

Human Capital



SDGs impacted



Material Topics included

- Talent attraction and human capital development
- Employee health and well-being
- Diversity and inclusion
- Promoting Human Rights

At Airtel, we are committed to nurturing talent. We prioritise diversity, inclusivity, and employee well-being while aligning with our business goals. Our focus is on creating meaningful careers, developing strong leadership, and delivering an exceptional employee experience.



Highlights for FY 2023-24

19,198

Employees on roll

3,025

Female employees

16,173

Male employees

5,956

New employees hired in
FY 2023-24

65,446

Contractual employees

34.8 years

Average age of employees

1,321

Internal hires

(Open positions filled by
internal candidates)

10

Employees of nationalities
(other than Indian)

(2 Nepalese, 2 British, 1 Sri Lankan,
1 Australian, 3 American, 1 Canadian)

22.16%

Total employee turnover

15.4%

Voluntary employee turnover

4.29

Employee engagement score
(out of 5)

Workforce composition as on March 31, 2024

Employees on roll	FY 2023-24	FY 2022-23
By gender		
Male	16,173	15,369
Female	3,025	1,923
By age		
Under 30 years	4,720	4,706
30-50 years	14,074	12,276
Over 50 years	404	310
By level		
Junior management	12,326	12,264
Middle management	6,831	4,986
Top management	41	42
Total	19,198	17,292
Contractual employees		
Contractual employees	65,446	52,299

Aligning people strategy with business goals



Organisation and people effectiveness

An organisation structure aligned with business priorities, leveraging strategic insourcing and prioritising holistic development.



Inclusion imperative

Ensuring a diverse, inclusive and equitable workplace by promoting gender-balance culture, accepting different perspectives and enabling equal opportunities.



Exceptional employee experience

Scaling up technological capabilities and employee value proposition for seamless people experience, keeping employee well-being and safety at core.



Organisation and people effectiveness

At Airtel, we believe in creating long-term impact for our employees by enabling the right organisation architecture and ensuring a well-governed ecosystem of career frameworks, capability programmes and holistic talent policies.

Taking talent attraction journey to advanced digital strides

During the year, we have completely transformed the recruitment and onboarding experience by developing and deploying an automated, data backed, end-to-end talent acquisition and onboarding tool.

This meticulously designed suite of features has streamlined the hiring process, making it more efficient for both the hiring team and the candidate. For example, the tool's integration with various job portals has benefitted the hiring team. Again, by simplifying internal job portal (IJP) submissions and referrals, it has benefitted employees by giving them full visibility of their application status and empowering them with relevant information throughout the recruitment process. For our process administrators, the automated tool has reduced manual work and created a seamless hiring experience.

Enabling meaningful growth through effective training and development programs

We prioritise the continuous development of our workforce through a range of tailored learning opportunities aimed



at augmenting their capabilities and expertise at various career stages. We invest significantly in recognising and cultivating the skills required for the future of work, and in preparing our employees to excel in the evolving industry landscape.

Through functional learning interventions such as ABLE, Marketing Leaders of Tomorrow, UPTECH, IP and technology trainings, Airtel ensures that its workforce remains at the forefront of innovation. Moreover, specialised training in methodologies like SCRUM PSM and SCRUM PSPO, as well as certifications in ITIL and programming languages like Python, further solidify employees' expertise and versatility.

Our commitment to fostering a culture of continuous learning extends to our employees' behavioural competencies and leadership skills. We offer a variety of programmes towards this end, including workshops on our Unified Behavioural Framework (UBF) and People Manager Capability Building. In FY 2023-24, we laid a strong focus on developing the digital mindset and conducted a workshop on 'Digital Appreciation'. Designed and facilitated by the leadership team, the workshop encouraged employees to develop a digital mindset and leverage digital processes, technology and tools in their everyday work.

To adapt to the learning preferences of employees, we leverage multiple formats like Learning Shots (micro-learning webinar sessions), flash mentoring, shadowing, simulation-based workshops and blended journeys. These interventions equip our employees with the necessary leadership, technical and functional skills to navigate effectively in their current roles, fostering a strong foundation for future leadership for individual, team and organisational success.

Airtel also offers self-paced development opportunities, enabled through the online learning platform iLearn. Employees are encouraged to explore curated courses from leading partners such as Udemy, Coursera, LinkedIn Learning, etc., and the rich content created internally. These courses cover a wide spectrum of personal and professional development topics that enrich skills and empower employees to pursue alternative career paths, whether during their employment with Airtel or post-retirement. Airtel's Continuing Education Policy encourages employees to seek relevant academic opportunities to hone their skills for future roles.

