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Calling tomorrow
A Sustainability Initiative

IDEA SUSTAINABLE BUSINESS REPORT 2018

ADITYA BIRLA GROUP

AN IDEA CAN CHANGE YOUR LIFE

Idea Cellular Limited w.e.f. 31 August 2018 is known as Vodafone Idea Limited post-merger of erstwhile Vodafone telecom entities in India.

This Report pertains only to Idea Cellular Ltd. for FY2018 i.e., pre-merger period.

ABOUT THE REPORT

This is the second sustainable business report about Idea Cellular Limited's economic, social and environment performance related to sustainability for the reporting period from April 1, 2016 to March 31, 2018. The theme of this report is "Ideas into Action", where we capture the efforts made during the reporting period both from our corporate and circle offices. While Idea Sustainability Report - 2016 spoke about short term sustainability goals, indicators and targets, this report elaborates on how those goals have and will continue to turn our sustainability agenda into reality, as we realise our vision to be the most admired telecom company creating long-term stakeholder value through sustainable business practices.

Version

This report is written in English and is published both in online and in print versions. The report can be viewed or downloaded from the Idea Website. The previous version, titled "Idea Sustainability Report 2016", can be viewed or downloaded at https://www.ideacellular.com/about-us/sustainability.

Reporting Standards

The Idea Sustainable Business Report 2018 has been prepared consciously keeping in view the need to adhere to and comply with relevant standards about information disclosure of our sustainability initiatives. The report is firmly rooted in our parent company Aditya Birla Group's (ABG) sustainability initiatives and reporting and highlights the ABG sustainability framework of Responsible Stewardship, Stakeholder Engagement, and Future Proofing.

The standards as key references when this report was compiled in 2018 include:

● Global Reporting Initiative (GRI) sustainability reporting standards: The report has been compiled in reference with the GRI Standards

● UN 2030 Agenda for Sustainable Development

● SEBI Business Responsibility Reporting.

Report content, boundaries and quality

The contents of this report are in accordance with the principles of "stakeholder engagement, sustainability context, materiality and completeness." Materiality issues and their boundaries were assessed through the materiality assessment analysis and stakeholder engagement process by Idea Cellular, which is highlighted in the Sustainability Framework section of the report. GRI reporting principles of accuracy,

balance, clarity, comparability, reliability and timeliness have been adhered by Idea Cellular to the best of our ability in defining the quality of this report.

Report scope and data disclosure

All cases and data disclosed in this report are collected from Idea Cellular Limited, unless otherwise stated or specified.

The main channels for the collection of data and information for the 2018 report include:

1. Relevant data collection systems and statistical statements from all business verticals inside Idea Cellular Limited

2. Prominent case studies of relevant sustainability initiatives and other Corporate Social Responsibility (CSR) practices undertaken by the company

3. Sustainable business initiatives and CSR Practices undertaken in FY17 and FY18, which have been reported under SEBI-BRR disclosures.

We welcome any feedback on our approach to sustainability or on our report. Please share your feedback or any other relevant communication to sustainability@idea.adityabirla.com

CONTENTS

MESSAGE FROM LEADERSHIP

CHAIRMAN'S MESSAGE

Building sustainable businesses is at the very core of the Aditya Birla Group and we believe that it is our duty to transcend the conventional goals of business to facilitate inclusive growth. We have a larger vision for the Group to be the leading Indian conglomerate for sustainable business practices across our global operations.

As a Group operating in over 35 countries, we aim for higher standards – rising from national legal compliance to conformance with globally accepted international standards such as the IFC Performance Standards, the UN Global Compact and multiple ISO requirements. We are also continually widening our view to include new topics to bring under the ambit of sustainable development. We have created the Aditya Birla Group Sustainability Framework to guide all our businesses as they translate these requirements into their documented business management systems and operational practices.

Our commitment is to be able to operate within the constraints of a two-degree sustainable world – a pledge entered into by all nations at the historic United Nations Paris Agreement 2015 on Climate Change that is attempting to limit global warming to two-degree Celsius above pre-industrial levels. We are preparing our management systems in areas such as energy and carbon, biodiversity and water management, land use, human rights, safety and health, to increase our contribution to keeping the planet within its safe operating limits. We are embedding the notion of building sustainable businesses into our culture, translating into every employee and leader taking ownership for our performance as they lead their everyday lives at work and beyond the workplace.

Telecom sector is bridging communication challenges of the society today and we are keenly aware of the sector's potential environmental impact. As a Company and the Group that takes its commitment towards building sustainable business seriously, we understand the growing legal and social constraints in our operating environment, prompting us to try to preempt uncertainty by plotting scenarios that allow us to understand the external risks to our business. We prioritize adaptability, agility and foresight to ensure that our business models, operations, acquisitions and projects are not locked into unsustainable paths.

At Idea Cellular, this translates into creating value for all stakeholders: from customers, to partners, to employees, to communities and to the larger planet. We achieve this through our passion for customer satisfaction, supporting our partners as they build capacity, engaging with and valuing our employees in an inclusive agenda to instill pride in the work we do and develop sustainable business practices. This can be through digital inclusion as a national goal, or in continuing our historical practice of community development in areas like education & skilling, preventive healthcare, sanitation and disaster relief.

The first edition of Idea's Sustainability report, Idea Calling Tomorrow 1.0 was a milestone in our journey to institutionalize the concept of building sustainable businesses as an integral part of Idea Cellular, where we had set out to define the company's vision aligned to the Group Sustainability Framework.

The second edition, Idea Calling Tomorrow 2.0, continues along that path, reporting on our commitment, outcomes, processes and efforts to become the telecommunications provider of the future. It attests to the progress we have made over the past couple of years in what we set out to do – become India's leading company for sustainable practices. The recent merger of the operations of Idea Cellular with Vodafone India will not undermine our commitment to the company being a leader in sustainable business practices. We will continue to be future-ready by staying ahead of the curve and being charged up to thrive in a sustainable tomorrow by building sustainable businesses.

Kumar Mangalam Birla
Chairman, Aditya Birla Group

MD'S MESSAGE

The Indian telecom industry witnessed its worst performance in FY18 registering a decline in revenue for the first time in history. The arrival of a new entrant that launched free voice and data services resulted in profitability pressure for large operators, while the weaker ones folded up. Although hit by the industry trend, Idea Cellular continued to be resilient in growth, following the path of sustainability.

The Mobile device is now an indispensable part of the lives of majority of Indians, and is in fact, the proverbial fourth basic necessity in addition to roti, kapda aur makaan (food, clothing and shelter). From the jet setting high-net-worth individual staying on top of his/her investments to the poor farmer's growing dependency on the phone for weather and market price updates, the mobile phone is leaving its indelible mark on our lives. Changing people's lives through mobility solutions is at the core of Idea's business objective and is enshrined in our brand tagline – An idea can change your life.

The Indian telecom sector is currently undergoing a structural transition to a new paradigm, driven by the hunger for data and increased adoption of 4G smartphones. We see a significant opportunity in rural India, which remains grossly underpenetrated, despite skyrocketing aspiration levels. Idea Cellular has transformed itself from a pure play mobile operator to an integrated Digital service provider on the back of pan-India broadband coverage and high speed 4G services across 20 circles, to cater to the aspirations of millions of Indians.

At Idea, we are driven by the holistic pursuit of a vision to be the most admired telecom company that creates long-term value for all stakeholders, by balancing economic growth with environmental and social development. In the "Idea Calling Tomorrow 1.0", the company's first sustainability report released in 2016, we reported our alignment to the GRI G4 guidelines. We also aligned to the ABG Group Sustainability Framework apart from highlighting Idea's progress on sustainability outlined in a five-year sustainability roadmap across functions. As a culmination of all those efforts, Idea joined a select group of 83 large companies in the telecom sector 'Worldwide category' whose GRI G4 FY16 Report is recognized, as per GRI listings.

In the second edition of the Idea Sustainability report, "Idea Calling Tomorrow 2.0", along with aligning to GRI Standards, we have identified three major areas to weave our sustainability journey - promoting our employees' wellbeing and growth; engaging with line managers, field engineers and analysts; and continuously re-aligning and monitoring progress of select sustainability KPIs. Along with these three pillars, employee campaigns are the cornerstone of our sustainability initiatives and the ones with the most impact in imbibing and growing a culture of sustainability. Idea is adept at managing change and with our employees firmly onboard with our sustainability agenda, we will continue to stay ahead of the curve.

During the year, Idea rapidly expanded broadband coverage to bring the data revolution to more Indians, building further capacities as we went along. We also focused on broadening our portfolio with new age offerings around the demand for data and content through targeted digital services in developing sectors like health and education and IoT for growth in the enterprise business. With the impending merger of Idea Cellular and Vodafone India, the combined entity is expected to be the largest telecom service provider in India and the 2nd largest globally.

Our growth will continue to be guided by our corporate sustainability strategy to ready us for changing expectations, trends, drivers and regulations, as we constantly challenge ourselves to innovate and find solutions within the framework of pursuing the triple bottom line.

Himanshu Kapania
Managing Director, Idea Cellular Limited
(upto August 31, 2018)

CSO'S MESSAGE

The pursuit of sustainability is starting to transform the competitive landscape, forcing corporations to change the way they think about products, technologies, processes, and business models. Innovation is the key to progress and by treating sustainability as a key goal today, early movers like Idea are developing competencies that rivals will find hard to match within the tightening legal constraints of a multi-stakeholder, triple bottom line world.

At Idea, we follow a four-pronged sustainability strategy to propel us into the future:

Protecting the environment: At Idea Cellular, we understand the impact of our operations on the environment and our responsibility to mitigate this by pursing green initiatives. We base our green Idea objectives around carbon emission reduction, power sourced from renewables, procuring energy efficient systems and encouraging infrastructure partners to adopt low carbon operations.

Winning with people: As stated by our Chairman – without our people, even the best of operational and strategic thinking will come to naught. People are the cornerstone of this company and our people-centric approach is to strive to attract, retain and engage the best talent and provide them with a holistic workplace environment that will empower them to realize their potential. Testament to this is the high engagement scores in the Vibes Employee Survey. A renewed focus on diversity, fostering a culture of continuous learning and development, leadership development from within and building capabilities in the digital and analytics space are some of the key initiatives we have undertaken for our valued people.

Creating value for customers: Our customers make us and therefore we are passionate about staying relevant to them, by anticipating and fulfilling their requirements in a timely, effective and efficient manner. Guided by the sustainability roadmap for customers, Idea has consistently topped the satisfaction studies related to customers – a position we intend to retain and strengthen. We aim to usher in social transformation through digital inclusion supporting the 'Digital India' vision, expanding our service footprint in rural & deep rural areas to the underserved population. Idea also takes data security and privacy very seriously by designing systems that ensure data security and protection of personal information across our engagement cycle with the customer.

Empowering communities: Reaching out to local communities at remote locations across India has historically been part of our DNA. We believe in the trusteeship concept, transcending business interests and grappling with the "quality of life" challenges that these communities face. The Idea Cellular Roadmap for Social Inclusion and Equitable Development aims at ensuring that maximum people are empowered by connecting them to sustainable economic growth. Affordable telecommunication access to rural populations is one of Idea's biggest contributions to sustainable development in India.

In 2016, we set off to define Idea Cellular's sustainability vision and established a governance structure. The Idea Calling Tomorrow 1.0 initiative analysed all relevant international standards & practices for mapping each function to key sustainability topics. Our focus then was to set five-year targets until FY21. The Idea Calling Tomorrow 2.0 initiative was focused on mapping the set targets into action. Through the year-round efforts to achieve sustainability goals we were able to realize the overarching theme of our current Sustainable Business Report, 'Ideas into Action'. In this 2018 report, you will follow our progress across each of the parameters.

As we march on into the future, we are constantly scanning the horizon to assess and understand all business risks and opportunities, addressed through the paradigm of our sustainability framework. At Idea Cellular, we are confident that our focus on operating in sustainable ways will stand us good to thrive in a world that is placing increasing pressure on corporates to act in responsible ways.

Anil Tandan
Chief Sustainability Officer, Idea Cellular Limited
(upto August 31, 2018)

|| THE COMPANY

COMPANY PROFILE

Idea Cellular Ltd. is the third largest mobile phone operator in India in terms of subscribers. It is part of the $44.3 billion Aditya Birla Group, one of India's largest and most global business conglomerates, which operates in over 35 countries. Incorporated in 1995 as Birla Communications Ltd., Idea is a pan-India integrated wireless broadband operator offering voice, broadband data, Value Added Services (VAS), digital content and mobile banking services. It held 15.8% of Revenue Market Share (RMS) in India as of March 31, 2018 with an annual service revenue of INR 282,798 million (FY18).

Idea's pan-India network spans over 400,000 towns and villages helping connect its nearly 200 million subscribers.
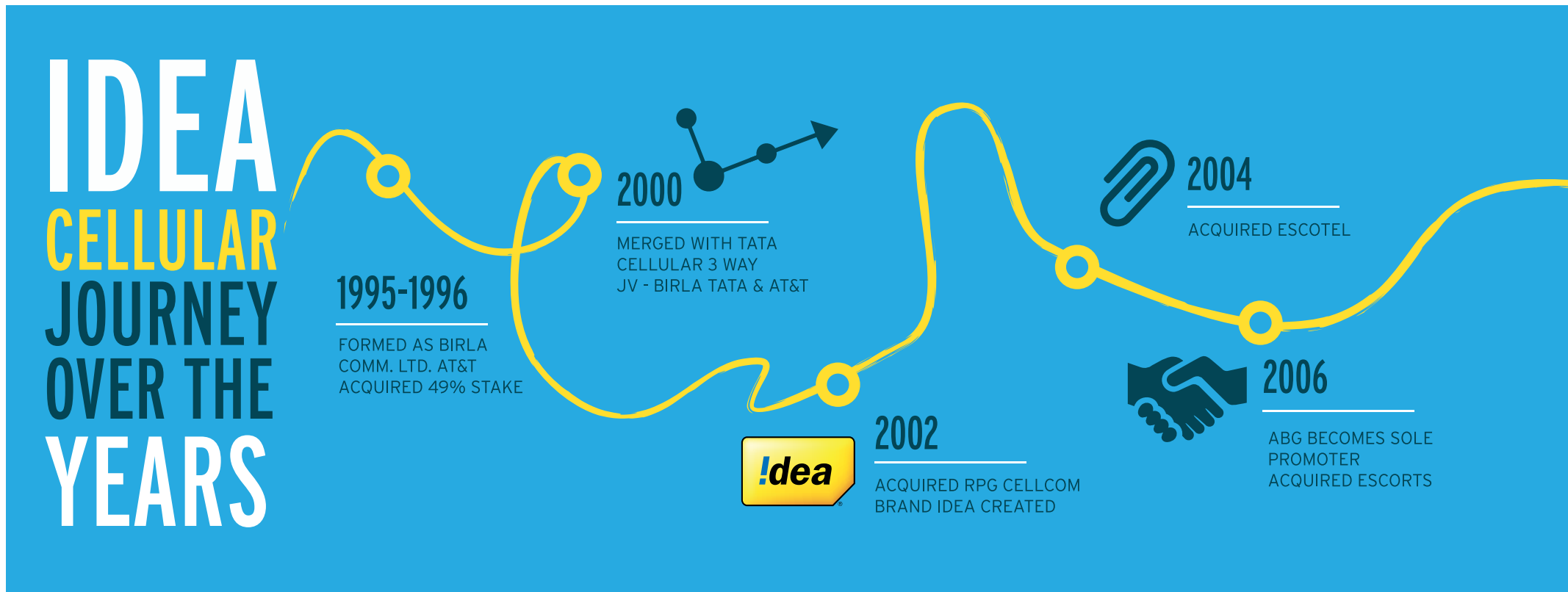
It has rolled out its 4G network across the country rapidly, adding over 100,000 broadband sites over the last couple of years. This has taken its broadband coverage to over 1.6 lakh towns and villages across the country with a fibre network of over 1.5 lakh kms.

USHERING IN A DIGITAL NATION

Over the past two decades, Idea has been an integral part of the hugely successful Indian telecom story. Now, we are taking on the next challenge of ushering in a mobile data revolution, especially in underpenetrated rural markets. At 56% penetration (as of Q2 FY18), there are still 400 million potential rural subscribers who can join the rest of the country, as the aspirations of urban and rural India converge. Idea is a trusted brand, especially in rural India

and we aim to be their first-choice partner in connecting them to a world of possibilities. In recent times, Idea has accelerated its efforts of helping build the country's digital economy throwing its heft behind the government's vision of Digital India, to transform our country into a digitally empowered society and knowledge economy.

Backed by pan-India wireless broadband coverage, Idea has forayed into digital services with the launch of a suite of digital entertainment apps - Idea Music, Idea Movies and TV, and Idea Games to continue transforming the lives of its customers. Moving towards an integrated play in digital services and solutions, Idea is also expanding its offerings into digital communication, digital payments, cloud and storage, digital information and more.

IDEA CELLULAR JOURNEY OVER THE YEARS

1995-1996

FORMED AS BIRLA COMM. LTD. AT&T ACQUIRED 49% STAKE

2000

MERGED WITH TATA CELLULAR 3 WAY JV - BIRLA TATA & AT&T

2002

ACQUIRED RPG CELLCOM BRAND IDEA CREATED

2004

ACQUIRED ESCOTEL

2006

ABG BECOMES SOLE PROMOTER ACQUIRED ESCORTS

OUR PHILOSOPHY

Through our philosophy "An Idea can change your life", sustainability is embedded in everything we do guiding our decisions and actions. It represents who we are as a corporate citizen, a business partner, an employer and a responsible steward of the communities we operate in.
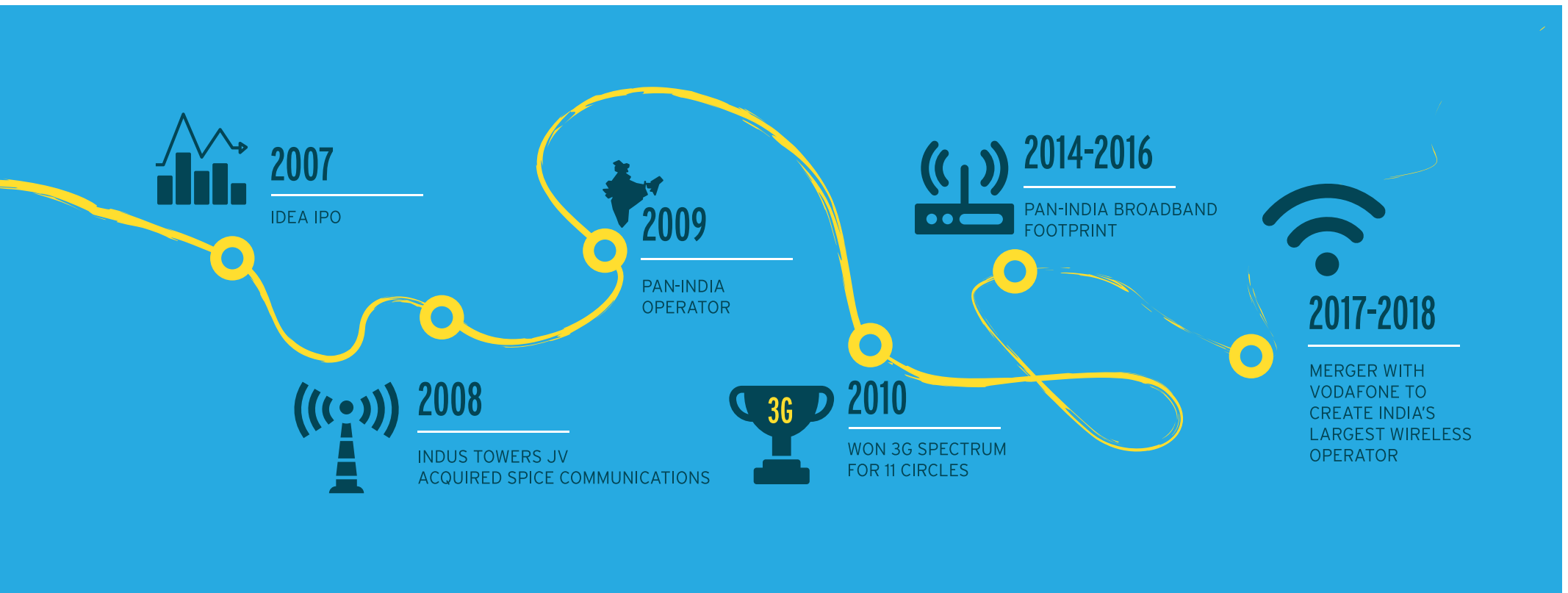
We enable true human connections, connecting people to one another, to the wider world, to information that empowers them and, in the process, to opportunities for a better life. Our strength lies in the geographically diverse, vibrant, dedicated and entrepreneurial team of ~11,000 Ideans, who show up with passion every single day to inspire us to greater things. Any real impact we hope to achieve in sustainability terms can only happen

by incorporating it as a part of our culture. We nudge our employees to adopt sustainable practices in leading their day to day lives at work and at home, apart from educating them on sustainability-related aspects pertaining to Idea and telecom industry as a whole.

JOURNEY - OVER THE YEARS

Incorporated as Birla Communications Ltd. In 1995, the company began operations in the Maharashtra and Gujarat circles. Five years later as it expanded operations across other circles, it was involved in a three-way merger with Tata Cellular and AT&T Corporation's India business to change name to Birla Tata AT&T Ltd. The entity changed its name to Idea Cellular Ltd. and launched brand Idea even as it crossed the 1 million subscriber mark in 2002.

The company went public in 2007 and became a pan India operator two years later. In 2010, Idea emerged as the third largest telecom operator in the country by revenue terms and three years later, on subscriber terms as well. Between 2014-16, Idea spread out its pan-India broadband footprint bringing data to subscribers across the country. Finally, in 2017 it announced a merger with Vodafone India Ltd. to create India's largest wireless mobile operator.

2007
IDEA IPO

2009
PAN-INDIA OPERATOR

2014-2016
PAN-INDIA BROADBAND FOOTPRINT

2017-2018
MERGER WITH VODAFONE TO CREATE INDIA'S LARGEST WIRELESS OPERATOR

2008
INDUS TOWERS JV
ACQUIRED SPICE COMMUNICATIONS

2010
WON 3G SPECTRUM FOR 11 CIRCLES

FY18 - SUSTAINABILITY HIGHLIGHTS

SERVICE AND OPERATIONS

Pan-India integrated wireless broadband operator

203 Million
VLR subscribers

40 Million
Digital customers

650 Million
Population 2G coverage

164,159 Villages
Broadband Services, 154910 sites covering 164,159 villages

OFFERS

Mobile operations

Voice Business

Broadband Services

Digital Services

Long distance services and ISP

Idea mobile banking services

ECONOMIC PERFORMANCE

₹ **282,789** Mn
Service Revenue

21.4 %
Operating EBITDA

No. 4
Operator in India with 15.8% RMS (Q4 FY18)

$ **US$ 5.5** Billion
FY18 Gross Revenue US$ 5.5 Bn

US$ 5.2 Billion
INR 331 Bn Market Capitalisation

ENVIRONMENT

EMF Radiation
Achieved 100% Compliance with relevant EMF radiation limits

200 Tonnes
200 tonnes of e-waste effectively recycled

~55% Rural population
~55% total & ~35% rural population covered by 2G, 3G, 4G data network

13%
13% reduction in Scope 1 GHG Emissions (from Fuel) (tCO2) in FY18

FY18 - SUSTAINABILITY HIGHLIGHTS

EMPLOYEES

10,740
Total Employees as on 31st March 2018

40%
Of the board is composed of women leaders

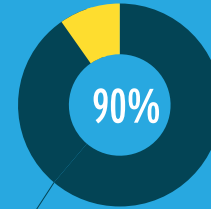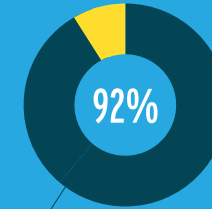**17.5%**
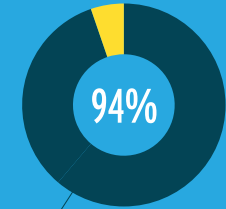Increase in number of employees trained

10.42% Women

89.58% Men

70% OF EMPLOYEES WHO TOOK ENTERPRISE VIBES SURVEY IN FY16

90%
CONSIDER great place to work

92%
FEEL work is connected to overall Business goals.

