

Win with
People



We at Airtel believe that our people are our key differentiators. Embedding a culture of organisational agility and collaborative team efforts, we have strengthened our people agenda to create a harmonious environment fostering a culture of innovation, pride and trust.

14,818

Total number of employees

~25%

Employees under the age of 30

~34 years

Average age of our employees

20

Specially-abled employees

₹3+ Mn

Gross revenue per employee per month

4.2

Employee engagement score (out of 5)

₹67.5 Mn

Total spend on all trainings

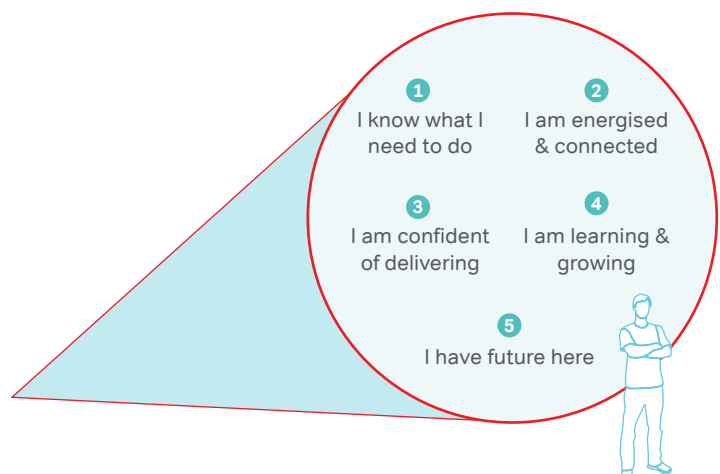
16.82 Hours

Total training per employee

Creating a talent pool

Emerging as one of the largest telecom provider in the world is no mean feat. But our dynamic and vivacious talent pool has ensured that Airtel continues to steadfastly climb up the ranks. And here we are today, standing at the zenith of success, leading with more than 400 million customers, globally.

We trust in the magic of transformational experiences. Through our overarching strategy of 'Win With People' we have endeavoured to create a philosophy that seeks to sustain a growth that is symbiotic in nature. We have built an eco-system that helps create an impact across **five people pillars** at Airtel.



Under the ambit of human resource objectives, Airtel expedites the importance of enabling its employees to grasp concepts, master skills and ultimately blossom into future leaders. The digital platforms therefore ensure that the employees progress dynamically to sustain their career growth.

Master of craft

We acknowledge the importance of learning and educational initiatives. At Airtel, we believe in curating modern and futuristic education solutions. These measures in turn facilitate the employees to achieve higher and distinguished levels of functional proficiency thereby influencing organisational performance.

Building a digital learning culture

At Airtel, we believe that if a learning culture comes first, performance will follow. In the wake of modernism seeping into the essence of business organisations, we believe that an environment promoting learning and development becomes crucial for the Company's overall performance. We reckon that having incorporated a comprehensive learning eco-system, we have effectively put into motion, a winning strategy that correlates to the performance of our business and aids us to effectively set future goals in the process.

As a responsible and future-driven organization, Airtel has incorporated digital initiatives that create an impact throughout the lifecycle of the employee working with us.

Decoding Telecom Network

We believe in building the functional efficiencies of our employees and enhancing their understanding of the various network verticals at Airtel. For employees to solve on-ground customer problems effectively, this program seeks to teach them, the insights of network and enables them to comprehend the impact that the various technologies.

This enhanced understanding helps the teams to troubleshoot better on the ground, which results in faster query

and complaint resolution, reduction in customer calls and enhanced customer satisfaction.

Holistic trainings

At Airtel we take a holistic approach to workforce development with an integrated approach that factors all the development aspects like Functional, Behavioral and Leadership.

Functional Training

At Airtel, we prioritise our employees and strive to endow them with the required skills and capacities to generate functional efficiency. Our functional training program includes induction, functional knowledge and skills by incorporating a customer-centric mindset set to keep pace with changing times.

