

Human Capital

At Airtel, we are building a future-ready, inclusive and high-performing workforce. We advance organisational effectiveness by staying agile and aligning productivity & process excellence with the Company's dynamic business needs. We nurture diverse talent through continuous learning and skill-building. Our inclusive and engaging culture empowers employees to thrive, collaborate and innovate.

SDGs impacted



Material topics included

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

BRSR

Principle

- Principle 1
- Principle 3
- Principle 5
- Principle 8

FY 2024-25 Highlights

20,310

Employees on roll
(16,561 male employees, 3,749 female employees)

5,078

New hires

73,929

Contractual employees

35.1 years

Average age of employees

2,514

Internal hires
(open positions filled by internal candidates)

7

Employees of nationalities other than Indian
(3 Nepalese, 3 British and 1 Australian)

29 hours

Training hours per employee

19.6%

Employee turnover

13.8%

Voluntary turnover

Workforce Composition (as on March 31, 2025)

Contract Type	Unit	Male			Female			Total
		Below 30 years	30 to 50 years (including, 30 and 50)	More than 50 years	Below 30 years	30 to 50 years (including, 30 and 50)	More than 50 years	
FY 2024-25								
Employees on roll	Number	2,850	13,278	433	1,874	1,839	36	20,310
Top management	Number	0	15	24	0	4	3	46
Middle management	Number	233	4,319	236	180	709	18	5,695
Junior management	Number	2,617	8,944	173	1,694	1,126	15	14,569
Contractual employees	Number	37,814	30,187	440	3,616	1,824	48	73,929
FY 2023-24								
Employees on roll	Number	3,221	12,583	369	1,499	1,491	35	19,198
Top management	Number	0	12	22	0	5	2	41
Middle management	Number	1,050	4,439	194	494	638	16	6,831
Junior management	Number	2,171	8,132	153	1,005	848	17	12,326
Contractual employees	Number	36,509	23,483	378	3,587	1,453	36	65,446
FY 2022-23								
Employees on roll	Number	3,835	11,254	280	871	1,022	30	17,292
Top management	Number	0	18	18	0	5	1	42
Middle management	Number	353	3,861	145	143	467	17	4,986
Junior management	Number	3,482	7,375	117	728	550	12	12,264
Contractual employees	Number	30,305	17,849	257	2,663	1,199	26	52,299

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Key Strategic Priorities

Airtel's people strategy for FY 2024-25 was centred on four strategic pillars, each tailored to drive performance and simultaneously equip the organisation for future readiness.



Future-proofing Talent and Skills

An ecosystem fostering a future-ready talent pipeline with limitless learning opportunities and powerful career planning and advancements



Strengthening Organisational Effectiveness

An agile, performance-driven organisation built on simplified operating models and a sharp customer-first focus



Building an Inclusive and Engaged Culture

An environment enabling inclusiveness; cultivating deep employee engagement and a sense of belonging and purpose through targeted interventions and equitable representation



Providing Superlative Employee Experience

World-class technological capabilities, smarter ways of working and seamless processes leading to an exceptional people experience, with employee well-being at the core

Future-proofing Talent and Skills

We are deeply committed to the continuous development of our workforce, empowering employees at every stage of their careers through tailored learning opportunities that build future-ready capabilities. Our functional programmes including academies and various technology training along with certifications in SCRUM, ITIL and Python, ensure our people remain skilled, agile and adaptable

in a rapidly changing environment. Central to this effort is our award-winning digital learning platform, iLearn, which was recognised at the ETHR Awards for delivering personalised learning experiences.

Complementing this are a host of initiatives including enterprise-wide learning campaigns, Leadership Academies, Unified Behavioural Framework (UBF) and People Manager Workshops, Learning Shots and Structured Career Advancement Pathways. Our internal talent marketplace, 'Airtells' and an enhanced Succession Planning Framework provide real-time visibility into talent pipelines while enabling cross-functional mobility. Additionally, our Limitless Learning initiative offers unrestricted access to curated content, global certifications and knowledge hubs.

Together, these integrated efforts foster a strong culture of continuous growth and position us to lead with agility, resilience and purpose.

