



BHARTI AIRTEL LIMITED INDIA
SUSTAINABILITY REPORT 2018



THE MAGIC OF TOGETHERNESS





Far across the reaches of the earth and everywhere we look, we see life thriving in numbers. We see the power of communities at play and **the magic of togetherness**. Be it people, plants, animals, birds or fish, we see how herds, groups, flocks and beehives are better when together. Better when connected. Our network is an enabler for just those connections. We believe that if people stay connected and work towards keeping in touch with themselves and with nature, we will not only preserve, but we will propel ourselves towards a future that is more harmonious, natural and self-sustaining.



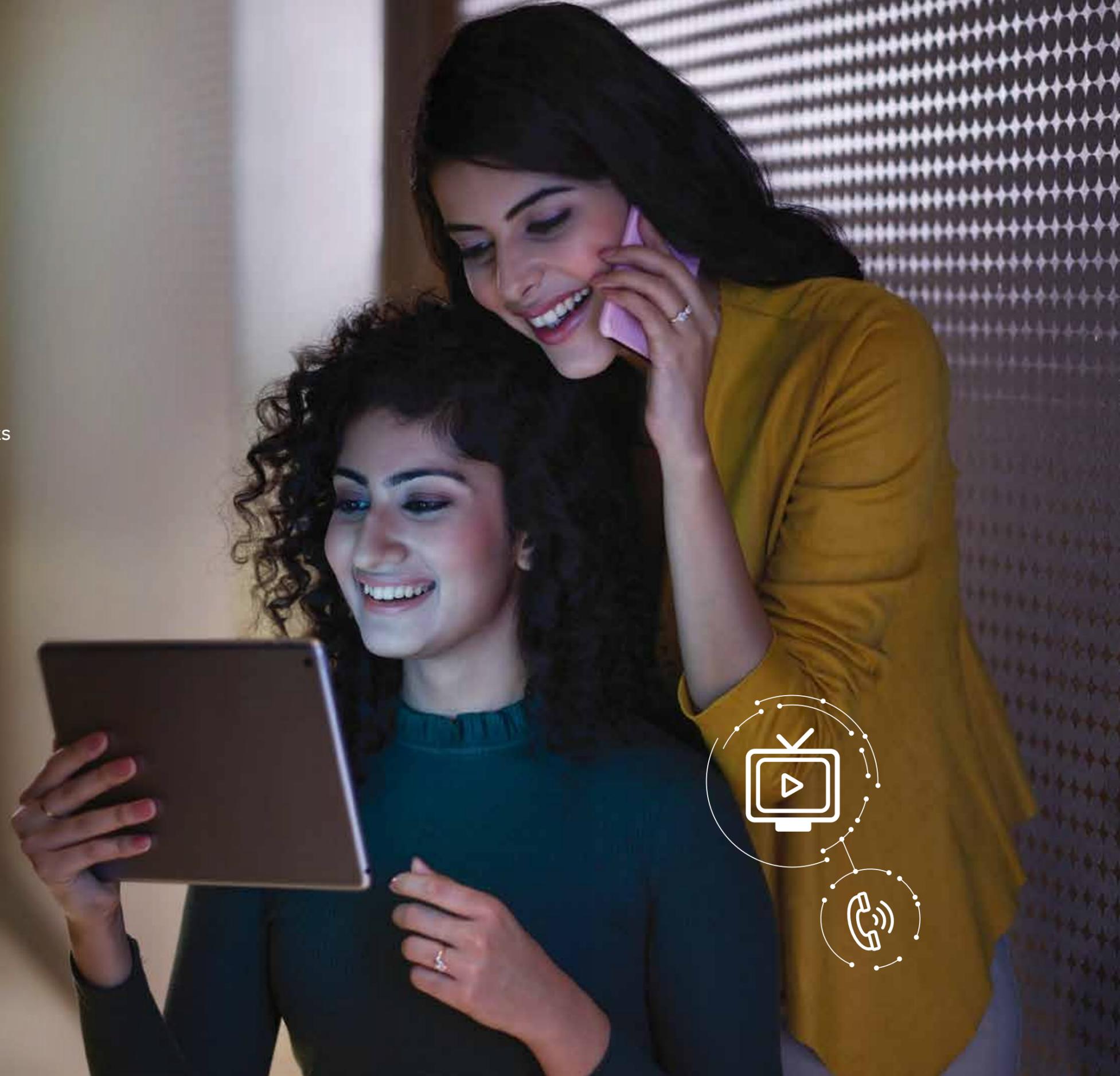
Thank you for reading the Sixth Annual Sustainability Report of Bharti Airtel Limited.

The scope of this report is our India operations excluding Bharti Infratel Limited and Airtel Payments Bank Limited. It also highlights actions taken in FY 2017-18, our achievements in sustainability in 2018 and our commitment towards our Sustainability Plan 2020. The boundaries and content of this report underlines our performance on social and environmental indications in accordance with GRI standards.

The report also describes how we align our business to create a positive impact on our stakeholders including customers, suppliers, local communities, investors, employees and government bodies.

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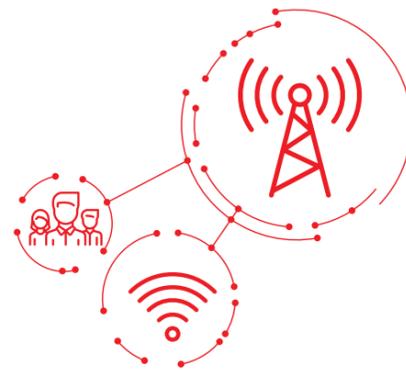


HIGHLIGHTS for FY 2017-18

Sustainable Community Development

- Over **2 million*** lives impacted by Bharti Foundation through its education program till date including over **330,000** students.
- Benefitted over **4 million** farmers by building agricultural awareness by our IKSL program.
- Over **65%** increase in number of base stations installed with over **180,000** new base stations being deployed over last two years.
- Infrastructure presence in **7,899** Census Towns and **786,043** Non-Census Towns and Villages.

Including partner projects



Enhancing Customer Experience

- **43.7%** reduction in customer interaction intensity from FY 2015-16.
- Airtel was declared India's second largest brand in terms of brand valuation i.e. **\$10.2 Bn** as per Kantar Milwardbrown 2017 report.
- The company had **86 Mn** data customers as on 31st march 2018, leading to increase in data traffic by **432%** to **3,902 Bn** MBs as compared to **733 Bn** MBs in previous year.

Win with People

- Training Investment of **INR 99 million** in FY 2017-18 with over **2,800** training interventions.
- Over **77%** internal succession rate in middle and senior management.

Protecting Our Planet

- **83%** reduction in CO₂ emissions per Terabyte (TB) in network infrastructure in the past two years and **76.7%** reduction as against FY 2016-17.
- Recycled around **5,300** tons of e-waste and refurbished over **840,000** DTH Set Top Boxes in the past two years.
- **28%** reduction in CO₂ emissions per square feet in our facility and **25%** reduction in CO₂ emissions per rack in data center operations respectively, as compared to FY 2015-16.
- Over **15%** increase in renewable energy procurement through wheeling into our operations to over **90 million** units annually which enabled us to save over **73,000** tons of CO₂ emission /annum.
- **23.6 million** liters of diesel reduced in our network infrastructure from FY 2016-17.
- Over **96%** paperless prepaid wireless activations through Aadhaar.
- Over **2500 MWh** of electricity saved in our facilities through energy conservation initiatives.

CEO's Message

At Airtel, we drive our business with a deeper sense of purpose to build social equity by adopting inclusive and sustainable solutions. Our core business of delivering telecom services itself enhances the lives of millions of customers. In addition, our sustainable business practices not only help to improve the lives of individuals and families across Airtel, it also helps strengthen the connections between our brand and more than 280 million customers we serve every day. Our sustainability initiatives are structured around 4 key pillars.

Enhancing Customer Experience

We are committed to provide world-class experience and with transparency to our customers. Under one such bold initiative - 'Open Network', we made our entire network visible to our customers through digital channels such as website and myAirtel App. Through this, we were able to crowd-source mobile network black-spots from our customers. Based on these feedbacks till date 9,000+ sites have been upgraded and 30,000+ sites optimized. To provide a future ready network we had initiated a network transformation initiative called 'Project Leap' in 2016 with an investment of INR 60,000 Cr. over 3 years. Under Project Leap we have deployed 180,000+ mobile sites in last 2 years. This is the same as the number

of mobile sites deployed in last 20 years, making it one of the largest network roll outs globally.

Sustainable Community Development

Last year Airtel became the first company to formally launch payments bank in India. This reinforces our commitment to the Government's vision of financial inclusion and banking services for every citizen. We leveraged our strong distribution backbone to create 280,000 banking points and 1,000+ cashless villages across India.

We make great effort to drive digital literacy in the country. E-Shakti, our digital literacy initiative, in association with various state governments, successfully spread awareness about internet to over 700,000 women in rural areas of Madhya Pradesh, Andhra Pradesh and Rajasthan. In addition, we have implemented a significant number of initiatives in the fields of disaster relief management, environment protection and other social causes.

Protecting Our Planet

Our vision is to reduce our carbon footprint by up to 70 percent in the next 3 years. We will do this by deploying lower power consuming base stations, promoting green sites, driving active site sharing, converting indoor sites

to outdoor etc. Overall ~50,000 sites have been moved from Indoor to Outdoor, with 15,000 in just last one year. Overall 70% of our installed network base has no air conditioning, which reduces our dependency on diesel fuel. Airtel maintains strict adherence to Indian Emission Norms along with its own safeguards to ensure emissions from its network sites are safe.

Empowering Our People

"Win with People" is one of the key business pillar for us. This strategy focuses at deeply embedding a high performance culture, building capabilities and developing cross functional expertise while promoting inclusivity and diversity. The aim is to grow talent through strong learning, mentoring and succession planning. To imbibe this culture in the organization we have started conducting Career Fairs on 'Own Your Development' theme.

At Airtel, we are strongly committed to conducting our business with a deeper sense of purpose and responsibility.

Through our sixth sustainability report, I bring forward the initiatives that firmly put sustainability at the core of our heart and make our corporate citizenship more meaningful.



Gopal Vittal

Managing Director & CEO
(India & South Asia)

About Us

Bharti Airtel Limited is a leading global telecommunications company with operations in 16 countries across Asia and Africa, headquartered in New Delhi, India. The company ranks amongst the top 3 mobile service providers globally in terms of subscribers. In India, Airtel's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed home broadband, DTH, Enterprise Services including National & International long distance services to carriers. In the rest of the geographies, it offers 2G, 3G, 4G wireless services and mobile commerce.

