

The background of the cover is a photograph of three children (two girls and one boy) lying on their stomachs on a grassy lawn, reading books. They are outdoors, with large green trees and a blue sky with white clouds in the background. A large, semi-transparent purple circle is overlaid on the left side of the image, containing the title text.

# Wipro Sustainability Report 2018-2019



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**Rishad Premji**  
Executive Chairman - Wipro Limited

## Chairman's Letter

### Dear fellow stakeholders

Welcome to our 12th Sustainability Report.

At Wipro, we think that it is critical to engage with the social and ecological challenges that face humanity. It is our conviction that the engagement with social issues must be deep, meaningful and formed on the bedrock of long term commitment. This is also reflective of the fact that such an approach serves both, enlightened business interest and social good. We run our sustainability programs on a strong foundation of ethical principles, good governance and sound management - our continued commitment to upholding the UNGC's Ten principles covering human rights, labour, environment and anti-corruption, is one such example. These are embedded in our values, policies and processes across the value chain.

When we began our comprehensive Sustainability program in 2008, this report was the only disclosure of our Sustainability strategy and performance. Over the years our Sustainability disclosures have grown manifold. This is a larger trend across the world of business and elsewhere, driven by two factors. The first is the increased emphasis investors are placing on companies with superior Environmental, Social and Governance (ESG) standards, and for which they expect extensive Sustainability disclosures. About a quarter of the global financial assets are ESG investments, this is just one evidence of the first factor.

The second stems from increased regulatory mandates globally, including in India, that require companies to disclose their Sustainability performance. An example of this is the Security and Exchange Board of India's requirement of the top 500 listed companies to use the Integrated Reporting framework in their annual reports -- which we were an early adopter of, much before the regulatory mandate.

We welcome this trend, as we believe that transparent Sustainability disclosures signal a company's good governance, superior risk

management, and long-term orientation, all of which directly feed into the company's economic performance. One of the global gold standards in responsible investing has been the Dow Jones Sustainability Index (DJSI). We have been included in the DJSI for 10 years in a row. For us, Sustainability disclosures are not an end but a catalyst for continuous self-reflection and improvement.

Let me now present the key highlights for the reporting year while simultaneously placing it in the context of the progress we have made in the last decade

### Our ecological impact:

Our work in ecological sustainability follows a boundaryless approach that focuses on reducing the

ecological impact of our own business operations while simultaneously supporting and catalyzing actions outside our business boundaries. 40% of our energy footprint in India is from renewable energy sources. Combined with compounded improvements in our energy efficiency, we have reduced more than half a million tonnes of greenhouse gas emissions from our operations over the last 9 years. Our progress on water use exemplifies our boundaryless approach – inside our facilities, 42% of our water usage comes from high grade recycling, which has helped save and avoid nearly 5000 million liters of water over the last five years. We recognize though, that in the larger societal perspective, all of us need to do more. Therefore, for the past 7 years, we have been supporting programs in urban groundwater management that combine a rigorous scientific approach with active citizen participation that effectively help harvest, conserve and use water in local urban neighborhoods. Such a decentralized approach represents a new paradigm in managing our urban ecological commons in a more community participative way.

### **Our Employees and Communities:**

One of our core values ‘Treat every individual with respect’ is at the heart of how we engage with people – whether they are our own employees, our suppliers or our communities. In practical terms, this means empowering people to be able to lead lives of dignity and well-being. A primary driver of empowerment at the workplace is diversity and inclusion of which gender is a critical dimension. Women constitute 35% of our workforce. Our endeavor is to support our women employees in their professional progress at crucial life stages. For example, our policies provide for generous maternity support. 98% of our India locations have day care centers ensuring that women employees with young children do not have to compromise on their careers, by having the reassurance of high-quality child-care.

One of the most disadvantaged groups in society comprises persons with disability. Their disadvantage is not just in a physical sense but social and emotional as well, stemming from the stigmas attached to disability, in some milieus. Empowering persons with disability requires a lifecycle approach that starts from early childhood and covers nutrition, education, livelihoods and emotional support from family and community. It was in 2008 that we started a systematic program to include persons with disability in our

workforce. Currently, we have 545 such employees covering collectively 15 different types of disabilities.

Over the years, we have invested in ensuring that our infrastructure, policies, systems and people practices support persons with disability in being an integral and energized part of our workplace. Our work on this matter doesn’t stop within our own organization; outside, we have a specific program that supports inclusive school education for children with disabilities. Our support for 17 projects in six states, help more than 2200 children with disability have access to school education. This will serve as a steppingstone to higher education and livelihoods that can help them live a life of dignity and relative independence. Partners who run these projects are chosen not only for their expertise and experience, but more importantly for the deep sensitivity they have demonstrated for children with disabilities.

This work is a part of the larger canvas of our systemic and deliberative work in education which we have been engaged with for nearly two decades. We strongly believe that good education is the most powerful catalyst of long-term social change. It helps empower individuals and communities in a manner nothing else can in contributing to a more just and humane world. In this context, let me highlight the Wipro Education Fellowship program which supports young committed individuals doing exemplary work in school education. We currently have more than 100 Fellows working on a diverse range of thematic issues across education, including Civic Values, the role of art sports in education, science education.....apart from regular curricular work with teachers, students and the community. Much of this work is with deeply disadvantaged communities.

### **Navigating the future:**

Any talk about the future is fraught with uncertainty. There are some things though one can be reasonably sure about. For example, the fact that the world’s population is going to increase from the current 7.5 billion to at least 9 billion by 2050, 75% of which will live in cities, putting enormous pressures on urban systems and services.

Another matter that we can be unfortunately certain about is that our planet is warming faster than we thought. Scientific consensus across the globe holds that we are already in a climate emergency and even in the best-case scenario, we will have to live with increased frequency of extreme weather events

accompanied by disruptions to the planet's water cycle and biodiversity.

Its impacts on human health, physical infrastructure and economic productivity are likely to be very severe as suggested in a recent report by the McKinsey Global Institute. A scenario such as this begs the question "What can we do as individuals, as communities, as corporations?".

My immediate response is that first and foremost, we should recognize the seriousness of the situation and not try to dilute it in any manner. This would mean that as corporations we must do at least two things: first, we have to step up manifold our investments and efforts in reducing our own climate impacts across our value chain. Second, we must clearly and explicitly recognize climate risk as deeply material to our business continuity and bring it center stage into the conversations with our investors, customers, suppliers, employees and communities. This is the minimum we can do.

We need to do much more, and we are attempting that. At Wipro, our carbon reduction targets are aligned with what global climate science suggests is required for average temperature rise to be contained within the 1.5 deg C limit. We are one of the few companies in the world to have adopted science-based targets. We have recently carried out a comprehensive climate risk assessment for each of the major cities we operate in. The findings are sobering - it shows that our cities will be impacted much more severely than we have known till now. Putting all of this in perspective, therefore, we think that in spite of all the work we have done, we need to do even more.

We also urge our investors, customers and other stakeholders to join us in this journey so that we can collectively forge a path forward that puts the interests of society and the planet on par with that of business.

With Best Wishes

**Rishad Premji**





## Executive Summary

## Executive Summary

In this summary, we present below the organization background, the diversity of our programs spanning multiple capitals, the embedding into core organization processes as well as our engagement with the wider community. The core principles, direction of our engagement with stakeholders and our programs stem from our values. The values encapsulated in the “Spirit of Wipro” are; Be Passionate about clients’ success’, ‘Treat each person with respect’, ‘Be Global and Responsible’ and ‘Unyielding integrity in everything we do’. These values guide all our actions and are foundational tenets of any social change for the better.

**Our core business:** We are a global IT Service organization and provides a range of IT and IT-enabled services which include digital strategy advisory, customer-centric design, technology consulting, IT consulting, custom application design, development, re-engineering and maintenance, systems integration, package implementation, global infrastructure services, analytics services, business process services, research and development and hardware and software design to leading enterprises worldwide.

**How we create economic value:** We are present in 60+ countries with 700+ clients across various industry sectors. In FY 19, our revenue increased by 7.8% from previous year to INR 589,060 million while operating profit increased by 18.5% to INR 99,910 million. We paid total taxes of INR 25,242 million across countries where we operate in. Our total net worth as of March 2019 was INR 570,753 million. 73.85% of total shares were held by promoter and promoter group and the rest by mix of banks, financial institutions, private companies, member of public and others at the end of the FY 19. The ownership structure in Wipro is designed in a way to create economic value on one hand and social value on other by the two philanthropic arms in India’s development space. In addition during FY 2018-19, 35,589 number of secondary jobs were created for every direct employments with us.

**Our business strategy and risk management:** Our strategy is about driving a “Digital first” approach through four foundational pillars i.e. Business Transformation, Modernization, Connected Intelligence and Trust. As part of these, we are prioritizing and disproportionately investing to drive

growth in key strategic fields such as digital, cloud, cybersecurity and industrial and engineering services through our “Big Bet” program.

A Proactive risk management lens is a critical input into the crafting of our strategy. In doing so, we are also informed by global sustainability trends that would impact the emerging business and socio-economic landscape. As per the World Economic Forum’s 2019 Global Risk Report, the top three trends in the world are “Rising Income and Wealth Disparity”, ‘Changing Climate’ and ‘Increased Polarization’ –are all interconnected with the issues economic and social stability. In FY 2018-19, we started a comprehensive exercise of assessing climate related risks and its impacts where we have major operations in India and abroad.

The significant risks we see are from the possibility of increase disruption to operations due to extreme weather events, especially in our coastal cities in India. Infrastructure damage, employee absence and productivity loss are all likely impacts of such climate change induced events. Our mitigation strategy comprises a robust business continuity plan and well-covered infrastructure insurance.

**Collaborating with our customers:** Our approach to customer stewardship is based on our vision of delivering maximum value to our customer businesses based on a solid relationship of trust, collaboration and competence. Our Customer Centricity framework is used to drive appropriate actions that continually help customer satisfaction. Customer satisfaction surveys are conducted formally and at appropriate intervals to capture customer feedback. We also provide sustainable inspired solutions to customers across industries like Automotive, Healthcare, Natural Resource, Utilities, Oil and Gas among others. While we look to create the most customer-centric solutions, we also recognize the related risks arising out of pervasive technology. We have a structured risk identification and mitigation program in place, to address areas such as cyber security, data privacy and business continuity.

**Our approach to workplace sustainability:** Value for customers is created primarily by our talented employees, who design, develop, and implement solutions. We have global and diverse workforce of 170,000+ employees spread across 60 countries.



We place strong emphasis on respecting dignity, diversity and being sensitive to human rights and design our policies and processes to promote transparency and responsible conduct at the workplace. Our people strategy is based on Culture Transformation, Career Reimagined, Digitization and Talent Analytics and Capability Building. We view employees as key stakeholders and have numerous engagement platforms and initiatives to drive continuous communication, seek feedback and encourage advocacy. Our approach towards people development to social change as well. We have over 12,500 employees from nearly 40 chapters in India and overseas who are voluntarily engaged in community and environmental initiatives. Our multi-dimensional Diversity and Inclusion program enters in its 12th year and we continue to drive initiatives around the theme of gender, nationality, persons with disability and people from disadvantaged communities. We extend our efforts in promoting diversity to our partner employees, communities and supplier networks as well.

**Partnering with our supply chain:** We consider our suppliers as vital to business continuity and performance. In order to build and maintain a sustainable supply chain, we partner with suppliers to promote ethical and responsible sourcing of green products and services. We also assess supply chain risks arising out of weak people practices and work with suppliers to mitigate and eradicate them. Specifically, we engage with suppliers and contractors to strengthen labor and human rights compliance and fair working conditions. We have a robust people supply chain comprising of contract employees engaged in IT services and Solutions Delivery, Security and essential functional services such as Maintenance and Housekeeping.

**Our environmental externalities and how we manage them:** Our ecological sustainability programs comprise of multiple themes that are identified through a rigorous assessment of environmental impact arising from our business and supply chain operations. In 2017-18, we continued to participate in the Natural Capital Valuation exercise, to gauge the impacts created by our operations and value chain on a comprehensive set of environmental factors. The results of the assessment have been incorporated back into our sustainability agenda, goals and actions. The key themes of our ecological sustainability program are Energy, Water, Waste Management, Campus Biodiversity and Urban Resilience.

Our lifecycle approach to energy efficiency starts with green building design and incorporates rigorous execution of the use of right energy efficient technologies and procured renewable energy. We have clearly defined Science Based Targets (SBTs) for reduction in carbon intensity and emission still 2050. These initiatives have resulted into energy saving of 184 million over last nine years. Our rigorous focus on improving freshwater efficiency has resulted in saving of 5030 million liters of freshwater over past five years. At an overall level, 42% of our total water requirement is met through recycling in FY 19. Our efforts in water goes beyond organizational boundaries. We have partnered with experts organizations, citizen groups and government bodies to address issues affecting the communities in the proximity of our locations through programs like Participatory Ground Water Management Program. All our campuses in India segregate, track and manage more than 40 sub categories of waste. Close to 90% of the total waste from India is recycled through both, in-house recycling units and through authorized vendor tie ups. Our urban biodiversity program addresses the twin aims of creating biodiversity in our urban campuses while also using it as a platform for wider employee education and advocacy. We believe that this makes for a more holistic work setting and builds a deeper sense of connectedness with the natural surroundings.

Our principle of good citizenship and responsibility extends beyond the boundaries of our core business to communities. Our approach in this regard is two pronged: to mitigate/minimize any negative impacts of our operations on proximate communities, and to proactively try and make a positive difference to communities. We engage in deep and meaningful manner on education, ecology and community care. The common thread that runs through all our social initiatives is derived from the values of Sprit of Wipro: 'Treat each person with respect, Be global and responsible, Unyielding Integrity in everything we do' are universal tenets that underline our approach to social change and community engagement.

Our initiatives are designed to be contextually relevant to the requirements of local communities and geographies. In India, for instances, the challenge and complexities of the school education are widely known. The Wipro Education program partners with civil society to bring about systemic, long term improvement in school education. The Wipro Earthian program on the other hand engages with schools and

colleges, - to foster sustainability thinking and acting among the young in India. The Wipro Cares community care program engage with communities in various part of India, and support initiatives on primary healthcare, education for underprivileged and girl children, children with disabilities and rehabilitation in disaster hit areas. Several of these initiatives are in geographies distant from our operational locations; we support them as they have significant, intrinsic value, and contribute to long term social well-being.

**Governance and Management:** All our programs and actions are based on a strong foundation of ethics and values, manifest in the Spirit of Wipro. Our values and principles of ethical conduct are embedded in all our policies, processes and procedures. We also have a comprehensive Code of Business Conduct for our suppliers that cover basic issues of human and labor rights. Stakeholders are encouraged to highlight and report any wrong-doing or violation of our values and ethics via the Ombuds process, without fear of reprisal. The reporting process is open to all and we have a relatively large number of cases reported, which is the reflection of stakeholder empowerment, transparency, and trust placed in the Ombuds process. Our approach to corporate governance extends well beyond statutory compliance with a four-tiered governance structure, with clear roles and responsibilities that advocate, implement and review and guide ethical conduct. While our sustainability strategy, action and evangelism are carried out across levels, geographies and functions, the primary oversight of all program is at the corporate level with our Board of Directors led by our Chairman and the Group Executive Council.

We consider voluntary disclosures such as this sustainability report as being integral to our standards of good governance. Comprehensive and well-articulated sustainability disclosures reflect attributes of transparency and accountability that are central tenets of our sustainability philosophy. We have been active participants in several Environment, Social and Governance (ESG) disclosure frameworks such as the Dow Jones Sustainability Index, the Carbon Disclosure Index, Ethisphere's World Most Ethical Company listing and the Vigeo-Eiris Sustainability Ranking. Our disclosures aligned with GRI (Global Reporting Initiatives) and NVGs (National Voluntary Guidelines) are available in the public domain. We believe that a robust culture of disclosure and transparency complements regulatory compliance and helps us to reach out to all stakeholders.





## Sustainability Highlights



## Workplace Sustainability

### Hiring and Onboarding

- Conducted first time National Level Talent Hunt for engineering graduates in India with over **95,800** applicants
- Localization in onshore workforce: **64%** (USA) **30.9%** (UK) and **31.2%** (Australia)

## Workplace Sustainability

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## Employee Engagement and Communication

- Yammer- a private social network for Wipro has over **106,000** users, who shared over **2.3 million** messages, and formed **11,000** groups
- Wipro On-air, an in-house podcast series has received over **600,000** hits over **50** podcasts

## Ecological Sustainability

### Energy and Emissions

- **29%** reduction in global people based emissions intensity to **0.85** tons per person per annum
- **40%** (98 million units) of our total India Energy Consumption comes from Renewable Energy (RE)
- **44%** increase in energy saving due to server virtualization from FY 2018
- **21%** reduction in air travel footprint from FY 2018

## Biodiversity

- **3** biodiversity projects completed till date- Butterfly park, Wetland zone and thematic garden in Bengaluru and Pune
- Bengaluru Sustainability Forum: **3** multi-stakeholder retreats and **9** grant proposal selected on urban water and biodiversity

## Performance & Talent Management

- **+20,000** employees covered through skill based learning platform- TrendNxt and DigitalNxt

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## Inclusion and Diversity

- **35.2%** Overall Gender Diversity
- **545** employees with disabilities employed (with **15** disability types)
- Workforce from **125** nationalities
- **75%** overall engagement score (up 1.4% from EPS 2017)

## Water

- **4%** reduction in water consumption intensity to **951** liters per employee
- **42%** of water recycled in FY 2019 compared to **41%** in FY 2018
- Community Water Programs: Participative urban water programs in Bengaluru and Pune

## Customer Stewardship

### Customer Engagement

- Net Promoter Score increased by **511** basis points for 2018-19 as compared to the previous year
- Number of Gross New Customers: **271**
- Revenue from existing customers: **98.4%**

## Innovation

- As of FY 2019, we have a total of **2,236** patents filed in various Patent Jurisdictions across the world, of which **558** have been granted
- Recognition of our work in IP creation has come in the form of the prestigious Enterprise Trophy presented to us by the World Intellectual Property Organization, as well as the National IP Award from the Government of India

## Social Responsibility

### School education

- Partnered with **116** organizations in areas of systemic reforms over 18 years
- Supporting **14** new organizations through seeding fellowships & 2 through grants in FY 2019
- Close to **150** participants attended the 18th Partner's Forum on school education
- More than **85** education seeding fellows supported till date

## Wipro Science Education Fellowship Program

- Wipro Science Education Fellowship, our flagship program in the USA is active in seven locations- Tampa, Jefferson City, Mountain View, Boston, New York, New Jersey and Dallas. Anchored by UMass, Boston, our partners include Stanford University, University of Southern California, University of Missouri
- Three-year agreement with King's College London to develop and offer UK's first Master's program in STEM education
- 'Wipro Teacher Fellowship' and 'Wipro Teacher Mentor' programs initiated

## Industry Recognition

- An overall CSR rating of Gold (highest among possible three levels) by Ecovadis, an EU based sustainability performance assessment platform, used by more than 50 of our customers
- Verego-"Best in Class" across all the 5 areas (Leadership, Ethics, People, Community and Environment) and designated Wipro as a "CSR Thought Leader"

## Industry Recognition

- Participation in flagship Wipro earthian program from **1,371** schools and colleges across **51** districts in **29** states and **3** UT's
- Faculty led research, Faculty development program on MOOC's and doctoral fellowships on sustainability with IIM-B
- **3** academic workshops held with CEPT, ICT and IIMA with **55** participants from top business schools, planning schools and chemical engineering institutes
- **7** sustainability quizzes conducted with **1,420** participants from **710** teams along with national finals **20** college sustainability internships facilitated at **5** partner organizations

## Community

- Nearly **41,000** children from underprivileged communities benefit from our **24** education projects in eight states
- Education for Children with Disability program supports the educational and rehabilitative needs of **2,200** underprivileged children with disabilities, through **17** projects in six states
- Over **77,000** people from disadvantaged communities have access to primary healthcare
- Project in urban solid waste management in Bengaluru provides social, nutritional and health security to nearly **8,000** workers in the informal sector
- Agro-forestry project in rural Tamil Nadu helped 100 farmers in integrated farming by planting **40,000** trees

## Recognition

- Member of Dow Jones Sustainability Index (DJSI), World for the ninth time in a row
- Named as 2019 World's Most Ethical Company for the 8th successive year by the Ethisphere Institute
- Wipro Limited receives Silver Class Sustainability Yearbook Award 2019
- Member of Vigeo Eiris Emerging Market Sustainability Index (comprises of the 70 most advanced companies in the Emerging Market Region)
- Wipro is part of FTSE4Good Index Series and also a global sector leader
- Wipro received A- in Carbon Disclosure Project (CDP)-Climate Change Assessment
- Wipro's Intellectual Property Portfolio Recognized with National IP Award and WIPO Enterprise IP Trophy
- Wipro wins Gold for Physical Identity & Access Management and Security Intelligence as a Service at 2018 IT world Awards
- Ecovadis-CSR rating of Gold
- SHRM India HR Awards 2018 - Excellence in Leveraging HR Technology and Excellence in Developing Leaders for Tomorrow
- Association for Talent Development (ATD) - Best of Best Award for FY 2018
- RobecoSAM Silver Class Sustainability Yearbook Award for 2019
- Golden Peacock HR Excellence Award, 2018
- Brandon Hall Excellence Awards - Bronze Award for Best Advances in Social Learning for FY 2018
- United Nations Global Compact Network India (UN GCNI) - Women at Workplace Awards 2019 - 1st Runner Up
- Nipman Foundation - Microsoft Equal Opportunity Awards 2018, Winner in the category of 'Enabler - Employment of Persons with Disabilities'
- Top 20 Companies in DivHERsity (Large Enterprises) and Top20 Most Innovative Practices - DivHERsity Programs
- Annual HR Distinction Awards 2019, UK - Winner in the category "Distinction in Inclusion and Diversity"
- Wipro has received a score of 95 out of 100 on the 2019 Corporate Equality Index



MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM



**vigeo** **eiris**  
RANKING **EMERGING 70**



**SAM**  
Sustainability Award  
Silver Class 2019

A woman with long brown hair, wearing a light blue button-down shirt, is seated at a white desk and looking down at a large white document. A man with dark hair, wearing a dark suit jacket over a white shirt, is leaning over her from the right, holding a white coffee cup and pointing at the document. On the desk, there is a silver laptop and a smartphone. In the background, a silver rolling suitcase is visible. A large yellow-to-orange gradient circle is overlaid on the bottom left of the image.

# Report Profile

## Report Profile

Reporting Period for Sustainability Report	April 1, 2018 to March 31, 2019 (Referred hereafter in short as '18-19')
Date of most recent previous report	Wipro Sustainability Report for last fiscal year 2017-18, released in March
Link to previous report	<a href="https://www.wipro.com/content/dam/nexus/en/sustainability/sustainability_reports/sustainability-report-fy-2017-18.pdf">https://www.wipro.com/content/dam/nexus/en/sustainability/sustainability_reports/sustainability-report-fy-2017-18.pdf</a>
Reporting Cycle	Annual basis
Contact Point	Mr. P.S. Narayan Vice President and Head, Sustainability Email: Narayan.pan@wipro.com

## Scope and Boundary

<b>Businesses*</b>	
Wipro Technologies	
Wipro Business Process Services	
<b>Geographies</b>	
America	
Europe	
India	
Japan	
Middle East	
Asia Pacific	
<b>Scope of Reporting</b>	
Financial Performance Indicators	All Geographies
Environmental Performance Indicators	India (Energy data reported for overseas location)
Employee Metrics	All geographies
Social performance metrics	Primarily India
Other Qualitative Reporting	All Geographies (unless otherwise specified)
*A list of all entities included in the consolidated financial statements is given in pages 82-86 of Wipro Annual Report for FY 2018-19. However, the scope of this report is restricted to Wipro Technologies, Wipro Infotech and Wipro Business Process Services	

## Approach

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. Each individual section on this report is structured as our response to concerns of the respective stakeholder identified through the materiality assessment. Additionally, for financial year 2018-19 we have followed the ISO26000 guidelines





## Wipro and Sustainability – A strategic Overview

## Wipro and Sustainability - A strategic Overview

In this section, we present an overview of the organizations strategy and business operations. Governance driven by core values is integral to how we engage and work with our stakeholders. Our approach to corporate governance in this section covers the key areas of governance by the board, risk management, Codes of Conduct and Policies, disclosures and grievance redressal and feedback mechanisms. All of these together provide the anchors for navigating our journey in being a responsible organization

### Organization Overview

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. We harness the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help our clients adapt to the digital world and make them successful. A company recognized globally for its comprehensive portfolio of services, strong commitment to sustainability and good corporate citizenship, we have over 170,000 dedicated employees serving clients across six continents. Together, we discover ideas and connect the dots to build a better and a bold new future

### Values, Vision, Policies

The Spirit of Wipro is the core of Wipro. These are our Values. It is about who we are. It is our character. It is reflected consistently in all our behavior. The Spirit is deeply rooted in the unchanging essence of Wipro. It also embraces what we must aspire to be. It is the indivisible synthesis of the four values. The Spirit is a beacon. It is what gives us direction and a clear sense of purpose. It energizes us and is the touchstone for all that we do

### Wipro Vision

“To earn clients’ trust & maximize value of their business by providing solution that integrate deep industry insights, leading technologies & best in class execution”

### Policies

Values are the foundational cornerstones of an institution and shape its essential core i.e. ‘what it stands for’. The Spirit of Wipro is the core of Wipro. Policies and processes further articulate these across key organizational and stakeholder domains. Some of the key policies are:

- Code of Business Conduct
- Ecological Sustainability Policy
- Corporate Social Responsibility Policy
- Health and Safety Policy
- Supplier Code of Conduct
- Human Rights Policy

Policies and processes are developed based on globally accepted frameworks and norms, industry benchmarking as well as consultations with leadership and experts. For effective implementation, we have appropriate governance in place for all policies. Communication, advocacy and engagement is done at multiple levels through various forums

## Spirit of Wipro

### Be Passionate about client's success

Be passionate about client's success. We succeed when we make our clients successful. We collaborate to sharpen our insights and amplify this success. We execute with excellence. Always.

### Be global and responsible

We will be global in our thinking and our actions. We are responsible citizens of the world. We are energized by the deep connectedness between people, ideas, communities and the environment

### Treat each person with respect

We treat every human being with respect. We nurture an open environment where people are encouraged to learn, share and grow. We embrace to diversity of thought, of cultures, and of people

### Unyielding integrity in everything we do

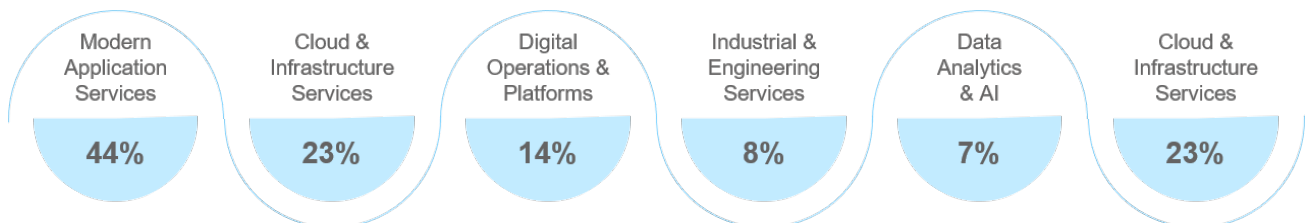
Integrity is our core and is the basis of everything. It is about following the law, but it's more. It is about delivering on our communities. It is about honesty and fairness in action. It is about being ethical beyond any doubt, in the toughest of circumstances

## Business Overview

Our business comprises of the IT Services, IT Products and ISRE segments

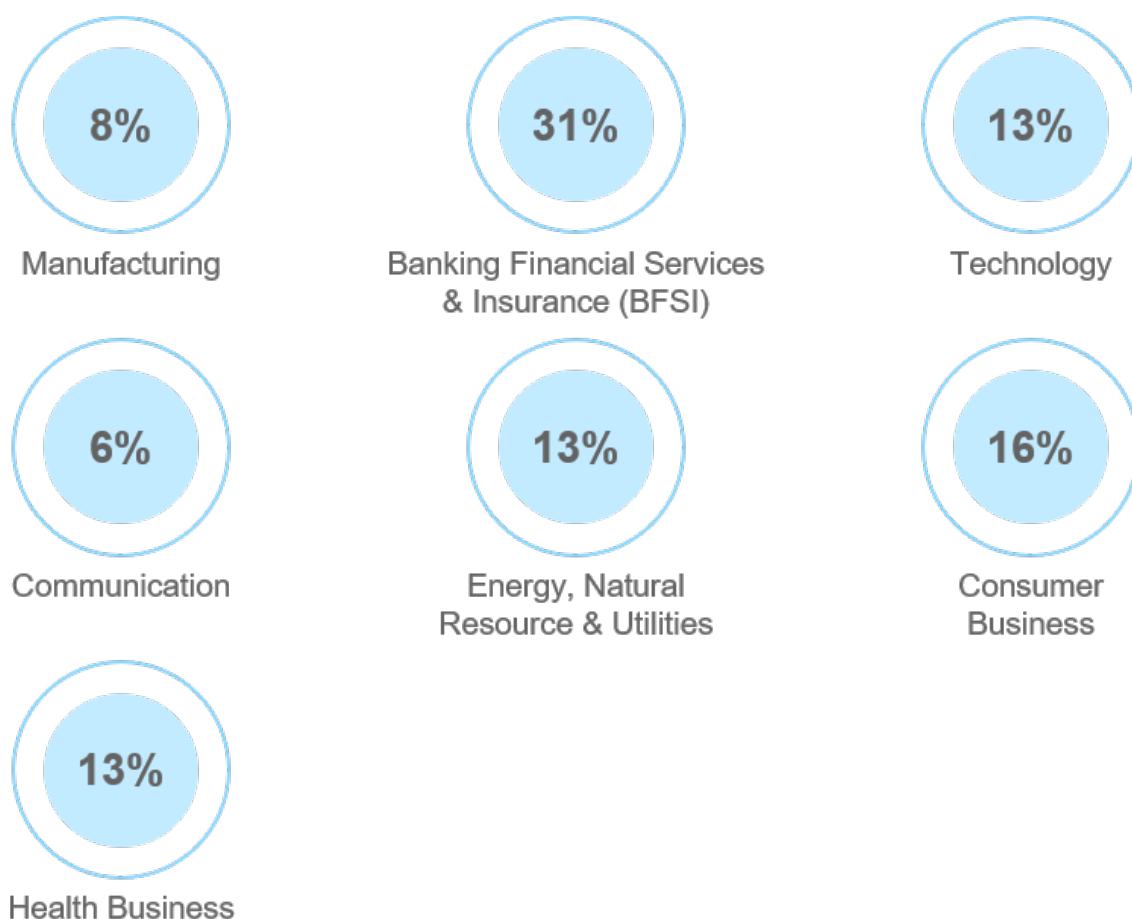
### IT Services

We are a leading provider of IT services to enterprises across the globe. We provide a range of services, which include digital strategy advisory, customer-centric design, technology consulting, IT consulting, custom application design, development, re-engineering and maintenance, systems integration, package implementation, cloud infrastructure services, business process services, cloud, mobility and analytics services, research and development and hardware and software design. 56.8% IT revenue is from Americas, 25.5% is from Europe and 17.7% is from Rest of the World. Our key service offerings and percentage contribution to our revenue are outlined below:





Our IT Services business is organized into seven industry verticals:



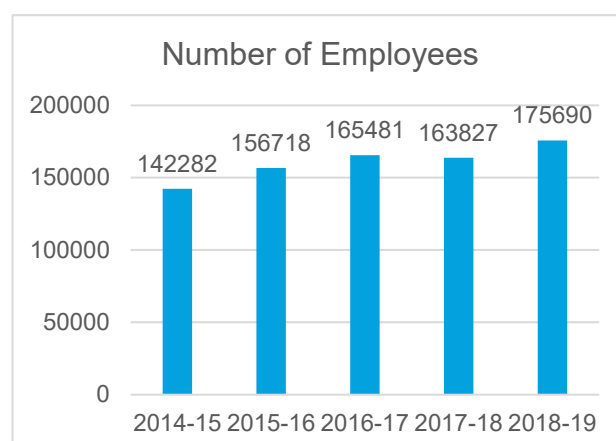
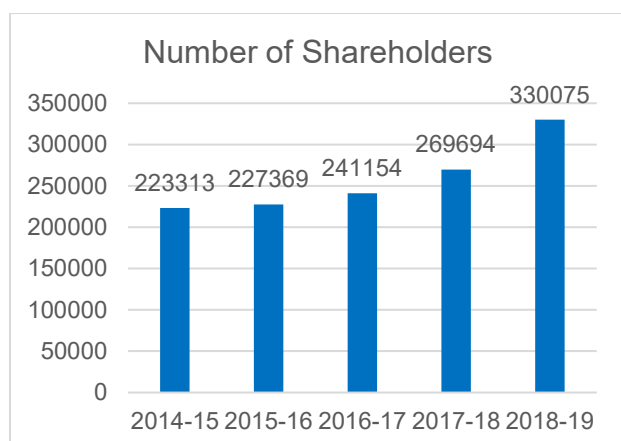
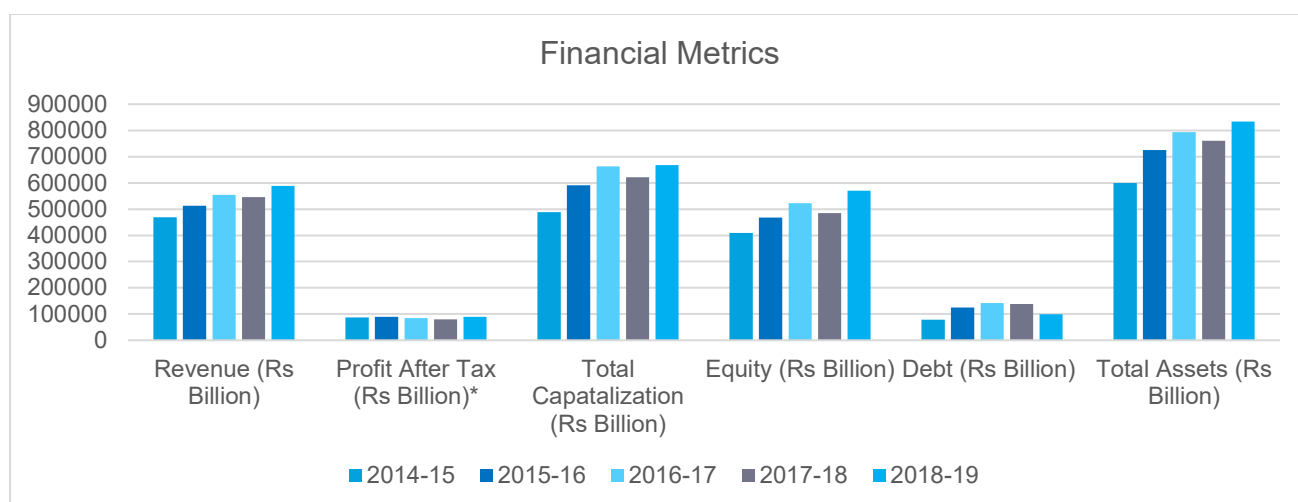
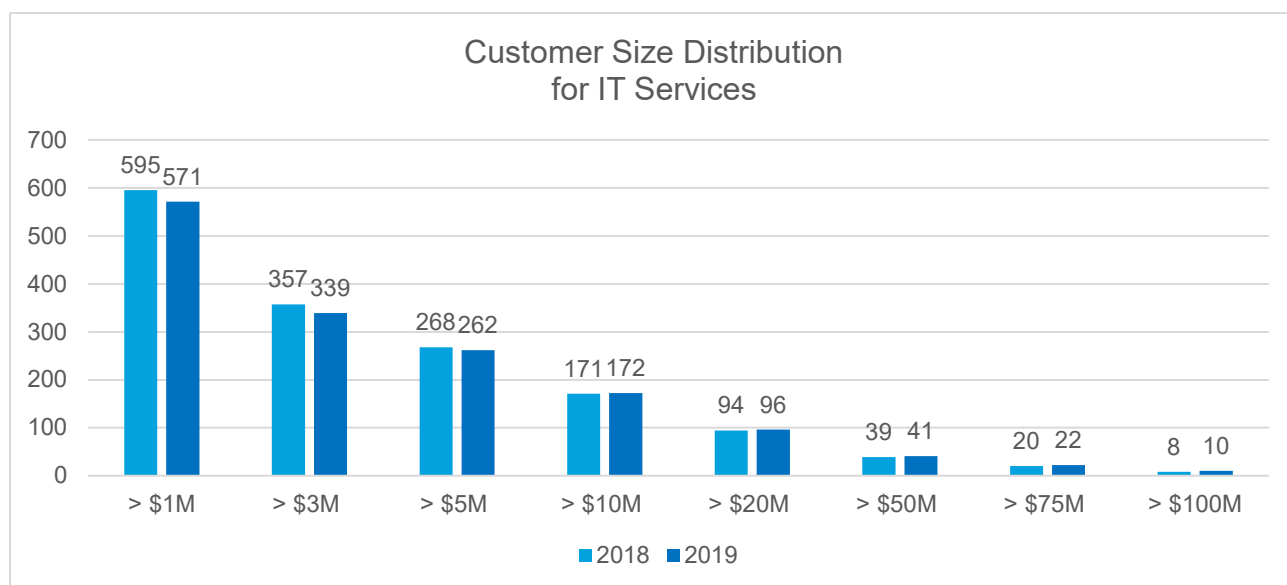
## IT Products

Our IT Products segment provides a range of third-party IT products, which allows us to offer comprehensive IT system integration services. These products include computing, platforms and storage, networking solutions, enterprise information security and software products, including databases and operating systems. We continue to focus on being a system integrator of choice where we provide IT products as a complement to our IT services offerings rather than sell standalone IT products

## ISRE Segment

Our India SRE segment consists of IT Services offerings to organizations owned or controlled by Government of India and/or any Indian State Governments

## Key Organizational Metrics



# Good Governance and Management Practices

## Corporate Governance

At Wipro, Corporate Governance is more than just adherence to the statutory and regulatory requirements. It is equally about focusing on voluntary practices that underlie the highest levels of transparency and propriety. Our Corporate Governance Guidelines codifies the best corporate governance practices. These guidelines provide a systematic and structured framework for the Board to review and evaluate the Company's performance in an independent manner, while at the same time providing assurance to the Directors in terms of their authority to oversee the Company's management. Our Corporate Governance Guidelines give an overview of the responsibilities of the board, board composition, board meetings, board committees and process of management review

The guidelines can be viewed at <https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/ethical-guidelines/12766-corporate-governance-guidelines.pdf>

Our Corporate Governance philosophy is put into practice at Wipro through the following four functional layers, namely

1	Governance by Stakeholders	
2	Governance by Board of Directors	
3	Governance by Sub-committee of Board of Directors	Audit/Risk and compliance Committee Board Governance, Nomination and Compensation Committee with the additional responsibility of CSR Strategy Committee Administrative, Shareholders and Investors Grievance Committee (Stakeholders Relationship Committee)
4	Governance by Management Process	Risk Management Code of Conduct Compliance Framework The Ombuds Process

## Board of Directors

As at March 31, 2019, our Board had eight Non- Executive Directors and three Executive Directors. Out of the three Executive Directors, the Executive Chairman and Managing Director and Executive Director and Chief Strategy Officer are Promoter Directors. The Chief Executive Officer (CEO) and Executive Director is a professional CEO who is responsible for the day to day operations of the Company. All the eight Non-Executive Directors are Independent Directors, free from any business or other relationship that could materially influence their judgment. In the opinion of the Board, all the Independent Directors satisfy the criteria of independence as defined under the Companies Act, 2013, the Listing Regulations and the New York Stock Exchange Listed Company manual.