177,070

Training hours

3,000

Training interventions

Behavioural Training

We recognise the importance of behavioural training and have been able to include it within our all-encompassing strategy of building a learning culture. The program includes modules of collaborative relationships, problem-solving, design thinking and communication.

24,635

Training hours

270

Training interventions

Leadership Training

Our leadership-training program is designed to focus on mentoring and building future leaders with communication, self-awareness, resilience and agility as focus areas. The program provides insights on effective learning for higher management levels covering employees at managerial levels.

39,140

Training hours

178

Training interventions



Digital learning platforms

As an organisation en route to its digital metamorphosis, it becomes singularly significant for us to adhere to digital learning platforms that are relevant and appropriate. With our agenda of providing every employee an opportunity to learn and grow on one hand, we have been successful in animating a culture that values learning.

₹21.6 Mn

Total amount invested in online training

12,633

Number of employees who took online training

161,641 hours

Manhours of online training attended

At Airtel, we have created platforms that generate premium content quality, binding employees in a chain of learning, development and knowledge sharing. Some of the platforms we currently host are:



At Airtel we sought to redefine and rejuvenate processes and procedures by which our employees think, operate and collaborate in alignment with radical changes at industry level. With an aim to fulfil the criteria of skills and knowledge, we conducted a mixed bag of functional, behavioural and leadership trainings throughout the year. Our guiding principles for learning and development are:

- > Digital to be the primary medium for learning
- > clarity of ownership: functions to co-own Learning Agenda
- > Equipping employees to own their development: Providing clarity on learning offerings
- > Maximizing impact through Leader - led trainings

129,229

Training hours

Airtel 101



With the purpose of enhancing the functional knowledge of our employees, we launched this mobile app for all our employees who are presented with courses in the form of byte sized units.

107,131

Training hours

Coursera



Provides employees an opportunity to learn and receive certifications from international universities strongly integrated to our learning strategy. The platform is open to all B1 employees and above on a self-nomination basis.

3,887

Training hours

Pluralsight



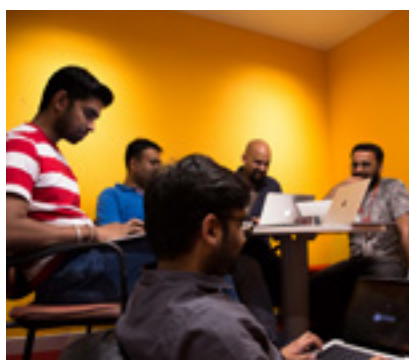
Imparts knowledge on the latest technology and innovation with online video training courses for select employees in Airtel xLabs and network on nomination basis.

~600

Training hours

303

Courses done



New initiatives undertaken in FY 2018-19

- ≡ Launch of New Induction Platform – Centum Learning
- ≡ Launch of Learning Menu Card
- ≡ Launch of Common Leadership Academies
- ≡ Movement of Learning Data to Microsoft Business Intelligence
- ≡ Launch of new & improved version of Airtel 101 app

Learnings across employee life cycle

| | Platforms |
|--------------------------------|--|
| Joining & Induction | Induction Platform iLearn Function specific on job training |
| Goal setting | iLearn |
| Performance on the job | Workshop iLearn Airtel 101 Career App |
| Next-role readiness | Online courses Insight+ Coaching |

~240,847*

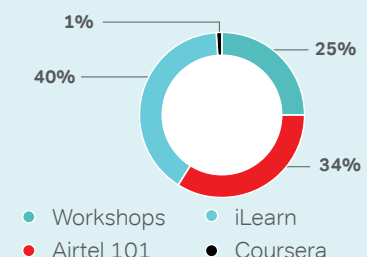
Total training hours

3,400+ 93%

Unique courses

Learning coverage

Quantum of learning



*Excluding mandatory trainings

Leadership Development

At Airtel, the quest for maintaining organisational viability and effectiveness is never-ending. We believe that the right work culture includes the values of not just learning but also leading by example. With programs under the pillar of leadership, guiding us forward in our journey, we aim to engender a work culture which shall signal the genesis of future leaders and consequently a business that will thrive on monumental success.