94%
Proud to be associated with the brand.

CUSTOMERS

203 MILLION
Serving approximately 200 million VLR subscribers

82.1%
Population coverage: 82.1 %

53.7%
Wireless Broadband coverage: 53.7%

No.1
Ranked No.1 in terms of Mobile Number Portability (MNP)

38% SPAM BLOCKED
38% more spam messages captured and blocked as compared to FY17

SUPPLY CHAIN

81%
increase in suppliers and vendors trained in ethical code of conduct in FY18

68%
in case in physical site assessment in FY18

100%
compliance confirmation for FY18

CSR

36.97 Cr
Total CSR spent in FY17: FY18 - 36.97 Cr: 20.13 Cr

19 innovative projects implemented across 20 States, in the last 3 years

11 LAKH BENEFICIARIES
FY18: 12 projects were implemented across 20 States covering 11 lakh beneficiaries

60%
~60% of funding directed towards Education

AWARDS AND RECOGNITIONS

CSR

Golden Peacock Award
Adjudged best among the Indian Telecom Companies in CSR

ABG HR Excellence Awards 2017
Employee Engagement - CSR/ER

Awarded ET 2Good 4Good
Distinction for Monitoring, Evaluation & Reporting

Gujarat Social Responsibility Authority Award
Awarded Certificate of Appreciation for Sustainable and Impactful CSR project at the National CSR Conclave & Awards 2018 by the Government of Gujarat

CUSTOMER EXPERIENCE

ABG award
Hello Bosstomer H1 FY18 Business Goal

HR.

Asia communication award

Learning
BOLD category in sales

INNOVATIVE PRODUCTS & SOLUTIONS

Carrier Billing
Voice and Data Award for Carrier Billing on Google Play

Chiller Recharge
Telecom Watch Leadership Award for best Innovative product

Voice and Data Award
For Idea Movies & TV by Telecom Leadership Awards, 2017

BRANDS

Ranked no. 14
"India's Most Trusted Brands 2017" by ET

Top 3 brands
In the Telecom category for India's Buzziest Brands for two consecutive years - 2016 and 2017 (by afaqs)

Indian Digital Media Awards (IDMA)
Won Gold for Best Use of Web Based Games for the Internet4All campaign

Big Bang Awards - 2017 for the Internet4All campaign
Won Gold for Mobile Innovation for customer engagement

Won Gold for Media Innovation - Social Media

Won Silver for Social Media Game / App / Contest

III SUSTAINABILITY FRAMEWORK

Idea Cellular Ltd.'s sustainability vision, aligned with the larger vision of the Group to be the leading Indian conglomerate for sustainable business practices across its global operations, stands on three pillars: Responsible Stewardship, Stakeholder Engagement and Future Proofing.
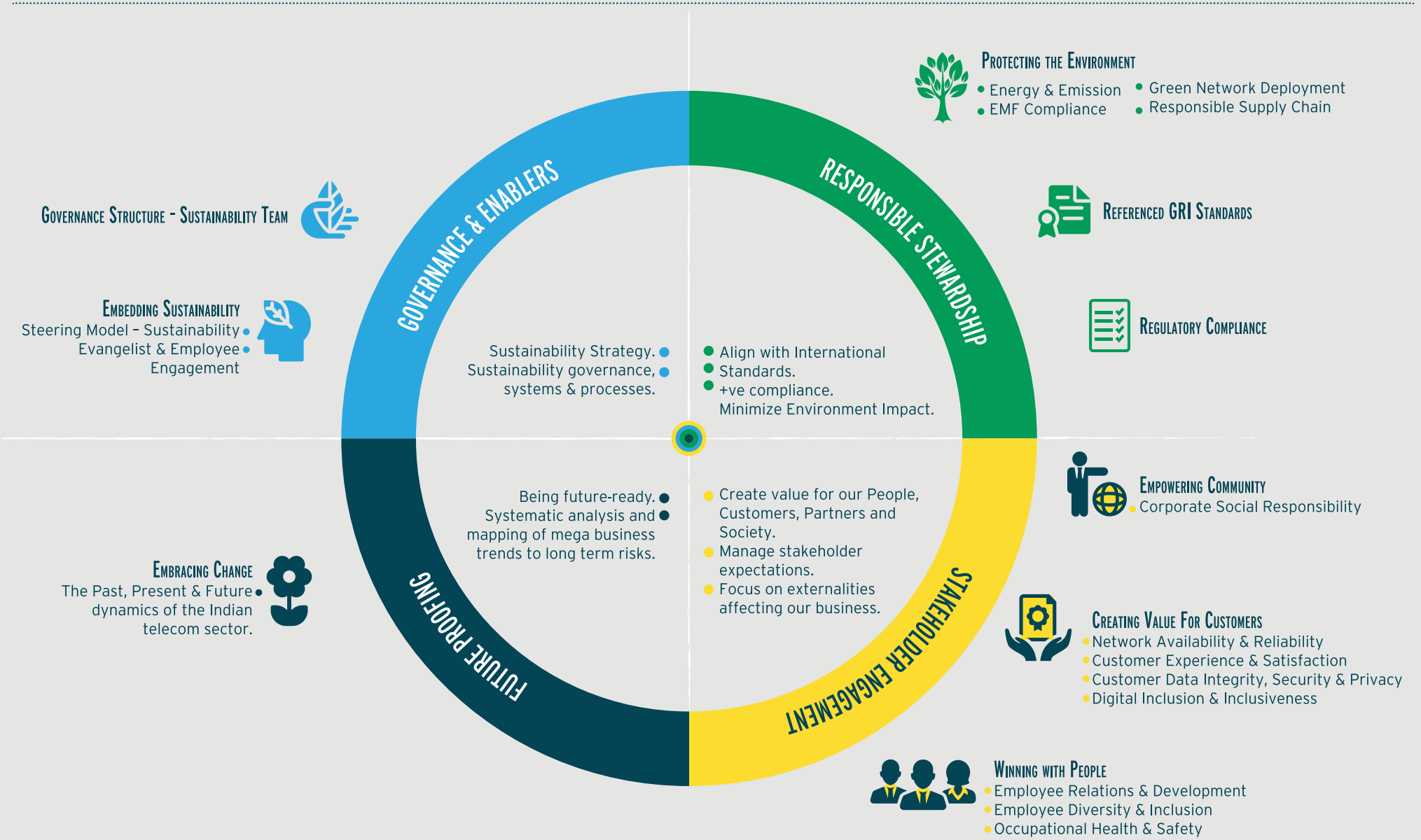
Responsible Stewardship means following a framework that leads us from national legal compliance to global legal compliance in line with international standards that minimize our environmental impact. Alignment with Global Reporting Initiative (GRI) standards for all reporting and ESG compliance are some of the markers for being globally compliant. Some of the priorities under this pillar are reduction of carbon footprint by cutting energy usage and GHG emissions, compliance with Electro Magnetic Field radiation norms, procurement from responsible supply chains and deployment of an energy efficient green network.

By engaging with our stakeholders, we seek to understand the pace of external change and what kind of potential business disruptions these might cause in our path to create value for customers, staff, partners and larger society as well as manage the expectations of these stakeholders. Through Stakeholder Engagement, internally, we look for common ground to engage with our people - whether it is being inclusive and encouraging diversity or caring about their safety, health and wellbeing. Externally, Stakeholder Engagement is about creating value for customers by maintaining a network that's always reliable and available, protecting their data privacy, designing products and services that are inclusive economically, socially and geographically and marketing them responsibly. Finally, it's about adding value to lives in the geographies that we operate in through our CSR initiatives.

The third pillar is essentially about making our business ready for the future and relevant in a world where the space for operating is increasingly shrinking. This would mean actively embracing change by analysing and mapping mega business and social trends to long- term risks and dynamics of the telecom sector.

All of this is held together by a governance structure and enabled by a sustainability team that runs with the overall strategy for governance and systems and processes to embed the culture of sustainability amongst employees and convert them to sustainability evangelists.

CONVERGENCE - ABG & IDEA SUSTAINABILITY STRATEGY

GOVERNANCE & ENABLERS

RESPONSIBLE STEWARDSHIP

FUTURE PROOFING

STAKEHOLDER ENGAGEMENT

Governance Structure - Sustainability Team

Embedding Sustainability
Steering Model - Sustainability Evangelist & Employee Engagement

Embracing Change
The Past, Present & Future dynamics of the Indian telecom sector.

Protecting the Environment
- Energy & Emission
- EMF Compliance
- Green Network Deployment
- Responsible Supply Chain

Referenced GRI Standards

Regulatory Compliance

Empowering Community
- Corporate Social Responsibility

Creating Value For Customers
- Network Availability & Reliability
- Customer Experience & Satisfaction
- Customer Data Integrity, Security & Privacy
- Digital Inclusion & Inclusiveness

Winning with People
- Employee Relations & Development
- Employee Diversity & Inclusion
- Occupational Health & Safety

Sustainability Strategy.
Sustainability governance, systems & processes.

- Align with International Standards.
- +ve compliance. Minimize Environment Impact.

Being future-ready.
Systematic analysis and mapping of mega business trends to long term risks.

- Create value for our People, Customers, Partners and Society.
- Manage stakeholder expectations.
- Focus on externalities affecting our business.

17

INCLUSIVE BUSINESS LINKAGES TO SDGs

In July, the 2017 Sustainable Development Goals (SDG) Business Forum recognized the critical role of business in delivering on the promise of sustainable and inclusive development. In this section, we elaborate on how Idea Cellular engages with the SDG framework, driving business growth and productivity, whilst contributing to a better world envisaged by the 2030 Agenda for Sustainable Development.

GOAL 1: NO POVERTY

- **Product and Services:** Developing affordable products and solutions from value for money Freedom packs. Providing data benefits to the Ring Me Back Feature that allows a subscriber with low balance to call another person.

- **Earnings, wages and benefits:** Recruited, trained and employed 7,742 members of the local community as Idea employees/contractors, including in remote rural areas providing them further training to help enhance their skills and be future-ready.

- **Access to WASH:** As our continued commitment to the Water and Sanitation and Hygiene (WASH) pledge, all circles completed re-assessment of compliance status followed by second-party and third-party assessment in different circles with satisfactory compliance results.

- **Access to quality, essential healthcare services:** Idea's preventive healthcare program, built awareness on the risks of cardiovascular diseases among 1.2 million school children, while the Polio Non-recurrence campaign touched the lives of 17 crore children. Visually as well as auditorily challenged children were also treated.

GOAL 2: ZERO HUNGER

- **Healthy and affordable food:** Provided 40,000 school children, hygienic and nutritious food via Mid-Day Meal program.

GOAL 3: GOOD HEALTH AND WELLBEING

- **Occupational health and safety:** Embedded culture of safety with regular safety leadership trainings on managing warehouses, tower sites and, offices., etc. Provided competency-based trainings to enhance personnel capabilities for working at heights particularly on cellular towers.

- **Access to quality and essential healthcare services:** Employee benefit healthcare policies including maternity policies, insurance and healthcare insurance, regular health checkups and other wellness-based programs for preventive health.

GOAL 4: QUALITY EDUCATION

- **Education for sustainable development:** CSR programme under Vidya Har Beti Ka Adhikar, focuses on improving the learning environment in around 258 government schools by creating basic infrastructure. 100 schools are using gaming-based learning methods leading to conceptual clarity and improvement in reading and writing skills in children. And, 2,800 students were able to read and comprehend simple sentences using cell phones as an e-learning tool.

- **Availability of a skilled workforce:** Idea continues to increase its efforts under employee engagement and training across all employed as fulltime employees.

- **Capacity Building:** Under the Solar Urja Lamp (SoUL) CSR initiative, women are trained to own and run solar powered lamp manufacturing units. Assembly, distribution and repair training of solar lamps has provided skill development and livelihood enhancement for 850 youth. Solar manufacturing unit is owned and managed by rural women in Dungarpur.

- **Indirect Impact on job creation:** 2,100 youth were imparted vocational education training under skill centre initiatives. The use of the Internet to augment livelihood is also a focus area under the theme and about 1,000 rural women are provided digital literacy training to access and use the Internet.

- **Youth Employment:** Son-of-Soil initiative at Idea focuses on employee diversity & hiring for Idea Cellular from local communities.

GOAL 5: GENDER EQUALITY

- **Diversity and equal opportunity:** Crafted unique career development interventions such as Pragya Udaan, !Sponsor and ONUS for the career development of women staff.

- **Access to sexual and reproductive healthcare services:** 77% women employees returned to work after maternity post implementation of Maternity Transition Support Program.

- **Workplace violence and harassment:** Employees trained on Prevention of Sexual Harassment (POSH) and strong policy currently in place.

- **Women in leadership:** Introduced gender diversity sensitivity program for managers and other male colleagues in managerial roles. Also implemented Springboard, which focuses on increasing gender diversity at senior levels.

GOAL 6: CLEAN WATER & SANITATION

- **Equal, affordable, and safe access to water, sanitation, and hygiene for employees and communities:** 49 lakh litres of drinking water were provided to 11,415 families in Marathwada region during the year 2016-17 during a 45-day drought period in the months of May and June. Also, supplementing the Swachh Bharat Abhiyan initiative, 2,010 toilets have been constructed in 10 gram panchayats of Jammu & Kashmir.

GOAL 7: AFFORDABLE AND CLEAN ENERGY

- **Energy efficiency:** Prioritized energy efficiency across Idea operations through policy, tools and related KPIs such as carbon disclosure policy and science-based target setting to reduce overall demand for energy. Installed LED lights across circles and promoted Green Data Centers – with LED lights, green equipment, optimization of hardware and cooling.

- **Infrastructure and Environmental investments:** Invested in eco-friendly equipment, renewable energy, to enable green network deployment. Approximately 30% radio stations at Idea are eco-friendly. This include stations:

  * Operating without Air Conditioning (AC)
  * Using RET power for site operations
  * Hybrid solutions for reducing diesel consumption
  * Sites consuming less than 400 litres diesel per year
  * Sites without DG

GOAL 8: DECENT WORK AND ECONOMIC GROWTH

- **Economic inclusion:** Idea generates local employment in call centers along with emphasis on hiring differently abled people.

- **Non-discrimination:** Idea has strong HR policies against unfair hiring, recruitment and discrimination practices.

- **Capacity Building:** Idea emphasises on skills building of workforce under employee relation and development by providing training.

- **Elimination of forced or compulsory labor:** Idea has zero incidences of forced or child labour in its operations.

- **Non-discrimination:** Being an equal opportunity employer, there is no discrimination in the selection and promotion of candidates in Idea Cellular based on sex, religion, background or any other discriminatory factor.

GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

- **Infrastructure and Environment Investments:** Idea has a total of 891.2 MHz spectrum of which 824 MHz has been acquired in the auctions held in the last 7 years. Idea has installed 154,910 broadband sites (2G sites at 131,446) Over 156,800 km of optical fiber provides necessary backbone and capacity for 2G, 3G & 4G services.

GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

● **Materials recycling:** Idea focuses on the 3Rs of sustainable supply chain -- Reduce, Reuse and Recycle to ensure excess of any nature is eliminated and assets are optimally utilised. The 3Rs approach significantly reduces waste and ensures that any unavoidable waste is utilized to the fullest degree.

● **Product and service information and labeling:** Idea follows principles of responsible marketing practices while promoting its brand presence and ensures transparency and correctness of service information and labeling of its products.

GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS

● **Effective, accountable and transparent governance:** Idea is committed to implement conflict-sensitive, lawful and transparent operational policies and practices, including on human resources, public and corporate procurement, and in the value chain.

● **Compliance with laws and regulations:** Idea complies with laws and seeks to meet international standards. Idea has sought voluntary alignment with:

* International Finance Corporation (IFC)

* The International Standards Organization (ISO)

* Global Reporting Initiative (GRI)

* United Nations (UN) Sustainable Development Goals (SDGs)

* World business Council for Sustainable Development (WBCSD)

● **Anti - corruption:** Idea conducts risk and impact assessments to identify and mitigate risks of contributing to corruption, anti-competitive behaviour and to identify opportunities for positive impacts.

● **Public access to information:** Idea is a publicly listed company and discloses all information as per the guidelines of GoI in its annual report and bi-annual sustainability report.

GOAL 10: REDUCED INEQUALITIES

● **Availability of products and services for low-income groups:** Idea offers its 2G services to nearly 1 billion Indians spread across nearly 395,000 towns and villages and offers its high-speed broadband internet services to 650 million Indians spread across 164,159 towns and villages. Idea has also designed products under Data, VAS, Voice, Prepaid and Postpaid specifically for customers from low income groups such as chillar recharge.

● **Diversity and equal opportunity:** Our Son-of-Soil program – hires employees from local communities for Idea stores.

● **Access to financial services:** Introduced financial services such as Aditya Birla Payment Banks. The company will acquire and service new Payments Bank customers both 'Online' leveraging the power of around 40 million digital customers of Idea and other entities (or businesses) of Aditya Birla Group as well as 'Offline' leveraging the strength of Idea's 2 Million+ retail distribution channel partners across over 400,000 towns & villages.

GOAL 13: CLIMATE ACTION

● **Energy efficiency:** Retrofitted the lighting systems of the company's facilities to energy efficient LED lighting both in corporate and circle offices.

● **Environmental investments:** Updated technology such as indoor to outdoor conversion of towers to meet current standards and improve efficiency. Deployed green towers and equipments.

● **GHG emissions:** Constant focus towards carbon reduction done through optimizing energy requirements by deploying energy efficient equipment, driving programs to eliminate air conditioners usage, neutralizing carbon consumption through Power Purchase Agreements, etc.

● **Risks and opportunities due to climate change:** Continuous focus on understanding climate risk to build resilience into the company's assets and supply chain. Emphasis on warehouse optimization to achieve consolidation of 1.28 Cr. CAFs for Tamil Nadu circle.

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

Stakeholder engagement is the backbone of our sustainable business initiatives at Idea Cellular. The basis of our sustainability reporting principles, in compliance with the Global Reporting Initiative (GRI) standards, is stakeholder inclusiveness and materiality. Stakeholder engagement provides us a peek into the expectations and interests of stakeholders in our activities. In this journey, our strategy is to first decide which of the identified stakeholders need to be engaged with, and then the mode of engaging with them. Once this is initiated, we measure and then chronicle, through the Sustainability Reports, the influence of this stakeholder engagement on our activities, products and services.

Idea is accountable to all its stakeholders both primary and secondary, including employees, customers, shareholders, investors, lenders, partners, vendors, regulators, policymakers and government authorities, suppliers, franchisees, media, rating agencies and larger civil society.

IDENTIFICATION, ANALYSIS AND EVALUATION OF KEY MATERIAL TOPICS

Idea Cellular conducted a materiality assessment to identify key material topics to the company and our stakeholders, specifically those having significant economic, environmental and social impacts. Additionally, topics that could influence the assessments and decisions of stakeholders were also shortlisted. The process involved several steps:

1. **Identifying initial list of material issues:** We were guided by the Global Reporting Initiative expanded from the GRI G4 sustainability reporting framework, a review of sustainability reports and websites of peers, and existing sustainability and regulatory standards (SDGs, GRI etc) most relevant for Idea Cellular.

2. **Consolidation of topics:** The topics to be assessed were consolidated, taking into account considerations such as materiality of topics to Idea Cellular, impact on stakeholders and larger society by order of priority and similarity or adjacency of topics to one another. A list of 15 material topics was finalised, with guidance from our leadership team that helped streamline the decision-making process.

3. **Impact assessment:** Each topic was evaluated for the intensity of its impact on stakeholders. Impacts were determined on their influence from a sustainability point of view both inside and outside the organisation.

4. **Analysis and ranking of Material topics:** Stakeholder engagement involved the identification, analysis and subsequent ranking of material topics based on their relevance and impact to business and stakeholders of Idea Cellular. Stakeholder engagement is demarcated into two major streams – Internal stakeholder engagement and External stakeholder engagement.

External stakeholder engagement included understanding keys issues documented or surveyed by various stakeholders. Some key documents analyzed include:

- Regulators (TRAI): Directions, Recommendations, Consultation Papers
- Suppliers and Vendors: Deployment and analysis of questionnaire
- Customers: CSAT scores
- Employees: Employee engagement survey
- Investors reports
- Shareholders, using annual reports
- HR policy documents
- Press notes and press release

Internal stakeholder engagement included analysis of perception (relevance, priority and sentiments by material topic) from Department SPOCs covered the following topics:

- Investors and shareholders (Finance Department)
- Customers and partners (Service Delivery Department)
- Suppliers and vendors (Commercial Department)
- Regulators, media, and civil society (Corporate Affairs Department)
- Employees (Vibes Employee Survey)
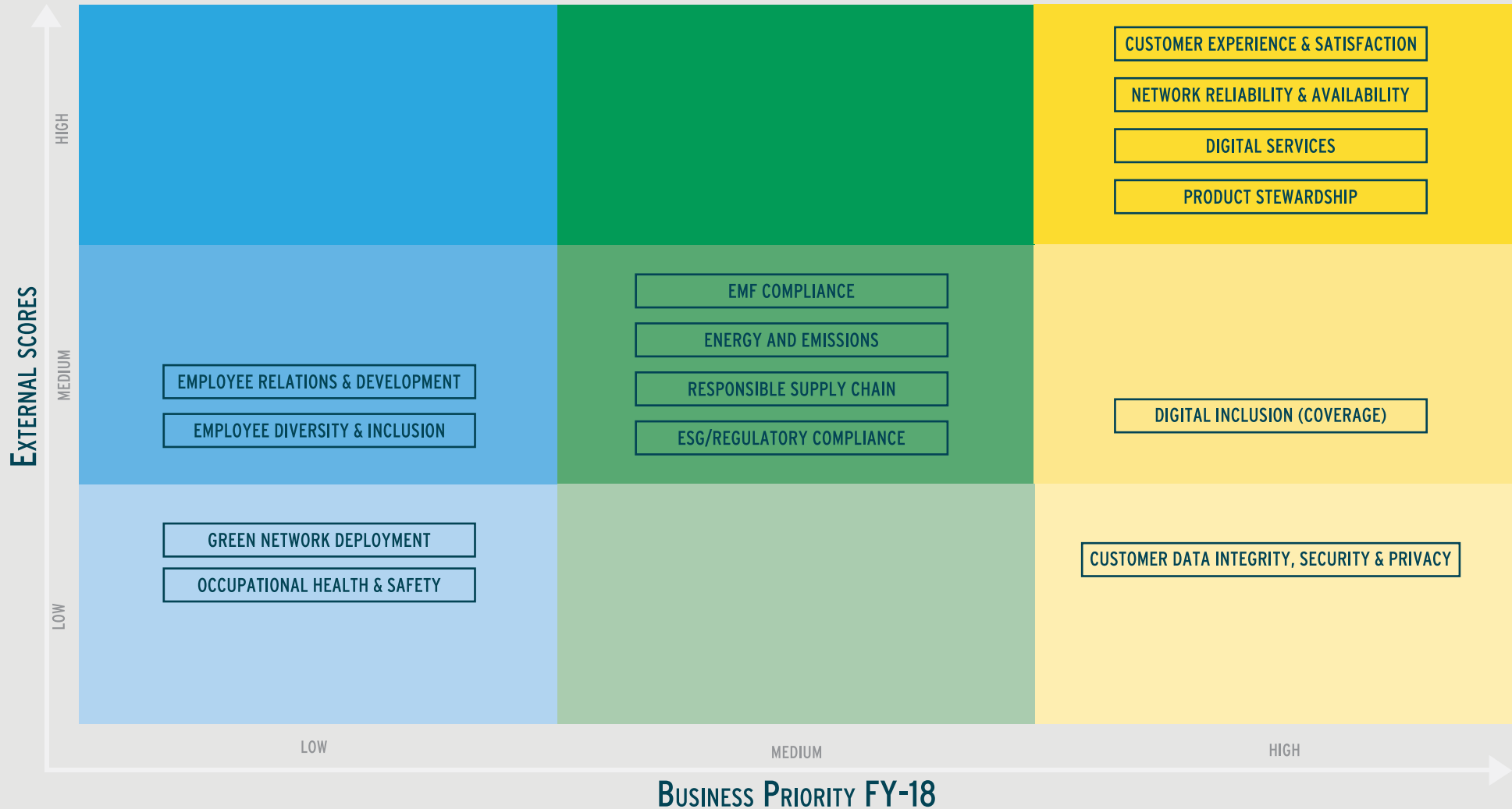
SCORING AND PRIORITIZATION

Each material topic was scored by combining the scores of the perception surveys, the analysis of the external documents and the scores derived from specific stakeholder engagement exercises undertaken throughout the year. The final score, determined the importance of material topics for various stakeholders.

