

Human Capital



SDGs impacted



Goal 3
Good Health and Well-being



Goal 8
Decent Work and Economic Development



Goal 16
Peace, Justice and Strong Institutions



Goal 10
Reduced Inequalities

With the spirit of “I am Airtel”, we continually strive to foster a culture where each employee is empowered to deliver their best. Our culture, talent and capabilities are reinforced under the GPS umbrella. Our roadmap towards human capital development is focused on imbibing future ready skills, winning talent through delightful employee value proposition and restructuring our ways of working and people’s policy to stay ahead of the curve in the context of changing realities. We aim to create long-term value for our people while keeping diversity, inclusivity and employee well-being at core.



14,774

Employees on roll

7

Employees from nationalities other than India
(3 Americans, 1 British, 1 Australian, 1 Nepali and 1 belongs to other nationality)

13,299

Male employees

1,475

Female employees

53,000+

Contractual employees

4,862

New employees hired in FY 2021-22

2,988

Internal hires

(Open positions filled by internal candidates)

34.2 Years

Average age of employees

29.1%

Total employee turnover

20%

Voluntary employee turnover

₹5,039,726

Gross revenue per employee per month

Workforce Composition as on March 31, 2022

Category	Male			Female			Total
	Age <30 years	30-50 years	Age >50 years	Age <30 years	30-50 years	Age >50 years	
Junior management and below	2,710	6,397	77	492	423	7	10,106
Middle management	374	3,613	91	140	400	9	4,627
Top management	0	21	16	0	3	1	41
Total	3,084	10,031	184	632	826	17	14,774

Over 50%

employees are University degree holders

Over 25%

employees possess Master's degree

Key strategic priorities

To remain customer centric and competitive, Airtel has identified four strategic goals during FY 2021-22, based on our GPS pillars and values. These goals defined our priorities and aimed at supporting a constantly evolving workforce which will be capable of delivering strong business performance. We focus on identifying and developing the employee capabilities needed to realise our ambitions as a leading telecom company.



Deliver

Finetuning the policies to create high-impact across employee lifecycle especially in the fast changing environment



Develop

Inspire and create an army of the top talent pool cross-linking growth opportunities for a future ready Airtel



Diversify

Create a truly diverse Airtel by standing true to our mantra of 'Airtel for All'



Delight

Ensure energised and happy employees through enhanced engagement

Inspiring and developing talent

Building a strong Employee Value Proposition

Airtel is building a strong employee value proposition to inspire and attract top talent through effective brand positioning as a customer-centric innovator and make Airtel a 'brand of choice' for current and prospective employees.

Factors that drive our target group

Something new, next-gen and impactful



Factors that Airtel is strong on

Innovation and impact on consumers' lives



Factors that reinforce our master brand

Innovation and impact

Our approach towards attracting and nurturing finest quality of talent is a combination of empowerment and accountability that provides people lifelong development opportunities and make them change leaders. Talent sourced from premier institutes across India gets the opportunity to be positioned in high impact roles at Airtel and deploy functional mastery to deliver innovative solutions while contributing to our operational excellence and overall business strategy. At Airtel, our objective is to align the talent pool with our core business values and brand philosophy while imparting technical skills and promote solution-oriented mindset which are business growth enablers. We have committed to provide them the platform to experiment and embrace new opportunities in order to serve the customers of tomorrow.

Grooming of high potential talent

We strive to build a deep talent bench of high-quality leaders through a culture of continuous learning, innovation and collaboration by providing leading-edge learning and development support to our managers. This enables our people to unleash their potential and further deliver better business outcomes.

Leadership Academy

At Airtel, the core of people processes is developing leaders who inspire and motivate workforce to achieve objectives and demonstrate accountability. For this, we have an active and systematic approach of rigorous developmental programs. Our focus has been to strengthen our overall leadership system such that young managers can be made ready to move to senior roles with more responsibilities rapidly.



