



Human Capital

We are evolving into a leading, technology-driven digital services company in India, committed to delivering innovative and scalable solutions. Our continued focus on developing strong talent pipelines and leadership depth enables business resilience, agility and sustainable long-term growth. By providing our people with the right capabilities, opportunities and support, we foster a collaborative and engaging environment where individuals can realise their full potential. This enables sustained innovation, operational excellence and meaningful value creation for our customers, stakeholders and communities.

SDGs impacted



Material topics included

- Talent attraction and Human Capital development
- Employee Health and Well-being
- Diversity and Inclusion
- Promoting Human Rights

BRSR Principle

- Principle 1
- Principle 3
- Principle 5
- Principle 8



FY 2025-26 highlights

20,116

Employees on roll

16,022

Male employees

4,094

Female employees

80,123

Contractual employees

35.5

Average age of employees

1,681

Internal hires (open positions filled by internal candidates)

3,751

New hires

43

Training hours per employee

4.4

Employee engagement score (out of 5)

7

Employees of nationalities other than Indian (3 Nepalese, 3 British and 1 Australian)

19.3%

Employee turnover

13.3%

Voluntary turnover

An overview of workforce composition

(as on March 31, 2026)

Contract type	Unit	Male			Female			Total
		Below 30 years	30 to 50 years (including 30 and 50)	More than 50 years	Below 30 years	30 to 50 years (including 30 and 50)	More than 50 years	
FY 2025-26								
Employees on roll	Number	2,483	13,053	486	2,030	2,024	40	20,116
Junior Management and below	Number	2,252	8,719	188	1,848	1,258	14	14,279
Middle management	Number	231	4,316	273	182	761	23	5,786
Top management	Number	0	18	25	0	5	3	51
Contractual employees	Number	38,631	35,326	498	3,603	2,021	44	80,123
FY 2024-25								
Employees on roll	Number	2,850	13,278	433	1,874	1,839	36	20,310
Junior Management and below	Number	2617	8,944	173	1,694	1,126	15	14,569
Middle management	Number	233	4,319	236	180	709	18	5,695
Top management	Number	0	15	24	0	4	3	46
Contractual employees	Number	37,814	30,187	440	3,616	1,824	48	73,929
FY 2023-24								
Employees on roll	Number	3,221	12,583	369	1499	1491	35	19,198
Junior Management and below	Number	2,171	8,132	153	1,005	848	17	12,326
Middle management	Number	1,050	4,439	194	494	638	16	6,831
Top management	Number	0	12	22	0	5	2	41
Contractual employees	Number	36,509	23,483	378	3,587	1,453	36	65,446

Key strategic priorities

Our human capital strategy is closely aligned with evolving business priorities, enabling us to reshape the way we work, strengthen leadership depth and build future-ready capabilities at scale. Through focused investments in critical skills and agile ways of working, we empower our people to respond proactively to change, collaborate effectively across businesses and deliver superior outcomes for our customers. This approach supports the creation of a resilient, high-performance organisation equipped with the leadership, talent and capabilities required for sustainable growth and long-term value creation.

Our people agenda for FY2025-26 was anchored in three strategic priorities:



Enabling organisational agility and future business growth



Strengthening future-ready leadership and workforce capability



Sustaining an inclusive, respectful and engaged culture

Enabling organisational agility and future business growth

We are advancing towards a digital-first, multi-product organisation designed to support our evolving business priorities and changing customer expectations. During the year, we implemented a series of structural and operating model transformations to expand our market reach, sharpen customer focus and create a more integrated, agile and future-ready organisation.

Unlocking Synergies for Growth

A key element of this transformation is the One Airtel Distribution (OAD) strategy, which represents a significant shift in our B2C operating model. Through OAD, we have adopted a converged go-to-market approach by integrating sales and service into a unified, multi-product distribution and service engine. This has enabled simpler execution, greater operational efficiency, stronger cross-sell opportunities and a more consistent and seamless customer experience across products and services.

