



WIPRO SUSTAINABILITY REPORT 2012-13

# THE BUTTERFLY'S JOURNEY

During May 2013, something unprecedented happened in our Electronic City campus in Bangalore. We were delighted to witness the spectacular sight of hundreds of migrating butterflies stopping over for nearly a month at our campus to nectar and feed. They were on their annual migration path from the Western Ghats to the Eastern Ghats, to avoid the intensely heavy monsoon that characterizes rainfall patterns in much of the west coast of India from June to September.

The butterfly is often used as a metaphor to suggest dramatic transformation: from a state of earth-bound sluggishness to one of wing-bound freedom, from monochrome dullness to vibrant color, from narrow limitation to abundant possibility. The transformation from caterpillar to chrysalis to butterfly is a matter of wide popular admiration; less well known however is the ability of some butterfly species to fly over very long distances.

One of the most well known instances is of the Monarch butterfly which undertakes an epic 4000 km long migration every year from the North-Eastern part of Canada and the U.S.A to the southern parts of the U.S.A and Mexico. Starting in September /October, the Monarch flies out to escape the harsh winters of North America, a journey which touches several states across North, Central and West U.S.A before culminating in Southern California or Mexico. After spending the winter months on Eucalyptus and Oyamel Fir trees, the second generation offspring take to wing on the reverse migration path in early Spring. Why does it have to do that? Well, because larval food like milkweed that the Monarch feeds on is available in plenty only in the northern parts. At 25 million butterflies per acre, the sight of millions of migrating Monarchs is a subject of aesthetic rhapsody among nature lovers, conservationists and photographers.

While the Monarch migration is well chronicled and researched, there are many such instances of Lepidoptera – butterfly and moth – migration across the world including that which we were witnessing in our Bangalore campus. Danaids species like the Dark

Blue Tiger, Double Banded Crow and the Lemon Pansy migrate from Western Ghats to Eastern Ghats in the months of March to May over a distance of 350-400 km. After the heavy monsoons of June-September, the next generation reverse migrates back starting October onwards.

## THE BUTTERFLY'S JOURNEY



The mystery of why they chose our campus in a grossly urban setting like Bangalore can perhaps be explained by our ongoing attempt to recreate biodiversity in our campuses. Started in 2011, our campus biodiversity program seeks to convert our existing large facilities to biodiversity zones; based on the fundamental principles of multiple native plants in preference to few exotic species and of ecosystem resilience over a manicured cosmetic façade, our E-City project was our pilot initiative. Therefore, it was a matter of gratification and of reinforcement of the above principles when these migratory butterflies chose to nest at our campus.

The path of sustainability has several parallels with the butterfly's journey: on one hand it is about transformation and shedding the old tired ways of seeing for the new. It is also about tenacity and endurance. In its 2500 mile journey, the Monarch butterfly makes steady progress every day, negotiating the manifold vagaries in its path. The sustainability journey is similar and progress happens in small and often invisible steps. We think that every such step, every movement forward is important. Eventually the actions and thoughts of the many will add up to a critical gestalt, a point of significant inflection. The butterfly's journey symbolizes a spirit of commitment to its future generations in the face of severe odds. It is to this spirit that our sustainability report this year is dedicated.

***This is an abridged version of the full version available online at  
[www.wiprosustainabilityreport.com](http://www.wiprosustainabilityreport.com)  
The online report is based on GRI 3.1 and is assessed at Level A by SGS***



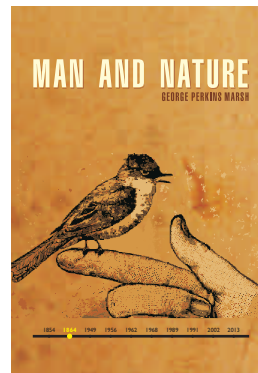
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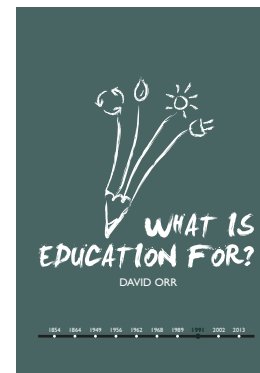
## A Brief History of Sustainability through its Classics

“ Environmentalism has been around since Aristotle, sparked off in later centuries by the Darwinians like Humboldt, and Ernst Haeckel, who invented the term ecology to describe the study of organisms and their relationship with their environment. Self-sufficiency and the concept of a life in tune with the natural world have consistently appeared through time, from Thoreau's experiment at Walden Pond, to Gandhian economics which speaks of community management of precious natural resources. In contemporary times, the idea of sustainability has permeated tentatively through layers of social conscience, finding a place in economic theory and practice, inspiring people and movements, becoming the subject matter of media and communication, and featuring on the agendas of governments and companies, reflected in legislations and international treaties. And yet, there is a gap. Careful tracking of our ecological footprint tells us that sustainability must become an integral thread in the fabric of our thinking and living, the weft of our every action woven through with the warp of environmental protection. David Orr asserts that all education must be environmental, teaching students that they are not separate from nature, but an inherent piece of the pattern of life on Earth. As a special feature in this report, included are eleven excerpts that seek to inform and document some of the landmarks along the path the sustainability movement has taken. ”

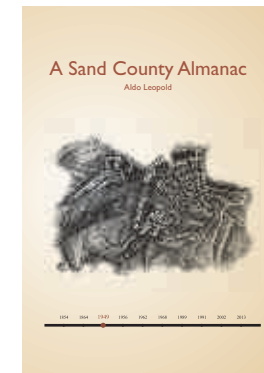
**We hope you enjoy reading the excerpts from these books and articles.**



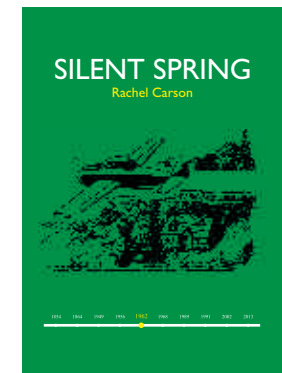
**Man And Nature**  
by George Perkins Marsh



**What Is Education For**  
by David Orr



**A Sand County Almanac**  
by Aldo Leopold



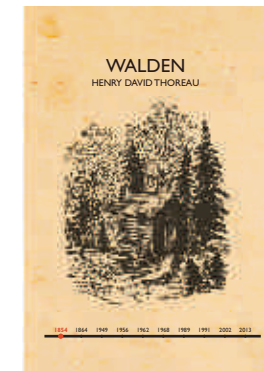
**Silent Spring**  
by Rachel Carson



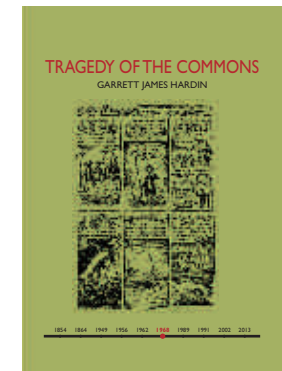
**The Unquiet Woods**  
by Ramachandra Guha



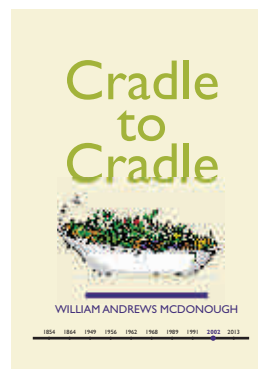
**Future Of Life**  
by E O Wilson



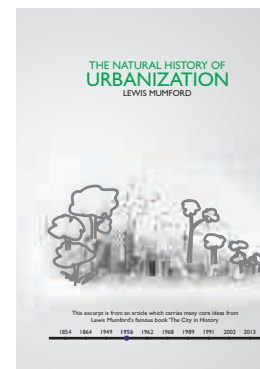
**Walden**  
by Henry David Thoreau



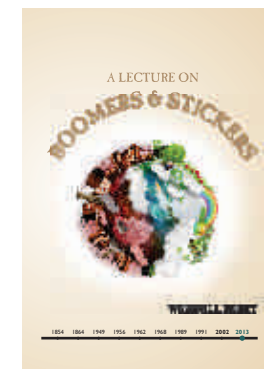
**Tragedy Of The Commons**  
by Garrett James Hardin



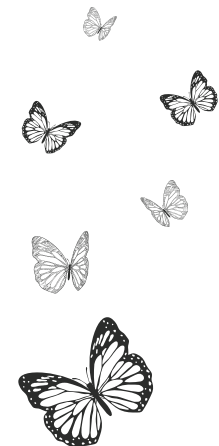
**Cradle To Cradle**  
by Michael Braungart  
William Andrews Mcdonough



**The Natural History Of Urbanization**  
by Lewis Mumford



**A Lecture On Boomers & Stickers**  
by Wendell Berry







## LETTER FROM THE CHAIRMAN

### Dear fellow stakeholders,

Welcome to our sixth sustainability report for the year 2012-13. The theme of this year's report is 'The Butterfly's Journey'.

In May 2013, we were witness to the spectacular sight of hundreds of migratory butterflies stopping over for nearly a month at our Electronic City campus to rest and feed. The butterflies were on their semi-annual migration from the Western Ghats to Eastern Ghats in India, a distance of more than 400 kms. One doesn't see such a sight in a large metropolis like Bangalore. Having never occurred before, it seemed logical for us to conclude that this was the

result of converting our campus into a biodiversity zone, the first of such projects in our continuing program on campus biodiversity.

The butterfly is a metaphor for transformation and tenacity, hope and resilience.... it is perhaps not coincidental that these are also key attributes of the journey of sustainability.

Let me summarize a few salient highlights of our own journey.

### Our Ecological Footprint

Over the five year period 2008 - 09 to 2012 - 13, our investments in green buildings and energy efficiency have yielded savings of 30 million units of electricity. This combined with our consistent focus on renewable energy has resulted in a reduction of nearly 107,000 tons of greenhouse gas (GHG) emissions on a cumulated basis.

During this five year period, we not only saved nearly 405 million liters of freshwater through multiple efficiency and conservation measures but also recharged around 250 million liters of water to the ground. Our efforts on water do not stop with this; we spend significant time and resources on issues of water responsibility and advocacy by working closely with our partners from civil society, academia and government.

### Diversity and the Workplace

Just as biological diversity is crucial for the well-being of an ecosystem, we see diversity at the workplace as an important source of creativity and robustness in thinking. The proportion of women in our workforce continues to grow steadily and stands at 30%. We are deeply committed to enhancing the global nature of workforce; today, around 9% of our employees are from 98 countries other than India – something that will keep increasing in the years to come. Finally, we take particular pride in the fact that close to 500 persons with disabilities are part of our workforce, an 87% increase over a two year period. I can tell you that Wipro is enriched and stronger because of these deeply committed people.

### Social Initiatives

Our decade long momentum in the areas of education and community care continues to grow in different directions. Let me mention a couple of important recent initiatives in this regard.

The United States of America considers improving Science and Math education in schools as a key priority. In synch with this, we started a program nearly two years back that is focused on inner-city schools serving disadvantaged communities in Boston and New York. The program focuses on developing the capacities of teachers in Science and Math, as also to help them become change agents in their school districts. We have well defined plans to expand this program rapidly in the years to come.

As a global company, we think that it is important to consciously and deliberately engage with communities wherever we have significant presence. For us, the definition of CSR cannot be restricted to the work that we do in India alone.

The other important initiative that has gained wide traction is earthian, our program on sustainability education. We have had nearly 1500 schools and colleges from all parts of India participate in this program since its inception in 2011. In future, our focus will be to make it as inclusive as possible in outreach and to make the process of participation itself enriching and educative.

### Disclosures

Disclosures like this report are a critical element in an organization's sustainability journey. If done with attention to detail and honesty of purpose, they can serve as a valuable platform of objective self-assessment and of continuous improvement.

Our inclusion in the Dow Jones Sustainability Index for the fourth time in succession and the Number 1 ranking in the Carbon Disclosure Leadership Index (India) provide an affirmation of the fact that good quality disclosures have great value for investors, customers, suppliers as well as for the public at large.

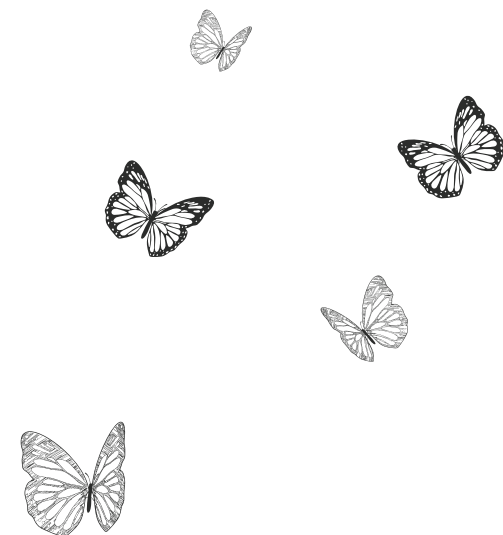
Let me end this letter by taking a step back.

Like many who are committed to sustainability, two questions continue to concern us : 'Are we doing enough?' and 'Is the world doing enough?' Indications from credible sources seem to indicate that the world at large seems to be moving slowly on issues like climate change, biodiversity loss and poverty alleviation. However, I derive hope from the butterfly's journey, the theme with which I started.

Butterflies migrate long distances to escape difficult conditions so that the next generation continues. The Monarch butterfly flies 2500 miles from Canada to Mexico and the southern part of the U.S.A, negotiating numerous obstacles and vagaries in its path. The sustainability journey is similar: progress often happens in small steps, hidden from public view. We think that every such step, every movement forward is important.

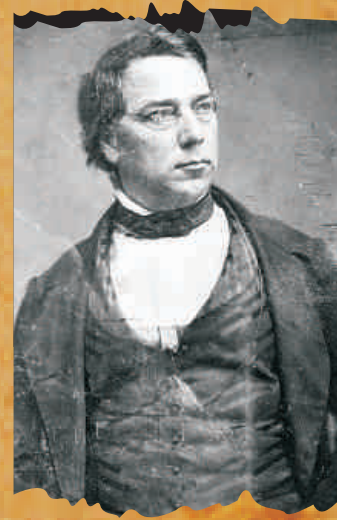
I am optimistic that eventually the actions and thoughts of the many will lead to a tipping point and then onwards to a genuinely sustainable society.

With Best Wishes,  
Azim H Premji



# MAN AND NATURE

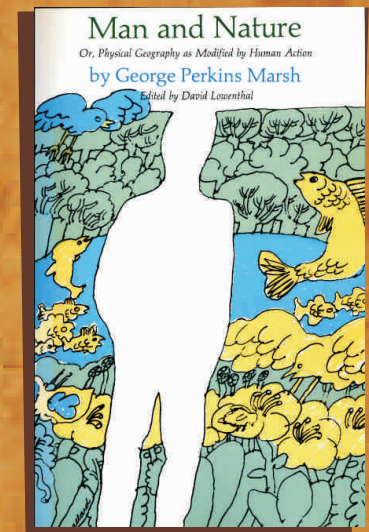
GEORGE PERKINS MARSH



The Prophet of Conservation, **George Perkins Marsh**, prophesied environmental catastrophes in mid 19th century! He was a sophisticated thinker, author, diplomat, lawyer, linguist, scholar of physics, military science, engraver and owner of one of the finest collections of Scandinavian literature. Marsh put forth the then radical thought that humans - when armed with technology and devoted to economic growth were "a disturbing agent". Marsh warned that with time and increased intensity, environmental destruction might extinguish the human race itself.

Man and Nature play a vital role in environmental history, each is interdependent on the other for survival, with the balance tipping more in favour of Nature than Man. Marsh's magnum opus 'Man and Nature' is priceless, because over a century and a half since it was first published, its relevance is still unquestionable.

It still offers a brilliant role model for modernists to emulate. His Man and Nature still teaches the fundamentals of good environment.



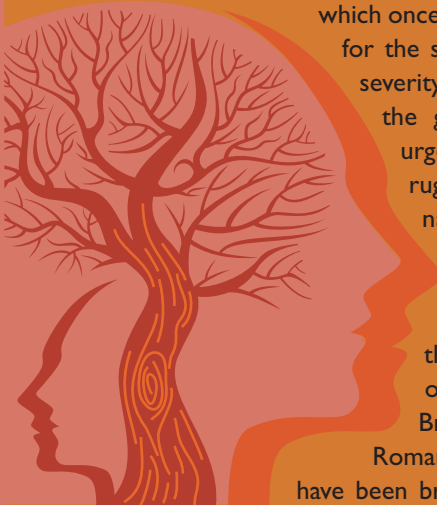
1854 1864 1949 1956 1962 1968 1989 1991 2002 2013



## Excerpt from the book

But, as we have seen, man has reacted upon organized and inorganic nature, and thereby modified, if not determined, the material structure of his earthly home. The measure of that reaction manifestly constitutes a very important element in the appreciation of the relations between mind and matter, as well as in the discussion of many purely physical problems... But though the subject has been incidentally touched upon by many geographers, and treated with much fullness of detail in regard to certain limited fields of human effort, and to certain specific effects of human action, it has not, as a whole, so far as I know, been made matter of special observation, or historical.

...the physical revolutions thus wrought by man have not all been destructive to human interests. Soils to which no nutritious vegetable was indigenous, countries which once brought forth but the fewest products suited for the sustenance and comfort of man – while the severity of their climates created and stimulated the greatest number and the most imperious urgency of physical wants – surfaces the most rugged and intractable, and least blessed with natural facilities of communication, have been made in modern times to yield and distribute all that supplies the material necessities, all that contributes to the sensuous enjoyments and conveniences of civilized life. The Scythia, the Thule, the Britain, the Germany, and the Gaul which the Roman writers describe in such forbidding terms, have been brought almost to rival the native luxuriance and easily won plenty of Southern Italy; and, while the fountains of oil and wine that refreshed old Greece and Syria and Northern Africa have almost ceased to flow, and the soils of those fair lands are turned to thirsty and inhospitable deserts, the hyperborean regions of Europe have conquered, or rather compensated, the rigors of climate, and attained to a material wealth and variety of product that, with all their natural advantages, the granaries of the ancient world can hardly be said to have enjoyed.



These changes for evil and for good have not been caused by great natural revolutions of the globe, nor are they by any means attributable wholly to the moral and physical action or inaction of the peoples, or, in all cases, even of the races that now inhabit these respective regions. They are products of a complication of conflicting or coincident forces, acting through a long series of generations; here, improvidence, wastefulness, and wanton violence; there, foresight and wisely guided persevering industry.

The human operations mentioned in the last few paragraphs, therefore, do act in the ways ascribed to them, though our limited faculties are at presents, perhaps forever, incapable of weighing their immediate, still more their ultimate consequences. But our inability to assign definite values to these causes of the disturbance of natural arrangements is not a reason for ignoring the existence of such causes in any general view of the relations between man and nature, and we are never justified in assuming a force to be insignificant because its measure is unknown, or even because no physical effect can now be traced to it as its origin. The collection of phenomena must precede the analysis of them, and every new fact, illustrative of the action and, reaction between humanity and the material world around it, is another step toward the determination of the great question, whether man is of nature or above her.

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*From MAN AND NATURE: OR, PHYSICAL GEOGRAPHY AS MODIFIED BY HUMAN ACTION by George Perkins Marsh, edited by David Lowenthal, published by Harvard University Press. Copyright © 1965 by the President and Fellows of Harvard College. Used by permission. All rights reserved.*

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# SECTION 02

## REPORT PROFILE AND ASSURANCE APPROACH

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- 08 REPORT PROFILE
- 09 MATERIALITY DETERMINATION
- 11 NOTE ON DATA METRICS IN THIS REPORT
- 12 WIPRO'S APPROACH TO REPORT ASSURANCE

This picture was taken at the butterfly park in Wipro's Electronic City campus. Photo Credit: Ajay Menon



In this section, we provide an overview of the profile of our sustainability report for 2012-13; the profile provides the anchoring context in terms of coverage and scope for the report itself. A key topic discussed in this section is Wipro's Materiality approach that helps determine the priorities of our sustainability programme and the corresponding disclosures.

In the latter part of this section, we articulate our approach to report assurance, a key determinant of the quality and transparency of any report.

### Report Profile

The profile of our sustainability report is covered under the following heads

Profile	Brief Description
Time Period	Provides information on the reporting period and frequency of publishing the report.
Scope and Boundary	Provides the scope of the report in terms of the business divisions that are covered and the sustainability topics covered in each section.
Content	In this sub-section, a framework is articulated for determining the relative materiality of different sustainability areas for Wipro – this largely determines the depth of coverage of these topics in the report.
Data methodologies	Provides a contextual framework of the underlying processes, systems and empirical assumptions for the data and metrics published in this report.

### Reporting Period

The reporting period for this sustainability report is the fiscal year April 1, 2012 to March 31, 2013, referred to hereafter in short as '12-13

**Date of the most recent previous report:** Our most recent sustainability report was for the fiscal year 2011-12, released in March 2013.

**Reporting cycle:** Our sustainability report is published on an annual basis.

**This report's scope, content and boundary:** The process for defining the scope of this report is based broadly on the guidelines provided by the GRI framework (G3.1 guidelines). The content of the report is based on the following guiding principles.

**Scope and Boundary:** Wipro Ltd. is a diversified conglomerate with a strong presence in the IT Services, Consumer Products and Infrastructure Engineering markets. This report is primarily for Wipro's IT businesses. Effective March 31, 2013, the non-IT business is demerged into a separate unlisted entity 'Wipro Enterprises Limited'.

Table showing the scope and coverage of the report



	IT Businesses		
	IT Services		IT Products
	Software Services	BPO Services	(WI)
Primary offerings	<ul style="list-style-type: none"> <li>Consulting</li> <li>Package Implementation</li> <li>Application Development &amp; Maintenance</li> <li>Testing Services</li> <li>Technology Infrastructure</li> <li>Product Engineering</li> </ul>	<ul style="list-style-type: none"> <li>Business Process Outsourcing</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Products</li> <li>Personal Computers (PCs)</li> <li>Network Products</li> </ul>
Geography presence	<ul style="list-style-type: none"> <li>Americas</li> <li>Europe</li> <li>India</li> <li>Japan</li> <li>Middle East</li> <li>Asia Pacific</li> </ul>	<ul style="list-style-type: none"> <li>India</li> <li>Americas</li> <li>Europe</li> </ul>	<ul style="list-style-type: none"> <li>India</li> </ul>
Scope of reporting	<ul style="list-style-type: none"> <li>Financial performance indicators for all geographies</li> <li>Environmental performance for India (only energy data reported for overseas locations)</li> <li>Employee metrics for all geographies</li> <li>Social Programmes cover primarily India</li> <li>Other qualitative reporting covers all geographies ( unless otherwise specified)</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance indicators for all geographies</li> <li>Environmental performance for India (only energy data reported for overseas locations)</li> <li>Employee metrics for all geographies</li> <li>Social Programmes cover primarily India</li> <li>Other qualitative reporting covers all geographies ( unless otherwise specified)</li> </ul>	<ul style="list-style-type: none"> <li>The IT products division serves only the India market ; therefore wherever the report contains specific reference to data on IT products, it is for the Indian geography</li> </ul>



## The Content of this Report

This is our 6th sustainability report and like our previous reports, we continue to adopt the stakeholder format of reporting. Given that stakeholder inclusion and engagement is such a crucial cornerstone of the AA1000 and the GRI frameworks, we believe that the stakeholder format is more appropriate for focusing attention on key material aspects for each of the stakeholders. In doing so, we are cognizant of other sustainability dimensions that may cut across stakeholders or are context specific. We have tried to ensure that these are covered in the 'Sustainability Strategy' section.

## Materiality Determination

Sustainability reporting cannot happen in a vacuum and should be a faithful reflection of an organization's values, vision, plans and progress on the different dimensions of sustainability aspects. Therefore, determining the most material issues to include in this report really stems from the sustainability issues that are the most material to Wipro, the IT industry and regions where we operate from.

Our materiality determination framework is driven by what issues hold more importance for our stakeholders. Our seven sustainability stakeholders are:

- i. Employees
- ii. Current and Future Generations
- iii. Customers
- iv. Investors
- v. Suppliers
- vi. Community
- vii. Government

The identification and relative prioritization of material issues is based on a combination of the following three factors; further, it is important to recognize that these issues and their relative importance are not static and are likely to change with time.

### A. Direct Feedback from the Stakeholder

#### Employees

The employee stakeholder engagement and materiality determination scope extends to all categories of employees i.e. permanent, retainer and contract employees. People aspects covered in client assessments are also incorporated in this. Stakeholder interests are determined by a collective analysis of feedback received via:

- Employee Perception Surveys indicate the key drivers that affect engagement, as well as the relative importance of these to employees, based on the engagement scores.
- Analysis of suggestions received via the Employee Advocacy Group forum.
- Exit interview feedback.
- Analysis of concerns received and addressed by the Ombuds process.
- Types of concerns discussed with 'Mitr' (counselling) volunteers.
- Key aspects studied in (external) sustainability assessments.

#### Customers

Customer Satisfaction is evaluated at various frequencies –annually for all customers; in addition quarterly for key/focus accounts, at the end of closure of a project and at key milestones etc. Most of these are tool administered and the annual and quarterly CSAT's are third party administered. Service Delivery and Product Quality is a key aspect which directly impacts customer retention and business growth. For all employees, working across different customer projects, customer satisfaction is a key objective.

### B. Risk Assessment Studies

#### Supply chain

In association with two UK based organisations –Trucost and Fronesys, we completed a preliminary environmental and social risk profiling of our IT services and IT products divisions. The 'Ethical Supply Chain' section in this report contains more details of the same. We also have commissioned two studies on supply chain maturity in our waste management programme, which have led to **supply chain** being recognised as a key engagement area in the sustainability journey. The services business, unlike manufacturing, does not rely on deep and complex supply chain networks and hence the environmental footprint of our supply chain is not material. The people supply chain comprises of knowledge workers who are empowered and have various engagement avenues for feedback and redress, hence aspects like Human Rights and Labour Practices are again not material.

However the same factors are important for our operations and support service supply chain. Hence we have rated this as being of more than medium importance to both Wipro and stakeholders - and is hence placed in the 1st Quadrant.

### Natural Resources

From a study we conducted in the proximate areas of two of our large campus areas located in water stressed areas, we recognize the central issue of water sustainability for Wipro as well as the community around our campuses.

### C. Disclosure Frameworks

Frameworks: Investor backed disclosure frameworks like Dow Jones Sustainability (DJSI), Carbon Disclosure Project (CEP) and Oekom provide useful templates for self-assessment. All these frameworks publish rating/assessment score card across key dimensions and some like OeKom undertake one-on-one dialogues with responding companies and provide detailed commentary on the assessment.

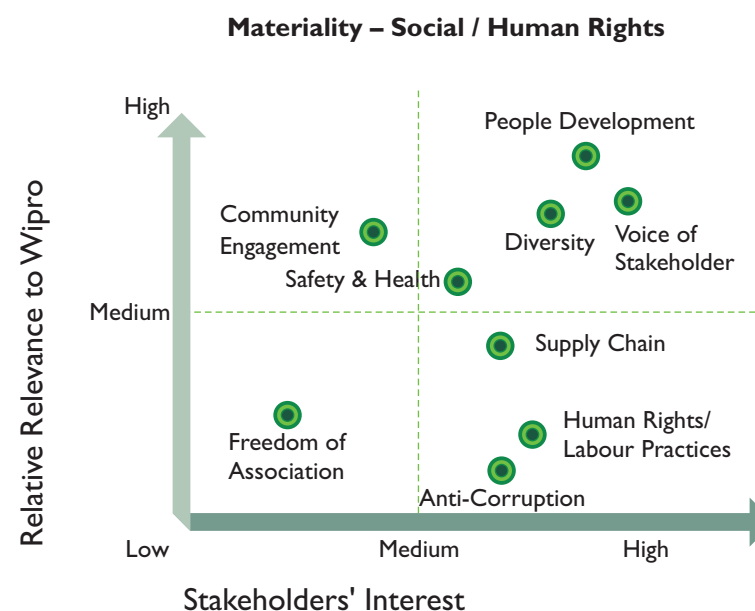
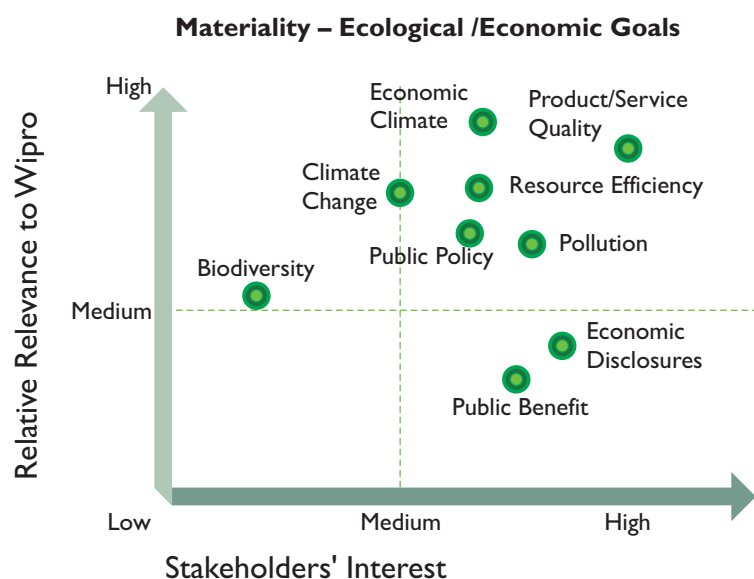
### D. Indirect Inference from public sources of information e.g. expert NGO and think tank reports

### E. Informed Dialog and Discussion between Wipro leaders and employees in meetings, open houses, blogs etc

A detailed delineation of the primary sustainability issues for each of the above stakeholders is available in Section 5 of the report.

The distilled outcomes of the above processes are represented in the two matrices below – one for Social and Human Rights and the other for Ecological & Economic factors. The materiality of a particular sustainability dimension is based on the combination of two criteria – The Stakeholders' interest in the issue and its Relevance / Priority to Wipro's IT Business.

The 19 sustainability dimensions – are really an aggregate of more granular parameters and factors that are part of the GRI framework. The annexure at the end of this chapter details out the correlation between each of the 19 dimensions and multiple GRI indicators



Sustainability Dimension	Matrix Position in 2010-11 (Relevance to Wipro, Relevance to Stakeholders)	Matrix Position in 2012-13	Remarks
Community Engagement	H – H	H – M	Engaged with proximate community continues to be of high relevance to Wipro. In the past few years, we have started dialogues with various community stakeholders – like resident associations, industry associations and networks – and look forward on various aspects like water, waste management and mobility. Participating in dialogues as equal stakeholders with long term and sustained impact are key aspects of our engagement. On a relative prioritization of other social dimensions, we have slightly altered the position of materiality of this aspect across our stakeholders from 'High' to 'Medium'
Work Benefits	H – H	Aligned to and part of “People Development”	
Supply Chain	M – M	M – H	As detailed in Section 5F, our supply chain includes hospitality, facility management and support staff largely drawn from skilled and unskilled labour. We have recognised the relatively lower maturity of compliance on sustainability aspects, especially human rights and labour practices in this category. This is of increasing importance to our global customers who rightly want to ensure compliance on social aspects across their value chain – evident in requests for information and assessments focusing on these areas. Hence we have attached a higher importance for our stakeholders in the materiality assessment.

The 10 most material issues for this year remain the same as enumerated in the last report – these are those in the top-right quadrant of the two matrices and reflect high relevance for both Wipro and its stakeholders

- i. Product and Service Stewardship
- ii. People Development
- iii. Employee Health and Safety
- iv. Economic Climate
- v. Voice of the Stakeholder
- vi. Climate Change
- vii. Resource Efficiency
- viii. Pollution
- ix. Diversity
- x. Community Engagement

These 10 sustainability dimensions – and the balance eight as well – are covered in detail in the rest of this report where we articulate Wipro's vision, goals and performance on these.