Digital platforms fostering limitless learning

In FY 2024-25, Airtel strengthened its enterprise learning ecosystem through the revamp and rollout of a unified, AI-powered Learning Experience Platform (LXP) – iLearn. The platform serves as a single access point for learning and development across all levels and functions. It integrates content from global learning partners along with internally developed modules, offering curated learning journeys and role-specific pathways aligned to Airtel's skill directories. With AI-driven recommendations, a user-friendly interface and mobile-first design, iLearn enables seamless, self-directed learning. Its scalability, personalisation and accessibility have positioned it as the central engine for continuous learning and capability development across the organisation.

Key platform outcomes in FY 2024-25 included:

- 99% adoption rate
- 80% monthly repeat users, indicating strong learning habits

29

Average hours of training
~97% ▲

₹205 Mn+

Expenditure on training

Training	Training hours	Unique training interventions
Behavioural & leadership	90,470	80
Functional	213,512	172
Mandatory	133,406	12
Digital	151,012	75,802
Total	588,400	76,066

Airtells: Internal marketplace

Airtells, our flagship internal marketplace initiative, scaled up to Airtells 3.0 during the year and was re-imagined as an enterprise-wide learning festival aimed at deepening cross-functional understanding and building a unified learning culture across the organisation.

Each function created its own Skills Playbook highlighting key roles, growth pathways and critical competencies required to thrive in their domain. Through curated learning journeys, stories of growth and digital showcases, Airtells 3.0 drove visibility and appreciation for how learning enables performance across diverse business contexts from technology and network to sales, finance and digital.

57,500+

Learning hours were logged during the campaign

Continued journey of leadership academics, transforming talent into future leaders

Airtel's Leadership Academies, launched in 2019 as a top-tier leadership development programme, has seamlessly continued its journey to ensure a high-density, future-ready leadership pipeline across all levels of the organisation through a 10-month blended development journey grounded in Airtel's leadership competencies. The academies (spanning across four tiers - emerging, future, advanced and executive leaders programmes and targeting first-time managers to CXO successors), continue to follow 70-20-10 learning model, integrating on-the-job experiences, mentoring and formal learning with partners like INSEAD, ISB, IIM Ahmedabad and IIM Indore.

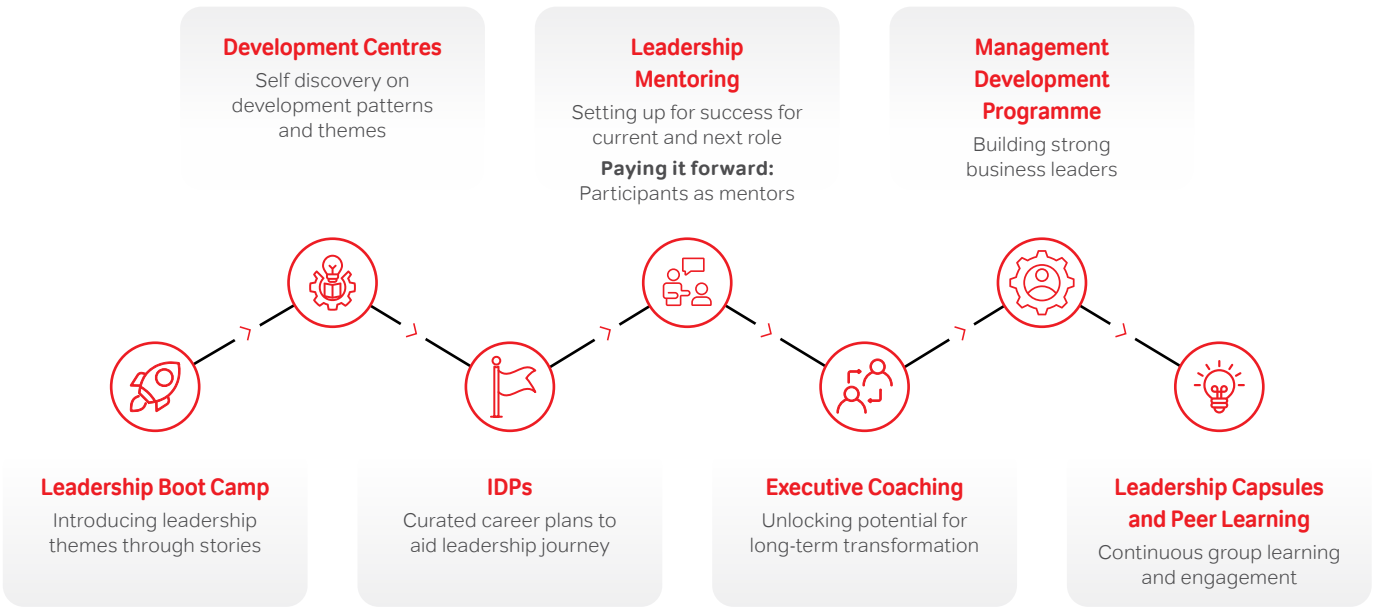
We continue to strengthen and redesign the key elements of leadership academies:

- **Redesigned development centers:** Newly-structured development centres offering in-depth leadership assessments and growth planning.
- **One-on-one coaching journeys:** Personalised coaching engagements to support individual leadership development.
- **Digital learning platforms:** Role-based and preference-aligned learning experiences powered by AI, offering customised content and mentorship.
- **Business simulations:** Real-world simulation exercises to build decision-making and strategic thinking capabilities.
- **Action learning projects:** Practical, project-based learning opportunities designed to apply leadership skills in live business contexts.

700+

Leaders developed by the academies since 2019 (the most recent cohort of 2024-25 developed 250+ leaders)

Overview of the Transformation Journey under Airtel Leadership Academies



▲ Y-o-Y increase

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Building future-ready talent through structured succession planning

Maintaining a strong succession pipeline is a key pillar of Airtel's talent strategy, enabling us to build long-term organisational resilience and leadership continuity. Our approach is structured, forward-looking and deeply embedded within our broader agenda of talent development in the Company.

Our process includes identification of critical roles that are pivotal to business continuity and future growth. For each of these roles, we define the expertise and capabilities required for smooth functioning. Subsequently, we identify potential successors and map their current experience levels against the expertise and capabilities required. This diagnostic exercise helps uncover skill or experience gaps, which are addressed through tailored development journeys.



Our Succession Planning Framework



Integrated performance and career development platform

At Airtel, we are committed to fostering a work environment that nurtures both personal and professional growth. Central to this is our multidimensional performance appraisal procedure, which includes 360-degree feedback from managers, peers and cross-functional stakeholders. Our Talent Council, comprising all functional leaders, meets biannually to review talent across performance, development and future growth potential. Insights from these discussions directly inform our reward and recognition cycles. Our biannual performance reviews encourage fair and detailed discussions that drive talent differentiation and reward excellence. This structured approach ensures a holistic view of performance, balancing past achievements, future potential and development needs.

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

*Including the eligible workforce.

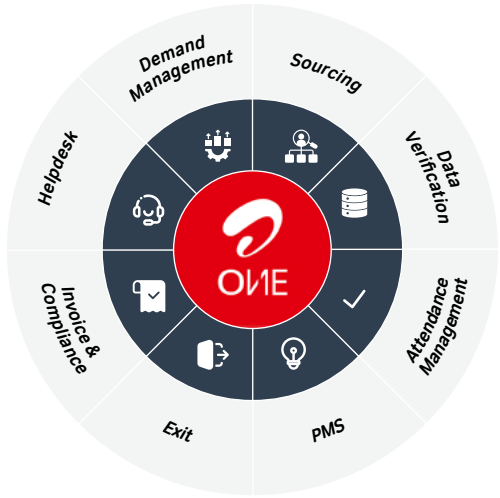


Strengthening Organisational Effectiveness

In FY 2024-25, we took significant strides to make our organisation more agile, performance-driven and future-ready. Central to this transformation was a sharp focus on simplifying our operating model, strengthening talent processes and driving synergy across teams to enhance employee participation and customer outcomes.

Streamlined employee processes

This year saw us automating significant percentage of HR processes for contractual employees including hiring, compensation and exits with the rollout of Airtel One, our in-house Human Resources Management System (HRMS). The system helped us reduce manual inputs, improved transparency and allowed managers to focus on their teams and drive performance. This initiative has improved the overall experience and boosted recruiter efficiency.