The Board is well diversified and consists of two Women Independent Directors and three Directors who are foreign nationals. The profiles of our Directors are available on our website at

<https://www.wipro.com/leadership>

Given below is a list of core skills, expertise and competencies of the individual Directors:

Name of Directors	Skills/Expertise/Competencies					
	Wide Management & Leadership experience*	Information Technology	Diversity	Functional & Management Experience*	Personal Values	Corporate Governance
Mr. Azim H Premji	✓	✓	✓	✓	✓	✓
Mr. Abidali Z Neemuchwala	✓	✓	✓	✓	✓	✓
Mr. Rishad A Premji	✓	✓	✓	✓	✓	✓
Mr. N Vaghul	✓	✓	-	✓	✓	✓
Dr. Ashok S Ganguly	✓	✓	-	✓	✓	✓
Mr. William Arthur Owens	✓	✓	✓	✓	✓	✓
Mr. M K Sharma	✓	✓	✓	✓	✓	✓
Mrs. Ireena Vittal	✓	✓	✓	✓	✓	✓
Fr. Patrick J Ennis	✓	✓	✓	✓	✓	✓
Mr. Patrick Dupuis	✓	✓	✓	✓	✓	✓
Mrs. Arundhati Bhattacharya	✓	✓	✓	✓	✓	✓

\* These skills/competencies are broad-based, encompassing several areas of expertise/experience. Each Director may possess varied combinations of skills/experience within the described set of parameters, and it is not necessary that all Directors possess all skills/experience listed therein.

### Age Diversity of Board

In FY 2018-19, 4 members of Board are between 30 - 50 years and rest above 50 years.

### Board Tenure of Directors

In FY 2018-19, 4 members of board has +10 years, 6 members of Board has 0- 5 years and 1 member of board has 6 -10 years. Average tenure of Board of Directors is 11.8 years

## Board Nomination and Selection

Our Corporate Governance Guidelines specify the board nomination process as well as board membership criteria. We consider different factors of expertise and experience on economic and social aspects in board selection. These factors such as independence, alignment with company's values, diversity and complementarity in terms of age, skills and knowledge, management experience, industry background, perspectives, etc., ensures selection of a Board which can act in the best interests of the company and its stakeholders

## Training of Board

The board undergoes familiarization program and other continuing education programs which are aimed at developing and enhancing the collective knowledge of economic and social topics related to their duties as Directors on an ongoing basis to enable them to perform their duties better and to recognize and deal appropriately with issues that arise

## Board Evaluation

In line with the Corporate Governance Guidelines of the Company, Annual Performance Evaluation was conducted for all Board Members, for the Board and its Committees. This evaluation was led by the Chairman of the Board Governance, Nomination and Compensation Committee with specific focus on performance and effective functioning of the Board.



Evaluation of the Board was based on criteria such as composition and role of the Board, Board communication and relationships, functioning of Board Committees, review of performance of Executive Directors, succession planning, strategic planning, etc. Evaluation of Committees was based on criteria such as adequate independence of each Committee, frequency of meetings and time allocated for discussions at meetings, functioning of Board Committees and effectiveness of its advice/recommendation to the Board, etc

Evaluation of Directors was based on criteria such as participation and contribution in Board and Committee meetings, representation of shareholder interest and enhancing shareholder value, experience and expertise to provide feedback and guidance to top management on business strategy, governance, risk and understanding of the organization's strategy, etc

The outcome of the Board evaluation for financial year 2018-19 was discussed by the Board Governance, Nomination and Compensation Committee and the Board at their meeting held in April 2019. The Board has received highest ratings on Board communication and relationships, functioning of Board Committees and legal and financial duties. The Board noted the actions taken in improving Board effectiveness based on feedback given in the previous year. Further, the Board also noted areas requiring more focus in the future, which include spending more time on trends, long-term threats and opportunities

## Conflict of Interest

Board members are not prohibited from serving on Boards and/or Committees of other organizations, except for companies that are in competition with the businesses pursued by the Company. However, members of the Board are required to comply with applicable regulatory requirements with respect to limits on number of directorships in the both the country of incorporation and the country of residence.

The Board Profile section in our Annual Report discloses other board memberships held by our Board of Directors. Service on Boards and/or Committees of other organizations shall be consistent with the Company's conflict of interest policy. Wipro is a promoter group-led company with the promoters having other diverse businesses and interests. Given the fact that the promoter group has occasions to engage in Related Party Transactions (RPTs), disclosures on the same are made in our annual reports in the interest of transparency. Such transactions are guided by 'Policy on Related Party Disclosures', an abridged version of which is made available in our website at

<https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/ethical-guidelines/12759-abridged-policy-for-related-party-transactions.pdf>

## Risk Management

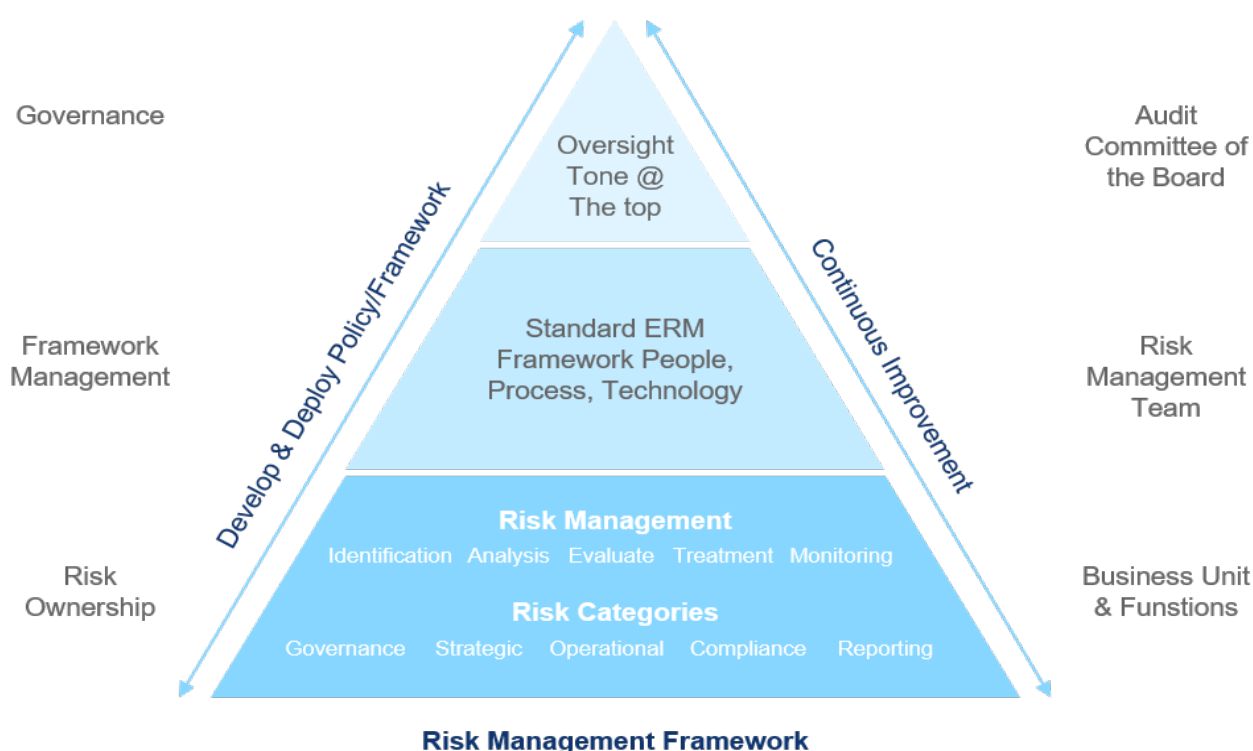
Risk Management at Wipro is an enterprise wide function that aims at assessing threats to business sustainability and mitigating those threats. The function is backed by a qualified team of specialists with deep industry experience who develop frameworks and methodologies for assessing and mitigating risks. Enterprise Risk Management (ERM) works in close co-ordination with Business teams, Legal, Finance, Human Resources, Quality, office of the CIO, Delivery, Internal Audit and other Functional teams. Enterprise Risk Management (ERM) enables and supports business objectives through risk-intelligent assessment and mitigation mechanisms while providing reassurance to all stake holders including Customers, Shareholders and Employees. This is done by identifying, assessing and mitigating risks within key business and functional processes through a collaborative approach. As part of this, the leveraging of technology and tools for continuous monitoring and reporting of risks is crucial

## Risk Management Framework

The risk landscape in the current business environment is changing dynamically with the dimensions of Cyber security, Information Security and Business Continuity, Data Privacy and Large Deal Execution figuring prominently in the risk charts of most organizations. To effectively mitigate these risks, we have employed a risk

management framework, which helps proactively identify, prioritize and mitigate risks. The framework is based on principles laid out in the four globally recognized standards as below

- Orange Book by UK Government Treasury
- COSO; Enterprise Risk Management - Integrating with Strategy and Performance (2017) by Tread way Commission
- AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines by AUS/NZ Standards Board
- ISO - ISO 31000:2018, Risk management – Guidelines



## Risk Governance

The Board Committee on Audit, Risk and Compliance consisting of non-executive independent directors has the responsibility of periodically reviewing the company's policies for risk assessment and risk management and assess the steps taken to control such risks. The committee also reviews and approves the Strategic and Operating Plan of Enterprise Risk Management function of the Company. Concomitantly, the internal Audit function at Wipro also plays a key role in identifying and highlighting potential risks to Board Committee. High risks including concerns related to grievance redressal, sexual harassment prevention and critical security incidents are tracked and reviewed periodically. They are reported to the Audit committee of the board every quarter. Customer related issues and key employee engagement developments are also reviewed by the board

## Sustainability Risk Management

Sustainability risks are increasing nowadays and have become a growing concern among investors, customers, employees, communities, regulators, etc. In current scenario, maintaining a sustainability risk register is must. In FY 19, we started a comprehensive process to assess the impact of risks due to climate change on Wipro's operations at major locations in India and abroad. This exercise is based on two scientific scenarios i.e. RCP 4.5 and RCP 8.8. Climate change risks like increase disruption to operations due to extreme weather events, employee absence and productivity loss are likely to impact Wipro's operations. Our mitigation strategy comprises a robust business continuity plan and well-covered infrastructure insurance. We are also carrying out Human Rights due diligence at our operations and value chain

## Major Risk Management and Risk Mitigation Initiatives

Major Risks	Mitigation Plan
Information security and cyber security breaches that could result in systemic failures, loss, disclosure of confidential information	Based on the perceived risks, effective security controls implemented to detect, prevent and remediate threats. Program to continuously monitor the effectiveness of the controls have been implemented to effectively sustain the security controls. Based on the changing threat landscape, focus is on continuous improvement of efficacy of the security controls with adoption of new processes and later technology solutions
Intellectual property violating or misusing our clients intellectual property rights or for breaches of third-party intellectual property rights or confidential information in connection with services to our clients	Elaborate program exists and is enhanced on an ongoing basis, to assess and mitigate the risks on account of intellectual property, both customer and Wipro owned. The program is crucial and assists in identifying, monitoring, governing and creating awareness across the organization
Data privacy regulations (such as general data protection regulation in Europe) relating to personal information dealt with both by and on behalf of Wipro increases the risk of non-compliance	<p>The data privacy program has been augmented keeping into consideration privacy regulatory requirements, with specific emphasis to revalidate all existing frameworks, policies and processes that can be leveraged by respective support function and delivery teams, covering all applicable geographies and areas of operations</p> <p>Wipro has implemented the data process/data transfer agreements with customers as well as vendors for flow down DTA/DPA to ensure GDPR governance of personal data. We have also strengthened Wipro systems to strengthen personal data governance for controller perspective. Also, setup a process to handle subject access requests related to personal data. Implemented personal incident management process to ensure speedy governance on personal data related incidents, if any</p>
Regulatory compliances covering various federal, state, local and foreign laws relating to various aspects of the business operations are complex and noncompliance can result in substantial fines, sanctions etc.	A program on statutory compliances is in place with the objective to track all applicable regulations, obligation arising out of the same and corresponding action items that requires to be adhered to ensure compliance along with necessary workflows enabled. The program is monitored and regularly reviewed to ensure compliance
Functional and operational risks arising out of various operational processes	appropriate risk and control matrices have been designed for all critical business processes and both design and effectiveness is tested under the SOX & internal financial control programs and theme based assessments



Service delivery risks relating to complex programs providing end-to-end business solutions for our clients	Risk management framework has been deployed for large value deals to assess solution fitness, credit risks, financial risks, technology risks among the other risk factors. Additionally, contract compliance programs are in place with regular reviews, early warning systems as well as customer satisfaction surveys to assess the effectiveness of the service delivery and early detection of any risks arising from the service delivery
Workplace environment, safety and security	Strong control measures have been put in place to ensure employee health and safety. Awareness is created about various issues and are communicated on regular basis to employees. Wipro maintains Zero Tolerance for violators of code of business conduct. Also employees are provided with an online web portal to log in concerns relating to various subjects including environment and safety in the work place
Business continuity risks arising out of global disruptions like natural disasters, IT outages, Cyber, pandemic, terror and unrest, power disruptions etc. which will challenge or impact the availability of people and process, technology and infrastructure	Strong control measures have been put in place to ensure employee health and safety. Awareness is created about various issues and are communicated on regular basis to employees. Wipro maintains Zero Tolerance for violators of code of business conduct. Also employees are provided with an online web portal to log in concerns relating to various subjects including environment and safety in the work place
Geopolitical risk arising out of entering into contracts in a new country	An assessment of doing business in a new country is done in order to analyse the feasibility of doing business based on the country's economic stability, corruption index, investment opportunities, ease of doing business and physical safety
Risk of protectionism policies impacting the business	Appropriate measures are being taken to provide uninterrupted high quality services to the clients at all geographies. Additionally, localization efforts are being prioritized. More than 64% of USA workforce are local. In Latin America almost all our employees are local

## Code of Conduct

Wipro has a corporation wide Code of Business Conduct (COBC) that provides the broad direction as well as specific guidelines for all business transactions. The COBC is applicable to all business practices and employees, contractor employees and consultants. It covers critical aspects like customer relations, protecting customer information, supplier selection, conflicts of interest, gifts, entertainment & business courtesies, communicating with the public, confidential information, intellectual property, competitive/business intelligence, protecting the privacy of employee and personal information, business records and internal controls, safeguarding company assets, insider trading, anti-trust and fair competition, anti-corruption, political involvement/lobbying, global trade; human rights, diversity and non-discrimination, harassment-free workplace, safe and healthy work environment, and sustainability and corporate citizenship

The COBC 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 their familiarity with the tenets of the COBC. The code can be accessed at:

<https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/ethical-guidelines/code-of-business-conduct-and-ethics.pdf>

The COBC is the central document on which the Company's ethics compliance message is disseminated to all employees. Hence, it is constantly reviewed by the Legal & Compliance team to ensure it stays current with trends and changes in corporate ethics, benchmarking with the best and most ethical companies in the world and keeping up with the statutory changes

Wipro will take appropriate disciplinary action including termination against any employee, agent, contractor or consultant, whose actions are found to violate the terms of COBC. We have a zero tolerance policy for non-compliance with the nonnegotiable aspects of COBC e.g. child labor, anticorruption etc. 360 degree feedback process rates Wipro managers on how well they align with the principle of unyielding integrity

## Compliance Management Framework

Compliance processes at Wipro have the oversight of the Board of Directors, the Audit Committee, and the Corporate Compliance Committee. The Committee is responsible for matters relating to Wipro's Code of Business Conduct, grievance redressal and other applicable statutory matters

Wipro has an effective framework for monitoring compliances with applicable laws. The Board has approved a Global Statutory Compliance Policy which provides guidance on broad categories of applicable laws and process for monitoring compliance. In furtherance to this, an online compliance management system monitor compliance real-time and provides update to senior management and Board on a periodic basis. The Audit, Risk and Compliance Committee and the Board periodically monitors status of compliances with applicable laws based on quarterly certification provided by senior management

We also have a dedicated in-house Legal & Compliance team focused on compliance to identify and analyze the legal and regulatory changes resulting in creation and update of policies and processes. The team oversees compliance with local business laws and regulatory compliance in each of the countries we operate. It is important to assure the stakeholders that internal systems are fair and just. Global Immigration Management System (GIMS), Integrated Risk management and Human Resources have been identified as functions with "material" compliance related risks. As a result, the legal and compliance team reviews the process of these functions. Dashboards are maintained across Business Units and Support Functions and reviewed for contractual compliances periodically. Suitable external consulting firms are engaged for Corporate, Taxation and Labour law compliance activities

## GSCCP Program

In 2014, the Global Compliance Management Project was started with the objective of adopting a global statutory compliance certification program (GSCCP) framework and automating the framework. The project covers all functions across 24 countries, including India. Under this project, Compliance Landscaping is being done under the broad categories of Corporate and Commercial laws; Industry specific laws; Employment, Human Resource & Immigration laws;

Environment, Health & safety; and IT and Data. An external service provider has been engaged for this project. A compliance tracking tool has also been implemented, to track statutory compliance across global operations and ensure compliance with all relevant legal requirements

## Anti-Corruption

Our code of conduct and the supplier code of conduct cover requirements of FCPA (Foreign corrupt practices act) and the UK anti-bribery act. High risk functions assessed are procurement, Talent Acquisition, CMF, Human Resources, Facility Management Group, Sales and the geographies selected are based on the relative ranking in Transparency International ranking of countries we operate in

## Grievance Redressal

Wipro is committed to the highest standards of openness, probity and accountability. Having a robust whistle-blower policy that allows employees and other stakeholders to raise concern in confidence is an essential condition for a transparent and ethical company. This ensures a robust mechanism is in place, which allows employees, nonemployees, partners, customers, suppliers and other members of public to voice concern in a responsible and effective manner.

Under Ombuds Policy adopted by each of our businesses, all complaints are addressed to Ombuds and investigative findings are reviewed and approved by Chief Ombudsperson who reports into Compliance Committee. Dedicated email address (ombuds.person@wipro.com) are created to facilitate receipt of complains and for ease of reporting. The company has a 24x7 hotline where the concern can be communicated through telephone call. All employees and stakeholders can register their concern either through web based portal or at [www.wiproombuds.com](http://www.wiproombuds.com). The toll free numbers provides global languages options. Following an investigation, a decision is made by the appropriate authority on the action to be taken basis the findings of the investigation. In case the complainant is non-responsive for more than 15 days, the concern may be closed without further action

Complete details of the Ombuds process for employees and non-employees is available at the following links in our website:

<https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/wipros-ombuds-process/Ombuds%20Policy.pdf>

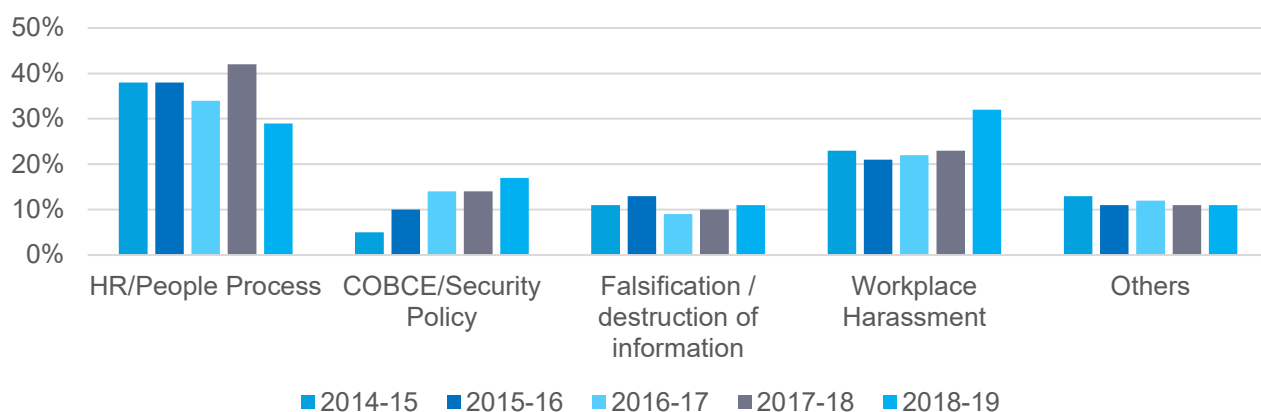
1,460 complaints were received via the Ombuds process and 1,414 complaints were closed in FY 2019. All cases were investigated and actions taken as deemed appropriate. Based on self-disclosure data, 23.5% of these were reported anonymously. The top categories of complaints were people processes at 38% and workplace concerns and harassment at 22%. The majority of cases (73%) were resolved through engagement of human resources or mediation, or closed since they were unsubstantiated

Wipro has a policy and framework for employees to report sexual harassment cases at workplace and our process ensures complete anonymity and confidentiality of information. Adequate workshops and awareness programs against sexual harassment are conducted across the organization. The below table provides details of complaints received/disposed during the financial year 2018-19 and includes all cases reported in the system, even if unsubstantiated. In some cases, a clear action has been taken (warning or separation) and the rest of the cases have been resolved through counselling or other specific actions

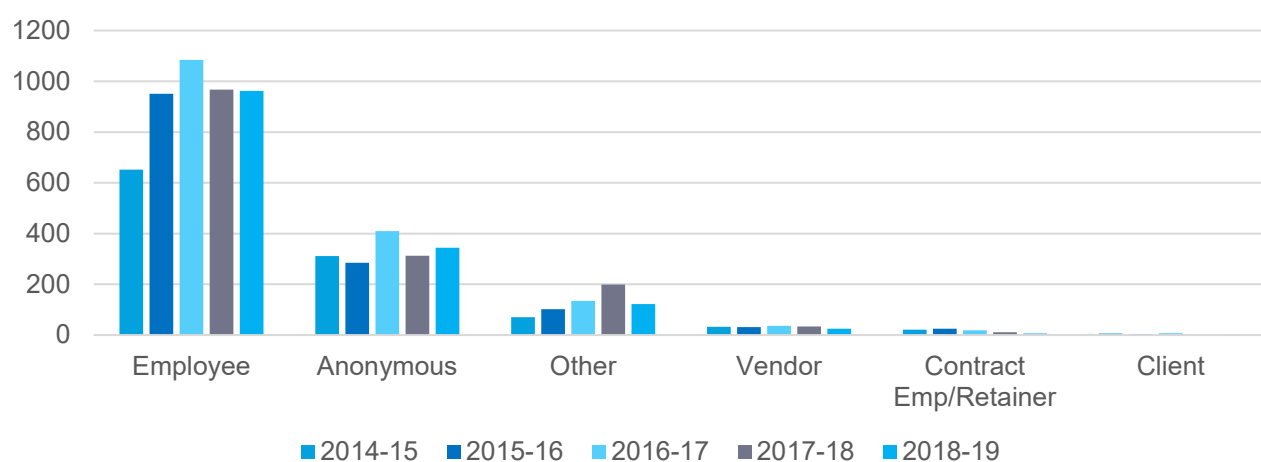
Number of complaints filed during the financial year	142
Number of complaints disposed of during the financial year	156*
Number of complaints pending as at end of the financial year	38



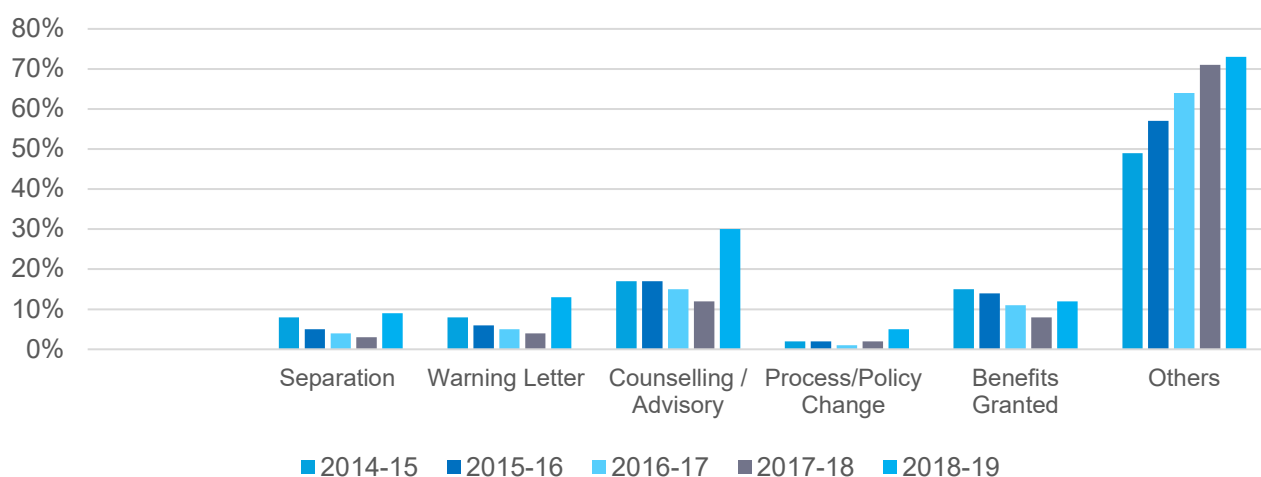
Break-up of Complaints received through the Ombuds Process  
(excluding PSH)



Source of Complain



Type of Action Taken (excluding PSH)



Besides the Grievance Redressal, the stakeholders also have the option of sharing their concerns with us via mail mentioned in our website. We have registers at all our locations which can be used by any stakeholder group to express their concerns. The concerns about unethical or unlawful behavior, and matters related to organizational integrity which are mandated by law to report are communicated to the relevant agencies as and when such issues happen. In FY 18-19, there was no instance of ethical or unlawful activity which required seeking external advice or reporting to external agency

## Training

Training programs on ethical compliance and the Grievance Redressal are regularly conducted at various leadership levels. At these interactive sessions, key applicable ethical policies are explained, with real organizational case studies and relevant judicial pronouncements on ethical matters. Statistical data on the complaints / concerns received by the Ombuds-persons, and the processes adopted to address these are shared with the participating leaders. Every new hire is required to attend an ethical compliance session titled "Spirit of Wipro Session" where key aspects of the ethics framework are communicated. We have an annual test and certification for all employees on the Code Of Business Conduct. Additionally, specific training through e-learning modules is rolled out on various subjects including anti-corruption, Gifts, entertainment, and Business Courtesies, and is mandated for all employees in a phased manner

Other modes of maintaining awareness of ethical compliance among employees include focused training sessions organized for various functions- Procurement, Operations and Administration, Human Resources, Finance and Accounts, Internal Audit. At these classroom sessions, key policies relevant to the participants are discussed and feedback is taken for addressing any changes to processes and policies. Mailers on Compliance are periodically circulated by the ombuds process group through emails, posters at key employee access locations. External Trainings are organized regularly for Legal & Compliance, Finance, Accounts, and Internal Audit teams on anticorruption laws of USA and UK, best practices on implementing anti-corruption processes in organizations. These sessions are conducted by US external counsel and consulting firms. In accordance with mandatory local law, all manager-level employees located in the states of California and Connecticut within the US are required to undergo training and certification on prevention of sexual harassment. In addition, special training are conducted for Prevention of Sexual Harassment Committee panel members, and SOPs are published for better governance encompassing the requirements under law on sexual harassment

## Sustainability MegaForces and their influence on Sustainability Strategy

**We have identified eight global sustainability megaforges that influence our sustainability strategy. We present the current scenario and their business implication in brief below**

A thriving global community, now and in the future, depends on the stable functioning of all interacting components of ecology and society. Unfortunately, scientific evidence indicates that human influence has altered Earth System processes to a point that we have begun transgressing planetary boundaries that have kept civilization safe for the past 10,000 years. Scientists claim that we have entered a new geological epoch 'the Anthropocene' - characterized by manmade actions interfering and changing the environment

The changes in the Earth system can be understood through the framework of nine planetary boundaries proposed by a team led by Johan Rockstrom at the Stockholm Resilience Center, it shows that four planetary boundaries have been transgressed (climate change, loss of biosphere integrity, land-system change, altered biogeochemical cycles (phosphorus and nitrogen)) while some are at risk of being surpassed (ocean acidification)

While the world income (GDP per capita) has increased exponentially over the past century, income inequality did decrease till the 70's-80's and is now showing a rebound to levels seen near the beginning of the century (IMF). About a billion people are estimated to be living in extreme poverty today. A quarter of all children under the age of five years is estimated to be stunted due to malnutrition

In 2019, UN Sustainable Development Goal (SDG) Report indicates that advances are being made in some areas while monumental challenges still remains. The most urgent area for action is climate change. Failure to cut the greenhouse gas emission will result into temperature rise of 1.5 degree in coming decades. The other concerning area is increasing income inequality among and within countries. Poverty, hunger and disease continue to be concentrated in the poorest and most vulnerable groups of people and countries

Just as problems are interrelated, the solutions to poverty, inequality, climate change and other global challenges are also interlinked. The involvement of business in SDG action and progress is considered an integral part of governmental plans. Businesses across the world must be willing partners in the journey towards progress- by bringing technology, ingenuity, enterprise building capacities and creating markets for development of sustainable alternatives. In this, business has to collaborate with all stakeholders across its value chain and with the community to transition to a future that is equitable to all stakeholders and is cognizant of interdependent issues and planetary boundaries



**1** Global water demand (in terms of withdrawals) is projected to increase by 55 percent by 2050. water scarcity can lead to implementation of stringent policies on water allocation and regulation e.g., development of water markets that cap usage and stricter water quality standards

**2** IPCC special report on impact of Global warming of 1.5 degree above pre-industrial levels says that, "limiting global warming to 1.5 C would require rapid and far-reaching transitions in land, energy, industry, buildings, transport, and cities. Business will face a multitude of risks (a) increased energy and other resources costs like water procurement (b) increased insurance cost related to extreme and adverse climate events and (c) potential future litigation, claims and legal action. On the other hand, opportunities for businesses lie in the field of emission trading, carbon credits, carbon offsetting or eco-friendly technologies or products like hybrid cars and renewable energy. Process improvements that can save energy and reduce GHG emissions can also enhance brand value and reputation

**3** Currently, 54% of world's population lives in urban areas, projected to reach 66% by 2050 (UN, 2014). Cities have become the center of economic growth since past few decades. Poor infrastructure can dampen this possibility. Business must play an active role in engaging different actors to look solutions for some complex problems like integrated multi modal transport

**4** Global economic system is vulnerable to multiple risks like underemployment or unemployment, financial crisis, financial institution failure, unmanageable inflation, etc. businesses should avoid unduly large debt and exercise prudence in risk taking strategies

**5** The OECD guidelines for Multinational enterprises (OECD Guidelines) and the UN guiding principles on business and human rights (UN guiding principles) reflect the importance of proactive business interventions on upholding humans rights principles. An important challenge which businesses face is in effecting interventions where the sphere of control and influence is limited. Businesses should take efforts to ensure that business decisions and interactions are guided by the context of issues and informed consent of affected parties

**6** Social inequality or discrimination due to gender, nationality/ethnicity and disability results to increase in economic inequality. As per 2018 SDG Report, extreme poverty has reduced by one third when compared to 1990 level. The business sector should further prioritize commitment to promote diversity and inclusivity at the workplace and in its extended supply chain

**7** With ICT becoming ubiquitous in day to day life, several technological risks arise. The world economic forum's global risk report talks about risks related to the growing role of information and communication technologies to individuals, businesses and governments. TICT companies have greater responsibility in strengthening critical infrastructure and putting in place systems to protect against disruptions or attacks as the risks associated utmost important to national security and business continuity

**8** Given the important of biodiversity for sustainability and survival of humankind, biodiversity loss is found at the nexus of many risks ranging from food price volatility to infectious diseases. Large tracts of biodiverse ecosystems have been converted to cropland to ensure short term food security. The type and extent of exposure to the risk could be different and different industries. The risk exposure would be greater for primary industries such as agriculture, forestry and fishing and secondary industries



## Materiality Determination and our Strategic Sustainability Priorities

Sustainability reporting should aim to be a faithful reflection of the organization's values, vision, plans, progress and challenges on the different dimensions of sustainability. Determining 'materiality' helps an organization to understand issues that are relevant to its stakeholders over the short, medium and long term. This understanding, in turn, makes sustainability strategy and action more in tune with stakeholder priorities, and more robust in terms of creating impact and navigating risk. The process has to be centered at the intersection of organizational relevance and stakeholder priorities. In this section, we discuss the rationale, approach and outcomes of our materiality determination exercise

### Materiality Recalibration

Materiality is informed by the socio-economic context in which an organization operates and the needs of its primary and/or influencing stakeholders. It requires us to keep 'ears to the ground' by understanding stakeholders' perceptions and expectations, the business context, local and macro developments and changing thresholds of sustainability risks and opportunities over time

### The Driving Principle

In addition to the classic framework that maps issues on the basis of 'Relevance to the Organization' and 'Relevance to Stakeholders', our materiality framework incorporates the following driving principles:

- **Incorporation of multiple dimensions:** Material dimensions vary from one organization to another as the context of each company and the industry or geography in which it is operating is not necessarily the same. The issues faced by a business can be different even within the same sector and geography. The materiality determination should reflect the complexities of multiple environmental, social and governance dimensions that are relevant to Wipro as a company and to the IT Services sector. It is also important to look at the probability and impact of the issues over a long period of time. The societal and global context could shift and what would have been peripheral in the short term could eventually become central and critical
- **Individual stakeholder view:** The conventional materiality matrix typically places issues based on relevance to the company and relevance to stakeholders; however, given that a company will have multiple stakeholders who are often very different in the roles that they play, it makes little sense to talk about 'stakeholder relevance' as an abstract, macro notion unless it is mapped to the next level of detail to the individual stakeholder
- **Intrinsic worth:** In the conventional materiality matrix of 'Relevance to Wipro' and 'Relevance to Stakeholders', certain critical sustainability issues may not score high on either of the dimensions. And yet, they have an intrinsic worth that compels serious and deep engagement. Therefore, our new framework will look at all these three factors

### Our Approach

The questions 'Who are your stakeholders?' and 'What are their material issues?' are important starting steps and we consider these questions as the building blocks of our sustainability initiatives and reporting. Based on GRI G4 Guidelines and AA 1000 principles of 'Stakeholder Inclusiveness', 'Materiality' and 'Sustainability Context', we have adopted the following approach to determine materiality for our company.

