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HIGHLIGHTS FY 2015-16

74% reduction
in CO_2 emissions per
Terabyte (TB) in network
infrastructure in the past
5 years and **27%** reduction
as against FY 2014-15

25% reduction
in CO_2 emission
per rack in data centre
operations as compared to
FY 2014-15

160,000 litres
of diesel saved in facility
and data centre operations
as compared to FY 2014-15

Over **3.5 Million (Mn)
Kilowatt hour (KWh)**
of renewable energy
generated through various
green wheeling initiatives

87,000 new network
sites deployed, which is
one of the largest network
deployment anywhere in
the world outside of China

Over **24%** increase in the
number of customers opting for
paperless bills over
FY 2014-15. Achieved a reduction
of over **1,000 Mn** sheets of
paper since FY 2011-12, making
progress towards our target of
zero paper wastage
from our operations

Unveiled
**India's first
Open Network,**
setting a new benchmark for
transparency in the industry by
making the entire network
information including coverage,
site details and signal strength
available to customers

12,723 household toilets delivered as part of our Satya Bharti Abhiyan initiative, benefiting over **63,000** users in **559** villages of Ludhiana district in Punjab

Over **85,100** rural children impacted in the academic year, through **254** Satya Bharti Schools, **498** learning centres and the Quality Support Program, with a cumulative impact to over **150,000** children. Over **14,000** children have been mainstreamed in the Government schools

90% of India based suppliers, with over **83%** local procurement (in terms of value), thus driving local procurement

Touching the lives of **95.6%** of the Indian population, with a network presence across **7,885** census towns and **779,919** census and non-census villages

26% reduction in customer complaints over the past 2 years

COMMITMENTS

- Reduce CO_2 emissions from our network infrastructure by upto **70%** on a per unit basis in the next 3 years.

- Drive the agenda of digital inclusion and effectively improve customer experience and accessibility by deploying over **160,000** base stations in the next 3 years.

- Contribute **INR 100,000** for every **0.01%** increase in call drop rate beyond 1.5% every month against the prescribed limit of 2%. Also, the amount for exceeding 1.5% benchmark to be contributed towards the education of underprivileged children.

AWARDS & ACCOLADES

Telecom Service Provider Award

Bharti Airtel's e-Shakti initiative for women's empowerment, from the Government of Andhra Pradesh

Golden Peacock Award

For Sustainability

Data Security Council of India (DSCI) Excellence Award

Bharti Airtel for Security in Telecom at the NASSOCM-DSCI Annual Information Security Summit 2015

Top MNC from Emerging Markets

By Transparency International, on corporate transparency and reporting with a cumulative score of 7.3 out of 10

IAIR Asia Sustainability Award

Company of the Year for Sustainability (Telecommunication/ India & South Asia)

Global CSR Excellence & Leadership Awards

Best Corporate Social Responsibility Practices Community Development

ET Telecom Award

e-Shakti (Madhya Pradesh) as the best initiative in the 'Use of Telecom for Social Good' category

Asia Sustainability Reporting Awards 2015

Certified with Asia's Best Sustainability Report

Change Maker Awards- Corporate Responsibility

Environment Conservation & Protection Category

Asia Corporate Excellence & Sustainability Awards 2015

Top Community Care Companies in Asia

SUNIL BHARTI MITTAL
Chairman

As part of an industry that lies at the heart of economic growth and empowerment, we have always been keen to expand our welfare quotient as much as our business interests if not more. What sets us apart, as a business entity is our steadfast commitment to balance our economic, social and environmental objectives with a highly dynamic and responsible approach over and above our relentless efforts to promote the cause of corporate governance and shareholder value creation.

With more than 350 million customers, Airtel is at the forefront of telecom revolution across 20 countries in Asia and Africa. We continue to work closely with our business partners and Governments to promote the agenda of Digital Inclusion in these markets. Innovative service offerings like those for farmers, artisans, fishermen among others to diversify and augment their incomes, and initiatives like e-Shakti that aims to spread digital literacy among women, underline our commitment to facilitate inclusion and empowerment. Airtel Money is another powerful instrument of inclusion that is gaining rapid traction in all our markets. With Airtel's deep distribution network, Airtel Payments Bank will be uniquely positioned to make banking more accessible in India.

Customer empowerment through network upgradation and expansion remained the most defining element of our business strategy during the year. We completed one of the largest site deployment initiatives in the world, rolling out over 87,000 new sites across India. We also unveiled India's first

'Open Network', thus setting a new benchmark in transparency by making all our network coverage information including site details and signal strength available to our customers. In a first-of-its kind commitment to maintain a high standard of Quality of Service (QOS), Airtel India has committed to contribute INR 100,000 to our CSR arm Bharti Foundation for every 0.01% increase in call drop rate in a circle beyond 1.5% every month.

Concern for environment is an overriding priority for us. Search for energy efficient way of doing business and promotion of renewables in our energy mix is an integral part of our business strategy. We have progressively achieved a reduction of 74% in CO_2 emission per terabyte in our network infrastructure in India over the last five years. 27% of this was achieved during the last one year alone. Under the 'Project Green City', launched by Indus Towers and Bharti Infratel a few years ago, over 37,000 sites have been tagged as 'green sites' till date. Cumulatively, Indian operations have saved over 160,000 litres of diesel at various facilities and data centres this year as compared to 2014-15.

An engaged and empowered workforce holds the key to our success. Our 'Win with People' strategy enables us to deliver 'Customer Delight' consistently to help realize our vision of enriching lives around us. Building a sense of ownership and a culture of co creation has helped us create an efficient, high performance organization.

Bharti Foundation, the philanthropic arm of Bharti Enterprises, further expanded the scope of its rural education initiatives during the year taking its cumulative reach to over 1,50,000 children. Airtel Africa's 'Adopt-a-School' programme too expanded its reach to cover more than 27,000 underprivileged children in the African continent. The rural sanitation initiative - the 'Satya Bharti Abhiyan', which started operating last year, has already delivered 12,723 rural household toilets benefitting over 63,000 users in Punjab's Ludhiana District. The year also witnessed the launch of another remarkable program called Nyaya Bharti to extend legal and financial assistance to underprivileged undertrials and convicts languishing in Indian jails.

Airtel recently added another embellishment to its already glittering record in corporate governance, when Transparency International ranked us first among 100 Top Emerging Markets multinationals in Corporate Transparency and Reporting.

Sustainability is all about 'moving towards a shared and harmonized future'. At Airtel, every decision we take – strategic or operational - is underlined by our belief that 'what is good for society is also good for business'. The present Report not just highlights in detail our approach to sustainability but elaborates our achievements in this regard over the last one year.

GOPAL VITTAL

Managing Director & CEO
(India & South Asia)

At Airtel, we touch and transform the lives of millions of customers across the country every day through our network. Providing a high quality network and a brilliant experience to our customers is the single biggest priority for us as a company. Along with this, we understand the importance of growing sustainably and investing back into the ecosystem.

We are committed to providing our customers the best network experience possible – which drove us to announce an ambitious network transformation initiative called Project Leap that will see an investment of INR 600,000 Mn over three years. As part of Project Leap, last year, we deployed over 87,000 sites across India. This is the largest network deployment anywhere in the world outside of China and an earnest effort in building a future ready network.

Investment in automation and tools like SON (Self Optimising Network) and Geo-Analytics help us enhance the quality of our network while reducing call drops. In this regard, we also announced a 25% more stringent voluntary benchmark of 1.5% for mobile call drops. With the launch of the Open Network, we made a paradigm shift in the way we engage with our customers. With this initiative we brought in transparency and opened ourselves to instant customer feedback.

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

Financial inclusion and access to health and education are key to India's progress. Last year, Airtel became one of the few companies in India to receive a Payments Bank license from RBI. This reinforces our commitment to the Government's vision of financial inclusion and banking services for every citizen. With Airtel's deep distribution network that touches every corner of the country, we believe that the Airtel Payments Bank is uniquely positioned to deliver quality banking services to customers. Initiatives such as IKSL, m-Health and m-Education are providing critical services through mobile phones and reducing the cost of access to millions of people in far flung rural areas.

We make every effort to drive digital literacy in the country. e-Shakti, our digital literacy initiative, in association with various state governments, successfully spread awareness on the internet to over 500,000 rural women in the states of Andhra Pradesh, Madhya Pradesh and Rajasthan.

Airtel has been at the forefront of CSR by actively supporting the Bharti Foundation. In addition, our circles have done some exemplary work in the fields of disaster relief management, environment protection and other social causes.

At Airtel, we are strongly committed to conducting our business responsibly and sustainably. Through our fourth sustainability report, I am delighted to share the initiatives we have taken this year that firmly put sustainability at the core of our agenda and made our corporate citizenship more meaningful.

OVERVIEW
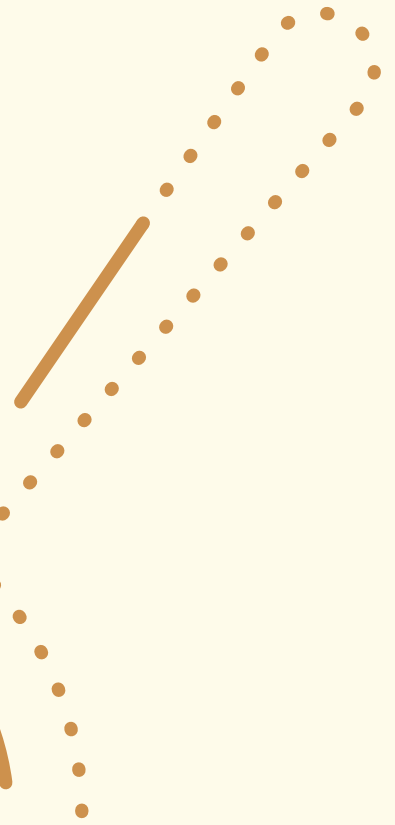
OVERVIEW

OUR
BUSINESS

Bharti Airtel Limited is a leading global telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, India, our Company is ranked amongst the top 3 mobile service providers globally, in terms of subscribers.

In India, Airtel's product offerings include 2G, 3G & 4G wireless services, mobile commerce, fixedline services, high-speed DSL broadband, IPTV, DTH, and 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.

By the end of March 2016, the Company had over 342 Mn customers across our operations globally.

OUR
REPORTING

Thank you for reading the 4th India Sustainability Report of Bharti Airtel Limited (hereafter referred to as 'Airtel').

We have developed this report around the issues that we believe have the highest level of importance for our key stakeholders, and the greatest potential impact on Airtel's ability to deliver its strategy. Our material issues remain substantively the same as last year, having being determined post a detailed stakeholder engagement exercise and prioritised along with associated risks and opportunities for Airtel.

OUR
SCOPE

The scope of this Report is Airtel's India operations, covering all businesses that are under its operational control. The aspect boundaries and content of this report have been defined using reporting principles prescribed in the GRI G4 guidelines.

The Report puts forth our attempt to align our business activities and the idea of sustainability, and in doing so, create a positive impact on our stakeholders including customers, suppliers, local communities, investors, employees and Government bodies.

OUR
VALUES

The Airtel Core Values expound on how we aim to embrace responsible business practices at the workplace, and how we intend to fulfil our commitments.

ALIVE

We are alive to the needs of our customers. We act with passion, energy and a can-do attitude to help our customers realise their dreams.

INCLUSIVE

Airtel is for everyone – we champion diversity, recognising the breadth and depth of the communities we serve. 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 due humility, honesty to achieve mutual respect.

OUR
SUSTAINABILITY
SCORECARD

Key Performance Indicator	2015-16	2014-15	2013-14	2012-13
Employee Engagement Score (%)	79	82	-	91
Gender Diversity (% of women for BAL standalone)	9.2	10	9.6	10
Social and Community Investment (INR millions)	681*	453	206	108
Community Development (number of students impacted through Bharti Foundation in the academic year)	85,126	55,762	48,543	44,523
Intensity of Carbon Emissions ($CO_2/TB^\wedge$)	6	8.4	12.7	17.2
Eliminating Diesel Usage (diesel consumption in litres per site)	2,269	2,465	2,736	2,817
Waste Reduction (paper reduction through e-bills in Mn)	309	256	208	138
Waste Management (e-waste disposal in tons)	1,700+	1,700 +	2,000 +	--
Increasing Reach (No. of Network Sites)	270,494	199,995	174,479	161,749
Population Coverage (%)	95.6	94.2	86.7	86.7
Market Share (% of wireless subscribers)	24.3	23.3	22.7	21.7
Number of Rural Customers (Mn)	122	107.6	93.8	82.9

OUR STAKEHOLDERS#

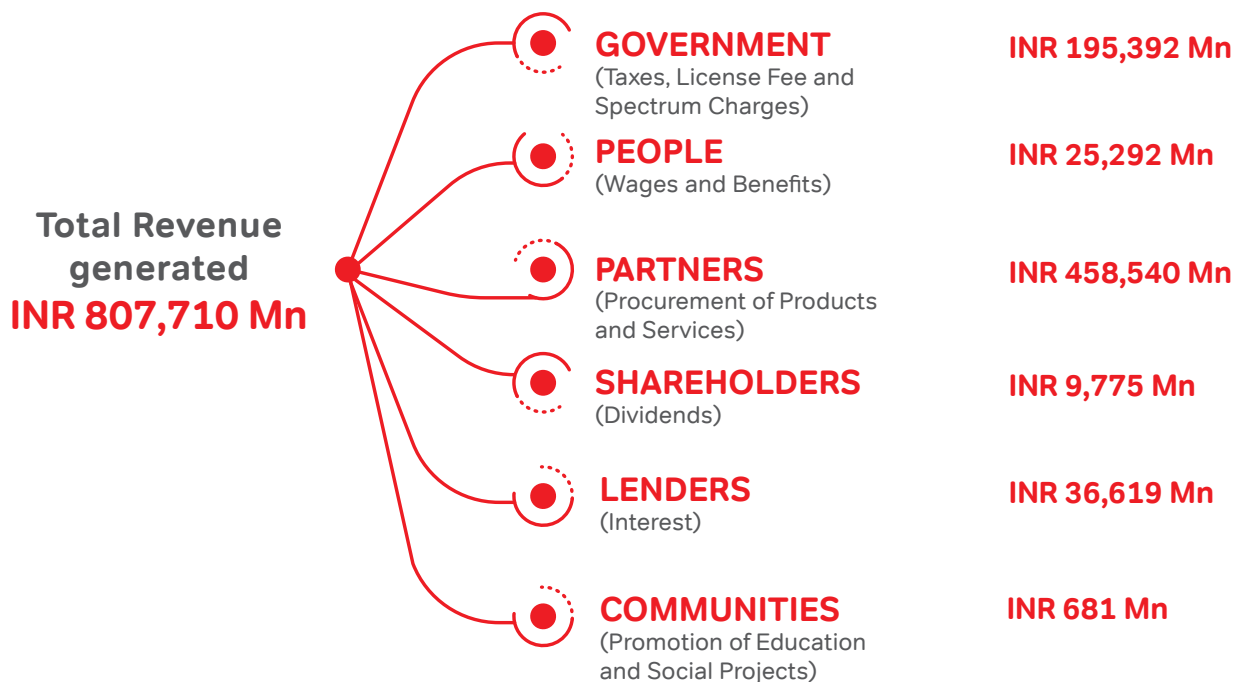| **342 Mn+** customers	**219,683** shareholders	**24,940** employees	**92,775** partners

*Boundary updated
^TB (Terabyte) here refers to the data usage in our wireless network
#Global operations

CREATING SUSTAINABLE ECONOMIC VALUE

With our unmatched subscriber-base making us India's leading telecom operator, it's only right that we give back. One of the most significant contributions of our business is the creation of economic value for our stakeholders. By utilising the revenue generated, we do this by creating jobs, paying taxes, contributing to social development, investing in newer technologies, building network infrastructure, and enabling local suppliers.

