

A happy empowered  
and sustainable life  
for everyone



Bharti Airtel Limited  
India Sustainability Report 2015



## BACKDROP

Airtel is committed to creating a long-term and sustainable value for its stakeholders across its entire value chain. We want to make a positive change in the lives of our stakeholders, including society and the environment, by leveraging our core competencies of network presence, reach and accessibility. This business-sustainability co-dependence has been embedded in our brand essence of “enriching lives”.

In year 2011, we made a commitment to widen our sustainability approach. We made social inclusion as the cornerstone of our sustainability programme to ensure that more and more people get included in the benefits of a sustainable and an enriched life. We finalised our ‘**Blueprint for Social Inclusion**’, which was aimed at addressing our stakeholders’ concerns and ensuring that Airtel can be a force of good, positive change in the society.

We have made rapid progress over the years, and upheld the onus of being a responsible corporate citizen, contributing to a sustainable future, not just for economic benefits but also for society and the environment. While recalibrating our strategies in order to remain aligned with our sustainability vision and fortifying our drive, we launched a comprehensive and structured ‘**Sustainability Plan 2020**’. The Plan outlines our corporate responsibility and how we aspire to empower millions more through social and economic development. It shall guide us on scaling up our sustainability endeavors to make rapid progress in the years to come.

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## HIGHLIGHTS 2015\*



Achieved over **20%** reduction in CO<sub>2</sub> emissions per terabyte in our network infrastructure in Financial Year (FY) 14-15 as against FY 13-14, representing over **60%** reduction since year 2011.



Achieved over **4%** reduction in CO<sub>2</sub> from energy per rack in our data center operations in FY 13-14 as compared to FY 12-13, representing **8.7%** reduction since year 2011-12.



Our quality education programs, through Bharti Foundation, have successfully impacted over **51,000** rural children through **254** Satya Bharti Schools, **334** learning centres and the quality support program. In addition over **4,000** children have been mainstreamed in the Government schools.



**94%** of India-based suppliers with over **71%** local procurement (in terms of value), hence, driving local procurement.



Touched the lives of over **85%** subscribers in India spread across **5121** census towns and **464,045** non-census towns and villages.



Achieved over **10%** reduction in physical paper bills from FY 13-14 and reduction of over **700 Mn** sheets of paper since FY 11-12, making progress towards our target of zero paper wastage from our operations.

## OUR COMMITMENTS

- Reduce CO<sub>2</sub> emissions from our network infrastructure by around 70% per unit in the next three years.
- Drive the agenda of digital inclusion and effectively improve customer experience and accessibility by deploying over 160,000 base stations in the next three years.
- Broadband for all in India - Expand the mobile broadband to all towns and over 500,000 villages in the country.
- Develop a powerful future ready internet backbone to serve the growing demand of data services in India. The Company will cumulatively deploy more than 550,000 kms of domestic and international fiber in order to drive down latency and improve customer experience.
- Develop a world class service operations centre - The Company will invest in broad range tools and technology like SON (Self Optimising Networks for automatic network optimization), Geo spatial network tools and CEM (Customer experience management) to improve customer experience.

\*Disclaimer:- The data assurance has been performed for FY 13-14; please refer page 49 for the independent assurance statement.



# CHAIRMAN'S MESSAGE

**Sunil Bharti Mittal**  
Chairman and Managing Director

Telecom as an industry is globally recognized for its transformational impact, both as a growth multiplier and a key driver of socio-economic inclusion. Ubiquitous connectivity, high speed data networks, smart devices and innovative applications continue to constantly redefine the way we live. As the third largest global mobile operator, it is indeed very gratifying to be part of this exciting revolution that is constantly reshaping our lives and more importantly, achieving these objectives in a manner that is environmentally 'sustainable' and socially 'empowering'.

The empowering impact of our networks, which are constantly being upgraded to stay a step ahead in the evolving digital environment, open up phenomenal possibilities. From satisfying basic connectivity in remote pockets to providing app based services in the areas of healthcare, education, commerce and entertainment – we are changing lives in substantive ways as much in the metros as in the remote rural hinterlands of India and Africa. With over 100 million rural mobile customers today, Bharti Airtel has the largest rural customer base in India. We as a Company take pride in our clear and unmistakable contribution to bridging the Digital Divide and supporting the national agendas of inclusion in countries we are present in.

While Airtel Money continues to play a phenomenal role as the new age driver of financial inclusion, with initiatives like 'One Touch Internet' the Company is trying to take internet to the uninitiated to let them experience power of this transformational medium. Delivering enriching customer experience and building enduring relationships lies at the heart of our business strategy.

Being part of a 24X7 energy-dependent sector, concern for environment is an overriding priority for us. Search for energy efficient ways of doing business including promotion of innovative renewables in our energy mix is an integral part of our business strategy. We work closely with our network infrastructure partners across geographies to minimize our direct and indirect carbon emission. Over the last one year, more than 12,500 sites have been converted to outdoor, thereby reducing energy consumption by about 25% as such sites no longer require constant cooling. More than 90% of the new

sites deployed in India during the year happened to be outdoor sites.

Bharti Foundation, the philanthropic arm of Bharti Enterprises, which runs several education initiatives, including its flagship, the Satya Bharti School Program, is currently reaching out to over 51,000 rural children (in addition 4,052 children have been mainstreamed in the Government schools) across 6 Indian states. The Foundation expanded the scope of its operation during the year undertaking a rural sanitation program called the 'Satya Bharti Abhiyan', which aims to complement Government of India's Swachh Bharat Programme. Driven with an overall outlay of up to Rs 100 Crore, the Abhiyan has already delivered more than 1,000 individual toilets and over 1,000 are under construction across rural Ludhiana, the focus region of the program. Airtel Africa's 'Adopt-a-School' programme expanded its scope over the year to cover 44 schools in the continent benefitting more than 24,000 underprivileged children.

For us, sustainability is about creating long term shared value for our stakeholders – internal and external. It has always been an intrinsic part of the business agenda. The present Report not only elaborates in detail our approach to sustainability but provides key insights into the specific initiatives that Bharti Airtel has undertaken during the year. As a business organization we remain committed to refine our strategy further in the coming days to pave the way towards a more harmonized and inclusive future.



# CEO'S STATEMENT

**Gopal Vittal**  
Managing Director & CEO (India & South Asia)

At Bharti Airtel, our vision is to enrich the lives of millions of people every day. With over 239 million customers across the country, we have a great responsibility of using our brand in order to serve society and care for the environment. That is why we do all we can to ensure social and economic inclusion and drive down our carbon footprint.

We strongly believe that India is at the cusp of another telecom revolution, this time focused on data. The government's "Digital India" initiative has the potential to transform the daily lives of our people. Our business is well positioned to contribute to the "Digital India" goals by driving social and economic inclusion by bridging the digital divide across the country. We have the assets in terms of spectrum and network, the talent and the innovations to make a significant impact.

We are committed to providing our customers the best data experience possible. This is why we announced a bold and ambitious initiative called Project Leap that will see an investment of 60,000 crores over three years to transform our network. As a part of Project Leap we undertook one of our largest sites deployment initiatives. We were also the first operator to launch 4G services across 339 towns in India.

In our endeavor to drive digital literacy in the country, we pioneered the launch of several innovations such as 'One Touch Internet' and 'Each One Teach One'. 'One Touch Internet' was meant to provide new users an opportunity to sample the world of internet, thus easing their transition to the world of internet. As part of our 'Each One Teach One' initiative, Airtel users dedicated a whole day in educating people on internet usage.

Financial inclusion and access to health and education are key to India's progress. Airtel believes that the use of mobile services can substantially accelerate this progress. It is this belief that has driven us to launch several innovative services in these sectors. On Airtel Money, we partnered with Kotak Mahindra Bank and received an in-principle approval for setting up a payments bank. We believe that this initiative is critical to achieving the objective of transitioning to a cashless economy. Services such as IKSL, m-Health and m-Education

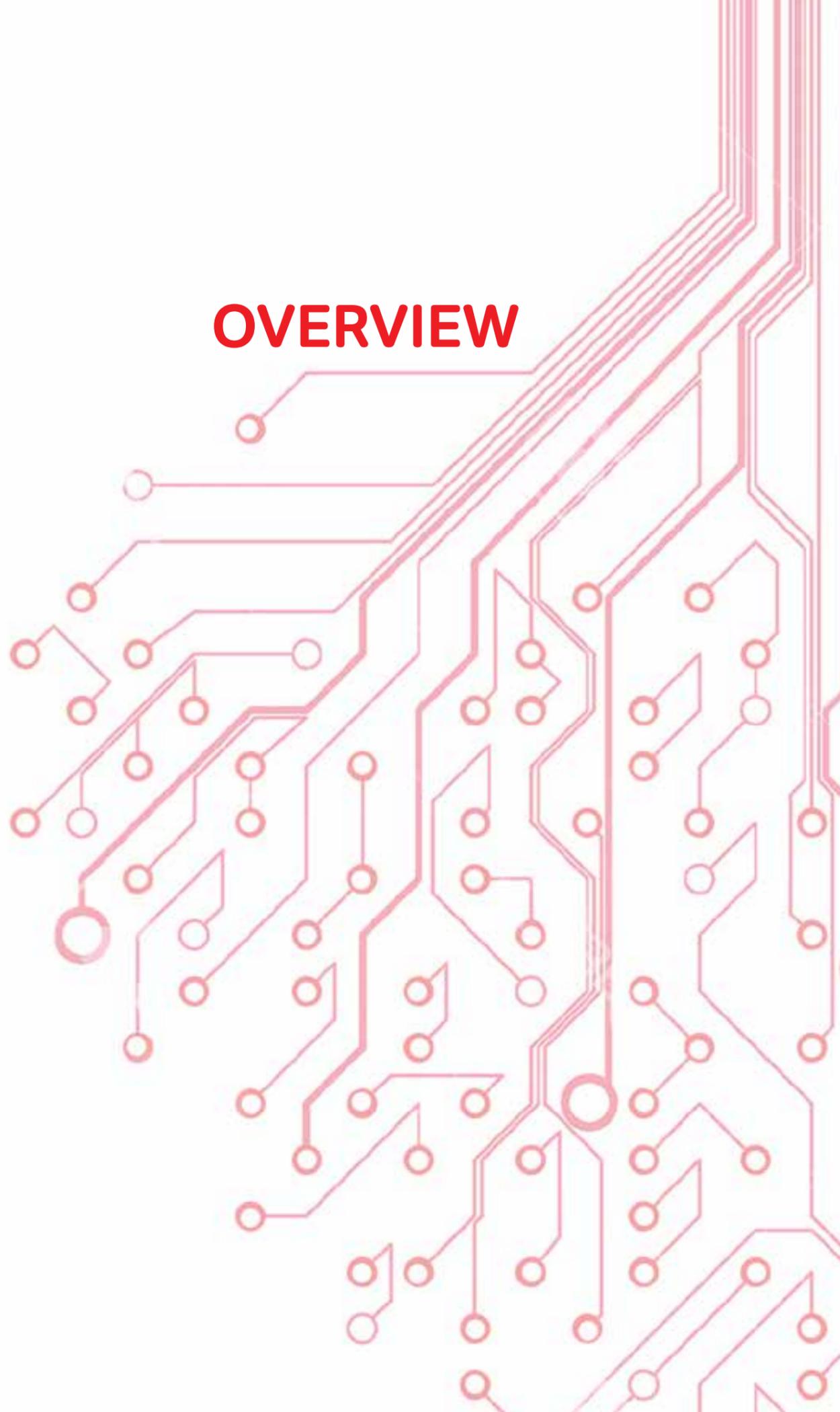
have used mobile platforms to transform traditional service delivery models and reduce the cost of access to millions of people in far flung rural areas.

At Airtel, we have been at the forefront of CSR by actively supporting the Bharti Foundation. In addition, our circles have done some exemplary work to quickly restore telecommunication services and facilitate communication, by providing free calling stations and free talk time in the areas affected by natural calamities in the states of Jammu and Kashmir and Andhra Pradesh.

We are also passionate about driving down our carbon footprint through an intensified effort to conserve the environment for future generations. Our ambition is to reduce our carbon footprint by 70 percent on a unit basis. We will do this by deploying lower power consuming base stations, compact technologies, increased tower sharing and promoting green sites. All our base stations are compliant in accordance to the EMF government regulations. We also actively promote green business practices and better waste management at our data centers and offices. Finally, we have taken several steps to reduce plastic usage and paper consumption and recycle e-waste.

Airtel strongly believes that telecom services can be a powerful tool to bring about sustainable development in our country, thereby improving the lives of millions of our citizens. I hope that our third sustainability report provides you credible insights into the initiatives we have taken this year that further put sustainability at the core of our agenda.

