

Compromises and NCLT: Apart from normal recovery, a significant portion of the recovery at SARG comes from compromises and NCLT. The vertical also introduces special OTS schemes (non-

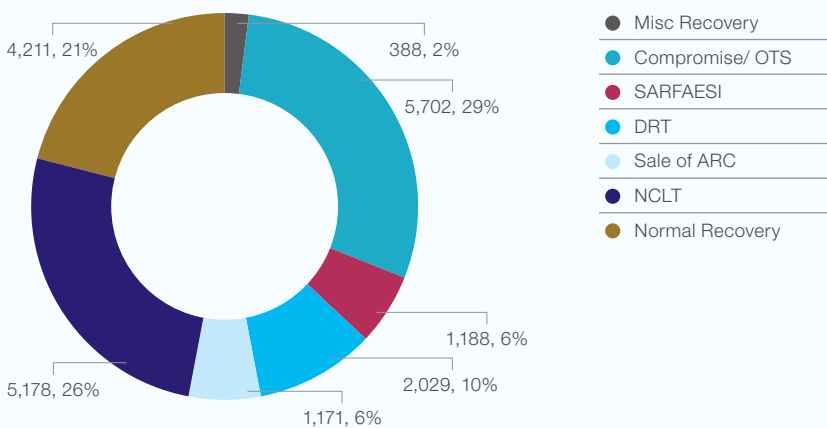
discretionary and non-discriminatory) from time to time. A team has been set up to look after the sale of assets to Asset Reconstruction Companies (ARCs) on a Cash or Security Receipts (SR) basis.

period of the Covid Pandemic. The human capital of your Bank has demonstrated high motivation and spirit to face the new age challenge on the front of technology.

The Human Resources (HR) policies focus on making your Bank an employee-oriented, profitable and growing business organisation over a more extended period of time.

The summarised HR Profile of the Bank as of 31st March 2022 is as under:

Recovery (₹ In Crore) Made Through Various Modes & Percentage Share In Total Recovery (31.03.2022)



Category	FY2021	FY2022
Officers	1,08,772	1,11,549
Associates	1,00,796	99,259
Subordinate staff & Others	36,084	33,442
Total	2,45,652	2,44,250

Innovation in the Resolution of Stressed Assets: SARG introduced specific innovative methods and gave first-mover advantage to your Bank in areas such as arranging mega e-Auction of a large number of properties on a Pan-India basis. For this purpose, the Bank is also making extensive use of a common landing platform for PSBs (<https://ibapi.in> in 'eBKray' - Indian Banks Auctions Mortgaged Properties Information).

Resolution under IBC is a market-oriented mechanism where a higher number of bidders for a particular stressed corporate debtor result in better valuation and maximisation of recovery for lenders. Hence, a marketing team has been set up at SARG to reach out to a broader investor base and showcase our stressed asset undergoing resolution under/ outside IBC.

The transfer of eligible assets to NARCL is also being monitored at SARG with requisite enablers already implemented to ensure the smooth migration of

identified assets. Around 22 accounts with aggregate exposure of approximately ₹17,000 crore are proposed to be transferred to NARCL in phases.

Various new IT initiatives have been rolled out, including LITMAS (Litigation Management System), to better monitor legal recourses undertaken in the stressed accounts for expediting recovery. It will further strengthen the transparency and efficiency of the process.

IV. Support and Control Operations

1. Human Resources and Training

A. Human Resources

Your Bank believes in and acknowledges the critical role of its employees in achieving its present and future organisational goals. SBI recognises the employees' focussed efforts to steer the Bank's performance to greater heights even during the turbulent

Productivity Enhancement Initiatives

Your Bank adopts a branch-based model for manpower planning to ensure optimal utilisation of Human Resources. The model is based on the productivity parameters at the branches like identified work drivers of operations, transaction load factors, number of advance accounts, feedback from the operating units and organisational structure, among others.

Your Bank has streamlined its promotion and transfer process, and these are now completed in the first quarter of a financial year. This gives the branches and other units the required assurance and stability to actively focus on business activities during the major part of the year. In FY2022, despite the challenges posed by the Covid-19 pandemic, the promotion process was completed within the stipulated time.

Your Bank's Career Development System (CDS) under project "Saksham" ensures a transparent, credible data-backed performance evaluation process for the assessment of employee performance. The system ensures accountability, performance, visibility, and greater alignment between individual and organisational goals.

Specialised skills are critical to success for a bank with a large footprint and diversified

roles. Your Bank has defined seven Job families and career paths, viz. Credit and Risk, Sales, Marketing and Operations, HR, Finance and Accounts, Treasury & Forex, IT and Analytics for its officers in Scale-II to V to ensure deep domain knowledge and foster expertise.