Our Services

airtel 4G
MOBILE SERVICES

Across **16** countries
.....
Over **304 Mn** wireless subscribers in India
.....
95.3% Indian population connected through Airtel's network
.....
432% increase in data usage in FY 17-18 as against FY 16-17

airtel broadband
HOMES SERVICES (FIXED LINE AND BROADBAND)

2.2 Mn broadband and internet customers in India
.....
786043 non census towns and villages connected through high speed mobile broadband

airtel | digital TV
DIGITAL TV

14.1 Mn subscribers in India
.....
Coverage across **639** districts

airtel business
AIRTEL BUSINESS

India's leading and **most trusted provider** of communication and ICT services
.....
Services include voice, data, network integration, data center & managed services, enterprise mobile applications and digital media

Bharti Airtel FY 2017-18#
Globally

₹ 836,879
Turnover (Mn)

₹ 268,176
Capital Investment (Mn)

413 Mn
Customers

1.84
Population Covered (Bn)

24%*
of the total world population covered

20000+
Employees

* Based on UN Report dated January 1, 2013

Key Performance Indicator

	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13
Social and Community Investment towards Bharti Foundation (INR millions)	207	931	575	453	206	108
Community Development (number of children under Bharti Foundation Education program impacted till date)	330831	198139	85126	55762	48543	44523
Increasing Reach (No. of Base Stations)	452861	336773	270494	240000	160000	133778
Number of Rural Customers (Mn)	156.9	126.7	122	107.6	93.8	82.9
Intensity of Carbon Emission (CO ₂ /TB)	0.99	4.28	6.0	8.40	12.70	17.20
Eliminating Diesel Usage (network diesel consumption in KL/site)	1.96	2.16	2.30	2.50	2.70	2.80
Waste Reduction (paper reduction through e-bills in Million sheets)	370	279	309	256	208	138
Waste Management (e-waste disposal in tonnes)	2900+	2400+	1700 +	1700 +	2000 +	-
Employee Engagement Score (%)	79	79	-	82	-	91
Gender Diversity (% of women)	9.1	8.7	9.2	9.2	9.6	10
Training Interventions (number of unique trainings)	2800	370	-	-	-	-
Gross Revenue per Employee per month (INR)	2856890	3039413	3129319	2953569	2619305	-
Average Hours of Training per employee (hrs)	17.2	-	-	-	-	-
Customer Interaction Intensity (average number of interactions per customer)	0.09	0.12	0.16	0.21	-	-

Our Performance - FY 2017-18

Being India's largest telecom operator comes with big responsibilities and no one takes this more seriously than Airtel. Our most significant contributions lie in trying to create economic value for our stakeholders.

We do this by creating employment, paying taxes, investing in social advancements, newer technologies, better infrastructure and encouraging local business and vendors using the income we generate. Our network goes wide and deep to connect and enable the poorest of villages and livelihoods and we also support over 300,000 underprivileged children through the Bharti Foundation.



Direct Contributions

REVENUE GENERATED*

₹ 538986 Million



₹ 538194 Million

ECONOMIC VALUE DISTRIBUTED

99.85%

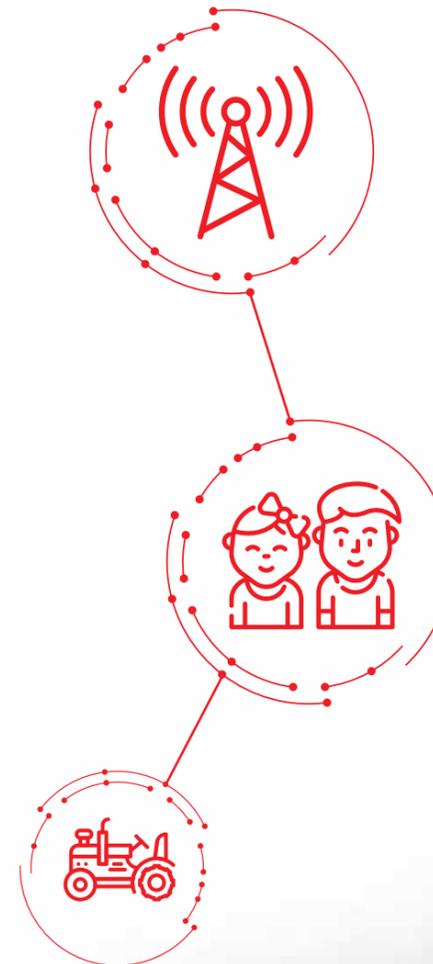
DISTRIBUTED TO STAKEHOLDERS

* India Standalone

Our Performance - FY 2017-18

Indirect Contributions

- **15500** number of employees in India.
- Over **100,000** associates employed by our partners to provide customer service, distribution, run our network infrastructure, and manage our office facilities.
- Over **450,000** base stations to drive digital inclusion.
- Over **193,000 Million** invested in building network infrastructure.
- Over **242,000** children being impacted under the Bharti Foundation Education program.
- Connecting over **320 Million** customers in over 7800 towns and over 780,000 villages.
- Over **4 Million** farmers are benefitted through our mobile based agriculture awareness initiative - IKSL.



Embedding Sustainability

We, at Bharti Airtel, strongly believe the power of communication can bring in multi-dimensional transformations, ensuring smooth functioning of life and businesses, and helping society to become sustainable and inclusive. Hence, Airtel devoted its core competence, technological solutions and innovations to “enriching lives” by catering to the emerging needs of millions in countries like Asia and Africa.

We recognize our role in this sustainable approach in the way we conduct our business by integrating sustainability in our strategies and operations. Our Vision defines what we aim to do, whereas our Core Values - Alive, Inclusive and Respectful - expound how we aim to embrace the responsible business practices.

Every two years, Airtel conducts a materiality assessment in accordance with GRI standards and guided by Account Ability’s AA1000 Principle Standard (2008). In 2017, we, at Airtel revalidated our material topics through a detailed stakeholder engagement to evaluate the key expectations of our stakeholders, as well as the risks identified through our risk management process. Materiality was considered in the context of global trends, the UN Sustainable Development Goals and our overall corporate strategy. While this aided the revision of our Sustainability strategy, it also enabled further engagement with stakeholders, review of industry best practices, benchmarking of our own performance and an evaluation of risks and opportunities.

Unlike the previous years where we used to focus on the key material themes emerging from the exercise, this year onwards we kept the original material topics identified, unchanged since each topic has a direct relation to our business risks and opportunities and therefore helps us focus on specific area of concerns raised by our stakeholders.

The identified material themes and topics and details of our interventions in each area are detailed in our annual integrated and sustainability report.

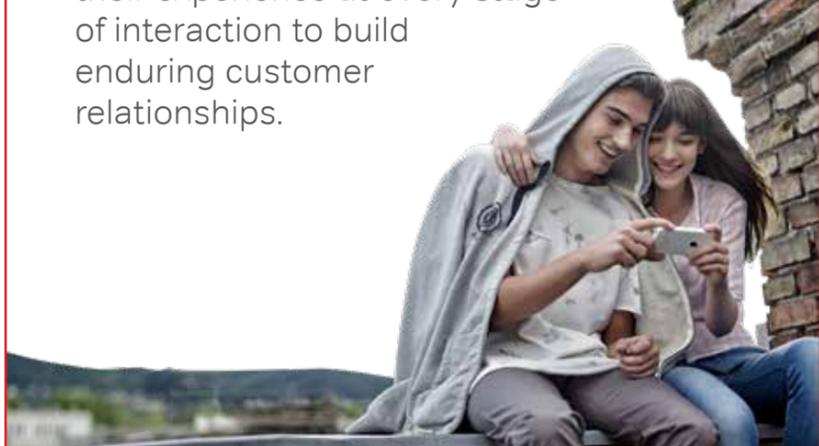
- Sustainable Community Development
- Enhancing Customer Experience
- Protecting our planet
- Win with People



Our Material Topics

- Enhancing Network Quality (reliability and availability)
- High Standards of Corporate Governance
- Product and service quality
- Customer Data protection and Security
- Ethical and transparent business transactions
- Improving Employee Engagement and Development
- Digital inclusion and access
- Collaborative long term supplier/ partner relationships
- Climate change and Carbon emissions of telecom infrastructure
- Resource optimization and waste management
- Digitization and innovative service offerings

AIRTEL SUSTAINABILITY PLAN 2020

Sustainability Vision Pillars	Approach	Action Pillars	Targets 2020*
<p>Sustainable community development</p> 	<p>Capitalizing on our ability to connect the deepest reaches of the country through our far-reaching network and distribution spread. Growing together and helping local communities in the areas of our presence in facets like education, inclusive growth, Promoting a digital economy, e-governance, security and disaster relief.</p> 	<ul style="list-style-type: none"> • Create data adaptability and increase internet penetration with a focus towards Rural India • Robust and far reaching Network and distribution presence • Provision of education and community service in the farthest areas of the country 	<ul style="list-style-type: none"> • Double our Mobile Base Transmission stations by 2020 • Invest over USD 10 Billion to enhance our network infrastructure till 2020 • Invest 2% of the average net profit of three financial years, in CSR and social development activities, in 2020. • Contribute a minimum of INR 3 Bn to Bharti Foundation between 2015 and 2020
<p>Enhanced Customer Experience</p> 	<p>Providing our customers with best-in-class telecommunication products and services, and Enhancing their experience at every stage of interaction to build enduring customer relationships.</p> 	<ul style="list-style-type: none"> • Enhancing customer experience through exemplary customer service • Enabling our customers through digitization and innovative services offerings • Protecting customer interests, privacy and data security 	<ul style="list-style-type: none"> • To reduce customer interaction intensity by over 50% by 2020. • Continue investing in our network to exceed the quality of service standards set by local regulators. • Maintain 100% compliance with EMF radiation levels set by local regulations and ICNIPP • Uphold the highest level of business integrity • Continued focus towards enhancing customer satisfaction with a score greater than 75% satisfaction

AIRTEL SUSTAINABILITY PLAN 2020

Sustainability Vision Pillars	Approach	Action Pillars	Targets 2020*
<p>Protecting our Planet</p> 	<p>Taking a responsible approach towards the environment by maximizing and facilitating a low-carbon economy. Along with sustained efforts in developing green solutions for a better future.</p> 	<ul style="list-style-type: none"> Reducing the impact of telecom infrastructure on the environment Reducing the carbon footprint in our operations Resource and waste optimization 	<ul style="list-style-type: none"> Recycle 100% of the e waste generated and 80% of the other wastes by 2020 Reducing Emissions Intensity in CO₂ per terabyte by over 90% by 2020. 10% reduction in direct emission, Diesel and energy consumption in our operations. More than 50% increase in use of renewable energy by 2020 Maintain an average PUE of 2 across our data centers
<p>Empowering People</p> 	<p>Creating an environment that reflects our values of being Alive, Inclusive and Respectful, and allows a person to grow individually as well as drive the vision and mission of the organization.</p> 	<ul style="list-style-type: none"> Talent Development Promotion of Diversity Fostering an ethical work culture Developing a Safe and Healthy workplace 	<ul style="list-style-type: none"> 25% increase in average training hours per employee and double our training interventions by 2020. Ensure Zero workplace fatality Improve gender mix and retention of talent pool by 10% Continued focus towards enhancing employee engagement with a score greater than 90% satisfaction

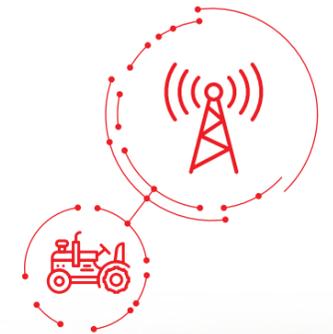
*Against a baseline of 2015 unless specifically mentioned

Sustainable Community Development



At Airtel, we understand that the success of our business and the welfare of our communities are interdependent. As India's leading telecommunication company that connects with nearly every citizen in some way, we have the opportunity to make a real difference in the communities in which we operate. Our involvement through our network and far reaching distribution provides us the opportunity to understand and respond to the unique needs and concerns of all our stakeholders and to work in partnership with government, business and civil society to help address some of the key challenges faced by the country. Through our network and social investment, we assist people to stay connected, work alongside communities in times of disaster and help to strengthen local economies. Our efforts are complimented by the work we do along with Bharti Foundation to promote free education and community service activities carried out by our regional offices across India.

This was made possible by our 15000+ workforce and over 100,000 people working with our business partners and directly or indirectly servicing our widespread distribution channels, spread across 1.28 Mn outlets, spread across over 7800 census towns and 780,000 non-census towns and villages in India, serving approximately 95.30% of the country's population.



93%
population coverage in India

1.28 Mn
retail outlets

Over
330,000
students impacted under Bharti Foundation Education Program till date

Benefitted over
4 million
farmers through IKSL.

Ntwork presence in over
7800 census towns and
over **780,000**
villages across India

Over
450,000
Base transmission stations

Over
INR 190000
Million
invested in building network infrastructure in FY 2017-18.