#### **A note on the data metrics in this report: Methodologies, Protocols and Systems**

This report contains several data metrics and numerical indicators – these are placed against the larger context of the relevant articulation of different sustainability issues. These metrics and numbers are:

- Either derived from IT systems or manually calculated (largely in MS-Excel)
- Either based on standard protocols or on organization-specific rules
- Sometimes based on assumptions and rules of thumb



Further, it is important to take note of the following points in the above context

- i. Wipro maintains a sophisticated infrastructure of internal IT applications – based on SAP R/3 and satellite systems - where most of the enterprise data and information are captured, collated and analysed. These systems cover financial, HR, sales, delivery and procurement processes.
- ii. Our financial systems comply with Section 404 of the Sarbanes-Oxley framework. This implies a high degree of rigor and a robust system of checks and balances that ensure integrity of financial data
- iii. While our Environmental IT systems are not of the same maturity as our financial and

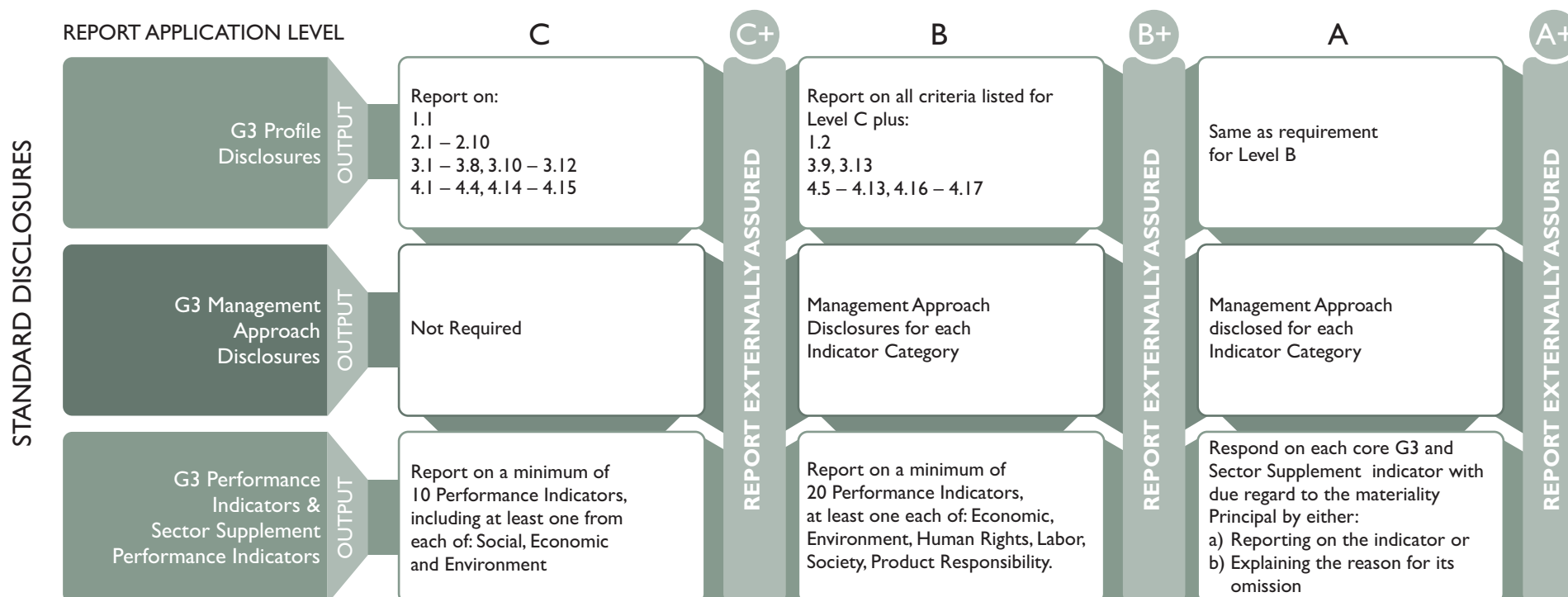
HR systems, we have been making steady progress in the automation of these systems. The recording of all key EHS parameters in Wipro-owned campuses is done in a central IT system; we evaluate platform based tools for GHG analysis and it continues to be a priority action area for us.

#### Wipro's approach to report assurance

Our approach to report assurance right from our first year of reporting has been to subject our report to the highest standards of independent, third-party scrutiny – this, we believe, will aid our objective of continuous learning and incorporating improvements into Wipro's sustainability programme.

#### Our Report Assessment and GRI Application Level

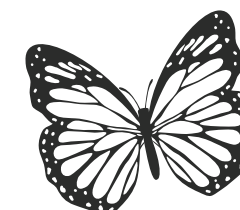
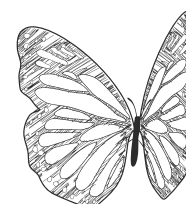
We have assessed our report at application A level as per GRI Application matrix below. This report has been independently verified and assured by SGS and the assurance engagement is for Type 2 and Moderate level as set out in the AA1000 Assurance Standard 2008. The independent assurance is presented in Sec 6.0 of this report.




## Annexure

Correlation between materiality dimension and GRI indicators

Materiality Dimension	Corresponding GRI Indicators
Human Rights	LA5, HR1, HR2, HR3, HR4, HR5, HR6, HR7, HR8
Workplace Benefits	LA1, LA3, EC3
Safety and Health	LA6, LA7, LA8, LA9
People Development	LA10, LA11, LA12, HR3
Anti-Corruption	SO2, SO3, SO4
Economic Disclosures	EC1, EN30, EC4, EC9, SO6
Public Benefit	EC6, EC7, SO1, SO5
Public Policy	EC7, EN28, EC5, EC8, PR2, PR4, PR6, PR7, PR8, PR9, SO7, SO8
Voice of the Stakeholder	LA4, LA2
Product / Service Stewardship	PR1, PR3, PR5, PR8
Diversity	LA13, LA14, EC7
Resource Efficiency	EN1-10, EN26-27
Pollution	EN19-26, EN29
Climate Change	EC2, EN16-18, EN29
Biodiversity	EN11-15
Freedom of Association	LA4, HR5
Community Engagement	SO1





# WHAT IS EDUCATION FOR?

DAVID ORR

1854 1864 1949 1956 1962 1968 1989 1991 2002 2013



A well-respected environmentalist, **David W. Orr** is at the vanguard of environmental education and environmental design. No stranger to awards, among his many successes, Orr was the recipient of the Bioneers Award in 2002 and the National Conservation Achievement Award by the National Wildlife Federation in 1993.

We are accustomed to thinking of learning as a good in and of itself. But as the noted environmental educator David Orr reminds us, our education up until now has in some ways created monsters out of us. He opines that the principles and methods of our education system do not allow for growth of free thinkers; but instead churn out people who can do no better than learn by rote. This essay is adapted from his commencement address to the graduating class of 1990 at Arkansas College.

## Excerpt from the book

If today is a typical day on planet Earth, we will lose 116 square miles of rainforest, or about an acre a second. We will lose another 72 square miles to encroaching deserts, the result of human mismanagement and overpopulation. We will lose 40 to 250 species, but no one knows the actual number. Today the human population will increase by 250,000. And today we will add 2,700 tons of chlorofluorocarbons and 15 million tons of carbon dioxide to the atmosphere. Tonight the Earth will be a little hotter, its waters more acidic, and the fabric of life more threadbare.

The truth is that many things on which our future health and prosperity depend are in dire jeopardy: climate stability, the resilience and productivity of natural systems, the beauty of the natural world, and biological diversity.

Process is important for learning. Courses taught as lecture courses tend to induce passivity. Indoor classes create the illusion that learning only occurs inside four walls, isolated from what students call, without apparent irony, the “real” world. Dissecting frogs in biology classes teaches lessons about nature that no one in polite company would profess. Campus architecture is crystallized pedagogy that often reinforces passivity, monologue, domination, and artificiality. My point is simply that students are being taught in various and subtle ways beyond the overt content of courses.

# SECTION 03

## AN ORGANIZATIONAL PROFILE

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This picture was taken at the butterfly park in Wipro's  
Electronic City campus. Photo Credit: Ajay Menon





## An Organizational Profile

In this section, we provide an overview of Wipro, an organization that provides an overarching context to the sustainability disclosures that follow. Wipro is based on a strong foundation of values that incorporate humane views on 'Good Citizenship', which stands for:

- Business with integrity
- Ecological sustainability
- Social and community initiatives

The initiatives we undertake as a responsible corporation cover Ecology, Education and Sustainability. A humane approach has helped us connect with the public and as we move forward with these initiatives, our partnerships grow with the communities at large.

## Spirit of Wipro, our foundation of values

Values define character, whether that of an individual, an institution or a business organization. At the core of Wipro is the "Spirit of Wipro". This encapsulates the values which are the guiding principles for the culture at Wipro. The Spirit is rooted in current reality, but it also represents what we aspire to be, hence making it future ready. It binds us together and inspires us to achieve excellence in whatever we do.

In the pages that follow, we provide a summary overview of each of these elements of Wipro's business profile.

The information is also available in great detail in our website [www.wipro.com](http://www.wipro.com) as well as in our Annual Report 2012-13, which can be downloaded from <http://www.wipro.com/annualreport/2012-13>.

## Our Business Profile

Wipro Limited (NYSE: WIT; NSE: WIPRO) is a global leader in providing IT Services, Outsourced R&D, Infrastructure Services, Business Process Services and Business Consulting. With a track record of over 25 years, Wipro is the first to perfect a unique quality methodology, the Wipro Way – a combination of Six Sigma, Lean Manufacturing, Kaizen and CMM practices – to provide unmatched business value and predictability to our clients. Our industry aligned customer facing business model gives us a deep understanding of our customers' needs to build domain specific solutions, while our 55+ dedicated emerging technologies 'Centres of Excellence' enables us to harness the latest



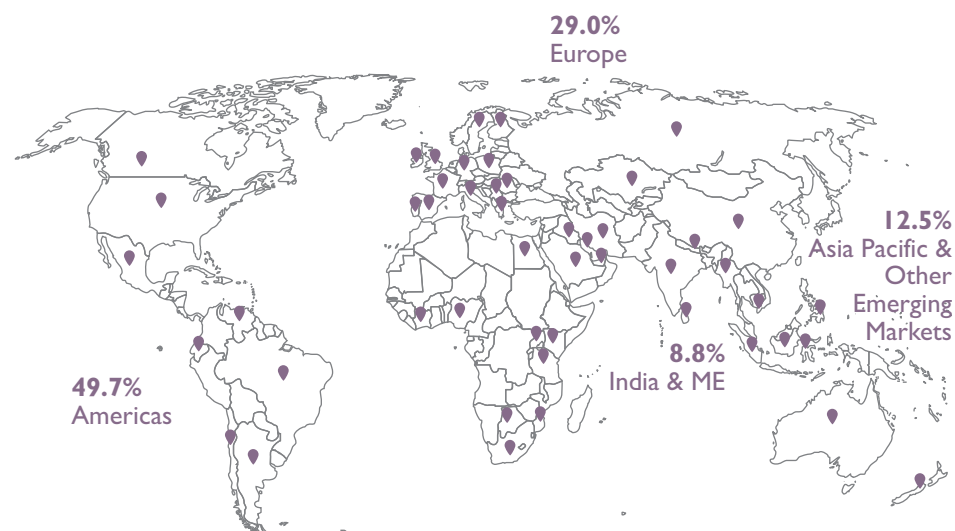
technology for delivering superior business results to our clients. We have a workforce of over 140,000, serving over 950 clients, including a number of Fortune 500 and Global 500 corporations across 57 countries.

We began our business as a vegetable oil manufacturer in 1945 at Amalner, a small town in Western India and thereafter, expanded into product manufacturing for soaps and other consumer care products. During the early 1980s, we entered the Indian IT industry by manufacturing and selling mini computers. We began selling personal computers in India in 1985. In the 1990s, we leveraged our hardware R&D design and software development expertise and began offering software services to global clients. We are one of the pioneers of the offshore development centre (ODC) model that propelled the growth of the Indian IT Services business to a global scale.

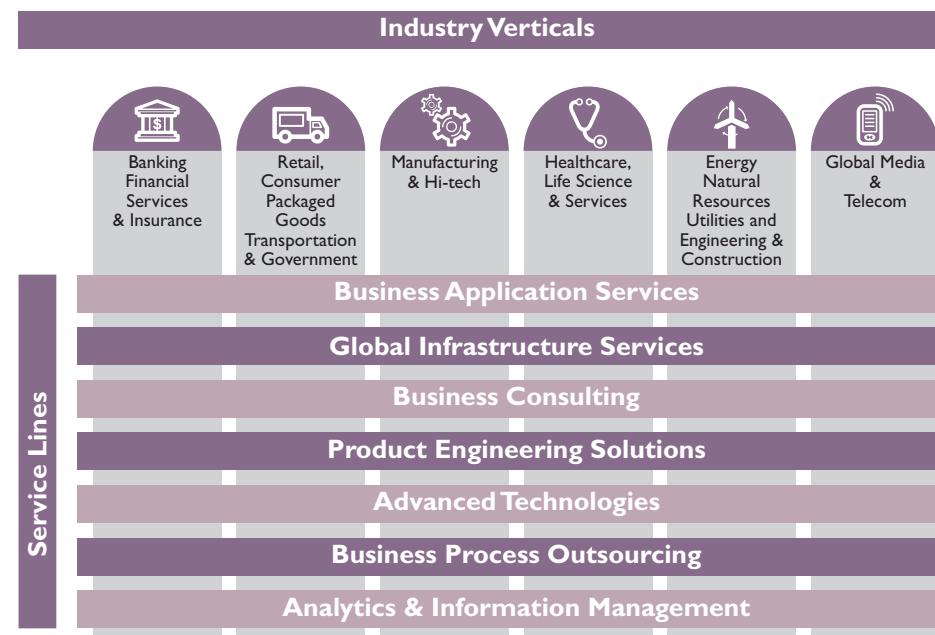
Effective March 31, 2013, we demerged the diversified business to create an organization focused purely on Information Technology.

## Our Global Presence & Revenue Breakup

Global Delivery Centers, BPO and Sales Offices



## IT Services



## BPO Services



## IT Products



## Financial Highlights

Key Organizational Metrics	2010-11	2011-12	2012-13*
Sales (Rs. Billion)	310.5	372.0	374.3
PAT (Rs. Billion)	53.0	55.7	61.4
Total Assets (Rs. Billion)	371.4	436.0	439.73
Number of Shareholders	220,238	227,158	213,603
Number of Employees (Total for IT and non-IT)	130,145	138,164	134,541**
<b>Geographical breakup of revenue</b>			
India	22%	21%	13%
Americas	41%	40%	46%
Europe	22%	23%	26%
ROW (Rest Of World)	15%	16%	15%

Note:

\* Effective March 31, 2013, Wipro Group completed the demerger of its consumer care and lighting, infrastructure engineering and other non-IT business segments. Consequent to the demerger, the financial position of Wipro Limited as at March 31, 2013 includes only the balances of the continuing IT business and are therefore strictly not comparable with the financial position of the previous year. Corresponding figures for previous year presented have been regrouped, where necessary, to conform to the current year presentation and classification.

\*\* Figures are only for core employees in IT business. Does not include partner employees, retainers and support service workforce.

Further details of Wipro's financial performance for 2012-13 can be found in our Annual Report (AR) 2012-13 at <http://www.wipro.com/annualreport/2012-13/>

## Awards and Accolades received during the year 2012-13

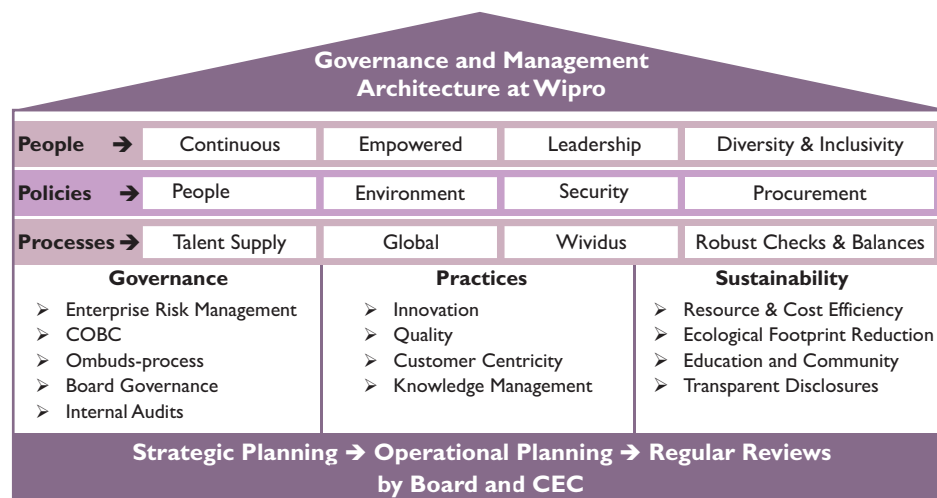
### Sustainability

- Selected as Dow Jones Sustainability Index - World member for the 4th time in a row. Also selected as DJSI Emerging Markets Index member.
- Ranked #1 in 2012 Indian ranking of Climate Disclosure Leadership Index (CDLI) for the 3rd time in a row.
- Ranked #2 in the Global 500 listing of Newsweek's Green Company Rankings 2012.
- Ranked #1 gadget maker in Greenpeace's latest green guide to electronics 2012.
- Cited as a Leader in Sustainable Technology Services by Independent Analyst Firm.
- Rated as "Prime B+" by Oekom, leading European Sustainability rater: Wipro ranked Global No#1 for the IT Services sector.
- Featured in the Greenpeace Cool IT Leaderboard rankings for the third consecutive year. Ranked 5th in 2013.
- Wipro Ltd. earned "Sustainable Plus", the world's first Corporate Sustainability Label by Confederation of Indian Industry (CII).
- Wipro Ltd. has been selected for inclusion in the new UN Global Compact 100 stock index.

## Good Governance and Management Practices

An organization's license to operate in the long run is dependent on the soundness of its governance and management practices. The visual below, showing the organizational architecture of Wipro illustrates this point – most of the boxes reflect a long-term orientation that a company needs to assiduously build and ingrain into its DNA.

Business strategic planning at Wipro takes key inputs from a variety of stakeholders with respect to changes, current and foreseen in the socio-economic climate and/or technology landscape. These create various risks and opportunities for a business entity. The purpose of enterprise risk management in an organization is to manage, mitigate and optimize the risk for compliance and assurance to various stakeholders. Hence, the need for an integrated approach to governance mechanisms, risk management and compliance. In the following sections, we articulate our approach to these interconnected elements, namely – Enterprise Risk Management Corporate Governance and the Ombuds Process.



## Enterprise Risk Management (ERM)

Wipro's ERM journey started more than five years back in 2005 and has evolved rapidly in maturity and scope.

Wipro's Enterprise Risk Management office is at the centre of our ERM program which it drives in an integrated manner with all key business stakeholders. The charter of the ERM program is to enable and support business growth through risk-intelligent assessment and mitigation mechanisms while providing reassurance to all stakeholders including Customers, Shareholders and Employees by way of:

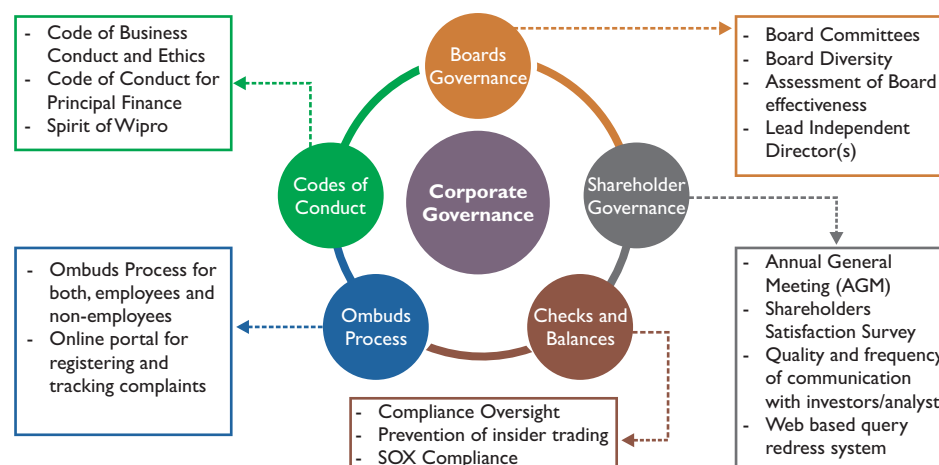
- Assessing and mitigating risks within key business & operational processes through an inclusive approach
- Nurturing and building the culture of risk management & compliance across the organization
- Stress testing
- Though Leadership and Benchmarking

For more details, please refer to the 2012-13 Annual Report, Page 38 and 39.

## Corporate Governance

While good management creates value for the business, good governance preserves this value. The primary purpose of good corporate governance is to protect the interests of all the stakeholders of the company – by institutionalizing a strong system of checks and balances and by promoting transparency in the company's disclosures.

## Key elements of Good Corporate Governance



We have a long legacy of pioneering and maintaining good governance practices – as the visual above shows, while we had instituted the practice of an independent board of



- **Code of Ethics for principal finance officers**
- **Code of Business Conduct and Ethics (COBCE)**
- **The NYSE Corporate Governance report for 2009, 2010, 2011, 2012 and 2013.**
- **The charters of the three board committees on ‘Audit/Risk and Compliance’, ‘Compensation’ and ‘Board Governance/ Nomination’**
- **Wipro’s Ombuds Process**
- **Lead Independent Director:** Our CG guidelines require at least 50% of the board to be independent directors, of which one member is to be designated as the ‘Lead Independent Director’ – his/her primary role is to coordinate the responsibilities and activities of the other independent directors.
- **Code of Business Conduct and Ethics:** Wipro’s Code of Business Conduct & Ethics (COBCE) is a formal articulation of our approach and position on multiple dimensions of business ethics and integrity. The COBCE along with our Environment and Health & Safety policies provide policy shelter on a wide range of issues of ethics, labour and human rights. The COBCE is socialized at multiple points of an employee’s lifecycle – it is first covered as part of the induction program of new hires and subsequently, every employee has to take an online test annually to assert his familiarity with the tenets of the COBCE. We have a zero tolerance policy for non-compliance with the COBCE, especially on non-negotiable factors – e.g. child labour, corruption etc.
- **The Ombuds Process:** Having a robust whistle-blower policy that employees and other stakeholders can use without fear or apprehension is a sine non qua for a transparent and ethical company. Wipro’s Ombuds Process is designed to be this and more. It allows and encourages any affected stakeholder to report breaches of the COBCE and any other matter of integrity to the concerned Ombuds person.

In Wipro, our Chief Risk Officer is also the Chief Ombuds person who works with designated Ombuds person in each BU. The process ensures confidential and anonymous submissions regarding (i) questionable accounting or auditing matters, the conduct of which results in a violation of law by Wipro or (ii) substantial mismanagement of company resources (iii) Any instance of sexual harassment or any other form of discrimination (iv) Any violation of human rights as articulated in the COBCE and as per the principles of the U.N. Global Compact.

Anyone can report a concern to the Ombuds person online at [www.wiproombuds.com](http://www.wiproombuds.com)

The Ombuds Process statistics for 2012-13 and earlier years are provided below. The past couple of years have seen the launch of a multilingual 24X7 hotline, a revamped website and wider communication on possible channels with all stakeholders. In addition, sexual harassment cases, reported separately in earlier years, have been included under the Ombuds from 11-12 onwards. In line with the trend of the previous two years, nearly half of the employee complaints pertained to ‘workplace issues’ and more than a third are resolved through process/policy changes.

### Breakup of complaints received through the Ombuds Process - Wipro Ltd

Types of Complaint	2012-13	2011-12	2010-11
HR / People Process Violation	42%	46%	40%
COBCE / Security Policy Violation	6%	7%	18%
Sexual Harassment	9%	11%	8%
Fraud / Financial Impropriety	9%	7%	3%
Aggressive / Hostile / Biased Behaviour	21%	20%	20%
Others	15%	9%	11%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Total Number of Complaints</b>	<b>795</b>	<b>728</b>	<b>453</b>
Action Type	2012 - 13	2011 - 12	2010 - 11
Separation	10%	9%	9%
Warning Letter	11%	8%	5%
Counseling	25%	17%	24%
Process/Policy Change (Remediation of Process deficiency)	5%	42%	31%
Minor Issue/Clarifications/Closed (Benefits Granted)	21%	12%	23%
Others	27%	12%	8%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Breakup of Action taken against complaints - Sexual Harassment

Action Type	2012-13	2011-12	
Separation	27%	35%	
Warning Letter	27%	26%	
Counseling	22%	28%	
Others	24%	12%	
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	

### Diversity of our Governance Bodies

Our topmost governance bodies comprise of Board of Directors and Corporate Executive Council (CEC). We value the diversity of our governance bodies as it provides different perspectives on various issues on account of their varied backgrounds and experience in managing businesses across a spectrum of industries.

The table below provides the slices of the diversity of the above governing bodies.

#### Tenure in Wipro Board

Duration	0-5 yrs	5-10 yrs	>10 years	Total
No. of Directors	5	3	5	13

#### Experience Diversity of the Board

Category	No. of Directors
Former CEOs FMCG	2
Former CEOs Technology	3
Former CEOs Financial Services	1
Legal	1
Academia & Consultant	2
Government, Diplomat	1
Executive Management	3
<b>TOTAL</b>	<b>13</b>

#### Experience Diversity of Wipro's Corporate Executive Council (CEC)

Experience in Wipro				
Experience	>20 years	10-20 years	0-10 years	Total
No. of Members	4	2	0	6

# A Sand County Almanac

Aldo Leopold



**Aldo Leopold** was a pioneer of wilderness conservation and is most known for his book 'A Sand County Almanac' (1949). A professor, Aldo Leopold was also an American author, scientist, ecologist, forester, and environmentalist. He had a profound impact on the environmental movement, and was influential especially with eco-centric and holistic ethics.



'A Sand County Almanac' describes the land around Leopold's house in Wisconsin. The book denounces the manner in which policy makers often seek an economic motive to support conservation measures. Leopold expresses his idea of a 'land ethic', or a proper relationship existing between people and the land they dwell on. Even though the book was published nearly a year after his death, 'A Sand County Almanac' is acclaimed as a watershed in the American conservation movement.

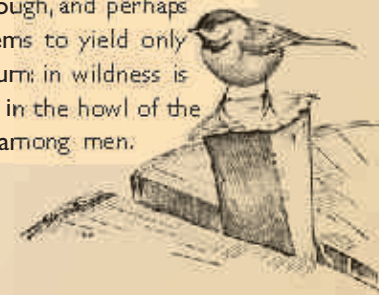
## Excerpt from the book

In those days we had never heard of passing up a chance to kill a wolf. In a second we were pumping lead into the pack, but with more excitement than accuracy: how to aim a steep downhill shot is always confusing. When our rifles were empty, the old wolf was down, and a pup was dragging a leg into impassable slide-rocks.

We reached the old wolf in time to watch a fierce green fire dying in her eyes. I realized then, and have known ever since, that there was something new to me in those eyes - something known only to her and to the mountain. I was young then, and full of trigger-itch; I thought that because fewer wolves meant more deer, that no wolves would mean hunter's paradise. But after seeing the green die, I sensed that neither the wolf nor the mountain agreed with such a view.

## Arizona and New Mexico

We all strive for safety, prosperity, comfort, long life, and dullness. The deer strives with his supple legs, the cowman with trap and poison, the statesmen with pen, the most of us with machines, votes and dollars, but it all comes to the same thing: peace in our time. A measure of success in this is all well enough, and perhaps is a requisite to objective thinking, but too much safety seems to yield only danger in the long run. Perhaps this is behind Thoreau's dictum: in wildness is the salvation of the world. Perhaps this is the hidden meaning in the howl of the wolf, long known among mountains, but seldom perceived among men.



1854 1864 1949 1956 1962 1968 1989 1991 2002 2013

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# SECTION 04

## WIPRO'S STRATEGIC PERSPECTIVE

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CHARTERS AND NETWORKS

This picture was taken at the butterfly park in Wipro's  
Electronic City campus. Photo Credit: Ajay Menon





## The Sustainability Mobius

The last two decades have been watersheds in recognizing the inextricable links of the role and responsibilities of corporations and business to the pressing issues of ecological sustainability and social justice. Beyond issues, these are major risks to long term sustainability of business and the societies that they are part of.

The earth crossed a grim milestone –the Mauna Loa Observatory in Hawaii recorded atmospheric concentration of CO<sub>2</sub> exceeding 400 ppm in May 2014, the highest since recording began in 1958 at 315 ppm, and probably the highest in about 3 million years. The contrasts are starkly significant – anthropogenic climate change is irrefutable and at the same time a rapid and drastic course correction to stop from it worsening further seems impossible without causing socio-economic upheavals.

The Rio+20 Conference (United Nations conference on Sustainable Development) in June 2012 saw the agreement by member States to launch a process to develop a set of Sustainable Development Goals (SDGs), which will build upon the Millennium Development Goals and converge with the post 2015 development agenda. The United Nations climate change talks at Doha in 2012 and recently in Warsaw are aiming to forge a legally binding treaty to cut emissions. The issue of funding developing countries transition, attributing loss and damage of natural disasters to climate change and valuing ecosystem

services of natural reserves like forests are complex issues for nations to negotiate. It is now recognised that adaptation capacity is a critical element of planning, which will be severely constrained for poor and developing countries.

Like slow shifting sands, the landscape of sustainability related issues and their immediate and long term impacts keep changing. Over the past few years, there is growing consensus that systemic global economy integration issues and governance, volatility of energy and food prices, climate change, water stress, urban centric growth focus with resultant migration and geo political issues will have a significant impact on our common near future. The World Economic Forum's 2013 Global Risk Report affirms this. These are complex, interrelated issues and our fragmented and siloed societal structures have largely been incapable of responding to these with a greater sense of urgency. The lines are blurring between all the stakeholders, their interests and business – with no clear start and end points much like the mobius strip.

No government can deliver without business coming on board as willing partners in this journey – bringing technology, building capacities and creating markets for development of sustainable alternatives. In this, business has to collaborate with governments to transition to a future that is equitable to all stakeholders and is cognizant of interdependent issues and planetary boundaries.