1 DIRECT CONTRIBUTION

Total Revenue generated INR 807,710 Mn

GOVERNMENT
(Taxes, License Fee and Spectrum Charges)
INR 195,392 Mn

PEOPLE
(Wages and Benefits)
INR 25,292 Mn

PARTNERS
(Procurement of Products and Services)
INR 458,540 Mn

SHAREHOLDERS
(Dividends)
INR 9,775 Mn

LENDERS
(Interest)
INR 36,619 Mn

COMMUNITIES
(Promotion of Education and Social Projects)
INR 681 Mn

INR 807,710 Mn
Economic value generated

INR 726,235 Mn
Economic value distributed

89.9%
Distributed among stakeholders

2 INDIRECT **CONTRIBUTION**

Generating Employment

- Today, we have **18,179** permanent employees across India.
- Over **127,770** associates have been employed by our partners to provide customer service, distribution, run our network infrastructure, and manage office facilities.

Building Infrastructure

- A total of **270,494** network sites have been established pan-India.
- **87,000 sites** have been added to Airtel network in just one financial year (FY 2015-16).
- We have invested **INR 138,369 Mn** in network infrastructure procurement.

Supporting the Underprivileged

- We have voluntarily invested **INR 681 Mn** in community programs, impacting the lives of **85,126** underprivileged children and their families, with a cumulative reach of over **150,000** students.
- Over **4,100** employees participated in our Matched Giving Program – A Caring Touch (ACT).

Driving Digital India

- Today, we connect **266.6 Mn** customers in over **7,800** census towns and **779,900** census and non-census villages in India.
- Over **3.6 Mn** farmers are getting benefitted from our mobile-based agricultural awareness initiative – **IFFCO Kisan Sanchar Limited (IKSL).**
- Over **500,000** women across the country, have benefitted from our digital literacy initiative – **e-Shakti.**

EMBEDDING
SUSTAINABILITY

MATERIAL
ISSUES
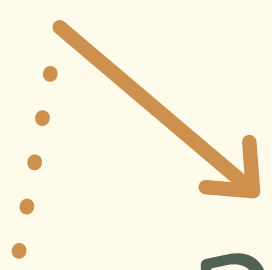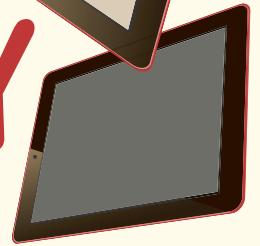
EMBEDDING
SUSTAINABILITY

Today, human lives are being increasingly influenced by the digital world. We, at Airtel, believe that technology has the power to transform society, making it more sustainable and inclusive.

It is with regard to this belief that our stakeholders have put forth some key response areas:

How can a telecommunications company like Airtel ensure that more and more people get included in the increasing benefits of a sustainable and enriched life?

?

What role does sustainability play in the company's overall strategic plan?

How can one continue leading with increasing resource constraints?

12

As we integrate ideas and practices of sustainability in our operations and strategy, we attemp to find answers to these concerns in collaboration with our stakeholders.

In the year 2011, we responded by making social inclusion a foundation of our sustainability program and bringing about a positive impact to the society and the environment by finalising our **'Blueprint for Social Inclusion'**. The Blueprint, through its vision "A million more are included and empowered through sustainable social and economic development", has helped the Company leverage its network presence, reach and accessibility, in order to address the issues like connectivity, healthcare, education, and financial inclusion, which are crucial for the socio-economic development of the community.

Our commitment to sustainable development through responsible business practices is complementary to our mainstream business agenda. In fact, the co-dependence of business and sustainability is deeply embedded in our core brand essence of "enriching lives", and this approach has helped shape every business decision we have made. As a result, we, at Airtel, have a comprehensive and structured sustainability plan in place, one that defines our corporate citizenship and how we aspire to act responsibly. It is our endeavour to use our business for the larger good, and catalyse change in the community so that every life we touch can thrive.

Having made considerable progress over the years, in 2015, Airtel decided to scale up its efforts and drive our sustainability agenda further. In order to strike a balance between its business priorities, and sustainability expectations, the Company launched the **'Airtel Sustainability Plan 2020'** – the framework for sustainable business.

Our strategy maintains its emphasis on our customers, planet, our people and the communities we work in with focused and measurable goals that align with the company's business objectives.

FOCUSSING ON WHAT MATTERS THE MOST

At Airtel, the idea of sustainability involves exceeding the customer expectations, enabling the communities we work in, attracting and retaining our best talent, and supporting the shift to a low carbon economy, thereby reducing the operational cost and making our business more sustainable. Therefore, the Company's objective is to continue with a profit-oriented business model while reducing the impact on the environment, enabling our people making a positive impact on the communities we operate in.
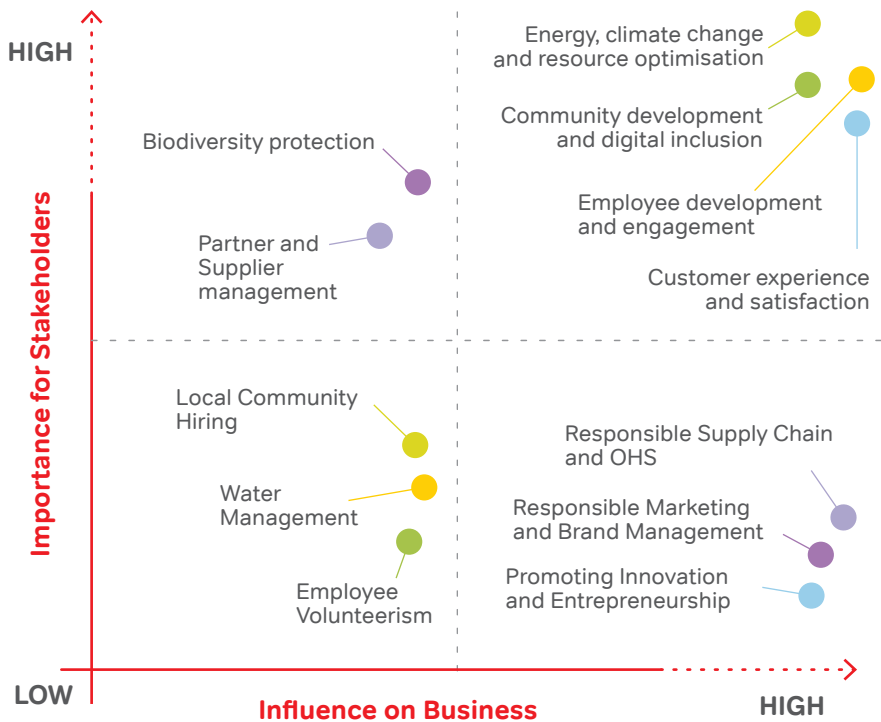
1 IDENTIFYING WHAT MATTERS

In 2015, we, at Airtel, revalidated the issues through stakeholder engagement to evaluate the key concerns of our stakeholders, as well as the risks identified through our risk management process. This led to the identification of 'material' or most significant issues of the year 2015 – materiality being defined 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 stakeholders. While this aided the revision of our Sustainability strategy, it also enabled further engagement with stakeholders, review of industry best practices, benchmarking of our own performance and an evaluation of risks and opportunities.

As a result, we have now updated our focus areas, ensuring that we concentrate our resources where we can make the maximum impact as a telecom operator.

HIGH

Importance for Stakeholders

Energy, climate change and resource optimisation

Community development and digital inclusion

Employee development and engagement

Customer experience and satisfaction

Biodiversity protection

Partner and Supplier management

Local Community Hiring

Water Management

Employee Volunteerism

Responsible Supply Chain and OHS

Responsible Marketing and Brand Management

Promoting Innovation and Entrepreneurship
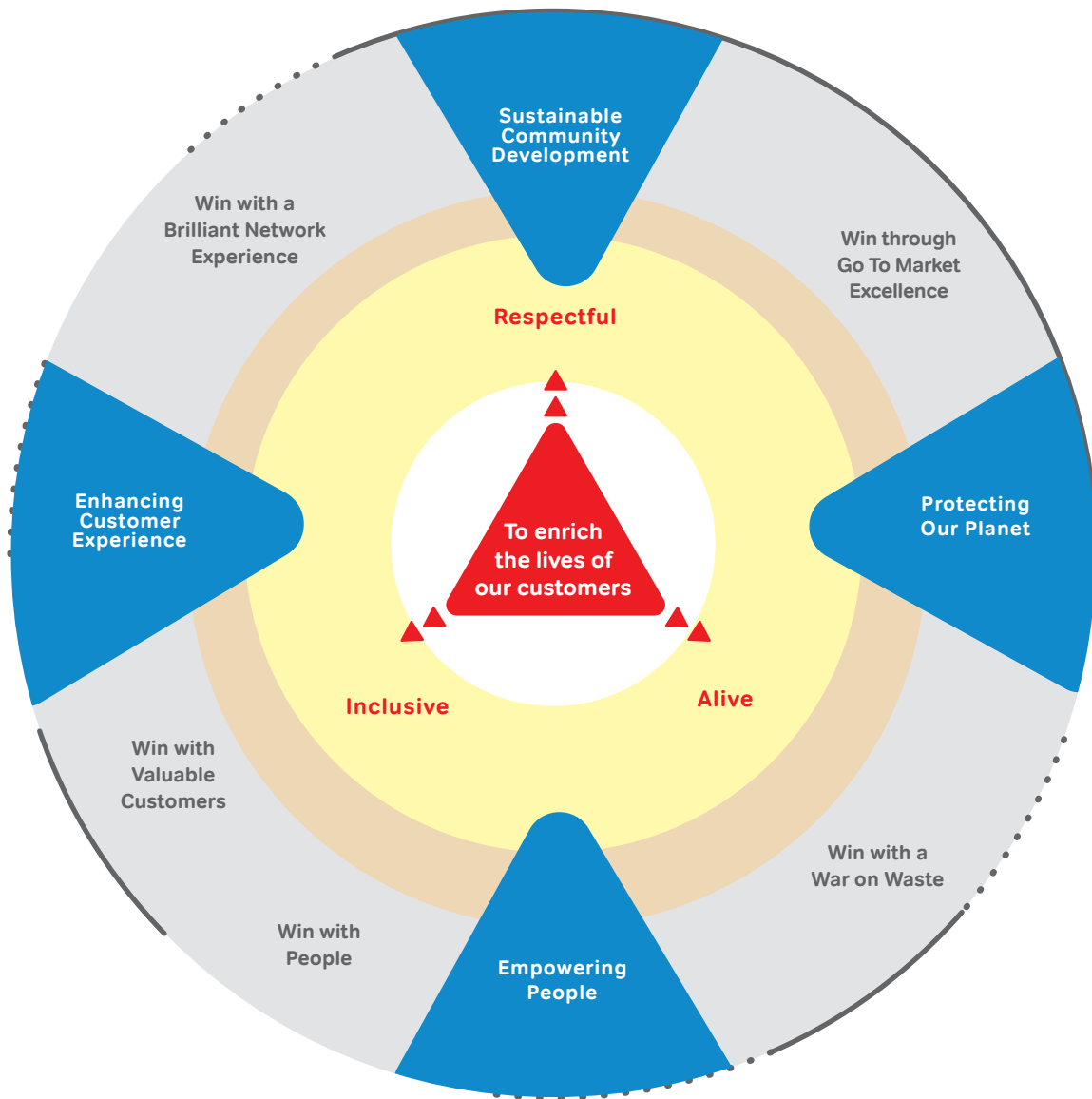
LOW **Influence on Business** **HIGH**

The 4 significant material themes or vision pillars that have emerged through this exercise, managed and monitored through our approach to sustainability are –

• **Sustainable Community Development**
• **Enhancing Customer Experience**

• **Protecting our Planet**
• **Empowering People**

These are aimed at addressing the significant sustainability challenges in a way that creates value for Airtel's stakeholders and aids the integration of sustainability in its operations, while mitigating risks and raising performance levels. The details can be found in Airtel Sustainability Plan 2020.

Sustainable Community Development

Win with a Brilliant Network Experience

Win through Go To Market Excellence

Respectful

Enhancing Customer Experience

Protecting Our Planet

To enrich the lives of our customers

Inclusive

Alive

Win with Valuable Customers

Win with a War on Waste

Win with People

Empowering People

Our Vision

Our Corporate Priorities

Our Values

Our Sustainability Pillars

AIRTEL

SUSTAINABILITY PLAN

2020

Vision Pillars of Sustainability

Approach

Action Pillars

Sustainable Community Development

The underlying belief at Airtel is that the digital world should be open to all. Therefore, we are committed to reducing the digital gap, with the aim of creating a platform where no person, service or information is too remote.

The backbone of our digital inclusion strategy is comprised of our highly efficient and impenetrable network infrastructure as well as our far reaching distribution. Ongoing investments in innovative technologies and applications backed by products and solutions that further create value for customers and society form the key pillars.

- Connecting India through deep network penetration.

- Creating adaptability for data and use of the internet.

- Supporting the initiatives of the Bharti Foundation, as well as our regional initiatives to bring about sustainable community development.

- Supporting all disaster relief efforts.

Enhancing Customer Experience

Our culture is to keep our customers at the heart of everything we do. This reflects as one of our core focus area, 'Win with Valuable Customers.' We strive to enhance their experience with us and build a lasting relationship to their needs and proactively improving the quality, delivery and reliability of our products and services. We ensure that we keep enriching the lives of our diverse customers through a world class seamless network experience, a rich and simplified service channel, and innovative yet cost effective customised services to meet the expectations of our diverse customer base.

- Building a robust customer experience management system and solutions.

- Building transparency and reduced surprises.

- Building a safe network.

- Protecting customer interests, privacy, and data security.

| Vision Pillars of Sustainability	Approach	Action Pillars

Protecting Our Planet	Our environmental strategy reflects the main focus on our investment and effort, concentrating on maintaining our drive to reduce the environmental impact throughout our value chain. We invest in technologies that are continually setting new standards in energy efficiency and environmental performance across our company's network infrastructure, facilities and technological centres. Over the past few years, we have been constantly optimising our energy sources and green IT solutions like paperless documentation and electronic channels in our operations. More importantly, we feel that it is our responsibility to optimise and manage, our resources and waste, and establish effective recycling capabilities.	• Reducing the negative impact of telecom infrastructure by:
		
		  – Deploying renewable energy solutions
		  – Implementing energy efficient technologies and management systems
		
		• Reducing the negative impact of our operations.
		
		• Optimising resources and managing waste responsibly.

Empowering People	We ackowledge that our success depends on the skills, knowledge and passion of all our people, therefore, our people strategy 'win with people' has been anchored on a critical pillar, called, 'Talent First', encapsulating aspects like: a. building a high performance culture, b. building employee capabilities to deliver and grow, and c. enabling effective cross-functional work culture. We believe in our strength of a diverse, vibrant, and inclusive workforce, which helps us to deliver a delightful experience to our customers to help achieve our vision of enriching their lives.	• Building a diverse and engaged workforce. • Building a sense of ownership and co-creation. • Building leaders through succession planning and fostering seamless cross-functional collaboration. • Building a learned and capable workforce. • Building collaborative relationships. • Building a healthy and safe workplace.

SUSTAINABLE
COMMUNITY
DEVELOPMENT
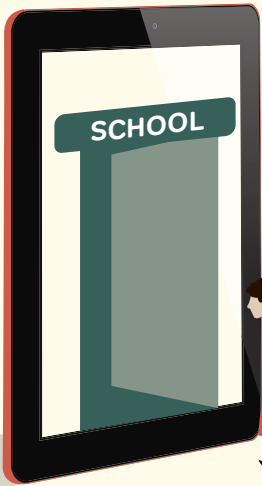
SUSTAINABLE **COMMUNITY DEVELOPMENT**

270,494 network sites; carried out the world's largest deployment of over **87,000** tower sites in a single year

1.5 Mn retail outlets and over **2,800** own retail stores

7,885 census towns and **779,919** census and non-census villages covering over **95.6%** of India's population

18,179 direct and over **127,770** indirect employment generated

Provided digital literacy training to over **500,000** women

OUR
APPROACH

Telecommunications services like mobile and internet have created a truly connected, networked world, thus improving governance, business communication, security, and disaster-relief, as well as contributing to the overall strengthening of the sociocultural ethos. Telecommunication plays a pivotal role as one of the architects of accelerated socio-economic growth.

