Greener each day

Known for its highest uptime, speed and quality of deployment, cost and energy efficiency, Bharti Infratel is one of the world’s largest telecom tower infrastructure providers. It deploys, owns and manages telecom towers and communication structures for all wireless operators. With an extremely robust telecom infrastructure and environment friendliness being our strength, we have proved to be a backbone for the country in terms of envisioning and developing a smarter network.
## Forward-looking Statement

This document contains statements that are, or may be deemed to be, “forward-looking statements” which are prospective in nature. These forward-looking statements may be identified by the use of forward-looking terminology, or the negative thereof such as “outlook”, “plans”, “expects” or “does not expect”, “is expected”, “continues”, “assumes”, “is subject to”, “budget”, “scheduled”, “estimates”, “aims”, “forecasts”, “risks”, “intends”, “positioned”, “predicts”, “anticipates” or “does not anticipate”, or “believes”, or variations of such words or comparable terminology and phrases or statements that certain actions, events or results “may”, “could”, “should”, “shall”, “would”, “might” or “will” be taken, occur or be achieved.

Such statements are qualified in their entirety by the inherent risks and uncertainties surrounding future expectations. Forward-looking statements are not based on historical facts, but rather on current predictions, expectations, beliefs, opinions, plans, objectives, goals, intentions and projections about future events, results of operations, prospects, financial condition and discussions of strategy.

Readers should also keep in mind that any forward-looking statement made by us in this report or elsewhere speaks only as of the date on which we made it. New risks and uncertainties may come up from time to time, and it is impossible for us to predict these events or how they may affect us. We have no duty to and do not intend to, update or revise the forward-looking statements in this report after the date hereof. In light of these risks and uncertainties, any forward-looking statement made in this report or elsewhere may or may not occur and has to be understood and read along with this supplemental disclosure.

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Bharti Infratel’s core mission is in line with the Bharti Group’s philosophy of building businesses which positively impact the society we live in. As pioneers of Shared Telecom Infrastructure services, Bharti Infratel has helped telecom operators maximise their reach in a short period of time. Bharti Infratel has provided them with compelling capex saving opportunities, and as a result, has helped them focus their investment in reaching out to more and more communities across the country. The business model inherently brings savings by sharing resources, specifically energy and space. Collectively, this contributes towards highly affordable telecom services which further helps in integrating more subscribers and connecting them to the rest of the world. In the long run, this helps change their socio-economic status, and improves their ‘quality of life.’
The report covers the telecommunication tower business operations of Bharti Infatel Limited. This report provides an overview of our social, environmental and economic efforts during the financial year 2014-15 that contributed towards our nation's growth. This is our first formal step towards documenting our journey towards sustainability.

It discloses our management's approach in relation to all our material aspects. It showcases the key sustainability highlights of the year and plan of action for attaining a sustainable future for the business.

We welcome any queries, suggestions and feedback, which as a reader you would like to see addressed in future.
Dear Stakeholders,

As Bharti group, we firmly believe in building businesses which positively impact the society we live in. At Bharti Infratel, we are focused on driving forward our group philosophy of “what is good for society is also good for business.”

We are committed to adopt a responsible business approach that creates long-term stakeholder value by taking into consideration every dimension of how business operates in the social, cultural and economic environment. For us, sustainability is about securing a balance between economic priorities and environmental protection and promoting inclusion and empowerment in the society. We, at Bharti Infratel, constantly strive to align our sustainability strategy with our business goals.

As you would recall, when we created this company, we gave ourselves the larger objective of ensuring that vital infrastructure in the form of telecom towers will be shared amongst operators in a non-discriminatory manner.

Today, we are pleased to see that our company has ably achieved this objective and has created a win-win business model, not only for our customers and ourselves but also for the environment at large. Today, our business model has become a global standard. We take pride in serving as the backbone for vital telecom communication across the country while ensuring that all the synergies are led by sharing the flow with our stakeholders.

At Bharti Infratel, growth is not centered on just the economic performance. Today, all our policies are formulated keeping the interest of our stakeholders at the forefront, be it our customers, our employees, our partners, our investors, our corporate governance philosophy, government regulations, or the community at large. It is this drive for sustainable value creation that governs our business philosophy and resonates in our vision. We have committed to embedding principles of sustainability in our growth model by incorporating ‘being known for Environment Friendliness’ as part of our vision statement. Every co-location we add to the network helps bring down energy consumption through synergies of sharing. Further, our globally recognised Green Towers P7 Programme is a conscious effort to drive energy conservation.

The new Companies Act of 2013 with its unique CSR clause mandating social investment for business organisations only reaffirms our long held faith in ‘giving back’ to pave the way towards a more inclusive and equitable society. To drive this, we have defined a CSR policy focusing on the five pillars of education and skill development, rural development, sanitation, relief operations and environment sustainability.

With our belief “A Child Educated – A Society Empowered,” we continue to drive our efforts on education through Bharti Foundation, our group’s philanthropic arm. Further, we also partner with Bharti Foundation on Satya Bharti Abhiyan, a sanitation programme launched in response to Hon’ble Prime Minister Shri Narendra Modi’s call to improve rural sanitation in the country.

It is therefore with much pride that we present this inaugural issue of Bharti Infratel’s Sustainability Report. In a simple but hopefully compelling manner, we have sought to present a glimpse of the various ways that Bharti Infratel in its own small way has tried to touch the lives of millions of people, to make the world a better place. This is our dream, our vision, our journey. We would like to express our sincere gratitude to all our stakeholders for their unwavering efforts and look forward to their valuable inputs and continued support as we embark on this journey to enable a happy, empowered and sustainable life for everyone.

Message from the Leadership

Akhil Gupta
Chairman

D.S. Rawat
Managing Director and Chief Executive Officer
Bharti Infratel at a Glance

Bharti Infratel has emerged as a provider of tower and related infrastructure sharing services. On a consolidated basis, we are one of the largest pan India tower infrastructure providers, based on the number of towers owned and operated by Bharti Infratel and Indus, that are represented by Infratel’s 42% equity interest. Our business is to acquire, build, own, operate the tower and related infrastructure. We provide access to our towers primarily to wireless telecommunications service providers on a shared basis, under long-term contracts. We are serving all telecom operators based in India; our largest customers being Bharti Airtel with Bharti Hexacom, Vodafone India and Idea Cellular. These are the three leading wireless telecommunications service providers in India by wireless revenue. We have a nationwide presence with operations in all 22 telecommunication circles in the country, with Bharti Infratel and Indus having operations in 4 overlapping circles.

As of March 2015, Bharti Infratel owned and operated 37,196 towers with 75,819 co-locations in 11 telecommunication circles while Indus operated 115,942 towers with 253,513 co-locations in 15 telecommunication circles. With Bharti Infratel’s towers’ infrastructure and its 42% equity interest in Indus, we have an economic interest in the equivalent of 85,892 towers and 182,294 co-locations in India.

Towards ensuring timely and high quality deliverables, we have executed an illustrious Master Service Agreement (MSA) with our customers, which is a long-term contract that sets out the terms on which access is provided to our towers. All the service providers are offered substantially the same terms and receive equal treatment at our towers where they install their active infrastructure to roll out cellular services. Under the MSA, the company enters into service contracts in respect of individual towers. The MSA and service contracts govern our relationship with our customers, the services offered, the applicable charges and the annual escalation clauses in respect of the applicable charges. This provides visibility with regard to future revenues.
Our robust business strategy hinges on three key elements of Operational Excellence, People Excellence & Service Excellence.

To be the best and most innovative passive communications infrastructure provider, globally known for:

- Highest uptime
- Speed and quality deployment
- Cost and energy efficiencies
- Environment friendliness
Our DNA

- **DRIVE FOR INNOVATION**
  - Pioneer
  - Infuse new ideas to address emerging market needs and future possibilities.
  - Focus on quality and process amplification.

- **DRIVE FOR RESULTS**
  - Energise
  - Proactive approach to achieve challenging goals and customer expectations.

- **COMMERCIAL THINKING**
  - Maximise
  - Make decisions based on cost impact and execute to add value.

- **DEVELOP PEOPLE AND PARTNERSHIPS**
  - Collaborate
  - Establish mutually rewarding internal and external relationships.
  - Develop self and high performance teams.
  - Be transparent & consistent in words and actions.

Our Company Strategy

- Organic Growth
  - Acquisition Opportunities

- Promote Tower Sharing

- Capitalise on the Rollout of New Technologies & Data Services

- Achieving Cost Efficiencies Across Tower Portfolios

- Increasing Revenue & Capital Productivity
Our Economic Performance

Our robust economic performance reflects our strengths, including:

a. Large scale, nationwide operations in the industry
b. Long-term contracts with leading wireless telecommunications service providers in India; providing visibility on future revenues
c. Comprehensive deployment and operational experience supported by well-developed processes, systems and IT infrastructure
d. Strong financial position and access to capital
e. Experienced and balanced management team

Our Shareholder

<table>
<thead>
<tr>
<th>March 2014</th>
<th>March 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airtel</td>
<td>79.39%</td>
</tr>
<tr>
<td>Foreign Institutional Investors/ Foreign Portfolio Investors</td>
<td>10.84%</td>
</tr>
<tr>
<td>Mutual Funds/ UTI &amp; Financial Institutions/ Banks Investment Funds, Private Equity, Non-Institutions, Individuals &amp; others</td>
<td>71.81%</td>
</tr>
<tr>
<td>Airtel</td>
<td>71.81%</td>
</tr>
<tr>
<td>Foreign Institutional Investors/ Foreign Portfolio Investors</td>
<td>22.45%</td>
</tr>
<tr>
<td>Mutual Funds/ UTI &amp; Financial Institutions/ Banks Investment Funds, Private Equity, Non-Institutions, Individuals &amp; others</td>
<td>5.74%</td>
</tr>
</tbody>
</table>