Your Bank has put a policy on succession planning for the senior leadership positions to ensure a smooth transition at all the critical executive-level placements. Succession planning exercise has been completed for essential profiles of all DMDs, CGMs, and GMs during FY2022.

"SBI GEMS", a mechanism to promote recognition and develop organisational memory of such recognition, is in place in your Bank.

Recruitment

Your Bank is actively recruiting specialised talent on a lateral and contractual basis in Wealth Management, IT, Information Security, Risk, Credit, and Audit, among others to meet the demands of the fast-changing business landscape and the regulatory requirements.

Your Bank is making extensive use of digital platforms in the recruitment process to reach out to a broader pool of candidates. Recruitment notifications and advertisements are published on LinkedIn, naukari.com, iim.jobs, among others besides publishing recruitment notification on Facebook & Instagram handles. The use of social and digital media in recruitment process has enabled Bank to reach out to a larger pool of tech-savvy and aspiring candidates. Bank has also tied up with professional bodies such as ICAI to reach out to a good talent pool of candidates for specialist positions.

Your Bank has formulated a comprehensive policy for engagement of its retired employees on a contractual and short term basis for identified assignments such as marketing, recovery of stressed assets, digital initiatives, risk management, audit and compliance, ATM monitoring, and channel management, among others. This will facilitate filling the skill gap and help the Bank reduce its expenses to income ratio.

Gender Diversity: Gender Sensitivity and Inclusiveness have always been the cornerstone of your Bank's HR policy. Out of the total workforce, the representation of women is 26.55% spread across all geographies and levels of hierarchy.

Reservations & Equal Opportunity: Your Bank meticulously follows the GOI

directives on reservation policy for SC/ST/OBC/EWSs/PWD. The Bank has a representation of SC, ST, OBCs and differently-abled persons among all the cadres of its workforce. Your Bank has implemented reservations applicable to "Economically Weaker Sections" in direct recruitment from 1st February 2019 in terms of the GOI guidelines.

Representation as of 31st March 2022

Cadre	Total	SC	ST	OBC	EWS	DAPs*
Officers	1,11,549	20,366	9,419	25,764	246	2,415
Clerical	99,259	15,750	7,686	25,987	693	2,475
Sub staff	33,442	8,101	2,164	8,662	0	206
Total	2,44,250	44,217	19,269	60,413	939	5,096

* Differently Aabled Persons

Industrial Relations & Staff Welfare:

Your Bank has a harmonious relationship with the staff and officers' federations. Your Bank has been continuously emphasising a healthy work environment, mutual respect and empathy at the workplace to foster a healthy and happy workforce. Your Bank took several transformative initiatives during the year for Staff Welfare to ensure that your Bank remains at the forefront of banking in India and your Bank's employees are equipped to meet the challenges of tomorrow.

COVID-19 Pandemic: The 2nd wave of covid pandemic hit the country hard at the beginning of FY2022 and took a heavy toll on lives, which included many SBI employees. However, it did not deter the unwavering spirit of the Bank's committed frontline staff, who ensured to deliver uninterrupted financial services across the length and breadth of the country by fine tuning its existing model of work, even with reduced staff strength due to pandemic related restrictions and associated lockdowns. Your Bank has undertaken an intensive vaccination drive pan India for all employees and their family members by arranging vaccination camps in association with reputed hospitals, health care providers and local authorities. The proactive vaccination drive has achieved almost 100% of eligible employees getting partially vaccinated and more than 90% fully vaccinated. For the

sake of the national cause, around 2.50 lakh employees voluntarily came forward on the occasion of the 66th Foundation Day of the Bank and donated an amount of ₹62.62 crore to the PM CARES Fund. This shows your Bank's unwavering commitment to supporting the nation in its fight against the Covid-19 pandemic. This was the second time in successive years that State Bank Employees have contributed to the PM CARES Fund. Last year, they also contributed ₹100 crore for the same cause.

Care & Assistance for Retired

Employees: In compliance with GOI and RBI directives, your Bank has implemented a revision in family pension payable at a uniform rate of 30% without any cap. An "Audio Visual guide" demonstrating the step-by-step process of submitting a video life certificate on "Jeevan Pramaan Portal" has been launched to help the pensioners. Your Bank has also extended the facility of submitting a "video-based life certificate" through the "MyHRMS" app to SBI family pensioners.