As India's leading telecommunications company, connecting almost one in every five Indians in some way, 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 entire

bouquet of services the Company offer, including mobile services, broadband, mobile commerce and other Value Added Services. This was made possible by our **18,179** strong workforce and over **127,770** people working with our business partners and directly or indirectly servicing our widespread distribution channels, spread across **1.5 Mn** outlets and **270,494** network sites, spread across **7,885** census towns and **779,919** census and non-census villages in India, serving approximately **95.6%** of the country's population.
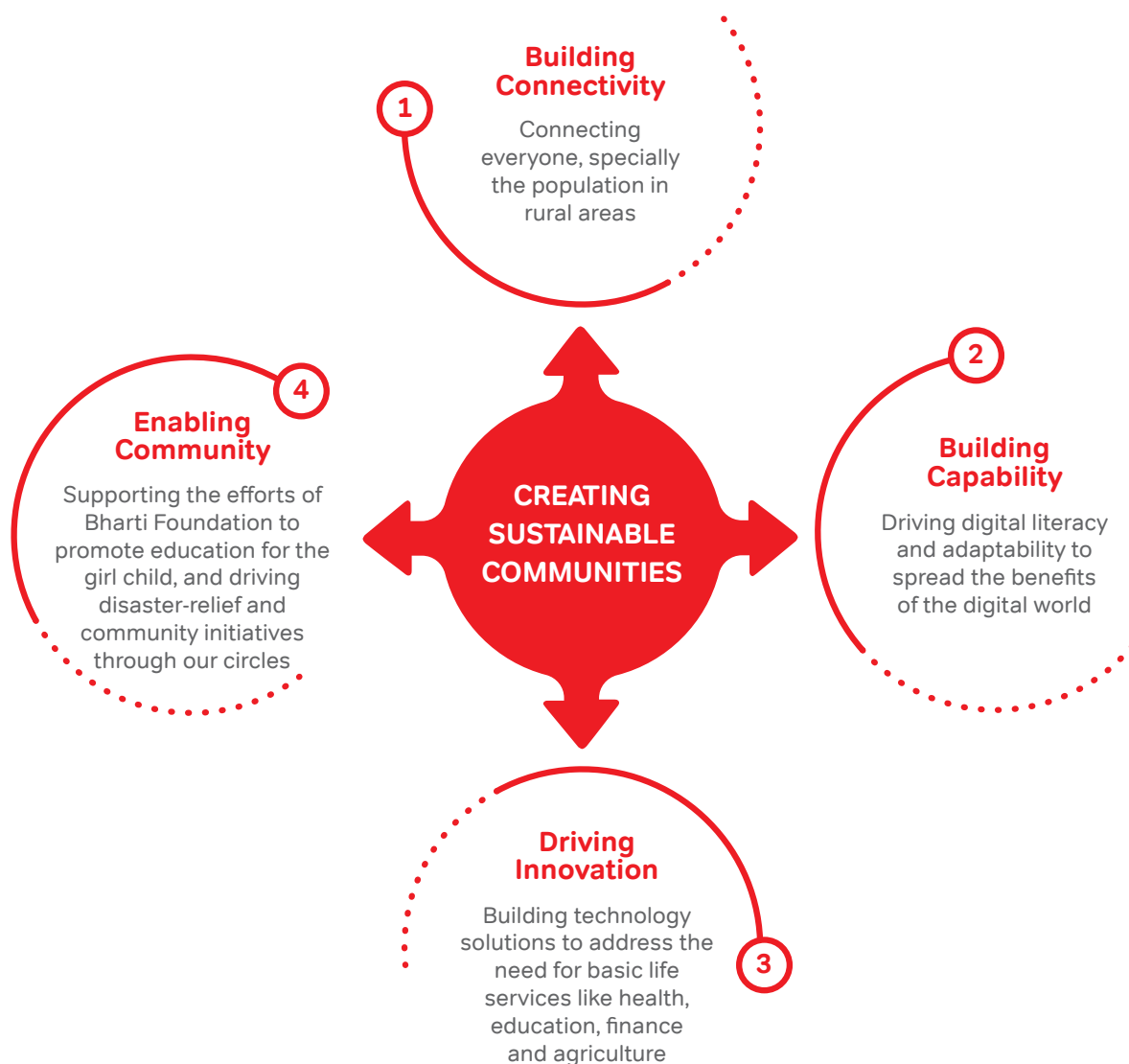
OUR
KEY FOCUS
AREAS

- **Connecting all of India through network penetration**

- **Creating adaptability for data and use of internet**

- **Community development in the areas we operate in**

- **Supporting disaster-relief efforts**

OUR
MEASURES

It is our constant endeavour to provide best-in-class services to our customers by continuously innovating and creating new competences, in order to plan, monitor, visualise and optimise our network ahead of our customer needs and expectations. Our efficient network coverage, deep internet penetration and vast distribution have helped us rapidly advance towards attaining these goals.

1 Building Connectivity

Connecting everyone, specially the population in rural areas

2 Building Capability

Driving digital literacy and adaptability to spread the benefits of the digital world

3 Driving Innovation

Building technology solutions to address the need for basic life services like health, education, finance and agriculture

4 Enabling Community

Supporting the efforts of Bharti Foundation to promote education for the girl child, and driving disaster-relief and community initiatives through our circles

CREATING SUSTAINABLE COMMUNITIES

21

1 BUILDING CONNECTIVITY

In FY 2015-16, Airtel recreated the network story all over again, with the addition of **87,000** new network sites. We now connect more than **95.6%** of India's population, **90%** of the country's national highways, and **96%** of rail routes. We also launched Airtel 4G in all 14 circles, 3G in 6 gap circles, and established U900 readiness in 5 circles across India. In addition, the Company deployed new sites and small cells in corridors of high consumption through dedicated demand-centric network planning and densification, in order to improve its network efficiency.

Airtel has also further strengthened its broadband network over the past year. It has now doubled the number of mobile broadband sites in place, and connect more than **350,000** towns and villages through high-speed mobile broadband.

We, at Airtel, have added more than **20,000 km** of incremental fiber, **550,000 km** of domestic and international fibre in order to provide seamless data services to our customers, along with voice calling services.

Apart from expanding our network, we have also been active in the innovation and development of latest technologies. The Company pioneered capabilities like dual carrier implementation and carrier aggregation, carrying out a successful pilot for LAA carrier aggregation.

Last year, Airtel embarked on tools like Self Optimisation Network (SON), and Geo-Analytics, for near-real-time optimisation, to maintain and improve network quality while reducing call drops. In this regard, we also announced a **25%** more stringent voluntary benchmark of **1.5%** for mobile call drops versus the existing TRAI-prescribed norm of 2% under the Quality of Service regulation. We also committed that the amount, calculated for exceeding the 1.5% benchmark, subject to a maximum of INR 1000 Mn, will be contributed towards education of underprivileged children in rural areas.

We have also made our network truly transparent, with the launch of our **Open Network initiative**. Our network information, including coverage, site details, and signal strength, is now readily available to our customers through various touchpoints.

To serve its B2B customers, Airtel has connected small and medium enterprises through iWAN (internet Wireless Access Network) to enhance their experience and smoothen the functioning of their businesses.

PROJECT **LEAP**

In FY 2015-16, we embarked on a network transformation initiative – **Project Leap**, involving a cumulative investment of **INR 600,000 Mn** over 3 years. This investment is over and above the **INR 1,600,000 Mn,** which we have invested in our active and passive networks, spectrum fibre, submarine cables and systems until the present. With an objective of building a smart and dynamic network to improve the customer experience by high quality voice and data across the country, it is one of the boldest and largest investments by a private company in India till date. With its comprehensive, multi-pronged approach, Project Leap will enable us to take a decisive lead in delivering a differentiated customer experience, through the following:

Largest Deployment of Network Infrastructure

During FY 2015-16, we deployed **70,000** base stations, making it the largest network deployment anywhere in the world outside of China. **60%** of our network is broadband enabled. We are committed to deploy **160,000** base stations in 3 years, which shall effectively double our existing network presence.

Broadband for All

Through our consistent efforts, we expanded our mobile broadband coverage to all towns and over **250,000** villages across India. In 3 years, we plan to offer mobile broadband to over **500,000** villages in the country.

World-Class Indoor Experience in Every City

To enable us to provide state-of-the-art coverage on both data and voice inside buildings across cities, we deployed a wide range of solutions including small cells, carrier aggregation solutions, Wi-Fi and the use of multiple technologies across different spectrum bands. We plan to deploy over **100,000** solutions through a combination of Wi-Fi hotspots, small cells and indoor solutions over the next 3 years.

Strong Backend

In order to serve the growing demand of data and improve the experience of our customers, we have planned to deploy **550,000 km** of domestic and international fibre in the years to come.

Massive Modernisation of Existing Networks

Over the next 3-year period, we will swap our legacy networks and base stations, and replace them with smaller, more compact and efficient technologies to enhance customer experience.

World-class Service Operations Centre

The company will further invest in a broad range of tools that includes Self-Optimising Networks (SON) for automatic network optimisation, geo-spatial network tools for targeted network planning, capacity enhancements, Customer Experience Management (CEM), as well as software defined networks.

BUILDING TRANSPARENCY

We, at Airtel, unveiled India's first Open Network setting a new benchmark of transparency in the telecom industry. It was launched to empower our customers so that they can evaluate our capabilities, see our commitment towards serving them, and make them partners in the journey towards building a truly great network. With the help of this initiative, we aim to make public our entire network coverage information through an interactive online interface. The customers can see the quality of network coverage/signal strength in any location across India through a colour-coded interface that will show if coverage is excellent, good, moderate or non-existent. This portal helps customers to lodge a complaint with the company for low or poor connectivity, and enables them to help us erect a tower in the vicinity.

DEVELOPING OUR
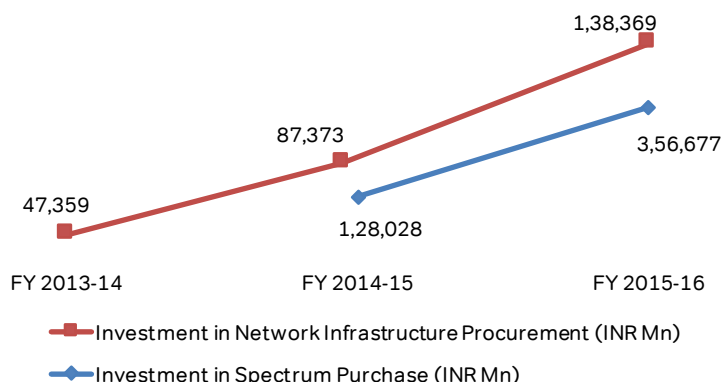# FAR-REACHING DISTRIBUTION NETWORK

We operate an omni-channel distribution network with over **14,350** distributors, **1,532,501** retailers, **49,635** feet-on-street executives through over **530** own retail stores and **2,300** franchise stores covering almost **500** cities and **215,649** villages in India.

This distribution network provides a one-stop-solution for all the services we offer, including mobile services, broadband, Direct-To-Home (DTH), as well as Value Added Services (VAS) like Mobile Commerce, mEducation, mHealth, and others.

- We have established around **53,000** Airtel Service Centres to service villages in rural areas.

- Over **7,400** rural Airtel Express outlets and nearly **116,870** canopy executives have been stationed across India to serve the rural market.

- We have **10** rural contact centres covering **10** villages/towns in **8** states, with over **2,000** employees to provide customised solutions to our rural customers.

Our **Network Strength**

With a population coverage of **95.6%** and network presence in **7,885** census towns, and **779,919** census and non-census villages, Airtel has deployed more than **750** switching and routing centres, which process more than **300 Billion (Bn)** minutes of voice, and over **147 Bn** MB of data traffic. This traffic comes from more than **270,490** network sites and is carried across more than **210,100** route kilometers of national optical backbone as well as our undersea cable network.

1,38,369

87,373

47,359

1,28,028

3,56,677

FY 2013-14   FY 2014-15   FY 2015-16

■— Investment in Network Infrastructure Procurement (INR Mn)

◆— Investment in Spectrum Purchase (INR Mn)

Our investment to build a strong network infrastructure has tripled in the past 3 years, with over **INR 495,046 Mn** invested in FY 2015-16 alone.

2 BUILDING **CAPABILITY**

Enabling Digital Literacy

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 realise its potential towards becoming a knowledge-driven economy. With the help of our core competencies and assets – namely network and spectrum, a talented workforce, and the capacity to innovate – we are uniquely placed to make a significant impact by building further and deeper-reaching infrastructure, and taking digital education to every village in the country.

EACH ONE TEACH ONE

Airtel organised **'Each One Teach One' Day** – an industry-first initiative, aimed at driving internet literacy in India and contributing to the nation's digital inclusion agenda.

○ E-SHAKTI

To support the Government of India's Digital India Initiative and with an aim to promote mobile internet literacy, access and awareness among women in India, we, at Airtel, rolled out **e-Shakti Abhiyaan** in association with various State Governments. The initiative benefitted over **500,000** women in Madhya Pradesh, Andhra Pradesh and Rajasthan.

In the state of Madhya Pradesh, Airtel partnered with Government of Madhya Pradesh to take digital literacy to the women for working with various government departments and for girl students of government-run schools and colleges. The training sessions, which were conducted by the quality trainers hired by the Company, focused on the basics of internet, prospective use and benefits of internet for women, awareness on various government portals, and introduction to social media. Over **149,000** women were trained across 23 districts of Madhya Pradesh till the end of March 2016. The initiative also bagged the ET Telecom Award as the best initiative in the **'Use of Telecom for Social Good'** category.

The Company also partnered with the Government of Andhra Pradesh for a mobile literacy digital mission among the women of Andhra Pradesh, in which Airtel's zonal teams were actively involved in spearheading the trainings. During the FY 2015-16, we trained over **360,000** women in all 13 districts of the state. The Abhiyan won '**Telecom Service Provider**' Award from the Government of Andhra Pradesh for its achievements in women empowerment.

In Rajasthan, we recently initiated the Abhiyaan, which is focused not only on the women, but also on men and college students of the state.

3 PROVISION OF INNOVATIVE SERVICES

Through persistent efforts, and with the help of our mobile, DTH and broadband platforms, we are 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 endeavour to further our sustainability agenda.

AIRTEL MONEY

In 2012, setting the pace for financial inclusion and bridging the gap in banking infrastructure, we launched 'Airtel Money' – the country's first-of-its-kind mobile wallet service by a mobile operator – offering instant money transfers between its own prepaid wallets and to bank accounts, on a secure and stable platform. It allows customers to enjoy the convenience of services like paying utility bills, mobile recharges, bill payments and online transactions on-the-go.

Last year, **Airtel became one of the few companies to receive the Payments Bank licence from RBI;** this will play a significant role in introducing the unbanked population to the digitised world of banking and payments. Through the Airtel Payments Bank – our widespread distribution and scaled ecosystem – we are committed to deliver a differentiated banking experience covering the remotest corners of India.
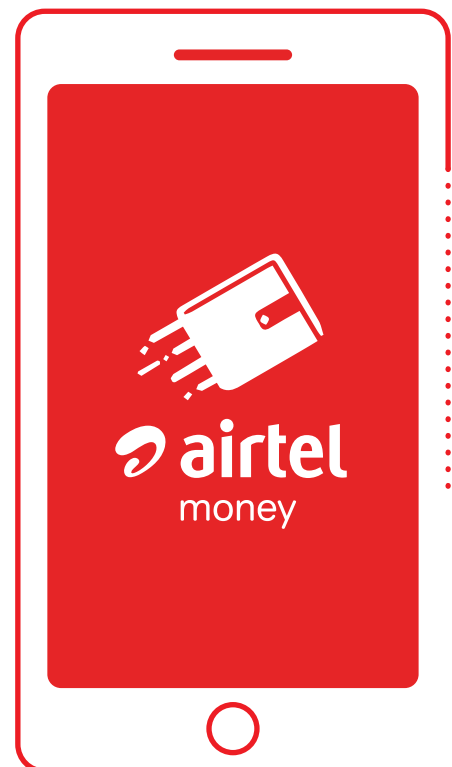
ENABLING AWARENESS AROUND
HEALTH AND EDUCATION

Lack of quality healthcare and education have been major hurdles in the socio-economic development of our economy. Through its accessibility and connectivity, Airtel has enabled the growth of these sectors by reducing the cost of physical infrastructure, as well as increasing the reach and transforming the timeliness and quality of these basic services.