Defining Stakeholders	Identifying Issues	Prioritizing Issues
	Seeking Stakeholder feedback	Seeking Stakeholder feedback
	Benchmarking	Understanding Sustainability context
	Assessing Internally	Figuring Intrinsic worth

## Stakeholder identification

Defining who an organization's primary stakeholders are, can be relatively straightforward within the business ecosystem. But when it comes to larger social and environmental contexts, the meaning of stakeholders can assume a form that is unduly large or amorphous. Here it becomes important to understand and identify those attributes of stakeholders that makes them important to business and necessitate meaningful engagement. We began our identification by defining those attributes and then mapping our value chain to determine stakeholders who qualify the attributes

Impact	Influence	Interest
Stakeholder who can impact or are impacted by our business	Stakeholder who can influence the way we operate	Stakeholder who are interested in our success or whose well-being is of interest to us

### Who also looked at three additional factors while finalizing our stakeholders

Legitimacy	Urgency	Diverse Perspective
Stakeholder with legitimate claims, either contractual or ethical	Stakeholder with a relationship or claim of a time-sensitive nature	Stakeholder who can further organization's understanding of an issue

These led us to identify the following eight stakeholders' groups. Readers will note that, except for minor semantic differences, these are the same stakeholders that appear in our previous reports. Therefore, the materiality recalibration exercise essentially reaffirmed our earlier decision in this regard

- Employees
- Customers
- Investors
- Suppliers

- The Education System: Partners and Academic Institutes
- Communities and Civil Society Networks
- Government and Policy Networks
- The Young Citizen and Future Generation

While the first four have direct and operational/ business value chain impacts, the other four are part of the larger community and society that we operate in

## Identification of Issues

Material issues and their relative importance to Wipro and our stakeholders are not static and are likely to change with time. In line with this, we followed a threefold approach based on the Five Part Materiality Test proposed by AccountAbility. We try to present a 360 degree perspective on our business and ecosystem through this process and its outcomes

### Relevance to Wipro

#### International Assessment

- Test 1 : Direct Economic Impact
- Test 2 : Organizational values & Commitments

#### External Bench Marking

- Test 3 : Business peer based norms

### Relevance to Stakeholders

#### Stakeholders Feedback

- Test 4 : Stakeholder behavior and concern
- Test 5 : Societal norms

## Internal Assessment

A significant part of materiality determination stems from the organization's overall mission, values, commitments and competitive strategy as well as the impact of or on its economic performance. An internal perspective on risks as identified through organizational processes like risk assessment studies and audits or self-assessments using disclosure frameworks is also considered in the process. Listed below are the sources of information

Financial Reports (Annual Reports & Form 20F)

Sustainability Report

Disclosure (Dow Jones Sustainability (DJST), Carbon Disclosure Project (CEP), Vigeo Etc.)

Other Risk Assessment Studies & Audit Report

## External Benchmarking

We conducted an extensive review of literature to identify issues considered as material and identified as risks by our business peers and also to understand expectations expressed in international standards and agreements. Listed below are the sources of information

Annual Report, Sustainability Report and From 20F of Peers

ISO 26000 Guidance on Social Responsibility

SASB Materiality Map

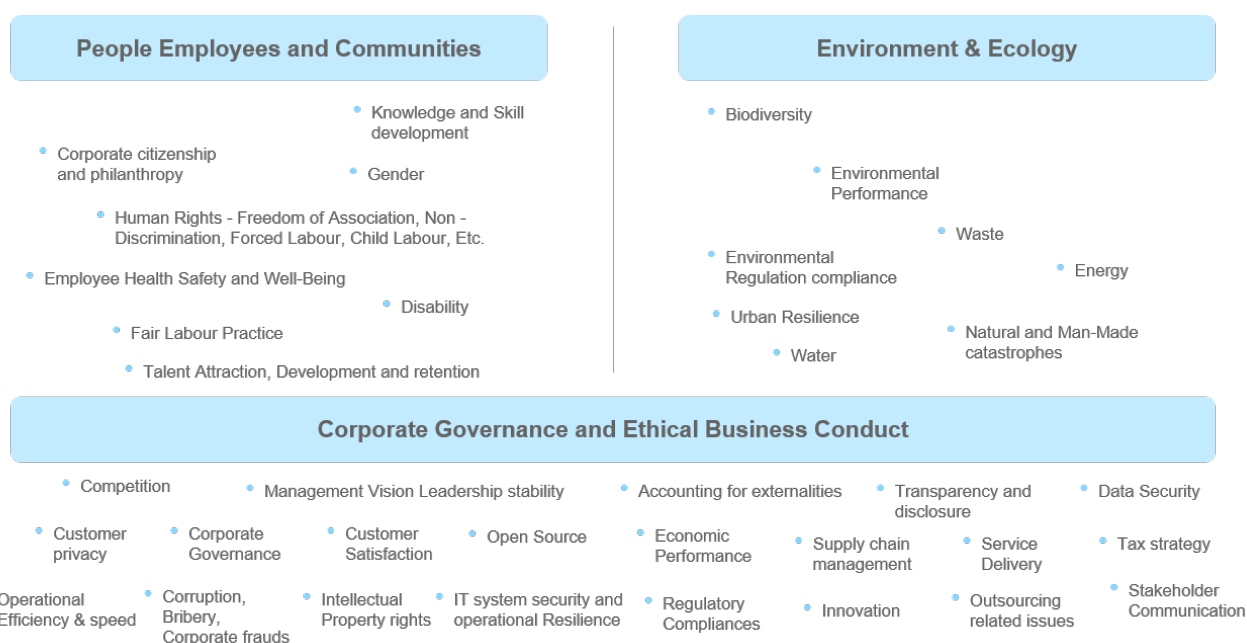
FICCI India Risk Report

## Stakeholder feedback

Stakeholder inclusiveness is central to the materiality determination process. It is important to consider reasonable expectations and interests of stakeholders so as to provide a balanced view of the issues that emerge. At Wipro, we engage with our stakeholders regularly to understand their concerns and develop plans to address those concerns

From the above-mentioned sources, a universe of all issues or dimensions that could be material for our businesses was identified

## Materiality Map



## Prioritization of Material Issues

The sustainability context of each of the issues or dimensions identified was detailed so as to understand their materiality to our business and industry. Following this, a prioritization exercise was undertaken by looking at the intrinsic worth of each issue as well as its relative priority. The stakeholder's feedback was also taken into account by incorporating their ratings for each of these dimension against four criteria of 1) Relevance to Wipro's business operations; 2) Relevance to stakeholders; 3) Impact; and 4) Time horizon of impact

In 2014-15, we held a formal consultation with senior leadership, employees and external sustainability experts from industry and academia, on stakeholder priorities, concerns and expectations. We also considered inputs from customers and investors. The collective outcome of the consultation process was a revised materiality matrix. Since then, we have revisited the materiality matrix/map each year, and consider any refresh that it requires, based on latest stakeholder feedback and input



Redefine	<ul style="list-style-type: none"> <li>List all material dimensions</li> <li>Prepare a shortlist of high priority dimensions after core internal stakeholder consultations</li> </ul>
Engage	<ul style="list-style-type: none"> <li>Engage with large group of internal stakeholders</li> <li>Consult key external stakeholders-customers, suppliers, community, external experts from business, academia and society</li> </ul>
Strategize	<ul style="list-style-type: none"> <li>Develop a raised materiality matrix based on stakeholder feedback</li> <li>Develop programs and engagement plans</li> <li>Communicate to stakeholders</li> </ul>

## Materiality Reporting of the Year

In line with GRI standard requirement to focus on 'what matters' and 'where it matters', we undertook an exercise to determine the most material issues to include in this report from multiple dimensions of risk, returns and relevance. We adopted the following steps to identify material aspects for reporting

- Mapping the identified material issues to GRI Topics
- Defining the boundary of each 'Topic' based on impacts
- Deciding the scoping of reporting for other issues/dimensions

From the universe of issues or dimensions that was identified as material, a total of 20 topics have been finalized for reporting. Depending on the relative importance, the other issues identified will be detailed in the respective sections as part of disclosure of management approach. The outcomes of the process were shared with all relevant functions for review and the consequent feedback was incorporated

Given below is the mapping of identified aspects and topics to respective sections and primary stakeholders

Stake-holders	What is material?	Where the impact occur?	Why the topic is material?	Respective Sections
	Employment		Business continuity and obsolescence are typical concerns for the technology sector, given the pace of change that the industry is known for. Ensuring continued meaningful employment for employees and creating opportunities for external talent, consistently are therefore important focus areas.	
	Occupational Health and Safety		Health and Safety performance is a key measure of an organization's duty of care. Low injury and absence rate are generally linked to positive trends in staff morale and productivity. The aspect is critical for stability of the workforce especially for an organization like Wipro.	
	Diversity and Equal Opportunity		It is legislative mandated in India to provide equal pay for work of equal value. According to WEF Gender Gap report 2018, India is part of the bottom forty countries in global index and one of the worst-performing countries on Economic participation and opportunity. In 2009, the same study showed that the	

Employees			average annual income of women In India is US \$1185 compared to US \$ 3698 for the men employed in the India's corporate sector. Diversity, especially gender equity, is another well-known issue in STEM sector.	Workplace Sustainability
	No-Discrimination		A study by CII found that 25% of women faced gender bias on jobs. Another survey conducted in 2013 revealed that 5 out of 10 employees have experienced one or other kind of discrimination, indicating the strong prevalence of discrimination practices while recruiting and at work	
	Freedom of Association and Collective Bargaining	People Supply Chain- Global (employee, contract and support staff)	The right of workers (and employees) to organize collectively in organizations of their own choice is a fundamental provision of the UN Universal declaration of Human Rights.	
	Capacity Building and Career Development		The quality of employee is considered to be an important source of competitive advantage to any organization. Hence maintaining and improving the human capital of the company, particularly through training that expands the knowledge base of employees, is a key differentiator.	
Current & Future generations	Energy	Global Supply Chain (includes business travel and commute) contribute to 69% of total environmental impact	Studies estimates that ICT system now use 1,500 terawatt hours of power per year which is about 10% of the world's total electricity generated. Jevons paradox proposes that the increase in efficiency which comes along with technological progress trends to increase (rather than decrease) the rate of consumption of that resources.	
	Emissions	Global Supply Chain (includes business travel and commute) contribute to 69% of total environmental impact	Emissions are the major contributors to climate change. As demand of ICT is expected to quadruple by 2020, the total carbon footprint of ICT sector is set to grow at 6% per year. Data center footprint is expected to triple by 2020. To limit the negative impact of climate change, it is critical to limit the temperature increase to 2 degree Celsius above pre industrial level.	
	Water	Operations in India as they constitute 80% of overall footprint and higher impact	World Economic Forum's Global Risk Report 2018 identifies water crisis as one of the top high impact risks. The UN-Water (2018) forecasts that 2 billion people live in countries or regions which experience high water stress and 700 million people worldwide could be displaced by intense water scarcity by 2030	
	Effluents and Waste	Operations in India as they constitute 80% of overall footprint and higher impact	Unmanaged disposal of waste and effluents can have significant impact on receiving ecosystem and this in turn can affect the quality of the water supply available to the organization and its relationship with communities & other water users. Reduction of waste and effluents can contribute directly to lower costs for materials, processing and disposal at the same time reduce financial risks from the loss of raw materials,	

			remediation costs, regulatory action as well as reputation.	Ecological Sustainability
	Campus Biodiversity	All large Wipro campuses in India	The vast sprawling campuses where we operate gives an opportunity to promote ecological balance by improving biodiversity	
	Urban Resilience	Primarily India	Given the urban centric nature of our operations, ecological issues affecting urban areas cannot be overlooked by the organization. A better, safer and cleaner environment promotes wellbeing of the citizens.	
Customers	Customer Privacy	All our customers and businesses	Given the pervasive nature of technology, data privacy has become a concern for businesses. Any lapse from the organizations part in safeguarding the privacy and interests of customers can have financial, legal and reputation impacts to business	Customer Stewardship
	Customer Engagement	All our customers and businesses	Engagement is critical to understand and meet expectations of customers and customer retention is dependent on the quality of engagements.	
	Innovation	All our customers and businesses	Opportunities to learn and innovate in emerging areas of work drive the engagement levels of employees. Also innovation helps generate revenue for the business and builds relationships for the long term.	
Investors	Economic Performance	Economic performance: Across the value chain, primarily India	Economic performance is key to the sustainability of any business and the success of the business cascades to the stakeholders involved.	Financial Stewardship
	Anti-corruption	Anti corruption: Supply chain and business functions, primarily India	Corruption can be a significant risk to business as it can have create legal and regulatory implications. There are instances where instances of corruption by organizations affecting the economy at large. Anti-corruption as a focus area is also naturally aligned with our Spirit of Wipro values.	
Suppliers*	Supplier environmental assessment	Social aspects of Supply Chain: India based suppliers	The responsibility of the business does not ends within the boundary of the organization. The suppliers play critical role in the sustainability and hence issues faced by the supplier ecosystem should be considered by the organization for effective risk mitigation.	Supply Chain Sustainability
	Supplier social Assessment	Environmental aspects of supply chain: Categories based on life cycle assessment of services and products (see natural capital accounting)		Workplace Sustainability
Community & civil society	Community and	Communities in India and other counties where	It is critical for business to engage with the social and ecological challenges that face humanity in a deep and meaningful manner	Social Responsibility

networks; The education ecosystem	Education	we have significant operations. Other countries include South Africa, United States of America	with long term commitment; for that is the only way by which real change can happen on the ground. It is these engagements which gives the organizations 'license to operate'.	
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## Climate Change Risk Assessment

We are currently carrying out a comprehensive climate change risk assessment program, encompassing both physical and transitional risks, for our major operational locations across the globe, covering India, China, Philippines, Germany, Romania, the UK and the US. This is being done for two scenarios (based on the IPCC defined RCP 4.5 and RCP 8.5) for the medium to long term (2030-2050). This assessment provides detailed analysis of the changes in key climatic parameters such as temperature and rainfall that are likely to impact Wipro's operations. It takes into consideration a variety of climate risks which include, an increase in extremely hot days and extremely warm nights, increasing frequency of heat waves, exacerbated urban heat island effect, air quality deterioration, urban flooding and decreasing water availability

Our assessment shows that we are likely to observe an increase in day-time temperature (0.02-2.98°C) and night-time temperature (0.35-1.74°C) across all locations except Chennai, where a decrease (0.7 °C) in the day time temperature is likely, in both the short term (by 2030) and long term (by 2050). This increase in day time temperatures could contribute towards an increase in the energy consumption and associated operating costs at each location. This change could also adversely impact the health and well-being of our employees decreasing their productivity. When it comes to rainfall, our risk assessment model predicts an increase in rainfall, ranging from 11 to 267mm, for every city except Kolkata, Pune and Vishakhapatnam which will likely see decreases (13.2-126mm) in rainfall in the long term. Increase in extreme precipitation is likely to lead productivity loss due to employee absence caused by disruption in city infrastructure and an increase in tropical diseases. Given that every city other than Kochi and Kolkata already lie in highly water stressed zones, the predicted rise in temperature coupled with increasing urbanization is likely to accelerate water stress. The corresponding increase in rainfall in most cities is unlikely to help improve this situation unless additional water conservation measures are taken up in the city. Thus, across the country we are likely to experience increasing challenges and costs for procuring water

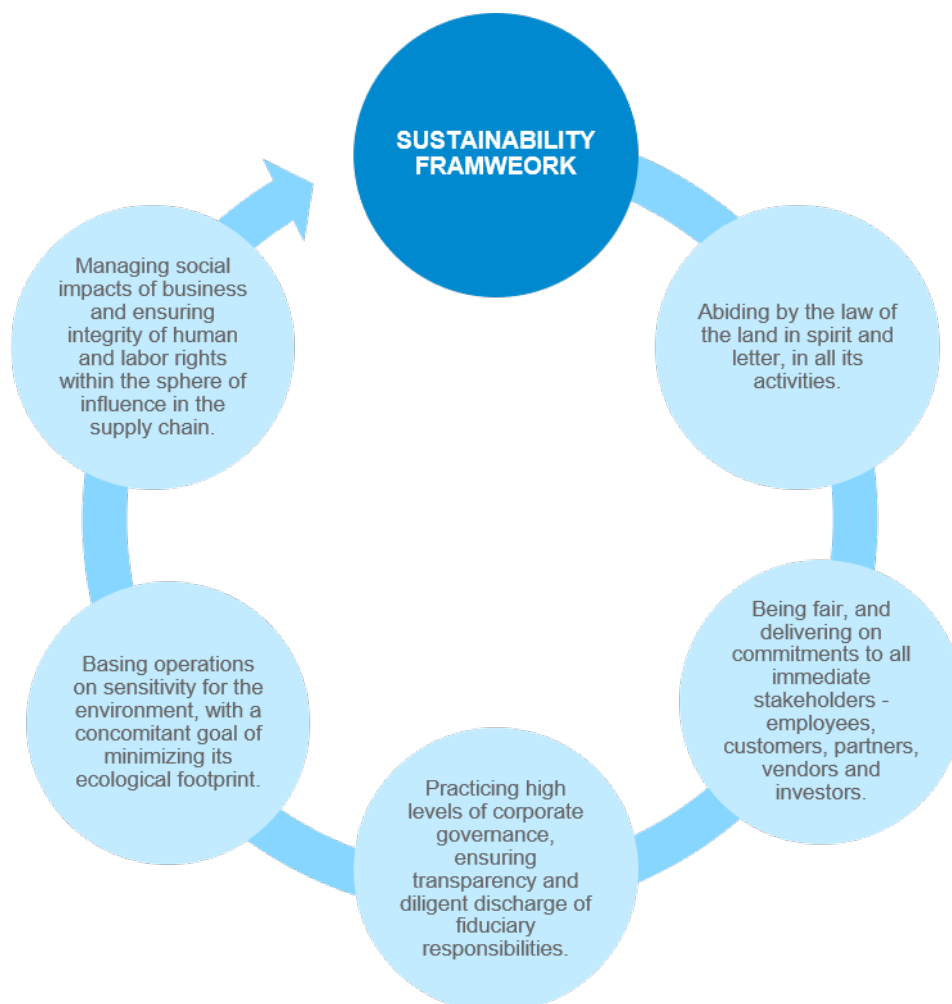
We notice that our operations in Romania, China, Philippines and USA are likely to be susceptible to physical risks such as floods, tropical storms and tornadoes. These events could impact the wellbeing of our employees in the affected regions thus impacting our operations. Philippines in particular is likely to face significant fluctuations in rainfall and humidity patterns which could lead to an increase in the spread of infectious diseases in the country, affecting the health of our employees. On the other end of the spectrum, we find that our operations in Germany, the UK, the US, China and Romania, are the ones most exposed to transitional risks arising from policies and regulations geared towards enabling these countries' transition into low carbon economies. However, we must point out here that the majority (more than 70%) of our employees are based out of India. In addition the fact that all our overseas locations are leased premises reduces the direct infrastructural risk in our overseas centers

## Wipro's Sustainability Framework

The principle of focusing 'within as well as outside the boundary' informs our strategic choice of looking at sustainability as a boundary-less continuum and this forms the backbone of our sustainability framework. This continuum spreads across two conceptual dimensions - business responsibility and social responsibility



Business responsibility is about the organization fulfilling its essential duties and obligations, and running its business with integrity and ensuring that the ecological footprint of its operations is minimized. This translates to:



The second dimension of social responsibility is about looking beyond the boundaries of organization and contributing towards development of the larger community. While this categorization is conceptually useful, the right approach is to look at both the dimensions as an integrated continuum which is based on the same fundamental principles

Bases on the above-mentioned dimensions of social responsibility, a graphical representation of our sustainability framework is shown below



### **Business Responsibility**

- **Ecological Sustainability** - Minimize Wipro's internal footprint on energy, water and waste
- **Workplace Sustainability** - Promote employee diversity, empowerment & continuous learning
- **Customer Stewardship** - Provide products and solutions that enable customers to become greener
- **Supplier Sustainability** - Collaborate with suppliers to help them become more sustainable



### **Social responsibility**

- **Education** - Work on Issues of deep systemic reform in India's education ecosystem
- **Community Care** - Work on Long term disaster rehabilitation & issues of health, education & environment



### **Advocacy and Public Policy**

- **Shape policies by engaging with government, NGOs and industry networks**

## **Overview of our Sustainability Journey**

Wipro started its formal sustainability journey in 2001 with Wipro Cares, our community care program followed by Wipro Education in 2002, an initiative that addresses issues of systemic reforms in school education. Wipro earthian is our flagship program running in its ninth year which integrates education and sustainability into schools and colleges. This pursuit of good citizenship is a deliberative choice Wipro made in line with its core values of Wipro

Over the years, our programs have expanded in scope and scale with significant initiatives getting added around ecology, workplace and employee engagement, customer stewardship, and suppliers. Running through these diverse programs is a common thread of thinking that reflects our position on sustainability

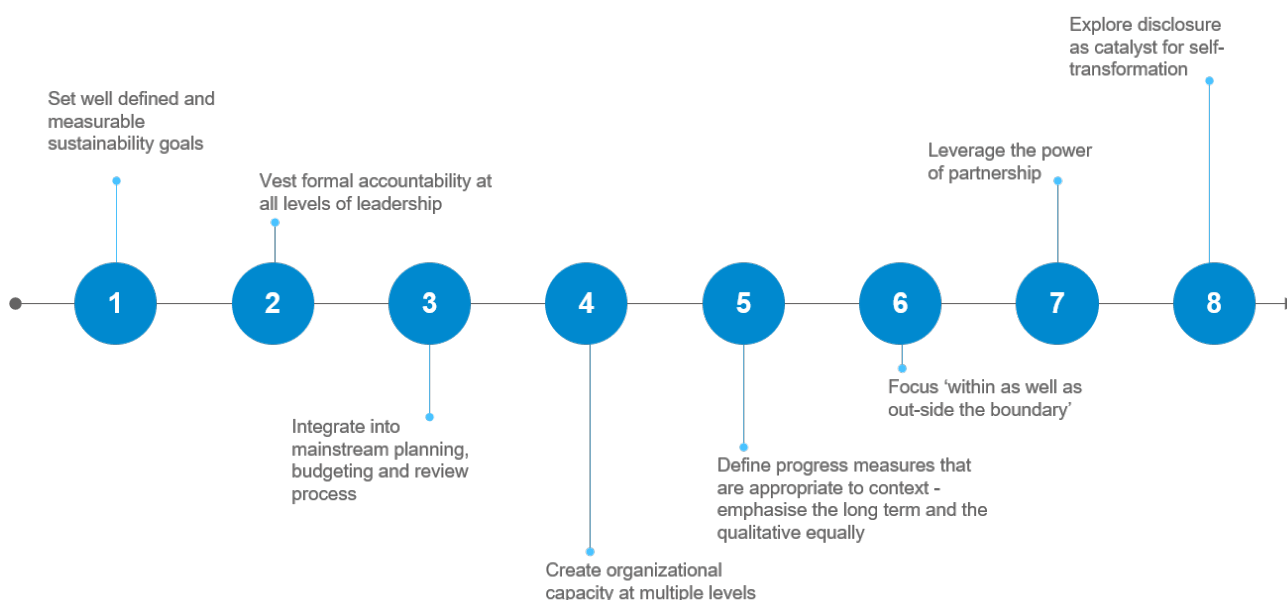
Business wields enormous power and influence in today's world, both, economic and sociopolitical. With this power comes the concomitant responsibility make a difference in the larger social context. For us, this starts with a set of foundational values as embodied in the Spirit of Wipro: 'Be passionate about client success', 'Treat each person with respect', 'Be global and responsible' and 'Unyielding integrity in everything we do'. These values emphasize respect for all stakeholders and are the ethical bedrock of conducting business which is nonnegotiable under any circumstance

In engaging with the issues of sustainability, business must do so in a manner that is consistent with its core drivers; a spirit of innovation, financial and operational rigor, a keen focus on outcomes are hallmark attributes of the business sector and these must inform business action in sustainability in equal measure. In the absence of this, the approach to sustainability is likely to be peripheral and hollow. What this also implies is that there is nothing that business must do that seems to be driven by the need to oblige or comply

Related to the previous point is our conviction that we should be deeply engaged with our partners rather than treat it as an outsourcing exercise. This involvement must manifest in a carefully and deliberately chosen set of initiatives without spreading oneself thin. For similar reasons, we prefer to avoid using the term Corporate Social Responsibility as the term can be perceived to have a patronizing connotation to it; Sustainability is a more inclusive and appropriate term that suggests a proactive, comprehensive, and collaborative approach During the course of our sustainability journey, we have tried to establish a formal framework for our sustainability program which address proactively the concerns of our stakeholders as well as contribute to their well-being

We identified our workforce, customers, suppliers, proximate communities, civil society networks and future generations as our stakeholders with whom we share mutual relationship of interest, influence and impact. Our engagement with our stakeholders and our materiality assessment gave us insights into issues relevant to our business as well as stakeholders and identify possible areas of engagement. For more information on our stakeholder identification and materiality assessment, refer to section on 'Materiality Determination'

We have formulated eight guiding principles to guide our approach to sustainability. The principles add to the rigor of our sustainability program. The principles are listed below and is discussed in detail in the subsequent sections



## Sustainability Governance: How we run our programs

The sustainability governance mechanism at Wipro derives greatly from the above guiding principles. At Wipro, sustainability is every one's job. The responsibility is spread across hierarchies, functions and businesses with multiple functions seeing themselves as key stakeholders in its success; among these, the Global Operations team, the People Function, the Investor Relations team and the Legal team play a major role in several of the programs. However, the oversight of sustainability programs rest at the corporate level with our Chairman, Board of Governors and Group Executive Council

## Board Oversight

The Board of Directors comprises 3 Executive and 8 Independent Directors. In keeping with the company's Corporate Governance guidelines, the Board is comprised of a majority of Independent Directors. The Board of Directors has designated one Independent Director as Lead Independent Director. The Lead Independent Director is responsible for coordinating the activities of the other independent directors, and to perform various other duties. The general authority and responsibility of the Lead Independent Director are to be decided by the group of Independent Directors. The nomination and selection process for appointing Directors is led by the Board Governance, Nomination and Compensation Committee. Nomination is governed by Corporate Governance Guidelines and the Board Nomination policy. Nomination criteria includes experience, expertise, and specific diversity factors such as Gender and Nationality, to promote diversity of composition and perspective. Further, importance is given to personal characteristics such as 'awareness of the Company's responsibilities to its customers, employees, suppliers, regulatory bodies, and the communities in which it operates'. Familiarization programs are conducted for newly appointed Directors, through meetings with key officials and senior business leaders. During these meetings, Directors are familiarized with the roles and responsibilities of Directors, as well as other specific aspects such as governance, strategy, and related matters

Sustainability governance at Wipro is informed by our strategic choice to work across both dimensions – business responsibility and social responsibility. Business responsibility is about the organization fulfilling its essential duties and obligations, and running its business with integrity and ensuring that the ecological footprint of its operations is minimized. The second dimension of social responsibility is about looking beyond the boundaries of organization and contributing towards development of the larger community

The Board Governance, Nomination and Compensation Committee is headed by an independent director, and also acts as the CSR Committee - an apex body that oversees Wipro's sustainability policy and programs. The Committee comprising of entirely independent directors has the additional responsibility of reviewing the Company's policies on Corporate Social Responsibility, including public issues of significance to the Company and its stakeholders

This committee and the Chairman will discuss and sign off the goals and objectives along with the budgets of CSR programs at the beginning of every year. Subsequently, the sustainability team leadership will allocate the budgets in line with the defined priorities and goals. The sustainability/CSR leadership team also presents a quarterly report to the Chairman and the Board CSR Committee

The Committee comprises Dr. Ashok Ganguly, Mr. N Vaghul and Mr. William Arthur Owens. During the financial year 2018-19, the Committee met four times and in each of the meetings, update on CSR initiatives were discussed

## Organization Structure

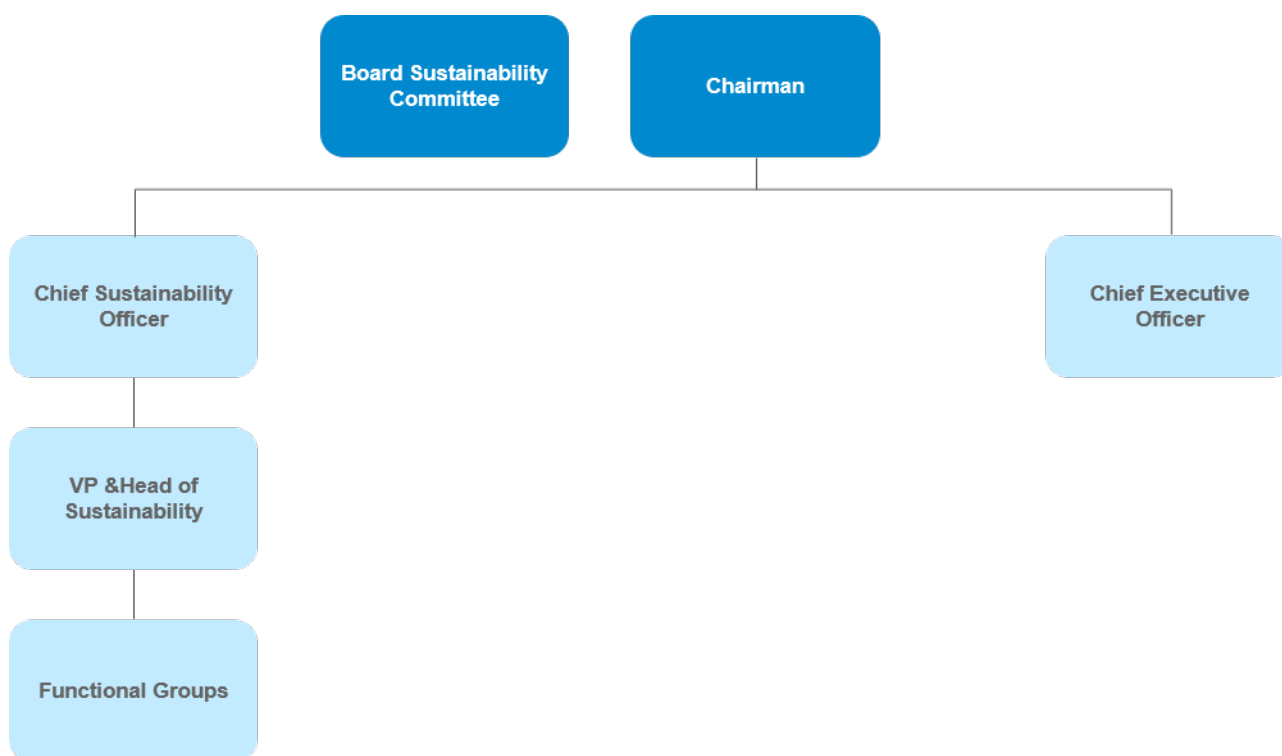
The operating structure of Wipro's multiple sustainability initiatives is based on the idea of building a Coalition or network of partners - internal and external - with nodal responsibility lying with a distinct group. The initiatives are handled by four functional groups at the corporate level which carry distinct responsibility and accountability but are part of a common sustainability charter under the Chief Sustainability Officer. The operational oversight of sustainability programs as well as reporting rests with Head of Sustainability. This includes the responsibility of formally reviewing and approving sustainability disclosures to ensure comprehensive reporting of material topics as well as seeking external assurance

The sustainability organization includes four functional groups namely eco-eye, Wipro Cares, Wipro Education and Wipro earthian. The overarching responsibility for our sustainability charter rest with our Chief Sustainability Officer who reports to the Chairman. All sustainability programs of Wipro follow the regular planning and budgeting cycles of the company and are also reviewed by the group executive council