In FY 2017-18

- In year 2017-18, Airtel along with its network infrastructure partners deployed over **100,000** 4G base stations in addition to the already functional sites of around **336,000**.
- Over **80%** of the sites launched in 2017-18 were high-speed broadband sites.
- Increased coverage of 3G to all telecom circles across India impacting more than **71%** of population.
- Increased coverage of high speed broadband to over **7800** towns and **780,000** villages.
- Launched 4G services in all circles - with both TD & FD in **20** circles.
- To ensure world class indoor experience, launched the high speed V Fiber technology across **15** circles and platinum 3G on 900 Mhz in **7** telecom circles.
- In the last 2 years we have almost doubled our transmission capabilities with more than over 8000 km of incremental fiber rolled out last year. In addition to around **237,893 km** of domestic fiber creating a powerful backbone for data and internet services in addition to voice services.
- Massive upgrades of the transport network with ip-fication of majority of regional network and forklifting the capabilities to 100 Gbps carriage ensured that multifold growth of traffic is handled with ease.
- Implemented dual carrier 3G implementation to achieve a speed of 42 Mbps across **12** telecom circles.
- Implemented carrier aggregation with commercial devices to achieve a speed of **145 Mbps**.

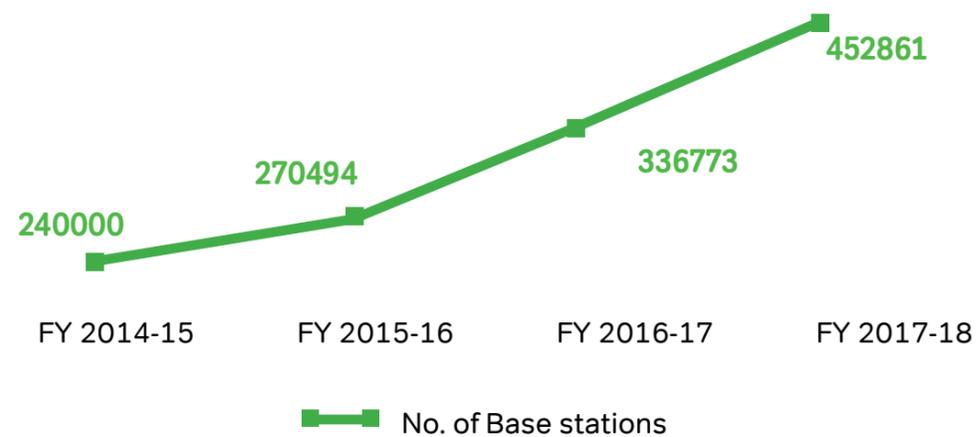


Building Our Network Strength

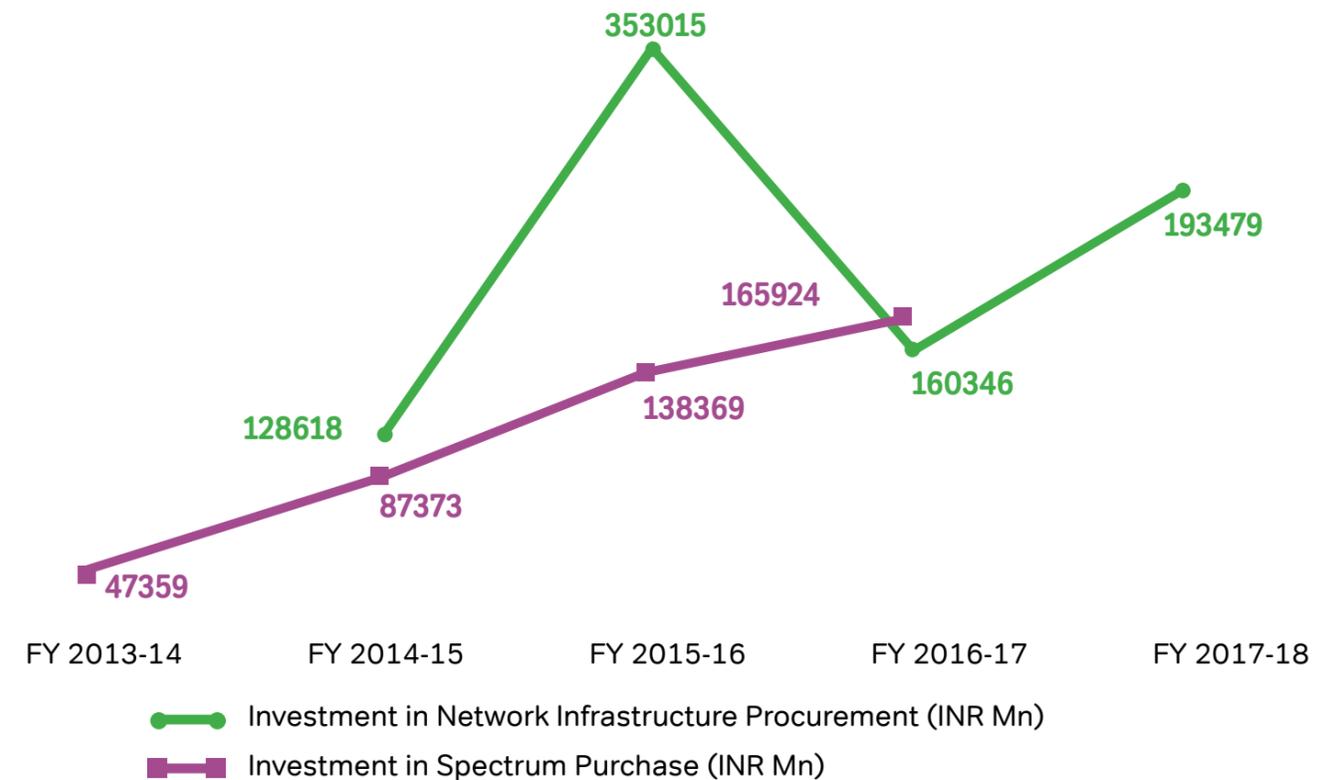
With a network presence covering **7899** census towns and **786,043** non-census towns and villages, at present, Airtel deploys more than **328** switching and routing centers processing more than **1946.3 Bn** minutes of voice, and more than **3901.8 Bn MBs** of data traffic. These are picked up from over **450,000** 2G, 3G & 4G base stations and carried over more than **237,893 km** of national optical backbone along with undersea cable network, every month.



Increasing network penetration



Our network investment





Connecting the Unconnected

Despite rural and emerging markets constituting to over 50% of our customer base, the coverage gaps remain specifically in areas of difficult terrains due to unfavorable cost-benefit equation: the high fixed costs of laying network infrastructure, difficulty in maintaining it due to absence of road or electricity grid access and thinly distributed populations with low purchasing power. Despite these challenges we continuously strive to go an extra mile by ensuring no one is left out of the socio economic benefits. Over the last few years we extended our network in adverse landscapes and inaccessible topographies like the hilly terrains of North Eastern states in India with extreme weather conditions, difficult-to-reach pilgrimage sites like Kailash Mansarovar Lake and tough terrains of Ladakh region amidst temperature ranging from -30 to -50 degree Celsius.



Developing our Far-Reaching Distribution Network

Our far-reaching distribution network compensates our network reach to provide a one-stop-shop solution for all the services offered including mobile services, broadband, Direct to Home (DTH) and Airtel's Payment Bank. We operate an omni-channel distribution network with over **18,000** channel partners, Over **1.28 Mn** retailers, over **37,000** feet-on-street executives and over **700** own retail stores and over **2400** franchise stores across almost **645** cities.

With over **156 Mn** mobile customers from rural markets, Airtel serves India's largest rural mobile customer base. The rural and emerging markets constitute over **50%** of our customer base. It is our constant endeavor to develop tailor-made services and systems to cater to the dynamic requirements of our diverse subscriber base.

9366

rural Airtel Express outlets



57,210

rural Airtel service centers to serve rural population

12 rural contact centres with over

3300

associates to provide customised solutions to our rural customers



Transforming the Agricultural Landscape of India

Bharti Airtel is in active collaboration with nearly four million farmers to better their productivity and income, using the power of telecom and modern technologies. Vital information like weather, commodity prices, agronomy and horticulture and government schemes is accessible online to farmers, to heighten their knowledge and take timely steps to increase yield and productivity. The IKSL initiative is a joint venture between Airtel and IFFCO that adds value to the agricultural sector by provision of timely, relevant and high-quality information and services leveraging mobile phones. Thus helping farmers take informed decisions leading to cost reduction and quality output, increase in income and better livelihood opportunities.

4 Million
HAPPY CUSTOMER BASE

4 Lakh +
IFFCO KISAN MOBILE
APP USERS

74000 +
VOICE MESSAGES
SHARED YEARLY

5 Lakh +
HELPLINE CALLS
ANSWERED YEARLY

100 +
PLANTS COVERED
URBAN GREENS

Services offered by IKSL



AGRO ICT

IFFCO Kisan addresses several issues faced by farmers by using State of Art ICT Services and provides localised tailor-made solutions, free of cost to the farmers.



CALL CENTRE

IFFCO Kisan is managing different domain based Call Centres with the help of a dedicated team of Experts providing solutions to both rural and urban consumers for their day to day problems



URBAN GARDENING

IFFCO Kisan is serving the urban population kitchen/terrace garden needs through its Agriculture ICT services by providing them customised solution as per their requirements.



SOFTWARE SOLUTION

IFFCO Kisan provides customised software solutions for Human Capital Management, HRMS and Payroll to effectively engage, manage and monitor employees in an organization.



COMMODITY SERVICES

IFFCO Kisan through its commodity services is helping farmers' organizations in marketing their produce to national and international markets.



RURAL DISTRIBUTION SERVICES

IFFCO Kisan through its deep rural presence and strong rural distribution network also helps in distribution of different products and services like insurance, fertilizers, pesticides etc.





Green SIM is a packaged service offering available exclusively on the Airtel network which provides voice-based agricultural information to help rural farmers to improve their farming practices. Customers also have access to a helpline (for which they pay regular network rates) where they can speak directly with agricultural experts to ask questions. Agricultural content is a mix of state-level, district-level and more localised (zone-level) information and is well received by the user base: **98% of farmers interviewed trusted the information they received from IKSL.**



18

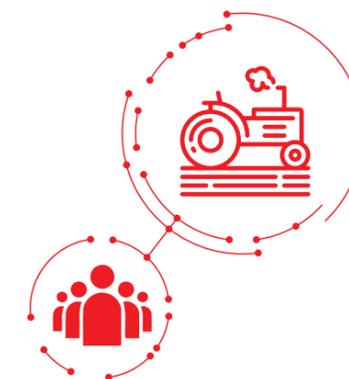
STATES COVERED

74,346

MESSAGES DELIVERED

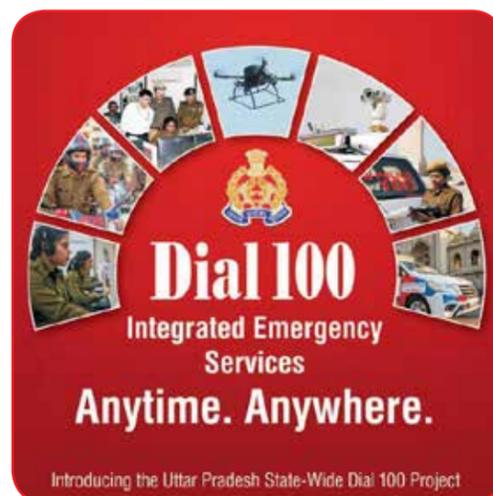
2.2 Lakhs

FARMERS ADDED IN REPORTING PERIOD

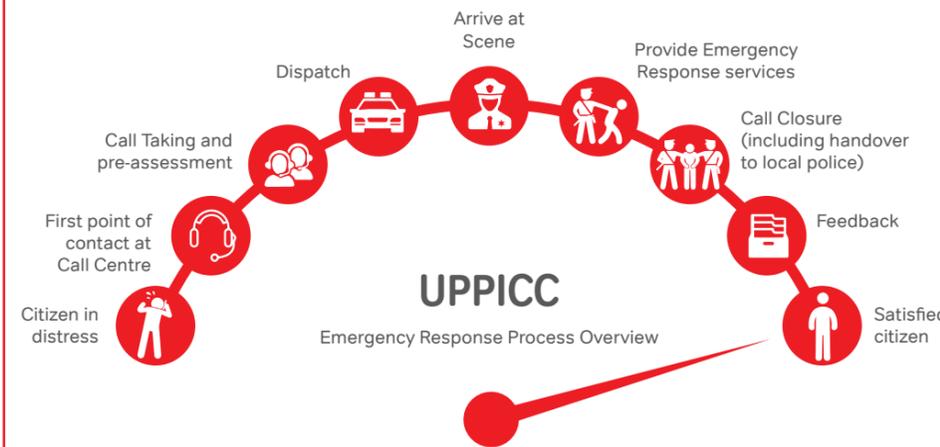


Partnering Government Initiatives to drive development and eGovernance

Airtel strongly believes that promoting e-Governance in India is crucial to promote inclusive growth of all sections of the society. Airtel is supporting various initiatives of the government under the Digital India Program to transform the entire ecosystem of public services through the use of information technology, with the vision to transform India into a digitally empowered society and knowledge economy.



