technology to Enhance Customer Experience
Indian Banks' Association (IBA) Awards 2015	Indian Banks' Association	<ul style="list-style-type: none"> <li>• Best use of Digital and Channels Technology – Runner-Up</li> <li>• Best Payment Initiatives – Runner-Up</li> </ul>
<b>Human Capital Excellence</b>		
India's Best Companies to Work for 2015	The Economic Times & Great Place To Work® Institute	YES BANK recognized as #2 in Banking
Inspiring Place to Work Award, 2015	Banking Frontiers magazine	Private Sector Banking Category



# Business Overview – How YES BANK Creates Value


YES BANK's vision is to 'Build the Finest Quality Bank of the World in India by 2020', having evolved its organizational ethos into the 'Professionals' Bank of India'. Since its inception in 2004, YES BANK has created a differentiated paradigm in Indian Banking, through continuous Innovation and Excellence. As a full-service commercial and retail bank, it is dedicated towards delivering the Finest Banking Experience in India and being enablers in the growth story of its stakeholders and the nation.

Capitals	What YES BANK does	How YES BANK manages resources	How YES BANK measures the Capitals	Output
 <b>Financial</b>	<ul style="list-style-type: none"> <li>As a scheduled commercial Bank, YES BANK takes deposits from customers and raises funds of its own to create the pool of capital that it lends</li> <li>The Net Interest Margin between the Bank's borrowing and lending contributes to the Bank's profits, which includes other income, such as commissions and brokerages</li> <li>The accrued financial capital is given as dividend to shareholders, interest on debt instruments, or ploughed back into the Bank</li> </ul>	<ul style="list-style-type: none"> <li>The Bank's financial capital is created in alignment with its risk appetite, the size of the economy, and within the regulatory environment</li> <li>The Bank has in place an active, well-informed and independent Board to ensure high Governance oversight</li> <li>The Bank has in place strong systems and processes with strong oversight</li> </ul>	<ul style="list-style-type: none"> <li>Key parameters of financial performance, including Market Value, Revenue and Profits, Net Interest Margins and size of the Balance Sheet, among others</li> </ul>	<ul style="list-style-type: none"> <li>The Bank has delivered superior returns to shareholders, focusing on excellence in banking through expertise. The Bank's net income has grown at a five year CAGR of 29.7%</li> <li>The Bank's Balance Sheet size as on March 31, 2016 was ₹ 165,263.4 Crores, thus growing by 21.4% over March 31, 2015</li> <li>The Bank, through Inclusive and Social Banking, banks with over 155,000 SHGs, reaching 18.8 lakh families</li> <li>In 2015, the Bank became the first Indian bank to be included on the Dow Jones Sustainability Emerging Markets Index</li> </ul>
 <b>Human</b>	<ul style="list-style-type: none"> <li>YES BANK aspires to be the 'Professionals' Bank of India', aligned with its ethos of professional entrepreneurship</li> <li>YES BANK follows the Responsible Banking ethos that exemplifies 'creating and sharing value' for all its stakeholders by creating a differentiated Banking Paradigm</li> <li>YES BANK's Human Capital engagement is targeted at developing the Bank's brand as a 'Preferred Employer of Choice'</li> <li>YES BANK emphasizes 'Knowledge' as a key differentiator and institutionalized the YES SCHOOL OF BANKING in 2007 as a Centre of Excellence for learning solutions in Banking and related areas</li> </ul>	<ul style="list-style-type: none"> <li>To engage its growing workforce, YES BANK follows the 5 C's Engagement Model - Culture, Communication, Career, Connect and Care</li> <li>It engages and develops Human Capital by connecting YES BANKers with the Bank's core values, creating an intentional culture, encouraging open and honest communication, strengthening connect with employees and community, and supporting their career development</li> <li>YES BANK has made significant people investments, institutionalizing initiatives in the areas of executive engagement, improving workplace health and wellness, learning and development</li> </ul>	<ul style="list-style-type: none"> <li>Hiring and retention of the best talent from India and abroad, and reducing employee attrition</li> <li>Employee training parameters and metrics</li> <li>The Bank participates in the 'India's Best Companies to Work for' study by Great Place to Work Institute, that measures its performance across parameters such as organizational credibility, respect, fairness, pride and camaraderie</li> </ul>	<ul style="list-style-type: none"> <li>YES BANK continues to hire and retain the best talent from within India and abroad. As on March 31, 2016, the Bank's employee strength was 15,000</li> <li>YES BANK has consistently improved its score on the Trust Index as part of the Great Place to Work Survey</li> <li>The total number of man-hours spent on employee training in FY 2015-16 was 567,627 hours at an average of 37.84 man-hours per employee</li> </ul>



Capitals	What YES BANK does	How YES BANK manages resources	How YES BANK measures the Capitals	Output
 Natural	<ul style="list-style-type: none"> <li>YES BANK believes that climate change is an opportunity to spur the development and adoption of clean and renewable sources of energy, and works towards integrating positive climate action into its business strategy, operations, reporting and disclosures, risk frameworks, and business portfolio</li> <li>YES BANK is one of the largest private sector lenders in the Renewable Energy space and has committed to mobilize USD 5 Billion towards climate action, adaptation and mitigation by 2020 in line with India's commitment at COP21, Paris</li> <li>As part of its COP21 commitment, the Bank has committed to planting 2 Million saplings by 2020</li> <li>YES BANK is a signatory to the Natural Capital Declaration (NCD) to mainstream adoption of natural capital imperatives in financial decision making</li> <li>YES BANK is India's first ISO 14001 certified bank. The Bank has taken a public commitment to reduce its emissions intensity by 5% every year</li> <li>YES BANK has a major CSR initiative on energy efficiency in the MSME sector, and is helping targeted MSMEs in the manufacturing sector to improve resource efficiency and reduce emissions</li> </ul>	<ul style="list-style-type: none"> <li>Through a unique Environment and Social Policy, the Bank has integrated environmental and social risk assessment into its overall credit risk framework, thus reducing the negative environmental impact of its portfolio</li> <li>YES BANK is one of the largest private sector lenders in the RE space, and has committed to funding 5 GW by 2020</li> <li>As signatory to the NCD, it is the Chair of the Steering Committee, thus driving the NCD's agenda globally and sits on two Working Groups with specific deliverables. The Bank hosts India's only awards platform recognizing achievers in natural capital conservation, and hosts the Natural Capital Olympiad for school students</li> <li>Guided by its Environmental Management Policy, the Bank incorporates various initiatives and programs to mitigate and rationalize its resource consumption and emissions</li> <li>In FY 2015-16, in the 'Say YES to MSMEs in India' initiative, over 11,000 workers have been trained on occupational health &amp; safety and energy efficiency, 346 MSMEs have been provided guidance on energy efficiency, thus aiming to eliminate over 6,000 tons of CO<sub>2</sub>e</li> </ul>	<ul style="list-style-type: none"> <li>The Bank's COP21 commitments include:               <ul style="list-style-type: none"> <li>Mobilizing USD 5 Billion by 2020 towards climate finance</li> <li>Planting 2 Million saplings towards creating a carbon sink</li> <li>Increasing its RE lending portfolio</li> <li>Reducing the emissions from its operations</li> </ul> </li> <li>The Bank would be tracking and reporting on achieving its targets annually</li> <li>Under its MSME project, the Bank takes annual targets of the number of MSMEs it impacts, and the emissions it prevents, among other parameters</li> </ul>	<ul style="list-style-type: none"> <li>YES BANK is the first Indian Bank to be ISO 14001:2004 certified. In FY 2015-16, the Bank completed certification for 184 locations, including re-certification of its Office locations and major branches</li> <li>YES BANK has funded 1,311 MW of Renewable energy in FY 2015-16</li> <li>In FY 2015-16, YES BANK saved over 5,000 tCO<sub>2</sub>e of emissions through the MSME Project</li> <li>Natural Capital Awards second edition received 732 photographs and 72 research submissions</li> <li>YES BANK's specific emissions for FY 2015-16 have reduced by 19.52% to 2.17 tons of CO<sub>2</sub>e per FTE</li> </ul>

Capitals	What YES BANK does	How YES BANK manages resources	How YES BANK measures the Capitals	Output
 Intellectual	<ul style="list-style-type: none"> <li>YES BANK follows a unique Knowledge based approach to provide customers with well informed and customized solutions</li> <li>YES BANK, through its Responsible Banking ethos strives to be a thought leader to establish a case for sustainable development at the highest level</li> <li>YES BANK's branding strategy revolves around 'YES', underlining the twin ethos of service and trust, and the promise to deliver a superlative banking experience</li> </ul>	<ul style="list-style-type: none"> <li>The Bank has forged strong ties with national and global thought leaders, multi-laterals, governments and associations to produce thought pieces aimed at positively impacting the industry and policy</li> <li>YES BANK has institutionalized knowledge banking teams in agribusiness, Life Sciences &amp; IT (LSIT), Infrastructure, Tourism, Media &amp; Entertainment, Renewable Energy and, Education and Social Infrastructure</li> <li>YES BANK has invested significantly in new-age media and digital technologies to achieve a deep customer engagement experience. YES BANK is among the most active and followed financial brands on social media</li> </ul>	<ul style="list-style-type: none"> <li>Platforms and forums that YES BANK is member of or active on and its activities on such platforms</li> <li>The Bank's memberships and its contribution to platforms such as Working Groups and Committees – NCD, UNEP FI</li> <li>Knowledge Banking reports</li> <li>Awards and Recognitions</li> <li>Social media reach</li> </ul>	<ul style="list-style-type: none"> <li>The Bank provides knowledge driven banking solutions to its Business Banking clients through customized solutions for selected industry verticals</li> <li>During the reporting period, the Bank joined the &lt;IR&gt; Lab India, and the World Business Council for Sustainable Development</li> <li>During the reporting period, the Bank produced the following key publications on sustainability linked topics: <ul style="list-style-type: none"> <li>Climate finance innovation</li> <li>Water</li> <li>Off-grid renewable energy in India</li> </ul> </li> <li>It is among the most followed financial services brands on social media with 2.7 Million Facebook Likes and over 860,000 Twitter followers, as on March 31, 2016</li> </ul>
 Social & Relationship	<ul style="list-style-type: none"> <li>Right since its inception, YES BANK has incorporated the ethos of Responsible Banking through which it has been mainstreaming sustainable development and aligning it with core business strategies of the Bank</li> <li>The Bank's 'Responsible Banking' approach has enabled it to create stakeholder values through projects based on unique models with scalable and sustainable impact</li> </ul>	<ul style="list-style-type: none"> <li>The Bank's Responsible Banking ethos is driven at the highest level by the Board, including the Managing Director &amp; CEO, who review and approve the Bank's policies and programs in CSR and sustainable development</li> <li>The Bank has a CSR Policy that has been approved by the Board and in alignment with Clause 135 of the Companies Act 2013</li> <li>YES COMMUNITY is the Bank's unique community engagement program that serves as a knowledge exchange and awareness platform for communities around its branches and offices</li> <li>YES BANK has in place several initiatives targeting key development areas, including water and livelihood security, skill development, and energy efficiency in the MSME sector</li> </ul>	<ul style="list-style-type: none"> <li>The impact from its community-focused programs is a key parameter for measuring the Bank's social capital created</li> <li>These include the lives touched through branch-led YES COMMUNITY activities, and impact from programs in livelihood and water security</li> </ul>	<ul style="list-style-type: none"> <li>807,500 lives touched through Branch-led YES COMMUNITY activities during the year</li> <li>13,859,252 lives touched through Livelihood and Water Security</li> <li>8,597 lives impacted through skill development</li> <li>973 MSMEs and 11,780 workers impacted through Say YES to MSME project</li> </ul>

Capitals	What YES BANK does	How YES BANK manages resources	How YES BANK measures the Capitals	Output
 <b>Manufactured</b>	<ul style="list-style-type: none"> <li>YES BANK conducts its retail banking operations out of 860 branches in all states and UTs of India as on March 31, 2016, has two National Operating Centres in Mumbai and Gurgaon, and one Central Customer Services Delivery Excellence Centre in Chennai</li> <li>The Bank operates over 1,600 ATMs across India</li> <li>The Bank's Registered headquarters and main offices are based in Mumbai</li> <li>The Bank has in place dedicated Business units, including Retail and Branch Banking, Inclusive and Social Banking, Agribusiness and Rural Banking, that have physical presence across the country which are in direct oversight of the Bank or of its banking partners</li> </ul>	<ul style="list-style-type: none"> <li>With a focus on action and quality to achieve size and scale as a large bank in India, YES BANK is focusing on establishing a 'Digital – Digital + Physical' infrastructure.</li> <li>The Bank has focused on creating a fine blend of offline and online channels employing innovation and technology to reach out to and service its customers, and gain market share</li> <li>The Bank has significant operations in banking for the bottom of the pyramid, and operates through its Business Correspondent partners in 19 states to deliver products and services on the ground in rural and urban India</li> <li>The Bank has significant on-ground presence in agriculture and allied sectors</li> <li>The Bank invests in physical operations, which includes physical infrastructure, IT systems &amp; infrastructure, to improve efficiency and deliver relevant products &amp; services to its customers</li> </ul>	<ul style="list-style-type: none"> <li>The number of Bank's physical locations, including branches, offices, operating and service delivery centres, and offices and locations maintained by its Business units across rural and urban India</li> </ul>	<ul style="list-style-type: none"> <li>As on March 31, 2016, YES BANK has 860 branches pan-India</li> <li>The Bank operates over 1,600 ATMs pan-India as on March 31, 2016</li> <li>The Bank also brings access to finance to the under-banked and unbanked population in India, through systematically leveraging ICT and business models based on principles of Frugal Innovations for Financial Inclusion (FI4FI)</li> </ul>

## Business Outlook

YES BANK was founded in 2004 on the ethos of Professional Entrepreneurship and a differentiated approach of Knowledge Banking to provide comprehensive sector specific and customized financial solutions to sunrise sectors of the economy.

The 1<sup>st</sup> phase of the Bank's life cycle from 2004-2010 was characterized by 'entrepreneurship' and involved building strong capabilities in the wholesale banking segment with a comprehensive product suite, which leveraged the 'Knowledge Banking' approach while building a strong human capital team on the 'Owner-Manager-Partner' philosophy.

From 2010-2015, YES BANK lived the 'Version 2.0' phase during which the focus was on expanding the Retail Banking capabilities by drawing upon the Wholesale Banking franchise through a B2B2C approach for client acquisition and business generation.

FY 2015-16 marked the first year of the next phase of YES BANK's growth cycle of 2015 to 2020, with a vision to establish itself as a meaningful 'Large High Quality' Bank by employing a focused 2-pronged strategy of 'Deepening Mind Share' and 'Growing Market Share'.

The Bank's business strategy, approach and outlook can be accessed in the relevant sections of its Annual Report 2015-16, on pages 3, 6-7, 8-11, 86-87 of the Report, accessible on its website at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.



"We are delighted to partner with YES BANK in jointly launching pathbreaking initiatives in sustainable finance that are truly transformative.

In 2015, IFC invested in a Green Bond issued by YES BANK which was the first ever investment in an emerging market Green Bond by IFC and which was funded by the issuance of a back to back Green Masala Bond by IFC which was listed on the London Stock Exchange. The success of this project has sparked strong interest in Green Bond issuance in several emerging markets which is expected to generate billions of dollars for climate finance. Our Gender Finance project with YES BANK which is supported by the Goldman Sachs Foundation, is also expected to be similarly transformative encouraging many financial institutions to support promising women entrepreneurs.

I would like to congratulate YES BANK for these and many other unique achievements in Sustainable finance and wish the Bank all success in its future efforts in this area."

**Arun Sharma ,**  
*Chief Investment Officer - Global Financial Markets, IFC, Washington*

# Corporate Governance

## **BANK'S PHILOSOPHY ON CODE OF GOVERNANCE**

YES BANK is committed to set the highest standards of Corporate Governance right from its inception benchmarked with the best in class practices across the globe.

It is well-recognized that a well informed, independent and an effective Board is a pre-requisite for strong and effective Corporate Governance. At YES BANK, the Board of Directors is at the core of its Corporate Governance practices and oversees how the Management delivers sustainable value to its stakeholders.

During the reporting period, YES BANK announced the appointment of Mr Ashok Chawla as Additional (Non-Executive) Director in March, 2016. Additionally, as part of the Bank's succession planning process, the Board of YES BANK has approved the proposal to seek RBI approval for appointing Mr Chawla as the next Non-Executive, Chairman of the Bank, post completion of the term of current Chairperson, Ms Radha Singh, in October 2016.

Additionally, Mr Ajay Kumar has been appointed as Additional (Non-Executive Non Independent) Director on the Board of the Bank in January 2016.

The Corporate Governance framework provides sound leadership and governance to the Bank. The Code of Conduct for the Board and Senior Management, which is reviewed periodically, includes guidelines on fair practices, avoiding conflict of interest, compliances, and other pertinent corporate governance best practices.

The Bank's Responsible Banking strategy is driven at the highest level by the Board, including the Managing Director & CEO, who review and approve the Bank's policies and programs in CSR and sustainable development. The Responsible Banking unit, headed by a Group President & Country Head, is a core plank that cuts across all functions at the Bank to integrate sustainability imperatives in business strategies, approaches and targets.

YES BANK's Annual Report for FY 2015-16 includes the Report on Corporate Governance, on pages 146-172 of the Annual Report, that covers the Bank's corporate governance philosophy, policies, details on the Board of Directors, various Board Committees, remuneration of the Board and employees,

and a statement of compliance with the Code of Conduct and Ethics by the Board and Senior Management. The Report can be accessed at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.

## **RISK MANAGEMENT**

The risk management culture at YES BANK is top-down and bottom-up. The Board is eventually responsible for risk management, which comprises risk governance and oversight structure, and for maintaining an appropriate internal control framework.

The Bank's Annual Report for FY 2015-16 includes the Management Discussion and Analysis that comprehensively covers the Bank's Risk Management systems, policies and processes, including risk strategy, and audit and compliance, on pages 15, 103-105 of the Report. The Report can be accessed at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.

## **CUSTOMER SERVICE QUALITY AND SATISFACTION**

YES Bank's three-pronged structure to bolster customer service, during the reporting period, comprised customer experience, innovation and quality assurance. The Customer Experience unit captured the Voice of the Customer (VOC), and assessed performance across key service drivers. These initiatives were managed through the Innovation Centre, which acted as a clearing house for ideas that helped the Bank implement 'next practices' across products, services and channels.

During the year, the Bank improved its performance in the monthly customer satisfaction surveys, done on a sample based methodology. Towards Account Opening Experience - 47% of the survey takers reported an 'Excellent' experience, a further 48% reported a 'Good' experience with the rest reporting a 'Satisfactory' experience or below.

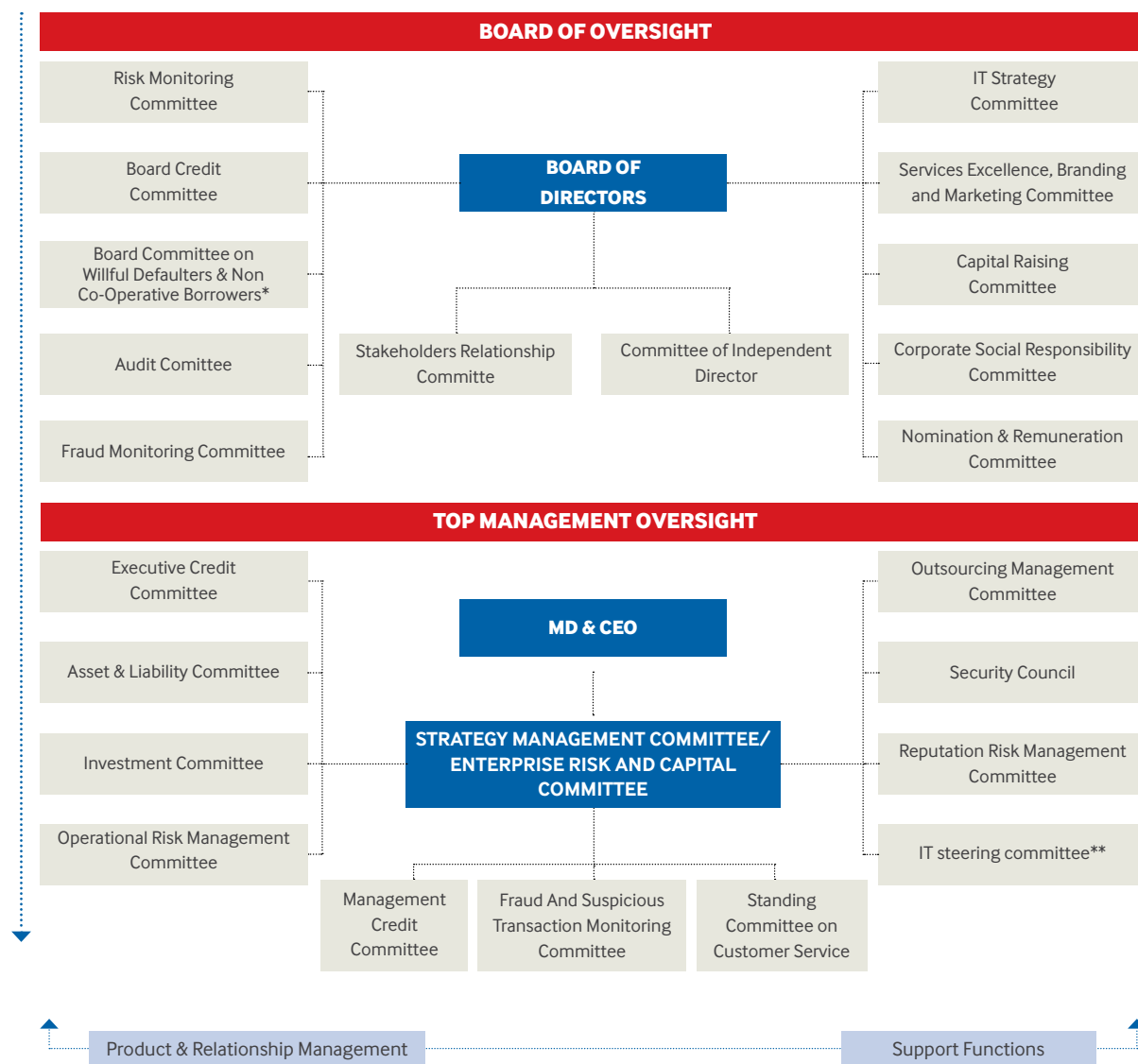
Towards Overall Customer Satisfaction - 96% of the survey takers reported a Wow Experience, 3% reported a 'Good' experience with the rest reporting a 'Satisfactory' experience.

A breakdown of the customer complaints received and resolved during the year is reported in section 18.8.9 - Disclosure of Complaints, on page 225 of the Annual Report 2015-16.

30% of the complaints received pertained to cash dispensing at ATM's while 28% pertained to net banking transactions executed by the customer. Additionally, 2,760 complaints were recorded by outsourced vendor services which were duly reported to the Bank. No awards were passed by the Banking Ombudsman during the year and the Bank has not identified any substantiated complaint on customer privacy in FY 2015-16.

YES BANK leverages state-of-the-art technology and innovative practices to enhance customer delight. The Annual Report of the Bank for FY 2015-16 provides a comprehensive 'Process, Service & Technology Overview', on pages 98-100 of the Report, that covers its key policies and processes, initiatives and achievements. The Report is accessible at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.

## CORPORATE GOVERNANCE STRUCTURE



\*New Committee constituted during FY 2015-16, \*\* Earlier TSG Apex Council



# YES BANK's Sustainability Approach

Economies, societies and environment are intrinsically linked. Challenges and risks in one sphere will impact others. Climate risks have affected economic output and societies. Hence, today's business mindset needs to go beyond business-as-usual approach to a balanced approach with sustainable and innovative pathways that balance aspirations, practicality and risks.

YES BANK, since its inception in 2004, has believed in creating sustained value for its stakeholders, through social, economic and environmental dimensions. The Bank believes that integrated thinking – that which looks at holistic value creation, not only financial but also human, social, natural, intellectual and manufactured, is the way towards responsible growth.

YES BANK's 'Responsible Banking' ethos has enabled it to create shared value for its wider stakeholder spectrum. Through pioneering initiatives that integrate sustainable development into its core business strategy, YES BANK has striven to take a leadership role in delivering positive socio-economic impact on the ground and create a mindset shift in the sector's approach to growth.

Integrated with core business strategy, Responsible Banking steers the sustainable development agenda at YES BANK, through its innovative pathways of Social & Development Impact, Climate Action and Transparency & Disclosures.

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

YES BANK became the first Indian bank, to be selected as an index component of the Dow Jones Sustainability Emerging Markets Index. The Index comprises of 92 companies from 14 emerging economies including China, Brazil, South Africa and Taiwan. 116 banks from emerging economies were invited to participate, of which YES BANK is the only Indian Bank to have been included. This year, the world's largest 3,400 companies from developed and emerging markets were invited to take part in its annual Corporate Sustainability Assessment (CSA). The Bank's inclusion in the DJSI is a testimony to YES BANK's efforts towards Sustainable banking for a Sustainable economy.



"YES BANK is committed to positively impact its stakeholder spectrum through its Responsible Banking ethos, as we move towards our vision of 'Building the Finest Quality Bank of the World in India by 2020.'"

**Rana Kapoor, MD & CEO**

## YES BANK'S VALUE CHAIN

YES BANK abides by the 10 principles of the UN Global Compact covering four major dimensions — human rights, labor, environment and anti-corruption as a foundation for building sustainable supply chain practices.

YES BANK's procurement practices are centrally driven by the Central Procurement Unit and overseen by its Central Procurement Committee. In the financial year, the Bank continued its efforts in strengthening its Supply chain based on the following principles:

- Risk Management
- Effective Cost Management
- Strengthening systems, controls and processes
- Responsible Sourcing

The Bank has a diverse supplier base for procuring goods and services, including suppliers of the key platforms on which the Bank operates. As the Bank is spread across the country, it also procures from local vendors for localised consumption of products and services. A comprehensive list of the Bank's key business partners is available on its website at <https://www.yesbank.in/about-us/corporate-partnership>.

The Bank has furthered strengthened its Vendor Management framework to ensure proactive management of Strategic supplier partners and adequate risk management. The Bank continues its endeavor to improvise and continually adopt global best practices. The Bank has a mechanism where it has segregated vendor in four categories - Strategic, Critical, Core and Basic, and based on categorization, vendor review and risk management practices are implemented. It has also put in place processes to ensure Vendor redundancy/Business Continuity Planning (BCP) for critical spends.

The Bank has taken the following key initiatives towards responsible sourcing and practices:

- Continued disposal of IT equipments through established e-waste guidelines

- Responsible disposal of newspaper waste
- Installation of LED lights at Central offices, with plans to install them at new branches
- Proof of Concept of an energy management solution completed, with implementation underway at the 100 branches with highest energy consumption
- The Bank is in the process of evaluating environment friendly materials for its signage and branding

Other key initiatives to strengthen the vendor management process implemented are:

- Process standardization for claiming Central Value Added Tax benefit
- Multiple year contracts, depending on the category of the spends
- Initiated strategic contracts with key vendors with standard terms for year round purchases for complex items

The Bank has well-established vendor guidelines outlining vendor selection criteria, compliance with laws of the land, in addition to assessing vendors' credibility, capability and cost to deliver. As part of the Bank's stated objective and commitment to implement best practices in Corporate Governance, the Bank has a web-based 'Corporate Whistleblower Initiative' (CWI) — which is an independent online reporting service aimed at facilitating secure and confidential communication between the organization and its vendors.