## Business and the Sustainability Megaforges

Sustainability Megatrend	Summary Update	The Business Sector's Role
<b>Climate Change</b>	<p>Expectations from the annual climate talks (COP's) are decreasing after very little progress done by participating countries in previous years.</p> <p>The Working Group I report of the IPCC Fifth assessment report points to increasing and better evidence of higher average annual temperatures – 1983-2012 was likely the warmest 30 year period of the last 1400 years. The increase in flux of carbon and other biogeochemical cycles with planets ecosystems is more likely to lead to runaway changes in earths ecosystems.</p> <p>However the continued global financial stability and its impact on labor markets and growth have constrained countries from taking ambitious long term views. Short term political and economic compulsions force many stakeholders to bite the bullet. Poor and developing countries are most vulnerable to the impacts of climate change – both in their ability to mitigate and adapt to changes.</p>	<p>Business must set ambitious goals for itself on GHG reduction and energy efficiency and back it up with the necessary investments. The Renewable Energy regulatory framework provides purchase of electricity through open access, however significant variations exist in grid readiness and implementation from state to state.</p> <p>Phase 2 of the National Solar Mission with planned capacity of 9 GW has recently approved implementation of the first batch of solar projects. The Kyoto protocols first commitment period expired in 2012 and a new agreement is expected to be in place before 2015. India has set in motion a PAT (Perform-Achieve-Trade) scheme, a mandatory energy efficiency scheme which will target 8 of the most energy intensive sectors which amount to more than 50% of the total emissions. Notwithstanding policy issues, business has a critical role in engaging with policy makers, creating partnership across sectors and their value chain in helping transition to a cleaner economy.</p>

Sustainability Megatrend	Summary Update	The Business Sector's Role
<b>Water Stress</b>	<p>In the recent Global Risks Report 2013, released by WEF, Water supply crisis was ranked as one of the top 5 crisis in terms of likelihood and impact (<a href="http://www.weforum.org/issues/global-risks">http://www.weforum.org/issues/global-risks</a>).</p> <p>The number of people globally without access to clean drinking water or sanitation continues to rise. Of the 1.1 billion people across the world who do not have access to clean water, 400 million are from India. India is widely recognized as a water-stressed country with withdrawal to availability ratios ranging from 0.5 to 0.8. Access to clean water is inevitably linked to positive outcomes on gender equity, higher life expectancy and improved child mortality.</p>	<p>Agribusinesses and biotech companies must step up research on water efficient seeds and crops and build awareness, adoption and capacity for resilience across their value chain. This will have a cascading impact on water availability as agriculture accounts for more than 80% of total freshwater consumption globally.</p> <p>Water intensive industries while continuing to reduce its water consumption must ensure that community water resources are not compromised.</p> <p>The business sector must further the agenda on water by going beyond internal efficiencies and look at water from a responsible, wider angle lens that includes social and ecological impacts of their consumption. Further, they must take the lead on driving advocacy on fair and equitable pricing of water – which implies a willingness to pay significantly higher prices.</p>
<b>Sustainable Cities</b>	<p>With more than 50% of the world's population living in cities today and with another 1.2 billion people set to join the ranks of city dwellers by 2025, cities are often power centers in their own right.</p> <p>Cities are held to be crucibles of innovation, diversity and wealth creation; at the same time, they are responsible for a disproportionate share of resource consumption, air and water pollution and for destroying natural ecosystems. They also have largely contributed to unplanned development, resulting in urban sprawl putting high stresses on natural resources like water and contributing to migration from rural areas – due to the prevalent urban centric growth model in the minds of policy makers and planners.</p>	<p>The business sector is one of the prime drivers of increased urbanization and therefore has a major stake in reversing the tide of unsustainable urbanization that is the norm today.</p> <p>Business must work with city governments in shaping the policy agenda in the direction of sustainable urban spaces.</p> <p>Sustainable infrastructure – starting with proper siting, materials procurement, energy efficient assets, mass transit systems, smart uses of technology along with the preservation of water ecosystems, biodiversity, and community spaces must find place in the business sector's social agenda.</p>
<b>Universal Education</b>	<p>That education is the most powerful force multiplier in the vision of a just, humane and sustainable society is almost axiomatic. It is one of the eight U.N. MDGs and high on the priorities of most governments - and yet achieving universal education has proven to be an elusive goal for many developing countries.</p>	<p>Business must recognize that solving the seemingly intractable problems of quality education cannot be the government's job alone.</p> <p>As the biggest customer for the education system's output – employable talent - business must partner with government in addressing the</p>

Sustainability Megatrend	Summary Update	The Business Sector's Role
	<p>With nearly 35% of children in Class 5 in India not able to read or write, we clearly have a long path ahead. This is borne by recent studies: Pratham's Annual Status of Education Report (ASER), the Programme for International Students Assessment (PISA) and the Quality Education Study (QES) by Wipro and Educational Initiatives.</p>	<p>challenges of education. This will require a steely willingness to get involved in a sector where the processes of change are gradual and where outcomes are likely to become visible only over decades.</p>
<b>Diversity, Inclusivity and Human Rights</b>	<p>Diversity as a key engine of innovation and balance has been accepted by social historians and increasingly business.</p> <p>Closely linked to diversity are the twin issues of Inclusivity and Human Rights – eliminating discrimination on any ground and including disadvantaged minorities in mainstream social processes is a crucial driver of more diverse and vibrant schools, colleges, workplaces and cities.</p> <p>But as the latest U.N MDG reports indicate, progress has been slow. On gender diversity for example : women continue to be over-represented in vulnerable jobs and under-represented in mainstream jobs e.g. as per the recent NSS (National Sample Survey), the work participation rate for women in the organized sector has fallen from 25.6 in 2001 to 22% in 2011-12. And as per International Disability Rights Monitor, nearly 3/4ths of persons with physical disability are unemployed.</p> <p>Empowerment of women has shown to be closely correlated with variety of social outcomes e.g. the prevention of human rights abuses like child labor, better management of community resources like water and healthier families.</p>	<p>The business sector must commit to strong affirmative action to promote diversity and inclusivity at the workplace. The dimensions must include gender, nationality, physical disability and economic status at the minimum.</p> <p>Further, business must exercise oversight on its supply chain to ensure that basic human rights are protected without exception – in particular, child and forced labor must be avoided without exception.</p>
<b>Ethics and Transparency</b>	<p>Transparency is normally equated with ethical behavior, anti-corruption and high standards of voluntary disclosures. Financial corruption, as much as it is a moral issue, diverts crucial monies from much needed spending on social challenges and has therefore, an indirect but tangible impact on sustainability. Disclosures by institutions hold them up to public scrutiny and thereby, in a constant state of responsible behavior.</p>	<p>Post the global financial crisis and series of business and government corruption scandals, public trust in business has toppled. Therefore, one of the business sector's primary tasks is to restore trust in itself. This, it must do through transparent disclosures about its products and services, and demonstrate what it is doing to protect human rights within and outside the company and about its zero tolerance for bribery, corruption and discriminatory practices.</p>

Sustainability Megatrend	Summary Update	The Business Sector's Role
<b>Sustainable Food</b>	<p>Rising food inflation in India and in many other parts of the world over the last few years is seen by experts as symptomatic of a deeper malaise with agriculture and the food supply chain. As the global population is set to rise from 7 billion to 9 billion over the next four decades, the problem of feeding the world adequately is further compounded by considerations of equity and sustainability.</p> <p>Agriculture is the biggest consumer of water, accounting for nearly 80%; Reducing the intensity of its water consumption can prove central to water security in many countries. Other sustainability challenges include improving crop productivity without the use of soil depleting pesticides/fertilizers and encouraging continued dialogue on biotechnology's role.</p>	<p>Business should actively engage with various stakeholders (environmentalists, nutritional scientists and citizen groups) to ensure that food productivity is balanced with potential impacts of the solutions on the long term impacts to food diversity and pollution.</p> <p>Food logistics companies must continuously reduce wastage in the supply chain.</p> <p>Agri-business must collaborate with academia and research institutes for ways of preserving and enhancing soil fertility for that holds the key to sustainable food security.</p>
<b>Eliminating Poverty</b>	<p>An outcome of the global financial crisis of 2008 that is not widely known is that the number of people living in extreme poverty has actually risen since then. Fuelled by the economic crisis and rising food inflation, nearly 2 billion people live on less than \$1.25 a day at 2005 prices – as extreme poverty is defined. Linked with extreme poverty are higher infant and maternal mortality, lower life expectancy and poor levels of education.</p>	<p>Business – in consonance with government - must address poverty elimination in two ways – first, it must place job creation as one of its central responsibilities and second it must address underserved and unserved markets with appropriate products and services e.g. microfinance, affordable product versions for the poor, local sourcing that opens up local livelihood options, extremely affordable quality healthcare etc.</p> <p>The fact that addressing these markets has a strong business case should be further reason for the business sector to embrace the poverty challenge whole-heartedly.</p>

Wipro is deeply aware of these sustainability forces and the complex inter-relation between them. We are engaged intensely with some of these, especially on the issues of climate change, water, education, diversity and inclusivity and transparency. These are detailed in the rest of the report.



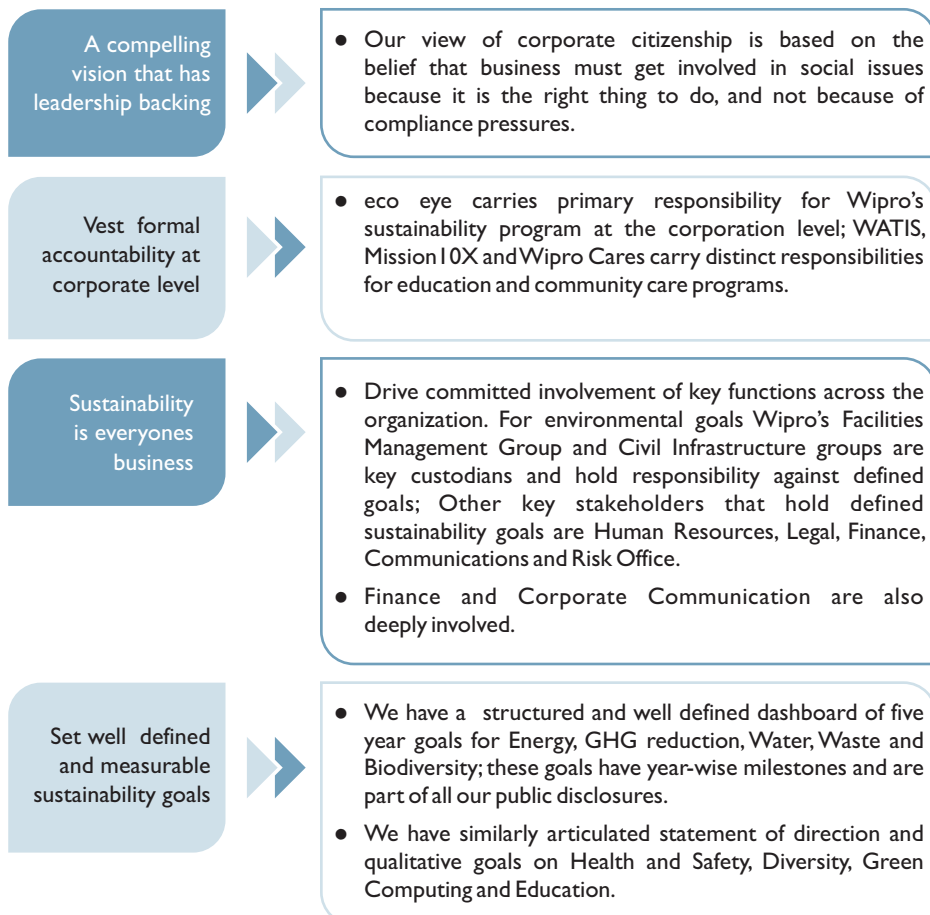
## Sustainability Strategy and Governance at Wipro

The unique characteristic of corporate sustainability is that it straddles both the worlds of business and the social arena outside; this can however result in its confused positioning within the organization and therefore, it is critical to set up an effective

governance structure that addresses the twin drivers of strategy and execution equally. What follows is a visual representation of key elements of sustainability governance and how Wipro tries to address them.

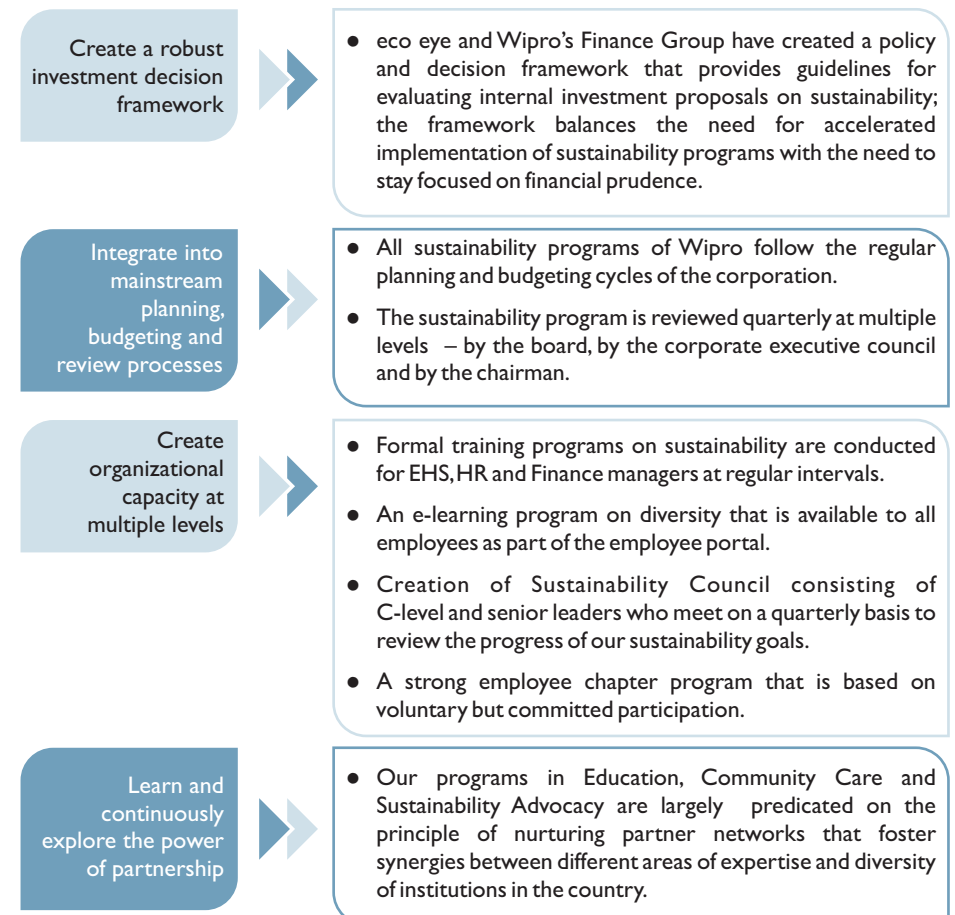
### Sustainability Governance

#### At Wipro



### Sustainability Governance

#### At Wipro



## The Wipro Sustainability Dashboard for 2012-13

If sustainability is to be embedded in an organisation, the same rigor of goal setting, measurement and monitoring is necessary as is common in business operations. Sustainability goals hide multiple layers and dimensions many of which are not quantifiable or where a numerical metric does not disclose the complete picture. Our position therefore is that the rigor of goal setting and tracking in the sustainability arena must not be equated to a set of neat numbers. The goals and measures presented in

the sustainability dashboard below are a condensed summary but a complete understanding of these dimensions is possible only in the detailed analysis that follows in subsequent sections.

Sustainability Dimension	Key Performance Highlights (2012 - 13)	Vision and Goals for Future
<b>Energy &amp; GHG Intensity</b>	<ul style="list-style-type: none"> <li>Our Energy Efficiency per employee in India for 2012 - 13 is 246 units (kwh) per month compared to 258 units per month for the year 2011-12. This has resulted in a 4.7% decrease owing to improvements in energy efficiency and higher occupancy resulting from better space management.</li> <li>Our GHG emission intensity (tons per employee per annum) has reduced by nearly 10% to 1.76 metric tons per employee as compared to 1.95 metric tons in 11-12. This represents the global Scope 1 and 2 footprint from our office space operations.</li> <li>For 2012-13, out of the 15 categories, we have reported on 9 out of 12 applicable categories for Scope 3 GHG emissions. This is as per the new GHG corporate value chain standard. Emissions from upstream transportation of computing product components are also covered.</li> <li>Renewable Energy consumption for total office space consumption increased from 17% to 19%.</li> </ul>	<ul style="list-style-type: none"> <li>To reduce Wipro's Scope 1 and Scope 2 GHG emissions intensity by 45% from 2.42 MT per employee in 2010 - 2011 to 1.3 MT per employee by 2014 - 2015. By this we aim to reduce nearly 60,600 tons from Wipro's IT business.</li> <li>To include the remaining applicable categories for Scope 3 emission heads and baseline set targets.</li> <li>To gradually increase the share of Renewable Energy in our energy mix from about 17% currently to over 40% by 2015.</li> </ul>
<b>Water Efficiency</b>	<ul style="list-style-type: none"> <li>839389 m<sup>3</sup> of water was recycled through treatment plants in 24 of our major locations amounting to 30% of total water consumption. The recycled water is primarily used for sanitation and landscaping.</li> <li>Per employee water consumption for 2012-13 has reduced by 8.4% from 1.71 m<sup>3</sup> in year 2011-12 to 1.58 m<sup>3</sup> per month in 2012-13.</li> <li>Zero discharge of any untreated water into municipal drains or common public areas is ensured in all Wipro owned campuses.</li> </ul>	<ul style="list-style-type: none"> <li>To improve our fresh water efficiency by 5% year-on-year as measured on a per employee basis (Base year: 2010-11). This translates into a reduction from 1730 liters per employee per month to 1480 liters per employee per month by 2015.</li> <li>To reduce fresh water consumption by 20% over the next two years through various integrated measures.</li> </ul>

Sustainability Dimension	Key Performance Highlights (2012-13)	Vision and Goals for Future
	<ul style="list-style-type: none"> <li>An extensive environmental and social study of water cycle at two of our large campuses and the proximate communities was conducted in 2012 - 13 in association with a reputed water expert group. This year long program resulted in the "Responsible Water Use Framework".</li> </ul>	<ul style="list-style-type: none"> <li>The "Responsible Water Use Framework" will be rolled out across Wipro Campuses in 2013 - 14.</li> <li>Water audit of campuses to improve data quality.</li> <li>Further treatment of recycled water to increase tertiary uses (cleaning, cooling) and improve recycling ratio. Incorporate rain water harvesting best practices across campuses.</li> </ul>
<b>Waste Recycling and Pollution Mitigation</b>	<ul style="list-style-type: none"> <li>Around 90% of the total generated waste from IT operations in India is recycled - either within our premises or externally through vendors. Based on the waste supply chain audit conducted earlier in 2013, which pointed gaps in traceability and reporting from partners - these numbers are more than likely to be revised based on the improvement plans underway.</li> <li>235 tons of end of life e-waste was collected and recycled through authorized vendors during the reporting period.</li> <li>'Computing E-waste Take Back program' handles the computing waste at Wipro. There are currently 20 collection centers across India for collection and end of life Desktops and Laptops.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that by 2014 that not more than 5% of the total waste reaches landfills; 95% of the waste to be processed within Wipro itself or through partners - and either recycled for further use or safely disposed off.</li> <li>Our Waste Management Program and goals will be reviewed in 2013-14 to identify areas of improvement and goals will be set for the next five years.</li> <li>An independent waste assessment audit was initiated across our locations in 2012-13. The audit included both electronic and solid waste.</li> <li>We plan to revamp our e-waste management program based on the new E-Waste Management and Handling Rule 2012 to improve on our current practices.</li> </ul>
<b>Biodiversity</b>	<ul style="list-style-type: none"> <li>The first phase of the Integrated biodiversity project at the EC campus in Bangalore – the Butterfly Park - is completed.</li> </ul>	<ul style="list-style-type: none"> <li>To convert five of our campuses into Biodiversity Zones by 2015. Start census study and approach work on the Pune campus.</li> <li>Commence work on Phase 2 of the EC campus project which features a 3 acre wetland ecosystem.</li> <li>To have all new campuses to incorporate biodiversity principles as an important part of their design.</li> </ul>
<b>Employee Health and Safety</b>	<ul style="list-style-type: none"> <li>3 more facilities are now ISO 14001 and OHSAS 18001 certified, this brings the total to 22 locations which are ISO 14001 certified and 20 locations which are OHSAS 18001 certified.</li> </ul>	<ul style="list-style-type: none"> <li>Sustain and improve on our wellness programs across businesses and locations.</li> </ul>

Sustainability Dimension	Key Performance Highlights (2012-13)	Vision and Goals for Future
	<ul style="list-style-type: none"> <li>Employee Health &amp; Safety committees: Committees that consist of cross functional members formed across locations who meet quarterly &amp; participate in risk assessments, safety inspections, hygiene audits, etc.</li> <li>Two in-house Occupational Health Centers (OHC) were added, putting a total of 22 locations across India to provide amenities ranging from basic First Aid and to emergency care units. The OHCs are operated 24/7 at major campus locations. The OHC aims at monitoring and managing adverse health effects that may occur at the work place by promoting good workplace health practices, imparting health education, conducting employee awareness programs, capturing illness trends and by developing a framework to interpret employee health statistics to drive fitness.</li> <li>Our Counselling program for Wipro employees - Mitr, completed 10 years during the reporting period.</li> <li>Employee engagement and involvement continues to be strengthened with online surveys to invite employee feedback on Environment, Health &amp; Safety, Transportation, Hospitality and related services. Environment, Health &amp; Safety received high scores, while the latter present identified opportunities for improvement.</li> <li>Recognising the need to maintain a healthy work life balance Wipro BPO has introduced the "work from home" policy for certain specific roles. This policy benefits those employees who are unable to travel to work due to personal/medical reasons of themselves or family members.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Health and Safety assessments for all infrastructural modifications prior to their commissioning.</li> <li>All Occupational Health Centers to become Emergency Care Centers that house emergency equipment, drugs and Advanced Life Safety Ambulance.</li> <li>Complete OHSAS and EMS certifications for the balance owned facilities. To strengthen the team of counselors by adding new volunteers across locations to Mitr, our Employee Assistance Program (EAP).</li> </ul>
<b>Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>The program is designed to actively reach/seek out and nurture three areas of Diversity – People with Disability, Gender, Nationality and the Economically Disadvantaged. <ul style="list-style-type: none"> <li>We have 457 persons with disabilities working in various roles across geographies – those who have declared their disabilities as of 30th September 2013. This is an increase from 350 in March 2012.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>To continue to strengthen our diversity initiatives around gender, people with disability and nationality. This will translate into both, (I) higher numbers and proportions and (II) processes and systems.</li> <li>To further our supplier engagement program on diversity by empanelling more suppliers who meet the criteria of a 'Diversity Supplier'.</li> </ul>



Sustainability Dimension	Key Performance Highlights (2012-13)	Vision and Goals for Future
	<ul style="list-style-type: none"> <li>- The percentage of women in Wipro's workforce increased to 30% from 28% in the past reporting period.</li> <li>- Globally Wipro's workforce comprises of 98 nationalities with 8.5% of non-Indian employees.</li> <li>• Diversity parameters are incorporated into our supplier evaluation questionnaire and are being actively sought where appropriate.</li> <li>• "Feedback in Action" was launched in 2012-13 consolidating all of Wipro's employee feedback mechanisms such as the Employee Perception Survey, Employee Advocacy Group and Wipro Meets.</li> <li>• Conscious effort to source meritorious talent for each diversity category. Relationship program with sourcing agencies.</li> <li>• Wipro's first rural BPO delivery centre Manjakkudi, saw a staggering 150% growth since it was established in 2011.</li> <li>• "Mentoring for Success" program in 2012-13 saw 100 high potential women from middle management participating in mentoring conversations, with mentors from General Manager and Vice President roles.</li> <li>• Introduced extended maternity leave and support programs for new mothers.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with industry associations, like NASSCOM in India on supplier diversity advocacy.</li> </ul>
<b>People Development</b>	<ul style="list-style-type: none"> <li>• Employee Perception Survey (EPS) 2012-13 had 60% of the global Wipro IT business workforce participate in it. Recorded higher levels of engagement over EPS – an improvement of 4% compared to 2009.</li> <li>• Over 10,000 Learning Programs delivered across the organization during the current reporting year.</li> <li>• Over 650 certified Wipro Learning Champions from across the business.</li> <li>• Over 3834 students joined the Wipro Academy of Software Excellence (WASE) program, now in its 19th year. 692 employees were hired through the Wipro Software Technology Academy (WiSTA) Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Create initiatives to strengthen capability and build careers across levels, for a global workforce.</li> <li>• Create and implement an overarching Employee Value Proposition that aims to enhance continuous learning through multi-dimensional learning opportunities appropriate to every career stage.</li> </ul>

Sustainability Dimension	Key Performance Highlights (2012-13)	Vision and Goals for Future
	<ul style="list-style-type: none"> <li>• During 2012-13 over 3600 leaders across Operations, Technical Specialist functions, Sales and Senior Management roles attended and participated in assessment / development centres.</li> <li>• E-learning introduced in 2012-13 for engineering campus new hires. This resulted in 25% of the inductions being conducted via the e-learning portal.</li> <li>• Our Unified Competency Framework continues to help employees get certified on various technical skills.</li> <li>• Special focus is given on middle manager capability building via Growth Centers for Program Managers, Delivery Manager Academy and a new career framework for architects.</li> <li>• Leadership capacity building aligned to Wipro Leaders Qualities (WLQ) enters its 21st year.</li> </ul>	
<b>Customer Stewardship</b>	<ul style="list-style-type: none"> <li>• All models of Wipro laptops and desktops are 100% RoHS compliant since 2009-10. During the reporting period 100% of imported and 86.84% of locally sourced components were also RoHS compliant.</li> <li>• Launched first PVC and BFR free desktop in early 2010, a significant portion of our desktop product launched continue to be PVC and BFR free.</li> <li>• Launched two desktop models free from antimony, beryllium and phthalates in 2011-12.</li> <li>• All our desktops and laptops continue to be Energy Star 5 as well as with new Indian standard: BEE StarVer I standard for laptops.</li> <li>• Green Leaf- Enterprise power management solution continues to be available with desktops.</li> <li>• 235 tons of end of life e-waste was collected and processed during 2012-13 from 20 collection centers. Comprehensive e-waste management study in progress to assess impact of new e-waste regulations.</li> <li>• W-elite, our first annual supplier meet conducted in the first half of 2013.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch the supplier engagement program for our top suppliers based on the supply chain risk assessment study conducted in association with two UK based organizations, Trucost and Fronesys.</li> <li>• Continue to work on the energy-chemicals-waste management plank at the same time providing differentiated value proposition to our customers.</li> <li>• Continue to explore environmental innovations on IT solutions for natural capital intensive business sectors like energy, utilities, mining, logistics, manufacturing and distributed retail.</li> <li>• Progressively include sustainability considerations into procurement decisions further to our Ethical Supplier Chain Program.</li> </ul>

Sustainability Dimension	Key Performance Highlights (2012-13)	Vision and Goals for Future
<b>Education and Community Initiatives</b>	<ul style="list-style-type: none"> <li>Wipro Applying Thought in Schools (WATIS), is our decade long program to bring about systemic reforms in school education. It has reached out to around 10500 educators and 800000 children across 2000 + schools in 17 states through multiple programs that we have done through our network of 31 partner organisations across the country.</li> <li>WATIS has continued to work with its Partners Matrubhoomi and CSE (Centre for Science and Environment) for season watch program, social sciences curriculum intervention, bilingual approaches to language education and holistic school engagement program.</li> <li>Earthian – Over 2000 institutions participated in earthian over the past two years. 2012 - 13 saw the introduction of an activity based program on Water for Schools, to help school students understand the criticality of sustainable water use. Continuing engagement program incorporating biodiversity, theater in education, environmental audit and teacher capacity building offered to schools. 8 unique internships completed in sustainability space for college students.</li> <li>Mission10X reached out to a cumulated total of 23000 faculty members from 1200 engineering colleges across 25 states. Introduced an innovative “Unified Technology Learning Platform (UTLP).</li> </ul> <p>Wipro Cares - Completed three years of Wipro Cares first health care project in Waluj, Maharastra - Sanjeevani. Provided access to primary health care to around 51000 people through five of its health care projects in Maharashtra, Karnataka &amp; Andhra Pradesh.</p> <ul style="list-style-type: none"> <li>Supported 14 projects including projects related to Access to Education, Restoration of Environment, Employee Engagement etc.</li> <li>Phase II of the social forestry project with TIST saw planting of 25,000 saplings by 22 farmers in Tiruvannamalai District, TamilNadu.</li> <li>New Projects in 2012-13 were assistance to people affected by Hurricane Sandy, Communication Skills Enhancement Program (CSEP), a pilot project at Manjakuddi, WIPRO's first rural BPO.</li> <li>Employee volunteers in 2012-13 grew to 183 volunteers in India and 80 Overseas volunteers.</li> <li>Digital Inclusion: A recent addition to our community program focusing on low cost technology interventions in health care and citizen services for rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>Wipro Applying Thought in Schools: To strengthen our programs based on the defined outcomes of organizational capability development, educational material and publications and public advocacy.</li> <li>Earthian: Build a strong sustainability in education program for schools and colleges over the next five years through our Continuous Engagement Program to continuously evolve and diversify the program to encourage the intake of Sustainability into the curriculum of Schools and Colleges across the country and beyond.</li> <li>Wipro Cares: To further strengthen our programs in primary health care by expanding to our other factory locations; to continue our existing programs in education for the underprivileged in urban centers and community environment programs.</li> </ul>

Sustainability Dimension	Key Performance Highlights (2012-13)	Vision and Goals for Future
<b>Advocacy and Public Policy</b>	<p>Our engagement on public policy and on issues that require wider advocacy centered around climate change, water, e-Waste, education and CSR.</p> <ul style="list-style-type: none"> <li>• We continue to be part of the CII - Climate Change Council which works with government and industry on furthering the agenda on climate change mitigation and adaptation.</li> <li>• We have partnered with Biome to convene a multi-stakeholder workshop with senior level representation from government, academia, civil society and industry.</li> <li>• Engage in-depth with the Indian government – in particular, the Ministry of Corporate Affairs – on the CSR provisions in the Companies Bill 2012 amendments; this process was followed through the CII working group as well as through direct engagement.</li> <li>• As part of the CII Environment Committee, Wipro was also a convener of the working group on e-Waste.</li> <li>• In association with Educational Initiatives, we undertook a study as part of our Quality Education Study (QES). Seminars were conducted in 5 metro cities which was attended by 700+ functionaries. This has been one of our key advocacy programs for the year 2012-13.</li> <li>• Through earthian, Wipro's flagship program in sustainability education for schools and colleges, our goal is to act as catalysts for wider sustainability advocacy among the young in India's schools and colleges.</li> <li>• Our annual forum with our education partners deliberated on "Assessment and School Education" and delved into key questions within Assessment.</li> <li>• We supported the annual workshop of the Conservation Education Network to discuss and share knowledge on their educational initiatives across India.</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to play a central role in advancing the agenda on critical issues of Climate Change, Energy Efficiency, Water and Waste through industry networks like CII, FICCI and NASSCOM.</li> <li>• To be closely involved in shaping the specifics of the guidelines pertaining to Section 135 on the CSR provisions of the Companies Bill 2012.</li> <li>• To continue our strong advocacy on relevant systemic issues of school education through the publishing of studies and literature.</li> <li>• To continue to work with (i) network of academic and civil society partners for on the on ground action and (ii) through industry networks to steer inclusive policies and regulations in the following focus areas: <ul style="list-style-type: none"> <li>- Energy and Climate Change</li> <li>- Water</li> <li>- Biodiversity</li> <li>- E-Waste</li> <li>- Education, including 'Sustainability Education'</li> <li>- Diversity</li> </ul> </li> <li>• To raise the pitch on issues of water – in particular those relating to endowment, entitlement, pricing and inclusive access – through our Responsible Water Advocacy.</li> </ul>



## Aligning with Sustainability Charters and Networks

Sustainability is a multi-stakeholder game and collective action is the only effective way to address its challenges. Since inception, we have believed that subscribing to select charters and aligning with the right networks can be a force multiplier for some of our own programs. We continue to be deeply engaged with the networks that we started out with – we provide below the updated summary of our associations and networks that is an updated version of the table in our previous report

Charter /Network /Association	Brief Description	Wipro's Engagement
<b>Carbon Disclosure Project</b>	The Carbon Disclosure Project (CDP) is a pioneer in climate action by trying to align industry, government and the investment community onto a common vision and platform. It represents the interests of 655 investors with a combined asset base of US \$ 78 trillion and illustrates the growing trend of responsible investment.	Wipro has been a participant in the Carbon Disclosure Project since 2007-08 and has been a ranked member 1 in the Carbon Disclosure Leadership Index (CDLI) India for two consecutive years 2012 and 2013. We were also part of the Global CDLI in 2012, the only company from India in the index.
<b>CII-ITC CESD's task force on CSR guidelines</b>	The CII-ITC Center for Sustainable Development (CESD) constituted a task force to study the proposed guidelines on CSR from the Ministry of Corporate Affairs (MCA). The group has been engaged with the government as the voice of industry and in trying to evolve a balanced perspective of the bill's provisions.	Wipro has been a part of the core working group, the primary recommendations of which have been I. The ministry's proposed 2% of Profit After-Tax spend on CSR should not be mandatory as it is certain to become counter-productive. II. To keep the reporting requirement as simple and consistent as possible.
<b>CII Environment Committee</b>	The committee constituted of a working group on e-Waste; the working group's goal was to bring producers, customers, recyclers and government together to a common platform in order to discuss improvements to the e-Waste Rules 2012.	Wipro was also a convener of the working group.