Wipro Eco-Eye	<ul style="list-style-type: none"> <li>Carries the primary responsibility for sustainability programs at corporate level. Also has the oversight of sustainability disclosures like GRI Sustainability report and Business Responsibility Report. wipro cares</li> </ul>
Wipro Cares	<ul style="list-style-type: none"> <li>Works on our community development</li> </ul>
Wipro Education	<ul style="list-style-type: none"> <li>Responsible to drive our education reform agenda</li> </ul>
Wipro Earthain	<ul style="list-style-type: none"> <li>Wipro's Sustainability education program for schools and college brings together two of our key concerns: Education and Sustainability</li> </ul>



Collectively, these four programs pull together the different strands of our sustainability initiative and steers it in the defined direction. The reporting structure is illustrated below



## Responsibility Matrix

All key organizational stakeholders have vested responsibilities related to planning, execution, evangelization, review, as well as advocacy of the sustainability agenda of the company. Given below is the responsibility matrix for our environment programs (energy, water, waste and biodiversity). Other sustainability programs have similar matrix pertinent to their operations

	Planning & Review	Execution	Internal Evangelizing	External Advocacy
Board of Directors	✓			✓
Group Executive Council	✓		✓	✓
Business Leadership	✓		✓	✓
Facilities Management Group	✓	✓		
Infrastructure Creation Group	✓	✓		
Sustainability office	✓		✓	✓
Employee chapters			✓	
Human Resources	✓		✓	✓
Finance	✓			
Corporate affairs, Brand & communication			✓	✓
Risk office	✓		✓	✓

## Transparency & Disclosure

As a part of our philosophy of adhering to highest ethical standards, transparency and accountability, disclosures are considered critical in the company. Disclosures help us adhere to regulatory requirements as well as in proactively informing and engaging with our various stakeholders. Due care is taken to disclose timely, consistent and accurate information through annual financial reports, sustainability reports and other public reports to shareholders and the public regarding financial performance, liabilities, control and ownership, and corporate governance issues

We have been active participants in the major frameworks that assess the Environment, Social and Governance (ESG) performance of companies, e.g., the Dow Jones Sustainability Index, FTSE Russell ESG, MSCI ESG, the Carbon Disclosure Index, World's Most Ethical Companies by Ethisphere, Vigeo Sustainability Rating etc. Wipro has been consistently rated among the leaders, both globally and in India. Feedback attributes this to our comprehensive and well-defined framework of goals and inclusive stakeholder reach supported by a solid governance process

## External Advocacy: Collaboration for Change

Given the fundamental axiom that sustainability is about maximizing social and environmental 'good', it requires an engagement template that emphasizes informed advocacy of the underlying issues amongst all stakeholders. Each stakeholder - Business, Government, Academia, and Civil Society – brings a dynamic and energy to the table that is unique and complementary. We think that industry's role must go beyond its own boundaries and should be one that seeks to vigorously promote advocacy of sustainability challenges. In doing so, the conscious emphasis must be on the difficult and the long term in preference to the easy and the short term

Our areas of focus on policy and advocacy have centered on Water, Energy and Climate Change, e-Waste, Education and Diversity. We work through different industry platforms as well as with research partners who carry expertise in these domains

### Our primary identified stakeholders for public policy and advocacy are

- Relevant government ministries and departments, both at the center and the states where we operate in; Our interactions have been largely with the Ministry of Environment and Forests, Ministry of New and Renewable Energy, and Ministry of Corporate Affairs
- Industry networks and associations play a crucial role as catalysts for awareness, advocacy and action on the multiple dimensions of sustainability; by providing a common platform for industry representatives to share and exchange ideas and practices, industry association can help foster a virtuous cycle of feedback led improvement. Industry networks also lend strength and credibility in the dialogue process with government on important matters of policy and directives. The industry networks that we have been an integral part of are:
  - The CII-ITC Center of Sustainable Development
  - CII National Environment Committee
  - The CII led Indian Business for Biodiversity Initiatives (CIIBBI)
  - The Leaders for Nature (LFN) framework of the India, Chapter of the International Union of Conservation Network
- Research and Advocacy NGOs: Issues like Energy, Climate Change, Water, Biodiversity, Community Education, Health etc. require strong civil society involvement as the third pillar along with government policy and business engagement. NGOs and academic institutions, by combining the right blend of field work and academic rigor can generate valuable insights that can inform the work of practitioners, policy makers and industry professionals. Illustrative examples of such organizations that we work with are: Carbon Disclosure Project in the area of Climate Change, BIOME and ACWADAM in the area of Water and our network of nearly 72 education partners across the country

## Advocacy Engagements

### Water, biodiversity, mobility and Waste Management

- Water: continued to be a major area of collaborative focus for us in 2018-19. The major advocacy platforms that we have been deeply involved in are summarized below:
  - Urban Water: Participatory Ground Water Management (PGWM) and Wetland program seeks to address the pressing issue of water in Bangalore. It does this through a combination of scientific hydrogeology and the involvement several citizen groups as part of a unique decentralized governance framework. We have a similar project running in Pune through our partners ACWADAM, which has seen active engagement with the municipal authorities in the city
- Biodiversity: Our participation in advocacy on biodiversity issues is through two national levels forums -the CII-India Business for Biodiversity Initiative (IBBI). We have been supporting the “World Sparrow Day” and the “Wipro-Nature Forever Society Sparrow Awards” for the past five years
- Waste Management: We continue to be part of the sub-committee on ‘Waste’ in the CII National Environment Committee. We are associated with “Reimagine Waste” hackathon for the past two years, being conducted in association with Indian Institute of Science, Bengaluru, Waste Ventures and other partners. We supported a study to understand the contribution of informal economy to waste and material recycling in Bengaluru. This study was done by Hasiru Dala in association with IIHS, Bengaluru. The study report will now be disseminated through workshops and a publication
- Bangalore Sustainability Forum: This forum was set up in early 2018 and convened by Wipro along with the National Center for Biological Sciences. BSF brings together civil society, academia, research institutions and government with the broad goals of fostering curated interactions between different stakeholders on issues of urban sustainability. Over the past year, the forum has curated three retreats on the themes of Urban Water, Biodiversity and Climate Change
- Mobility: Wipro became the first Indian major business to join EV 100 initiative- a global initiative launched by The Climate Group which addresses this alarming concern by bringing together forward looking companies committed to accelerating the transition to electric vehicles (EVs) and making electric transport the new normal by 2030. Our initiative is in line with Government of India’s National E-Mobility Programme and country’s ambition of ensuring that 30% of all vehicles on the road are electric by 2030

## Diversity

Over the years, Wipro has participated in various eminent forums by bodies like SHRM (Society for Human Resource Management), NASSCOM, Catalyst, NHRDN (National HRD Network), UNGCNI etc. We continued our engagement with external stakeholders where we hold advisory board / core committee positions

- Wipro is part of the core CII committee for employment of people with disabilities and also part of the NASSCOM working group on gender inclusion. Wipro is also one of the founding members of CII’s Business for Human Rights Initiatives

## Sustainability and CSR

We continued to strengthen our participation in advocacy on the cause of corporate sustainability as a whole

Wipro’s electronics city campus was awarded the Greenco Silver Rating by CII-GBC (Green Business Center). We were the first campus in IT Services sector to have received the award. The rating is provided based on 700 points performance covering energy efficiency, water conservation, renewable energy, GHG emission reduction, waste management, material conservation, green supply chain and other innovations

As Co-Chair of the CII-GBC Greenco forum (Bangalore chapter), the goal is to drive the adoption of the ‘Greenco’ framework by the IT sector. The Greenco framework encourages companies to establish a multidimensional framework of ecological sustainability that spans the areas of Energy, Water, Waste, Biodiversity and Product Stewardship

Speaking engagements in public forums play an important role in building sustainability awareness and advocacy. We actively participated as speakers in several events in previous years, some examples of which

are: the CRB's India and Sustainability Standards conference, GRI Conference on Disability Reporting, the CII Annual Greenco Summit, and Sustainability workshops at IIM Bangalore, IIM Lucknow and MDI Gurgaon

## How do our Programs map with SDGs

Sustainable Development Goals (SDGs) was adopted with the objective of stimulating action over the next 15 years in areas which are of critical importance for humanity and the planet. These goals focuses on achieving sustainable development in its three dimensions - economic, social and environmental - in a balanced and integrated manner. These goals call for action by all countries, poor, rich and middle income to promote prosperity while protecting the planet and covers a wide range of issues like poverty eradication, economic growth education, health, social protection, climate change, environmental protection

Given the ambitious nature of the targets for 2030, magnitude of efforts required to achieve them and the scale of challenge, it is not possible to achieve the goals without meaningful partnership between different stakeholders. Businesses as drivers of economic growth and employment and a source of finance, technology and innovation is a key stakeholder and it has great potential to contribute towards the implementation of the SDGs. They can use SDGs as a framework to explore new opportunities and pursue responsibilities, thereby assisting in the implementation of the goals at national level

At Wipro, we are actively working on multiple aspects of development which are aligned with the different themes of SDGs. Our initiatives and their alignment with the SDGS are explained alongside



### 3 GOOD HEALTH AND WELL-BEING

Well-being and safety is a critical component of doing business at Wipro and it is embedded in our core values of acting with integrity and sensitivity. We work towards enhancing well being of our employees through workplace safety and security initiatives with special focus physical and emotional health.

For more information, refer to 'Employee well-being and Safety'



### 4 QUALITY EDUCATION

Education is one of the themes identified by Wipro to help in societal change and development. Currently, there are multiple distinct tracks running on school education, each with its own overarching goals but with shared synergies wherever relevant. Wipro Applying Thought in Schools works towards systemic reform of education in the country. The Wipro Cares program in school education focuses on supporting access to and ensuring continuity of school education for underprivileged children as well as children with disability, especially those from disadvantaged backgrounds. Wipro School Education Fellowship (SEF) was started with the purpose of strengthening Science and Math teaching in schools through teacher capacity building.

For more information, refer to 'Partnering for Social Change'



### 5 GENDER EQUALITY

The entire organization, beginning with our leadership, is aligned with our I&D vision. Our CEO is the Executive Sponsor of the I&D Council. We have a structured program 'Women of Wipro' to develop and nurture the women talent in the organization.

For more information, refer to 'Diversity and Inclusion'

## Ensure availability and sustainable management of water and sanitation for all



Wipro's water stewardship program has water efficiency, responsible sourcing, reduce consumption and water security as its stated objectives. Our engagement with water include a broad range of programs, both, within Wipro and outside like recycling waste water, use of water efficient fixtures, rain water harvesting and Participative Ground Water Management.

For more information, refer to 'Water Stewardship'



## Ensure access to affordable, reliable, sustainable and modern energy for all

Wipro contributes to the cause of affordable and sustainable energy by investing in renewable energy resources, adopting energy efficient practices as well clean energy technologies and infrastructure.

For more information, refer to 'Energy Efficiency and GHG Mitigation'

## Promote inclusive and sustainable economic growth, full and productive employment and decent work for all



Wipro is a global information technology, consulting and outsourcing company with 160,000+ workforce and revenues of \$8.06 Billion. The company contributes to the economic growth and development for all by creating jobs while upholding highest labor standards across operations and the value chain.

Refer to 'Workplace Sustainability' and 'Financial Stewardship'



## Build resilient infrastructure, promote sustainable industrialization and foster innovation

Inclusive and sustainable industrial development and technological progress furthers the cause of income generation. Wipro continues to work on technological innovations which can drive sustainability by way of digitalization and dematerialization, system integration and optimization and offers a range of sustainability inspired solutions to our customers.

For more information, refer to 'Innovation' and 'Sustainability Inspired Solutions'

## Make cities inclusive, safe, resilient and sustainable



Wipro through its community programs is working closely with industry, government and communities on different challenges posed to urban living. We have identified mobility, waste and water management as the themes of engagement.

For more information, refer to 'Urban Resilience'



## Ensure sustainable consumption and production patterns

Wipro sustainability program aims to reduce its ecological footprint and a number of initiatives have been developed to improve resource and energy efficiency across its value chain. The focus is on energy efficiency, responsible water use, and pollution and waste management.

For more information, refer to 'Ecological Sustainability'



## Take urgent action to combat climate change and its impacts



Understanding the implications of climate change to the planet and business in specific, Wipro has set ambitious scientifically valid and traceable targets levels to reduce our Scope 1 and Scope 2 people emissions intensity figures. The targets are based on Science Based Target setting framework by WRI (World Resource Institute) that tries to align with the 2015 Paris agreement which aims to limit global warming to below 2 degrees Celsius from pre-industrial. Considering 2017 as the base year, we have set medium term targets till 2022 (detailed in response) and 2030 and longer term targets till 2040 and 2050

For more information, refer to 'Partnering for Social Change'



## Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

Wipro currently runs a significant initiative around campus biodiversity in two of our campuses in India. It is our objective to convert five of our existing campuses to biodiversity zones and design all our new campuses based on biodiversity principles.

For more information, refer to 'Campus Biodiversity'

## Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Structured interventions like our grievance Redressed process of Prevention of Sexual Harassment (POSH) and Ombuds, Employee Perception Survey (EPS), Contract Employee Engagement, governance reviews with Health Committees, Audit Risk & Compliance Board and Inclusion & Diversity Council, help us to proactively identify and mitigate risks on human rights and any other organization processes.

For more information refer to 'Workplace Sustainability'.



## Strengthen the means of implementation and revitalize the global partnership for sustainable development

At Wipro, we think it is critical for business to engage with the social and ecological challenges that face humanity in a deep and meaningful manner with long-term commitment; for that is the only way by which real change can happen on the ground. We engage with communities, governments, civil societies on issues like education for underprivileged children. etc.

For more information refer to 'Partnering for Social Change'.

# SUSTAINABLE DEVELOPMENT GOALS



**Wipro & its Stakeholders**

## Wipro & its Stakeholders

Organizations do not exist in silos; it can be even said that every organization is the sum total of interactions with different stakeholders so as to create value for all parties involved either directly or indirectly. In such a system of interdependencies, engagement with stakeholders is central; however, over the past few decades, stakeholder engagement has become more than just interactions happening over the normal course of business. Engaging with stakeholders has a greater purpose of understanding risks and opportunities associated with the social, environmental and economic climate that a business is embedded in

### Summary of Stakeholder Engagement

	Customers	Employees
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Building relationships with customers is core to understanding their business needs and emerging trends. Close engagement helps Wipro to communicate unique and differentiated value to customers	People are at the core of a knowledge-based organization like ours. Partnering with employees to understand their expectations and feedback enable us to strengthen our people processes and thereby strengthen our talent pool enabling better retention outcomes
Strategic objective of engagement	Partnerships with customers to meet their present and emerging business information technology requirements	<ul style="list-style-type: none"> <li>To solicit feedback and employee perception to enhance and improve people processes and improve employee satisfaction</li> <li>To empower employees and provide them with voice in key people decisions</li> </ul>
Key material issues	<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>	Empowerment, Continuous Learning , Quality of Work, Work-Life balance, Compensation & Benefits, Workplace facilities, Health & Safety , Counseling and Advice, Diversity in the workplace, Career planning, Appraisal and Feedback, Integrity and transparency at workplace, the company's larger vision on sustainability and social issues
Steps taken to address stakeholder concerns	<ul style="list-style-type: none"> <li>Deeper engagement with customer across levels</li> <li>Develop better review, communication and feedback processes</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced communication and collaboration forums to voice feedback</li> <li>Continuous review and improvements to existing processes</li> <li>Detailed analysis of employee satisfaction scores and survey feedback to close gaps</li> </ul>
Modes of engagement	Strategic and operational reviews, Customer Meets, Formal customer feedback and surveys	Ranges from daily (blogs) to annual ( 360 degree feedback)
Primary internal custodian	The Chief Executive Officer, Chief Strategy Officer, Chief Business Operations Officer, the Chief Quality Officer, Sales & Marketing functions & their teams	The Human Resources group, Environment Health and Safety group ( joint responsibility for health and safety)



At Wipro, we look at stakeholder engagement as a sine qua non for fostering responsible and sustainable business practices that benefit both, the organization and the stakeholders. What follows is a summary representation of our engagement with the eight stakeholders. This acts as a valuable input to our materiality determination process

	Suppliers	Investors
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Supplier engagement helps reduce risks from quality and disruption of services	Engaging with our investors helps gain diverse perspectives on business strategy and performance. It also helps us proactively communicate our performance and future plans which in turn can help strengthen our brand
Strategic objective of engagement	Partnerships with suppliers to meet diverse business operations requirements	To communicate our strategy and performance as well as our views on economic environment; To seek feedback on our performance
Key material issues	<ul style="list-style-type: none"> <li>Ease of doing business with Wipro across the Order to Payment life cycle</li> <li>Ability to meet corporate responsibility requirements - with regards to ethical business conduct, social practices and</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Financial performance</li> <li>Labor &amp; Human rights</li> <li>Attrition</li> <li>Compliance</li> </ul>
Steps taken to address stakeholder concerns	<ul style="list-style-type: none"> <li>Communication</li> <li>Capacity building</li> <li>Collaboration with suppliers</li> </ul>	Strengthen our governance systems and Processes
Modes of engagement	Regular operational reviews, Supplier meets, Vendor survey	Annual General Meeting, Annual Report, Investor meets, Analyst conferences,
Primary internal custodian	Central Procurement Office, Wivividus Shared Services, Facility Management Group	Chief Strategy Officer
	The Education ecosystem: Partners and Academic Institutes	Communities and Civil Society Networks
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Education is one of the strategic long term community engagement programs identified as force multipliers for effecting social change and sustainable development. It is one of Wipro's main planks of societal engagement	The imperative for business to engage deeply with communities and society stems from the fundamental axiom that for business to flourish, the fabric of society must be strong
Strategic objective of engagement	Developing a good understanding and capacity building of civil society organizations working in school education is the core objective of our education program	To engage on systemic issues that are force multipliers for social change and sustainable development

Key material issues	<ul style="list-style-type: none"> <li>• Quality of education in schools</li> <li>• Teacher capacity development</li> <li>• Understanding of good education</li> <li>• Availability of resource organizations and people in specific areas in school education</li> </ul>	<ul style="list-style-type: none"> <li>• Education for disadvantaged children e.g. children of migrant laborers, children with hearing disability etc.</li> <li>• Primary healthcare for rural communities</li> <li>• Environment issues that affect disadvantaged communities e.g. Water, solid waste</li> <li>• Long term rehabilitation for disaster affected area</li> </ul>
Steps taken to address stakeholder concerns	<ul style="list-style-type: none"> <li>• Facilitating mutual learning among partner organizations through annual partners' forum</li> <li>• Cross leveraging the learning from diverse partner experiences through our engagement with partners</li> </ul>	Designing programs to address the specific needs of the communities with whom we are associated.
Modes of engagement	Periodic visits, conference calls, email, reviews, reports of workshops or events,	Periodic meetings with partners, open meets with community, Partner newsletters
Frequency	3- 4 times a year for each partner/project	Varies from monthly to quarterly
Primary internal Custodian	Wipro's CSR group , Wipro education - the school education team	Wipro's CSR group, Wipro Cares, Location leadership
	Governments and policy networks	The young citizen and future generations
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Corporations must engage with government as part of the larger charter of bringing about systemic changes in society through legislation, policies and directives.	The young citizen has enormous potential as a change agent and in creating lasting positive impact to the environment and society. Trying to safeguard the interests of future generations is a fundamental act of responsibility leading to
Strategic objective of engagement	To participate meaningfully and to influence policy directions for larger social good	To ensure a safe and sustainable planet for future generations.
Key material issues	<ul style="list-style-type: none"> <li>• India's policies on climate change, energy efficiency, water, e-waste, biodiversity and ICT for social change</li> <li>• Legislation policies on workplace inclusion, labor and human rights</li> <li>• The role of corporate social responsibility</li> <li>• Taxation legislation in the countries we operate In</li> </ul>	<ul style="list-style-type: none"> <li>• Ecological sustainability of our planet at a local, national and global level</li> <li>• Issues of inclusiveness and fairness</li> <li>• Meaningful work and livelihoods</li> </ul>



Steps taken to address stakeholder concerns	Active involvement in both, policy formulation and in a more general process of debate and dialog on various challenges of development and sustainability	Design and execution of several projects that addresses societal and environmental problems beyond the scope of business
Modes of engagement	Planned meetings, workshops, taskforces and steering committees of industry network bodies	Indirect inference from our school and college interventions as well as with Wipro's employees
Frequency	Varies from monthly to annual	
Primary internal Custodian	Corporate Affairs group, Senior Leadership, Wipro Sustainability team	Human Resources Group, Wipro's Sustainability Group, Wipro sustainability team



## Workplace Sustainability

# Workplace Sustainability

## Introduction

Our people are our core and as an organization we are committed to their holistic and sustainable development. We firmly believe that we cannot build a great business without being able to attract, retain and nurture the best available talent. We are committed to partnering with employees and strengthening our talent pool by providing them with growth, career enhancement opportunities and a safe and secure workplace. Today, we have a large and diverse workforce (170,000+ employees of 125 nationalities working for us as on 31st March 2019) and we continuously design and implement processes and programs to foster people development, leadership development and skill enhancements among our global teams

## Business Context

Our people centric interventions are driven by the dynamic business landscape we operate in. Today, innovations like artificial intelligence, automation and analytics are disrupting traditional business models, and opening up newer opportunities and revenue streams. Continuous learning is key to staying relevant in any industry and more so in the IT and ITeS sector. Organizations are moving away from being process-centric to becoming experience-centric in order to attract, nurture and retain the best global talent

## Human Rights & Values at Wipro

**Our Approach & Commitment:** We believe that economic value cannot be sustained unless it is created on a foundation of ethics and responsibility. Creating a safe and empowered workplace with a culture that drives equal opportunity, non-discrimination, meritocracy and one in which employees feel 'listened to' are therefore our core priorities. We imbibe these principles in all our processes like hiring, compensation, access to training, promotions, etc. and do not engage in or support discrimination based on ethnicity, nationality, race, caste, religion, age, disability, gender and sexual or political orientation. Our people practices are shaped by the Spirit of Wipro values, Code of Business Conduct (COBC), as well as principles of the U.N. Global Compact, U.N. Universal Declaration of Human Rights, OECD Guidelines for Multinational

Enterprises and the International Labor Organization's declaration on Fundamental Principles & Rights at Work (1998). While these provide the guidelines and direction for responsible business conduct at a global level, our policies are shaped and customized by local regulations and law of the land

## Policies & Principles

At Wipro, respect for human rights is highly cherished. We would never create a policy or a process which knowingly compromises any aspect of our employees' rights and privileges. Some examples where we have positively shaped our processes to include aspects of human rights is listed below:

- Our Company-wide Code of Business Conduct (COBC): Our COBC (available publicly on our company website) imbibes our commitment for human rights and zero tolerance for discrimination at all stages of the employee lifecycle. Our COBC applies to all employees, members of the board of Directors as well as to contractors, sub-contractors, retainers or any other such basis. As suppliers serve as an extension of the Company, and their conduct and behavior while carrying on business for / behalf of Wipro can impact Wipro's reputation, are expected to be in compliance with the COBC. All suppliers are also mandated to sign & confirm their acceptance to our Supplier Code of Conduct available publicly (SCOC.) Our values and code of conduct are socialized at multiple times in the employee life-cycle through touchpoints like induction and onboarding, classroom sessions, all hands meets, awareness mailers/posters and through our mandatory online COBC certification which all employees undertake every year..
- Human Rights Policy: Wipro Human Rights policy is published on the company website and is intended to express Wipro's active commitment to do business with ethical values and embrace practices that supports environment, human rights, and labor laws globally. Our commitment to uphold and promote human rights and interests of our global workforce is long-standing and integrated in our Code of Business Conduct & Ethics (COBC). Our Human Rights Policy is aligned to globally accepted standards and frameworks like the U.N. Global Compact, U.N. Universal Declaration of Human Rights and International Labor Organization's Declaration on Fundamental Principles and Rights at Work (ILO Declaration)



Our commitment to human rights covers employees, suppliers, clients, communities and countries across geographies where we do business. Wipro is also one of the founding members of CII's Business for Human Rights Initiative

- Ombuds and Sexual Harassment: We have established committees / processes like the Ombuds process, Prevention of Sexual Harassment Committee, Audit/Risk & Compliance committees and an Inclusion & Diversity Council to review progress and formulate strategies to address material issues pertaining to compliance, safety and a harassment-free workplace. We keep our employees informed about these processes through trainings, mailers and internal social media platforms.
- Freedom of Association – We respect the right of employees to free association without fear of reprisal, discrimination, intimidation or harassment. Our employees are represented by formal employee representative groups in certain geographies including Continental Europe and Latin America which constitute about 3.4% of our workforce with a further 2.5% under collective bargaining agreements. Our HR representatives meet these groups periodically to inform and consult on any change that can impact their terms and conditions / work environment.

## Risk Identification Process

We have established committees/processes like the Ombuds process, Prevention of Sexual Harassment Committee, EPS, Audit/Risk & Compliance committees, EHS and an Inclusion & Diversity Council to review progress and formulate strategies to address issues pertaining to compliance, safety and a harassment-free workplace. We keep our employees informed about these processes regularly through trainings, mailers and internal social media platforms. We have also started a process of Human Rights Audit in association with the industry body, Confederation of Indian Industries (CII). The study is designed to identify any risk of Human Rights violations or gaps in any of our own operations or in the extended supply chain

## Identified Risks

Through various audits and feedback, we have identified the following as potential risks to Human Rights

- Benefits and engagement of extended/contract workforce
- Unconscious bias at the workplace

## Mitigation Policies/Processes

We have created specific interventions to tackle these issues

- Contract Employee Engagement: We engage contract employees for infrastructure support at our offices in India. The duration of engagement varies depending upon the project and role. We have created eLearning modules on COBC, Prevention of Sexual Harassment (POSH) and data privacy for them. Chatbots have been introduced to clarify any doubts that employees may have on policies and guidelines. We also proactively conduct open houses for our contract employees across India where we address their concerns /queries, take feedback and provide them career guidance. Specific concerns on delayed claims, role change and location change, among others are actively addressed.
- Sensitization on Unconscious Bias: As mentioned above, under the umbrella of our #BreaktheBias campaign, we have monthly leadership blogs, mailers and a mandatory e-learning module which raise awareness among employees on how they can eliminate biases at the workplace. Around 9000 employees have been trained till date on the e-module since Q3 FY 2019. The campaign also includes scenario based quiz questions with focus on various aspects of inclusion

## Approach to workplace sustainability

To create agile yet sustainable people processes we have looked at the Human Resource function from the stand point of a value chain. Our human capital value chain consists of people strategies which are based on current and future business requirements discussed above. Our policies, processes and systems flow from these strategies which encompass the lifecycle of our employees. Finally, the outcomes of these people interventions are reflected through our people result indicators, which directly or indirectly contribute to the intellectual, social, natural and financial capital of Wipro. Throughout this value chain, our strategies, processes and policies reflect an unflinching commitment to the Spirit of Wipro- our values as well as globally recognized principles of business responsibility and human rights

## People Strategy

Our people strategies are geared to create learning opportunities, build careers, and foster an empowering and inclusive culture where our employees find meaning in what they do while they create value for Wipro. The following are the pillars of our people strategy which we believe will yield long term sustainable people results for both Wipro and its employees:

## Cultural Transformation

We aim to build an inclusive and empowering work environment focussed on enhancing employee experiences, localization and talent optimization

## Career Reimagined

Our focus is to hire the right individuals, assimilate them quickly, develop leadership and create an internal pipeline and mobility of talent to build a future-ready organization

## Building Capability

Anticipating and developing future skills and behavioural competencies is vital to Wipro's long-term sustainability. We continue to invest in skill enhancement across levels, with a focus on upskilling and building Digital capabilities to drive innovation

## Digitization, Analytics and AI

We are proactively adopting digital trends and automating our people processes. We use digitalization and talent analytics to enhance employee experiences and drive business outcomes which result in employee delight

## Understanding Material Aspects

While our values are at the core of our actions, we believe that it is only through focused and continuous engagement with our stakeholders that we can build a truly inclusive and empowered enterprise. These inputs are gathered as part of our materiality determination effort, as well as from feedback received through social audits and assessments. Aspects that stand out as most critical and vital to the organization as well as stakeholders, are identified as the top areas of materiality, for action and reporting.

Our analysis of employees' perception, expectation and feedback forms a primary input in designing our talent management processes. Our approach to

soliciting and acting on this feedback determines our performance in processes like talent attraction, engagement, and retention. We conducted our annual Employee Perception Survey (EPS) to gather employee feedback which acts as an input to the materiality determination process. Additionally, our customers, investors and peer organizations also influence our people value chain and provide perspectives on material issues & risks. Finally, the geo-political situations, particularly in markets where we have high dependencies also form a vital input to our people strategy. The key platforms of engagement and issues identified for aspects pertaining to human capital, are summarized in the table below



Influencing Stakeholders	Current and Emerging Areas of Focus and Impact	Material Aspects and Topics Identified
Employees	Simplification of people processes to enhance workplace experience	<ul style="list-style-type: none"> <li>-Hiring &amp; Onboarding</li> <li>-Performance and Talent Management System</li> <li>-Learning and Development</li> <li>-Employee Wellbeing</li> <li>-Employee Engagement and Communication</li> <li>-Inclusion and Diversity</li> </ul>
	Skill building to address emerging technology capability areas	
	Career growth opportunities	
	Capability building of managers	
	Comprehensive compensation & benefits	
	Well-being and safety	
Customer	Helping customers solve their business problems and create competitive differentiation for them in the market.	
	Enhanced focus on operational efficiencies in the immediate term	
	Driving expertise and reskilling towards technologies of the future	
	Diversity & Inclusion	
	Need for collaboration, co-creation and learning agility	
	Employee well-being and safety	
	Heightened focus on social aspects of supply chain	
	Increased focus on compliance with Global standards	
Investors	Alignment with sustainability frameworks like Dow Jones Sustainability Index	
Peer organizations	Talent attraction & retention strategy	
	Talent Pool availability	
Others	Macro-economic and financial systems, government, civil society, regulatory bodies	
	High dependency on US and European markets	
	Emergence of multiple low-cost English-speaking destinations	
	Risks to offshore business models	
	Changes in immigration laws / regulations	

## Hiring & Onboarding

### Approach & Commitment

Wipro follows a well-established approach to hiring and onboarding. We have a robust process to source and select the best talent, both for entry-level roles as well as lateral hires through our website, channel partners, job fairs, campus placements, and internal job postings. Our comprehensive onboarding program helps assimilate new talent seamlessly within the organization. We also partner with various universities to build teams in accordance with client expectations

### Policies & principles

We are an equal opportunity employer and focus on meritocracy at all stages of the hiring and deployment process, including role-mapping and remuneration. Our comprehensive onboarding program aided by best-in-class systems, help assimilate new talent seamlessly within Wipro. The program includes mandatory sessions on the Spirit of Wipro and Prevention of Sexual Harassment at the workplace

### Focus Areas

- Localization continues to be a strategic focus for our talent agenda and we have made considerable progress in this area in our key markets. We have been significantly investing in US in terms of increased hiring & setting up of delivery centers
- In FY 2019, we moved towards digitalizing and exploring new channels for our campus hiring process. For the first time, we conducted a National Level Talent Hunt for engineering graduates in India with over 95,800 applicants
- Our recruitment process has become more inclusive with diversity-focused sourcing and engaging with veterans in the U.S.A. We consciously want to increase our diverse talent pool across levels, hence one of our key talent criteria is on diversity hiring, subject to principles of meritocracy. For example, we realize that one of the key levers to hire gender-diverse talent is ensuring that we have enough gender-diverse profiles at the applicant stage. Hence, we have appropriately modified our systems and programs to track the same
- Global 100 Program continues to be a key focus and has successfully brought in diverse talent across the globe who are engaged in impactful work and are groomed into potential leaders of the future

## Governance

Localization figures are published in the Annual Report of the company

On a quarterly basis diversity hiring metrics and initiatives are reported to the CEO and the Inclusion and Diversity Council

## Performance & Talent Management

### Approach & Commitment

- Our development-focused **performance management system** is based on the principles of meritocracy, fairness and transparency. Our quarterly review process, introduced in 2016, continues to be a robust platform to encourage feedforward discussions that are candid, constructive and meaningful. The appraisal process begins with setting goals and objectives (Goals and Objectives) for the quarter. Organizational goals are cascaded to each employee through role-based objectives. Each objective has mutually defined measures of performance (MOP). The process is designed to ensure emphasis on feed forward discussions. Before the manager submits comments and ratings on system at the end of every quarter, employee's performance in previous quarter, focus areas for the next quarter, strengths and development areas are discussed. Online coaching modules are made available to managers on having effective discussions. A 3-question feedback survey is also triggered to the employee to rate the quality of discussions with their Managers. A 360-degree feedback is in place for mid and senior management roles. An Agile Performance Management system is in place for specific job requirements of certain roles
- **360 degree developmental feedback (Wipro Leadership Qualities):** Our WLQ (Wipro Leadership Qualities) survey covered employees in middle and senior level roles. Peers, reportees, clients and other stakeholders provide online feedback against defined leadership qualities and Wipro Values. A comprehensive report is generated for each manager basis the scores, ratings and qualitative feedback recorded in the survey
- **Succession Planning:** Post the appraisal process Talent Review and Planning (TRP) is undertaken. This helps to define talent strategy for respective business units for the year, identify the top talent and have succession planning in place. The TRP process is for critical, senior and executive management roles. Additionally, each

Unit also has a formal Talent Review and Planning process to identify, train and develop key resources. Executive coaching is provided to top leadership to facilitate their all-round development

- **Role Based Assessments:** Role-based assessments are conducted for key roles (e. g. Program Manager, Delivery Manager, Architects) for new hires and role aspirants. These assessments are based on a group of parameters identified for a role holder to successfully perform in the role. These help the organization, to take data based decisions for role movements and learning & development initiatives. It helps the individuals to prepare Individual development plan/ change roles based on assessment centre output
- **Skill based learning programs linked to talent management processes-** Wipro also weaves in a culture of continuous learning through programs such as TrendNxt and DigitalNxt, covering 20,000+ employees in our IT sector. These are skill based learning platforms that empower employees to take charge of their careers by continuously expanding their technical knowledge. Employees can choose from a range of skills to undergo trainings & acquire hands on experience, eventually giving online assessments to get certified. Employees earn credits for each skill mastered, & these credits form threshold points for progression nominations
- **Internal Fulfilment:** Talent Marketplace, an online platform has enabled internal role fulfilment for senior roles. The objective of the initiative is to connect the right talent to available opportunities within the organization

## Policies and Principles

- Our Performance and Talent Management processes are designed to achieve holistic development for all our employees through performance differentiation, transparency, and effective evaluation

## Focus Areas

- **Performance management system:** encourages continuous meaningful feedback and discussion between the manager and the employee. Creating tools to help managers overcome unconscious bias, and have fruitful discussions is one of the main levers for a great performance management system
- **WLQ:** Identifying the qualities that are relevant to our values, business environment and business strategy and continually updating the same is one of the key foci of the WLQ process

Additionally intuitive reports and streamlining the process becomes key levers to make the overall experience seamless and robust