The Leadership Development framework has been further contextualised to the varying needs across the Leadership Continuum, into the following:



Impactful learning aligned with business and HR strategies

At Airtel, we have embraced a learning and development approach that enhances on-the-job performance and builds a capability network for current and future skills. Through various training interventions across the year, we recorded an average training of 8.77 hours per employee, with Airtel spending ₹7,329 per employee on training needs. In the reporting year, training expenditure has seen an approximately 15% hike against last year.

129,616

Total training hours

5,259

Training interventions

88 %

Learning coverage (percentage of employees who received training)

₹95 Mn

Expenditure on trainings

Behavioural training

Instructor-led and focused on addressing critical skill development needs for high business impact.

19,964

Total training hours

19

Training interventions

Leadership training

A curated learning path based on our GPS pillar for all managerial position employees using a combination of online courses, workshops and classroom interventions.

8,821

Total training hours

33

Training interventions

Functional training

Aimed at equipping our employees with the right set of functional skills to enable them to achieve excellence in their roles.

73,556

Training hours

136

Training interventions

Mandatory training

Focus on safe and efficient delivery of services and reduce organisational risks while staying compliant with local and national policies and government guidelines.

12,546

Training hours

Digital training

All our digital learnings are enabled and democratised through availability on our award winning LMS- iLearn.

27,275

Training hours

5,071

Training interventions

Enhanced engagement fostering a winning culture

We believe that sustained long-term value is created through innovation, relationship with customers and operational excellence. Such an organisational dynamism can be nurtured by providing an enabling environment that empowers and harnesses the full potential of Airtel's human capital. We have made significant efforts on human capital investments to strengthen engagement of the workforce and foster a performance-driven culture which is future ready.

Employee engagement scores in FY 2021-22

75%

Employees responded to the engagement survey

4.3

Employee Engagement Score (out of 5)

4.3

Male Employees Engagement Score (out of 5)

4

Female Employees Engagement Score (out of 5)

We use Amber as a tool to capture people's perception, expectations and satisfaction data across the employee lifecycle. During the year, 75% of our employees were reached out by Amber at various touchpoints to share their feedback. Our employee engagement survey on Amber is tenure based. It triggers on an employee's 15th, 45th and 90th day in the organisation and thereafter every six months. We conduct People to Meet (PTM) sessions to discuss concerns raised by our people, which are reviewed by unit leaders and HR partner. Notably, there has been no incident of layoffs at Airtel during the last three years.



Air Tells Innovation FY 2021-22

A Company-wide event held during FY 2021-22, the purpose of Air Tells Innovation was to create a sense of pride amongst our people while celebrating the impact that innovation had on our business and our stakeholders – ‘Customers’ or ‘People’. During the event, live sessions were held on virtual platform that gave the audience an opportunity to connect with the teams of all the marketplaces at their digital booths.

Airtel 26th Anniversary Celebration – “NO STOPPING NOW”

As part of its 26th anniversary celebrations, Airtel rolled out several activities with focus on employee recognition. In the backdrop of “#NoStoppingNow”, the events surrounding the celebrations acknowledged the innovation exhibited and business impact created over the past year and moving ahead with preparedness.

Diversity and Inclusion

At Airtel, one of the top priorities has been creating an inclusive workplace that embraces the potential of a diverse workforce and supports their career growth and development. We believe that diversity and inclusion promote fair and equal opportunity for all employees. We emphasise diversity and inclusion throughout the entire employee lifecycle, from acquisition to retention.

The three key pillars of diversity and inclusion:

Increasing diversity representation with introduction of return-to-work programs, diverse talent attraction and social media campaigns

Creating a culture of inclusion by top-down ownership, inculcating the culture of ‘Airtel for All’, celebrating & amplifying diversity, revamping policies for women employees on their well-being and safety, flexible working options etc.

Retaining diversity talent through mentoring and coaching via external programs, quarterly engagement sessions, structured connects and pro-active career pathing to reduce stagnancy

18

Differently-abled employees

10%

Women out of total employees

11.8%

Women in management workforce

9.1%

Women in junior management positions

9.8%

Women in top management positions

16.3%

Women in STEM-related positions

8.9%

Women in management positions in revenue-generating functions

Diversity & Inclusion targets



- › FY 2024-25 – Increase share of women in workforce to atleast 20%.