Charter /Network /Association	Brief Description	Wipro's Engagement
<b>India Green Building Council (IGBC)</b>	The IGBC was formed under the aegis of the CII in 2001 with the goal of ushering in a 'Green Building' movement in India.	Wipro is one of the executive members of the IGBC panel that evolved the Green Building standards for India.
<b>India's National Action Plan on Climate Change (NAPCC)</b>	The NAPCC comprises eight missions on different aspects of sustainable development and is India's official charter on Climate Change.	Wipro has partnered with Cstep in researching and publishing a paper on the roadmap for the National Solar Mission (NSM).
<b>Indian Society for Technical Education (ISTE)</b>	The ISTE is a nodal group at the national level which furthers the cause of engineering education in the right direction. Please visit <a href="http://www.isteonline.in/">http://www.isteonline.in/</a> for details	Wipro's Mission I0X is a member of the iSTE.
<b>U.N. Global Compact</b>	The ten principles of the UNGC act as both a policy platform and a practical framework for companies that are committed to sustainability	Wipro became a formal signatory to the UNGC in September 2008. Our first CoP (Communication on Progress) was published in July 2010 and our most recent CoP was published in 2013
<b>CII committee for employment of people with disabilities</b>	The confederation of Indian Industry (CII) constituted a committee to look into issues of employability of people with disabilities into the workforce.	Wipro is part of the core committee.
<b>NASSCOM working group on gender inclusion</b>	NASSCOM constituted a working group to explore and communicate best practices on gender inclusion.	Wipro is a member of the working group.
<b>MAIT (Manufacturers' Association of Information Technology)</b>	MAIT consisted of a working group on the 'e-waste 2012' regulation	Wipro is a member of the working group.
<b>Catalyst India</b>	Catalyst is a leading nonprofit organization which works on expanding opportunities for women and business.	Wipro CEO is chair of Catalyst India Advisory Board.

# SILENT SPRING

Rachel Carson



**Rachel Louise Carson** was a marine biologist, conservationist and a nature writer. Carson took up the cudgels for conservation of nature against the untold damage being caused by synthetic pesticides. Her efforts led to a nationwide ban on DDT and other pesticides in USA and helped draft a new policy for the country.

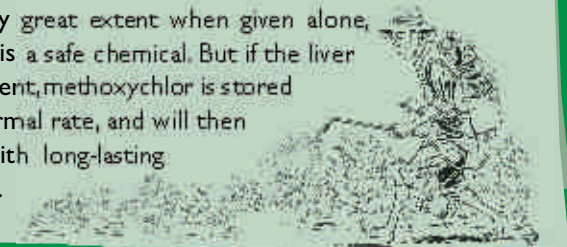
Rachel Carson, through 'The Silent Spring' presents us with the truth. With courage, clear-sightedness, sincerity & skillful scientific accuracy, she suggests there is an alternative. She gives birth to the idea of sustainability – the capacity to sustain, rather than decimate. The book inspired a grassroots environmental movement that led to the creation of the U.S. Environmental Protection Agency.



## Excerpt from the book

One of the astonishing features of life that you notice in Europe or in the United States of America is the general absence of birds and their lively music in the residential areas. There is no chatter of birds, no chirruping of crickets and no croaking of frogs. This is to be contrasted with the experience of countries like Malaysia or India. Be it in the city or the village, daylight arrives with birdsong, twittering, whistling and cooing. The monsoon brings with it its own special sound: the chorus of frogs in the fields. The effect of a chemical of supposedly innocuous nature can be drastically changed by the action of another; one of the best examples is a close relative of DDT called methoxychlor.

Because it is not stored to any great extent when given alone, we are told that methoxychlor is a safe chemical. But if the liver has been damaged by another agent, methoxychlor is stored in the body at 100 times its normal rate, and will then imitate the effects of DDT with long-lasting effects on the nervous system.



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# SECTION 05

## WIPRO AND ITS STAKEHOLDERS

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### 41 A SUMMARY OF OUR STAKEHOLDER ENGAGEMENT

This picture was taken at the butterfly park in Wipro's  
Electronic City campus. Photo Credit: Ajay Menon



## Wipro and its stakeholders

A sustainability-led organization takes a holistic and integrated approach to stakeholder engagement. The primacy is not with just one group - investors, employees or customers. For business to earn and retain its rightful role in society it has to engage on key material issues and potential risks with different stakeholders. At the same time, an organization has varying degrees of influence and control over its stakeholders, dependent on the structure of its relationships and relative economic power. For example, an organization running its operations from community sources in a water stressed area has to necessarily engage with the community – responsibly and with various groups – civil society and the government. It is no more a question of why and which stakeholders, it is how and how much.

We have always viewed our **customers, employees and investors** as strategic partners and stakeholders. Over the last decade, our deep outreach into education and community care has brought us in close engagement with two new stakeholders – **partners in the education ecosystem and proximate communities**. While the IT services industry model does not necessitate a deep supply chain, the rapid expansion of this sector in the last two decades has resulted in a variety of ancillary services e.g. bus transport, housekeeping, canteen, security. **Services suppliers and contractors** have become thus a critical stakeholder for our operations. As the case study on the Wipro Green PC in Section 5D shows, our suppliers have played a strategic role in the success of our Green Computing journey. In progressing towards the goal of a sustainable and inclusive society, government, academia and research play a crucial role – the government by legislating progressive policies and the academic/research worlds by driving fundamental innovation. Over the last three years, Wipro has started engaging and collaborating closely **with government and policy bodies** on matters related to energy, water and ICT in governance. Simultaneously, we have also started **collaborative partnerships with research and academic** institutions. To these stakeholders, we have added another stakeholder, **Current and Future Generations**. We think that the future must inform our thinking and actions on sustainability more than anything else, otherwise our vision will stop short of being truly sustainable; therefore, while this stakeholder group may not have a tangible and real face to it, they act as an anchor for our decisions.

What follows is a summary representation of our eight stakeholders, the modes and frequency of our engagement with them, the major issues of engagement that have emerged over a period of time and the primary internal custodians within Wipro for each of these groups



## A Summary of our Stakeholder Engagement

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Customers	<p><b>Modes:</b> Strategic and operational reviews, Customer meets, Formal customer feedback and surveys.</p> <p><b>Frequency:</b> Ongoing and continuous; Surveys are annual and project-based.</p>	<ul style="list-style-type: none"> <li>- Quality and timeliness of delivery</li> <li>- Impact on customer's business goals</li> <li>- Does Wipro meet the expected norms on environment, labor and human rights and corporate responsibility?</li> </ul>	The Chief Strategy Officer, Chief Business Operations Officer, the Chief Quality Officer, the Sales and Marketing functions and their teams.
Employees	<p><b>Modes:</b> Open houses, Performance reviews, 360 degree feedback, All hands meet, Focus groups, Leadership webcasts, Blogs and discussion groups, Perception surveys.</p> <p><b>Frequency:</b> Ranges from daily (blogs) to annual (360 degree feedback).</p>	<ul style="list-style-type: none"> <li>- Empowerment, Continuous Learning, Quality of Work, Work-Life balance</li> <li>- Compensation &amp; Benefits, Workplace facilities</li> <li>- Health &amp; Safety, Counseling and Advice</li> <li>- Diversity in the workplace</li> <li>- Career planning, Appraisal and Feedback</li> <li>- Integrity and transparency at workplace, the company's larger vision on sustainability and social issues</li> </ul>	The Human Resources group, Environment Health, Safety group (joint responsibility for health and safety), Talent Transformation, CHRD, FMG and Wividus.
Investors	<p><b>Modes:</b> Annual General Meeting, Annual Report, Investor meets, Analyst conferences, Roadshows, Shareholder voting, Investor complaints</p> <p><b>Frequency:</b> Ranges from Quarterly to Annual ; Analyst meets and roadshows may be periodic depending on situational requirement</p>	<ul style="list-style-type: none"> <li>- Company strategy and performance, future plans</li> <li>- Returns to shareholders</li> <li>- Corporate governance standards</li> <li>- Top risks and company's approach to risk mitigation</li> </ul>	Investor Relations team, Chief Finance Officer, Chief Strategy Officer.
Suppliers	<p><b>Modes:</b> Regular operational reviews, Supplier meets, Vendor survey</p> <p><b>Frequency:</b> Will vary from monthly to annual</p>	<ul style="list-style-type: none"> <li>- Quality and cost effectiveness of services</li> <li>- Innovativeness of delivery</li> <li>- 100% compliance on labor and human rights; Must subscribe to Wipro COBCE</li> <li>- Zero tolerance for lapses in integrity</li> <li>- Alignment with Wipro expectations on ecological sustainability</li> </ul>	The Central Procurement Office, Wividus Shared Services, Facilities Management Group, Legal Group.

## A Summary of our Stakeholder Engagement

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
<b>The Education Ecosystem</b>	<p><b>Modes:</b> Periodic meetings and discussions, Regular e-mail exchanges, Annual Education Forum, Faculty Workshops, Mission10X collaborative portal</p> <p><b>Frequency:</b>Varies from weekly to annual</p>	<ul style="list-style-type: none"> <li>• Systemic reform in India's school education system: Educational material and publications, Organizational capability development and public advocacy</li> <li>• Improving the quality of engineering education through both curriculum interventions and faculty training</li> </ul>	<p>Wipro Applying Thought in Schools (WATIS) for school education</p> <p>Mission10X for engineering education</p>
<b>Communities and NGOs</b>	<p><b>Modes:</b> Periodic meetings with partners, open meets with community,Partner newsletters</p> <p><b>Frequency:</b>Varies from monthly to quarterly</p>	<ul style="list-style-type: none"> <li>• Education for disadvantaged children e.g. children of migrant labourers, children with hearing disability etc</li> <li>• Primary healthcare for rural communities</li> <li>• Environment issues that affect disadvantaged communities e.g.Water</li> <li>• Long term rehabilitation for disaster affected areas</li> </ul>	<p>Wipro Cares, Location leadership</p>
<b>Policy, Research and Advocacy</b>	<p><b>Modes:</b> Planned meetings, workshops, taskforces and steering committees of industry network bodies</p> <p><b>Frequency:</b>Varies from monthly to annual</p>	<ul style="list-style-type: none"> <li>• India's policies on climate change, energy efficiency,water,e-waste and ICT</li> <li>• Policy research on energy options for India</li> <li>• Advocacy papers and reports on business responsibility</li> </ul>	<p>Eco-eye, CorporateAffairs group, Senior Leadership</p>
<b>Current and Future Generations</b>	<p><b>Modes:</b> Indirect inference from our school interventions mentioned above, Published sociological research and analysis of emerging generation</p>	<ul style="list-style-type: none"> <li>• Ecological sustainability of our planet</li> <li>• Meaningful work,work life balance</li> </ul>	<p>eco eye, Human Resources</p>

Sections 5B to 5H that follow provide extensive details of each of the stakeholder programs. For reasons of consistency, we continue to report on our Education and Community Care programs in one section.

CHIPKO

# THE UNQUIET WOODS

RAMACHANDRA GUHA

1854 1864 1949 1956 1962 1968 1989 1991 2002 2013



To the hugely erudite **Ramachandra Guha**, sacrificing the larger interest for short term gains is sacrilege. Having grown up in the hilly terrains of Uttarakhand, Guha feels deeply for the land of his childhood. 'The Unquiet Woods' is a dedication to their cause as he lauds the Chipko movement - a peaceful, yet steadfast protest by the villagers that resonated across the Himalayan valley & the world. Historian, economist, essayist, columnist & cricket historian, Ramachandra Guha is the modern voice of an Indian conscience.

Ramachandra Guha's love for the environment is amply evident. He has dedicated several decades of his life attempting to get to the root of the various kinds of environmental challenges India faces. Staying true to his passion for nature, in 1989 Guha wrote 'The Unquiet Woods' based on the popular Chipko movement which adopted Mahatma Gandhi's methods of Satyagraha and non-violent resistance; that translated into thousands of people protecting trees from being felled by the simple act of hugging them.



## Excerpt from the book

One of the more significant agitations occurred in the Pindar valley, near the village of Dungri-Paintoli. Here the men of the village wanted to sell their oak forest to horticultural department, which intended to establish a Potato farm on the land. If the forest, the only good one for miles around, had been cut, the women would have had to walk a long distance every day to collect fuel and fodder. When the women voiced their opposition, it went unheeded. At this juncture Chipko activists intervened and, helped by the district administration, ensured that the forest area remaining (some forest had already been cleared) was saved. Angered at the woman's success, the village headman threatened Bhatt and his colleague Ramesh Pahari with dire consequences if they came back to the area.

The significance of Dungri-Paintoli lies in the open conflict of interest between the men and women of the village. Lured by promises of better communications and other 'modern' facilities, the men hoped to make some quick money. The women, for their part, 'raised some fundamental questions challenging the system'. In their opinion, agriculture and animal rearing was entirely dependent upon them, both closely related to the forest, and yet they were not consulted with regard to any (decisions) taken relating to forestry.

### **The Andolan**

Following upon this activity and just prior to the proposed logging in the Malgaddi forest, sarvodaya workers, trusted associates of the Chipko leader Sunderlal Bahuguna, came to Badyargarh to enquire into the people's grievances. These leaders, Dhum Singh Negi, Kunwar Prasun, Pratap Shikhar and Vijay Jardari, among others, went from village to village informing people of the proposed felling and its harmful ecological consequences. At the same time Bahuguna's wife, Vimla, and other ladies mobilized the village women on the issue.

The Andolan started on 25th December 1978 but acquired momentum only after Bahuguna went on a hunger fast from 9th January 1979. Conducted in a disused shepherd's hut in the forest, and in the middle of winter, the fast was a rallying point for people of the surrounding villages. Thus, over three thousand men, women and children participated. One for every chir tree in the forest. An attempt at cutting by night was failed by villagers taking night duty by turns. Classic non co-operation tactics were adopted, there being no question of any violence used ("himsa ka koi saval nahin tha"). Bahuguna was carried away by the police on the night of 22nd January and interned in Tehri jail, where he continued his fast. Meanwhile, a reading of the Bhagavad Gita was started on the 26th meeting determined resistance from the villagers even after the removal of their leader from the scene, the contractor and forest officials had to admit defeat and abandon felling.

Participation: A feature of the Andolan was the active participation of all social groups. This was explained by evident fact that all were equally affected by deforestation. The Bajgis, a caste of musicians, were solicited to mobilize villagers through their dholaks (drums). Women played a prominent part, as did government servants and defence personnel, though their support could only be covert.

Children too joined in a movement which recreated the atmosphere of joyous celebration in a fight against injustice. When police camped in Dhadi Ghandiyal High School, children went on strike in protest at the invasion of a 'temple of knowledge' (Vidya Mandir). While the strike itself lasted four days, all through the Andolan students skipped school with the connivance of the teachers. As the principal recounted, he was placed in an awkward position, with the police harassing him on the one hand and, on the other, villagers imploring him to let his wards come to the forest. The school teacher, highly respected in Garhwal, symbolized in his person the conflict between government and people. As a figure of authority the state expected him to control the people, while the people wanted sanction for their acts by that very same authority.

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# SECTION 5B

## EMPLOYEES AND SUSTAINABILITY AT THE WORKPLACE

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This picture was taken at the butterfly park in Wipro's Electronic City campus. Photo Credit: Ajay Menon





## Approach to Human Capital

We believe that our global workforce thrives in an environment characterized by openness, transparency and opportunity for development. Being committed to nurturing people and talent, we intensified our efforts to empower employees and provide them meaningful opportunities for learning and growth during 2012-13. We added breadth and depth to several of our policies, processes and benefits programmes to better fit specific geographic and business contexts.

During 2012-13, the team initiated action on specific policy revision and advocacy and quarterly reviews of the progress made were undertaken by Wipro's Sustainability Council, consisting of the CEOs of all Wipro Ltd. Divisions, Chief Sustainability Officer, and senior executives responsible for Ecological, Social and Diversity programmes.

Fairness and meritocracy are key drivers of our talent management practices. One indicator of this is our female to male salary ratio, which is just under 1 across levels in our IT businesses.

## Commitment to Human Rights

Our people policies and practices are shaped by the Spirit of Wipro values and our Code of Business Conduct and Ethics (COBCE). In addition, our India policies are aligned with the National Voluntary Guidelines. The COBCE guides our actions as a responsible employer; it reflects the principles of the UN Global Compact, UN Universal Declaration of Human Rights and International Labour Organization and undergoes periodic revision to stay aligned with the global principles of human rights and the emerging business landscape.

- Training sessions on the COBCE are conducted as part of our new hire assimilation process, and campus hires also attend extensive sessions on the 'Spirit of Wipro' values.
- Every year, all Wipro employees undertake an hour-long online training module and certification, to renew their understanding of the COBCE, which includes specific clauses prohibiting child labour, forced labour, discrimination, fraud and corruption.
- Grievances related to COBCE violations are addressed through the Ombuds process and specific complaints pertaining to sexual harassment are referred to the Prevention of Sexual Harassment Council, consisting of senior women and men executives from across business divisions and geographies.



## On-boarding

- All new hires are taken through a session on the Spirit of Wipro to orient them to our culture. They also have access to a 'buddy' system for continued support, a quick checklist to help them get started with their jobs and a 30-day & 90-day feedback survey.
- Additionally, we have a senior leadership on-boarding programme which has a role specific induction plan.



## Engagement and Empowerment

The leadership team engages with employees through the year, via interactive forums such as business unit level 'All Hands Meets', 'Function Meets' and company level 'Wipro Meets', during which leaders share business performance highlights, award outstanding performers, set the context for the rest of the year and also seek employee feedback.



## Feedback in Action

Empowerment was a key theme for people engagement last year. The year 2012-13 saw the launch of Feedback in Action, under which all of Wipro's employee feedback mechanisms such as the Employee Perception Survey, Employee Advocacy Group and Wipro Meets have been consolidated.

## Employee Perception Survey and Employee Pulse Survey

The Employee Perception Survey, launched by the CEO in 2011 and held once every 2 years, has always been the most effective way of gathering employees' opinions on career, professional development, manager quality, rewards and other critical areas. Some of the actions that have been implemented are briefly described in the following sections.

- 60% of the global Wipro IT business workforce participated in the survey and the overall engagement scores improved by 4% to 67% compared to 2009.
- The top-rated engagement drivers of EPS 2011 were Diversity, Team, Social Responsibility, Customer Focus and Values.
- Based on the feedback, we have identified action areas and are orchestrating the implementation and communication of the same.
- We also launched the EPS Pulse Survey in Jan 2013, to gauge current engagement levels, progress made since 2011 and identify areas where action is required.

The survey recorded overall positive engagement levels, consistent in comparison with EPS 2011 results.

### Wipro BPO Engagement Index

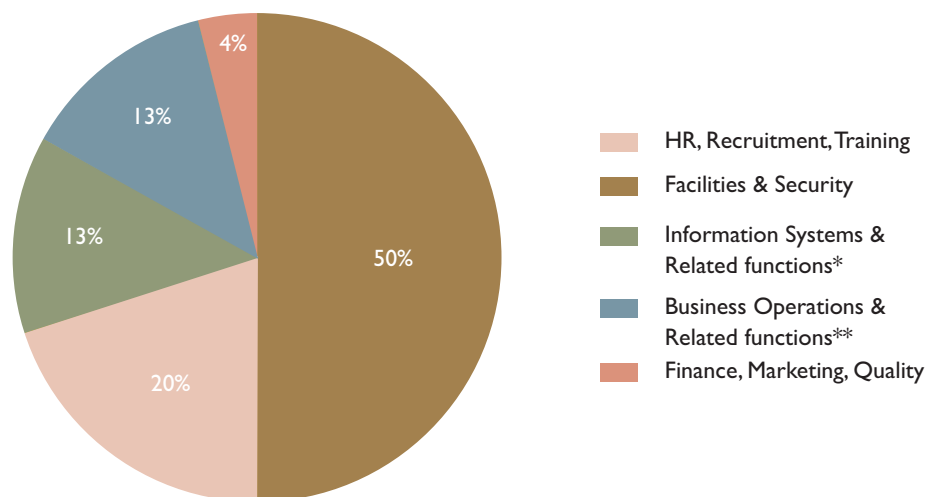
Wipro BPO launched the Engagement Index (EI) in 2010, internalized as an integral responsibility of people managers to enhance engagement effectiveness across operations.

The index measures performance vis-à-vis targets, including engagement targets for engagement and retention of talent, reward and recognition and fun-at-work and derives a score for each manager.

### Employee Advocacy Group

- The Employee Advocacy Group (EAG) was formed in 2011, with the twin objectives of channelizing feedback on existing policies and practices, and also reviewing new policies before launch, wherever feasible.

### Employee Advocacy Group Suggestions – Function Wise



\* Information Systems, Infrastructure Management Group, Information Risk Management and Policy Compliance

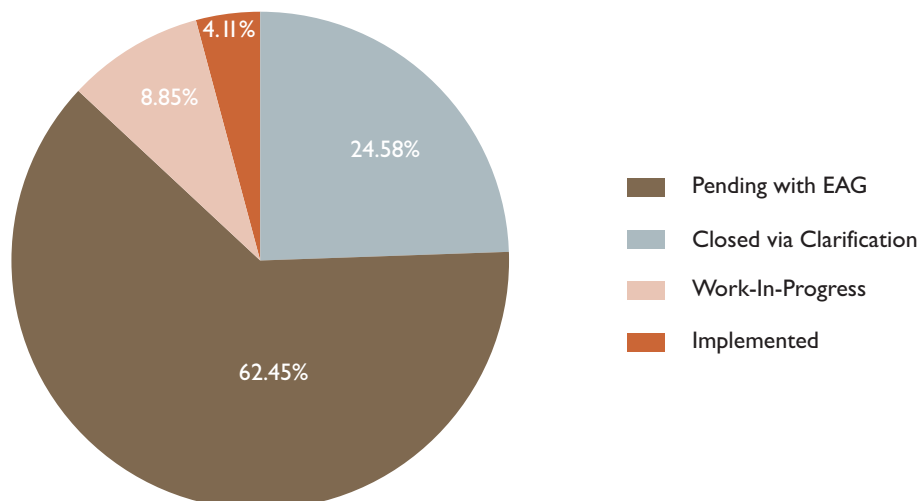
\*\* Business Operations, Workforce Management Group and Overseas Operations Cell

- It is a 120+ member representative group managed by Wiproites to voice employee suggestions and recommendations to improve company policies and processes.
- During 2012-13, 1936 suggestions were received from employees, approximately 50% of which were on themes relating to HR, Hiring, Training and People Processes.
- The implementation team has also led specific improvement projects such as a revamp of the performance management system and family inclusivity.

In this section, we provide an overview of the profile of our sustainability report for 2012-13; the profile provides the anchoring context in terms of coverage and scope for the report itself. A key topic discussed in this section is Wipro's Materiality approach that helps determine the priorities of our sustainability programme and the corresponding disclosures.

In the latter part of this section, we articulate our approach to report assurance, a key determinant of the quality and transparency of any report.

### Employee Advocacy Group Status of Suggestions



### Freedom of Association

We respect employees' right to freedom of association with trade unions. A reflection of the work culture is that there are no registered employee trade unions in India across IT businesses.

Overseas, less than 1% of our employees in the IT business, from Australia, Poland, Romania, Brazil, France & Denmark, are part of registered trade unions and collective Bargaining Agreement exists with trade unions in Finland & Brazil. We also have Work Councils in France and Germany.

The HR function meets these groups on an on-going monthly/quarterly basis, to consult on key aspects such as compensation and salary revision, variable pay, work processes and structural changes.

### Social Media

To build a collaborative culture, connect geographically displaced teams, preserve and share knowledge, we launched **myWiproWorld** as a social networking space where over 1 lakh employees and 3000 active communities share thoughts, upload photos, and network with others. **Channel W** is another informative portal with a host of content, created in-house, sourced and contributed by employees. Wipro's knowledge portal, **Knet**, provides access to business critical knowledge by connecting employees to the relevant content through knowledge repositories, as well as by facilitating employee collaboration.

### Comprehensive Benefits

Wipro Benefits focuses on providing a comprehensive benefits package that caters to every reasonable need of an individual. The key advantages of this package are:

- Works as a safety net against financial impact of major life events
- Provides a variety of tax managing options
- Offers opportunities to enhance the basic medical benefits package to address individual specific benefits and provides for its continuity upon retirement
- Is dynamic and innovative to meet the changing needs of the Company and Wiproites
- Mirrors the latest offerings in the industry
- Reflects principles of sound regulatory compliance at all times

### Policies for Retaining Employees

Retainership is a flexible employment offering, opted for by specialists, consultants and freelance experts, mutually beneficial to the individual and organization and formalized by legally valid contracts.

Retainer terms and conditions include mandatory benefits such as Provident Fund and paid leave, travel and relocation reimbursements for those in specialized roles involving travel, as well as a medical insurance package that covers hospitalization, life insurance and accident insurance.

## Employee Health and Well-being 2012-13 Highlights



## Mitr Wipro's Counselling Programme Completes 10 Years

- Started in 2003 as an in-house counselling initiative for Wiproites, Mitr is Wipro's Employee Assistance Programme (EAP) for emotional counselling as well as specialist legal and financial advice in India.
- Available 24X7 at all locations, Mitr opened up for internal Wiproite volunteers in 2010.
- In 2013, Mitr celebrated its 10 year anniversary with the focus primarily on creating awareness through various channels.

“ I am very proud to be a Mitr. What makes us stand apart is that most of the Mitrs are Wipro employees who have volunteered to help their colleagues over and above their regular busy schedules. This is truly commendable. I also appreciate the fact that we maintain complete confidentiality and are not under any pressure from the organization to share any confidential information of any employee. ”

From a  
Mitr Counselor

### Wipro BPO's Work-from-home Initiative

In sync with the needs of its employees, Wipro BPO has introduced "Work from Home" policy for specific roles\* to provide employees greater flexibility when they are unable to attend office due to personal/medical exigencies of self or family members by extending the option to work from home up to 3 times a month.

**The policy has been welcomed by the employees and is seen as a positive change by many**

\* excludes employees in client facing and floor production roles.

### Diversity and Inclusion – Scaling New Heights

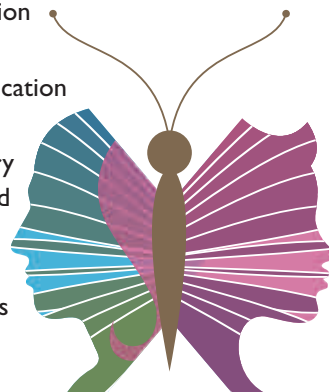
Diversity is a strong cultural driver for the organization. This is reflected in our Employee Perception Survey scores, in which Diversity features as one of the top levers that impacts engagement. Diversity awareness is now a mandatory e-learning module and also a key component of new employee assimilation.

“ In our Sustainability journey, we have crossed several milestones; more importantly, we have identified many more milestones for the future. These milestones form part of our vision of the role that Wipro should play in shaping a sustainable and inclusive world. ”

**Azim Premji**  
Chairman, Wipro Ltd.

### Diversity and Inclusion Enablers

- **Governance:** Wipro's Sustainability Council comprising the Chief Sustainability Officer and CEOs closely follows the Diversity & Inclusion charter's direction and progress by reviewing key metrics and initiatives at council meetings.
- **Recruitment:** Enabling inclusive hiring via special Inclusive Interviewer Certification programmes; focused recruitment drives, creating inclusive JDs.
- **Engagement:** Chat sessions with people functions, interactions with industry experts, leadership engagement, with special focus on female employees and persons with disability. Creating accessible, WCAG2.0 guidelines-compliant IS applications and publishing a reasonable accommodation policy.
- **Roles:** Talent management focused on creating inclusive career opportunities and talent retention across all employee groups.



- E-learning modules are made accessible and inclusive; Sign language interpreters and accessible technological assistance are also available.



### Wipro Wins Accolades for Diversity & Inclusion

- #1 Slot - Winner of American Diversity Council award – 2012
- Women Leadership and Innovation Award -2012
- 2nd place in best employer for diversity & inclusion by Great Places to Work
- Won the coveted national award as Best Employer for inclusion of persons with disabilities by the Ministry of Social Justice - 2012

### Women of Wipro - Enabling Gender Inclusivity

'Women of Wipro' is Wipro's Gender Diversity framework that has spearheaded several programmes to enhance capabilities, and to enable the retention of talented female employees. We aspire to create a sensitive organization where men and women alike can flourish and grow in their careers with a holistic approach towards performance and work.

'Women of Wipro' programmes are designed around three themes, aligned with the life-stages of an individual:

- **Exposure Programmes:** Designed to build perspectives and fuel career aspirations in the early stages of one's career. This includes structured job rotations and networking opportunities, as well as interactions with eminent women leaders from across the industry, through the Women of Wipro Speaker Series.
- **Flexibility Initiatives:** Designed to support female employees in the middle stages of their careers through flexible working, providing Extended Maternity Leave and support programmes for new mothers.



### Empowerment Programmes

- Women in Leadership workshops to identify and address issues and challenges faced by successful career women.
- Closed-room discussions with organizational leaders through 'Lunch and Learn Sessions.'
- "Mentoring for Success" programme for high-potential women in middle management. In 2012-13, 100 high potential women from middle management participated in mentoring conversations, with mentors in General Manager and Vice President roles.

### Persons with Disabilities Programme

- Our Persons with Disability framework focuses on six key themes of Policy, Accessible Infrastructure, Accessible Information Systems, Recruitment, Training and Awareness.
- As on 30th September 2013 we had 457 persons voluntarily declaring their disability via Self Identification form, thus ensuring complete transparency.
- Over 87 of our intranet applications and Wipro.com website, supported by a specially trained team of engineers and subject matter experts, are now accessible, and comply with the WCAG2.0 guidelines.
- Accessible infrastructure at our campuses in addition to technology assistance.
- In 2011-12, we launched 'Winclusive', an employee resource group, to engage with and assist persons with disability which has now evolved into a global online community that provides on-demand support and information to persons with disability, anytime, anywhere.
- During 2012-13, around 55,000 employees were sensitized on Diversity and Inclusion via an online training module.

“ We have always been in the forefront of promoting equality. It is imperative that organizations prove to be equal opportunity employers both in spirit and practice. At Wipro, we make sure there is no bias whatsoever. And this helps us do business better.”

**T.K Kurien**  
CEO, Wipro Ltd.

### Responsible People Supply Chain Governance

The Global Infrastructure Services (GIS) - India is a unit that operates on a talent intensive business model, providing services to India-based clients with offices across various cities.

At the close of 2012-13, there were over 9000 partner employees from over 75 partners, deployed in GIS projects across India. Almost 60% of this workforce is deployed on basic IT management skills such as desktop support, helpdesk and call management, and provides Level I domain support to higher levels of IT Infrastructure support. This model brings with it the following unique challenges which are being addressed through the Partner Employee Engagement initiative established in May 2010:

- i) Clients express concern about uniform quality of services and network security
- ii) Contract workforce does not exhibit similar levels of engagement as permanent staff
- iii) Employees not fully engaged

In the last 3+ years, the initiative has progressed beyond basic compliance; today, partner employee engagement is a comprehensive talent management offering, which includes:

- Induction sessions covering the Spirit of Wipro, COBCE, security policies and operational policies.
- Site-o-Meter, an engagement survey carried out twice a year at each customer site where employees are deployed.
- An Appreciation framework, launched to enable employee recognition, along with monthly, quarterly and annual awards.
- Educating front line managers on partner employee policies and engagement, through training sessions and a separate Partner Employee Engagement Handbook.
- Revamped career framework for partner employees taking a wider coverage of roles across all technologies and lines of business.