B. Training: Changing the Game

The objective of training in your Bank has always been to enhance the workforce's knowledge, skills, and attitude, for superior business performance and customer orientation. The Strategic Training Unit (STU) of your Bank has introduced significant game-changers into the training

eco-system to create a smarter and more impactful learning journey for your Bank's employees. The initiatives taken during the year by our six top-notch Apex Training Institutes (ATIs) and 50 State Bank Institutes of Learning and Development (SBILDs) have been successful and much appreciated.

Creating Unique Programmes for High Impact Learning

“Samarthya” Engagement Programme for Young Employees: Your Bank launched Samarthya, an engagement programme for all young employees in the age group of 35 or below, in December 2021. The programme has been designed for blended learning through a unique new hybrid channel – “Smart Classroom”. Both Officers and Clerical staff attend the programme as a group, promoting rich cross-pollination of perspectives and ideas. Over 67,000 employees are to be trained under the programme, and 72% have been covered in FY2022. The programme's objective is to impart to the young employees, a clearer picture of the ethical and professional standards expected of them together with a positive service orientation, so that they genuinely epitomise our legendary organisation that has been serving India for more than 200 years.

“Leadership Lessons”: Your Bank organised a series of interactive, virtual Power talks by top management and eminent external luminaries, for newly promoted GMs/ DGMs. For grooming and strengthening the leadership skills of the newly promoted officials by learning from the experiences and perspectives of top management and eminent industry/ leadership experts.

“Specialised Training Programmes”: Your Bank organised Specialised Training Programmes for 130 Top Executive Grade officials in the specialised areas of International Banking & Global Market, Human Resources and Digital Banking & IT, to prepare future leaders in these domains.

Pioneering Learning Channels for Uninterrupted Skilling

Smart Classrooms: The Smart Classroom infrastructure has been newly created at Administrative, Regional and Local Head

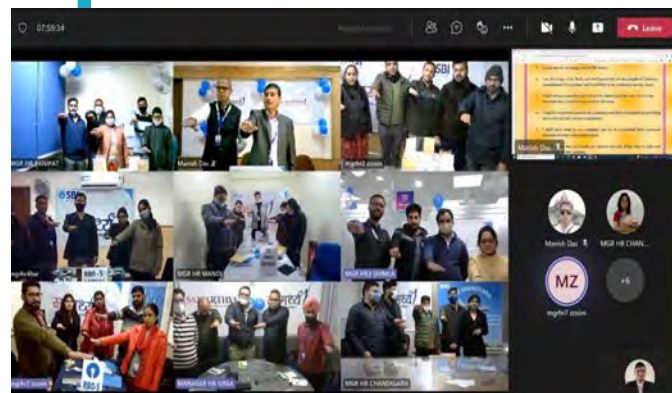


E-Launch of Samarthya by Top Management of your Bank

Offices of your Bank throughout the country. It has opened up new training capacities while working around the pandemic disruptions. More than 400 Smart Classrooms impart training to more than 2,000 employees a day. A Smart Classroom is a classroom where virtual pedagogy-based training is provided to a small group of employees based in a geographic region. It combines elements of online learning and peer presence/ interactions in a focused classroom-like situation, for greater engagement and training efficacy.

Audio learning: A fillip was given to Podcast based learning through “SBICB-on-Air” podcasts on General Banking with 59 episodes & more than 15,000 listens and “Gurukul Vani” on topics related to Credit, Risk, NPA, etc., with more than 54,000 listens.

e-Panel Discussions: With the advent of social distancing, your Bank has convened 23 e-panel discussions for the current knowledge needs of the employees with participation from renowned industry experts and top management.



Participants in Smart Classrooms- a unique new hybrid learning channel

Theme-based Fridays: Under this initiative, theme based webinars on topics in different domains are conducted every Friday. The Themes have been designed to best suit the requirements of the operational staff in the context of the current banking environment. Twenty-seven such webinars were conducted with an average participation of 225 staff.

Multi Theme Portal of Virtual Case Study Discussion Board (CSDB): The multi-theme functionality of CSDB was launched this year. Case studies on several themes are hosted on the portal every fortnight, and employees compete to complete a quiz and answer questions based on the Case Study. Peer learning is promoted through a virtual "Discussion Board". The host ATI also arranges for an e-panel discussion with panellists from the respective vertical, external speakers and faculty. Since its commencement in 2020, more than 97000 employees have participated in the initiative

Focus on Quality for Deep-rooted Learning

Revamp of RBCs: 42 mandatory internal Role-Based Certifications (RBCs) have been designed and placed on SharePoint and the mobile platform for anywhere, anytime accessibility. These e-Role Based Certifications are followed by an entirely case study-based certification examination for a deeper understanding and practical application of the concepts. 98% of the eligible officers and 97% of the eligible award staff cleared their e-RBCs during the year.