Designing the next generation UP Police emergency management system-UP100



Dial 100 is a Police Emergency Management System, a pioneering effort that has propelled UP's status in E-governance. Airtel has been instrumental in designing and developing this initiative which allows a citizen in distress to access emergency services from mobiles/emails/social media. This functionality leverages the LBS (Location Based Services) to track the exact location from where the distress call originated. In areas without network, the system even supports latching on the defense wireless frequency bands for communication.



Driving Broadband Penetration in Rural India

To support the Government of India's initiative to increase the internet penetration in Rural India, Airtel partnered with the Department of Telecommunication. We elevated broadband penetration in rural areas by creating Broadband Experience Centres riding on BharatNet infrastructure which is the government's project to bring fiber-optic internet connectivity to rural India. Through this initiative, three Broadband experience Centres in three villages in Ghazipur, Gorakhpur and Varanasi districts of Uttar Pradesh have already been set up. We are also committed to increase reach to nearly 30,500 more Gram Panchayats in the coming years in partnership with BharatNet.



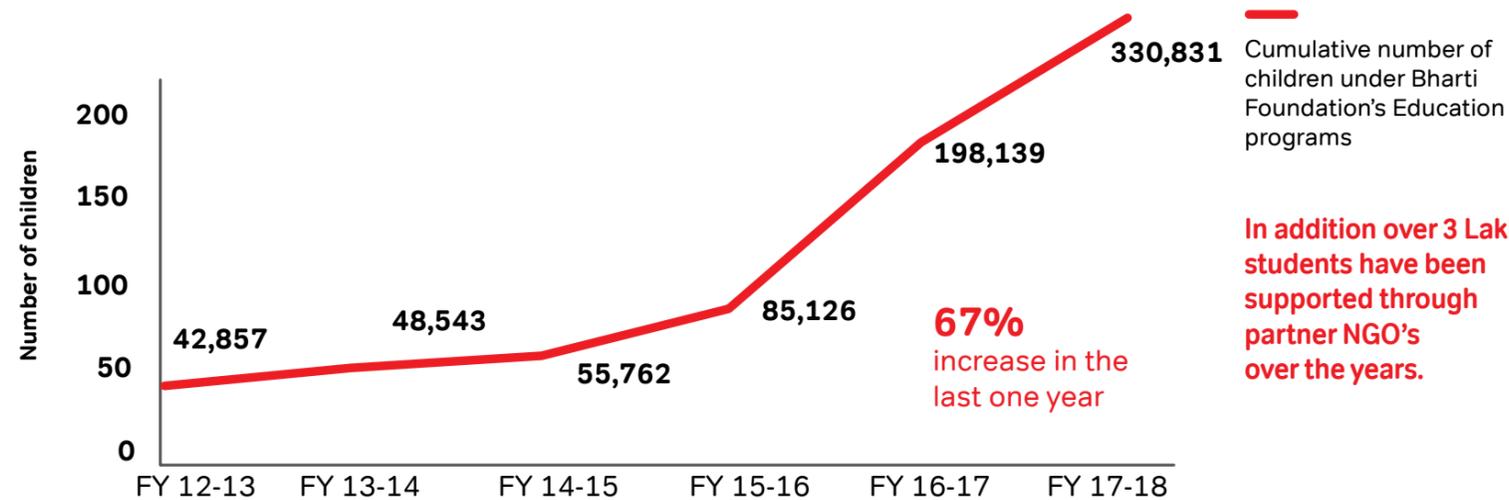
Enabling the community

As we strive for business growth and excellence by expanding the Airtel network, we continue to operate with great responsibility, paving our way towards an inclusive and equitable society. We have been partnering with the Government's initiatives to empower disadvantaged communities through various need-based interventions. We have been at the forefront of community outreach by encouraging education in Rural India through Bharti Foundation, and in addition, our circles have done some exemplary work in the field of disaster relief, and also raising awareness about social issues and environment protection, among others.

Launched in 2006, the Satya Bharti School Program aims at delivering free of cost, quality education to underprivileged children in Rural India with a focus on the girl child. The program is centred around holistic development of children that exposes them to Life skills and value based education. The objective is to develop them into self-reliant and responsible citizens with a deep sense of social commitment.



Number of children impacted by Bharti Foundation Education program



Bharti Foundation interventions

Bharti Foundation

330,000+
STUDENTS IMPACTED SINCE INCEPTION

242,100+
STUDENTS BEING IMPACTED IN THE
CURRENT ACADEMIC YEAR

NEARLY
3200+
VILLAGES IMPACTED

OVER **2 Million**
COMMUNITY MEMBERS IMPACTED
(INCLUDING PARTNER PROJECTS)



Satya Bharti School Program

The flagship initiative of Bharti Foundation providing quality education to underprivileged children with a focus on the girl child, across Rural India.

- **254** schools in **6** states
- **45,388** students
- **50%** girls, **76%** students ST/SC/OBC
- **1,617** teachers in total **70%** are female teachers



Satya Bharti Quality Support Program

Collaborate with the existing Government system and work towards improving the quality of education through mutually agreed customised Interventions.

- **398** Government schools in **10** states
- **159,298** students
- **5,982** teachers

Satya Bharti Learning Centre Program

From April 2018, this program has been integrated with the Satya Bharti Quality Support Program for the comprehensive support of Government Schools. Partnering with the Government in setting up centres to enroll and mainstream 'Out Of School' Children (OOSC).

- **1522** centres in **3** states
- **33,353** mainstreamed
- **49%** girls
- **98%** students from ST/ SC/ OBC



Other Initiatives

Higher Education Programs

- Bharti School of Telecommunication Technology and Management (IIT Delhi)
- Bharti Centre for Communication (IIT Bombay)
- Bharti Institute of Public Policy (ISB, Mohali)

International Partnerships

- University of Cambridge (UK)
- Newcastle University (UK)

Satya Bharti Abhiyan

- Sanitation program initiated in 2014 in Punjab



Agents of social transformation

Satya Bharti Schools contribute towards the socio-economic development of the communities in which they are set up. A major amount of its operational expenses flow directly into the village by creating numerous employment and income generation opportunities for the village community. Most of the teachers in the schools are the local youth. Also, a majority of Mid-Day meal vendors appointed are mothers or family members of the students attending Satya Bharti Schools. The schools also contribute income prospects for local transportation vendors, tent houses for school events, vegetable vendors, grocers, stationers etc. Participation in various community development campaigns constitutes an integral part of the wholistic development of the students of Satya Bharti Schools.

These campaigns not only facilitate the personality development of students but also instill a sense of social involvement encouraging them to work towards finding solutions to the social issues prevalent in their own villages. Over the last few years, the students have worked alongside the community members and addressed issues like empowerment of the girl child, respect for widows, eradication of child marriage, caste discrimination, environmental protection drives, etc.



From Debris to Flower beds (children beautifying village by protecting and conserving the environment)



Adult literacy (children encouraging elderly women in households to read and write)



Community Campaigns led by the Children

Regional Community Service by our Employees

In addition to our dedicated efforts directed at supporting the activities of the Bharti Foundation, Airtel itself is also involved in numerous pursuits that address local and regional concerns. Airtel circles have taken community engagement and empowerment altogether to the next level, by actively and voluntarily supporting the needs of the community, be it disaster relief, green movement or social inclusion.

Areas of intervention:-

Environment and Health

- Tree plantation
- Awareness drives
- Blood donation
- Health and eye donation camps
- Creating social awareness

Community Engagement

- Supporting to under-privileged kids and old age homes
- Assisting in self-employment of the physically challenged
- Driving the eradication of social evils

Promote Art, Sports and Culture

- Promoting local sports events
- Promoting local artists
- Organizing local marathons to bring communities together



During FY 17-18, Bharti Airtel made significant contributions towards various community development projects, which include:

Bharti Foundation towards furtherance of its objectives -

INR 207.3 Mn



Spreading smiles



Employee Engagement Program - ACT (A Caring Touch)

ACT is an employee payroll giving and volunteering program for the Bharti Group of Companies. As a part of ACT, an Employee Volunteering Programme has been designed that encourages employees of Bharti Airtel to volunteer with the Satya Bharti Schools or a charity of their choice. It actively encourages employees to take a day off from work to volunteer off-site or on-site.

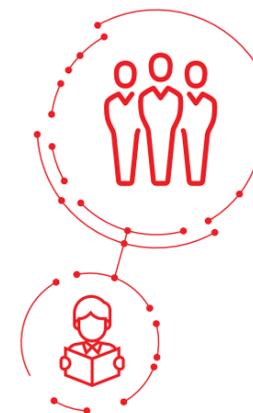


INR 4.5 Mn
EMPLOYEE PARTICIPATION

INR 5.8 Mn
EMPLOYER PARTICIPATION

OVER **4100**
AIRTEL EMPLOYEES
CONTRIBUTED TOWARDS
BHARTI FOUNDATION

OVER **7000**
EMPLOYEE MANHOURS
VOLUNTEERED BY
OVER **400** EMPLOYEES



Instilling Community Service amongst Young Leaders

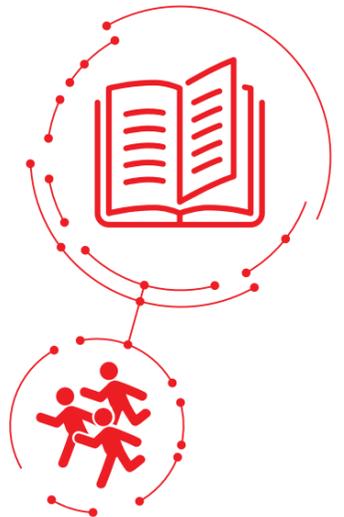
The Young Leader Program is a two-week corporate induction initiative. It encourages new joiners of Bharti Airtel to participate in various initiatives of the Foundation. This year, **53** Young Leaders volunteered at Satya Bharti Schools across Punjab, Haryana, Rajasthan and Uttar Pradesh. They assisted the teachers in classrooms, trained students in various skills such as communication and leadership and also interacted with communities, during their stint with the Bharti Foundation.



Running for a Cause

The Airtel Delhi Half Marathon (ADHM) is a robust platform generating awareness on various initiatives of the Bharti Foundation as well as many other NGOs. Organisations and individuals from all walks of life participate with enthusiasm. Each year, the Foundation uses this opportunity to raise awareness on the need for quality education benefiting underprivileged children by promoting a 'theme' for the event.

The ADHM 2017 witnessed over 563 employees from Airtel including senior management and over 24 corporate teams ran for the Foundation.



