

Human Capital



SDGs impacted



Material topics included

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

Relationship with other capitals



Financial



Intellectual



Social and Relationship

We, at Airtel, believe that we have best-in-class talent in our organisation. We aim to create long-term value for our people while keeping diversity, inclusivity and employee well-being at the core. Aligned with the business goals, our human capital development pathway focuses towards building meaningful careers, developing impactful leadership capabilities and delivering a superior employee experience.

Highlights for FY 2022-23

17,292 Employees on roll	13 Employees of nationalities (other than Indian)	15,369 Male employees
1,923 Female employees	52,299 Contractual employees	7,248 New employees hired in FY 2022-23
1,498 Internal hires (Open positions filled by internal candidates)	34.3 years Average age of employees	28.5% Total employee turnover
22% Voluntary employee turnover	₹4.7 Mn+ Gross revenue per employee per month	

Workforce composition as on March 31, 2023

Category	Male (Age)			Female (Age)			Total
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	
Employees on roll							
Junior management and below	3,482	7,375	117	728	550	12	12,264
Middle management	353	3,861	145	143	467	17	4,986
Top management	0	18	18	0	5	1	42
Total	3,835	11,254	280	871	1,022	30	17,292
Contractual employees							
Contractual employees	30,305	17,849	257	2,663	1,199	26	52,299

Strategic priorities aligned with business objectives

Enhance productivity by attracting, growing and retaining talent

A compelling talent proposition, a diverse and inclusive workplace and a culture of upskilling and reskilling

Improve efficiency by resourcing for impact

Right and meaningful organisation architecture, resourcing & talent pool to create long-term impact for employees and the Company

Enable growth by building strategic capabilities

Future-proofing the organisation and people by partnering for capability and best digital ecosystem

Build credibility by delivering exceptional experience

Right process and technology across employee lifecycle, keeping employee well-being at core

Enhancing productivity by attracting, growing and retaining talent

In our effort to become the employer of choice, our key focus areas have been on providing the right career paths, outlining the right set of leadership behaviors, invest on building our leadership pipeline and creating a truly inclusive workplace.

Airtells

Keeping customer obsession at the heart of innovation and in order to unlock the power of customer experience, our talent strategy during the year focused disproportionately on the cross-functional breadth of experiences. With an increasingly omni channel and diverse customer base, it is critical for us to build talent that understands nuances across products, businesses, channels and geographies. "Airtells" was set up as an internal talent marketplace, to foster interdisciplinary experiences followed by over 1,000 opportunities for learning, job shadowing and cross-functional movement. 6,000+ employees participated in this intervention and more than 1,000+ learning opportunities were created.

Unified Behavioural Framework

To build a common language of leadership behaviours, we have defined 7 leadership competencies called the Unified Behavioural Framework. These behaviours define what is important and valued at Airtel; know what is expected of employees and know what behaviours drive us; provide a common 'One Airtel' lens to evaluate and groom talent; enable fungibility and cross-functional movements and cut through the overlaps between existing frameworks, simplify and consolidate key human resource themes. These behaviours have been reiterated across various HR processes—right from hiring to performance management.





Airtel Leadership Academies

Our focus on building leadership capabilities and pipeline continued via our flagship “Airtel Leadership Academies”, an immersive, blended leadership development programme aiming to build a pipeline of future leaders for Airtel and ensuring that we have a high leadership talent density. This experiential journey spanning over 10 months, covers ~280 future leaders year-on-year basis. We have been able to cover a pool of 700+ leaders since its launch in 2019 and the current Class of 2023 includes ~260 future leaders. Careers and building leadership capabilities will continue to be a key focus area going into the next year with personalised career journeys.

700+

Leaders covered under Airtel Leadership Academies since its launch in 2019

Diversity and inclusion

Creating a diverse workforce also continues to be an important lever for our focus on customer centricity and in becoming an employer of choice. We have moved 100 basis points in increasing women representation in our permanent workforce. Several initiatives like the Step-in programme have been launched to drive this forward. Step-in is categorised into two segments: Return to Work and Remote Work. ‘Return to Work’ welcomes talented technical women professionals with full-time roles after a career break of 12 months or more from the workforce. The Remote Work programme is for women who are in the early stages of their careers and based in non-metro cities and with location/mobility constraints to apply to full-time roles at Airtel. This is to fuel the ambition of young, capable women keen on building a career and working with a global company right from their homes. The programme allows women much-needed flexibility, empowers them to be financially independent and enables them to build a robust career path. 40 women have been inducted into Airtel via Step-in across technical and non-technical domains.