Training snapshot (by category)

Training	Training hours	Unique Training interventions
Behavioural & leadership training	40,161	39
Functional training	71,300	158
Mandatory training	66,522	19
Digital learning	1,03,390	5,332
Total	2,81,373	5,548

~100%

Employees covered through learning interventions in FY 2023-24

₹149.5 Mn

Expenditure on trainings

In FY 2023-24, employees had access to 5,548 unique training interventions in different formats (digital/online, Learning Shots, classroom programs, and Airtel Leadership Academies), which resulted in 14.7 average training hours per employee.

We are creating a new learning experience platform, to be launched in FY 2024-25, to further build the culture of self-paced and continuous learning. The new platform leverages cutting-edge technology and boasts advanced features, such as smart AI feed, social learning, personalisation, and gamification. These innovations promote learner engagement and enable learning within the flow of work.



Human Capital





Airtel Leadership Academies: Building Leaders of Tomorrow

As part of our drive to build leadership capabilities and strengthen the talent pipeline, Airtel Leadership Academies continue to offer an immersive, blended leadership development programme, designed to cultivate future leaders and ensure a high leadership talent density. Our leadership academies are customised learning journeys that groom our top talent and accelerate leadership development.

Key features of the Academies

- Common framework for all functions and business enables peer learning and opportunities to explore roles across Airtel.
- Powerful journey launch, including Leadership Bootcamp and strong self-discovery process, which help participants to create their own development plans.
- Multiple learning methodologies, including a specifically crafted management development programme and workshops, business critical projects, mentoring/coaching and leader connects, etc.

Guiding principles

				
Continuous development Organisation's commitment to invest in continuous learning and development	Immersive and customised Focused on one's individual development needs	Leadership sponsored Senior leaders' partnership in the career development and realising top talent aspirations	Grooming leaders in the larger ecosystem Applying learnings and getting an opportunity to mentor emerging leaders	8-10 months of rigorous journey Multiple curated interventions designed to accelerate learning with maximum impact

The success story

Since its inception in 2019, Airtel Leadership Academies have been a great tool to help leaders accelerate their development journey and have helped Airtel build a strong talent pipeline.

The consistency in the quality of the programme has also been recognised with awards in multiple forums. During FY 2023-24, Airtel Leadership Academies won two external awards:

- The coveted Brandon Hall Gold Award in the 'Leadership Development' category
- The ETHRWorld Future Skills Award for High Impact Certification





Enhanced Performance and career development

The work environment at Airtel promotes both personal and professional development. This year, we initiated a comprehensive talent plan to build future-ready leaders with the right mix of experience. This career growth journey is made effective through a 360-degree feedback mechanism. The process involves collecting comprehensive feedback from various sources, including reporting managers, team members, cross-functional stakeholders, and peers to gain a well-rounded view of each employee's leadership potential. This also provides an understanding of employee strengths and areas for development. The process ensures that each individual development plan (IDP) is meticulously crafted to nurture the skills and competencies our employees need to excel in as leaders in their chosen fields.

To promote professional growth, we not only offer comprehensive training for skill enhancement but also conduct systematic career development reviews twice a year. These reviews, a core component of our talent management approach, provide a platform for both feedback and mentorship for employees, helping them reach their career goals while ensuring they are equipped and supported in order to excel in their positions, enabling us to achieve our goals.

Performance and career development overview

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

*including the eligible workforce

Inclusion Imperative

Increasing women in the workforce

Airtel's workforce transformation this year has been remarkable, increasing women's representation from 11% in FY 2022-23 to 15.8% in FY 2023-2024, driven by gender-balanced hiring, adaptable work formats, and a robust infrastructure and policy framework that fosters a culture of inclusion. Our strategic framework emphasises leadership alignment and buy-in, hiring at different levels, including campus recruitment, with a focus on retention, safety and infrastructure enablement. Significant efforts made in this regard include gender sensitisation workshops, safety and security policies, and a structured assimilation programme complemented by mentoring and coaching. We successfully expanded our campus outreach with a focus on women students, leading to a substantial increase in female hires, and a reduction in attrition rates.

“

Embracing diversity is core to our values at Airtel. We thrive by accepting different perspectives, giving a voice to every employee, and hearing the voice of our diverse customer base. At Airtel, we are committed to enabling equal opportunities for all by ensuring our workplace and work practices are equitable.”

Amrita Padda

Chief People Officer, Airtel



Human Capital

Target

Increase share of women in workforce to at least 20% by FY 2024-25

Performance

15.8% women employees in FY 2023-24



The Employee Resource Group (ERG) plays a pivotal role in addressing workplace issues and fostering a culture of inclusivity. A 10-point plan supports our D&I initiatives, targeting leadership development and succession planning

to build a robust pipeline of female leaders. Collectively, these measures underscore Airtel's dedication to creating an environment that values and supports gender diversity and women's empowerment.