The Internal stakeholder engagement involved ranking of materiality topics for FY17 & FY18 based on business priorities. The final scores of the internal stakeholder engagement helped determine the distribution of material topic w.r.t the business priority.

The results of internal and external stakeholder engagement were mapped by material topic, with significance of the material topics by stakeholders on the y-axis and the significance of the material topics based on the business priority on the x-axis. As per the graph, the material topics highly significant to both business and stakeholders are top right quadrant of the graph.

MATERIALITY MATRIX

With the ethos of imbibing sustainability as an integral part of our business and management approach, we continually engage our diverse stakeholders in different processes, some of which are listed in the table below

External scores (vertical axis: LOW, MEDIUM, HIGH)

Business Priority FY-18 (horizontal axis: LOW, MEDIUM, HIGH)

- CUSTOMER EXPERIENCE & SATISFACTION
- NETWORK RELIABILITY & AVAILABILITY
- DIGITAL SERVICES
- PRODUCT STEWARDSHIP
- EMF COMPLIANCE
- ENERGY AND EMISSIONS
- RESPONSIBLE SUPPLY CHAIN
- ESG/REGULATORY COMPLIANCE
- EMPLOYEE RELATIONS & DEVELOPMENT
- EMPLOYEE DIVERSITY & INCLUSION
- DIGITAL INCLUSION (COVERAGE)
- GREEN NETWORK DEPLOYMENT
- OCCUPATIONAL HEALTH & SAFETY
- CUSTOMER DATA INTEGRITY, SECURITY & PRIVACY

STAKEHOLDER ENGAGEMENT

Customers

ENGAGEMENT	FREQUENCY	FOCUS AREA
Customer Satisfaction (CSAT) Survey	Thrice - Annually	Customer Satisfaction
Net Promoter Survey	Thrice - Annually	Idea Performance over other operators
Spot surveys	NEB SAT – Annual Service Channel Engagement - Annual	

Employees

ENGAGEMENT	FREQUENCY
Group & Team level Employee Satisfaction survey	Once every two years

FOCUS AREA

The focus area for Vibes 2017 were

- Young Talent
- Focus on Gender Diversity
- Building a customer-centric culture
- Career

Rating Agencies

ENGAGEMENT	FREQUENCY
Annual financial statement along-with other details as may be required for Annual Review	Annually

FOCUS AREA

Financial results and performance of the company

Franchisees

ENGAGEMENT	FREQUENCY	FOCUS AREA
FSAT & Mystery Shopping	Annual & Bi-Annual	Franchise Satisfaction & Surprise checks on adherence to norms

Shareholders & Investors

ENGAGEMENT	FREQUENCY
Annual General Meeting (AGM)	Once - Annually
Investor meeting	Regularly based on the request received
Analyst meeting	Regularly based on the request received
Major Event update call	Event-based
Earning call	Quarterly

FOCUS AREA

Yearly financial results and performance of the company

Business performance review & Long term Direction, Competitive scenario, Regulatory/ Technical Changes and other Industry updates

Business performance review & Long term Direction, Competitive scenario, Regulatory/ Technical Changes and other Industry updates

Discussion on specific events

Quarterly financial results and performance of the company

Regulators and Government authorities

ENGAGEMENT	FREQUENCY
Various Compliances	Weekly/Monthly/ Quarterly
Regular Meetings	Ongoing
Correspondence	Ongoing
Report Filings	Ongoing

FOCUS AREA

QoS, MNP, DND, EMF Radiation norms & TERM

Policy related; Compliance related; Approvals & Clearances; Spectrum & Technology

Lenders

ENGAGEMENT	FREQUENCY
Annual financial statement along with Auditor's Report	Annually
Quarterly Financial Statements	Quarterly
Network Rollout	Quarterly
Compliance Certificate	Annually

FOCUS AREA

Financial results of the company

Financial results of the company

Performance of the company

Meeting Financial Covenants

Media

ENGAGEMENT	FREQUENCY
Media Events	Ongoing
Media Interactions	
Press Releases	
Letters to Editors	

FOCUS AREA

Company Updates & Announcements; Industry developments; Query Handling; Marketing & Promotion

Suppliers

ENGAGEMENT	FREQUENCY	FOCUS AREA
Supplier Assessments	Ongoing	Assessment of compliance with Policy, Service level agreement, Pricing, Maintenance and Infrastructure of vendors
RFP	Ongoing	Quotations/ Proposal
Vendor Surveys	Annual	Feedback on ease of doing business & vendor satisfaction
Vendor performance evaluation feedback	Annual	Policy compliance; Service level agreement; Pricing; Maintenance and Infrastructure of vendors
Contract	Ongoing	Commercial terms and conditions/ SLA
Supplier training	Annually (U.I.)	Healthy business responsibility Agreement and Other policy
Supplier rejection	Ongoing (U.I.)	Communication on rejection

IV GOVERNANCE AND ENABLERS

SUSTAINABILITY GOVERNANCE MECHANISM AT IDEA
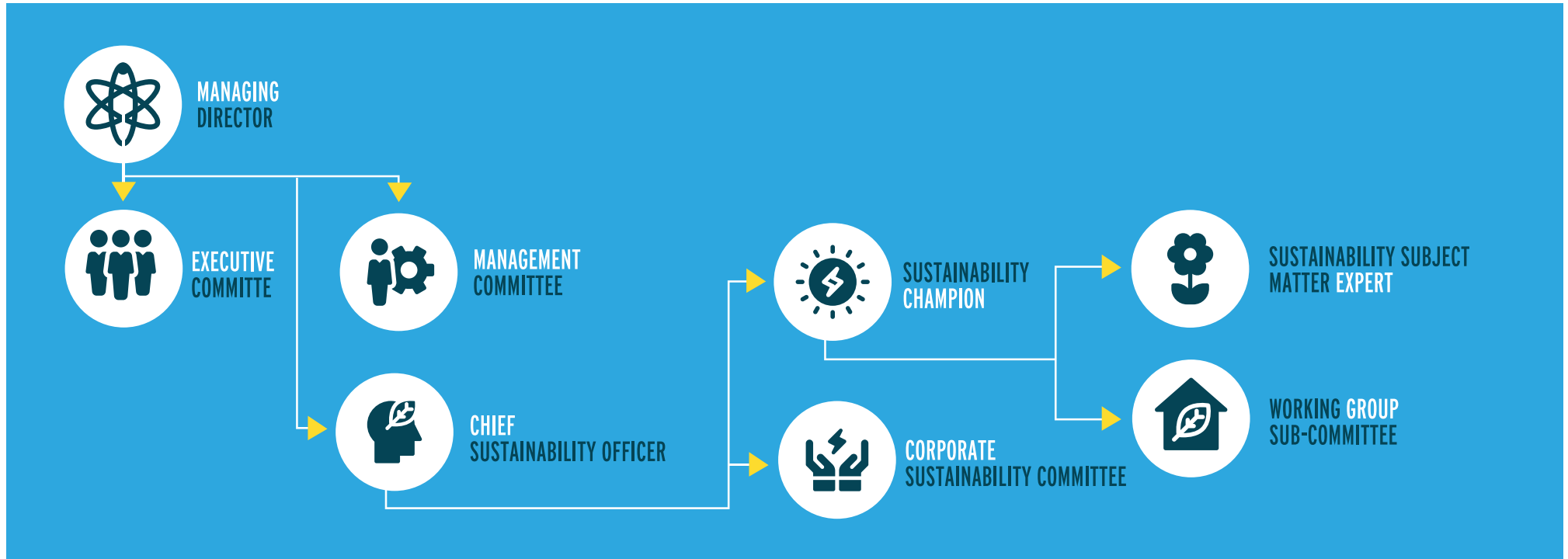
The Executive Committee (EC), chaired by the MD, drives of all our sustainability initiatives and comprises all CXOs across functions. It is the EC's mandate to set the direction of the company's sustainability governance, initiate efficient adoption of new sustainability processes and accelerate its progress to completion – essentially embed sustainability as a culture deeply within the soul of the organisation.

The company's Chief Technical Officer (CTO) supports the EC and serves as the designate Chief Sustainability Officer (CSO), assisted by the Senior VP (Networks), who acts as the company's Sustainability Champion. The CSO represents Idea Cellular at the Aditya Birla Group Apex Sustainability Committee, which reports to the Chairman through the Business Review Council (BRC) Quarterly Reviews. Further, a Sustainability Officer/ Subject Matter Expert (SME)

drives all company wide initiatives with HoD level SPOCs nominated from all business functions to spearhead sustainability within each function, while thematic Cross Functional Teams (CFT) manage and execute sustainability focus areas across the company.

To guide its sustainability agenda, the Aditya Birla Group has established a robust Sustainability Framework of Policies, Technical Standards, and Guidance Notes based on leading international standards set by global bodies, such as:

- International Finance Corporation (IFC)
- The Organisation for Economic Cooperation and Development (OECD)
- International Standards Organisation (ISO)

- Occupational Health and Safety Advisory Services (OHSAS)
- Global Reporting Initiative (GRI), and others

The Framework defines the direction and ambition of Idea's sustainability approach. In order to realise this ambition, Idea has a robust internal review mechanism for its key policies to conform with the Aditya Birla Group's Sustainability Framework.

The services of an international agency have been engaged to implement an IT system capable of providing data management across all issues and initiatives relevant to sustainability. This helps the company keep track and see both the big picture as well as call upon micro details on its sustainability journey at any point in time. Subsidiary companies are encouraged and expected to
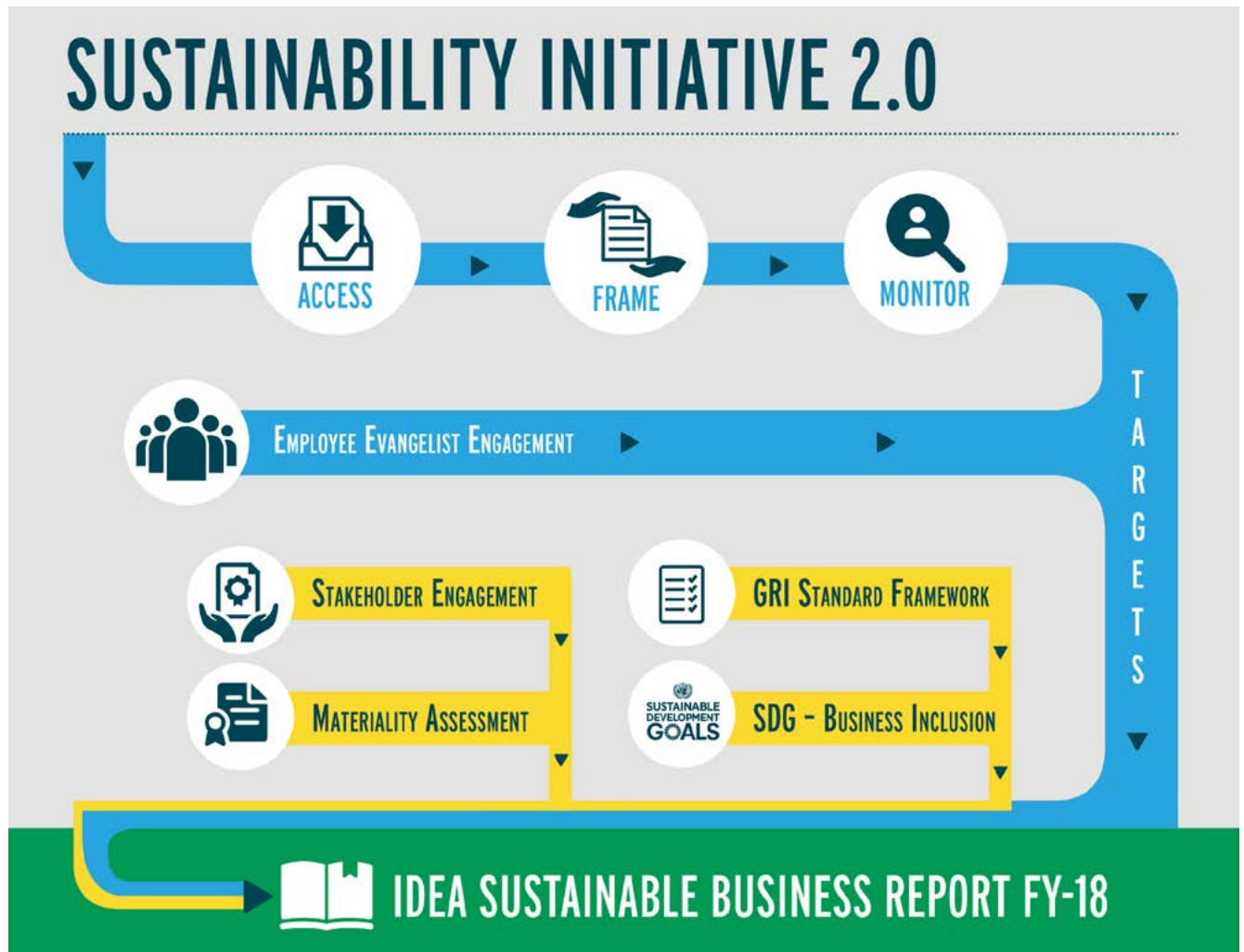
adhere to the "Aditya Birla Policy on Code of Conduct & Redressa Policy" for following highest levels of ethical and transparent business practices apart from participation in Business Responsibility initiatives. The biggest factor to make sustainability count, however, is the human factor and to embed sustainability as core company culture. There is an on-going effort for employees to train, learn, understand, and apply improvement techniques relevant to the Sustainability framework and reach higher standards of performance. As a part of this drive Idea has engaged selective employees who will act as Evangelists of the company's sustainability mission, by acting as internal influencers and uniting other employees towards the cause.

SUSTAINABILITY INITIATIVE 2.0

Idea's Calling Tomorrow Sustainability Journey 1.0 began with the realization of the urgent need to embrace the path of corporate sustainability. Driven from the very top, Idea Cellular began its sustainability journey by defining its vision aligned to ABG's Sustainability framework, followed by establishing a governance structure for the sustainability agenda cutting across all functions of the company. Each of these functions was mapped back to relevant international standards and practices to key sustainability topics.

The initial sustainability focus was to analyze competitor benchmarking and conduct a baseline study on Idea's current status, which helped us to set five-year targets for each sustainability KPI. Idea also undertook an external stakeholder engagement exercise on sustainability for a holistic Materiality Assessment as per GRI G4 Guidelines. A brand identity and logo of the Idea sustainability journey labelled "Calling Tomorrow" was unveiled and used on all Employee Engagement campaigns to enhance the outreach for the engagement.

Once our sustainability vision and roadmap were crystallised, representatives from each circle were identified and nominated to cascade the company's sustainability vision, missions and targets among functional teams for implementation on the ground. This led to kick-starting the Sustainability Circle Evangelist Programme. All these

SUSTAINABILITY INITIATIVE 2.0

ACCESS → FRAME → MONITOR

EMPLOYEE EVANGELIST ENGAGEMENT

STAKEHOLDER ENGAGEMENT

MATERIALITY ASSESSMENT

GRI STANDARD FRAMEWORK

SDG - BUSINESS INCLUSION

TARGETS

IDEA SUSTAINABLE BUSINESS REPORT FY-18

efforts culminated in the first Sustainability Report for FY16, through which Idea Cellular joined a select group of 83 large telecom companies, whose GRI G4 FY16 Report was recognised.

As we fast track "Idea Calling Tomorrow Sustainability Journey 2.0" – the overall sustainability effort has been divided into tangible objectives. Combining both top-down and bottom-up strategies we have identified three major objectives for this report:

● By embedding a culture of sustainability through awareness raising and action-oriented campaigns, we are promoting our employees' wellbeing and growth and investing in issues that impact both their today and their future

● By creating momentum and driving action from the ground-up we are engaging line managers, field engineers and analysts who know the in's and out's of our business and then using their inputs on the "What" & "How" to

make our existing sustainability practices more efficient & impactful

● As our sector evolves dynamically, we continuously re-align and monitor progress of the select finalised topics, KPIs and their targets based on business disruptions, international standards and industry benchmarking.

Finally, by standardising our internal processes, templates and systems – thanks to the ABG SAQ framework & expectations set - we intend to turn around a comprehensive and a better report on managing expectations of all our internal and external stakeholders.

The methodologies we adopted were:

● The steering model is at the heart of the entire FY18 engagement and that is based on the rigour of continuous monitoring and improvement. All initiatives are continually assessed to identify gaps and re-align topics, KPIs and targets. Strategies are revised accordingly for effective implementation of sustainability initiatives benchmarked with industry competitors from India and other emerging markets.

● We take immense pride in our Circle Evangelist engagement, through which we nurture employees to create, lead and drive bottom-up sustainability initiatives within their sphere of influence. Such evangelists are empowered by building their capacity and knowledge through VC based quarterly zonal brainstorming workshops, WhatsApp groups and the company's internal social media platform, while contributions are acknowledged in the bi-annual e-newsletters circulated nationally.

● For engaging employees, we are targeting 04 Campaigns in FY18. The objective of the campaigns is to map Idea employees' behaviour towards sustainability practices across their interest areas encompassing Individual, Workplace, Idea and Telecom industry.

● The projects and initiatives captured from Functions and Circles are fed directly into the FY18 Sustainability Report in the form of success stories and good practices ensuring a better narrative which has been a scope of improvement vis-a-vis our FY16 Report.

CIRCLE EVANGELIST AND EMPLOYEE ENGAGEMENT

The Evangelist framework at Idea was envisioned with two core goals - firstly, ensure last mile access within the organisation to create awareness and engagement on Sustainability. Secondly, drive specific engagements towards realising the sustainability goals that will require employee commitment and action on the ground. Keeping these goals in mind, the Evangelist engagement achieved the following:

● Structured the engagement of the Evangelists by establishing an online platform for 100+ evangelists to ensure that they are able to contribute to the sustainability agenda meaningfully

● Equipped the Evangelists with content and tools that enabled them to ideate, implement and document ground up initiatives on sustainability

● Created incentive mechanisms and engagement activities to keep the motivation of the evangelists high.

Such employee Evangelists formed part of a network of enterprising doers who internalised and integrated the mission of business and sustainability at Idea and proliferate this understanding of "why, what and how" across the organisation. They acted as an active network of influencers driving alignment and understanding of sustainability initiatives within Idea, as well as create widespread awareness, increase engagement and action among peers and co-workers helping the company deliver on its sustainability roadmap goals.

INDIVIDUAL SUSTAINABILITY QUOTIENT (ISQ)

The Individual Sustainability Quotient (ISQ) is an initiative to imbibe and grow a culture of sustainability at Idea Cellular, keeping employees and sustainability at the centre of all discussions. Surveys covering an employee's interests,

EMBEDDING SUSTAINABILITY

The Idea Cellular Ltd.'s sustainability vision, is aligned with the Aditya Birla Group vision - "to endeavour to become the leading indian company for sustainable business practices across its operations."

behaviour and attitudes towards sustainability were mapped over the course of 3-4 months. The topics pertain to sustainability in their lifestyle, at the workplace, at Idea Cellular, and in the Telecom industry.
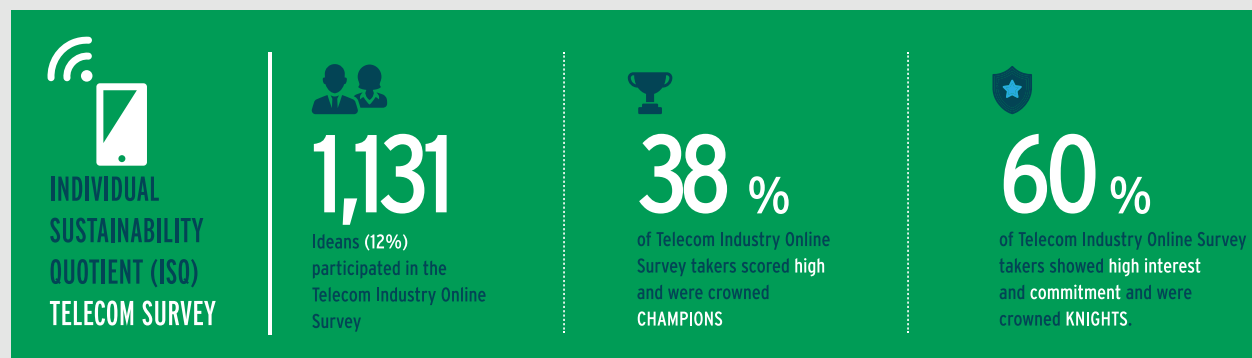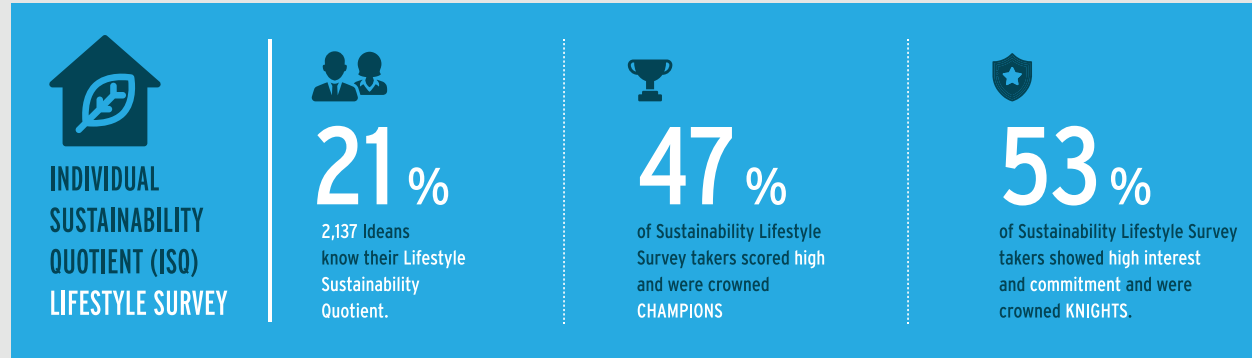
Employees were exposed to various themes under each of these topics in order to evaluate, educate and encourage them on adopting more sustainable practices.

This was followed by an in-depth analysis and reporting on employee orientation towards sustainability being carried out for developing insights. The objectives of the ISQ were to:

● Nudge employees to adopt sustainable practices in their day to day lives and at their workplace

● Educate them on sustainability related aspects pertaining to Idea and Telecom Industry as a whole

IDEA LAUNCHES ISQ INITIATIVE

#ISQ@Idea

INDIVIDUAL SUSTAINABILITY QUOTIENT (ISQ) LIFESTYLE SURVEY

21%
2,137 Ideans know their Lifestyle Sustainability Quotient.

47%
of Sustainability Lifestyle Survey takers scored high and were crowned CHAMPIONS

53%
of Sustainability Lifestyle Survey takers showed high interest and commitment and were crowned KNIGHTS.

INDIVIDUAL SUSTAINABILITY QUOTIENT (ISQ) WORKPLACE SURVEY

2,411
Ideans (26%) know their Workplace Sustainability Quotient.

79%
of Sustainability Workplace Survey takers scored high and were crowned CHAMPIONS

21%
of Sustainability Lifestyle Survey takers showed high interest and commitment and were crowned KNIGHTS.

INDIVIDUAL SUSTAINABILITY QUOTIENT (ISQ) TELECOM SURVEY

1,131
Ideans (12%) participated in the Telecom Industry Online Survey

38%
of Telecom Industry Online Survey takers scored high and were crowned CHAMPIONS

60%
of Telecom Industry Online Survey takers showed high interest and commitment and were crowned KNIGHTS

- Assess and map the behaviour of employees towards sustainability practices across interest areas of - Individual, Workplace, Idea and Telecom industry
- Disseminate the findings both internally and externally
- Chart out comprehensive plans for future sustainability initiatives.