By leveraging its capabilities to devise a unique mobile-driven solution, the Company is transforming the way healthcare services are provided with mHealth. It allows Airtel customers to avail quality health advice through their mobile phones, anytime and anywhere. It offers medical advice including self-care, doctor's consultation, emergency assessment and referral services.

Similarly, Airtel has also launched mEducation services, a platform enabling Airtel mobile customers across the country to easily access a host of educational services, including courses for language skills, entrance exam preparation and career counselling from the best of universities and professors in the country with just a few clicks on their mobile phones.

EMPOWERING AGRICULTURE

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

Highlights

- IKSL has benefitted over **3.6 Mn** farmers till date.

- Over **2 Mn** farmers were enrolled in FY 2015-16 across **19** states.

- Over **1.6 Mn** farmers have benefitted by accessing IKSL's Push Voice (OBD) content.

- With an expert panel strength of 44, and 47 content developers, IKSL delivered more than **118,800** customised messages and over **115** helpline farmer queries were addressed in FY 2015-16.

Services accessible through
the IKSL initiative

Through Focussed Communities/Groups, IKSL offers a communication platform to like-minded organisations like NGOs, SHGs, cooperatives, and institutions concerned with rural India. These organisations share common interests such as Sheep & Goat Rearing, Dairy, and Fisheries, and are able to communicate effectively with farmers/customers through facilities like the Kisan's Green SIM card etc. IKSL provides voice messages, Support on Helpline, and other programs, which are intensively customised to address the common interests of the community, and all information services are tailored for the group so that their collective interest is met.

Currently, over **75** focussed communities are operational in **19** states across India.

FREE VOICE MESSAGE
Free Voice Message for rural subscribers.

HELPLINE
Dedicated helpline for query resolution by experts.

CALL BACK FACILITY
To listen to voice messages once again.

OTHER PROGRAMS THROUGH MOBILE PHONE
Mobile quizzes, phone-in programs for expert advice.

FOCUSSED COMMUNITIES
Focussed services for groups with common interests.

Augmenting the Efforts of the Government
to Enable Farmers through IKSL

We, at Airtel, associated with the Government of Odisha to successfully enroll over 2 lakh fishermen in order to provide information pertaining to oceanic alerts and potential fishing zone information on a daily basis.

The Company partnered with the Government of Bihar-backed **Jeevika Project** to provide mobile-based alerts and advisory services to self-help groups and producers for information pertaining to agriculture, animal husbandry, education, health, livelihood, basic financial literacy, commodity prices, weather alerts, and to empower the rural community.

It also has carried out projects backed by the National Bank for Agriculture and Rural Development **(NABARD) in Haryana and Karnataka.**

Airtel has undertaken a project backed by the **Coconut Board in Andhra Pradesh.**

It launched a community-level **Haryana State Co-operative Supply and Marketing Federation Limited (HAFED) Project** for the Government of Haryana.

We, at Airtel, joined hands with Andhra Bank to provide the latest technical information on agriculture and allied activities to over 80,000 farmers of Andhra Pradesh and Telangana. Every day, the farmers receive two messages, one agriculture-related message pertaining to agro climatic zones, and one on bank products.

With the help of the **Bihar State Milk Co-Operative Federation (COMFED),** the Company has been able to provide customised information relevant to dairy farmers in Bihar.

In Karnataka and Andhra Pradesh, Airtel has projects backed by the **Spice Board.**

Kisan Call
Centre Services

Kisan Call Centres (KCCs) were launched by the Ministry of Agriculture to harness the potential of Information and Communications Technology (ICT) in agriculture. This initiative was aimed at answering farmers' queries over a telephone call, in their own language/dialect. IFFCO Kisan Sanchar Limited (IKSL) was selected by the Department of Agriculture and Cooperation (DAC), Ministry of Agriculture (MOA), Government of India, to manage KCC services.

At present, KCC services are managed from fourteen locations. With improved services and increased awareness amongst farmers, calls at the KCCs have increased over three-fold, to more than **23 Mn** calls during the last 2 years.

Kisan Bandhu
Training

IKSL is deepening its engagement in rural areas through progressive farmers designated as Kisan Bandhus. Kisan Bandhus are farmers who lead a group of 15-20 farmers within their community and act as an information hub for fellow farmers. Kisan Bandhus help the farmers in their groups, to strengthen their income-generating activities by disseminating the information provided by IKSL. Kisan Bandhus also provide IKSL with any specific requirements of their farmer groups for creating community-specific content.

Odisha Fisheries
Project

The fisheries project in Odisha has given high importance to empowering Women's SHG members working under the Fishery sector by educating them on various topics of livelihood such as fish preservation, value addition in dry fish and other information through the IFFCO Kisan Green SIM platform.

Impact Assessment of our Fishermen Awareness Initiative – IKSL

A structured impact assessment study was conducted to evaluate the quality of implementation of the scheme by IKSL, its impact on fishermen / fish farmers and the potential operational impediments and bottlenecks. The study involved a comparative analysis between a treatment group and control group. Out of 100,000 Green SIM cards distributed in the year of assessment, 1,000 beneficiaries were compared to 100 fishermen who were not provided the SIM cards to ascertain the impact of the service:

- **83.2%** respondents received voice messages regularly (4 voice messages in a day), and **78.4%** found the message audible and understandable.

- **100%** of the respondents unanimously agreed that they used to pay maximum attention to messages on weather forecast & warning, potential fishing zones, ocean state forecasts and general awareness & government social schemes.

- **87.9%** of beneficiaries found the content of messages satisfactory in terms of fishery best practices and **79.1%** were satisfied regarding messages about market information and prices.

- **IKSL mobile advisories made a sound impact in the following areas:**

  - **94%** of the respondents opined that the mobile services helped them to stay away from the sea during warning periods

  - **96%** of the respondents kept themselves ready during periods of exigency, with required consumable goods, medicine and water, etc., based on the specific mobile advisory received.

  - **56%** of the respondents expressed that the mobile advisory has increased their knowledge about aquaculture.

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4 ENABLING
THE COMMUNITY

As we strive for business growth and excellence by expanding the Airtel network, we continue to operate with great responsibility, paving our way towards an inclusive and equitable society. We have been partnering with Government's initiatives to empower disadvantaged communities through various need-based interventions.

We have been at the forefront of community outreach by encouraging education in rural India through Bharti Foundation, and in addition, our circles have done some exemplary work in the field of disaster relief, and also raising awareness about social issues, environment protection, among others.

The Satya Bharti School Program is the flagship initiative of Bharti Foundation. It is one of the largest rural education initiatives by India Inc. towards primary, elementary and senior secondary education for underprivileged children in rural India. This year the Foundation is celebrating 10 successful years of the Satya Bharti School Program. The Program continues to ensure the provision of quality education towards the holistic development of the students with well-trained teachers and is underlined by a process driven approach at scale. The objective is to develop the students into self-reliant individuals with a deep sense of social commitment. The structured program approach also includes various welfare schemes such as provision of free uniforms, study materials, mid-day meals, etc.

Bharti Foundation launched the 10-year celebrations of its flagship initiative, the Satya Bharti School Program, on August 5, 2015. The celebration was marked by the presence of Mr. Rakesh Bharti Mittal, Co-Chairman of Bharti Foundation, Mr. Vijay Chadda (CEO of Bharti Foundation), Ms. Mamta Saikia (Vice President of Bharti Foundation) and other key officials at Satya Bharti School, Bhojpur (UP).

◯ BHARTI FOUNDATION INTERVENTIONS

Bharti Foundation

- **150,000+** students impacted since inception
- **85100+** students impacted in the current academic year
- Nearly **2,500** villages impacted
- **1 Mn** community members impacted

Satya Bharti School Program

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

- **254** schools in **6** states
- **40,676** students
- **49%** girls, **75%** students ST/SC/OBC
- **1,635** teachers in total **54%** are female teachers

Satya Bharti Learning Centre Program

Partnering with the Government in setting up centres to enroll and mainstream 'Out Of School' Children (OOSC).

- **459** centres in **3** states
- **22,830** students impacted
- **14,703** mainstreamed
- **50%** girls
- **96%** students ST/SC/OBC

Other Initiatives

- Higher Education Programs

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

- Satya Bharti Abhiyan

- Nyaya Bharti

Satya Bharti Quality Support Program

Collaborate with the existing Government system and work towards improving the quality of education through need-based interventions.

- **39** Government schools in **4** states
- **21,620** students
- **953** teachers

Data as per 31st March 2016

All educational programs being run by Bharti Foundation entail close partnerships with the Government, policy makers, corporations, local communities and other stakeholders. These Programs aim at the holistic development of children towards making them employable citizens with a deep sense of commitment to society. The intent is to develop scalable and sustainable education models that can be replicated on a large scale by the Government, educational institutions and like-minded organisations.

We contributed **INR 681Mn** towards community development initiatives, including contributions to Bharti Foundation in FY 2015-16.

Children campaigning against Child Marriage

Community volunteer imparting training on governance issues

Quality teachers form the backbone of the Satya Bharti School Program. Robust training initiatives sustain and enhance the quality at the rural level

Students' campaign to raise awareness on health and first-aid

Students' campaign to enable awareness on health and first-aid

Students are encouraged to identify social issues prevalent in their communities, sensitise the villagers and create a socially aware society free from the dogmas that hinder development and inclusivity. In the past years, students have successfully led campaigns on issues like girl child education, substance abuse, environment awareness, caste discrimination , sanitation etc. These campaigns have garnered national and international laurels at multiple award platforms.

Student of Satya Bharti School addressing a community meeting

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ACT - A Caring Touch

INR 39,34,120
Employee Participation

INR 36,75,870
Employer Participation

INR 7.61 Mn
Total contribution towards Satya Bharti School Program

ACT is an employee payroll giving program for the Bharti Group of Companies. The program encourages employees to give back to society in terms of money, time, skills or knowledge. In FY 2015-16, Bharti Airtel employees, with the support of the Company, contributed **INR 7.61 Mn** towards the Satya Bharti School Program and **INR 0.36 Mn** was provided to other NGOs.

Instilling Community Service among Young Leaders

The Young Leader Program is a two-week corporate induction initiative. It encourages new joinees of Bharti Airtel to participate in various initiatives of the Foundation. This year, **43** Young Leaders volunteered at **21** Satya Bharti Schools across Punjab, Haryana, Rajasthan and Uttar Pradesh. They assisted the teachers in classrooms, trained students in various skills such as communication and leadership and also interacted with communities, during their stint with the Bharti Foundation.

A Marathon Effect

The Airtel Delhi Half Marathon is a robust platform generating awareness on various initiatives of Bharti Foundation as well as many other NGOs. Organisations and individuals from all walks of life participate with enthusiasm. Each year, the Foundation uses this opportunity to raise awareness on the need for quality education benefiting underprivileged children by promoting a 'theme' for the event. ADHM 2015 was centred around the commemorative theme of 'Celebrating 10 Years of Satya Bharti Schools' marking the important milestone of the School Program.

●● Cycling to Success

Rajbir is a sprightly young girl of 16. Behind her soft smile lies a story of determination, perseverance and victory.

Rajbir has always been a sincere student. One of five siblings, her father is a poor rickshaw puller. Her house is 8 km away from her beloved Satya Bharti Adarsh School in Fattubhila (Amritsar).

Rajbir worked hard to make up for the lost time spent in walking to the school back. Rajbir's dedication did not go unnoticed, her teachers got together and bought her a bicycle.

With two brothers riding pillion, Rajbir now rides the cycle to school daily. When the school conducted extra classes to support students appearing for the Class X Board

exams, she continued to attend uninterrupted. Scoring 9.2 CGPA at the CBSE Boards, her efforts stand validated. She is one step closer to her dream of pursuing an MBA and go on to work in a multinational company.

- 225 students from all five Satya Bharti Adarsh Senior Secondary Schools in rural areas of Punjab appeared for the Class X CBSE Board Examinations and achieved an overall pass percentage of 99.11%

- 41 students have scored a perfect 10 CGPA and 56 students scored between 9 and 9.9 CGPA

- 66% of these achievers are girl students

Satya Bharti Schools - Creating a Positive Social Impact

Impact on Children

• Instilling greater confidence
• Developing stronger values
• Making children coherent in communication
• Teaching them to respect the elderly

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

Impact on Parents and Communities

• Willingness to send girls to school
• Adopting better health and hygiene practices
• Notable shift in perception of education

96% of parents with a girl child studying at a Satya Bharti School wanted her to pursue higher education, compared to **73.7%** parents with a girl child going to another school.

Source: A research study conducted by EY in 2014.

Satya Bharti Abhiyan has provided girls toilets in Government schools of rural Ludhiana

Building awareness around sanitation

Satya Bharti Abhiyan
Driving Rural Sanitation

Motivated by the landmark speech of the Hon'ble Prime Minister calling corporates to step up for a 'Swachh Bharat', we, at Bharti Airtel, are enthusiastically supporting the **'Satya Bharti Abhiyan'** – a sanitation initiative being implemented by the Bharti Foundation in rural Ludhiana. The program involves investments of up to **INR 1,000 Mn** in constructing toilets while reaching out to over 1000 villages lacking sanitation facilities in Ludhiana District.

In addition to rural household sanitation, we aim to improve the sanitation facilities in government schools in rural Ludhiana by constructing new toilets for girls, where none exist.

• In FY 2015-16, **12,723** individual toilets have been handed over to **63,000** beneficiaries in **559** villages of Ludhiana district.

• **14** girl toilets have been set up in Government schools during the year.

Nyaya Bharti
Access to Justice for All

In line with the Hon'ble Prime Minister's vision of 'Sabka Nyaya' – Access to Justice for All – **Nyaya Bharti** is a first-of-its-kind corporate initiative, which aims to provide aid to the underprivileged undertrials who are first time offenders accused of petty offences and require financial and legal assistance to apply for bail and release. It also extends assistance to poor convicts undergoing imprisonment for petty offences due to their inability to pay petty fine imposed by the courts.

We, at Bharti Airtel, pledge to provide an annual grant of INR 100 Mn on an ongoing basis towards this initiative.

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 the 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.

OUR CIRCLE INTERVENTIONS

Disaster Relief

- Employee volunteering and donations

- Upkeep of our network and provision of free calls

Community Engagement

- Support to underpriviledged children and old age homes

- Assistance in self employment of the physically challenged

- Community driver for the eradication of social evils

Environment and Health

- Tree plantation

- Awareness drives

- Blood donation

- Health and eye donation camps

- Create social awareness

Promote Art, Sports and Culture

- Promoting local sports events

- Promoting local artists

- Organising local marathons to bring communities together

Disaster Relief

When a massive earthquake rocked Nepal in April 2015, Airtel offered free calls for 48 hours on its network from India to Nepal, thus enabling customers across the country to get in touch with their families and friends in Nepal.

Our Bihar and Jharkhand circles also donated INR 958,735 to the Chief Minister's Relief Fund on behalf of Bharti Airtel for the rehabilitation of the victims of Nepal's earthquake.

As hammering rains and unprecedented floods wreaked disaster in Chennai and other parts of Tamil Nadu, in 2015, the Airtel team promptly responded to the situation and rose to the occasion rapidly bringing the condition back to normal.

A 24x7 war room with specialised engineers and technicians was set up to drive network restoration round the clock. We also provided free talktime calling and mobile data to our prepaid customers and made extensions for bill payments to our postpaid and fixedline customers. The company also launched a helpline, which helped in tracking the location of people stuck in floods. In addition, we set up emergency calling booths and public Wi-Fi hotspots, which offered free calling and data services.

We joined hands with the local authorities to speed up and resonate relief work, set up relief camps and distributed essentials to flood-hit individuals.

When heavy rains hit various parts of Gujarat, throwing normal life out of gear, apart from the power outages, network connectivity too was majorly impacted.

Teams from Airtel, NSN and Indus joined hands, worked vigorously to restore network within 48 hours.

Working tirelessly with the local authorities, the team enabled communication for Airtel customers across the state. As a result, Airtel was amongst the first few telecom operators to have restored full connectivity while various locations remained submerged in flood water.