To achieve a thriving, multi-cultural, multi-generational and multi-talented workforce, Airtel has launched **“Airtel for Everyone”** campaign that focuses on certain thematic areas which includes mentorship program, women in leadership roles, inclusive culture and recruiting through returnship program among others.


Launched specially crafted program - “STEP-IN” to tap unchartered talent

- women on career breaks or women wanting to work in to work remotely as full-time employees

Ensuring robust governance for delightful experience and wellbeing

At Airtel, we are cognisant that employee well-being is essential to ensuring employee productivity, engagement and retention. We have policies and programmes to foster employee well-being and help them maintain a healthy work life balance.



Creating an enabling ecosystem

Additional childcare allowance
To create a support ecosystem for new mothers

Additional childcare leaves
To enable new mothers to be there in moments that matter

Flexible work options
To enable new mothers to return at their own pace

Supporting co-parenting
Recognizing fathers can be primary caregivers





When it comes to safety, we leave no stone unturned

We Secure App
To ensure our employees travel safely. They can reach out to their loved ones in time of distress

Assisted drop offs
If the employees are working till late

Late working transport reimbursement support

Travel/vehicle renting only with the most reputed agencies



We understand you need time off, we are invested in your holistic wellbeing

10 Days

Marriage leave

Continuous 5 days

Wellness leave

1 Day/ month

Period leave

3 days

Relocation leave for IJP/transfers

Introducing special leave category

Over and above existing leave balance



1. **Flexible Working Hours:** Employees have the liberty to choose their own work schedule.
2. **Working-from-home Arrangements:** Employees can opt for work from home and can also opt to work from a remote office i.e., a location away from the office where the team is based.
3. Part-time working options for employees.
4. **Childcare Facilities:** This includes dedicated childcare facility at Airtel Center and crèche/day care at offices having fifty or more employees.
5. **Parental Leave:** All women employees are entitled to 26 weeks of paid maternity leave and male employees are entitled to paid paternity leave for one week, in continuity, applicable up to two children.
6. **Wellness Leave:** We provide paid wellness leaves for employees beyond sick leaves, for own health and well-being or to look after family members be it for physical or mental health conditions.

We have enrolled all our employees for 'Term life Insurance' and 'Personal Accident Insurance', with monetary benefits for term life insurance ranging between ₹25 lakhs to ₹5 Crore, and for personal accident insurance it ranges from ₹20 lakhs to ₹1 crore. This is in addition to other non-pay benefits include Gratuity, Provident Fund, National Pension Scheme and Leave Encashment benefits, amongst others.



COVID-19 Support and Project Saarthi

Amidst the pandemic, Airtel ensured well-being of the employees and their families. We arranged for vaccination camps at all our offices covering ~30,000 employees and their family members.

"Project Saarthi" was launched in 2021 to ensure long-term sustainability for family members of deceased employees in COVID-19. During the year, this project continued with the personalised engagement, career orientation, financial planning and training/ mentoring interventions around re-building lives through a 5-day virtual program for 14 Airtel employee spouses.

Project Saarthi provides:

- › Monthly scholarship to children till the age of 18 and 6-month salary to the spouses of impacted employees.
- › Employment offers to spouses in different lines of businesses.
- › Timely payment of statutory payouts such as Gratuity, EDLI, etc.



Employee health and safety

At Airtel, health and safety of our employees has always been of utmost priority and we have committed to operate in compliance with applicable health and safety laws, regulations and leading industry practices. We have developed an occupational health and safety management system covering 100% of our operations. Our health and safety management systems are certified to ISO 45001 standard for data center operations.

Our safety charter 'Airtel Suraksha Programme' is designed to institutionalise workplace safety standards and protocols for all our employees, contractors and visitors. Further, we have established health and safety committees at central and local level for all major circle offices headed by the senior management with representation from employees and workers.

Our commitment to health and safety is reinforced by our workplace health and safety policies endorsed by the Board including:

- › **Environment, Health and Safety Policy** providing guidelines for ensuring safe and accident-free workplace across all Airtel operations.
- › **Bharti Airtel Infrastructure and Safety Policy** providing guidelines pertaining to design, operation and maintenance of Airtel facilities and infrastructure to enhance our resilience to safety risks arising from various natural and man-made threats.