The rollout of the ISQ Campaign at Idea was exhaustive. Our external sustainability consultant partners conducted secondary research on 4 areas of ISQ (Lifestyle and Society, Workplace, Idea and Industry) to identify the right themes. The information gathered was used to frame questions, knowledge nuggets and sustainability hacks around the chosen topics which was then used to design surveys that would not only test sustainability quotient but also spark curiosity and encourage sustainable living.

The data gathered during the four surveys was analysed and grouped by various categories such as PAN India, Function and Circle employees to create actionable insights and recommendations that can guide future initiatives. Employees with high scores were awarded the title of 'Champions' and presented with a token of appreciation.

INDIVIDUAL SUSTAINABILITY QUOTIENT (ISQ)

Survey was designed to "Nudge employees to adopt sustainable practices in their day to day lives and at their workplace and also to educate them on sustainability related aspects pertaining to IDEA and Telecom Industry as a whole." The table below shows the themes vs questions that were covered in each of the 4 sections.
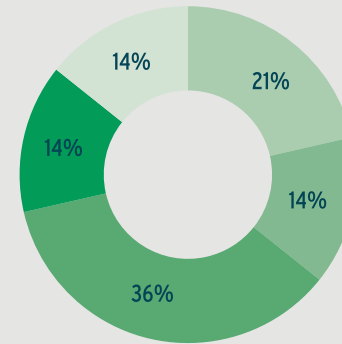
SUSTAINABILITY AT LIFESTYLE/ SOCIETY
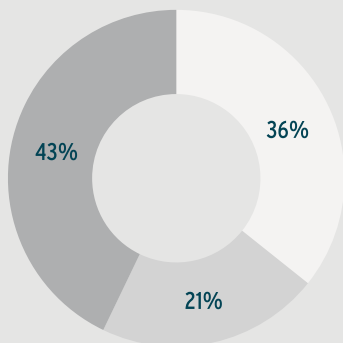
- Food
- Housing
- Energy
- Goods and Services

20%
27%
27%
27%

EMPLOYEES
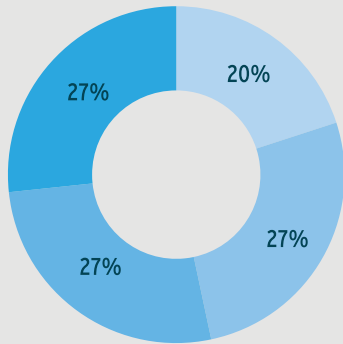
SUSTAINABILITY AT WORKPLACE

14%
21%
14%
14%
36%

- Green initiative
- Power and Energy Efficiency
- Commuting
- Paper consumption and recycling
- Eco friendly food choice

SUSTAINABILITY AT TELECOM INDUSTRY

- Social
- Economic and Governance
- Environmental and social

36%
43%
21%

SUSTAINABILITY AT IDEA

!dea

47%
53%

- ABG Sustainability Pillars
- Idea Sustainability Journey

OVERALL AVERAGE SCORE

63.61   75.28

JAMMU & KASHMIR

HIMACHAL PRADESH

HARYANA

PUNJAB

DELHI

UP-WEST

RAJASTHAN

UP-EAST

NORTH EAST & ASSAM

BIHAR

GUJARAT

MADHYA PRADESH

KOLKATA & WEST BENGAL

CORPORATE OFFICE

ODISHA

MUMBAI

MAHARASHTRA

ANDHRA PRADESH

KARNATAKA

TAMIL NADU

KERALA
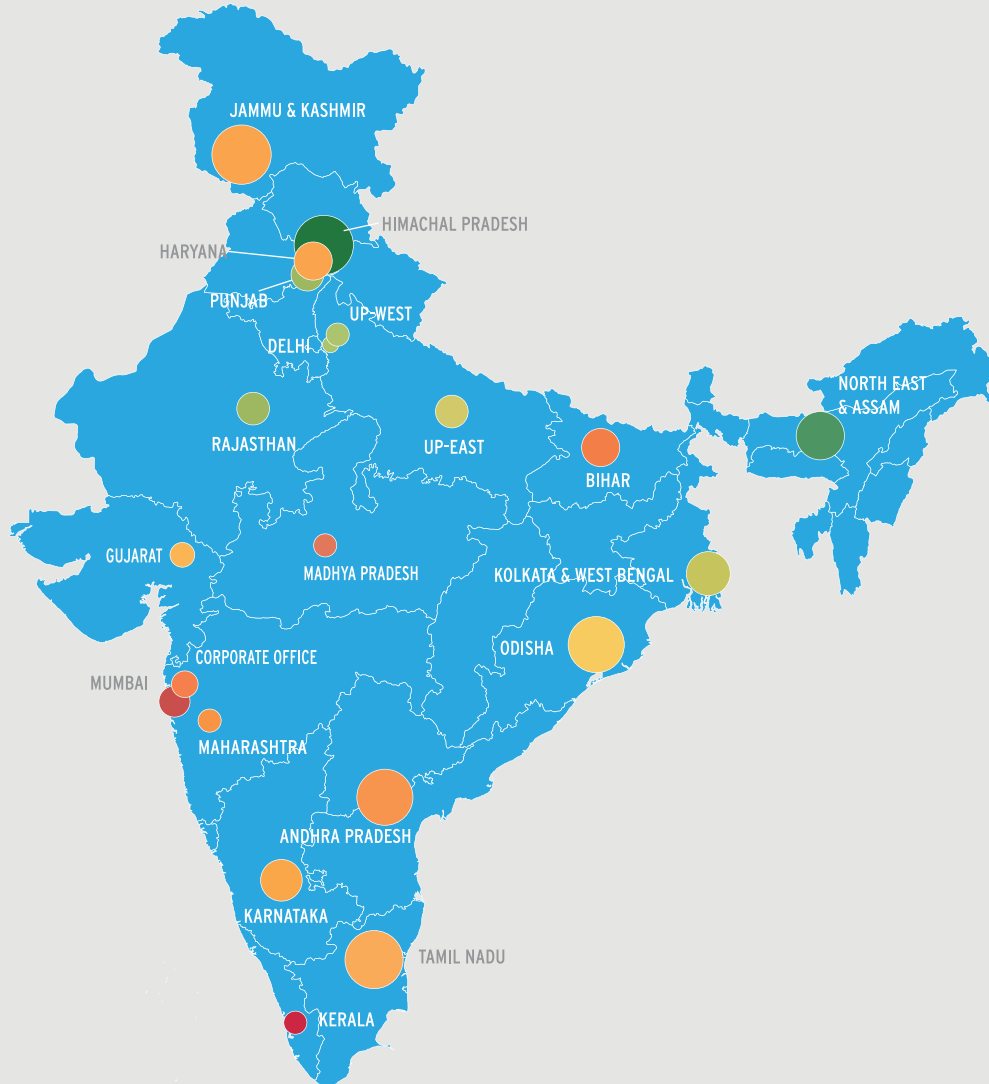
A TOTAL OF **EMPLOYEES**
5679 PARTICIPATED
IN THE ISQ CAMPAIGN

NESA & HP

North Eastern States and Assam
Himachal Pradesh
HAVE THE **HIGHEST**
OVERALL **ISQ**
AVERAGE **SCORE**

THE HIGHEST PARTICIPATION RATES ARE IN

TAMIL NADU ODISHA HIMACHAL PRADESH
ANDHRA PRADESH NORTH EASTERN
JAMMU & KASHMIR STATES & ASSAM

The larger the size of the circle, the greater the
Overall ISQ Participation rate.

The greener the circle, the higher the
Overall ISQ Average score.

31

HEATMAP OF THE ZONE WISE AVERAGE SCORE

MEASURE VALUES

0.0   100.0

	EAST	NORTH	SOUTH	WEST
Make Eco-friendly food choice	92.0	92.6	92.0	92.0
Reduce Energy Consumption	91.3	90.1	86.2	89.0
Emphasis on Power Efficiency	87.0	85.8	86.6	87.9
Become - Sustainability Evangelist	88.4	87.8	82.7	76.6
Paper Consumption & Recycling	79.2	79.2	75.6	72.5
Lead - Other Green Initiatives	86.1	84.1	72.1	62.2
Promote Green Office	71.7	74.6	68.2	68.6
Increase Social Sustainability	66.0	72.5	70.3	66.3
Reduce Food Waste	67.4	75.2	64.9	70.8
Promote Environment Sustainability	63.1	71.7	65.5	60.0
Build Sustainable Products	64.4	62.5	60.2	63.2
Economic & Governance	51.4	55.1	51.8	50.4
Adopt Green Living	51.7	49.7	46.1	47.9
Increase Green Commuting	50.6	41.3	36.9	41.6

The Figure shows the heatmap of the zone wise average score (in %) for each of the themes.

THE LEAST SUSTAINABLE THEMES ARE

COMMUTING (IN WORKPLACE)

ECONOMICS & GOVERNANCE (IN TELECOM INDUSTRY)

HOUSING FOOTPRINT (IN LIFESTYLE)

THE MOST SUSTAINABLE THEMES ARE

ENERGY CONSUMPTION (IN WORKPLACE AND LIFESTYLE)

ECO-FRIENDLY FOOD CHOICES (IN WORKPLACE)

The greener the tile, the higher the zone wise average score.

ZONE WISE DISTRIBUTION OF EMPLOYEE STRENGTH

THOSE THAT PARTICIPATED IN THE ISQ WORKPLACE AND THOSE THAT WANTED TO BECOME SUSTAINABILITY EVANGELISTS.

EAST ➡

HAS THE HIGHEST PERCENT OF EMPLOYEES WHO TOOK THE ISQ WORKPLACE SURVEY WHO ALSO WANT TO BE EVANGELISTS

WEST ⬅

WEST ZONE HAS THE LARGEST EMPLOYEE STRENGTH, HOWEVER HAS THE LOWEST PARTICIPATION RATE (AS A % OF EMPLOYEE STRENGTH).

EAST ➡ 81% (n= 661)

NORTH ⬆ 78% (n= 408)

SOUTH ⬇ 71% (n= 924)

WEST ⬅ 61% (n= 421)
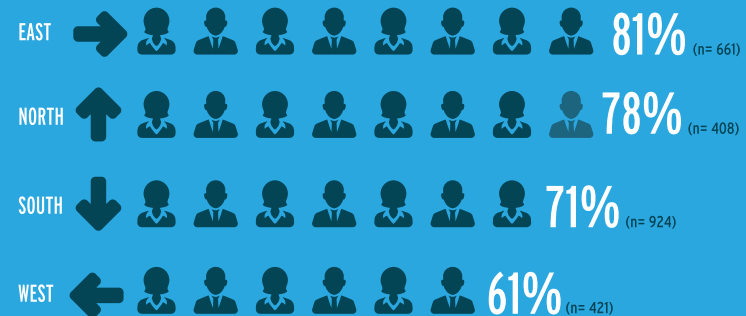
V RESPONSIBLE STEWARDSHIP

As part of a global conglomerate like the Aditya Birla Group, Idea Cellular recognises that effective management of environment impact is a fundamental part of business. We strive to integrate sound environmental practices across management and governance systems to minimise environmental impact and attain a leadership position in environmental stewardship. Part of this endeavour is to progressively develop, implement and maintain an internationally accepted environmental management system in all our operations and new projects. We also engage with internal and external stakeholders and communities to broaden our understanding of environmental priorities, their links to global issues and initiate actions on key environmental challenges as well

as continually improve environmental performance of current and future products, services and infrastructure. As our commitment to this, we monitor, measure, report the progress and performance of environmental conservation and management initiatives in compliance with internationally recognised protocols and communicate approach and achievements to relevant stakeholders. This report is a result of that commitment.

Regulations take the lead in ensuring that enterprises across the world have a framework to follow for environmental protection, as well as resultant social impact. Energy consumption and consequent emissions form a large part of any telecom company's environmental impact, further exacerbated in the Indian context by the lack of

24-hour power availability, which forces the use of diesel generators to run telecom networks. Some of this impact is being offset through efficiency and frugality measures. Another significant area that is a constant part of the telecom story is the related ElectroMagnetic Frequency (EMF) radiation that mobile towers emit. Our stand on this issue is to always comply with norms and support proactive engagement with concerned stakeholders. One way in which energy consumption, emissions and radiation can be offset partially is by ensuring an ethical supply chain – holding our suppliers and partners to high standards and continuously upgrading our equipment to greener hardware.

REGULATORY COMPLIANCE

Society demands increased levels of corporate transparency and world over, enterprises face censure and pressure from citizen-led campaigns to minimise impact on environment and uphold ethical duties as responsible corporate citizens. The potential negative side effects on environment and people demand that corporate houses place stakeholder needs at the forefront of decision making. This makes companies look more closely at their health and safety, environmental and wider human rights practices to ensure compliance not just with legislation, but also with societal expectations.

Regulatory and International Compliance for the telecom industry looks at environmental, social and governance (ESG) factors in measuring the sustainability and ethical impact of an investment in a company or business. These criteria help to better determine the future financial performance of companies (return and risk) and are used by socially conscious investors to screen potential investments. Environmental criteria look at how a company performs as a steward of the natural environment. Social criteria examine how a company manages relationships with its employees, suppliers, customers and the communities where it operates. Governance deals with a company's leadership, executive pay, audits, internal controls and shareholder rights.

Examples of ESG criteria used by investors include determining a company's impact on climate change or carbon emissions, water use or conservation efforts, anti-corruption policies, board diversity, human rights efforts and community development.

IMPACT OF REGULATION IN FY18

The Indian mobile industry witnessed another year of hyper-competition as well as high regulatory headwinds. During FY18, the industry regulator implemented a reduction in domestic Mobile Termination Charge MTC from 14 paisa to 6 paisa per minute, effective 1st October 2017, as well as cut International mobile termination settlement charges from 53 paisa to 30 paisa per minute, effective 1st February 2018. These regulatory interventions aggravated the financial stress for existing industry operators including Idea Cellular, forcing at least five sub-scale mobile operators to exit/consolidate.

Consequently, Idea suffered a huge hit on revenue from both these regulations in FY18. The IUC reduction resulted in a fall in revenue by approximately Rs. 1,845 Cr and the cut in Mobile Termination Charge led to a drop by around Rs. 65 Cr.

Another regulation – Telecom Tariff Order (TTO) – was amended by the regulator to alter the way tariffs are calculated by telecom operators which, if not contested legally, and is implemented in letter and spirit, could be detrimental to business. While there is a direct hit on revenue from such regulatory interventions, non-compliance to such regulations has other financial implications such as penalties and legal costs.

Idea has set up robust systems and processes for compliance to all Regulatory and Law Enforcement Agencies' (LEA) requirements. The company constantly engages with the regulator and policy maker to work towards a favourable policy environment and plays a key role in advocating issues of the telecom sector. The senior management of the company actively participates in various industry forums and is involved with various stakeholders for discussions regarding new policy formulation, review and modification of relevant policies. Also, through our association with various industry bodies, Idea actively participates in discussions relating to policy development on several issues pertaining to the telecom industry.

ENERGY AND EMISSION

The telecommunications industry is a major energy consumer and requires energy for the day to day operations of its cell towers and base stations. In general, the telecommunication sector accounts for approximately 4% of the global electricity consumption. In India, due to electricity outages, operators additionally use diesel generators, batteries, and a variety of power management equipment to address the demand-supply gap. Like for all telecom firms globally, energy is a significant operational requirement for Idea Cellular and the need to manage energy consumption and associated carbon emissions is imperative. Energy & Emissions accounts for about 35% of our total operational costs.

MANAGEMENT APPROACH

The company is committed to taking steps within its operations and supply chain by working with key stakeholders to find long-term solutions to optimise energy usage and to offset carbon footprint. Our focus has been reduction of carbon emissions, while we continue to reduce these emissions. We are looking forward to offsetting our carbon footprint by sourcing power from renewable energy sources.

Idea as an organisation is extremely sensitive about energy and emissions and we have a stringent process to evaluate and derive the best methodology for energy payouts to infrastructure providers. On selecting active infrastructure, Idea invariably selects equipment with the best energy efficiency. We continuously look forward to procuring clean energy from renewable energy sources.

People are a very important part of the mission to be a sustainable company. Raising awareness at all levels in the company and with infrastructure provider partners to encourage reduction in energy intensity and carbon footprint helps in building a sustainability culture at Idea. A change in mindset will help in continually improving energy and carbon management within and across value chains. Beyond our immediate zone of influence, we promote and participate in the development of cleaner and energy-efficient technologies and support the adoption of low carbon solutions in the telecom sector.
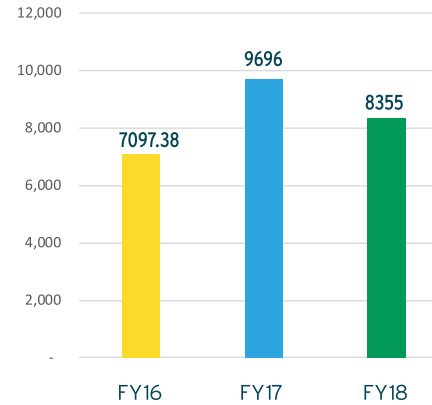
ENERGY AND EMISSIONS
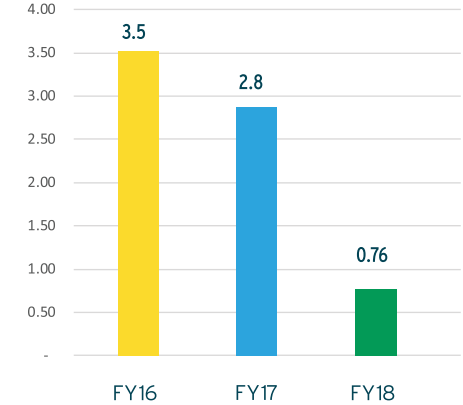
NWS diesel consumption (kl)

FY16	FY17	FY18
2,11,860	2,52,507	2,17,569
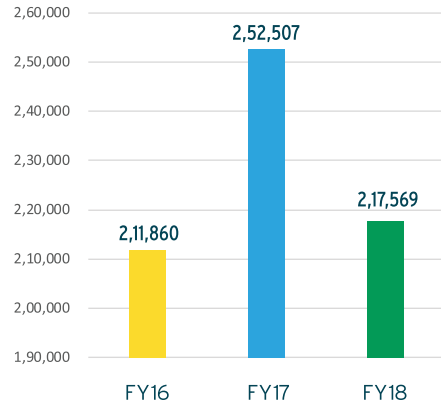
NWS diesel consumption intensity (l/ node)

FY16	FY17	FY18
1106.11	1045	1014
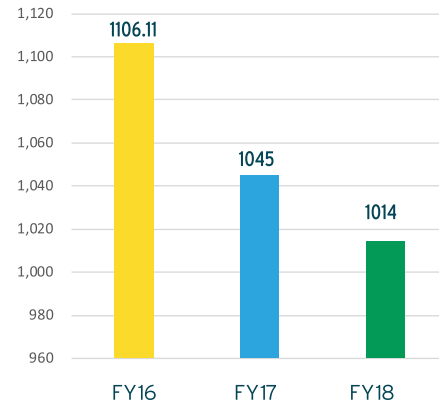
NWS Energy consumed from Diesel usage (TJ)

FY16	FY17	FY18
7097.38	9696	8355

NWS emissions intensity per network usage (tco2/tb)

FY16	FY17	FY18
3.5	2.8	0.76

NWS Emissions intensity per node (tCO2/Node)

FY16	FY17	FY18
9.06	8.99	8.03
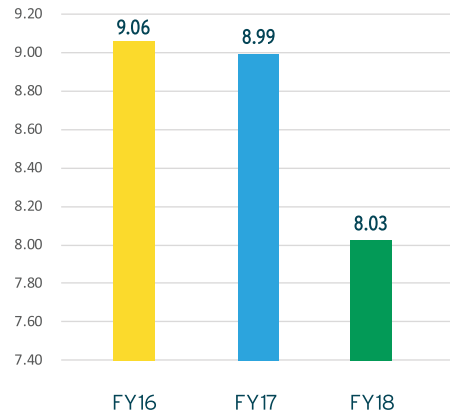
Percentage Reduction in Emission intensity per node

FY16	FY17	FY18
27%	27%	35%
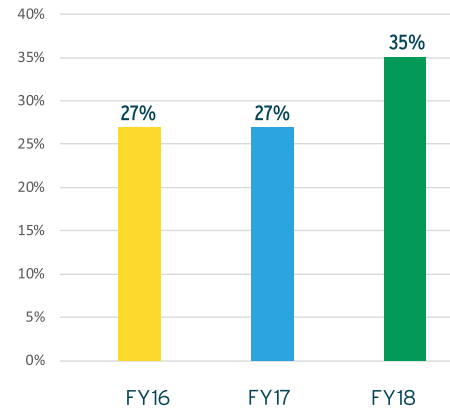
Energy Intensity per node (MWh/node)

FY16	FY17	FY18
7.01	6.71	6.44
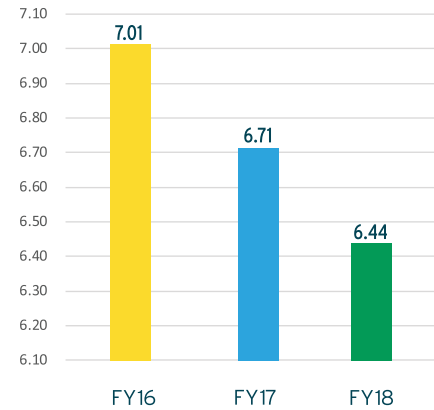
Energy Intensity per network usage (MWh/TB)

FY16	FY17	FY18
2.71	2.14	0.61
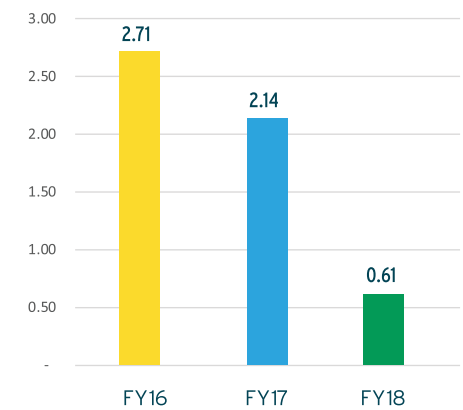
	FY16	FY17	FY18
NWS Emissions (tCO2) i.e., Emissions from Diesel consumption	4,86,097	6,64,092	5,72,206

	FY16	FY17	FY18
NWS Emissions (tCO2) i.e., Emissions from Grid consumption	12,49,298	15,06,284	16,84,198

FLAGSHIP PROJECTS

Launch of 'Green Idea'

On the network front, Idea continued to adopt environmentally sustainable practices in their transactions with the same foundational objectives laid down as part of Green Idea launched in 2013. These objectives were to reduce carbon emissions at existing and new telecom sites, continue procuring the most energy efficient telecom hardware as well as encourage infrastructure provider partners to adopt low carbon operations.

Specific initiatives were also undertaken using the foundational objectives as guiding principles. All our telecom hardware consumes low power. Over 70% of Idea's Base Transceiver Station (BTS) portfolio is of the Outdoor BTS variety, which contributes to a 25% reduction in energy consumption compared to Indoor BTS.

- In FY18, 7,500 indoor sites were converted to outdoor sites, resulting in CO2 emissions reduction of about 43,458 tons, in addition to 17,000 sites converted till FY17, reducing cumulative carbon emissions by 1,40,000 tons.
- Idea's tenancy ratio is about 2.8, which is highest in the country, further reduces the size of its carbon footprint.
- We also achieved Renewable Energy Target (RET) based generation through PPAs, which against Idea's consumption is approximately 8.25 MW.

Indoor to Outdoor Conversion

Network towers are required to run at a specific ambient temperature, which is typically lower than the natural outdoor temperature. All towers are fitted with an air conditioner to maintain optimal working temperatures. ACs, however, take up 25%-30 % of the total power consumption of the telephone tower while also releasing harmful CFC gases.

To make a more sustainable tower network, various Circles decided to convert the cooling units from Indoor to Outdoor. The cooling technology used is CFC free and natural, which works by reducing the temperature in the telecom base stations by using the ambient air as well as solar energy-powered turbo fans, eliminating the need for ACs. In FY18, our Kerala circle converted 886 sites from indoor to outdoor, cutting power consumption by 25% and CO2 emissions by 847Kg, in each of the towers.

Prompted by its success in Kerala, the Karnataka and Rajasthan circles have also initiated the conversion of 708 towers and 2387 towers respectively in FY18, from indoor to outdoor cooling units.