Source: Future is Data, Deloitte- June 2015 Report

Market Share

Source: Future is Data, Deloitte- June 2015 Report
## Performance at a Glance

### Consolidated Operating Highlights

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Units</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Towers Nos</td>
<td></td>
<td>78,442</td>
<td>79,064</td>
<td>82,083</td>
<td>83,368</td>
<td>85,892</td>
</tr>
<tr>
<td>Total Co-locations Nos</td>
<td></td>
<td>142,086</td>
<td>149,908</td>
<td>156,608</td>
<td>167,202</td>
<td>182,294</td>
</tr>
<tr>
<td>Average Sharing factor Times</td>
<td></td>
<td>1.75</td>
<td>1.85</td>
<td>1.90</td>
<td>1.96</td>
<td>2.06</td>
</tr>
<tr>
<td>Closing Sharing factor Times</td>
<td></td>
<td>1.81</td>
<td>1.90</td>
<td>1.91</td>
<td>2.01</td>
<td>2.12</td>
</tr>
<tr>
<td>Sharing Revenue per Tower per month ₹</td>
<td></td>
<td>60,724</td>
<td>64,931</td>
<td>66,034</td>
<td>66,273</td>
<td>70,169</td>
</tr>
<tr>
<td>Sharing Revenue per Sharing Operator per month ₹</td>
<td></td>
<td>34,665</td>
<td>35,025</td>
<td>34,717</td>
<td>33,862</td>
<td>33,983</td>
</tr>
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### Consolidated Financials

<table>
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<th>Particulars</th>
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<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>₹ Mn</td>
<td>84,988</td>
<td>94,521</td>
<td>102,720</td>
<td>108,267</td>
<td>116,683</td>
</tr>
<tr>
<td>EBITDA¹</td>
<td>₹ Mn</td>
<td>31,077</td>
<td>35,269</td>
<td>38,102</td>
<td>44,118</td>
<td>50,108</td>
</tr>
<tr>
<td>EBIT¹</td>
<td>₹ Mn</td>
<td>10,906</td>
<td>13,830</td>
<td>15,852</td>
<td>22,742</td>
<td>28,194</td>
</tr>
<tr>
<td>Cash Profit from Operations¹</td>
<td>₹ Mn</td>
<td>24,417</td>
<td>29,069</td>
<td>32,036</td>
<td>37,742</td>
<td>45,817</td>
</tr>
<tr>
<td>Profit before Tax</td>
<td>₹ Mn</td>
<td>7,769</td>
<td>11,282</td>
<td>15,307</td>
<td>23,232</td>
<td>30,515</td>
</tr>
<tr>
<td>Profit after Tax</td>
<td>₹ Mn</td>
<td>5,394</td>
<td>7,491</td>
<td>10,025</td>
<td>15,179</td>
<td>19,924</td>
</tr>
<tr>
<td>Capex</td>
<td>₹ Mn</td>
<td>24,098</td>
<td>14,103</td>
<td>21,470</td>
<td>15,268</td>
<td>20,809</td>
</tr>
<tr>
<td>-of which Maintenance &amp; General Corporate Capex²</td>
<td>₹ Mn</td>
<td>-</td>
<td>-</td>
<td>3,916</td>
<td>4,071</td>
<td>5,116</td>
</tr>
<tr>
<td>Operating Free Cash Flow¹⁵⁴</td>
<td>₹ Mn</td>
<td>4,643</td>
<td>19,039</td>
<td>17,833</td>
<td>26,471</td>
<td>27,910</td>
</tr>
<tr>
<td>Adjusted Fund From Operations(AFFO)¹⁶⁵</td>
<td>₹ Mn</td>
<td>-</td>
<td>-</td>
<td>32,064</td>
<td>37,668</td>
<td>43,603</td>
</tr>
<tr>
<td>Total Capital Employed</td>
<td>₹ Mn</td>
<td>166,806</td>
<td>157,652</td>
<td>151,738</td>
<td>147,089</td>
<td>142,910</td>
</tr>
<tr>
<td>Net Debt / Net (cash)</td>
<td>₹ Mn</td>
<td>26,823</td>
<td>12,411</td>
<td>(20,167)</td>
<td>(33,294)</td>
<td>(27,290)</td>
</tr>
<tr>
<td>Shareholder’s Equity</td>
<td>₹ Mn</td>
<td>139,983</td>
<td>145,241</td>
<td>171,925</td>
<td>180,382</td>
<td>170,200</td>
</tr>
</tbody>
</table>

### Key Ratios

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<th>Particulars</th>
<th>Units</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA Margin²</td>
<td>%</td>
<td>36.6%</td>
<td>37.3%</td>
<td>37.1%</td>
<td>40.7%</td>
<td>42.9%</td>
</tr>
<tr>
<td>EBIT Margin²</td>
<td>%</td>
<td>12.8%</td>
<td>14.6%</td>
<td>15.4%</td>
<td>21.0%</td>
<td>24.2%</td>
</tr>
<tr>
<td>Net Profit Margin²</td>
<td>%</td>
<td>6.3%</td>
<td>7.9%</td>
<td>9.8%</td>
<td>14.0%</td>
<td>17.1%</td>
</tr>
<tr>
<td>Net Debt / (Net Cash) to EBITDA (LTM) Times</td>
<td></td>
<td>0.86</td>
<td>0.35</td>
<td>(0.53)</td>
<td>(0.75)</td>
<td>(0.54)</td>
</tr>
<tr>
<td>Interest Coverage ratio (LTM)</td>
<td>Times</td>
<td>7.19</td>
<td>8.66</td>
<td>9.66</td>
<td>11.04</td>
<td>17.27</td>
</tr>
<tr>
<td>Return on Capital Employed (LTM)</td>
<td>%</td>
<td>6.5%</td>
<td>8.5%</td>
<td>10.2%</td>
<td>15.2%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Incremental Return on Capital Employed (LTM) %</td>
<td></td>
<td>47.8%</td>
<td>∞</td>
<td>∞</td>
<td>∞</td>
<td>∞</td>
</tr>
<tr>
<td>Return on Shareholder’s Equity (LTM) %</td>
<td></td>
<td>3.9%</td>
<td>5.3%</td>
<td>6.3%</td>
<td>8.6%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Incremental Return on Shareholder’s Equity (LTM) %</td>
<td></td>
<td>16.7%</td>
<td>47.1%</td>
<td>15.9%</td>
<td>29.3%</td>
<td>∞</td>
</tr>
</tbody>
</table>

### Valuation Indicators

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Units</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Capitalisation</td>
<td>₹ Bn</td>
<td>N.A</td>
<td>N.A</td>
<td>338</td>
</tr>
<tr>
<td>Enterprise Value</td>
<td>₹ Bn</td>
<td>N.A</td>
<td>N.A</td>
<td>318</td>
</tr>
<tr>
<td>EV / EBITDA (LTM)</td>
<td>Times</td>
<td>N.A</td>
<td>N.A</td>
<td>8.34</td>
</tr>
<tr>
<td>EPS (Diluted)</td>
<td>₹</td>
<td>3.09</td>
<td>4.29</td>
<td>5.61</td>
</tr>
<tr>
<td>PE Ratio</td>
<td>Times</td>
<td>N.A</td>
<td>N.A</td>
<td>31.89</td>
</tr>
</tbody>
</table>

1. Revenue, EBITDA, EBIT, Cash profit from operations, operating free cash flow and Adjusted Fund from Operations (AFFO) are excluding other income.
2. EBITDA, EBIT and Net profit margin have been computed on revenue excluding other income.
3. Incremental Return on Capital employed / Shareholder’s equity as at the end of relevant periods is not ascertainable as the capital employed / Shareholder’s fund for the year end was lower than capital employed / Shareholder’s fund as at the end of the corresponding previous period.
4. Operating free cash flow for full year ended March 31, 2013, has been adjusted for change in estimate of site restoration obligation.
5. Reporting for these key parameters started from year ended March 31, 2013.
6. Previous periods’ figures have been regrouped/rearranged wherever necessary to confirm to current period’s classifications.
7. Revenue for the full year ended March 31, 2011, 2012 and 2013 includes uneliminated IRU income, the accrual of which discontinued post Indus merger.
Profit after Tax (₹Mn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Profit after Tax (₹Mn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>5.394</td>
</tr>
<tr>
<td>FY 12</td>
<td>7.491</td>
</tr>
<tr>
<td>FY 13</td>
<td>10.025</td>
</tr>
<tr>
<td>FY 14</td>
<td>15.179</td>
</tr>
<tr>
<td>FY 15</td>
<td>19.924</td>
</tr>
</tbody>
</table>

5 Year CAGR (%)

- Total Towers: 3.0%
- Total Co-locations: 7.9%
- Revenue: 10.7%
- EBITDA: 16.0%
- Profit after Tax: 53.0%
Stakeholders

Engagement with our stakeholders, helps us understand their expectations and needs, which prompts us to respond to them in a timely manner. Based on the assessment of our value chain, we have identified stakeholders who are critical for the success of our business. We have mapped our stakeholders and categorised them as:
CUSTOMERS
SHAREHOLDERS/ INVESTORS
PARTNERS (SUPPLIERS/ VENDORS/ LANDLORDS)
EMPLOYEES
REGULATORY BODIES
INDUSTRY FORUMS
COMMUNITY
Management of Our Stakeholders’ Issues & Concerns:

1. Bharti Infratel's commitment towards compliance to the highest governance standard is backed by an independent and fully informed board, comprehensive processes, policies and communication. We adhere to the highest levels of ethical business practices as articulated by our Code of Conduct (CoC) to achieve our performance with integrity. Policy relating to ethics, bribery and corruption is duly covered under Bharti CoC. The CoC policy extends to the entire Bharti Group and covers employees, suppliers, contractors, service providers and their employees. Annual online certification on CoC is mandatory for all employees which confirms their continued adherence towards the same. The CoC policy is governed by Office of Ombudsperson and the office can be approached by any employee or external stakeholder of the Company to raise concerns pertaining to unethical practices. In addition to this, the Company’s Consequence Management Policy prescribes the action to be initiated in all confirmed cases of CoC violation. These are also available as public information on our website www.bharti-infratel.com

2. Customers: Bharti Infratel has a dedicated sales and marketing team within its leadership organisation structure, which is replicated at the level of each telecommunication circle. The emphasis of the sales and marketing function at Bharti Infratel is to build on its existing strong customer relationships, encouraging a regular flow of information between Bharti Infratel and its customers. While it ensures high visibility of future growth plans of wireless telecommunications service providers, it also makes them aware of Bharti Infratel’s offerings and the advantages it provides.