Enhancing Customer Experience



As India's leading telecommunications company, we are committed to providing our customers with best-in-class telecommunication products and services and in the process simplifying the entire acquisition and servicing experience to make it more straightforward and enjoyable for all our customers.

It is our constant endeavor to improve overall customer experience through an integrated and end-to-end digital experience, create data adaptability, improve our overall retail store experience and provide affordable and low-cost access to the internet for all our customers. Our long-term strategic goal is to innovate and deliver a wide range of cost effective, secured, on-time, and customized services using the best technology solutions for our customers. While protecting the interests of our customers and ensure data privacy.

320 Mn
customers in India, representing an
11%
increase over FY 2016-17

Over **3900**
Billion MBs
data usage, which is a
432%
increase over FY 2016-17

Over
100,000
4G base stations added in FY
2017-18 over and above the
existing 3,30,000 sites

Over
155 Mn
paperless Aadhar based
acquisitions

43%
reduction in the number of inbound
calls due to digitization and self
care since 2014-15

Over
16000
exclusive contact center agents
across 32 cities to serve our customers

Around
26.8 Mn
customer queries addressed per
month by our contact centers

Over
45%
decrease in our calls per
customer from FY 2015-16.

Over
70%
increase in interactions through
social media (queries)



India's Fastest Mobile Network

rated by global leader in internet speed tests - Ookla

Listening to our customers

We put our customers at the heart of everything we do and actively seek their views. We see this as an integral part of our plans for a sustainable customer base. We are constantly streamlining and expanding our communication channels to simplify our customers interactions. We listen to our customers through various touchpoints:

Through our **3200+** company-owned and franchise retail stores and over **8200** Customer Service Executives in over **645** cities across India.

On social media, through our presence on all leading social media channels, we receive an average of **5000** mentions and nearly **3000** queries everyday.

Via phone, customers can opt to call us on over **39** contact centers across **32** cities with over **16000** agents handling close to **322 Mn** calls every year.

Online, through www.airtel.in, we currently get over **5.4 Mn** hits per day with an average time spent per visit of almost 6 minutes and around **0.69 Mn** customers.

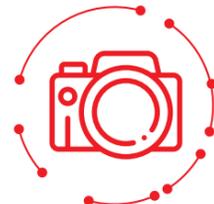


Transforming service experience through Airtels own retail stores

Over the past couple of years, we have worked hard to provide a superlative customer experience in our stores, by reducing wait-times, providing one-on-one interactions and instant solutions. We constantly innovate, so our customers can get first-time-right services and have a smooth and seamless store visit.

With an ambition to 'Win friends for life', the Next Gen retail design has been conceived to foster more engaging conversations through an aspirational, yet warm and welcoming experience, that provides tailored solutions to each and every customer. Airtel stores are getting redesigned across India, with **20** Airtel owned Next Gen retail stores already launched. The design also takes a fresh look at the postures of Airtel friends and the way they interact with customers to provide a more transparent, comfortable and friendly experience.

The new stores opened were minimalistic by design, and come wrapped in digital technologies to make the customer experience highly interactive through the concept of **Share, Create, Experience**.



SHARE

This is the zone where customers interact with a **Social Wall that collates Airtel stories and Airtel customer experiences** from across the country on a digital screen. The aim is to inspire customers to imagine the possibilities enabled by the Airtel network.



CREATE

A first-of-its-kind, interactive experience allows customers to explore and discover Airtel services. In this zone, they can **design their own solutions digitally** on a Touch Screen Table Top.



EXPERIENCE

The new stores enable customers to explore and **experience Airtel's digital content offerings** - movies, music, Live TV and more. The stores also come with Digital Self-Serve zones. In addition, customers can get a first-hand experience of the Airtel network with the Open Network digital wall and also have the option to share their feedback via a digital touchpoint.





OVER
3200
RETAIL STORES ACROSS
INDIA CURRENTLY

OVER
700
COMPANY - OWNED - COMPANY
- OPERATED (COCO) AND OVER
2400
FRANCHISE RETAIL STORES
SPREAD ACROSS INDIA

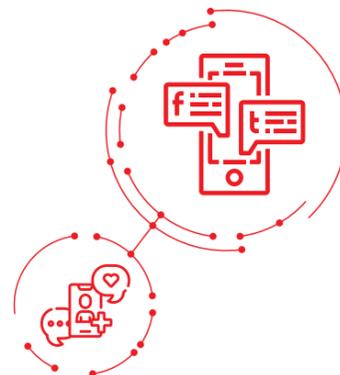
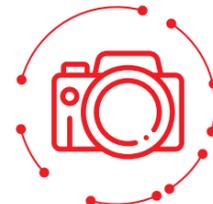
OVER
8200
DEDICATED CUSTOMER SERVICE
EXECUTIVES ACROSS
645
CITIES PROVIDING PERSONALIZED
SERVICES TO CUSTOMERS



Building A Social Connect

Social media is one of our key communication channels, it has been our stronghold since 2015, and continues to be important to us. Over the past years, we have made the shift from social listening to social intelligence. We are now using insights for informed engagement, driving content creation, building a community of advocates and taking real-time marketing decisions. For Airtel, the command centre has become a next-gen customer interaction hub with infinite learning possibilities.

The Command Center is a hybrid mix of functions from consumer insights, customer experience and corporate communications. They help manage and optimise the social media ecosystem.



In the last year
OVER
1 Mn
SOCIAL MEDIA QUERIES ANSWERED

AROUND
150,000
AVERAGE MENTIONS PER
MONTH ONLINE

Improving Quality of Service and Network Reliability

In a world of increasingly empowered customers, it is quintessential to build customer loyalty. As one of the largest backbone network operator worldwide, we strive to build a smart and dynamic network, improving the quality of both voice and data services, and providing an exceptional, world-class experience to our customers.

In our endeavour to offer best-in-class network experience to customers, we have invested over INR 300 Billion over the past 2 years in adding new base stations and modernizing our network infrastructure. In the last financial year over 100,000 4G sites were added to provide higher transmission bandwidth to the 4G network and better user experience. Some of the other initiatives that were undertaken this year to enhance the network experience of our customers include:

1. Improvement in spectrum efficiency by measures like:

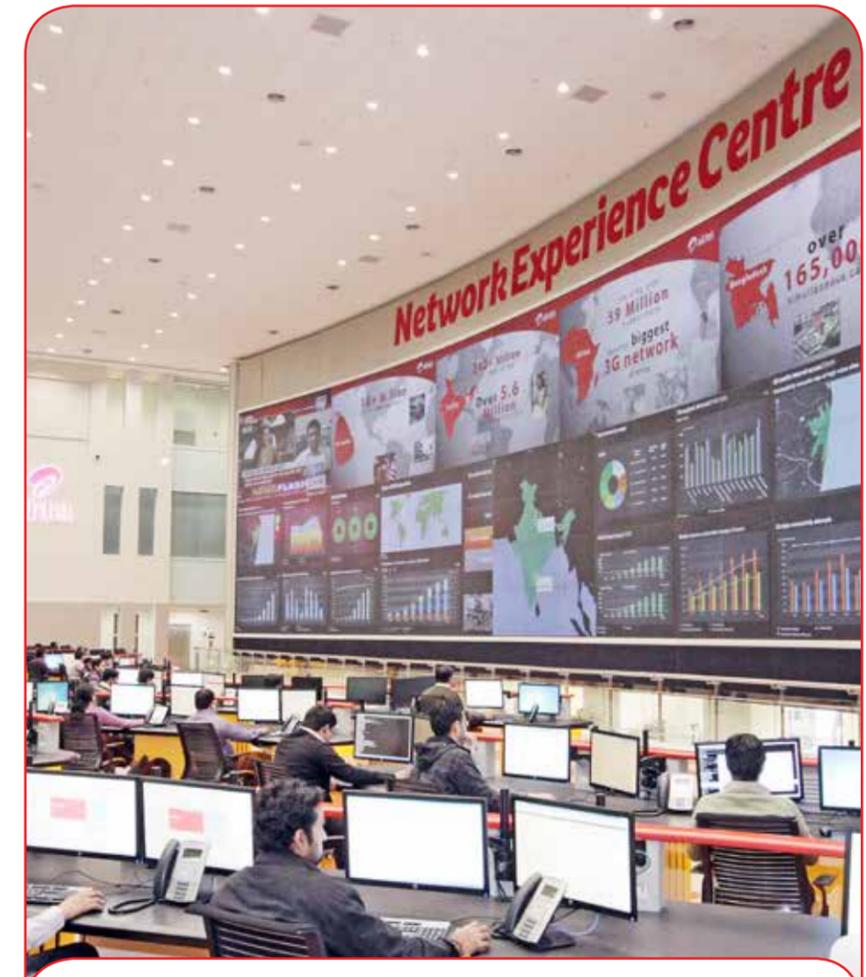
- **1800MHz spectrum reframing to 4G** for improved indoor coverage for mobile broadband network.
- **Spectrum addition** i.e. 20+10 in over **60%** of the 4G telecom circles.
- 3CC carrier aggregation i.e. combining 4G-FDD & TD (20+10) layer to provide high throughput and speeds upto **145 Mbps**
- **VOLTE launch** in **19** circles for better voice experience
- **Spectrum sharing** among 2G, 3G and 4G technologies to increase speeds in 4G network
- Implementation of **256 QAM** in 4G across all circles to improve user experience

2. Digital transformation and process automation.

Airtel and South Korea telecom have partnered to create a big data analytics platform that can gather large amounts of network telemetry data. This is to assess the quality of the network at a granular level in order to take smarter investment planning decisions and optimize the network for better customer experience. In addition to this, Airtel has embarked on innovative tools for near real-time network operation through cutting edge virtualized **Network Operations Center (NOC), optimization through Self Optimization Network (SON), Geo analytical tools** and various process automation and analytics tools. These platforms have enabled automatic optimization of multi-layered networks, thereby reducing drop calls, network blocking, and increasing data throughputs for setting new benchmarks in end-user experience.

3. End-to-end network site deployment automation

Digitizing all network processes: deployment, planning, quality – including iWAN site & fiber deployment; drive increased self-care and online resolution of customer complaints; and add network experience to the customer profile for better targeting of offers.



Delivering Exceptional Network Experience
The state-of-the-art Network Experience Centre(ANEC) in Manesar

4. Open Network – Launched in 2016

India's first Open Network is an open sharing platform that gives everybody access to our tower maps, weak spots, strong signal zones, high-speed internet and more. Airtel with the help of its customers has upgraded over **9000+** towers through the Open Network initiative.

Enabling customers through digitisation

Airtel is amongst the first Indian telecom companies to enable real digitization of nearly all digital devices, providing a seamless experience to our customers. Airtel's transformation was inspired by its customers embracing digital services which have been driven by the wide adoption of newer technologies like 4G. We want to win the trust of our customers by providing of personalized experience, end-to-end self-care, predictive means to meet customer expectations and self-healing systems backed by an easy interface.

Taking these initiatives to a whole new level, this year Airtel has constantly evolved its array of selfcare services in the digital space to empower its customers by helping them manage their Airtel services effortlessly.



Creating Digital Affordability through The Online Store

To unlock affordability for customers, to enable them to buy their aspirational handsets, we launched the Airtel Online Store. This is an intricate ecosystem of lenders, logistics companies & distributors to offer these handsets at an affordable price at the customer's doorstep. This unique proposition allows customers to purchase aspirational mobile phones, moving away from the limited credit card schemes or conventional paper lending. On the online store, we are working with multiple lenders across India to solve the affordability issue by innovative digital lending methodologies that allow credit to be given to people without a credit rating through loans from banks we have tied up with.