Energy-efficient Data Centres

Data centres have high energy needs. They need to be online 24x7 and need energy not just to operate data servers but also constant air cooling for servers to operate in optimal temperatures. Our focus was naturally drawn to the reduction of energy consumption and CO2 emissions of our data centres, looking anew at hardware equipment and its effective usage. By introducing new equipment/hardware and virtualisation to boost utilisation rates, we are rapidly achieving results in reducing total data centre energy use and our carbon footprint. We have also found that the implementation of cloud computing in the IT Environment helps in reduction of physical hardware and optimum utilisation of the hardware resources.

We are maintaining average PUE (Power Usage Effectiveness) factor less than 1.8 (which is in the efficient category) and reviewing it frequently to make further reductions. We proactively promote energy saving, by replacement of old physical infra equipment with new ones to save energy and increase the efficiency of our data centres.

Water based air-cooled chillers have been used in our data centre to reduce energy consumption. In addition, the data centres use active floor-based cooling system for high density racks, directing the required cool air to the area where it is required rather than flooding the entire area. In addition, thermal insulation has been laid along the flooring/ceiling to reduce heat dissipation. Additionally, blanking panels have been used in empty server racks to reduce short cycling of cold air and hence for improved HVAC efficiency.

We have reduced data centre energy emission/CO2 usage year-on-year irrespective of rack foot print growth through these green initiatives.

Some additional data highlights from the energy and emission reduction efforts at our data centres:

- 25% reduction in CO2 emission per rack in our data centre over the last two years
- 922 MWH Energy saved in our data centre facilities
- 3 Mn units of renewable power sourcing to our data centre.

Planet-friendly Facilities

Idea Cellular is working on reducing its carbon footprint through the adoption of newer technologies and changing the consumption mix to include more renewable energy generators. Our new projects are conceptualised to prioritise energy efficient design. We operate with lux levels below 300 and keep a good mix of natural and artificial illumination for conserving energy. Our office facilities have lighter surface colours and patterns, which absorb less energy and contribute to better lighting. We also use a combination of energy efficient CFL and LED lighting for illumination at our facilities and all new projects have only LED fittings, while CFL based lighting fixtures are being replaced by LED lights.

We only use star rated BEE (Bureau of Energy Efficiency) certified air conditioners at all our facilities, apart from VRV systems and energy efficient chiller plants. Idea's energy management includes regular monitoring of energy consumption of different types of loads to help us take corrective measures immediately. Our average consumption per square foot has reduced over a period and now matches the benchmarks for office space. All new facilities are designed to conform to LEED certification standards, ensuring lower energy and water consumption per sq. ft. to further reduce the company's carbon footprint.

Some of the other measures we have taken towards reduction in energy consumption in our premises include the usage of electronic ballasts instead of copper ballasts for improved efficiency and reduction in energy consumption and emissions. Emergency lights are set to logic controlling during power failure while VRV and inverter-based air conditioning is used in office areas instead of a centralised system. After working hours, all non- critical loads such as office ACs, lights, unused meeting rooms/cabins and all façade lights near the outer glass of our premises are switched off.

ELECTRO MAGNETIC FREQUENCY (EMF) COMPLIANCE

Electromagnetic Frequency (EMF) from radio waves that form the basis of all mobile communication, continues to be misunderstood by the general public despite compelling scientific evidence.Electromagnetic waves are used in many systems such as television and radio reception, baby monitors, remote control handsets, mobile and cordless phones communication.

MANAGEMENT APPROACH

Idea Cellular follows a proactive approach on complying with all EMF radiation-related regulation and has not lost a single tower to the EMF issue in the past few years. Idea deploys the best quality telecom infrastructure and ensures the highest levels of compliance to government-stated norms and regulations on base station radiation from towers. Idea actively works with industry bodies to dispel myths and public fear around EMF from tower-based network equipment. We support proactive engagement with concerned stakeholders about this issue, by overcoming their doubts and myths through education, constructive dialogue, and transparent information sharing. We create awareness in the SME sector, and facilitate activities and events organized by the Cellular Operators' Association of India (COAI) and Department of Telecom (DoT).

IMPACT

Idea Cellular's mission is to raise awareness of the latest research on the health effects of EMFs and policy recommendations to enable informed policymaking that maximises the value and reach of mobile technology for citizens everywhere. It has engaged with the industry association, COAI to create awareness, a 360- degree outreach program that is objective, action oriented and scientifically grounded. The outreach programme facilitates an environment of transparency around the reporting of radiation from its networks, helps create better synergy with civic authorities, and helps reduce myth propagation and anti-tower agitations by the public.

FLAGSHIP PROJECTS

EMF transparency, efficiency and compliance

The company's initiatives and projects in the EMF space are broadly to promote EMF transparency, efficiency/compliance as well as programmes, workshops and seminars conducted for internal stakeholders, i.e. our employees, and external stakeholders including customers and interested public citizens.

Idea engaged over 50 new technical and medical experts and mapped negative perception on EMF in 10 new premier Indian institutions with the assistance of international experts. It also analysed decisions and insights from over 20 global experts/institutions/parliamentary rulings on EMF from radio networks including Wi-Fi in the parliaments of Canada, France, Australia and Sweden. These were shared with subject matter experts to ensure adequate flow of information is maintained on new research findings, which were then used to engage citizens in an optimised manner through industry platforms like the COAI.

The company conducted about 40 different live tests witnessed by the media and concerned citizens through the TERM cell between April 2016- August 2017, which in turn

has helped citizens understand the compliance mechanism and allayed unfounded fears on EMF. Idea supports the Tarang Sanchar initiative, a web portal for information sharing on Mobile Towers and EMF emission compliance. The portal empowers the common man to know about towers working in a particular locality and whether they are compliant to the EMF emission norms defined by the Government.

A monthly newsletter, through which scientific updates, global research studies, media coverage and steps taken by the industry in India to speak with doctors and physicists to understand progressive science related to the EMF studies are shared with employees. This helps all employees understand the compliance mechanism that Idea Cellular follows. They also understand their role as ambassadors of scientific facts and how their company runs a responsible network with the highest safety standards.

GREEN NETWORK DEPLOYMENT

Climate change is now recognised as a prime concern facing the planet. It is estimated that the ICT sector worldwide is responsible for around 2% of global Green House Gases (GHG) emissions and for around 0.7% of global CO_2 emissions. It is further estimated that mobile networks will contribute about 0.5% of the global GHG emissions by 2020. With the second largest mobile telephone market in the world, energy consumption for telecom network operations is by far the most significant contributor of carbon emissions in the telecom industry. With energy costs becoming as large as 25% of total network operations costs, going green has therefore become a business necessity for all telecom operators.

The CO_2 emission level from the Indian mobile telecom sector accounted for 58.3 million tonnes in 2014-2015, and a total of approximately 836 giga joules of primary energy was consumed during the specified period, which is equivalent to 73 billion units. These numbers indicate that it is imperative to adopt new technologies to reduce the energy consumption and the corresponding CO_2 emissions of the growing Indian mobile telecom industry.

Data transfer consumes more energy and with 3G becoming pervasive, energy demand is likely to increase several fold.. The introduction of 4G, with a speed transfer rate 10 times higher than the 3G, will increase the energy consumption patterns of the telecom sector substantially.

MANAGEMENT APPROACH

As a company that is committed to lead the sector in sustainability action, we continuously develop and promote innovative technologies that contribute towards energy conservation and reduction of emissions. We achieve this objective by deploying energy efficient equipment, replacing older equipment with upgraded energy efficient hardware, plugging into alternative and renewable sources of energy and entering into Power Purchase Agreements that serve to neutralise carbon emissions. We also work closely with the regulator on pushing for a green agenda when it comes to telecom networks in the country.

IMPACT

Utilising alternate sources of energy

The following initiatives have been undertaken by Idea Cellular in the past two years, to utilise alternate sources of energy:

- Exclusive solar solutions at over 1,200 sites: The cumulative installed capacity of these sites amounts to 5.4 MW and continued to be in service in FY18 also
- On-site solar implementation: 25 KW of installed capacity continues to be in operation
- Off-site renewable energy deployment: This concept was also initiated in FY15 based on carbon abatement principle
- 3 MW solar PPA in Andhra Pradesh - 3.1 million solar units generated, which neutralized 2,565 tons of CO_2 emission in FY17
- 1.25 MW solar PPA in Madhya Pradesh - 0.75 million solar units generated, which neutralised 618 tons of CO_2 emission in FY17

- 2 MW wind PPA in Tamil Nadu - 2.4 Mn wind units generated, which neutralised 1,975 tons of CO_2 emission in FY17
- 2 MW solar PPA in Maharashtra has been implemented, leading to 0.3 million solar units generated, which neutralised 234 tons of CO_2 emission and water consumption of 8,50,000 litres in FY18.

Further in FY18, some of the tangible outcomes of above activities/initiatives include:

- Reduction in Carbon emission: CO_2 emission reduction of about 43,692 tons achieved through Power Purchase Agreements and indoor to outdoor conversions.
- Contributing to greener economy: Diesel generator running has been reduced by 4 hours per BTS, on an average, saving approximately 2 million litres of diesel in FY18. This reduction is contributing not only to a greener economy but also to building the national economy by reducing the use of subsidised diesel.
- Reduction in Carbon Emissions was also achieved in FY18 through improving PUE (Power Utilization Effectiveness) in MSC Locations.

FLAGSHIP PROJECTS

Idea's success story in RET Power Generation - Zero to 12 MW in four years

A telecommunications business requires 24x7x365 operations and uninterrupted electricity is a critical input for running a network. Any telecom network consists of Base Trans receiving Stations (BTS') and Main Switching Centres (MSCs) – BTS' are deployed across the geography of the land while MSCs have a few central locations. These are all interconnected to provide a seamless telecommunication experience.

Idea Cellular, the 3rd largest operator in India, provides world-class mobile phone services to over 200 million users through the most extensive telecom network of 0.27 million nodes, constituting 2G/3G/4G BTS', spread across the

country. The annual electricity consumption of these nodes is 1.62 Million MWh.

We began our Green Telecom journey in 2012 by switching to renewable sources like solar power to offset power consumption. In 2012, Idea started solarising non-grid, ground-based tower locations in Bihar. Today, there are about 1,063 solarised telecom sites with a total installed capacity of 4.8 MW operational in the state. To achieve this, we used a unique Partner Engagement model known as Energy Management Service (EMS), for provisioning solar-based energy generation and site operation and maintenance – both combined under one Master Services Agreement.

Next, we focused on PPAs (Power Purchase Agreements) against the company's energy consumption at Main Switching Centres (MSCs) for both onsite and offsite installations. The onsite solarisation project was initiated in 2015 and a 29.5 KW solar plant was constructed on the roof of our MSC in Noida, near New Delhi. The offsite renewable energy deployment was also initiated in 2015. Idea's PPAs are service level agreements based on an opex model, where monthly payment to the partner is directly related to power injected in to the grid. This ensures a win–win scenario during the contract period where there is an assured cash flow to the partner and guaranteed generation by them.

Today, the cumulative installed capacity of solar plants against the consumption requirements of Idea, by way of PPAs and EMS (Energy Management Service) contracts is approx. 12 MW. The total solar power we purchased through the PPA in FY17 was 6,551 MWh, and 6,576 MWh in FY18. The total actual savings from project inception till FY18 end, is approx. INR 22.23 million. The emission abatement achieved are 5,372 tons CO_2 in FY17 and 5,392 tons of CO_2 in FY18.

Technology absorption

Idea Cellular owns and operates its telecom network adaptation and innovation using its own resources.

Structured internal training programme are imparted to our team of engineers for their skill development and growth.

Our focus has been to enhance our 3G and 4G data broadband connectivity across the country. The cost of implementation of operations network is most optimal due to in-house handling of planning and designing. Our speed-to-market was much better in terms of rural rollout and rollout of 3G and 4G sites due to our strong in-house competency.

RESPONSIBLE SUPPLY CHAIN AND WASTE MANAGEMENT

The telecommunications industry has been one of the fastest growing industries over the past couple of decades. Within a short span of time, it has evolved over four generations of technology and more to bring connectivity, network quality and the data speeds that we enjoy today. Exponential growth of the industry has resulted in massive growth in the supporting infrastructure, which has and will continue to have a telling impact on the whole ecosystem. As a responsible corporate citizen, we are wholly responsible for optimising resources and managing waste efficiently and effectively. While we ready ourselves for the ever-growing demand of the telecom industry, we also take responsibility for the impact of being one of the most energy dependent industries around.

MANAGEMENT APPROACH

At Idea Cellular, we work diligently towards resource and waste optimisation in keeping with our mission towards a responsible supply chain. Back in FY10, Idea embarked on a journey toward Excellence and constituted the idea of "Commercial Themes". These themes served as driving forces in the arduous task of creating our own benchmarks. Along this journey we revolutionised the concept of transit warehouses, optimised inventory, provided thought leadership in industry and institutionalised process and automation transformation through ISO 9001:2008 certification and e-Supply Chain amongst many other

initiatives. We also co-created a robust Knowledge Management and Business Intelligence framework.

Management of our processes is governed by the Delegation of Authority, Idea's Supply Chain Management Policy and Scrap Management Policy. The commercial department is ISO certified across all 22 circles and 57 warehouses. Internal ISO audits are conducted every six months and external ISO audits are conducted every year to drive responsiveness, risk mitigation and ensure better system controls on processes. We have 46 internal ISO commercial processes which facilitate the efficient and effective management of our supply chain in the areas of procurement, warehousing and logistics.

In line with our vision of accentuating focus areas for FY 18, we focused on the following theme: 3Rs of sustainable supply chain -- Reduce, Reuse and Recycle. These themes are of particular significance to ensure that excesses of any nature are eliminated and assets are optimally utilised.

IMPACT

At Idea, we have defined clear process guidelines for the various categories of purchases we make. We are building a robust network of commercial information to flow transparently across the company. This knowledge database minimizes costs. We explore all possible alternates (sources, substitute materials, buy / lease /outsource, etc) before purchase decisions are made. As a policy, we prefer procuring from OEMs and their authorised agents, not traders.

With an intent to increase the speed of purchase, we continually optimise authorisation to ensure proper and relevant delegation of authority. We emphasise healthy supplier relationships (treat them fairly and provide equitable opportunity) and keep internal users/ internal customers informed at every stage of procurement. We also ensure every individual is accountable and responsible for the allocated activities.

FLAGSHIP PROJECTS

Supply Chain Management – Continuous Improvements

Continuous improvement is an idea we are committed to and have taken up the following initiatives with this objective in mind:

- **Cost Reduction through Innovation and Synergy (CRIS projects)** – These projects have minimum savings of INR 2 million and have innovation of any kind involved. In FY 17, 19 such projects were implemented and 17 followed in FY 18.

- **Transferable best practices** – Every circle has few initiatives that make our supply chain more effective and efficient. Such best practices that can be implemented on a pan-India basis are passed on to all other circles for implementation.

- **Knowledge management sessions** – These sessions are held to facilitate sharing of knowledge/ ideas/ information among team members. 138 sessions were held across India in FY18.

Additionally, other supply chain management improvement initiatives include:

- **Scrap management module** – Previously the scrap disposal was governed by a system based on paper work only. A scrap disposal module has reduced the turn-around time of approval processes drastically and has helped in better visibility of the position of each scrap disposal proposal.

- **Vendor onboarding assessment** – This module facilitates complete on-boarding assessment of vendors on Oracle. A new and exhaustive questionnaire has been launched in the on-boarding system which covers six mandatory criteria for screening.

- **Supplier Performance Evaluation** – Over 1,000 vendors were evaluated for performance in FY'17 H2 and 1,415 suppliers were evaluated in FY'18 H1 respectively. This initiative has reduced the paper usage and has helped make the process more systematic.

Idea's Commercial function (all 22 Circles and Corporate) had received ISO 9001:2008 Certification in 2013, valid for three years. Interim TUV Nord conducted Sustenance Audits every year, which were cleared by our teams with no non-compliances. We are in the process of upgrading to the ISO 9001:2015 standard.

PROTECTING THE ENVIRONMENT

Our vision is - "to reach higher standards and rise from legal compliance to compliance with international standards. When more businesses reduce their cumulative impacts on the planet, everyone, including us, will have to adapt less to the smaller changes we all are causing."

Energy conservation by replacing CFL lights with LED

Idea Cellular Ltd is replacing its CFL light fittings with LED lights across locations as they are free from toxic substances and UV emissions. This initiative started in Punjab, Himachal Pradesh and Jammu & Kashmir circles and is now has been implemented in 11 other circles.

Waste management

● The digitalisation of the welcome letter - that was initiated in Delhi circle and implemented across India in 11 other circles generated a total savings of Rs. 2.5 million, which results in savings almost 22 tons of paper – the equivalent of saving 371 trees.

● The Packaging & Artwork Standardisation - has helped Idea in reduction of wastage of five different kinds of SUK (SIM utilisation kit). After standardisation of the artwork, Idea was able to plan the stock better, optimize space. This initiative has been implemented in four different circles creating a total savings of INR 2.26 million.

● Reprint and reuse of paper coupons & SUK - 40 million RCV coupons and 200,000 SUKs became unusable due to the change in service tax as per government rules, however the RCV coupons at Idea were reprinted and reused. This initiative was started in Maharashtra and implemented in four other circles that resulted in reducing waste management.

● Use of recycled paper for Marcom POP - For Marketing Communications POP items, recycled maplitho paper is used instead of art paper. This initiative has resulted in overall saving equivalent to 31,500 trees.

● Utilisation of non-moving SIMs and reuse of churned SIMs - Based on marketing projections, National Mobile Number Portability (NMNP) SIM cards were procured, which soon became obsolete. Idea Cellular saw an opportunity to change the SIM category in NSMS from NMNP to regular combo SIM cards. This helped Idea cellular in consumption of 500,000 obsolete SIM cards. The initiative was implemented in 11 different circles and over 250,000 SIM cards were churned per month in Karnataka circle alone.

E-waste Management

The IT team in the West Bengal circle has initiated a printer cartridge recycling initiative where the HP-approved local vendor picks up empty cartridges from the regional offices and recycles them. The initiative also resulted in cashback worth of Rs. 42,000 for the circle which recycled over 4000 cartridges. This initiative is now being rolled out at various circles at Idea.

VI STAKEHOLDER ENGAGEMENT

EMPLOYEES

Being a part of the Aditya Birla group, we strive to be an employer of choice and attract and retain the best talent in the market. In today's highly competitive marketplace for talent, a company's employer brand and values are what set it apart. By creating a fair and holistic workplace environment, where employees are nurtured and get opportunities to explore and fully realise their potential, we are laying the foundation for a culture where employees are deeply committed to the core purpose of our organisation and we in turn to them.

The core of our employee efforts lies in how well we engage our employees and draw out their passion and commitment beyond the transactional aspects of the employer-employee relationship. It lies in the sense of security and well-being they feel being an Idean and the prospects they see for themselves in the company, in context of the bigger picture of their career and life aspirations. This is achieved through constant two-way dialogue, the growth and learning they are able to take as well as they connections they form with each other and the world around them. The bedrock for all this is providing them a work environment that is non-discriminatory, fair and inclusive so they feel respected and are contributing to the company's cause.

EMPLOYEE RELATIONS AND DEVELOPMENT

There is a proven positive correlation between how happy and engaged employees feel at the workplace to their performance, and consequently, the business's performance. Employees being engaged is influenced by their relationship with the company and the prospects they sense for their career development. When employees are engaged, it translates into work dedication, better performance, higher quality output and thus improved metrics such as increased revenue, highly satisfied customers and improved customer retention.

MANAGEMENT APPROACH

At Idea Cellular, we consider employees to be internal customers and follow the same principles of customer centricity that we accord our external customers. All relationships need effective and open communication to flourish. Idea's communication framework is a reflection of the belief that effective two-way communication builds trust, ensures flow of information and helps in fostering employee relations and development. This framework provides a platform for the employees to articulate their thoughts, viewpoints, suggestions, to address any queries and concerns and effectively communicate with the management in an open environment.

We seek feedback from employees through Aditya Birla Group wide employee surveys and then share the results with all employees. Further, Focus Group Discussions (FGDs) with employees help us identify action items on areas of improvement at Idea. This process ensures that initiatives at Idea Cellular are aligned with what employees want. Thus, employees deliberate, co-decide and co-own priority action areas. This helps us create meaningful initiatives to create an energised workplace and helps us achieve business goals.

IMPACT

Some of our efforts to develop employees resulted in the following:

● 86% of employees covered under the My Development Plan, a career direction & momentum initiative for all staff

● Each employee clocked an average of 50 hours of training. Of this, 38.96 hours were spent towards upgrading skills through behavioural and functional training inputs provided.

● 106 Peer-to-Peer sessions conducted to increase technical know-how, covering 5,275 participants

● 150 employees received certification training in public speaking through 12 modules over a three-month period.

FLAGSHIP PROJECTS

Our employee initiatives are aimed at having fully engaged employees who feel valued and respected for the work they do and the energy they bring to the workplace every single day. While being treated fairly is the basic bedrock of the employer-employee relationship, other factors like appreciation, career momentum and growth prospects also weigh heavily. These employee initiatives continue the two-way dialogue between management and employees through feedback and development, resulting in pride in the employer brand and a sense of family at the workplace. Companies are judged by employees on career growth prospects, rewards, work-life balance, performance evaluation and stability and such projects help us in aligning with employee aspirations.

Vibes - Our Comprehensive Employee Satisfaction Survey

Vibes survey is comprehensive employee survey administered every alternate year to get a pulse on the employee experience. Employee feedback is discussed at both the management/organisational level as well as the team level and three-dimensional action plans are drawn up based on these discussions. The macro level discussions lead to action plans at the overall business level, circle level and functional level, while the micro level action plans are for the individual team level.

This exercise has been instrumental in identifying key employee concerns in the last twenty years. An example of such feedback was the "Add more to life" initiative that was launched to address needs of employees in townships located in remote areas. It led to wireless broadband connectivity, digital movie theatre and tele-health service facilities a few years back, when access to these facilities was scarce even in cities. Going forward the endeavour shall be on developing "Smart Townships" in keeping with the Smart Cities initiative.

Learning & development

At Idea Cellular, we foster a culture of continuous learning and development to ensure that our employees keep pace with a rapidly changing corporate environment. Our intent is to create future leaders, build capability in the digital space and ensure continued high employee engagement along with effective and efficient talent development and deployment. As we endeavour to sustain the company's standing as one of India's most admired and valuable corporations, there are frequent activities and initiatives under the employee engagement umbrella to help employees align with the organisation's strategic goals. Some of them are listed below:

● Learning and Development Week (September) - to make employees aware of the various offerings from Management Development Function (MDF) and Sales training portfolio

● Quality Fair (November): A week's celebration with a number of company-wide contests

● Women's Week (March): The week-long celebration represents the commitment of the organisation to make Idea a more gender diverse ecosystem

● Policy Buzz - Highlighting the various best-in-class policies and benefits offered at Idea and making our team members aware of the various aspects of these policies

● Values Week (February): To recognise and reinforce our values of Integrity, Commitment, Passion, Seamlessness and Speed

● Wellness Week (March): Focus on mind, body, soul and spiritual well-being.

Promoting Employee Connections

Employees feeling connected with the organisation they work for and with one another, is an important part of employee engagement. In the Uttar Pradesh West circle, the HR/Admin team created a program called "Sanyunkt" to promote a connect with their zonal employees. This

initiative revolves around creating a spirit of oneness and communicating to the last mile.

This was achieved through quarterly connects across locations with the HR Head, building wellness for all, conducting activities with employee involvement being a cornerstone and an E-Magazine called "For the employees, By the employees". The program was split into two phases with wide and free ranging discussions around !finity app usage, whistleblower policy, sexual harassment policy, CSR activities being planned, executive health check ups, mid-year survey, associate manpower – new interventions & insurance, leave policy with a focus on availing paid leave, Mediclaim, e-magazine propagation and utilising hobby clubs. Some of the employee wellness activities conducted were health camps, meditation sessions, yoga, aerobics sessions and health awareness talks.