Our sales and marketing team is responsible to take care of our customers’ needs and concerns. The team takes the following steps to ensure smooth delivery of services to them:

1. Master Service Agreement (MSA) is executed with all our customers. This contract lays down non-discriminatory offering of services to all.
2. A relationship manager is assigned to each one of our customers. The company follows a key account management strategy to enhance its customer relationship.
3. As a part of the customer contract, we have defined a governance mechanism to run structured governance processes with each one of our customers.
4. The sales and marketing team provides pre-sales as well as post-sales technical support to Bharti Infratel’s customers, along with the necessary operational information. The sales and marketing teams at the circle level play a key role in maintaining customer relationships and addressing complaints and concerns.
5. Customer Portal - The company has also set up Infratel Enterprise Suite under the Classic Information Technology (CIT) platform in partnership with IBM. Infratel Enterprise Suite is Infratel’s innovative online ERP platform where the customers can raise and manage their respective business requests on an end-to-end basis. The entire process of requesting a new cell site or a cabinet expansion can now be administered through this smooth, transparent and efficient mechanism.

Customers Survey Score Enhancement - To measure our performance and further improve our deliverables, we carry out annual customer surveys. The survey results are measured on the CSAT (Customer Satisfaction) Index and the inputs and feedback are applied to improve our services and understanding of our customers’ requirement. Our focus always remains on continuously improving through independent 3rd party surveys which helps us in enhancing our service standards.

Customer Safety - We at Bharti Infratel ensure customer safety through various initiatives including raising safety standards in our supply chain. Safety across our value chain is extremely important to us; we are working rigorously in raising the safety standards by creating more awareness and investing in related initiatives. This is achieved through awareness on the importance of safe work practices and the use of Personal Protective Equipment (PPEs) for all our on-roll employees and outsourced workforce.

One of the visions of Bharti Infratel is to deploy environment friendly practices at business. We have been working on achieving this vision by lowering our dependence on diesel, and by increasing the adoption of alternate energy resources.
**Energy and Climate Change** - As a responsible and environmentally conscious corporate, we are putting in several efforts in our business operations to create a positive impact on the environment. One of our key goals is to become a ‘Green Company’, which can be achieved by reducing our carbon footprint and investing in alternate sources of energy. Initiatives towards strengthening a green network in the form of solar installations, use of free cooling units in lieu of conventional air conditioners for load optimisation has helped us achieve significant energy conservation. For more details, refer to P7 Programme under the section “OUR PLANET.”

**Six Sigma Drive** - Infratel has taken Six Sigma projects for wide ranging impact on business by reducing diesel consumption, costs, and carbon footprint towards ensuring cleaner and greener environment. Bharti Infratel is conducting various Six Sigma training sessions at its head office and across circles. This initiative has supported Infratel in improving performance, processes, products and services.

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**2. Shareholders / Investors Rights:** The company has a policy of announcement of the audited results every quarter. The results are approved by the Board of Directors (or committees thereof) and submitted to the Stock Exchanges within 15 minutes of the approval of the results. Once taken on record by the Stock Exchanges, the same is disseminated in media by way of press releases. The quarterly and half-yearly financial statements are published in newspapers and uploaded on company’s website. The company also communicates the payment of dividend by e-mails and letters to all shareholders. In addition, the company publishes the voting results of the shareholders’ meetings and makes it available on the company’s website, and reports the same to the respective Stock Exchanges.

**Stakeholders’ Relationship Committee**

The Stakeholders’ Relationship Committee comprises of three members out of which two are Executive Directors while the Chairman of the committee is Non-Executive Non-Independent Director. During FY 2014-15, the Stakeholders’ Relationship Committee met 10 (Ten) times.

**Key Responsibilities of the Stakeholders’ Relationship Committee:**

- Formulation of procedures in line with the statutory guidelines to ensure speedy disposal of various requests received from shareholders from time to time.
- To consider and resolve the complaints/grievances of security holders of the company including complaints related to transfer of shares, non-receipt of balance sheet and non-receipt of declared dividend.
- Dematerialise or rematerialise the share certificates.
- Approve the transmission of shares or other securities arising as a result of death of the sole/anyone joint shareholder.
- Sub-divide, consolidate and/or replace any share or other securities certificate(s) of the company, issue duplicate share/other securities, certificate(s) in lieu of the original share/security(ies) certificate(s) of the company.
- Approve, register, and refuse to register transfer/transmission of shares and other securities.
- To further delegate all or any of the power to any other employee(s), officer(s), representative(s), consultant(s), professional(s), or agent(s).
- Oversee & review, all matters connected with the transfer of securities of the company.
- Oversee the performance of Registrar and Share Transfer Agent of the company.
- Recommend methods to upgrade the standard of services to the investors.
- To deal with the unclaimed/undelivered shares of the company, as prescribed in the relevant clause of the Listing Agreement.
- To do all such acts, deeds and things as may be necessary in this regard.
MEANS OF COMMUNICATION

Quarterly Results: The company’s quarterly audited results are published in prominent daily newspapers, viz. Mint (English daily) and Hindustan (vernacular newspaper) and are also posted on the company’s website.

News Releases, Presentations: Official news releases and official media releases are sent to the Stock Exchanges and are posted on the company’s website.

Earning Calls & Presentations to Institutional Investors/Analysts: The company organises an earnings call with analysts and investors on the next day of the results announcement and broadcasts it live on the company’s website, and soon after posts the transcript. Any specific presentation made to the analysts/others is also posted on www.bharti-infratel.com.

NSE Electronic Application Processing System (NEAPS)/BSE Corporate Compliance & Listing Centre: The NEAPS/BSE’s Listing Centre is web-based application designed for corporates. All periodical compliance filings like shareholding pattern, corporate governance report, media releases and other material information is also filed electronically on the designated portals.

Website: Since the time of listing of shares, Bharti Infratel has adopted a practice of releasing a quarterly report, which contains financial and operating highlights, key industry and company developments, results of operations, stock market highlights, non-GAAP information, ratio analysis, summarised financial statements and so on. The quarterly reports are posted on the company’s website and are also submitted to the Stock Exchanges where the company’s shares are listed.
Shareholders’/Investors’ Grievances Committee

Infratel’s shareholders’/investors’ grievances committee of the board (‘Investor Grievances Committee’). This committee looks after the redressal of shareholders’/investors’ complaints; allotment of shares, approval of transfer or transmission of shares, debentures or any other securities; issue of duplicate certificates and new certificates on split/consolidation/renewal; non-receipt of declared dividends, balance sheets of the company; and carrying out any other functions as prescribed under the Listing Agreement.

<table>
<thead>
<tr>
<th>Complaints pending on April 2014</th>
<th>Number of Complaints received during FY2014-15</th>
<th>Complaints Redressed during FY 2014-15</th>
<th>Complaints pending on March 31, 2015</th>
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</thead>
<tbody>
<tr>
<td>NIL</td>
<td>19</td>
<td>19</td>
<td>NIL</td>
</tr>
</tbody>
</table>

Prevention of Insider trading for Investors

In compliance with the SEBI regulations on prevention of insider trading, the company has established systems and procedures to prohibit insider trading activity and has formulated an insider trading policy for designated persons who may have access to the company's price sensitive information. The policy lays down procedures to be followed and disclosures to be made, while trading in the shares of the company. The company follows highest standards of transparency and fairness in dealing with all stakeholders and ensures that no insider uses his or her position with or without knowledge of the company to gain personal benefit or to provide benefit to any third party.

Code of Conduct for Prevention of Insider Trading

In compliance with the SEBI regulation on prevention of insider trading, the company has well established systems and procedures to prohibit insider trading activity and has formulated an insider trading policy for designated persons who may have access to the company's price sensitive information. The policy lays down procedures to be followed and disclosures to be made, while trading in the shares of the company.

The company follows highest standards of transparency and fairness in dealing with all stakeholders and ensures that no insider shall use his or her position with or without the company’s knowledge to gain personal benefit or to provide benefit to any third party.

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Dividend</th>
<th>Rate of Dividend Per Equity Share of Rs.10 each</th>
<th>Total Dividend Amount</th>
<th>Amount Unpaid to the Shareholders</th>
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</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>Interim</td>
<td>Rs. 2.50</td>
<td>Rs. 4356 Mn</td>
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<tr>
<td></td>
<td>Final</td>
<td>Rs. 3.00</td>
<td>Rs. 5666 Mn</td>
<td>Rs. 0.20 Mn</td>
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<tr>
<td>2013-14</td>
<td>Final</td>
<td>Rs. 4.40</td>
<td>Rs. 8313 Mn</td>
<td>Rs. 0.15 Mn</td>
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<tr>
<td>2014-15</td>
<td>Interim</td>
<td>Rs. 4.50</td>
<td>Rs. 8509 Mn</td>
<td>Rs. 0.14 Mn</td>
</tr>
</tbody>
</table>
3. Suppliers/Vendors/Landlords
Supply Chain Management (SCM) Head is responsible for addressing all issues and concerns related to suppliers, vendors and landlords. All our contracts provide for dispute resolution and governance. Infratel also maintains a ‘Supplier Portal’ which has been set up to address the concerns of all our vendors.

• Governance Mechanism (Operations & HO): Structured and scheduled governance meetings based on the partner categorisation is ensured both at HO and circle levels. The participants of these meetings are the relevant stakeholders including the respective user function. The progress of key performance deliverables like KPI, SLA and other contractual obligations of both parties are objectively discussed and settled.