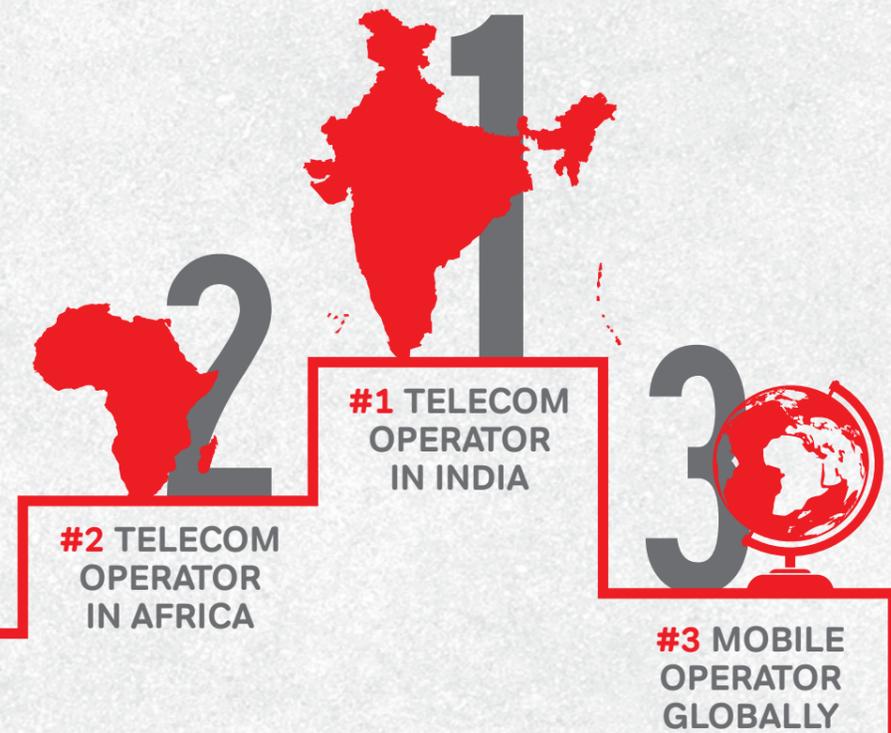
# OVERVIEW



# OVERVIEW

**Bharti Airtel Limited** is a leading global telecommunication company with operations in 20 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, the company's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed DSL broadband, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G wireless services and mobile commerce. It had over 320 Million (Mn) customers across its operations by the end of March 2015.



**310 Million (Mn)** Mobile subscribers use our services globally

**16%** of the world population connected through Airtel network



**226 Mn** GSM customers serviced in India as on March 31, 2015

Global Revenue: **INR 920.40 Billion (Bn)**



Turnover (India): **INR 499,185 Mn**

**14459** people in our India operations



Over **55%** increase in data usage in FY 14-15 as against FY 13-14

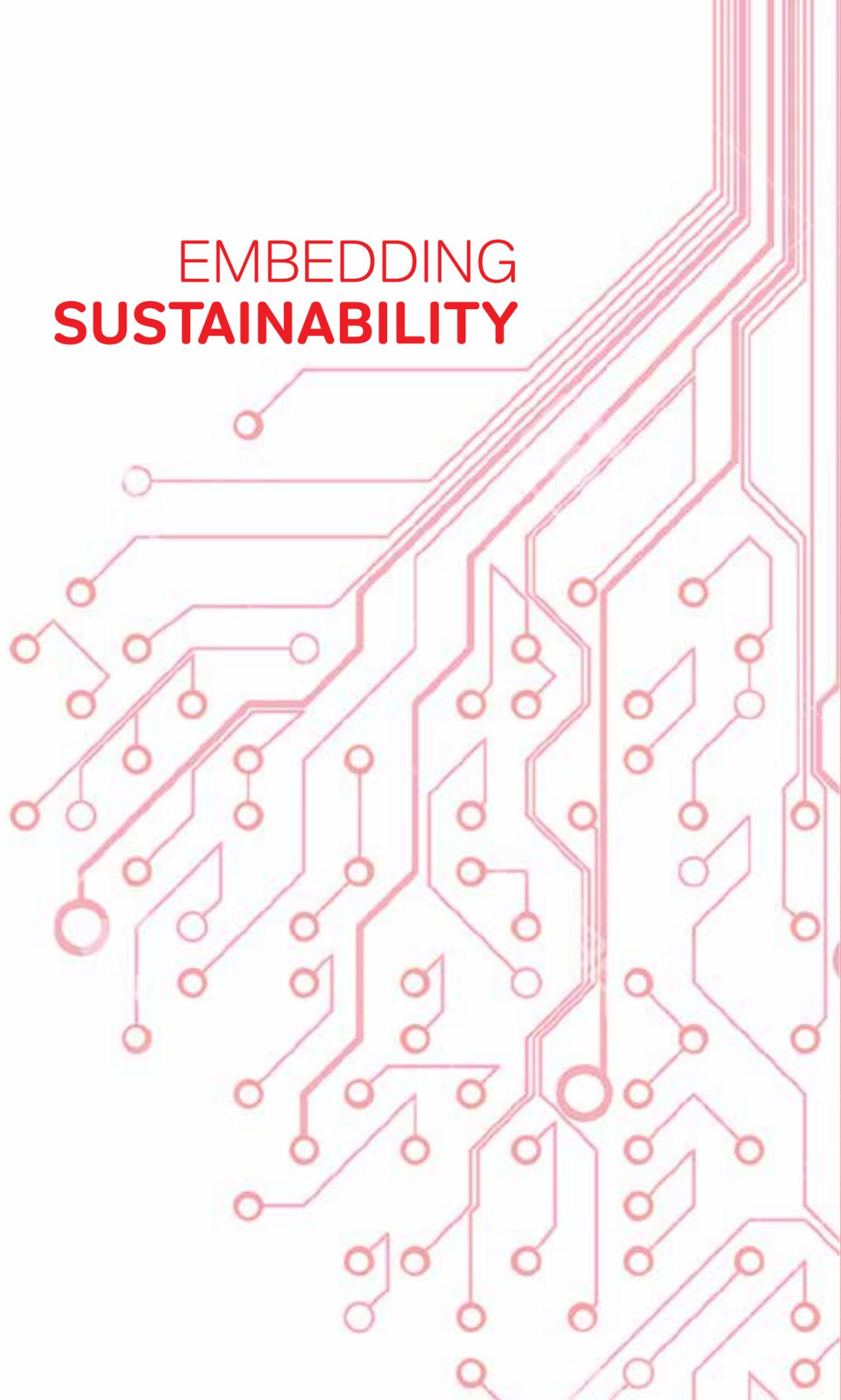
**INR 411 Mn** total contribution towards community investments



**INR 1019.7 Bn** cumulative contribution to the exchequer in India in the last 5 years

Disclaimer:- All figures are pertaining to FY 14-15, unless the financial year is mentioned.

# EMBEDDING SUSTAINABILITY



# EMBEDDING SUSTAINABILITY

Today, digital landscape is shaping all aspects of human life. As this digital universe is continuously expanding and technology becoming affordable, telecommunication landscape is witnessing an unprecedented revolution.

We, at Bharti Airtel, strongly believe that 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 recognise 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.

**As the stakeholders have played a crucial role in Airtel's sustained success over the years, Airtel's sustainability approach has been carefully developed through systematic engagement with its stakeholders worldwide. We continuously strive to provide long-term sustainable value to all our stakeholders including investors, customers, employees, business partners and suppliers, government and regulators and communities. This is performed through systematic stakeholder dialogue to gauge their expectations, share information and sustainability priorities, practices and performance and explore avenues of partnerships to achieve the goals.**



**Alive**  
We are alive to the needs of our customers. We act with passion, energy and a 'can do' attitude to help our customers realize their dreams.



**Inclusive**  
Airtel is for everyone - we champion diversity, recognizing the breadth and depth of the communities we service. We work with them, anticipating, adapting and delivering solutions that enrich their lives.



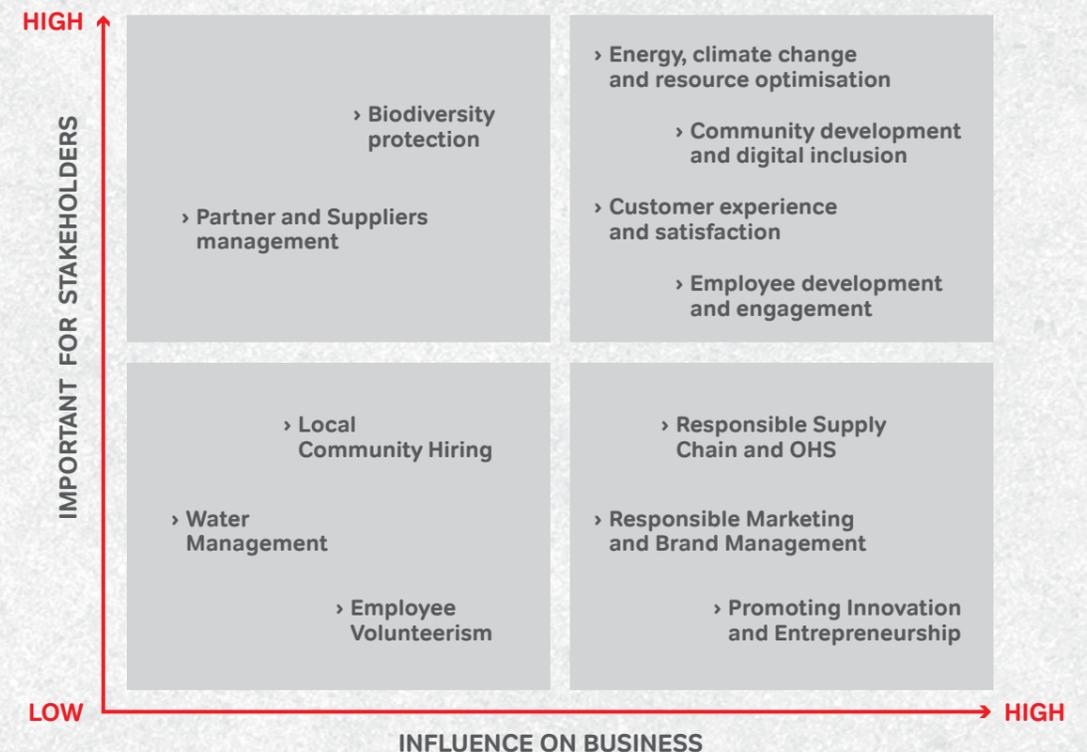
**Respectful**  
We live the same lives as customers, sharing the same joys and the same pains. We never forget that they are why we exist. We act with humility, honesty and mutual respect.



Our sustainability strategy is focused on our most significant or 'material' issues. We define materiality by the degree to which an issue is aligned with our business, the potential impact on our operations and the importance of an issue to our key stakeholders.

Several hours of discussions and analysis enabled us to give a clear insight to the stakeholders' expectations.

This engagement considers a broad list of potential issues both within and outside our direct control and is conducted through a detailed survey, as well as one-on-one discussions with all stakeholder groups. These Expectations were then mapped with our business priorities, which resulted in the following materiality matrix:



We keep these material issues under review as their effective management is critical to the success of our business. Each of these material issues are owned and driven by a member of the Airtel Management Board (AMB) and have a direct linkage to our annual business strategy.

We consider the materiality process as a dynamic journey of continuous improvement and a useful tool towards development of our sustainability strategy. We aim to strengthen our materiality process in the future so as to further define and validate the scope and the boundary of material issues, and to further extend the stakeholder involvement.

## Sustainability Governance Structure

The Board of Directors ('the Board') represents the core of our corporate governance practices and oversees how the management serves the best interests of our widening fraternity of stakeholders across the world. The CSR Committee of the Board reviews the Company's business responsibility performance twice a year. The Committee supervises and supports the Company's corporate social responsibilities and shares growth management activities.

The CSR committee is supported by the **Airtel Management Board (AMB)** led by the CEO, who is also a member of the CSR Committee. AMB oversees the performance and provides a strategic approach to the Company's Sustainability & CSR initiatives. The AMB is supported by a cross-functional **Core Sustainability Group**, whose role is to put the sustainability framework in motion by driving implementation of strategy and policy across Airtel. This group comprises of nominees from across all functions and is led by a dedicated Sustainability Officer.

There has been a common concern raised by most of our stakeholders, **"how can a telecommunication company like Airtel ensure that more and more people get a sustainable and enriched life"**.

We, at Airtel, responded by making social inclusion as a foundation of our sustainability programme and endeavoring to contribute further to society and environment. While leveraging our network presence, reach and accessibility, we aspire to play our part in sustainable development, addressing areas like connectivity, medicine, education and financial inclusion, crucial for the socio-economic development of the community.



While broadening our sustainability efforts, in year 2011, we responded to the challenge through finalizing our "Blueprint for Social Inclusion". The Blueprint, through its vision and action pillars, ensured that **'million more are included and empowered through sustainable social and economic development'**. It helped us address our stakeholder expectations and concerns. The Blueprint helped us shape up and direct our endeavours and also, augment the efforts of the government, public private groups, Bharti Foundation and other stakeholders in the area of sustainability.



Our sincere endeavors over the years have made us progress in all three dimensions of sustainability. We decided to scale up our efforts and drive our sustainability agenda to create a striking balance between business priorities and its sustainability approach towards environmental protection and socio-economic well-being for all. In 2015, we launched the **'Airtel Sustainability Plan 2020'**, which is the framework for our sustainable business.

Our strategy maintains its emphasis on our customers, community, partners, planet and people, with focused and measurable goals that align with the Company's business objectives. We will actualize our sustainability vision of social inclusion of people everywhere and contribute to a sustainable future, while decoupling this growth with environment fallout and increasing the social impact.



We have identified four key priority areas: fostering sustainable community development, enhancing customer experience, protecting our planet and empowering people aimed at addressing significant sustainability challenges in a way that creates value for all our stakeholders and helps us integrate sustainability in our operations, mitigating risks and raising performance levels. The details can be found in the following section.