Responsibility towards the Environment

The MPCG circle, in association with a publication house, spearheaded a drive for the responsible collection and disposal of e-waste by setting up collection boxes at 8 zonal offices. Collected items included used CDs, DVDs, cables, among others. The circle also observed a week-long series of initiatives on the occasion of World Environment Day.

The team from Jaipur also spearheaded multiple Tree Plantation drives to make the city a cleaner and greener. On the other hand, KK circle held a drive to recycle the paper used at its office premises.

Blood Donation

Our company has been holding blood donation camps for several years at various circle locations. This year too, Gujarat, NESA and Rajasthan circle organised blood donation camps. A large number of employees took part in the initiative at their respective locations and close to 450 units of blood were handed over to blood banks across the region.

Rejoicing Special Days

Our Gujarat circle celebrated 'Garba' with specially-abled kids, street kids and people at old age homes to spread joy and smiles among the neglected sections of the society.

The team also helped the blind girls from Andh Kanya Vidalaya in setting up stalls to exhibit their products and raise funds on the occasion.

To celebrate Children's Day and Diwali with underpriviledged children, teams from the Airtel Circle Office in Jaipur, Jodhpur and Alwar zones went to four different Satya Bharti Schools, bearing gifts and sharing them with the children and with the schools.

The employees of UN circle pledged to engage with the Satya Bharti School students and community, especially during occasions like Republic Day, Children's Day, among others.

Similarly, Airtel NESA celebrated Independence Day with underprivileged children of the NGO, Snehalaya, by distributing food and joining the kids for a movie screening.

Joy of Giving

Team Rajasthan, following Airtel's culture of giving back to the society, celebrated the "Joy of Giving" week, wherein the team from Airtel interacted with the children of various Satya Bharti schools and sought from them the wishes that they would want to be fulfilled. These wishes were put up the 'Wish Tree' and were owned up by various employees who contributed to fulfilling them by converting these wishes into 'Wish Fruits'.

We, at Airtel, in our unceasing efforts to make 'Concern for Community' an inherent component of our business strategy, pledge to continue the good work and actively seek areas where our expertise and resourcefulness can be leveraged make this world a better place to live in.

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ENHANCING
CUSTOMER
EXPERIENCE

ENHANCING CUSTOMER EXPERIENCE

Over **251 Mn** mobile service subscribers in India, representing an **11.16%** increase over the previous financial year

398.20 Pb data usage, which is more than a **19%** increase over FY 2014-15

25.2 Mn new mobile subscriptions in India in FY 2015-16, representing the fastest subscriber growth in the telecom industry

Introduced the Net Promoter System

On an average, over **40 Mn** customer call queries were addressed every month by our contact centres

Over **3,000 Mn IVR** calls received during the year

77 inbound and outbound contact centres, across **31** cities, with over **25,000** exclusive agents to serve our customers

26% reduction in complaints over the past 2 years

Over **600** active acquisition tariff plans available for our mobility and fixedline customers, as of March 2016

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OUR
APPROACH

One of the core focus areas in our strategy for the year, FY 2015-16, is 'Win with Valuable Customers', and the Airtel Management Board (AMB) regularly monitors all the happenings during the current year and developments regarding customer experience. During the current strategy period, we wish to increase our customer retention through an integrated end-to-end experience, while creating data adaptability, improving our overall retail store experience, and

providing affordable and low cost internet access to all our customers. Our long-term strategic goal is to innovate and deliver a wide range of cost effective, secured, on-time, and customised services using the best technology solutions for our customers.

OUR
KEY FOCUS
AREAS

- **Improve customer satisfaction**

- **Improve quality of service**

- **Promotion of innovative products and service offerings**

- **Demystifying Electromagnetic Fields**

- **Protecting customer privacy and data security**

OUR
MEASURES

1   CUSTOMER EXPERIENCE MANAGEMENT

We, at Airtel, are committed to providing our customers with best-in-class telecommunication products and services, and in the process, simplify the entire acquisition and servicing experience to make it straightforward and enjoyable for all our customers. We aim to provide professional, efficient and helpful service at all times.

Some of our recent interventions for enhancing customer satisfaction include:

- Improved capabilities on our website www.airtel.in, which serves as a universal solution for all services offered by us, through a dedicated customer account login. It includes service activation/deactivation, payments, statement and bill analysis, value added services or even raising service requests.
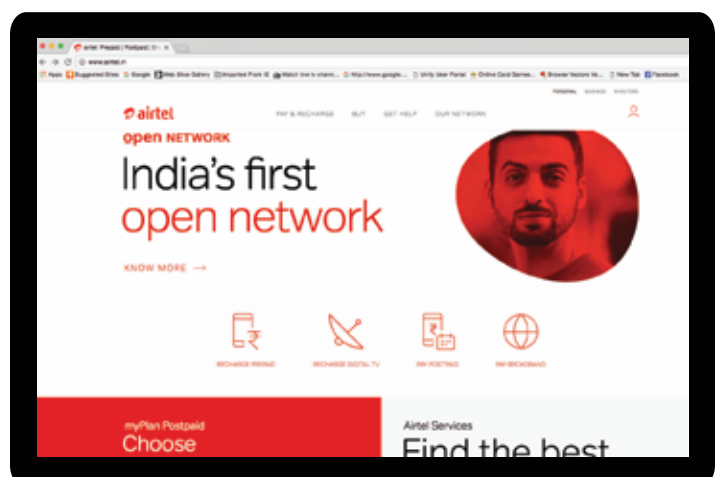
- We rolled out over **530** own retail stores and **2,300** franchise stores across **500** Indian cities to provide a one-stop-solution for all Airtel products and services. These stores cater to all customer needs, providing the best of services and technology, offering a superior experience to customers walking into our outlets.

- CTRL A – A dedicated social media servicing team with a state-of-the-art centre to track customer behavior, resolve issues raised on social media sites, analyse customer preferences, and to provide a deeper understanding of markets and products.

- We launched SIM-Swap on self-care, which enables our prepaid and postpaid subscribers to exchange their existing 3G SIMs for an upgraded 4G-compatible SIM.

- We introduced personalised e-mail IDs for our corporate customers, empowering them to reach out to us with any kind of issue or query, where over 90% of queries/issues were addressed within 4 hours.

- We, at Airtel, developed Decision Trees, which are easy-to-use GUI-based tools that detail out all the processes and products at our contact centre, aiding call centre advisors in providing accurate resolutions to customers in the first interaction itself.

- We have specialised call centres for high value customers, following stringent hiring guidelines to ensure the highest proficiency level in spoken languages and education, and providing an enriched and world-class experience.

- We have improved our service quality through enhanced IVR (Interactive Voice Response), increased focus on providing a resolution during the first customer interaction, reduced wait time, improved call handling skills and personalised customer handling.

BEST-IN-CLASS DTH SERVICES

The Company is relentlessly working on technology advancement, enabling customers to have a best-in-class and seamless TV viewing experience by offering various customised solutions like a multi-lingual electronic program guide and universal remote in the market.

With the objective of being the fastest to install and fastest to resolve, in the industry, Airtel is committed to providing new installation within 4 hours and complaint resolution within 6 hours; in FY 2015-16, over **95%** of installations were performed within 4 hours and **90%** of complaint resolution was done within 6 hours. To further enhance the customer on-boarding experience, it launched an express service in the top **26** cities, wherein new connections will be installed within 2 hours.

WE LISTEN TO OUR CUSTOMERS
THROUGH VARIOUS TOUCHPOINTS:

- Online, through www.airtel.in, we currently get over **1 Mn** hits per day with an average time spent per visit of nearly **7 minutes.** Around **30 Mn** customers either use or browse this mode every month to manage their mobile, broadband, digital TV or airtel Money accounts with ease.

- On social media, through our presence on social media sites like Facebook and Twitter, we receive over **4,100** mentions with nearly **1,265** queries every day.

- Through our **2,000+** company-owned retail stores and over **8,000** Customer Relationship Officers in over **500** cities across India.

- Via phone, customers can opt to call us at over **49** of our contact centres, situated across **36** cities with over **15,000** exclusive agents handling close to **490 Mn** one-to-one calls every year.

- Via self-care channels such as IVR, USSD, SMS and myAirtel app. Currently, over **12 Mn** customers have downloaded the myAirtel app.

AIRTEL OWN RETAIL STORES

With an aim to enhance customer experience and provide personalised services to our customers, we have opened over **530** own B2C and over **2,300** franchise retail stores across the country. These stores, serve as a one-stop-shop for all our services and customers' needs. Some of the key differentiating features at these stores include:

- End-to-end support for mobile devices and data connectivity, and delivering the best service experience for customers at competitive prices.

- Enabling customers to experience our products and services so that they can make a decision based on their requirements.

- Providing a seamless payment experience through the Self-Service payment kiosk.

- A few outlets run and managed by women employees, to focus on addressing the needs of female customers across the country, especially in tier 2 and 3 cities.

- Helping Airtel customers on no-wastage on their telecom expense.

SIMPLIFYING THE
PAYMENT EXPERIENCE

We, at Airtel, continuously strive to offer every possible payment option to our customers in order to ease the entire experience.

Some of these include:

- **Online payment/recharge via website (www.airtel.in)**

  When it comes to bill payments and recharges, we give our customers various options like netbanking, card payment, ECS, auto debit and more, on our website. On an average, more than **5 Mn** transactions are made every month, including prepaid, postpaid, DTH recharges, and telemedia bill payments.

- **Ezetap**

  Available in over 530 own retail stores and around 2,100 franchise stores, Ezetap is a mobile POS solution that allows easy and fast receipt of payments through all possible modes of payment. By generating an e-receipt of the payment, the application also reduces paper wastage. We are currently working towards extending this application to our sales force to enable easy customer acquisition and payments.

- **Bill on Cloud**

  In order to reduce paper wastage and the effort required by our corporate customers to manually sort and analyse manual monthly bills, we introduced 'Bill on Cloud'. It enables easy login and access to their online account, while also analysing and processing bills from the past 3 months. Currently, over **60%** of our corporate base has been enrolled into the Bill on Cloud solution.

- **Enabling payments in rural areas**

  We have tied up with various regional payment agencies like eSeva, eMitra, and KarnatakaOne, among others. Their outlets serve as payment collection centres, facilitating easy payments for our rural customers who otherwise face an issue with payments and recharges.

MEASURING **CUSTOMER EXPERIENCE**

The loyalty of our customers is a key factor for sustainable growth. Constant feedback from our customers is vital to ensure that we improve our products, services and processes. Tools such as the Net Promoter Score (NPS) enable us to gather this feedback. NPS is a holistic measure which aligns with our goal of delivering a world-class customer experience.
It helps us ascertain our customers' experiences while using our services and also build their trust in our brand.
It is a strong predictor of customer behaviour and their likelihood to purchase from us. In fact, NPS changes the way we do business. It pushes us to take action by reaching out to our low-scoring customers to clarify and understand their issues, analyse and fix the root causes, as well as reward and coach our employees to deal with customers.

Our motive is to strategically redesign processes to ensure a defect-free journey for our customers, ultimately ensuring a seamless experience with the least amount of trouble for our customers. The scoring methodology helps us identify areas for improvement through direct customer feedback and rating.

These tools help us listen to our customers, identify their needs and learn from them so that we are able to improve our products, services and processes. In addition to NPS, we use different feedback sources to receive further insights on how to deliver a superior customer service. These sources include complaint management, mystery shopping, social media management and exit surveys.

Over **2.43 Mn** new customers were added in FY 2015-16.

We achieved a **26%** reduction in complaints, from FY 2013-14.

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2 BUILDING TRANSPARENCY AND REDUCING SURPRISES

Over the year, various initiatives were undertaken to increase transparency for our customers and reduce the surprises arising due to bill shock and lack of awareness about services. Some of these include:

- Airtel's myPlan, released in 2013, aims at building fairness, flexibility and transparency, and involves almost **5.2 Mn** of our postpaid customers. Customers have the flexibility to make their own plan basis their usage and requirements, thus lowering their monthly bills. In addition to this, it allows for the customisation of postpaid plans based on the customer and their family's usage preferences and requirements. Customers can choose their plan benefits and share them with up to 5 of their family members, ensuring zero wastage or overspending, which is otherwise inherent in individual plans.

- Online tutorial videos to help customers explain their bills, 'myPlan' and other ways to choose a plan that fits their requirements. Airtel also launched an initiative called Pehla Kadam, through which every new postpaid customer receives a call clarifying the details of the first bill. These customers are contacted again post generation of their second bill and better plans are suggvested, as per their usage. Under this initiative, over **41,600** postpaid customers are contacted every month

amongst which over **40%** customers opt for a conversion in their plans. This results in increased customer retention as compared to non-conversion customers.

- To reduce bill shock in areas where customers are prone to receiving higher bills, like international roaming, the Company launched country-agnostic packs that eliminate the need for activating different packs for different countries.

- We introduced Mobile Broadband Charging (MBC) to make customers aware of their data consumption in real-time through instant alerts regarding usage, thereby preventing bill shocks. This initiative enables the shifting of customer data usage cycle management to a different system which ensures the online instant tracking of usage and updates.

IMPROVED **ONLINE SERVICE**

myAirtel App
Enabling Self Service and Building Trust

It serves as an all-encompassing app for Airtel customers, which enables them to manage services like postpaid, prepaid mobile connection, broadband, fixedline and digital TV, effortlessly. In FY 2015-16, the Company launched a refreshed intuitive interface that simplifies customer journeys and delivers an enhanced digital experience. We also rolled out numerous smart features like management of various customer accounts, quick replication of frequent tasks, faster payment checkout through stored cards, and the ability to recharge any number seamlessly.

Over
12 Mn
downloads of myAirtel App till March 2016

Nearly
17.6 Mn
prepaid mobile transactions in FY 2015-16

Over
4 Mn
postpaid bill payments in FY 2015-16

31 Mn
hits to check data balance for mobility prepaid and postpaid in Q4 FY 2015-16

Access Anywhere, **Anytime**

Through www.airtel.in and mobile-based WAP (Wireless Access Protocol), customers can conveniently access and easily manage their Airtel account – mobile, broadband, digital TV or airtel Money – anytime, anywhere. These services enable customers to pay bills, check their account balance, recharge accounts, view their payment history and detailed monthly usage, and raise requests and complaints effortlessly.

- Over **30 Mn** average visits per month with almost **16 Mn** unique users

- Nearly **28 Mn** prepaid and **24 Mn** postpaid transactions took place through web and WAP in FY 2015-16

- Customers made over **6.2 Mn** telemedia and **4.6 Mn** DTH payment transactions
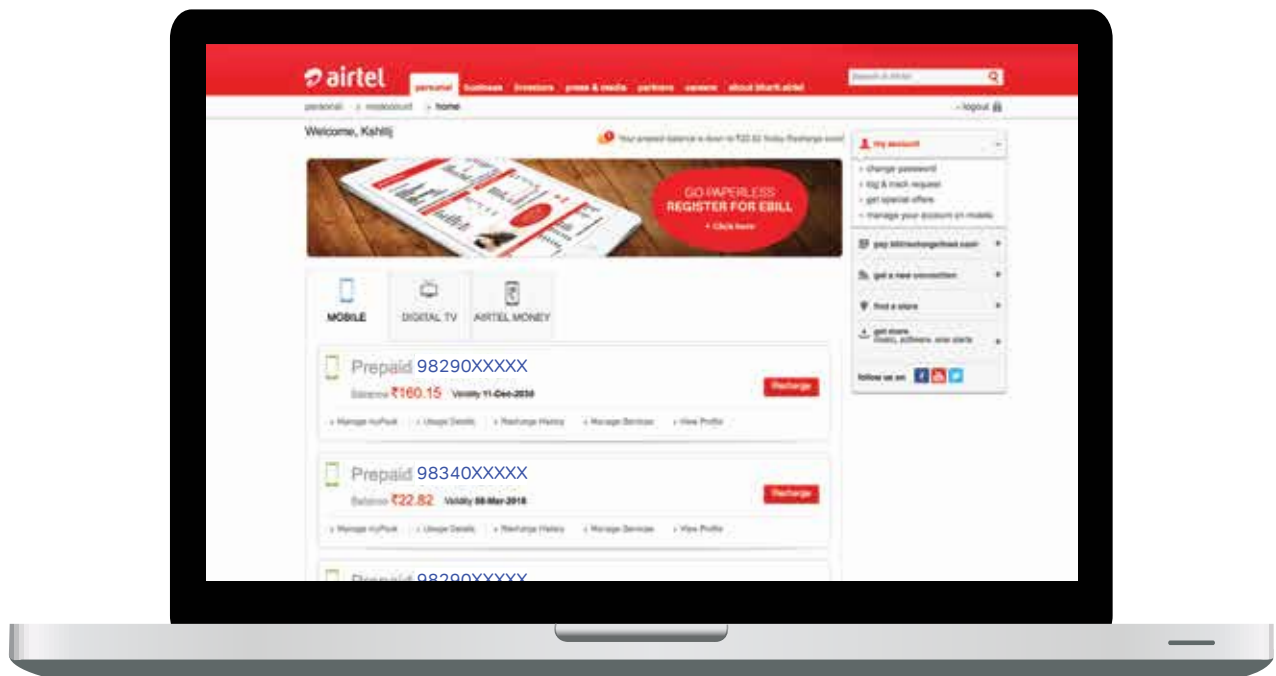
3 OUR FOCUS ON QUALITY OF SERVICE

Quality of service, in a world where customers are becoming increasingly well-equipped, is a major element for building customer loyalty and standing out from the competition. The goal is to optimise service and foster a relationship built on trust, in order to establish customer loyalty. The quality of our customer relationships also depends on the efforts made to improve their experiences with our services. As one of the largest backbone network operators worldwide, we strive to build a smart and dynamic network, improving the quality of both voice and data services, and providing an exceptional, world-class experience to our customers.