### Career Development

Workforce capability and performance enhancement are fundamental drivers of our business. Our training and development initiatives span technical, domain, process and behavioral training, and basic skill building for campus hires, middle management capability building and leadership building across levels.

Employees can access job descriptions for various roles, assess their own readiness for a role and set action plans for specific roles through the Career Hub, hosted on the company intranet portal.

Every employee has an Individual Learning Plan, created at the time of the annual performance appraisal, and fulfilled through e-learning



modules with over 18,000 titles, that enable behavioral and leadership competency building.

### Learning & Development Landscape

We provide learning pathways to our employees through on-boarding programmes, leadership development programme, and industry-centred cutting edge technology and domain programmes to prepare people to perform better, manage their transitions into new roles and help in their overall career development. During FY 2012-13, over 10,000 programmes were delivered across the organization.

Entry Level Training Programmes groom new employees into project-ready professionals armed with basic technical, professional and social skills through the 68-day structured flagship programmes at Wipro Academy of Software Excellence (WASE) and the Wipro Software Technology Academy (WiSTA) Programme.

The WASE programme consists of an 8-semester (four years) off-campus collaborative MS Programme with the Birla Institute of Technology & Science (BITS) Pilani-Rajasthan, India, while the WiSTA programme is a work-integrated M.S. programme in Information Technology for science graduates with non-mathematics disciplines in collaboration with VIT University, Vellore (Tamil Nadu).



4265 new entrants to the  
**WASE programme** in 2012-13

574 new entrants into the  
**WiSTA programme** in 2012-13

The Unified Competency Framework gives a competitive edge to our business by identifying the technical competency needs of people and businesses, assessing gaps and enabling competency development for employees. It also enables a steady pool of competent engineers mapped to advanced assessments each year, linked to the annual performance appraisal of each employee.

Project managers have to undergo the PLCP (Project Lead Certificate Programme) and the PMCP (Project Manager Certificate Programme) designed to provide adequate technical, managerial skills and trainings.

The ACE (Architect Career Essentials) was launched in October 2011, providing a transparent and structured approach towards specialist career development to build skill levels for senior architects and enterprise architects.

Growth Centre, launched in 2010, is a development centre aimed at assessing and developing programme managers.

Leadership Training @ Wipro consists of lifecycle training as well as a consortium-based approach for building global leaders. Every year, Wipro leaders across middle, senior and top management receive 360-degree feedback on the Wipro Leaders' Qualities (WLQs), which forms the basis for leadership development initiatives.

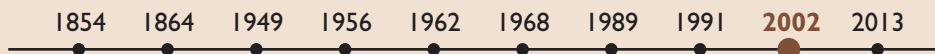
### Wipro's Rural BPO at Manjakkudi – An Update

- Our first rural BPO delivery centre at Manjakkudi, a village in Tamil Nadu, southern India, has witnessed an unprecedented growth of nearly 150%, since its inception in 2011, servicing one of our largest U.S. based clients.
- Today, the center's 150 member team, which is the most satisfied employee group of Wipro, also extends to back-office support for internal operations.
- The team's engagement score (83%) last year was the highest across all teams in Wipro as reflected in the positive feedback that it frequently receives from the customers.
- In September 2013, the centre organized its first 'Spirit of Wipro' run with an unmatched energy from across all employee segments, including female employees that constitute 40%- 50% of the team's strength.



# Future of life

## E O Wilson



Edward Osborne 'E. O.' Wilson - twice winner of the Pulitzer Prize, biologist, researcher, theorist, naturalist and author. Wilson is rightly known as the Father of Sociobiology. His deep knowledge and regard for nature is otherwise referred to as biophilia - the diametric opposite of a phobia. After a childhood accident that left him partially visually challenged, he was fascinated by the insect world. His interest led him to study the behavior of insects, primarily ants. Wilson made fascinating discoveries which proved that even the tiniest form of life is worthy of courtesy and respect, as much as human beings.

In his book 'Future of Life', Wilson dissects human behavior that is increasingly the reason for the destruction of natural habitats resulting in some species becoming entirely extinct. Few realize that with the destruction of one ecosystem there will be a resulting impact on the others as well. While the rate of habitat destruction and species loss is alarming, Wilson believes that humankind can still halt this massacre of nature. He provides a plan where students of science are the leaders in the effort to save the integrity of this magnificent planet and the life it harbors.

## Excerpt from the book

Have you ever wondered how we will be remembered a thousand years from now, when we are as remote as Charlemagne? Many would be satisfied with a list that includes the following: techno-scientific revolution continued, globalized, and unstoppable computer capacity approaching that of the human brain: robotic auxiliaries proliferating cells rebuilt from molecules: space colonized: population growth slackening: the world democratized: international trade accelerated: people better fed and healthier than ever before: life span stretched: religion holding firm.

In this buoyant vision of the twenty-first century: what might we have overlooked about our place in history? What are we neglecting and at risk of forever losing? The answer most likely in the year 3000 is: much of the rest of life, and part of what it means to be a human being.

A few technophiles, I expect, will beg to differ. What, after all, in the long term does it mean to be human? We have travelled this far; we will go on. As to the rest of life, they continue, we should be able to immerse fertilized eggs and clonable tissues of endangered species in liquid nitrogen and use them later to rebuild the destroyed ecosystems. Even that may not be necessary: in time entirely new species and ecosystems, better suited to human needs.

Another reason exists not to take the gamble, not to let the natural world slip away. Suppose, for the sake of argument, that new species can be engineered and stable ecosystems built from them. With that distant potential in mind, should we go ahead, and for short-term gain, allow the original species and ecosystems to slip away? Yes? Erase Earth's living history? Then also burn the libraries and art galleries, make cordwood of the musical instruments, pulp the musical scores, erase Shakespeare, Beethoven, and Goethe, and the Beatles too, because all these - or at least fairly good substitutes - can be re-created.

The issue, like all great decisions, is moral. Science and technology are what we can do; morality is what we agree we should or should not do.

The creature at your feet dismissed as a bug or a weed is a creation in and of itself. It has a name, a million-year history, and a place in the world. Its genome adapts it to a special niche in an ecosystem. The ethical substantiated by close examination of its biology is that the life forms around us are too old, too complex, and potentially too useful to be carelessly discarded.

To summarize: a sense of genetic unity, kinship, and deep history are among the values that bond us to the living environment. They are survival mechanisms for ourselves and our species. To conserve biological diversity is an investment in immortality.

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# SECTION 5C

## ECOLOGICAL SUSTAINABILITY AT WIPRO

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This picture was taken at the butterfly park in Wipro's  
Electronic City campus. Photo Credit: Ajay Menon





Ecological sustainability is at the heart of our core focus areas and is built on five pillars: Energy efficiency and GHG mitigation, Water efficiency and responsible use, Waste management, Biodiversity and Product Responsibility.

### Scope of Reporting

**India:** 70 locations comprising of 28 owned and 42 leased facilities of Wipro Technologies, Wipro Infotech and Wipro BPO.

**Overseas:** 83 locations, including 8 customer datacentres. All the Wipro overseas offices operate out of leased facilities – we have energy consumption data available for 77% of the facilities by seat capacity while for 23% we have used extrapolations based on assumptions to arrive at best estimates.

The uncertainty due to these extrapolations is estimated to be less than 1%.

We have only reported energy consumption from purchased electricity for overseas offices.

### Environmental Management Systems

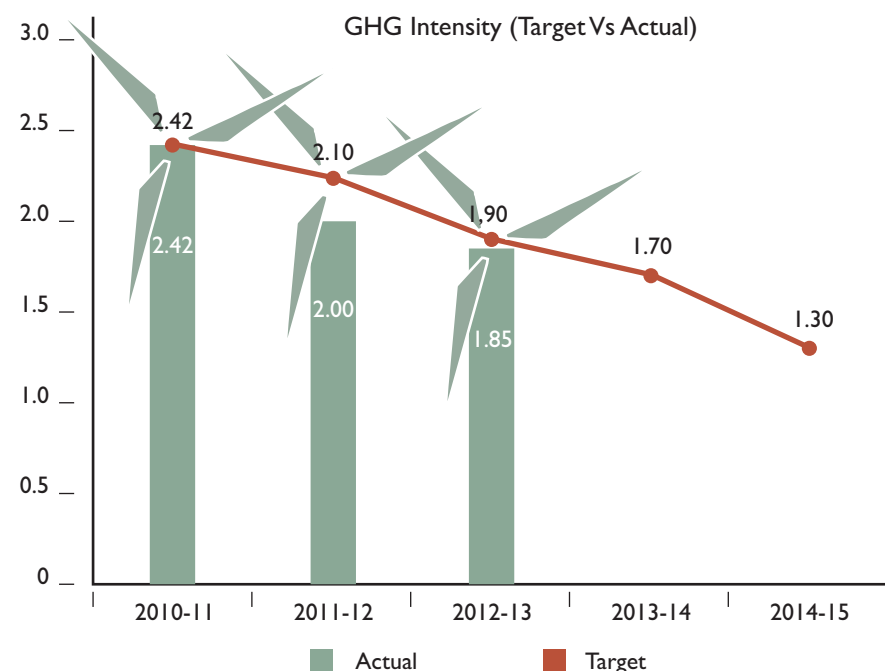
We have been following the guidelines of the ISO 14001 standard for more than a decade now as one of the cornerstones of our Environmental Management System (EMS). 22 of our campus sites in India & 2 leased sites in Australia are certified to the standards of ISO 14001:2004 and this standard has been followed for more than a decade as part of our Environmental Management System (EMS).

Employee count calculation basis.

### EMS Certification: By Employee Occupancy



### Energy & GHG Reduction



### Goal(s)

To reduce the Scope 1 and Scope 2 GHG intensity of Wipro's operations by 45% from 2.42 MT per employee in 2010-11 to 1.3 MT per employee by 2014-15 in all of our office space facilities.

This translates into a net reduction of around 60,000 tons assuming a similar GHG intensity in 2014-15 as in the baseline year.

For Scope 3 emissions, while we have a strong baseline measurement in place; we are in the process of expanding the sources to be included under this Scope as per the new GHG Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We will complete this exercise by the end of 2013 and will simultaneously establish the corresponding goals for reduction.

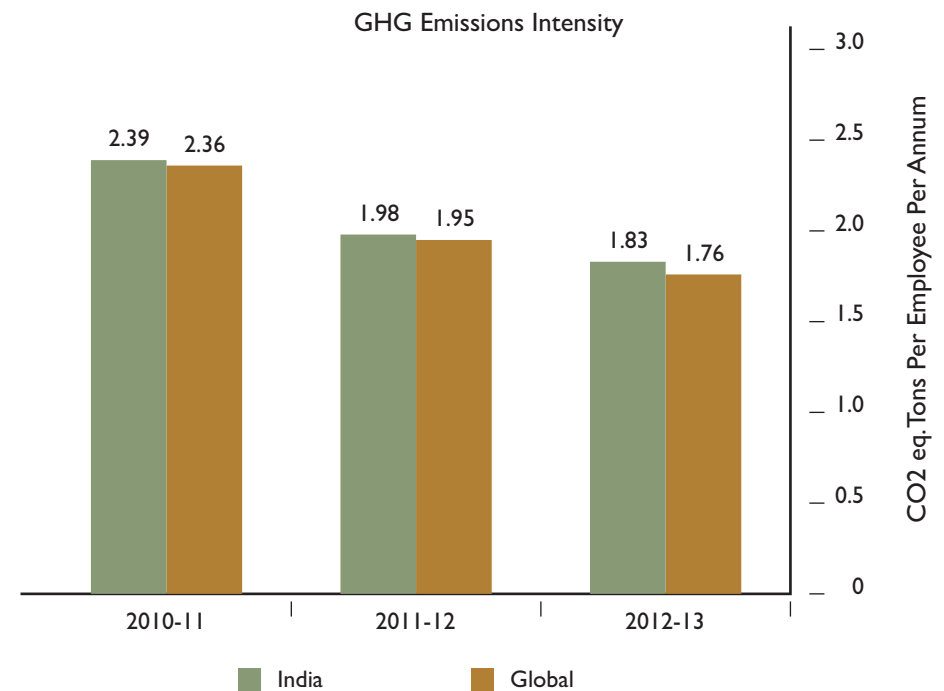
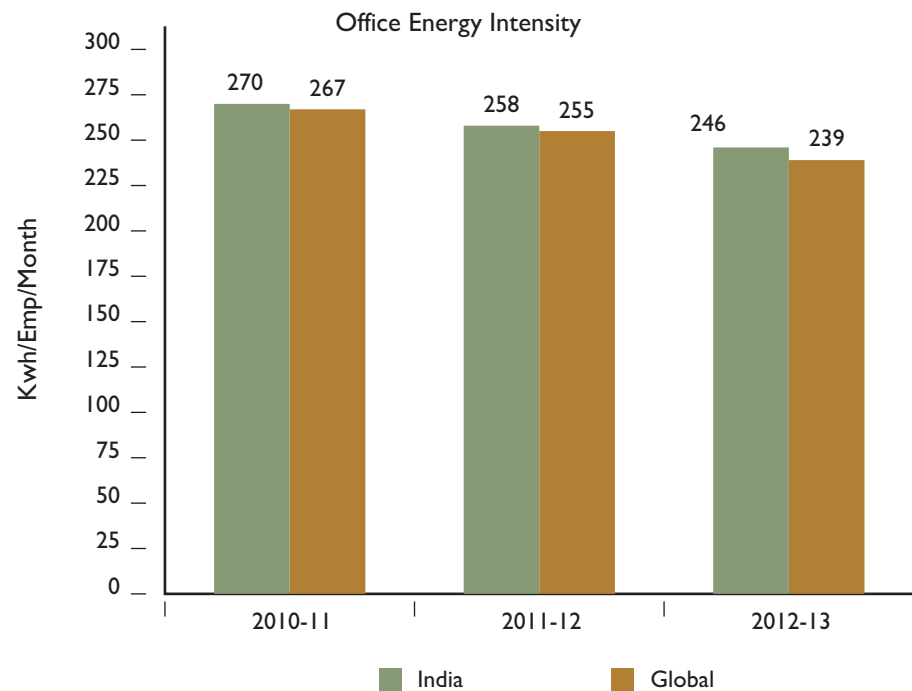
As detailed earlier in the goals section, the intensity metrics provided in this section are only for Scope 1 and Scope 2 emissions pertaining to our campus facilities/office spaces providing business IT services. This contributes to nearly 83 % of our overall Scope 1 and Scope 2 emissions footprint.

In India, energy consumption per employee showed a 4.5 % decrease over the previous year, from 258 units in 11-12 to 246 units per employee per month in 12-13. At a global

level, the comparative figures were 255 units for 11-12 and 239 units for 12-13, registering a 6.3 % improvement.

Over the past year, our GHG emission intensity improved by nearly 9.7 % when measured on a per employee basis and by about 2.7 % on a per sq.ft. basis.

The chart below illustrates this.

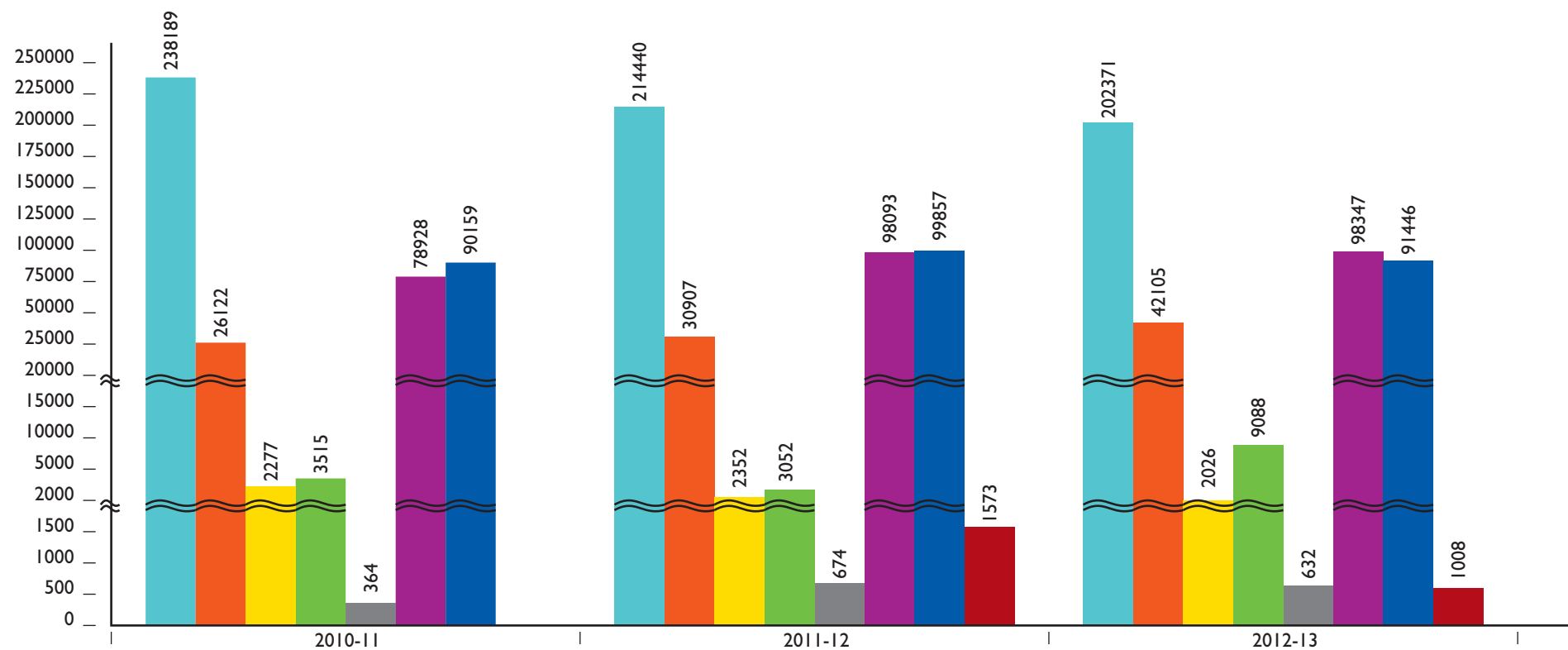


The 9.7 % reduction in emissions intensity on per employee basis for global office space as compared to 2011-12 is driven by these key measures:

1. Energy efficiency measures contributed to 4.5 % decrease in energy intensity per employee. This is due to
  - Decentralization of operation controls for select areas and operations like lights and lifts, installation of timer controls to avoid unnecessary usage

- Retrofit of older equipment with more energy-efficient equipment
  - Consolidation of operations accompanied by a transition from leased to owned facilities with the resulting increase in overall utilization of office space
  - Higher quality of maintenance operations
2. Increase in share of renewable energy from 17% to 19% of the total energy consumption by the office.

### Emissions Scope 1, 2 & 3 - Global



Scope 1	Generated Electricity	Fuel (LPG & Coal)	Fugitive Emissions (HFC, PFC)
Scope 2	Purchased Electricity		
Scope 3	Waste	Employee Commute	Business Travel
			Downstream Logistics

Starting 2012-13, we have started collating and reporting emissions data for the following Scope 3 heads for our India operations.

Scope 3 Category	Tons (CO <sub>2</sub> equivalent)
Upstream logistics	3646
Use of sold products (in 5 year period)	272273
End of life treatment of sold products	2.47 (previous year : 2.60)
Purchased goods and services	43483

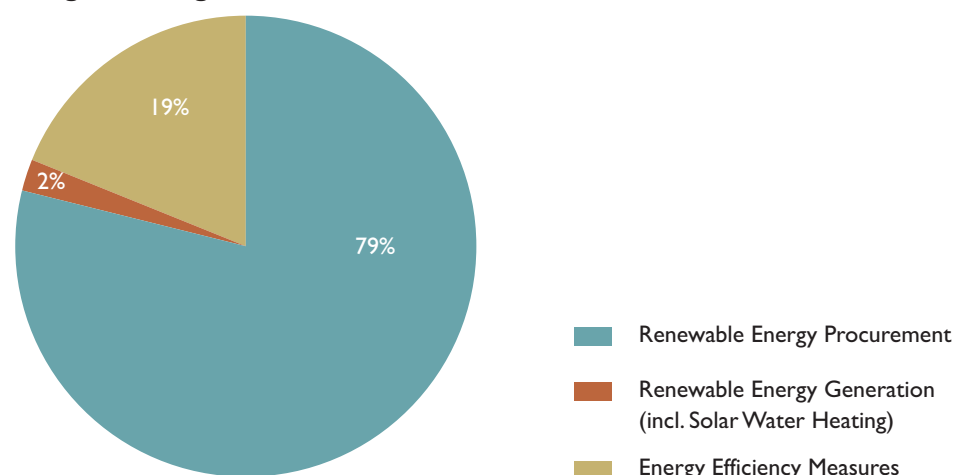
Across the past three years, the contribution of electricity-related emissions has remained consistent at around 55% of our total GHG emissions, with the rest mainly from business travel (~21%) and employee commuting (~20%).

### Our GHG mitigation programme

Our five year GHG mitigation strategy consists of three key elements – Energy Efficiency, Renewable Energy (RE) Purchase and Captive RE; of this, strategic RE procurement will contribute the maximum to GHG emission reductions.

In 2012-13, the mitigation of Scope 1 and Scope 2 emissions has broadly followed the strategy articulated above:

### Mitigation Programmes



### Energy Efficiency Measures

Over the preceding five year period, we have implemented a variety of energy efficiency measures.

- **Green Buildings:** We were one of the early adopters of Green Building Design, with 19 of our current buildings certified by the international LEED standard (Silver, Gold, and Platinum).
- **Server virtualization:** Since 2007, we have decommissioned old physical servers and replaced the processing capacity with virtualization technology on a fewer number of servers.
- **As of March 2013,** we have 1900 virtual servers running on 209 physical servers - contributing to an energy savings of approximately 7.9 million units annually.

This assumes a saving of 0.75 KW/hour for every physical server avoided. This, we believe, is a conservative estimate considering that many servers run for 7 days a week and the power rating ranges from 0.75 KW to 1 KW (we have considered a lower power rating for the savings estimate calculation).

- **Remote collaboration and mobile productivity enablers:** Over the years, we have launched a number of remote collaboration and workstation productivity solutions, resulting in a 30% increase in the use of web meeting technologies (like WebEx) over the past two years, and GHG emissions savings of over 36,000 tons.

### Renewable Energy - Strategic Procurement

For the reporting period of 2012-13, we procured 63 million units of renewable energy through PPAs (Power Purchase Agreements) with private producers, which amounted to approximately 19% of our total office space energy consumption.

Our five year plan (2009-10 to 2014-15) is to scale-up the sourcing of Renewable Energy to 161 million units from clean power technologies, a more than six times increase.

- **At the current level of Renewable Energy usage,** the total estimated reduction in GHG emissions was of the order of 47790 Metric Tons of CO<sub>2</sub>-eq for 2012-13. There is increasing focus on putting in place an enabling regulatory and infrastructure environment to increase the share of direct PPAs in the space of renewable energy.
- **Use of captive renewable energy in our operations:** The two pilot installations of solar PV of 100 KW each in our Kolkata and Chennai campuses combined with our extensive use of solar water heaters in our guest blocks and cafeterias have resulted in accumulated savings of 1.6 million units of purchased electricity.

- This includes 1332 MWh per year saved by solar thermal heating and 280 MWh per year by solar PV installations.

### Proposed Plan for the coming year

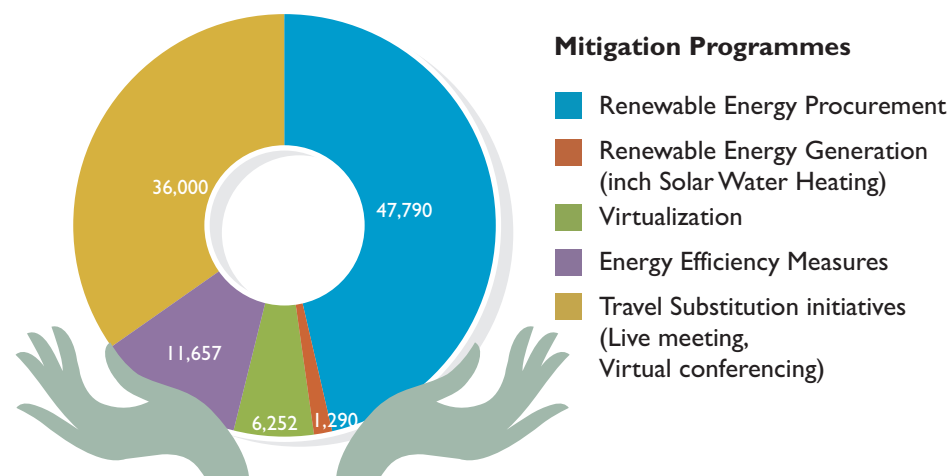
- Strategic investment in sustainable power procurement in the long run to mitigate the risks associated with the growing energy crisis and the volatility of the energy market.
- A study commissioned with an external consultant to map the consumption and expected growth pattern for each of our locations in India, and to identify a suitable medium for long term energy sourcing. The recommendations will be implemented from FY 2013-14.

### Business Travel and Commute

- The IT services outsourcing model requires frequent travel to customer locations, contributing to around 20% of our overall emissions footprint. Policies on the usage of different modes of travel, need-based travel approval and a shift towards processes enabling travel planning by employees are some of the cost and process optimization measures implemented over past few years.
- **Business Travel**  
Multiple measures like virtual conferencing, targeted reductions etc. – have resulted in a reduction of travel intensity of 5% compounded over the last two years - from an average of 5791 km per employee per annum (PEPA) to 5221 km PEPA on a consistent basis.
- **Commute**  
Employees have various choices for commuting - in addition to company arranged transport (30-35%), employees utilize public transport (40-45%), and own vehicles (the balance).
- Over the past few years, we have taken steps to facilitate a shift towards access to public transport for employees (buses, commuter trains), encouraging cycling to work (through an active cycling community in the organization) and carpooling.
- Our annual transport survey launched last year and taken by 6000 people over the past 3 years, provides insights into modes of transport, distance traversed and qualitative feedback on improving services across our locations.
- IT lead Soft infrastructure enablers like anytime direct connectivity to office intranet applications, secure personal device connectivity through the BYOD initiative (Bring Your Own Devices) are steps in enabling more flexible work place options.

A summary of the above GHG mitigation programmes, excluding direct commute and travel reduction, is provided below.

### Estimated GHG savings in the reporting period in Tons CO<sub>2</sub>



### Water Efficiency

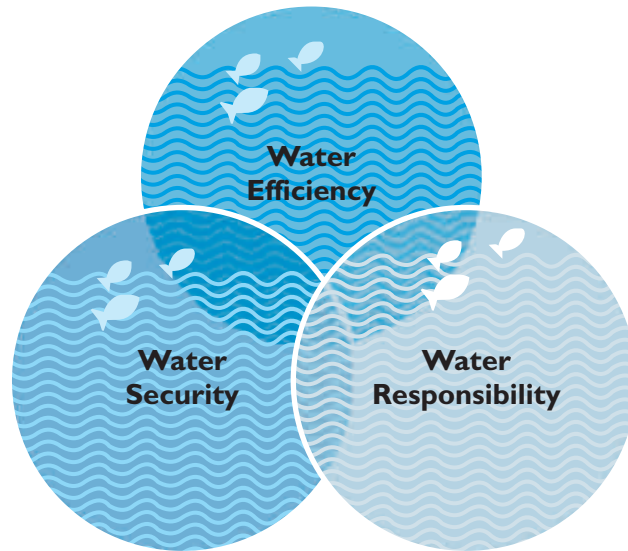
At Wipro, we view water from the three inter-related lens of Conservation, Responsibility and Security; our articulated goals are therefore predicated on these three dimensions.

#### Goal(s)

- To improve water efficiency (Freshwater use per employee) by 5% year on year
- Responsible Sourcing - To ensure responsible water sourcing in proximate communities, especially in areas prone to water scarcity
- Recognizing water availability as a business risk, to proactively assess and plan for water security of the organization in synchronization with the above goals

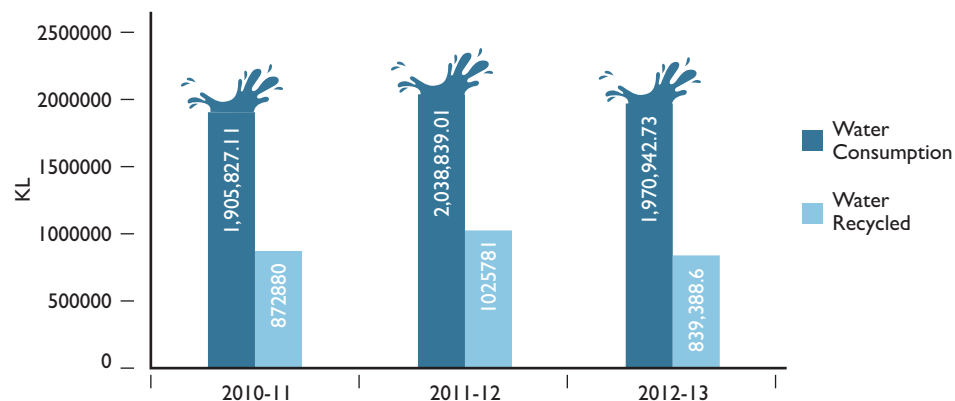
**Water Sourcing:** Ground water, municipal water supplies and private purchase comprise nearly 99% of the total fresh water consumption.





We take care not to withdraw water from water bodies that are recognized to be particularly sensitive due to their relative size, function, or status as a support source for endangered species. None of our operations impact any nationally or internationally designated water conservation area. Below is a chart that depicts the relative water consumption compared to the water that is being recycled.

**Water Consumed vs. Water Recycled (in kl)**



### Salient Water Metrics

- The per employee water consumption for the reporting year is 1.56 m<sup>3</sup> per month, an 8.4 % reduction when compared with 1.71 m<sup>3</sup> in year 2011-12.
- We recycle 839389 m<sup>3</sup> of water in 24 of our major locations, (1025781 for 23 locations in 2010-11) using Sewage Treatment Plants (STPs), which represents 30% (33% in 2011-12) of the total water consumed. The percentage of this recycled water as a percentage of freshwater extracted is around 42%.

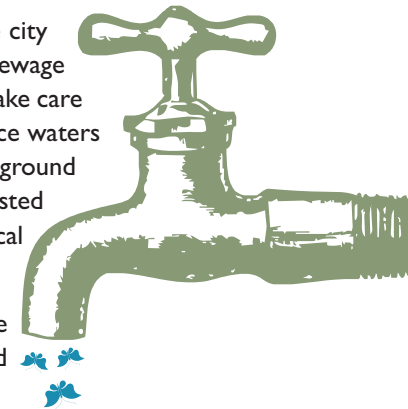
42 of our 70 locations in India are leased and located in prime city areas where waste water is discharged to CSTPs (Common Sewage Treatment Plants) and to the municipal sewerage systems. We take care not to discharge waste water into any subsurface waters, surface waters or sewers that lead directly to rivers, oceans, lakes, wetlands, and ground water. The treated water from our sewage treatment plants is tested and conforms to the parameters specified by the respective local pollution control boards.

Our two computer factories at Kotdwar and Pondicherry are equipped with effluent treatment plants for processing and treating effluents.

We have launched a programme in the latter part of 2012 with the aim to minimize freshwater consumption by 20% over the following two years through an integrated approach:

- Implement Standard infrastructure and procedures metering across campuses
- Demand side optimization (improving efficiency through flow restrictors across campuses and arresting leakages)

Improving recycling levels through higher grade treatment technologies like ultra-filtration integrating rain water harvesting into the consumption-side water cycle of the campus.