# SUSTAINABILITY PLAN 2020

## VISION PILLARS

### SUSTAINABLE COMMUNITY DEVELOPMENT



### ENHANCING CUSTOMER EXPERIENCE



### PROTECTING OUR PLANET



### EMPOWERING PEOPLE



## APPROACH

At Airtel, we firmly believe that the digital world should be open to everyone and are therefore, committed to reducing the digital gap and thus creating a platform where no person, service or information is too remote.

Our highly efficient and dense network infrastructure and far reaching distribution form the backbone of our digital inclusion strategy. Ongoing investments in innovative technologies and applications backed by products and solutions that create added value for customers, society and the environment are the key pillars of this area.



At Airtel, for us, serving our customers is at the heart of everything we do and enriching their lives is core to our business. To build an enduring relationship with the customers, we constantly remain concerned about our network quality, resilience and augmentation, enhanced customer service and communication. We ensure our customers continue to experience a world-class seamless network for voice and data services. Through a wide variety of cutting-edge and innovative products and services tailored to emerging market needs, we strive to bring further sustainable benefits and help improve our customers' lives. We aim to provide our customers with rich and simplified service channel and process through innovative self-care initiatives in multiple ways and across many platforms.



Environmental and climate protection form an integral part of our sustainability strategy. It is our continuous endeavor to reduce the environmental impact of our business operations. The energy-efficient designing in our networks, facilities and data centers, increased use of renewable energy, and the preservation of raw materials through optimized recycling and reuse are core of our ecological responsibility.



Our business strategy has a critical pillar called "Win with people" which is anchored on three people-related strategic aspects:

- Building a high performance culture
- Building employee capabilities to deliver and grow
- Enabling effective cross-functional work culture

Identifying and developing our critical talent through iconic learning programs covering functional expertise, leadership and business insight, a balanced performance management system backed by rewards and recognitions and promotion of equality and diversity by being an equal opportunity employer have been some of our key focus areas to meet this objective.



## ACTION PILLARS

- Create data adaptability and increase internet penetration with a focus towards rural India
- Robust and far reaching Network and Distribution presence
- Provision of basic life services like health, education and financial inclusion digitally

- Enhancing customer experience through digitisation and seamless network coverage and technologies
- Improving customer experience through innovative services and self-care
- Delivering exemplary customer service
- Protecting customer interests, privacy and data security

- Deployment of Energy-Efficient Technologies
- Promotion of Renewable Energy
- Innovative services that reduce environment impact
- Waste Management and Resource Optimization

- Talent Development
- Promotion of Gender Diversity
- Employee Engagement and Retention
- Fostering an ethical work culture
- Developing a safe and healthy workplace

## TARGETS

- Largest deployment of network infrastructure in the history of India
  - › Deploy 1,60,000 base stations in three years
- Increase broadband coverage to over 5,00,000 villages in three years
- Modernize the existing networks massively by using more compact & efficient technologies
- Modernize over 3 Mn strong home broadband network

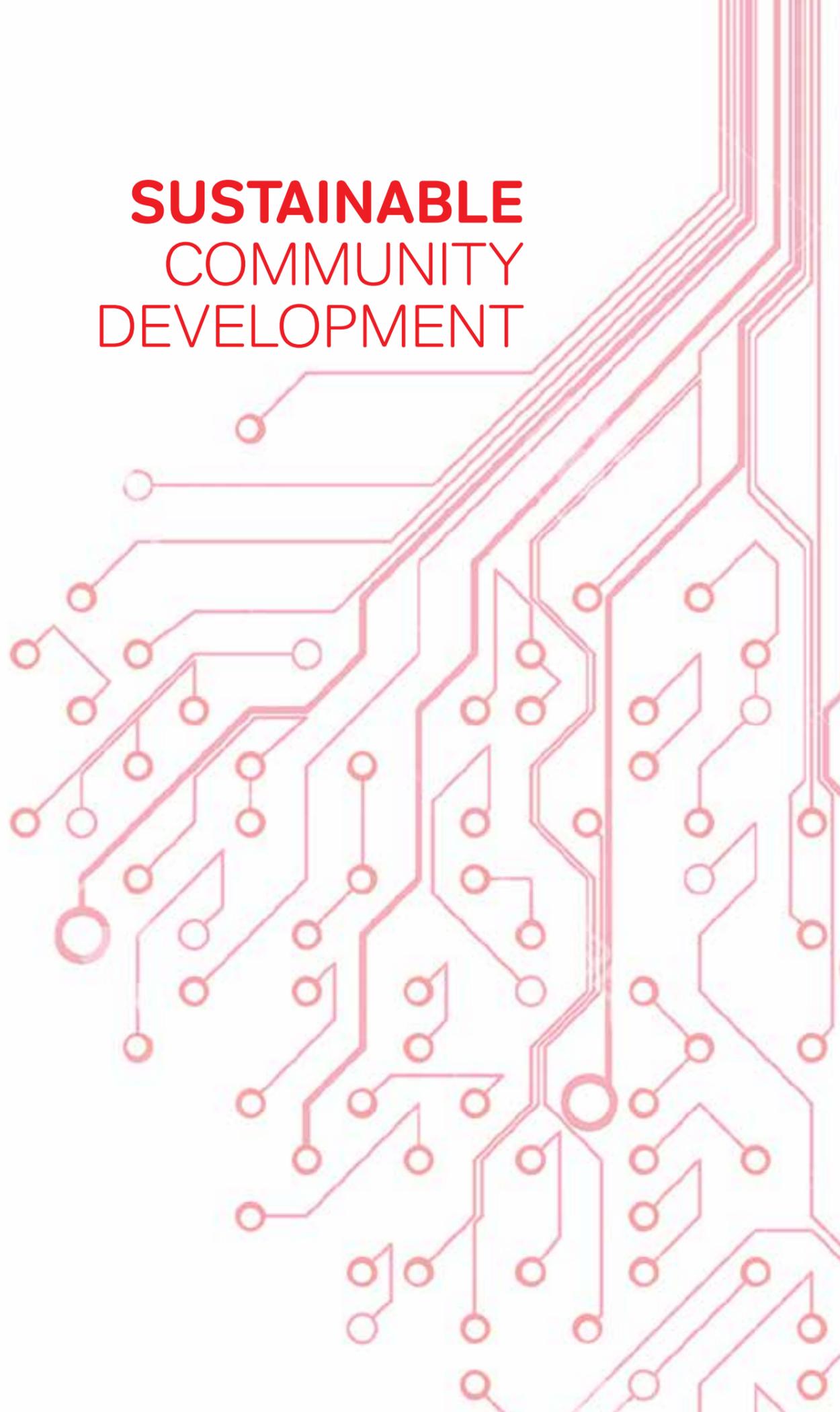
Improve customer experience by deploying more compact and efficient technologies and tools, to enable customers, individuals and business both, to experience excellent internet, network, broadband and wireless access network.

Reduction in CO<sub>2</sub> emissions from our network infrastructure by around 70% per terabyte in next three years, by deploying renewable energy solutions and efficient technologies.

- Create a high performance culture through embedding Talent First
- Grow talent through strong learning, mentoring and succession planning



# SUSTAINABLE COMMUNITY DEVELOPMENT



# SUSTAINABLE COMMUNITY DEVELOPMENT

Telecommunication plays a pivotal role as one of the architects of an accelerated socio-economic growth. Technological platforms like mobile and internet improve governance, business communication, security, disaster relief and contribute to the overall strengthening of the socio-cultural ethos.

Increasing the digital footprint and bringing everyone into Digi-presence have been Airtel's fundamental objectives. Our efficient network coverage, deep internet penetration and vast distribution have helped us advance towards these goals. We, at Airtel, believe that bringing more and more people under Digi-presence is the first step towards social inclusion and empowerment.

Airtel has been at the forefront of India's mobile revolution and has empowered millions across the length and breadth of the country through the bouquet of its services, including mobile services, broadband, mobile commerce and other Value Added Services, to name a few. This was made possible through its wide-spread distribution channels spread across 1.5 Mn outlets and its network presence in 5,126 census and 4,64,185 non-census towns and villages in India, serving approximately 95% of the country's population.



Airtel's telecom network covers 90% of national highways, and 96% of railway routes in India.

Airtel is determined to take the benefits of digi-presence beyond the urban to remote areas as "No one is left out" is a commonly heard call to action at Airtel. With over 100 Mn mobile customers from rural market, Airtel serves India's largest rural mobile customer base. The rural and emerging markets constitute 60% of our customer base and it is our constant endeavor to develop tailor-made services and systems to cater to the ever dynamic requirements of our diverse subscriber base.

We have a very strong network coupled with various technologies and services to provide a seamless voice and data experience to our customers. Airtel has always endeavored to provide best-in-class services to its customers by continuously innovating to create new competences to plan, monitor, visualize and optimize our network ahead of our customer needs and expectations. We provide vigorous and reliable network services even in adverse landscapes and inaccessible topographies like Kargil (J&K), densely populated forests of Sunderbans, coasts of Kerala, to name a few.

With a network presence covering 5126 census towns and 464,185 non-census towns and villages, at present, Airtel deploys more than 700 switching and routing centers processing more than 250 Bn minutes of voice, and more than 80 Bn MBs of data traffic. These are picked up from over 240,000 2G, 3G & 4G tower sites and carried over more than 190,000 route kilometers of national optical backbone (connected by state of the art DWDM, IP MPLS and carrier Ethernet technologies) along with undersea cable network, every month.



Mobile telephony is paving the way for an unparalleled digital empowerment for millions of people in India. The country has over 200 Mn internet users, of which over 60% access the web through a mobile device. In year 2014, India topped as the world's fastest growing smartphone market. The availability of smartphones devices, tablets and consumer-friendly data tariffs and applications is driving internet penetration across urban, semi-urban and even rural areas.

It is widely acknowledged across the world that internet accessibility is vital for enhancing socio-economic well-being. The Government of India, through its 'Digital India' initiative, is focusing on preparing a comprehensive framework for transforming India's economy into a digitally empowered society and knowledge economy. The key objective of the initiative is to help elevate the life of a common citizen in multiple ways and in a cost-effective manner.

At Bharti Airtel, we have the right assets and the expertise to ensure that our response to this transformational change is proactive and innovative. We always envisage looking beyond the need of the hour and pioneering the change in the digital landscape by aligning our strategies and strengthening our innovative core. As a step towards this, we aligned our objective of providing world-class data experience to users with Government of India's initiative 'Digital India'. To this effect, Airtel pioneered 'the deployment of LTE technology in India, to provide 4G services across more than 250 cities and towns, including India's first dual-band LTE TDD and FDD network.



Airtel, through its initiatives, is endeavoring to bridge the existing digital divide. 'One Touch Internet' Wireless Application Protocol (WAP), is facilitating the first-time internet users with the help of free tutorial videos and trial packs.

Over 2 Mn first time data users were benefitted by Airtel's One Touch Internet WAP.

## Driving digital literacy

India has the world's third largest internet subscriber base. However, the country's internet penetration stands as low as 19% as compared to a few major economies, such as US and China.

At Airtel, we believe that digital literacy can play a truly transformational role in enabling the lives of millions in India and help our country realize its potential towards becoming a knowledge driven economy. With the help of its core competence and assets, namely, network and spectrum, talented workforce and capacity to innovate, Airtel is uniquely placed to make a significant impact by building further and deeper infrastructure and taking digital education to every village of the country.



### Each One Teach One Day

Airtel's 'Each One Teach One Day' is aimed at driving internet literacy in India and contributing to the nation's larger digital inclusion agenda, by initiating someone into the exciting world of the internet. It is the first industry initiative from the company which aims at creating internet education in India and is contributing to the nation's larger digital addition program.

Our network of 1.4 Mn retailers, 20,000 on-the-field executives and 15,000 employees across a total of around 1,800 towns pledged their support towards the cause of widespread internet awareness in India.

Through its persistent efforts with the help of its Mobile, DTH and Broadband platforms, Airtel is empowering the community by bringing basic life services to all those who need them, in the remotest corners of the country. Ensuring a superior life in the realms of economy, education and health is another endeavor to further our sustainability agenda.



1 LAKH ASPIRATIONS | 1 LAKH SMILES  
**1 LAKH WOMEN**  
 EMPOWERED WITH INTERNET LITERACY



#### e-Shakti - A digital literacy mission

In line with Government's initiative of Digital India, Bharti Airtel, in association with Madhya Pradesh Agency for Promotion of Information Technology, organised its e-shakti initiative. This initiative, aimed at building internet literacy and access among the women of Madhya Pradesh.

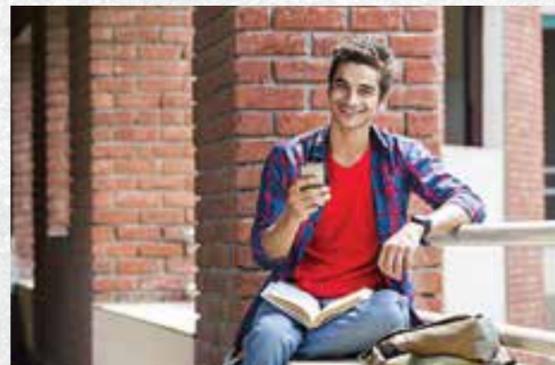
The initiative benefitted over 120,000 women employed in various government departments like Health, Anganwadi, Gram Panchayat, Women and Child Development, Agriculture, Education etc. and girl students of Government Schools and Colleges, across 20 districts of Madhya Pradesh.