This transformation is about truly winning with our partners: OAD creates a unified distributor ecosystem and actively invests in distributor capability building via in person trainings enabling them to both sell and serve multi-product solutions to drive shared business growth. OAD is also transforming our frontline workforce by expanding employee roles from single-product responsibilities to integrated, multi-product sales and service capabilities. This shift is enhancing productivity, deepening customer engagement and enabling our teams to deliver more holistic solutions and superior service outcomes. Our efforts resulted into:

- Greater market reach and stronger cross-sell opportunities

- Improved customer experience through end-to-end ownership
- Enhanced productivity and operational efficiency

The key enabler of this transition has been large-scale reskilling and capability-building initiatives, equipping teams with multi-product knowledge and service capabilities. This has enabled the creation of broader, more enriched roles, unlocked new career pathways and strengthened workforce agility across both B2C and frontline operations.

Strengthening Enterprise & Government Growth

We have strengthened our Enterprise and Government business through a redesigned go-to-market approach. This included transition to a more focused structure, with distinct segmentation across Central Government/PSUs and State Government businesses, supported by clearer ownership, sharper account mapping and enhanced coverage models. This evolution is further reinforced by:

- An alliance-led go-to-market model to improve win rates and scale within the government ecosystem
- Targeted investments in specialised talent, leadership roles and capability building
- Enhanced focus on deep account engagement and structured coverage

Investing in Future Growth

As we expand beyond our core connectivity business, we are building new growth platforms across digital infrastructure, cloud and financial services, while creating future-ready capabilities for our people. From establishing an NBFC-led digital lending platform to scaling next-generation data centres and Airtel Cloud, we are investing in the talent, leadership and organisational capabilities needed to support Airtel's next phase of growth.

NBFC

Our strategic investment in Airtel Money's NBFC-led digital lending platform is not only broadening access to financial services but also enabling our people to develop expertise in high-growth areas such as digital product innovation, analytics, risk management, financial operations and customer-centric financial solutions. **Alongside these investments, we continue to strengthen the organisational and leadership foundations required to scale the business and deliver long-term value.**

Data Centres and Cloud

The continued expansion of Nxtra, including next-generation data centres and our partnership with Google to establish India's first mega AI hub in Visakhapatnam, is creating opportunities for our workforce to operate at the forefront of AI, cloud and digital infrastructure. These investments are also creating significant employment opportunities, strengthening regional capability development and contributing to India's growing digital infrastructure ecosystem.

Airtel Cloud, our sovereign, telco-grade cloud platform, continues to strengthen our enterprise capabilities by enabling secure, scalable and locally governed cloud solutions, while building the organisational capabilities required to support its long-term growth.

Across our Cloud and Data Centre businesses, our people agenda has centred on building the organisational capability

required to support long-term growth. During the year, we strengthened leadership capability, attracted specialist talent and upskilled existing teams while establishing a fit-for-purpose operating model that enhanced clarity, collaboration and accountability across Product, Engineering, Architecture, Delivery and Commercial functions. Targeted technical and commercial learning interventions further strengthened our ability to develop, deliver and scale cloud and digital infrastructure solutions. Together, these efforts are building agile, future-ready organisations with the leadership, talent and capabilities needed to execute our growth ambitions.

Strengthening future-ready leadership and workforce capability

Building on our organisational transformation, we continue to strengthen our focus on developing future-ready leadership and workforce capabilities at scale. As roles evolve towards integrated, digital and multi-product responsibilities, equipping our people with the right skills, mindsets and leadership depth remains critical to enabling sustained business growth.

Our approach is anchored in creating a holistic and integrated development ecosystem, combining leadership philosophy through the Unified Behavioural Framework (UBF), structured development pathways and scalable learning platforms. During the year, we made focused investments in leadership development, digital and AI capability building and a structured learning ecosystem, ensuring our workforce remains agile, adaptable and equipped for the future.

Unified Behavioural Framework

At the core of our capability-building approach is the Unified Behavioural Framework (UBF), which establishes a



78

Total UBF Workshops conducted

16,000+

Learning Hours Clocked

shared leadership philosophy and consistent behavioural expectations across the organisation. Embedded across the employee lifecycle, UBF provides a common language for assessing, developing and accelerating leadership talent, ensuring consistency in leadership expectations, succession planning and talent decisions across Airtel.

To translate this shared philosophy into action at scale, we have built a structured development ecosystem aligned to UBF, ensuring that leadership capability building is consistent, role-specific and future-focused.

Leadership Development Ecosystem

Our Leadership Development Ecosystem strengthens leadership depth and builds a future-ready pipeline across all levels of the organisation. The ecosystem brings together leadership development across every career stage through structured pathways, targeted interventions and experiential learning.