• Vendor Meet: An annual Vendor/Partner meet is organised with active participation by the Bharti Infratel and partner leadership teams. The meet provides an interactive platform for sharing with our partners the progression/roadmap of the company’s business, and the expectations and alignments with our partner fraternity.

• Vendor SAT: A yearly survey is conducted by an independent third party agency to ascertain the vendor engagement and satisfaction in our business transactions with them. The outcome of this survey is utilised to devise an action plan to align the partners’ expectations including the improvement areas, if any.

• CoC Certification: Bharti Infratel takes pride in conducting all business transactions, maintaining the highest ethical levels and expects the same from its partners. An undertaking for CoC compliance to ethical practices, EHS (Environment, Health and Safety), regulatory compliances is obtained from our partners before entering into any business transactions. This is further emphasised while entering into any contractual relationship with them.

• I Supplier Portal: In keeping with the endeavour of the SCM team to create transparency and facilitate ease of business, an interface to the partner is provided through ‘I Supplier Portal.’ The portal is directly linked to the ERP system and provides a real-time update of the progression of the vendor invoice and payments. It also serves as a communication platform for any relevant information to be shared with the partner.

• Safety Standards for Partners/Vendors
Our business vendors and partners are part of our ‘Safety First’ programme, extend as the awareness to our critical business partners who work hand in hand with our employees at the tower sites. We have encapsulated the mandatory safety trainings in online modules to ensure accessibility anytime, anywhere. Part of our safety contract with vendors and partners includes providing them with safety guidelines and procedures to be followed, besides the penal consequences of disregarding them. This initiative has helped us achieve 96% training compliance across our circles of operation Pan India. We also have a comprehensive safety policy for employees.

Green Initiatives
As a continuing endeavour towards the ‘Go Green’ initiative, the company also proposes to send all correspondences/communications through email to those shareholders, who have registered their email ids with their depository participants/ company’s registrar and share transfer agent. In case the shareholders desire to receive printed copy of such communications, they are required to send requisition to the company. The company will forthwith send a printed copy of the communication to the respective shareholder.
4. Employees

Our employees are the key components to the growth of the company. Our inclusion-based policies and processes ensure non-discrimination and provide a culture of innovation, diversity and safety to our employees. We also have several Board Level Committees including the Human Resources, Nomination and Remuneration Committee which looks after some of the key concerns of our employees. The composition of the committee meets the requirements of the Companies Act, 2013 and comprises of three Non-Executive Directors.

Key Responsibilities: Human Resources (HR)
1. Attraction and retention strategies for employees.
2. Formulation and recommendation of a policy relating to remuneration of directors, key managerial personnel and other employees to the board.
3. Determining the compensation (including salaries and salary adjustments, incentives/ benefits, bonuses) and performance targets of the Chairman and of the Managing Directors & CEOs.
4. Reviewing employee development strategies.
5. Assessing the learning and development needs of the directors and recommending learning opportunities.
6. Reviewing its Terms of Reference on an annual basis and recommending required changes to the board.
7. Reviewing all human resource related issues including succession plan of key personnel.
8. Approving the remuneration payable to managerial persons in case of no profit or inadequate profit, taking into account the financial position of the company, trend in the industry, appointee’s qualification, experience, past performance, past remuneration while bringing objectivity in determining the remuneration package while striking a balance between the interest of the company and the shareholders.
9. Ensuring compliance with all relevant acts related to employees.

Key Responsibilities: Employee Stock Option Plan (ESOP)

Formulation of ESOP plans and deciding on future grants from time to time

- Formulation of terms and conditions on following, under the present ESOP Schemes of the company with respect to:
  - Quantum of options to be granted under ESOP scheme(s) per employee and in the aggregate under a plan
  - Performance conditions attached to any ESOP Plan
  - Conditions under which options vested in employees may lapse in case of termination of employment for misconduct
  - Exercise period within which the employee needs to exercise the option, which would lapse on failure to exercise the option within the exercise period
  - Specified period within which the employee must exercise the vested options in the event of his termination or resignation
  - Rights of an employee to exercise all the options vested in him at one time or at various points of time within the exercise period
  - Procedure for making a fair and reasonable adjustment to the number of options and to the exercise price in case of rights issues, bonus issues and other corporate actions
  - Grant, vesting and exercise of option in case of employees who are on long leave; and the procedure for cashless exercise of options

- To frame suitable policies and processes to ensure that there is no violation of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 1992, and Securities and Exchange Board of India (Prohibition of Fraudulent and Unfair Trade Practices relating to the Securities Market) Regulations, 1995
- Other key issues as may be referred by the board
- Any other matter which may be relevant for administration of ESOP schemes from time to time
The company has several committees which have been established as a part of the best corporate governance practices and are in compliance with the requirements of the relevant provisions of applicable laws and statutes. The details with respect to the compositions, powers, roles, terms of reference etc. of the committees are always provided in the company's annual report.

The company has also formed an Audit & Risk Committee of which all members are independent directors. This committee ensures independent reporting of statutory auditors, related party transactions as part of review of the company's financial reporting process.

**Directors Evaluation**
Bharti Infratel follows the process, attributes, criteria and format for the performance evaluation of the Board, committees of the Board, individual directors and the Chairman as per the Companies Act, 2013. The performance evaluation of the board members is carried out on an annual basis and includes evaluation of the Board as a whole, Board Committees and individual directors including the Chairman. The evaluation process is facilitated by an independent leading HR consulting firm.

**Board Diversity**
The company recognises and embraces the importance of a diverse board in its success. We believe that a truly diverse board will leverage differences in thought, perspective, knowledge, skill, industry experience, cultural and geographical background which will help us retain and ensure our competitive advantage. The board has adopted the Board Diversity Policy which sets out the approach to diversity of the Board of Directors.

The company has a broad-based Board of Directors, constituted in compliance with the Companies Act, 2013, Listing Agreement entered with the Stock Exchange(s) and in accordance with the best practices in corporate governance. The board functions either as a full board or through various committees constituted to oversee specific areas. Policy formulation, setting up of goals, evaluation of performance and control functions vested in the board.
Internal Security Management System (ISMS) & Business Continuity Management Systems (BCMS) - Bharti Infratel is certified by British Standards Institution (BSI) on Information Security (ISO 27001) and Business Continuity (ISO 22301) Management Systems. Basis regular trainings and awareness sessions, all Infratel employees have been certified in the same.

Bharti Infratel was awarded the Best Employer 2015 and Best Employer for Commitment to Engagement 2015 by Aon Hewitt.
5. Regulatory Bodies

The Business Responsibility Report is compiled and reported every year. Bharti Infratel has a dedicated BR Head and the Managing Director & CEO of the company is responsible for implementation of the BR policy/policies.

6. Industry Forums

Bharti Infratel is member of several industry forums and associations including Confederation of Indian Industry (CII) and Tower and Infrastructure Providers Association (TAIPA). The company also provides its inputs to the association for an appropriate representation to the regulator/respective local authority of the concerned State, wherever any consultation paper is released by TRAI (Telecom Regulatory Authority of India) and/or policy/guideline related to towers is issued by local authorities. Bharti Infratel Ltd. focuses on public policies that maximise the ability of individuals and companies to innovate, increase job creation, increase telecom penetration, benefit the daily lives of people, and strengthen the country’s economy.

Bharti Infratel was awarded the Best Employer 2015 and Best Employer for Commitment to Engagement 2015 by Aon Hewitt.

7. Community

Bharti Infratel has a dedicated board-level committee to direct the CSR efforts of the company in a meaningful and sustained manner. It focuses on disadvantaged groups and vulnerable sections, like children and underprivileged women in the society. The committee is chaired by a Non-Executive Independent Director and comprises of three board members. The committee formulated the company’s CSR Policy which indicates the activities to be undertaken under CSR. It also recommends the amount of expenditure to be incurred on the activities, monitors the policy of the company from time to time, ensures that the finalised initiatives/activities are undertaken by the company and reports on the CSR spending to the concerned government departments. The committee meets once every quarter and takes stock of the project progress, utilisation of funds and future project recommendations.

Infratel has a dedicated CSR – Head who is supported by Circle HR teams/CSR SPOC. In year 2014-15, Bharti Infratel invested Rs.173 Million on several social development projects including education, sanitation and disaster relief. Numerous opportunities of participation in different social development initiatives are also provided to our employees. They not only contribute financially towards such initiatives but also share their skills, knowledge and expertise for the benefit of the marginalised. Every year our GET’s (Graduate Engineer Trainees) spend 7-10 days in different CSR projects to understand the nuances of the programme on ground level and how this has brought about a positive change within the rural communities despite facing regional, ethical and geographical diversity.
Other measures to mitigate the concerns/issues of our Stakeholders

Untapped Rural Market – Bharti Infratel has increased its penetration in rural and remote areas. The network design and planning in rural areas is different from that in urban areas. Given that the population in rural areas is widely dispersed, to cover the same number of subscribers (vis-à-vis urban areas) the tower requirements increase in rural areas. Even at low ARPU (Average Revenue Per Unit,) business viability can significantly increase on the strength of infrastructure sharing, thus benefiting the investor in the long run. Bharti Infratel services its customers and is also achieving the government’s agenda of high telecom penetration.
Our Planet

We at Bharti Infratel believe that a healthy environment is a prerequisite for progress and contributes to the well-being of the society, its people and its businesses. Our business model promotes tower sharing, bringing down the carbon footprint for telecom networks and works towards a sustainable and strong economy.

The proactive steps that we have taken to preserve the environment is testimony to our goal to be a ‘Green Company.’ One of the visions we had set for ourselves is to be known for an initiative ensuring environment friendliness, and to fulfill this commitment we have made several endeavours through energy and waste management.
ENERGY MANAGEMENT

We have implemented a number of cost-effective energy optimisation measures; while at the same time improved the environmental performance of our towers in the region. As this is our first year of formal reporting on sustainability, we plan to use this report as the foundation for future performance and monitoring.