The 90 minute training session, conducted by quality trainers appointed by Airtel, focused on the basics of internet and its uses, awareness of various government portals, introduction to apps and to social media.

A similar initiative was replicated by Airtel's Andhra Pradesh (AP) circle in partnership with Government of Andhra Pradesh, to build mobile internet awareness and literacy among the women of Andhra Pradesh. The trainings were actively spearheaded voluntarily by Airtel zonal employees. The trainings benefitted over 100,000 Self Help Group women in all 13 districts of AP.

### Revolutionizing education and health through mobile

Telecommunication can also help in improving the education sector, which is grappling with challenges like high dropout rate, quality education in remote India especially for the girl child. With a belief that mobile technology will dramatically change the way quality education can be delivered, Airtel launched mEducation services with the goal to set up education through mobile phones. The services include assisting students in preparing for various Entrance Exams, Career Counseling and job preparation, English Language and enhancing skill products.



The healthcare sector is another area which lacks in terms of infrastructure and healthcare professionals in the country. In response to this, Airtel's m-Health service provides its customers with quality health advice over mobile phones - anytime, anywhere. Its 'Talk to Ayurveda doctor service', became the first-of-its-kind mobile based Health Service in the Indian market, offering standardized Ayurvedic treatment for the masses. The service benefitted over 1,60,000 unique users by the end of FY 14-15.



### Simplifying transactions through Airtel Money

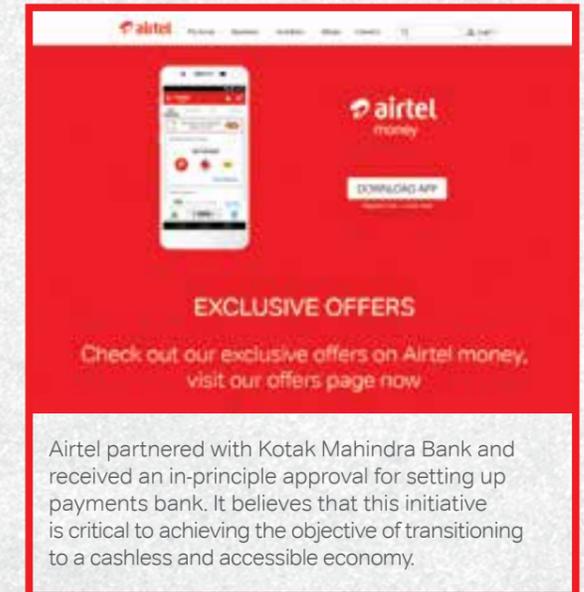
'Airtel Money' was yet another initiative aimed towards enabling 'Digital India'. It is India's first mobile wallet service by a mobile operator. It, while serving in India and eight African countries, enables unbanked citizens to join the financial mainstream by facilitating money transfers, which would otherwise be either impossible or prohibitively expensive. It can run on any Airtel GSM, through a simple, non-internet based menu on any basic phone, or through a powerful smartphone app on all leading mobile platforms. An alternative to other payment options including cash, customers can use Airtel Money for an extensive range of services across merchants to pay for remote transactions like instant money transfers, booking railway, movie tickets, paying for utility bills, insurance premiums, recharging phones, DTH and physical transactions like shopping, etc.

Airtel money is playing a transformational role in promoting mobile based commerce in India. With its unmatched reach and convenience, it is all set to change the way India transacts. It is further extending the availability to deeper pockets of the country, creating a significant impact on the lives of millions. For example, customers can now easily repay loans, save money, send money, contribute to pension plans and transact conveniently, without leaving their villages. Moreover, the service provides innovative cash management systems for the industry, which in turn increases their efficiency and effectiveness.



#### Airtel Money

- Directly integrated with the National Payment Corporation of India (NPCI) for immediate money transfer service (IMPS), to strengthen remittances.
- Launched the transactional IVR in 19 different languages to facilitate customers to do money transfers.
- Launched a new carrier agnostic smartphone app, that focuses on improving the customer experience significantly and provides a safe, secure & convenient payments platform, even to customers outside the Airtel base.



Airtel partnered with Kotak Mahindra Bank and received an in-principle approval for setting up payments bank. It believes that this initiative is critical to achieving the objective of transitioning to a cashless and accessible economy.



Airtel partnered with Swadhaar FinServe Pvt. Ltd., a microfinance institution (MFI), in order to serve economically active, urban poor women to enable them to repay their monthly loan installments using Airtel money. The Super Account service helped the Swadhaar's clients to repay their installments through their mobile handsets rather than paying a Swadhaar loan officer. In addition to this, the service allowed the clients to use their accounts for savings as well as for performing other transactions.

By the end of the pilot, 13,876 women had enrolled in the mobile money pilot, of which 5,577 had enrolled during the grant period.

## Empowering farmers and fishermen

### IFFCO Kisan Sanchar Limited (IKSL)

Bharti Airtel empowers and reaches out to more than one million farmers, contributing significantly to their crop productivity and incomes. Through its IKSL initiative, which is the joint venture between the Company and the world's largest fertilizer cooperative - IFFCO, farmers are provided with crucial information on weather, commodity prices, agronomy, horticulture, government schemes, etc. This information helps them make timely, informed decisions.



#### Technological Impact

- Benefitted over 3.3 Mn farmers
- Over 1.8 Mn Farmers enrolled in FY 14-15 across 19 states, who start their day with voice information from IKSL
- By the end of FY 14-15, over 1.1 Mn farmers were benefitted by accessing IKSL's push voice (OBD) content.
- With expert panel strength of 44 and 47 content developers, 110,856 messages got delivered and 53,951 helpline queries were answered in year 2015.



IKSL partnered with the Bihar Rural Livelihoods Promotion Society and collaborated with JEEVIKA - NRLM (National Rural Livelihoods Mission) in Bihar to provide mobile based alerts and advisory services to the self-help groups and producers on information pertaining to agriculture, animal husbandry, education, health, livelihood, basic financial literacy, commodity prices, weather alters, to empower the rural community.

The service benefitted the rural community in 2 districts and is planned to extend to 9 districts.



IKSL introduced an Entrepreneurial program for the farmers, wherein the farmers and their families including the children can enroll as 'Kisan Mitra'. These Kisan Mitras are encouraged to subscribe the IKSL services and trained on how to receive and utilize the information, and were given an opportunity to earn commission.

In FY 14-15, the initiative offered services to over 1550 active Kisan Mitras across the country.



A major achievement of the year was the successful implementation of the fisheries project with the Government of Odisha. IKSL added 200,000 fishermen to the network in Odisha to provide information on fisheries. The lifesaving alerts provided during cyclones have been widely acclaimed.



#### Focused Communities

With a view to further improve the efficiency of its services and extend more focused services, IKSL promotes 'Focused Communities/Groups' with common interests, like Dairy, Fisheries, etc. It offers an opportunity to the like-minded groups to effectively communicate with their farmer base through Green SIM card platform and serve them with refined services to meet the specific requirements of the community. In FY 14-15, over 75 such focused communities were benefitted immensely through this engagement.

## Keeping uptime in case of disasters

Airtel's widespread network is growing day-by-day, which brings in challenges for Airtel to manage diverse changing service scenario and customers demand to maintain superior network experience especially in the time of multiple fiber ring failure and during natural calamities. With installation of Self-optimizing Networks, Airtel can plan, manage and restore its radio network automatically and improve network quality and experience.

With a mix of a well devised strategy, technology, committed field force and effective implementation, Airtel has been able to quickly restore telecommunication services in the areas affected by natural calamities like the ones witnessed in Jammu and Kashmir, Uttarakhand and Andhra Pradesh.



Airtel introduced relief packages for cyclone affected regions of Andhra Pradesh. It provided free calling stations and local talk-time of 10 minutes, along with Advance talk-time facility to all Airtel customers in the affected areas to enable them to connect with their families.



Airtel introduced a series of relief initiatives after the Jammu & Kashmir floods, by advancing the restoration of network services. Facilities like free calling stations, free talk time and advance talk time were launched to facilitate easy communication.

## Community Development

Bharti Airtel has committed itself towards sustainable community development through actively engaging with the communities it operates in. It is determined to create a deep-rooted, positive impact on the society at large. It, therefore, proactively applies its competence and partnerships to promote community wellness through initiatives undertaken by the Bharti Foundation, the philanthropic arm of Bharti Enterprises, and its own telecom Circles at the regional level.

Education is a critical component without which holistic development of students is inconceivable. With over 1 billion population, in a developing country like India, it is even more challenging to ensure elementary education in rural areas and especially for the female population. Recognising this gap, Airtel has focused most of its developmental and employee volunteerism efforts towards actively supporting the initiatives of the Bharti Foundation and its flagship initiative, the Satya Bharti School Program.

Commenced in year 2006, this year Bharti Foundation will begin celebrations of 10 successful years of the Satya Bharti School Program, one of the largest rural education initiatives by India Inc. The initiative aims to provide free quality education to underprivileged children in rural India with a special focus on the girl child. The Program ensures the provision of quality education through well trained teachers appointed from the surrounding communities. The structured program approach also includes various welfare schemes such as provision of free uniforms, study materials, mid-day meals, etc.



### Education

- The Satya Bharti School Program
- Satya Bharti Learning Centres
- Satya Bharti Quality Support Program

### Higher education

- Bharti School of Telecommunication Technology and Management, IIT Delhi
- Bharti Centre for Communication, IIT Bombay
- Bharti Institute of Public Policy, Indian School of Business, Mohali

### Sanitation

- Satya Bharti Abhiyan

## 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.

An integral part of the holistic development of the students of Satya Bharti Schools constitute their participation in various community development campaigns. 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. The empowered students have taken the success stories of their campaigns to several international and national competitions such as the Design for Change School contest and Pramerica Spirit of Community Awards, winning several awards at these prestigious competitions.



### Impact on children

84.7% of children studying at Satya Bharti Schools were certain of their responses and clear in their communication as compared to 38.9% children studying in other schools.



### Impact on parents and communities

96% of parents with girl child studying at Satya Bharti School wanted her to pursue higher education compared to 73.7% parents whose girl child go to other schools.



## IMPACT OF SATYA BHARTI SCHOOLS

### 254 Schools

> 249 Primary / Elementary Schools  
> 5 Senior Secondary Schools

### 6 States

(Haryana, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh, West Bengal)

### 74%

Children from SC/ST/OBC Communities

### 40,934

Students

### 49%

Girls

### 1,629

Teachers

### 53%

Female Teachers

Data as of 31st March, 2015

**Educated, employable and responsible citizens of tomorrow**



**Campaign on Education of Girls**



**Campaign on Greener Environment**



**Campaign against Substance Abuse**



**Campaign on health awareness**

**Satya Bharti Learning Centres**

Airtel supports this remedial / bridge courses program run under the aegis of Bharti Foundation in partnership with Educate a Child, a global initiative. The program aims at bridging the gap in learning among out-of-school children and mainstreaming them into regular schools. The first phase of the program was successfully deployed in Rajasthan. The Program has been expanded to include the remote districts of Jhabua and Barwani in Madhya Pradesh with close to 20,000 out of school children having been identified and enrolled in Government schools.

**Program Status**

**334**  
Satya Bharti Learning Centres

**10,548**  
Students Impacted

Of above, **4,052**  
mainstreamed

**52% Girls**

**415**  
Education Volunteers

\* 106 Centres closed as most children mainstreamed

Data as of 31st March, 2015



Satya Bharti Learning Centres provide a ray of hope to out-of-school children



Education Volunteers conduct door to door counselling of community members towards the importance of continued education



Reading and practice material provided to students to build upon their reading skills

**Satya Bharti Quality Support Program**

Airtel actively supports this initiative of Bharti Foundation. It envisages working with the government system and improving the quality of schooling through need-based interventions. Bharti Foundation has taken learnings and best practices from Satya Bharti Schools to Government schools for improving the overall quality of the schooling experience. The program aims to partner with Government schools and work along with its leadership and teachers to support them in their journey towards excellence.

**Program Status**

**9**  
Schools

**4,280**  
Students

**197**  
Teachers

Data as of 31st March, 2015



Engaging Government School children through innovative teaching learning material and vibrant classrooms



Training of Government School teachers



Government School students and teachers gain exposure through workshops and school events

## Satya Bharti Abhiyan



Motivated by the landmark speech of the Hon'ble Prime Minister on Independence Day (2014), calling Corporates to step up for a 'Swachh Bharat', Bharti Airtel is enthusiastically supporting the 'Satya Bharti Abhiyan', a sanitation initiative being implemented by Bharti Foundation in rural Ludhiana. The programme involves investment of upto Rs 1,000 Mn in constructing toilets while reaching out to every rural household lacking such facilities in Ludhiana District.

In addition to rural household sanitation, Airtel aims to improve the sanitation facilities in Government schools in rural Ludhiana by constructing new toilets for girls, where none exist.

### Key Highlights:

- Within a short duration, the Abhiyan has provided 1,079 households with Individual toilets across the villages of Ludhiana District directly impacting 4,316 beneficiaries. In addition, more than 1,397 toilets are under construction.
- 30,074 students of 252 Satya Bharti Schools participated in Sanitation Campaigns to raise awareness in over 500 villages directly impacting close to 30,000 community members.