1. In 2012-13, in association with a reputed water expert group, we completed an extensive environmental and social study of the water cycle at two of our large campuses and the proximate community.
2. In October 2012, the framework was presented and deliberated among a selected group of national water experts, social scientists, academia and representatives from industry body and city water supply authority.
3. Considering the increasing role and importance of groundwater management both in the urban and rural context, we plan to start a long-term participatory ground water aquifer management programme in 2013. The 'Responsible Water Use Framework' looks at the vulnerability of water sources due to design, sourcing and conveyance. It will allow locations to look at source, demand, rainfall endowment and entitlement as community stakeholders aspects as a whole and inform integrated responses. We plan to roll out this framework implementation across our campuses in 2013-14.

### Pollution and Waste Management

Air and water pollution pose serious threats to community health and welfare. Industry, which is one of the principal sources of pollution, bears special responsibility for effective mitigation and minimization. Our goal in this regard goes beyond the organizational fence to what happens downstream all the way to the landfill.

#### Goal(s)

- To ensure by 2014 that not more than 5% of all generated waste ends up in landfills.

The waste management programme will be reviewed comprehensively in 2013-14 with respect to the progress so far and the improvement areas identified through supply chain waste audits. We will put in place more granular waste goals for the next 5 year period.

- Our waste management strategies are centred around either i) recycling the waste for further use or ii) arranging for safe disposal.
- We follow robust processes of segregating waste into organic waste, inorganic-waste, hazardous waste, packaging waste, bio medical waste and so on, which is then recycled either in-house or through outsourced vendor arrangements.

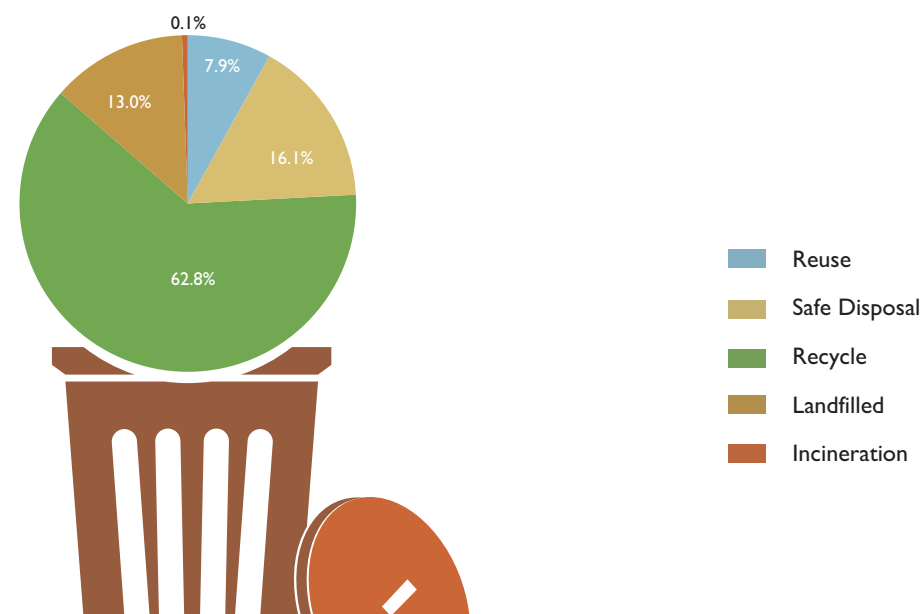
- 92% of the total waste from our IT India operations is recycled -through both in-house recycling units and through authorized vendor tie-ups.
- In 2012-13, we have initiated a comprehensive and independent waste assessment audit across our locations for electronic waste and solid waste streams. The study is in progress and considering the informal nature of the downstream waste handling sector we expect significant scope for improvement in governance and traceability of waste streams.

In the reporting period, there were no instances of environmental fines imposed or negative consequences due to our operations.

### Categories of disposal

- **Reuse**: Largely paper and cardboard, used for making recycled paper
- **Safe-disposal**: Categorized and managed internally
- **Recycle**: Handled by authorized vendors
- **Incineration**: Biomedical waste, DG filters and oil soaked cotton are scientifically incinerated by authorized vendors
- **Landfill**: Largely mixed solid waste; 60% of which is recycled by vendors.

### Waste Disposal Methods



### Air Emissions

- We ensure adequate maintenance of our DG sets present in 44 of our locations, this helps in minimizing the emissions of air pollutants like oxides of Nitrogen (NO<sub>x</sub>), oxides of Sulphur (SO<sub>x</sub>) and particulate matter.
- A scheduled PPM (Planned Preventive Maintenance) is in place for carrying the maintenance of the DG sets to check the efficiency of the DG sets.

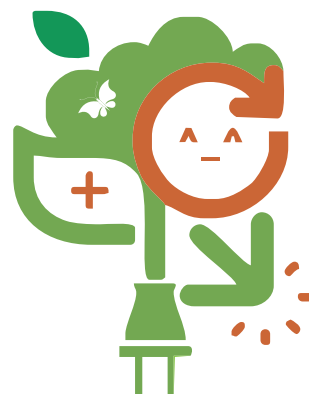
**Controlled Emissions of Ozone Depleting Substances (ODS):** The quantity of refrigerants, including 3.6 tons of R-22 in 2012-13 was 5.3 metric tons for 34 locations.

### Electronic Waste

- Electronic-waste includes electronic peripherals and parts of replaced electronic components. The computing waste is handled centrally under the 'Computing E-waste Take Back programme' by a business division.
- Our take-back mechanism which started in 2007, now has 20 collection centers spread across the country for collection of end-of-life desktops and laptops.
- During FY12-13, the total end of life e-waste collected and recycled through authorized vendors was 247 tons.

### Key areas of focus in Waste Management for the coming year

- To redesign and incorporate changes in our programme based on the new E-Waste Management and Handling Rule 2012 and its impact on our current processes.
- Work with our partners and vendors in driving better practices and behaviors keeping in mind both human and ecological impact of any changes.



- Continual assessment of operational risks to the environment and apply the precautionary principle in our approach to get insights and plan – for example, the responsible water use study and waste life cycle audits are to be completed in 2012-13.

### Biodiversity in Our Campuses

Biodiversity or the plurality of species is crucial to human well-being. We believe therefore that the business sector must get involved much more in issues of biodiversity. As an organization with large campuses in urban settings, we

are acutely conscious of our responsibility on this front and have set for ourselves the following goals:

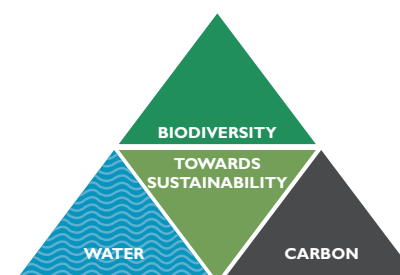
- To convert five of our existing campuses to biodiversity zones by 2015.
- All new campuses will incorporate biodiversity principles as an integral part of their design

Our first biodiversity project was initiated in 2010-11 at our Electronic City campus in partnership with ATREE, a globally renowned biodiversity institution. The first phase of the project – the butterfly park – is completed, and includes stand out art work commissioned specially for this project.

The project started with an assessment of the existing plant, birds, butterflies, insects, small mammals and other taxa in the campus and recommendations to increase the biodiversity of locally adapted species. This was also integrated with better water efficiency and conservation, nutrient recycling, the reduction of the cooling needs of some buildings and an improvement in the overall aesthetics of the campus. The project is perhaps the first integrated effort of its nature in India.

The project area is divided into four themed parts:

### Integrated Approach towards Campus Sustainability



- **Butterfly Court:** Garden showcasing native butterfly host and nectar plants
- **Deccan:** Based on the predominant geology of south India uses rocks and natural water body designs
- **Medicinal Circuit:** Herbal garden classified by types of healing - i.e. heart and circulation, women's ailments.
- **Wetland Park:** Water management and an ecosystem sustaining a variety of fish, water birds, insects and amphibians.

Building employee connect through expert talks, workshops, field and visit to community research centres in forests, is a critical aspect of the programme. The project is perhaps the first integrated effort of its nature in India.



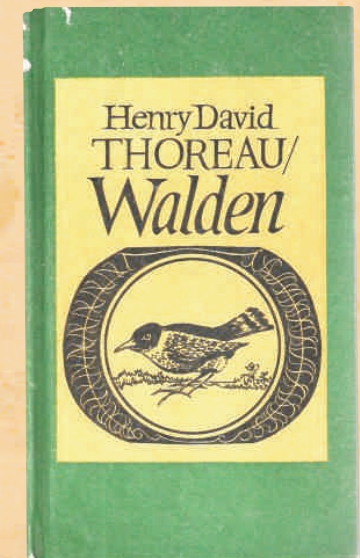
# WALDEN

## HENRY DAVID THOREAU



**Henry David Thoreau** was 28 when he built, by hand, the cabin by Walden Pond. Having graduated from Harvard, he tried his hand at varied interests. In 1845, he answered the call of the woods, and nature became his religion thereafter. He emerged from the cabin in 1847, a literary writer, thinker & prophet - the Thoreau known to history. Strongly influenced by the Transcendentalist movement, Thoreau iconized America's return to nature movement. He was also a philosopher naturalist, a skilled engineer, botanist, surveyor and inventor. He created the modern American pencil by introducing clay into the manufacture of graphite (pencil lead).

Simple living and economic and social self-reliance form the central theme of Thoreau's literary classic, *Walden*. Finding contentment in solitude, entertainment in the laugh of the loon and the march of the ants, Thoreau revels in the absence of the trappings of excessiveness. He sets to prove that he can support himself through his own labor, producing more than he consumes and works to produce a profit. Finally, when everything is added up, he is a giver rather than a taker in the game of life.



1854 1864 1949 1956 1962 1968 1989 1991 2002 2013



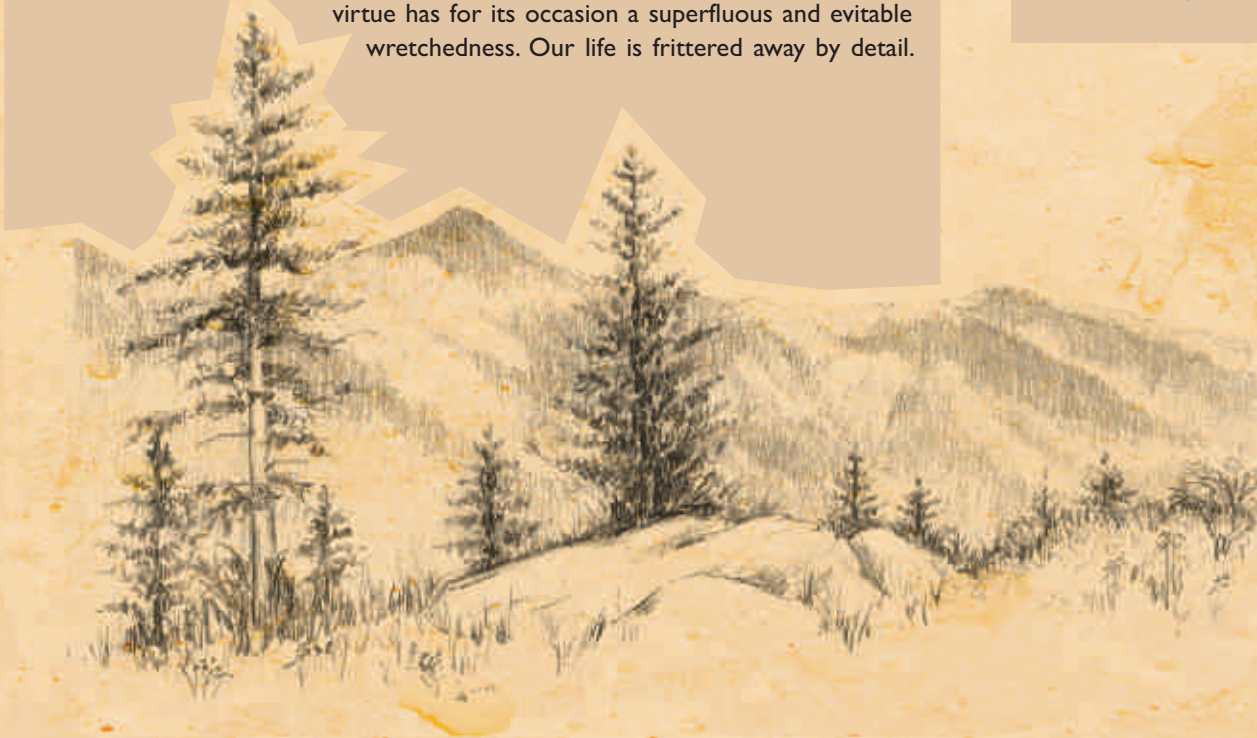
### Excerpt from the book

I went to the woods because I wished to live deliberately, to front only the essential facts of life, and see if I could not learn what it had to teach, and not, when I came to die, discover that I had not lived. I did not wish to live what was not life, living is so dear; nor did I wish to practise resignation, unless it was quite necessary. I wanted to live deep and suck out all the marrow of life, to live so sturdily and Spartan like as to put to rout all that was not life, to cut a broad swath and shave close, to drive life into a corner, and reduce it to its lowest terms, and, if it proved to be mean, why then to get the whole and genuine meanness of it, and publish its meanness to the world; or it were sublime to know it by experience, and be able to give a true account of it in my next excursion.

Still we live meanly, like ants; though the fable tells us that we were long ago changed into men; like Pygmies we fight with cranes; it is error upon error, and clout upon clout, and our best virtue has for its occasion a superfluous and evitable wretchedness. Our life is frittered away by detail.

An honest man has hardly need to count more than his ten fingers, or in extreme cases he may add his ten toes, and lump the rest. 'Simplicity, simplicity, simplicity' I say. Let your affairs be as two or three, and not a hundred or a thousand; instead of a million count half a dozen, and keep your accounts on your thumb nail. In the midst of this chopping sea of civilized life, such are the clouds and storms and quicksands and thousand-and-one items to be allowed for, that a man has to live, if he would not founder and go to the bottom and not make his port at all, by dead reckoning, and he must be a great calculator indeed who succeeds. Simplify, simplify. Instead of three meals a day, if it be necessary eat but one; instead of a hundred dishes, five; and reduce other things in proportion.

Why should we live with such hurry and waste of life? We are determined to be starved before we are hungry. Men say that a stitch in time saves nine, and so they take a thousand stitches today to save nine tomorrow. As for work, we haven't any of any consequence.







This picture was taken at the butterfly park in Wipro's Electronic City campus. Photo Credit: Ajay Menon



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# SECTION 5D

## CUSTOMER STEWARDSHIP

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This picture was taken at the butterfly park in Wipro's  
Electronic City campus. Photo Credit: Ajay Menon

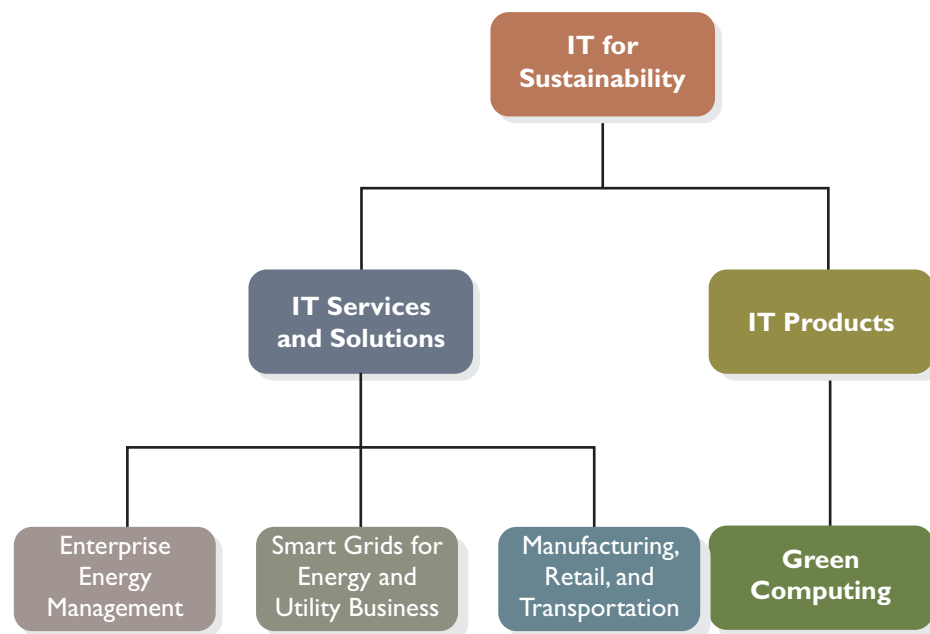


## Management Approach

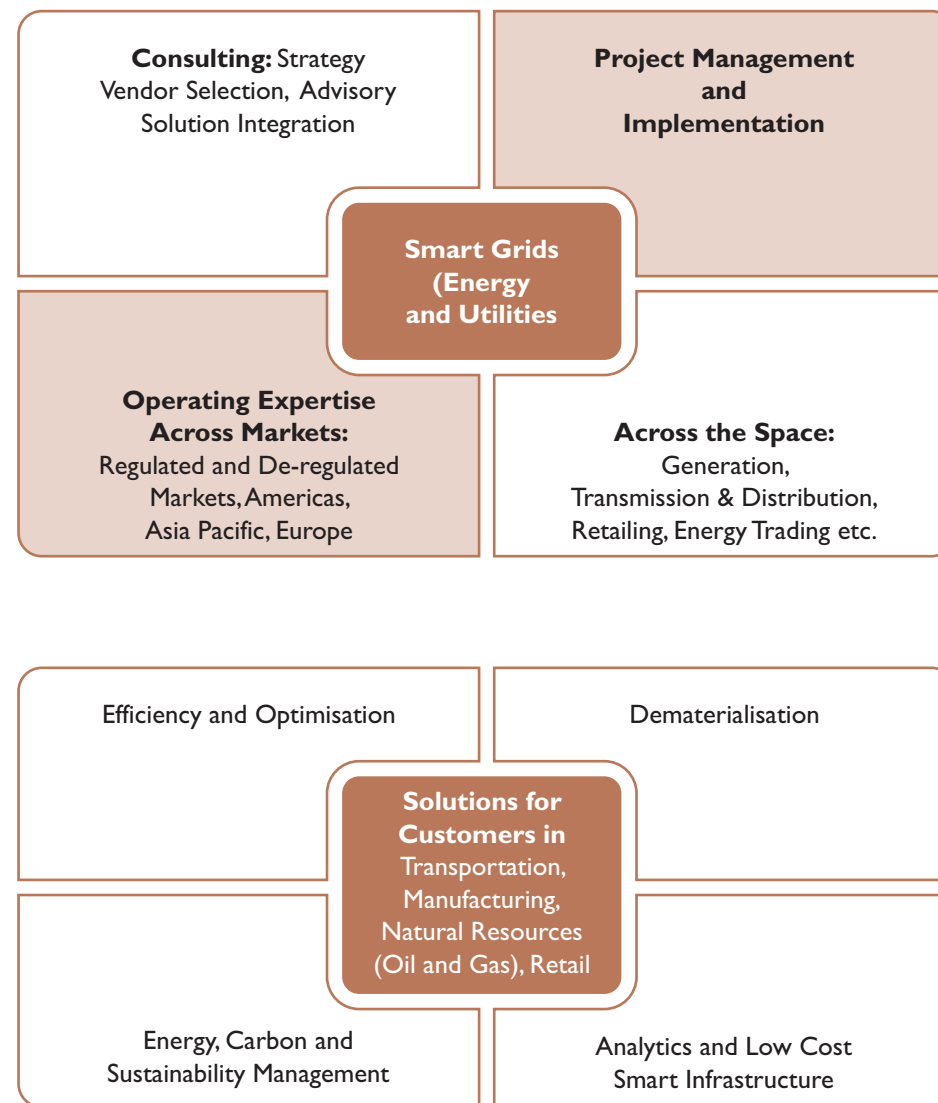
The increasing stress on natural resources – be it energy, water, raw material in the modern world has compelled businesses, governments and consumers to demand energy and resource-efficient products and services.

We have, over the past five years, built a portfolio of leading IT enabled sustainability solutions for our customers. This can be explored in further detail below -

## Overview of Sustainability IT Solutions Space



## Overview of Smart Grids' Solution Space



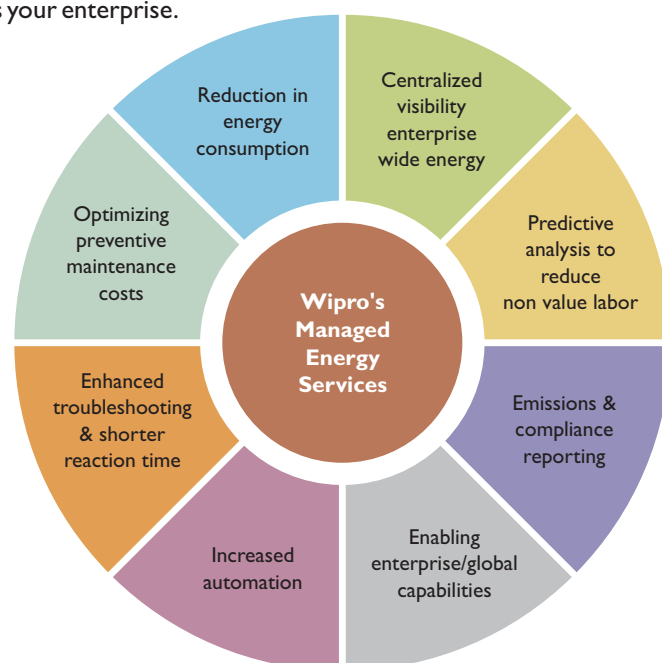
## Overview of IT Solutions for Energy Intensive Sectors

EcoEnergy is the clean-tech business division of Wipro, providing intelligent, sustainable alternatives in energy generation, infrastructure and management. We leverage analytical insights obtained from energy data into energy efficient solutions to help our customers reduce their energy-related cost.

### Enterprise Energy Management Solutions

Through its unique and integrated Managed Services model, Wipro Eco Energy targets savings of up to 30% of normalized energy costs by reducing consumption, optimizing procurement and leveraging regulatory incentives.

Our service continuously measures, controls, optimizes and reports energy performance enabling our Energy Operations Center to sustain your energy performance. Eco Energy's platform-led Managed Services approach utilizes its analytics engine to derive insights from real-time energy data from connected infrastructure for long-term energy and operational efficiency strategies to help you reduce energy consumption and related costs across your enterprise.



## Highlights for 2012-13:

We have a suite of energy management solutions in the areas of energy infrastructure management, carbon management and energy procurement services to drive efficiencies. We also manage about 300 million sq. ft. of area in all, for some of the largest EMS (Environment Management Systems) in the world, providing these services for marquee clients in categories like Retail, Buildings, Quick Service Restaurants, etc.

### Greening our Data Centers

We are implementing targeted energy efficiency initiatives progressively at each data center in the US to improve upon older designs. A summary of the key initiatives are:

- Efficient data center infrastructure
- Efficient computing infrastructure
- Raised floor management and support systems design

Large scale retrofits for low energy efficiency infrastructure like these data centers are capital expensive and hence our current focus is on driving incremental investments in energy efficiency.

### Energy and Utilities (E&U Domain)

We are one of the pioneers among the global IT services companies, in providing dedicated focus to the Energy and Utilities (E&U) industry.

With more than a decade of experience, we were the first Indian IT services vendor to provide System Integrator (SI) services to the E&U industry.

The business unit helps customers increase efficiency of service delivery and asset management, introduce smart solutions, and discover and integrate newer sources of energy. We also help them digitize and automate operations, create collaborative work environments, reduce the cost of exploration & extraction and address the need for sustainable practices, and developing compliance solutions in the areas of health, safety, and security.

### Transportation and Logistics

- Our portfolio in the transportation sector involves joint collaboration with customers to provide solutions on route optimization and dematerialization of services.

- A few examples are the e-freight work in association with IATA and route optimization work for a range of logistics service providers.

### **An update on Wipro Green Computing**

The green computing program rests on the three pillars of Energy, Chemical and Waste Management.

#### **Energy Management –**

- All new products are Energy Star 5 enabled and all our laptop models are also compliant with India's BEEV. I.O.
- Green Leaf, a power management solution is available for all our desktops.

#### **Chemical Management –**

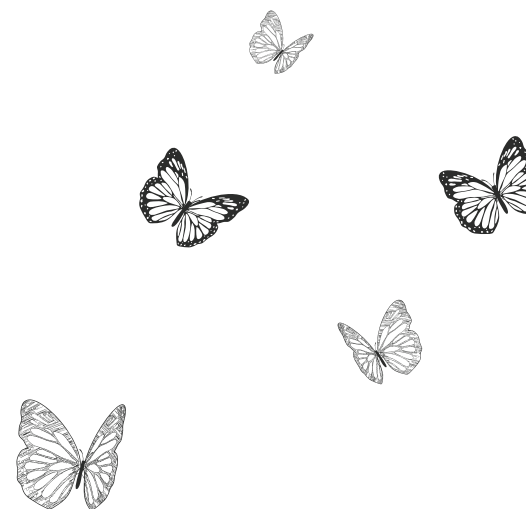
During the year 2012-13, the components imported were 100% RoHS (Restriction on Hazardous Substances) compliant and components procured from local suppliers were 86.84% RoHS compliant, in adherence to the OSPAR list of chemicals. A significant portion of our desktops launched continue to be PVC and BFR-free.

#### **Waste Management –**

- Our take back mechanism which started in 2007 now has 20 collection centers across the country for collection of end of life desktops and laptops.
- During FY12-13 the total end-of-life e-waste collected and recycled through authorized vendors was 235 tons.
- We plan to redesign and incorporate changes in our program based on the new E-Waste Management and Handling Rule 2012 and its impact on our current processes.

Our commitment to responsible innovation in our green computing journey has been recognized by Greenpeace since 2009, and we have been rated the number one company in the India version of the Annual Green Electronics Rankings since 2009. We were also placed in the number one position globally in the 2012 Greenpeace Guide to Greener Electronics, ahead of larger industry players.

We have also told our suppliers to avoid the sourcing of tin, tungsten and gold (minerals) from conflict zones. The assessment process is currently in progress, the output of which will help in understanding and helping eliminate conflict minerals from our manufacturing.



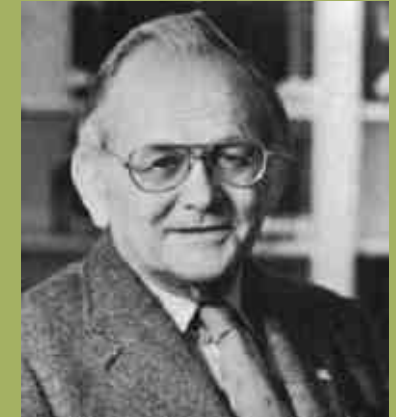


# TRAGEDY OF THE COMMONS

GARRETT JAMES HARDIN



\*GARRETT HARDIN - SCIENCE 162 (1968)



Garrett Hardin: “We summarize the situation by saying: 'There is a shortage of food.' Why don't we say, 'There is a longage of people?'”

AB.S. in zoology from the University of Chicago and a PhD in microbiology, Garrett Hardin is best known for his theories on the impact on the environment, by man in his role as procreator. Credited as the person who gave us ‘Hardin's First Law of Human Ecology’, he brought to fore "the damage that innocent actions by individuals can inflict on the environment" in his systematic interpretation of the Tragedy of Commons in a 1968 paper.

**The Tragedy of The Commons:** “A managed commons, though it may have other defects, is not automatically subject to the tragic fate of the unmanaged commons.”

The general principle of the tragedy of the commons is that individuals will exploit anything that is free in order to maximize their own advantage, but that this entails a cost to society as a whole. Hardin applied this principle to procreation - people who procreate in large numbers are imposing a cost on society, which they themselves do not have to bear. “Freedom to breed,” he wrote, “will bring ruin to all.”



## Excerpt from the book

Population, as Malthus said, naturally tends to grow "geometrically," or, as we would now say, exponentially. In a finite world this means that the per capita share of the world's goods must steadily decrease. Is ours a finite world?

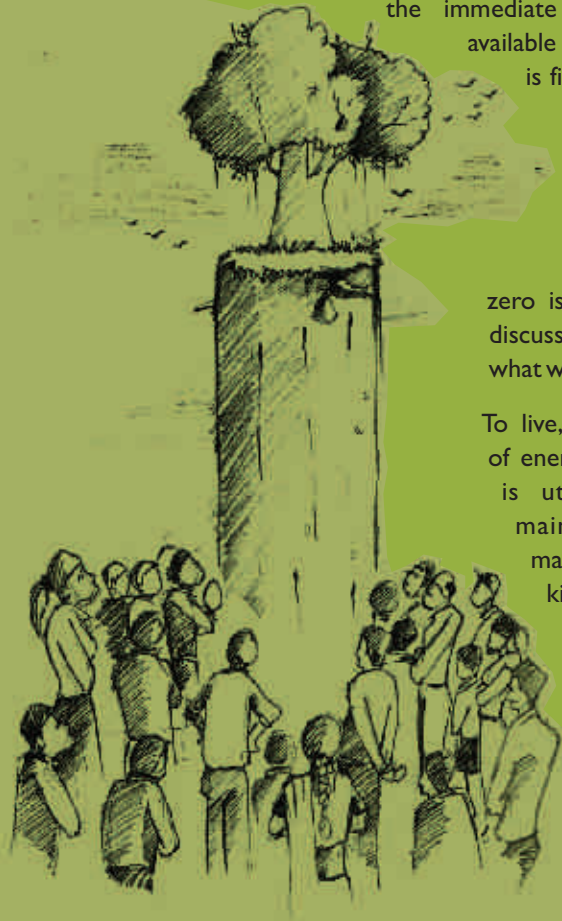
A fair defense can be put forward for the view that the world is infinite; or that we do not know that it is not. But, in terms of the practical problems that we must face in the next few generations with the foreseeable technology, it is clear that

we will greatly increase human misery if we do not, during the immediate future, assume that the world available to the terrestrial human population is finite. "Space" is no escape (2).

A finite world can support only a finite population; therefore, population growth must eventually equal zero. (The case of perpetual wide fluctuations above and below zero is a trivial variant that need not be discussed.) When this condition is met, what will be the situation of mankind?

To live, any organism must have a source of energy (for example, food). This energy is utilized for two purposes: mere maintenance and work. For man, maintenance of life requires about 1600 kilo calories a day ("maintenance calories"). Anything that he does over and above merely staying alive will be defined as work, and is supported by "work calories" which he takes in. Work

calories are used not only for what we call work in common speech; they are also required for all forms of enjoyment, from swimming and automobile racing to playing music and writing poetry. If our goal is to maximize population it is obvious what we must do: We must make the work calories per person approach as close to zero as possible. No gourmet meals, no vacations, no sports, no music, no literature, no art... I think that everyone will grant, without argument or proof, that maximizing population does not maximize goods.





