



Employee and Customer Related Data

FY 2022-23

Employees by Nationality: FY 2022-23

Employees by nationality

Employee Category	Employees
Indian	16927
Iranian	2
Nepalese	2
Indonesian	1
Italian	1
British	1
Sri Lankan	1
Australian	1
American	4

New Hires: FY 2022-23

New Hires by Management Level

Employee Category	New Hires	Percentage Breakdown of New Hires
Junior management & Below	6088	84.0%
Middle and Senior management	1150	15.9%
Top Management	10	0.1%

New Hires by Gender

Employee Category	New Hires	Percentage Breakdown of New Hires
Male	6277	86.6%
Female	971	13.4%

New Hires by age

Employee Category	New Hires	Percentage Breakdown of New Hires
<30 years	3522	48.6%
30-50 years	3720	51.3%
>50 years	6	0.1%

Average hiring cost/FTE: 84915
(Monthly Cost)

Remuneration Details: FY 2022-23

Remuneration Details

Employee Level	Average Women Salary	Average Men Salary
Executive level (base salary only)	19,953,899	22,315,032
Executive level (base salary + other cash incentives)	25,622,138	30,050,743
Management level (base salary only)	2,469,437	2,547,087
Management level (base salary + other cash incentives)	2,779,471	2,878,582
Non-management level (base salary only)	788,850	677,454

Employee Turnover Data: FY 2022-23

Employee Turnover Rate by Management Level

Management Level	Employee Turnover (Number of employees exiting the organisation)	Percentage Breakdown	Turnover Rate at Management Level
Junior management & Below	3433	73.7%	30.1%
Middle and Senior management	1211	26.0%	25.1%
Top Management	17	0.4%	19.8%
Total	4661	100%	28.5%

Employee Turnover Rate by Gender

Gender	Employee Turnover (Number of employees exiting the organization)	Percentage Breakdown	Turnover Rate by Gender
Female Employees	505	10.8%	28.9%
Male Employees	4156	89.2%	28.5%
Total	4661	100%	28.5%

Employee Turnover Rate by Age Group

Age Group	Employee Turnover (Number of employees exiting the organisation)	Percentage Breakdown	Turnover Rate by Age Group
<=25 Yrs	230	4.9%	31.0%
25 - 30 Yrs	1243	26.7%	34.0%
30 - 35 Yrs	1687	36.2%	33.0%
35 - 40 Yrs	887	19.0%	25.1%
40 - 45 Yrs	420	9.0%	19.3%
45 - 50 Yrs	146	3.1%	18.1%
>50 Yrs	48	1.0%	16.5%
Grand Total	4661	100.0%	28.5%

Performance Assessment of Employees

Airtel follows multidimensional performance appraisal (e.g. 360 degree feedback).

Airtel considers both 'what' and 'how' and feedback from all relevant stakeholders is taken into account for performance evaluation via Talent Councils.

Talent Councils: Feedback is sought not only from line managers but through a robust Talent Council framework wherein all the relevant stakeholders who have worked with an employee for more than 3 months such as manager, matrix manager, relevant HR Partner, cross-functional stakeholder(s) and skip level manager come together as a group and discuss employee's performance, strengths, areas of development, future career progression and clear actions on development.

Hours of Training: FY 2022-23

Training Hours by Management Level

Employee Category	Hours of Training per Employee	Percentage Breakdown of Total Training Hours
Junior management & Below <i>(AM & below)</i>	10.98	63.76%
Middle and Senior management <i>(Mgr & above)</i>	15.30	36.12%
Top Management <i>(UC & above)</i>	6.00	0.12%

Training Hours by Gender

Gender	Hours of Training per Employee	Percentage Breakdown of Total Training Hours
Male	12.4	90.1%
Female	10.9	9.9%

Training Hours by Type of Training

Training Category	Hours of Training per Employee	Percentage Breakdown of Total Training Hours
Leadership	1.0	8.4%
Functional	4.2	34.3%
Behavioral	2.2	18.1%
Digital	3.8	30.7%
Mandatory	1.0	8.4%

NPS: FY 2022-23

Airtel Recommendation	Mar 20	Mar 21	Mar 22	Mar 23
Urban+Rural Combined (12 week rolled)				
NPS score	43	42	42	48
Source: Brand track run by IPSOS				