Data as of 31st March, 2015



**Type of toilets constructed in rural Ludhiana**



**Students of Satya Bharti Schools conducting sanitation campaigns**



**Beneficiary identification and awareness building activities being carried out in the villages of Ludhiana district**



The Airtel Delhi Half Marathon (ADHM) has created an excellent platform to bring together corporates, individuals, employees and students of schools and colleges to raise awareness about the Satya Bharti School Program and also raise funds, while enjoying the marathon run.

Each year, the foundation has used this opportunity to raise awareness about the need for quality education for underprivileged children by promoting a 'theme' for the event. ADHM 2014 focused on 'Making a Difference Together' aligning its supporters towards bringing a positive change in the communities at the ground level. Over the last seven ADHMs, several corporates have run for the Foundation, with many of them providing consistent support over the years. They have helped generate greater awareness of the development initiatives of the Foundation.

## Community development and empowerment through initiatives by Airtel Circle Offices

In addition to our dedicated efforts directed at supporting the activities of 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.

During FY 14-15, Bharti Airtel made significant contributions towards various community development projects, which include:

- Bharti Foundation towards furtherance of its objectives - INR 411 Mn
- Other Contributions - INR 41.52 Mn

### Areas of intervention :-

#### Environment and Health

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

#### Community Engagement

- Support to under-privileged kids and old age homes
- Assistance in self-employment of the physically challenged
- Drives for the eradication of social evils

#### Promote Art, Sports and Culture

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



### Sanitation Week

Ludhiana Zone employees actively participated during the sanitation week, along with Bharti Foundation Team and Satya Bharti School Students, to strengthen the message on hygiene and cleanliness. In addition to this, students from other local government schools also joined the programme.



### Community Awareness

Inspired by 'Satya Bharti Abhiyan', the Airtel Zonal Team at Ludhiana adopted 5 villages to build community awareness on personal hygiene and household sanitation.

Over 170 students and teachers of Satya Bharti Schools along with Zonal and Circle employees of Airtel campaigned to increase awareness against the hazards of open defecation and the lack of personal hygiene through activities like marching with banners and placards, staging role-plays and door-to-door campaigns. This month-long initiative witnessed door to door campaigning with over 600 households. The campaign also sensitized communities towards contamination of water bodies and the subsequent spread of water borne diseases, like diarrhea and cholera, which shall help their community members to inculcate healthier habits for improved health.



### Blood donation

Airtel WBO organised a voluntary blood donation camp at its premise. Due to acute scarcity of blood for saving lives, this initiative received much appreciation.

Gujarat circle also organised a blood donation camp at their circle office and Rajkot zone. Nearly 100 units were donated by employees.

### Disaster relief

Airtel promptly responded to the emergency situations arising due to floods in Uttarakhand and Jammu & Kashmir. The Circles joined hands with the local government authorities to resonate the relief work for the victims of the floods-hit areas.

In J&K, Airtel's channel partners organised a day-long community kitchen in Srinagar to provide food and water and also distributed blankets.

It offered free-calling facility for 60 minutes per day for five days to each of its subscribers, set up VSAT terminals at critical areas and relief camps to create public Wi-Fi hotspots.



### Driving digital literacy

The MPCG Circle launched an internet literacy initiative, named **eShakti**, which mainly focused on building mobile internet awareness and literacy. The women, including those working in Government departments and students of schools and colleges were the beneficiaries of the trainings. Airtel appointed the trainers to impart training on the basics of internet, awareness on various government portals, introduction to apps and to social media. The initiative benefitted over 120,000 women in MPCG circle.

The initiative was replicated in AP circle, where the zonal teams actively participated in spearheading the training sessions to the Self Help Group women. The initiative benefitted over 100,000 women in a very short span of time. Various other Airtel circles are replicating the initiative to drive digital literacy among women.



### Reaching out

At Kolkata, a team led by the CEO and accompanied by other ECs visited 'PARIVAAR', a house for disadvantaged children, with some gifts on Diwali. The team distributed stationery (crayons, pencils, pencil boxes, sketch pens, notebook, drawing book) and chocolates.

**Airtel is committed to bridging the critical social gaps and actualizing social inclusion through ICT to achieve the social parity and community well-being. Capitalizing on its reach, accessibility and affordable network and services, it aims to change business paradigms across industries by enabling the growth of sectors like healthcare, education, banking and financial services. It is actively seeking areas where its competence, resourcefulness and goodwill can be put to serve community, at large, thereby leading to a remarkable social transformation.**

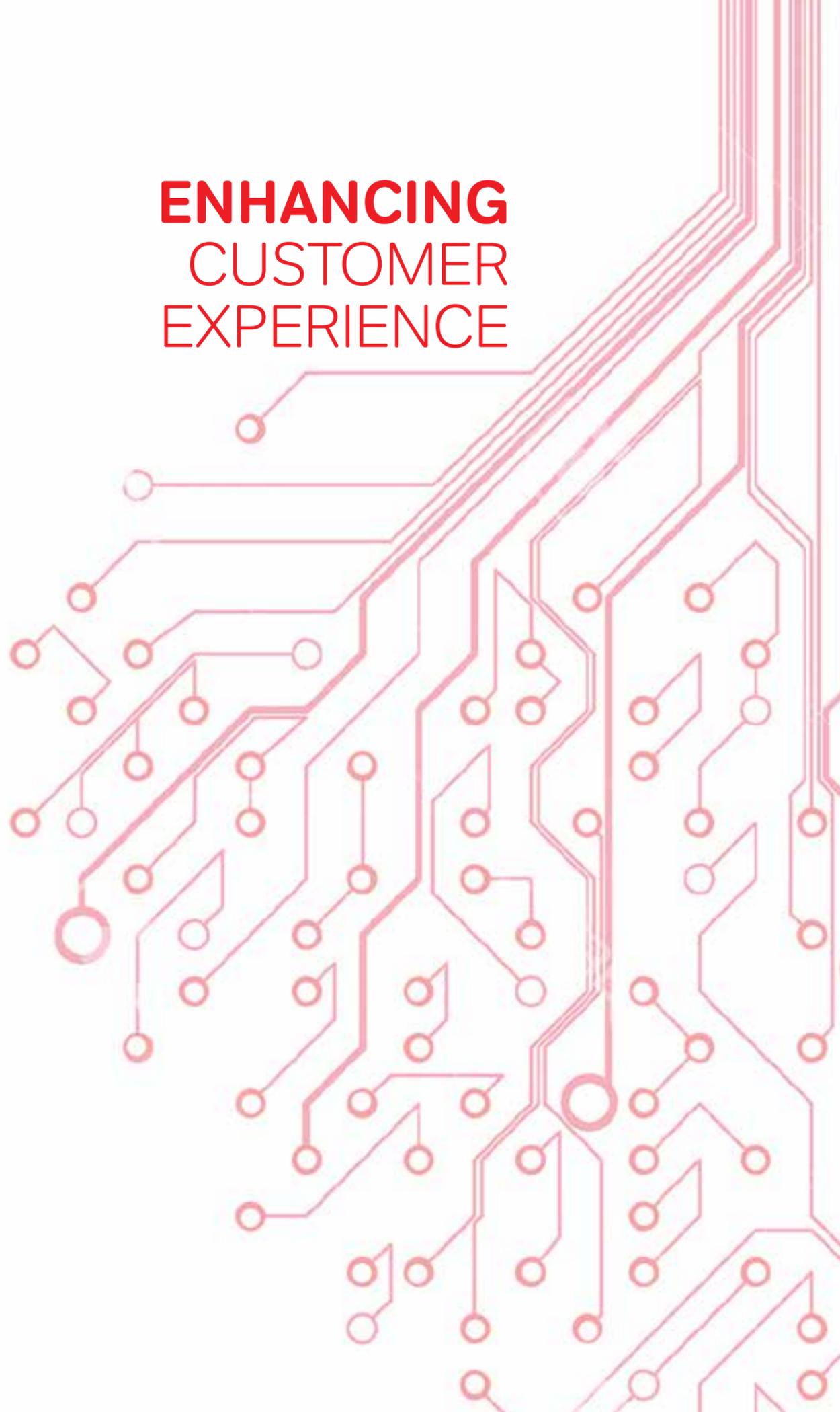


### Protecting the Environment

Under the 'Go Green' campaign initiative, the Rajasthan Circle organised a tree plantation campaign in Jaipur. Airtel employees participated enthusiastically in the plantation campaign and planted saplings in large numbers.

Team UPU also contributed in environment conservation. Over 250 employees participated in the event and each person pledged to plant a sapling.

# ENHANCING CUSTOMER EXPERIENCE



# ENHANCING CUSTOMER EXPERIENCE

At Airtel, it is our vision to enrich the lives of our customers. Our key focus is to win customers for life by offering an exceptional customer experience and enhancing satisfaction and loyalty. We relentlessly endeavor to meet our organisational vision by providing a world-class network experience and innovative yet cost-effective services to meet the expectations of our diverse customer base. We strive to build an enduring relationship with our customers at every stage of interaction and touch point with them.

## Enabling our customers through self-care services

To deliver the best customer experience in digital space by empowering customers and helping them manage their Airtel services effortlessly, it launched, in year 2012, online self-care services to provide more efficient support and connect with its customers in real-time. Airtel pioneered in foray like IVR, web based-applications, USSD, SMS and online presence in national, and regional and vernacular languages, which helped it to deliver a customer friendly interface.

Airtel's initiatives like 'Myairtel' app enabled its customers to manage all of their Airtel related services, broadband, digital TV and mobile connections by themselves, helping them keep track of usage and charges, making and managing payments and VAS and view promotions. The new, improvised version of 'Myairtel' app provides a wide range of features enabling enhanced digital experience for our customers. It simplifies customers' lives by eliminating the need to call or visit an Airtel Relationship Centre.



## Enabling customers through innovative services

We are touching the lives of over 240 Mn customers everyday with our wide-range of innovative and customized products and services. We are the first Indian telecom company which has enabled real digitization of nearly all digital devices, providing a seamless experience to our customers.

## Transforming service experience through all new retail stores

Airtel is constantly innovating to meet the customers' expectations and to offer a superior service experience to our diverse customer base. Over the last few months, we opened over 100 new Company - Owned - Company - Operated Airtel retail outlets across India. These one-stop-shop Airtel stores will offer end-to-end service support for Airtel mobile, dongle and broadband connections and enable quick attention to service requests and complaints redressal. These stores also offer an exhaustive collection of devices including phones and tablets to help customers choose from the latest in mobile technology and in turn address all customer needs.

To add a different dimension to the responsiveness and perspective to the way Airtel deals with its customers, Airtel launched separate outlets, that are run as well as managed by women employees, which focus on addressing the needs of female customers across the country, especially in tier 2 and 3 cities.



## Airtel 'myPlan Family' - tailor-made plan for the entire family

We introduced 'myPlan Family' for our post-paid customers, which enables them not to just customize their post-paid plan, but also share the benefits with their family. The application enables our customers to customize their postpaid plans on the basis of their family's usage, preference and requirements. They can share the benefits among 5 of their family members, thus ensuring zero wastage or overspend that are otherwise inherent in an individual plan.

The plan provides the features of infinite flexibility of myPlan added with affordability, convenience and zero wastage.



## Voice Free for Broadband Customers

We are India's first telecom services provider to offer our broadband customers free voice calls to any network in the country 24X7. We have also launched two first-of-its kind voice calling packs, providing unlimited voice calls at affordable prices at any number in India on any network, both fixed line and mobile, all day and all night.

## Strengthening the enterprise services

Airtel joined the AWS Partner Network to deliver private network solutions for its enterprise customers using Amazon Web Services (AWS) globally. This helps the Airtel enterprise customers across the globe to establish a dedicated network connection between customer's premises and data centres. Also, this aids in reducing network costs, increase bandwidth and experience a more consistent and reliable network connectivity.

## Serving the rural customers

Airtel ventured into rural shores and launched its rural call-centres at Chand and Chindwara district, back in year 2011. With successful piloting in village Chand, Airtel explored newer and remoter geographies and has setup nine more call-centers, ranging from Kangra in North to Kandukur in South and from Bokaro in East to Barmer in the West.

Airtel has set up 6 new rural call-centres in year 2015. These Centres provide employment and livelihood to over 1400 local youth.

With addition of these 6 new call-centres, Airtel has extended its footprint to 10 locations, employing over 2200 people. Airtel has also entered into partnerships for their rural- focused initiative and aspires to create more jobs in the area.



## Customer privacy and data security

Safeguarding customer privacy and interests and ensuring data security, across our operations and supply chain, is of utmost importance us. At Airtel, it is not just about the legal and regulatory compliance, but more about strengthening the trust our customers and other stakeholders have placed in us.

We have implemented numerous measures to ensure that the privacy of personal information is maintained during its entire lifecycle. We have embedded stringent policies and procedures, which includes analysis of flow of personal information, identification of privacy - information and its flow, mapping of privacy control frameworks, identification of potential privacy breach points, identification of remedial implementation areas and monitoring the progress of remedial implementation.

To protect the interest of our customers, we have also established an efficient fraud management programme, which is driven by revenue assurance and fraud management experts. This programme makes use of highly sophisticated and evolved tools and processes to avert incidences of fraud, thus guarding customers' interests. In year 2014, no complaints against the company regarding invasion of customer-privacy and/or data loss were encountered.