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# SECTION 5E

## SUSTAINABILITY AND THE RESPONSIBLE INVESTOR

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This picture was taken at the butterfly park in Wipro's Electronic City campus. Photo Credit: Ajay Menon

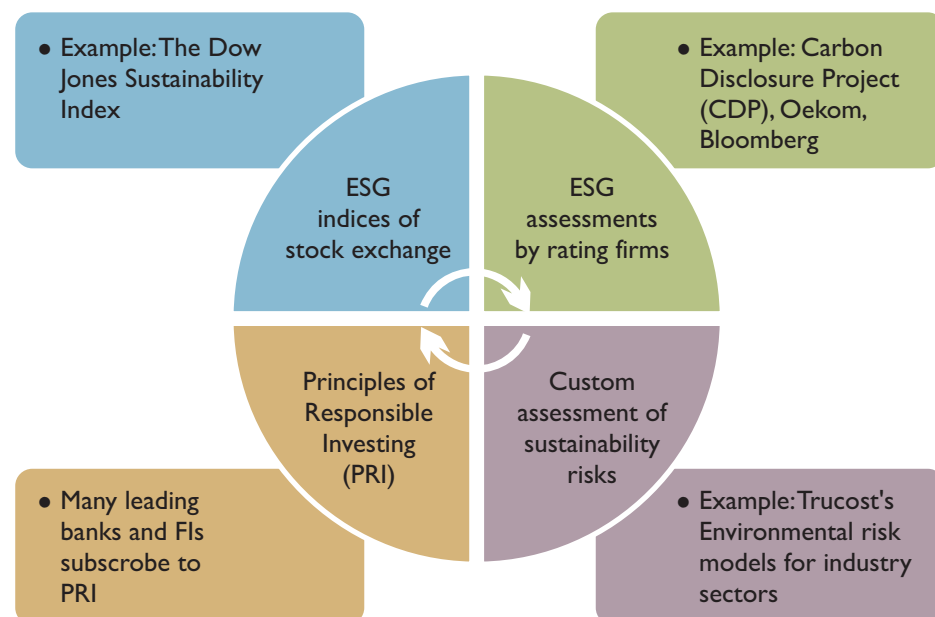


## Management Approach

In recent times, companies are required to comply with an increasingly elaborate and extensive set of statutory financial statement disclosures. The rationale offered by regulators for these requirements is that detailed reporting increases the transparency of operations and governance. These disclosures accompanying financial statements present a true and fair view of the financial health and state of affairs of the reporting entity.

In addition, there has also been a growing trend towards providing disclosures beyond financial metrics, on topics such as human resources, industrial relations, environment, and product safety. These disclosures enable stakeholders to assess the impact of the business on the stakeholders and society at large, and thus, investors are increasingly incorporating ESG criteria (Environmental, Social and Governance) into their investment decision frameworks.

Over the last decade, this has manifested in at least four different ways as shown in the chart below. Regulators and governments have started mandating reporting and encouraging spending on ESG parameters.



## Our engagement with responsible investment

We view the trend of responsible investment from two distinct angles:

- (i) as a catalyst for making the business sector more responsible and
- (ii) as a driver of internal rigor, innovation and improvement in a company's operations.

Therefore, we have been a conscious and keen participant in multiple such disclosure frameworks; this has helped us continuously calibrate our sustainability program and enhance it through step changes. Our commitment is reflected in the recognition of our leadership in various global ESG rating programs:

- Wipro has been a constituent of the **Dow Jones Sustainability Index World 2013 the 4th year in a row** and also part of the Emerging Markets Index for the 2nd consecutive year – the only company from India to be part of both indices. Wipro was also included in ROBECO SAM's Annual Sustainability Yearbook (2013) for the third year running; we were awarded the Bronze Class recognition in the Technology sector, the only company from India with such a distinction.
- Wipro was ranked first in the **Carbon Disclosure Leadership Index (CDLI - India) 2013 with a score of 98/100, for the second consecutive year.** The index is administered by Carbon Disclosure Project (CDP) on behalf of 655 investors with assets of US\$ 78 Trillion, this is the definite climate change disclosure framework. Wipro was also included in the global CDP Supplier Performance Index 2013 in their first edition. This is a new list of companies from around the world who achieved an A in climate change performance. Our CDP responses can be viewed at [www.cdproject.net](http://www.cdproject.net)
- Rated 'Prime B+' and globally No.1 in the IT Sector by **Oekom**, a leading European ESG rating agency. Oekom's clients are reputable financial service companies, managing a total volume of EUR 520 billion on the basis of their sustainability research.
- Wipro was selected by Ethisphere institute in their 2013 'World Most Ethical Companies' list, for the second consecutive year. The think tank has been publishing the World's most Ethical (WME) company rankings for the last seven years now by reviewing hundreds of companies and evaluating applications utilizing its proprietary methodology through in-depth research and multi-step analysis.

## Principle for Responsible Investment

The Principles for Responsible Investment (PRI), developed by an international group of institutional investors under the umbrella of Principles for Responsible Investment Initiative (PRII), reflect the increasing relevance of environmental, social and corporate

governance issues to investment practices. In 2011, there were 915 investors as signatories to Wipro, and this number has increased to 1,204 in 2013. The UNEP Finance Initiative and the UN Global compact are partnering with PRII in this initiative.

### Our engagement model with the investor community

Investors are significant stakeholders at Wipro. We have multiple channels of communications to keep the investors informed about various development and events. Communication through voluntary disclosures in financial statement has been the cornerstone of investor engagement.

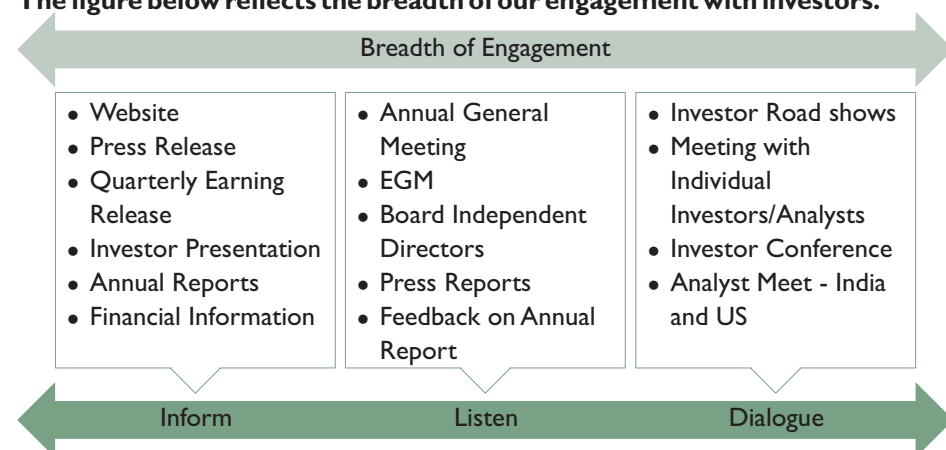
### The shareholding pattern in Wipro

The table below shows the total number of shareholders consolidated in both domestic (India) and ADR holdings:

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
No. of shareholders	232,932	228,456	179,438	220,238	227,158	213,603
ADR holders	18,428	14,945	15,383	12,544	11,813	11,162
Total shareholders	251,360	243,401	194,821	232,782	238,971	224,765

Our senior management leaders along with our dedicated Investor Relations team participate in various forums like investor conferences and investor road shows, in addition to hosting investors who visit us.

The figure below reflects the breadth of our engagement with investors.



	FY 2012-13				
Particulars	Q1	Q2	Q3	Q4	FY
Investor Meetings	30	47	45	41	163
Conferences Attended	8	10	3	6	27
Road shows Conducted	4	6	3	4	17
Analyst Day Conducted	1				1
AGM Held		1			1
Press Releases	20	21	16	17	74

### Response to investors' and shareholders' concerns

One of the measures of success in the investor relations & secretarial functions is having satisfied stakeholders. Our goal is to have zero pending complaints or queries at the end of any given period of time. The table below presents the number of complaints/ queries received and the number of queries responded to.

Description	Nature	Received	Replied	Pending
Non receipt of Securities	Complaint	13	13	0
Non receipt of Annual Reports	Complaint	31	31	0
Correction / Revalidation of Dividend Warrants	Request	496	496	0
SEBI/ Stock Exchange Complaints	Complaint	14	14	0
Non Receipt of Dividend Warrant	Complaint	234	234	0
Others	Request	-	-	0
<b>Total</b>		<b>788</b>	<b>788</b>	<b>0</b>

### Our economic performance and value add to investors

Investors in Wipro are key stakeholders and must get fair returns for investing in the company. Our endeavour is to report fair and timely financial results and communicate the business outlook, risks and opportunities.



## The Global Environment

With significant volatility in global currency and interest rates, the overall macro environment has been uncertain. While USA's Federal Reserve has deferred the timetable to taper quantitative easing, central banks of other countries have articulated policy responses. Businesses have responded to the uncertainty by driving cost reductions and productivity increases, with technology as a key enabler.

## The Global IT Sector

- 2012 recorded steady growth for the technology and related services sector, with worldwide spending of USD 1.9 trillion, a growth of 4.8% over 2011. Global IT-BPO spend is expected to grow between 5-6% in the next couple of years and global sourcing is expected to grow faster at 7-8%. Industry expertise and innovation is expected to drive future sourcing requirement.
- New areas of mobile, social, cloud and analytics are increasingly being seen as business differentiators and provide opportunities for growth. Research & Development expenditure in engineering saw a strong continued spend around technology convergence.

## The India IT Sector

- As a proportion of national GDP, the sector revenues have grown from 1.2% in FY 1998 to an estimated 8% in FY 2013. The aggregate revenue for the India IT-BPO industry for FY 2013 is expected to cross USD 108 Billion. Aggregate IT software and services revenue (excluding hardware) is estimated at USD 95 Billion.
- The industry currently accounts for almost 25% (FY 1998: <4%), of India's total exports (merchandise + services) and 58% of total services exports. The global IT-BPO exports is expected to grow 5-6% in FY 2014 providing growth opportunities for the Indian IT-BPO industry.
- Domestic IT – BPO revenue (excluding hardware) is expected to grow at 14% to gross Rs. 1047 billion in FY 2013. It is expected to grow at 13-16% in FY 2014. Strong economic growth, rapid advancement in technology infrastructure, increasingly competitive Indian organizations, enhanced focus by government and emergence of business models that help provide IT to new customer segments are key drivers for increased technology adoption in India.
- The industry has achieved penetration across several mature and emerging sectors. In FY 2013, growth was driven by healthcare, retail and utilities growing at an aggregate

12%. Verticals that had a traditionally strong IT-spend such as BFSI and manufacturing recorded above-average growth.

- The direct employment provided by the IT Sector in FY 13 is expected to reach 3 million, an increase of 188,300 employees, while indirect job creation is estimated at 9.5 million.

## Wipro's Financial Performance

Wipro's economic value-adds and distribution among its constituents are broadly consistent in FY 11 when compared with FY 10.

The dividend pay-out to the equity owners increased from 2% of revenue in FY 10 to 4% in FY 11. This entire increase came from lower Economic Value retained in business.

Wipro's economic value add and distribution among its constituents is broadly consistent in FY 12-13 when compared with FY 11-12.

Particulars	2010-11		2011-12		2012-13	
	Rs. in Mn.	%	Rs. in Mn.	%	Rs. in Mn.	%
Revenue	271,437	100.0%	318,747	100.0%	374,256	100.0%
Operating Cost	95,837	35.3%	113,813	35.7%	127,283	34.2%
Employee Wages and Benefits	122,248	45.0%	148,350	46.5%	179,627	48.3%
Payments to government						
India	7,777	2.9%	12,995	4.1%	16,576	4.5%
Others	3,895	1.4%	4,065	1.3%	5,314	1.4%
Payments to providers of Capital						
Interest	767	0.3%	937	0.3%	863	0.2%
Dividend	13,378	4.9%	14,836	4.7%	14,188	3.8%
Economic Value Retained	27,535	10.1%	23,751	7.5%	30,405	8.2%

**Profit After Tax as % of Revenues**

	2011-12	2012-13
Profit After Tax as % of Revenues	17.7%	17.5%

**Note:** Effective March 31, 2013, Wipro Group completed the demerger of its consumer care and lighting, infrastructure engineering and other non-IT business segments. Consequent to the demerger, the financial position of Wipro Limited as at March 31, 2013 includes only the balances of the continuing IT business and are therefore strictly not comparable with the financial position of the previous year. Corresponding figures for previous year presented have been regrouped, where necessary, to conform to the current year presentation and classification.

**Financial assistance from the Government**

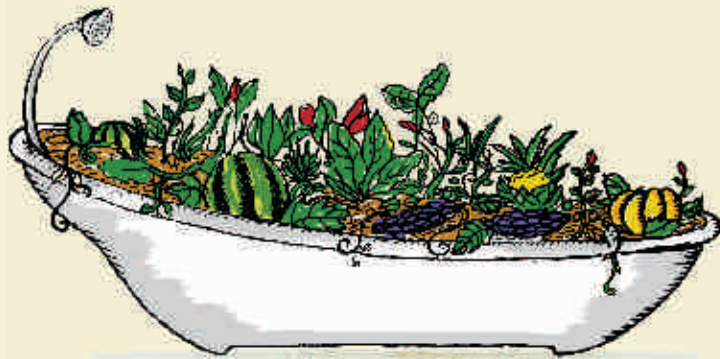
The India IT sector has been a leading generator of direct and indirect employment and foreign exchange as illustrated in the India IT sector overview and receives fiscal incentives from the government. Our benefits from the same have been illustrated below -

	2011	2012	2013*
Benefit from income tax exemption (in INR.Mn)	11,085	10,501	11,077
Percentage of tax benefit to Profit Before Tax (PBT)	18%	15%	14%
PBT	62,348	69,814	78,688

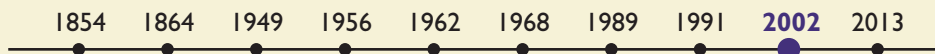
\*Subsequent to demerger of non-IT business, this is only for IT business



# Cradle to Cradle



MICHAEL BRAUNGART  
WILLIAM ANDREWS MCDONOUGH



**William McDonough** is a designer, advisor, author and thought leader. **Michael Braungart**, the co-author of Cradle to Cradle is a chemist. Together, they have articulated a simple, doable guide to a sustainable planet. They look at creating designs that are "a

beneficial, regenerative force - that seeks to create ecological footprints to delight in, not lament." - the idea being not merely minimizing negative impact on the environment, but maximizing positive impact.



Cradle to Cradle is a blueprint that shows how we can sustainably profit from growth, simply by having a conscience. In the book, the authors use a cherry tree as a narrative example of what 100% good looks like - from bearing fruit, giving shade, restoring carbon, being a habitat for varied ecosystems, preventing soil erosion, and at the end it goes back to mulch the earth. The book compels designers to think how their products can do the same good as a cherry tree.

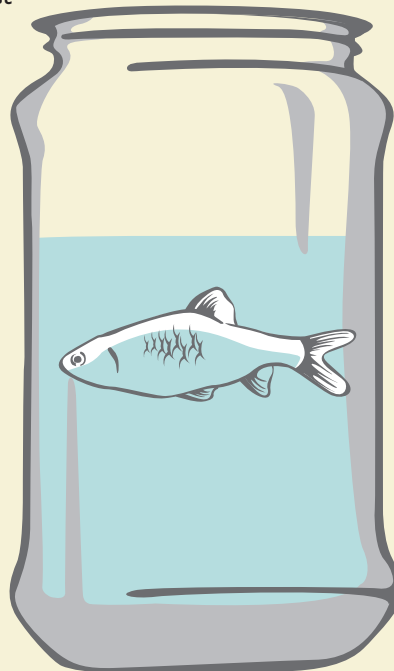
## Excerpt from the book

### Consider the Cherry Tree

Thousands of blossoms create fruit for birds, humans, and other animals, in order that one pit might eventually fall onto the ground, take root, and grow. Who would look at the ground littered with cherry blossoms and complain, “How inefficient and wasteful.” The tree makes copious blossoms and fruit without depleting its environment. Once they fall on the ground, their materials decompose and break down into nutrients that nourish micro organisms, insects, plants, animals, and soil. Although the tree actually makes more of its “product” than it needs for its own success in an ecosystem, this abundance has evolved (through millions of years of success and failure or, in business terms, R&D), to serve rich and varied purposes. In fact, the tree’s fecundity nourishes just about everything around it.

### What might the human-built world look like if a cherry tree had produced it?

Here’s how we imagine the cherry tree would do it: during the daytime, light pours in. Views of the outdoors through large, untinted windows are plentiful - each of the occupants has five views from wherever he or she happens to sit. Delicious, affordable food and beverages are available to employees in a cafe that opens onto a sun-filled courtyard. In the office space, each of them controls the flow of fresh air and the temperature of their personal breathing zones. The windows open. The cooling system maximizes natural airflows, as in a hacienda: at night, the system flushes the building with cool evening air; bringing the temperature down and clearing the rooms of stale air and toxins. A layer of native grasses covers the building’s roof, making it more attractive to songbirds and absorbing water runoff, while at the same time protecting the roof from thermal shock and ultraviolet degradation.



### Goal

To create a building that celebrates a range of cultural and natural pleasures - sun, light, air, nature, even food in order to enhance the lives of the people who work there. During construction, certain elements of the second building did cost a little more. For example, windows that open are more expensive than windows that do not. But the night times cooling strategy cuts down on the need for air-conditioning during the day. Abundant day light diminishes the need for fluorescent light. Fresh air makes the indoor spaces more pleasurable, a perk for current employees and a lure to potential ones and thus an effect with economic as well as aesthetic consequences. (Securing and supporting a talented and productive workforce is one of CFO’s primary goals, because the carrying cost of people-recruiting, employing, and retaining them – is a hundred times as great as the carrying cost of the average building). In its every element, the building expresses the client’s and architect’s vision of a life-centered community and environment. We know, because Bill’s firm led the team that designed it.



This picture was taken at the butterfly park in Wipro's Electronic City campus. Photo Credit: Ajay Menon



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# SECTION 5F

## ETHICAL SUPPLY CHAIN

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83 SUPPLY CHAIN ENGAGEMENT

This picture was taken at the butterfly park in Wipro's Electronic City campus. Photo Credit: Ajay Menon



## Ethical Supply Chain

The scale and complexity of the supply chain ecosystem in organizations is determined by various factors, some informed by key questions on business strategy and operations design.

Our benchmark for supply chain engagement is informed by widely accepted global social and environmental standards. The **ethical and social maturity of any supply chain** in any given context is influenced by:

- Societal indicators – like economic imbalances, human development indices, lack of opportunity, information divide
- Economics – Pricing of products and services in the market, the presence/absence of informal economy, externalized costs of products and services
- Interpretation of social values, which is often impacted by culture and societal norms
- The presence or absence of viable alternatives

It is important for us to persist in these efforts and expect incremental improvements through awareness building, regular communication, and assessments and to build procurement practices which meet sustainability criteria, to incentivize better behaviour.

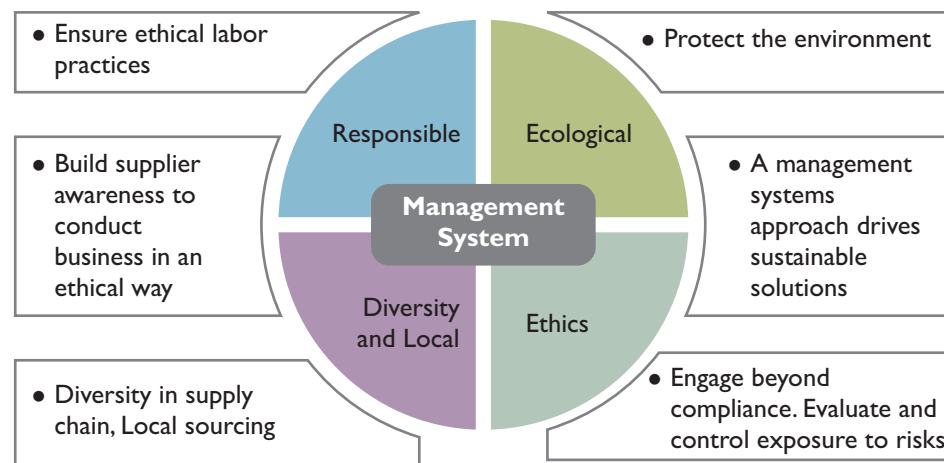
In the core IT services organization, our supply ecosystem comprises of a high proportion of contract workforce who have specialized skills in software development. Based on our ongoing assessments and feedback, no major issues or concerns on basic human rights and labour practices emerged with this empowered and informed stakeholder group. The supply chain for our IT Services and Computer Divisions.

Other constituents of our supply chain include Business Support Services, Facilities and Information Management, Telecom Services and Civil Infrastructure under IT Services. It also includes components of IT Product Manufacturing such as Computers and Electronic Products, Chemicals, Paper and so on.

We present below the broad areas of supply chain engagement and some examples of our engagement areas. A low maturity is primarily due to social context and the governance mechanisms we have been able to reasonably effect.

Supplier Role	Broad Sub-Categories	Materiality	Maturity	Examples of Engagement
People	Contract Workforce	High	Medium-High	Partner employee engagement initiative Diversity program extended to partner employees
	Skilled and Unskilled Labour	Medium	Low	Supplier diversity program Equal opportunity in bidding
Service Providers	Transport, Utility (Electricity, Water)	High	Medium	Periodic review of performance and integrating feedback through representative committees.
Materials and Equipment Providers	Civil and Infrastructure	High	Medium	Supplier code of conduct rolled out
	Software/Hardware	Medium	Medium-High	Completed supplier risk assessment study First annual supplier meet – W-elite held in March 2013. Launch of supplier engagement program

The visual below presents our broad approach to supplier sustainability – based on the four pillars of ethical, ecological, responsible and local



### Supplier diversity

We are an Equal Opportunity employer and strongly advocate the same through our supply chain. We encourage Supplier Diversity by identifying and engaging qualified suppliers in the following categories: Differently-abled suppliers, Women owned Enterprises and Minority-owned Enterprises. These categories are given priority over other categories of suppliers providing similar services and products.

Vertical	Total no. of Diverse Vendors	% Spend in the Vertical
Business Support Services(BSS)	114	13.4%
Facilities Management Group(FMG)	4	0.2%
Total	118	8.4% (Overall contribution)

### Top diverse suppliers categories:

72% Minority Business Enterprise,  
14% Women Enterprises

### Supply chain engagement – The next steps

In the first half of 2013, we conducted W-elite, our first annual supplier meet which brought together our key suppliers and partners and allowed us to share our policies, process, and practices on ethical sourcing.

The next steps in the program are:

- To prioritize risk areas and select suppliers for a detailed engagement to improve environmental and social performance.
- This will be done through a program consisting of evaluation of existing procurement practices and processes, periodic reporting, benchmarking, protocol development, assessments and feedback. Our aim is to progressively include sustainability considerations into procurement decisions.

In 2012, we completed a preliminary environmental and social risk assessment of our supplier base in 2012 in association with two UK-based organizations, Trucost and Fronesys. The 2011-12 sustainability report (page 100) contains the methodology and key outputs of the study.





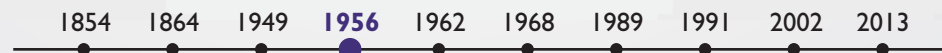
# THE NATURAL HISTORY OF URBANIZATION

LEWIS MUMFORD



One of the areas of study that Lewis Mumford was particularly noted for was his work on cities and urban architecture. He was also an acclaimed American historian, sociologist, philosopher of technology, and a literary critic.

According to Mumford, what defined humanity, what set human beings apart from other animals, was not primarily our use of tools and technology but also our ability and use of language. He believed that sharing of information and ideas amongst individuals of primitive societies was completely natural to early humanity, it has been instrumental in building the foundation of society as it became more complex. 'The Natural History of Urbanization' is an article by Lewis Mumford; his most famous book is 'The City in History'. The excerpt below is from this article which carries many of the core ideas found in his book.



## Excerpt from the book

Whether one looks at the city morphologically or functionally, one cannot understand its development without taking in its relationship to earlier forms of cohabitation that go back to non-human species. One must remember not only the obvious homologies of the anthill and the beehive but also the nature of fixed seasonal habitations in protected sites, like the breeding grounds of many species of birds. Though permanent villages date only from Neolithic times, the habit of resorting to caves for the collective performance of magical ceremonies seems to date back to an earlier period; and whole communities, living in caves and hollowed-out walls of rock, have survived in widely scattered areas down to the present. The outline of the city as both an outward form and an inward pattern of life might be found in such ancient assemblages.

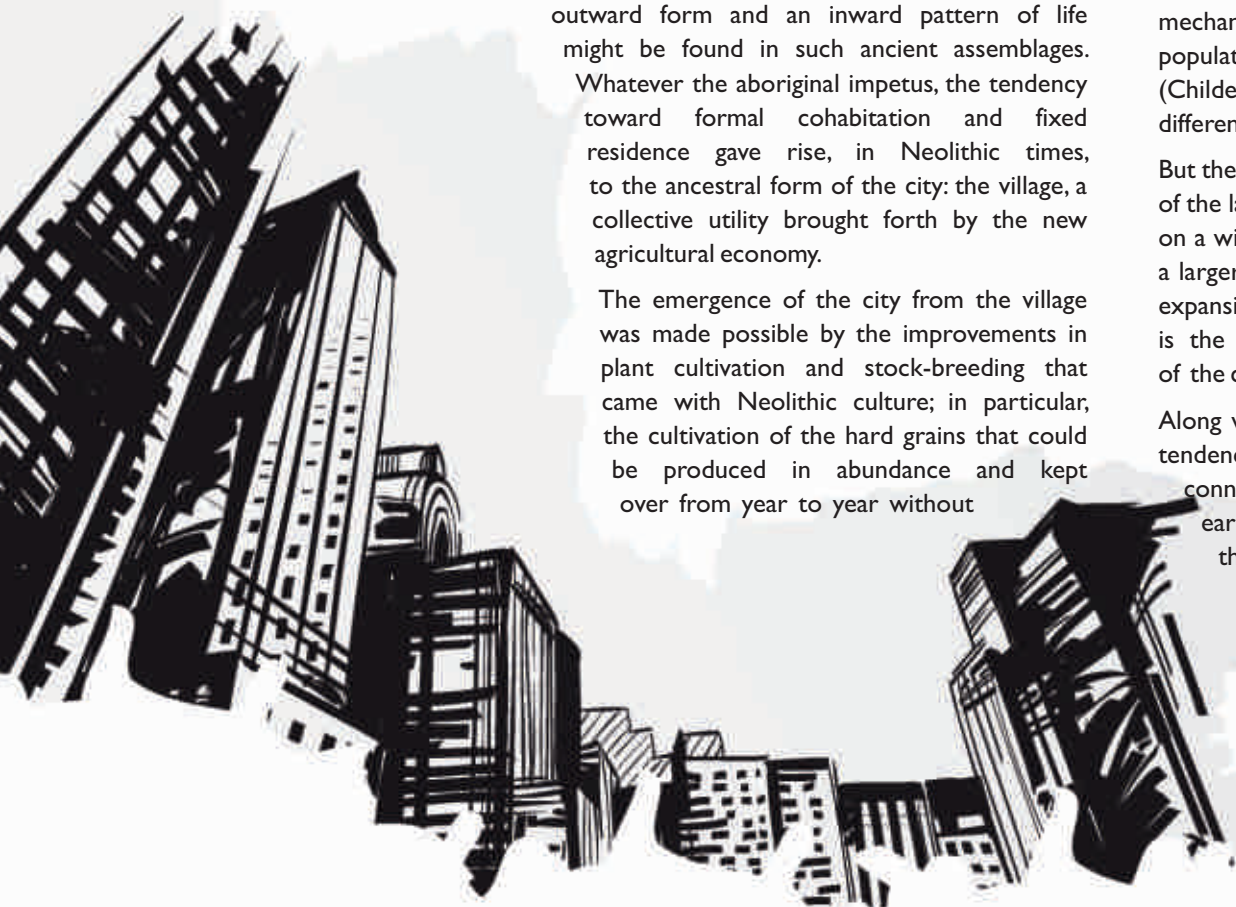
Whatever the aboriginal impetus, the tendency toward formal cohabitation and fixed residence gave rise, in Neolithic times, to the ancestral form of the city: the village, a collective utility brought forth by the new agricultural economy.

The emergence of the city from the village was made possible by the improvements in plant cultivation and stock-breeding that came with Neolithic culture; in particular, the cultivation of the hard grains that could be produced in abundance and kept over from year to year without

spoiling. This new form of food not merely offered insurance against starvation in the lean years, as was recorded in the famous story of Joseph in Egypt, but likewise made it possible to breed and support a bigger population not committed to food-raising. From the standpoint of their basic nutrition, one may speak of wheat cities, rye cities, rice cities, and maize cities, to characterize their chief source of energy; and it should be remembered that no other source was so important until the coal seams of Saxony and England were opened. With the surplus of manpower available as Neolithic man escaped from a subsistence economy, it was possible to draw a larger number of people into other forms of work and service: administration, the mechanical arts, warfare, systematic thought, and religion. So the once-scattered population of Neolithic times, dwelling in hamlets of from ten to fifty houses (Childe, 1954), was concentrated into cities, ruled and regimented on a different plan.

But the morphological difference between the village and the city is not simply the result of the latter's superior site or of the fact that its geographic situation enables it to draw on a wider area for resources, foods, and men and in turn to export their products to a larger market, though both are facts conducive to population growth and economic expansion. What distinguish city from village are mainly two facts. The first of these is the presence of an organized social core, around which the whole structure of the community coheres.

Along with this bold aesthetic transformations of the outward environment, another tendency distinguishes the city from the village - a tendency to loosen the bonds that connect its habitants with nature and to transform, eliminate, or replace its earth-bound aspects, covering the natural site with an artificial environment that enhances the dominance of man and encourages an illusion of complete independence from nature.







This picture was taken at the butterfly park in Wipro's Electronic City campus. Photo Credit: Ajay Menon

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# SECTION 5G

## EDUCATION AND COMMUNITY CARE

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CARE WHERE IT MATTERS

This picture was taken at the butterfly park in Wipro's  
Electronic City campus. Photo Credit: Ajay Menon



## Education and Community Care

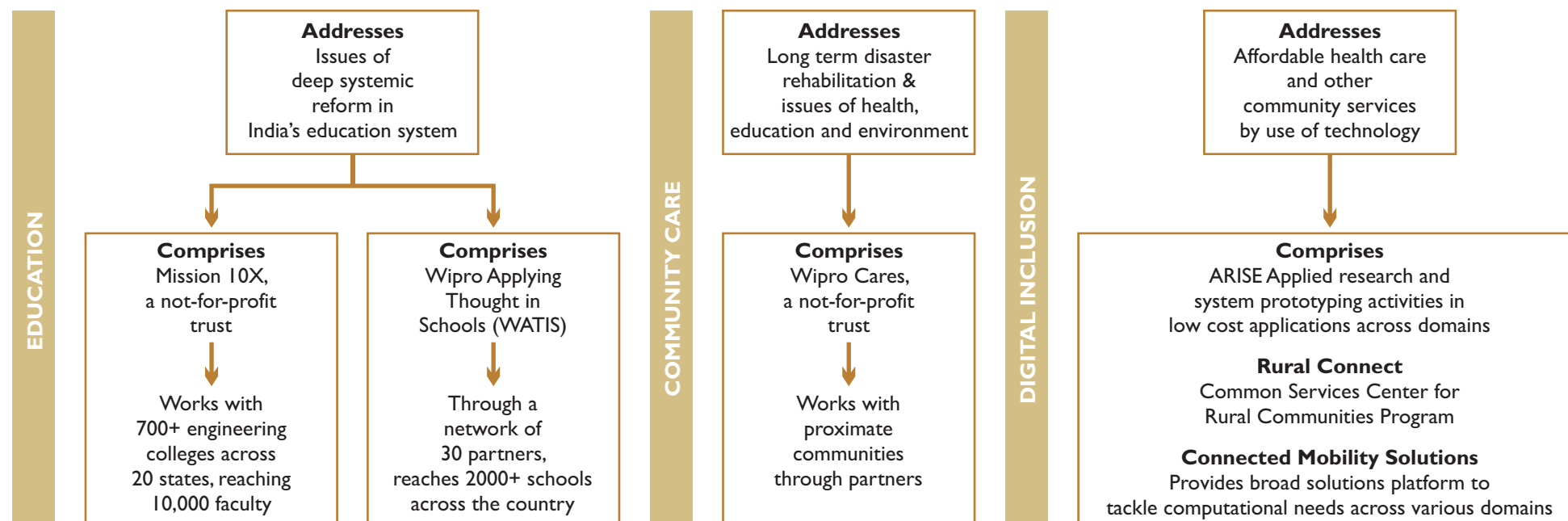
### Management Approach:

We have been implementing our social transformation initiatives for more than a decade now. Over the years, our approach has been to engage in social issues with sensitivity, rigor and responsibility.