Schedule 16 – Operating Expenses, in the Annual Report 2015-16, provides a breakdown of the Bank's expenses under various operational heads, including services provided by its supply chain, on page 187 of the Report. The Report is accessible at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.

# Materiality & Stakeholder Engagement

G4-18

YES BANK continues to place great emphasis on being receptive to its entire stakeholder spectrum. The Bank has striven to improve and evolve its materiality and stakeholder mapping and prioritization, providing it an opportunity to continually, and timely, re-align its strategy to be able to address the pertinent issues identified by its stakeholders.

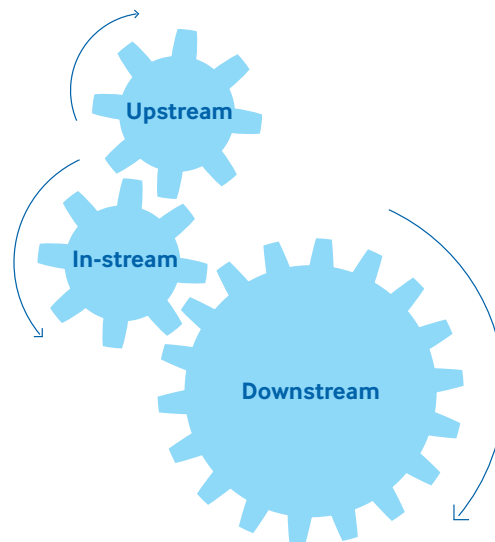
In FY 2012-13, in its first year of sustainability reporting as per GRI G3.1 guidelines, YES BANK had undertaken an extensive internal stakeholder mapping exercise, focusing on prioritization of material issues. In FY 2013-14, the Bank focused on mapping its external stakeholders, and a recalibration of its key material issues and stakeholder prioritization.

G4-24

In 2014-15, the Bank continued to report in alignment with the material issues prioritized in the previous reporting cycle to ensure continuity in its approach and achieving greater stakeholder responsiveness. In the current reporting cycle, the Bank has revisited its key internal and external stakeholders, including Top Management, Employees, Vendors, Partners, Investor community, and customers.

G4-25

The Bank categorizes its stakeholders into three broad groups as upstream, downstream and in-stream, based on its understanding of the influence and impact that each of the stakeholder groups has on the Bank.



G4-26

A sustained understanding and focused approach towards its stakeholder groups, has allowed YES BANK to mainstream its sustainable development agenda from the highest level of decision-making, to the Bottom of the Pyramid.

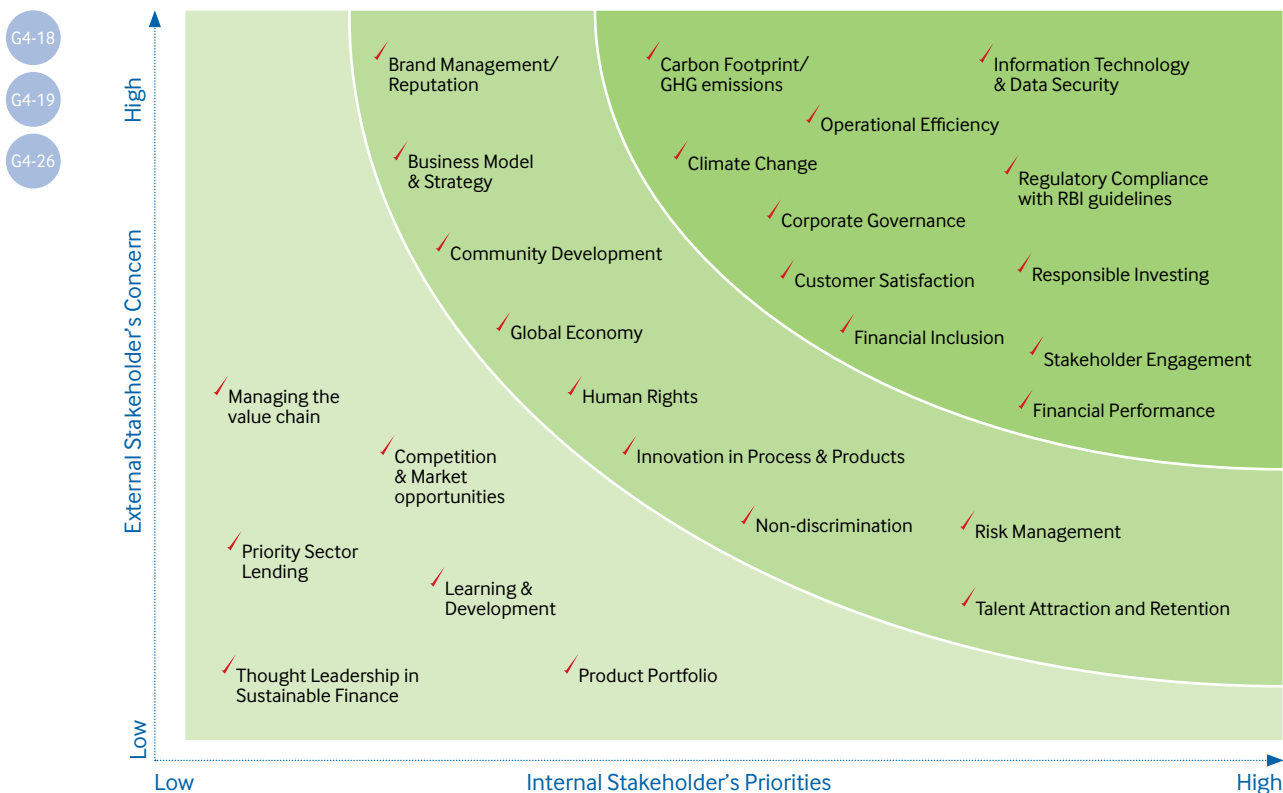
For the current reporting cycle, the Bank engaged and interacted with its key stakeholders to recalibrate the key material issues. The process followed for the materiality identification and prioritization exercise is described below.

IDENTIFY	CATEGORIZE	PRIORITIZE	VALIDATE	REPORT
A list of potential material topics was arrived at through secondary research, review of relevant sustainability literature and industry reports on wider sustainability trends and challenges	<ul style="list-style-type: none"> <li>This list of potential material topics was refined by clustering them into categories such as economic, environmental and social</li> <li>The topic names were aligned to existing terminology, strategy and policies used by the Bank and duplicate topics eliminated</li> </ul>	<ul style="list-style-type: none"> <li>Internal stakeholders (including top management) and external stakeholders (such as vendors) prioritized material topics based on the strategic importance to stakeholders</li> <li>This exercise was conducted through face-to-face meetings with internal stakeholders, and email surveys administered to external stakeholders</li> </ul>	The material topics shortlisted were validated with key internal audiences to arrive at material topics for the Bank	The topics most material to the Bank's stakeholders were plotted on a materiality matrix and reported
Sustainability Context				
Stakeholder Inclusiveness				

G4-25

The material issues prioritized by the stakeholders have been plotted on a Materiality Matrix that maps the concerns of the external stakeholders with the priorities of internal stakeholders.

## MATERIALITY MATRIX



This Report covers YES BANK's performance on the key material issues that have been identified by its internal and external stakeholders, which are, in an alphabetical order: Carbon Footprint/GHG emissions, Climate Change, Community Development, Corporate Governance, Customer Satisfaction, Financial Inclusion, Information Technology & Data Security,

Responsible Investing, Risk Management, and Talent Attraction & Retention.

There are no significant changes in the Scope and Aspect Boundaries from the previous reporting periods.

## BOUNDARY SETTING

	Material Issue	Linkage with GRI G4 Aspects	Specific Standard Disclosure	Linkage with Financial Sector Disclosure	Significant Impact
G4-18	Brand Management/ Reputation	Product and Service Labeling Customer Privacy	G4 PR3, G4 PR4, G4 PR5 G4 PR8	FS15 and 16	Within YES BANK
	Climate change	Energy and Emissions	G4 EN3, G4 EN 4, G4 EN5, G4 EN 6, G4 EN 7 G4 EN 15, G4 EN 16, G4 EN 17, G4 EN 18, G4 EN 19, G4 EN 20, G4 EN 21	Additional disclosures as part of EN 15 and other relevant GHG emissions	Within YES BANK
G4-19	Community development	Local Community	G4 SO 1, G4 SO2	FS 13 and FS 14	Outside YES BANK
	Corporate Governance	General Standard Disclosure	G4 34 - G4 55		Within YES BANK
G4-20	Financial Inclusion	Product and Service Labeling	G4 PR 3, G4 PR 4, G4 PR 5	FS 15 and 16	Within YES BANK
	Customer satisfaction	Indirect Economic Impacts	G4 EC 7, G4 EC8		Within YES BANK External impact on BOP Clients
G4-21	Information Technology /data security	Customer Privacy	G4 PR 8		Within YES BANK
	Responsible Investing	Economic Performance Investment	G4 EC1, G4 EC2, G4 HR1	FS 7, FS8, FS10, FS11	Outside YES BANK
	Risk Management	Investment	G4 HR1, G4 DMA – Audit, Product and Service Labelling	FS10, FS11	Within YES BANK
	Talent attraction and retention	Employment	G4 LA 1, G4 LA2, G4 LA 3 G4 LA 9, G4 LA10, G4 LA 11		Within YES BANK

G4-26

In addition to the myriad ways through which YES BANK interacts with its stakeholder spectrum, it conducts targeted engagements with key stakeholders on specific issues, for example, feedback from beneficiaries of the Bank's CSR initiatives.

The various channels through which the Bank may communicate and engage with its stakeholders are described here:

Stakeholders	Means of Stakeholder Engagement
Shareholders/ Investors	<ul style="list-style-type: none"> <li>● Annual Report</li> <li>● Annual General Meeting</li> <li>● Company website</li> <li>● Analyst calls</li> <li>● Investor Meets and Road shows</li> <li>● Annual CDP Disclosure</li> <li>● Press Releases</li> <li>● Communication from Stock Exchanges, SEBI Complaints Redress System (SCORES)</li> <li>● Bank's Registrar and Transfer Agents</li> </ul>
Customers	<ul style="list-style-type: none"> <li>● Branch banking</li> <li>● YES Touch, Customer service platform</li> <li>● Financial Education/Literacy initiatives</li> <li>● Social Media interaction</li> <li>● Business Correspondent network and Bottom of the Pyramid banking</li> <li>● Online and mobile initiatives towards digital banking</li> <li>● Centralized and branch-based Customer Care centers</li> <li>● Customer Satisfaction Surveys</li> </ul>
Vendors	<ul style="list-style-type: none"> <li>● Bank's Central Procurement Unit liaises directly with most of Bank's vendors</li> <li>● Periodic vendor communications</li> <li>● Online procurement portals</li> </ul>
Employees	<ul style="list-style-type: none"> <li>● Employee induction – periodic, for all employees</li> <li>● My Voice, grievance redressal portal</li> <li>● YES CONNECT, focused employee interactions</li> <li>● YES Club, employee wellness &amp; activity platform</li> <li>● YES School of Banking, Center of Excellence for learning &amp; development</li> <li>● Employee Satisfaction Surveys</li> <li>● YES - Talent Optimization Program (Y-TOP)</li> <li>● YES – Professional Entrepreneurial Program (Y-PEP)</li> <li>● The Responsible Times, internal sustainability focused newsletter</li> <li>● My Learning, internal e-learning platform</li> <li>● YES Udaan, training and recruitment program for youth from J&amp;K</li> </ul>
Regulatory Bodies	<ul style="list-style-type: none"> <li>● Mandatory filings with regulators including RBI and SEBI</li> <li>● Engagement at banking platforms and meetings</li> </ul>
Community	<ul style="list-style-type: none"> <li>● YES COMMUNITY</li> <li>● Pan-India CSR Interventions</li> <li>● YES! i am the CHANGE movement by YES FOUNDATION</li> <li>● Natural Capital Awards</li> <li>● Media &amp; Press Releases</li> <li>● Thought leadership forums</li> </ul>
Academia	<ul style="list-style-type: none"> <li>● Natural Capital Initiative</li> <li>● Knowledge reports</li> <li>● University and School Relationship Management (USRM)</li> <li>● Transformation Series – campus case study challenge</li> <li>● YES Aspire to Innovate – campus scholarship program</li> </ul>
Media	<ul style="list-style-type: none"> <li>● The Bank's Marketing and Corporate Communications unit liaises with media platforms continually</li> <li>● Interviews of the MD &amp; CEO, and top management</li> <li>● PR agency partnerships</li> </ul>
Peer Group	<ul style="list-style-type: none"> <li>● National CFO Forum</li> <li>● 'CFO Insights' quarterly publication</li> <li>● National and international platforms and forums</li> <li>● Industry and trade associations</li> </ul>
Industry	<ul style="list-style-type: none"> <li>● Memberships to national and international associations, such as WBCSD, TERI CBS, &lt;IR&gt; Lab India, UNEP Finance Initiative</li> <li>● Signatory to international protocols including UN Global Compact, CDP and National Capital Declaration</li> </ul>





## Financial Capital

Financial Capital is the value of money that the Bank obtains from providers of capital, that is used to support business activities and profits generated thereof, distributes amongst its stakeholders as well as retains to fund business activities.

YES BANK creates value for its stakeholders in multiple ways. Some, of these, manifest in financial value while others bring about more intangible benefits and value creation in terms of social, human, natural or intellectual capital.

**₹165,263.4 Cr**

Balance Sheet

**₹7,278.9 Cr**

Total Net Income

**₹2,539.4 Cr**

Net Profit

**18.8 Lakh**

Families impacted  
through YES LEAP

### FINANCIAL PERFORMANCE HIGHLIGHTS

#### Direct Value Added\*

Direct Economic Value Generated	FY 2015-16 ₹ in '000	FY 2014-15 ₹ in '000	Remarks
Revenues	162,455,891	136,184,616	P&L Account, Annual Report 2015-16
<b>Economic Value Distributed</b>			
Operating costs#	16,795,696	13,040,425	Schedule 16 – Operating Expenses, P&L Account, Annual Report 2015-16
Employee wages and benefits	12,968,018	9,796,635	Schedule 16 – Operating Expenses, P&L Account, Annual Report 2015-16
Payments to providers of capital	93,875,249	84,603,571	Annexure A
Payments to Government	13,124,181	9,813,308	Annexure B
Community Investments	295,200	157,100	Annexure 1, Directors' Report, Annual Report 2015-16
<b>Economic Value Retained</b>	<b>25,397,547</b>	<b>18,773,577</b>	

#### ANNEXURE A

Interest on deposits	71,784,174	65,368,181	Schedule 15 – Interest Expended, P&L Account, Annual Report 2015-16
Interest on RBI/Inter-bank borrowings/Tier I & Tier II debt instruments	16,456,711	14,722,956	Schedule 15 – Interest Expended, P&L Account, Annual Report 2015-16
Others	1,426,308	750,556	Schedule 15 – Interest Expended, P&L Account, Annual Report 2015-16
Proposed Dividend	4,205,316	3,759,625	P&L Account, Annual Report 2015-16
Dividend paid for last year	2,740	2,253	P&L Account, Annual Report 2015-16

#### ANNEXURE B\*\*

Provisions made for Income Tax during the year	12,267,511	9,047,465	Schedules forming part of the Accounts, 18.6.1 – Income Taxes, Annual Report 2015-16
Tax (including surcharge and education cess) on Dividend	856,202	765,460	P&L Account, Annual Report 2015-16
Tax on Dividend paid for last year	468	383	P&L Account, Annual Report 2015-16

\* Calculated as per the GRI G4-EC1 methodology

# Excluding Employees Wages and Benefits, which has been shown separately

\*\* Only includes the taxes shown in the Bank's Statements of Accounts in its Annual Reports for 2015-16 and 2014-15, and does not include all the payments to government made by the Bank

A detailed Business Segment Overview is presented as part of the Management Discussion and Analysis on pages 86-98 of the Annual Report for 2015-16, available online at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.

This section includes a performance analysis of the Bank's key business operations with aboveboard socio-economic and environmental impact on stakeholders.

## INCLUSIVE AND SOCIAL BANKING

Financial Inclusion has been one of the most critical developmental goals for India, with the firm belief that greater participation of unbanked and under-banked Indians in the economy would not only lead to inclusive growth but also helps achieve greater social justice. YES BANK, in its 12 years of achieving institutional excellence, has steadfastly focused on 'inclusive growth' of 'emerging India' through innovative product & services for rural and urban India and is forging key partnerships to amplify its impact.

Through its specialized Business Unit – Inclusive and Social Banking (ISB), the Bank has adopted the guiding principle of Frugal Innovations for Financial Inclusion (FI4FI) to systematically leverage ICT and frugal business models to offer focused financial solutions catering to the under-banked and unbanked population in India.

Through ISB Unit, YES BANK offers solutions that include direct micro-credit, micro saving and micro insurance and remittance services across various geographical and socio-economic contexts in India. Through YES LEAP, the Bank's flagship SHG lending program in rural and semi-urban India, it has financed over 155,000 SHGs spread in 260 districts, thus directly reaching over 18.8 lakhs families. YES SAHAJ, the Bank's award winning technology solution platform based on the Business Correspondent model, offers safe and secure doorstep banking services using low cost technology. In urban India, YES MONEY is a globally recognized multi-channel domestic remittance service offering low cost,

safe and highly accessible remittance platform to migrant labourers wishing to transfer funds to their native villages and towns.

Towards creating a multiplier effect through larger collaborations, YES BANK appoints NBFCs (Non-Banking Finance Companies) as its business correspondents (BC), allowing the Bank to scale up its product and service offerings for the Bottom Of the Pyramid (BOP). ISB currently works with 39 Business Correspondent partners, present across 19 states in India.

## YES MONEY

YES MONEY is an award-winning, innovative, domestic remittance model that leverages existing cash remittance technologies, India's vast spread of hyper-local family owned retail stores, the pan-India network of bank branches, to meet the remittance needs of millions of unbanked and under-banked, mainly migrant, population in India.

YES MONEY operates on the Remittance Knowledge Bridge, a custom built, multi-channel platform, which synergizes a local store and a computer with an internet connection into a full-fledged, secure, BC Partner for the Bank.

The model works within the regulatory framework for Business Correspondent model of the Reserve Bank of India (RBI), uses existing electronic fund transfer technology, and takes advantage of India's deep mobile penetration, to provide a hassle-free, economical and customer friendly service available to any user at any time of the day.

YES MONEY, in the reporting period, crossed over USD 1.8 billion in remittances since its launch in 2011, with over 4.5 million unique senders. The service has a strong focus on affordability and has one of the lowest remittance fees in this category.

Additionally, its digital interface, mobile usage, and wider availability, significantly lowers the potential paper usage from using traditional banking for remittances. By virtue of

YES MONEY	FY 2015-16	FY 2014-15	FY 2013-14	FY 2012-13
Number of Business Correspondents*	27	17	15	11
Number of transactions done (in Lakhs)**	95.67	95.2	77.6	21.3
Total value of transactions (₹ in Crores)**	4,080.52	3,882.2	3,186.5	822.5
Number of Unique senders (in Lakhs)**	14.98	13.9	12.8	3.9

\* Cumulative as on March 31, 2016

\*\* For FY 2015-16

executing almost 29 million transactions since its launch, with each such transaction typically using half a sheet of A4 size paper using traditional banking. YES MONEY could have potentially saved approximately 14 million sheets of paper. Similarly, since it is more widely available, the carbon footprint of traveling to branches, perhaps multiple times, to make a single transaction is also reduced.

### YES LEAP

YES LEAP (Livelihood Enhancement Action Program) is the Bank's innovative version of the Self Help Group (SHG) Banking Linkage programme, innovating on the RBI's BC model. YES LEAP is currently partnering with 39 Business Correspondent (BC) partners, or Self Help Promoting Institutions, to provide comprehensive financial services to SHGs in 260 districts

in India, and reaching out to over 18.8 lakh predominantly rural households. The Bank is significantly enhancing the impact and delivery mechanisms of program by introducing tablet-based solutions which would be able to digitally track payments and receipts, take videos of SHG meetings and group recordings, play health and hygiene messages and track movement of BC agents.

Significantly, all SHGs that linked to the YES LEAP program are women-centric, thus YES LEAP is also contributing towards strengthening women entrepreneurship and financial security empowerment in rural India.

At present, YES LEAP is functioning in 19 states, and the Bank is looking to enter more states.



1 Women led SHGs linked to the YES LEAP program during a meeting with the Business Correspondent partners



2 Rural women entrepreneurs linked to the Bank's YES LEAP program

YES LEAP	FY 2015-16	FY 2014-15	FY 2013-14	FY 2012-13
Number of Business Correspondents*	39	38	35	26
Number of savings linked SHGs*	57,609	47,580	28,677	4,617
Total outstanding value in savings linked SHGs (₹ in Crores)*	44.13	47.4	27.2	9.79
Number of credit linked SHGs*	101,797	76,854	39,034	7,900
Total loan outstanding in credit linked SHGs (₹ in Crores)*	1,578	1,248	647.2	155.2

\* Cumulative as on March 31, 2016

\*\* For FY 2015-16

### YES JOINT LIABILITY GROUP

The YES Joint Liability Group (JLG) is an initiative to provide banking services to the BOP in rural, semi-urban and urban India, based on the Joint Liability Group methodology wherein, term loans are provided to individual members of a JLG focusing on income generation.

Through YES JLG, the Bank provides direct financing, through its partners, which includes NBFCs and MFIs, with a wide network in India to be able to reach the most needy and financially excluded segments.

The program, launched in March 2015, reached 25,833 Joint Liability Group members via a network of 6 Business Correspondents as on March 31, 2016.

### YES SAHAJ

With the need to take basic banking to the farthest corners of the country and financially integrate the millions of Indians at the BOP, developing innovative solutions that can overcome the limitations of traditional, brick-and-mortar, banking is vital.

With this vision, YES BANK launched YES SAHAJ in 2011 as an innovative, low-cost, micro-ATM leveraging technological innovations within existing principles of mobile banking, India's strong mobile penetration and the RBI's BC Model, to offer basic banking to India's rural hinterland. YES SAHAJ also acts as a key platform for collection and remittance operations of two key YES BANK products - YES LEAP and YES MONEY.

YES SAHAJ has processed over 14.5 lakhs transactions with an aggregate value of over ₹1,784 crores since its launch, till March 31, 2016.

YES SAHAJ	FY 2015-16	FY 2014-15	FY 2013-14	FY 2012-13
Total Service Officers/CSPs*	2,962	1,835	752	270
Total Value of Transactions (₹ in Crores)**	884.5	582.7	295.6	21.2

\* Cumulative as on March 31, 2016

\*\* For FY 2015-16

### YES KISAN DAIRY PLUS

The Indian dairy sector is a critical part of India's rural landscape, with India producing one-fifth of the global milk output. The dairy sector's size was an estimated USD 70 billion in 2014, with livestock sector contributing 28-30% to agricultural GDP and 70% to the livestock GDP. Of this, organized dairy sector was at 19% of the total market in FY 2015, and growing at 22% annually, is expected to reach 25% in the next three years.

In the organized dairy sector, YES BANK launched the YES Kisan Dairy Plus as a comprehensive suite of financial products benefitting the small milk producer as well as the large dairy buyer. In YES Kisan Dairy Plus, the Bank links the bank accounts of both the buyer and the seller to its banking network, with the seller getting paid immediately for a sale, after the quality and quantity of milk being sold is confirmed through an automatic milk testing machine installed at the buyer's milk collection center. With an account at YES BANK, the small dairy seller can continue to earn interest, or use its bouquet of financial services to utilize their income.

Bottom of the Pyramid clients through ISB. MFI's product suite includes Term Loan Facilities, loan syndications and, rated capital market loan products like pool securitization, bonds, commercial paper and pass through certificates.

MFI also engages in advocacy at various levels, emerging as the primary channel to engage with stakeholders, such as MFIs, investors, rating agencies, policy makers, governmental agencies and regulatory bodies. A detailed overview of the Unit is provided on Page 69 of the Bank's Annual Report 2015-16, accessible online at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.

### AGRIBUSINESS PRODUCT MANAGEMENT

Agriculture is a prominent sector of India's economy, accounting for 17% of the GDP and employing close to 70% of its workforce. The Agribusiness Product Management (ABPM) unit at the Bank has experienced banking and industry professionals with in-depth knowledge of the Priority Sector to deliver efficient and customized banking solutions to the core agri sectors.

### MICROFINANCE INSTITUTIONS GROUP

YES BANK promotes microfinance as a new asset class, widening access to capital through a two-pronged strategy involving the Microfinance Institutions Group (MFIG), and mainstreaming

A detailed overview of the activities of ABPM unit is provided on pages 97-98 of the Bank's Annual Report 2015-16, accessible online at <https://www.yesbank.in/about-us/investors-relation/financial-information/annual-reports>.

## SCALING UP IMPACT OF ACCESS TO FINANCE

### Supporting the MSME ecosystem in India

Viable and addressable demand for Micro, Small and Medium Enterprises (MSME) sector lending in India surpasses supply by USD 48 billion, according to the World Bank, a shortfall that holds back the transformative effect a thriving entrepreneur class can have on a developing economy. This gap is particularly pronounced in India's low income states, where approximately two-thirds of the MSME debt gap resides.



① (2nd from left) Thomas McCaffrey (Executive Vice President, Global Financial Institutions Credit Origination & Syndication Group, Wells Fargo International Group), Elizabeth L. Littlefield (President and CEO, OPIC), Arun Agrawal (Group President, International Banking Division, YES BANK) in Washington D.C at the signing of the Loan agreement

In a move that would significantly scale up its lending capacity to the vital MSME sector in India, YES BANK signed a loan agreement with the Overseas Private Investment Corporation (OPIC), the development finance institution of the United States Government, for debt financing of USD 245 million to increase lending to MSMEs in India. U.S.-based lender Wells Fargo Bank, N.A. will act as sponsor and co-lender to the project, providing a loan of USD 20 million, bringing the total facility amount to USD 265 million. Specifically, half of the financing will be used to support either Micro-SMEs or SMEs in underserved rural and urban markets.

This step finalizes the commitment initiated on the occasion of US President Obama's visit to India in January 2015, through a MoU signed by OPIC. It would further boost the Bank's focus on the MSME sector, generating a multiplier effect on job creation and consequently on the Indian economy.

In addition to tying up critical funding sources for boosting its lending to the economically vital MSME, agriculture and SHG sectors, YES BANK launched several key initiatives that aimed at raising awareness, financial literacy and training entrepreneurs and professionals in these sectors.

### Bridging the Gender Gap in Access to Finance

India has nearly three million MSMEs with full or partial female ownership. These women entrepreneurs make a significant contribution to the Indian economy, with 3.09% of industrial output and employing over 8 million people. However, lack of such segmental lending in India has resulted in only about one-fourth of the financial needs of women-led MSMEs being met.

In the reporting period, the Bank raised USD 50 million from IFC, a member of the World Bank Group, for a tenor of up to 6 years. The loan will be used by the Bank to augment financing towards women-led micro, small, and medium enterprises (MSMEs). This facility will play a significant role in strengthening the entrepreneurial ecosystem for women, directly impacting livelihoods, in the Indian economy.

YES BANK through YES LEAP has financed over 155,000 women-centric SHGs and thus directly reached over 18.8 lakhs predominantly rural households in 260 districts across India. Given that all the SHGs are women-centric; this program has contributed greatly towards empowerment of rural women and strengthening their financial security.