Airtel Leadership Academies

With an objective to provide a common framework for all functions related to leadership development, our leadership training activities are held to aid us in preparing and streamlining internal talent to push them forward for higher roles.

For inducting middle management individuals, meticulous procedures are adopted in order to shortlist the best of the talents. As of now, 98 individuals have been enlisted to undergo development in order to step onto higher roles.

For posts pertaining to top management, the formation of Executive Leadership Program is currently underway at the Airtel Leadership Academy. This program shall aim to groom future leaders featuring in select succession pipelines.

~77%

Succession rate – Middle and top management

The programs for the different levels include:

Emerging Leaders Program (ELP) to groom talent for First Time **Manager Roles**

Future Leaders Program (FLP) to groom talent for **mid-level roles**

Advanced Leaders Program (ALP) to groom talent for Functional **Head roles**

C-Suite Leadership Program (XLP) to groom talent for **CEO roles**

Ascent 2.0

A passionate and lively team fosters trust, collaboration and generates higher levels of efficiency. With an aim to provide participants valuable insights about team building and alignment, the programs covered managers and sought to convey the formula for creating highly engaged and energized teams.

180

People managers covered

Hire Right

With a view to focus on recruitment techniques that are to be used during the selection process, this program was a one-day experiential program which incorporated the utility of recruitment tools and frameworks such as the 'STAR model', Competency based interviewing and Behavioural Event Interviewing (BEI) through role plays and group exercises.

366

Managers covered



Investing in our people, consistently!

At Airtel, we believe in providing employees with opportunities to grow and transform into leaders of tomorrow. We acknowledge the fact that growth and succession are important differentiators that segregates the gifted from the ordinary. With an extraordinarily talented workforce, we strive to create programs that aim at extracting and attracting top talent to strengthen our inventory of potential synergists.

Young leaders program

The Young Leader Program is a 12-month structured program for young recruits from premiere B-schools. Established in 2001, the Program is aimed at creating a pool of business leaders for tomorrow, who are mentored under the direct ownership of Airtel Management Board. The Young Leaders get an opportunity to interact with senior leaders and learn from them. The program exposes Young Leaders to different aspects of the organization through various stints like Functional Stint, Cross-Functional Stint, Global Stint and Corporate Social Responsibility functions.

14

No. of campuses visited under Young Leader

16

No. of campuses visited under Young Technical Leaders Program

49

Young Leaders (9 females) were recruited in FY 2018-19

78

Young Technical Leaders (16 females) were recruited in FY 2018-19

Benefit of the program:

It allows Airtel to enrich its human capital and generate a pool of talented employees who are ready to take up higher positions. No. of recruits who moved to a higher level post the training program:

94%

Young Leaders (48 out of 51) moved to the next level after one year program

82%

Young Technical Leaders (61 out of 74) moved to the next level after one year program

The program also facilitates higher retention as the recruits receive advanced training and advance faster in their career.

85%

Retention rate at the end of 2 years for Young Leaders

Building leaders of tomorrow

It is essential to analyse the achievements and efficiency of the top performers. At Airtel, we believe that the right cognitive aptitude, attitude and behaviour makes an individual stand out.

We acknowledge the need of ramping up the career growth of employees who display potential to spearhead diverse functions of work. We at Airtel incorporate succession strategies to build the pipeline of prospective leaders, leveraged through learning and development opportunities. Under this, various contingencies are covered like global stints, exposure across different functional positions and places, action learning projects and guidance and support from senior leadership.

Talent calibration exercise

We seek to gauge the true potential and critical skill sets of our employees starting at the Vice President level and above with a thorough assessment. To simplify the process of identifying talent, a Succession Docket/Dossier is prepared and maintained on a bi-annual basis, which is a repository of information related to the incumbents.