- **Talent Management:** Our ability to identify and groom talent is one of the strategic differentiators for us. Therefore creating the correct form of assessments, assessing the right qualities, setting up of domain academies, rotating talent and improving the standard of our leadership development coaching becomes key for us. Placing appropriate development plans and interventions are also crucial to overall success of creating a strong talent pipeline

## Governance:

The entire Performance Management, Talent Management, Assessment and Executive Coaching is taken care of by multiple dedicated central teams and governed by global and geography specific policies like Policy on Rotation, Promotion etc. These teams improve upon the policies and process continuously based on feedback and research. Units have their SPOCs for these processes who make sure on the ground execution is smooth and seamless. The ability to identify great performance, differentiate talent and reward and nurture the same creates sustainable competitive advantage in the kind of knowledge industry Wipro operates in

## Learning and Development

### Approach & Commitment

We have a comprehensive Learning and Development program which caters to the behavioral, technical and leadership needs of our workforce. Our curriculum includes classroom courses, on-the-job trainings, blended learning, social learning, mentoring and gamified modules to suit the diverse needs of the participants. We continuously align our learning and development investments with the business imperatives as well as the evolving expectations of our employees. We believe, that these programs help build capabilities in new and emerging technologies, which in turn enables our employees to deliver value to our clients, leading to better Customer Satisfaction Scores (CSAT)

## Policies & principles

- **Alignment of the organizational strategy to individual needs:** In the face of changing client expectations and the advent of rapidly changing technologies, it has become imperative to have a platform that equips the organization with

futuristic skills and competencies. Anticipating and defining future needs and developing these competencies in the employees is vital to organizational sustainability. Wipro offers multiple learning & development opportunities to employees at various stages of their career. These are aimed at upskilling, cross-skilling, and reskilling through a number of training programs in technical, domain, soft skills, and leadership aspects. While dedicated teams identify learning needs at an organizational level, employees partake in identifying their individual learning needs through appraisals, feedback surveys, and career tools

- **Capability Building:** Capability building and career development initiatives at Wipro encompass building awareness on career paths, identifying developmental areas for current & aspired role through a rigorous performance management process, mentorship, and building capability through training & assessments. Our infrastructure supports both traditional and 'new-gen' ways of learning. While dedicated facilities like learning centers, training labs are used for instructor led classroom sessions, enterprise solutions like 24 x7 access to e-Learning modules, WebEx, Video Based learnings, simulation based learning, etc. are being widely adopted, providing convenient and flexible learning environment

## Focus Areas

- **Equal Opportunity to Learn, Anytime, Anywhere** 55,000+ employees are using TopGear, a social learning and crowdsourcing platform. Through this platform 7,841 real-life project challenges were completed by these employees in FY 2019. We have created 250+ learning videos which are accessible on mobile. We have enabled learning through social learning platforms, revamped our Learning Management System and put special emphasis on hands-on trainings and assessments. We provide equal learning opportunities to all our employees, where they can nominate themselves for any technical or behavioral course of their choice and get trained
- **Digital Upskilling:** To keep pace with the speed at which Wipro is growing in the Digital space we have created a structured, multi-pronged program to impart Digital like **Fullstack, SDET, AI-ML, microservices, Decision science, Machine Learning (ML), IoT, blockchain, Cloud, Mobility, DevOps** to our employees -junior, middle and seniors. We have enabled over 133,000 employees in digital skills as of FY 2019. Learning is provided at 3 levels (Awareness, Knowledge & Immersive) to

transform our employees across roles to be digital and adopt a digital way of working-

- Foundational Digital courses "Digital 101" where foundation level knowledge on digital areas is provided - 90000 employees covered
- Immersive (60-120 hr) training for professionals - 2000 employees covered, where deeper hands on experience is provided
- **Digital transformation program - "Accelerating Digital Aptitude - aDapt":** A high number of delivery managers and Delivery Heads trained-this program has enabled project delivery leaders to understand methodologies in executing and managing digital projects.
- **Building Capability:** We have engaged more than 7,600 senior and middle level managers effectively in workshops such as Global Executive Leadership Program, Global Business Leaders Program, ADROIT, EMPOWER, Design Thinking, Win More: Account Mining for Growth, among others. We have sustained interventions like LeadNxt, Global 100, India 200, PRISM, Your Career Your Choice, Women in Leadership and Leading Global Teams to manage key aspects such as customer focus, leadership development, diversity and inclusion. Over 50,000 employees across various levels were trained in behavioural skills including communication, customer service, and more to ensure faster assimilation in the organization
- **Mentoring Networks:** We have launched Mentoring Networks, a platform where employees can find, connect and sustain meaningful mentoring relationships
- **Building Foundational Talent:** We ensure campus recruits learn behavioural skills through a mandatory three-day program, EMERGE. We impart communication skills and customer orientation to employees through such interventions

## Governance

### Management review of Talent training strategy

A structured governance mechanism is in place to review the progress on learning initiatives derived from talent strategy. These reviews are done on Weekly, Monthly and Quarterly basis by L&D Head, COO and CEO respectively. The variances on plan versus actual learning accomplishments are discussed and appropriate support or direction is provided to make corrections. We also track the

efficiency of our Talent Strategy through improvements in the Employee Satisfaction Scores

## Employee Well-being

### Approach & Commitment

A safe workplace is a fundamental human right and we are committed to providing this to all our employees, partners and visitors to Wipro facilities. Through our programs, we believe in influencing all aspects of an employee's life – including physical, mental and emotional wellbeing. Every year, through the mandatory certification of our Code of Business Conduct, we reinforce our commitment towards a healthy, safe and harassment-free workplace and evangelize individual responsibilities of each employee

### Policies & Principles

- **Physical Wellbeing:** Protection of employees from injury or occupational disease is a major continuing objective. We continue to enhance safety & security at the workplace by prescribing policies & procedures, creating awareness and imparting trainings. Protection of employees from injury or occupational disease is a major continuing objective. Ergonomic related illnesses and upper respiratory infections are material for our workforce. We have institutionalized health and safety processes including trainings for service providers, risk assessments, ergonomic session for employees, vaccination campus, health awareness sessions and regular cafeteria food inspections. There is special focus on aspects such as women's safety, assistance to persons with disability, emergency response, and preventive health & safety measures
- **Emotional Wellbeing:** We want people to be at their productive best and hence we want to create an inclusive and harassment-free workplace. Processes like employee counselling service and grievance handling mechanisms are in place. We have institutionalized key policies like health and safety policy, prevention of sexual harassment policy and a robust grievance redressal system (Ombuds)
- **Financial Wellbeing:** Wipro's compensation and benefits program takes an integrated approach and provides a range of options for better financial and social security including tax-managing options, insurance & medical packages, assistance in managing financial and personal issues, retrials, etc. The compensation & benefits programs available in each geography

are outlined in detailed policy documents and are available to all employees on the company intranet. In order to familiarize the human resources teams on the compensation philosophy and benefits across geographies and empower them to answer employee queries, an in-house Compensation and Benefits (C & B) certification program is held every year in multiple batches. Additionally, organizational / business unit level sessions are also held to create awareness amongst employees through avenues like HR-facilitated workshops, chat sessions, webinars, teleconferencing and mailers

### Focus Areas

The focus areas for Employee Wellbeing remains, Physical, Emotional and Financial Wellbeing:

### Physical well-being

- **Safety Standards:** We have implemented strict safety standards at all our facilities and operations, based on global best practices and regulatory requirements. We have well-defined policies and standard operating procedures to ensure the safety of women employees inside and outside the campus. These include Safety Awareness Programs, Global 24x7 Security Command Centre, cab pick-up/ drop facility with escort, mobile apps to confirm "Safe Reach", among others
- **Risk Assessment:** Wipro has established, implemented and maintained a Risk Assessment procedure for ongoing hazard identification, risk assessment and determination of necessary controls, considering all the requirements of the OHSAS 18001:2007 Standard. We conduct periodic as well as annual assessments of our campuses/offices, employees, stakeholders and service providers as a part of this process. Environment, Occupational Health & Safety management systems in our campuses conform to international standards such as 14001/OHSAS 18001 and are certified by accredited third party agencies. Besides internal and other third-party audits, EHS experts assess every unit at periodic intervals not exceeding six months, to ensure compliance to statutory norms and EHS requirements
- **Safety and security:** Wipro has voluntarily committed to providing best-in-class 'duty of care' support to our global and diverse workforce of over 170,000 employees and 100,000 unique business travellers spanning over 230 cities worldwide. Wipro has a dedicated Global Security Command Centre, run by the Global Security Group, to mitigate risks and ensure safety for a globally mobile workforce. The Foresight & Analysis (F&A) Division proactively



and continually assesses global developments to provide business with various risk briefs and forecasts, and carries out country risk assessments to provide insight to business teams on the operating environment, before they even enter a market. We have well-defined policies and standard operating procedures to ensure the safety of women employees inside and outside the campus. These include Safety Awareness Programs, Global 24x7 Security Command Centre, cab pickup/ drop facility with escort, mobile apps to confirm “Safe Reach”, among others

- **Sensitization:** We have institutionalized various channels that raise awareness, foster dialogue and provide opportunities for employees to give feedback. Over the years, our engagement programs have evolved to cater to our diverse workforce
- **Participation in committees:** All our facilities have safety committees which meet quarterly and participate in risk assessments, safety inspections, incident investigations and hygiene audits. 3500+ permanent and contract employees participated in committees on safety, food, transport, etc. across India, to represent the interests of the workforce
- **Coverage of Training:** All employees and contractors working for Wipro undergo the necessary Health, Safety & Environment (HSE) training to ensure they meet with the standard of competence required by law in performing their duties
- **Health:** All our campuses meet Indian/International standards on hygiene, lighting, ventilation and effective controls on noise and dust. Wipro has 24 Occupational Health Centers with adequate medical staff to monitor occupational health and provide immediate relief, when required. Wellness events are conducted to raise awareness on fitness and health among our workforce
- **Cafeteria:** A Food Safety Standards Authority of India (FSSAI) license is mandatory for vendors operating within Wipro-owned locations in India. Regular inspections and audits are conducted by internal and external teams to ensure compliance
- **FitforLife:** Our physical wellbeing program that encourages employees to remain fit and lead a healthy lifestyle. We have a special Wellness Corner mobile app and a web portal that provides employees access to health trackers and a host of other online services to enhance their physical wellbeing.

## Emotional well-being

- **Mitr** is our employee counselling and support forum in India. It enables employees to reach out to counsellors 24x7 in-person and/or on phone to seek assistance for issues pertaining to personal or professional life. In geographies outside India, we have employee counselling services provided as a part of Employee Assistance Programs
- **Ombuds:** We have a robust ombuds process which allows employee, contractors, vendors, to raise a grievance or complaint without any fear of reprisal. The team does a trend analysis basis the complaints received by them to identify the root causes and accordingly highlight the same to top management. Recommendations are also shared with Audit, Risk & Compliance Board which result in process improvements thereby building a stronger governance mechanism
- **Sexual Harassment:** Our Prevention of Sexual Harassment (PSH) committee ensures that all grievances (globally) are resolved expeditiously and in an unbiased manner through defined procedures. The team also focuses on inducting and increasing the number of members of the PSHC team to ensure presence across all locations and Geos which in turn would lead to increasing number of education and awareness sessions regarding PSH among employees as well as faster resolution of cases highlighted. The team conducts proactive quarterly internal audits on closed cases that were reported and actions taken. A deeper assessment of such PSHC cases has brought to the fore that more trainings on unconscious bias & workplace gender sensitivity & inclusion would need to be organized globally across locations

## Financial well-being

- We continually strive to provide our full-time and part-time employees with compensation packages commensurate with their skills and experience. Our programs are reviewed intermittently to ensure relevance to today's changing workforce and mirrors the latest industry offerings, based on the region's local regulations / laws and norms. Allowances and benefits are further customized for employees who travel outside their home country for short-term project deputation, to suit immediate financial / settling-in needs. Standard benefits like leave plans, insurance, retrials (contribution to / provision of retirement plans / superannuation schemes in accordance with local laws & industry practices) and other emoluments are provided to our full-time and fixed-term employees, based on the country of operation and law of land

- Parental Leave: Our return to work rate for male employees availing parental leave has typically been close to 100% , hence we closely track and monitor return to work ratio for women employees which is around 90%. We continue to scale our flexibility initiatives for women employees through various leave options, onsite day care centers and wellness benefits
- We have been providing long term incentives by granting restricted stock units (RSU's) since 2004, towards long term retention of key talent. We continue to drive a high-performance culture through our variable pay programs. Our management compensation is now more closely aligned with organizational objectives and commitments, and rewards higher performance, significantly

## Governance

Taking cognizance that employee well-being and safety is an aspect which impacts at various focal points, the overall responsibility for health & safety is assumed by the HR, EHS, Audit, Risk and Compliance team. Around 80% of our workforce works in locations across India and majority of them work from Wipro facilities. Taking this into account, we have established a core EHS team with city-wise EHS coordinators who drive compliance to standard procedures defined at a corporate level. The EHS Team along with stakeholder and service providers organize awareness programs on health and safety, thereby impacting performance on health and safety aspects. We have established a robust and an integrated Risk Assessment process for Initial Environmental Review and Hazard Identification. We conduct periodic as well as annual assessments of our campuses/offices

Major locations exceeding 2000 employees have safety committees which meet quarterly and participate in risk assessments, safety inspections, incident investigations and hygiene audits. Remaining locations report work place hazards in the HSE portal and get discussed in city-wise committee meetings. Employees also record their observations on under various categories like Major/ Minor/ First-Aid / Near misses etc. through our intranet portal. Decisions taken during these meetings are communicated along with corrective actions and target dates in order to minimize risks. These committees bring together stakeholders at various levels to promote positive occupational health & safety culture. The safety committee meetings represent 100% participation

from the representative employees. The risk assessment is evaluated every year and also as and when the accidents / incidents / near misses are noticed. Employees, stakeholders and Service providers are part of this risk assessment. Our internal audit team conducts checks on the effective implementation of ISO 14001 / OHSAS 18001 standard requirements every 6 months by involving cross functional teams. 20 locations in India and 8 in Australia are certified to ISO 14001 and OHSAS 18001

Apart from the Internal Audits, the corporate internal audit team also conducted the audit at selected locations to check the effectiveness on the closure of the gaps identified in internal audits and the report is submitted to the senior management as part of the Management Reviews. In addition to this, we also participate in client audits

## Employee Engagement and Communication

### Approach & Commitment

Communicating and engaging with our workforce fosters a sustainable employer employee relationship. We have several channels of communication at Wipro both formal as well as informal. To facilitate open channels of feedback and communication within the organization, on our values, rights, policies and processes, apart from sending regular updates via org-wide mailers, we have instituted town halls, Yammer blogs, Wipro Meets' sessions with the CEO and senior leadership teams as well as group and individual connect sessions with the human resources teams. We also engage with our employees on various platforms some through formal channels like Work Councils and unions in countries like Germany while others being as informal as hosting a debate on our internal social networking site Yammer

### Policies & Principles

We believe that employees become empowered only when they are aware of the policies and processes that impact them and when they can truly participate in the consultation process. With this in view, we have institutionalized various channels that create awareness, foster dialogue, and provide opportunities for employees to give feedback. Over the years, our focus on participative engagement has increased and our programs have been more closely aligned to cater

to our diverse and multi-generational workforce. International justice, empathy and continuous interactions with our employees are the cornerstones of our engagement and communications initiatives

## Focus Areas

- **Yammer** - Yammer is a private social network for Wipro and is built around open communication. Yammer is leveraged to get feedback on projects and initiatives, share best practices and also resolve support issues. Yammer groups allow members to participate in discussions with colleagues from across the globe, join hobby/interest clubs, take part in employee engagement initiatives, facilitate YamJam with leaders. Since its launch in 2014, we have had over 106,000 users, who shared over 2.3 million messages, and formed 11,000 groups. It is currently the largest social engagement tool in Wipro
- **Microsoft Teams** - MS Teams is the hub for teamwork that integrates all the people, content, and tools that teams need to be more engaged and effective. MS Teams helps to communicate through Chat, Meetings & Calls to keep everyone in the know. To enable collaboration, it is integrated with Office 365 apps (e.g. Task management with Planner app), MS Teams can be public (Open to all, e.g. Block chain at Wipro) or private for team members closely working together on shared goals (e.g. A customer project or Operations Management). Since its launch in 2017, we have had over 36,000 users using Microsoft Teams with 60,000+ team conversations across mobile/desktop/browser channels
- **Wipro On-air** In February 2017, we pilot launched Wipro On-air, an in-house podcast series in Bangalore to spur employee engagement, share corporate messages and bring teams together. Since its launch in 2017, it has received over 600,000 hits over 50 podcasts. The Wipro OnAir group on Yammer is one of the most engaged groups with over 21,000 members. Wipro On-air has become a go to platform to know more about our company, understand its multicultural workforce better, and listen to colleagues share their personal stories of courage and resilience. Our 'Unplugged' series brings to employees our leaders up, close and personal; and all this, enveloped in music from around the world. The application is hosted on myWipro and is also available on mobile. Employees can access the podcasts and archives on the application, request for songs, give feedback and nominate colleagues whom they would like to be on air
- **Human Rights Due Diligence & Assessment** Structured interventions like our grievance Redressal process of Prevention of Sexual Harassment (POSH) and Ombuds, Employee Perception Survey (EPS), Contract Employee Engagement, governance reviews with Health Committees, Audit Risk & Compliance Board and Inclusion & Diversity Council, help us to proactively identify and mitigate risks on human rights and any other organization processes. Our due diligence & assessment process has identified the following impacted groups/issues -i) benefits extended to contract workforce ii) unconscious bias at workplace
- **Contract Employee Engagement:** Our focus on responsible people practices extends across our people value chain and covers our contract employees as well. The Partner Employee Engagement (PEET) team consists of human resource professionals and undertakes responsibilities like induction and orientation, performance management, engagement, retention, rewards and recognition, training and career development etc. for contract employees deployed on IT delivery projects. The PEET team drives various initiatives like client site visits to meet contractor employees to understand needs and concerns, driving programs to build capacity, facilitating conversion of contract employees into retainers or full time employees etc. Quarterly / Half yearly / annual audits are conducted by PRO (Partner Relation Office) on the empaneled partner to ensure that they comply with the statutory and labour compliance. The PRO (Partner Relation Office) is responsible for vendor selection and management; it ensures compliance of partner agencies to legal and statutory employment norms. Audits are conducted on the empaneled partner to ensure that they comply with the human rights, statutory and labour compliance. Major updates in this area are:
  - Through client-site visits and open house meetings, we connect with contract employees to understand their needs and concerns. Meet Matters is one such forum for partner employees to interact with their employer
  - We have introduced several initiatives, including a chatbot and a new claims system for our partner employees that enable a more simplified and smoother experience at work. Through an online learning system, they can also develop various skills and competencies
- **Human Supply Chain Management:** A further extended people supply chain, consists of temporary workers who are in soft service

functions such as Housekeeping, Security etc. We protect the interest of such workers by ensuring that the contracting agency is in compliance with the Supplier code of conduct and there is no violation of Human Rights for e.g. ensuring salaries of all workers are in compliance with relevant Minimum Wages legislations. We ensure that the temporary contract workers work under the similar working conditions as employees and employee benefits such as recreation and refreshments are also made available to them

## Governance:

- **Employee Perception Survey:** EPS is the formal mechanism to capture, analyze and take actions on employee feedback. This is done through (1) Biennial Employee Perception Survey (EPS), and (2) a shorter dipstick survey (EPS Pulse) which is held between two EPS cycles. Our in-house built EPS analytics tool provides breakdown of the results at various levels e.g. geography, business unit, gender, career levels, age, nationality, tenure and enables us to formulate action plans. EPS 2019 results have already been analyzed and action areas based on employee feedback have been finalized for the coming year. Based on feedback, we have simplified several of our systems and processes including revamping our Employee Helpdesk, introduced policies that allow greater flexibility at work (the Work from Home policy was introduced in FY 2019), and made trainings and job rotations more flexible. Supplementing the annual EPS, we have also introduced Employee Insights, a platform to seek real-time, continuous and targeted feedback from employees, besides communicating actions taken on feedback. This is done through a combination of pop-polls and enterprise level surveys with built-in analytics
- **Feedback through multiple platforms:** Wipro holds employee feedback in very high regard and solicits this through formal surveys, informal forums like one to one meetings, All Hands Meetings, focus group discussions, roundtables and team meetings. We actively scan for any specific issues & risks relating to human rights and labour practices through various engagement platforms. Our employee engagement programs are driven at multiple levels – organizational, unit/team and individual. Key organizational changes and announcements are cascaded through emails, online posts, posters, kiosks, and on-floor sessions and through business and HR teams. The leadership team engages with employees throughout the year through online chat sessions, Leader blogs, organizational level

‘Wipro Meets’, business unit level ‘All Hands Meets’, round table discussions and functional review meets and off sites. Another important enablement to engagement is through business managers and HR teams who meet employees through one-to-one meetings & team discussions. Additionally, customized engagement frameworks are used by business units to address needs specific to employees in that unit or to that business/domain

## Inclusion & Diversity

### Approach & Commitment

At Wipro “Inclusion is about integrating diversity effortlessly into everyday working; encouraging all to participate and be their authentic selves. An inclusive workplace respects uniqueness among individuals and nurtures an overall sense of belonging. We celebrate and learn from diverse ideas, backgrounds, perspectives and experiences. This provides us with an opportunity to realize our true potential. The essence of co-creating, guided by our values defines Inclusion & Diversity at Wipro.”

Nurturing inclusivity is an intrinsic part of Wipro’s culture. It has remained a key focus area for the organization and is a strategic enabler to ensure a holistic business growth. At Wipro, our client portfolio is diverse in composition, in terms of locations, culture, industries and technologies they deploy. In order to address the increasing complexities of such a diverse clientele, it is imperative to cultivate a workforce, which can generate a rich mosaic of ideas that enhance innovation resulting in higher revenues & greater customer satisfaction. There is a visible, deep organization-led strategic commitment to experience inclusivity as a ‘way of life’ and nurture a sense of belonging within teams. This is further strengthened, with the CEO as the Executive Sponsor of the Inclusion and Diversity (I & D ) Council. This makes I & D a mainstream business driver and a must-have trait, rather than a stand-alone, aspirational initiative. As signatories to UNGC and U.N. Women’s Empowerment Principles, we express our commitment to becoming a responsible business leader and role model

### Policies & principles

Wipro is committed to being an equal opportunity employer and inclusion and diversity principles are embedded in our organizational values, culture,



policies, processes, Code of Business Conduct (COBC)

We imbibe these principles in all our policies and processes like hiring, compensation, access to training, promotions, etc. and do not engage in or support discrimination based on ethnicity, nationality, race, caste, religion, age, disability, gender and sexual or political orientation. Our philosophy focusses on hiring or deployment of talent based on experience/role and our commitment on rewarding meritocracy

Our strategic focus today is to become more “Inclusive” than merely representing our “Diversity” through numbers. We have a two-pronged approach towards achieving our goals

- We constantly build Inclusion as a Way of Life within our culture. Our culture is rooted in the principles of respect, fairness and equality
- We focus on policies and processes that create and reinforce Inclusion. The entire organization, beginning with our leadership, is aligned with our I&D vision

Our focus areas include Gender, Persons with Disabilities, nationalities, underprivileged communities, suppliers, and more recently, LGBT community. Across the spectrum, we focus on building plurality of ideas and on the elimination of unconscious bias

## Focus Areas

- **Focus on returning mothers:** We have in-house Day Care Centers in eight locations and 11 tie-ups covering 98% of our India employee population. In-house day care centres enrol children from 6 months to 6 years. The food prepared in the centres is in line with recommendations from nutritionists. A basic study curriculum is a part of the package. Parent Teacher Meetings (PTMs) are conducted on a monthly basis and milestones of kids shared with every parent. Core Committees have been formed across locations which include members from facilities, security, HR teams and parents to conduct internal audits, complementing external ones
- We have created a **WoW (Women of Wipro)** Mom program which aims to support employees returning from maternity break as they transition back to work. HR representatives connect with the employees to provide them with any support or information that they might need. Further, we have curated a WoW Mom handbook for

employees in India that gives an overview of relevant policies and processes which (to-be) mothers at Wipro usually look for

- **Inclusivity trainings:** We continue to nurture a more inclusive work environment by conducting sensitization programs on breaking unconscious bias, working with a culturally diverse workforce and creating focused development programs for women employees. Over 7,000 employees have been covered through the crosscultural sensitization and women’s training programs. Over 9000 employees have undertaken the Unconscious Bias module since its launch in Q3’FY19. Over 625 Wiproites have been sensitized on disability. 1,600+ Wiproites across the globe pledged their support for inclusivity by participating in an Inclusive Walkathon and other allied activities. 112,000 employees have completed the PSH online assessment. At Wipro, we believe in the power of conversations and role modelsthis is enabled through our mentoring programs, I&D speaker series/panel discussions/Women in Business customer sessions
- **Accessibility for Persons with Disabilities:** 90% of our user-facing internal applications, 95% of our external career site, 90% of the mandatory e-learning modules and 20% of the intranet mobile applications have been made accessible for our employees with sensory disabilities. 100+ engineers and training content developers have been coached on Web Content Accessibility Guidelines and Web Accessibility Initiative-Accessible Rich Internet Applications (WAI-ARIA)
- **LGBT Workplace equality:** In FY 2019, we undertook many initiatives to make our workplace more inclusive towards the lesbian, gay, bisexual and transgender (LGBT) community. These include, revising our Code of Business Conduct, Supplier Code of Conduct and Equal Opportunity Policy to include protection against discrimination based on gender identity and gender expression. We modified our resume application system to include gender neutral language. We launched Wipro Pride – an employee resource group for LGBT and ally employees. We have also created gender-neutral restrooms in Wipro offices. Employees can self-identify as LGBT in our internal HR systems. We supported Business Roundtable’s endorsement of the US Equality Act, a federal standard that provides non-discrimination protections based on sexual orientation and gender identity for employment, public spaces, education, services, federal programs, and housing. Wipro has received a score of 95 out of 100 on the 2019 Corporate Equality Index (CEI). It is the premier



benchmarking survey and report on US corporate policies and practices relating to LGBT workplace equality, administered by the Human Rights Campaign. Wipro's score reflects its commitment to LGBT workplace equality, with regard to tangible policies, benefits, and practices

- **Thought Leadership & Advocacy:** Wipro has participated in various eminent forums through the year, including a senior business leader participation at the United Nations Global Compact

## Governance

Inclusion and Diversity is an independent function in the organization led by a Senior Leader. We understand that the success of transformational initiatives depends on how much the larger organization believes in the strategy and the strength of the initiative and its success in trickling down to the lowest levels in the organization. With this in mind, our I & D charter and agenda is supported cross-functional project teams and senior leaders assume leadership of individual diversity pillars. Focus areas/goals are reviewed on a quarterly basis by the I & D Council which is chaired by the CEO. The I & D council is composed of Senior Leaders/Executives with representation from gender, geographies and ethnicity

Leaders who significantly influence human capital strategies of the organization are measured on the performance of key indicators in this area. The indicators provide insights into the effectiveness of human capital strategies and are reviewed regularly both at organizational and individual business unit levels. The key targets are:

- Attrition - low to mid double digits with focus on retaining top talent
- Employee Perception Survey (EPS) Score - Show measurable progress on engagement levels (Top scores) over the past two years

## Productivity & Retention

- Gross Utilization has gone up to 74.4% (increased by 2.2%)
- Net Utilization has gone up to 84.8%, excluding Trainees (increased by 2.3%)
- Voluntary attrition\* (includes employee-initiated termination) - 17.6% (increased by 0.8%)
- \*IT Services excluding BPS

## Engagement - EPS Pulse 2018-19

- 75% overall engagement score (up 1.4% from EPS 2017)
- Increase in scores across all parameters/drivers of Engagement from EPS 2017
- Managerial Effectiveness and Team & Collaboration - highest-rated drivers of engagement. Career and Work- Life balance are areas which need more focus
- Engagement scores for Males is at 74.1% (up 1.6% from EPS 2017) while for Females is at 76.7% (up 0.9% from EPS 2017). For all the questions in the EPS, Female scores are higher than the Male scores

## Inclusion

- 35.2% Overall Gender Diversity (0.2% higher YoY)
- 16.9% women in management (in junior, middle and senior management) positions
- 125 nationalities
- Localization: USA - 64.0%, UK - 30.9%, Australia 31.2%
- 545 employees with disabilities employed (with 15 disability types)



An elderly man and woman are standing outdoors in a park-like setting with trees in the background. The man, on the left, has white hair and is wearing a white jacket and a grey scarf. He is holding a silver tablet and looking at it with a smile. The woman, on the right, has grey hair and is wearing a grey cardigan and a grey scarf. She is looking at the tablet with a surprised and happy expression. A large red and orange gradient circle is overlaid on the top left of the image.

## Ecological Sustainability



## Ecological Sustainability

Wipro recognizes the environmental challenges that face humanity today are as critical as are economic imperatives. Hence ecological sustainability is an essential part of our approach to responsible corporate citizenship

### Understanding Life Cycle Impacts

To understand the unsustainable dependency of Wipro on vulnerable natural resources, a natural capital valuation exercise was conducted during the reporting year. This exercise helped us get an overall integrated environmental impact assessment of our operations and supply chain. The details of the exercise is covered under the sub-section "Natural Capital Valuation"

In addition, we continue to explore additional and specific quantitative and qualitative metrics to evaluate water (see sub-section "Responsible Water Framework") and waste management (see sub-section "Pollution and Waste Management") in our campuses. We have set specific goals to reduce our footprint associated with key Scope 3 categories (like emissions from Business Travel, employee commute and upstream fuel and energy related emissions), ozone depleting refrigerants, indoor air quality and noise pollution. The outcomes of these assessments contribute to our program design and stakeholder engagement

### Natural Capital Valuation

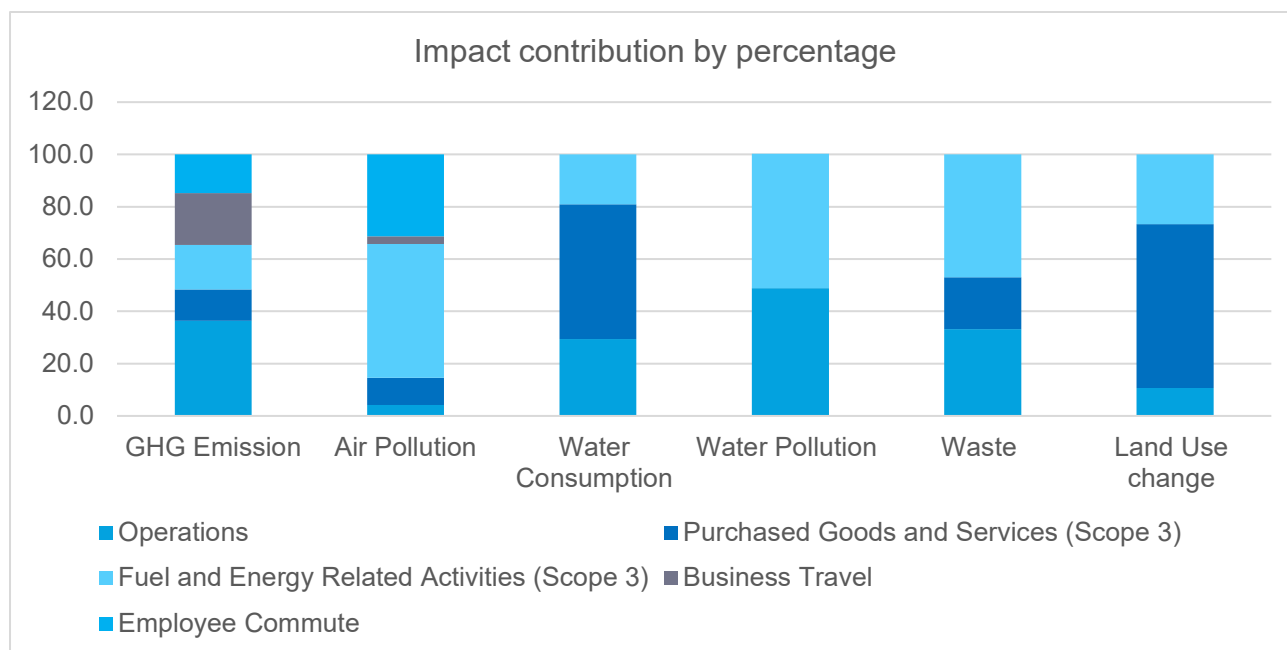
Natural capital can be defined as the world's stocks of natural resources which make human life possible. Businesses rely on this natural capital to produce goods and deliver services. The overall objective of the natural capital valuation project (done in association with Trucost) is to quantify and value the natural capital impacts of Wipro's IT Services operations and supply chain. The valuation looks at our global operational footprint (from energy related emissions, water consumption, air/water pollution, waste generation and management, land use change, etc.) and upstream value chain impacts from business travel, employee commute, fuel and energy related activities and the embedded natural capital in all goods and services we procure. Operational data, business data and employee commute valuation is derived from actual data, extrapolated for a few global locations and environmental categories. The natural

capital embedded in goods and services is primarily based on valuation methodology that is based on Trucost's econometric input-output model which takes into account spend across different sub-categories of procurement.

In the 2017-18 financial year, the natural capital valuation of the environmental impacts relating to Wipro's operations and supply chain was equal to INR 10,841 million (2% of Wipro's revenue and 10 % of Wipro's profit in the same period). The largest contributions came from GHG emissions (47%), water consumption (26%) and air pollution (16%).