## Social & Relationship Capital

Social & Relationship Capital refers to the relationships the Bank creates with its customers, investors, regulators, suppliers and community at large to create societal value as a responsible corporate citizen.

807,500

Lives touched through  
YES COMMUNITY

8,597

People provided skills

13,859,252

Lives provided access to  
safe & clean drinking water

11,780

MSME workers trained

### POSITIVE SOCIAL IMPACT INITIATIVES YES COMMUNITY



### TOGETHER FOR A BETTER TOMORROW

YES COMMUNITY, YES BANK's nationally recognized, unique model for community engagement, has witnessed significant growth in scale and impact. The initiative, through which each of YES BANK's branches endeavours to be a community transformation centre, serving as knowledge exchange platform connecting all stakeholders in its Branch Serving Area (BSA) on socially & environmentally pertinent issues. YES COMMUNITY has built strong relations for the Bank with communities across India, taking its interactions beyond the transactional. Through this program, the Bank forges meaningful partnerships with its broad stakeholder spectrum, including community groups, non-profit organizations, governments, corporate peers, and civil society.

Over the years, YES COMMUNITY's branch-led community engagement has witnessed phenomenal growth and in the reporting period, touched 807,500 lives through 8,767 events held in and around the Bank's branches in all states and union territories of India, thus achieving its committed goal of touching 8 lakh lives for FY 2015-16. Going forward, YES COMMUNITY aims to touch over 10 lakh lives.

#### Key YES COMMUNITY programs conducted

In the reporting cycle, YES COMMUNITY continued its focus on pertinent social and environmental issues of local and global significance. The Bank partnered with non-profits, local and state governments to scale up the impact of its programs and deliver on ground. The YES COMMUNITY programs for the year can be broadly categorized as primarily having a social or an environmental focus.

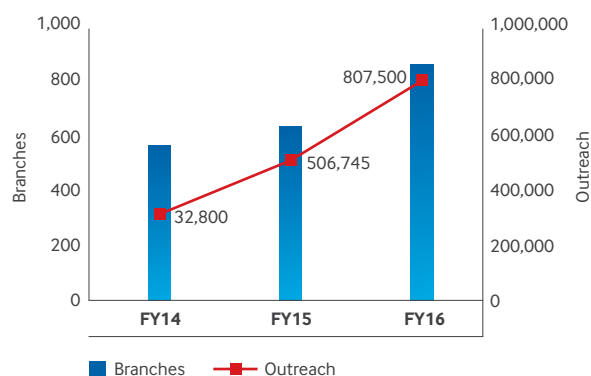
The initiatives focus on mainstreaming 'Glocal' environmental issues within the community, such as climate change awareness, living environmentally responsible lifestyles and the importance of cleanliness.

#### Clean India Campaign

A clean and healthy environment fosters pride and improves productivity. The Government's Clean India mission aims to eradicate the widespread practice of open defecation, clean up public places, introduce scientific waste management practices and enable private sector participation in the sanitation sector by 2019. In alignment with the Government's Clean India campaign, the Bank ran the 'Saaf Suthra Bharat' campaign in October 2015. YES BANK branches through its YES COMMUNITY platform launched cleanliness drives by partnering with local municipal authorities, Resident Welfare Associations (RWA), youth clubs, colleges, schools, traders associations and NGOs.

#### YES COMMUNITY Growth

(Nos.)







Conservancy workers from Sriperumbudur, Tamil Nadu participating in YES COMMUNITY's Clean India Campaign

YES COMMUNITY Clean India campaign encouraged individuals to keep surroundings clean, sort waste disposal, promote health through hygiene and contribute to protection and preservation of ecology and environment. The campaign reached 157,950 individuals in the cleanliness drive at corporate offices, RWAs and clubs through 1,053 activities. Behavioural change towards hygiene and local community engagement is central to YES COMMUNITY Clean India campaign. YES BANK Branches distributed/installed dustbins at schools, local parks, resident welfare associations, marketplaces within the branch service area.



Dimapur Branch, Nagaland conducted Cleanliness drive at Naga Shopping Arcade

### YES! i am the CHANGE workshops for students

Partnering with YES FOUNDATION, the YES COMMUNITY platform conducted 'YES! i am the CHANGE' workshops across schools and colleges with the aim to ignite young minds to be responsible future leaders, by screening specially selected films from the second edition of the 'YES! i am the CHANGE' social film movement. The initiative touched 112,500 students through 1,125 workshops. Every workshop ended with a 'Picture Pledge Drive' with students making personal pledges to contribute towards India's development.

### National Road Safety Week 2016

India has the unpleasant distinction of having the highest number of road deaths in the world, losing over 1 lakh lives every year. In this context, the National Road Safety Week, organized every year by the Government of India in the month of January, becomes a critical event for raising awareness on safe driving practices. All Bank branches across 29 states and 7 Union Territories observe January 10 to January 23, 2016 as a Road Safety Week for its YES COMMUNITY Program and engage with various stakeholders directly to contribute to the community.

In January 2016, YES BANK had launched the Road Safety campaign alongside the National Road Safety Week and touched 69,450 individuals.



School students from Madgaon, Goa participating in YES COMMUNITY's National Road Safety awareness campaign

### YES BANK partners with Navi Mumbai Traffic Police for Road Safety Week 2016

As a socially conscious corporate citizen, YES BANK looks at safety as an important aspect and is committed towards ensuring the safety and security of citizens in India through focused interventions under our unique community engagement program, 'YES COMMUNITY'. Road safety is an issue of social welfare as accidents not only result in loss of life but impacts the entire family's livelihood, lifestyle, education and mental wellbeing.

YES BANK partnered with the Navi Mumbai Traffic Police for the Navi Mumbai Road Safety Week 2016. The campaign was held from January 10 to January 23, 2016 and encompassed multiple activities aimed towards highlighting the importance of Road Safety to the citizens of Navi Mumbai.



1 (From left): Rajat Mehta (Senior President, Marketing & Corporate Communication, YES BANK), Prerana Langa (CEO, YES Foundation), Arvind Salve (Deputy Commissioner of Police - Traffic, Navi Mumbai), Boman Irani (Chief Guest & noted film actor) and Prabhat Ranjan (Commissioner of Police, Navi Mumbai) flag off the event with Road Safety pledges

In this endeavor, the entire YES BANK cluster of Navi Mumbai proactively engaged with the community to spread awareness on road safety through various workshops, seminars, social media and YES COMMUNITY events across more than 100 branches in Mumbai & Navi Mumbai. The Bank also encouraged participants to take a pledge to ensure responsible behavior on road by becoming responsible citizens.



1 School Students leading YES COMMUNITY's National Road Safety awareness campaign in Navi Mumbai

A joint charter 'Road Safety for Navi Mumbai' was signed by YES BANK, represented by Namita Vikas, Group President & Country Head – Responsible Banking, and Arvind Salve Deputy Commissioner of Police (DCP) - Traffic, Navi Mumbai, which was released during the closing ceremony. The same is being displayed at DCP's office and a replica displayed at each of the 12 RTO offices across Navi Mumbai.

### YES COMMUNITY One Lakh Tree Plantation drive on World Environment Day

Environmental sustainability has always been one of the key focus areas for YES BANK, in its quest towards a strong environment conservation agenda that involves all citizens,

YES BANK launched 'One Lakh' tree plantation drive. Through YES COMMUNITY, the Bank planted 108,300 saplings in partnership with local communities, government institutions and civil society organizations across the country. With an objective to sensitize communities on environmental protection through planting new trees and taking care of the existing ones, this collective action plan saw voluntary participation of different age groups from all walks of life.

On the occasion of World Environment Day, the Bank worked towards sensitizing the community on environmental issues and directly involving the forest department, schools, colleges, corporate and local citizens towards a greener tomorrow.



1 Tree plantation drive - World Environment Day, Zirakpur, Punjab

### Science & Environment Olympiad on National Science Day

YES BANK's branches across the country conducted National Science & Environment Olympiad for school students. The Olympiad, which is conducted with an aim to sensitize students towards importance of environment conservation and enable them to evolve into responsible and compassionate citizens, saw a participation of 76,650 students.



1 YES BANK's Indore Branch conducting the Olympiad at the Pink Flower School, Indore



### Supporting International Women's Day

Today, when women are increasingly taking up larger roles of financial responsibility, it is important that there is a supportive ecosystem to build their capabilities. With the new Government's focus on financial inclusion, there has been a renewed vigor to remove financial barriers at all levels. YES BANK celebrated International Women's Day with workshops on 'Women in Banking' to promote financial literacy, with an objective to provide access to banking sector as a career for women, and to provide basic financial education relating to personal finance, enabling individuals to take effective action to improve overall wellbeing and avoid financial distress, an imperative for sustainable development.

YES BANK is reaching out to women through this initiative to equip them with resources that will enable them to embrace financial independence and a possible career in banking.



● Rajahmundry branch, Andhra Pradesh, celebrating International Women's Day

### SCALING UP YES COMMUNITY IMPACT Livelihood & Water Security

Water is vital for survival of all known life forms. At present, less than 0.3 % of all freshwater is available for use globally, and this short supply is also increasingly under pressure from increasing demand and pollution. As per a UNICEF report, more than 1 billion people across the world do not have access to clean water, which is a decisive factor to any society's development as it impacts almost all facets of life - health, hygiene and productivity, among others.

With access to safe and clean water being a critical factor to socio-economic development in India's rural hinterland, YES BANK, under its YES COMMUNITY umbrella, launched its Livelihood & Water Security initiative in 2014. As part of its Climate Impact commitments during COP21, YES BANK committed to touching 100 million lives through its Livelihood & Water Security initiative by 2020, thus significantly enhancing its commitment to the cause. Building on efforts of FY 2014-15, when the Bank impacted 62,500 individuals through the successful deployment of household and community water

purification systems, in the reporting period YES BANK provided access to safe & clean drinking water to 13,859,252 lives.

YES BANK has partnered with a social start-up with an innovative, membrane-based water purification technology requiring no electricity or chemical-dosing for the purification process. Conventional filters had failed to address key requirements for most communities due to the inability to clear all impurities, need for a constant supply of electricity and being generally unaffordable for most target beneficiaries. The innovative filters use an internationally patented gravity based technology to purify any freshwater source, are quick and easy to assemble, and need minimum maintenance, making it ideal in the given context. For example, the technology can effectively cut through nano-particles that cause microbial infections.

In addition to focusing on the availability of clean water, the initiative also sensitizes communities in health, supplementary education, sanitation and overall social welfare.

To ensure equitability, beneficiaries are selected on the basis of a needs assessment study conducted by the Bank. YES BANK and its partners, in association with Village Panchayats, and other local bodies, conducted workshops to sensitize target beneficiaries regarding the benefits of the technology and also demonstrated its use. The Bank has installed 150 community water purification systems at key locations and deployed 1,558 household water purification systems with the help of NGO partners for last mile implementation, in Raigad, Pune, Kolhapur, Satara and Sangli in Maharashtra.

### YES BANK Partners with Indian Railways

In a significant move towards this goal, the Bank joined hands with Indian Railways to provide safe and clean drinking water at 1,000 railway stations across India by 2019. In the first phase of the unique public-private partnership, achieved in the reporting period, the Bank set up 100 such systems across railway stations in the Konkan belt and other locations in Maharashtra. These stations observe an average footfall of 71,000 passengers per day. The project was officially launched by Shri Suresh Prabhu, Minister for Railways, Government of India, at the Kankavli railway station, Maharashtra, on March 25, 2016, in the presence of senior leadership from YES BANK and the Government of Maharashtra.

The targeted geographies for the initiative during the reporting period were railway stations in the Konkan region and across Solapur, Nashik and Mumbai divisions of Central Railways along with other community locations in Maharashtra, namely Raigad, Pune, Kolhapur, Satara and Sangli.



▶ Shri Suresh Prabhu (Union Minister for Railways), Shri Deepak Kesarkar (Minister of State - Finance, Maharashtra Government), Namita Vikas (Group President and Country Head - Responsible Banking, YES BANK) and other dignitaries launching the initiative at Kankavli station on March 25, 2016

### Skill Development through YES STEADY

In 2014, YES BANK launched its skilling initiative, YES STEADY (Skills Training and Enhancement for Development of Youth) to provide employability training to youth through targeted skill building initiatives. For the initiative, the Bank partnered with the Deshpande Foundation to provide employability training to youth in Karnataka and Telangana states in the first phase.

In the reporting period, 1,200 students were inducted and have undergone skill training under various focus sectors such as agriculture, accountancy, electrical works, BPO & soft skills and primary teachers training. The students are provided with employment linkages through a formal placement cell and are connected with an alumni network of Deshpande Foundation's existing programs.

Expanding the scope and reach of YES STEADY, in the reporting period, the Bank partnered with Kherwadi Social Welfare Association (KSWA) to provide the livelihood oriented skills for inclusive transformation in the tourism sector.

Tourism has become an important economic driver and has significant potential in poverty alleviation by being an alternative source of livelihood, catalyzing development in remote locations, helping preserve local skills and traditions, driving enterprise development at the micro level, and promoting environment issues and sustainability. India's tourism sector is predicted to grow at an average annual rate of 7.9% from 2013 to 2023, with the sector contributing 7% of India's GDP, and supporting 37.4 million jobs—close to 9% of India's total employment, in 2015.



▶ Farmers attending agri-efficiency workshop in Raigad, Maharashtra

The partnership with KSWA focuses on providing school drop-outs with skills in the tourism sector including spoken English, computer literacy, grooming, preparing for interviews and CV writing skills. At the end of the training, the students are provided employment linkages through facilitated placements with travel agencies and operators or they may work as independent local travel guides. The pilot program in FY 2015-16 was conducted across four locations in NCR, Delhi, with 40 students.

In its continuing association with the Swades Foundation, YES BANK trained 3,429 farmers in efficient farming techniques involving irrigation methods, cultivation practices, crop economy and horticulture development in Raigad, Maharashtra. The training also included knowledge sessions by agriculture scientists, state government authorities and private agriculture companies' representatives.



"India's development agenda must be driven by grassroots innovation and social entrepreneurship. It would require a strong commitment and partnerships between all actors, including the Government, private sector, academia, and civil society.

Through our meaningful partnership with YES BANK towards skilling India's youth, we have seen significant impact, and look forward to this continued association."

**Dr. Desh Deshpande, Founder, Deshpande Foundation**

## A Step of Hope - Say YES to Including the Excluded

Globally, there are about 25 million amputees with additional 2,50,000 added each year. Limb loss is physically and psychologically devastating and renders people less mobile and at risk for loss of independence. With appropriate rehabilitation, many people can learn to walk or function again and live high quality lives. Despite advances in medicine and surgery, amputation continues to be a large problem in the world, predominantly for older adults.

In line with the Government's Accessible India Program, YES BANK has partnered with the Bhagwan Mahaveer Viklang Sahayata Samiti, more recognizable through their world renowned brand - 'Jaipur Foot', to provide prosthetic equipments to the differently abled. Through this intervention, 2,475 differently abled individuals during the reporting period achieved renewed mobility, ensuring physical, economic and social rehabilitation.



Beneficiaries with Hand Pedal Tricycle at Jaipur, Rajasthan

## Say YES to Sustainable MSMEs in India

The MSME sector plays a vital role in India's economy, contributing to 45% of its industrial output and 40% of its total exports, and providing employment to over 100 million people through 46 million units. As a financial institution, the sector remains a key focus area for YES BANK.

To promote environmental sustainability and Occupational Health and Safety (OHS) within the Indian MSME sector, the Bank launched 'Say YES to Sustainable MSMEs in India' in FY 2014-15 under the YES COMMUNITY umbrella, as a multifaceted intervention to help the sector become globally competitive.

In FY 2015-16, the Bank expanded its partnership with the Foundation for MSME Clusters (FMC) and Entrepreneurship Development Institute of India (EDII) to scale up this initiative across 9 Indian states. This initiative continues to be a part of the

broader project funded by the European Union named 'Scaling Up Sustainable Development of MSME Clusters in India', with UNIDO, GRI, SIDBI, IICA and GIZ as partners.



An OHS training session underway as part of the 'Say YES to Sustainable MSMEs in India' program in Punjab

In this second phase, the program supported 973 MSME units by enhancing their energy efficiency and improving their health and safety systems through sensitization workshops, health camps, providing drinking water facilities, first aid kits and distributing personal protective equipments. Under the initiative, OHS systems were strengthened in 627 MSMEs benefitting 10,305 workers and energy efficiency projects were implemented in 71 MSMEs, improving their energy efficiency in the range of 15-20%. The project is expected to result in a reduction of more than 6000 metric tons of CO<sub>2</sub> emission per annum. Additionally, 275 MSMEs benefited from energy efficiency sensitization workshops.

The Bank aims to scale up the program to other states and cover a wider range of manufacturing sectors. At the Natural Capital Awards 2015, YES BANK signed a MoU with Entrepreneurship Development Institute of India (EDII) and Foundation for MSME Clusters (FMC) for catalyzing sustainable growth of MSMEs in India. This MoU demonstrates YES BANK's commitment to catalyze MSMEs to reach the goal of 'zero defect zero effect'.



From left: Namita Vikas (Group President & Country Head – Responsible Banking, YES BANK) signing a MoU with Dr. Sanjal Pal (Senior Faculty, Entrepreneurship Development Institute of India) and (Mukesh Gulati, Executive Director, Foundation for MSME Clusters) for catalyzing sustainable growth of MSMEs in India



## CORPORATE BEST PRACTICE IN CSR GOVERNANCE

YES BANK recognizes its responsibility towards the society and environment in which it operates and is committed to India's Social and Developmental agenda. Towards this, the Bank has constituted a Corporate Social Responsibility (CSR) Committee comprising Board of Directors to provide a Board oversight to CSR initiatives. As a corporate best practice, Board members visited CSR project sites to observe the on-ground impact of the Bank's CSR initiatives and focused interventions.

Board members Radha Singh, Lt Gen (Retd) Mukesh Sabharwal and Ravish Chopra visited MSME units in Faridabad for first-hand experience of:

- Occupational Health & Safety (OHS) training of workers, inculcating a culture of safety & wellbeing and know-how to use personal protective equipment (PPE) and water purifiers, fire extinguishers and comprehensive first aid kits
- Energy Efficiency interventions through behavioural changes in addition to OHS interventions impacting workers and reducing the accident rate and absenteeism

The Board members also interacted with local MSME entrepreneurs, members and Presidents of the Faridabad

Foundry Association and Faridabad Small Industries Association on scaling such initiatives and leveraging for holistic development of the MSME clusters.

With a focus on 'Livelihood & Water Security', the Bank has brought access to safe and clean drinking water across 150 community locations in Maharashtra (Pune, Satara, Sangli and Kolhapur) with the installation of unique micro-fibre technology based water purifiers. Board members Radha Singh, Vasant Gujarathi visited:

- Gramin Rugnalay, a Primary Healthcare Center (PHC) at Chakan, where the Bank has installed a community water purification system for the PHC patients and staff. The center serves as a nodal point for 100 village level health centers and sees a daily footfall of 600-650 patients for healthcare services
- Dada Maharaj Natekar School and Old Age Home at Chikhali, where the Bank has installed a community water purification system catering to the 300 school students and the 15 residents of an old age home. The water purification system was inaugurated in the presence of Amar Sable, MP, Rajya Sabha and Member, Standing Committee on Water Resources

The interactions provided valuable insights to the CSR projects team as well as the Board members.



▶ From left: Namita Vikas (Group President & Country Head – Responsible Banking, YES BANK), Radha Singh (Non-Executive Chairperson, YES BANK), Ravish Chopra (Non-Executive Director, YES BANK), Lt Gen (Retd) Mukesh Sabharwal (Non-Executive Director, YES BANK) commending the MSME entrepreneurs for undertaking energy efficiency interventions



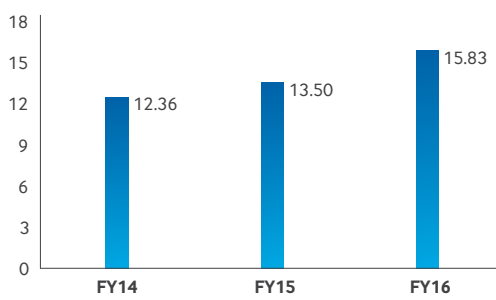
▶ Vasanth Gujarathi (Non-Executive Director, YES BANK), Radha Singh (Non-Executive Chairperson, YES BANK) and Namita Vikas (Group President & Country Head, Responsible Banking, YES BANK) at the inaugural ceremony for community water filter and distribution of household water purifiers at Dada Maharaj Natekar School and Old Age Home at Chikhali, Maharashtra

## EMPLOYEE PAYROLL GIVING

YES BANK continued its employee payroll program with Give India, an NGO aggregator bringing together NGOs across sectors and across India, and providing the corporate sector a platform to donate part of their salary to a social or environmental cause of their choice.

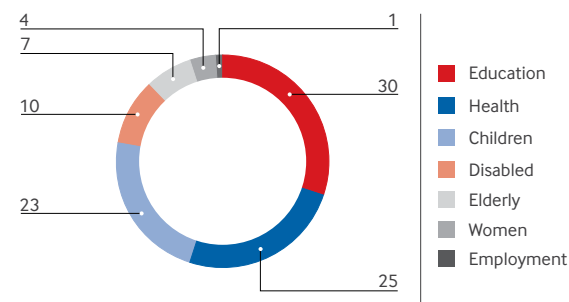
### Employee contribution

(₹ Lakhs)



### Employee contribution by cause

(%)



## YES FOUNDATION – BUILDING AN EMPOWERED AND EQUITABLE INDIA

YES BANK, as a major donor, contributes grants to YES FOUNDATION, which is a public charitable trust, governed by an independent Governing Council, with an objective towards creating social transformation.

YES FOUNDATION continues to work towards its vision of an empowered and equitable India, focusing on stimulating entrepreneurship and innovative use of media initiatives for social transformation to enable India's inclusive growth and development.

Having identified endemic gaps in the Indian development sector, lack of access to quality human resources, financial resources and impactful communication resources with an Indian context, the Foundation has developed programs to bridge these gaps and act as a force multiplier for India's social transformation.

## 'YES! i am the CHANGE' Social Film Movement

'YES! i am the CHANGE' (YIAC), the Foundation's first and largest program, is a nationwide movement to inspire, engage and empower youth to participate in India's social transformation through the impactful medium of films.



In 2015, the program's third edition, 'YES! i am the CHANGE' emerged as the World's Largest Social Film Movement with 2,755 films and participation of 140,132 teams from 2,500 cities and towns across India. The short films focused on socially relevant issues, such as child rights and education, livelihood, elderly care, women empowerment and safety, everyday community heroes, animal rights, and selfless acts of kindness. The movement aims to be an open repository of social films for use by the development sector. The top filmmaking teams shortlisted by the Jury received prize money to generate awareness on key social issues.

The YIAC films are available on the YES FOUNDATION YouTube Channel. Scan this QR Code with your smart phone to watch YIAC films 2015.



Participants from YES! i am the CHANGE, one of the world's largest social film making movements

## 'YES! i am the CHANGE' 2015 Highlights

- YIAC has successfully sensitized and engaged more than an estimated 8 million youth across India engaged through the medium of multi-city social film festivals, workshops and screenings, among others



- Over 4 lakh individuals reached through Facebook engagements and a movement of 'change' initiated through online dialogues
- Over 3,000 schools and colleges reached through workshops wherein they learnt how to use the medium of film to actually document social content, show it to the world and use it to spread awareness
- More than 1,000 decision-makers (educationists, media professionals and so on) sensitized through high-profile series of Panel Discussions on media for social change. The series contributes to the national dialogue on role of media in accelerating social change
- More than 80 million youth and children were sensitized on social issues through pan-India social film festivals, workshops, social media and film screenings
- Awards instituted for professional filmmakers at prestigious forums like Mumbai Film Festival and DOCEDGE to inspire them to make mainstream films on social causes
- The films were widely showcased through CNN-IBN Citizen Journalist and social film festivals across the country



1) From left: Kuljeet Chaudhary and Leena Kejriwal (third from left), YES! i am the Changemaker awardees with Radha Kapoor (Founder & Executive Director- ISDI), Chief Guest Vidya Balan (film actor), Namita Vikas (Group President & Country Head – Responsible Banking, YES BANK) and Prerana Langa (CEO, YES Foundation)

On January 29, 2016, stalwarts from Film, Media, Corporate and Development sectors in India and abroad, celebrated the social commitment of 'YES! i am the CHANGE' 2015 winners at an awards ceremony in Mumbai. National Award-winning actor Vidya Balan felicitated the winners in the presence of an estimated 1,000 individuals, including, noted film makers Vikas Bahl, Meghna Gulzar, Guneet Monga, Dylan Gray, Umesh Shukla, members of the Foundation's Governing Council including Chairperson S.L. Kapur, Amrita Patel, Bharat Patel, Namita Vikas, Arun Sharma, and leaders from the development sector and academia, such as Jaco Cilliers,

### YES! i am the CHANGEMAKER

In 2015 edition of 'YES! i am the CHANGE', The Changemaker awards were instituted for participants, who harnessed the power of media to further social causes through active participation. Two such Changemakers were felicitated at YIAC Awards 2015.

- 1) **Leena Kejriwal** – Every eight minutes a child is trafficked in India. Leena started a nationwide public art movement against female trafficking called 'Missing'. This unique campaign through the use of stencilled images of women and large art installations in public spaces has captured the imagination of people in Kolkata, Bengaluru, Mumbai, Delhi, Ahmedabad, San Diego and London. YES FOUNDATION is supporting Leena in scaling up the initiative throughout the country in alignment with local police, women and child welfare departments, corporate sector and media. Watch Leena's YIAC Changemaker story video by scanning this QR Code, using a smartphone.



- 2) **Kuljeet Chaudhary** – Kuljeet was inspired to start a volunteer group, Samarpan Troops for the rescue and rehabilitation of animals in distress, after he made a film on the issue in YIAC 2014. He has mobilized over 1,200 youth volunteers and has been successful in reducing the response time for animal rescue from four hours to one hour in Delhi. The group has rescued and rehabilitated over 600 animals till date. Watch Kuljeet's YIAC Changemaker story video by scanning this QR Code, using a smartphone.



Country Director, UNDP India. In the past, Amitabh Bachchan and Rakeysh Omprakash Mehra have felicitated the winners.

At the awards ceremony, YES BANK, YES Foundation and UNDP India signed a tripartite charter, 'Catalyzing India's Social Transformation through Responsible Youth & Women Citizenship'.

The fourth edition of the program, to be held in 2016, would have a dual focus on widening the net and deepening the social impact through targeted participation of over 10 lakh youth

\* These highlights represent the best estimates calculated on the basis of objective inferences and available statistics



From left: Prerana Langa (CEO, YES Foundation), Radha Kapoor (Founder & Executive Director- ISDI), Chief Guest Vidya Balan (film actor), Namita Vikas (Group President & Country Head – Responsible Banking, YES BANK) and Jaco Cilliers (Country Director, UNDP India) signing the tripartite Charter

with a reach of 35 crore youth, and positioning ‘YES! i am the CHANGE’ as the preferred enabling platform for global Indian diaspora’s participation in India’s inclusive development.

### ‘YES! i am the CHANGE’ Responsible Youth Citizen movement

YES FOUNDATION, in partnership with YES BANK and Rotary International District 3140, had launched ‘YES! i am the CHANGE’ Responsible Youth Citizen movement in February 2015 as a national movement to engage youth in India’s social transformation.