These policies are applicable to entire operations and employees (including contract workers and individuals under company's supervision) and strengthen our commitment to continually improve the performance of our OHS management system, through targeted action plans. Periodic training programs are conducted to sensitise all employees on safety measures against workplace hazards and promote appropriate behaviour for ensuring their own safety. Regular fire mock drills are conducted for our employees, partners and support staff.



We strive to maintain zero workplace injuries and accidents, and hence, robust Hazard Identification and Risk Assessment system has been implemented to identify any work-related hazards. This includes regular internal inspections of existing operating procedures and annual health and safety audits to identify any gaps. This is followed by implementation of action plans with quantified targets to address the identified risks. Progress is periodically evaluated by safety committees in reducing/preventing health issues against these targets. In addition, emergency response procedures have been defined and disseminated across operations to prepare for and respond to any emergency situations.

Airtel undertakes a health and safety risk assessment to investigate any reported actual or potential work-related safety incidents. A Risk Assessment Matrix (RAM) is used to assess the severity of incidents and identify any latent occupational hazards followed by implementation of corrective actions.

Airtel has established a mechanism to consult with employees and allow for reporting of any actual or potential safety incidents and hazards through our internal incident management platform.

Airtel rolled out 8 golden rules of safety during FY 2021-22 to promote behavioural change among employees and contractors, to reduce the risk of safety related incidents:

8 Golden Rules of Safety



Ensure driver & co-passenger are always wearing a seat belt.



Rider & pillion rider must always wear a helmet.



Never allow more than one person as pillion rider on a 2 wheeler.



Never use a mobile phone while driving/riding.



Never exceed legal speed limit of your area.



Never drive under the influence of alcohol or drugs.



Electric/Technical work should be carried out by qualified individuals only.



Always use suitable equipment/tools and attach safety harness while working at heights/near electric cables.

95% employees

Covered in safety trainings conducted across all locations in FY 2021-22

Occupational Health and Safety Targets

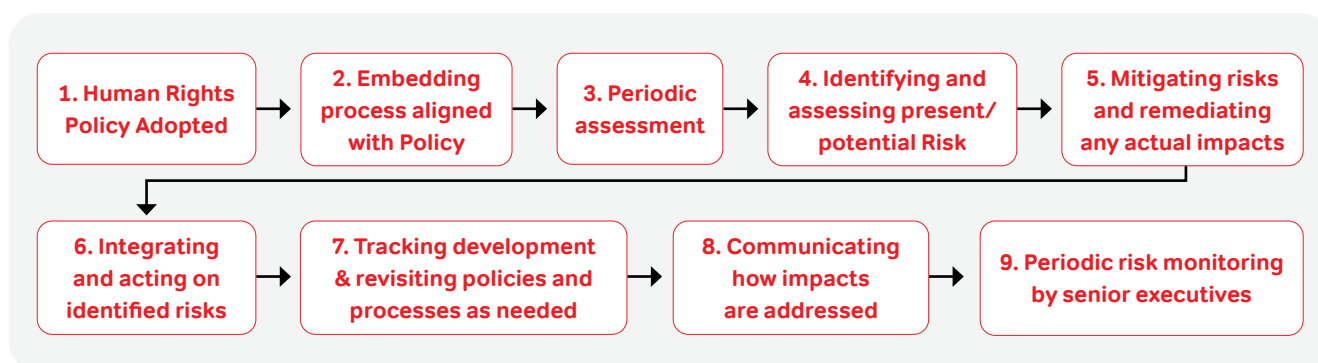
- › By 2023 – Conduct safety training for 100% employees.
- › By 2024 – Implementation of ISO 45001 certified occupational health and safety management system across all operations.