There are numerous other procedures in place that safeguard customer interest. Some of these include state-of-the-art data centres to provide secure environment for customer data; bill protection and bill shield for post-paid customers with a pre-determined maximum expense limit for monthly bill; enforcement of responsible data usage on international roaming; robust VAS consent management process to protect customers from being inappropriately and/or overly charged and containerization of official data.

**At Airtel, customers are the pivotal point of everything new we explore. Airtel has embedded a 'Customer First' approach. It continues to lead through its undivided attention towards customer needs and providing services and solutions to improve the quality of customers' lives, leisure and their businesses. It believes in offering its customers with new products and services using the latest technologies, at affordable prices. Airtel has adopted an end-to-end customer experience management. Our consistent customer satisfaction assessment helps us to understand their needs and help us serve our customers in an enhanced manner.**

# PROTECTING OUR PLANET



# PROTECTING OUR PLANET



The existing state of environmental degradation and climate change have emerged as, perhaps, the greatest challenges of the twenty-first century and are impacting the lives and livelihoods across the globe. The telecommunication sector can offer numerous opportunities and solutions to reduce these most pressing threats posed against environmental sustainability.

As a responsible corporate, Airtel believes that it is our duty to contribute towards creating a greener world. To this effect, we are not only aiming to improve our network experience, but also to reduce the carbon footprint of network infrastructure massively by 70%. While working closely with our partners to action all measures, which comprises shifting to less power consuming mobile tower technologies, we are working to create a more environment-friendly and sustainable network for the future.

## OUR APPROACH FOCUSES ON

**Reducing our direct and indirect environmental impact**  
by working closely with our network infrastructure partners to minimize carbon emission and exploring innovative energy conservation technologies to reduce energy consumption in our network and facilities.

**Resource Optimization and Waste Management**  
by adopting new initiatives like cutting down on resources as paper, optimum utilization of available physical space, responsible management of waste and creating awareness among employees.

**Developing innovative products and services** that let our customers (businesses and individuals) lower their environmental impact.

## Energy and Climate Change

To address issues like energy crisis and climate change, Airtel focuses on reducing the negative impact of network infrastructure and gives equal priority to reducing the impacts arising from its facilities and data centres.

## Reducing the negative impact of telecom infrastructure on the environment

Airtel, along with its network-infrastructure partners, is committed to comprehend, assess, manage and reduce the environmental footprint of their business and operations. Its commitment goes back to year 2011 when Airtel introduced the concept of passive infrastructure sharing to the world, which resulted in collective carbon footprint reduction of the entire telecom industry.

Numerous renewable energy alternatives have been explored by Airtel and its network partners. It is working with its network and other partners to bring in more energy efficient technologies and exploring innovative solutions to curb emissions. Through our persistent efforts, 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, our network infrastructure partners have taken various initiatives over the year to reduce their carbon footprint and diesel dependency. Solar energy solutions, fuel cells to reduce use of diesel, power management systems to optimize power consumption, energy efficient DC diesel generators, and Free Cooling Units that reduce dependence on and power consumption by ACs are the alternate energy avenues being explored. We have been using different technologies like use of low power consuming BTSs, natural air for cooling, auto-TRX shutdown and sharing network equipment with other operators, to name a few.



## Green Energy

In emerging markets, Airtel is committed to innovate in network efficiency and develop alternative, renewable variants to bridge the gap. This not only includes investments in on-site renewable energy generation, but also feeding back into the grid in the remote areas where access to electricity is not widely available. The usage of renewable alternatives is reducing our dependence on diesel and associated CO<sub>2</sub> emissions.

- **Rooftop Solar Energy at Main Switching Centres (MSC)** - Airtel installed six more solar plants in FY 14-15, taking the total capacity to about 0.74 MWp, installed at 12 MSC location in total. These on-grid solar plants are expected to generate 1.1 Mn units, resulting in emission reduction of approximately 800 tons per annum.
- **Solar and Battery Hybrid Solutions** - The Company installed over 200 sites with solar, Li-ion and hybrid solution at owned base stations owned BTS sites in Hexacom Rajasthan and the North East to cut the diesel consumption. This initiative aims to reduce carbon emissions by over 3800 tons per annum.
- **Trial on New Energy Solutions** - The Company has successfully piloted DC Aircon Micro-cooling solution at owned sites. It has also conducted trials on natural and thermoelectric cooling for aircon use elimination.
- **Green power wheeling for MSCs and Data Centres** - In FY 14-15 the Company made green power wheeling agreements for the procurement of green energy, under open access of 45 Mn units per annum, have been made for Data Centres at Chennai (Wheeling Wind Power), Bangalore (Wheeling Hydro Power) and Noida (Rooftop Solar Power Plant) and one MSC location at Pune. This will result in emission reduction to the tune of 36000 tons per annum.

## Exploring innovative technologies for a greener network

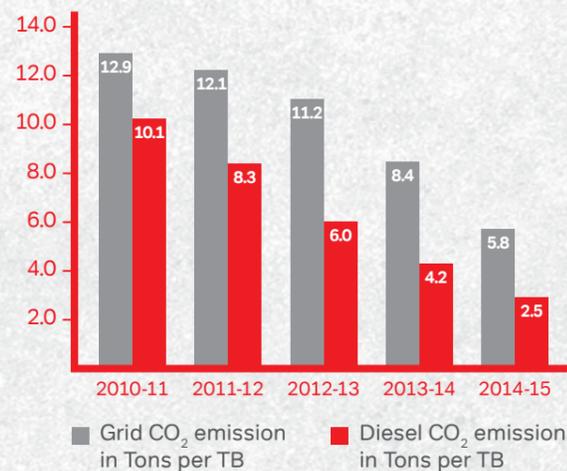
**Conversion of indoor sites to outdoor** - Airtel is partnering with tower companies to convert Indoor sites to outdoor sites. Over 12500 sites have been converted to outdoor till date, reducing the energy consumption by about 25%. These sites are being converted mostly by installing FCU for switching off the Aircon, thus making these sites now feasible for installing green energy solutions like Solar, Li Ion etc. This initiative also forms part of Airtel's War on waste (WOW).

- **New sites as sharer** - The Company has deployed almost two third of its sites on sharing. This helped reducing the energy consumption significantly by 30% as compared to a standalone site.
- **Outdoor site deployment** - Airtel, in FY 14-15, deployed more than 90% of the new sites were deployed as an outdoor, eliminating air-conditioner usage right from beginning itself.
- **Sites with Auto-Trx shutdown feature** - 79% of the sites have been installed with Auto Trx shutdown feature, which ensures that the transmission equipment remains switched off during the non-peak hours.
- **Project Green cities with Indus** - Project Green city was launched by Indus few years back and now has more than 22000 sites has been tagged as green sites until FY 14-15. Indus Towers has been continually working on conversion of sites from indoor to Outdoor and converted over 9000 sites to outdoor in year 2015, totaling 13700 sites outdoor, till the end of 2015.
- **Green Projects with Bharti Infratel** - Airtel has been working closely with Bharti Infratel for removing the aircons from the sites. In FY 14-15, over 3600 sites were converted to outdoor, using FCU and micro coling solutions, totaling 6000 outdoor sites till the end of 2015. Beside this, Infratel has installed over 700 solar solution sites, taking the total to 2200 sites by the end of year 2015. Infratel continues to be the leader in the solar site deployment among tower companies in India. In addition to this, by the end of FY 14-15, 5500 Infratel sites were tagged as green sites.

## Our Network Emission Performance

The Company, along with its network partners, has been proactively taking active measures to reduce its GHG emissions and improve our energy performance and efficiency.

As a result, we achieved over 20% reduction in CO<sub>2</sub> from energy per terabyte in network infrastructure as against 2013-14, representing over 60% reduction since year 2011.



Our unremitting efforts towards greening of our telecom sites, over 23,500 Kiloliters reduction in diesel usage in our network infrastructure from FY 11-12



A 100 KWp solar power plant is installed at the Airtel Campus at Manesar. The solar plant is the first-of-its-kind in India as well as in the telecom industry, which utilizes the car parking space for generating green energy. The Company will continue to endeavour in this area.

In order to transform its network, Airtel plans to bring down its carbon footprint emission by 70% by 2018 and further its commitment to environment-friendly practices with a host of initiatives. We have maintained strict adherence to Indian emission norms along with our company safeguard policy - thereby ensuring that emissions from mobile tower are safer than those from the light bulbs used at homes. Airtel has adopted a range of solutions, which resulted in:

- The Company has already installed rooftop solar power capacity of 770 KWp and plans to increase this capacity to 1 MWp in coming months.
- It is planning to enhance the renewable energy wheeling by solar/wind/hydro on core sites, thereby consuming more than 65 GWH of green energy/annum.
- The Company is investing on state-of-the-art radio technology that will optimize both space and power. Of the total network base, 60% has been deployed on zero footprint architecture with no air conditioning, thereby reducing dependency on diesel.
- More than 40,000 towers of Airtel green telecom towers are operating largely on battery-hybrid, lithium-ion and solar hybrid solutions with very little diesel consumption.

## Reduce carbon emission in our data centers

Bharti Airtel endeavors to improve the energy efficiency by promoting green initiatives across its 7 Data Centres. With help initiatives like facility optimisation, improved space utilization and energy efficiency measures in operations, resulted in energy savings significantly.

### Few initiatives have been listed below:

- **Cold Aisle Containment:** Cold aisle containment uses a physical barrier to reduce the mixing of cold supply air and hot exhaust air in data center aisles. This delivers lower energy consumption and more efficient cooling.
- **Installing Variable Frequency Drives (VFDs):** The Variable Frequency Drives (VFD) installed in our HVAC systems automatically reduces a motor's speed and power draw when there is lower system load.
- **Energy Usage Optimisation:** Based on an extensive energy usage study and power audits, various initiatives were undertaken over the years to optimise usage of electricity, some of which include:
  - Identifying and rectifying hot spots
  - Optimisation of lighting and AC usage

These initiatives resulted in successfully maintaining an average PUE of nearly 2.0 across all Data Centres. We are also endeavoring to explore alternate energy solutions for our Data Centres.

Our consistent efforts have resulted in achieving over 4% reduction in CO<sub>2</sub> from energy per rack in our data center operations from 2012-13, representing 8.7% reduction since year 2011-12.

## Waste Management and Resource Optimisation

War on Waste (WoW) is one of our top 5 business priorities. This aims at improving our operating efficiencies by cutting waste in our operations. Over the years, we have been reducing the waste in our operations through deployment of innovative technologies, reuse and recycling. In addition to this, we also influence our partners and suppliers to reduce their environmental footprint and disclose the same publicly.



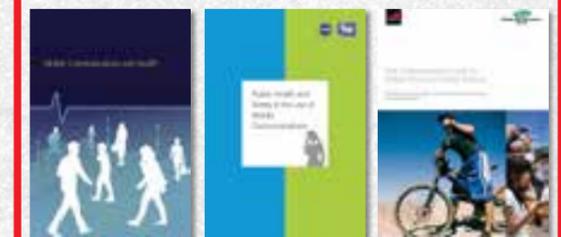
**E-waste -** E-waste management - E-waste (or electronic waste) from electronic products, such as IT hardware and telecommunications network equipment may present health hazards and cause environmental damage through land contamination and water and air pollution. We proactively collect, re-use or recycle all of our e-waste to minimize these impacts. The e-waste generated from technology upgradation, capacity augmentation and others is handled and recycled as per the Waste Electrical and Electronic Equipment WEEE guidelines. In FY 14-15, over 1700 tons of e-waste generated from IT and network infrastructure was recycled through authorized recycling partners. In addition to this we have been donating our end-of-life laptops and IT infrastructure to Bharti Foundation who in turn use the same for their schools program. This initiative not only reduces environment impact due to recycling but also assists Bharti Foundation in their schools program.



**Paperless billing -** One of our major thrust areas now is to find ways to reduce our use of natural resources. Our e-bill initiative saves paper, provides faster bill delivery and is more convenient, allowing customers the flexibility to download their bills any time. Our e-bill initiative helped us save over 700 million sheets of paper since FY 11-12. In FY 14-15, the initiative resulted in saving by over 20% as compared to FY 13-14, making progress towards our target of zero paper wastage from our operations. By the end of FY 14-15, Airtel had over 65% of its total postpaid mobile customers switched to paperless bills, with over 15% increase in such customers over FY 13-14.



**Packaging -** We want to reduce the environmental impacts of packaging and help conserve resources through better design. Our initiatives around this objective includes reduction in SIM card size and width resulting in saving of plastic, smaller and concise joining kit and recharge vouchers to customers thus saving paper.