Through Leadership Academies, the Young Leaders Programme and the Senior Leadership Acceleration Programme, we accelerate leadership readiness and equip our people to take on larger, more complex responsibilities. We also support employees through key life and career transitions through our Retirement Transition Programme, providing structured guidance and holistic support as they prepare for the next chapter of their lives.

Young Leaders Programme

Our Young Leaders (YL) Programme serves as a high-impact pipeline for building future general management leaders. The programme identifies high-potential talent early, entrusts them with significant responsibility and accelerates their development through real business exposure and accountability.

By embedding participants into core roles with measurable outcomes, the programme builds enterprise-ready leaders with strong ownership mindsets, cross-functional exposure and operational credibility. This approach ensures alignment with business priorities while strengthening long-term leadership capability. As of FY2025-26, we have 162 Young Leaders in various functions in the organisation.



Leadership Academies

Our Leadership Academies are designed to create a self-sustaining pipeline of future leaders by strengthening core leadership capabilities, accelerating readiness for critical roles and fostering a culture of continuous learning and development. Aligned to UBF, the academies enable consistent capability-building across leadership levels while strengthening our succession bench.

The Academy delivers leadership development through a four-tier framework comprising the Emerging Leaders Programme (ELP), Functional Leaders Programme (FLP), Advanced Leaders Programme (ALP) and Executive

Leadership Programme (XLP), ensuring capability building at every stage of the leadership pipeline. These programmes follow a structured pathway that begins with leadership bootcamps, self-discovery assessments, coaching, mentorship and personalised development plans. Participants benefit from partnerships with leading global institutions such as INSEAD and premier business schools, complemented by coaching sessions, leadership workshops and experiential learning opportunities. With a ~69% step-up rate across ELP, FLP and ALP, our academies are significantly accelerating leadership readiness and deepening our succession bench.

Overview of the Transformation Journey under Airtel Leadership Academies



These academies are building a strong and future-ready leadership pipeline, aligned to our strategic priorities. By integrating global best practices with structured development journeys, they are accelerating leadership readiness at all levels. Together, they reinforce our commitment to nurturing agile, high-impact leaders who can drive sustained business growth.



900+

Leaders developed by the academies since 2019 (the most recent cohort of 2025-26 developed 212 leaders)



Senior Leadership Acceleration programme

Designed to accelerate readiness for enterprise leadership roles, the Senior Leadership Acceleration Programme enhances leadership effectiveness at the most senior levels.

The programme combines self-paced learning modules, interactive webinars and immersive virtual workshops, enabling practical application and meaningful on-the-job impact while reinforcing leadership behaviours aligned to UBF.

- Self-paced Learning Labs & Simulation
- Instructor-led workshops on identified leadership themes
- Internal Leader-led sessions to know best practices and rituals to excel

182+

GM/AVP Attended the program

Supporting Employees through Career Transitions

We launched 'Limitless Horizons', a comprehensive three-month retirement transition programme designed to support employees as they navigate this important life phase. The initiative aims to provide a structured, engaging and sustainable framework that can be institutionalised as an annual practice. It combines both virtual and in-person sessions, addressing key aspects of retirement readiness and equipping employees with the knowledge and tools required for a smooth and confident transition.

As part of the programme, we focus on:

- Institutionalising the programme as a mandatory initiative for retiring employees
- Feedback mechanism by conducting post-programme surveys to continuously refine and enhance the content
- Encouraging leaders and subject matter experts to actively engage in the programme and share their experiences

Together, these initiatives ensure that leadership philosophy translates into everyday learning, empowering our people to grow, adapt and stay future-ready.

Empowering Continuous Learning Through Digital Platforms

At Airtel, we follow a multi-faceted approach to capability development, combining internal knowledge sharing, industry expertise, digital learning platforms and targeted development interventions to build future-ready talent.

Scalable Digital Learning and Knowledge-Sharing

We promote a culture of continuous learning through intertwining a blend of internal expertise and world class learning resources. Our leader-led forums facilitate the sharing of perspectives on emerging technologies, business innovations and market trends to our employees, thereby creating an enabling environment where knowledge is continuously exchanged and capabilities are consistently built.

We support our employees through curated digital learning platforms such as Udemy Business and iLearn on Edcast Leader's Library, which offer role-based, technical, functional and behavioural learning pathways. These platforms enable personalised, on-demand learning journeys aligned to evolving business needs.