One Home, One Bill

The digital platform transforms customer experience by enabling bundling of multiple Airtel services within the home – broadband, fixed line, postpaid mobile and digital TV. Customers also get one bill, premium customer support and enjoy up to 10% discount on their total bill. 'Airtel Home' allows customers to bundle multiple Airtel relationships – home broadband (and fixed line), postpaid mobile and digital TV* as a single account with a unified interface on My Airtel app and enjoy amazing convenience, peace of mind

and many other benefits. Single Bill for all Airtel services: With 'Airtel Home', customers are liberated from the hassle of making multiple payments across multiple bill cycles for different Airtel connections within the family.

Broadband digitization

Our aim is to bring out a better customer experience & significant cost savings by simplifying and digitizing the broadband journeys of acquisition, installation, fault repair, shifting. We have enabled digital care for customers on the app and web, as well as through advisors. We have digitized the journeys end-to-end. We have also built predictive capabilities to diagnose the issues of the customer & auto detecting them.

Engaging Socially through Airtel Lighthouse

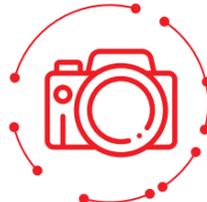
The platform helps us build capability for Listening, Engagement and Care across social and digital media. This enables faster response & care and assisting in benchmarking and managing brand tonality and engagement – all in the bid to ensure better experience for our customers on social media. We have upgraded to the new platform, Sprinkl, which is also integrated with Airtel Business Support Systems [BSS] to capture and provide a 360-degree view of the customer.

Digitizing troubleshooting through Decision Tree.

To deliver an enhanced care experience for our customers across all channels, we have developed Decision Trees. These ensure our customer care advisors & store representatives have access to the same information about the customer, leading to a delightful experience across all touch points. Digital self-care has enabled our customers to actively engage on our digital properties to manage their Airtel numbers. Powered by diagnostic capabilities through Decision Tree (DT), the self care obviates the need for customers to call the contact centers for service related issues.

Leveraging Artificial intelligence to improve experience

The Digital Brain (customer 360) is one of the most powerful, intelligent and predictive platforms of its kind. It will understand each customer personally and contextually and enable us to engage with customers how they want, where they want and when they want for our own services as well as with the string of partnerships we develop. Leveraging AI it will also allow us to give our customers the best experience on our network in real time and allow us to predict problems and resolve them. It is a game changer.

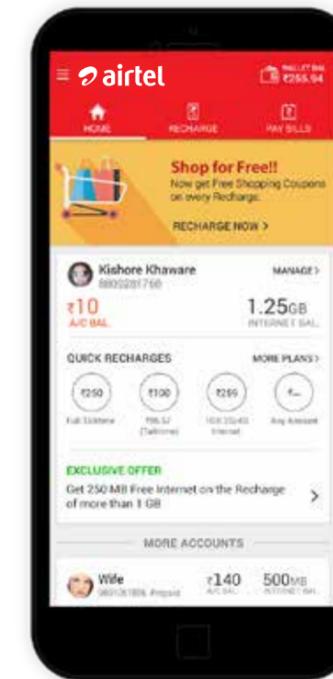


My Airtel App - Enabling Self-Service and Building Trust

MY Airtel App serves as an all-encompassing app for Airtel customers, which enables them to manage services like postpaid, prepaid mobile connection, broadband, fixedline and digital TV, effortlessly. The Airtel App provides a refreshed intuitive interface that simplifies customer journeys and delivers an enhanced digital experience. We also rolled out numerous smart features like management of various customer accounts, quick replication of frequent tasks, faster payment checkout through stored cards, and the ability to recharge any number seamlessly.

- Over **23 Mn new** App Installs in FY 18
- **~ 2.3 mn** avg. daily users on app, **0.69 mn** on the web
- **66%** increase in monthly active app users as reported YoY in March 18
- **4.3** average rating by over **1.4 Mn** reviewers in FY 18

Taking these initiatives to a whole new level, this year Airtel has constantly evolved its array of selfcare services in the digital space to empower its customers by helping them manage their Airtel services effortlessly.



Driving Digital paperless Acquisition

Airtel launched the biometric identity based customer onboarding process leveraging citizen data from the National Unique Identity database [Aadhaar] for instant KYC [know your customer]. This capability is now being used to onboard new customers for mobile services, which earlier was being conducted through a paper based verification. This digital verification is environment friendly, eliminating use of paper and saving on document collection, processing and warehousing cost.

- **95%** of the total customer acquisition being done through paperless digital verification across the country.
- End-to-end customer onboarding is done within **~5 minutes**. [as opposed to earlier 4 hours]
- **370 Mn** sheets of paper saved due to paperless billing transactions in 2017-18

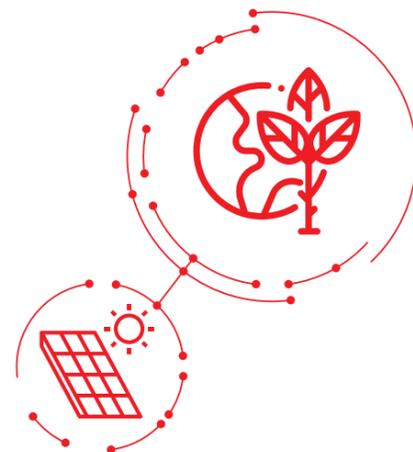


Protecting Our Planet



Airtel along with its network-infrastructure partners has taken a resolve to re-invent and reduce the environmental footprint of their business and operations. We are also continuously in search of more energy efficient technologies and innovative solutions for a greener future. Our efforts are focused towards reducing our direct and indirect environmental impact. We have invested in innovative energy conservation technologies, resource optimisation and waste management by recycling waste and optimising resource utilisation. Over the years we are targeting towards eradicating use of fossil fuel in our network and transitioning towards grid supply and renewable energy which have constantly shown an increase.

Through our persistent efforts, along with our network partners, we have been able to upgrade and convert the existing telecom towers into energy efficient towers, reducing the reliance on electricity from grid or diesel. In addition to this it is our constant endeavor to maximizing the adoption of reliance on green energy through wheeling agreements for sourcing our power from renewable sources and in the process, reducing our carbon footprint.



92%
reduction in CO₂
emission per TB in the
past 4 years

23.6 Mn
liters of diesel saved in our
network infrastructure

Over
3250
number of solar-enabled towers
deployed by our infrastructure
partners

12.7 Tonnes
of paper saved in offices

Over
1600 Tonnes
of paper saved through e-bill initiatives since 2011-12

Over
310 Mn sheets of paper saved
through our online acquisition of mobility customer

43% reduction
in CO₂ emission per rack in our
data centers in the past 3 years

Over
96.5 Mn
units of renewable power fed
into our operations

Reduction of over
2500 MWh
Electricity consumption in our facilities

Our climate change interventions



Network Infrastructure

- Deployment of renewable energy solutions like solar wind in our towers and Main Switching' Centres (MSCs)
- Auto shutdown in non peak hours
- Low Power consuming BTS
- Power factor correction
- Real time energy monitoring
- Hybrid battery bank solutions
- Free Cooling Units (FCU) & Natural Cooling Units (NCU)

76.7%

reduction in CO₂ emission per TB as against FY 2016-17

23.6 Mn

Liters of diesel saved



Data Centres

- Excess load surrender
- Equipment optimization and utilization
- Cooling optimization
- Cold Aisle Containment
- Diesel usage optimization
- Hot spot rectification
- Power utilisation efficiency correction
- Improved PUE

17.7%

reduction in CO₂ emission per rack as against FY 2016-17

Over **3,300 MWh** energy saved



Facilities

- Power factor correction
- Energy efficient lighting and motion sensors
- Photovoltaic Solutions
- Facility consolidation and optimum space utilisation
- Power purchasing agreements

6.43%

reduction in CO₂ emission per sq. ft. as against FY 2016-17

Over **2,500 MWh** Electricity saved

Exploring Green Energy Solutions

Airtel is working relentlessly along with its partners on expanding their green energy portfolio by embracing various technologies like wind energy, biomass, zero emission batteries etc.

- **Solar-DG Hybrid Solution**

A unique and innovative solution that uses 3 kW -7 kW capacity solar panels in tandem with battery banks, which helped reduce the DG running hours from 20 to 6 hours a day by providing 18 hours of power. The system is further optimized by a hybrid solar controller. Currently **3267** own and partner sites implemented solar hybrid solution with installed capacity in over **17 MWp**.

- **Rooftop Solar Energy at Main Switching Centers (MSC)**

Over the past 5 years, **17** rooftop solar plants were set up at our main switching centers, with a total generation capacity of over **1 MWp**.

- **Migration to Battery solution:**

In FY 2017- 18, over **5700** sites were installed with advance VRLA batteries and Li-Ion battery solutions to reduce the running of DG set with our telecom infrastructure partners. Few sites were also installed with Li-ion battery banks by utilizing ground based mast designs with lithium ion battery solution.

- **Green Wheeling**

Leveraging the opportunity provided by Open Access (Electricity Act, 2003) for non-discriminatory sale/purchase of electric power from various sources, including renewable sources:

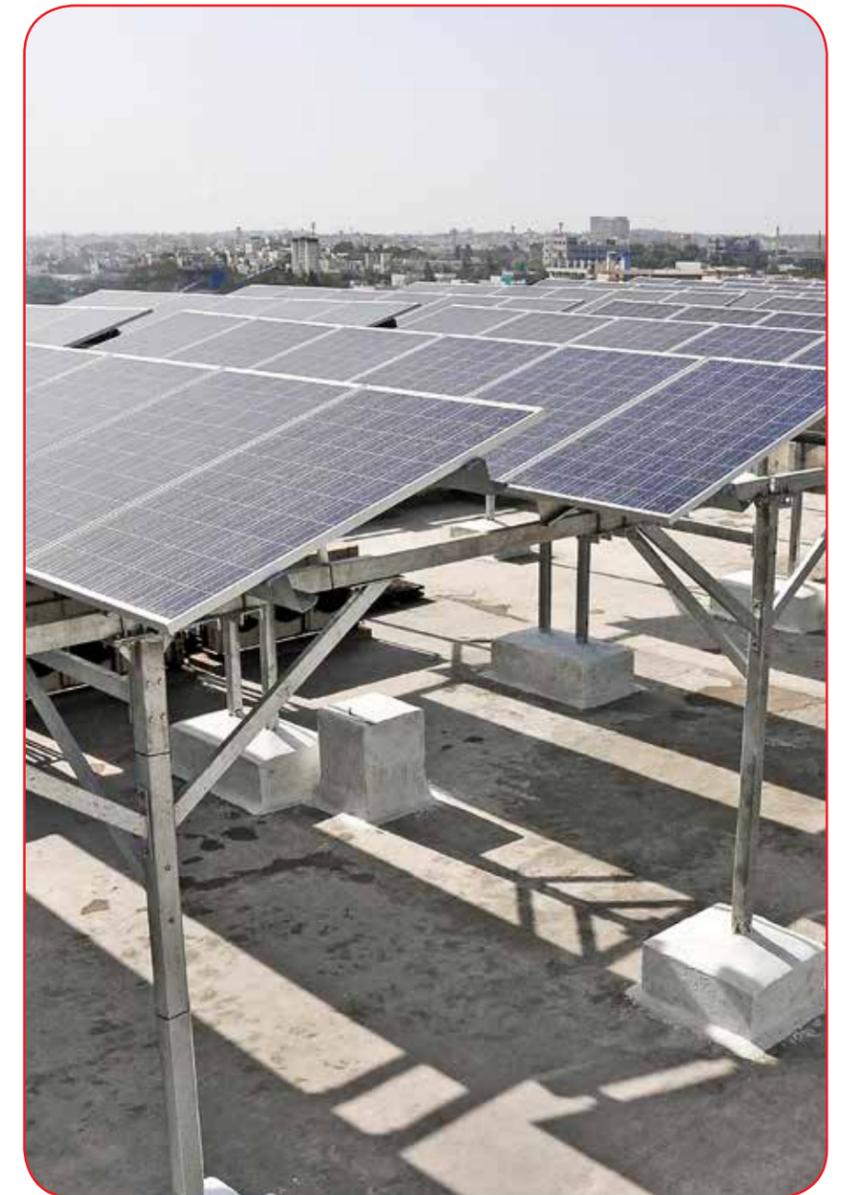
- Procured over **90 Mn green unit** per annum through various Power Wheeling agreements. Green energy procurement helped us to save over **73,000 tonnes** of CO₂ emissions per annum.