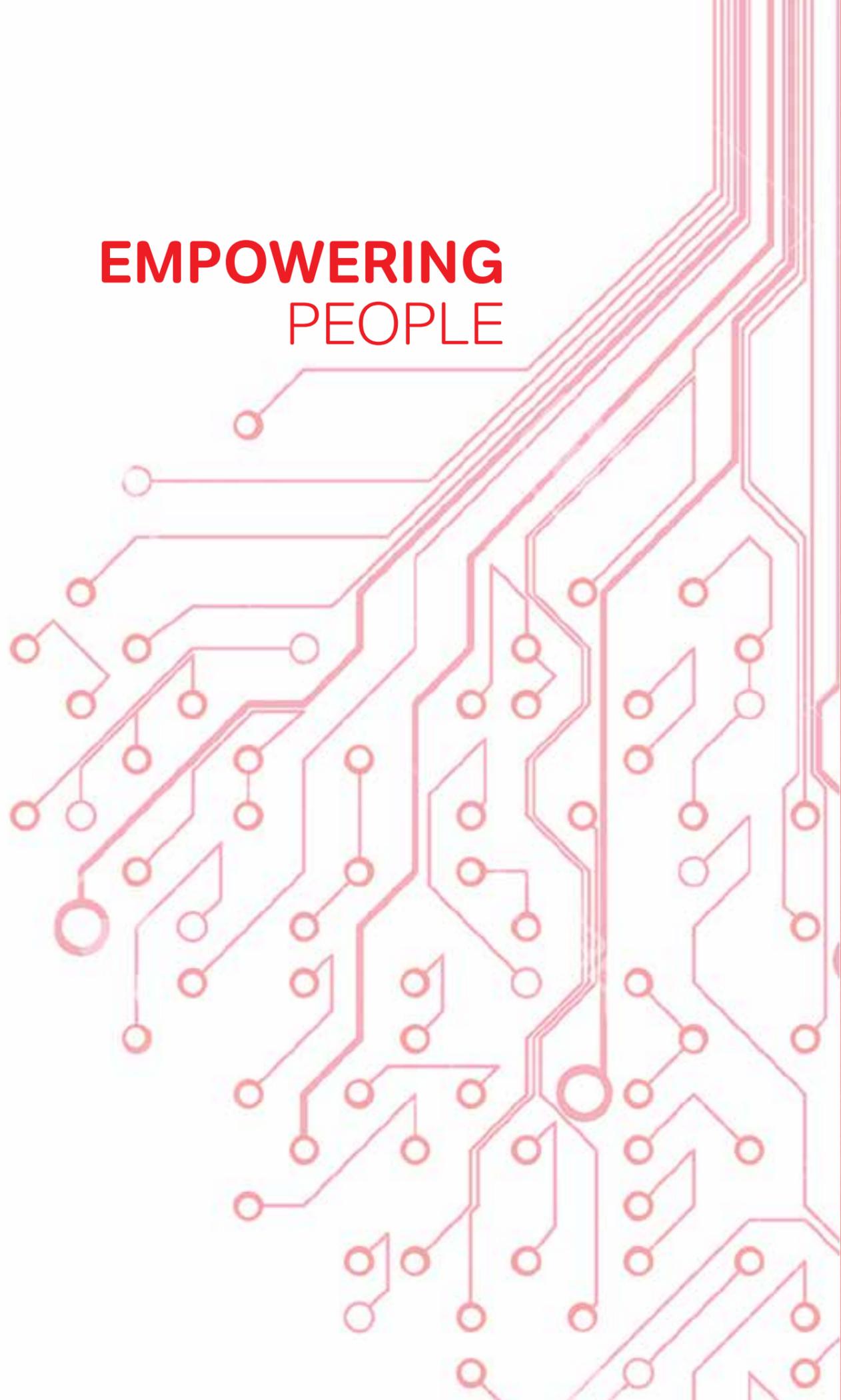


## Building awareness around EMF

We, at Airtel, give utmost importance to Community health and safety. We acknowledge the growing public concern regarding exposure to electromagnetic fields (EMF) and maintain complete transparency of our position. We also share updated and research backed data with our employees, partners and community at large. Our existing sites comply with the relevant guidelines issued by the Department of telecommunication (DoT), Government of India, which requires 10 times more stringent emission norms as specified by International Commission on Non-Ionizing Radiation Protection (ICNIRP). The operational sites are subjected to random selection and audit by the DoT's Telecom Enforcement Resource and Monitoring (TERM) Cells. In the FY 14-15, the audit of over 14,000 sites were performed by the TERM Cells and almost 100% of sites were found to be compliant with the emission norms. In addition to this, Airtel, in partnership with the Cellular Operators Association of India (COAI), conducts various programmes, workshops, seminars and stakeholder meets to build awareness about the issue EMF.

Airtel has been restlessly working to reduce the negative fallouts of its operations, across its value chain. It has taken a proactive and holistic approach towards reduced energy consumption, waste minimization and development of innovative solutions to ensure environmental sustainability.

# EMPOWERING PEOPLE



# EMPOWERING PEOPLE

Our values of being Alive, Inclusive and Respectful, drive the essence of our manner of existence and functioning, the core ingredients of which are service, integrity, trust teamwork and accountability. These create an environment for the individual, a win-win situation where not only does he/she prosper and grow on an individual level but also drive the vision and mission of the organisation.

Our **“Win with People”** strategy focuses at deeply embedding “talent first” to build a high performance culture, building capabilities and processes to help people deliver and grow, and the development of cross functional expertise. With this approach, we defined our Key Pillars for Human Resource last year:



**Keeping the above in mind the following key initiatives were undertaken:**

## 1. Redefining our competency framework:

### Drive Execution Excellence

This inspires to translate strategic priorities into operational excellence by using analytics, make things happen & deliver results.

### Focus on the Customer

Putting the customer at the heart of all we do, ensuring fairness & transparency.

### Build Collaborative Relationships

This suggests working seamlessly across functions, with partners & customers.

### Build teams, develop talent & self

This guides to building an aligned and energized team, developing skills, attracting and retaining talent.

### Be Entrepreneurial

This suggests making business choices with the mindset of an entrepreneur and delivering with the resources available. Also, it encourages taking risks.

**2. Talent+:** As part of our drive to simplify & automate key processes, we launched the new performance & talent management system Talent+. This year we have launched the 3+1, mid-year assessment & end year assessment modules on Talent+. We also launched the talent profile which provided the reporting managers with an integrated view on talent.

### 3. The "Talent Profile/Talent Profile Summary":

This initiative enabled a ready reference talent database document containing all information related to employees' profile. The same helps talent councils & for taking any talent, management & development related decision and also, a roll up access for all employees in the business & function. The Profile offers consolidation of all talent management related reports that can be extracted from Talent+.

**4. Airpulse:** To gauge the pulse of our employees & frame our engagement strategy, we also conducted our annual employee engagement survey - Airpulse. Airpulse is very closely tied to our four HR key pillars of “I know what I need to do”, “I am confident of delivering”, “I have a future here” & “I feel energized & connected” & has questions designed to check how are we progressing as an organization & within SBUs / different demographics on these key HR Pillars.



Airtel views that the productive work environment is where the employees are clearly communicated and connected. Employee engagement is thus the key business driver at Airtel. It provides its employees with a work environment that enhances their professional and personal growth.

In FY 14-15, the Employee Engagement Index score stood at 82%.

**5. Learning and development -** This year we also embarked on the philosophy of “leader led development”, where the focus is on equipping managers with key behavioral skills that will enable them to effectively identify the competency development needs of their team members and address them accordingly. For building functional capability, a hybrid learning approach was employed which utilized internal expertise and external knowledge to develop a blend of business need and Role based interventions with focus on delivery through e-mode as well as classroom. Functional anchors or SME helped co-create and/or deliver programs/e-modules that were relevant for the functional teams at the present time.



Airtel embraces diversity at the workplace and believes in the fact that diversity contributes to an experience-rich workforce. This belief translates in ensuring every organization unit is equipped with right talent, which is both competent and engaged. We do this by taking various initiatives for developing, communicating and connecting with our employees.

We are an equal opportunity organization and promote a workplace environment which is free from discrimination based on gender, race, religion, disability, etc.

10% of Airtel's total permanent workforce are women employees. Women are assigned equal job opportunities in the organisation and accorded due respect without any discrimination.



In FY 14-15, there were over 190 unique training interventions for the Company's employees. Of these, over 140 were competency based training and over 45 functional and leadership training interventions. This amounted to over 6,500 man-hours of learning.



## Rewards and recognition

Our reward and recognition philosophy is aligned to Airtel's business strategy of enhancing customer experience and display of our organizational values of Alive, Inclusive and Respectful.

Our compensation philosophy focuses on compensating employees fairly and consistently- with emphasis on performance differentiation, internal parity as well as market competitiveness.

The holistic rewards and recognition framework ensures focus on both short term and long term performance through instruments such as Sales Incentives, Annual Performance Bonus, and Long Term Incentives.

We also have a points based program for ongoing recognition of employees through an online portal called **'kudos!'**. The kudos platform was implemented in 2012, and its usage has more than doubled since its inception.

In the FY 14-15, 22792 AIR Value cards were given and 8388 unique employees were recognized (60% employees) and additionally, 2862 employees were recognized either by a Diamond, Gold or Silver award (19%).



## Health and safety

We are always looking for ways to make Airtel a great place to work. One of our top priorities is the safety, health and well-being of our employees around the world. We aim to create a safe work culture and create a zero accident environment at all times.

To ensure occupational health and safety throughout our operations a safety team led by a dedicated Safety officer was set up up last year and a 'Workplace Safety Policy Statement' was rolled out among all circles which details the roles and responsibilities of employees at each level to provide and maintain safe, healthy and injury-free working conditions. The Statement requires Circle management to form a Safety Committee to ensure a safe working environment.

Airtel acknowledge that healthy employees are more committed, engaged and productive. The long term strategic goal is to promote health and safety in the organization and to ensure the safety and the well-being of all employees.



In FY 14-15, over 600 women employees were trained on safety, self-defense, parenting and health awareness.



## Fostering an ethical work culture

Airtel's adaptability to the ever-dynamic telecommunication industry landscape has been underpinned by its certain core values of ethical behaviour and appropriate conduct. Airtel has always lived by strong values of respect, laid by its Code of Conduct, for our customers, employees and business associates. Each employee plays a significant role in maintaining the core value of the organisation by adhering to the Code in letter and spirit that ensures the company's sustained growth. Airtel's zero tolerance policy towards compliance violation reinforces integrity in every business action by its employees.

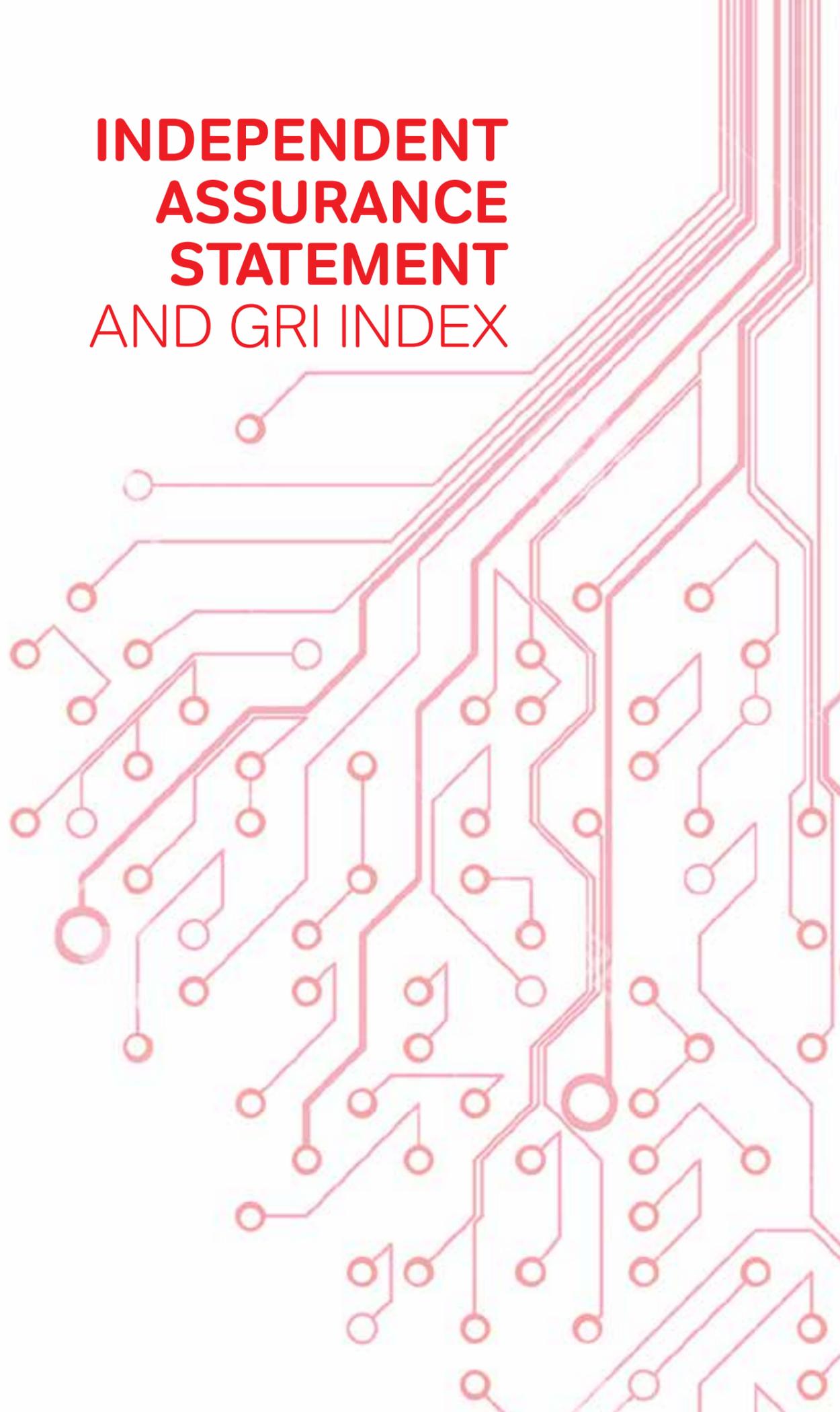


The Code of Conduct has been modified by the dynamics of the industry, though the principle of mutual trust and respect behind it has remained constant. This year, we have also launched a mandatory e-learning certification module to take employees through Bharti's Code of Conduct guidelines and also demonstrate scenarios on "how to proceed when faced with an ethical dilemma". To confirm the completion of the e-learning module, there is a certification, which is a mandate and as of July 2015, 100% of employees have undergone the CoC certification.