The program leverages and channelizes the untapped energy of youth on issues related to gender sensitization/women enablement, environmental sustainability and civic sense to create a strong force for development pan-India. The program has four major components:

- Mentoring 5 high impact and scalable social initiatives of YIAC participants. The first project to be mentored is the MISSING campaign by Leena Kejriwal
- YES FOUNDATION Media for Social Change Fellowship to support social media activities of not-for-profit organizations in partnership with International Advertising Association-India Chapter. This high impact program has been launched to develop socially conscious youth leadership and sustained social engagement. Youth with high potential will be selected and trained by industry experts to support the communication efforts of the non-profits and maximize their social impact. The program is in association with ISDI-WPP School of Communication and is supported by International Advertising Association (IAA) - India Chapter

- Social Engagement platform to connect 10 lakh youth with non-profit organizations pan-India for sustained social engagement
- Pledge campaign with 1 lakh youth across India and the diaspora pledging to be responsible citizens and contribute positively to nation building

The movement aims to mobilize over one crore youth across the country to work towards women’s safety, clean India and



From left: Prerana Langa (CEO, YES Foundation), Diya Mirza (Actor & Green Environment Activist), Amruta Fadnavis (wife of Honourable Chief Minister of Maharashtra), Radha Kapoor (Founder & Executive Director- ISDI) and S.K. Swamy (President, IAA – India Chapter) launching the YES FOUNDATION Media for Social Change Fellowship in partnership with ISDI-WPP School of Communication and International Advertising Association-India Chapter

harness media to accelerate inclusive development. A force of two lakh youth ambassadors are in the process of being developed to actively promote the movement pan-India.

### YES ENABLER

YES ENABLER is a capacity-building program designed to address the gap in business design and management training, and aid not-for-profit organizations in achieving scale and impact. The Foundation acknowledges the pivotal role that not-for-profit organizations and government agencies play in the development of any nation and believes a maximum value generation is possible by building capacity in such organizations.

The program would promote Design and Innovation-led Creative Entrepreneurship (DICE) to maximize social impact of not-for-profit organizations and government agencies.

## YES CULTURE: COMMITTED TO PROMOTING INDIA'S RICH HERITAGE



As per UNESCO, the world is at the dawn of a knowledge civilization, where it would be constantly challenged to develop innovative and creative solutions to problems it couldn't comprehend earlier. The solutions to many modern challenges may lie in the practices of the past and contemporizing them for greater effect and relevance. With this belief, reviving India's culture by going to its roots would be a strategic endeavour for YES Institute, the private sector global think-tank at YES BANK.

In line with YES BANK's knowledge driven strategy, YES CULTURE has been launched with a single minded resolve to promote Indian culture, at both a domestic and an international level, with a focus at creating a sustainable ecosystem of cultural exchange and development, through the vibrant power of creativity and productivity.



1 A public invitation to Heritage Walk in Lodi Garden, New Delhi organized by YES CULTURE

YES CULTURE works towards this through collaboration with diverse players in the cultural field, and in government, industry and academia, to foster exchange among various stakeholders, and explore inter-disciplinary opportunities.

YES CULTURE also focuses on engagement with heritage sites to promote conservation and research on cultural issues & policies, and convenes conferences around these issues.



2 Participants at Heritage Walk in Lodi Garden, New Delhi organized by YES CULTURE

Some of the projects undertaken under the aegis of YES CULTURE in the reporting period are:

- YES CULTURE Idea of India Convening
- YES CULTURE partnership with Harper Collins on Khushwant Singh's 'Delhi through the Seasons'
- YES Institute's partnership with Oxford Book Store, New Delhi, for the launch of 'Darjeeling: A History of the World's Greatest Tea' by Jeff Kohler
- YES CULTURE Heritage Walks and Cycle Tours in Delhi, in partnership with INTACH
- YES CULTURE as partner at the YES BANK Kumaon Literary Festival
- Thought Leadership





## Intellectual Capital

Intellectual Capital refers to the collective knowledge, research, thought leadership, brand management and intellectual property used to support business activities and lead public discourse on global challenges.

5,510,404

Online Transactions

860,000+

Followers on Twitter

2,700,000+

Facebook Fans

### THOUGHT LEADERSHIP

Since inception, YES BANK has followed a unique knowledge based approach that provides its stakeholders, including customers, regulators, policymakers, industry associations, and others, with well informed and customized solutions.

The Bank has dedicated knowledge teams focused on in-depth research and advisory in the sunrise sectors of the economy, thus deepening its 'Mind Share' among its stakeholder spectrum.

### Global Engagement on Sustainable Development

YES BANK has taken a leadership position among its Indian banking peers in mainstreaming the sustainable development agenda at the global stage. As signatories to key global coalitions, such as the UNEP Finance Initiative (UNEP FI), UN Global Compact, the Natural Capital Declaration and CDP, the Bank has put forth the Indian viewpoint on key issues such as climate change, responsible finance and natural capital.

YES BANK, as the first Indian signatory to the UNEP FI, a global partnership between the UNEP and financial sector, continues to play a leadership role at the platform. Namita Vikas, Group President and Country Head – Responsible Banking, YES BANK, is the Asia-Pacific Chair of the UNEP FI, and the Bank is elected to its Global Steering Committee.

As a part of the Board of the Banking Commission of UNEP FI, the Bank is actively engaged in its primary work streams such as the Positive Impact Working Group (PIWG), whose role is to define and carry out the activities necessary towards Positive Impact Finance (PIF). PIF verifiably produces a positive impact on the economy, society or the environment once any potential negative impacts have been duly identified and mitigated.

YES BANK's deep engagement with UNEP FI has also provided it the opportunity to be a part of climate finance discourse under the aegis of the UN Secretary General's team on Climate Change. YES BANK was the only financial institution from Asia to be invited by the UN Secretary General

Ban Ki-Moon for the UN Climate Summit held in New York City in September 2015, and also the only bank in the world to be featured in the UN Secretary General's Climate Finance report which was launched at the Climate Finance Ministerial Meeting held in October 2015, ahead of the COP21.

In addition, the Bank is on the Advisory Board of the Portfolio Carbon Initiative, which is putting together a global framework to map financed emissions.

The Bank is a Founder Member, and sits on the Advisory Board, of the India GHG Program, an industry-led, voluntary framework to measure and manage GHG emissions in India. The initiative is jointly partnered by World Resources Institute (WRI), Confederation of Indian Industry (CII) and TERI Council for Business Sustainability (CBS). During the reporting period, the Program launched three India-specific Air, Road and Rail Emission Factors along with the methodologies for a more accurate computation of transport related emissions.

During the year, YES BANK joined key national and global platforms –

- YES BANK became the first Indian Bank to join the <IR> Lab India, a collaborative effort between CII–ITC Centre of Excellence for Sustainable Development (CESD) and the International Integrated Reporting Council (IIRC). The Lab is a broad coalition of Indian companies, regulators, and industry associations to develop the frameworks and mainstream the adoption of integrated reporting in India
- YES BANK became the first Indian Bank to join the World Business Council for Sustainable Development (WBCSD), a global, CEO led, corporate association focusing on thought leadership and global advocacy towards a sustainable future. As a WBCSD member, YES BANK will focus on engaging with global business leadership across sectors, geographies and value chains to explore, develop and scale up business solutions that address the world's most pressing sustainability challenges

As a key Asian Development Bank (ADB) partner in India, YES BANK was a key speaker in multiple panels at the ADB's 2nd Inclusive Business Asia Forum, held at its headquarters in Manila, Philippines in February 2016.



▶ Namita Vikas (4th from Left)(Group President and Country Head - Responsible Banking, YES BANK) participating in a panel discussion at the 2nd Inclusive Business Asia Forum at ADB Headquarters, Manila, Philippines

### Natural Capital Declaration



YES BANK, taking a proactive approach in the natural capital space, had become the first Indian signatory to the Natural Capital Declaration (NCD), a joint initiative of the UNEP FI and Global Canopy Programme in 2013. As Signatory, the Bank remains committed to bringing together an ecosystem that would help develop an appropriate regulatory framework, disclosure mechanisms and reporting measures to integrate, value, and account for natural capital.

Effective from January 1, 2016, YES BANK is the Chair of the Steering Committee of NCD overseeing NCD's strategy and providing direction/oversight for the Working Groups and the Secretariat. The Bank's activity at the NCD is reported in the Natural Capital section of this Report.

In its role as a leader in India in mainstreaming natural capital, YES BANK was a key speaker at the World Forum on Natural Capital 2015, Edinburgh. The Forum is the largest biennial conference on Natural Capital, bringing together more than 500 experts from across 35 countries to help turn the debate on natural capital into on-ground action.

### Developing Voluntary Guidelines on Responsible Financing for India

YES BANK has partnered with the Indian Banks Association (IBA), and GIZ, the German Government's international sustainable development agency, to develop the National Voluntary Guidelines on Responsible Financing. The Guidelines seek to promote financial institutions to adopt eight principles, which include Guidance on ethical conduct and Environmental & Social (E&S) governance, E&S risk management, Minimizing environmental footprint in internal operations, Environmentally friendly products, services and investment, Enabling inclusive human and social development, Stakeholder engagement, Commitment to human rights, and Disclosure.

YES BANK was a part of the Drafting Committee of the Guidelines, which were presented at the Executive Meeting of the IBA in 2015 and cleared for external assessment by member banks for implementation. A workshop for participating banks was held under the aegis of the IBA to introduce the Guidelines and understand the extent of internal overhaul needed to potentially implement these guidelines within their respective organizations. Going forward, similar workshops are being planned for stakeholders for deeper engagement with the Framing Committee and ultimately adopting the Guidelines.

### KNOWLEDGE REPORTS

#### Climate Finance: Innovating for India

While climate action is achievable, there is an immediate need for innovation across all climate related disciplines including Climate Finance. The YES BANK knowledge report 'Climate Finance: Innovating for India' provides key insights on climate centric innovations, both incremental and disruptive, which could facilitate climate action and mitigate economic risks. The report addresses climate finance in the Indian context while recognizing its multilateral relevance, and discusses scaling up positive climate impact projects through improving financial and managerial mechanisms.

## Water: The next sustainability frontier

India is a water scarce country. Agriculture remains the highest consumer of water in the economy and has the highest scope of management as most of irrigation in India still remains water intensive. As the population grows and the standard of living improves, the industrial and domestic water requirement is bound to rise. The report highlights the current situation in India and thus, the urgency to adopt solutions. It recommends changes in governance structures and management practices, and suggests innovative business solutions and financial models to ensure greater and more secure availability of water, and responsible water management.

## Imperatives of Scaling up Off-Grid Renewable Energy in India

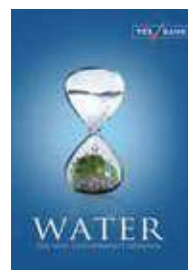
The Report establishes the potential of an off-grid renewable energy market in India, discusses emerging technology trends, prudent financial innovations and adoptable business models to scale up such a market. The Report also stresses on the definitive role of the Government in fostering a supportive ecosystem and the importance of off-grid energy in achieving 100% rural electrification. It also seeks to emphasize the need for increasing mainstream access to finance. This Report was released at the first ever India Off-Grid Energy Summit hosted by The Climate Group on August 19, 2015.



▶ Launch of knowledge report 'Imperatives of Scaling up Off-Grid Renewable Energy in India' at first India Off Grid Summit, hosted by The Climate Group, at New Delhi on August 19, 2015

## Accomplishing Energy Efficiency in MSME: A Cluster Based Study

Going forward, the Bank is planning a knowledge report, a follow up to previous research undertaken by YES BANK and TERI titled 'Enabling Finance to scale up Energy Efficiency in MSMEs', which would attempt to dig deeper in select representative MSME clusters and the industry, financing institutions and policymakers, to study the requirements for promotion and adoption of energy efficiency technologies in such sectors.



"YES BANK through its Responsible Banking approach has mainstreamed sustainability concerns both in its investment programmes, and now more recently in its capital rising initiatives as well. This mainstreaming along with YES BANK's CSR initiatives, provides the banking sector with a model for tomorrow."

**Dr Ajay Mathur, Director General, TERI**

## FASAR

In line with YES BANK's approach towards being a knowledge driven organization, Food & Agribusiness Strategic Advisory & Research group (FASAR) is a specialized team within the Food & Agribusiness Research Management (FARM) unit comprising industry specialists with immense sector specific knowledge, and relevant experience and expertise in the conceptualization and implementation of food and agri initiatives.

FASAR works with a broad range of stakeholders, including local, state and national governments, corporate sector, MSME sector, MNCs, Government departments and multilateral agencies in sectors, such as dairy, agri-inputs, food processing, SEZs, food parks and terminals, skill development, rural retail and various aspects of rural infrastructure and supply chain. In 2015-16, FASAR undertook 11 new advisory mandates on agri infrastructure, organic sector, agri exports, food processing, dairy, animal feed, aromatic rice, farm mechanization and ICT in agriculture.

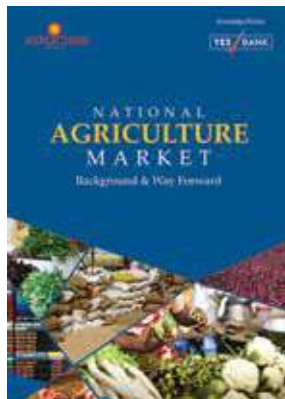
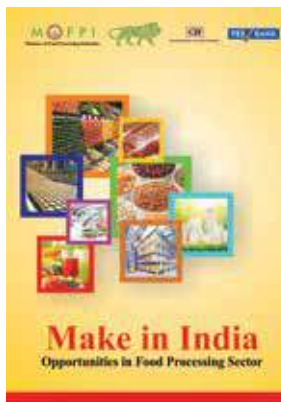
FASAR conducts in-depth research on various sub-sectors of Food and Agriculture domains and has published insightful knowledge reports on key topics such as biotechnology, food processing, and on specific sectors of the rural economy such as sugar, dairy and skill development. The team also anchors knowledge pool development for thought leadership in the media.

In the reporting period, FASAR partnered with the Agricultural & Processed Food Products Export Development Authority (APEDA), Government of India to conduct a study on the 'Indian Organic Sector- Vision 2025', which was released at the National Conference on Sustainable Agriculture and Farmers Welfare in Gangtok, Sikkim in January, 2016.

The Bank was also the Sector Partner for the Ministry of Food Processing Industries at the Make in India Week, held at Mumbai in February, 2016, where it released a joint knowledge report – 'Make in India- Opportunities in the Food Processing Sector'.

The team's other key publications during the year were on Indian seed industry, dairy sector, cold chains, innovations in Indian agriculture and exploring a national agriculture market.

During the year, the Bank, with support from the Italian Trade Commission, led a dairy delegation from the Indian industry to Italy to facilitate cooperation between the two countries.



## STRATEGIC GOVERNMENT ADVISORY

The Strategic Government Advisory (SGA) delivered on key mandates during the year for various state governments and quasi-government bodies on tourism and business development.

SGA led several mandates on tourism development for state governments including Arunachal Pradesh, Madhya Pradesh and Gujarat, such as preparation of vision documents, approach notes and road maps. In addition, SGA was appointed as a consultant to Infrastructure Development & Investment Promotion for Tourism Project for Shimla cluster by the Department of Tourism, Government of Himachal Pradesh. This project is assisted by Asian Development Bank.

Strengthening its advisory portfolio, SGA supported the Government of Karnataka in drafting the state IT Startup policy.

In addition to its various mandates, the Unit released a knowledge report 'Tourism Mission of Andhra Pradesh', released at the Andhra Pradesh Tourism Mission Launch held



at Vijayawada in September 2015. The Unit also released socio-economic snapshot reports for the states of Haryana, Karnataka and Tamil Nadu.



➊ Rana Kapoor (MD & CEO, YES BANK) shared the dias with Selvi J. Jayalalithaa (Chief Minister, Tamil Nadu), Smt Nirmala Seetharaman (Union Commerce Minister), Shri Pon Radha Krishnan (Union Minister for Road Transport, Shipping and Highways), Shri P. Thangamani (Tamil Nadu Industries Minister), Shri C. V. Sankar (Tamil Nadu Industries Secretary) and other key dignitaries during the Tamil Nadu Global Investors Meet in, Chennai on September 9, 2015



➋ Nikhil Sahni (Senior President, Government Banking, YES BANK), R Ravichander (Regional Director, YES BANK) launching the Andhra Pradesh Tourism Mission with N Chandrababu Naidu (Chief Minister, Andhra Pradesh), Kutumba Rao (Vice Chairman, Andhra Pradesh State Planning Board), Neerabh Kumar Prasad, IAS (Principal Secretary, Department of Tourism, Andhra Pradesh) and other dignitaries, at Vijayawada on September 14, 2015

## ECONOMICS KNOWLEDGE BANKING

The Economics Knowledge Banking team is headed by Dr. Shubhada Rao as the Chief Economist. The team is responsible for providing analytical guidance to the senior management, treasury and other business verticals in the bank through economic research and macroeconomic forecasting. It also presents YES BANK's outlook on the economy to the Bank's clients, domestic and foreign investors and global treasuries among others through meetings, presentations and thematic research reports. The coverage varies across asset classes (such as currencies and interest rates) and geographies (developed and emerging market economies) with an emphasis on the Indian economy and financial markets.

The team was ranked among top three forecasters for India in 2013 by the global Bloomberg Markets magazine and as top forecaster of INR-USD.

## YES INSTITUTE

YES Institute at YES BANK, a private sector global think-tank, has been established to channel private sector capital towards India's sustainable and inclusive growth, in the belief that India's economic growth must adopt a low carbon pathway, leapfrogging to a scenario of unique and resource efficient high technology manufacturing, sustainable agriculture, biodiversity growth and services. Additionally, it believes that India's rich cultural heritage, anchored in its traditional arts, crafts, frugal innovation and diversity must be leveraged to define its growth trajectory along a knowledge driven pathway.

### The Institute focuses on four research and action Verticals:

- Social Entrepreneurship - looking to bring about social transformation by catalyzing private capital for development,
- YES CULTURE - dedicated towards the promotion, development and conservation of India's cultural heritage,
- Green Economies - focusing on economic growth which leads to a reduction in carbon emissions and pollution, enhanced energy and resource efficiency and positively reinforces biodiversity and ecosystem services,
- Smart Urbanization - to accelerate smart urban transformation in India with an ambition to achieve triple bottom line urban development.

## INNOVATION, DIGITAL BANKING & INFORMATION SECURITY

Innovation and Technology is one of the key brand pillars for YES BANK, which has maintained its focus on leveraging state-of-the-art technology and introducing innovative practices towards its vision of building the 'Finest Quality Bank of the World in India'.

During the year, the Bank expanded both its physical and digital presence through a steady expansion and value addition in Branch and Digital Banking. Some of the key technology initiatives introduced during the reporting year, with a clear focus towards enhancing customer delight, were:

- YES MONEY:** YES MONEY is a Domestic Cash Remittance Service offered by YES BANK by leveraging the Business Correspondent enablement, India's vast spread of local, family owned retail stores and the pan-India commercial banks branch network. YES MONEY is designed to meet the remittance need of migrants, unbanked and under-banked population in India
  - YES TAG:** YES TAG is an innovative App which facilitates customers to do banking transactions on 5 messaging apps - Twitter, Facebook Messenger, WeChat, Telegram and Skype. Customers can check their balance, mini statements, fixed deposit details, cheque status and more, through these apps. Through YES TAG, customers can also send money to beneficiaries safely and securely
  - Interactive e-statement (i-pdf):** It is a revolutionary first-of-its-kind technology in the banking space offering differentiated features such as consolidated statement for all customer linked products, easy navigation across products, and offline sorting and searching of data
  - API Banking:** YES BANK is the first Indian Bank to launch Application Programme Interface (API). For business processes as ubiquitous as funds transfer process between two different entities and across multiple systems, API provides a secure layer to provide reliable access to banking systems and business processes
  - Smart Box:** Smart Box is a self-service delivery terminal to reduce transaction costs and add to the value chain, thereby shrinking the supply chain. Goods ordered by customers over online & mobile platforms get delivered at a Smart Box terminal where the item could be picked up by a customer at their convenience. The Box not only acts as point of storage but also as a point of sale, as consumers can swipe their cards at the Smart Box terminal on a YES BANK enabled payment acceptor
  - SLIM SIM based mobile payments:** In line with the aim of Digital India, YES BANK partnered with TAISYS Technologies to facilitate Digital Payments and Mobility services to the masses in India. The mobile phone penetration in India is 75% with over 900 million connections, of which, only about 200 million smart-phones exist, which have apps for various financial services. In order to cater to the larger strata, YES BANK introduced wafer thin SIM sleeve enabled Mobile Payments solutions, which can be accessed by the consumer on any mobile phone without the need for internet connectivity
  - BANK IN A BOX:** YES BANK is the first private sector bank to launch the unique service, 'BANK IN A BOX', at its client locations for handling large cash transactions. By automating the previously physical process of cash handling, it has improved efficiencies in the financial value chain. At the end of the reporting period, the Bank had 255 live note acceptors/recyclers installed and plans to expand this facility to 1,000 boxes going forward
  - Digital Wallet:** YES BANK has partnered with Snapdeal, India's leading e-commerce player, to power the FreeCharge Digital Wallet, launched by FreeCharge, India's leading digital platform for recharge and utility payments. It has been built by FreeCharge and YES BANK on the pillars of cutting edge technology and state-of-the-art payments systems and has launched a first-of-its-kind Co-branded Virtual Card in association with MasterCard
  - YES PAY:** YES PAY is a digital wallet offering seamless registration to social media & smart phone users. It provides a host of facilities like mobile & DTH recharge, purchase of gift vouchers, and availing discount coupons. Additionally, YES PAY can be accessed directly through Facebook without requiring a separate registration
  - Sound Based Proximity payments:** YES BANK has tied-up with Ultracash Technologies to enable Sound Based proximity payments, utilizing the novel technology to enable merchant, and person-to-person, proximity payments using unique ultra high frequency sound waves, without a need for bank card or internet connectivity
  - Tablet-based solutions:** With an aim to bringing efficiency and effectiveness into field level activities, YES BANK is currently piloting a tablet-based solution for disbursements and collections, aiding the customer life cycle process, such as new customer on-boarding through e-KYC, and foraying into a cashless and paperless ecosystem ensuring better speed, efficiency and security. It would also integrate financial literacy and social awareness messages into it, thus expanding the direct social impact of this solution
- During the year, YES BANK partnered with the Mumbai Police to host a knowledge workshop for Mumbai Police on 'Cyber

Frauds in Banking', where it raised awareness on various digital banking products and services, and associated frauds like Cards skimming, phishing, spoofing and e-mail scams. The workshop was attended by over 80 police officers from the Mumbai Police's Crime Branch.

### **NATIONAL CFO FORUM**

With an objective to recognize and appreciate the indispensable role of the CFO in an organization, YES BANK launched the National CFO Forum as a unique knowledge initiative in 2011. Launched with a 15 member Governing Council, and 100 members, the forum has grown into the largest community of CFOs & financial leaders in India with 600 members and 40- member Governing Council.

The Forum now has 8 regional chapters, and CFOs & top finance leadership from leading private, MNC & public sector companies across industries participate in various Forum initiatives for business expansion and growth. In addition to conclaves and roundtables hosted across India, the Forum publishes the quarterly magazine, YES CFO Insights, as a valuable repository of experiences, thoughts and insights of CFOs in India, focusing on contemporary themes, pertinent to recent economic developments and policy changes.

In March 2016, the Forum launched an interactive website to create an online platform for the CFO community to increase regular interaction with one another and share views on key topics of interest.



📍 National CFO Forum Conclave in progress at Ahmedabad



## Natural Capital

Natural Capital refers to the natural resources that the Bank uses to create value for its stakeholders, as well as climate finance it mobilizes to promote natural resource preservation and environmental mitigation.

1,311 MW

Renewable Energy  
sector exposure

973 MSMEs

Supported through Say  
YES to Sustainable MSMEs

19.52%

Decrease in specific  
GHG emissions

184

Locations ISO  
14001:2004 certified

100,000+

Saplings planted

YES BANK, in its 12 years since inception, has firmly placed Natural Capital as one of its key focus areas. The Bank has one of the largest Renewable Energy lending portfolios among private sector banks, is the first Indian bank to be ISO 14001 certified for Environmental Management System, the first Indian signatory to the Natural Capital Declaration, is recognized as a Climate Disclosure Leader, and drives environmental sustainability initiatives as its CSR focus.

In line with its commitment to achieve internal natural resource consumption efficiencies and minimizing its carbon footprint, YES BANK became the first commercial bank in India to achieve the ISO 14001:2004 certification in 2013, with 12 of its locations certified in the first phase. The Bank completed phase III of the certification in the reporting period and has 184 locations, including 75 cluster hubs, 106 hubs and 3 corporate offices certified as per ISO 14001:2004 standard. In phase IV of the implementation, YES BANK aims to migrate to 2015 version of the ISO 14001 standard and certify all its metro and urban branches.

The certification is based on the Bank's Environmental Management Policy, released in 2012, outlining the Bank's commitment to achieve a 5% reduction in its carbon emissions intensity annually through organization-wide actions, towards mitigation initiatives and employee awareness.

### ENVIRONMENTAL MANAGEMENT – A CONTINUAL IMPROVEMENT JOURNEY

The Bank aims to achieve the revised ISO 14001:2015 compliance for its future certifications. During the reporting period, it initiated several key initiatives, and achieved significant progress on several on-going initiatives, towards achieving internal resource efficiencies, achieving process and product digitization, greater employee awareness and participation, and reduction in waste generation.