Some of the other activities conducted include plantation drives, health check-up camp for the villagers, building a school at Pbao, Pauri Garhwal for "Vidya-Har Beti Ka Adhikar" project and identifying further sites for this campaign, celebrating Children's day with specially abled children, donation of musical instruments to blind school, orphanage visits and quality time spent at a blind school on Christmas day.

EMPLOYEE DIVERSITY AND INCLUSION

Fair treatment - which includes treating every job seeker and employee equally, irrespective of their educational, economic, social or racial background - reinforces the belief that employees and potential employees have a good workplace, which consequently has a direct bearing on their engagement and output for the company.

Idea Cellular believes in winning with people by respecting and appreciating them for who they are. Idea Cellular is for everyone, which is why we have a strong agenda towards a diverse and inclusive workforce. We believe that having a diverse workforce enhances our competitiveness

WINNING WITH PEOPLE

Our vision is - "To create a fair and holistic workplace environment, where employees are nurtured and get opportunities to explore and fully realise their potential. We strive to be an employer of choice and attract and retain the best talent in the market, which will give us a competitive advantage."

as diversity assimilates various strengths, which in turn enhances our thinking, innovation and creativity. We have always strived to be an equal opportunity employer, promoting a workplace where all employees are valued and respected and their differences are celebrated.

MANAGEMENT APPROACH

Idea Cellular has strong Group-level as well as individual Idea HR policies that emphasise diversity. We are an equal opportunity employer and do not discriminate based on

employees' age, ethnicity or gender. In recruitment and promotion, we take measures to ensure that gender, ethnicity and other unrelated factors do not influence final decisions.

We attach great importance to female employees' reproductive rights and fully respect and guarantee the rights of employees to take maternity leave. We lay a lot of emphasis on building a women-friendly workplace by introducing various initiatives around hiring, development and progression of women employees in the organisation.

Idea Cellular also has a strong Prevention of Sexual Harassment (PoSH) policy. Further efforts are on to strengthen awareness and management mechanisms of the current PoSH policy through a communication campaign kit, e-learning program and a hotline system.
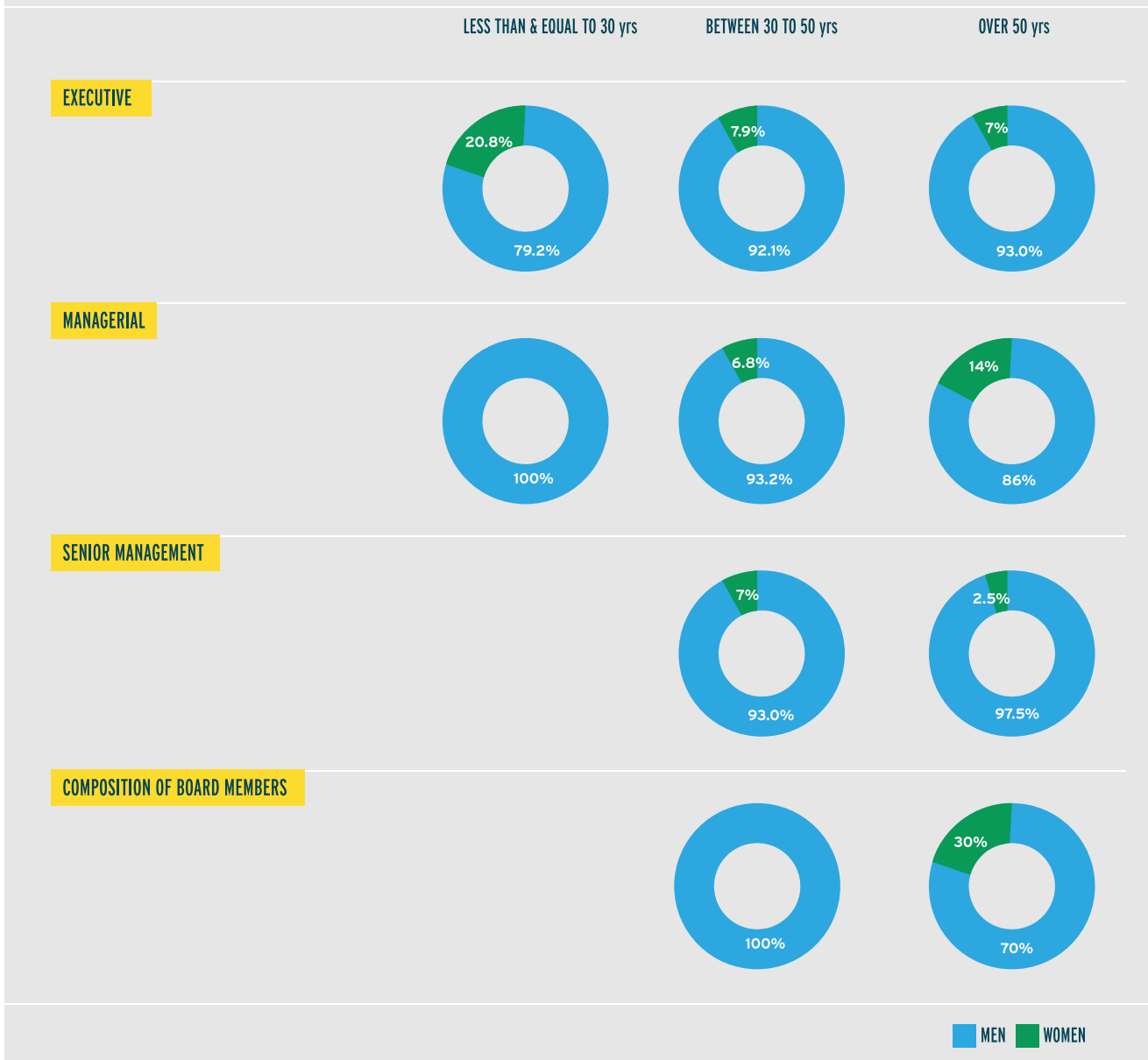
We are committed to:

- Hiring women employees at all levels
- Increasing gender diversity at senior levels
- Growing women leaders through focused mentoring and coaching and
- Creating an ecosystem that helps prevent mid-level career breaks.

Additionally, being an employer of choice, Idea Cellular has hired some of the best talent from premier management and engineering colleges.

IMPACT

- Female representation in the organisation's governance bodies is at 5.1%
- By age, 65.4% fall in the 30-50 years category and 34.6% in the 50-74 years category on its governance bodies
- Overall, the company employs 10.7% females on its payroll
- By age, the breakup is 23.1% for under 30 years, 69.3% for 30-50 years and 7.6% for over 50 years of age.

NUMBER OF POSITIONS HELD BY LEADERSHIP BY GENDER AND AGE

	LESS THAN & EQUAL TO 30 yrs	BETWEEN 30 TO 50 yrs	OVER 50 yrs
EXECUTIVE	20.8% / 79.2%	7.9% / 92.1%	7% / 93.0%
MANAGERIAL	100%	6.8% / 93.2%	14% / 86%
SENIOR MANAGEMENT		7% / 93.0%	2.5% / 97.5%
COMPOSITION OF BOARD MEMBERS		100%	30% / 70%

■ MEN ■ WOMEN

FLAGSHIP PROJECTS

GENDIV - Gender diversity at Idea Cellular

At Idea, we have undertaken various initiatives to promote gender diversity by hiring women employees at all levels, creating an ecosystem that is supportive of women to prevent mid-level career breaks, growing women leaders through focused mentoring and coaching and increasing gender diversity at senior levels.

In order to promote gender diversity, all open positions are classified as women friendly/unfriendly. It is a standard operating procedure to have at least four to five CVs of women candidates for positions classified as women friendly and at least two of the shortlisted candidates should reach the interview round. All people managers undergo a one-day training program to influence their mindsets to foster gender sensitivity and a culture of inclusion.

The Tamil Nadu circle has tweaked its recruitment processes and workplace practices to bring a gender balanced workforce at its call centres, bringing about a 54:46 Female:Male ratio in the workforce. In the 'New Call Center Employee Recruitment Process', the first level of interview is conducted by women, which aids in providing a better understanding of requirements and concerns of potential employees. The circle has also launched a "We Care" group which women employees can approach for any concerns or discomforts, helping build an ecosystem where women feel at ease in the workplace.

Inclusion - Where WOMEN Matter

At Idea inclusion of women in our workforce and at mid to senior leadership level is of utmost importance. In our efforts to promote women employees, we have undertaken a range of initiatives.

● Idea is taking a digital approach towards enhancing the business acumen of its women employees using

gamification techniques and MOOCS, in which business simulation activity is conducted.

● Sponsor: is a women leadership development pilot program in which bridge and destination roles are identified for all participants with a focus on continuous development to ensure readiness as and when opportunities arise.

● Own, Nurture and Upgrade Yourself (ONUS) is a program to raise self-awareness & increase career intentionality among women employees. The impact of the program is enhanced career resilience, workplace adaptability and sustained career aspirations of young women professionals.

● Springboard is a women leadership development programme targeted at mid-management level women employees to enable a strong talent pipeline for top management positions. Eight women employees at Idea graduated from Springboard in FY18.

● Maternity Transition Support Program is designed to create an inclusive and supportive ecosystem to ensure smooth maternity transition. After its implementation, around 77% women employees have returned to work post maternity.

● Pragya Udaan is a program to increase career intentionality amongst women employees and create a strong pipeline of women executives who are psychologically & behaviourally ready for careers with Idea.

In addition to the above, Idea has launched Pragya, a community of women at Idea Cellular to promote a feeling of camaraderie and of a safe space.

Inclusion beyond gender - Where PEOPLE Matter

At our company stores, we ensure that all differently-abled subscribers are serviced on priority. If the differently-abled subscriber is unable to physically enter an Idea store, we step outdoors to go out and service them; be it re-verification, SIM exchange or any other support. Idea Cellular is also known to be a disabled friendly company. We also have 143 differently-abled colleagues at our local contact centres. Idea's inclusive growth plan also encourages its partners to employ differently-abled people at its call centres.

Be local, employ local

Idea has always been committed to providing skill development and employment to local businesses in rural areas. Idea commissions call centres in various towns and recruits rural youth for local sales operations. A major portion of the procured goods and services are decentralised to local offices in various states.

As a policy, we recruit only local residents to interact with the local population. Our 7,742 stores employ roughly 21,000 sons of the soil, including in deep rural areas, without any bias. Once employed, these sons of the soil are given frequent training programs to help enhance their skills and be future-ready. Structured rewards programmes to help local staff earn higher income and help them improve their socio-economic status are also a hallmark of our commitment to local communities.

While livelihoods are one way of embracing a local community, not everything is always about the money. To be part of a local community, one also has to embrace local cultures. We encourage our local staff to actively participate in regional festivals along with the local population to go beyond transactional experiences.

OCCUPATIONAL HEALTH AND SAFETY (OH&S)

Maintaining the health and safety of both our staff as well as those employees of vendors working on our operations at the workplace isn't just critical from a business continuity and operations perspective, but also from a corporate philosophy point of view to the importance we attach to employees' basic rights and interests.

MANAGEMENT APPROACH

Idea recognises that a safe workplace and safety conscious personnel are among the fundamental requirements for sustainable development. The company is committed to continually improve its safety practices, performance and to protect not just its employees but also those employed by contractor partners, business partners, service providers, visitors and society at large from any harm from our operations. A three-pronged approach has been formulated for improving Occupational Health & Safety (OH&S) performance. They are:

1. Organisation safety culture

2. Systems & processes

3. Equipment and facilities.

OH&S strategy has been supported by an implementation roadmap to include initiatives in each of the above three elements. Initiatives have been scheduled in a way so that equal emphasis is given to all the above three elements.

Additionally, a process of reviewing the OH&S competencies of prospective vendors/suppliers has also been established. Generic OH&S clauses are framed for inclusion in the service contracts as a part of Contractor Safety Management. Safety clauses are included in New Built Guidelines for acquisition of new tower sites.

Idea also implemented Code Red as part of a week-long national campaign on ABG Code Red Pragramme. The campaign was organised at Idea during Q3 FY18 to spread awareness on emergency services to Idea employees. The programme has a tie-up with:

● International SOS: It provides integrated medical, clinical, and security services to organisations with international operations. Services include planning and preventative programs, in-country expertise, and emergency response.

● Apollo Hospitals - Emergency Medical Services

IMPACT

Indicator	DURING FY16	DURING FY17	DURING FY18
No. of fatalities reported (Direct employees)	Nil	Nil	01
No. of fatalities reported (Indirect employees)	Nil	3	01
No. of LTIs Reported (Direct Employees)	6	20	13
No. of LTIs Reported (Indirect Employees)	Not Captured	6	12

FLAGSHIP PROJECT

Employee Training on OH&S

The importance of safety training cannot be undermined. At Idea safety encompasses situations when at work, travelling or working conditions change. Without an understanding of safety practices related to a job, an employee can be at a higher risk of workplace injury, illness or even death. To minimise the risk related to employee safety Idea Cellular conducts regular training programmes across its offices and employee hierarchy. Some of our efforts included:

● Leadership training on safety was conducted for all vertical heads at circle locations. Safety leadership trainings have been organised for Corporate OH&S SPOCs as well as OH&S Champions based at various circles.

● Several engagement programmes have been organised covering full time and contractor employees across India to ensure awareness and involvement of employees on health and safety.

● Regular internal and external training programmes were held at various circle and zonal locations on specific safety topics for employees managing warehouses, tower sites, offices, etc.

● Competency-based training was organised to enhance personnel capabilities for working at heights particularly on cellular towers. 'Train the trainer' program was also held for OH&S SPOCs on occupational health and industrial hygiene.

● Design for safety aspects has been considered for modification in new tower designs to include state of the art fall protection systems to prevent falls and others features included for safe material handling on the towers. Zonal OH&S audits were initiated by circle admin team along with corporate OH&S resource covering zonal offices, MSCs and tower sites.

● Third party safety audits were conducted to cover warehouses across all circles. OH&S inspections are being conducted at warehouses, offices & facilities including MSC locations.

At Idea, we are committed to achieving zero fatalities. Towards the same, we are committed to training 100% of our employees on Health and Safety measures. We will also continue to strengthen our internal policies and processes to build a rigorous system towards ensuring Employee health and safety.

Safety Week Campaigns Across Idea

Safety communication through regular e-mailers are sent to all employees to create awareness on health and safety at work. Campaigns are organised on Road Safety Week, "Zero Harm" & "Life Saving Rules" at all locations to raise employee awareness on these subjects. Ground rules made on road safety are enforced for the use of crash helmets by all two-wheeler riders. Some of our additional initiatives are:

● ABG OH&S Vision of "Zero Harm" is communicated during Safety Week campaigns

● Mandatory 10 Life Saving Rules have been communicated to all employees for strict adherence and compliance

● Safety competitions are organised for warehouse community to capture best practices on OH&S for horizontal implementation across circles

● Emergency organisation including Emergency Response Teams (ERT) has been constituted at all circle offices to address potential emergency situations

● Fire and evacuation drills are conducted across all circle locations on a half yearly basis involving all employees

● First aid sessions are conducted by competent agencies for Emergency Response Teams at all circles.

Safety Week - @Idea Cellular

Ensuring employee safety during work hours is an essen-tial element in any organisation. Along those lines Idea recently ran a 'Safety Week' with an objective of raising awareness on the importance of wearing a helmet. This was backed up by a 'No Helmet, No Parking' campaign, where all two-wheeler riders that came in without wearing a helmet were not allowed to park in the office parking lot. This had an immediate impact, raising the number of helmet wearers to 97% from around 65% prior to the campaign. The team hopes to continue this effort through surprise spot checks a couple of times every month.

CUSTOMER

We exist for our customers and we thrive because of them. Customer-centred excellence is not just a catchphrase but a culture that has trickled down to every employee and drives us. As perhaps the most customer-involved business in the Aditya Birla Group by nature of the industry it operates in, Idea Cellular is the torch bearer of customer centricity within the Group. From employee ideation programmes to improve customer experience, to consistently topping the industry customer satisfaction scores, to constantly seeking customer feedback for tailoring products and services, to the focus on empowering our customers by bringing the benefits of the digital revolution to them through our products and services, we are defined by the constant search for ideas to change our customers' lives.

For any telecommunications company, the availability and reliability of its network is its basic operating block. The better the quality of the network, the higher the customer satisfaction levels. For today's customers a good network is a given. With the advent of the smartphone and the connected world, their concerns have spilled over to areas like the security and privacy of their data. Telecom companies, therefore, have to keep global regulations in mind and prioritise data security and data privacy. The other side of the consumer privacy coin, however, is the expectation of innovation in products and services that are both localiszed and personalised. With the whole world turning digital, driven primarily by the data and smartphone revolution, customers from even the remotest locations

don't want to be left behind. At the same time, customers today expect corporates to behave ethically and have little patience with brands that act irresponsibly to its stakeholders.

NETWORK AVAILABILITY AND RELIABILITY

Network availability and reliability is one of the key indicators that points to the health of a network and directly influences customer perception about a telecom brand. Ensuring the availability and reliability of networks around the clock, across circle geography each day is a

must from a service provider and Idea Cellular has laid strong emphasis on being the best in class on this critical parameter.

MANAGEMENT APPROACH

Network availability is measured for each technology (2G/3G/4G) for all BTS cell sites in the service area on a daily basis. A detailed report capturing factors that contribute to downtime of BTS is prepared and appropriate improvement steps are taken. BTS downtime can be due to any one of the following reasons:

- Telecom equipment failure

- Infrastructure issues like electricity power interruptions

- Optical Fibre Cable (OFC) cuts that occur due to ongoing infrastructure expansion projects which involve digging along the OFC laid area.

The ability to complete an initiated service session (Voice and/or Data) without interruption till the user terminates the same on his own is termed as Reliability. This is applicable for all access technologies i.e 2G, 3G and 4G. The most relevant performance indicator with respect to reliability is "call drop rate". This is one of the key KPIs which subscribers relate to when they assess network performance.

IMPACT

TRAI has laid down thresholds for call drop under the QoS regulation. The regulation that was in force until Oct 2017 mandated that call drop at service area (Telecom Circle) level at peak usage hour should not exceed 2%. Idea has continuously met the TRAI benchmarks for call drops month after month and year after year. This regulation is revised w.e.f Oct 2017 where the emphasis is on measurement at cells level and in simple words it can be stated as - 90% of the cells in the network shall have call drop less than 2% for 90% of the days in the quarter.

We measure call drop rate for 2G, 3G & 4G on a daily basis and defaulter cells are identified for required corrections

and optimisation. There is dedicated expert technical team working continuously leveraging latest technological features and advancements available to continuously improve upon call drop levels.

FLAGSHIP PROJECTS

Network performance optimisation

Over the last 12-18 months, voice traffic has shown significant growth in view of cheaper voice tariffs as a result of fierce competition in the market. In this scenario, it is of utmost importance to be at the forefront of the standards of network availability and reliability and provide the best experience to the customers.

Keeping pace with the growing customer centricity in the telecom sector, Idea has deployed state of the art "Network Performance Monitoring and analytics" platform which provides a quick and elaborate view of multiple performance KPIs including availability and reliability.

The platform provides continuous delivery of business services across physical, virtual and mobile landscape. The platform has 4 key features:

- **Business Intelligence & Analytics:** Delivers the analytics on Network Performance Management Software

- **Network diagnostics:** Deliver Network Visibility, Detect Performance Issues and Pinpoint the Root Cause

- **Service Delivery Assurance:** Detects and Diagnoses Poor Performance Before It Affects Your Users and

- **Systems Management:** Manages the overall performance of the system.

This helps to capture degradations in quick time and reduce time taken to resolve network issues.

MyNetwork

A new web feature called Idea MyNetwork has been launched on the Idea website, My Idea App and the Idea Retailer App. This feature aims at providing our customers

with network coverage and tower location information, by enabling them to check the voice and data coverage in their location. This feature was launched for commercial use to all the subscribers in December 2017.

The network coverage is divided into data and data (3G/4G). And the tower status is displayed as - On Air, Upgrading, Required, and Shutdown. This feature allows you to check the network coverage in a place where you're travelling. Idea also allows the user to search the coverage in other location by just typing the place. Additionally, MyNetwork allows the user to report specific issues i.e. if you're facing a data issue, you can report only data coverage issue in that area. Likewise, you can also report either voice or SMS services issue if facing trouble.

CUSTOMER EXPERIENCE AND SATISFACTION

Customers today demand more memorable service experience that go beyond single touch-point transactions. These experiences should not only meet their needs rationally, but also generate positive emotions during different interactions between themselves and any brand they choose to engage with.

Our customers define our success beyond just top and bottom lines, and therefore, a passion with customer satisfaction is a way of life at Idea. The telecom industry in India is ever dynamic and extremely competitive, with standardised offerings and tariffs across all operators. Customer experience therefore becomes the only real brand differentiator and a decisive competitive advantage. To fulfil the company's mission that "we will delight our customers while meeting their individual communication needs anytime anywhere", Idea Cellular constantly endeavours to meeting customer needs, adding value and exceeding expectations.

MANAGEMENT APPROACH

We conduct extensive customer engagement interactions to constantly understand the level of customer experience and satisfaction, so we can draw on feedback provided from every single customer engagement point. Additionally, we also conduct various tests regularly to measure the effectiveness of our service delivery channels.

This enables us to perpetually have our finger on the pulse, helping us create delightful customer experiences – borne out by the fact that we have consistently topped customer satisfaction indexes (C-SAT) over the past few years. Idea Cellular has also consistently drawn the highest number of net additions from Mobile Number Portability, where users from other operators have preferred to switch to our services.

IMPACT

We place a high premium on customer satisfaction, retaining the #1 rank in customer satisfaction scores over several years, with a consistent focus on customer acquisition, retention and loyalty. This is being pursued through the expansion of our service footprint into rural and remote areas in supporting the 'Digital India' vision, bringing social transformation to hitherto unconnected communities. We also have multiple service centre formats which helps generate livelihood opportunities, especially among underserved populations.

FLAGSHIP PROJECTS

iConnect

Our customer satisfaction passion is institutionalised through the iConnect customer immersion program that mandates Ideans to visit Idea stores and contact centres at least once a quarter to better understand pain points being faced by customers and front-end agents. Senior management has their own version of this where they dial in on call listening to understand customer pain points with the Customer First program. Over 150 system and

CREATING VALUE FOR CUSTOMERS

Our vision is - "to achieve customer-centered excellence by re-imagining and delivering better solutions and experiences to our Customers during the course of their Journey and create value for our customers and thereby get value for our business."

process changes have been implemented on account of this engagement.

While listening to customer feedback is one part of engagement, acting on it is the other side of the coin. At Idea, we act on the feedback gathered from structured customer experience studies and unstructured customer inputs at service channels to create focused action plans as an institutionalised practice. Inputs and actions that can be institutionalised are drawn from monthly circle operations reviews and shared as best practices with all circles for adoption.

Some of the initiatives implemented from listening to the voice of the customer include unbarring of outgoing calls for late payments using an IVR menu as well as sending notifications such as pack details, validity and pre-expiry warning to customers who have availed International roaming packs.

Hello BOSSTOMER

Idea Cellular is the torch bearer of customer centricity within the Aditya Birla Group. "Hello BOSSTOMER" - the Group wide 'Ideation' programme for employees to improve customer experience, saw Idea open up the collective power of employee-led innovation towards new customer centric thinking. Throughout the Aditya Birla Group, customers are considered as 'Bosstomers', with the principle that if we focus on keeping customers happy, it will in turn, boost our business positively. The programme generated over 88% employee registrations and over 2,500 ideas within the company

We have recently revamped and launched a new responsive Idea Cellular website across our key journeys covering more than 90% of customer visits. Idea also launched a new web feature called Idea My Network on the website, My Idea App and Idea retailer App. This feature aims at providing customers more clarity, by enabling them to check the voice and data coverage in their locations.

Automation of Porting Authorization Code (PAC)

With the introduction of Mobile Number Portability (MNP), customers are now free to switch between network providers while retaining the same number. At Idea Cellular, while we hate losing customers, we are always eager to know why customers want to leave us and see if we can do something to retain them.

When customers raise a request to port out of the Idea network, they are assigned a Unique Porting Code (UPC). We have automated the process of dialling a customer who has just been assigned a UPC, cutting down the time

to two minutes to reach them from thirty minutes before. Simultaneously, we have also worked on training our call centre executives to be sensitive to customer pain points and ask the right questions to find out the exact reason why the customer has decided to leave.