Further, our goal to be a ‘Green Company’ co-relates with our business model of sharing vital infrastructure in the form of telecom towers. Every co-location we add to the network helps bring down energy consumption led by synergies of sharing.

1. **Business Model of Tower Sharing**
   - Adopting this model has had several positive impacts not only for Infratel but also for its customers. Every co-location added in the network helps in bringing down the energy consumption on a per co-location basis ensuring a win-win situation for both the parties.

2. **Green Tower P7 Programme**
   - We launched this programme in 2010, with the aim of minimising dependency on diesel and thereby, attaining carbon footprint reduction. The programme focuses on three strategic pillars:
     a. Using renewable energy resources
     b. Improving energy efficiency and
     c. Reduction of equipment load

During the year, we continued significant investments in the Green Programme to enhance our green footprint. The company has incurred a capex of over Rs. 1,400 Mn on a consolidated basis on energy conservation. Total energy conservation capex invested at the end of the financial year 2014-15 stands in excess of Rs. 3,200 Mn on a consolidated basis.

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**a. Use of Renewables**

**Solar Photovoltaic (PV) Solutions**
- Keeping this in mind and our aim to deploy renewables energy, we conceptualised the solar DG hybrid model for telecom network in 2009/2010. We run the site on solar power utilising the sun-light available at our site during the day and store additional energy in batteries for use during evening hours. This helps us reduce dependency on diesel and run sites in an environment friendly manner.

During FY 2014-15, we deployed solar network on more than 900 towers. Today, we operate solar network on over 2,800 towers with a capacity of more than 11 MW across the network. Today, we are proud to have the largest solar footprint in telecom sector. Subsequently, this has resulted in large reduction of CO₂ emission.

**Community Lighting Solutions**
- We have partnered with Renewable Energy Service Companies (RESCOs) in our efforts towards energising on towers using renewable energy, along with community power development in rural areas. RESCOs establish a small renewable energy based power plant near our site location and provide renewable energy to our sites and local community from this plant. This is a unique model which displays our commitment to become anchor customers to RESCOs and help create a robust business model for them, while ensuring larger community development. One such initiative in the state of Uttar Pradesh, our UP East circle, is enabling 4000+ families access to electricity along with removal of DG set from the site. OMC Power has a new approach. It is financing, building, operating and maintaining micropower plants in off/low-grid rural areas so that tower companies and mobile operators can purchase electricity directly from OMC rather than running their own diesel generators, solar panels and wind turbines. OMC has moved green electricity from being a capex headache to a manageable and scaleable opex cost. No longer do operators have to build, manage and maintain their own captive power infrastructure.

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**b. Improving Energy Efficiency**

We are increasing efficiency in supply management by improving energy efficiency of tower infrastructure equipments. This is achieved through:

1. **IPMS/ PPC**
2. **Battery Bank Hybrid Solutions**
3. **Variable Speed DG sets**
4. **Li-ion Batteries**

**IPMS/ PPC**
- We have adopted high efficiency Integrated Power Management Solutions (IPMS), Plug and Play Cabinets (PPC) as part of standard configuration for new tower deployment to maximise utilisation of grid power supply on the towers. These equipment are integration of several individual items like Power Interface Unit (PIU), Switched-Mode Power Supply (SMPS), Battery Bank Chiller, Network Management System (NMS) etc., into one unit and have resulted in increased efficiency. Beside increased efficiency, smart logics in-built in these equipment helps increase the use of grid power thereby reducing diesel consumption.

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**Capex investment of more than Rs. 3200 Mn on energy conservation at the end of FY 2014-2015**

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Battery Bank Hybrid
We have been optimising the battery capacity on sites. This helps run the DG set on optimum load and ensures efficient diesel consumption.

Variable Speed DG sets
We continue to deploy variable speed DG sets to overcome the challenge of high variation in load requirement at sites. This solution senses load on DG set and reduces the speed of the DG to give maximum efficiency across loads. This is better than the conventional DG sets in terms of reducing energy consumption.

Li-ion Batteries
A new battery technology which overcomes the challenges of existing VRLA battery with features like temperature independence, fast charging, high efficiency, high life and lower footprint is being deployed at our sites. During the year, we initiated trials of these advanced batteries and found healthy reduction in diesel consumption.

c. Reduction of Equipment Load
We are achieving reduction of equipment load on tower infrastructure by adopting following measures:

1. ID to OD Conversion:
   Historically, air-conditioners have been deployed on sites considering the operator equipment was placed indoors i.e. inside shelter, leading to additional energy consumption for cooling purposes. Our initiative, 'Abandon the Air-conditioner' enables us to incentivise the operators for shifting their equipment outdoors for a natural ambient air cooling. This initiative is being further scaled up to eliminate the use of air-conditioners and thereby reduce the CO2 emissions.

2. Free Cooling Units (FCU) -
   Apart from Indoor to Outdoor conversion which requires active infra movement, during FY 2013-14 we began to replace air-conditioners with Free Cooling Units (FCU’s). FCU’s use ambient air to cool the shelter, thus help save energy as air-conditioner is shut. We continue to take this journey forward.
   As a result of this programme, we have been able to convert over 26,500 towers across our network into Green towers, on a consolidated basis. This translates to over 30% Green network. We believe that our efforts on being environment friendly will have long-term benefits to our customers, as well as the society at large.
   Bharti Infratel’s Green Towers P7 programme has been widely recognised across the industry. It has also won the prestigious ‘Green Mobile Award’ at the GSMA Global Mobile Awards in 2011 for driving one of the largest green power initiatives for mobile towers. The Confederation of Indian Industry (CII) also conferred upon Bharti Infratel, the National Award for Excellence in Energy Management in 2013 recognising Green Towers P7 programme as the ‘Most Innovative Energy Saving Product/Service.’

WASTE MANAGEMENT
We incorporate best practices and programmes related to waste management and have implemented measures to reduce the impact associated with resource use and disposal.

Supply Chain Management (SCM) department at Circles is responsible for collection and moment of used assets from different sites to warehouse. Circle cross-functional teams are responsible to identify waste for disposal. Headquarter SCM team is responsible for disposal of wastes under different categories like hazardous waste, non-hazardous waste and e-waste.

- Our hazardous waste includes lead acid batteries which are disposed off to the authorised vendors having Central Pollution Control Board (CPCB) certification
- Our non-hazardous waste includes iron waste, copper waste & misc. waste (plastic, wooden etc.)
- Our e-waste includes rectifier module, power interface unit, power plan (smps) and air conditioners. The e-waste items are disposed off only to the authorised vendors having Pollution Control Board certification.
Our Corporate Social Responsibility (CSR) programmes are aimed at creating a positive but sustainable impact on the society that we operate in. During the last several years, we have taken various social development initiatives that serve our communities. We aim at ensuring a positive change by encouraging education, employment and rural development, among other endeavours.

Our CSR Policy and business strategies and activities are geared to enable the community and bring in a positive social change. A dedicated resource - Head CSR has been appointed to drive the CSR initiatives through Bharti Foundation, the Bharti Group philanthropic arm and other non-profit organisations.

Our CSR vision aims at “building an empowered society through education, community development and environment sustainability.”
Our CSR initiatives focusing on education and sanitation are implemented in partnership with the Bharti Foundation, the philanthropic arm of the Bharti Group.

In FY14-15, Infratel has approximately spent 1.8% (INR 173 Million) of its average profit on several CSR projects on education, sanitation and disaster relief.

Our CSR Initiatives
A. Shaping the Future
Indian government has launched various policies and programmes to spread education in rural and urban areas of our country. The Right to Free and Compulsory Education (RTE) Act, 2009, passed by the parliament makes education a constitutional right for its citizens. Flagship programmes like the Sarva Shiksha Abhiyan (SSA) and Rashtriya Madhyamik Shiksha Abhiyan (RMSA) are also making significant contributions towards translating these commitments into reality. Though, these efforts have created a positive movement in the field of education, a majority of children from the marginalised communities still remain out of school.

We work in association with Bharti Foundation to provide quality education to children through our Satya Bharti School Programme. Our efforts are aimed at bringing a positive change in rural parts of the country.

**Satya Bharti School Programme**
This programme aims at increasing enrolment in schools, retention of the marginalised children and developing regular education programmes to provide children in rural India with quality primary, elementary and senior secondary education. Special focus is on promoting enrolment of girl child and their empowerment through education.

**Objectives**
- Provide free and quality education to underprivileged children, with a special focus on the girl child, in rural parts of the country
- Transform students into educated, confident, responsible and self-reliant employable citizens of India with a deep sense of commitment to their society
- Encourage active involvement of the rural community, parents of students and like-minded organisations
- Make a long-lasting and sustainable impact on the community where schools are present
- Find innovative solutions, through its primary and senior secondary schools, to create replicable and scalable components in the programme to facilitate the delivery of quality education.
Satya Bharti School Statistics*

6 States
Haryana, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh and West Bengal

<table>
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<th>254 Schools</th>
<th>1,629# Teachers</th>
<th>40,934 Students</th>
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<tbody>
<tr>
<td>Primary</td>
<td>185</td>
<td></td>
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<tr>
<td>Elementary</td>
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<td>Senior Secondary</td>
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<td></td>
<td>Female 53%</td>
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<td></td>
<td>Male 47%</td>
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<td>#In addition, there are 16 more teachers at two schools run by Pardada Pardadi Education Society (PPES) in Uttar Pradesh</td>
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</tr>
</tbody>
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| 64 States |
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*Data as on March 31, 2015
Free Quality Education
Focus on Girl Children
Trained Teachers and Volunteers
Focus on English and use of Computers
Pedagogic Supervision and Support to Teachers
Stringent Ongoing Quality Checks and Audit Processes
Activity-based Learning
Healthy and Nutritious Mid-Day Meals
Large Spacious Classrooms
Separate Toilets for Boys and Girls
Running Water Facilities

Salient Features
Satya Bharti School Programme

Recognising & encouraging young talent towards Satya Bharti School Programme in FY 2014-15

₹100 Mn
B. Ensuring Healthy Tomorrow

In response to the call by Hon’ble Prime Minister of India to support ‘Swachh Bharat Abhiyan’ (Clean India Campaign,) we have also committed to drive the rural sanitation initiative. We are supporting ‘Satya Bharti Abhiyan,’ which is being executed by Bharti Foundation with an aim to improve the existing condition of sanitation in rural Ludhiana.