We continue to enrich our learning ecosystem through strategic collaborations with global technology leaders such as Google, GitHub, Snowflake and Cognizant. These partnerships enable employees to gain exposure to emerging technologies, specialised knowledge and industry-leading practices.

In parallel, we offer tailored capability-building interventions, including competency-based learning journeys, cross-functional business exposure programmes, structured development pathways for early-career talent and professional certifications. These initiatives help build the technical, business and leadership capabilities required to thrive in an increasingly digital operating environment.

43

Average hours of training

190.7 Mn

Expenditure on training



14

Employees participated in the programme

Training	Training hours	Unique training interventions
Behavioural and Leadership training	169,065	1,084
Functional training	497,236	1,461
Mandatory training	130,038	11
Digital learning	78,462	8,065
Total	874,801	10,621

Reskilling on AI

As part of our future-readiness agenda, we are driving a structured AI reskilling journey to build organisation-wide AI fluency through curated workshops, role-based learning pathways and leader-led interventions. Supported by strong adoption with 2,500 learners, 4,200+ learning hours, high engagement scores and active participation in AI challenges and use-case competitions, the initiative is delivering tangible capability building at scale. We are further strengthening impact through AI champions, in-house content and continuous measurement frameworks to embed AI-driven ways of working across the organisation.



Further, we are advancing AI capability building through enterprise-wide hackathons and AI marathons that offer structured and engaging learning experiences. Company-wide hackathons and AI marathons, supported by gamified leaderboards, are encouraging cross-functional collaboration and reinforcing a culture of continuous, application-driven learning.



Integrated performance and career development platform

Our capability-building efforts are closely integrated with a robust performance and career development framework, ensuring that learning translates into tangible growth and outcomes. We follow a multi-dimensional performance appraisal process that incorporates 360-degree feedback from managers, peers and cross-functional stakeholders. This is further strengthened by our Talent Council, where functional leaders review talent bi-annually across performance, potential and development readiness.

The performance reviews enable fair, in-depth discussions that support talent differentiation and reward excellence. This structured approach ensures a holistic evaluation, balancing past performance, future potential and developmental needs.

Employee category	% of employees receiving performance and career development*
Male	100%
Female	100%

*including eligible workforce

Through these integrated capability-building efforts, we are strengthening our ability to build a skilled, agile and future-ready workforce, capable of navigating transformation and delivering superior customer outcomes. As we evolve, our focus remains on creating an environment where employees can learn, grow and thrive, supported by strong leadership, continuous development and meaningful career opportunities, forming the foundation of a more engaged and inclusive workplace.

Sustaining an inclusive, respectful and engaged culture

As we continue to evolve and build new capabilities across the organisation, sustaining a strong, inclusive and high-performing culture remains a key priority. We believe that the strength of our organisation lies not only in the capabilities we develop, but also in the environment we create for our people.

During the year, we continued to advance our efforts across inclusion and diversity, employee engagement, holistic well-

being, respect and workplace safety. These priorities help foster a workplace where employees feel valued, respected, safe and empowered to contribute their best. By nurturing a culture of collaboration, innovation and continuous growth, we are enabling our people to perform at their best while supporting the Company's long-term ambitions.

Diversity Indicators

20.4%	20.4%	21.9%	15.7%
Share of women in total workforce (as % of total workforce)	Share of women in all management positions, including junior, middle and top management (as % of total management positions)	Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)
33.2%	18.8%		
Share of women in STEM-related positions (as % of total STEM positions)	Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT Legal, etc.)		



International Women's Day

As part of our commitment to building an inclusive and equitable workplace, we celebrated Women's Day across the organisation through initiatives that recognised and amplified the spirit of allyship and empowerment. The programme showcased the power of allyship by recognising women who inspired and supported one another, leaders who championed inclusive leadership and teams that strengthened the organisation by creating space for diverse voices and shared success. This initiative reinforced our focus on inclusion, respect and shared growth as key pillars of a sustainable workplace culture.

Airtel recognised by CII for Business Excellence

We were recognised by the Confederation of Indian Industry (CII) for Business Excellence, underscoring our commitment to building a high-performing and inclusive organisation. This reflects our focus on sustainable growth and operational excellence, driven by our belief that inclusion is a strategic lever for performance. Through inclusive hiring, strong leadership support and culture-led initiatives, we continue to foster innovation, resilience and measurable impact.