We believe in the power of oneness and togetherness. At Airtel, employee engagement remains one of the most important aspects of our 'Win With People' strategy. We seek to inculcate an engaged and responsive workforce that is committed, devoted and fiercely loyal to Airtel.

Airtel X Labs

Creation of Airtel X Labs as the digital brand for Airtel is to attract digital talent for Airtel. We created employer-value proposition for airtel X labs with a launch in November, 2018 for the internal employees. Airtel X Labs articulates and defines values that keeps customer at the core of everything. Based on the values of Customer orientation, Collaboration, Ownership, Courage, Curiosity and Innovation and bias for action, airtel X Labs has created a positive impact on our employees.

At Airtel X Labs, the employees get to:

- Create an impact at scale with new product development that can impact millions of people
- Get an opportunity to solve complex problems by creating disruptive solutions
- Move fast and learn faster by encouraging risk-taking and experimentation
- Work with the best of minds and technologies in an ecosystem that is built to inspire



Amber

The engagement survey is run via a chatbot called Amber that reaches out to employees at pre-designated touchpoints. We have shifted from conventional methods of measuring employee engagement to a method which allows us to better capture our employees' perceptions, expectations and satisfaction level. Amber uses a tenure based questionnaire which ensures that at each lifecycle touchpoint, the employee gets questions asked that are relevant to him. The feedback is analysed by each tenure, hence, we can deep dive into our employee feedback

in a lot of detail. This allows us to derive more meaningful data at a granular level which can be used to design suitable action to ensure employee retention and satisfaction.

4.2

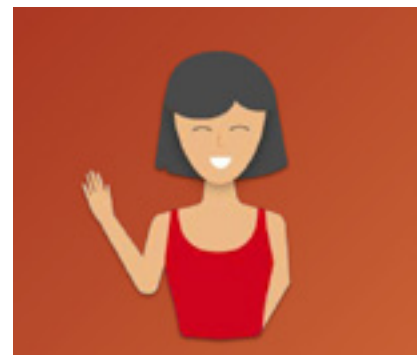
Total Employee Engagement Score

4.2

Employee Engagement Score for Male Employees

3.9

Employee Engagement Score for Female Employees

**Workplace by Facebook**

We believe that digital innovation is relevant today and we try our best to combine new-age digital platforms into the ecosystem of our corporate culture. Workplace by Facebook is one such tool which has transformed our communication and collaboration process.

What it is for Airtel

- ≡ More than 12,000 employees have an active Workplace account.
- ≡ Messages from top leadership are live streamed including quarterly chats between the CEO and the Chief People Officer.
- ≡ The tool encourages team participation and engagement with the leadership by facilitating two-way communication.
- ≡ The platform is available on the desktop and as a mobile app which enables connectivity and communication on-the-go and is complete with features such as live video, groups and news feed to enable the people to stay connected.
- ≡ The platform has helped promote cross-cultural and functional collaboration and promoted a spirit of 'One Airtel'.

HIVE

The quest for walking the extra mile to gather information stops with HIVE. A one-stop-shop solution, this information sharing app with an easy user interface is available to all the employees at Airtel to enhance their knowledge.

Employee Welfare

We at Airtel consider the safety and security of our employees to be one of our key priorities. With great power comes the responsibility to safeguard it. With a view to protect and preserve the welfare of our people, we have developed and implemented policies that strengthen our resolve to guarantee a protected and safe workplace.

Our Health & Safety Policies

Arrangements concerning the safety and security of our employees and their working environment are plenty. We have set up stringent policies and facilities which include:

- ≡ Workplace Safety Policy
- ≡ Health Safety
- ≡ Environment Policy
- ≡ Domestic Travel Safety and Security Policy
- ≡ Policy for Safety of Women
- ≡ Health Insurance Policy
- ≡ HIV/AIDS Policy
- ≡ Parental Leave Policy
- ≡ Policy on Flexible Work Options
- ≡ Child care facilities

15,933 hours

Employees underwent safety trainings in FY 2018-19



Awards and Accolades – Recognising Employee contributions

Praise and recognition are essential for creating a workplace that is looked upto with reverence and admiration. Employees respond to appreciation expressed through rewards and recognition which in turns consolidates the faith of the workforce in their Company and leads to better productivity and final results.