If there is a solution that the agent can provide, typically a better plan or an option to get the local network tower inspected for better connectivity, then the solution is actioned as soon as possible to try and retain the customer.

Since the automation of the dialler process:

- Retention rates have gone up to 65% from 50%
- Reachability has increased to 95% from 70%

CUSTOMER DATA INTEGRITY, SECURITY AND PRIVACY

Privacy is a buzzword and a hotly debated topic in today's ICT era where we all have an online presence in one form or the other. The data privacy issue takes on far greater significance because smartphones are now ubiquitous and the telecom industry has to take necessary security measures to safeguard customer privacy.

MANAGEMENT APPROACH

'Protecting Customer Information' is a key section of the privacy framework of Idea Cellular and underlines our stand on the protection of personal information of our employees, customers and relevant stakeholders. Compliance to this framework through periodical assessment and company-wide awareness of the code every year is mandatory.

The Security Organization in Idea is established with clear roles and responsibilities for implementing information security and business continuity in the organisation. The Information Security Department is headed by the designated Chief Information Security Officer (CISO) who holds the overall responsibility of governing the Information Security risk and compliance practices within ICL.

We have established a company-wide privacy governance model that includes having policies, processes and checklists in place to ensure the continuing confidence of our customers and stakeholders who entrust us with their personal information. We have also established and implemented a Information Security Incident Management policy that covers procedures for reporting and handling policy violations and data breaches. Our policies are in compliance with globally accepted data protection principles.

A comprehensive and mature framework of systems and processes have been evolved to ensure effective implementation of privacy policy within ICL. Applicable statutory regulations are identified and documented with supporting compliance procedures and policies to manage the entire process of legal and regulatory compliances.

IMPACT

Indicator	FY16	FY17	FY18
Number of spam messages captured and blocked	22,572,356	19,636,636	27,140,276
Number of annual employee communications regarding Data Integrity, Security and Privacy	NA	3	4
Number of circles assessed for privacy	NA	1	2

FLAGSHIP PROJECTS

Privacy Risk Assessment

Periodic privacy risk assessments are undertaken with the objective of identifying potential areas of risks and mitigation. ISMS practices are implemented to address such risks. Compliance verifications are performed through regular internal and external audits. Changes to applicable privacy laws, regulations, and policies from across various geographies are monitored and assessed. Data privacy specific training programmes are designed and imparted to employees of customer accounts on all applicable privacy regulations.

Data Privacy Enabler

The Data Privacy Framework of Idea consists of three major enterprise components - the people (customers, employees, third party vendors and suppliers), the business processes and the technology (enterprise platforms).

● The enablers of data protection and privacy under the enterprise component of 'people' comprise of privacy policy and procedure, the privacy of organisation and the efforts of training and awareness about it.

● The enablers under the enterprise component of business processes include the Personally Identifiable

Information (PII) elements inventory, the PII usage framework, the privacy impact assessment framework and the Process PII containers and privacy controls.

● The enablers under the enterprise component of technology are application privacy controls, Aadhaar data vault privacy controls and end user privacy controls.

This ensures a consistent approach to privacy across the organisation. It enables the organisation to have a robust privacy policy and framework and helps improve privacy adherence levels. It improves effectiveness in privacy incident management and helps the organisation with improved contractual guidelines with vendors for privacy.

The Decoy Deception Tool

Another privacy, cyber security tool deployed by Idea includes the decoy deception tool, which creates virtual honeypots across the network mimicking real world systems. A honeypot is a closely monitored network decoy serving several purposes: it can distract adversaries from more valuable machines on a network, can provide early warning about new attack and exploitation trends, or allow in-depth examination of adversaries during and after exploitation of a honeypot.

This helps to detect any infected systems which are scanning the entire network for further infections and

entice even the stealthiest hacker into revealing themselves and drawing them away from real assets.

The new generation of distributed decoy technologies that employ deception as a way to misdirect intruders and disrupt their activities at multiple points along the attack chain are becoming available. This helps to delay attackers and force them to spend more time and effort figuring out what is real and whether to proceed with an attack or not.

DIGITAL INCLUSION AND INCLUSIVENESS

Idea realises that we are in the midst of a digital revolution and that digital inclusion will lead India to an inclusive economic development. Not only does Idea ensure coverage and penetration though its network to remote parts of rural India but also acknowledges customisation of its products and services to this market. Idea, apart from its network, touches rural India customers by relevant purpose marketing, innovative products and also digital services. Idea commenced this journey with a vision of transformation from a pure mobility player to an Integrated Digital Operator. As of 31st March 2018, Idea offers its 2G services to nearly 1 billion Indians spread across nearly 395,000 towns and villages. In comparison, Idea has installed 149,612 broadband sites (2G sites at 131,447)

and offers its high-speed broadband internet services to 650 million Indians spread across 164,159 towns and villages. Over 156,741 km of optical fiber provides necessary backbone and capacity for 2G, 3G & 4G services. This section elaborates on Ideas practices related to responsible marketing, innovative products and digital services.

RESPONSIBLE MARKETING

In the crowded telecom sector where competitors offer like-for-like products and services leading to commoditisation, customer experience and a strong brand enables you to differentiate yourself and stand out of the clutter. A strong brand will enable salience and top of mind awareness among consumers while a strong brand experience will win customer trust, all of which add up to brand affinity and loyalty.

MANAGEMENT APPROACH

In a dynamic and competitive telecom market, Idea Cellular has been at the forefront of innovation, with its purpose marketing, thought leadership campaigns centred around digital inclusion and empowerment. Campaigns like Caste Wars, Education For All, Telephone Exchange, No Ullu Banaoing and Idea Internet Network (IIN) have become more than mere campaigns. They have been ideas for the nation that have brought out the brand's belief in the power of mobile network and technology to transform people's lives and enable societal change. At its core, Idea is a transformational brand – progressive, Indian and youthful – ranking #14 in "India's Most Trusted Brands 2017" by The Economic Times.

IMPACT

With the launch of Idea 4G, we have focused on building 4G credentials and brand stature through our various advertising campaigns, through which we have continued to build thought leadership for the brand by juxtaposing our products and services with a higher order purpose.

FLAGSHIP PROJECTS

India Jitna Bada network

Expanding its 4G footprint to 20 circles, Idea launched the "India Jitna Bada network" campaign in 2017, focusing on establishing our pan India 4G coverage. The television commercial showcased a 4G network spanning length and breadth of India. The next campaign helped build relevance for 4G usage through the launch of Idea Mobile Apps portfolio - Idea Games, Idea Movies & TV and Idea Music. The campaign positioned Idea's entertainment apps as the ultimate icebreaker that enable people to find common ground and make new connections. The "No Ajnabee with Idea 4G" TVC showcased a young protagonist converting strangers into friends using Idea's Mobile apps.

A video can change your life

Idea's most impactful campaign in 2017 – "A video can change your life" aimed at changing the category conversation by elevating the role of Idea 4G beyond functional attributes like speed and coverage to something that reflects its transformative role in people's lives and society. For a nation like ours, videos do not just entertain people, but influence their views, inspire them, move and lead people to positive actions. This campaign was inspired by the many transformational stories enabled by videos that reach millions of people on Idea's Big 4G network.

INNOVATIVE PRODUCTS AND SOLUTIONS

With the continued commoditisation of telecom products, it is imperative to innovate perpetually, based on changing customer needs and trends, in order to differentiate ourselves from competition. Becoming the preferred brand for customers, will in turn ensure higher satisfaction levels that translates to better business performance. Hence 'Innovative Products and Solutions' are relevant and important to Idea Cellular from a market competitiveness perspective.

MANAGEMENT APPROACH

Customers are the most important asset of any organisation. Throughout the Aditya Birla Group, customers are considered as 'Bosstomers', with the principle that if we focus on keeping customers happy, it will in turn, boost our business positively. All changes in product or processes are made keeping the Bosstomer principle in mind. In an industry as fast-changing telecom, an operator needs to evolve continuously to stay ahead of competition and woo customers. Developing innovative products and solutions gives Idea the edge against the competition which helps in attracting more customers by offering them something unique. With disruptions happening at an exponential rate in the industry, it becomes imperative for Idea to constantly innovate.

Understanding customer needs through regular market visits and feedback, conducting market research among relevant target groups, and tracking competition closely, helps Idea ensure continuous creation and improvement of various 'Innovative Products and Solutions'. Working around customer pain areas by listening to customers through VOCs, focus group discussions and market visits, aids in keeping the customer at the center of everything we do. Other initiatives include encouraging small improvements through the Kaizen approach and outside the box thinking through platforms like Bosstomer.

FLAGSHIP INNOVATIVE PRODUCTS

Based on the feedback received from customers, we introduce schemes and plans that suit their preferences. Some of the flagship schemes that we have introduced over the past couple of years are:

1. Freedom Packs – Based on market feedback, we felt the need to introduce data packs at affordable rates which gives full month's validity in order to save the customer the hassle of recharging multiple times in a month.

Hence, we launched value for money Freedom Packs at low MRPs providing data benefits for full month across all circles. Due to a change in market dynamics, the construct of Freedom Packs has been revised multiple times and this package now contributes about 2.09 lakh recharges/day.

2. Long Term Plans – In order to provide our high ARPU data users a better value proposition, long term plans were launched which allowed customers to get 1GB data benefit for as low as Rs. 50, any number of times for up to a year.

3. Data Shots – Customers frequently use the Internet to watch cricket matches, movies or other high data consumption activities, where they use data in short bursts. In order to address this need, we introduced innovative and affordable data packs which provided significant data volume for a short period, called Data Shots.

4. 4G subscription - Any subscriber upgrading to 4G handsets was rewarded with promotional offers. Most of the subscribers using non 4G handsets are considered 'non-serious data users'. So once a subscriber upgrades to a 4G handset, we offer them segmented products so they can experience our network and become a 'serious data user'.

5. Validity accumulation in unlimited packs: Unlimited products packed all product benefits for customers in a single recharge. The limitation in that case was that if a customer recharged with another unlimited pack, the existing unlimited validity would get overwritten. To overcome this, additive validity principle was introduced that accumulated existing unlimited validity with the new unlimited recharge validity. Thus, customers who do multiple recharges at one go, had the flexibility of doing so. Validity Accumulation Feature helped us increase the repeat recharge in the pre-expiry period from ~4% to ~12%.

6. Chillar Recharge - A capability on USSD and R-SMART App, wherein we give the retailer an option to recharge with the Change MRP denomination rounded up to the Next 10x MRP instead of adjusting the balance amount.

7. Private Recharge – A feature which allows charging without revealing the actual mobile number thereby ensuring privacy.

8. Dynamic Sequencing - Allows marketing teams to promote the most relevant offer to the customer.

9. Re-verification Notification - Reminding customers to do their pending e-KYC re-verification at the point of sale.

10. Ring Me Back- Feature deployed nationally where if user with Low balance tries to make a call, the latter gets a Beep/SMS with information about the caller. Hits 0.4 Mn/Day Revenue generation 1.34 Mn/Day.

DIGITAL PRODUCTS AND SERVICES

The telecommunications industry is known for the ubiquity of its presence and by extension, the services it provides. The overall wireless penetration of the telecom industry stands at 92% in India. There are over a billion wireless subscribers in India and therefore it falls on the telecom sector to become the largest vehicle of digital distribution in our country. Idea Cellular boasts of a subscriber market share of 19.8% and thus, Digital Products and Services are highly relevant and important to its business.

The telecom industry serves as a vehicle of inclusion, both in urban and rural India, cutting across socio-economic, geographic and identity divides. The industry is going through a transformation where businesses are digitising their processes, products and services to simplify consumer experience, leading to easier adoption. Smartphone penetration is expected to increase from 30% in 2017 to 58% in 2020. An increase in penetration will democratise access of information and benefit industries like education, healthcare and entertainment. Consumers are now moving towards consuming content on a 5-inch screen of their smartphones, a channel that was previously limited to TV and computer screens. Idea Cellular will have a large influence on the way its 200 million plus customers experience being digital.

MANAGEMENT APPROACH

Idea has formed a dedicated digital division, which acts as a nucleus and Centre of Excellence for the advancement in Digital Products and Services. The team comprises members from the telecom and various digital businesses and has been readapting and working with state-of-the-art channels to bring the best offerings to its users. Adobe Suite, Sprinklr, IBM E-commerce and many other products and services are being leveraged to add value to products and services. Idea Cellular's strategy is to evolve into an integrated digital service provider by focusing on reimagining the core through digitsation and leveraging opportunities in digital adjacencies.

Idea embarked on the digital journey in January 2017, with the birth of Digital Idea offering a suite of exciting Mobile Apps and services such as Idea Music, Idea Movies & TV, Idea Games as well as a News & Magazines offering. These digital content applications are a one-stop destination, providing instant access to a large collection of popular and premium content, including a rich assortment of Hindi vernacular and international content. The company has entered into deep relationships with strong content owners such as Sony Music, Zee Entertainment, Universal Music, Hungama, and Saregama amongst others. We have also been able to utilise our existing telecom assets and channels to bring digital offerings in urban and rural India. Idea plans to leverage 1.5 million-strong retailer network to increase the adoption of our products and services across the country. The company has also launched specific use cases to solve large consumer problems for rural India and consumers residing in Tier 3 and Tier 4 cities.

IMPACT

- Successfully onboarded 33 million digital subscribers for self-help on MyIdeaApp

- 17.7 million subscribers installed Idea Music, Idea Movies & Live TV and Idea Games

  - Idea Music - 6.3 million subscribers

  - Idea Movie & Live TV - 9.3 million subscribers

  - Idea Games - 2.24 million subscribers

- Idea News and Magazines - 30,000 subscribers have tried the Magazine service and more than 14,500 readers per month use the news service.

FLAGSHIP PROJECTS

Cash-Flow based lending Model

Credit Insights is a project where Idea has partnered with a data science firm with expertise in machine learning to work towards inclusion of financially unbanked and financially underserved customers. Using anonymised data from Idea and a proprietary algorithm of the partner firm, it has been possible to perform risk assessment and share it with lenders. Idea has also partnered with firms to implement credit insights on the principle of cash-flow based lending, as opposed to traditional collateral-based lending. This helps Indians with an annual income between INR 2 lakhs to 5 lakhs get loans from financial institutions. Idea hopes to save these customers from exploitative lenders.

### Era of Hyper-personalised Products

The vast amount of data available from Idea's telecom systems and digital services is used to understand our customers. With the help of analytics, we are able to provide hyper-personalisation even for a single customer and suggest relevant product and services, resulting in customer delight.

2017 Highlights

- First in the industry to setup a dedicated vertical to synergise and drive digital business

- Launch of Idea Music, Idea Games and Idea Movies & Live TV apps to provide content and services to the customers. Idea Music and Idea Movies & Live TV are popular apps along with Jio music and movies app Over 3.7 million songs have been played by consumers using the Idea Music app and the total active users have doubled over the past year

- Investment in 'Customer Experience Management' has enabled Idea to provide proactive service, quicker resolutions and greater uptake through real time contextual and hyper-personalised analysis

- Idea has also ventured into alternate and new digital streams of revenues through setting up of the Asset Monetization business, based on the concept of Application Programming Interface (APIs) in the area of mobile advertising and location-based services.

2018 Highlights

- My Idea app and website: Idea continues to encourage online adoption and drive digital enablement by augmenting the capabilities of its website and My Idea app. The mobile app and website for self-care and product purchases caters to millions of requests per month initiated by its digital customers. Today, My Idea app is the highest rated app (4.8) amongst all competition on AppStore while its Android Playstore Rating is 4.3. The count of installs for My Idea App & the active user base has doubled over the past year.

- By establishing relevant API platform, similar to Twilio, Idea hopes to improve the problem of digital literacy and adoption. Development in Enterprise IoT allows us to give services for connected cars and vehicle tracking.

- Idea is looking forward to creating integrated solutions, like home security and education, and creating new revenue streams through asset monetisation and collaboration.
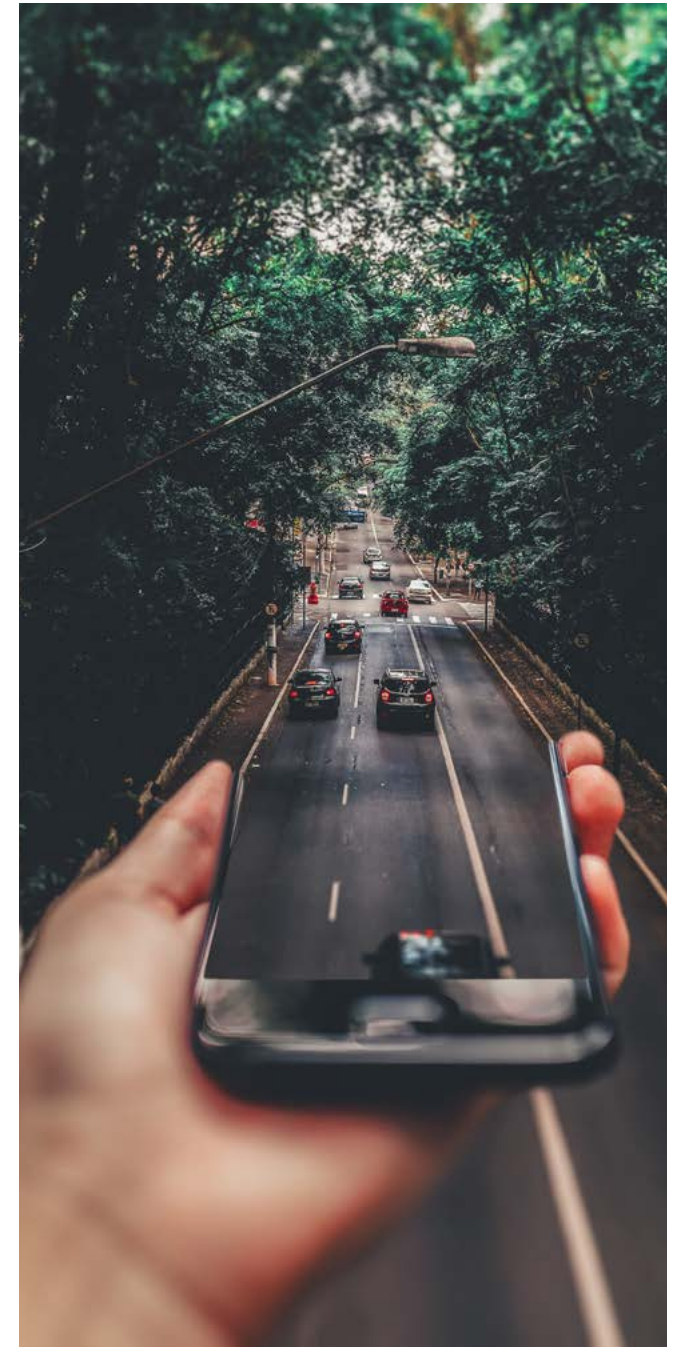
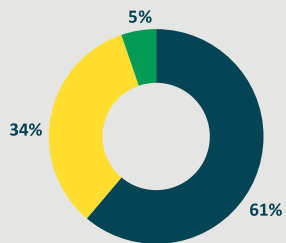COMMUNITY

TOTAL SPENT ON CSR
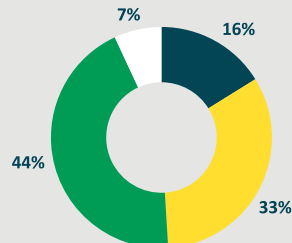
18.47CR
FY15-16

36.97CR
FY16-17

19.94 CR
FY17-18

FUNDING BY THEMATIC AREA

FY15-16
- 5%
- 34%
- 61%

FY16-17
- 7%
- 16%
- 33%
- 44%

FY17-18
- 2%
- 18%
- 21%
- 59%

Legend:
- Education
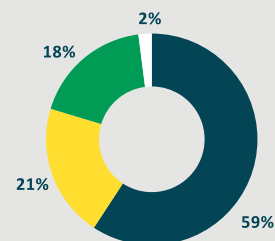- Healthcare
- Skill Development & Livelihood
- Water & Sanitation

EDUCATION

FY17-18

20 States   3167 Villages   3.2 Lakh Children

Solar Urja Lamp
1 LAKH STUDENTS
Provide clean source of light to student for studying during night. Provide sustainable livelihood and women empowerment.

Vidya Har Beti Ka Adhikar
250 SCHOOLS
To improve the environment in schools by improving the library / computer laboratory / recreation room etc. ii. Improve girl student learnings

HEALTHCARE

FY17-18

11 States   4680 Villages   5.8 Lakh People

Healthcare Support through Cochlear Implants
12 CHILDREN
Healthcare Support to hearing and speech impaired Children through Cochlear Implants - To bring out the children from a world of silence to a world of sound

MPOWER
1662 PEOPLE
Create awareness about mental health among children & adolescents

SKILL DEVELOPMENT & LIVELIHOOD

FY17-18

4 States   56 Villages   1 Lakh People

Roshini - Empowerment of Women
1000 WOMEN
Digital & Economic Empowerment of Women . Provide training to use internet on mobile phone

Greening India
8,900 SAPLINGS
To build more green spaces, purify polluted air, raise quality of life and improve urban environments and ecosystems

At the Aditya Birla Group, nation building by giving back to society has always been integral to who we are. The Idea Cellular roadmap for social development is guided by the principle of empowering people and connecting them to sustainable economic growth. With this guiding principle, we developed our CSR policy to address key development challenges in the area of education, health, skill development and sustainable livelihood and drinking water and sanitation.

CORPORATE SOCIAL RESPONSIBILITY

Idea's CSR vision is to actively contribute to the social and economic development of the communities where we operate. In doing so we aim to build a better, sustainable way of life for the weaker and marginal sections of society and raise the country's human development index.

MANAGEMENT APPROACH

The management approach followed to implement CSR is within the mandate of the Companies Act in 2013, which provides flexibility to implement the project either by engaging partners (Trust/ Organisation / Company) with domain expertise or by an inhouse team. Idea Cellular follows both approaches to execute CSR projects. For direct execution by inhouse teams, set processes of the company are followed while for partner projects, their processes are followed in consultation with our team.

Each CSR project has clearly defined objectives, methodology, monitoring indicators, outputs and outcomes. These are fine-tuned and finalised during the different levels of consultations. During the course of implementation, all projects are assessed under the agreed strategy, monitored every quarter and measured against outcomes. Wherever necessary, mid-course corrections

are affected. The CSR Committee and Board of Directors provides overall guidance and feedback to CSR team for implementation.

Projects are executed in the approach below:

● Post project approval, a kick off meeting with implementing partners takes place in which the Idea Circle team also participates.

● To ensure the maximum involvement of stakeholders at the start of the project, meetings are organised with the relevant stakeholders like Government Departments, Village Panchayats, local NGOs, etc.

● Under the guidance of the CSR committee, the CSR team monitors the project on five parameters:

- ● Governance
- ● Financial Management
- ● Downstream Partners
- ● Program Management
- ● Project Impact.

● To ensure that the funds released under the project are used as intended, an audited financial statement of each quarter is submitted by the implementing partner.

● Employee engagement in CSR activities are also encouraged. Company employees participate in events and programmes organised under the CSR project.

Employee Engagement

Our sustainability mission isn't just about what we can achieve as a corporate but also about building a culture of sustainability amongst Ideans, which will then have a multiplier effect in its impact on the world. At Idea Cellular, we combine employee engagement with our CSR mission and let our employees carry the flame of our commitment to society.

During FY 2017-18, each circle implemented at least one CSR project by themselves. Employees also took classes / sessions in schools on topics relevant to children apart from general school syllabi. Around 5,000 employees participated in ongoing CSR projects and CSR plus initiatives across Circles. Additionally, Circle teams take on initiatives like blood donation camps, tree plantation, visits to local NGOs, etc. The company also conducts employee surveys to understand the perception of employees on social issues. Employees participate in the nation-wide 'Joy of Giving Week' initiative under the banner of 'Daan Utsav Week' internally.

Idea encourages high performing employees to work for two days in a year for a CSR activity and also encourages them to carry out different initiatives for social causes in the geographies where they operate.