Inclusion Lab

During the year, Airtel further strengthened its commitment to advancing inclusive workplaces through the Inclusion Lab, a collaborative platform that brings together CHROs, inclusion leaders and external experts to exchange perspectives, challenge conventional thinking and co-create practical solutions for the future of inclusion. Through curated leadership dialogues and collaborative workshops, the platform promotes cross-industry learning while reinforcing our commitment to building a workplace where diverse perspectives drive innovation and long-term business success.

Our diversity-led key enablers during the year:

Conscious hiring for a more diverse workforce

Through targeted hiring and a structured approach to both lateral and campus recruitment, the representation of women in our workforce increased significantly, with a net addition of 1,271 women employees in FY2025-26.

WeLead – Building the Next Generation of Women Leaders

Leadership development programme aimed at empowering women professionals through targeted skill-building, a growth-oriented mindset and structured one-on-one coaching and mentorship. The programme nurtures a strong community of women leaders, enabling their career advancement and expanding the leadership pipeline across the organisation.

Campus Hiring

To build a future-ready talent pipeline, we have strengthened campus hiring across leadership, technical, emerging skills and frontline roles, including onboarding 150+ engineers and targeted hiring in cybersecurity and data science. Our ‘train-and-deploy’ approach (~70% coverage), coupled with strong diversity outcomes (>65% female hiring) and hyperlocal hiring, is accelerating role readiness, retention and career progression.

Honouring and Integrating Veterans

We have designed a programme to support the successful transition of military veterans into Airtel’s business. The programme aims to leverage the leadership, discipline and problem-solving capabilities of veterans while enabling their seamless integration into our dynamic work environment.

Built around a comprehensive 90-day onboarding journey, the programme provides veterans with dedicated support through assigned buddies, HR mentors, cultural coaches and learning specialists. Participants undergo role-specific induction through job shadowing, gain exposure to business processes and stakeholder networks and participate in tailored development workshops focused on digital adaptation, change management, people leadership and soft skills.

By enabling veterans to translate their unique experiences into corporate leadership, the initiative accelerates role readiness, strengthens talent retention and supports seamless career transitions. By creating pathways for veterans to apply their unique experiences in the corporate sector, we enhance workforce diversity, strengthen organisational capabilities and reinforces our commitment to inclusive talent development.

Nuturing a Respectful, Safe and Equitable Workplace

We are committed to creating a workplace grounded in dignity, fairness and mutual respect. This is reinforced through structured interventions such as our Assimilation Toolkit, along with POSH awareness initiatives and a robust human rights framework, ensuring a safe, inclusive and accountable work environment.

Assimilation Toolkit

We introduced a structured integration programme to support female talent in transitioning seamlessly into the organisation. The program focuses on familiarising employees with our culture, enabling them to build strong professional relationships and equipping them with effective ways of working. It also provides clear guidance on navigating key scenarios across the employee lifecycle, including young leader circle placement, resignations and POSH-related matters. This program reinforces a supportive, transparent and empowering environment for women at the workplace.

Prevention of Sexual Harassment (POSH) awareness initiatives

At Airtel, we undertake POSH awareness initiatives to enable understanding of workplace harassment. This initiative equip the workforce with the knowledge of POSH and enhance the confidence to respond effectively. These efforts were further strengthened through an enhanced POSH awareness framework, encompasses mandatory training for managers, integration of modules into new hire onboarding and a

structured, role-based communication plan tailored to different employee groups. Together, these interventions emphasize on encouraging a culture of mutual respect, accountability and inclusion, while reinforcing individual responsibility in upholding workplace dignity to create a safe, respectful and empowered environment for all employees.

Promoting Human Rights

We strengthen our commitment to respecting and safeguarding human rights across our operations, supply chain, communities and business relationships. Our approach remains guided by our Human Rights Policy and aligned with internationally recognised standards, including those of the International Labour Organisation (ILO). We uphold foundational principles such as equal opportunity, fair compensation, freedom of association and collective bargaining, while maintaining firm zero-tolerance stance towards child labour, forced labour, human trafficking and discrimination of any kind.

Our focus is on nurturing a workplace culture built on dignity, inclusion and mutual respect. Employees are regularly sensitised through structured training programmes on preventing discrimination and harassment. These efforts are supported by our POSH policy and well-established reporting channels through the Internal Complaints Committee, ensuring concerns are addressed in a timely and fair manner. Our policy extends to our direct and indirect business operations, including subsidiaries and suppliers, reinforcing adherence throughout our value chain.

