



ESG Performance Data

FY 2025-26

Supplier Screening: FY 2025-26

Aspects of Supplier Screening

We evaluate our key suppliers on relevant ESG parameters, including labour standards, human rights, ethical conduct, health & safety, environmental practices (including greenhouse gas emissions, energy consumption, water consumption, waste management etc.), governance practices (including corruption, bribery, conflicts of interest and anti-competitive practices etc.), information security, etc. This assessment is conducted through a digital tool that enables controlled supplier input, data collection and validation using public information and supporting documents provided by the supplier, thereby enhancing transparency and governance.

Methodology for Supplier Screening

Basic sustainability risk evaluation of key suppliers, considering business risk, industry-specific risk, sector-specific risk, commodity – specific risk and country-specific risk.

Supplier ESG Assessments, Corrective Actions & Capacity Building

Suppliers undergo desk-based and on-site ESG assessments and audits using recognized industry and multi-stakeholder standards and methodologies, covering labour standards, human rights, ethical conduct, health & safety, environmental practices, and information security. Findings are supported by corrective action and improvement plans, with ongoing remediation tracking. Suppliers are further supported through ESG benchmarking against peers, remote and on-site implementation support, and technical capacity-building programmes to strengthen ESG performance and continuous improvement. Executive-level oversight, including the Supply Chain Head, governs the ESG Supply Chain Management System.

KPIs of supplier screening: FY 2025-26

Supplier screening	FY 2025-26
Total number of Tier-1 suppliers	2,858
Total number of significant suppliers in Tier-1	320
% of total spend on significant suppliers in Tier-1	96 %
Total number of significant suppliers in non-Tier-1	0
Total number of significant suppliers (Tier-1 and non Tier-1)	320

KPIs for Supplier Assessment and/or Development: FY 2025-26

Coverage and progress of the company's supplier assessment program

Supplier Assessment	FY 2025-26
Total number of significant tier-1 and non tier-1 suppliers assessed via desk or on-site assessments (please refer to the question: KPI's for Supplier Screening, the figure entered in 1.5)	267
% of unique significant suppliers assessed	83.43 %
Number of suppliers assessed with substantial actual/potential negative impacts	0
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	0
Number of suppliers with substantial actual/potential negative impacts that were terminated	0

KPIs for Supplier Assessment and/or Development: FY 2025-26

Coverage and progress of suppliers with corrective action plans out of the number of suppliers assessed with substantial actual/potential negative impacts

Supplier Assessment	FY 2025-26
Total number of suppliers supported in corrective action plan implementation	0
% of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	0

Coverage and progress of suppliers in capacity building programs

Capacity building programs	FY 2025-26
Total number of suppliers in capacity building programs	283
% of unique significant suppliers in capacity building programs	88.43

Data Center Efficiency: FY 2025-26

Average PUE		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Average PUE		1.6	1.58	1.55	1.58	1.57
Coverage (% of total ICT population)	ICT population defined as: ICT population is defined as the total energy consumed at Data Centers	100	92	100	100	100

Data center energy usage	FY 2023-24	FY 2024-25	FY 2025-26
Total energy used in data centers (MWh)	2,08,850	2,55,211	3,28,077
Total renewable energy used in data centres (MWh)	1,08,310	1,25,178	1,69,075
Percentage of renewable energy used in data centres (of total energy*)	47%	42%	49%
Percentage of renewable energy used in data centers (of total electricity**)	52%	49%	52 %

*Total energy includes grid electricity, renewable electricity (purchased plus onsite) and fuel consumption

** Total electricity includes grid electricity, renewable electricity (purchased plus onsite)

Water Consumption: FY 2025-26

	Units	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
A. Water withdrawal (excluding saltwater)	Million cubic meters	0.073 Million m ³	0.285 Million m ³	0.323 Million m ³	0.321 Million m ³	0.353 Million m ³
B. Water discharge (excluding saltwater)	Million cubic meters	0 Million m ³	0.193 Million m ³	0.211 Million m ³	0.154 Million m ³	0.137 Million m ³
Total net freshwater consumption (A-B)	Million cubic meters	0.073 Million m ³	0.092 Million m ³	0.112 Million m ³	0.166 Million m ³	0.216 Million m ³
Data coverage	Percentage of Boundary coverage of Natural Capital of Integrated Report	100	100	100	100	100