In terms of GHG emissions, although Scope 3 emissions increased in some areas (specifically, 12% in the case of purchased goods and services), this was offset by a decrease in Scope 1 & 2 emissions, leading to a decline of 3% year on year (this follows a 10% reduction in 2016-17) Water consumption meanwhile showed a small increase year on year (1%) with most of this attributable to supply chain water consumption. Air pollution saw a steep decline of 20%, driven by operational changes. The overall natural capital valuation was down 6% from the 2016 -17 financial year and up 13% since 2014-15

## Summary



	Impact Contribution by percentage					
Category	GHG Emission	Air Pollution	Water Consumption	Water Pollution	Waste	Land Use change
Operations	36.4	4.2	29.4	48.9	33.2	10.7
Purchased Goods and Services (Scope 3)	12.0	10.5	51.5		19.8	62.7
Fuel and Energy Related Activities (Scope 3)	17.0	51.2	19.0	51.4	47.0	26.7
Business Travel	19.8	2.9				
Employee Commute	14.8	31.3				

## Understanding Material Aspects of Stakeholders

Stakeholders	Emerging Concerns	Material Aspects	Strategy	Impact	Description and Long Term Target/Goals
Employee	Water scarcity near out locations can disrupt our operations and create the imbalance as large section of our employees stays close to our offices.	<b>Water</b>	Reducing our external water dependency from municipal and private water source by improving water efficiency and recycling rate along with absolute water reduction.	Increase in operating cost due to increase in water prices in future	Details are given Responsible Water Management Section
	Reducing footprint at point of generation and segregation at source requires user (employee) centric behavioral interventions	Waste	Regular monitoring Reducing material impact and recycling Safe disposal or treatment	Increase in operating cost and disruption of business continuity due to stringent government regulations for waste handling	Details are given in Pollution and Waste Management Section
	In-campus biodiversity programs are a platform for employee engagement in nature conservation and citizen science areas	Biodiversity	To convert existing Campuses into biodiversity zones  For all new campuses biodiversity principles to be incorporated into designing phase.	Increase in revenue due to improve motivation and increase in intangible benefits for employee and visitors  Improvement in brand reputation	Details are given in Campus Biodiversity Section
Investors	Investor led sustainability frameworks like Carbon Disclosure Project and the Dow Jones Sustainability Index (DJSI) cover environmental aspects in comprehensive detail. Investors are looking at strong, proactive	Various environment Aspects including Energy, Greenhouse Gas Emissions, Water Abstraction, Water and Air Pollution, Solid	Use of multiple channels of communication to keep investors informed about material issues and long term	Improvement in brand reputation	All the Sections



	environmental programs from companies as part of the latter's risk mitigation strategy	Waste Management and Biodiversity	strategy of organization  True and fair reporting of financial outlook and maintaining high level of transparency for business outlook, risks and opportunities.		
Customers	Customers extend the boundaries of their own responsibility through their supply chain sustainability programs which requires companies to improve their social and environmental footprint	Various environment aspects but predominantly Energy and GHG Emissions	Our approach is based on our vision of delivering value to our customer businesses based on a solid relationship of trust, collaboration and competence. We ensure this by providing sustainability inspired solutions. Refer to customer stewardship for details.	Increase in revenue through increase in sale of our product and services that reduces dependency and impact on environment.	All The Sections
Supply Chain	Trucost study on natural capital valuation points to the fact that externalities account for nearly 50% of the total environmental impact for Wipro. This is across emissions, water abstraction and pollution, air pollution, land use and waste. Supply chain engagement hence is a core element of operational environmental programs	Various environment aspects, but predominantly Energy and GHG Emissions, Water Abstraction, Water and Air Pollution, Solid Waste Management	Our Supply chain approach is based on the principles of ethics and integrity, ecological sustainability and workplace sustainability. Refer to Supply Chain Sustainability section for details.	Unattended social and environmental impacts in supply chain can increase the cost of handling in future and may even impact license to operate	All the sections
Civil Society	Energy Conservation Building Code	Energy	Energy Efficiency	Reduction in operational cost	Details are given in Energy

Government Future Generations	(ECBC), renewable energy procurement and generation are increasingly being covered in regulations		Renewable, Energy Purchase and Travel Substitution  Refer to GHG mitigation measures for details	and reliability on external source subject to prices hike due to emerging regulations in future	Efficiency and GHG Mitigation section
Civil Society Government Future Generations	Biodiversity conservation and ecosystem services are primary interest areas with civil society organizations	Biodiversity	To convert existing Campuses into biodiversity zones  For all new campuses biodiversity principles to be incorporated into designing phase	Increase in revenue due to improve motivation and increase in intangible benefits for employee and visitors  Improvement in brand reputation	Details are given in Campus Biodiversity section.

## Ecological Sustainability Governance

Sustainability governance at Wipro is informed by our strategic choice to work across both dimensions – business responsibility and social responsibility. Business responsibility is about the organization fulfilling its essential duties and obligations and running its business with integrity and ensuring that the ecological footprint of its operations is minimized. The second dimension - social responsibility is about looking beyond the boundaries of organization and contributing towards development of the larger community. The responsibility is spread across hierarchies and functions seeing themselves as key stakeholders in its success; for ecological issues the Global Operations team, the People Function, Community programs team, the Risk office and employee chapters play a major role in several of the programs. However, the oversight of sustainability programs rest at the corporate level with our Chairman, Board of Directors and Group Executive Council. The goals and objectives are jointly set with inputs from across functions. The quarterly reviews are attended by the Chairman, Chief Strategy officer, CFO and Chief HR officer. We benchmark our performance with our global peers through extensive disclosures as well as a system of rigorous audits - both internal and external. We have started the process of incorporating key sustainability risks like climate change into our ERM framework

All key organizational stakeholders have vested responsibilities related to planning, execution, evangelization, review, as well as advocacy of the sustainability agenda of the company. Given below is the responsibility matrix for our environment programs (energy, water, waste and biodiversity). Other sustainability programs have similar matrix pertinent to their operations

## Environmental Risks

The Enterprise Risk Management and Sustainability functions at Wipro oversee environmental and climate change related risk identification and mitigation. Impacts of extreme weather events, Urban water stress, air pollution, waste management and impacts on employee health and well-being are material issues that we are engaged with. The risk assessment is conducted as part of the annual strategic planning exercise, - in which all senior leaders participate - a multi-year (3 to 5 year) planning view is incorporated and priorities are categorized as short, medium and long term

## Climate Change Risk Assessment

We are currently carrying out a comprehensive climate change risk assessment program, encompassing both physical and transitional risks, for our major operational locations across the globe, covering India, China, Philippines, Germany, Romania, the UK and the US. This is being done for two scenarios (based on the IPCC defined RCP 4.5 and RCP 8.5) for the medium to long term (2030-2050). This assessment provides detailed analysis of the changes in key climatic parameters such as temperature and rainfall that are likely to impact Wipro's operations. It takes into consideration a variety of climate risks which include, an increase in extremely hot days and extremely warm nights, increasing frequency of heat waves, exacerbated urban heat island effect, air quality deterioration, urban flooding and decreasing water availability.

Our assessment shows that we are likely to observe an increase in day-time temperature (0.02-2.98°C) and night-time temperature (0.35-1.74°C) across all locations except Chennai, where a decrease (0.7 °C) in the day time temperature is likely, in both the short term (by 2030) and long term (by 2050). This increase in day time temperatures could contribute towards an increase in the energy consumption and associated operating costs at each location. This change could also adversely impact the health and well-being of our employees decreasing their productivity. When it comes to rainfall, our risk assessment model predicts an increase in rainfall, ranging from 11 to 267mm, for every city except Kolkata, Pune and Vishakhapatnam which will likely see decreases (13.2-126mm) in rainfall in the long term. Increase in extreme precipitation is likely to lead productivity loss due to employee absence caused by disruption in city infrastructure and an increase in tropical diseases. Given that every city other than Kochi and Kolkata already lie in highly water stressed zones, the predicted rise in temperature coupled with increasing urbanization is likely to accelerate water stress. The corresponding increase in rainfall in most cities is unlikely to help improve this situation unless additional water conservation measures are taken up in the city. Thus, across the country we are likely to experience increasing challenges and costs for procuring water.

We notice that our operations in Romania, China, Philippines and USA are likely to be susceptible to physical risks such as floods, tropical storms and tornadoes. These events could impact the wellbeing of our employees in the affected regions thus impacting our operations. Philippines in particular is likely to face significant fluctuations in rainfall and humidity patterns which could lead to an increase in the spread of infectious diseases in the country, affecting the health of our employees. On the other end of the spectrum, we find that our operations in Germany, the UK, the US, China and Romania, are the ones most exposed to transitional risks arising from policies and regulations geared towards enabling these countries' transition into low carbon economies. However, we must point out here that the majority (more than 70%) of our employees are based out of India. In addition the fact that all our overseas locations are leased premises reduces the direct infrastructural risk in our overseas centers

## Environmental Management Systems

Our programs and management systems are pivoted and derived from the Ecological Sustainability Commitment, available at [http://www.wipro.com/documents/Ecological\\_Sustainability\\_Policy.pdf](http://www.wipro.com/documents/Ecological_Sustainability_Policy.pdf)

We have been following the guidelines of the ISO 14001 framework for more than a decade now as one of the cornerstones of our Environmental Management System (EMS). 20 of our campus sites in India and 8 in Australia are certified to ISO 14001:2004 standard

## Compliance

Wipro complies with all applicable environmental regulations and in the reporting period, there were no instances of environmental fines imposed or negative consequences due to our operations

## Our Ecological Sustainability Programs

Wipro's ecological sustainability program directly addresses four of the eight sustainability mega forces. It is an integral part within many of our key programs, internal and external and across stakeholders

Our Program focus on the following aspects:



Wipro's Ecological Sustainability Programs

### Our journey in ecological sustainability reinforces some foundational principles:

- Both the environmental impacts and outcomes of measures we implement are multiple and inter-related
- The need to assess programs through rigorous goal setting, qualitative measures and quantitative metrics, acknowledge issues, explore alternatives and prioritize responses specific to the context of each issue

We continually assess operational risks to the environment and apply the precautionary principle in our approach to get insights and plan our environmental programs

What follows is a brief description of our policies, systems and programs we follow as part of our ecological sustainability charter

## Scope of Reporting

**India:** 58 locations (includes 3 data centers) representing 77% of our workforce. 34 of these locations are owned (includes 3 data centers) and the balance 20 are leased

**Overseas:** 202 office locations. Most locations are leased and used as marketing/liaison offices

Primary data of resources and environmental impacts from new infrastructure being built by our civil and construction partners is presently not included in our reporting as systems are being developed. However this is covered in our natural capital valuation

Aspect	Aspect Boundary
Energy	India (offices and DC's) -100% coverage - Actuals Overseas offices - 100% coverage - Estimated
Water	India - 98% coverage - Actuals (Estimated for the balance leased spaces) Overseas - Not reported



## Energy Efficiency and GHG Mitigation

### Approach

Our approach to energy efficiency and GHG mitigation is centered on the following approach

- Baseline energy and emissions parameters
- Setting ambitious scientifically valid and traceable goals
- Developing robust mitigation programs

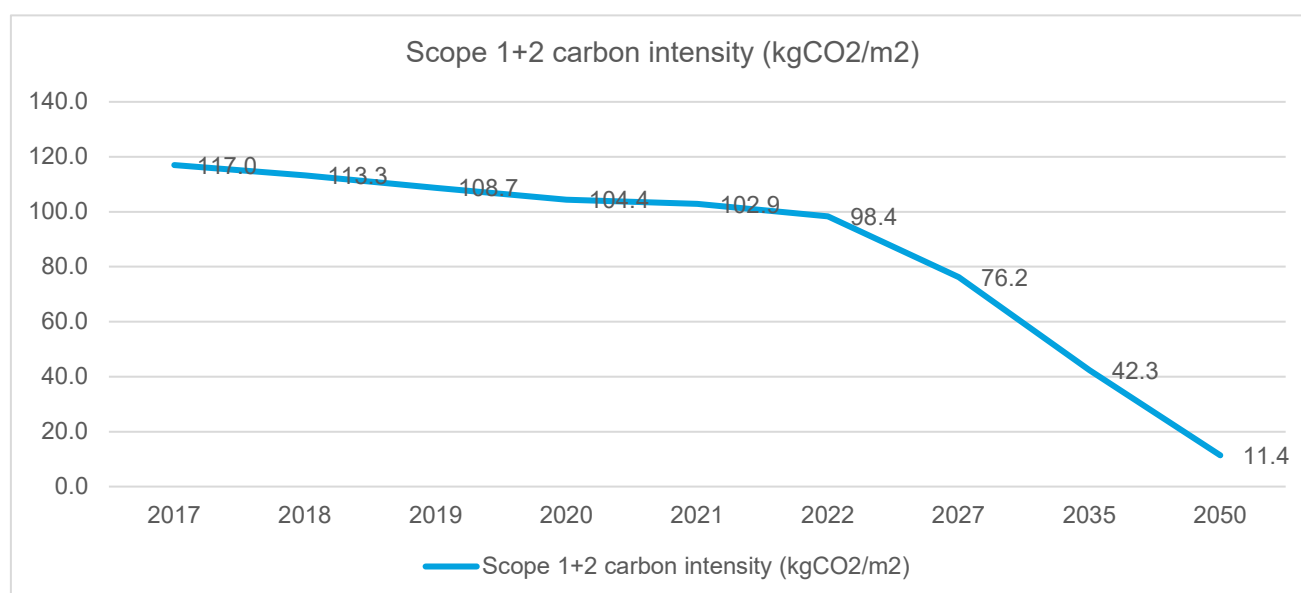
A robust mechanism of measuring and reporting performance metrics is a primary requirement to set scientifically valid, traceable and accountable goals. We have used the science based target setting framework from WRI (World Resource Institute) that tries to align with the 2015 Paris agreement which aims to limit global warming to below 2 degrees Celsius from pre-industrial levels. We have undertaken a recalibration of our greenhouse gas emission targets to account for two organizational accounting changes – the first due to divestment of our overseas customer data center business to Ensono and the second based on requirements of GHG protocol standard of accounting all leased/rented office spaces emissions under Scope 3. Considering 2017 as the base year, we have set medium term targets till 2022 and 2030 and longer term targets till 2040 and 2050

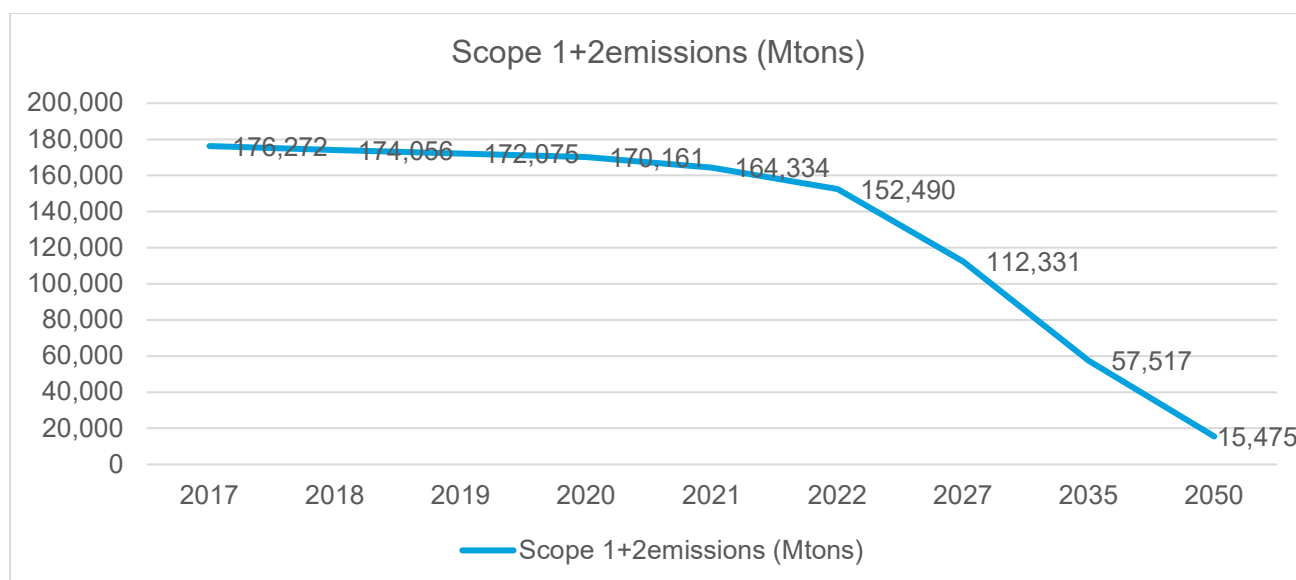
The following goals have been set for the period 2017-18 to 2021-22:

- Absolute Scope 1 and 2 GHG emissions – Absolute emissions reduction of 23,700 tonnes.-
- Energy Intensity in terms of EPI (Energy Performance Index) - Cumulative reduction of 7.8% in EPI over 5 years
- GHG Emission Intensity (Scope 1 and Scope 2) on Floor Area (FAR) basis - Cumulative reduction of 16 % in GHG intensity from 117 Kg CO<sub>2</sub> eq./ Sq. Mt. (kgpsm) to 98 kgpsm of CO<sub>2</sub> - eq
- Renewable Energy (RE)- Increase renewable energy procurement by 55% to a target of 120 million units in 2021-22

We have deliberately not set a Carbon Neutral goal or an offset program for reducing Scope emissions due to the externalities involved in most alternatives like embedded carbon and water footprint, land use change and broader ecological and social sustainability issues involved in such programs. For example, mass afforestation of a single species over a large area may help achieve a carbon reduction goal but have a high negative impact on water sustainability, biodiversity and livelihoods. Our focus is on pushing the envelope on operational emission reduction programs across our value chain

The full trajectory of Wipro targets till 2050 is given below

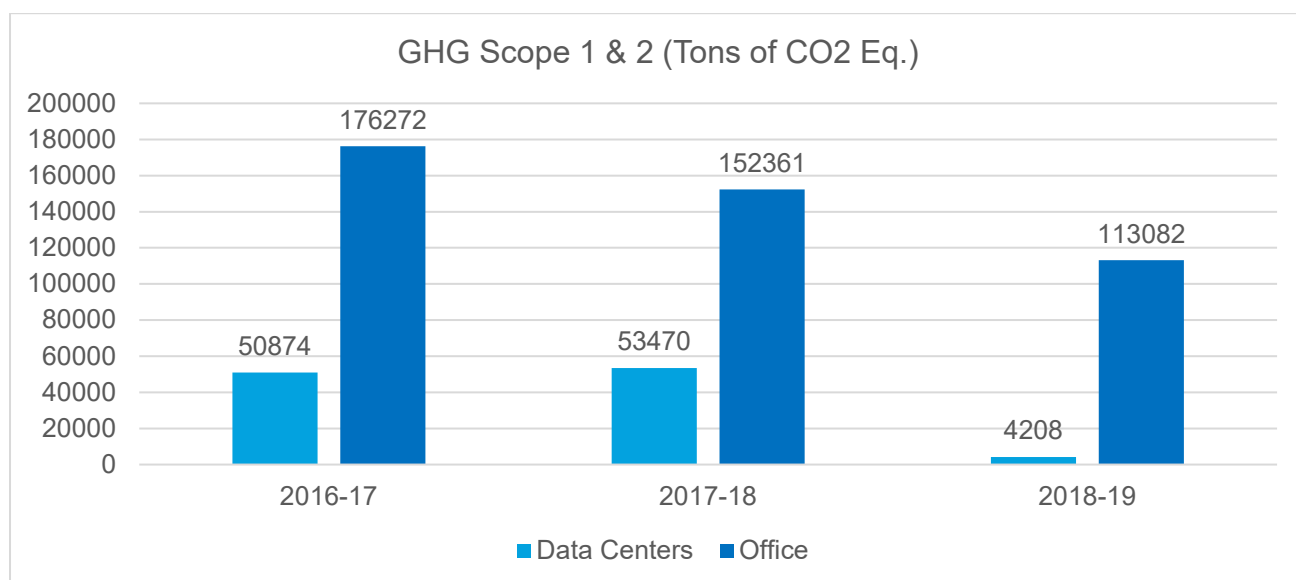




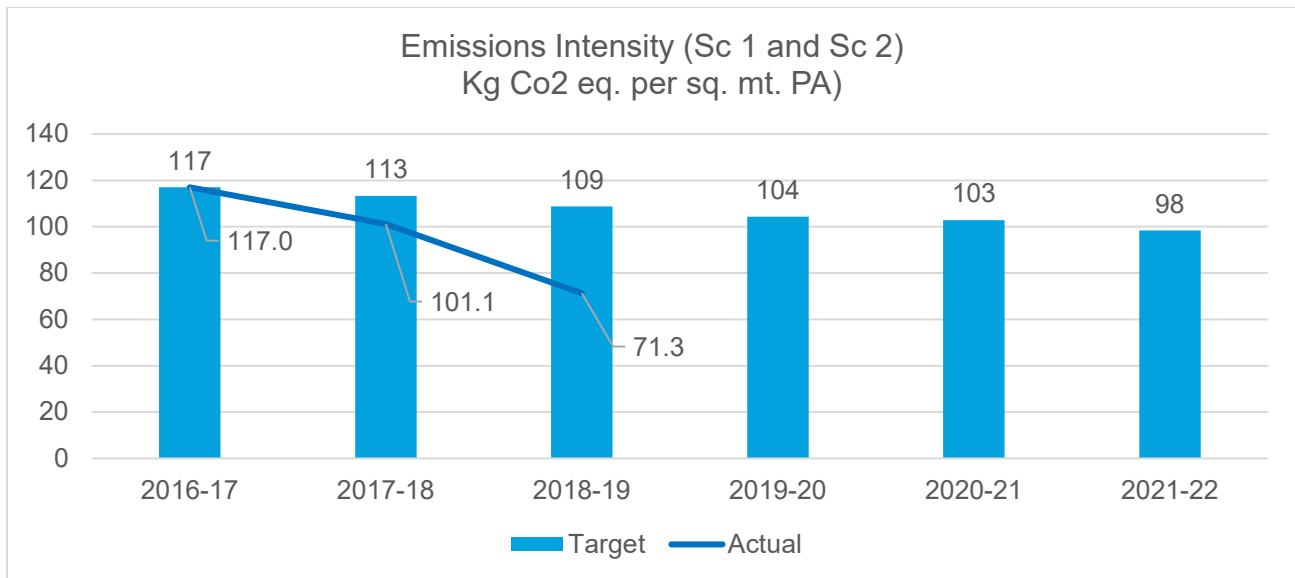
## Highlights of Energy and GHG Emissions Related Performances

**Absolute Emissions:** The absolute Scope 1 and 2 emissions (India) for FY 2019 have decreased by 40% from 1,61,858 to 1,17,290 tonnes - a reduction of over 44,500 tonnes. This is primarily due to significant drop in Scope 2 emissions by 29% due to energy efficiency improvement of nearly 18% as well as increase in share of in renewable energy procurement from 33% to 40%. In addition our India data center emissions have reduced significantly due to reduction in capacity utilization and divestment in the middle of the year

The dashboard below provides a summary of our Global and India GHG emissions, including data centres. In accordance with the GHG protocol, from 2016-17, we have reclassified leased offices (upstream and downstream) as part of Scope-3. The figures are net emissions for all years, after considering zero emissions for renewable energy procured

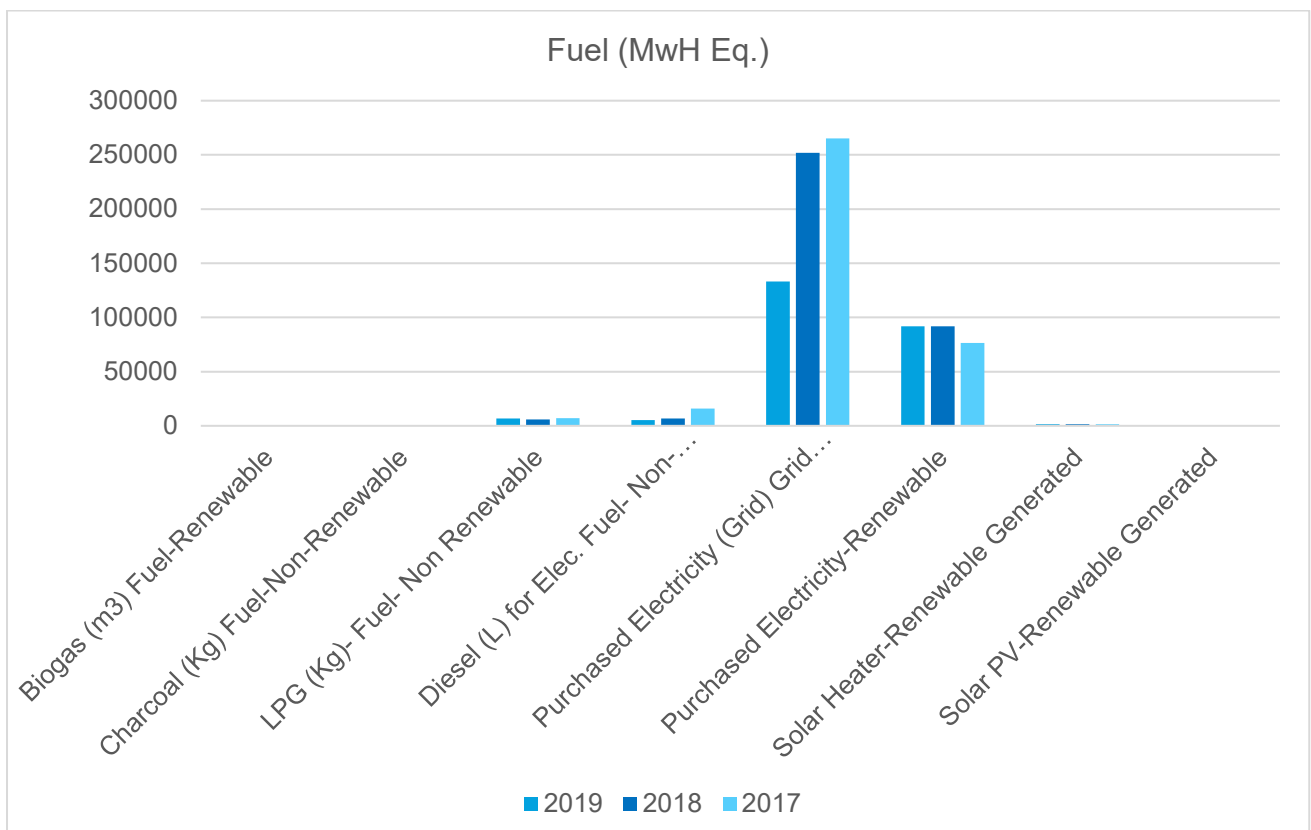


**Emissions Intensity:** Our India office space emissions intensity (Scope 1 and Scope 2) is at 71.3 Kg CO2 eq. per Sq. Mt. per annum, a decrease of nearly 30 % from FY 2018. Concomitantly the global people based emissions intensity is down by more than 29% to 0.85 tons per person per annum



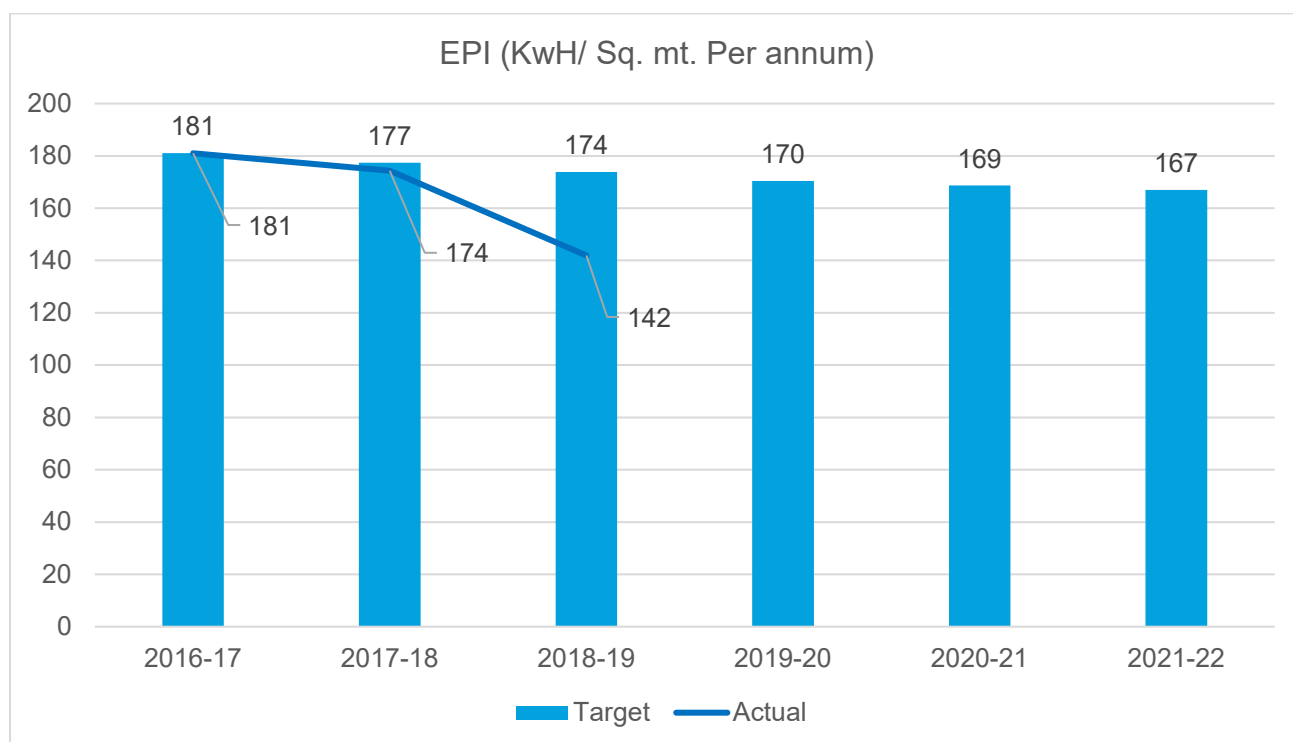
**Energy Consumption:** The overall energy consumption from Scope 1 and 2 boundaries (operational and financial control) is 900.8 million Mjoules, compared to 1344.3 million Mjoules in the previous year, a reduction of 33%. The total energy consumption, electricity and back-up diesel generated, for office spaces in India is 225 million units (including leased spaces globally this is 265 million units). Our overseas data center business was divested before the reporting year. Data centers in India, till their divestment contributed to another 5.1 million units

For India operations, about 98 million units constituted renewable energy procured through PPAs (Power Purchase agreements) with private producers. Of this 92 million units is with green attributes (zero emissions). Another 10 million units is from renewable resources for our downstream leased space. In total renewable energy in our portfolio is 108 million units

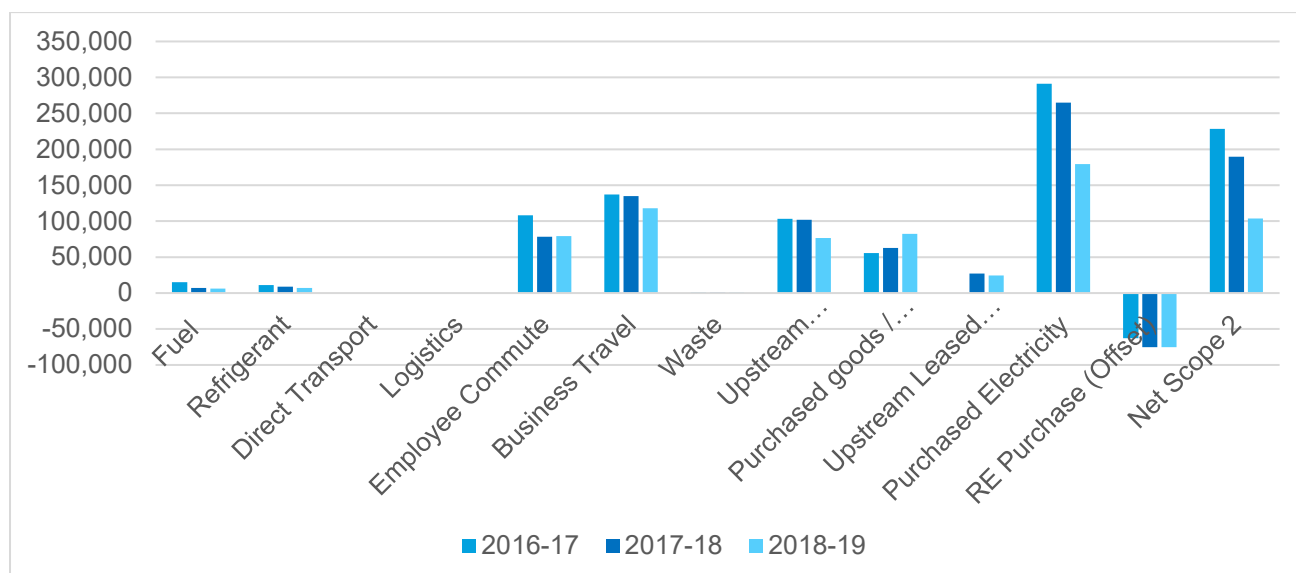


Fuel	Source Type	2019	2018	2017
Renewable	Biogas (m3) Fuel-Renewable	88.632	10.728	72.75
Non-Renewable	Charcoal (Kg) Fuel-Non-Renewable	488.9375	451	404
Non-Renewable	LPG (Kg)- Fuel- Non-Renewable	6807.446	5827	7164
Non-Renewable	Diesel (L) for Elec. Fuel- Non-Renewable	5388	6657	16029
Grid (Composite)	Purchased Electricity (Grid) Grid (Composite)	133049	252017	265088
Renewable	Purchased Electricity-Renewable	91891	91810	76466
Renewable (Gen)	Solar Heater-Renewable Generated	1332	1332	1332
Renewable (Gen)	Solar PV-Renewable Generated	194	194	194
	Total	239239	358299.1	366750

**Energy Intensity:** EPI for owned office spaces, measured in terms of energy per unit area has decreased by around 18.5% to 142 Kwh units per sq. meter per annum. The absolute energy has reduced by 14% for the reporting year. The office space has increased by 5.3% in the reporting year



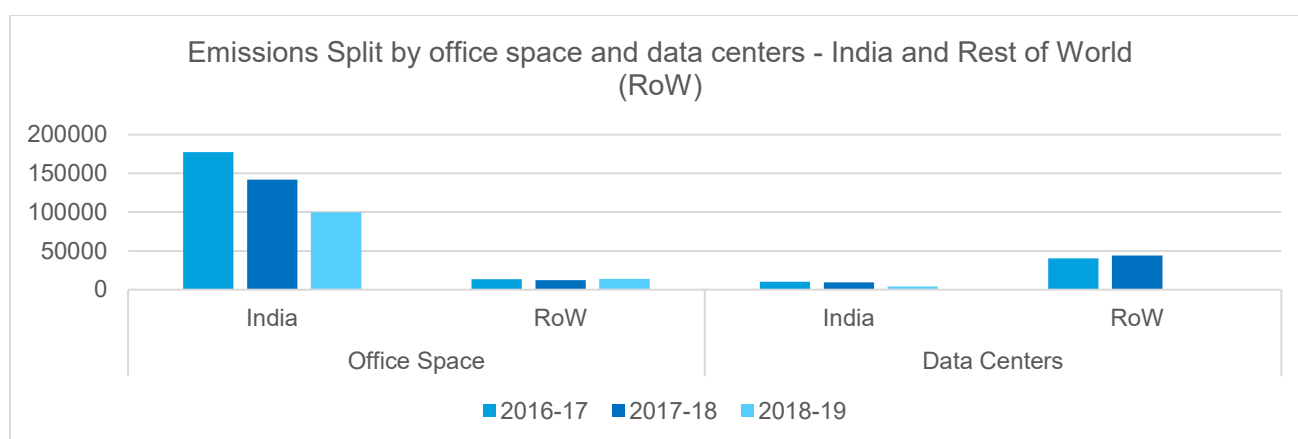
## Emission Profile



Year	2016-17	2017-18	2018-19
Fuel	15,043	7,175	6,145
Refrigerant	11,134	8,871	7,279
Direct Transport			
Logistics			
Employee Commute	107,980	78,429	79,160
Business Travel	137,242	134,939	117,819
Waste	753	746	760
Upstream Fuel+Energy emissions	103,504	101,886	76,659
Purchased goods / services	55,588	62,952	82,246
Upstream Leased Assets		27,332	24,302
Purchased Electricity	291,288	265,069	179,216
RE Purchase (Offset)	-62,702	-75,284	-75,350
Net Scope 2	228,586	189,785	103,866