- **Trials for Solar Natural Cooling**

Over **500** sites were completed with 300 Wp on each site and partner sites by switching off air-conditioners and utilizing solar natural cooling to reduce the energy demand.

- **Project Green City**

was launched with our telecom infrastructure partners few years back; and over **53745** sites have been tagged as green sites till date.

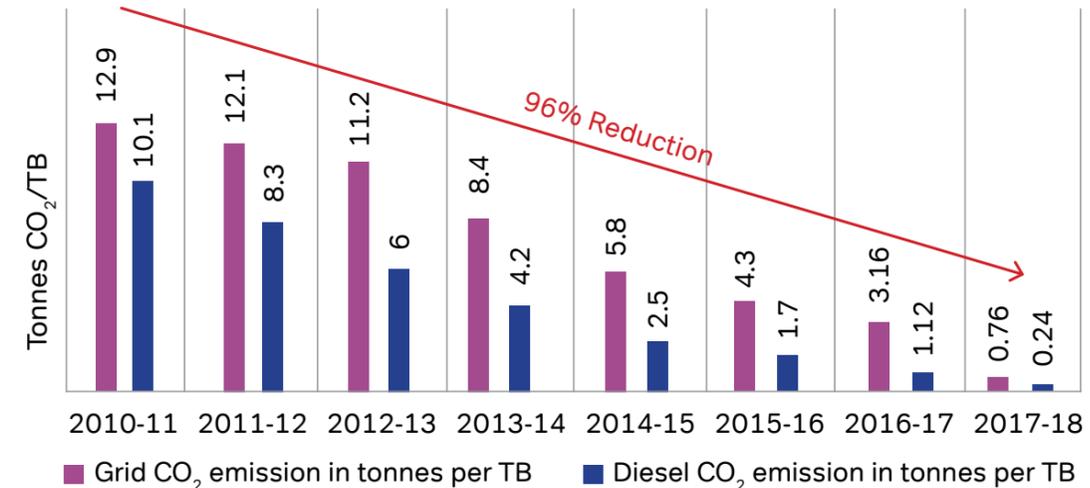


Our Impacts

We have made sustained efforts in the sphere of acquiring green energy, achieving efficiency, reducing demand and innovating for clean energy solutions. These are evident in the emission reduction we have managed to achieve over time. The graphs below shows a comparative analysis of the emission levels for the last few years in our network infrastructure, facilities and our data centers. This will decline progressively with the adoption of newer, better technology making renewable energy more viable, this will decline progressively.



Emission Trends In Our Network Infrastructure



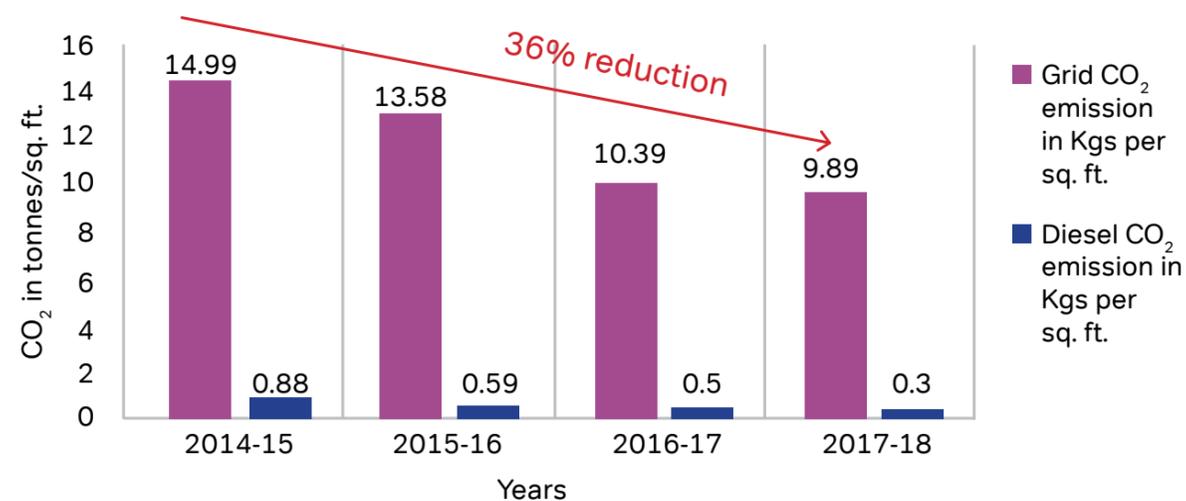
76.7% reduction in CO₂ emission per TB from FY 2016-17

23.6Mn Litres of diesel saved from FY 2016-17

96% reduction in CO₂ emission per TB since FY 2010-11



Emission Trends For Our Facilities

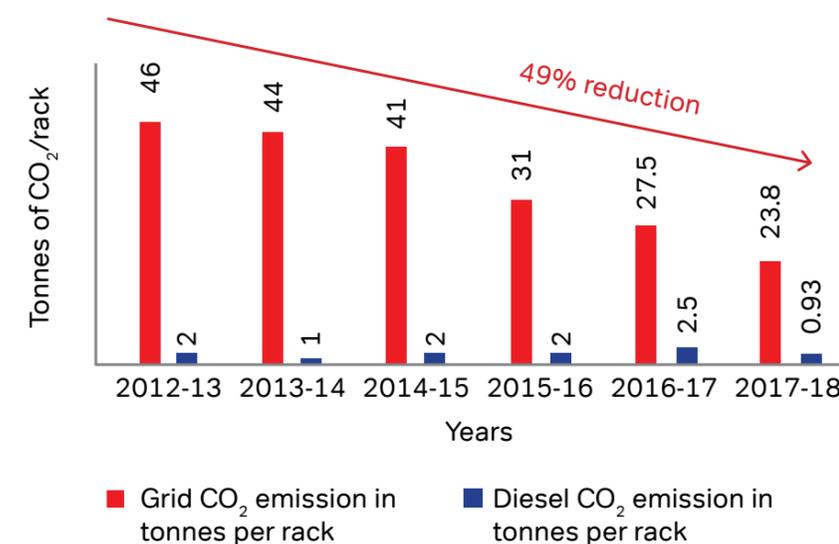


6.4% reduction in CO₂ emissions from energy per square feet from FY 2016-17

39% reduction in diesel emissions per square feet from FY 2016-17



Emission Trends For Our Data Centers



In FY 2017-18, The carbon dioxide emissions per rack reduced by **17.7%** as compared to the previous year, and **43%** in the past 3 years

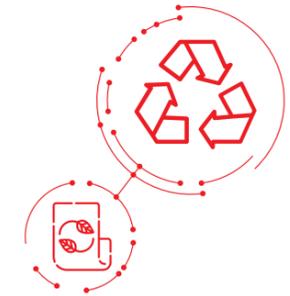
Over **56 Million** units sourced from renewable energy solutions

Around **11%** reliance on diesel in all the data centres

Annual usage of diesel dropped by almost **4.5 Million** litres as compared to 2012

Resource and Waste Optimization

As a leading company in the telecommunication landscape, we ensure that we make a positive impact on the industry and the environment we operate in. This drives us to keep a sharp eye on our resources, waste generation and its disposal. We have been able to cut down considerably on waste generated through innovative technologies, reuse and recycling, we have been able to cut down considerably on the waste generated. Apart from that, we also influence our partners and suppliers to reduce their environmental footprint and disclose the same publicly.



Moving Towards a Greener Paperless Future

We dream to have a future where paper would be history. In the meantime we have taken a series of initiatives that are stepping-stones towards making this dream a reality:

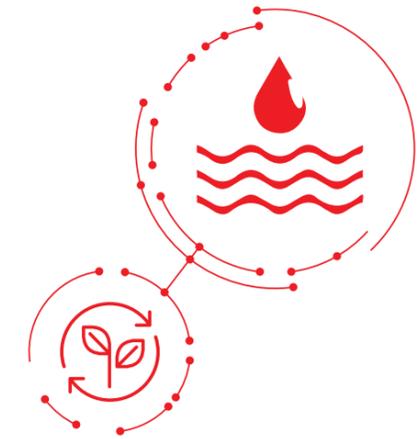
- **Encouraging electronic billing and online payment methods** in place of physical copies of bills and receipts. In FY 2017-18 **168 million** Ebills were sent to our customers. This leads to a save of over **370 Mn** sheets of paper, a **277%** increase since FY 2011-12.
- **Airtel adopting Adhaar based paperless activation process**, which is secure and will eliminate paperwork. **96%** of our new mobility customers were acquired through paperless acquisition leading to a saving of **310 Mn** sheets of paper.
- **Automated queue-management-based printing** solutions and automated intra-office approval processes for helping reduce paper consumption.
- **Promoting recycling of used paper** in our facilities. In FY 2017-18, **115 tonnes** of paper was used, of which **11.1%** was recycled through our partners. Blue bins have been installed to maximize collection in offices.



Water Sustenance

Water management is not a material issue for us being a telecommunication services industry where water is used only in our facilities for domestic purposes. However various initiatives were undertaken last year to conserve and recycle water such as

1. All our facilities are equipped to reduce water consumption and augment rainwater harvesting wherever feasible, as well as minimize waste generation, and maximize reuse and recycling.
2. We have installed efficient water fixtures, sensors and retrofitted water fixtures with aerators and float adjustments to reduce water volume utilization.
3. Sewage Treatment Plants (STPs) are installed in facilities for handling domestic wastewater, which is recycled for use in HVAC cooling towers, washroom flushing and gardening.



Electronic Waste Management

At Airtel, the e-waste generated from technology upgradation, capacity augmentation and others, is traced end-to-end, handled and recycled as per the Waste Electrical and Electronic Equipment (WEEE) guidelines.

The waste collected at the warehouse is segregated and dismantled further to be recycled and in some cases, recovered using chemical processes. The batch of waste is scavenged and swapped to revive working parts, ensuring reusability and inter-operability, hence, minimising the waste generated. All the non-reusable hazardous waste including lead batteries are disposed through authorised recyclers, who have acquired requisite clearance from the Central/ State Pollution Control Boards. In past 5 years almost more than 10,000 tons of ewaste generated was recycled. In addition over 2900 tonnes of ewaste from IT and network infrastructure was responsibly recycled in 2017-18 through our authorised partners.



Win with People



At Airtel, we believe that our talent is the single biggest differentiator. This has made us the market leader in India and catapulted us to become the third-largest mobile provider in the world, with more than 400 million customers globally.

We realize that our ability to sustain and further accelerate our growth, strongly depends on our ability to grow and nurture our people’s talent. Our values of being Alive, Inclusive and Respectful, drive our culture of service, integrity, trust, teamwork and accountability. These not only create an environment for an individual to prosper, but also provide a framework to transform our organization into a more agile, innovative and entrepreneurial one.