Agility through collaboration

Two distinct teams in network function came together to create a unified team focused on delivering a seamless customer experience. By aligning under a

single operational framework with shared goals and responsibilities, this integration broke down traditional silos, strengthened accountability and significantly enhanced service responsiveness.

The collaboration has also brought greater organisational clarity, reduced handovers and enabled faster issue resolution- leading to improved customer satisfaction. Together with ongoing digital transformation and structural alignment, this unified approach is helping us build a more agile and responsive organisation, better positioned to meet evolving customer needs and drive sustainable growth.

Connected Homes: Integrated home experiences

Content consumption is growing rapidly and convergence is redefining how customers engage with home services. In response to this shift, we evolved from a broadband-only offering to a Connected Homes approach – bringing together broadband and converged entertainment. This change reflects our commitment to staying ahead of customer needs and delivering more integrated, seamless experiences. Our customer-backed team structure unifies all cross-functional teams within a single organisation, integrating everything from channel operations to functional roles to ensure aligned execution and seamless customer journey delivery. Connected Homes structure now enhances our ability to drive innovation, respond faster to market dynamics and create greater value for consumers. It also allows us to scale more effectively, unlock new growth opportunities and continue delivering differentiated value to customers in a fast-changing digital landscape.

Organisation nomenclature realignment

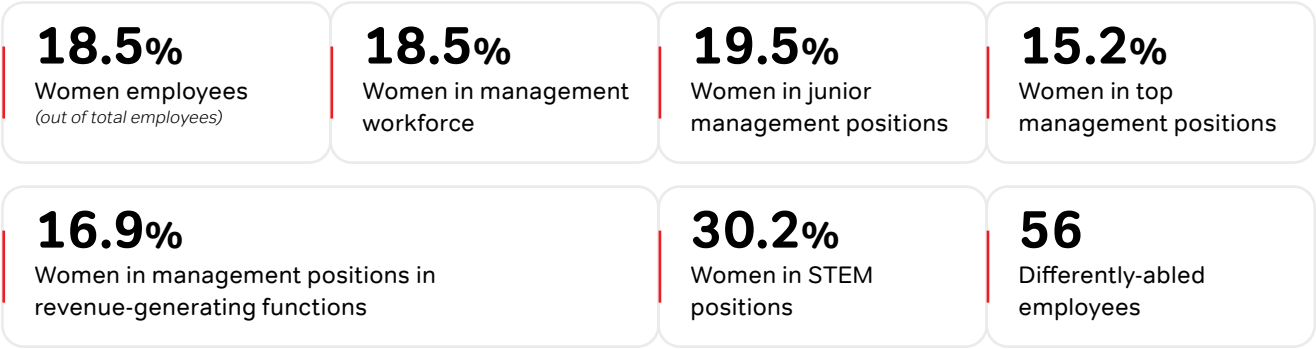
During the year, Airtel also undertook a comprehensive band-level restructuring across all employee segments. Aligned with market standards and evolving expectations, the new structure provides transparent, growth-oriented career pathways, boosting both morale and long-term talent engagement.




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Building an Inclusive and Engaged Culture

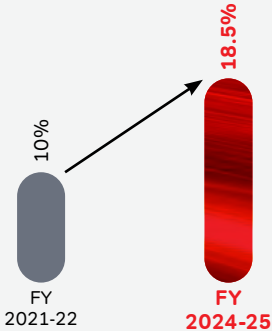
At Airtel, fostering an inclusive workplace is a top priority for us. We are committed to embracing diversity and enabling equal opportunities for all. Our focus on diversity and inclusion spans the entire employee lifecycle – from hiring to retention ensuring every individual has the support to grow and thrive.



Airtel won the DEI Best Learning Initiative award at the ETHR Forum



Increase in women's representation



Fiscal Year	Representation (%)
FY 2021-22	10%
FY 2024-25	18.5%



Key Enablers of an Inclusive and Engaged Culture at Airtel

Conscious hiring for a more diverse workforce

Through targeted hiring and a structured approach to both lateral and campus recruitment, the representation of women in our workforce has increased significantly, with a net addition of 734 women employees in FY 2024-25.