Massive Open Online Courses (MOOC) such as e-Lessons: In addition to the repository of elective e-learning content, which is available to employees, in FY-2021-22, four new mandatory e-lessons on relevant subjects have been developed in a new MOOC format for enhanced engagement and user interest. 95% of eligible employees have completed these e-lessons.

Research: The Research wings at ATIs partnered with BUs for studies on the financial and industry trends and carried out studies on learner interest and training efficacy to ensure the alignment of training to business needs. A total of 70 studies were undertaken in FY2022.

External Academic Connect: Your Bank creates exclusive programmes for prestigious organisations, which helps us keep abreast of external developments, hones the training skill of faculty and also catalyses interchange of ideas, all of which distils into better training quality for SBI employees. Bank's clientele range from Regulatory bodies and Government departments to Public and Private Sector Banks, Corporates- both domestic and international, and reputed B-Schools.

Contemporary Content Aligned with User Needs

Gender Equity: Samya 2.0 by ATI is a collection of interventions which reinforce gender parity and sensitivity in the workplace. During the year, the highlights of the initiative were 10 case-let based quizzes, 10 webinar programmes for employees, an e-compendium on situation analysis and an annual magazine putting forth the views of women leaders in your Bank.

Inclusiveness: A week-long specialised training programme for Visually Impaired (VI) & Hearing Impaired (HI) employees working from home was conducted, in collaboration with SBI Foundation to ensure their engagement even when exempted from attending office. Twenty-three such programmes were conducted during FY2022.

Aspirational Courses: 10 Aspirational Courses have been designed by different ATIs, to encourage employees to enrich their knowledge and skills beyond role objectives. The aim is to help employees in future career progression, by giving them the means to upgrade themselves with knowledge and skills in areas that may be related/unrelated to their current role.

Upholding Corporate Concerns: Your Bank cares deeply about providing excellent customer service and creating safe workplaces. Comprehensive training support in the form of customised content design, training to Faculty /mentors for impactful delivery and effective programme delivery is ensured for sustaining User Department Projects such as **Project "Utkarsh"** on Customer Service and **Project "Maitreyi"** on Mentoring the Mentors for equipping the identified senior

women officers to guide the younger women employees, understand their problems and help them resolve conflicts.

Quality at Core: The objective of "Quality at Core" was to create a sustainable independent troubleshooting mechanism at 691 identified branches, leveraging the tenets of the Quality Circle (QC) Concept to resolve problems related to banking and operations. The SBILD Faculty guides them in the implementation of the projects. In FY2022, all branches under the intervention have successfully implemented two projects each.

Online Assessment Centre: To gauge the competencies of senior officials of the Bank, an Online Assessment Centre/framework was developed to assess and evaluate the leaders' competencies viz-a-viz organisational competency framework, followed by sharing of Individual Developmental Plans (IDPs) and a guided development journey. In FY2022, 2233 assessments were completed, IDPs shared with the officers, and their Development Journeys (DJs) initiated.

Family-friendly event to foster positivity: SBI Wizards, an annual quiz competition in which family members of employees also participate, is in its second year. More than 16000 families registered for this annual mega-event.

Leveraging Digital for Self-motivated learning

Continuous self-learning was implemented using exciting content, delivered through online modes; on an average 10,000 employees participate every month in the daily quizzing portal, My Quest Today. Further, several users registered for Gamified learning App- Play2Learn, crossed 69,000 and askSBI – the in-house search engine was used by 92.74% of branches of your Bank in FY2022.

Creating a Distinctive External Identity

Tie-up with NSE: SBI has a robust in-house training infrastructure, world-class digital learning content and proficiency to deliver specialised training on diverse subjects. To explore the avenues of association to market in-house content/courses, your Bank was invited by NSE Academy to host SBI's E-Learning content

on their digital platform. SBI entered into an agreement with NSE Academy in June 2021 to host courses on their NSE Knowledge Hub.

MOU with edX: As a part of an agreement with edX, your Bank is offering its Massive Open Online Courses (MOOCs) on the edX platform. In FY2022, 25 courses were hosted on the edX platform, in different domains, taking the total number of faculty-developed courses hosted by SBI on edX, to 37 with 29,000+ learners worldwide.

Apprenticeship- Contributing to Nation Building: Your Bank has engaged more than 2455 apprentices under the Apprentices Act, 1961. After completing their Basic Training, they are now undergoing a year-long on-the-job training (OJT) at our branches across the country.