We have also invested in onboarding ex-armed forces personnel and alumni of Satya Bharti school to develop diversity of thought. The key focus in the upcoming year will be to provide an inclusive environment and setting in place enablers that help diverse talent thrive.

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Key highlights

47

Differently abled employees

14%

Women in top management positions

17%

Women in STEM positions

11%

Women in junior management positions

10%

Women in management positions in revenue-generating functions

11.1%

Women employees (out of total employees)

11%

Women in management workforce



Diversity and inclusion targets

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

Progress

Diversity increased from 10% to 11.1% in FY 2022-23

The year saw Airtel drive massive efforts towards diversity and inclusion. Numerous interventions were launched including the following:

- Right targets have been set across Airtel Management Board and governance mechanisms have been put in place to track progress.
- Creating a culture of inclusion by top-down ownership, inculcating the culture of 'Airtel for All', celebrating and amplifying diversity, revamping policies for women employees on their well-being and safety, flexible working options, etc.
- 'We-Lead' programme created and launched for women leaders at the B1 level in association with Harappa, which resulted in positive feedback.
- Multiple policies were revisited to ensure equity. Car Lease Policy and Travel Policy have been revamped to ensure a level playing field.
- Exit Deep Dive and Maternity Connects introduced to ensure 100% connect with all exiting women employees and returning mothers. The inputs were used for creating interventions to retain diversity talent.
- Mentoring and coaching via external programmes, quarterly engagement sessions, revisiting of the appraisal process, structured connects and pro-active career pathing to reduce stagnancy, all contributing to retaining diversity talent.

Improving efficiency by resourcing for impact

For our digital teams, to be nimble with increasing complexity of technological delivery, building a res-usable and configurable core was essential. To deliver this, we reorganised our teams to key platform charters, each of which focused on a stream to provide the best in class customer experience. Strategic capabilities particularly in the roles related to development, big data, SDET and programme management roles were insourced, this was coupled with setting up of our Pune technology centre. The centre places us strongly in a high tech talent market with talent attraction benefits through a diversified geographical presence. The centre is now 400+ employees and this exercise has seen a very significant up in quality of talent, lower talent churn, better delivery velocity and has delivered significant cost benefits through this resourcing model shift.

With the increasing focus on our B2B business and fostering long-term customer relationships, around 1,000 associates in Airtel business in the emerging business segment were insourced to provide better customer experience and increase productivity. Insourcing of these account managers has not only led to a 67.5% increase in productivity but also a reduction of attrition from 14% month-on-month to 2.2% voluntary attrition.

For the extended workforce (contractual employees), massive efforts went into the consolidation of partners and digitisation of HR processes to give seamless experience and build tighter governance.



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Enabling growth by building strategic capabilities

We adopted a hybrid strategy concentrating on hiring new talent as well as upskilling our existing talent through programmes like the 5G Academy and IP (Internet Protocol) Academy. The training curriculum covers fundamentals of IP (Internet Protocol), Cisco Certified Network Associate (CCNA), Cisco Certified Network Professional (CCNP) and Cisco Certified Internetwork Expert (CCIE) certifications.

Embracing the digital era

Introducing the IP Academy to educate and empower

The Internet Protocol (IP) Academy was launched in FY 2022-23 for our employees and associates in the Network function with an aim to upskill them on 5G readiness much ahead in time. The academy consisted of four levels: L0 (Basic), L1 (Standard CCNA), L2 (CCNP-Service Provider – Core and Concentration) and L3 (CCIE-Service Provider).

To facilitate flexible learning, both online and offline training modes were available to the employees. The three-day programme was rolled out to individuals across various sub-functions. Through virtual LAB access, employees gained practical, hands-on experience and real-time operational learning. Additionally, post-training assessments were conducted to evaluate their comprehension and skills.

As part of our ongoing learning journey, we conducted 'Learning Shots', which were webinars (live sessions by internal and external SMEs) on relevant topics for enhancing the knowledge and skills of employees.