The office of Ombudsperson and Consequence Management Policies continues to identify the breach of CoC, the misdemeanor and penalizing the offenders. The Ombudsperson, which is accessible to all employees, encourages the stakeholders to seek help and later, investigate and take action in case of any grievances pertaining to Company's/individual's conduct. The Consequence Management Policy prescribes actions in cases of violation of the Code of Conduct, policies and guidelines and financial impropriety including bribery, corruption, misreporting and non-reporting of critical information. In FY 14-15, there were 14 allegations of bribery/corruption received, and investigations were completed in all cases and actions were taken accordingly.

Hence, Airtel embodies and fuels the aspirations of its people by emphasizing on their talent development, functional and behavioral capability building and definitive growth path. We work hard to establishing and nurturing relationships with our people, which we believe to be the foundation for successful achievement of our vision of enriching lives of our customers.

**INDEPENDENT  
ASSURANCE  
STATEMENT  
AND GRI INDEX**





**Ernst & Young LLP**  
22, Camac X  
5th Floor, Block 'B'  
Kolkata-700 016,  
India

Tel: +91 33 6615 3400  
Fax: +91 33 2281 7750  
ey.com

CEO and the Management  
Bharti Airtel Limited  
Gurgaon, Haryana, India

#### Independent Assurance Statement

Ernst & Young LLP (EY) was engaged by Bharti Airtel Limited (the 'Company') to provide independent assurance to the Company's sustainability performance during the period 1st April 2013 to 31st March, 2014, presented in its India Sustainability Report 2015 (the 'Report').

The Company has referred to Global Reporting Initiative (GRI) Guidelines apart from internal standards and guidelines, while drafting the Report. The development of the Report, its content and presentation is the sole responsibility of the management of the Company. EY's responsibility, as agreed with the management of the Company, is to provide independent assurance activities is to the management of the Company only and in accordance with the terms of reference agreed with the Company. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any dependence that any such third party may place on the Report is entirely at its own risk. The assurance report should not be taken as a basis for interpreting the Company's overall performance, except for the aspects mentioned in the scope below.

#### Assurance standard

Our assurance is in accordance with International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000) for 'limited' assurance, and also refers to Type I Moderate level assurance of AA 1000 AS (2008).

#### Scope of assurance and methodology

The scope of our work for this assurance engagement was limited to review of information pertaining to environmental and social performance for the period 1st April 2013 to 31st March 2014. Presented in India Sustainability Report 2015. We conducted review and verification of data collection/ measurement methodology and general review of the logic of inclusion/ omission of necessary relevant information/ data and this was limited to:

- Review of consistency of data/information within the report as well as between the report and source;
- Execution of an audit trail of claims and data streams, on a selective test basis, to determine the level of accuracy in collection, transcription and aggregation. Corporate office at Gurgaon was visited for this purpose;
- Review, policies and practices, pertaining to their social, environment and sustainable development, so as to be able to make comments on the fairness of sustainability reporting.

#### Limitations of our engagement

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2013 to 31st March 2014);
- Review of the 'economic performance indicators' included in the Report which, we have been informed by the Company, are derived from the Company's audited financial records;
- The Company's statements that describe expression of opinion, belief, inference, aspiration, expectation, aim or future intention;

#### Our assurance team and independence

Our assurance team, comprising of multidisciplinary professionals, was drawn from our Climate Change and Sustainability network, and undertakes similar engagements with various Indian and international companies. As an assurance provider, EY is required to comply with the independence requirements set out in International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. EY's independence policies and procedures ensure compliance with the Code.



#### Observations and opportunities for improvement

During our review process, we observed that:

- The Company has scope to develop a more robust data management system to improve the accuracy and completeness of reporting on certain indicators, viz, energy consumption (diesel and electricity consumption) and waste disposal (hazardous and non-hazardous waste and e-waste);
- The Company may further strengthen internal review of the sustainability performance data.

#### Conclusion

On the basis of our procedures for this limited assurance, nothing has come to our attention that causes us not to believe that the Company has reported on sustainability issues relevant to its business and its stakeholders.

On the principles of AA1000AS (2008), our conclusions are:

- Inclusivity: We did not come across any finding which causes us to believe that the Company does not have appropriate mechanism to apply the principle of inclusivity in engaging with the key stakeholder groups
- Materiality: Nothing has come to our attention that causes us to believe that any material issues have been excluded from reporting by the Company
- Responsiveness: Nothing has come to our attention that would lead us to conclude that the Company has not applied the responsiveness principle for engaging with its stakeholders on material aspects covering its sustainability performance

Ernst & Young LLP  
Sudipta Das  
Partner

Dated: April 24th, 2014  
Place: Kolkata



**AA1000**  
Licensed Assurance Provider  
000-43

# GRI INDICATORS INDEX

Profile Disclosure	Disclosure	Reference <sup>1</sup>
1.1	Statement from the most senior decision-maker of the organization	AR and SR
1.2	Key impacts, risks, and opportunities	AR and SR
Organizational Profile		
Profile Disclosure	Disclosure	Reference
2.1	Name of the organization	SR
2.2	Primary brands, products, and/or services	SR
2.3	Operational structure	AR
2.4	Location of headquarters	AR
2.5	Countries in operates	AR
2.6	Nature of ownership and legal form	AR
2.7	Markets served	AR
2.8	Scale of organization	SR
2.9	Significant changes during the reporting period regarding size, structure, or ownership	AR
2.10	Awards received	AR and WB
Report Parameters		
Profile Disclosure	Disclosure	Reference
3.1	Reporting period	SR
3.2	Date of most recent previous report	Jan - 13
3.3	Reporting cycle	SR
3.4	Contact point for questions	SR
3.5	Process for defining report content	SR
3.6	Boundary of the report	SR
3.7	Limitations on the scope or boundary	SR
3.8	Joint ventures, subsidiaries, leased facilities, and outsourced operations	AR
3.9	Data measurement techniques	NA
3.10	Effect of any re-statements of information provided in earlier reports	NA
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied	NA
3.12	Location of the Standard Disclosures	SR
3.13	External assurance	SR
4. Governance, Commitments, and Engagement		
Profile Disclosure	Disclosure	Reference
4.1	Governance structure	SR and AR
4.2	Indicate whether the Chairperson is also an executive officer.	SR
4.3	Independent and/or non-executive members at Board	AR
4.4	Mechanisms for shareholders and employees to provide recommendations to Board	WB
4.5	Linkage between Executive compensation and the organization's performance	SR
4.6	Processes to avoid conflicts of interest at the board	Website/AR
4.7	Expertise of board members on sustainability topics	AR and SR
4.8	Statements of mission, codes of conduct, and principles	AR and SR
4.9	Procedures for board governance on management of sustainability performance	AR
4.10	Processes for evaluation of the board's sustainability performance	NA
4.11	Precautionary approach	SR
4.12	External charters, principles, or other initiatives	Website
4.13	Memberships in associations	WB
4.14	Stakeholder groups	SR
4.15	Stakeholder identification and selection	SR
4.16	Approaches to stakeholder engagement	SR
4.17	Key topics and concerns raised through stakeholder engagement	SR

STANDARD DISCLOSURES PART I & II: Profile & Performance Indicators		
Economic		
Indicator	Disclosure	Reference
DMA EC	Disclosure on Management Approach EC	AR
Economic performance		
EC1	Direct economic value generated and distributed	SR
EC2	Financial implications due to climate change	NA
EC3	Coverage of the organization's defined benefit plan	AR
EC4	Financial government assistance	AR
Market presence		
EC5	Entry level wage compared to local minimum wage	AR
EC6	Locally based suppliers	SR
EC7	Local hiring	NA
Market presence		
EC5	Entry level wage compared to local minimum wage	AR
EC6	Locally based suppliers	SR
EC7	Local hiring	NA
Indirect economic impacts		
EC8	Infrastructure investment and services for public benefit	SR
EC9	Indirect economic impacts	NA
Environmental		
Indicator	Disclosure	Reference
DMA EN	Disclosure on Management Approach	SR
Materials		
EN1	Volume of materials used	NA
EN2	Recycled materials	NA
Energy		
EN3	Direct primary energy consumption	SR
EN4	Indirect primary energy consumption	SR
EN5	Energy conservation	SR
EN6	Initiatives for energy-efficiency and renewable energy	SR
EN7	Initiatives for reducing indirect energy consumption	SR
Water		
EN8	Total water withdrawal	NA
EN9	Effect of water withdrawal	NA
EN10	Water recycled and reused	NA
Biodiversity		
EN11	Land assets in or adjacent to protected areas	NA
EN12	Impacts on biodiversity	NA
EN13	Habitats protected or restored	NA
EN14	Strategies for biodiversity	NA
EN15	Endangered species	NA
Emissions, effluents and waste		
EN16	Greenhouse gas emissions	SR
EN17	Other greenhouse gas emissions	SR
EN18	Initiatives to reduce greenhouse gas emissions	SR
EN19	Emissions of ozone-depleting substances	NA
EN20	NOx, SOx, and other air emissions	NA
EN21	Water discharge	NA
EN22	Waste by type and disposal method	SR
EN23	Significant spills	NA
EN24	Waste deemed hazardous under the terms of the Basel Convention	NA
EN25	Impacts of discharges & runoff on biodiversity	NA

Products and services		
EN26	Initiatives to mitigate environmental impacts	SR
EN27	Packaging materials	NA
Compliance		
EN28	Sanctions for non-compliance with environmental regulations	NA
Transport		
EN29	Environmental impacts of transport	NA
Overall		
EN30	Environmental protection expenditures	NA
Indicator	Disclosure	Reference
DMA LA	Disclosure on Management Approach LA	SR
Employment		
LA1	Workforce by employment type	AR
LA2	Employee turnover	AR
LA3	Benefits to full-time employees	AR
Labor/management relations		
LA4	Employees with collective bargaining agreements	-
LA5	Minimum notice period(s) regarding operational changes	2 months
Occupational health and safety		
LA6	Workforce represented in joint health and safety committees	SR
LA7	Occupational diseases, lost days, and number of fatalities	NA
LA8	Training on serious diseases	SR
LA9	Trade union agreements on health and safety	-
Training and education		
LA10	Training per employee	SR
LA11	Programs for lifelong learning	SR
LA12	Regular performance and career development reviews	SR
Diversity and equal opportunity		
LA13	Composition of governance bodies	SR
Equal remuneration for women and men		
LA14	Gender pay disparity	SR
Social: Human Rights		
Indicator	Disclosure	Reference
HR1	Investment agreements	-
HR2	Supplier screening on human rights	SR
HR3	Training on human rights	WB
Non-discrimination		
HR4	Incidents of discrimination	-
Freedom of association and collective bargaining		
HR5	Freedom of association and collective bargaining	-
HR6	Child labor	-
Prevention of forced and compulsory labor		
HR7	Forced labor	-
Security practices		
HR8	Training for security personnel	-
Indigenous rights		
HR9	Violations of rights of indigenous people	-

Assessment		
HR10	Operations subjected to human rights reviews and/or impact assessments	-
Remediation		
HR11	Grievances related to human rights filed, addressed and resolved	SR
Social: Society		
Indicator	Disclosure	Reference
DMA SO	Disclosure on Management Approach	SR
Local communities		
SO1	Impact on communities	SR
Corruption		
SO2	Corruption risks	AR
SO3	Anti-corruption training	AR
SO4	Actions taken in response to incidents of corruption	-
Public policy		
SO5	Public policy positions and participation in public policy development	WB
Anti-competitive behavior		
SO7	Legal actions for anti-competitive behavior	-
Compliance		
SO8	Sanctions for non-compliance with laws and regulations	-
Social: Product Responsibility		
Indicator	Disclosure	Reference
DMA PR	Disclosure on Management Approach	SR
Customer health and safety		
PR1	Health and safety impacts along product life cycle	SR
PR2	Non-compliance with health and safety standards	-
Product and service labeling		
PR3	Product information	WB
PR4	Non-compliance with product information standards	-
PR5	Customer satisfaction	SR
Marketing communications		
PR6	Marketing communication standards	-
PR7	Non-compliance with marketing communication standards	-
Customer privacy		
PR8	Complaints regarding customer privacy	-
Compliance		
PR9	Sanctions for noncompliance with product and service related regulations	-

<sup>1</sup>AR - Annual Report (FY 14-15)  
 SR - Sustainability Report  
 WB - Website  
 NA - Not Applicable



Bharti Airtel Limited  
Regd. Off.: Bharti Crescent 1, Nelson Mandela Road, Vasant Kunj, Phase II, New Delhi - 110 070.

Contact:

 [sustainability@airtel.com](mailto:sustainability@airtel.com)

 [www.airtel.in](http://www.airtel.in)