E-waste: FY 2025-26

	FY 2023-24	FY 2024-25	FY 2025-26
Total weight of WEEE collected from takeback programs (kg)	6,85,796	11,01,632	12,60,685
Percentage of takeback WEEE reused / resold / recycled	100%	100%	100%

* **WEEE** stands for Waste Electrical and Electronic Equipment

New Hires: FY 2025-26

Contract type	FY 2025-26						Total
	Male			Female			
	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	
Junior Management and below	930	1131	1	876	246	0	3184
Middle management	61	348	6	50	97	1	563
Top management	0	1	2	0	1	0	4
Total	991	1480	9	926	344	1	3751

Average hiring cost/FTE:
120,008 (Monthly Cost)

Employee Turnover Data: FY 2025-26

Contract type	FY 2025-26						Total
	Male			Female			
	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	
Junior Management and below	722	1540	24	517	218	1	3022
Middle management	52	609	41	53	130	3	888
Top management	0	1	2				3
Total	774	2150	67	570	348	4	3913

Remuneration Details: FY 2025-26

Employee Level	Average Women Salary	Average Men Salary
Executive level (base salary only)	18450494.5	20685109.67
Executive level (base salary + other cash incentives)	23343057.14	27388612.14
Management level (base salary only)	3742655.199	3820868.718
Management level (base salary + other cash incentives)	4307101.102	4384196.365
Non-management level (base salary only)	1024153.648	982674.5341

Hours of Training: FY 2025-26

Employee Category	Unit	Gender	FY 2025-26
Junior Management and below	No of participants	Male	12869
		Female	3796
	Hours	Male	483387
		Female	220819
Middle management	No of participants	Male	5309
		Female	1070
	Hours	Male	138516
		Female	25932
Top management	No of participants	Male	45
		Female	9
	Hours	Male	796
		Female	137

Average amount spent per FTE on training and development: INR 9481.15

Parameter	FY2025-26
Urban + Rural Combined	
NPS score	66
Data coverage: Percentage of operations	75
Source: Brand track run by IPSOS	

Customer Relations: FY 2025-26

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
% of total customers using your online services solutions/sales platform	53	28	58	30	36
% of revenues generated online (e.g. through direct sales, advertising, etc.)	58	32	64	35	37

Note: FY2025-26 corresponds to online acquisitions.

Employee and Worker Welfare Practices at Airtel

At Airtel, we are committed to upholding the highest standards of employee and worker welfare in alignment with statutory requirements and global best practices. No associates or workers are hired below the minimum wage prescribed by respective governments, and we ensure there are no disparities in pay between male and female associates, strictly adhering to labour laws. We do not encourage extended working hours, and employees are entitled to annual leave in line with our leave policy and statutory norms.

In addition, we provide comprehensive medical coverage, including Group Medical Coverage (GMC), Group Term Life Insurance (GTLI), Group Personal Accident (GPA), as well as maternity and paternity benefits to support employee well-being. Airtel maintains a fair employment approach, avoiding mass terminations and providing one month's notice period payouts where applicable. To foster inclusivity and continuous development, multiple training and reskilling programs are conducted, such as the New Hire Induction Program (NHIP), Code of Conduct (CoC), Conflict of Interest (CoI), POSH, and Safety modules, thereby preparing employees for evolving business and industry needs.

Furthermore, we proactively engage with associates through feedback mechanisms, human rights risk assessments, and a structured grievance redressal system to ensure their voices are heard and concerns are addressed promptly.

Risk governance at Airtel

Responsibility and Accountability

Bharti Airtel has a risk management governance structure that aligns with the three line defence model:

Operational risk Ownership (first line):

Operational Teams

The Executive Committees (EC) of Circles in India and international operations manage risks at the ground level, with local representation from all functions – central (Finance, Supply Chain, Legal & Regulatory) and customer-facing functions (Customer Service, Sales & Distribution and Network). The Circle CEO or Country MD engages with functional leaders and partners to manage and identify risks, escalating them to the central teams for mitigation planning

Risk management and compliance oversight (second line):

The CEOs of Airtel's businesses in India and Africa (AMB and Africa ExCo) manage the strategic risks that may impact their operations. These risks are identified by Circle teams, the national leadership and teams from the international operating companies. The management also uses internal audit reports to identify risks and monitors internal and external environments to detect potential material risks.