#### YES BANK commits to target mobilizing USD 5 Billion for climate action by 2020



TOUS ENSEMBLE  
POUR LE CLIMAT

cop21.gouv.fr #COP21

On the occasion of Conference of Parties (COP) 21 climate summit in Paris, YES BANK made a commitment to mobilize USD 5 Billion from 2015 to 2020 for climate action through lending, investing and raising capital towards mitigation, adaptation and resilience. To achieve holistic impact and aid India's

target of meeting its Nationally Determined Contributions (NDCs), the Bank also committed to achieve the following by 2020:

- Target funding of 5,000 MW of clean energy
- Gradually increase percentage of Renewable Energy in its power portfolio
- Contribute towards creating a carbon sink by planting 2 Million saplings
- Touch 100 Million lives through its safe and clean drinking water program
- Offset carbon emissions of the Bank's operations

#### Aggressive awareness initiatives targeting environmental mitigation around resource conservation in business operations:

- Wider circulation of resource conservation mailers, signage and posters
- Periodic trainings on Environmental Management System including quizzes, workshops

- Greater employee participation in ideation and implementation of initiatives

• **Digital & Paperless Banking:** Being a financial services institution, paper is the major resource consumed at the Bank. The Bank endeavors to reduce its paper consumption through IT solutions and a gradual move towards paperless banking, by digitizing paper-based products and processes, wherever possible. Its key initiatives during the year included:

- **Document Digitization:** The initiative, in collaboration with the Bank's partner NEWGEN, aims to reduce paper used in account opening and verification forms through digitization of documentation and verification. It has saved over 150,000 sheets of A4 size paper in the Bank's retail operations, based on the estimated number of sheets typically required

- **Click to Happiness:** The Bank initiated a completely digital personal loan system for employees in December 2015, processing 888 loan applications by March 2016, thus avoiding the potential use of approximately 88,000 A4 sheets of paper (based on the estimate of each manual loan sanction process requiring an average 100 A4 sheets of paper per application)

- **e-KYC:** During the year, the Bank initiated electronic verification for its new customers, through e-KYC (Know Your Customer), resulting in greater paper savings as a result of reduced requirement for physical documents

- **YES PAY:** The Bank has digitized all employee reimbursement claims, such as mobile phone, local conveyance, outstation travel, staff relocation, through an internal YES PAY platform. The initiative, since its becoming operational in October 2014, has resulted in total paper savings of 176,126 A4 size sheets by March 2016. This saving consists of avoiding 25,574 Employee Mobile expense claims of an estimated average 3 pages per claim, and 27,405 Local Conveyance expense claims of an estimated average 2 pages per claim

• **E-waste:** As a technology heavy organization, electronic waste is a primary environmental concern for the Bank. Towards responsible handling of e-waste, the Bank takes a proactive approach, and has empanelled Central Pollution Control Board (CPCB)-authorized third party e-waste handlers for disposal of e-waste from its locations across

India. In FY 2015-16, the Bank responsibly disposed 1,435 kilograms of e-waste which included desktops, printers and laptop hardware, UPS, and server hardware

- The Bank continued its partnership with Canon to responsibly dispose 110 empty toner cartridges during the year

#### • **Improving Physical Infrastructure:**

- The Bank has replaced existing, plastic-based dustbin covers with bio-degradable dustbin covers at its corporate offices, and would be extending the initiative across locations in a phased manner in the coming year
- The Bank is fully compliant with CPCB II (Central Pollution Control Board) norms for diesel generators, leading to significant reduction in Nitrogen Oxide and Particulate Matter emissions

#### • **The Bank has taken specific targets towards resource consumption over the next two years:**

- Reduction in paper consumption in operations by 20%-25% over two years
- Optimizing inter-branch movement of outsourced staff at metro locations, and reducing the Bank's carbon footprint from logistics
- Efforts are being made to reduce on water consumption in maintenance of the Bank's facilities. The Bank is targeting 15% reduction over a two-year period

#### • **Achieving Energy Management Efficiencies:**

YES BANK has initiated important energy management initiatives to be implemented over a two year period, aimed at reducing energy consumption by 15%-20% at all its facilities. Key initiatives include:

- Installation of energy intelligence software for dynamic consumption monitoring across facilities, which is expected to result in 5%-7% cost savings. With a successful pilot study conducted at select branches during the reporting period, the Bank aims to implement this across its branch locations in a phased manner till 2017
- Testing of retrofit solutions for HVAC systems, of which those with a potential saving of 10%-15% would be incorporated in a phased manner over two years



- Incorporation of LED lighting at select locations. As transition to LED presents a huge potential for cost and consumption savings, it would be taken up for implementation at all facilities in a phased manner. As on March 31, 2016, 2,812 LED lights have been installed at corporate office locations, with a potential saving of 2,02,870 kwh of energy consumption and ₹ 16.5 lakh in monetary savings annually
- The Bank is currently conducting feasibility studies for rooftop solar energy generation at select branches

In addition, the Bank has several key on-going initiatives targeting energy conservation and efficiency, including SEMS (off-site ATM monitoring system), password based printing, LED signage at branches and locations, installation of motion sensors at select locations, increased usage of video-conferencing to reduce employee travel, improved record management at branches, and employee awareness campaigns.

In the reporting period, YES BANK significantly reduced its specific emissions per employee by 19.52%, meeting its emissions intensity reduction target of 5% as stated in its Environmental Management Policy.

### Performance Of Environmental Parameters

Parameter	Units	FY 2015-16	FY 2014-15	FY 2013-14
Scope 1 Emissions – Diesel	tCO <sub>2</sub> e	1,098*	994	718
Scope 1 Emissions – Refrigerant##	tCO <sub>2</sub> e	553	NA	NA
Scope 2 Emissions#	tCO <sub>2</sub> e	3,0946*	28,196	24,681
Total Emissions (Scope 1+2)	tCO <sub>2</sub> e	32,598*	29,190	25,399
Scope 3 Emissions**	tCO <sub>2</sub> e	1,544	908	986
Diesel Consumption	Litres	415,305*	375,666	265,549
Grid Electricity Consumption	MWh	37,740*	34,385	33,319
Total employees as on March 31	FTE	15,000	10,810	8,798
Scope 1 & 2 emission intensity per employee		2.17	2.70	2.88
% Reduction Y-o-Y	%	19.52	6.25	

\* Diesel and Grid Electricity Consumption and related Emissions have been updated with the actual numbers for March 2016. In the Bank's Sustainability Disclosures, included in the Annual Report 2015-16, the Bank had taken extrapolated data for March 2016 basis of the average of previous 11 months data

\*\* Scope 3 includes Business Air Travel by the employees

# Grid Electricity Consumed has been calculated from the electricity bills for all locations, hence a 15% reduction in the calculation has been considered to account for Government taxes and overheads

## Scope 1 emissions include CO<sub>2</sub>, N<sub>2</sub>O and CH<sub>4</sub> emissions from YES BANK's diesel usage and 10% refrigerant leakage from the AC systems. The emission factors and GWP (Global Warming Potential) values have been taken from GHG protocol. The cost of diesel consumed pan bank is converted in quantities consumed by using state level diesel prices. Like 2012-13 (base year), we have used operational control approach for measuring and managing these emissions.

Note: Scope 2 emissions include CO<sub>2</sub> emissions from electricity consumed by YES BANK. The emission factors have been taken from CEA's (Central Electrical Authority) CO<sub>2</sub> database, version 10. The cost of electricity consumed pan bank is converted in quantities of electricity consumed by using state level tariffs. Like 2012-13 (base year), we have used operational control approach for measuring and managing these emissions.

Considering the nature of the Bank's business and locations it operates in, there are no significant negative impacts on the communities around its areas of operation. The Bank encourages branches to lead their own mitigation initiatives and shares best practices across other branches.

### LEADERSHIP IN CLIMATE DISCLOSURE



YES BANK was the first Indian banking signatory to the CDP, and has been reporting on its greenhouse gas emissions since 2009. In the reporting period, the Bank became the first Indian financial institution to be on the Climate Disclosure Leadership Index for five consecutive years. With a score of 98, the Bank scored second highest among all financial institutions on the Index, and improved on its score of 92 in the previous reporting cycle.

## NATURAL CAPITAL INITIATIVE

YES BANK, taking a proactive approach in the natural capital space, had launched the Natural Capital Initiative in 2013 with an objective to bring together an ecosystem that would help develop an appropriate regulatory framework, disclosure mechanisms and reporting measures to integrate, value, and account for natural capital. The Bank had underlined this commitment by becoming the first Indian signatory to the Natural Capital Declaration (NCD).

### Natural Capital Declaration - Working Groups and Steering Committee

Under the aegis of the NCD, YES BANK sits on two key Working Groups convened by the UNEP FI and the Global Canopy Programme, thus representing financial institutions from the developing world at the global thought platform on natural capital.

YES BANK was unanimously voted as the Chair of the Steering Committee of Natural Capital Declaration (effective from January 1, 2016). As Chair, YES BANK would oversee NCD's strategy and provides guidance to the working groups and the Secretariat. The Chair of the Steering Committee is appointed for one year and may be reappointed indefinitely.

The Bank was the Vice Chair for Working Group III (WG III) – Accounting for Natural Capital, which seeks to develop a methodological system for accounting for the impacts, benefits and dependencies on natural capital at the company and portfolio level till December 2015 and continues to be a member of WG III.

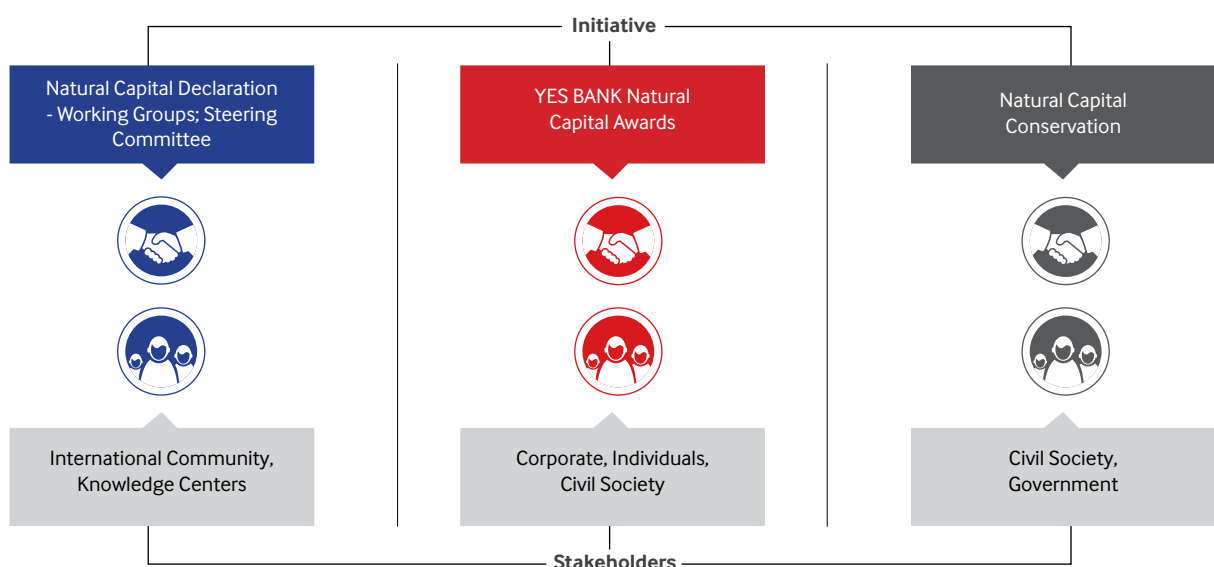
The Bank is also a part of the Working Group I – Understanding impacts and dependencies on natural capital, wherein the Bank has committed to collaborate on building an understanding of the impacts and dependencies of natural capital relevant to operations, risk profiles, customer portfolios, supply chains and business opportunities.

The Bank implements the initiative through key projects that are aligned with different stakeholders and has taken a holistic approach in identifying and engaging with them on pertinent topics.

### YES BANK Natural Capital Awards 2015

In 2013, YES BANK hosted the first, highly successful edition of the YES BANK Natural Capital Awards, a ground-breaking platform that mainstreamed the natural capital dialog in India by showcasing practices in natural capital

## Natural Capital Initiative @ YES BANK





consumption, accounting mechanisms and conservation within the industry and civil society. The platform aims to trigger and lead the conversation on natural capital in India and influence policymakers towards ushering in positive policy-related changes.

In the second edition of the Awards, large corporate houses, 72 teams, and 732 photographers registered in the three categories of the Award –

- **Eco Corporate Award** – honouring organizations working for the environment, ecosystems and affected communities (in two sub-categories of 'Manufacturing' and 'Services' to reflect on the difference in approach)
- **Nature Trailblazers Award** - honouring original research content in areas of natural history and biodiversity
- **Pixel Perfect Award** – honouring photographs on wildlife and awe-inspiring natural phenomena

The second edition of the Awards was judged by an eminent jury comprising noted Indian and international academicians, thought leaders, photographers and environmentalists who

have contributed in strengthening the global discourse Natural Capital.

The second Natural Capital Awards ceremony has been a great success with participation from the Government, industry and international diaspora, wildlife & natural history specialists, sustainability professionals, and multilateral agencies. The ceremony for the second edition concluded on August 10, 2015, with Shri Prakash Javadekar (Minister of State (Independent Charge), Environment, Forest & Climate Change, India) and Dr Jitendra Singh (Minister of State (Independent Charge), Development of North Eastern Region, Prime Minister's Office, Personnel, Public Grievances & Pensions, Department of Atomic Energy, Department of Space, India) as Chief Guests.

In their addresses, they highlighted the criticality for all stakeholders to make concerted efforts towards correcting and protecting the environment, which has been taken for granted till now. Other key speakers at the event included Jaco Cilliers (Country Director, UNDP India) and Dr. Ajay Mathur (then Director General, Bureau of Energy Efficiency).



▶ Spot-billed Pelican with polythene, by Mohammad Iqbal, winner in the Pixel Perfect category



▶ 'Lion-tailed Macaque in habitat', co-winner in the Trailblazers category



▶ 'Gangetic River ecosystem' Co-Winner in the Trailblazers category

Winners in the Eco-Corporate categories were Ambuja Cements Limited (Manufacturing sub-category) for their Sustainable Water Management practices and Capgemini India (Services sub-category) for their efforts in Smart Energy Management solution and environmental action.



Winners of the Eco-Corporate Award being felicitated by the Chief Guests at the Natural Capital Awards 2015 awards ceremony

### Natural Capital Conservation - Say YES to Save the Godawan

YES BANK is striving to integrate natural capital considerations and creating the conditions necessary to maintain and enhance natural capital as a critical economic, ecological and social asset. Abiding by its commitment and coupled with the vision of Smt. Vasundhara Raje, Hon'ble Chief Minister, Government of Rajasthan, YES BANK developed the 'SAY YES TO SAVE THE GODAWAN' campaign to protect and conserve Godawan, the local name for the critically endangered Great Indian Bustard (GIB). Less than 250 of these birds remain and has been declared 'Critically Endangered' by IUCN Red list with a decreasing population. It is the State bird of Rajasthan and also one of the largest flying birds in the world. YES BANK's campaign was aimed at addressing GIB conservation.

The campaign focused on sensitization and capacity building of villagers towards the need for protecting the GIB and its habitat, creating awareness on GIB conservation among tourists through hoardings and banners at strategic tourist locations and by developing safe enclosures for GIB in Desert National Park. These enclosures would prevent overgrazing, disturbance by cattle, dogs or other animals whilst giving open access to GIB.



One of the GIB conservation awareness hoardings and banners by YES BANK placed at strategic tourist locations around the Desert National Park, Rajasthan



GIBs spotted in Camera Traps within the YES BANK supported safe enclosure in the Desert National Park, Rajasthan

**CASE STUDY: Say YES to Save the Godawan****SCIENTIFIC NAME:****Ardeotis nigriceps****COMMON NAME:****Great Indian Bustard (GIB)****CONSERVATION STATUS:****Critically Endangered 3.1 by IUCN Red list**

Once spread over 11 states in India, the GIB is now almost confined to only 2-3 states. Commonly known as 'Godawan', the state of Rajasthan has recorded the highest number of individuals in recent years and has been the focal point towards its conservation. Major threats to the GIB include:

- Degradation of existing grassland habitat
- Poaching
- Reduction in the extent of undisturbed arid grassland habitat
- Few protected areas for GIB nesting sites
- Lack of awareness/sensitivity from local communities
- Overgrazing by livestock and feral dogs

Post consultation with conservation experts and on-ground officials from the Government of Rajasthan, the Bank conceived a holistic 3-step approach towards GIB conservation:

**1) Sensitization and capacity building of villagers on GIB conservation**

- **Workshops:** Organized with an objective to sensitize locals from villages inside Desert National Park towards the need for protecting GIB and its habitat. Through these workshops villagers would be made aware of ways to ensure the GIB is not disturbed and its eggs are not damaged during the nesting period. The first phase of mobilization of villagers and the second phase of awareness workshops has been completed successfully

- **Community engagement:** In order to incentivize GIB protection, YES BANK, through its implementation partner Jal Bhagirathi Foundation, developed talabs (ponds) in Barna and Jamda villages (Jaisalmer district) in the Desert National Park. The village community plays an important role in conservation of GIB habitat and it is critical to have their support. Barna and Jamda face severe water crisis with water availability limited to only 2-3 months for the year. Post YES BANK's intervention, the two villages now have year-long, secure access to water. This has led to the villagers pledging their complete support towards the 'SAY YES TO SAVE THE GODAWAN' initiative

**2) Overall awareness building on GIB:** While Jaisalmer is a tourist hotspot; few tourists seem to be aware of the unique ecosystem of Desert National Park, the largest sanctuary in India for the Great Indian Bustard. To create awareness and promote eco-tourism, hoardings and banners have been put up in strategic locations across the Jaisalmer district, under guidance from Government of Rajasthan, with an aim to increase the inflow of tourists into the Desert National Park and provide livelihood opportunities for local villagers as tourist guides. The hoardings also highlight best practices to follow for protecting the GIB

**3) Safe enclosures:** As per recommendations of the State Wildlife Board of Rajasthan, YES BANK has developed safe enclosures for GIB in the Desert National Park. These enclosures would prevent overgrazing, disturbance by cattle or dogs, among others, whilst giving open access to GIB. Such enclosures are considered vital as the birds find a safe habitat to feed and nest. The GIB lays only one egg in a year and it could get damaged by grazing cattle or feral dogs, the safe enclosures reduce the risk of its occurrence. The Eco Development Committee of the Government of Rajasthan develops and maintains safe enclosures

## ENVIRONMENT & SOCIAL POLICY (ESP)

Establishing a framework to recognize, evaluate, monitor and manage the environmental and social facets in day-to-day decision-making process has assumed critical importance for banks. It is imperative for banks to consider the triple-bottom-line approach in making credit decisions. In line with its Responsible Banking strategy and practices, YES BANK takes a precautionary approach to environmental and social impacts of its lending activities.

YES BANK, since 2006, has implemented an Environment and Social Policy which is a structured approach towards responsible lending. Through this policy, the Bank integrates environmental and social risks into its overall credit risk assessment framework. The Bank has voluntarily adopted the policy which is based on international frameworks such as the Equator Principles and IFC guidelines.

The ESP is a crucial part of the Bank's credit risk appraisal process, which goes beyond the realm of financial risk mitigation.

## POSITIVE IMPACT CLIMATE FINANCE

Proactive corporate intervention is critical to achieving the global climate goals and financial institutions have a larger role in driving climate action. YES BANK is fully committed to playing the role of a catalyst and works towards unlocking innovative financial mechanisms towards achieving India's ambitious target of combating climate change in the near and long-term.

YES BANK has worked towards integrating positive climate action into its business strategy, operations, reporting and disclosures, risk frameworks, and business portfolio. The Bank has one of the largest portfolios in renewable energy in the private banking space, and scaled up its lending to key renewable energy projects in wind, solar and small hydro, executing some of the largest deals in this sector. During the year, the Bank made commitments to further enhance its lending in this space at key global platforms, such as the UN Climate Summit in New York City and COP21 at Paris.

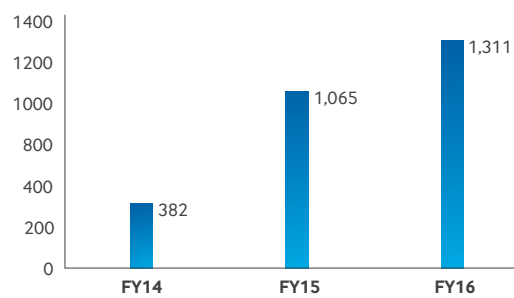
## Renewable Energy Lending and Advisory

Towards achieving India's NDCs by 2030, it is estimated that USD 2.5 trillion of investments may be needed. The need for climate finance is steadily increasing in India, further demonstrated by the country's target to achieve 175 GW Renewable Energy by 2022. Currently, this market is experiencing an expansive growth with an additional capacity

of over 4,000 MW of clean energy being added every year. YES BANK has an exposure of 1,311 MW of renewable energy projects including solar, wind and biomass in FY 2015-16, and holds a leadership position in this space.

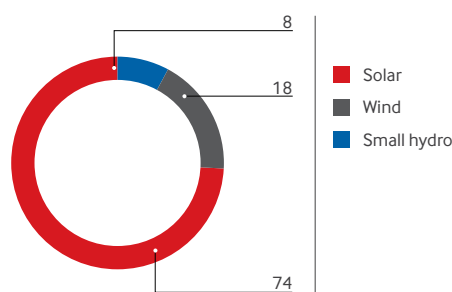
## Renewable Energy Sector Exposure

(in MW)



## Renewable Energy Exposure by Energy Source 2015-16

(as % of RE exposure)



Key transactions of the Bank in the reporting period include:

- Refinancing of term debt of ₹ 2.60 billion for 99 MW small hydro project in Karnataka
- Underwriter of term debt of ₹ 1.0 billion for 100 MW wind power project in Andhra Pradesh
- Underwriter of term debt of ₹ 5.00 billion for 576 MW PV solar power project in Tamil Nadu
- Underwriter of term debt of ₹ 2.625 billion for the 50 MW wind power project in Karnataka
- Underwriter of term debt of ₹ 0.645 billion for 10 MW PV solar power project in Andhra Pradesh
- Underwriter of term debt of ₹ 2.39 billion for 35 MW PV/Thin film solar power projects in Telangana
- Underwriter of term debt of ₹ 0.92 billion for 20 MW wind power project in Madhya Pradesh
- Underwriter of term debt of ₹ 8.30 billion for 155 MW solar power project in Andhra Pradesh and Telangana



- Underwriter of term debt of ₹ 2.75 billion for 50 MW solar power project in Karnataka
- Refinancing of term debt of ₹ 3.80 billion for 45 MW solar power project in Gujarat
- Underwriter of term debt of ₹ 1.50 billion for 42.75 MW wind power project in Gujarat and Maharashtra
- Refinancing of term debt of ₹ 1.06 billion for 24 MW wind power project in Gujarat and Madhya Pradesh
- Underwriter of term debt of ₹ 1.24 billion for 20 MW solar power project in Madhya Pradesh
- Underwriter of term debt of ₹ 584 million for 10 MW solar power project in Karnataka
- Participated through term debt of ₹ 532 million for 74 MW solar power project in Punjab

### YES BANK raises money through world's First Green Masala Bond

Given the Government's focus on India's renewable energy potential and its target of 175 GW of additional capacity installation by 2022, it is estimated that the renewable energy sector would require significant financing. Existing financing

mechanisms face a number of challenges including sector limits, high interest rates and asset-liability mismatch, necessitating a need to evolve innovative financing mechanisms. Green Infrastructure Bonds are one such avenue to allow for financing to flow to vital green energy projects.

In FY 2014-2015, YES BANK had taken a leadership position in the banking sector in renewable energy financing by announcing the launch of India's first Green Infrastructure Bond for ₹ 500 Crores with greenshoe option.

In August 2015, YES BANK and the International Finance Corporation (IFC) opened trading of the world's first Green Masala Bond worth ₹ 315 Crores, on a private placement basis, and listed on the London Stock Exchange. This is the first investment by IFC in an Emerging Markets green bond issue. The bonds, for a tenor of 10 years, would be used by the Bank to finance green infrastructure projects in renewable energy and energy efficiency projects including solar power, wind power, biomass, and small hydel projects. KPMG in India will be providing the assurance services annually on the use of proceeds, in line with the Green Bond principles.



"YES BANK was the first Green bond issuer in India – a bond that started a whole new green finance market. The more I have got to know YES BANK, the more I realize that this was simply an extension of the Bank's drive for leadership in sustainable finance. They have supported renewable energy developments, they finance water projects, and they have sought to make sustainability a part of the Bank's DNA. We are privileged to be working with them on developing a sustainable economy in India."

**Sean Kidney, CEO, Climate Bonds Initiative**

### YES BANK and IREDA join hands to push green power

YES BANK signed an agreement with the Indian Renewable Energy Development Agency (IREDA) to foster Renewable Energy development in India, at the Make in India Week at Mumbai in February 2016. The MoU would boost green energy financing, strengthening the Bank's efforts towards meeting the COP-21 commitment of mobilising USD 5 billion for climate action by 2020, and help forge a closer partnership between both institutions to create a supporting framework for funding of Renewable Energy and energy efficiency projects.



▶ Rana Kapoor (Managing Director & CEO, YES BANK) and S. K. Popli, (CMD, Indian Renewable Energy Development Agency) sign a MoU to foster development of the Renewable Energy Sector in India during the Make in India Week in February 2016

## YES BANK signs MoU With London Stock Exchange Group

Given the Indian Government's focus on renewable energy with a target of 175 GW of additional capacity installation by 2022, it is estimated that the renewable energy sector will require significant and structured financing. At the moment, sector limits, high street interest rates and asset-liability mismatch are the main challenges faced by the existing

financing mechanisms. Therefore, a need for innovative financing mechanisms to finance projects in renewable energy and energy efficiency space has risen.

In the reporting period, YES BANK signed a Memorandum of Understanding (MOU) with the London Stock Exchange to develop bond and equity issuance, with particular focus on the relatively untapped sector of Green Infrastructure Finance.



▶ Rana Kapoor (Managing Director and CEO, YES BANK) and Nikhil Rathi (CEO, LSE Plc) Signing the MoU at the London Stock Exchange in February, 2016



▶ Rana Kapoor (Managing Director and CEO, YES BANK) and Nikhil Rathi (CEO, LSE Plc) at the LSE Opening Bell Ringing Ceremony in February, 2016



"Sustainable finance will be one of the great defining economic trends of the next decade and London Stock Exchange Group, a world leader in green finance, is proud to work with pioneers such as YES BANK. Together with the IFC, YES BANK and LSEG, celebrated the listing of the world's first green masala bond, opening up a new source of Indian Rupee financing for Indian green infrastructure."

**Nikhil Rathi, CEO, LSE Group**

## YES BANK and BEE sign charter to promote Energy Efficiency

The Ministry of Power, Government of India, and the Bureau of Energy Efficiency (BEE), a statutory body under the Ministry of Power, have constituted a Partial Risk Guarantee Fund for Energy Efficiency (PRGFEE) for providing financial institutions (Banks/NBFCs) a partial coverage of risk involved in extending loans for energy efficiency projects. Under this program, YES BANK participated in a roundtable meeting organized by Energy Efficiency Services Ltd. (EESL), with Banks/Financial Institutions/ESCOs (Energy Service Company) in October,

2015 in Mumbai. At the meeting, YES BANK signed a charter with BEE for empanelment of Participating Financial Institutions (PFIs) under PRGFEE which is expected to set the tone for other Banks/NBFCs to join this initiative and contribute in promoting Energy Efficiency in India.

## SUSTAINABLE INVESTMENT BANKING

Sustainable Investment Banking (SIB), the Bank's knowledge-based advisory and investment banking practice in the clean and renewable energy sector successfully closed 5 transactions, scaled up its existing mandates during the year

and partnered with key national and global stakeholders to enhance YES BANK's presence in this space. The successfully closed transactions by SIB in this reporting period include:

- Acted as an exclusive advisor to Indo Rama Renewables for sale of 30 MW operating wind assets to Tata Power Renewable Energy
- Acted as an exclusive advisor to Environmental Clean Technologies, Australia for partnership with NMDC and NLC for commercializing its clean coal technology in India
- Acted as an advisor to Infinitas Energy (investee of New Enterprise Associates) for development of 300 MW wind project in Maharashtra and Tamil Nadu
- Acted as an exclusive advisor to Jaiprakash Associates for sale of 49 MW operating wind assets to a private buyer
- Acted as a Book Running Lead Manager to Inox Wind India Limited for their IPO

### **Commercializing Australian Clean Coal Technology in India**

India has a large demand-supply mismatch in thermal coal & coking coal and power plants & iron making companies suffer from a general unavailability of superior quality coal. In this context, Australian company Environmental Clean Technologies (ECT) has developed two clean coal technologies,

- Coldry – Patented process for converting lignite/sub-bituminous coal into energy rich thermal coal equivalent that has ~80% less moisture content and ~280% higher calorific value
- Matmor – Unique process for producing high-quality iron from inexpensive, abundant brown coal and iron oxide bearing material such as mill scale, nickel tailings and high or low grade iron ore

YES BANK has been engaging with ECT since 2014 to bring the Coldry technology into India and identifying manufacturing partners and project partners for commercializing this technology.