Kudos

We cherish the untiring efforts and zealous contributions our employees

put in for making Airtel a leader in its own rights. At the core of our employee engagement scheme remains our acknowledgement of their efforts through Kudos. Centred around the objective of conferring accolades on our employees, Kudos is our recognition program that rewards our employees for their sustained efforts. The awards are classified into various categories that include Instant Awards, Planned Awards in the nature of Silver, Gold and Diamond Awards and Long Service Awards and many more rewards.

4,300

Instant Awards

1,346

Long Service Awards

2,096

Planned Awards (Silver, Gold and Diamond)



A Diversified Space

The importance of workplace diversity cannot be understated. Perhaps one of the most significant qualifiers of any organization is its ability to maintain diversity in its workforce which comprises of not just a healthy mix of varied individuals but also embraces a gender neutral approach for the workforce. The advantages are innumerable when it comes to maintaining a healthy gender ratio and diverse workforce personnel in the human resources sector.

In tune with the policy of maintaining diversity, Airtel is committed to creating a work ecosystem that comprises of a variegated workforce which seeks to serve and employ people irrespective of their past disadvantages, gender, disabilities and eliminates any possibilities of discrimination.

Break-up of Employees by Nationality



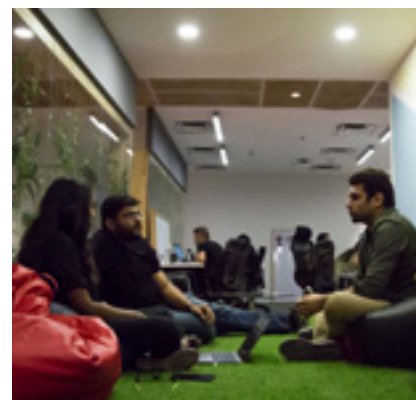
8.88%

Females out of total employees

10.64%

of Management workforce constitutes of female employees

Airtel promotes the right to collective bargain or freedom of association of employees. However, currently our employees are not covered by any collective bargaining agreements. However, they have full access to raise their concerns with the management without fear or coercion, which are addressed and resolved dutifully.



Building Enduring Partner Relationships

Recognizing the interdependence between processes and partnerships, we establish unique partnerships with suppliers to explore superior technology, develop innovative services and deliver improved customer services. Our business strategy revolves around fostering mutually beneficial relationships for a common sustainable goal and partnering with the best. In order to boost the socio-economic structure of the country, we encourage sourcing from within the region's economy. Our partners pass through a rigorous procedure to ensure their compliance with the highest standards, regulations and guidelines. Continuous online surveys with our partners help us identify areas that have a scope for improvement and take required action.

We engage with partners through various touch points. Some of which include:

1. **Partner World:** Airtel's online portal that allows its supply chain professionals to share information, interact/collaborate, and ultimately form closer relationships with Bharti Airtel's external supply base. It facilitates end to end partner management.
2. **Annual partnership:** Events that provide opportunities for our pan India partners to interact with the top management of Bharti Airtel and enable us to communicate our vision, mission, performance and business plans. Apart from these, regular engagement meetings are
3. **Airtel handles partner grievances** through the Supply Chain Council comprising of senior members of the supply chain function and issues related to ethics and integrity are handled as per the Ombudsman process drafted in the Bharti Airtel Code of Conduct.

We believe that the growth of our business depends upon having a sustainable supply chain and are taking concerted efforts to foster an ethical and reliable supply chain. For our initiatives on sustainable supply chain management, please [click here](#).