The Board of Directors, the apex body, reviews critical risks and approves risk mitigation plans. Along with the Risk Management Committee (RMC), the Board conducts an annual evaluation of Airtel's risk management framework. The RMC carries out periodic assessments, formulates the risk management policy and monitors its implementation. The Chief Risk Officer, working closely with the RMC, independently reviews risk assessments and related action plans.

Independent audit unit (third line):

Bharti Airtel operates within a robust control environment, underpinned by well-defined policies & processes and a rigorous compliance framework which ensure ethical, efficient and transparent conduct of business. This framework safeguards the Company's assets, ensures optimal utilisation of resources and supports the timely, accurate recording of financial and operational transactions.

These elements of the control environment are periodically tested and reviewed by Company's Internal Assurance Group ('IAG') led by the Chief Internal Auditor and ably supported by reputed independent professional firms, namely Ernst & Young LLP, Chartered Accountants and ANB & Co., Chartered Accountants as the Internal Assurance Partners. The combination of experienced in-house assurance function and independent external experts ensures objectivity of audit process as well as effective value addition and protection.

The independence of this unit ensures objective monitoring and control of various risks, safeguarding the organization's interests without conflicts of interest arising from other business priorities

Financial Risks and Opportunities of Climate Change

Financial impact of Risks and savings from opportunities is computed and disclosed in CDP submission.

Human Capital Management

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.

In FY 2025-26, the Employee engagement score was 4.4 (out of 5), where 65% employees responded.

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.

This pivots from the pillars of Physical, Social, Emotional (such as flexible work options: remote work, part-time schedules and flexible hours), and Financial well-being.

Anti-Bribery and Anti-Corruption

No Directors, KMPs, employees, or workers were subject to disciplinary action by any law enforcement agency for bribery or corruption during FY 2025-26. Accordingly, the total amount of fines and penalties related to corruption and bribery cases was ₹0.

CEO-to-Employee Pay Ratio: FY 2025-26

Total annual compensation of the CEO	18,833,025
	Median Employee compensation
Value	873,628
The ratio between the total annual compensation of the CEO and the mean or median employee compensation:	21.56

Employee ESG & Compliance Training Topics Through ESG Buzz, ASAP & Other Awareness Initiatives (FY 2025-26)

- UN World Water Day 2026 – 22nd March 2026
- ESG BUZZ - Green Transport Choices – Jan 2026
- Environment Day- Beating Waste Pollution – June 2025
- World Environmental Day (Beat Plastic Pollution)– June 2025
- Happy Earth Day - 22nd April 2025
- Carbon Market – April 2025
- Learning Shot on Celebrating Earth Day – Understanding Carbon Markets (April 2025)
- Planetary Health Check October 2025

Scrap Partner Audits & Governance Framework

Policy

- Sale of scrap shall be made only to partners qualified or audited through a third party.
- All new partners participating in Airtel Group scrap auctions must be audited/assessed.
- This SOP applies to all partners to whom the scrap material is sold by Airtel (other than General Scrap category).

Audit Planning

- Annual Audit/Assessment Plans are prepared ensuring Risk Mitigation.
- Airtel may initiate the need assessment for outsourcing to an external, independent audit agency.
- The SCM Procurement Team, in collaboration with the MM Team, shall finalize the third-party audit.
- Each quarter, the Scrap Lead shall provide the list of partners for audit coverage

Audit Checklist & Framework

- A standardized audit checklist is prepared in coordination with the outsourced audit partner.
- The audit checklist includes areas to be covered in audit and Risk Classification (High, Medium and Low).
- The checklist is reviewed by the SCM Compliance Team and approved by the MM Head.

Scrap Partner Audits & Governance

- Timely execution of audits.
- Timely submission of reports as per the agreed SLAs.
- Audit partners must submit the audit report within 15 working days of the site visit.
- Tracking and reviewing the observations shared.
- Ensuring corrective actions and partner communication are carried out as per the Consequence Management Matrix.
- Quarterly tracker mentioning audit status and action taken.

Documentation & Reporting

- All audit plans, checklists, reports and corrective action plans are stored in a centralized tracker.
- A quarterly summary of audit status and critical findings is shared with the SCM Compliance Team and MM Head.
- MM Head or a person authorized by the MM Head shall review the quality of the reviews and ensure compliance with the Policy.