OUR SELF-REGULATION ON QUALITY OF SERVICE

We have made a commitment to implement a **25%** more stringent mobile call drop benchmark of **1.5%** versus the 2% prescribed by the regulator. As per the new benchmark, we will contribute **INR 100,000** for every **0.01%** increase in call drop rate beyond 1.5% every month, in each circle of operation despite the constraint of difficult operating conditions in some areas, particularly in hilly regions.

We also committed that the amount calculated for exceeding the 1.5% benchmark, will be contributed towards education of underprivileged children in rural areas.

OUR COMMITMENT
TO QUALITY OF SERVICE

In November 2015, we commenced the implementation of our network transformation program – **Project Leap** – aimed at perceptibly improving our network quality and delivering the best customer experience, with a national investment of INR 600,000 Mn over the next 3 years. Customers can directly log on to the Leap website and check network performance in their area, and report any concerns that they may have.

INDIA'S FIRST
OPEN NETWORK

We, at Airtel, have taken the initiative to build transparency around our entire network coverage information and seek feedback from our customers to help improve our network services, through an interactive online interface.

This interface enables Airtel customers to check for network coverage/signal strength at any location across the country. Being a colour-coded interface, it makes it easy to demarcate areas with excellent, good, moderate or non-existent coverage.

Customers can find this information by logging on to www.airtel.in/opennetwork or using the myAirtel app, which also allows them to report their network-related issues easily.

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AIRTEL'S COMMAND CENTRE

An industry-first initiative in the telecom industry in India CTRL A, Airtel's Social Command Centre, is a fully equipped war room built at its Head Quarters in New Delhi. CTRL A brings together the power of conversation, response and data in an action-oriented approach.

Built with a blend of capabilities from Brand, Insights, Customer Experience & Corporate Communication, this room ensures a focused and symmetrical handle on all factors that affect the company's consumer sentiment today.

The vision for CTRL A is to make Airtel future ready - a brand that can respond cognitively in near real time to consumer thinking. The impact of CTRL A will range from sharp shooting insights on product, brand, and content to real time response to consumers to building the most optimal social user interaction.

The focus areas for CTRL A:

INSIGHTS:

Social media offers the potential to understand the consumer in their most native environment. CTRL A sustainably works on culling insights that impact business ranging from product to marketing to consumer to creative.

CONTENT:

This is a complete digital brand solution helps that tracks, understands, creates and responds at a faster pace.

RESPONSE:

The room is able to build a capability to respond and engage in near real time with customers who are interacting with us on social media through a host of channels.

CRISIS:

CTRL A keeps a tight check on all critical factors and conversations impacting the brand. A full crisis response capability is housed within the set up.

CTRL A has enabled us to view all critical pieces of user interaction through a single lens and take quick and actionable decisions – leading the consumer up the experience arc.

4 DEMYSTIFYING ELECTROMAGNETIC FREQUENCY (EMF)

○ Do telecom towers impact living beings?

Electromagnetic waves are used in most aspects of everyday life such as medical diagnostics, television, radio reception, etc. The differentiating factor between these waves, and what determines whether they are harmful, is their frequency. Mobile communications use waves with a frequency that is at the lower end of the electromagnetic spectrum and whose effect is equivalent to watching television. In fact, the frequency required for mobile communication is even lesser than the frequency emitted by visible sunlight, as depicted in the chart alongside.

THE ELECTROMAGNETIC SPECTRUM

| Static Electric & Magnetic Fields | Alternating Electric & Magnetic Fields | TV & Radio Broadcast | Mobile Phones | Microwave & Satellite | Visible Sunlight | Ultaviolet | X-rays | Radioactive Sources |

| 0Hz | 50Hz | 3KHz Radio Frequency 300GHz | | | 3000THz | | 30EHz |

NON-IONIZING **IONIZING**
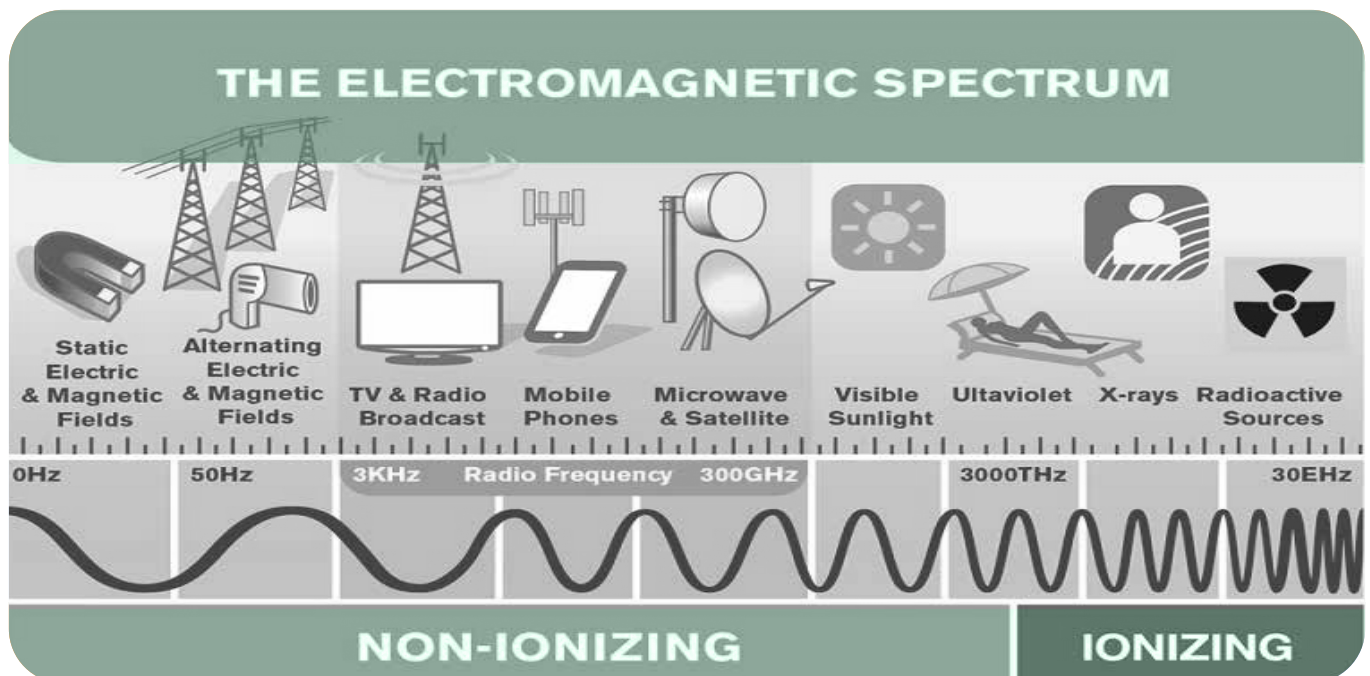
Non-ionizing waves have much lower frequency and energy, hence, safe.

Are there any limits of safe use defined by the regulator or an international agency?

To nullify any possibility of discomfort and any remote adverse health impact, the International Commission on Non-Ionizing Radiation Protection (ICNIRP) – an independent scientific body – has laid down norms on emission limits for all non-ionizing waves including the radio waves used for mobile phone communication. These limits are globally applicable and the World Health Organisation (WHO) encourages all its member countries to adhere to these safety limits. In India, ICNIRP limits for mobile base stations were first adopted in 2009. However, India made these limits 10 times stricter in 2012, making our country one of the few that have norms stricter than those of ICNIRP, even stricter than some technologically advanced countries like the USA, UK, Australia, Japan, etc.

"Considering the very low exposure levels and research results collected to date, there is no convincing scientific evidence that the weak RF signals from base stations and wireless networks cause adverse health effects". – WHO

Source - http://www.who.int/peh-emf/publications/facts/fs304/en/

◯ ## What does Airtel do to ensure compliance and increase awareness?

Despite the 10 times stricter norms adopted by the Department of Telecommunication (DoT) which leads to immense pressure on network optimisation, Airtel has been over **99.9%** compliant for the past 3 years, with the EMF emission limits. In addition to this, the Company has been leading the industry-wide effort to increase awareness in communities and address issues raised by the public. A few of the important measures undertaken along with the government other service providers, and industry associations include:

International Conference on Electromagnetic Emissions in Mobile Telephony and its Health Impact, held at IIT Delhi in April 2016, to increase awareness and address concerns on the health hazards of electromagnetic radiation.

- Supporting the Government's intiative on the development of a National EMF Portal (NEP) to ensure transparency regarding the information pertaining to emission compliance for Base Transceiver Station (BTS) sites. This interface will allow customers to check whether the BTS in an area is compliant to the norms or not.

- Conducting awareness sessions and workshops for residential areas, the medical community, state governments and municipal authorities to dismiss the myths around the harmful impact of EMF emissions.Over 12,000 critical stakeholders were engaged in FY 2015-16.

- Facilitating and supporting the EMF Awareness Advocacy Program of the Telecom Regulatory Authority of India (TRAI) and other GoI-led initiatives.

5 PROTECTING CUSTOMER SAFETY AND DATA PRIVACY

Safeguarding customer privacy, and ensuring security of data across its operations, lines of business and supply chain, are Airtel key focus area. It is not just about legal and regulatory compliance, but more about reinforcing the trust our customers and other stakeholders have placed in us. To ensure that the privacy of information is maintained during the entire information lifecycle, we have implemented measures like policies, systems and checks:

- We, at Airtel, have embedded strict internal policies and procedures within our organisation. We are certified against global standards like ISO27001 and ISO22301. We have also adopted the NASSCOM-DSCI Privacy Framework (DPF) to protect the privacy of personal information from unauthorised use, disclosure, modification, or misuse, which allows us to identify critical customer information throughout its entire lifecycle and ensure adequate measures to safeguard it.

For the last 3 years, we have been awarded for being a leader in the 'Customer Privacy and Security in Telecom' category by the Data Security Council of India.

- Airtel has established an efficient Fraud Management Program driven by revenue assurance and fraud management experts, which makes use of highly sophisticated and evolved tools and processes to detect and prevent the occurrence of fraud.

Internet Safety and Security

We work with industry, government, law enforcement and community organisations to help our customers understand and manage the risks associated with the online world. We support a range of government initiatives to raise awareness, and provide online education and guidance. Some of the measures undertaken in the last few years include:

- Working with CERT-In to resolve cyber incidents and malware infections

- Upgrading technology constantly to reduce threat exposures

- Associating with Law Enforcement Agencies (LEA) to support investigations

- Actively participating in multiple national level working groups and numerous international forums on internet safety and cyber security

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- To protect our customers' financial information, we have been certified against the Payment Cards Industry Data Security Standard (PCI DSS). Some of the steps that we have put in place to ensure compliance, are building and maintaining secure networks to protect cardholder data, encrypting the transmission of cardholder data across networks, maintaining a vulnerability management program and implementing strong access control measures.

- We, at Airtel, have restricted the access to subscriber data to a need-to-know basis by customer care services, or other departments dealing with critical customer information. Each person has been assigned a unique ID and all activities using these IDs are monitored closely. All incidents of information leakage are tracked and strict actions are taken against the offender.

- Our capabilities and controls in place including state-of-the-art data centres with in-depth defences to secure customer data. Multiple layers of security components using point solutions integrated with a cutting-edge SOC have been deployed, which helps us detect in real-time and repel any threats on critical information assets.

- We have deployed proactive detective mechanisms to safeguard confidential internal information. The information moving within and across the boundaries of our organisation, is effectively monitored in real-time for any breach in company policy. Any non-compliance is immediately escalated and investigated. Having zero tolerance towards the breach, strict actions, like separation from services with our organisation and/or police complaints, are initiated against the individual.

We launched a mandatory e-learning Information Security Awareness Module along with assessment test to help our employees understand their contribution to Information Security (IS) and diligently follow the IS norms here at Airtel.

Therefore, with our customers at the heart of all our innovations and technology, it is our constant endeavour to gain a better understanding of customer needs and serve them in an enhanced manner. We not only try to improve the quality of their lives, but also boost their lifestyle and businesses in every way possible, offering them the latest technologies at affordable prices.

PROTECTING OUR PLANET

PROTECTING
OUR PLANET

74% reduction in CO_2 emission per TB in the past 5 years

Over **90 MWh** energy saved in our facilities

Over **3,200** solar enabled towers deployed by our infrastructure partners

Over **1,700** tonnes of e-waste recycled with zero instance of landfill

30% reduction in CO_2 emission per rack in our data centres in the past 3 years

1,540 tons of paper saved through our e-bills initiative

Over **0.8 MW** of power deployed through rooftop solar panels in our switching centers

1,400 MWh energy saved through energy conservation initiatives in data centres

OUR
APPROACH

As India's leading telecommunications company, we understand our responsibility to continuously evaluate the impact of the services offered by us and our infrastructure partners on environment in terms resource and energy consumption, greenhouse gas (GHG) emissions and waste. Also, we need to ensure that we operate as efficiently as possible to minimise this impact.
We believe that the Information and Communications Technology (ICT) industry has a pivotal role to play in enabling a low-carbon future.

At Airtel, we not only aim to improve our network experience, but are also committed to massively reducing our carbon footprint by up to **70%** in the next 3 years. We, along with our network infrastructure partners, are promoting a shift to green mobile tower technologies that consume less power, driving initiatives that reduce energy consumption and minimise waste, and are also working to develop innovative solutions that ensure environmental stability.

OUR
KEY FOCUS
AREAS

- **Reduce carbon footprint of our operations**
- **Resource optimisation and waste reduction**
- **Promoting services that reduce the negative impact on the environment**

OUR

MEASURES

- **Reducing our direct and indirect environmental impact,** by working closely with our network infrastructure and facility management partners to minimise carbon footprint and exploring innovative energy conservation technologies to reduce the energy consumption in our network, facilities and data centres.

- **Resource Optimisation and Waste Management,** by adopting initiatives for reducing and recycling of waste generated by our operations, and making optimum utilisation of available physical space.

1 REDUCING OUR DIRECT AND
INDIRECT ENVIRONMENTAL IMPACT

OUR CLIMATE
CHANGE INTERVENTIONS

Network Infrastructure

- Deployment of renewable energy solutions like solar wind in our towers and rooftop solar panels at Main Switching Centres (MSCs)

- Auto shutdown in non peak hours

- Free cooling

- Power factor correction

- Real time energy monitoring

- Battery banks and Hybrid battery solutions

- **27%** reduction in CO_2 emission per TB

- **10.02 Mn Litres** of diesel saved

Data Centres

- Cold Aisle Containment

- Reduced reliance on diesel

- Hot spot rectification

- Power utilisation efficiency correction

- Optimisation of air conditioning temperature

- Maintaining PUE <2

- **25%** reducton in CO_2 emission per rack

- **1,400 Megwatt hour (MWh)** energy saved

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Facilities

- Power factor correction

- Energy efficient lighting and motion sensors

- Photovoltaic solutions

- Facility consolidation and optimum space utilisation

- Power purchasing agreements

➡

- **6%** reducton in CO_2 emission per sq. ft.