Open defecation in India has lead to increase in some major health, hygiene and environmental concerns. As per the 2011 census, 67% of rural households and 13% of urban households defecate in the open. India now accounts for 60% of the world’s open defecation. About 70% of the Indian population lives in rural areas and open defecation is common in rural areas. Also, 89% of households that are without toilets are in rural areas. To add to that, lack of proper sanitation facilities, particularly for girls in rural schools has also been a major reason for large scale school dropouts, thereby negating the substantial improvement in enrolment that the country has achieved in recent years.

Improving rural sanitation poses a few strong challenges. India has seen decades of government spending on toilet construction but rural open defecation has remained high. The belief that having a toilet is expensive has ensured that a large majority of households don’t have a toilet. Majority of the common community toilets built by the government remain in shambles or are in a filthy condition due to the lack of maintenance and cleanliness.

Our Efforts

We are committed to providing support towards building Individual HouseHold Latrines (IHHLs) in rural households which do not have one, and in government schools which do not have separate toilets for girl students in rural areas of Ludhiana district. In order to achieve this objective, we are supporting ‘Satya Bharti Abhiyan’ initiative of Bharti Foundation. This initiative was launched in August 2014, and 2,537 toilets were constructed till March 31, 2015.

Toilets constructed under the ‘Satya Bharti Abhiyan’:

- Hygienic and technically appropriate
- Socio-culturally acceptable
- Easy to construct at a reasonable cost
- Require minimal water
- Easy and cost-effective to operate and maintain
- Eliminates health hazards
- Generates rich fertilizer and soil conditioner

Individual HouseHold Latrine (IHHL) built under the ‘Satya Bharti Abhiyan’

Changing Behaviours – School Sanitation Awareness Programme

The programme was launched across Satya Bharti Schools. At the launch of ‘Satya Bharti Abhiyan,’ approximately 252 schools participated, with over 30,000 students taking active part in school and community cleanliness drives, along with the whole community. We witnessed almost 100% participation of schools to make this programme successful. These schools observed School Sanitation Week, where they conducted cleanliness drives with people of the community. To create a positive change in the behaviour of the community towards the importance of sanitation, children also organised slogan writing, a poster-making competition and distributed pamphlets to reinforce their message. Around 800 students from 57 government schools also participated in these sanitation awareness drives.

Impact

Satya Bharti Abhiyan

- Improving rural sanitation poses a few strong challenges.
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- Impact
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- The belief that having a toilet is expensive has ensured that a large majority of households don’t have a toilet.
- Majority of the common community toilets built by the government remain in shambles or are in a filthy condition due to the lack of maintenance and cleanliness.
D. Empowering Rural India

Lack of awareness in rural India is our primary concern. As a part of our social awareness programme, we aim to sensitize people on issues like HIV/AIDS and help people come out of the myths about HIV.

Health Awareness

In 2010, we embarked on a social transformation mission in the Mokokchung district of Nagaland, North East (NE) telecom circle to make people aware of HIV/AIDS through several awareness campaigns. These campaigns were implemented in association with NMP+ (Network of Mokokchung District People Living with HIV/AIDS).

The district of Mokokchung has the highest population of HIV/AIDS affected people in Nagaland (3.5% vis-à-vis national average of 1.5%). This is also one of India’s most difficult and remote places, perched at an altitude of over 5,500 feet with only road connectivity.

As on March 31, 2015, the NESA Circle had organised 65 awareness campaigns/initiatives, which reached over 12,000 people of the district. The objective of this programme was to serve communities and improve their quality of life through HIV/AIDS sensitisation and dispel myths about people living with AIDS. The programme also helped promote and protect the human rights of these people. Initially started in the Mokokchung district, it was gradually implemented in several villages in the districts of Mon, Tuensang and Kohima.

This campaign also received wide coverage in the local media, creating an impact on a large section of society. Various government departments, including Health, Public Relations and Civil Administration also came forward to join us in these campaigns and establish linkages with local people. The health department regularly sent their HIV testing support mobile unit to all the camps to conduct voluntary HIV tests.

C. Aiding Disaster Management

Our consistent efforts to support relief operations helped create a meaningful difference in the society. We launched the ‘Joy of Giving’ week campaign in Srinagar as a part of our rescue operations.

J&K Flood Relief

During the massive J&K floods in September 2014, special efforts were made by our J&K Circle team to react swiftly and in a co-ordinated manner to restore vital telecommunication services in the flood affected areas. We, together with our employees, contributed generously towards relief efforts through Oxfam India post the floods. We launched the ‘Joy of Giving’ week campaign in Srinagar, where our employees donated clothes and medicines as part of rescue operations. A fundraising campaign was also initiated across the company, generating substantial contribution from employees.

In four villages in Pulwama and Anantanag districts, water supply systems were completely destroyed in flood and people were forced to consume unsafe shallow water from submerged hand pumps. Through Oxfam India, we regularly supplied adequate drinking water in these villages to ensure access to safe drinking water. Community water filters were installed through neighbourhood committees in the relief camps and affected areas. These relief efforts reached out to 5,000 households in severely flood affected areas.

₹2.5 Mn contribution to Prime Minister’s National Relief Fund towards J&K Flood Relief in FY 2014-15
E. Creating Employment In Rural/Remote Areas
Bharti Infratel has also enhanced direct and indirect employability among the rural populace. We have ensured that technicians for our tower maintenance are indirectly hired from the local community. We also provide them requisite training to improve their technical skills. We have our presence in some of the remotest locations, where alternative employment opportunities do not exist. Indirect hiring of the locals has helped several families improve their standard of living.

F. Promoting Employee Participation In Social Well-Being
At Bharti Infratel, we encourage our employees to participate in various CSR activities, thereby making an effort to bring a positive social change. We provide financial support to Bharti Foundation, along with other NGOs. Our team provided relief to J&K flood victims and promoted AIDS awareness campaigns in Mokochung, Nagaland. They also support the Satya Bharti school programme to spread literacy. Besides providing financial support to Bharti Foundation, our employees also donate their time, skills and expertise for various social causes.

(a) ACT “A Caring Touch” Initiative
A large section of our employees contribute financially to Bharti Foundation and other organisations like Oxfam India, CRY - Child Rights & You, SOS Children’s Villages of India, National Association of Blind and Helpage India. ACT provides them an opportunity to support social causes of their choice by voluntarily contributing a recurring amount from their salary every month. Under this initiative, employee contribution is equally matched by Infratel.

(b) Supporting a Cause
We participate in the Airtel Delhi Half Marathon (ADHM) every year as the Corporate Challenge Team to support the cause of the Satya Bharti School Programme. In the year 2014, 80 Infratel employees participated in the event and a contribution of INR 0.7 million was made. More than 5,600 people across 74 corporate houses, 160 students and over 750 individuals participated in the Marathon. It also helped in generating awareness about the importance of quality education for the underprivileged.

(c) CSR at Circles
Besides the above, several CSR initiatives like celebrating Teachers Day, Children’s Day, World Literacy Day at Satya Bharti Schools, tree plantation drives and clothes donation initiatives are also undertaken by our circles.

CSR Initiatives
- Free education to 40,000 children in 254 schools
- 2537 Individual Household Toilets handed over
- Safe drinking water in 4 villages in Kashmir, J&K
- 65 HIV/AIDS awareness initiatives
- 4000+ families provided access to electricity
- Participation in Airtel Delhi Half Marathon
Our Customers

Bharti Infratel is committed to providing very high and consistent levels of service to its customers. Infratel subscribes to the philosophy that the customer is the reason it exists and treats all of them with utmost respect, courtesy and without any discrimination. A high level of governance system for the benefit of our customers is followed at Infratel.
24X7 AUTOMATED SERVICE

ENHANCEMENT IN CUSTOMER SATISFACTION

CUSTOMER’S PRIVACY
Bharti Infratel conducts an annual survey through an independent third party to obtain critical customer feedback. This feedback is used to drive improvement projects internally, in order to enhance customer satisfaction. Our customers can also escalate unresolved issues to our senior management.

1. 24x7 Automated Service

We have an online ERP platform called the Infratel Enterprise Suite (IES), through this the customer can raise and manage their respective business requests on an end-to-end basis. Right from the initiation of a fresh ‘Site Request’ through the site locator, to the technical specifications and ‘Site Order,’ to managing the entire RFI/RFP process, all interactions between the OpCo and Infratel’s teams are fully automated.

IES is ‘anytime, anywhere’ convenient online portal. It enables both parties to exchange quick, relevant and insightful information faster and in a transparent manner, while also archiving the entire history of interactions.

We sign a Service Level Agreement (SLA) with all our customers which includes the penalty and a reward clause on the service levels provided by Infratel.

2. Enhancing Customer Satisfaction

**Implementation of Tower Operating Centre (TOC)** - TOC is a state-of-the-art implementation of a Network Operations Center (NOC) tower infrastructure and is the first of its kind anywhere in world which integrates instrumentation, interconnect protocols, and information technology for better operations management. The TOC has helped Infratel remotely manage its equipment assets and monitor the sites. Incident reports/information generated on a real-time basis results in improved operations, cost saving and increased customer satisfaction. Benefits such as higher uptime, stable network, single point of contact, better capex/opex productivity and process efficiency has resulted in making our customers happy.

**Customer Satisfaction Survey (CSAT)** -

We value our customers’ opinion about the services we offer to them, and have engaged an external independent agency to carry out regular Customer Satisfaction Surveys. Besides this, we also host regular governance meetings which along with CSAT, work in tandem to ensure highest degree customer satisfaction is maintained.