## Absolute GHG Emissions: Scope 1 and 2, Split by Geo and Office / Data Centers

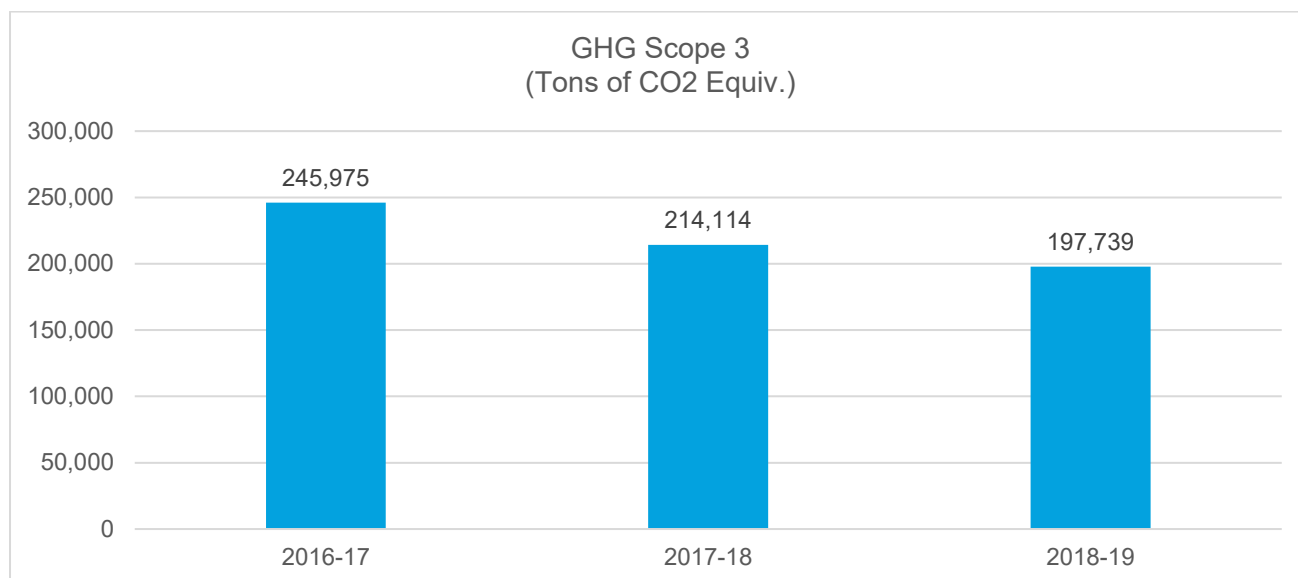


		2016-17	2017-18	2018-19
Office Space	India	177242	141905	99658
	RoW	13624	12264	14140
Data Centers	India	10397	9497	4208
	RoW	40477	43973	0

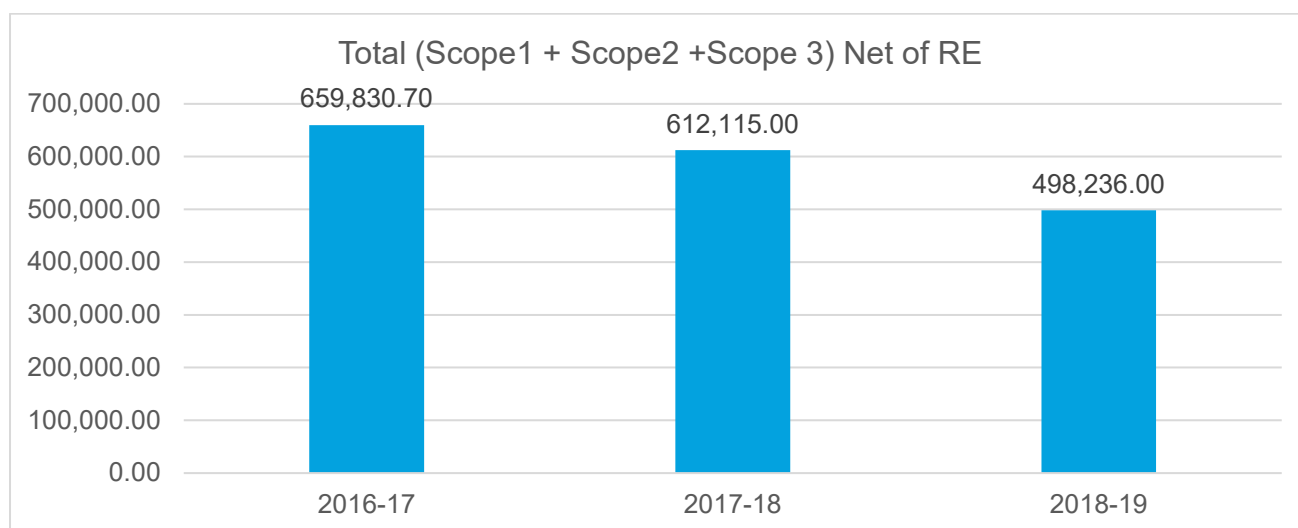
**Scope 3 Emissions:** A summary of our Scope 3 emissions (other indirect sources) is provided below. Out of the 15 categories of scope 3 reporting as per the new GHG corporate value chain standard, we are currently reporting on all the 8 categories applicable to us Downstream Scope 3 emissions: We have moved some facilities to a subleased model in the middle of the reporting year. This will be reported separately from the next year

Scope 3 Emissions Category	Current Reporting, Coverage within IT business	Tons of CO2 eq.
Purchased goods and services	Based on purchase ledger for FY 2018 and application of econometric input-output model for different categories and business activities:	82,246
Fuel- and energy-related activities (not included in scope 1 or scope 2)	Well to Tank (WTT) and Transmission and Distribution (T&D) losses globally	76,659
Upstream transportation and distribution	Not Reported, as not material	
Waste generated in operations	For India operations (85% coverage)	760
Employee Commuting	For India operations, which represents nearly 85% of footprint	79,160
Business travel	Global. Includes air, bus, train, local conveyance and hotel stays	117,819
Upstream leased assets (Leased office space)	Leased offices spaces in India (14708 tons) and overseas (12624 tons CO2 eq)	24,302
Downstream leased assets (Office space leased out)	Included in Scope 1 and 2 (transitioned mid year)	
	Total	380,946

A comparison of Scope 3 emissions for a 3 year period is given below. This includes emissions from three primary activities which are integral to our business operations – Business Travel, Employee Commute and Waste



**Total Emissions:** The overall emissions across all scopes is 498,236 tonnes. Within this, the main contributors to our GHG emissions are: Electricity – Purchased and Generated (22.1%), upstream fuel and energy emissions (15.4%), Business Travel (23.6%) and Employee Commute (15.9%). Leased office spaces contribute to 4.9% of emissions



## Energy Efficiency and GHG Mitigations Programs

Our five year GHG mitigation plan consists of three key elements

- Energy Efficiency (Reduce)
- Renewable Energy (RE) Purchase (Replace) and
- Travel Substitution (Reduce and Replace)

Of these, RE procurement will contribute the maximum, 80% share to GHG emission mitigation strategy for Scope 1 and 2

**Energy Efficiency:** 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 18 of our current buildings certified to the international LEED standard (Silver, Gold, and Platinum)

**Server Virtualization:** Since 2007, we have been working on a server rationalization and virtualization program, through which we have decommissioned old physical servers and replaced the processing capacity with virtualization technology on fewer numbers of servers. As of March 2019, we have 6,750 virtual servers (4,780 in March 2018) running on 386 physical servers which contributes to an energy savings of approximately 29 million units in the reporting year. The savings showed an increase of 44% over the previous year

**Operational Efficiency Measures:** Over the years, significant focus has been given to reduce the energy consumption of our locations by bringing in various operational efficiency measures in our operation. These measures include 1. Better operation controls for priority areas of operations like chillers, water systems and installation of timer controls to avoid unnecessary usage. The Global Energy command centre aggregates Building Management System inputs on a common platform to optimize operational control and improve energy efficiency. At one of our campuses, we have seen a 15% YoY reduction in absolute energy consumption. This has been achieved by operating the plant in auto-mode (based on real time demand), performance monitoring of equipment and optimization of air-water balance in chiller plant – resulting in improved thermal comfort. We have enhanced our Virtual Desktop Infrastructure (VDI) capacity to 8,000. VDI's provide high capacity

scalable infrastructure with On Demand provisioning, High Availability and High Performance Computing environment. Out of this, we have enabled 6,300 VDI's across two of our campuses in the year. Thin clients consumes less energy (80% less) compared to Desktop, resulting in savings of 0.75 million units. Over a 5 year period, energy efficiency initiatives have resulted in savings of 140 million units (based on per capita consumption). 2. Retrofit of older equipment with more energy efficient equipment 3. Consolidation of operations accompanied by a transition from leased to owned facilities with the resulting increase in overall utilization of office space 4. Higher quality maintenance operations. These initiatives have helped save 32 Mn Kwh units in the reporting year

**Others:** This is primarily due to significant drop in Scope 2 emissions by 29% due to energy efficiency improvement of nearly 18% as well as increase in share of in renewable energy procurement from 33% to 40% . In addition our India data center emissions have reduced significantly due to reduction in capacity utilization and divestment in the middle of the year

## Renewable Energy

**Strategic Procurement:** For the reporting period 2018- 19, RE contributed to approximately 40% of our total India energy consumption. We procured 92 Mn. units of Renewable Energy through the PPAs (Power Purchase Agreements) with green attributes from private producers. This has been done by including non-tradability of Renewable Energy Certificate (REC) for contracted power through contracts and including verification of generation in the regulators national REC registry. This has helped mitigate 75.3 tons of CO equiv

**In-situ Renewable Energy Use:** The rooftop Solar PV installations at 6 of our campuses followed by extensive use of solar water heaters in our guest blocks and cafeterias have resulted in equivalent savings of 1.54 million units of grid electricity in the reporting year

**Business Travel:** The IT services outsourcing model requires frequent travel across the delivery life cycle to customer locations, mainly overseas, and contributes to around 1/5th of our overall emissions footprint. This includes travel by air, bus, train, local conveyance and hotel stays. Policies on usage of different modes of travel based on distance and time taken, need and budget-based travel and increasing focus on processes which enable remote working and

collaboration are some of the cost and process optimization measures implemented over past few years. We have seen an air travel footprint reduction of around 21% compared to FY 2018

**Employee Commute:** Employees have various choices for intra-city commuting. In addition to company arranged transport (36%), employees owned cars & two wheelers contribute to 12% and other modes of transport including public transport account for the balance

Over the past few years, we have taken steps to facilitate a shift towards improved access to public transport for employees (buses, commuter trains) and carpooling. Our car pooling initiative launched through a third-party mobile app based partners in July'16 in Bengaluru has now scaled and expanded to 8 other locations in India. With this, we now have 74,000 registered users across locations. Around 9 Million kms of rides were shared in the reporting year saving 2100 tons of CO2 equivalent emissions

We became the first major Indian business to join EV100 in April 2018, a commitment to transition our global fleet to electric vehicles (EVs) by 2030. EV100 is a global initiative by The Climate Group bringing together forward-looking companies committed to accelerating the transition to electric vehicles (EVs). In the current year (since July 2018), 2.0 Million Kms across 33,000 trips have been covered in Hyderabad, the first location where we have started the program

IT infrastructure enablers like anytime direct connectivity access to office intranet applications, secure personal device connectivity through the BYOD initiative (Bring Your Own Devices) are other key steps in enabling more flexible work place options

## Water Stewardship

### Approach

At Wipro, we view water from the inter-related lens of efficiency, conservation, coupled with our role as a responsible citizen in engaging outside our operational boundaries; our articulated goals are therefore predicated on these three dimensions

### Water Efficiency

Continuously improve water efficiency (freshwater use per employee) of our operations

### Responsible Sourcing

To ensure responsible sourcing and water management in proximate communities, especially in locations that are prone to water scarcity

### Water Scarcity

Recognizing water availability as a business risk, to proactively assess and plan for the water security of the organization in a manner that is congruent with the first two objectives

### Goal setting

- To improve water efficiency (fresh water use per employee) by 5% year on year
- To reduce absolute water consumption in existing campuses by 20% between FY 2016 and FY 2021
- To ensure responsible water management in proximate communities, especially in locations that are prone to water scarcity

The following sections describe our implementation approach and the initiatives in this context

### Water Efficiency

Our goal to reduce absolute water consumption in existing campuses by 20% between FY 16 and FY 2021 will be realized through an integrated approach summarized below:

- Implementing standard metering infrastructure and procedures across campuses
- Demand side optimization (improving efficiency through flow restrictors across campuses and arresting leakages)
- Improving recycling efficiency through ultra-filtration with eventual use for non-contact applications other than landscaping and sanitation
- Integrating rain water harvesting into the consumption side of the campus water cycle
- Improving water governance by building user awareness and involvement of water plumbers

## Our Initiatives

- **Aerators:** We have installed Aerators in all our wash basins across the campuses during FY 2015-16. Aerators provide a constant flow rate of 0.5 GPM through variable pressure optimizing water use to a great extent
- **Waterless Urinals:** We have retrofitted existing urinal system with waterless urinal system by installing key valves in some of the locations. This system doesn't require water for flushing. This in turn has reduced water consumption and energy related to pumping of the system
- **Smart water metering:** We have installed smart water meters in our campuses to ensure continuous monitoring of water consumption data in real time. These smart meters have enabled us to identify wastage areas so that immediate action can be taken
- **Waste water reuse:** Entire waste water generated in the campus is treated at our sewage treatment plants. Recycled water is used for landscaping and flushing. We have installed Ultrafiltration and Reverse osmosis in three of our major locations and reusing the treated water for cooling systems, this has reduced our fresh water consumption by 42%. The water quality is monitored on a regular basis ensuring standards and safety of the employees
- **Nano filtration:** Conventional water softeners is being replaced by membrane softeners (Nano filtration) which gives good quality softened water. Nano filtration removes nearly all viruses, most of the natural organic matter and a range of salts. Nano filtration removes divalent ions, which make water hard, so it is used to soften hard water
- **Rain Water Harvesting:** Rainwater harvesting and integration into freshwater use is a significant improvement area for water sustainability across our campuses. We plan to integrate rainwater use into primary freshwater use cycle across identified large campuses over the next two year period. Presently rain water constitutes 1% of the total fresh water
- **Employee participation:** We are encouraging employee to participate and share their view on the sensitive issues like water and waste. We celebrate world water day along with the employees

## Responsible Sourcing of Water

Groundwater, municipal water supplies and private purchase contribute to nearly 98% of the total fresh water consumption. The water supplied by the municipal bodies and the industrial association are

sourced by them in turn from river or lake systems. Water that is purchased from private sources can be traced to have been extracted from local aquifers. Not surprisingly, ground water contributes to nearly 56% of our total freshwater consumption across cities in India - an overexploited resource which has also been largely left out of effective governance mechanisms

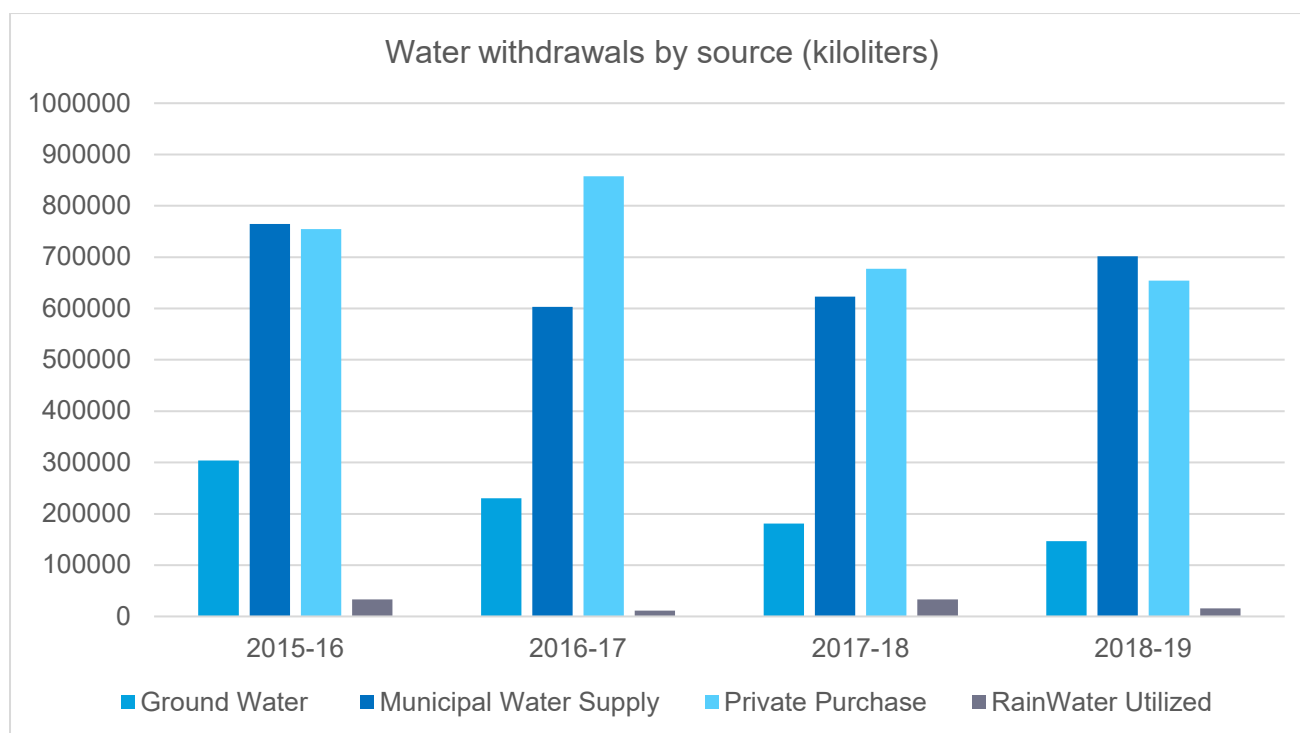
We take care not to withdraw water from water bodies that are recognized to be particularly sensitive due to their relative size, function, or status as a support source for endangered species. None of our operations are significantly impacted by our withdrawal or are covered under any nationally or internationally designated water conservation areas. At three of our locations (Bengaluru, Chennai and NCR) we are predominantly dependent on private sourcing of water supply through tankers, which in turn draw from local aquifers. During summer periods, our sourcing could be impacted due to shortages or community concerns. We also have quality issues (high TDS), which results in treatment costs

Many of our locations in India are leased and located in prime city areas. For these locations, waste water is discharged to CSTP's (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 are tested and are in conformance with the parameters specified by the respective local pollution control boards

## Performance against Goals

The per employee water consumption for the reporting year is 951 litres per month as compared to 991 litres in FY 2018, an improvement of around 4%. Freshwater consumption has seen a marginal increase from last year at 1518 million Liters essentially due to few leakages from aging pipeline network. Real-time monitoring pilots are being implemented in two of our campuses. Water free systems (where applicable), smart metering, optimizing heating and cooling and recycling of blow down are other initiatives being explored. However, we have achieved 18% reduction in absolute fresh water consumption from FY 2016 and are on target to exceed our target of 20% reduction by FY 2021





	Ground Water	Municipal Water Supply	Private Purchase	RainWater Utilized
<b>2015-16</b>	303567	764943	755022	32917
<b>2016-17</b>	230327	603145	857435	11081
<b>2017-18</b>	181283	623035	677498	32887
<b>2018-19</b>	146575	701416	654037	15972

## Water Consumed Vs Water Recycled (Kiloliter)

Our total freshwater consumption is 1,518 million litres and We recycle 1,090 million litres of water in 27 of our major locations (vs 1,045 million litres in FY 2018) using Sewage Treatment Plants (STPs) and ultra-filtration units. Recycled water represents 42% of our total water consumption (vs 41% in the previous year). The amount of recycled water as a percentage of freshwater extracted is around 72%, up from 69% in FY 2018. This improvement in efficiency is due to the adoption of ultra-filtration and RO projects for STP treated water at three our large locations. Of the total treated water (1090 million liters), 62% is used for flushing and 6% is used in cooling tower. The balance 32% is used for our landscapes – the quality is equivalent to freshwater (Less than TDS of 1000). Our water recycling initiatives have cumulatively saved 5030 million liters of water over a 5 year period

## Way Forward

One of our focus areas will be to monitor, measure, manage and reduce water wastages. Re-evaluation of the water flow equation for every location, with broad inclusion of diverse treatment procedures will be deployed. We will use the logic of comparison between the total water that flows in and that flows out of the campus and account for the gaps observed. We will continue to expand the uses of treated water by further increasing the scale of UF- RO treatment for usage in non-contact purposes

## Pollution and Waste Management

Pollution of air and water poses one of the most serious threats to community health and industry - which is one of the principle sources of pollution - holds special responsibility for effective mitigation and abatement

### Approach

Managing these 'commons' in an urban context again requires business organizations to look beyond its own boundaries and to adopt an integrated approach. Therefore our waste management strategy includes (i) regular monitoring of air, water and noise levels to operate well within regulatory norms. (ii) Reducing materials impact and recycling (iii) arranging for safe disposal or treatment. To operationalize our strategy, we segregate and monitor waste processing across 15 broad categories and more than 40 sub categories. The process is given below

- Segregation of waste into organic, inorganic-waste, hazardous, packaging, bio medical and other categories
- Recycling segregated waste either in-house or through outsourced vendor arrangements
  - 90% of the total waste from our IT India operations is recycled -through both, in-house recycling units and through authorized vendor tie-ups
  - A majority of the balance mixed solid waste is also handled through authorized vendors – however its trail is not entirely known to us or verifiable and therefore, we have adopted a conservative approach of classifying it as untreated waste
    - Segregation is to be done at source (point of generation) with the intent of ensuring recyclability of segregated waste. Further segregation of Municipal Solid Waste within the campus may not be attempted as the segregated waste will be soiled and is not (or cannot be) segregated. This may ultimately be disposed in landfills - as the vendors will see no value recoverable from waste
    - Enable better segregation in work areas by removing individual single bins and ensuring segregated waste is put in separate bins
    - Location Hospitality team will work with Cafeteria and tuck-shop vendors to ensure use of reusable cutlery and to report all waste, total generated in the campus and its disposal. Mandating suppliers/vendors to take back waste generated inside the campus without a view on its traceability (handling and final destination) does not absolve us of our responsibility
    - Vendor awareness on waste to be centered on product design, packaging, etc
- Comprehensive and independent waste assessment audits across our locations for electronic waste and solid waste streams
- The comprehensive external waste assessment we conducted across our locations for electronic waste and solid waste streams pointed to areas of improvement in governance and traceability of waste streams across the recycler ecosystem. We work with our partners and vendors in driving better practices and behaviors keeping in mind both human and ecological impacts of any changes

### Goals Settings

- To maintain and improve our current in-house recycling rate of 80%
- To improve total mixed solid waste and scarp recycling rate by 80% by FY 2021 from current 65%

### Air Pollution

Air pollution is closely linked to energy reduction goals, especially from Scope 1 sources (generated power through DG sets). We monitor diesel generator stack emissions (NOX, SOX and SPM), indoor air quality (CO, CO2, VOC's, RSPM), treated water quality and ambient noise levels across 25 key locations every month. These meet the specified regulatory norms

## Performance against Goals

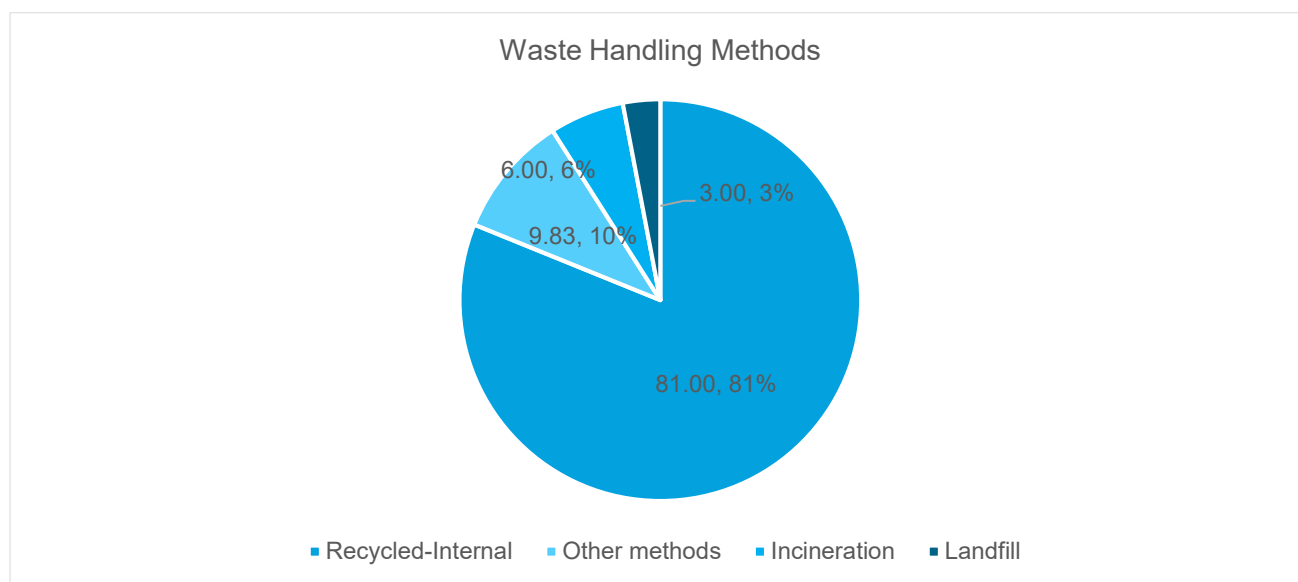
### Waste Management

The series of figures below provide detailed statistics on the multiple categories of waste generation, recycling and disposal pertaining to our operations. Other waste includes broken furniture, tiles, and worn/torn carpets – which are largely recycled

- 100% recycling of inorganic waste. Waste segregation at source is implemented as a standard practice at all locations and extensive communication with active involvement of employees and our partners has been key to achieving this goal
- Presently 84% of organic waste is handled in-campus and rest is sent as animal feed to farms.
- Modified Operational Control Procedures (OCP) and e-waste recycler requirements has been rolled out in FY2017
- The total quantum of waste collected was 6,205 tons in 2018-19, against 6,652 tons in 2017-18. This decrease of 7% is primarily due to reduction in Construction and Demolition (C&D) debris from extensive renovation/retrofit work at some of our campuses

Around 81% of the total waste from our IT India operations is recycled -through both, in-house recycling units and through authorized vendor tie-ups. A small proportion is incinerated and the rest is sent to approved landfills

Details of different categories of solid waste disposal (all figures in metric, unless mentioned specifically) is provided in the pie chart. This does not include C&D waste, all of which is sent to approved landfills



Waste Disposed in Tonnes				Handling Methods			
Category	2016-17	2017-18	2018-19	Disposed Directly	Provided Contractor by	Organizational Defaults	
Garden Waste	754	833.4	713.1	Recycled 100%			
Food Scraps	1243	1412.3	1636.9	Recycled 100%			
Dimensional Wood/Lumber	150	69.1	301.6	Recycled 100%			

STP Sludge	530	530.9	805.8		Recycled 100%	
Organic Waste Total	2677	2845.7	3457.5			
Magzines	2	0.2	1.6		Recycled 100%	
News Papers	11	12.7	16.6		Recycled 100%	
Office Stationary	2	1.3			Recycled 100%	
Mixed papers	117	136.0	76.2		Recycled 100%	
Tissue Papers	308	311.1	305.7		Incineration 100%	
Inorganic Waste (Total)	439	461.3	400.3			
Cardboard	196	162.2	142.2		Recycled 100%	
Styrofoam	2	0.8	1.4		Recycled 65%	Landfill 35%
Thermacol	9	6.0	8		Recycled 65%	Landfill 35%
Dimensional Wood/Lumber			140.8		Recycled 100%	
Packaging Waste (Total)	207	169.1	292.57			
Milk Covers			11.9		Recycled 100%	
Plastic Covers			36.2		Recycled 100%	
Waste bin covers			6.3		Recycled 100%	
Spoons & forks			0.2		Recycled 100%	
Chemical Containers			4.6		Recycled 100%	
Water & pet Bottles			11.5		Recycled 100%	
Partition plastic waste			11.4		Recycled 100%	
Stationary Waste			1.2		Recycled 100%	
Others Specific			10.2		Recycled 100%	
Plastic waste (Total)			93.8			

Bio medical waste	368.90 Kgs	424.10 kg	14.5		Incineration 100%	
Electronic Items, Computers. Electrical Chokes, Defective PCB Boards	16	460.1	286.7		Recycled 100%	
Tubelight & CFL's	9	7.6	7.4		Recycled 100%	
Used Oil	36	21.8	16.3		Recycled 100%	
Batteries	165	153.3	155		Recycled 100%	
Oil Soaked Cotton Waste	1	0.6	1.3		Incineration 100%	
DG Filters	3	1.3	1.9		Incineration 100%	
Ink Cartridges	0.5	1.3	0.2		Recycled 100%	
Hazardous, Biomedical, E- waste (Total)	214	645.9	483.8			
Mixed metal	168	285.2	300.6		Recycled 100%	
Mixed Solid Waste	218	258.2	193		Recycle 65%	Landfill 35%
Mixed Plastics	176	117.7	184.3		Recycled 100%	
Other Scraps	235	222.7	188		Recycled 60%	Landfill 40%
Others (Total)	797	883.8	866			
<b>Total Waste</b>	<b>4334</b>	<b>5006</b>	<b>5593.6</b>			

## Electronic Waste

During FY 18-19, the total end of life e-waste collected and recycled through authorized vendors was 294 tons

We have started working on the recommendation of e-waste audits conducted earlier for better management of electronic waste. Based on the recommendations, e-waste recycler guidelines and operating procedures have been revised as per the new e-waste guidelines from the government. These now include comprehensive records verification for better material traceability. In accordance with the new e-waste rules of 2016, we are also considering refurbishing as one of the options for end of life disposal.

## Oil Spills

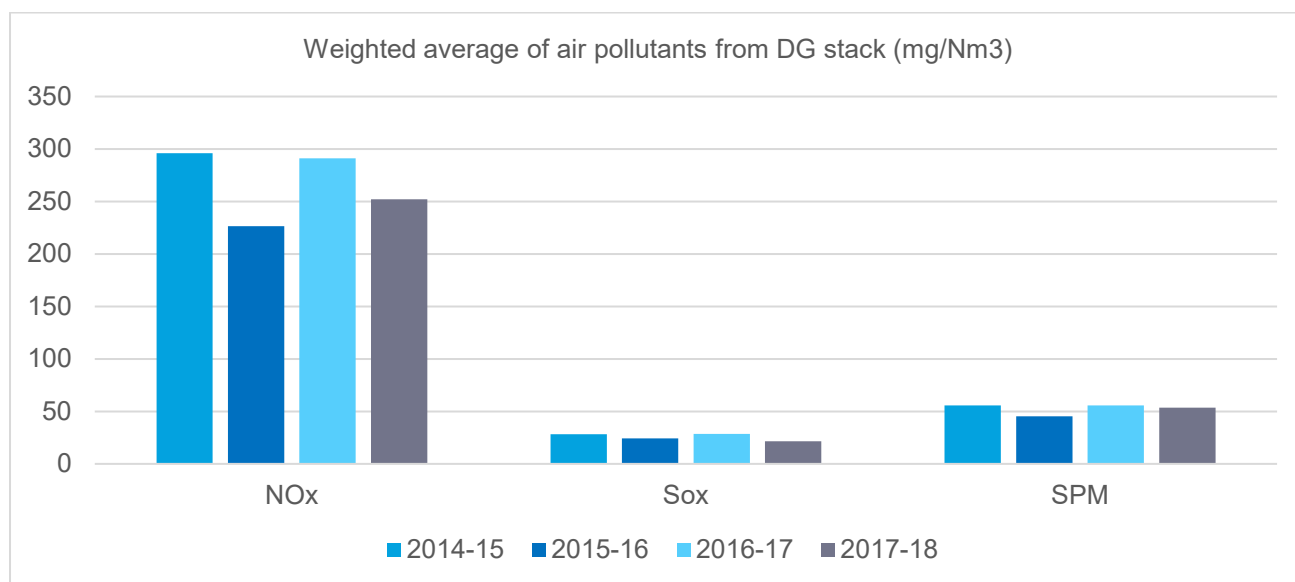
There were no incidents of significant spills of oil or chemicals during inbound transportation in the reporting period



## Air Emissions

We ensure adequate maintenance of our DG sets present in 47 of our locations, this helps in minimizing the emissions of air pollutants like oxides of Nitrogen (NOx), oxides of Sulphur (SOx) and particulate matter. A scheduled PPM (Planned Preventive Maintenance) is in place for carrying out the maintenance of the DG sets to check its efficiency. Monthly stack monitoring is also carried out to check NOx, SOx and SPM levels to ensure the emissions are within the regulatory norms. For the reporting year, weighted average of air pollutants from DG stack are within the prescribed limit

The weighted average of stack emissions of more than 100 DG's at 20 of our large and owned locations is as follows



	NOx	Sox	SPM
2014-15	296	28.2	55.8
2015-16	226.4	24.3	45.2
2016-17	291	28.4	55.7
2017-18	252.1	21.4	53.5

## Indoor Air Pollutants

Indoor air quality is seen to have a correlation with health of employees and can be a cause of some respiratory ailments. We regularly monitor presence of indoor air pollutants like VOC (Volatile Organic Compounds), POP (Persistent Organic Pollutants) and other hazardous air pollutants and for the reporting year the air quantity are well within the acceptable limits governed by national and international laws and standards

## Controlled Emissions of Ozone Depleting Substances (ODS)

The quantity of refrigerants (R134-A, R404-A, R-407-A, R-407-B, R-407-C, R-410-A and R-22) in 2018-19 was 9.16, 20% reduction from previous year, for all owned (India) locations. Out of that, R-22, a ODS substance under Montreal Protocol amounts to 3.1 tons. Based on the GWP (global Warming Potentials) as per GHG protocol for these substances, this is equivalent to 8,594 tons of CO2 equiv. or 1.81 tons of 2 CFC-11 ODS/refrigerant

## Campus Biodiversity

### Approach

IT Services is predominantly an urban-centric sector and the impacts on biodiversity are rarely direct and not of the same order or scale as in biodiversity zones in the hinterland e.g. the Western Ghats reserv

Therefore, our approach since inception more than five years back has been to turn our focus inward on our own campuses, many of which have reasonably large non-built up spaces. Our urban biodiversity program addresses the twin aims of creating biodiversity in our urban campuses while also using it as a platform for wider education and advocacy. Along with this the program takes an integrated approach towards the contribution of reducing energy and carbon intensity, improving water retention and ambient air quality

## Goal Settings

**We have set the following goals:**

- To convert five of our existing campuses to biodiversity zones and
- To design all our new campuses on biodiversity principles

## Our Biodiversity Projects

Our first flagship project in biodiversity was the unique Butterfly Park and wetland biodiversity zone that uses recycled water at the Electronic City campus in Bengaluru. The first stage of our campus biodiversity project - the butterfly park – was completed in March 2013. The park is witness to hundreds of migratory butterflies who stop over in the park for nearly a month in their 400 Km pre monsoon annual migration from Western to the Eastern Ghats in India. The second phase of the project, a ~3 acre Wetland park, was also completed in 2016

Our second project in Pune includes five thematic gardens - aesthetic and palm garden, spring garden, Ficus garden, spice and fruit garden – through plantations of native species specific to the local geography. This would be a unique project in a corporate campus with a dense year-round flowering of more than 240 species of native plants serving multiple ecological purposes. These are long term multi-year projects and similar programs will commence at two of our other campuses