WeLead – Building the next generation of women leaders

This leadership development programme is aimed at empowering women professionals through targeted skill-building, cultivation of a growth-oriented mindset and structured one-on-one coaching and mentorship. The programme nurtures a strong community of women leaders, enabling their career advancement and expanding the leadership pipeline across the organisation.

Embracing Womanhood: Monthly webinar series for holistic well-being and inspiration

This is a monthly webinar series curated for women, aimed at empowering and supporting them through engaging sessions on health, well-being and inspirational themes. Led by subject matter experts and senior leaders, the series covers topics spanning mental and financial wellness, fostering holistic development and a supportive community.

You're Covered: From onboarding to parenthood

This programme is focused on creating a supportive work environment through regular connect across key life stages – such as during the onboarding of new joiners and to provide maternity support. Enhanced policies include coverage for fertility/infertility treatments, provision of cab services with guards for late-night travel and travel support for caregivers and children during exigencies.

Inculcating right behaviours

As part of a strategic transformation, the organisation enhanced the capabilities of Internal Committee (IC) members on the POSH framework through expert-led sessions, case evaluations and role plays to ensure consistent compliance. In parallel, awareness workshops on POSH were conducted for contractual employees and campus new joiners, reinforcing a culture of respect and ethical conduct. The Annual Mandatory Training Framework was also strengthened by embedding POSH awareness via a system-led cascade model, promoting accountability and safe workplace practices across the organisation.

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Celebrating Customer Day at Airtel

Last year, we redefined what it means to deliver customer experience excellence with the launch of the first-ever Customer Day. Building on its immense success and pride associated with the event, we geared up for Customer Day 2025 on March 12. The aim was to spend a day with our frontline team – to understand our customers, observe on-ground execution and experience a day in the life of our frontline heroes.

Around 6,500 employees across India were invited to participate in Airtel Customer Day Drive 2.0. Each circle actively engaged in the initiative with leaders travelling to upcountry locations, while others

engaged in city-level immersive sessions. Following their visit, employees shared their invaluable insights through the feedback form.

This initiative provided employees a window into the challenges faced by our field teams, deepening our understanding of their roles and highlighting clear opportunities to enhance frontline support. The feedback received has been rich and actionable and this will directly inform the next phase of our customer experience journey.

Providing Superlative Employee Experience

Over the years, we have redefined employee experience by integrating digital and digital tools that enable smarter, faster and more intuitive ways of working. From seamless workflows to personalised support platforms, our technology ecosystem empowers teams to focus on high-impact work while minimising operational friction. Employee well-being and safety remain central to our people-first approach and we are always ready to support them with flexible work models and data-driven insights. Together, these advancements have created a human-centred experience, fuelling performance, deeper connection and long-term growth. The following initiatives have been carried out:

- Streamlined processes and introduced digital and AI tools, empowering employees to focus on higher-impact outcomes.
- Deepened workforce engagement through tech-led initiatives like the Alum Hub, which offers real-time features and seamless access to key documents (with 94.4% user recommendation rate); the Intern Portal, which automates the entire internship journey – from onboarding to exit; and AirCare Plus wellness wallet. We also strengthened our digital feedback systems to stay closely attuned to employee needs.
- Continuous and rigorous process of office transformation and updates, with multiple offices refurbished or relocated to create modern, collaborative and safe spaces; the enhancements were underpinned by strengthened safety protocols, reinforcing our culture of care and protection.

Employee engagement

At Airtel, we believe that an engaged workforce is key to driving growth and securing long-term success. From the first day of joining, we aim to deliver a superior experience to our employees through our in-house digital platforms that encourage creative, interactive communication, knowledge sharing and provide opportunities to showcase their talent and share knowledge.

Central to our engagement efforts is Amber, our flagship employee listening tool, which captures real-time feedback on perceptions, expectations and satisfaction across the employee lifecycle. The tenure-based surveys are triggered at key milestones 15, 45 and 90 days and every six months thereafter enabling us to stay closely attuned to employee sentiment. This continuous feedback loop helps us identify areas of improvement, take timely action and maintain a purpose-driven culture where employees feel valued, motivated and proud of the work they do.