Key highlights

15.8%

Women employees (out of total employees)

15.2%

Women in junior management positions

17.1%

Women in top management positions

23.1%

Women in STEM positions

14.9%

Women in management positions in revenue-generating functions

15.8%

Women in management workforce

44

Differently-abled employees



**Empowering equality-what helped in scaling up gender diversity:****Partnering with Leadership for driving change**

Airtel Management Board (Senior leadership) partnered to have a culture of inclusion by ensuring top-down ownership and establishing governance mechanisms to track progress.

Gender focused hiring

In FY 2023-24, we prioritised gender diversity in our hiring practices, resulting in the recruitment of ~1,700 women.

Gender sensitisation

As we continue to expand and bring more talented women into our workforce at Airtel, it is also important to foster an inclusive and supportive environment for all. To cultivate that positive change in mindset, we conducted classroom-based and facilitator-led gender sensitisation workshops for all employees and people managers across Circles and Centre Offices round the year. The objective of these sessions was to encourage and dial-up conversations to foster an inclusive and gender-neutral workplace culture, raise conversations and awareness around unconscious biases, create advocates within our ecosystem and create workable solutions in groups to break stereotypes.

Infrastructure scale-up

Over the past year, we prioritised the safety of our female employees, particularly for those working late at night, by introducing safe and secure travel options. Dedicated cabs are now available to all women employees for any official travel between 8 pm-6 am, along with relevant safety measures.

Additionally, for our employees working in stores, we made thorough changes in our store infrastructure to provide them safe and hygienic washroom facilities covering more than 96% of Airtel's large stores. This was made possible through new constructions as well as tie-ups with local restaurants and businesses. Our Airtel stores are now gender-balanced with equal number of male and female employees.

Creating an inclusive culture

We introduced the 'Step-in programme' for hiring women after a career break, and opened remote work opportunities for qualified women based in non-metro cities with the objective of eliminating entry barriers and creating a more inclusive environment. We also laid emphasis on supporting women employees going on maternity leave and providing the right environment for them to join back, with flexible working hours and on-site crèche facility or childcare allowance until the child is 18 months old.

**Bringing young talent on board**

To make us a more accessible employer and tap into wider talent pools, we have doubled our campus intake and transitioned from 7 niche programmes to 13 multi-tiered mainstream campus hiring programmes, to recruit for various profiles, including general management, technical leadership, key accounts, frontline sales and network specialists, etc.

In FY 2023-24, we significantly scaled our campus recruitment efforts, expanding our reach from 13 cities in FY 2022-23 to 30+ cities, including multiple Tier II and Tier III cities like Haldwani, Morbi, Chapra, Tezpur, with 70% of the offers being dedicated to women candidates.

Additionally, we identified and hired from universities and colleges with strong female enrolment and added women only STEM (Science, Technology, Engineering, and Mathematics) colleges to our campus strategy to ensure our recruitment efforts reached the most promising talents.

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 Center 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 8 weeks' paternity leave for fathers who are the primary caregivers, and up to 2 weeks for those who are not.

Human Capital

Exceptional Employee Experience

At Airtel, we aim to deliver an exceptional experience for our employees from the moment they join our team, while prioritising their holistic well-being.

Employee value proposition

At Airtel, we strive to provide our employees with an exceptional experience from the moment they join us. Our in-house digital platforms facilitate creative and engaging internal communication and offer employees the opportunity to showcase their talents and share their knowledge and experiences.

Airtel's employee engagement and listening tool collects data on perceptions, expectations, and satisfaction throughout the employee lifecycle. The tenure-based employee engagement survey on Amber is triggered on an employee's 15th, 45th and 90th day in the organisation, and subsequently every six months, seeking their feedback through a set of engagement questions.

During the year, we introduced an employee value proposition that resonates with all - #BeLimitless. This was well-received by current employees and potential candidates alike, which reduced attrition and improved Airtel's appeal for external candidates.

Next year, our focus will be on impacting customer experience via our extended workforce, further improving employee experience through digital solutions and continuing to accelerate our D&I journey.

4.29

Employee engagement score (out of 5)

Celebrating Customer Day at Airtel

This was a day when employees across the organisation took a break from regular roles to walk together with our frontline superheroes. Magic truly happened on March 12, 2024, a day of when the energy and enthusiasm displayed was unparalleled.

The Customer Day initiative was aimed at giving employees across India, particularly those in non-customer facing roles, a taste of the routine of our frontline staff. To accomplish this, cross-functional teams from various business segments and regional circles collaborated to meticulously orchestrate a day dedicated to Airtel's customer service representatives. More than 7,000 Airtel employees shadowed frontline workers during in-store visits or in-home customer interactions. The initiative was supported by an extensive communication strategy, detailed briefings for both the participating employees and the frontline staff, and a commitment to ensure that the day's regular operations continued without interruption.