EMPOWERING COMMUNITIES

Our vision is - "to actively contribute to the social and economic development of the communities in which we operate. In doing so build a better, sustainable way of life for the weaker and marginal sections of society and raise the country's human development index"

IMPACT BY FOCUS AREAS

Over the past three years, 19 CSR initiatives have been undertaken in the areas of Education, Healthcare, Drinking Water and Sanitation, and Skill Development and Livelihoods across 20 states. These projects have addressed the socio-economic challenges of the under privileged community covering over 2.2 million beneficiaries so far.

Education

Our education projects focuses on quality education, improving e-learning and physical infrastructure in schools. It also focuses on the promotion of e-leaning, enabling joyful learning in schools and providing nutritious and hygienic food to school children along with emphasis on improving sports facilities in schools by providing sports kits. Our focus on school education can be summed up in three Ks – Khel, Kitab and Khana under our flagship project, Vidya Har Beti Ka Adhikar program.

● 5.25 Lakh children were provided solar lamps which helped them in studying even after night falls

● 40,000 school children were provided mid-day meals each year

● 10% improvement in attendance, pass percentage, reading and writing of the children in the schools.

Healthcare

Idea Cellular also focuses on another important human development indicator – health. Its preventive healthcare programme addresses the needs of both children and adults. Two notable projects under this thematic area. These include the Village Social Health Entrepreneurs, an initiative that trains 50 local youths to provide digital diagnostic service, and M-Power, an initiative on spreading awareness about mental health among children and adolescents through counselling and guidance.

● 42 children (age 1-10 years) received cochlear implants

● 6,666 people received eye care

- Awareness on risks of cardio vascular diseases imparted to 12.2 lakh students and their parents

- 2.66 lakh diagnostics tests conducted in 150 rural locations.

Skill development and sustainable livelihood

Skill development is one of the areas that has been a long-time priority for Aditya Birla Group companies, as it also aligns with our focus on empowering communities through initiatives that will sustain them for the future. The thrust is on skill building of youth and women for better livelihoods. Under the initiative, the focus is on transfer of technology and localisation of technology, to enable self-employment. Women are trained to own and run solar factories. Digital and economic empowerment of women through our project, Roshini focuses on digital literacy training for women to enable entrepreneurship activities.

- 1,068 youth, including women trained on assembly, distribution and repair of solar lamps. 130 repair and maintenance centres opened

- 1,800 youths received vocational training

- 1,000 women were trained to use the Internet on mobile phones. In addition to digital literacy training, around 30 women were trained to be social entrepreneurs.

Drinking water and sanitation

The company supplements the Swacchh Bharat Abhiyan mission by supporting in creating water and sanitation facility and raising awareness among people on cleanliness and hygiene. The projects focus on creating and renovating sanitation infrastructure in rural areas, schools, iconic places, etc. Under drinking water, the focus is on providing clean drinking water during natural calamities and provisions for drinking water in schools.

- 4.9 million litres of drinking water provided to 11,415 families in Marathwada region during the year 2016-17

- 2,010 toilets were constructed in 10 Gram Panchayats in Jammu & Kashmir

- Somnath temple was provided support for infrastructure development to maintain cleanliness under GoI initiative of Swachh Iconic Place.

FLAGSHIP PROJECTS

Idea Cellular continues to implement, support and document impressionable projects to empower communities in areas of its operations. The impact generated by our noteworthy projects creates both direct and indirect benefit in economic, social and environment issues of the communities we serve.

Solar Urja Lamp (SoUL)

In rural India, a lack of electricity deprives children of the Right to Education. Data shows that 43% of rural households still use kerosene to light their houses and students use this light for studying. To address this issue we conceptualized the Solar Urja Lamps (SoUL) project in 2015-16 in partnership with IIT, Bombay. The project provides a clean & healthy source of light to help students in rural India study after the sun goes down.

Under the project, SoULs are assembled by local people, used by local people and serviced by local people i.e., localisation of solar energy. Local youth and women are trained on assembly, distribution and repair of SoUL.

The project had an encouraging response and was expanded in the year 2016-17. The Self-Help Group (SHG) members who were trained in assembly and distribution of solar lamps during the first phase (2015-16) of the project, were trained and mentored to become solar entrepreneurs. Supervised by IIT, Bombay, these SHG women have now set up a solar module manufacturing factory at Dungarpur, Rajasthan for production of small scale solar modules and related solar product components, which have important applications in off-grid and rural sectors of India.

Impact achieved through this project includes:

- Scaling up to a total of eight states since 2015 which include Uttar Pradesh, Bihar, Meghalaya, Chhattisgarh Madhya Pradesh, Rajasthan, Maharashtra and Odisha.

- In the last three years, 16 districts and over 4,400 villages have been covered. Additional two lakh school children from 2,000 schools have benefitted from the project until now, in addition to the initial 3.25 lakh students in 2015-16.

- 10% improvement in school attendance, pass percentage, reading and writing can be attributed to this project.

- Increased additional income logged by rural households engaged in the project accounts to INR 4 Cr. through the assembly, distribution and repair of solar lamps.

- Over 1,068 young men and women have been trained in the assembly, repair and distribution of the solar lamps.

- The solar factory also generated employment for a local community. Around 200 local people at Dungarpur, with 60-75 locals provided direct employment, and about 125 locals supported indirectly.

- Kerosene consumption dropped by 3.78 million litres per year, resulting in net savings of INR 5.67 Cr.

Vidya Har Beti Ka Adhikar

Girls' education faces a sense of urgency—globally and in India. Schooling for girls, especially the completion of a high-quality secondary education, is now celebrated by experts as the magic solution to combat many of the most profound challenges to human development, with innumerable social and economic benefits to societies and nations (Brookings Institute). In line with the above findings and to provide better education to the girl child through quality education and improved infrastructure in school, we initiated the project –Vidya Har Beti Ka Adhikar. The initiative emphasises on improving access to education, improving children's learning and high retention in school, with a focus on girl students.

Under the Vidya Har Beti Ka Adhikar project, the learning environment in around 250 government schools is being improved by refurnishing or creating basic infrastructure such as libraries, computer laboratories, smart classrooms, toilets and painting classrooms. Another set of activities undertaken include improving sports facilities by providing sports kits, improving play areas, creating or refurnishing areas, dining areas for mid-day meal, etc. Mid-day meals in some of these schools are being provided in partnership with the Akshaya Patra Foundation. To promote digital literacy, the e-Vidya Kendra has been set up in schools where students can access information related to their different subjects.

This initiative is implemented by Idea Cellular Circle employees across the country and has also promoted employee engagement under CSR which is one of the prime focus areas of the Idea Cellular CSR program.

Knowledge Hub for E-Learning (KHEL)

Interventions in early age have long term positive benefits on future social adjustment and economic success of a child. In our country, 85% of the approximately 200 million children between the ages of 6-14 years are enrolled in school. Of this, around 40% drop out and 44% of children age 7-12 years enrolled in schools cannot read a basic paragraph and half cannot do simple subtraction (Source: ASER). To address the issue, the need is to have a learning environment that promotes a scientific temperament and curiosity. It is with this backdrop that Idea Cellular is implementing the KHEL CSR project, in partnership with IIT, Bombay and IIT, Kanpur.

The project promotes e-learning in schools and game pedagogy for school children in classes I-III. The multimedia rich lessons are in the form of interactive games that address curricular objectives and enhance sustained learning capabilities. Similarly, for class IV-VI, digital learning materials for science and mathematics have been developed with the objective of inculcating problem-solving abilities among students by developing a multi-sensory learning environment that supports multiple learning styles and encourages context specific learning. The project is under implementation in Uttar Pradesh, Madhya Pradesh, Maharashtra and Chhattisgarh.

Following impact was achieved during the course of this project:

● 100 schools are using game-based learning, which has sharpened conceptual clarity and has also improved reading and writing skills.

Creating Social Health Entrepreneurs

Adults, tend to generally ignore health-related discomfort until it becomes debilitating and hinders our day-to-day lives. This practice is even more prevalent in rural India, where residents tend to approach a doctor only when the condition of a patient becomes grave. To address the above Idea Cellular, in partnership with Public Health Technologies Trust (PHTT), initiated a CSR project Village Social Entrepreneurs in Healthcare, to not just create healthcare entrepreneurs but also connect frontline health workers (FLHW) with digital diagnostics as an empowering weapon in their battle against delayed healthcare and diagnostics.

The cornerstone of this partnership is a diagnostic device – Healthcube – which conducts 32 different diagnostic health tests like checking blood pressure, blood glucose, hemoglobin levels, malaria, hepatitis B, blood and urine analysisand chip-based diagnostic equipment. The test results are generated immediately, and records are saved locally on the Healthcube device and whenever internet is available, details are pushed to the cloud for automated data analytics. Doctors and patients can access the test reports anywhere and anytime. The patient can use the test report for consultation with PHC doctor or any local doctor for instant diagnosis and treatment, thus saving time and consequently, precious lives. The device has been revolutionising health diagnostics in the project areas as people have been coming forward on their own and getting the tests done, basis which, are being treated in the nearest Public Health Centres.

The Healthcube initiative has reduced the cost of medical diagnosis to one-fourth of the current market rate, apart from providing speedy and convenient diagnostics. Owing to the compactness of the device, diagnostic tests can be conducted at any place including hilly terrain, remote tribal villages, the coastal belt and other places that are difficult to access. Due to the advantages that this device offers such as mobility, speedy diagnostics, digital repository of all tests and the economy that made diagnostics highly affordable, we were able to replicate and scale this diagnostic facility quickly.

Impact achieved through the project:

● Over 1 lakh people have availed the facility for health-related diagnostics

● The Project has been implemented in nine states over the past two years

● Around 150 geographic locations are likely to be covered under the project

● The Digital repository facility has helped in creating e-health profiles of tested patients.

VII FUTURE PROOFING

India is the world's second-largest telecommunications market, with over 1.206 billion subscribers as of March 2018, dominated by the wireless segment with 98.10% of total telephone subscriptions. India is also the second largest country in terms of both smartphones as well as internet subscribers with 500 million subscribers, as of June 2018. The country is expected to have almost one billion unique mobile subscribers by 2020. Over the past couple of decades, the Indian wireless telecom sector emerged as a force multiplier in 'connecting the unconnected', ushering in the country's 'first telecom revolution' by offering wireless voice telephony services at the world's lowest tariffs.

The revolution has had such a telling and wide effect on the country that it is difficult to evaluate the impact mobile technologies have had on everything from individual behaviour to the overall economy. Today, Indians everywhere not only communicate using mobile devices, they research, buy, bank, conduct business, find dates, interact with institutions, receive medical care and are entertained, by the power of mobile technology. Low entry barriers in the form of affordable spectrum allotted at an administered price of Rs.16.5 billion (~ US$ 250 million) had resulted in a hyper-competitive market structure with 10-12 players.

CURRENT TRENDS

Over the past 24 months, a majority of the existing mobile operators have either exited the industry or merged with their peers, necessitated by the evolution from being 'Pure Voice Operators' to a 'National Mobile Infrastructure Provider' for broadband and voice services. Added to this mix was the entry of a new 4G operator which offered free services and subsequent introduction of 'bundled unlimited usage plans' that disrupted the sector. Over the past few months, proliferation of such plans which offer unlimited voice usage with bundled data consumption at rock bottom price levels has resulted in a consumer bonanza and an explosion in industry's mobile traffic.

Correspondingly, India has now emerged as the world's largest mobile consumer with 1.15 billion mobile users consuming more than 20 billion voice minutes per

day and just 375 million mobile broadband subscribers consuming 90 petabytes of mobile data on a daily basis. At the same time, however, subscriber ARPU plummeted from earlier levels of Rs. 170 - 180 to current levels of Rs. 110 – 120. Nevertheless, the current disruption is also leading to consolidation of more than 1.15 billion subscribers with only 3-4 operators in the country.

THE TRANSFORMATION

The introduction of 4G data services triggered a second telecom revolution in India but with mobile broadband services adoption still only at around 30% (375 million users), expect to see over a billion Indians being swept by the data wave over the next 3 – 4 years. The emergence of an affluent and growing middle class and an underpenetrated rural market (59.05% coverage by population as of March 2018) means that we have only touched the tip of the iceberg. Typically, a shift from only voice-led consumption to a mix of both voice and mobile broadband data consumption results in doubling of consumer spends on mobile telephony services.

According to a Microsoft report, India will emerge as a leading player in the virtual world by having 700 million internet users of the 4.7 billion global users by 2025. The Internet economy is expected to touch Rs.10 trillion (US$ 155 billion) by 2018 end, contributing around 5% to the country's GDP. The Government of India also plans to auction the 5G spectrum in bands like 3,300 MHz and 3,400 MHz to promote initiatives like Internet of Things (IoT), machine-to-machine communications, instant high definition video transfer as well as its Smart Cities initiative. During the first quarter of 2018, India became the world's fastest-growing market for mobile applications. The monthly data usage per smartphone in India is expected to increase from 3.9 GB in 2017 to 18 GB by 2023.

Undeniably, this massive transformation is going to be built on the bedrock of ubiquitously available, high speed wireless broadband infrastructure and services on 4G and in future 5G technology. Wireless operators in India will have to strive to create a digital infrastructure that not

only makes 4G services seamlessly accessible across the 500,000 towns and villages in the country but also support the world's largest wireless broadband capacities in excess of 300 petabytes per day. , The burgeoning needs of a billion digital Indians will have to be met.

EMBRACING CHANGE

Our vision is - "to make our business resilient to the changes that are happening around us. In the future, many of these changes in external factors have the ability to apply severe pressure on our ability to be sustainable."

FUTURE OUTLOOK

Leading wireless operators are already catalysing the process of pervasive mobile broadband adoption by establishing the necessary infrastructure and offering mobile broadband data at less than Rs.15 per gigabyte (or less than US$ 25 cents per gigabyte). In addition, the smartphone manufacturers and telecom operators are working hard to reduce the entry level prices of 4G capable

devices from earlier levels of Rs.3,000 - 5,000/- (~ US$ 45 – 75) to less than Rs.1,500/- (less than US$ 25), thereby making them far more affordable for the Indian masses, especially in rural hinterlands, and enabling the ecosystem to rapidly upgrade the existing feature phone users to smartphones.

Creating such a robust infrastructure requires commensurate investments both in terms of large quantum of spectrum acquisition across multiple frequency bands (coverage bands such as 800 / 900 / 1800 / 2100 MHz, and capacity bands such as 2300 / 2500 MHz) as well as mammoth front-loaded capital expenditure for network rollouts on a pan India basis. With the country transitioning to an auction-based mechanism for spectrum acquisition, prices of scarcely available spectrum have skyrocketed to the world's highest levels (both in absolute & PPP terms). In parallel, the need for larger spectrum holdings and for nationwide network rollouts on multiple bands have resulted in the large scale investments in mobile broadband infrastructure.

As India goes digital, an operator's mobile broadband infrastructure will also serve as the underlying platform for delivery of digital services to a billion Indians and open new revenue streams in the future – from digital entertainment, to payments, to VoIP, to cloud storage services, to virtual reality, to maybe even connected cars.

IDEA CELLULAR - NEXTGEN

One of the foundations of sustainable thinking is analysing and interpreting global megatrends and local issues for possible disruptions and constraints on the business. Understanding likely future scenarios helps us build our capability to course correct, giving ourselves the best possibility of achieving long term success through future proofing.

Idea Cellular's merger with Vodafone India was envisaged to create a strong entity – the 'world's 2nd largest operator by subscribers' - that will participate in the next phase of the Indian telecom revolution and contribute towards realising the Prime Minister's vision of Digital India by building a

world class broadband infrastructure for its over 400 million subscribers.

As a result of the merger, the combined entity (Merged Co.) will be in a stronger position to quickly expand its wireless broadband network from current population coverage of 700 million to reach over a billion Indians over the next two to three years and build large broadband capacities – 4 to 5 times the current aggregate levels. This will complement the Merged Co.'s existing pan-India mobile voice infrastructure with coverage of 1.1 billion Indians and capacities to manage over 10 billion minutes on a daily basis.

With an aggregate spectrum holding of 1,850 MHz, the Merged Co. will possess one of the largest spectrum portfolios in the industry. From this quantum, nearly 1,500 MHz will be deployed to offer mobile broadband services in the form of 170+ carriers, primarily on the 4G platform. This will enable the merged entity to offer consumer wireless data speeds of over 250 Mbps, substantially higher than current levels of 10 – 20 Mbps. The Merged Co. will also offer seamless VoLTE voice services and re-farm its 900 MHz spectrum holdings for 4G services to deliver a superior customer experience.

As application of wireless services transcends human connectivity to include a variety of devices around us, the Merged Co. will prepare and eventually deploy 5G networks that will serve as the platform for roll out of intelligent 'Internet of Things' (IoT) nodes and Machine-to-Machine (M2M) applications. As the Indian telecom sector enters its next growth phase, we are confident that the Merged Co. will emerge as a robust, competitive player capable of capitalising on the opportunities that Digital India presents indicating a sustainable future well into the future.

ONE OF THE LARGEST MERGERS
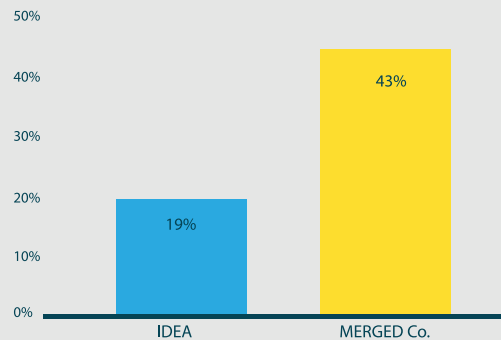## IN THE INDIAN CORPORATE LANDSCAPE

WILL CREATE A
USD 23 BILLION
TELECOM GIANT

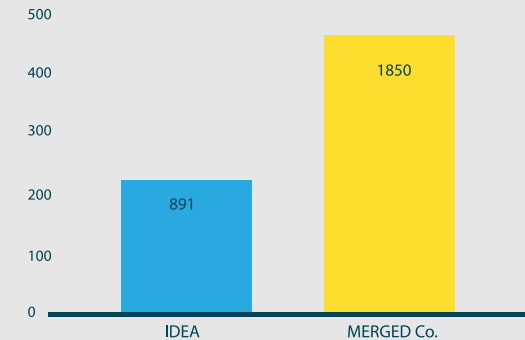WE EXPECT TO UNLOCK SYNERGIES OF USD 10 BILLION THROUGH THIS COMBINATION

LARGEST SUBSCRIBERS BASE (MN)
Q1 FY18 LE
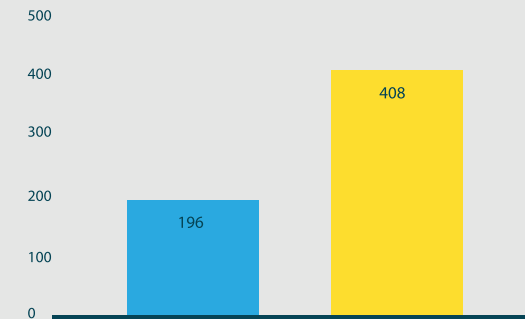
Highest Revenue Market Share (%)
Q1 FY 18 LE

Largest Spectrum Holding (MHz)
Q1 FY18 LE

VIII GRI INDEX

GRI INDEX

GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Title	Page Number(s)
General Disclosure				
GRI 102	General Disclosures	102-1	Name of the organization	1
GRI 102	General Disclosures	102-2	Activities, brands, products, and services	10
GRI 102	General Disclosures	102-3	Location of headquarters	76
GRI 102	General Disclosures	102-4	Location of operations	10
GRI 102	General Disclosures	102-5	Ownership and legal form	76
GRI 102	General Disclosures	102-6	Markets served	10
GRI 102	General Disclosures	102-7	Scale of the organization	10
GRI 102	General Disclosures	102-8	Information on employees and other workers	10
GRI 102	General Disclosures	102-9	Supply chain	11, 23, 24
GRI 102	General Disclosures	102-10	Significant changes to the organization and its supply chain	41
GRI 102	General Disclosures	102-11	Precautionary Principle or approach	26,27,28
GRI 102	General Disclosures	102-12	External initiatives	18,19,20,26,27,28
GRI 102	General Disclosures	102-13	Membership of associations	35
GRI 102	General Disclosures	102-14	Statement from senior decision-maker	7
GRI 102	General Disclosures	102-16	Values, principles, standards, and norms of behavior	6
GRI 102	General Disclosures	102-18	Governance structure	26
GRI 102	General Disclosures	102-21	Consulting stakeholders on economic, environmental, and social topics	21
GRI 102	General Disclosures	102-22	Composition of the highest governance body and its committees	26
GRI 102	General Disclosures	102-23	Chair of the highest governance body	26
GRI 102	General Disclosures	102-26	Role of highest governance body in setting purpose, values, and strategy	26,27
GRI 102	General Disclosures	102-40	List of stakeholder groups	23,24
GRI 102	General Disclosures	102-42	Identifying and selecting stakeholders	21
GRI 102	General Disclosures	102-43	Approach to stakeholder engagement	21
GRI 102	General Disclosures	102-44	Key topics and concerns raised	22
GRI 102	General Disclosures	102-46	Defining report content and topic Boundaries	3
GRI 102	General Disclosures	102-47	List of material topics	22
GRI 102	General Disclosures	102-48	Restatements of information	3
GRI 102	General Disclosures	102-50	Reporting period	3
GRI 102	General Disclosures	102-51	Date of most recent report	3

GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Title	Page Number(s)
GRI 102	General Disclosures	102-52	Reporting cycle	3
GRI 102	General Disclosures	102-53	Contact point for questions regarding the report	3
GRI 102	General Disclosures	102-54	Claims of reporting in accordance with the GRI Standards	3
GRI 102	General Disclosures	102-55	GRI content index	72
Management Approach				
GRI 103	Management Approach	103-1	Explanation of the material topic and its boundaries	35
GRI 103	Management Approach	103-2	The management approach and its components	35
GRI 103	Management Approach	103-3	Evaluation of the management approach	35
Economic Performance				
GRI 201	Economic Performance	201-1	Direct economic value generated and distributed	12
Environment Performance				
GRI 302	Energy	302-1	Energy consumption within the organization	36
GRI 302	Energy	302-2	Energy consumption outside of the organization	NA
GRI 302	Energy	302-3	Energy intensity	36
GRI 302	Energy	302-4	Reduction of energy consumption	36
GRI 302	Energy	302-5	Reductions in energy requirements of products and services	36
GRI 305	Emissions	305-1	Direct (Scope 1) GHG emissions	36
GRI 305	Emissions	305-2	Energy indirect (Scope 2) GHG emissions	36
GRI 305	Emissions	305-3	Other indirect (Scope 3) GHG emissions	36
GRI 305	Emissions	305-4	GHG emissions intensity	36
GRI 305	Emissions	305-5	Reduction of GHG emissions	36
GRI 305	Emissions	305-6	Emissions of ozone-depleting substances (ODS)	NA
GRI 305	Emissions	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	NA
GRI 307	Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	NA
GRI 308	Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	40,41
GRI 308	Supplier Environmental Assessment	308-2	Negative environmental impacts in the supply chain and actions taken	40,41
Social Performance				
GRI 403	Occupational Health and Safety	403-1	Workers representation in formal joint management–worker health and safety committees	50

GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Title	Page Number(s)
GRI 403	Occupational Health and Safety	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	50
GRI 403	Occupational Health and Safety	403-4	Health and safety topics covered in formal agreements with trade unions	NA
GRI 404	Training and Education	404-1	Average hours of training per year per employee	46
GRI 404	Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	46, 48, 49
GRI 404	Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	46, 48, 49
GRI 405	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	48
GRI 413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	61, 62, 63, 64, 65, 66
GRI 413	Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	61, 62, 63, 64, 65, 66
GRI 417	Marketing and Labeling	417-1	Requirements for product and service information and labeling	57
GRI 417	Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	57
GRI 417	Marketing and Labeling	417-3	Incidents of non-compliance concerning marketing communications	57
GRI 418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	56

Idea Calling
tomorrow
A Sustainability Initiative

Corporate Office :

Idea Cellular Limited

9th – 12th Floors, Birla Centurion,

Century Mills Compound,

Pandurang Budhkar Marg, Worli,

Mumbai - 400 030

Registered Office :

Idea Cellular Limited

Suman Tower, Plot No 18, Sector 11, Gandhinagar – 382 011, Gujarat

www.ideacellular.com

+91 9594004000

sustainability@idea.adityabirla.com