4.38

Employee engagement score (out of 5),
72% employees responded

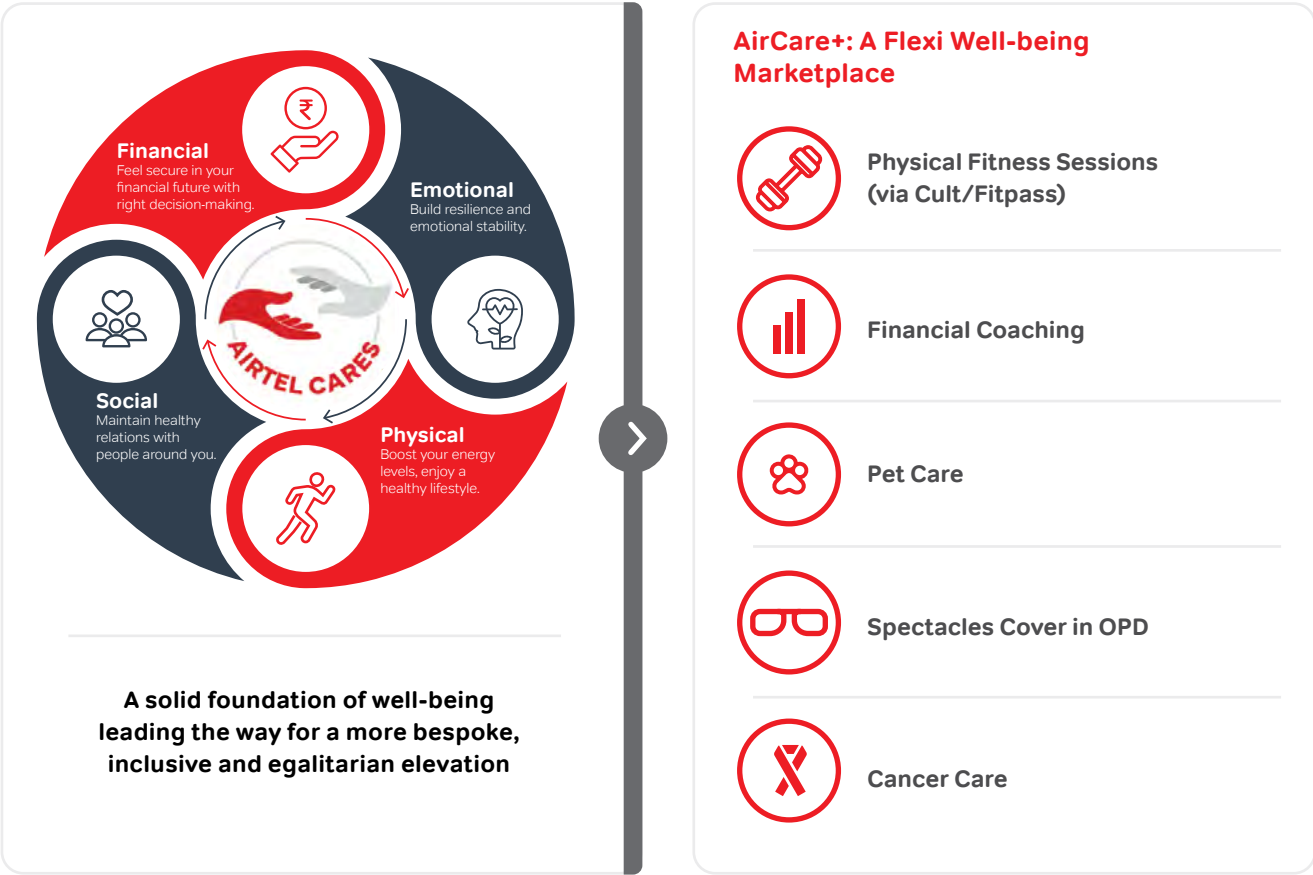


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Airtel Cares: A 360° approach to employee well-being

At Airtel, we believe our people are our greatest strength – and their commitment and understanding extends to every stage of their journey with us, including those approaching retirement. Through our holistic employee well-being programme, Airtel Cares, we support our employees

across four core dimensions: physical, emotional, mental and financial well-being. Our initiatives are designed to create a nurturing, inclusive and empowering work environment that promotes balance, resilience and overall health.