3. Customer Privacy

We are extremely protective of our customer’s privacy and take reasonable measures to ensure the security of personal data that we collect, store, process or disseminate. Successful ISO 27001 certification reiterates our commitment towards providing our customers with a secure and trustworthy service.

During the year, the company maintained the implementation of coveted ISO 27001 certificate for Information Security Management System (ISMS) as part of the annual certificate renewal exercise, without a single non-conformity. This covered our head office, tower operations centre, data centre, and the circle offices of Madhya Pradesh, Chhattisgarh, Bihar, Assam and the North-East. As the ISO standard explicitly highlights the requirement of addressing the security needs while dealing with customers, the relevant security requirements have been implemented through agreements and contracts which involve accessing, processing, communicating or managing the partner’s information.

“Successful ISO 27001 certification reiterates our commitment towards providing our customers with a secure and trustworthy service.”
Our Partners

Bharti Infatel’s growth and success is a result of its strategic partnerships. Our partnerships are collaborative rather than combative. Most of our partners are market leaders in their respective space. Their wealth of expertise in their respective domains helps us achieve efficiency in every function of our business. We have strategic sourcing, technology and commercial tie-ups with key partners to support our long-term business objectives.
A. Partner Selection

Our key partners are our vendors/ suppliers, who support us in realising our organisational goals. The vendor selection is based on honesty, transparency and equal opportunity. To reduce financial risks, a set process of assessment of vendors and their management is adopted. We select vendor based on the following:

- **General Reputation**
  This would necessarily include things like clean image, no affiliations with any anti-national elements, an honest/ transparent dealing and no criminal antecedents etc.

- **Quality Orientation**
  This would not only include parameters like the size/scale of the vendors’ operation, but also value like level of professionalism maintained by them, including quality of their staff, kind of practices, processes followed etc.

- **Prior Experience**
  If a vendor has worked with us in the past and we have had good experience during that association, such a vendor would score higher than a new vendor.

During vendor selection we also perform vendor background check by seeking the following documents:

1. Previous Year’s Balance Sheet [to assess financial capability]
2. Pan Card Copy
3. CST Registration/ VAT Registration
B. Partner Engagement
Our Supply Chain Management (SCM) department provides the initial guidance and educates the vendors/suppliers to ensure and maintain the desired service quality. Some of them are also provided proper trainings to undertake a specific work as per the requirement. We have a transparent feedback system for all our partners, through which they can communicate their reaction and suggestion needed for any partner development initiatives.

C. Sustainability in Partnership
We have a strategic approach of embedding sustainability in our core business model. Hence, in order to promote sustainability in our value chain, we are committed towards developing a partner base that is aligned to our strategic objectives. Our strategic partners are also required to comply with our business code of conduct. As per our CoC, it is expected that all partners shall comply to the highest level of integrity and ethical practices, adhere to all laws, regulations and guidelines on environment health and safety, shall protect intellectual property rights of the company and follow applicable domestic and international trade control.

D. Automation
The entire cycle from procurement to pay is automated on our IT platform, and is accessible to our partners at all times.

Our CoC compliance addresses the issues of labour practices, human rights, bribery, corruption, occupational health safety and environment. All our contracts with service providers include the clauses of our CoC compliance of responsible sourcing. Partners have to incorporate social, environmental and economic goals into their business process.
Our People

As on 31st March, 2015, Bharti Infratel had 2100+ full-time employees on its rolls and a strong out-sourced workforce who are mainly involved in operations and maintenance of Infratel’s towers.

We understand the power and the social impact of inclusion, and our policy on equal opportunity includes hiring people irrespective of gender, religion, caste or physical challenge; we promote gender diversity by including more women in all functions; we encourage diversity in thought by inviting new ideas; and we also include our partners and vendors in the safety protocols we apply within our organisation.
Our HR strategy that has been designed with the key objective of building a productive and effective organisation through engaged employees, a culture of collaboration and teamwork, and building capabilities of people. The key tenets of our people strategy are:

- **Employee Value Proposition (EVP)**
- **Distributed Operations & Matrix Organisation**
- **Infratel DNA**
- **Employee Engagement**
- **Total Rewards Philosophy**
- **Safe, Healthy & Ethical Work Culture**
- **Talent Management & Capability Building**

**Our People**
a. Distributed Operations and Matrix Organisation

The business model of Bharti Infratel is based on distributed operations Pan India. The organisation has empowered the circles to run their respective operation independently. Each circle is headed by a Circle Business Head (CBH), who reports to the Chief Operating Officer (COO) at the Head Office. Each circle is an independent business entity and is responsible for its profit and loss.

The key business objectives of tower uptime and energy efficiency are achieved by a matrix organisation of highly skilled technical manpower deployed in remotest of geographies across the country. There are clear productivity norms, performance measures and review mechanisms which enable operational efficiency and help in meeting customer expectations.

b. Talent Management and Capability Building

People’s excellence is embedded in the organisation through our talent management process of structured succession planning for the senior leadership, development of high potential employees and bench-planning for the critical roles. The career plans are defined for the leadership pipeline and the development is focused sharply on the identified future roles.

Capability building is closely linked with business performance and focuses on enabling strategic business drivers. The organisation has leadership and functional academies which cater to a variety of skill building opportunities available in the organisation. There are tie-ups with leading business schools which deliver customised learning based on the organisational requirements. The learning approach is based on adult learning, theories and practices a blended learning delivery consisting of e-learning, workplace learning projects, job rotation and instructor-led training. The leadership spends significant time for grooming successors and high potential employees across the locations.

c. Infratel DNA

Infratel DNA forms the basis for how we hire people, manage performance, plan careers and develop talent. The DNA helps to pinpoint the specific key actions or behaviours that are required for employees to do their job better and deliver better business results. In addition, the DNA also clarifies to aspiring individuals about what they require to qualify for a different position of responsibility, thereby helps create a career plan for them.
d. Total Rewards Philosophy

The organisation believes in a ‘Total Rewards’ philosophy of compensation, benefits, equity participation, long-term incentives etc. for rewarding performance and retention of high caliber employees. The performance management system measures the functional Key Result Areas (KRA) and address development needs linked to Infratel DNA. The performance appraisal is held on an annual process, with a mid-year discussion to address any realignment needs.

i) Compensation

Our compensation philosophy takes into account market competitiveness, internal parity and pay-for-performance. We also have a performance linked variable pay plan for all our employees. We also offer a long-term incentive plan for our top management employees.

ii) Benefits

There are multiple benefits extended to our employees:

- Car hire policy in which the employees can hire a vehicle as per defined entitlements
- Employees can avail of company leased accommodation
- Employees are entitled to 30 days of annual leave which can be accumulated up to 60 days
- We have a comprehensive leave policy which includes,
  - Discretionary leave for festivals to promote diversity based on region, religion & geography etc
  - Maternity & paternity leaves
  - Short leaves
  - Flexible working hours
- Temporary loans of up to three months of the basic salary are available to employees at a zero per cent interest to take care of any exigency
- Insurance for employees include:
  - Medical
  - Accident insurance
  - Term life insurance
- Phone and digital TV entitlement is defined for the employees
- Continuing education policy allows the employees to choose the education programmes from premium educational institutes
- Hardship allowance for employees based in remote locations or disputed territories for non-local employees getting appointed in or transferred to that location; Infratel has a special status circle policy for the same

iii) Employee Recognition

Infratel encourages and acknowledges its employee's efforts, contribution, performance and leadership behaviours. In line with this view we launched our flagship recognition programme ‘Applause’ in April 2014. The programme has been designed to provide a consistent framework for employee recognition across the organisation. This recognition framework is underpinned by our leadership competency framework ‘DNA’ and aims to recognise teams and individuals who deliver superior performance and service by demonstrating Infratel DNA and business principles in everyday practices. The programme gives employees and line managers the opportunity to recognise and reward their colleagues’ efforts in a range of ways, leading our journey to become the ‘best place to work’ as well as reinforcing both cooperative and competitive behaviour amongst our employees. The complete framework is automated to drive transparency, inclusiveness and real-time recognition for employees.

e. Employee Engagement

Employee engagement is a key pillar towards building organisational effectiveness. The primary objective of achieving a high employee engagement is to create a passion in all that we do and enable the workforce towards exceeding performance expectations, leading to long-term success.

- Employee Communications Forums (ECF) are conducted every six months in which the senior leadership provides business updates, town hall meeting is conducted and Reward & Recognition is given to employees.
- The organisation believes in a Total Rewards philosophy of compensation, benefits, equity participation, long-term incentives etc. For building employee engagement.
- The Talent Management framework identifies high potential employees who are developed for higher roles through a structured process. Communication to high potential employees has played a significant role in improving engagement and retention. At Infratel, the high potential employee retention is greater than 98%.
- The organisation provides a transparency in rewards philosophy; business plans and a regular connect with the leadership through various reviews at circle and HO.
- Participation of employees in strategic projects is ensured through a structured process.
f. 360 Degree feedback is provided to people managers to guide them on strengthening employee engagement.

g. Regular third-party surveys like engagement survey are conducted to identify the strength and opportunity areas for building employee engagement. Action plans are formulated and implemented basis the survey data.

h. Skip level discussions are conducted, from the top leadership to the frontline employees to build engagement.

i. Various activities are planned throughout the year e.g. Festival celebrations, Family & Sports day, Team outbound, community activities (HIV/AIDS awareness, school visits, ‘Joy of Giving’ week, medical & blood donation camps etc), and Birthday celebrations.