The outcomes were rich knowledge about the challenges faced by frontline teams, insights into how best their work life could be improved and a resolute pledge from the participating employees on adapting their work approaches on the basis of the invaluable learnings gained. This transformative day, aptly themed 'Painting it Red', was a vivid demonstration of Airtel's dedication to understanding and serving customers with empathy.

Airtel Customer Day is the day we proudly paint India, RED!





Promoting holistic well-being

At Airtel, we promote the holistic well-being of employees through various benefits and opportunities offered under 'Airtel Cares', a comprehensive 360-degree employee well-being program centred around the four pillars of physical well-being, emotional well-being, financial well-being, and social well-being. By investing in initiatives across these four pillars, we demonstrate our commitment to promoting employee health and happiness, thus driving greater engagement, productivity, and satisfaction.

Physical well-being

Airtel offers a diverse range of initiatives, from preventive health check-ups to onsite gym facilities, group fitness classes, regular medical camps, activities on physical fitness, and sessions to promote regular exercise and healthy lifestyle choices.

This year, we increased the focus on preventive health check-up and 6,800+ employees availed of the benefit this year. We also launched Airtel Flex Plan, which announced a leap in medical insurance benefits and helped employees select their benefits their way.



Emotional well-being

Our Employee Assistance Programs (EAP) offer confidential counselling services and mental health resources to all Airtel employees and their adult dependants. In addition to this, we encourage them to take time off from work through a 30-day Annual Leave policy, and the provision of 15 mandatory leaves annually. Airtel's sabbatical policy allows employees to take time off to pursue their diverse needs. We also help employees navigate significant life events such as parenting and provide comprehensive support during these transformative times. This includes benefits such as maternity, paternity and adoption leaves, childcare allowance for returning mothers, etc.

Human Capital

Financial well-being

Airtel employees can customise their benefits through options such as Leave Travel Allowance (LTA) and National Pension Scheme (NPS). We also support employees in achieving their personal goals through e-loans. Financial well-being awareness sessions conducted around the year aim to empower individuals with the knowledge and skills needed to navigate the financial landscape.

Social well-being

Social activities at Airtel foster connections across the workforce and build a sense of community. Apart from team celebrations (e.g. Employee Communication Forums, Family Day, Kids' Day, and similar events) and festivals, employees can give back to the community by volunteering for CSR activities in partnership with the Bharti Airtel Foundation and other NGOs.

15

Well-being awareness sessions conducted during FY 2023-24

20

Well-being cascades conducted pan India, led by business leaders who talked about how benefits can be leveraged by employees





Occupational health and safety

Our commitment to the health and safety of all our employees and workers remains a top priority. Through regular safety audits, we proactively identify and address potential hazards. Airtel conducted enhanced training programmes to provide employees with the knowledge and skills necessary to work safely and foster a culture of risk awareness. Apart from these, we implemented a comprehensive occupational health and safety programmes during the year. We strengthened our safety protocols by introducing the 'Airtel Suraksha Golden Safety Rules' that established a clear and consistent framework for safe work practices. We also ensured improved access to Personal Protective Equipment (PPE), equipping employees with the necessary gear to minimise risks associated with their daily tasks.

Additionally, during this year, we achieved a remarkable milestone in health and safety management by successfully completing the ISO 45001 audit, extensively encompassing over 27,000 sites. This not only led to our certification in the globally recognised standards for Occupational Health and Safety Management Systems (OHMS), but also distinguished our effort as the largest audit and certification endeavour ever undertaken by a telecommunications company in Asia.



Preserving Human rights

Airtel maintains a strong commitment to protecting human rights. Our Human Rights Policy serves as a guiding document for all our stakeholders, both internal and external, emphasising the importance of upholding internationally recognised human rights such as equal opportunity, fair compensation, freedom of association, and strict prohibition of child labour, forced labour and human trafficking. We take proactive measures to ensure the protection and promotion of these fundamental rights.

In FY 2023-24, we conducted human rights risk assessment in our operations, which highlighted strengths and a few gaps within our system. Any identified risks are addressed through corrective actions and closely monitored for progress. For risks identified in our operations or value chain, we implement appropriate mitigation actions, ranging from risk prevention through awareness sessions, undertaking precautions, to risk reduction through capacity building and safeguards, or even risk elimination through modifications in business processes.

Please refer 'Business Responsibility and Sustainability Report' on [page 181](#) for further information on health and safety interventions undertaken by us during the year and [page 186](#) for further information on human rights.