During this reporting period, SIB has made considerable progress in this assignment:

- Assisted in formalizing relationship with manufacturing partner Thermax to indigenize design thus reducing cost of Coldry plant by over 60% and making it commercially viable in India
- Successfully signed a tripartite 'Agreement to Proceed' with Neyveli Lignite Corporation (NLC) and National Mineral Development Corporation (NMDC) for setting up the first integrated Coldry and Matmor plant

SIB is now working closely with ECT to execute definitive documents with various parties for installing the first plant in India.





## Human Capital

Human Capital refers to the employees' competencies, knowledge and experience, and their capability to utilize these to meet stakeholder needs. It also refers to development programs undertaken for the employees.

15,000

Employees

567,628

Training man-hours

2,734

Training programs

12,263

Employees trained

At YES BANK, its Human Capital philosophy focuses on creating the right mindsets to enable business performance by empowering and encouraging Executives to push their boundaries beyond their comfort zones, embrace challenges, and drive growth, thereby garnering mind share and converting it into market share. The Bank engages and develops its Human Capital by creating a YES BANK Culture that encourages open and honest Communication, strengthens Connect between employees and community, supports Career development and shows that it Cares as an organization, all underpinned by the Bank's integrated Vision and Values framework.

YES BANK emphasizes on 'Knowledge' as a key differentiator, wherein it continuously enhances the capability and capacity of its Human Capital by creating an environment of continuous learning, equipping it with knowledge and skills aligned to the Bank's strategic objectives, business goals, and regulatory requirements.

The Bank's University & School Relationship Management (USRM) program is a structured, sustainable and scalable engagement process, which has created and maintained the maximum mindshare for YES BANK amongst students at top college campuses in India, thereby positioning it as a preferred 'Employer of Choice'. In FY 2015-16, the Bank hired 100 management graduates from India's premier business schools through the Y-PEP (YES Professional Entrepreneurship Program), the Bank's institutionalized talent acquisition program under USRM, thus bearing testimony to the program's success.

Inline with the Bank's ethos of 'Professional Entrepreneurship', the Human Capital Management team proactively visualizes & strategizes the future talent needs of the Bank, and

actualizes them by providing an integrated supply chain for talent, forecasting skill gaps, training, re-skilling and resupplying, re-affirming YES BANK's commitment towards becoming 'The Finest Quality Bank of the World in India by 2020'.

### HEALTH AND WELLNESS

#### YES CLUB FIT - A virtual Health & Wellness Platform

YES CLUB FIT is YES BANK's innovative wellness initiative launched to help improve Health Quotient of YES BANKERS. It is a unique, pedometer-based event designed to help Executives become more physically active, within the time and space constraints of modern life, through a fun, team oriented and relevant format. In 2015, YES CLUB FIT saw participation of over 1,500 YES BANKERS across India.

#### Preventive Healthcare

The Bank endeavored to enhance employee benefits and rollout health camps in coordination with its healthcare partners, such as diabetes check-up & awareness session, nutrition management, ergonomics at workplace and stress management. In order to encourage a healthy lifestyle, the Bank continues to publish Health Times, an employee bulletin that provides health and safety tips.

Some of the key Health Camps/ Workshops held were:

1. Diabetes check-up and awareness session
2. Workshop on Nutrition management and prevention of Lifestyle diseases
3. Workshop on Ergonomics and wellness at workplace
4. Meditation and Stress Management Session

It has been the Bank's constant endeavor to scale-up these initiatives and making them available to all YES BANKERS across all locations.

### Say YES to G.R.A.C.E

Through 'Say YES to G.R.A.C.E' (Gender Respect And Commitment to Equality), a robust framework, the Bank creates awareness and periodic dissemination and reiteration of the Bank's revised Policy for Prevention of Sexual Harassment, in line with 'The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act & Rules, 2013.' The Bank has an Internal Complaints Committee to investigate and inquire into sexual harassment complaints.

### EMPLOYEE ENGAGEMENT

To engage its growing workforce, YES BANK follows the 5 C's Engagement Model comprising Culture, Communication, Career, Connect, and Care. It engages and develops Human Capital by disseminating & reconnecting YES BANKERS with the Bank's core values, by creating an intentional culture, encouraging open and honest communication, strengthening connect with employees and community, supporting career development and showing their care as an organization.

### EMPLOYEE SATISFACTION BAROMETER

YES BANK strongly believes that an engaged team of YES BANKERS is critical in achieving its business goals and building a sustainable organization. In an effort to make YES BANK a 'Great Place to Work', it has partnered with the Great Place to Work® Institute, India for the last 3 years to undertake an independent 'Executive Engagement Survey' and assessment of its workplace cultural practices. Great Place to Work® Institute is a global management research and consulting firm, which conducts research and recognizes leading workplaces in more than 45 countries. The Institute conducts this survey annually across various organizations in India as a part of the 'India's Best Companies to Work For' survey.

The Trust Index Score for YES BANK increased over the last 3 years across all dimensions viz. Credibility, Pride, Respect, Fairness and Camaraderie. The score has consistently gone up from 70 in 2013, to 72 in 2014, to 74 in 2015. YES BANK was also declared the 2nd Best Place to Work for in the Banking Sector.

In 2016 study, 4,713 YES BANKERS i.e. 92% of the sampled population participated in the survey. As per the preliminary report, the Trust Index score continues to be at 74 for 2016.

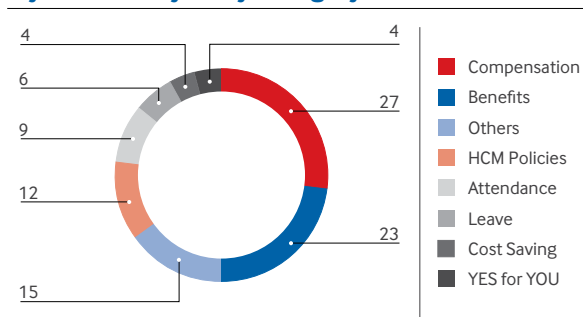
### EMPLOYEE PERFORMANCE MANAGEMENT

The Bank's Y-TOP (YES Talent Optimization Program) manages the performance of executives ensuring timely, unbiased and transparent appraisal process for all Executives. The Bank follows an annual review cycle, with every Executive undergoing a multi-level performance valuation. The Bank evaluates performance purely on merit. The ratio of basic salary for men and women at the Bank is 1:1.

### MY VOICE

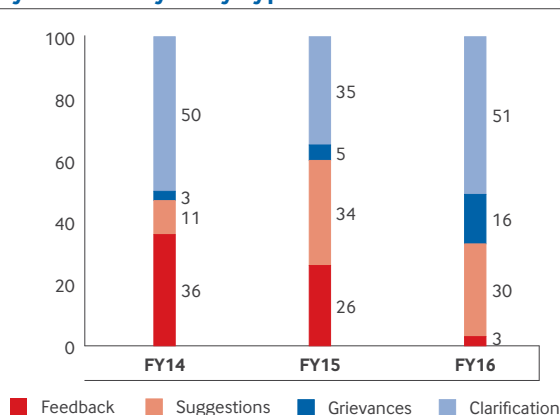
In line with the Bank's objective to provide a consistent and superior service experience for its employees, My Voice aims at providing executives with a simple, easy-to-use platform to post inquiries or grievances and provide suggestions and feedback.

#### My Voice Analysis by Category FY 2015-16 (%)

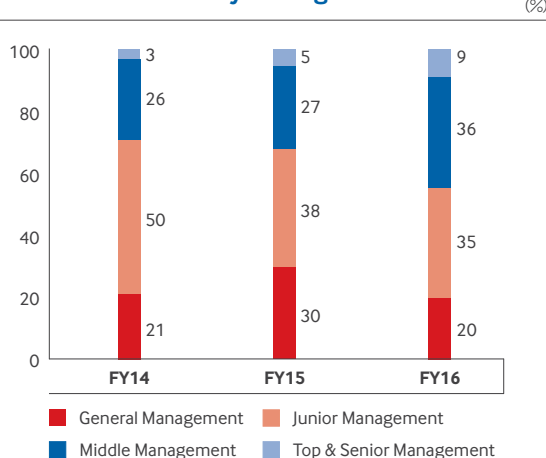


Note: 'Others' category mainly include queries on referral bonus, transfer, issues with colleagues, & Infrastructure related queries.

#### My Voice Analysis by Type (%)



### My Voice Distribution by Management Level

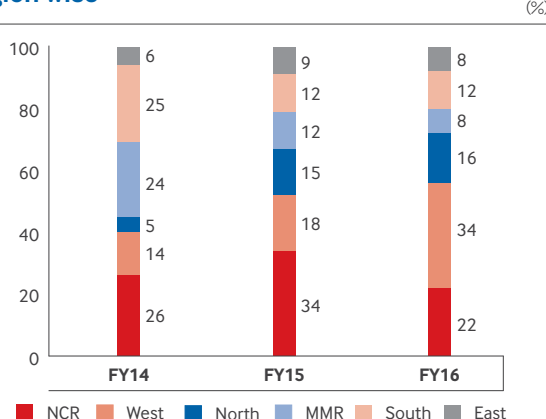


My Voice acts as an empowerment tool for executives as queries also reach the Head, Human Capital Management. HCM team analyzes queries received to identify the concern areas. Analysis reports are shared with Head, Human Capital Management and corrective actions are undertaken. No cases of discrimination were reported by employees during the year.

Maximum queries are raised on Compensation & Benefits related matters (about 27%), which may be further elaborated as queries on PMS, Group Insurance/Medicaid, Reimbursements and Salary & Tax.

My Voice is aimed at providing direct access to Bank's HCM team. The charts below depict the extensive use of the tool across all regions.

### My Voice Distribution Branch Banking - Region wise



### HCM Risk Containment Unit

In line with the highest standards of corporate governance, YES BANK set up HCM - Risk Containment Unit (HCM RCU) in January 2013, within the Human Capital Management business unit as a proactive measure to promote financial discipline and prevent fraud.

HCM RCU operationalized Symantec Data Leakage Prevention (DLP) application during FY 2015-16 to examine mails sent outside Bank's domain for data security and to detect unauthorized usages.

### LEARNING & DEVELOPMENT YES SCHOOL OF BANKING

In today's dynamic knowledge economy, it is imperative to build a high quality robust Human Capital talent pool that will give the Bank a sustained competitive advantage.

YES BANK has always emphasized on a Knowledge driven approach with the objective of focusing on capability development, and being aspired as an 'employer of choice' for the brightest and best quality Human Capital. This is the cornerstone of YES BANK's evolution as the 'Professionals Bank of India'.

Key Human Capital, Organizational Development and Learning initiatives at YES BANK are domiciled under the aegis of YES SCHOOL OF BANKING (YSB), institutionalized in 2007 with a vision to create a Center of Excellence for learning solutions in banking and related areas.

Training programs fall under the following broad categories:

1. Behavioral & Leadership skills
2. Employee Induction (includes Know Your Customer and Anti Money Laundering)
3. Mandatory Policies and Compliance
4. Process training
5. Product training

Through various training programs under the above categories, the Bank seeks to impart lifelong learning to its employees and provide them skills that can benefit them beyond their role as YES BANKERS.

Under the aegis of the YSB, the Bank conducted various sessions to familiarize Independent Directors with their

roles and various topics. The Board is also encouraged to attend training programmes organized by regulators/ bodies/ institutions. The familiarization programmes for the Board can be accessed at [https://www.yesbank.in/pdf/independentdirectors\\_pdf1](https://www.yesbank.in/pdf/independentdirectors_pdf1).

#### **Porter Erisman's Session: Transforming Mindset for Achieving Mindshare and Marketshare**

Towards YES BANK's vision of becoming 'The Finest Quality Bank of the World in India by 2020', the Bank organized a workshop by Porter Erisman, E-commerce Consultant & Author of the bestseller 'Alibaba's World'. The workshop focussed on scale, quality and relentless action, adopting global best & NextGen practices. The workshop was attended by the Bank's 125 top Management Executives.



① Group photograph of Porter Erisman, e-commerce consultant and author, with YES BANK's top management

#### **Design Thinking & Innovation Workshop**

To further the objectives of fostering the culture of innovation and to help the Bank's leadership team 'think big', a workshop was organized at ISDI, Mumbai by Infosys Ltd. for the Bank's top management team to facilitate the understanding of the process of 'Design Thinking & Innovation' and subsequently drive innovations in their respective areas. The workshop was attended by 124 top Management Executives of the Bank.



① Top Management executives participating in the workshop

#### **'Where Eagles Dare' Breakthrough Workshops**

The workshops are designed to specifically enable Leaders for Envisioning Scale at a Business Unit level, Envisioning Scale as Collaborate teams and Success Meet. The breakthrough workshop series was conducted in three phases and attended by 188 Leaders from the Bank's Top and Senior Management. As an outcome, various projects have been initiated for Support/Product Units as a result of discussions that emerged during the workshop.

#### **MY Learning@YES**

To reaffirm the Bank's vision of becoming 'The Finest Quality Bank of the World in India by 2020', enhancing Skills, Speed & Scale, are key organizational focus areas. In 2014, YES BANK launched its online Learning Management System 'MY Learning@YES' with an aim to enhance skills via scalable deployment of training programs, with speed, to ensure pan-India coverage thereby enhancing performance, improving compliance, operational and process controls as per regulatory requirements.

MY Learning@YES supports e-learning as well as classroom training and caters to the need for planning, conducting and recording all key aspects of instructor led training programs. Additionally, the System has features such as a versatile training calendar, training schedule management, feedback mechanism and management information system.

#### **YESsentials Induction Program**

YESsentials continues to be YSB's high impact induction program that trains new employees on key essential areas that every YES BANKer must be aware of and imbibe. The Induction program is the first critical training for employees on key regulatory and compliance issues including Know Your Customer (KYC) and Anti Money Laundering (AML) guidelines, information security, products and processes and Human Capital Management policies and procedures. During the reporting period, 218 induction programs were conducted for 6,968 Executives, and 6,541 Executives were inducted through the E-Learning module.

#### **TRANSFORMATION SERIES**

The YESBANK Transformation Series is a flagship engagement program for global future Young Leaders across the world. Led by the YES SCHOOL of BANKING, the Transformation Series was conceived in 2010 as a global case-study challenge with the underlying ethos of 'Innovation, Creativity and Transformation'.

Through the program, the Bank reaches out to the brightest young minds in leading universities across the world and provides them with an experiential dimension to learning, thus enabling them to creatively present their solutions for real business issues. Captains of the industry, thought leaders, academicians, entrepreneurs and journalists have been associated with this program as Jury members or as part of the Advisory Council.

The fourth edition of the program was launched in 2015-16 in campuses across India, with 16,500 students competing for a cash prize of ₹ 3 Lakh. The first three editions had seen a participation of over 13,000 students.



Team Roth Childs, from ISB, Winners of the YES BANK Transformation Series 2015, with Mr. Ajai Kumar, (Director, YES BANK), Dr. Bibek Debroy, (Member, NITI Aayog) and Ashish Agarwal (Chief Risk Officer, YES BANK)

The Transformation Series' Advisory Council includes:

1. Padma Shri Dr. Bibek Debroy, Member, NITI Aayog
2. Piyush Pandey, Executive Chairman & National Creative Director, Ogilvy & Mather, India
3. Kunal Shah, Founder & CEO, FreeCharge
4. Deepak Gaur, MD, SAIF Venture Partners
5. Vijay Nair, Founder & CEO, Only Much Louder
6. Adhil Shetty, CEO, BankBazaar.com
7. Chaitanya Kamat, MD & CEO, Oracle Financial
8. Shailaz Nag, Co-Founder & COO, PayU
9. Vikas Agnihotri, Industry Director, India Sales, Google
10. Amrish Rau, MD, Citrus Pay
11. Neetu Bhatia, Co-Founder & CEO, Kyazoonga

## YES ASPIRE TO INNOVATE

'YES ASPIRE to INNOVATE' is a scholarship program conceived to provide a grooming platform for outstanding young leaders, who would lead India into its next wave of socio-economic growth. The program offers individual scholarships of ₹ 2 Lakh each to 30 YES ASPIRE Scholars chosen from India's 25 premier B-Schools. The scholars also have an opportunity to interact with entrepreneurs, industry and thought leaders.



YES ASPIRE 2016 scholars at the felicitation ceremony held on 30<sup>th</sup> March, 2016



## Human Capital

**The focus areas for Learning & Development for the next year are:**

- Enhancing Compliance Culture (Systems, Controls & Processes)
- Improving Productivity
- Enhancing Quality
- Service orientation/attitude
- Increased speed & agility for execution, scaled-up value added training based on tenure
- Specialized Units formed to enable Learning & Development for different segments
- Aim to achieve complete coverage of all YES BANKers

**Employee Training Programmes Conducted**

	FY 2015-16	FY 2014-15	FY 2013-14
Total training programmes conducted	2,737	1,596	1,198
Total executives trained in programmes above	12,263	9,275	8,322

**Employees Trained By Gender**

	FY 2015-16	FY 2014-15	FY 2013-14
Male	9,934	7,648	6,969
Female	2,329	1,627	1,353
<b>Total</b>	<b>12,263</b>	<b>9,275</b>	<b>8,322</b>

**Employees Trained By Management Category**

	FY 2015-16	FY 2014-15	FY 2013-14
Top Management#	139	NA	NA
Senior management	465	483	350
Middle management	2,881	2,044	1,755
Junior management	3,998	2,762	2,302
General management	4,780	3,986	3,915
<b>Total</b>	<b>12,263</b>	<b>9,275</b>	<b>8,322</b>

**Training Programs By Category**

	FY 2015-16	FY 2014-15	FY 2013-14
Behavioral and leadership skills	425	338	77
Employee induction	218	140	199
Mandatory policies and compliance	296	158	133
Process training	597	59	53
Product training	1,198	901	736
<b>Total</b>	<b>2,734</b>	<b>1,596</b>	<b>1,198</b>

**Employees Trained By Gender**

	FY 2015-16	FY 2014-15	FY 2013-14
Participant man-hours (Class Room & E-Learning)	5,67,628	2,47,568	2,62,512
Participant man-hours* per executive	37.84	22.88	29.6

\*Participant man-hours includes that of employees who have since resigned

# FY 2015-16 onwards the management categories have been redefined to include Top Management. For previous reporting periods, the data for this category was included in Senior management category

## YES- PROFESSIONAL ENTREPRENEURSHIP PROGRAM (Y-PEP)

Y-PEP, the Bank's innovative and institutionalized Talent Acquisition program, continues to strengthen YES BANK's position as an 'Employer of Choice' across premium B-School campuses, and creates a strong talent pool to drive the Bank's future growth. During FY 2015-16, the Bank inducted 100 Y-PEP candidates into the Y-PEP program. Since its inception, the program has inducted over 1,000 candidates.



1 The 2016 batch of Y-PEP, YES BANK's talent acquisition programme

## YES UDAAN

YES BANK is associated with Project UDAAN, an ambitious project undertaken in partnership with the Ministry of Home Affairs, Government of India, and the National Skill Development Corporation (NSDC) to provide training and employment opportunities to the youth of Jammu & Kashmir state. The applications received for the 3rd edition of UDAAN were screened through an Online Aptitude Test followed by the Final selection interview. 23 students were selected, out of which 13 are currently undergoing rigorous 3 month customized Certification program, 'Certification in Banking Fundamentals'. Post training a select number of students will be hired for full time employment.

to the core banking activities, the YES Grace branches would also drive regular community engagements to foster financial literacy, family banking, safety and wellness amongst women. While the branches would focus on convenience and assistance for women customers, they would continue to serve all their existing and new customers.

Three YES Grace branches were inaugurated in March 2016 at Vile Parle (E), Mumbai, Kalkaji, Delhi, and Cunningham Road, Bengaluru by women customers of these three branches, along with the Bank's senior leadership and eminent women personalities.

## YES GRACE BRANCHES



In line with YES BANK's commitment to gender diversity and equality, the Bank has launched YES Grace branches which would offer customized banking solutions to the evolving financial needs of women, delivered in an empathetic environment. The exclusive YES Grace branches have best-in-class services, special Kids' Zone and all Women staff to facilitate and serve valued women customers. In addition



1 Chitra Pandeya (Group President and Country Head - Liabilities Product Management, YES BANK) inaugurating first YES Grace branch at Vile Parle (E), Mumbai

## Human Capital

## a. Employee Strength

	Under 30		30-50		Above 50		Total
	Male	Female	Male	Female	Male	Female	
FY 2015-16							
Top Management	0	0	119	9	15	3	146
Senior Management	0	0	502	58	3	0	563
Middle Management	249	75	2,669	383	3	2	3,381
Junior Management	1,577	515	2,357	406	0	0	4,855
General Management	3,503	1,140	1,212	200	0	0	6,055
TOTAL	5,329	1,730	6,859	1,056	21	5	15,000
FY 2014-15							
Top Management	0	0	89	4	8	2	103
Senior Management	0	0	397	44	1	0	442
Middle Management	225	48	1,847	261	3	2	2,386
Junior Management	1,010	351	1,619	268	0	0	3,248
General Management	2,587	780	1,089	175	0	0	4,631
TOTAL	3,822	1,179	5,041	752	12	4	10,810
FY 2013-14							
Top Management	0	0	73	4	4	1	82
Senior Management	0	0	289	34	0	0	323
Middle Management	224	49	1,551	201	1	2	2,028
Junior Management	899	263	1,302	210	0	0	2,674
General Management	2,053	588	934	116	0	0	3,691
TOTAL	3,176	900	4,149	565	5	3	8,798

## b. Total Attrition During the Year

	Under 30		30-50		Above 50		Attrition Rates
	Male	Female	Male	Female	Male	Female	
FY 2015-16							
Top Management	0	0	5	0	0	0	3.42%
Senior Management	0	0	44	4	0	0	8.53%
Middle Management	59	7	399	62	0	0	15.59%
Junior Management	382	136	478	83	0	0	22.22%
General Management	1,261	399	355	58	0	0	34.24%
TOTAL	1,702	542	1,281	207	0	0	24.88%
Attrition Rates	31.94%	31.33%	18.68%	19.60%	0.00%	0.00%	
FY 2014-15							
Top Management	0	0	3	0	0	0	2.91%
Senior Management	0	0	18	8	0	0	5.88%
Middle Management	59	10	272	38	0	0	15.88%
Junior Management	232	84	285	56	0	0	20.23%
General Management	859	228	302	34	0	0	30.73%
TOTAL*	1,150	322	880	136	0	0	23.02%
Attrition Rates	30.09%	27.31%	17.46%	18.09%	0.00%	0.00%	
FY 2013-14							
Top Management	0	0	8	0	0	0	9.76%
Senior Management	0	0	23	3	0	0	8%
Middle Management	31	6	174	25	0	0	11.64%
Junior Management	134	54	186	28	0	0	15.03%
General Management	598	164	216	36	0	0	27.47%
TOTAL	763	224	607	92	0	0	19.16%
Attrition Rates	24.02%	24.89%	14.63%	16.28%	0.00%	0.00%	

\* Correction: The attrition rate for FY 2014-15 is 23.02%, which was inadvertently reported 22.53% due to clerical error.

The entire sales and operations force of YES Bank is on its payrolls. Some industry participants have separate entities that employ the direct sales force.

### c. Total Hires During the Year

	Under 30		30-50		Above 50		Hire Rates
	Male	Female	Male	Female	Male	Female	
FY 2015-16							
Top Management	0	0	15	0	1	0	10.96%
Senior Management	0	0	95	12	1	0	19.18%
Middle Management	165	41	953	132	0	0	38.18%
Junior Management	1,314	353	866	132	0	0	54.89%
General Management	2,779	886	319	57	0	0	66.74%
TOTAL	4,258	1,280	2,248	333	2	0	54.14%
Hire Rates	79.90%	73.99%	32.77%	31.53%	9.52%	0.00%	
FY 2014-15							
Top Management	0	0	6	1	0	0	6.80%
Senior Management	0	0	33	2	0	0	7.92%
Middle Management	115	26	484	72	0	0	29.21%
Junior Management	680	230	461	78	0	0	44.61%
General Management	1,959	543	305	35	0	0	61.37%
TOTAL	2,754	799	1,289	188	0	0	46.53%
Hire Rates	72.06%	67.77%	25.57%	25.00%	0.00%	0.00%	
FY 2013-14							
Top Management	0	0	6	0	0	0	7.32%
Senior Management	0	0	33	2	0	0	10.84%
Middle Management	67	12	419	59	0	0	27.47%
Junior Management	496	128	469	51	0	0	42.78%
General Management	1,181	311	329	36	0	0	50.31%
TOTAL	1,744	451	1,256	148	0	0	40.91%
Hire Rates	54.91%	50.11%	30.27%	26.20%	0.00%	0.00%	

Employee Profile analysis is based on the database maintained by the Bank's HCM unit, which may differ from the Bank's total headcount on a particular date. HCM data does not include employees of YES FOUNDATION and YES Securities Limited.

### Return to Work after Parental Leave

	FY 2015-16		FY 2014-15		FY 2013-14	
	Maternal	Paternal	Maternal	Paternal	Maternal	Paternal
Employees taking Parental leave	96	758	75	657	67	690
Employees resuming work	93	758	74	657	67	690
Employees retained after resuming work in the reporting period	88	758	71	657	60	690
Return to Work Rate	91.7%	100.0%	94.7%	100.0%	89.6%	100.0%
Employees retained 12 months after resuming work	NA*	57	508	46	535	
Return to Work Rate(after 12 months)	NA*	76.0%	77.3%	68.7%	77.5%	

\*To be reported in the FY 2016-17 reporting cycle



## Manufactured Capital

Manufactured Capital is the Bank's tangible and intangible infrastructure, including IT assets, used for value creation through business activities.

860

Branches

1,609

ATMs

5,510,404

Online Transactions

39

BC partners under  
YES LEAP

### GEOGRAPHIC PRESENCE

YES BANK is headquartered in the Lower Parel Innovation District (LPID) of Mumbai, and provides a seamless banking experience at its 860 branches and 1,609 ATMs across 29 States and 7 Union Territories of India, through its leveraged quality, state-of-the-art branch infrastructure, cutting-edge technology and a customer-centric approach.

The Bank's customers are able to conduct most of their transactions through the ATMs. In FY 2015-16, the Bank saw 5,510,404 online transactions and 688,799 mobile transactions, with 4,821,606 internet banking transactions cumulatively.

The Bank's focus is not merely on facilitating transactions, but also in engaging, informing and involving customers in a personalized manner. YES COMMUNITY, Bank's unique engagement model, scaled up its impact during the year utilizing bank branches as transformation centers on socially and environmentally pertinent issues for communities around them. During the reporting period, YES BANK hosted 8,767 community events, touching over 8 Lakh lives.

The Bank continued to expand its footprint to facilitate financially-efficient inclusive banking. The Bank made efforts to reach the un-banked and under-banked population (urban, semi-urban and rural areas) by leveraging the Bank's branch network, technology edge and relationship capital in the public, private and social sectors. The Inclusive and Social Banking team aimed to create viable business models while providing 'access to finance' to the bottom-of-the-pyramid customers across 260 districts.