Physical well-being

- Wellness campaigns, fitness challenges and access to health resources
- Ergonomic and safe workspaces to reduce physical strain
- Comprehensive medical insurance including critical illness cover
- Parental top-up and enhanced preventive care access – in 2025, continued to strengthen our focus on well-being through Company-wide health check-ups and preventive care initiatives

Emotional well-being

- Stress management including mindfulness sessions and wellness workshops
- 24/7 Employee Assistance Program (EAP) offering confidential counselling for employees and their families
- Mental health resources and professional support
- Programmes for supportive, emotionally healthy work environment
- Flexible work options: remote work, part-time schedules and flexible hours

Social well-being

- Social activities that strengthen employee connection and sense of belonging
- Celebrations including Employee Communication Forums, Family Day, Kids' Day and festivals
- Opportunities to volunteer for CSR initiatives through Bharti Airtel Foundation and partner NGOs
- Focus on fostering a collaborative and community-driven workplace culture

Financial well-being

- Insurance coverage and retirement planning support
- Financial literacy programmes and tools to help employees make informed decisions
- Focus on long-term financial stability and peace of mind
- Launch of AirCare+, a digital well-being marketplace for selecting customised well-being benefits

21

Well-being awareness sessions conducted in FY 2024-25

20

Pan-India well-being cascades, led by business leaders who talked about how benefits can be leveraged by employees

To support employees approaching retirement, we launched 'Limitless Horizons' a dedicated three-month transition assistance programme offering both virtual and in-person sessions led by subject matter experts. The programme covers purpose discovery, psychological and physical well-being, emotional resilience, financial security and post-retirement planning. It concludes with a personalised closing ceremony to honour retirees, as well as expert sessions on managing financial risk and building sustainable post-retirement plans ensuring a respectful and well-supported transition into the new chapter of life.

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Occupational health and safety

At Airtel, the health and safety of our employees and workers is a core priority, one we approach with a lot of commitment and responsibility. We aim to eliminate workplace injuries and fatalities through a proactive safety culture across all levels of our operations. Guided by our ISO 45001-aligned safety management system, we conduct regular assessments together with implementing robust action plans with active consultation and participation from our workforce to ensure shared ownership.

To embed safety into everyday practices, we introduced the 'Airtel Suraksha Golden Safety Rules' and strengthened access to Personal Protective Equipment (PPE) amongst others to safeguard our teams. In line with our Zero Harm ambition, we launched the 'AirtelShield' app for faster and more transparent incident reporting and introduced Airtel Suraksha Safety Awards to recognise best practices. We continue to raise awareness through training, safety campaigns, competitions and monthly communications – making safety everyone's responsibility. From hiring dedicated safety resources across all circles to publishing inspiring stories and driving targeted interventions, we are building a future-ready, safety-first organisation.



Institutionalised Safety Framework



Promoting Human Rights

We are firmly committed to upholding human rights across our operations, supply chains, communities and business relationships. Guided by our Human Rights Policy and aligned with internationally recognised standards – including those of the International Labor Organisation (ILO) – we uphold principles such as equal opportunity, fair compensation, freedom of association and the right to collective bargaining. We maintain zero tolerance for child labour, forced labour and human trafficking.

To foster a respectful and inclusive workplace, all employees undergo training to prevent discrimination and harassment, supported by a robust Prevention of Sexual Harassment (POSH) policy and accessible reporting channels through the Internal Complaints Committee. Our Human Rights Policy extends beyond our operations to include our value chain partners.

We proactively conduct human rights due diligence and regular compliance monitoring to identify and mitigate risks across our operations and contractor network.

Our due diligence includes parameters such as forced labour, human trafficking, child labour, discrimination and considers the impact on various groups such as our employees, women, children and local communities, etc.

Our actions range from awareness and capacity building to process improvements that eliminate risk. To support reporting and remediation, we have institutionalised grievance mechanisms through our Ombudsperson process and Whistleblower Policy. All reported violations are treated seriously and thoroughly investigated, with remediation actions based on severity, including termination of employment or business relationships, where necessary. We maintain a strict zero tolerance policy towards discrimination in any form.

Please refer 'Business Responsibility and Sustainability Report' on page 194 for further information on our policy on human rights.