We have further strengthened our due diligence processes and ongoing compliance monitoring to better identify, assess and mitigate human rights risks across our operations and contractor network. Our assessments cover key areas including, forced labour, child labour, human trafficking and discrimination, while also evaluating potential impacts on employees, women, children and local communities.

We have enhanced our focus on prevention through targeted awareness programmes, capability building initiatives and improvements in operational processes aimed at reducing risk exposure. To ensure effective resolution of concerns, we strengthen our grievance redressal mechanisms, including the Ombudsperson process and Whistleblower Policy. All reported matters are reviewed rigorously, with appropriate corrective and disciplinary actions undertaken in line with their severity, including termination of employment or business relationships, where necessary. Through these ongoing efforts, we remain committed to embedding responsible and ethical practices that reinforce respect for human rights across all aspects of our business.

Looking ahead, we at Airtel remain committed to strengthening our people capabilities, deepening leadership depth and fostering a culture of inclusion and continuous learning. As we continue our journey towards becoming a leading digital services provider, our people remain central to driving innovation, delivering customer excellence and creating long-term stakeholder value.

Strengthening Employee Engagement and Experience

At Airtel, we believe that an engaged workforce is fundamental to driving growth and long-term success and

we continuously strive to create a seamless and enriching employee experience from day one. Through our in-house digital platforms, we enable interactive communication, knowledge sharing and opportunities for employees to showcase their talent, enabling a vibrant and inclusive culture. Our engagement initiatives, including AMBER, celebrating Customer Day and well-being programme AirCare+, are thoughtfully designed to strengthen connection, recognition and holistic employee well-being, ensuring our people feel valued, supported and inspired to perform at their best.

Our engagement strategy is anchored in Amber, our flagship employee listening tool, which captures real-time feedback on employee perceptions, expectations and satisfaction across the entire employee lifecycle. Tenure-based surveys conducted at 15, 45 and 90 days and every six months thereafter, provide continuous insights into employee sentiment, helping us strengthen engagement and respond proactively to evolving needs.

This continuous feedback loop helps us identify improvement areas, take timely action and nurture a purpose-driven culture where employees feel valued, motivated and proud of the work they do.

4.4

Employee engagement score (out of 5)

Incorporating feedback Celebrating Customer Day at Airtel

We celebrated ‘Customer Day, 2026’ on March 12, 2026, as a Company-wide initiative to strengthen our understanding of customer needs and enhance service experiences. Nearly 20,000 employees, including senior leadership, stepped into the field to engage directly with customers through retail interactions, home visits and frontline shadowing, gaining first-hand insights into key pain points. The initiative serves as a moment of reflection for the organisation to assess how it can better serve its customers, while reinforcing a culture of accountability, empathy and urgency.

Customer feedback gathered through this effort continues to drive our customer-first innovations, including enhanced spam and fraud protection, simplified digital journeys and AI-enabled solutions. By integrating customer feedback into everyday decision-making, we continuously refine our products, services and experiences, reinforcing a culture where customer centricity drives innovation, execution and long-term value creation.



Driving Holistic Employee Wellbeing: Aircare+

During the year, we expanded Aircare+ into a unified well-being platform that brings together all employee wellness initiatives under a single framework. Anchored in five pillars such as physical, mental, social, financial and condition management, the platform offers holistic support across every stage of the employee journey, furthering our commitment to creating a healthy, resilient and high-performing workforce. Aircare+ is available to all employees across the organisation.

89% GMC enrolment, the highest in our history and among the best in the industry

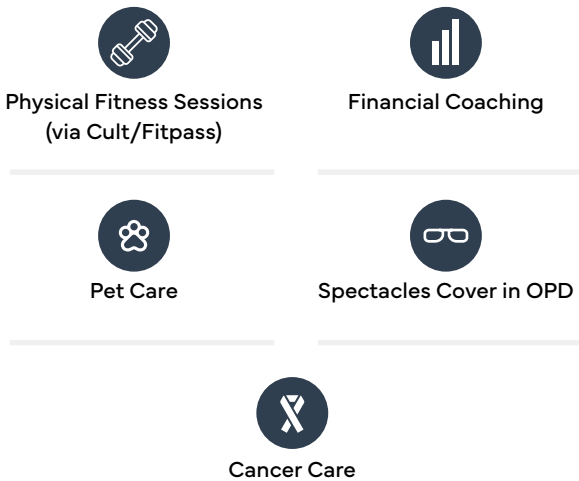
Improved EAP utilisation (~2%), indicating growing acceptance of mental health support