Growing Sustainably

Your Bank believes in responsible consumption to positively impact the world. ATIs & SBILDs use clean energy using solar plants and employ water conservation and rainwater harvesting systems; many have captive Sewage Treatment Plants (STPs) with recyclers and vermicomposting for recycling biodegradable wastes. We also maintain all ATIs & SBILDs as "Plastic Free Zones" where single-use plastic is not used. Four of six ATIs are certified as Green Buildings by Indian Green Building Council, with three rated Platinum and one Gold.

Milestone & Recognition

State Bank Staff College (SBSC), Hyderabad celebrates its Diamond Jubilee: Established on December 2, 1961, in Hyderabad, SBSC is one of the earliest such training institutes in the country. For the past six decades, Staff College has trained generations of bankers within the State Bank of India and officers from other banks in India and abroad. The institute also conducts training programmes for educational institutions and government officials. Most of the Top Management of State Bank of India, over the years, received their initial grooming at State Bank Staff College. The Staff College celebrated its Diamond Jubilee, in a commemorative function, held at its

premises at Begumpet, Hyderabad. The event was graced by Chairman.

Your Bank won Gold in the prestigious ET Human Capital Awards under the category 'Excellence in Creating a Culture of Continuous Learning and Upskilling'.

2. Information Technology

A. Network Infrastructure Improvement:

Your Bank has taken several initiatives during the year to ensure smooth operations and customer satisfaction. Your Bank has been working on upgrading the ATM connectivity by arranging 4G connectivity to off-site ATMs. Your Bank is relentlessly working to improve the network experience and minimise branch isolations. Your Bank has arranged Alternate Secondary Links to the branches and offices to reduce the impact due to the link failures. Several unreliable and high-latency network links have been replaced with low-latency wired and terrestrial wireless links. Your Bank has devised to receive early warnings and insights related to complex cybersecurity threats and comply with the regulatory requirement per RBI Cyber Security Framework by arranging a honeypot solution. Your Bank, in its endeavour to better manage its network operations, has established an advanced AI/ ML and Analytics based Network Operating Centre.

B. YONO

YONO, the path-breaking and secure digital offering of your Bank, launched on 24th November 2017, has already crossed 111.74 million downloads and has touched 16.62 million logins in a day. With the user-friendly interface, attractive branding, round the clock availability, and new innovative features in the App, YONO has helped the Bank reposition its Brand image as New Generation Bank, with a sustainable competitive advantage having various unique and state of the art technological features. YONO is a single touchpoint and one-stop solution for various Banking, Financial & Lifestyle needs of the customer through a convenient, intuitive, and user-friendly omnichannel interface through a Mobile App (both android & iOS) offering customers one view for an enhanced digital experience.

Customers can conveniently avail of pre-approved loans without visiting the branch, involving little to no paperwork. They can also access various financial products from the Bank's Joint Venture Companies comprising SBI Life, SBI Caps, SBI Cards, SBI Mutual Fund and SBI General Insurance. YONO Cash, a game-changer functionality, allows the customers to make cardless withdrawals from SBI ATMs and PoS.

YONO Krishi is a comprehensive multilingual platform for agriculture segment customers offering simplified finance for Agri Gold Loan, KCC Review, SAFAL Dairy (Pre-Approved Agri Loan), advisory/market intelligence related service (Mitra), Market linkages through online Market Place for agri-products (Mandi), Bachat (Financial Super Store for farmers investment and insurance needs).

YONO has always been committed to providing enhanced user experience to customers, obviating the need to visit the brick-and-mortar branch and continuously strives to offer new, secure, convenient, responsive, and innovative financial solutions to the customers. During the FY2022, your Bank has provided transformational journeys. These include Insta Plus Video KYC Account Opening, SBI Easy Ride Pre-Approved 2-wheeler Loan, NPS Account Opening, SAFAL Dairy Pre-approved Agri Loan, Online Demat and Trading Account Opening, Car Loan New to the Bank (NTB), SIM Binding during App Registration, Government schemes through YONO, SBI Kavach Personal Loan scheme etc. and 86 other enhancements.

C. Channels & Operations

1. Payment Aggregator and Payment Gateway (e-Pay & PG)

Your Bank works both as a payment aggregator and payment gateway. A unique PCIDSS certified secured platform facilitates seamless e-commerce transactions between businesses, merchants, Customers and financial institutions for various payment modes. The platform is provided through Bank's Payment Aggregator (SBI e-Pay) and Payment Gateway (SBIPG) applications by integrating with thousands of Merchants at the one end and many Payment Channels such as Banks, Wallets and