- Over **90 MWh** energy saved

Reducing the Negative

Impact of Telecom

Infrastructure on the Environment

Network telecom infrastructure accounts for majority of the environmental impact due to a round-the-clock need for an uninterrupted power supply. This issue is further compounded due to the dismal state of rural electrification, causing data loss and data errors in communication network equipment, which leads to network outages.

Our network infrastructure partners currently use diesel generators, batteries, and a variety of power management equipment to address the demand-supply gap, which apart from adversely affecting the climate, also increases the operating cost for the infrastructure partners.

Transitioning Towards Renewable Energy Solutions

- **Rooftop solar energy at Main Switching Centres (MSCs)**

  Over the past 3 years, **12** rooftop solar plants were set up at our main switching centres, with a total generation capacity of **0.7 MWp**. As of FY 2015-16, our company has installed rooftop solar plants at **14** locations, with a total installed capacity of **0.805 MWp**, with the potential reduction of over **650** tons of CO_2 per annum.

- **Solar, Biomass and Hybrid Battery solutions**

  Solar and battery hybrid solutions were installed at over **200** own sites in FY 2015-16, making over **440** total sites with such solutions till date.

- **Green Power Wheeling**

  Last year, the Company made green power wheeling agreements for the procurement of green energy, under open access of 65 Mn units per annum, for Data Centres in Chennai, Bangalore and Noida, and one MSC location in Pune. **This resulted in emission reduction to the tune of 36,000 tons CO_2 per annum.**

  Airtel is planning to make wheeling agreements for nine more locations in the following year.

- **Trials for Solar Natural Cooling**

  We completed trials at own and partner sites by switching off our air-conditioners and utilising solar natural cooling to reduce the energy demand.

- **Piloted Use of Thermocouple Cooling Units**

  Airtel piloted the use of Thermocouple Cooling Units at over **500** sites. These units do away with the need for compressor usage for air-conditioning, and makes it more modular and shareable.

In addition to exploring renewable energy solutions in our infrastructure, we have worked closely with our network partners to implement various energy efficiency initiatives. Some of them include:

• **Site Sharing**
We introduced the concept of telecom passive infrastructure sharing to the world almost a decade ago. **47%** of total sites deployed in FY 2015-16 were on sharing. This initiative has helped reduce the energy consumption significantly by 30% as compared to a standalone site.

• **Conversion of indoor sites to outdoor**
A Base Station with outdoor BTS does not require air-conditioning, which results in potential reduction of energy consumption by 25%. Over **33,400** sites, representing almost **22%** of the total sites, have been converted outdoor.

• **Automatic shutdown of equipment in non-peak hours**
We have installed the Auto Trx shutdown feature in nearly **80%** of the total sites. This ensures that the equipment remains switched off during non-peak hours.

• **Eradicating diesel usage through advanced battery backup solutions**
We use advanced battery solutions like VLRA and Li-ion in over **26,720** sites, representing almost **17%** of the total sites. This has a potential of reducing the diesel consumption by 25%.

• **Project Green Cities**
Project Green City was launched by Indus and Infratel a few years ago; and over **37,350** sites have been tagged as green sites till date.
Over **12,540** sites were converted to outdoor sites during the year, and we have planned **6,000** more sites for conversion during FY 2016-17.

EMISSION TRENDS IN OUR NETWORK INFRASTRUCTURE

74% reduction in CO_2 emissions per terabyte

Year	Grid CO_2 emission in tons per TB	Diesel CO_2 emission in tons per TB
2010-11	12.9	10.1
2011-12	12.1	8.3
2012-13	11.2	6.0
2013-14	8.4	4.2
2014-15	5.8	2.5
2015-16	4.3	1.7

Grid CO_2 emission in tons per TB

Diesel CO_2 emission in tons per TB
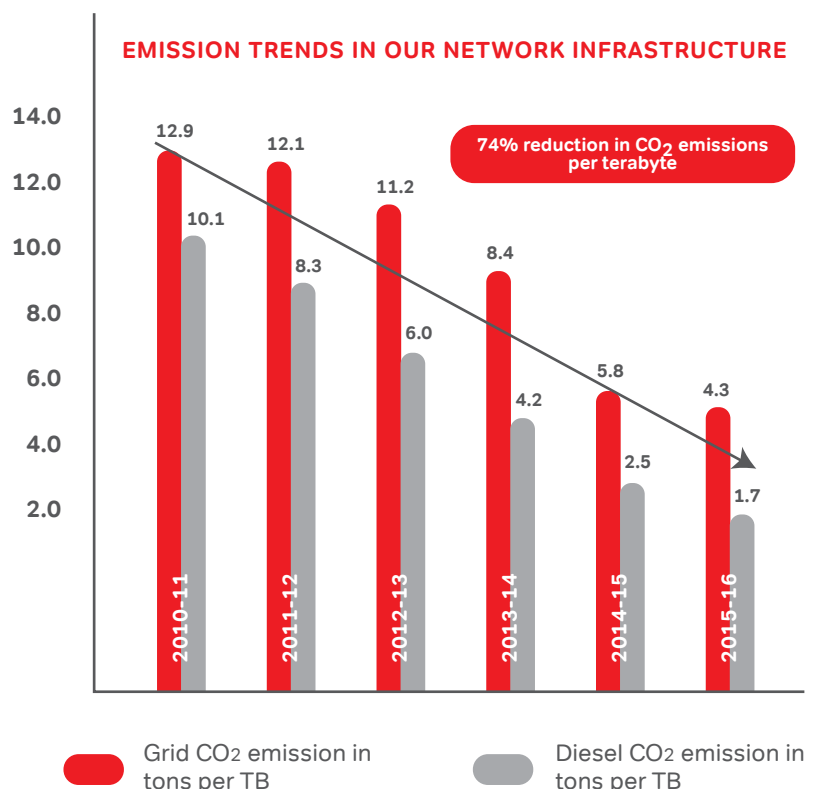
Reducing the Negative Impact of Our Operations on the Environment

We, at Airtel, aim to become a responsible corporate citizen by promoting a 'Green Workplace' by reducing the energy requirements for our office buildings and technological centres, and helping employees reduce their environmental footprint. The Company has been continuously innovating solutions for our energy-intensive infrastructure, developing options to replace carbon-intensive energy sources and taking measures to enhance the energy efficiency of its Airtel facilities and data centres. A number of initiatives have been implemented over the past few years, with the aim of reducing energy consumption and optimising the resource utilisation at our facilities and data centres.

Developing Green Data Centres

At our data centres, we are committed to advancing sustainability in innovation, operations, and business practices. Across our six data centres in India, we have implemented comprehensive energy conservation and efficiency programs through the following initiatives:

EMISSION TRENDS FOR OUR DATA CENTERS

> Over 30% reduction in CO_2 emissions in tons per rack

	2012-13	2013-14	2014-15	2015-16
Grid CO_2 emission in tons per rack	46	44	41	31
Diesel CO_2 emission in tons per rack	2	1	2	2
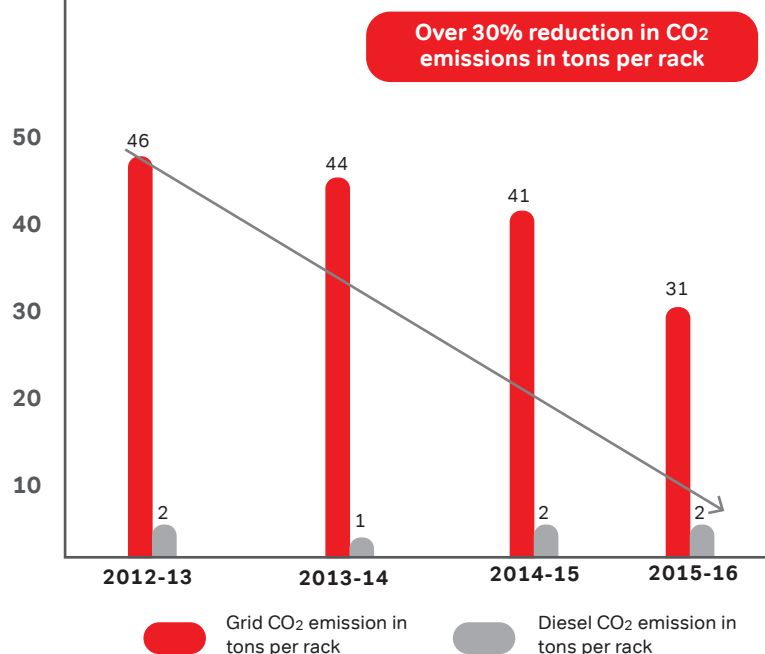
- **Installing Variable Frequency Drives (VFDs) –** The installation of VFDs in our HVAC systems automatically reduces the motor's speed and power-draw when the system load is low.

- **Cold Aisle Containment –** Cold Aisle Containment uses a physical barrier to reduce the mixing of cold supply air and hot exhaust air in our data centre aisles. This delivers lower energy consumption and results in more efficient cooling.

- **Energy Usage Optimisation –** Basis an extensive energy usage study and power audits conducted, Airtel has undertaken various initiatives over the years, to optimise the usage of electricity. Some of these initiatives include eradication of hot spots, optimisation of air conditioning and UPS load, efficient LED lighting, and installation of Precision Air Handling Units (PAHU).

- **Maintaining an average Power Utilisation Efficiency (PUE)** to improve performance and effectiveness across all data centres.

We have reduced CO_2 emissions per rack by **25%** in FY 2015-16 as compared to the previous year, and **30%** in the past 3 years.

We saved over **1,400 MWh** of energy at our data centres through various energy-saving initiatives taken in FY 2015-16

We now have less than **14%** reliance on diesel in all our data centres

We have maintained an average PUE of almost **2.0** at those of our data centres that are more than 2 years old.

Creating a Green Work place

With the aim of reducing our environmental footprint, optimising resources, improving the energy and resource efficiency, and providing enhanced employee experience, Airtel has set up six of its campuses developed as per an efficient HVAC design.

This includes measures such as building insulation, daylight harvesting, and robust Building Management System (BMS) controls.

EMISSION TRENDS FOR OUR FACILITY OPERATIONS

6% reduction in CO_2 emissions from energy per square feet

32% reduction in diesel emissions per square feet

14.99
13.58
0.88
0.59

2014-15   2015-16

Grid CO_2 emission in tons per sq.ft.

Diesel CO_2 emission in tons per sq.ft.
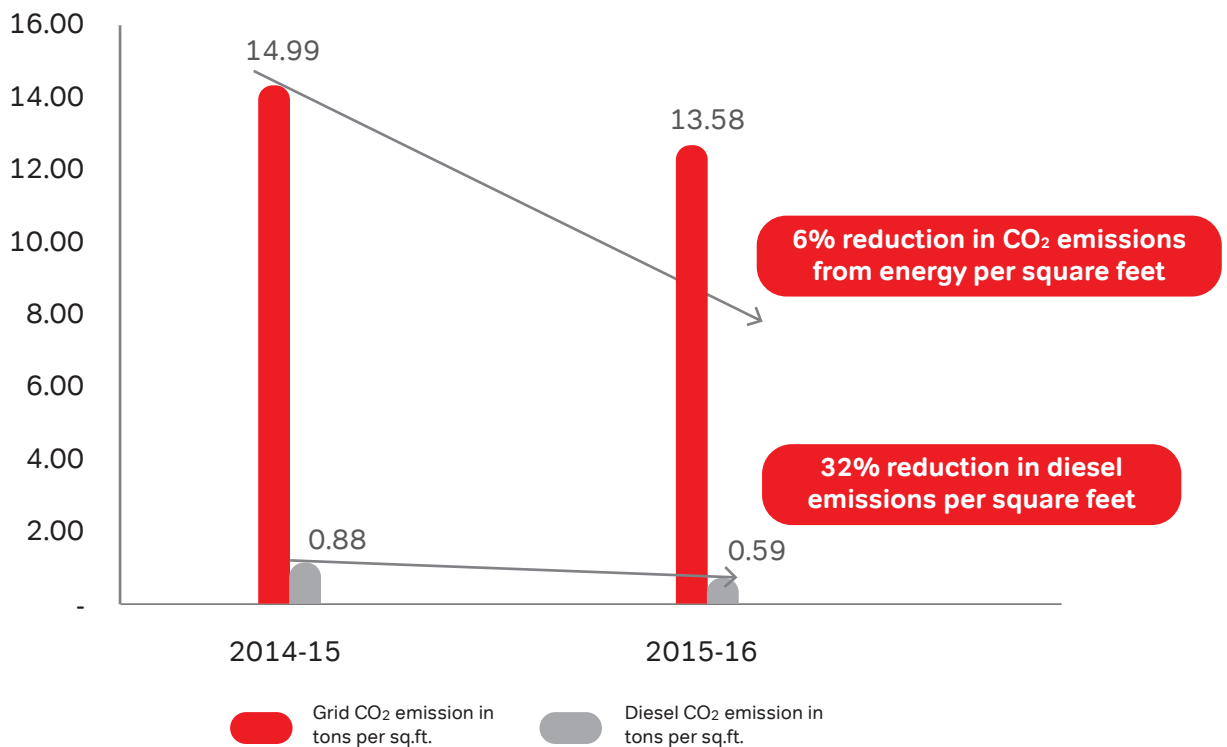
We, at Airtel, have deployed numerous initiatives at our office campuses to reduce our environmental footprint and improve energy efficiency. These are:

- Facility consolidation and optimum space utilisation in offices

- Use of Variable Frequency Drives (VFDs) in an HVAC system to ensure optimum use of energy

- UPS optimisation-retrofitted buildings with energy-efficient air conditioning and LED lights

- Automatic Power Factor Controllers (APFC) at all offices across India

- Green wind power wheeling capacitor banks to maintain power factor of unity and avoid non-linear loads

- Waste water management through sewage treatment plants and water harvesting

- Employee awareness campaigns

We reduced CO$_2$ emission per sq. ft. by 6% in FY 2015-16, as compared to the previous year.

We saved 90 MWh of energy at our facilities in FY 2015-16, through various energy saving initiatives.

We have accomplished less than 15% reliance on diesel at all our facilities.

⭕ RESPONSIBLE WASTE MANAGEMENT AND RESOURCE OPTIMISATION

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

E-WASTE MANAGEMENT

Electronic waste, such as IT hardware and telecommunications network equipment, poses a significant threat to the environment if not managed properly. As a responsible corporate, we make sure that the e-waste generated from our operations is proactively segregated, stored and disposed in a responsible manner.

At Airtel, the e-waste generated from technology upgradation, capacity augmentation and others, is traced end-to-end, handled and recycled as per the Waste Electrical and Electronic Equipment (WEEE) guidelines. The batch of waste is scavenged and swapped to revive a few parts, ensuring reusability and inter-operability, hence, minimising the waste generated.

We then handover all non-reusable waste to authorised recyclers, who have acquired requisite clearances from the Central/ State Pollution Control Board/s. In FY 2015-16, over **1,700** tons of e-waste from IT and network infrastructure was responsibly recycled through our authorised partners.
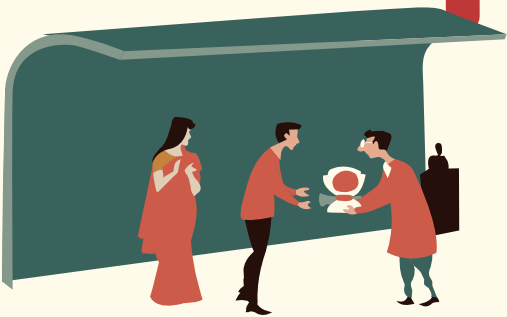
In addition to this, we have been donating our end-of-life laptops and IT infrastructure to the Bharti Foundation who, in turn, use the same for their Schools program. This recycling initiative not only reduces the impact on the environment, but also assists the Bharti Foundation in imparting basic computer knowledge to the students of its schools.