Increased uptake of OPD and preventive care services (doubled from last year)



A solid foundation of well-being leading the way for a more bespoke, inclusive and egalitarian elevation

AirCare+: A Flexi Well-being Marketplace



- Physical** → Preventive Annual health check-ups, Group Medical Policy, Group Accidental Policy, Group Term Life Policy, Cult, Fit pass, Gym at Office
- Mental** → EAP services
- Social** → Pet Insurance, Creche Facility, Chemist at Office, Wellness events
- Financial** → Financial coaching, Banks Helpdesks
- Condition Management** → Specialised care programmes including Cancer Care and chronic condition support.

A key differentiator of Aircare+ is the introduction of a flexible wallet enabling employees to personalise their well-being benefits. Employees can choose from Insurance, Modules, OPD services, Care Plans, or a combination of these, empowering them to make informed decisions for themselves and their families. This was based on the fact that every person has a different need and thus one plan for all will not be ideal. Giving flexibility to the employees through Aircare+ wallet was an initiative towards the same.

The Aircare+ ecosystem is further strengthened through strategic partnerships with leading hospital networks including Fortis, Max, Medanta, Manipal, Nura, Motherhood, Apollo and Narayana Health. Access to care was enhanced through structured interventions such as specialised OPDs from partner hospitals at our in-house wellness centre, ensuring both accessibility and continuity of care.

We organised Airwell Carnival at our Head Office, bringing together nine hospitals and attracting participation from over 2,500 employees. This initiative played a key role in increasing visibility and encouraging proactive health-seeking behaviour.

100+

Well-being awareness sessions on Aircare+ conducted in FY 2025-26

Wellness Calendar

During the year, we have launched a structured wellness calendar to support employee well-being throughout the year. It focuses on promoting physical, mental and emotional health through curated initiatives and engagement activities. This approach reinforces our commitment to building a healthier, more resilient and high-performing workforce. Topics such as seven-day Liver Detox Challenge, hydration awareness, annual health check-up, road safety, heart health and so on. These efforts are underpinned by a strong governance framework that reinforces our commitment to safety, ethical conduct and respect for human rights across our operations and value chain.

Ensuring parental support

Aware of the challenges faced by working parents, we offer comprehensive childcare support. Our employees have access to subsidised crèche and day care facilities at the Airtel Centre in Gurgaon, or they can opt for discounted rates at our partnered day care chain or a monthly childcare allowance. Recognising the importance of early bonding and parental support, we grant additional childcare leaves per quarter to new mothers. We also champion paternal involvement, allowing up to eight weeks' paternity leave for fathers who are the primary caregivers and up to two weeks for those who are not primary caregivers.

Workplace Safety and Operational Excellence

At Airtel, the health and safety of our employees and partners continues to remain a critical priority, driven by strong leadership oversight, structured governance and a proactive safety culture. We have implemented a comprehensive Occupational Health and Safety Management System (OHSMS) that covers operations and is certified under ISO 45001, providing a robust foundation for managing workplace risks and strengthening safety performance.

Our approach is reinforced through enterprise-wide programmes such as Airtel Suraksha and Suraksha Sankalp, which standardise safety practices and promote consistent implementation across the organisation. We maintain a focused approach to managing critical risks, particularly in areas such as road safety, electrical safety and work-at-height activities, supported by a central safety governance framework that monitors performance and ensures policy compliance.

Workforce capability is strengthened through mandatory safety inductions, regular refresher trainings engagement through campaigns and recognition platforms that promote shared accountability. Our AirtelShield platform enables real-time reporting, investigation and closure of incidents, supported by periodic risk assessments and site audits that drive timely corrective and preventive actions. Specific controls, including defined travel protocols and vendor compliance requirements, further enhance safety outcomes, while standardised emergency response procedures and regular drills ensure preparedness across facilities. These efforts ensure a proactive safety culture and accountability across the organisation.



Please refer 'Business Responsibility and Sustainability Report' on page 203 for further information on our policy on human rights.