Through YES Livelihood Enhancement Action Program (YES LEAP), the Bank provided comprehensive financial services (credit, saving and insurance) to self-help groups

through partner NGOs acting as Business Correspondents. Every self-help group was provided timely and sufficient credit. Technology was leveraged to reduce cost risks. All transactions between SHGs and Business Correspondents were recorded in YES Sahaj Micro ATMs and monitored centrally. Through YES LEAP, the Bank touched 18.8 Lakh households across 19 States.

Additionally, the Bank was active through the Microfinance Institutions Group and Agribusiness Product Management in key developmental sectors.

### NATIONAL OPERATING CENTERS

YES BANK has centralized back office functions for various business lines served from National Operating Centres (NOC) in Mumbai and Gurgaon, including 'Yes Touch Contact Centre' located in NOC Gurgaon. The YES Touch Contact Centre is an extension of branches to serve customers, with a focus to engage and involve customers by delivering banking services on phone. The Bank has also its single largest National Centralized Operations Management and Services Delivery facility in Chennai.

### GLOBAL INDIAN BANKING

The Bank operationalized its first international Representative Office in Abu Dhabi in 2015. The Bank will provide services for unique investment needs of the Indian diaspora in the Gulf region through their flagship Global Indian Banking program which comprises of:

- NRE/ NRO Savings Account & Fixed Deposits
- Foreign Currency Fixed Deposit
- Portfolio Investment Scheme (PIS) to transact in the Indian Secondary Market
- YES First Wealth management program



### **IFSC, GIFT CITY**

YES BANK became the first Bank to begin operations at the International Financial Services Centre (IFSC) at GIFT City in Gujarat. The Bank's presence in the IFSC will allow it to deliver a complete range of products to its clients, overseas entities, with foreign currency funding requirements.

### **WORKSPACE MOBILITY**

To empower workforce mobility and ensure faster rollout of new branches, the Bank adopted Citrix Workspace Cloud and Netscaler ADC solutions. The Bank has facilitated a unified approach to creating, publishing and delivering complete workspaces through Citrix Workspace Cloud solution. As a result, employees now have secure access to apps, desktops, data and services from any device, over any network to empower mobile workers with the freedom and flexibility to choose how they work. In addition, the Netscaler ADC has optimized its service delivery network. The Bank will rollout all future branches on Citrix workspace.

This sets new standard of service delivery management, allowing secure and controlled delivery of all enterprise and cloud services to maximize the end user experience including mobile clients. Such workplace mobility solutions enable enterprise mobility which optimize operational efficiency as well as provide strategic benefits such as faster new branch rollout and aligning business imperatives.

# Acronyms

ADB	Asian Development Bank	IUCN	International Union for Conservation of Nature
BC	Business Correspondent	LEAP	Livelihood Enhancement Action Program
BCA	Business Correspondent Agent	MNRE	Ministry of New & Renewable Energy, India
BELT	Branch Executive Leadership Team	NCD	Natural Capital Declaration
BFSI	Banking, Financial Services, Insurance	NGO	Non Governmental Organization
BOP	Bottom of the Pyramid	NPCI	National Payments Corporation of India
CASA	Current Account Savings Account	NSDC	National Skill Development Corporation
CDP	Carbon Disclosure Project	ORM	Operational Risk Management
CSR	Corporate Social Responsibility	OPIC	Overseas Private Investment Corporation
DJSI	Dow Jones Sustainability Indices	QIP	Qualified Institutions Placement
E&S	Environmental and Social	RMC	Risk Monitoring Committee
EMP	Environmental Management Policy	SDG	Sustainable Development Goals
EMS	Environmental Management System	SEBI	Securities and Exchange Board of India
ESG	Environmental, Social and Governance	SGA	Strategic Government Advisory
ESP	Environmental and Social Policy	SHG	Self Help Group
FARM	Food and Agribusiness, Research Management	SHPI	Self Help Group Promoting Institution
FASAR	Food & Agribusiness Strategic Advisory and Research	SIB	Sustainable Investment Banking
FEW	Food, Energy, Water	SME	Small and Medium Enterprise
FTE	Full Time Equivalent	tCO <sub>2</sub> e	Tonnes of Carbon Dioxide Equivalent
GHG	Green House Gas	USRM	University & School Relationship Management
GRI	Global Reporting Initiative	UNEP FI	United Nations Environment Programme Finance Initiative
HCM	Human Capital Management	VOC	Voice Of the Customer
HCM RCU	HCM Risk Containment Unit	Y-PEP	YES Professional Entrepreneurship Programme
IFC	International Finance Corporation	Y-TOP	YES Talent Optimization Program
IICA	Indian Institute of Corporate Affairs	YSB	YES School of Banking
ISB	Inclusive and Social Banking		

# Independent Assurance Statement



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## Independent assurance statement

To the Management of YES BANK Limited, IFC Tower, Senapati Bapat Marg, Elphinstone, Mumbai, India.

### Introduction

KPMG in India was engaged by YES BANK Limited (The Company) to provide independent assurance on the selected environment, social and governance disclosures in the Integrated Report ('the Report') for the Financial Year (FY) 2015-16.

We conducted our work in accordance with criteria of 'Limited Assurance' as per International Federation of Accountants' (IFAC) International Standard for Assurance Engagements [ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information]

### Scope, Boundary and Limitations

The scope of assurance includes the selected sustainability performance data and information for the period 01 April to 31 March 2015 based on GRI G4 Guidelines and Financial Services Sector Disclosure. The General and Specific Standard Disclosures subject to assurance were as follows;

General Standard Disclosures:	Specific Standard Disclosures
<ul style="list-style-type: none"> <li>Strategy and Analysis (G4 - 1)</li> <li>Organizational Profile (G4 - 3, G4 - 4, G4 - 5, G4 - 6, G4 - 8, G4 - 10, G4 14)</li> <li>Identified material Aspects and Boundaries (G4 - 17 - G4 - 23)</li> <li>Stakeholder Engagement (G4 - 24 - G4 - 27)</li> <li>Report Profile (G4 - 28 - G4 - 33)</li> <li>Governance (G4 - 34, G4 - 36, G4 - 42, G4 - 48)</li> <li>Ethics &amp; Integrity (G4 - 56)</li> </ul>	<ul style="list-style-type: none"> <li><b>Environment</b> – Energy Emissions: G4 EN3, G4 EN 4, G4 EN5, G4 EN 6</li> <li><b>Emissions:</b> G4 EN 15, G4 EN 16, G4 EN 17, G4 EN 18, G4 EN 20, G4 EN 21</li> <li><b>Social</b> – Employment G4 LA 1, G4 LA2, G4 LA 3</li> <li>Training &amp; Education: G4 LA 9, G4 LA10, G4 LA 11</li> <li><b>Society</b> – Local Community: G4 - SO1 and G4 SO2, FS 13 and FS 14</li> <li><b>Product Responsibility-</b> Product and Service labeling: G4 - PR 5</li> <li><b>Customer Privacy:</b> G4 - PR8</li> </ul>

The boundary of the report comprises of data and information provided at the YES BANK Limited's corporate office which includes 860 branches and 3 corporate offices and 1609 ATMs.

### Limitations and exclusions

- Verification of data and information related to YES BANK Limited's financial performance, sourced from its audited annual report for FY 2015-16
- Verification of claims was limited to data and information presented in the Report for the period 01 April 2015 to 31 March 2016 as mentioned in the above table
- Data and information in the Report outside this reporting period was not subject to verification

KPMG, an Indian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.



- Verification of any statement indicating intention, opinion, belief and / or aspiration by YES BANK Limited
- The data and verification was restricted to corporate office and we have not visited any branch or site for review

#### Methodology adopted for the assurance

We have obtained sample evidence, information and explanations that were considered necessary in relation to the assurance scope and to arrive at conclusions mentioned below. Our work included a range of evidence-gathering procedures including:

- Review of materiality and stakeholder engagement framework deployed at YES BANK Limited
- Assessment of the systems used for data collection and reporting of the General Standard Disclosures and Specific Standard Disclosures of material aspects as listed in the assurance scope above
- Testing on a sample basis, the evidence supporting the data and information
- Verification of data presented in the report from the corporate office
- Review of the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings.

#### Conclusions

We have reviewed the Sustainability Report of YES BANK Limited. Based on our review and procedures performed as described above, nothing has come to our attention that causes us not to believe that the sustainability data and information presented in the Report is appropriately stated, in material aspects, and in line with the reporting principles of GRI G4 Guidelines on Sustainability Reporting

#### Observations

The following is an excerpt from the observations and opportunities reported to the management of YES BANK Limited. These do not, however, affect our conclusions regarding the Report

- YES BANK Limited has reviewed the list of material issues by interaction with the key stakeholders. Brand management, Responsible Investment and Risk Management have emerged as new material issues for YES BANK Limited.
- Quantitative targets may be taken for the identified material issues and monitored on a regular basis for monitoring the performance
- Yes Bank may disclose the key actions in the report, taken towards the concerns arising from the stakeholder engagement exercise
- This year YES BANK Limited has increased the scope of reporting on direct GHG emissions by including the emissions resulting from refrigerant gases.

#### Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 standard. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

**Responsibilities**

YES BANK Limited is responsible for developing the Report contents. YES BANK Limited is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of YES BANK Limited in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to YES BANK Limited those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than YES BANK Limited for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

A handwritten signature in black ink, appearing to read 'Santhosh Jayaram', with a long, sweeping horizontal line extending to the right.

**Santhosh Jayaram**  
**Partner and Head**  
KPMG  
June 29<sup>th</sup> 2016



# GRI G4 Content Index



## GRI G4 Content Index for General Standard Disclosures

### General Standard Disclosures

General Standard Disclosures	Disclosure Item	Location of Disclosure	External Assurance
<b>Strategy and Analysis</b>			
G4-1	Statement of the MD & CEO	1	Page 69
G4-2	Description of key impacts, risks and opportunities	1-3, 7, 14-16, 23, 27, 28, 31, 39, 46, 53-56, Annual Report 15-16: 103-104, 108-109	
<b>Organizational Profile</b>			
G4-3	Name of the Organization	5	Page 69
G4-4	Primary brands, products and services	5	Page 69
G4-5	Location of the Organization's headquarters	4	Page 69
G4-6	Number of countries where organization operates	6	Page 69
G4-7	Nature of ownership and legal form	6	
G4-8	Markets served	6, Inside Back Cover	Page 69
G4-9	Scale of the organization	5,24,26,39,42,44, Inside Back Cover	
G4-10	Employee profile	64-65	Page 69
G4-11	Percentage of employees covered by collective bargaining agreements	As there are no unions, no collective bargaining agreements exist	Page 69
G4-12	Organization's supply chain	18-19	
G4-13	Significant changes during the year	7	
G4-14	Precautionary approach or principle	17,53	Page 69
G4-15	Externally developed charters, principles or other initiatives to which the organization subscribes	39-40	
G4-16	Memberships of associations	39-40	
<b>Identified Material Aspects and Boundaries</b>			
G4-17	Entities included in the organization's consolidated financial statements	Annual Report 2015-16: 242	Page 69
G4-18	Defining the report content and Aspect boundaries	4, 19-20	Page 69
G4-19	Material aspects	20-21	Page 69
G4-20	Aspect boundary within the organization	21	Page 69
G4-21	Aspect boundary outside the organization	21	Page 69
G4-22	Effect of any restatements of information provided in previous reports	4	Page 69
G4-23	Significant changes from previous reporting periods	No significant changes	Page 69
<b>Stakeholder Engagement</b>			
G4-24	Stakeholder groups engaged by the organization	19, 22	Page 69
G4-25	Basis for identification and selection of stakeholders	19-20	Page 69
G4-26	Organization's approach to stakeholder engagement	19,22	Page 69
G4-27	Key topics and concerns raised through stakeholder engagement	19-20,22	Page 69
<b>Report Profile</b>			
G4-28	Reporting period	4	Page 69
G4-29	Date of most recent previous report	4	Page 69
G4-30	Reporting cycle	4	Page 69
G4-31	Contact point for questions regarding the report or its contents	4	Page 69
G4-32	"In accordance" option the organization has chosen	4	Page 69
G4-33	External assurance	69-71	Page 69

General Standard Disclosures	Disclosure Item	Location of Disclosure	External Assurance
<b>Governance</b>			
G4-34	Governance structure of the organization	16	Page 69
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to Senior Executives and other employees	15	
G4-36	Report whether the organization has appointed an Executive-level position or positions with responsibility for economic, environmental and social topics and whether the post holders report directly to the highest governance body	15	Page 69
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	15, 18-19, 22, Annual Report 15-16: 156	
G4-38	Report composition of the highest governance body	Annual Report 15-16: 147	
G4-39	Report whether the chair of the highest governance body is also an Executive Officer	Annual Report 15-16: 147	Page 69
G4-40	Report the nomination and selection process for the highest governance body and criteria used for nominating including: -Whether and how expertise and experience relating to economic, environmental and social topics are considered -Whether and how stakeholders are involved	15, Annual Report 15-16: 146-148, 153-154	
G4-41	Report process for the highest governance body to ensure conflicts of interest are avoided and managed	Annual Report 15-16: 146, 164-166	
G4-42	Report the highest governance body's and Senior Executives' roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	15-16, Annual Report 15-16: 156	Page 69
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	15, 17, 34, Annual Report 15-16: 167	
G4-44	Process for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics (report frequency and if the assessment is self or independent). Report action taken in response to evaluation of performance of highest governance body	Annual Report 15-16: 117, 161	
G4-45	Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks and opportunities. Include the body's role in implementation of a due diligence process. Report whether stakeholder consultation is used to support the highest governance body's identification and management of above mentioned impacts, risks and opportunities	19-20, Annual Report 15-16: 103, 118, 155	
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management process for economic, environmental and social topics	15-16, Annual Report 15-16: 103-104, 152	
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	Annual Report 15-16: 117, 147-148, 152, 156, 157	
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material aspects are covered	MD & CEO, with the Chief Sustainability Officer	Page 69
G4-49	Report the process for communicating critical concerns to the highest governance body	58-59, Annual Report 15-16: 165-166, 167	
G4-50	Report the nature and total number of concerns that were communicated to the highest governance body and the mechanisms used to address and resolve them	Annual Report 2015-16: 156	
G4-51	Report remuneration policies for the highest governance body. Report how performance criteria in the remuneration policy relate to the highest governance body's and Senior Executive's economic, environmental and social objectives	Annual Report 2015-16: 161-163, 217-218	

## GRI G4 Content Index

General Standard Disclosures	Disclosure Item	Location of Disclosure	External Assurance
G4-52	Report the process for determining the remuneration. Report relationship with remuneration consultants (if applicable)	Annual Report 2015-16: 161-163, 217-220	
G4-53	Report how stakeholders' view are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable	58-59, Annual Report 2015-16: 218-219	
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country to significant operations to the median annual total compensation for all employees (Excluding the highest-paid individual) in the same country	Annual Report 2015-16: 134	
G4-55	Report the ratio of % increase in annual total compensation for the organization's highest-paid individual in each country to significant operations to the median annual total compensation for all employees (Excluding the highest-paid individual) in the same country	Annual Report 2015-16: 134	
<b>Ethics and Integrity</b>			
G4-56	Organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Annual Report 2015-16: 3, 165, Annual Report 2014-15: 69	Page 69
G4-57	Report the internal and external mechanisms for seeking advice on the ethical and lawful behavior and matters related to organizational integrity	58-59, Annual Report 2015-16: 118, 165-166	
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior and matters related to organizational integrity (escalation, whistleblower policy, hotlines)	58-59 Annual Report 2015-16: 118, 165-166	

## GRI G4 Content Index for Specific Standard Disclosures

### Specific Standard Disclosures

Specific Standard Disclosures	DMA and Indicators	Location of Disclosure	External Assurance
<b>Economic</b>			
G4-DMA		10,23, Annual Report 2015-16: 3, 110, Annual Report 2014-15: 69-99	
G4-EC1	Direct Economic Value Generated and Distributed.	23	
G4-EC2	Financial implications and other risks and opportunities for the organizations activities due to climate change	11,53-56, Annual Report 2015-16: 121-122, Sustainability Report 2013-14: 19	
G4-EC3	Coverage of organisations defined benefit plan obligations	100%	
G4-EC4	Financial Assistance received from the Government	No financial assistance received	
G4-EC7	Development and impact of infrastructure investments and services supported.	53-56, Annual Report 2015-16: 94-95	Page 69
G4-EC8	Significant indirect Economic impacts, including the extent of impacts	23,24-27,46	Page 69
<b>Environment</b>			
G4-DMA		11, 17,46, Sustainability Report 2013-14: 19	
G4-EN3	Energy consumption within the organization	48	Page 69
G4-EN4	Energy Consumption outside the organization	48	Page 69
G4-EN5	Energy Intensity (Specific energy)	48	Page 69
G4-EN6	Reduction of energy consumption	46-48	Page 69
G4-EN7	Reduction of Energy Requirement of product and services	43-44, 46-48	Page 69

Specific Standard Disclosures	DMA and Indicators	Location of Disclosure	External Assurance
G4-EN15	Direct Green house gas emissions	48	Page 69
G4-EN16	Indirect Green house gas emissions	48	Page 69
G4-EN17	Other Indirect Green house emissions	48	Page 69
G4-EN18	Green house gas emission intensity (Specific emissions)	48	Page 69
G4-EN19	Reduction of Green house gas emissions	48	Page 69
G4-EN20	Emissions of ozone depleting substances	48	Page 69
G4-EN21	SOx, NOx and other significant air emissions	Being a service organization, this is not a material issue as these emissions are not significant.	Page 69
G4-EN27	Extent of impact mitigation of Environmental impacts of products and services	25,43-44,46-48	
G4-EN28	Percentage of products sold and their packaging material reclaimed	As the Bank is in service sector, product packaging is minimal and not a material issue	
G4-EN29	Monetary value of significant fine and total no. of non-compliances with environmental laws and regulations	None	
G4-EN31	Total environmental protection expenditures and investments by type	Annual Report 2015-16: 123-124	
<b>Labor Practices</b>			
G4-DMA		57, Annual Report 2015-16: 13	
G4-LA1	Total number and rates of new employee hires and employee turnover by age, group, gender and region	64-65	Page 69
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	57-59	Page 69
G4-LA3	Return to work and retention rates after parental leave, by gender	65	Page 69
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	90 Days	
G4-LA9	Average hours of training per year per employee by gender and by employee category	62	Page 69
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	59-62	Page 69
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	100%	Page 69
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	64-65	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	58	
<b>Human Rights</b>			
G4-DMA		2, 18, Sustainability Report 2012-13: 42	Page 69
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Annual Report 2015-16: 81	Page 69
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	No operations or suppliers were identified to have any such significant risks	Page 69
<b>Society</b>			
G4-DMA		12, 28, 35, Sustainability Report 2013-14: 20	
G4-S01	Percentage of operations with implemented local community engagement, impact assessments and developed programs	23, 26	Page 69

Specific Standard Disclosures	DMA and Indicators	Location of Disclosure	External Assurance
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Considering the Bank's nature of business and locations in which it operates, there is minimal negative impact of its operations to community around its locations	Page 69
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	100%, the Bank operates in a highly regulated sector with strong anti-corruption systems	
G4-SO4	Communication and training on anti-corruption policies and procedures	59, 60, Annual Report 2015-16: 118, 166	
G4-SO5	Confirmed incidents of corruption and actions taken	None	
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Annual Report 2015-16: 209	
<b>Product Responsibility</b>			
G4-DMA		15-16 Annual Report 15-16: 12, 98-99	
G4-PR3	Type of Product and Service information required by the organization procedures for product and service information and labeling and percentage of significant product and service categories subject to such information requirements	Annual Report 15-16: 98	Page 69
G4-PR 4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Annual Report 2015-16: 209	Page 69
G4-PR 5	Results of surveys measuring customer satisfaction	15-16	Page 69
G4-PR 8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	16	Page 69
G4-PR 9	Monetary value of significant fines for non-compliances with laws and regulations concerning provision and use of product and services	Annual Report 2015-16: 209	

## GRI Content Index for Financial Services Sector Disclosures

### Specific Standard Disclosures

Specific Standard Disclosures	DMA and Indicators	Location of Disclosure	External Assurance
<b>Economic</b>			
G4-DMA	Economic performance	23, Annual Report 2015-16: 3, 110,	
G4-EC1	Direct Economic Value Generated and Distributed	23	
<b>Environmental</b>			
G4-EN15		48	
G4-EN16	Energy consumption within the organization	48	Page 69
G4-EN17	Energy Consumption outside the organization	48	Page 69
G4-EN23	Energy Intensity (Specific energy)	47	Page 69
<b>Social</b>			
<b>Labor Practices And Decent Work</b>			
G4-DMA	Occupational Health and Safety	Annual Report 2015-16: 13, 81	
<b>Human Rights</b>			
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	The ESP is integrated into core credit approval mechanisms. All portfolios falling within ESP guidelines are screened.	



<b>Society</b>		
FS13	Access points in low-populated or economically disadvantaged areas by type	24-27, 42
FS14	Initiatives to improve access to financial services for disadvantaged people	24-27, 44
<b>Product Responsibility</b>		
G4-DMA	Product and Service Labeling	15-16, Annual Report 2015-16: 98
G4-DMA	Product Portfolio	Annual Report 2015-16: 3, 12, 110
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector	Annual Report 15-16: 212
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	24-27, Annual Report 2015-16: 202, 212
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	24-27, 47, 48, 53-56
G4-DMA	Audit	Annual Report 2015-16: 104-105
G4-DMA	Active Ownership	Annual Report 2015-16: 137-140
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	The Bank interacts with all companies falling within ambit of ESP
FS11	Percentage of assets subject to positive and negative environmental or social screening	All assets within ambit of ESP are screened

(1) YES BANK Annual Report FY 2015-16 ([https://www.yesbank.in/pdf/annualreport\\_2015-16\\_link2.pdf](https://www.yesbank.in/pdf/annualreport_2015-16_link2.pdf))

(2) YES BANK Annual Report FY 2014-15 ([https://www.yesbank.in/pdf/annualreport\\_2014-15\\_.pdf](https://www.yesbank.in/pdf/annualreport_2014-15_.pdf))

(3) YES BANK Sustainability Report FY 2014-15 ([https://www.yesbank.in/pdf/globalizing\\_responsible\\_banking\\_in\\_india\\_2014\\_15.pdf](https://www.yesbank.in/pdf/globalizing_responsible_banking_in_india_2014_15.pdf))

(4) YES BANK Sustainability Report FY 2013-14 ([https://www.yesbank.in/pdf/yes\\_bank\\_sustainability\\_report\\_2013\\_14\\_final.pdf](https://www.yesbank.in/pdf/yes_bank_sustainability_report_2013_14_final.pdf))

# UN Global Compact Reconciliation

Global Compact Principles	GRI Disclosures	Page Reference/ Explanation
<b>Principle 1: Human Rights</b>	<b>GRI Disclosures to report actions taken to implement Principle 1 and outcomes from implementing Principle 1</b>	
Businesses should support and respect the protection of internationally proclaimed human rights	<p>Indicators <b>Human Rights:</b> Aspect Investment: <b>G4-HR2:</b> Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained</p> <p>Aspect Security Practices: <b>G4-HR7:</b> Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations</p> <p>Aspect: Indigenous Rights <b>G4-HR8:</b> Total number of incidents of violations involving rights of indigenous peoples and actions taken</p> <p>Aspect Assessment <b>G4-HR9:</b> Total number and percentage of operations that have been subject to human rights reviews or impact assessments</p> <p>Aspect Human Rights Grievance Mechanisms <b>G4-HR12:</b> Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms</p> <p><b>Society:</b> Aspect: Local Communities <b>G4-SO1:</b> Percentage of operations with implemented local community engagement, impact assessments, and development programs</p> <p><b>G4-SO2:</b> Operations with significant actual and potential negative impacts on local communities</p>	<p>89/ 100%</p> <p>100%/ Training as per Bank guidelines and policies, including HR</p> <p>None</p> <p>100%, through policies including Vendor Codes &amp; risk assessment systems</p> <p>None</p> <p>24-27</p> <p>None identified</p>
<b>Principle 2: Human Rights</b>	<b>GRI Disclosures to report actions taken to implement Principle 2 and outcomes from implementing Principle 2</b>	
Business should make sure they are not complicit in human rights abuses	<p>Indicators <b>Human Rights:</b> Aspect Investment: <b>G4-HR1:</b> Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</p> <p>Aspect Supplier Human Rights Assessment <b>G4-HR10:</b> Percentage of new suppliers that were screened using human rights criteria</p> <p><b>G4-HR11:</b> Significant actual and potential negative human rights impacts in the supply chain and actions taken</p>	<p>The ESP is integrated into core credit approval mechanisms. All portfolios falling within ESP guidelines are screened</p> <p>100%, through policies, including vendor codes and risk assessment systems</p> <p>None identified</p>
<b>Principle 3: Labor</b>	<b>GRI Disclosures to report actions taken to implement Principle 3 and outcomes from implementing Principle 3</b>	
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	<p>General Standard Disclosures Organizational Profile <b>G4-11</b> a. Report the percentage of total employees covered by collective bargaining agreements.</p> <p>Indicators <b>Human Rights:</b> Aspect Freedom of Association and Collective Bargaining <b>G4-HR4:</b> Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights</p> <p><b>Labor:</b> Aspect Labor/Management Relations <b>G4-LA4:</b> Minimum notice periods regarding operational changes, including whether these are specified in collective agreements</p>	<p>There are no unions at the Bank</p> <p>No such operations or suppliers were identified</p> <p>90 days</p>

Global Compact Principles	GRI Disclosures	Page Reference/ Explanation
<b>Principle 4: Labor</b>	<b>GRI Disclosures to report actions taken to implement Principle 4 and outcomes from implementing Principle 4</b>	
Businesses should uphold the elimination of all forms of forced and compulsory labor	<p>Indicators</p> <p><b>Human Rights:</b></p> <p>Aspect: Forced or Compulsory Labor</p> <p><b>G4-HR6:</b> Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor</p>	No such operations or suppliers were identified
<b>Principle 5: Labor</b>	<b>GRI Disclosures to report actions taken to implement Principle 5 and outcomes from implementing Principle 5</b>	
Businesses should uphold the effective abolition of child labor.	<p>Indicators</p> <p><b>Human Rights:</b></p> <p>Aspect Child Labor</p> <p><b>G4-HR5:</b> Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor</p>	No such operations or suppliers were identified
<b>Principle 6: Labor</b>	<b>GRI Disclosures to report actions taken to implement Principle 6 and outcomes from implementing Principle 6</b>	
Businesses should uphold the elimination of discrimination in respect of employment and occupation	<p><b>General Standard Disclosures</b></p> <p>Organizational Profile</p> <p><b>G4-10</b></p> <p>a. Report the total number of employees by employment contract and gender</p> <p>b. Report the total number of permanent employees by employment type and gender</p> <p>c. Report the total workforce by employees and supervised workers and by gender</p> <p>d. Report the total workforce by region and gender</p> <p>e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors</p> <p>f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries)</p> <p>Indicators</p> <p><b>Economic:</b></p> <p>Aspect: Market Presence</p> <p><b>G4-EC5:</b> Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation</p> <p><b>G4-EC6:</b> Proportion of senior management hired from the local community at significant locations of operation</p> <p><b>Labor Practices and Decent Work:</b></p> <p>Aspect: Employment</p> <p><b>G4-LA1:</b> Total number and rates of new employee hires and employee turnover by age group, gender and region</p> <p><b>G4-LA3:</b> Return to work and retention rates after parental leave, by gender</p> <p>Aspect: Training and Education</p> <p><b>G4-LA9:</b> Average hours of training per year per employee by gender, and by employee category</p> <p><b>G4-LA11:</b> Percentage of employees receiving regular performance and career development reviews, by gender and by employee category</p>	<p>All employees are on full time contract.</p> <p>64</p> <p>No.</p> <p>No significant variations in employment numbers.</p> <p>On par or above the local minimum wage</p> <p>Senior appointments are made on basis of merit and Bank's requirement</p> <p>64-65</p> <p>65</p> <p>62</p> <p>100%</p>