Education and Community Care are the two areas that we decided to focus on when we started a decade ago.

Digital Inclusion is a more recent addition to our community program through its focus on low-cost technology interventions in health care and citizen services for rural areas.

### Visual Summary of Wipro's Programs in Education and Community Care



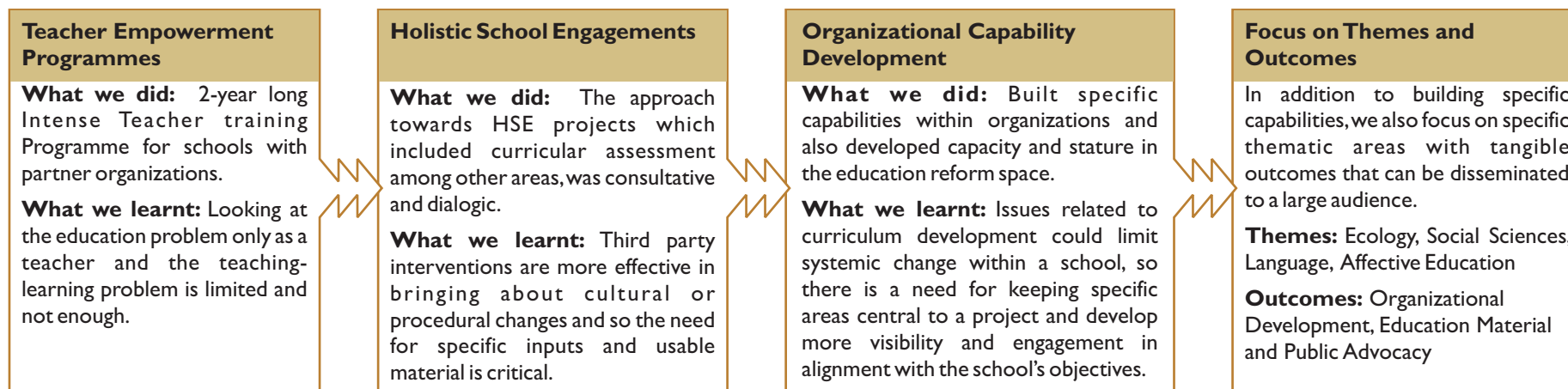
## Wipro Applying Thought in Schools

Wipro Applying Thought in Schools (WATIS) is one of Wipro's social initiatives, which, for over a decade, has been engaged in building capacities for school education reform in India. Our work is driven by the belief that education is a key enabler of social change, and that schools have to be spaces that nurture these principles, capabilities & values.

Our key strategy is to partner with civil society and other organizations across the country in this endeavour.

The past five sustainability reports trace the evolution of Wipro Applying Thought in Schools - from the initial days of its working on teacher education programs for schools; to its decision, based on its decade long experience in the domain, to work towards excellence in a few selected areas that are important to good quality education, but are often neglected by not just the mainstream schools but also the government agencies and the society at large.

### The Journey So Far



### Choice of Themes

#### Ecology

In addition to the larger concern of ecology not finding its due space within the educational discourse in the country; our work in Ecology and Education is also inspired by Wipro's commitment to ecological sustainability. Our core concerns in this area have been previously articulated in "Our Concerns on School education in India" as below: "The earth is made up of interconnected systems, cycles and processes. Ecological education should aim at following the trails and connecting the dots. It has to often be outside the classroom and span multiple subjects. This raises issues with the 40 minute period structure of schools today and demands interdisciplinary skills from teachers. Further there is a tendency of environmental education to be bracketed with individual contributions like reducing plastic usage and recycling etc. Many of these conceptualize the child as a consumer but fail to bring out the aspects related to the child as future citizen."

Our serious engagement in this domain has started with a dedicated Partner's forum on Ecology & Education in 2009. Over the last few years, we have expanded our work to 4 projects in different areas within ecology and

#### Affective Education and School Environment

We are also focused on bringing about changes in the school environment and making the school an emotionally safe space for children. Our concerns on this, span a wide array of issues: "The most important issue is that of the freedom that the school system provides to all stakeholders. How much free time does a child get to play, read or just "be" within our education system? How often does the child choose what she should learn or do and the pace of learning? How much freedom does the teacher have in shaping the curriculum, teaching approach and assessment?" "Do democratic values like the children engaging in open dialogue on some topic happen often enough in the school? Is it integral to the environment of the school?" Equally important is the area of affective education. This covers a wide range of elements that are different from subjects like science and mathematics: attitudes, beliefs, values, feelings, emotions, interpersonal relations etc.

An example of our work in this area is a research project being done in collaboration with The Teacher Foundation, that draws on existing literature/work in the domain of Social

### Choice of Themes

education. For example, we are supporting a project called SeasonWatch, which is run in partnership with National Centre for Biological Sciences and Nature Conservation Foundation which aims to instill the scientific spirit among students and connect them with nature by taking them outside the classroom.

and Emotional Learning (SEL) and for the first time in India, attempts to arrive at a broad-based framework and learning standards in SEL.

#### Language

Recognizing the severity of the challenge in this space in terms of both the capacity of factors involved in language education, as well as the dearth of high quality content, we have made language education our third key focus area. We have articulated our basic concern within this theme as follows: "India is a country with diverse cultures, educational contexts and languages. To able to create a good learning environment, it is imperative that children are able to engage with language (not just spoken in class but also the environment in the school). Multilingualism is seen as one possible method to overcome this issue. There could be other pedagogical methods too. Beyond this, there are issues with the politics of languages and the dearth of good literature on any subject in languages other than English. This

#### Social Sciences

Unlike Natural Sciences, matters in Social Sciences do not fit into formulas nor is any one theory able to explain across time and space any significant aspect of societies. There is a multiplicity of ways of seeing the world and this can be very confusing and needs an attention of a different kind. In line with the NCF 2005, social sciences education has to shift out of either a nationalizing frame alone or as a tool of narrow identity formation and accommodate the 'multiple ways of imagining the Indian nation'. This is just one of the many important concerns in the domain of social science education. It is also true that it tends to be a neglected subject in many schools compared to Mathematics or English.

Our serious engagement with this theme area began with a Partners'

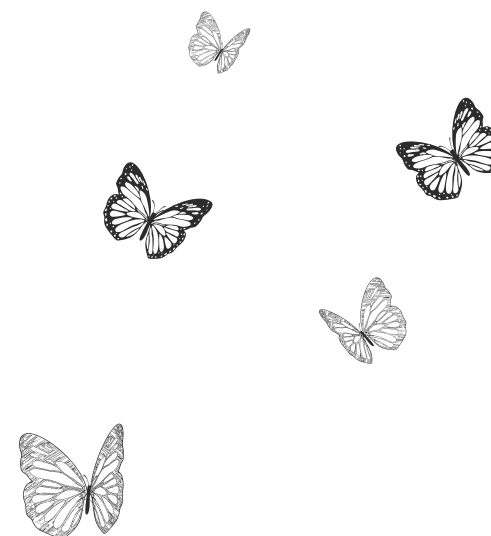


### Choice of Themes

politics is something a school faces on an everyday basis. And these have implications not only in teaching language but in other subjects also. How do we engage with these problems in the school and in the classroom?"

To explore ways of addressing some of these concerns, as an example, we have begun focused work in partnership with Eklavya on a multilingual language education program for tribal and other marginalized children in Bhopal.

Forum on History and education in 2010 which brought out the various aspects of History as a discipline and how this can be learnt in schools. An example of our work in this domain is a project in which we are supporting Vikramshila to come out with interdisciplinary and project based curricular material for social science education in West Bengal schools.



**Key highlights this year**

Organization Capability Building	
<ul style="list-style-type: none"> <li>With 3 new partnerships, the partner network consists of 31 organization</li> <li>Significant portfolio of 10 projects on priority theme areas ecology, language etc</li> <li>All 9 projects recently started are well on track</li> <li>Partner's forum on "Assessment &amp; School Education" organized successfully in Dec, 2012.</li> </ul>	
Edu Material & Literature	Public Advocacy
<ul style="list-style-type: none"> <li>Tulika series on science for children published; consists of 5 books in 9 languages</li> <li>Both Goodbooks and Kabir resource portal progressing well; though both are delayed compared to the plan</li> </ul>	<ul style="list-style-type: none"> <li>QES Seminars in all 5 cities completed; reached out to ~ 700 key school functionaries. 40+ coverage in newspapers &amp; magazines</li> <li>Regular coverage of our projects, learning and ideas in media</li> </ul>

**Goals and Updates this year**

Goals - 2012-13	Updates
Expand partner network	3 new partnerships this year take our network to 31 organizations. More than 10 are in priority areas - language, social studies, ecology & affective education.
Consolidate the 9 new projects started in 2011-12	9 new projects started recently are now well on track.
Continue to tap resource organization as needed	Eklavya as resource support to Vikramshila on Social Science project; CFL and ATREE as resource organizations in earthian; Tulika Books helped with History Forum publications

Goals - 2012-13	Updates
<p>Work towards leadership in ecology &amp; education by building on ecology projects</p> <p>Organize Annual Partners' Forum</p>	<p>With 5 projects including Earthian, we have a strong portfolio of projects and experiences in ecology and education and are deepening our work in this area.</p> <p>Partners Forum on assessment organized in December, 2013. Video summaries of the forum sessions are being disseminated through online platforms</p>
<p><b>Educational Material &amp; Publishing</b></p> <p>Complete work on 4 more books/booklets which are WIP</p> <p>Launch goodbooks.in</p> <p>Launch Kabir resource portal and materials for educators</p>	<p>The 'first look science picture books' is a series of Picture books on Science that came out of our collaboration with Tulika Books. 5 books in 9 languages were published. Draft of a graphic novel on Tangkhul Naga folk tale completed.</p> <p>Work on a book on Philosophy of Education for teachers and educators, is ongoing.</p> <p>Website launched December 2013.</p> <p>Resource portal on Kabir for educators is now part of a larger, high quality and content rich portal on mystic poetry; and the project timelines have thus been rescheduled to Q1 2014.</p> <ul style="list-style-type: none"> <li>Documentation of the holistic school engagement program in Phagiblock of Rajasthan, in association with Digantar was completed and shared with all stakeholders.</li> <li>Education Dialogues Trust came out with two new volumes of the journal Contemporary Education Dialogue.</li> <li>Support provided for Chakmak, the children's magazine in Hindi brought out by Eklavya</li> </ul>

Goals - 2012-13	Updates
<p>Continue the regular project documentation &amp; support to education journals</p> <p>Strike a few alliances for distribution</p>	<p>The content for this within the projects is still getting created; This goal will be taken up on priority in 2013-14</p>
<p><b>Public Advocacy</b></p> <p>Continue on QES advocacy: website and videos</p> <p>Pursue other advocacy ideas Continue regular outreach</p>	<p>QES Seminars in all 5 cities completed; reached out to ~700 key school functionaries. 40+ coverage in newspapers &amp; magazines, and videos completed;</p> <p>Launched Quality Education portal <a href="http://www.qualityeducationstudy.com">www.qualityeducationstudy.com</a></p> <ul style="list-style-type: none"> <li>• Feasibility of the right to education and the role of the state in fulfilling this fundamental right.</li> <li>• Sustainability in education within Earthian has also been identified as a theme for advocacy for next year</li> <li>• Regular coverage in 2012-13 on Madrasah project in Economic and Political Weekly &amp; AajKal; on SeasonWatch in Mint and on QES in city seminars. QES references continue to appear in the media.</li> </ul>

### Wipro US Science Education Fellowship

This is a social initiative undertaken in the United States in line with the US Government's identified priorities in Science & Math education in schools. This program is being run with the goal of improving Science & Math education in inner-city schools serving disadvantaged communities, in partnership with the University of Massachusetts (for Boston) and Montclair State University (for New York).

The main intervention is around teacher development; to identify 40 teachers with the objective of improving their teaching skills and capacity to act as change leaders, with the help of a two-year capacity development programme in May/June 2013. Five districts within Boston have already been identified for this programme, while the New York districts are presently being identified.

### Plan for 2013-14

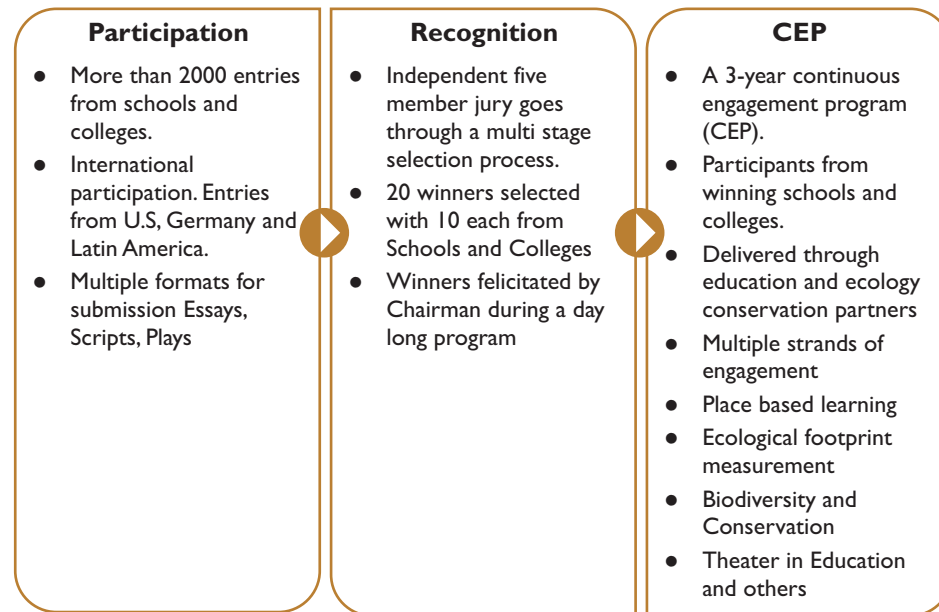
Organization Capability Building	
<ul style="list-style-type: none"> <li>• Continue expansion of partner network keeping in mind priority themes, distribution, untouched geographies etc. Add 5 new partners.</li> <li>• Keep track of progress with the existing organizations we work with; tap them as resource organizations and individual people; identify organization development possibilities.</li> <li>• Continue to work towards leadership in ecology &amp; education by building on ecology projects.</li> <li>• Organize Partner's forum and support other possibilities for networking &amp; development</li> </ul>	
Edu Material & Literature	Public Advocacy
<ul style="list-style-type: none"> <li>• Conclude work on the 3 existing books which are WIP and the portals - Kabir &amp; Goodbooks.</li> <li>• Develop &amp; implement a distribution strategy for all content</li> </ul>	<ul style="list-style-type: none"> <li>• Develop &amp; implement a strategy for more regular outreach covering online, print, events etc</li> <li>• Consider working on another medium to large Scale advocacy campaign this</li> </ul>

### Earthian - Integrating sustainability in education

We have endeavoured to work on the educational challenges in schools and colleges and on ecological sustainability issues. This was the genesis of Earthian, an annual programme, the first edition of which was launched in April 2011. In the first phase of the programme, we asked teams to write critical and well-reasoned essays on various themes – by looking at issues through the lens of different socio economic contexts.

In the last two editions (2011 and 2012), over 2000 schools and colleges participated in the programme. The 20 best entries from schools and colleges every year are selected by an eminent jury with varied experience in academia, research and social sector Non-Governmental Organizations.

30 winning institutes are now part of a Continuing Engagement Program (CEP) offered in association with Wipro's partner ecosystem in education and sustainability. The CEP, the core of earthian, includes teachers' workshops, environmental footprint measurement of campuses, biodiversity and theatre workshops.



### Mission I 0X – improving capabilities in engineering education

Mission I0X, launched on September 5, 2007, is one of our not-for-profit quantum innovation projects. It aims at promoting systemic changes to current teaching-learning paradigms in engineering education in collaboration with the academia and has achieved tremendous recognition and momentum in the field of engineering education. It has now spread to over 1,200 engineering colleges across 25 states in India and has reached out to over 23,000 engineering faculty through its innovative Mission I0X Learning Approach (MxLA).

### Highlights of 2012-13

- Collaborations with 25 engineering colleges across India
- The establishment of Mission I0X Technology Learning Centres (MTLC) that houses Unified Technology Learning Platform (UTLP). The UTL platform promotes

Technology learning along with acquisition of skills required by an engineering graduate. Inauguration of all the centres and training of faculty in all these centres was completed during March 2013.

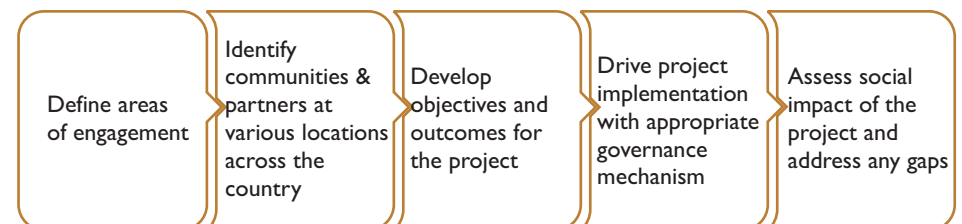
- NASSCOM has partnered with Mission I0X to use our learning approach as a framework for designing Foundation Skills in Information Technology (FSIT) for engineering students across the country.
- Designing workshops for teachers, called 'Enhancing Teaching Skills' in Science colleges, the first of which happened at Sri Krishna Arts and Science College in Coimbatore from 5th to 7th November, 2012.
- 5 workshops conducted in the year 2012-13, where over 120 faculty members from 26 colleges participated.

### Wipro Cares

Wipro Cares was founded on the belief that responsibility towards proximate communities, including disadvantaged sections is not just the prerogative but also the duty of every responsible corporate citizen. The 'Spirit of Wipro' drives the charter of Wipro Cares which is to focus on issues pertaining to access to primary healthcare, quality education, degraded environments and disaster rehabilitation.

Organized as a trust, consisting of volunteering Wiproites, Wipro Cares ensures that funds donated by Wiproites are matched by Wipro.

### Wipro Cares approach to meaningfully engage with communities



- In 2012-13 Wipro Cares provided access to primary health care to a population of around 51000 people through five of its health care projects in Maharashtra, Karnataka & Andhra Pradesh.
- The projects focused on building the capacities of existing health workers and mobilizing people in the communities to realize their health rights.

- 2012 – 13 saw the completion of three years of our first health care project in Waluj, Maharashtra- Sanjeevani, which, in the span of three years, reached out to more than 45,000 patients through its mobile health clinic and aided more than 6000 pregnant women through the Reproductive Child Health (RCH) clinic.
- Malnutrition in the 10 project villages in the age group of 0-6 years saw a significant drop from 51.2% to 17.63%.
- Wipro Cares continued to provide non-formal education to more than 71600 children in 5 cities and 1 village.
- The primary stakeholders and the most material issues that arise on this them:

The principal stakeholders for Wipro Cares include Wiproites, NGO partners and most importantly, marginalized proximate communities that face challenges with regards to degraded environments, natural disasters and access to quality education and healthcare.

#### Summary of progress highlights:

In 2012-13 Wipro Cares supported 14 projects. Key highlights are shown below:

#### Primary Health Care Services

The health care project at Waluj, Maharashtra saw a proposal of adding 5 Villages reaching out to around 4000 more people, this will be executed in 2013-14. The health care project in Amalner, Maharashtra added 2 more villages reaching out to 1000 more people

Supported the education of more than 71600 children in 5 cities & 1 village through 6 projects

#### Access to Education

#### Restoration of Environment

In Phase II of the social forestry project we supported the planting of another 25,000 saplings by 22 farmers in Tiruvannamalai district, Tamilnadu

US Chapter mobilized employees to donate to the Red Cross towards the victims of Hurricane Sandy, this contribution was matched by Wipro

#### Disaster Rehabilitation

#### WBPO Community Project

Initiated Communication Skills Enhancement Program (CSEP) to up skill the students / existing employees to a Voice & Accent (VA) entry level of communication skills. Phase I was held in September 2012 & Phase II was held in February 2013, both were attended by 73 participants.

As a part of the US Chapter started the BIG Brother Big Sister initiative, a non-profit organisation whose mission is to help children reach their potential through professionally supported, one-to-one relationships with mentors.

Volunteering activities are being carried out in ASEAN (Singapore), UAE and Brazil.

#### Overseas

#### Employee Engagement

Sustained employee engagement through campaigns like joy of giving and blood donation across Wipro locations pan-India. 3000 employees donated blood. Around 400 books were collected in a book collection drive in Bangalore, these books were given to orphanages.

In addition, they organized an online organ donation program, 81 people registered.



## Brief Description of the New Projects in 2012-13

### Social Forestry in Tamil Nadu

In Phase II of the project about 25000 teak and mango trees have been planted in around 40 acres of waste land by 22 farmers in Tiruvannamalai district, Tamil Nadu. In addition the farmers would also receive carbon credits for the trees planted by them after they are duly quantified.

### Assistance to people affected by Hurricane Sandy

In October 2012, the Super Storm Sandy affected 24 states in the United States. In response, our US Chapter encouraged employees to donate to the American Red Cross towards relief work. A total of 239 employees donated, and the contributions collected from employees were equally matched by Wipro.

### Communication Skills Enhancement Programme (CSEP)

CSEP was a pilot project at Manjakuddi, WIPRO's first rural BPO and its aim was to work towards improving the employability of youth in rural areas by providing the necessary skills to an educated resource pool of school students, college students and existing employees. The objective was to up skill the participants of the program to a Voice & Accent (VA) entry level of communication skills. 73 participants attended the programme which was conducted in 2 phases, consisting of 10 days each.

### Employee Volunteering in 2012-13

Our international locations saw an initiation of employee volunteering, in countries like the US, Brazil ASEAN countries, UAE and the Philippines. The following are the details from our US and Philippines initiatives:

#### 1. United States

As a part of the US Chapter started the **Big Brother Big Sister** initiative, a non-profit organization whose mission is to help children reach their potential through professionally-supported one-to-one relationships with mentors.

#### 2. Philippines

WIPRO-BT participated in the 'Red Nose Day' event- a fun fundraising campaign for charity. Both WIPRO Cebu and the Manila site participated by organizing fun activities to raise money for two very deserving Philippines charities - **Rise Above Foundation** in Cebu and **Street Kids** in Manila.

## List of cities

### Overseas (Total- 80)

1. US Chapter – Atlanta – 5 volunteers
2. Brazil Chapter – Curitiba – 20 volunteers
3. ASEAN Chapter – Singapore – around 13 volunteers
4. UAE Chapter – Dubai – around 22 volunteers
5. Philippines- Cebu & Manila – around 20 volunteers

### Indian (Total- 183)

1. Kolkata – 31 volunteers
2. Greater Noida – 6 volunteers
3. Pune – 7 volunteers
4. Chennai – 31 volunteers
5. Gurgaon – 17 volunteers
6. Bangalore – 27 volunteers
7. Kochi – 20 volunteers
8. Hyderabad – 12 volunteers
9. Pondicherry – 5 volunteers
10. Kotdwar – 10 volunteers
11. Mumbai – 17 volunteers

## A LECTURE ON

# BOOMERS & STICKERS



WENDELL BERRY

1854 1864 1949 1956 1962 1968 1989 1991 2002 2013



Prolific author, poet, essayist, cultural critic, environmentalist, farmer and activist, Wendell Berry's contention is that merely wanting a good life is not adequate. A definition to good life includes sustainable agriculture, healthy rural communities, pleasures of good food, husbandry, local economics, fidelity, frugality, reverence, and the inter-connectedness of life. He is the recipient of the 2013 Richard C. Holbrooke Distinguished Achievement Award.

Last year, Wendell Berry delivered a lecture titled "Boomers and Stickers" in which he spoke about how unsustainable agrarian practices, unmindful consumerism, ignorance and greed shatter the dream of a good life. Berry reminds us that each of us must take the onus for the environment. We need to realize that the boomer enterprise asks for more than it returns. Berry's humble agrarian economy may involve much that is considered unattractive today, but it also presents us with the absence of vicious and invasive destruction.

## Excerpt from the book

That we live now in an economy that is not sustainable is not the fault only of a few mongers of power and heavy equipment. We all are implicated. We all, in the course of our daily economic life, consent to it, whether or not we approve of it. This is because of the increasing abstraction and unconsciousness of our connection to our economic sources in the land, the land-communities, and the land-use economies. In my region and within my memory, for example, human life has become less creaturely and more engineered, less familiar and more remote from local places, pleasures, and associations. Our knowledge, in short, has become increasingly statistical.

With the coming of industrialism, the great industrialists, like kings and conquerors, become exploiters of statistical knowledge. And finally virtually all of us, in order to participate and survive in their system, have had to agree to their substitution of statistical knowledge for personal knowledge. Virtually all of us now share with the most powerful industrialists their remoteness from actual experience of the actual world. Like them, we participate in an absentee economy, which makes us effectively absent even from our own dwelling places. Though most of us have little wealth and perhaps no power, we consumer-citizens are more like James B. Duke than we are like my grandfather. By economic proxies thoughtlessly given, by thoughtless consumption of goods ignorantly purchased, now we all are boomers.

One night in the winter of 1907, at what we have always called "the home place" in Henry County, Kentucky, my father, then six years old, sat with his older brother and listened as their parents spoke of the uses they would have for the money from their 1906 tobacco crop.

The crop was to be sold at auction in Louisville on the next day. They would have been sitting in the light of a kerosene lamp, close to the stove, warming themselves before bedtime. They were not wealthy people. I believe that the debt on their farm was not fully paid, there would have been interest to pay, there would have been other debts. The depression of the 1890s would have left them burdened. Perhaps, after the income from the crop had paid their obligations, there would be some money that they could spend as they chose. At around two o'clock the next morning, my father was awakened by a horse's shod hooves on the stones of the driveway. His father was leaving to catch the train to see the crop sold.

He came home that evening, as my father later would put it, "without a dime." After the crop had paid its transportation to market and the commission on its sale, there was nothing left. Thus began my father's lifelong advocacy, later my brother's and my own, and now my daughter's and my son's, for small farmers and for land-conserving economies.



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# SECTION 5H

## ADVOCACY AND PUBLIC POLICY

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This picture was taken at the butterfly park in Wipro's  
Electronic City campus. Photo Credit: Ajay Menon



## Advocacy and Public Policy

**Wipro's Management Approach:** The challenges of sustainability need a multi-modal, multi-stakeholder approach and each stakeholder – Business, Government, Academia, and Civil Society – brings in a dynamic that is unique. We think that the industry's role should progressively transform from being compliance-driven to one of proactive participation and innovative action in this sphere.

Our areas of focus on policy and advocacy have centred on Clean Energy and Climate Change, Water, e-Waste, Education and Diversity. We work through industry platforms like CII and to support research and advocacy with partners who carry expertise in the above domains.

This section provides an overview of the work that we have been doing on policy and advocacy in the above areas with emphasis on the highlights for 2012-13.

**Stakeholders and the primary issues:** Our primary identified stakeholders for public policy and advocacy are:

**Relevant government ministries and departments,** both at the centre and the state levels. Our interactions have been largely with the Ministry of Environment and Forests, the Ministry of New and Renewable Energy, the Planning Commission and the Ministry of Corporate Affairs.

**Industry networks and associations** play a crucial role as credible catalysts for awareness, advocacy and action on the multiple dimensions of sustainability; by providing a common platform for industry representatives to exchange ideas and practices and facilitate dialogue on policy and directives. The industry networks that we have been an integral part of are:

- The CII-Godrej Green Business Centre
- The CII-ITC Centre for Sustainable Development
- The CII Climate Change Council
- The NASSCOM working groups on Gender Diversity
- The FICCI Sustainability Forum

**Research and Advocacy NGOs:** Issues like Energy, Climate Change, Water, Biodiversity, Community Education, Health etc. require strong civil society involvement in addition to policy intervention and business action. By combining the right blend of field work and academic rigor, NGOs and academic institutions can generate valuable insights that can inform the work of practitioners, policy makers and industry professionals.

## Organizations we work with CSTEP in the area of Clean Energy

The table below provides a summary of our major stakeholder engagements in advocacy and outreach

Domain	Brief highlights	Category of outreach advocacy
<b>Energy &amp; Climate Change</b>	<ul style="list-style-type: none"> <li>● Through the CII Climate Change Council, enhance awareness on mitigating climate change; advance advocacy and partnership with the Government of India on matters of common interest</li> </ul>	Engagement through industry networks
<b>Corporate Social Responsibility (CSR)</b>	<ul style="list-style-type: none"> <li>● Engage in-depth with the Indian government – in particular, the Ministry of Corporate Affairs – on the CSR provisions in the Companies Bill 2012 amendments</li> </ul>	Engagement through industry networks and Direct engagement
<b>Product Stewardship</b>	<ul style="list-style-type: none"> <li>● As part of the CII Environment Committee, Wipro was also a convener of the working group on e-Waste</li> <li>● Its goal was to bring producers, customers, recyclers and government together to discuss improvements to the e-Waste Rules 2012</li> </ul>	Engagement through industry networks and Direct engagement



Domain	Brief highlights	Category of outreach advocacy
<b>School Education</b>	<ul style="list-style-type: none"> <li>● The key advocacy in 2012-13 was around the Quality Education Study (QES) that we undertook in partnership with Educational Initiatives, one of the country's leading educational research organizations.</li> <li>● We conducted seminars in all the five metro cities to share the findings from the study.</li> <li>● Work with the Madrasah Board in West Bengal and SeasonWatch, a national citizen science initiative, covered in popular media and academic journals.</li> <li>● Annual forum with education partners deliberated on "Assessment and School Education".</li> <li>● Supported the annual workshop of the Conservation Education Network to discuss and share knowledge on their educational initiatives across India.</li> </ul>	Engagement through industry networks

Domain	Brief highlights	Category of outreach advocacy
<b>Sustainability Literacy and Education</b>	<ul style="list-style-type: none"> <li>● Through Earthian, Wipro's flagship programme in sustainability education for schools and colleges, our goal is to act as catalysts for wider sustainability advocacy among the young in India's schools and colleges</li> <li>● Theatre in education could be a platform for sustainability learning, and towards this, we have in place a long-term partnership with Bangalore Little Theatre</li> <li>● We hosted a public talk at Bangalore in August 2012 by David Orr, renowned global thinker on sustainability and environment education.</li> </ul>	Both direct engagement and through our network of partners
<b>Water</b>	<ul style="list-style-type: none"> <li>● We have adopted the Responsible Water framework within our operations which tries to look at water as a collective ecological and community resource which is managed by all the stakeholders</li> </ul>	Engagement through civil society partners and cross-stakeholder networks

Domain	Brief highlights	Category of outreach advocacy
<b>Water</b>	<ul style="list-style-type: none"> <li>Along with our partner Biome, we convened a multi-stakeholder workshop on Responsible Water with senior level representation from government, academia, civil society and industry.</li> </ul>	Engagement through civil society partners and cross-stakeholder networks
<b>Diversity</b>	<ul style="list-style-type: none"> <li>MAIT(Manufacturers' Association of Information Technology) working group and the 'e-waste 2012' legislation</li> </ul>	e-waste



## Feedback and Communication

We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability Report 2012-13 in particular and on our sustainability program in general and look forward to hearing from you. It is your honest feedback that will enable us to strengthen and improve our sustainability program. You may write to us at any of the following contact points:

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[http://wipro.org/sustainability/sustainability\\_disclosures.htm](http://wipro.org/sustainability/sustainability_disclosures.htm)

We welcome feedback, suggestions and points of view from our readers.

Readers can write to [sustain.report@wipro.com](mailto:sustain.report@wipro.com)