Protecting human rights

At Airtel, we proactively take measures to ensure that there is no infringement on human rights across our operations, supply chains, communities and business relationships. Our Human Rights Policy is a guiding document for our own operations and suppliers to respect internationally recognised human rights, such as equal opportunity, equal remuneration, freedom of association, and prohibition of child labour, forced labour and human trafficking. Moreover, we have zero tolerance for all forms of discrimination and harassment. We are committed to promoting a harassment free workplace prohibiting both sexual and non-sexual harassment. 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 (POSH), and any such incidents can be reported to the POSH Committee as per the process defined in the policy. Each reported allegation is taken seriously and handled confidentially. If allegations are confirmed, disciplinary action is taken against the responsible employee(s).

Our Code of Conduct for Business Associates defines guidelines for all suppliers and partners to uphold human rights and adopt practices consistent with applicable labour laws and ILO Convention and Modern Slavery Laws. All suppliers are required to adhere to these guidelines and provide confirmation on compliance to Airtel's Human Rights Policy as a contractual obligation. Airtel has implemented measures throughout its procurement procedures, including in supplier contracts and invitations to tender, to ensure respect for human rights.

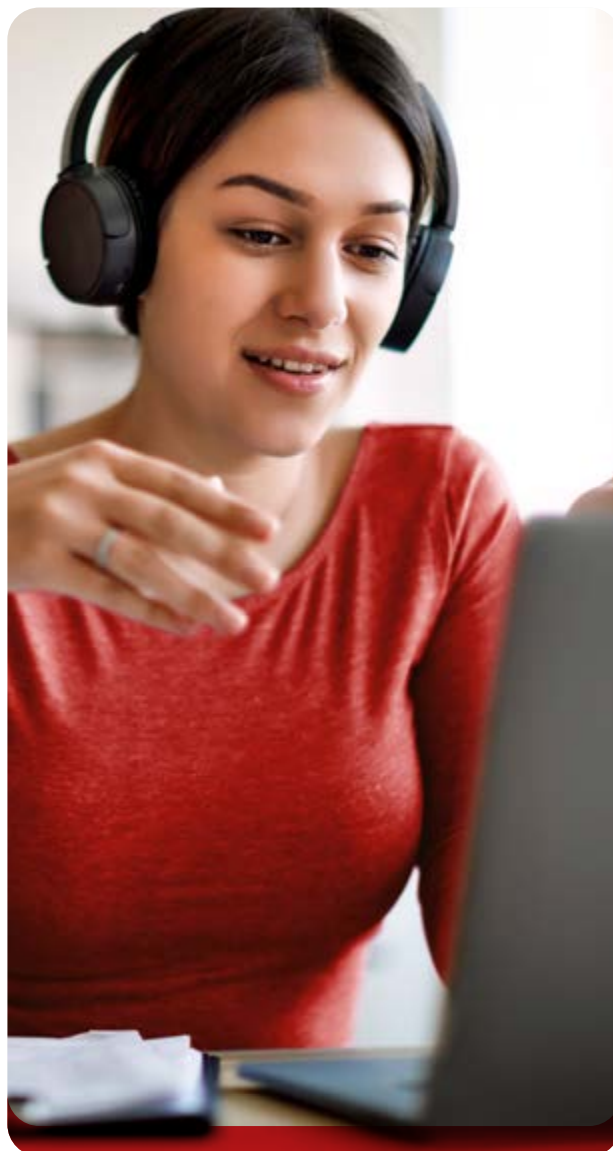
Airtel has put a due diligence process in place to identify, assess and mitigate actual and potential human rights-related risks in our own operations and across our value chain.



Airtel conducts human rights due diligence through an annual group-wide compliance monitoring process to identify and assess risks related to human rights issues such as child labour, forced labour, payment of wages, working conditions and harassment etc. covering all our operations and contractors. Any identified risks are dealt with corrective actions and closely monitored for progress at periodic frequencies. This is supplemented by stakeholder engagement with employees, suppliers and local communities to further assess and validate the risk of identified human rights related issues. The scope of this assessment covers all issues identified in our Human Rights Policy. Such assessments help identify risk hot spots or areas where potential human rights issues can occur in our operations and the group of stakeholders most vulnerable to the identified risks.