TOWARDS A PAPERLESS OPERATION

We, at Airtel, aim to reduce the paper usage that results from generating physical copies of bills and receipts, by promoting the use of electronic billing and online payment methods. In addition, an automated queue-management-based printing solution and automated intra-office approval processes also help reduce paper consumption. In fact, in FY 2015-16, we had over **70%** of our postpaid customers opt for e-bills instead of paper bills. This initiative helped us save over **50 Mn** sheets of paper as compared to FY 2014-15, with over **1,000 Mn** sheets of paper saved since FY 2011-12. We also strongly encourage the use of telecommunication services like tele-conferencing and video-conferencing that ensure minimal business travel, thus, cutting down on carbon emissions.

As a responsible corporate, it is our duty to reduce the negative fallouts of our operations, throughout the value chain. Which is why, we have consistently and proactively taken steps to not just lower our energy consumption and waste generation, but also explored alternative 'green' solutions to bring about environmental sustainability.

EMPOWERING
PEOPLE

EMPOWERING
PEOPLE

18,179 employees

79% employer engagement score

91.2% employees completed the Code of Conduct certification

Worked with over **90%** of local partners, with **83%** procurement, in terms of value, locally

4% increase in workforce in FY 2015-16; **615** new hires

35.5% of employees under the age of 30

Over **4,100** employees donated a total of INR **39,34,120** to Bharti Foundation for their school program

INR 168 Mn invested on training and development

OUR
APPROACH

Our 'Win with People' approach focuses on embedding "Talent First" as a critical pillar of our business strategy. It encapsulates the ethos and value of building a high-performance culture, developing cross-functional expertise and building capabilities and processes to help our people deliver and grow. At Airtel, we believe that our talent is the single largest differentiator that has made us the market leader in India and catapulted us to becoming the third-largest mobile provider in the world, with more than 342 Mn customers globally.

OUR KEY FOCUS AREAS

- **Building a high-performance culture.**

- **Grow talent by building capabilities**

- **Improving employee engagement and enabling an effective cross-functional work culture.**

- **Developing a safe, healthy and ethical work culture.**

- **Building enduring partner relationships.**

TALENT FIRST **STRATEGY**

BUILD A HIGH PERFORMANCE CULTURE	BUILD CAPABILITIES TO DELIVER AND GROW	SMOOTHEN THE WORKING OF CROSS-FUNCTIONAL TEAMS
Clarity on how each employee contributes through sharply defined **"I know what I need to do"**	Structured induction programs for new joinees centred around our values, culture & business that create the **"right impression for a flying start"**	Smarter organisation design with enhanced roles, wider spans and cross-functional collabration that makes **"Airtel an exciting place to work"**
Clarity and transparency on Career Paths that gives confidence on **"I have a future here"**	Iconic learning programs covering functional expertise, leadership and business insight **"I am confident of delivering"**	Motivating employee experience through engagement, energised workplace and seamless collaboration **"I feel energised and connected"**
Leaders and Talent Councils responsible for identifying and developing future leaders making **"succession planning a way of life at Airtel"**		

This is driven by three enablers

- Women increasingly taking up leadership roles at Airtel and becoming role model for others. Culture and policies that promote **"more diversity at Airtel"**

- Top match branding on campus and social media that projects **"Airtel as the employer of choice"**

- Deeply embed our values and culture that define **"who we are and how we work at Airtel"**

OUR
MEASURES

We, at Airtel, realise that our ability to continue and sustain our growth and extraordinary success depends strongly on our ability to grow and nurture our people's talent, and our values of being Alive, Inclusive and Respectful, drive our culture of service, integrity, trust, teamwork and accountability. These not only create an environment for individuals to prosper, but also provide a framework to transform our organisation into a more efficient, agile, innovative and entrepreneurial one. Today, our employees are at the forefront of the digital and telecom revolution, from creating innovative products and services, developing and running our robust and reliable network, to enhancing customer experience and the functioning of our distribution network.

Talent First sets out a clear framework and charts out our future actions, in turn helping employees know what is expected of them, their future and how they can learn, deliver and grow. Encouraging our employees to carve out a long term future for themselves at Airtel, Talent First encourages them to aspire for professional and personal growth. Some of the key interventions include.

Our competencies define how we work :

• Drive execution excellence
• Build teams, develop talent & self
• Build collaborative relationships
• Focus on the customer and be enterpreneurial

1 BUILDING AN ENGAGED WORKFORCE

Our mission is to create a working environment in which people are valued, engaged in our core values and that allows them to unleash their true potential. Our objective is to ensure that our **18,179**-strong workforce is both skilled and engaged with the company to deliver a delightful experience to Airtel customers. We believe that our approach will help us create a winning ecosystem for all, by being an inclusive, entrepreneurial and an equal opportunity employer.

For FY 2015-16, we conducted AirPulse – our Employee Engagement Survey – which was responded to by nearly **85%** employees, and achieved an engagement score of **79%.**

The survey results show that employees have clarity and confidence in Airtel's Vision and Values, and our culture of keeping customers at the heart of everything we do. The result exhibited that the employees have aligned their individual goals to the organisational goals and they have all the information available which is required to perform their job well. The results also showcase that we need to keep focusing on collaboration and career guidance, areas for which we are consistently developing strategies to improve.

2 PROMOTING DIVERSITY

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

To nurture the workforce diversity, with a particular focus on gender, we have implemented practices and support systems that specifically address the requirements of our women employees. In fact, with over **1,490** women employees, our employee-friendly policies have not only encouraged women to join our workforce, but also attain positions of high responsibility in the organisation.

Our initiatives include mentorship programs, the Talent Acquisition Partner Reward Program, KPIs around diversity as part of our Talent Management Strategy, and other welfare programs such as celebrating Diversity Day, day-care facilities, flexible work timing options and sabbatical programs.

Some of our key interventions last year, included:

- Ensuring that the work environment at Airtel supports and promotes gender diversity through its policies and processes.

- Extension of maternity leave from 12 weeks to 22 weeks. Organizational commitment to provide same or equivalent role to women employee on return after 22 weeks.

- Regularly identifying the top **20%** women across functions, to be directly mentored by senior leadership.

- Promoting the Diversity Index across the organisation to drive our commitment of building a diverse workforce.

IN FY 2015-16:

- Over **1,490** women are currently employed with us, representing **8%** of our workforce.

- Nearly **8%** of new hires in FY 2015-16 were women.

- There is **35%** female representation in our Young Leaders' intake.

3 BUILDING A SENSE OF OWNERSHIP AND CO-CREATION

We firmly believe that Airtel's success is a reflection of our culture and the way it embodies passion, an entrepreneurial spirit, and creativity. We nurture minds who are eager to push boundaries to do 'jobs never done before' and deliver solutions to enrich the lives of our customers. We provide an enabling environment where employees are not only given freedom and flexibility to work, but also given end-to-end ownership and accountability for the tasks carried out.

How do we imbibe a sense of ownership and belongingness amongst our employees?

- We consider our people to be one of our key business priorities. Our initiatives for employees are planned and discussed for execution at the Airtel Management Board (AMB) level with active involvement from all senior leadership
team members.

- All functional learning academies are anchored by Functional Directors, which results in the co-creation of capability initiatives.

- Most of our initiatives are co-created not just with the senior leadership team, but also with the involvement of cross functional teams for their inputs. To design any new HR initiative, we pull in team members representing each aspect of our business - to get a representative and balanced view.

4 BUILDING LEADERS OF TOMORROW THROUGH SUCCESSION PLANNING AND CROSS-FUNCTIONAL EXPERTISE

At Airtel, we:

- Make leaders accountable for talent development.

- Encourage leaders to take ownership of young talent and support them through necessary mentoring.

- Conduct regular succession for critical roles and carry out the succession planning process throughout the year.

- Track Development Action Plans (DAPs) in order to identify successors, ensure iconic Learning and Development (L&D) interventions, on-the-job experiences, exposure, coaching etc.

- Build L&D opportunities through an appropriate combination of cross-functional and geographical exposure, international stints, action learning projects, coaching and mentoring by the senior leadership.

- Facilitate career movements through development interventions - improving skills and gaining critical experiences, linking to learning needs for future roles in the organisation.

We have an internal succession rate of over 70%*.

*For band B2 and above.

5 CREATING A
LEARNING ORGANISATION

At Airtel, we follow a 70:20:10 principle for employee development – we believe 70% of development happens on the job, 20% through participation in cross-functional projects, and the remaining 10% through classroom-based training programs.
To ensure that every employee customises his/her development plans based on his/her career aspirations, we developed a Development Action Plan (DAP), where, in consultation with the supervisor, the employee builds his/her own development plan and provides a platform to identify areas of strength and opportunities for development as per the Airtel Leadership competency framework.

In FY 2015-16:

- We carried out **132** functional interventions.

- **25** competency-based and leadership interventions were undertaken.

- Over **1,40,200** man-hours of learning interventions were undertaken under the DAP initiative, where each employee received **7.71** average hours of training.

AIRTEL'S UNIQUE LEARNING FRAMEWORK

Functional Excellence

Build capabilities that raise my functional excellence

Leadership Development

Expose me to iconic leadership development programs

Business Acumen

Help me build deeper business insight

Bringing learning closer to the workplace through "70"-learning from experiences and "20"- learning from others.

Making the RM a partner in my development, and building leaders as mentors and coaches.

ENABLED THROUGH SOCIAL AND MOBILE LEARNING

6 BUILDING ENDURING
PARTNER RELATIONSHIPS

To ensure a responsible and sustainable procurement, we work closely with our partners, embedding systems and procedures based on a solid foundation of our company's policies and principles. These have supported our ambitious growth plans, helped us launch new and innovative products, and enabled us to maintain our leadership position in the telecom industry.

Today, we are engaged with a large number of partners globally. We work collectively to bring in synergies, operational efficiencies and an enhanced customer experience. Our partners also play a critical role in helping us achieve our sustainability goals, which include:

- Creating a win-win situation for Airtel and our outsourced partner by developing trust, transparency and involvement of the partner at all stages.

- Promoting innovation and motivating our partner to develop innovative products and/or services for our customers.

- Creating an ethical and sustainable supply chain.

Recognising the socio-economic benefits of local procurement, we encourage sourcing from within the region's economy, which is why, in FY 2015-16, we worked with over **3,365** partners. Nearly **90%** of our suppliers are based in India, and **83%** of the procurement for the year, in terms of value, was from these India-based partners.

7 A HEALTHY AND SAFE WORKPLACE

Our aspiration is a zero injury/accident workplace. On a day-to-day basis, we do everything we can to avoid or minimise risks and promote good health at all levels of our business. Our commitment to health and safety is driven by the stringent workplace health and safety policies, which provide a comprehensive framework for ensuring a safe and incident-free workplace, and effective investment in health promotion and disease prevention activities at all levels of our business.

To ensure occupational health and safety throughout our operations in FY 2015-16, we have set up a dedicated safety team, led by a Safety Officer. Our **'Workplace Safety Policy Statement'** details the roles and responsibilities of employees at each level, in order to provide and maintain a safe, healthy and injury-free working conditions.

During FY 2015-16, over **7,400** permanent and **5,495** contractual employees underwent a comprehensive safety training. During this period, we also extended our awareness programs to go beyond fostering a safe and healthy workforce, and include wider health issues, which may impact our people, both inside and outside the workplace. This includes periodic health check-ups, fatigue, weight management, and steps to counter stress or substance abuse.

**Therefore, as talent and a high-performance culture form the core of our business, it is our constant endeavour and responsibility towards our employees, to nurture this talent and help them unleash their true potential.
We work hard towards building their capabilities while helping them collaborate effectively and efficiently, building the foundation for successfully achieving our vision of enriching the lives of our customers.**

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100+
years of excellence
in professional services

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 for the Company's sustainability performance during the period 1st April 2015 to 31st March 2016, presented in its Sustainability Report 2016 (the 'Report').

The Company has referred to Global Reporting Initiative (GRI) 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 on the report content as described in the scope of assurance. Our responsibility in performing our 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 2015 to 31st March 2016 presented in Sustainability Report 2016. We conducted, on a sample basis, 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 of the Company's plans, 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 2015 to 31st March 2016);
- 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 may improve on the practices of data logging and archiving to improve upon reliability of sustainability data management system;
- 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: 24-10-2016
Place: Kolkata

GLOBAL REPORTING INITIATIVE (GRI) INDEX

Item	Description	Reference	Section reference
Strategy & Analysis			
G4-1	Statement from Group CEO	SR and AR	CEO's message
Organisational Profile			
G4-3	Name of the organisation	SR	Overview
G4-4	Primary brands, products, and/or services	SR	Overview
G4-5	Location of headquarters	SR	Overview
G4-6	Countries of operation	AR	Corporate Overview
G4-7	Nature of ownership and legal form	AR	Corporate Overview
G4-8	Markets served	AR	Corporate Overview
G4-9	Scale of the organisation	AR	Corporate Overview
G4-10	Size of workforce	SR and AR	Overview
G4-11	Employees covered by collective bargaining agreements	NA	NA
G4-12	Organisation's supply chain	SR	Overview
G4-13	Change in organisation's size, structure, ownership, or its supply chain	No change	-
G4-14	How precautionary approach is addressed	SR and AR	Board's Report/ BRR
G4-15	Externally developed charters, principles, or other initiatives to which the organisation subscribes	AR	BRR
G4-16	Membership of associations and advocacy organisations	AR	BRR
Identified Material Aspects and Boundaries			
G4-17	Entities included in the organisation's consolidated financial statements	SR and AR	Overview & BRR
G4-18	Process for defining the report content and the aspect boundaries	SR	Overview
G4-19	List of identified material aspects	SR	Embedding Sustainability
G4-20	Aspect boundary of material aspect within the organisation	SR	Overview
G4-21	Aspect boundary of material aspect outside the organisation	AR	Ref. Corporate Overview
G4-22	Restatement of information	SR	Overview
G4-23	Significant change from previous reporting periods in the scope and aspect boundaries	Few aspects includes BAL and entities under its direct operation control, unless mentioned	Overview
Stakeholder Engagement			
G4-24	List of stakeholder groups engaged	SR	Embedding Sustainability
G4-25	Basis for identification and selection of stakeholders with whom to engage	SR	Embedding Sustainability
G4-26	Approach to stakeholder's engagement	SR	Embedding Sustainability
G4-27	Key topics and concerns raised through stakeholder engagement	SR	Embedding Sustainability
Report Profile			
G4-28	Reporting period	SR	Overview
G4-29	Date of most recent previous report	Website	-
G4-30	Reporting cycle	SR	Overview
G4-31	Contact point for questions regarding the report or its contents	SR	Back cover page
G4-32	GRI content index	SR	GRI Index
G4-33	External assurance	SR	Independent Assurance Statement
Governance			
G4-34	Governance structure	AR	Report on Corporate Governance
Ethics and Integrity			
G4-56	Values, principles, ethics and standards	SR	Overview

ASPECT - INDICATOR MAPPING

Material Issue	Aspect	Indicators	Section reference
Report Profile			
Energy, Climate change and resource optimization	Energy	DMA	Protecting our Planet
		EN6	
		EN7	
	Emissions	DMA	
		EN 15	
		EN16	
		EN 17	
		EN18	
		EN19	
	Effluents and waste	DMA	
		EN23	
	Products and services	DMA	
		EN27	
Community development and digital inclusion	Local communities	DMA	Sustainable Community Development
		SO1	
	Economic performance	DMA	Overview
		EC1	
	Indirect economic impacts	DMA	
		EC7	
		EC 8	

ASPECT - INDICATOR MAPPING

Material Issue	Aspect	Indicators	Section reference
Report Profile			
Customer experience and satisfaction	Customer Health and Safety	DMA	Enhancing Customers' experience
		PR1	
	Product and Service Labelling	DMA	
		PR5	
Employee development and engagement	Product and Service Labelling	DMA	Empowering People
		PR5	
	Employment	DMA	
		LA1	
		LA2	
	Training and Education	DMA	
		LA9	
		LA 10	
	Diversity and equal opportunity	DMA	
		LA12	
	Procurement practices	DMA	
		EC 9	

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