Global Compact Principles	GRI Disclosures	Page Reference/ Explanation
	Aspect: Diversity and Equal Opportunity <b>G4-LA12:</b> Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	64-65
	Aspect: Equal Remuneration for Women and Men <b>G4-LA13:</b> Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	58
	Human Rights: Aspect: Non-discrimination <b>G4-HR3:</b> Total number of incidents of discrimination and corrective actions taken	Annual Report 2015-16:81
<b>Principle 7: Environment:</b>	<b>GRI Disclosures to report actions taken to implement Principle 7 and outcomes from implementing Principle 7</b>	
Businesses should support a precautionary approach to environmental challenges	Indicators <b>Economic:</b> Aspect: Economic Performance <b>G4-EC2:</b> Financial implications and other risks and opportunities for the organization's activities due to climate change	46, 59-56, Annual Report 2015-16: 121-122, Sustainability Report 2013-14: 19
	<b>Environmental:</b> Aspect: Materials <b>G4-EN1:</b> Materials used by weight or volume	Being a service provider, G4-EN1 is not a material issue for the Bank
	Aspect: Energy <b>G4-EN3:</b> Energy consumption within the organization	48
	Aspect Water <b>G4-EN8:</b> Total water withdrawal by source	Being a service provider, the Bank only consumes potable and municipal water
	Aspect: Emissions <b>G4-EN15:</b> Direct greenhouse gas (GHG) emissions (scope 1)	48
	<b>G4-EN16:</b> Energy indirect greenhouse gas (GHG) emissions (scope 2)	48
	<b>G4-EN17:</b> Other indirect greenhouse gas (GHG) emissions (scope 3)	48
	<b>G4-EN20:</b> Emissions of ozone-depleting substances (ODS)	48
	<b>G4-EN21:</b> NOx, SOx, and other significant air emissions	Being a service organization, this is not a material issue as these emissions are not significant 25, 43-44, 46-48, Annual Report 2015-16: 123-124
	Aspect: Products and Services <b>G4-EN27:</b> Extent of impact mitigation of environmental impacts of products and services	25, 43-44, 46-48
	Aspect: Overall <b>G4-EN31:</b> Total environmental protection expenditures and investments by type	Annual Report 2015-16: 123-124
<b>Principle 8: Environment</b>	<b>GRI Disclosures to report actions taken to implement Principle 8 and outcomes from implementing Principle 8</b>	
	Indicators <b>Environmental:</b> Aspect: Materials <b>G4-EN1:</b> Materials used by weight or volume	Being a service organization, this is not a material issue
	<b>G4-EN2:</b> Percentage of materials used that are recycled input materials	Being a service organization, this is not a material issue
	Aspect: Energy <b>G4-EN3:</b> Energy consumption within the organization	48
	<b>G4-EN4:</b> Energy consumption outside of the organization	48

Global Compact Principles	GRI Disclosures	Page Reference/ Explanation
	G4-EN5: Energy intensity	48
	G4-EN6: Reduction of energy consumption	46-48
	G4-EN7: Reductions in energy requirements of products and services	43-44,46-48
	Aspect: Water	Being a service provider, this is not a material issue as the Bank only consumes potable and municipal water
	G4-EN8: Total water withdrawal by source	None
	G4-EN9: Water sources significantly affected by withdrawal of water	Being a service provider, this is not a material issue
	G4-EN10: Percentage and total volume of water recycled and reused	None
	Aspect: Biodiversity	No such sites identified
	G4-EN11: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No such significant impact identified
	G4-EN12: Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	51-52
	G4-EN13: Habitats protected or restored	No such area affected by operations
	G4-EN14: Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	48
	Aspect: Emissions	48
	G4-EN15: Direct greenhouse gas (GHG) emissions (scope 1)	48
	G4-EN16: Energy indirect greenhouse gas (GHG) emissions (scope 2)	48
	G4-EN17: Other indirect greenhouse gas (GHG) emissions (scope 3)	48
	G4-EN18: Greenhouse gas (GHG) emissions intensity	48
	G4-EN19: Reduction of greenhouse gas (GHG) emissions	48
	G4-EN20: Emissions of ozone-depleting substances (ODS)	Being a service organization, this is not a material issue as these emissions are not significant
	G4-EN21: NOx, SOx, and other significant air emissions	Being a service provider, this is not a material issue, as only water discharged is municipal wastewater
	Aspect: Effluents and Waste	47
	G4-EN22: total water discharge by quality and destination	None
	G4-EN23: Total weight of waste by type and disposal method	None
	G4-EN24: Total number and volume of significant spills	None
	G4-EN25: Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the basel convention2 annex i, ii, iii, and viii, and percentage of transported waste shipped internationally	No such location identified
	G4-EN26: Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	25, 43-44, 46-48
	Aspect: Products and Services	As the Bank is in service sector, product packaging is minimal and not a material issue
	G4-EN27: Extent of impact mitigation of environmental impacts of products and services	
	G4-EN28: Percentage of products sold and their packaging materials that are reclaimed by category	
<b>Principle 9: Environment</b>	<b>GRI Disclosures to report actions taken to implement Principle 9 and outcomes from implementing Principle 9</b>	
Businesses should encourage the development and diffusion of environmentally friendly technologies.	Indicators	
	Environmental:	
	Aspect Energy	
	G4-EN6: Reduction of energy consumption	46-48
	G4-EN7: reductions in energy requirements of products and services	43-44,46-48
	Aspect: Emissions	
	G4-EN19: Reduction of greenhouse gas (GHG) emissions	48
	Aspect: Products and Services	
	G4-EN27: Extent of impact mitigation of environmental impacts of products and services	25,43-44,46-48







Global Compact Principles	GRI Disclosures	Page Reference/ Explanation
	Aspect: overall <b>G4-EN31:</b> Total environmental protection expenditures and investments by type	Annual Report 2015-16: 123-124
<b>Principle 10: Anti-corruption</b> Businesses should work against corruption in all its forms, including extortion and bribery	GRI Disclosures to report actions taken to implement Principle 10 and outcomes from Implementing Principle 10 General Standard Disclosures Ethics and Integrity <b>G4-56</b> a. Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics  <b>G4-57</b> a. Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines  <b>G4-58</b> a. Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistle blowing mechanisms or hotlines  Indicators <b>Society</b> Aspect Anti-Corruption <b>G4-S03:</b> Total number and percentage of operations assessed for risks related to corruption and the significant risks identified  <b>G4-S04:</b> Communication and training on anti-corruption policies and procedures <b>G4-S05:</b> Confirmed incidents of corruption and actions taken Aspect Public Policy <b>G4-S06:</b> Total value of political contributions by country and recipient/ Beneficiary	Annual Report 2015-16: 3, 165, Annual Report 2014-15: 97  58-59, Annual Report 2015-16: 118, 165-166  59-60, Annual Report 2015-16: 118, 165-166  100%, the Bank operated in a highly regulated sector with strong anti-corruption systems 59,60 None None

(1) YES BANK Annual Report FY 2015-16 ([https://www.yesbank.in/images/all\\_pdf/YES\\_Bank\\_Annual\\_Report\\_2015-16.pdf](https://www.yesbank.in/images/all_pdf/YES_Bank_Annual_Report_2015-16.pdf))(2) YES BANK Annual Report FY 2014-15 ([https://www.yesbank.in/images/all\\_pdf/Annual\\_Report\\_2014\\_15.pdf](https://www.yesbank.in/images/all_pdf/Annual_Report_2014_15.pdf))(3) YES BANK Sustainability Report FY 2014-15 ([https://www.yesbank.in/images/all\\_pdf/Glocalizing\\_Responsible\\_Banking\\_in\\_India.pdf](https://www.yesbank.in/images/all_pdf/Glocalizing_Responsible_Banking_in_India.pdf))(4) YES BANK Sustainability Report FY 2013-14 ([http://www.yesbank.in/images/all\\_pdf/YES\\_Bank\\_Sustainability\\_Report\\_2013\\_14\\_FINAL.pdf](http://www.yesbank.in/images/all_pdf/YES_Bank_Sustainability_Report_2013_14_FINAL.pdf))

# SDG Compass



## LINKING THE SDGS AND GRI

YES BANK welcomes the Sustainable Development Goals, adopted at the historic UN Sustainable Development Summit in September 2015 in New York, USA. In line with its strategic vision and objectives, the Bank believes it has a clear alignment with select Goals, and is looking to align its targets and outcomes along those Goals. The Bank has also attempted to align its GRI reporting process with the SDGs, adopting the SDG Compass, developed by the GRI, UN Global Compact and WBCSD, and accessible at [www.sdgcompass.org](http://www.sdgcompass.org).

SDG	Business Theme	GRI Indicator	Location of Disclosure
 <p><b>1 NO POVERTY</b></p>	Access to financial services	FS6	Annual Report 2015-16: 212
		FS7	24-27, Annual Report 2015-16: 202, 212
		FS13	24-27, 42
		FS14	24-27, 44
		Former FS16	28
 <p><b>4 QUALITY EDUCATION</b></p>	Access to land	G4-EC8	23,24-27,46
	Earnings, wages and benefits	G4-EC5	On par or above the local minimum wage
	Economic development in areas of high poverty	G4-EC8	23, 24-27, 46
	Economic Inclusion	G4-DMA-b Guidance for Procurement Practices	18
 <p><b>5 GENDER EQUALITY</b></p>	Education for sustainable development	G4-43	15, 17, 34 Annual Report 2015-16: 167
	Employee training and education	G4-LA9	62
 <p><b>5 GENDER EQUALITY</b></p>	Economic inclusion	G4-DMA-b Guidance for procurement practices	18
	Equal remuneration for women and men	G4-EC5	On par or above the local minimum wage
		G4-LA13	58
	Gender equality	G4-LA1	64-65
		G4-LA9	62
		G4-LA11	100%
		G4-LA12	64-65
	Infrastructure investments	G4-EC1	23
		G4-EC7	53-56, Annual Report 2015-16: 94-95
	Non-discrimination	G4-HR4	No such operations or suppliers were identified
	Parental leave	G4-LA3	65
	Women in leadership	G4-38	Annual Report 2015-16: 147
		G4-40	15, Annual Report 2015-16: 146-148, 153-154
		G4-LA12	64-65
	Workplace violence and harassment	G4-LA14	100%
		G4-LA15	No significant impacts identified

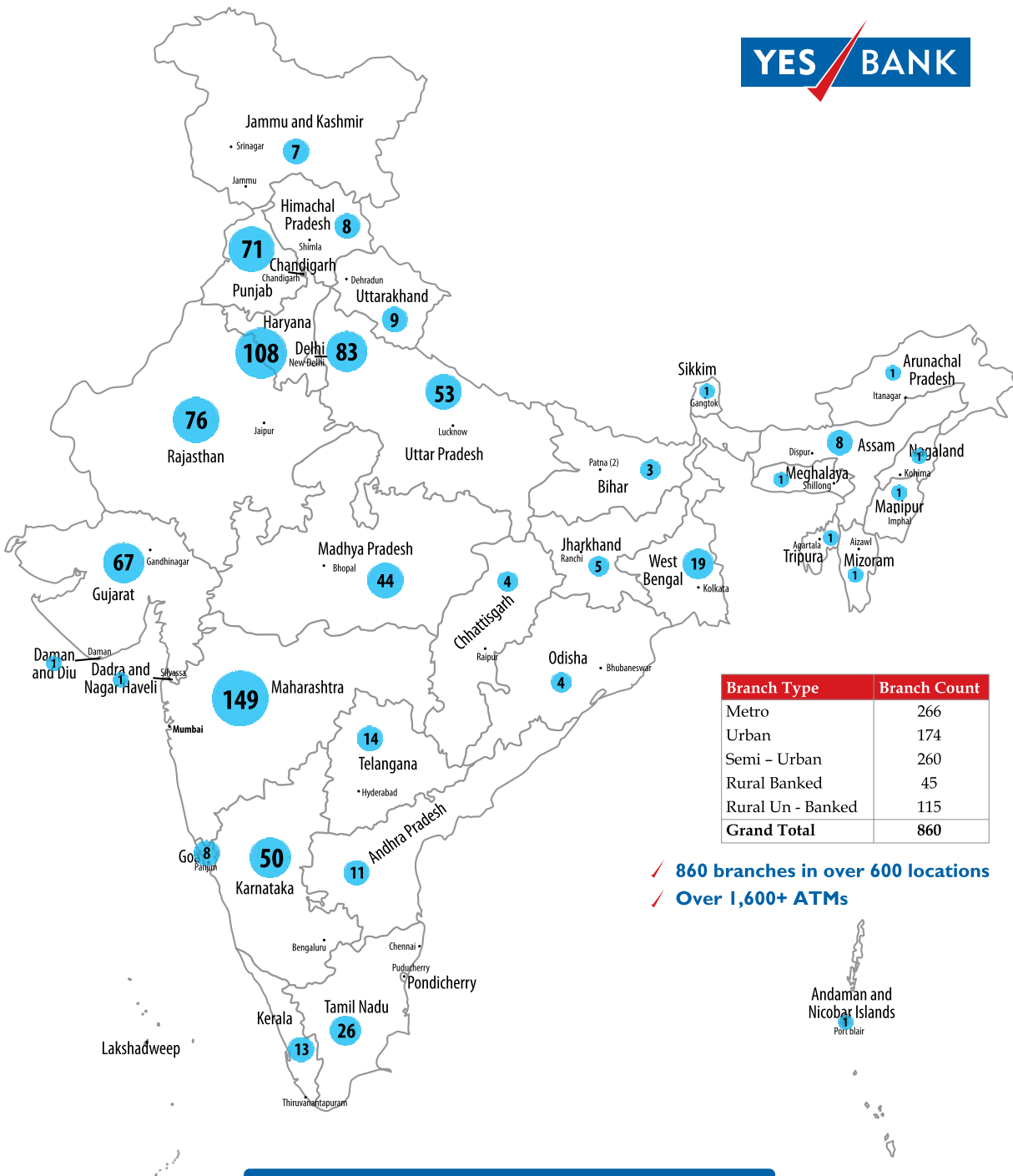
SDG	Business Theme	GRI Indicator	Location of Disclosure
 <p>6 CLEAN WATER AND SANITATION</p> <p>Ensure availability and sustainable management of water and sanitation for all</p>	Spills	G4-EN24	None
	Sustainable water withdrawals	G4-EN8	Being a service provider, this is not a material issue as the Bank only consumes potable and municipal water
		G4-EN9	None
		G4-EN27	25, 43-44, 46-48
	Waste	G4-EN23	47
	Water efficiency	G4-EN10	Being a service provider, this is not a material issue
	Water quality	G4-EN22	Being a service provider, this is not a material issue, as only water discharged is municipal wastewater.
	Water recycling and reuse	G4-EN10	Being a service provider, this is not a material issue
	Water-related ecosystems and biodiversity	G4-EN11	No such sites identified
		G4-EN12	No such significant impact identified
		G4-EN13	51-52
		G4-EN14	No such area affected by operations
		G4-EN22	Being a service provider, this is not a material issue, as only water discharged is municipal wastewater
		G4-EN24	None
		G4-EN26	No such location identified
 <p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	Energy efficiency	G4-EN3	48
		G4-EN4	48
		G4-EN5	48
		G4-EN6	46-48
		G4-EN7	46-48
	Environmental investments	G4-EN31	Annual Report 2015-16: 123-124
	Infrastructure investments	G4-EC1	23
		G4-EC7	53-56, Annual Report 2015-16: 94-95
	Renewable energy	G4-EN3	48
		G4-EN4	48
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	Abolition of child labor	G4-HR5	No such operations or suppliers were identified
	Access to financial services	FS6	Annual Report 2015-16: 212
		FS7	24-27, Annual Report 2015-16: 202, 212
		FS13	24-27, 42

SDG	Business Theme	GRI Indicator	Location of Disclosure
		FS14	30-34, 34-35, 61-63
		Former FS16	24-27, 44
	Changing the productivity of organizations, sectors, or the whole economy	G4-EC8	28
	Diversity and equal opportunity	G4-LA12	23-27, 46
	Earnings, wages and benefits	G4-EC5	On par or above the local minimum wage
		G4-LA12	64-65
	Economic inclusion	G4-DMA-b Guidance for procurement practices	18
	Economic performance	G4-EC1	23
	Elimination of forced or compulsory labor	G4-HR6	No such operations or suppliers were identified
	Employee training and education	G4-LA9	62
		G4-LA10	59-62
		G4-LA11	100%
	Employment	G4-10	64-65
		G4-EC6	Senior appointments are made on basis of merit and Bank's requirement
		G4-LA1	64-65
	Energy efficiency	G4-EN3	48
		G4-EN4	48
		G4-EN5	48
		G4-EN6	46-48
		G4-EN7	46-48
	Equal remuneration for men and women	G4-LA13	58
	Freedom of association and collective bargaining	G4-11	As there are no unions, no collective bargaining agreements exist
		G4-HR4	No such operations or suppliers were identified
	Indirect impact on job creation	G4-EC8	23-27, 46
	Jobs Supported In The Supply Chain	G4-EC8	23-27, 46
	Labor Practices In The Supply Chain	G4-LA14	100%
	Labor/management relations	G4-LA4	90 days
	Materials efficiency	G4-EN1	Being a service provider, G4-EN1 is not a material issue for the Bank
		G4-EN2	Being a service organization, this is not a material issue.
	Non-discrimination	G4-HR3	No operations or suppliers were identified to have any such significant risks

SDG	Business Theme	GRI Indicator	Location of Disclosure
	Occupational health and safety	G4-LA5	Not applicable as no unions exist at the Bank
		G4-LA6	Not material as Bank is a service organization
		G4-LA7	None identified
		G4-LA8	Not applicable as no unions exist at the Bank
	Parental leave	G4-LA3	65
	Resource efficiency of products and services	G4-EN27	25, 43-44, 46-48
		G4-EN28	As the Bank is in service sector, product packaging is minimal
	Water efficiency	G4-EN10	Being a service provider, this is not a material issue
	Youth employment	G4-LA1	64-65
	 <p>Take urgent action to combat climate change and its impacts* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.</p>	Energy Efficiency	G4-EN3
		G4-EN4	48
		G4-EN5	48
		G4-EN6	46-48
		G4-EN7	43-44, 46-48
Environmental investments		G4-EN31	Annual Report 2015-16: 123-124
GHG emissions		G4-EN15	48
		G4-EN16	48
		G4-EN17	48
		G4-EN18	48
		G4-EN19	48
		G4-EN27	48
		G4-EN30	None identified
Risks and opportunities due to climate change		G4-EC2	53-56, Annual Report 2015-16: 121-122, Sustainability Report 2013-14: 19
 <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>		Environmental investments	G4-EN31
	Foreign direct investment	G4-EC8	23, 24-27, 46



# Branch Locations



Branch Type	Branch Count
Metro	266
Urban	174
Semi - Urban	260
Rural Banked	45
Rural Un - Banked	115
<b>Grand Total</b>	<b>860</b>

- ✓ 860 branches in over 600 locations
- ✓ Over 1,600+ ATMs

## YES BANK Branch Network - 860 branches in over 600 locations

<b>North:</b>	Adampur, Agra (3), Ajaib, Ajnala, Allgarh, Alipur, Allahabad (2), Alwar, Ambala Cantt, Amritsar (3), Anantnag, Anupshahr, Attali, Badli, Badshahpur, Baghat, Bahadurgarh, Bahammoli, Banga, Bansur, Banur, Bara Banki, Baran, Bareilly, Barnala, Bawal, Begowal, Behror, Bhaini Chanderpal, Bhaini Surjan, Bhangsola, Bharan, Bharwani, Bhatinda, Bhiwadi, Bhogpur, Bilari, Bina, Bichinpura, Chandigarh (8), Chawli Bazar, Cheeka, Dadar, Darmdama, Dasna, Dasuya, Daula, Dayalbagh, Deballi, Dehradun, Derabassi, Dhamar, Dhampur, Dhand, Dharamsala, Dharawal, Dharuhera, Dholpur, Dhor, Dhuri, Dundahera, Dungarpur, Fatehabad, Fatehgarh Churian, Ferozabad (2), Firozpur, Gajraula, Ganaur, Gangapur City, Garhi Bazidpur, Garhi Harsaru, Ghaziabad (4), Goela Kalan, Gohana, Gorakhpur, Goraya, Greater Noida, Gulaothi, Gurdaspur, Gurgaon (12), Haileymandi, Harda, Haridwar, Hayatpur, Hoshangabad, Hoshiarpur, Jakhoda, Jalandhar (3), Jammu (2), Jandiala, Jaspur, Jatal, Jatiyana, Jatola, Jhajjar, Jhansi, Jind, Kabri, Kaithal, Kalka, Kangra, Kankrola, Kanonda, Kanpur (2), Kapurthala, Karauli, Karnal, Karol, Kartarpur, Kasana, Kashipur, Katra, Kerwa Jat, Khairthal, Khandewla, Khandsa, Khanna, Kharkat, Jatan, Kharar (2), Kheker, Kherka, Khera, Kherli, Kisangan, Kithoor, Kosi Kalan, Kulasi, Kunda, Kundli, Kurali, Lachhmangarh, Ladpur, Ladwa, Lawa Khurd, Lohian Khas, Lucknow (3), Ludhiana (7), Madlauda, Mahilpur, Manali, Mandawar, Mandi Gobindgarh, Manesar, Marot, Mathura, Mayur Vihar, Meerut (2), Mehra, Modinagar, Moga, Mohali (3), Moradabad (2), Morinda, Mukerian, Muktsar, Mussoorie, Nabha, Nakodar, Nangal, Narnaul, Narwana, Navarangpur, Nawada Fatehpur, Nawanshahr, Neemrana, New Delhi (83), Nilauti, Noida (5), Nurmahal, Palwal, Panchkula (3), Panipat, Paonta Sahib, Pathankot, Patiala, Pehowa, Pelpa, Phalodi, Phillanwala, Pilana, Pinjore, Rai, Rajdhani Enclave, Rajgarh, Rajpura, Ramgarh, Ratangarh, Rawatbhata, Rayya, Rehto, Rishikesh, Rohtak, Roorkee, Rudrapur, Rupnagar (Ropar), Safidon, Saharanpur, Sahnewal, Samalkha, Samchana, Samrala, Sangrur Sankhol, Sardhana, Shahbad Shahjahanpur, Shahkot, Shajapur, Shakarpur, Shikarpur, Shimla, Shrinagar (Hathras), Shujalpur, Siana, Sikanderpur, Sohana, Solan, Sonepat, Srinagar (2), Sultanpur Lodhi, Sunderpur, Taoru, Tigoan, Tohana, Toolera, Udhampur, Una, Umar Tanda, Varanasi, Wazirabad, Yamuna Nagar, Zirakpur (2)
<b>West:</b>	Abu Road, Adalaj, Ahmednagar, Ahmedabad (9), Aimpur, Ajmer, Amalner, Anand, Ankleshwar, Aurangabad, Balda, Balotra, Banswara, Baranatti, Bardoli, Bareilly, Barmer, Baroda (4), Bavia, Belavli, Betul, Bhadole, Bharuch, Bhavnagar, Bhawani Mandi, Bhiwara, Bhinder, Bhinmal, Bhomnagar, Bhopal (3), Bhorwadi, Bhuji, Bikaner, Bilara, Borsad, Butibori, Calangute, Chakri, Chhindwara, Chikhli, Chimbhali, Chiplun, Chittaurgarh, Chormu, Curchorem, Dahaj, Daman, Dariba, Daund, Dausa, Deesa (M), Dehgam, Deogarh, Deolali, Deoli, Dewas, Dhar, Dholka, Dwaraka, Fatehnagar, Gandhidham, Gandhinagar, Ghodegan, Gwalior, Hanoi, Hukkeri, Igatpuri, Indapur, Indore (3), Itarsi, Jabalpur, Jaipur (4), Jaitaran, Jalgaon, Jalor, Jamkhandi, Jamnagar, Jammer, Jhalawar, Jodhpur, Jumar, Kadi, Kandli, Kannad, Kareli, Kolhapur, Kota, Kotputli, Kudal, Kundewahali, Lalot, Lasalgaon, Mahalingpur, Manawar, Mandalgarh, Mandideep, Mapusa, Margao, Mehsana, Merta City, Morbi, Mudhol, Mumbai Metropolitan Region (67), Nadiad, Nagaur, Nagda, Nagpur (2), Narsinghpur, Nashik (3), Nasirabad, Nathdwara, Navsari, Neem-Ka-Thana, Nidhrad, Niwai, Nokha, Owle, Ozar, Padra, Pali, Pandhurna, Panjim, Parner, Pen, Pilani, Pipariya, Pithampur, Ponda, Por, Pune (13), Raisen, Raigarh (Dhar), Raigarunagar (Khed), Rajkot (3), Rajsamand, Ramganj Mandi, Raver, Roha, Rupal, Sachin, Sanand, Santacruz (V) - S V Road, Sausar, Sehore, Sendhwa, Seoni Malwa, Shahapur, Shahpura, Shirdone, Sihori, Silvassa, Sinner, Sojat Road, Srignoda, Sumerpur, Surat (4), Udaipur (2), Udaipurvati Ujjain, Umrane, Umrred, Unjha, Uran, Vadaj, Vadgaon Kasba, Vadsala, Vallabh Vidyanagar, Valsad, Vapi, Varca, Vasco, Vidisha, Vijapur, Visnagar, Vita, Waluj, Warulwadi, Yeola
<b>South:</b>	Ambur, Bangalore (21), Belgaum, Chennai (12), Chikkodi, Coimbatore (3), Devanahalli, Erode, Gorebal, Guntur, Haveri, Hosur, Hubli -Dharwad, Hyderabad (10), Kannur, Karatgi, Karur, Kavaratti, Kochi (4), Kollam, Koppal, Kottayam, Kozhikode, Kurichi, Lingasugur, Madurai, Malapuram, Mangalore, Manipal, Manvi, MP Colony, Mysore, NAD Junction, Narasaraopet, Nellore, Palakkad, Pudukcherry, Rajahmundry, Rameswaram, Salem, Shamsabad, Shanti Nagar, Sindhunur, Sriperumbudur, Suryapet, Thiruvananthapuram, Thiruvur, Tiruchirappalli, Tirupati, Tiruppur, Tiruvalla, Triplicane, Vijayawada, Vizag (4), Vizianagaram, Warangal, Yadgir
<b>East:</b>	Adityapur, Agartala, Aizwal, Asansol, Bardhaman, Bhubaneswar, Bidhan Nagar (2), Biliapur, Chak - Boko, Cuttack, Dhanbad, Dimapur, Durg Bihari, Durgapur, Gangtok, Gaya, Guwahati (3), Howrah, Imphal, Itanagar, Jamshedpur, Jorhat, Kalyani, Kharagpur, Kolkata (8), Patna (2), Port Blair, Puri, Raigarh, Raipur, Ranchi, Roukela, Shillong, Siliguri, Sitchar, Siliguri, Tezpur

The maps in this report, including the cover page, do not purport to be the political map of India or any part of India.



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