The risks identified in own operations or in the value chain are addressed by implementing appropriate mitigation actions, which can range from risk prevention through awareness sessions and precautionary measures, risk reduction through building capacity and safeguards or risk elimination through modifications in the business processes. In FY 2021-22, no major human rights related risk was identified in own operations. Human Rights assessment was undertaken for 80% of our suppliers by procurement value. No major human rights related risk was identified in the value chain.

We have institutionalised a mechanism to allow reporting and remediation of all human rights violations through our ombudsperson process and Whistleblower Policy. All actual violations are dealt seriously with remediation actions depending upon the severity of the violation and can also include termination of employees and business contracts. Human rights violations and corrective actions in FY 2021-22 are reported in our Business Responsibility Report.





A future- proofed business looking ahead confidently

On the back of strong investments and a sharp growth focus, we have achieved scale in each of our business segments with a total customer base of about 360 mn in India alone. With continuous investments, product innovation, convergence capabilities, digital tools and focus on customer experience, we have actually made these businesses future proofed to tap on massive upcoming opportunities.

Being India's largest integrated communications solutions provider, we have a strong presence in different segments including Mobile India Services, Homes Services, Digital TV Services and Airtel Business. In Mobile, we offer postpaid, pre-paid, roaming, internet and other value-added services to a customer base of 326 Mn. On the Homes side, our product offerings include high-speed broadband on copper and fiber and voice connectivity along with Direct-To-Home (DTH) platform offering

both standard and high definition (HD) digital TV services along with converged digital entertainment through Airtel Xstream Box. In Airtel Business, we are India's leading and most trusted provider of ICT services with a diverse portfolio of services to enterprises, governments, carriers and small and medium businesses.

Competitively placed in Mobile

Premiumisation Opportunity

Still ~350 Mn customers use feature phones. Opportunity to uptrade them to smartphone and data plans, leading to substantial ARPU expansion. Airtel continues to garner higher share of incremental 4G net adds in the market.

Reduced Competitive Intensity: Gaining RMS

Massive consolidation in the industry over last few years reduced the competitive intensity with Airtel being well placed competitively. Company continues to gain revenue market share over the years, despite industry-wide turbulence.



Under-penetrated Postpaid

Postpaid continues to be under-penetrated with only ~4% penetration which is quite low compared to other emerging economies. Reduction in pricing delta between prepaid and postpaid is creating opportunities to expand postpaid base going forward. Already #1 in postpaid.

ARPU Opportunity

Despite few tariff interventions, the ARPU in the industry continues to stay among the lowest globally while the data and voice usage per customer continues to be among the highest. Thus, providing headroom for ARPU expansion.

At the centre of Home Broadband market explosion

Riding Low Penetration

The Home broadband market is exploding with increased demand and low penetration is driving growth. The category is expected to grow exponentially in this scenario and we are well poised to gain a significant share.

Innovative Asset Light LCO Model

Expanded reach through innovative asset light local cable operator partnership model with an equal focus on own city model.



Massively Expanding Reach

Expanded coverage to 847 cities vs 291 cities Y-o-Y; target to reach 40 mn home passes and 2,000 cities by FY 2024-25.

Leveraging Convergence Strength

Initial opportunity to target 30 million of the 50 million high value homes that are already on our network either with a post-paid, DTH or Broadband; already launched Airtel Black to tap the convergence play; ARPA expansion with addition to incremental service to the customer.

Dual opportunity in Airtel Business for rapid growth

Airtel Business, a Jewel in the Overall Portfolio

Consistently delivering growth; portfolio comprises connectivity, CPaaS, IoT, cyber security, cloud and data centres; continued outperformance and market share expansion.

Going Wide and Deep Strategically

Wide – to expand our presence in accounts where our market share is low; and Deep – to accelerate penetration of those parts of our portfolio where our customers have still not chosen us.



Focus on Emerging Categories

B2B market changing dynamically with emerging categories (Data centre + NaaS+ IoT + security + CPaaS + cloud) now accelerating; expected to grow much faster than plain vanilla connectivity solutions (Mobility + Voice + Data).

Playing on Strengths

Scaling adjacencies by leveraging access and relationships; creating preferred partnerships to offer bundled solutions to customers.