15000+

Total number of employees

~ ₹ 3 Mn

Gross Revenue per employee

₹ 99 Mn

Spent on training

30%

Employees under the age of 30

79%

Over Employee engagement score

‘Best Company to Work for’

in Telecom and among top 10 employees across sectors in India

220000

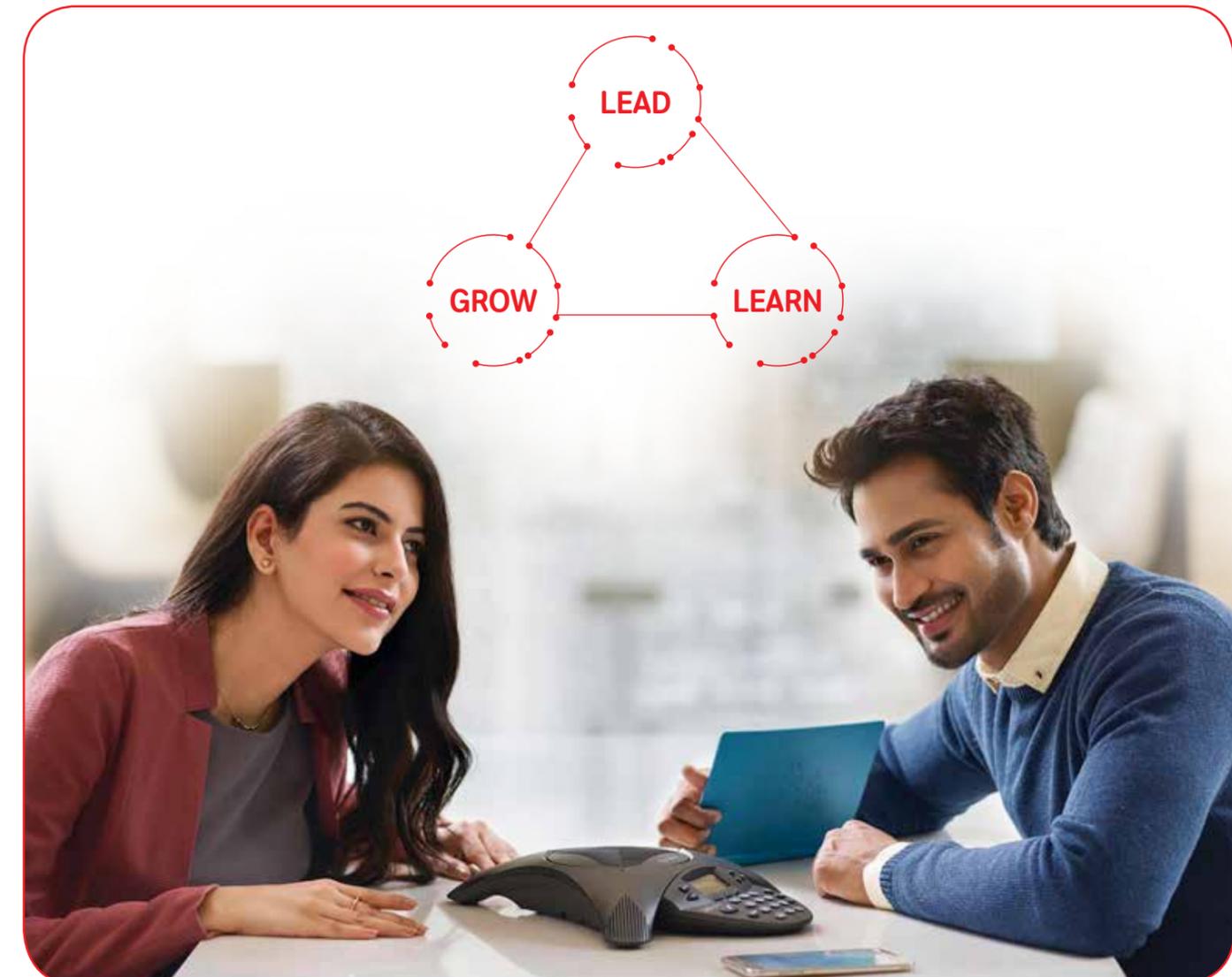
Over manhours of functional and competenc-based trainings delivered to team in FY 2017-18

34 years

Average age of our employees

124

Differently-abled employees in our Company



Building An Engaged Workforce

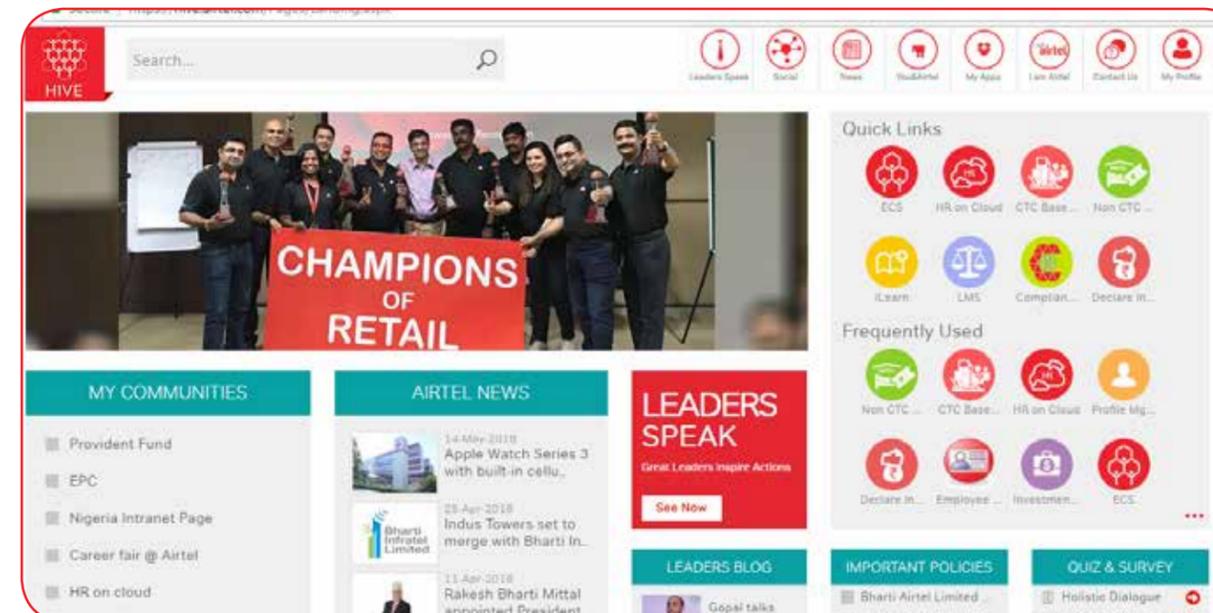
At Airtel, we believe in creating an environment where our employees experience a feeling of belongingness and a sentiment of, **“I feel energized and connected”** through the following:

- **Deliver on Employee Experience** - Delivering on employee experience by ensuring a delightful on-boarding experience, access to HR SPOCs and self-enabled platforms which guide the employee on every aspect of the job.
- **Build a strong Connect** – Creating motivating employee experiences through regular connect with leaders, increasing employee engagement and creating more opportunities for rewards and recognition.



Sharing through hive

An information sharing platform empowered with easy-to-use tools to deliver insights across the entire employee lifecycle.



Kudos at workplace

Kudos is a core recognition program that focuses to build and drive a culture of recognition to celebrate the exemplary work done by all our employees. The digital channel of recognition is based on the concept of recognition amongst employees through Value cards for demonstrating the 3 values. These cards are complemented with reward points which can be redeemed by the recipient employees on the redemption portal.



In FY 2017-18

10,999
Kudos Awards
were distributed

5,999 unique
employees were
awarded in FY 2017-18

- **Foster Seamless Collaboration** Creating communities of interest internally by leveraging technology, mobile apps etc.



Building a digital social connect

To enable digital collaboration and communication among all employees and foster greater Leader-People connect.



Listening to our employees

Mood-o-meter is a mobile based app which serves as a platform for employees to share their views about Airtel. The app facilitates dipsticks and also gives employees an option to provide feedback “on the go”.

In 2017-18 the employee engagement score from this survey was over **79%**



Building a Diverse Workforce

Being an equal opportunity employer, our workplace practices are designed to provide an inclusive environment in which every employee can participate, contribute and develop freely and equitably.

With a particular focus on workforce gender diversity, we have implemented practices and support systems that specifically address the requirements of our women employees. In fact, with over 1412 women employees, our employee-friendly policies have not only encouraged women to join our workforce, but also attain positions of high responsibility in the organisation. Our initiatives include welfare programs such as day-care and childcare facilities, work from home, flexible work timing options and sabbatical programs.



With a focus towards promoting gender diversity, the “WE- Women Empowered” program has been developed this year which is based on of the following pillars:

The various interventions under the “WE” initiative include

- **WE Sense** – Gender intelligence workshop for all people managers to inculcate a spirit of diversity and inclusion
- **WE Lead** – An engaging platform with a series of monthly sessions crafted to provide an opportunity to meet distinguished leaders. These include CXOs and women entrepreneurs across the country to learn and be inspired by their experience.
- **WE Mentorship**– A focused mentorship program for middle management women employees to identify their development areas and accordingly be mentored by senior leaders in the company
- **WE Chit Chat** – An online portal that enables women employees with an option to formally reach out and choose a leader as their mentor and get guidance on areas they want support. The portal enables conversations in the form of a chat that is confidential among the mentor and mentee.
- **WE Unwind** - Informal coffee sessions with top leaders of the company
- **WE Achieve** – An initiative to recognize and celebrate impactful contributions of our women employees for their professional accomplishments

In FY 2017-18:

1412 women employees representing **9.1%** of our workforce.

21.6% women representation in our young leaders’ intake.



Building leaders for tomorrow through succession planning and cross-functional exposure

At Airtel, career growth is fueled by opportunities that help employees diversify into different functions of work. The “**jobs never done before**” promise of Airtel is executed by encouraging and guiding budding entrepreneurs to take charge of business opportunities beyond the organization.

At Airtel, we make leaders accountable for talent development and encourage leaders to take ownership of young talent and support them through necessary mentoring.

Succession planning is a continuous exercise. Learning & development opportunities are built through an appropriate combination of cross-functional and geographical exposure, international stints, and action learning projects, coaching and mentoring by the senior leadership.

As a result of the initiatives, in FY 2017-18, we had an internal succession rate of 77.7% in middle and senior management.



Creating Leaders for tomorrow- Young Leaders Program :

The Young Leader Program is a 12 month structured program for young recruits from premiere B-schools. Established in 2001, the Program is aimed at creating a pool of business leaders for tomorrow, who are mentored under the direct ownership of Airtel Management Board. The Young Leaders get an opportunity to interact with senior leaders and learn from them.

The program exposes Young Leaders to different aspects of the organization through various stints like Functional Stint, Cross Functional Stint, Global Stint and Corporate Social Responsibility.

In the year 2017, 48 recruits were chosen as Young Leaders of which 9 were women. The functions covered under the program included General Management, Finance, Human Resources, Supply Chain Management

Creating a Learning Organisation

At Airtel, we follow a 70:20:10 principle for employee development – we believe 70% of development happens on the job, 20% through participation in cross-functional projects and the remaining 10% through classroom-based training programs. Every employee customises their development plans basis aspirations and learning needs. They follow a Development Action Plan (DAP) where they, in consultation with their supervisor build their own development plan. This provides a platform to identify areas of strength and opportunities for development as per the Airtel Leadership competency framework.

In FY 2017-18:

Over **2800** competency-based and leadership interventions.

Over **228120** man-hours of learning interventions were undertaken under the DAP initiative.

17.2 average hour of training was delivered per employee.



Promoting a Healthy and Safe Workplace

Health, Safety and wellbeing of our employees are one of our top priorities. We aim to create a safe work culture and create a zero accident environment at all times.

Our commitment to Health and safety is driven by various work place policies. We ensure adequate provision of health and nutrition, women safety, work life balance, childcare and maternity benefit among others.



Our Healthy & Safety Policies



- **During FY 2017-18 over 14000+ permanent employees underwent a comprehensive safety training.**
- **2 incidents of workplace fatalities were averted in FY 2017-18.**



There are several health facilities that are provided by the Team Facility at Airtel Centres which include In-house Gym, wellness rooms, Pharmacy, periodic checkup among others. Health and Safety measures have been put in place such as water, food and air testing for contamination, occupational health and safety measures, 'green' pest control, etc. These ensure an ergonomic workplace, proper illumination and noise reduction. Adequate humidity, air quality and temperature are constantly monitored at all our facilities.