We also participate in Kenexa employee engagement survey which is conducted on an annual basis. This year we have an employee engagement score of 84% which indicates the percentage of employees engaged with the organisation. We were also recognised by Aon Hewitt this year as ‘Employer of Choice’ and we received a special recognition from Aon Hewitt for our ‘Commitment to Employee Engagement.’

f. Safe, Healthy and Ethical Work Culture

We are committed to safety of our employees, out-sourced workforce, contractors and all other people working on our sites. Bharti Infratel implements an effective safety management system to ensure zero fatality and to prevent all workplace injuries and illnesses. Our safety systems aim at identification of operational hazards and eliminating them by putting appropriate safety measures in place. It also includes building a proactive safety culture by educating and training employees and all relevant stakeholders on safety systems and processes. Infratel’s management is responsible for providing and maintaining a safe working environment and the employees have an obligation to comply with safe working practices as defined by the company.

<table>
<thead>
<tr>
<th>Safety and Skill Upgradation Training in The Year</th>
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<tbody>
<tr>
<td>Type of Employees</td>
</tr>
<tr>
<td>Permanent</td>
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<tr>
<td>Permanent Women</td>
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<tr>
<td>Casual/Temporary/Contractual</td>
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</table>

Bharti Infratel’s Safety Policy is governed by a set of principles:

a. Safety is a culture and Infratel leaders shall build the culture by ‘walking the talk.’

b. All injuries and occupational illnesses are preventable and all operational exposures can be safeguarded.

c. Working safely is a condition of employment.

d. Training all employees to work safely is essential.

e. Management audits are a must and employees’ involvement is essential.

In order to promote a culture of safety, our employees are involved in various proactive safety initiatives:

- Regular training programme on Road safety, Fire safety, Electrical safety are conducted for employees
- Emergency Response Teams are formed for exigency such as accident, earthquake etc. at Head Office, Circles & Zones
- Regular mailers on safety awareness are sent to employees and quizzes are organised
- Safety messages are spread through safety posters in offices and at working sites
- National Safety Week is observed in an eventful manner including competitions on making safety posters, slogans, poems, quizzes etc.
- Safety talk is a ritual for the higher management while addressing all National and Circle level gatherings.
- Safety PPE’s are provided to the employees who confront safety related job hazards

- Timely incident intimation through instant reports, their root cause analysis and reporting to the management with the follow-up action taken
- An audit to check compliance and practices of adherence to safety policy is conducted every year, through an external auditor

The well-being, health and hygiene of our people is one of our top priorities. Various health related programmes are encouraged throughout the year. We observe a health week which includes a comprehensive health check up for employees and presentation by doctors on today’s lifestyle related diseases. Also, psychologists give inputs on the work-life balance, building stress-free life, effective parenting etc. We regularly conduct ergonomics related sessions. In company’s newsletters and magazines useful health tips are also shared. Also, online health quizzes are conducted and winners are recognised.
Code of Conduct
Our employees and other stakeholders are mandated to follow Bharti Group Code of Conduct. Any breach of Code of Conduct (CoC) is dealt as per Consequence Management policy. As per Ombudsperson policy, the office of the ombudsperson provides an independent forum and vigil mechanism under the law for all employees and other stakeholders of the company to raise concerns and report any breach or threatened violation of the CoC. An annual certification is mandatory for all employees, who will attest to having read and understood the CoC and affirm to comply with the same.

The company has also laid down a Code of Conduct for all board members and senior management of the company. The CoC is available on the website of the company www.bharti-infratel.com. The CoC has been circulated to all members of the board and senior management and they have affirmed their compliance with the same. A declaration signed by the Managing Director & CEO to this effect is part of our annual report.

Equal Opportunity:
We provide equal opportunity to employees suffering from HIV/AIDS and emphasise on non-discrimination based on gender, region, religion, caste and physical challenge. We focus on hiring PWD candidates and create the right infrastructure and environment for them to work effectively. We have a fair mix of employees from different regions and ethnicities in the country. About 50% of the leadership teams in circles are built internally from across the country.

Gender Diversity:
Improving gender diversity has been taken up as a strategic focus by the organisation and is promoted by our MD & CEO and the entire leadership team. In line with this commitment, we continuously hold group conversations, surveys and programmes such as Yoga to create awareness and appreciation of each other’s thoughts and values. The agenda includes interaction with women leaders from our board, top management and sharing each other’s personal and professional lives. Diversity has been incorporated into the ‘quality of hire’ metrics. Roles have been identified across the regions and levels by the leadership team. Recruitment partners have been sensitised on the objective and special incentives have been introduced for successful placements. Grooming women for leadership roles is an important ongoing project. Infratel data on workplace demographics show that gender diversity has improved from 4% to 5.5% in the last one year. Gender diversity in the direct reports of the top management is 17%. The mix of top management team is an equal spread based on region and religion. The gender ratio is reviewed by the Infratel Board regularly.

Prevention of Sexual Harassment (POSH)
We are committed towards creating a workplace that is free from any form of harassment and discrimination is exemplified by ‘zero-tolerance’ approach towards any act of sexual harassment. The company has a comprehensive policy which is in compliance with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. An Internal Complaints Committee (ICC) has been constituted. The committee’s constituents include a senior-level woman chairperson, one member from the legal team, an external NGO representative and one member from the Ombudsperson’s office. All such investigations are conducted as per the tenets of the law and the company policy. The list of ICC members has been prominently displayed across all offices in publicly accessible areas. Furthermore, awareness and training sessions about the Prevention of Sexual Harassment at workplace are conducted for all employees, including our associates.

Women’s Network Group (WIBE-Women in Business Excellence):
WIBE is a forum for women employees to get together, discuss ideas and network with each other across the organisation. Under this network, women centric policies such as women specific entitlements for travel and stay have been introduced. There are forums for women to present their strengths and discuss challenges. Direct interactions with the CEO, irrespective of location and reporting relationship, help understand business realities and decisions. The participants of this network regularly discuss internal roles to determine how they can work together to identify and shape the traditionally perceived ‘unfriendly’ roles in infrastructure sector as more conducive for women incumbents.

Diversity in Thought
To encourage new ideas and bring forth a culture of innovation, we have recently launched the innovation portal - an online idea-generation tool through which all employees can submit their ideas.

Whistleblower Policy:
Bharti Infratel has a robust and independent vigil mechanism that is administered through the office of the Ombudsperson. This office governs the company’s Code of Conduct and can be approached by any employee or external stakeholder of the company to raise concerns pertaining to improper practices that are in the breach of the Code of Conduct. The office aims to provide a fair and equitable mechanism to redress grievances through well-defined and best in industry processes. Most importantly, the Ombudsperson policy is designed to offer protection to the complainant, provided an authentic disclosure is made in good faith. The Ombudsperson treats all such complaints and disclosures in a confidential and sensitive manner, and is committed to the cause of whistleblower protection.
The Employer Brand at Infratel is based on the pillars of:

a) **Stretching Boundaries Together** – Under the aegis of the ‘Bharti’ umbrella, we have been rapidly crossing one milestone after another. With long-term business contracts, large asset base and a strong financial backbone, we have a business model that is robust and time-tested. Our state-of-the-art tower operations centre (TOC) and international recognition for green technology initiatives give us the edge in the marketplace, and makes us a preferred service partner for all top telecom operators in the country. Our market leadership and all-round company performance (financial, operational and customer) only adds in to our credibility as a reliable service provider.

b) **Building Leaders for Tomorrow** – Bharti Infratel has a distributed leadership model which provides leadership roles at an early stage of the career.

c) **You Grow, We Grow** – As an organisation, we are committed to building talent and provide our employees with opportunities to grow into larger roles with higher accountabilities.
Awards & Recognition
FY14-15

Top Infrastructure Company Award
under the Telecom Infrastructure Development category

Global Business Excellence Award
for Outstanding Business category

Global Solar EPC Summit
Developer of the Year
Off Grid Projects’ Award

National Quality Award 2015
Business Process Excellence Programme & Lean Six Sigma Programme

Top Telecom Tower
Company of the Year 2014

Amity Telecom Excellence Award

Best Employer for Commitment to Engagement 2015

Firm of the Year Award 2015
in the Infrastructure Category

Best Employer 2015
Glossary

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>PWD</td>
<td>People with disabilities</td>
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<tr>
<td>POSH</td>
<td>Prevention of Sexual Harassments</td>
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<tr>
<td>NGO</td>
<td>Non government organization</td>
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<tr>
<td>CoC</td>
<td>Code of Conduct</td>
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<td>PPE's</td>
<td>Property, Plant and Equipment</td>
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<td>ECF</td>
<td>Employee Communication Forum</td>
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<td>HO/ HQ</td>
<td>Head Office/ Head Quarters</td>
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<td>KRA</td>
<td>Key Responsible Area</td>
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<td>CBH</td>
<td>Circle Business Head</td>
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<td>EVP</td>
<td>Employee Value Proposition</td>
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<td>IES</td>
<td>Infratel Enterprise Suite</td>
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<td>TOC/ NOC</td>
<td>Tower Operations Center/ Network Operations Center</td>
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<td>CSR</td>
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<td>NEASA/NES</td>
<td>North Eastern States and Assam/ North Eastern States</td>
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<td>SMPS</td>
<td>Switched-Mode Power Supply</td>
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<td>FCU</td>
<td>Free Cooling Unit</td>
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<td>VRLA</td>
<td>Valve Regulated Lead Acid</td>
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<td>PPC</td>
<td>Plug and Play Cabinets</td>
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<td>Integrated Power Management Solutions</td>
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<td>Renewable EnergyService Companies</td>
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<td>Master Service Agreement</td>
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<td>EBITDA</td>
<td>Earnings Before Interest, Taxes, Depreciation and Amortization</td>
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<td>EBIT</td>
<td>Earnings Before Interest and Taxes</td>
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<td>CIT</td>
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<td>Business Continuity Management System</td>
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<tr>
<td>GET</td>
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<tr>
<td>ARPU</td>
<td>Average Revenue Per User</td>
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<tr>
<td>PIU</td>
<td>Power Interface Unit</td>
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<tr>
<td>NMS</td>
<td>NetworkManagement System</td>
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<tr>
<td>ID/OD</td>
<td>Indoor/ Outdoor</td>
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