Impact

240 employees

Completed IP LO level training

5,810

Training hours

22

Learning shots delivered

4,100+ attendees

in the Sessions by senior business leaders on Future of 5G and Demystifying 5G

As we continue to grow and invest right in our digital business, incubate new businesses, and build capabilities towards our Digital infrastructure, Experience and Offerings to match the evolving expectations of our customers, it is imperative that our teams stay agile in their thinking and ways of working. Digital appreciation is an experiential, in-person, day long workshop which includes case studies and exercises and encapsulates themes like Ecosystem Partnerships, Data Based Decision Making, Platform Thinking and Omnichannel. The rollout is continuing in a phased manner across the organisation with trainers trained for facilitation in Airtel leadership.

Impactful learning through structured training

We have implemented an impactful learning and development approach that enhances on-the-job performance and builds a capability network for current and future skills. Throughout the year, various training interventions have been conducted, resulting in an average spend of ₹5,881 per employee and a training time of 12.2 hours per employee.

Training snapshot

211,161

Total training hours

4,197

Training interventions

99.78%

Learning coverage (% of employees who received training)

₹101 Mn+

Expenditure on trainings



Training snapshot (By category)

Training	Training hours	Training interventions
Behavioural training	38,301	27
Leadership training	17,781	15
Functional training	72,420	150
Mandatory training	17,764	1
Digital learning	64,895	4,004

Delivering exceptional experience

Airtel took numerous interventions with a bedrock of delivery of superior experience to our internal customers—our employees. We have simplified our onboarding experience and background verification process for employees. Background verification process has been condensed from taking a lead time of 15 days to 2 days. The new onboarding process focuses on an immersive experience engaging the candidate from a fortnight before joining to help them start green. Every new joiner gets to visit an Airtel office to help them meet Airtel leaders and get better joining support. We have got an overwhelming response from new joiners about their initial experience in this new process, with a New Joiner Feedback Score of 4.8 on a scale of 5. This is expected to reduce early attrition and improve overall employee experience in the long run.

Employee well-being

As a responsible organisation, our holistic view towards employee well-being continues to be the topmost priority. Our actions and interventions are aimed at promoting positivity, wellness and good health among our employees and their families. We believe that overall well-being, as the core element of Airtel's human resource strategy, adds to the productivity, impactful innovations and success of the organisation, while also ensuring happier and fulfilling lives for employees.

Our Airtel Cares program is a comprehensive 360 employee well being program that spans across 4 key elements of well being – Physical well being, Mental well being, social well being and financial well being.



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Ensuring health and safety

At Airtel, we prioritise well-being and safety of our employees and have committed to operate in compliance with applicable health and safety laws, regulations, and leading industry practices. We have implemented a comprehensive occupational health and safety management system and policies (Environment, health

and safety and Bharti Airtel Infrastructure and safety policy) that aims to maintain a secure and accident-free workplace throughout all our operations. Our management systems for health and safety are certified to meet the ISO 45001 standard specifically for data center operations.



Targets

Conduct safety training
for all employees

by FY 2022-23

Implementation of
ISO 45001 Certification

Occupational health and safety management
system across all operations by FY 2023-24

Progress

100%

Target Achieved*

In progress

▷ Refer to [page 146](#) of the 'Business Responsibility and Sustainability Report' for more information on health and safety.

* Safety trainings were conducted for nearly 100% of locations in FY 2022-23 covering all eligible employees.

Promoting human rights

We are committed to preventing any violation of human rights throughout our operations, supply chains, communities and business relationships. Our Human Rights Policy serves as a guiding document for both our internal operations and suppliers, emphasising the importance of upholding internationally recognised human rights like 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.

All employees receive training to ensure prevention of discrimination and harassment in the workplace. Further, Airtel has a policy on the prevention of sexual harassment

and any such incidents can be reported to the Internal Complaints Committee as per the process defined in the policy.

Moreover, we proactively conduct human rights due diligence by periodically conducting compliance monitoring to identify and assess risks related to human rights issues across all operations and contractors. 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 and precautions, to risk reduction through capacity building and safeguards, or even risk elimination through modifications in business processes.



▷ Refer to [page 146](#) of the 'Business Responsibility and Sustainability Report' for more information on human rights.