In all these programs we work closely with expert partners in biodiversity, conservation, ecological design and communications. A work environment which integrates biodiverse and natural design principles has multiple intangible benefits for employees and visitors - it builds a larger sense of connectedness and emphasizes values of sensitivity and our place in the world around us. To strengthen these connects, we regularly conduct photography, walks and plantation activities for employees and their children

## Urban Resilience

The growth of Indian cities has been widely studied and analyzed. Driven by industry led growth and the structural shifts in village based economy of agriculture and animal husbandry, we are seeing a significant shift in population towards urban centers. According to a study by McKinsey and Co, there will be 69 metropolitan cities by 2025, each with a population of one million or more, which collectively will be home to 78 percent of India's urban population. Gandhi had written then that India is to be found in its 7 million villages and not cities. It may not be too presumptuous to say now that the future of India lies in how well it manages its urban centers

Cities are seen as magnetic hubs of modern social development that attract enterprise through access to skills and markets, engender social diversity through cosmopolitanism and trigger technology led innovation and improvisations. However unprecedented growth, lack of foresight, political will and rent seeking across the spectrum have exposed the weak foundations of many urban cities. Water, solid waste, mobility, maintenance of commons like lakes/water bodies, ground water, parks and playground, public health, inequality (slums comprise a fifth of the total population in Indian cities) get inadequate attention from policy makers and public executive bodies

## Approach

A resilient city would seek to engage on important urban aspects with all its key stakeholders. Wipro as a responsible citizen through its community programs is working closely with industry, government and communities in creating platforms that enable working on some fundamental and sticky issues like: (a) Increase Water stress and scarcity in and around our campuses (b) Increase traffic and congestion due to increase in private vehicles use during office hours and (c) Inadequate benefits offered and deplorable working conditions of waste pickers

## Our Engagement Programs

### Water

- Participative ground water project: To develop understanding of ground water and how it can inform community led management.
- KSWN – Karnataka State Water Network: In association with CII, a platform to bring together different stakeholders to work on urban water issues

### Participatory Ground Water management Program (PGWM)

In the last four years, the program has attempted to explore the issues of ground water in a 35 sq. Km area around our corporate head-quarters in Bengaluru – an area that is completely dependent on ground water for its needs and which is largely unregulated. This is representative of many rapidly developing urban and peri-urban cities in India; in Bengaluru itself around 40% of its water needs is met by ground water. Our approach was to use a science based approach to understand the hydrogeology of the area and engage communities through various platforms (citizen science, advocacy, facilitation of interventions). The

program involved extensive borewell monitoring, and detailed studies in selected clusters. The idea was to evolve a decentralized model of ground water management

- Phase 1 of the three year participative ground water management program in the Sarjapur-Bellandur area has been completed. Acting on insights from the detailed aquifer map of the area, we have facilitated pilots in selected residential layouts that focus on a strategic shift from deep aquifer extraction to tapping shallow aquifers in combination with a sustainable cycle of rainwater harvesting. As part of citizen advocacy, we have developed a set of around 20+ guides, case studies and primers related to urban water management. A web portal <http://bengaluru.urbanwaters.in/> has evolved into a comprehensive repository and ready reference for matters related to urban water in Bengaluru
- Phase 2 of the program is looking at Devanahalli area, a rapidly transitioning zone of the city. Engagements with town municipality, Special Economic Zone and townships in the area are progressing well with exemplar stakeholder led projects like in stream sewage decontamination pilot and community well restoration being documented and implemented

### Other programs

Other program we are working on is Urban Wetland Program in Bengaluru. Here we are documenting wetland design and management protocols based on various lakes in the city. We are also considering creating a pan India urban water network for practitioners working on local water resources and citizen based governance. In Pune, we have commissioned a program to produce a citizens report on Pune's aquifers and the city's groundwater footprint. The study will interface with multiple stakeholders, including the government and produce a longer term proposal on Pune's urban water governance with a focus on Pune's ground water and the river systems

### Mobility

- Working with urban public transport body in Bengaluru for better adoption of public transport by employees
- Enabling employee groups on cycling and carpooling

### Adoption of Electric Vehicles

Wipro became the first Indian major business to join EV 100 initiative- a global initiative launched by The Climate Group which addresses this alarming concern by bringing together forward looking companies committed to accelerating the transition to electric vehicles (EVs) and making electric transport the new normal by 2030. Our initiative is in line with Government of India's National E-Mobility Programme and country's ambition of ensuring that 30% of all vehicles on the road are electric by 2030

We are committed to transition our global fleet to electrical vehicles by 2030. Our interim goal is to scale up use of EV to 500 in next three years and 1000 by 2023. We have already leased around 50 EVs in Hyderabad and the National Capital Territory of Delhi. In the current year (since July 2018), 2.0 Million Kms across 33,000 trips have been covered in Hyderabad. We are also encouraging our employees to use EVs and have launched corporate vehicle ownership, lease programs and installed charging points across all our major facilities in India. We hope our commitment to enhance and promote the use of electric vehicles, which offer a cleaner alternative to the use of fossil fuels, will contribute to increased adoption of these vehicles and help improve the quality of the air we breathe in our cities

## Waste

- Access to social security and benefits for city's informal waste pickers
- Facilitated sessions on waste segregation and composting for employees and their families
- Working on an e-waste program for the Electronics City Industrial Township Authority (ELCITA) cluster

## Urban Waste Management and Welfare of Waste Pickers

Bangalore with a population of 95 lakh and spread over 800 sq. kilometers produces between 4000-6000 tons of waste per day. The responsibility for the proper handling, collection, transportation and disposal of waste in the city lies with the Bruhat Bengaluru Mahanagara Palike (BBMP). The predominant method of disposal is dumping in open landfills, which has tremendously detrimental impacts on the quality of air, water and soil. The BBMP has a sanctioned staff of 12,000 for waste management in the city, but only 7000 are on the rolls. The citizen to staff ratio is a paltry 401:1. (The Times of India May 2012). The present formal system of waste collection is

thoroughly inadequate with many areas left uncovered, resulting in garbage piling up on street corners. The informal economy workers have long compensated for inadequate waste management systems in the city by collecting discarded materials that have zero value and convert it into a tradable goods through their labor in extraction, collection, sorting, grading and transporting. These informal economy waste workers (numbering 15000- 20000) are also among the most vulnerable populations in the city. According to one CHF survey a significant number of waste pickers are women who belong to socially marginalized populations, including backward castes (conducted by Global Communities (formerly CHF International) and MSSS (Mythri Sarva Seva Samithi) in 2010). The survey found a significant number of young (18 to 40 years), illiterate, and economically & socially disadvantaged people engaged in waste picking in the city. In addition to traditional waste pickers, a significant proportion of the migrant population in the city is working with waste. The waste pickers' access to water, sanitation and housing facilities in the city still remains inadequate with the situation being worse among migrant waste pickers living in temporary accommodation and lacking basic identity cards, no services to collect waste, etc. The working conditions of waste pickers are also deplorable. Safety gear is not a priority for formal economy waste workers and in the informal economy; it is not even a possibility. Armed only with old shoes and clothes picked out from waste heaps and a stick to sort through trash, the working conditions of informal waste pickers leaves a lot to be desired

The Hasiru Dala Project aims to organize waste workers, i.e. waste-pickers in Bengaluru to enhance and upgrade their skills for innovation in waste management services leading to their increase in income by 10-40%, their formal inclusion in the waste management market approved by Bruhat Bengaluru Mahanagar Pallike (BBMP) and increased access to social, nutrition and environmental security measures provided by state and other institutions. Hasiru Dala's significant achievement in its first year of inception has been its ability to integrate informal waste workers in operating 27 Dry Waste Cleaning Centers (DWCC). The city administration directly signed a memorandum of understanding with the waste pickers to operate dry waste collection centers known as Kartavya because of organization's consistent advocacy with the municipal body. The given space has the potential to be transformed into a cooperative fair trade scrap

store and a place where public citizens, officers of the BBMP and waste pickers can interact and share ideas

### **Bengaluru Sustainability Forum**

This forum was set up in early 2018 and convened by Wipro along with the National Center for Biological Sciences. BSF brings together civil society, academia, research institutions and government with the broad goals of fostering curated interactions between different stakeholders on issues of urban sustainability. Over the past year, the forum has curated three retreats on the themes of Urban Water, Biodiversity and Climate Change. Complementing the network building has been the small grants program for collaborative projects - nine proposals from the first two themes of urban water and biodiversity were selected



## Customer Stewardship



# Customer Stewardship

## Overview

Information and communication technologies now play a central role in driving efficiency and productivity improvements through dematerialization and automation for most businesses. This trend is being further strengthened with the continuing influence and adoption of new disruptive technologies like Big Data, Analytics, Internet of Things, Artificial Intelligence and Mobility. The trend of disintermediation is changing the way customer and business interactions takes place. Disintermediation gives consumers direct access to information that otherwise would require a mediator. As a result, new business models are being created and e-commerce is gaining wide acceptance. Unique opportunities for product innovation made possible by IT is resulting in democratization of ICT making technology more accessible and affordable to customers. All these trends contribute to IT becoming ubiquitous in everyday life addressing different needs of end users

However, technology is not without its associated risks and challenges. The pervasive nature of technology also raises concerns related to data mismanagement, increase in surveillance, loss of privacy, and possible abuse. WEF Global Risks Report 2019 lists large-scale cyber-attacks and major data fraud/theft among the top 10 in terms of likelihood. Emerging technologies like Artificial Intelligence enabling organizations in making rapid and fast decisions and predictability, transparency, trust becomes critical for use of such technologies

Customer stewardship hinges on meeting customer expectations by being responsive to the emerging trends and offering portfolio of products and services which integrate resource efficiency, dematerialization, organizational transparency, connectedness and collaboration. Engaging with customers is critical to meet customer expectations and it is the foundation on which stewardship rests

## Highlights of our customer centric growth over the last year are below:

We have sharpened our strategy into four pillars based on what our customers need i.e. Business Transformation, Modernization, Connected Intelligence and Trust. We have been investing significantly in the four areas of big bet which are

Digital, Cloud, Engineering Services and Cyber Security

- On the digital front, Wipro Digital, while only four years old, continues to impress industry analysts and clients. Digital revenue grew from 27% in FY 2018 to 35% in FY 2019
- Our Data Discovery Platform and AI-First strategy are being well received in the market which is reflected in the double digital growth of Data, Analytics and AI (DAAI)-10% YoY in constant currency
- Cyber security as a service offering which forms 4% of the revenues grew at 16% YoY (in constant currency) in FY 2019. We are scaling assets such as our Cyber Defense Assurance Platform and working with security ecosystem partners and governing bodies
- Wipro HOLMESTM, our proprietary platform for automation is now deployed across 350+ customers to hyper-automate processes and offload specific cognitive tasks to the artificial intelligence ("AI") platform to gain cost efficiencies, agility and enhanced user experience
- Our open innovation ecosystem framework comprises of M&A, Ventures, Partner Ecosystem, Horizon program, Topcoder, Expert Networks & Academia. In FY 2019, we invested in Syfte an Australian design agency which uses human-centered design thinking to solve compelling client challenges. Through Topcoder, our customers are accessing and executing with incredible digital talent faster, including specialized talent driving projects utilizing AI, Blockchain, Computer Vision, Machine Learning, Precision Medicine, and even Quantum Computing

## Customer Engagement

In FY 2019, our Net Promoter Scores (NPS), improved by 511 basis points from previous year. Our top ten customers grew by 9.6% from previous year and we added 2 clients in the >\$ 50 million bucket

Number of new customers acquired by Wipro in FY 2019 is 271. Total number of active customers during the same year is 1,115

## Sustainability Expectations from Customers

Apart from technology driven value creation, our global customers also expect transparency and compliance on different sustainability aspects within

our operations and in our extended value chain - Human Rights, Labour Practices and Diversity being key dimensions among them. Many customers require acceptance and alignment with their supplier code of conduct. We have 150+ customers who are part of independent raters like Ecovadis , Verego and industry led consortiums like the JAC (Joint Audit Consortium), Pharmaceutical Supply Chain Initiative (PSCI) and Quest Forum (Focusing on Quality and Sustainability in ICT community). We also respond to

CDP supply chain with information on our GHG emissions attributable to the work we do for specific customers and as a corollary, on collaboration opportunities with those customers on GHG mitigation

## Strategic Approach and Policy

Wipro's strategy is based on customer needs and divided into four pillars - Business Transformation, Modernization, Connected Intelligence and Trust. We provide solutions that integrate deep industry insights, leading technologies and best in class delivery processes

### Collaborating with customers to 'Do Business Better'



#### Differentiated Client Engagement

Differentiation at the front through industry and client insight



#### Deep Industry Insights

Uncovering key characteristics of industries & offering unique solutions



#### Standardization of Delivery

Delivery models targeting faster, Efficient and business aligned KPI's



#### Innovation

Engage, retain, develop for enabling transformation, investment in next gen technologies



#### Strategic Partnerships

360° relationship; collaborative offering and innovation with products partner



#### Culture

Collaboration with customers; employees; partners and community

## Approach to Customer Centricity

Our unique Customer Centricity framework is used in all key accounts to drive appropriate actions that continually help customer satisfaction. The key objectives of our framework are detailed below



#### Customer value creation

Value creation to customer, over and above contracted



#### Dissatisfaction Reduction

Actions on stated areas of dissatisfaction



#### Assure Hygiene

Actions to ensure standards are maintained and avoid future dissatisfaction



#### Experience Enhancement

Actions related to engagement and relationships

We implement this framework through two channels.

#### Voice of Customer (VOC)

Customer surveys  
Customer connect



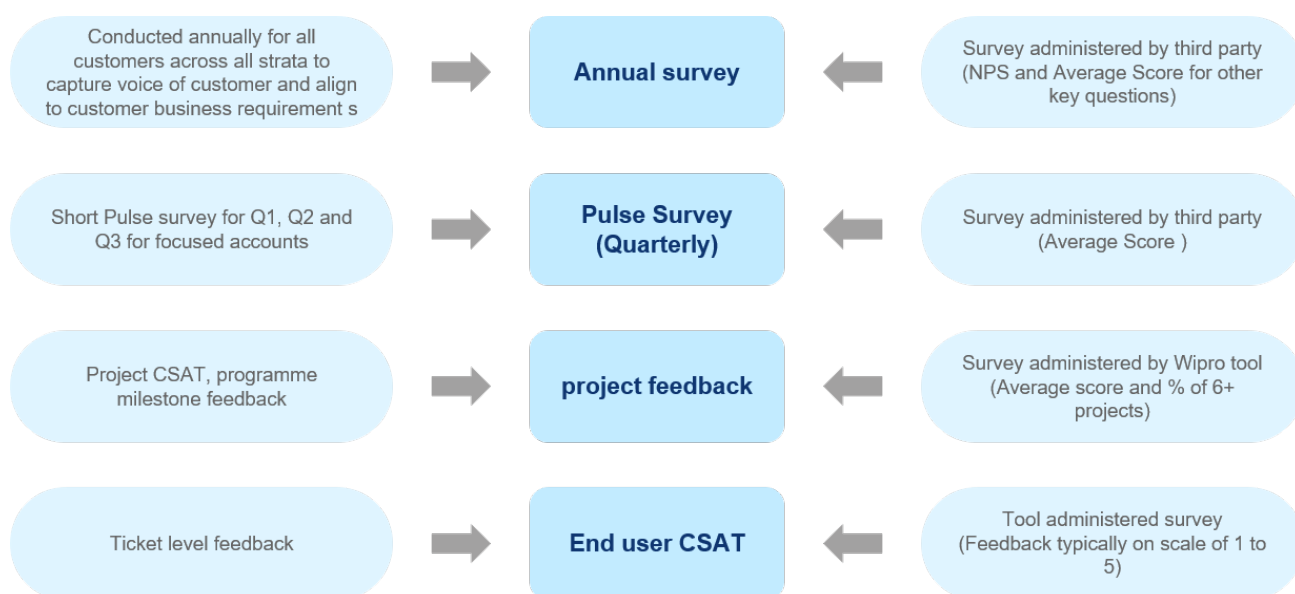


## Voice of Customer

The Voice of the Customer is heard at various levels i.e., at project level, program level, account level and through direct feedback, informal meetings, governance meetings and senior management interaction with the client. The processes include Program CSAT, Quarterly Pulse Surveys and the Annual CSAT conducted through third party surveys.

These are conducted formally and at appropriate intervals to capture customer feedback on Wipro. The Strategic Marketing Group conducts surveys on brand perception where they also understand customer's expectations of Wipro and Wipro's position relative to its competitors. Regular visits by senior leaders to customers are another key source of information. We also conduct webinars with our alliance partners to capture the customer voice

## Customer Satisfaction Surveys (CSAT)



Annual CSAT Survey is administered annually to get feedback on various facets of engagement including core delivery, presales, people engagement and Wipro's value addition to customers from CXO, Senior and Middle managers of customer organization

Quarterly Pulse Survey is administered once in a quarter for Q1, Q2 and Q3 of the financial year to get feedback predominately for senior and middle manager and few CXOs

Project CSAT are obtained to enhance customers experience while dealing with Wipro. Customer feedback is obtained on project and programs at different points of time during execution on different aspects like delivery, quality, service and project management sections

End user CSAT feedback is administered to customer respondents who are end users. These feedbacks are analysed by respective program teams

## The Customer Connect Process

Wipro communicates and connects with its customers through a matrix framework. Every key account has a dedicated Client Partner to own and manage the relationship. The Client Partner profiles the account and proposes/ offers solutions that are strategically relevant to customers. An execution process

document and system maintenance technical document for each engagement ensures that all customer needs are documented and agreed between the two parties

Business Unit heads interact and engage with customers via monthly governance meetings, quarterly business review meetings, and client-visits every quarter. Service Line heads visit and attend all the important meetings. In addition, the CEO visits key accounts regularly. Executive sponsors are assigned for all mega accounts to maintain and build the relationship

'Customer Centricity' is also a key leadership quality on which Wipro leaders receive 360-degree feedback, every year. Quantitative and qualitative feedback from peers, managers and direct reports is analyzed and shared with employees. The feedback is also integrated with the performance appraisal process to ensure that right actions are put in place to improve customer satisfaction

Understanding material aspects for stakeholders- Customers

Our internal materiality assessment and stakeholder feedback have identified cyber security, data privacy, customer satisfaction, innovation and open source as material issues to our business. This is further reinforced by feedback from our customers which clearly indicates Customer Privacy, Data Security, Customer Satisfaction, Innovation and Open Source as the most material issues to their business

Our report-map on these dimensions is shown below

GRI Aspects/Topics	Sections
Customer Satisfaction	Approach to Customer Centricity
Customer Privacy	Data Privacy & IT Security
Innovation	Innovation
Open Source	Innovation

## Data Privacy & IT Security

The Global Risk Report 2019 of the World Economic Forum includes (a) breakdown of critical information infrastructure and networks and (b) massive incidents of data fraud/theft among the top risks faced by the world

With cloud services such as SaaS, PaaS and IaaS becoming increasingly important to the way businesses operate, the resilience of critical information infrastructure becomes critical. It is always

crucial to ensure access to systems and data. Any service disruptions or suboptimal system performance can lead to businesses incurring higher costs and suffering reputational damage. It can even become a business continuity issue, especially for organizations whose business models are technology centric. Such systemic failures can negatively impact industrial production, public services and communications

The breakdown of IT infrastructure could be triggered by technical failures, weather events, natural disasters or terrorist attacks. The Risk report identifies large scale state-sponsored, state-affiliated, criminal or terrorist cyberattacks as a significant risk which can cause an infrastructure breakdown and/or loss of trust in the Internet

The magnitude of data to be handled by today's organization is gigantic. This abundance of data opens the door to many opportunities in all spheres of life- economic, social, and political. But with 'big data' which can create 'big impacts' comes big responsibilities. The globalized nature of the internet as well as the intensive virtual interactions and extensive data storage makes this a significant risk to corporate organizations. Any leakage or misuse or unauthorized access of information could expose companies to legal and reputational risks. Insufficient protection of database and network, unclear management of personal information and vague database access rules are the main reasons behind any data breach

The nature of the IT services industry does not require Wipro to store any customer proprietary data in its systems and networks. In rare circumstances where, as part of project requirement, it is needed to view customer data, it is accessed remotely - with the data being stored and hosted in the customer's systems. This avoids the risk of customer information vulnerability in Wipro's systems

## Privacy statement for Data Protection

'Protecting Customer Information' is a key section of Code of Business Conduct of Wipro and communicates our stand on the protection of personal information of our employees, customers and relevant stakeholders. Wipro mandates compliance to this code through periodical certification and company-wide awareness and testing of the code every year. In addition to the section in Code of Conduct, Wipro has



also defined Privacy statement and this is published in the website <https://www.wipro.com/privacy-statement/>. This statement communicates Wipro's approach to protection of personal information collected electronically. There is an internal Data Protection and Privacy statement defined under Information Security Management System (ISMS) with the objective – 'to define collection, protection and usage of personal data & company confidential information as per applicable laws and regulations'. We have also established and implemented Security Incident Management policy that covers procedures for reporting and handling policy violations & data breaches. Our policies are in compliance with globally accepted data protection principles

Wipro's ISMS is published on an intranet portal - ISMS which provides applicable IT security and privacy policies for different target segments (Employees, Third Party Contractors, Leadership Team, System Administrators and Sales Teams) and contains all relevant details on policies, standards, procedures and guidelines related to information security

## Policy in Action through the Information Security Management System

To ensure effective implementation of privacy policy within Wipro, a comprehensive and mature framework of systems and processes have been evolved. Applicable statutory regulations are identified and documented with supporting compliance procedures and policies to manage the entire process of legal and regulatory compliances. For example, generally accepted Data Protection (DP) principles pertaining to fair and lawful purpose, adequacy, accuracy, retention of data, safeguards for processing and data transfers are mapped to the processes and practices of Wipro's Information Security Management System (ISMS)

Privacy risk assessments are undertaken with the objective of identifying potential areas of risks relating to privacy of employee data collected, processed and stored within Wipro's internal Information Systems within various geographies. The mitigation measures in-line with ISMS practices are implemented to address the risks. Compliance verifications are performed through regular internal and external audits. (ISO27001:2013 for Information Security and other Business Continuity framework principles). Changes to applicable privacy laws, regulations, and policies space across various geographies are

monitored and assessed for their impact on the enterprise from Information Security/ Business Continuity perspective. Necessary inputs are sought from the Legal team to assess the impact for any legal risks involved while undertaking key enterprise level initiatives

Automated monitoring tools and detective controls have been implemented for detecting leakages of confidential data from Wipro. The data breach notification procedure template, which is deployed specifically for each customer account/program/project, is also provided. A security incident notification form is also designed for notifying the data breach incidents and published on the intranet portal accessible for all employees

Data privacy specific training programs are designed and imparted to employees of customer accounts on all applicable privacy regulations. In addition, innovative methods are employed to spread Information security and privacy awareness amongst all Wipro users such as e-mailers, blogs, and theme based awareness campaigns

Wipro's technology infrastructure in various locations of operation ensures adequate resilience in the basic IT infrastructure, which helps critical business operations run during disaster situations. Technology disaster recovery planning includes physical infrastructure, computing infrastructure and communication infrastructure. Wipro's corporate (i.e. non-customer data) data assets residing in our enterprise information systems and applications are backed up on a regular basis and the backup integrity tests are periodically performed as per Wipro Information Security Policy

## Governance

The Security Organization in Wipro is established with clear roles and responsibilities for implementing information security and business continuity in the organization. The General Counsel of Wipro is the authority to review the effectiveness and progress of information security and business continuity programs. Information Risk Management & Policy Compliance Group (IRMC) headed by the designated CISO (Chief Information Security Officer), a group that holds the overall responsibility of governing the Information Security risk and compliance practices within Wipro. Further, on the Risk Management initiatives, IRMC works closely with Enterprise Risk Management (ERM) team headed by Chief Risk

Officer (CRO), which holds the responsibility for data privacy and reports to General Counsel as well as Wipro Board of Directors. It is generally understood and accepted internally that information security and privacy is a joint responsibility of multiple stakeholders from various departments/functions such as Information Risk Management, Legal, Human Resources, Enterprise Risk Management Office, Senior Leadership, Global Delivery Organization and the internal Information Systems teams

## Performance on Data Privacy and Information Security

Wipro is certified under the ISO 27001 standard which provides assurance in the areas of information security, physical security and business continuity. We benchmark our processes to meet the EU's General Data Protection Regulation (GDPR) and SOX IT compliance requirements. We closely monitor IT infrastructure availability incidents based on severity, outage duration and users impacted. Most of the incidents are related to telecommunications and network links. We have maintained SLA with vendors on IT and telecom infrastructure availability close to 99.99% in the reporting year

Being a B2B business, Wipro does not collect, store or monetize information pertaining to our customers' attributes or actions, including but not limited to, records of communications, content of communications, demographic data, behavioral data, location data, or any other personally identifiable information. Therefore, our company does not receive requests for customer information from government or law enforcement agencies. Wipro does not store any customer proprietary data in its systems and networks. In rare circumstances where, as part of project requirement, it is needed to view customer data, it is accessed remotely - with the data being stored and hosted on the customer's systems. This helps in meeting data privacy compliance requirements from a contractual & operational perspective since it is Wipro's customers that are in control of their own data, even while outsourcing project work to Wipro. Wipro signs Master Services Agreements with its customers that have clauses covering confidentiality of the customer's information. Wherever applicable, Wipro also executes Business Associate Agreements with its customers who are governed by sectoral privacy regulations such as HIPAA (Health Insurance Portability and Accountability Act) of 1996. As a matter of due

process, a customer is notified in the event of any breach of data privacy as per notification procedure agreed in the contract. In Wipro's BPS (Business Process Services) business, technical help-desk and process outsourcing in areas like human resources, finance accounting, procurement and retail are provided. Like in IT services, all customer data is stored in customer systems and there are multiple process layers before the data is presented to the customer support executive, with appropriate controls and auditing mechanisms

In April 2019, we became aware that our system was subject to a cyber-attack by a coordinated and advanced phishing campaign, which was reportedly directed against several major companies, including Wipro. Upon learning of this incident, we collaborated with forensic firms to investigate and have worked closely with our anti-virus provider and our information security team to counter the threat found in our system and implemented a series of additional precautionary

## Innovation

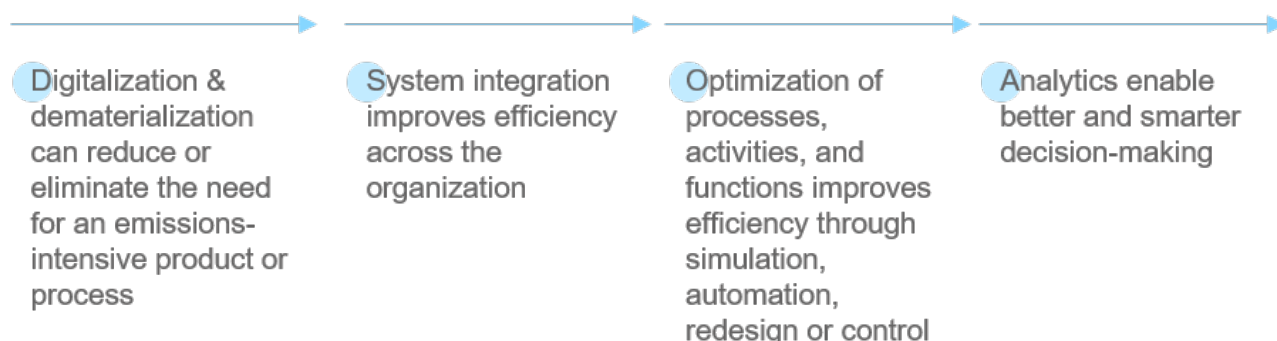
Human experience in interacting with machines is rapidly evolving. Breakthroughs in Man-Machine Interfaces (MMI) using acoustics, gestures, biometrics, body movement and virtual reality coupled with context-aware applications are introducing higher levels of user engagement. Such interactions are dynamic, flexible, personalized, responsive, real-time and data driven. Growing project complexities, competitive pressures, operational challenges and the need to maintain and grow margins is driving companies to adopt technologies that will help them run business as usual, improve operational efficiencies and provide competitive differentiation. Essentially, this will prepare organizations to fundamentally change the way they do business

## Research and development Initiatives

Wipro's Research and Development initiatives continue to focus on strengthening and extending our portfolio of IT services across multiple new and emerging technology areas as well as in the intersection of these technologies. We are investing extensively in developing solutions and services in a host of advanced technology areas (e.g. ADAS - Autonomous Driver Assistance Systems/ autonomous vehicles, commercial wearables, machine vision, human machine interfaces, smart assistants, natural language processing and understanding, augmented

& virtual reality, blockchain tech, quantum computing, smart machines, among others). We continue to invest in working on new ways of software development and deployment for edge-based IoT and always-on architectures.

Next generation digital technologies like Artificial Intelligence, Internet of Things, Big Data Analytics and emerging collaborative development methodologies like Open Source are driving this change. These emerging technological innovations can drive sustainability by way of digitalization and dematerialization, system integration and optimization. For example



Some of the use cases we have built that are showcased in our innovation centers are shopper robot, vision assisted machine tending operation, inventory & inspection, segregation of hazardous materials, game playing robot

We are also collaborating with agricultural university, startups and research institutions to develop early detection of pest infestation in crops with the use of these APIs. We have reached a reasonable accuracy in detection and are working with one of the processing industries to deploy the same

## Strategic Approach to Innovation

Wipro has a two-pronged approach to innovation – external and internal. Externally, we work jointly with our customers and with various academic institutes, research organizations both from a recruitment perspective as well as from a partnership perspective.

For joint innovation with customers, Wipro has primarily four models:



Each model has specific use situations depending on the amount of investment and the nature of the innovation problems that are addressed. We also assess maturity levels of participating stakeholders while proposing these different engagement models

Wipro understands the necessity of having a strong Open Innovation Network and invests into building, supporting and participating in various such networks and forums. The bulk of the company's Open Innovation activity is aligned to the focus themes driven by the CTO Office and the strategic areas as identified by the respective individual business units

On the Internal Innovation side, a number of initiatives have been started that are designed on concepts of Open Innovation to inculcate a culture of innovation in people. They span the lifecycle of Idea Management from Ideation to Development. Some of them are Directed Idea Campaigns sponsored by business units (BU) which may want to crowdsource ideas around a defined Use Case or Problem Statement. Ideas coming in as part of these are further taken up by the Sponsoring Business Units or the Idea Author is given a chance to develop it wherein the CTO Office support is in the form of infrastructure and mentoring. Technology training and enablement initiatives like CodeStorm enable people to learn and become proficient in new and emerging technology and languages by participating in Coding Contests and Hackathons

## Technology Themes for Innovation

**Wipro Ventures**, the strategic investment arm of Wipro, is a \$100 million fund that invests in early to mid-stage enterprise software startups. As of March 31, 2019, Wipro Ventures has active investments in and partnered with 13 startups in the following areas – AI (Avaamo, Inc., Vicarious FPC, Inc.), Business Commerce (Tradecraft, Inc.), Cybersecurity (IntSights Cyber Intelligence Ltd., Vectra Networks, Inc. CyCognito), Data Management (Imanis Data, Inc.), Industrial IoT (Altizon Systems Private Ltd.), Fraud & Risk Mitigation (Emailage Corp.), Testing Automation (Headspin, Inc., Tricentis GmbH) and Cloud Infrastructure (Cloudgenix, Moogsoft). In addition to direct investments in emerging startups, Wipro Ventures has invested in four enterprise-focused venture funds: TLV Partners, Work- Bench Ventures, Gliot Capital Partners and Boldstart Ventures. During year ended March 31, 2019, one of our portfolio companies, Demisto, was acquired

**Partner Ecosystem:** We have a dedicated unit to drive and deepen our partner ecosystem to drive creation of new markets and solutions, expand in key verticals and geographies, drive innovation in our offerings and drive go-to-market outcomes. We have subdivided the partner ecosystem into three categories- Strategic Partners, Growth Partners and Niche Partners

**Horizon Program:** The goal of the horizon program is to drive organic incubation in emerging areas covering products, platforms, solutions and capabilities. In order to achieve this objective, we are investing in key areas such as AI, AR/VR, IoT, cloud computing, software define everything, autonomous vehicle, cybersecurity, digital experience, digital marketing and commerce and Industry 4.0. During the year ended March 31, 2019 we funded 16 themes/areas as part of this program

**Crowdsourcing** – Topcoder is a community and crowdsourcing platform with of over 1.5 million developers, designers, data scientists, and testers. Topcoder provides focused enterprise offerings around AI/ML and Analytics, Digital Experience (DX), Quality as a Service (QaaS), Workforce Transformation, Talent as a Service (TaaS), and Hybrid (Certified) Communities

**Academia:** Collaboration with academic institutions and associations in the United States, Europe, Israel and India in the fields of computer and electrical engineering to promote innovative technology research and capability

## Governance

Wipro follows a federated model for innovation with innovation being driven through multiple structures. The CSO (Chief Strategy Officer) and his group invests in long term solution building and aids the investment efforts of the Business Units /Service Lines by supporting some selected seeding initiatives that are designed to create new business services for Wipro

The CTO (Chief Technology Officer) and his group drive innovation through investing in a set of technology themes that can be applied to create services in different industry verticals. The CTO Office also anchors innovation crowdsourcing and open execution processes within and outside the organization through internal innovation programs and by driving an external program that connects with the ecosystem of startups, academia and research institutions.

Business units (BU's) and Service Lines (SLs) also drive innovation within their respective industry or technology domain develop solutions and service products within their remits. The internal process transformation group invests in tools and frameworks that help improve costs and productivity of our delivery processes for both infrastructure and application management services

## Intellectual Property and Patents in Wipro

Our considerable R&D efforts have helped build our Intellectual Property (IP) portfolio substantially. As of FY 2019, we have a total of 2,236 patents filed in various Patent Jurisdictions across the world, of which 558 have been granted. Recognition of our work in IP creation has come in the form of the prestigious Enterprise Trophy presented to us by the World Intellectual Property Organization, as well as the National IP Award from the Government of India

## Sustainability Inspired Solutions

Wipro, over the past few years, has built a portfolio of leading IT enabled sustainability solutions for our customers. The strengths of our positioning come from decades of working with partners and customers to understand stakeholder needs - and placing it in the context of a larger common purpose of providing 'sustainability' inspired solutions

## Industry Focus

**Example of industries where we provide sustainability inspired solutions are listed below:**

**Automotive:** Combining traditional solutions with the potential of Industry 4.0 technologies to deliver vehicles that are safer and more enjoyable to drive. Example of our services include Connected Cars, Smart Manufacturing, etc. Refer to <https://www.wipro.com/en-IN/automotive/> for more information

**Healthcare & Medical Devices:** Non-invasive wearable sensors, for real-time health monitoring and patient-centric healthcare. We deliver cost-effective, high-quality care through robust systems, products and commercial models. Refer to <https://www.wipro.com/en-IN/healthcare/> for more information

**Natural resources:** Real-time monitoring of mine equipment, management of assets, worker health and safety. Refer to <https://www.wipro.com/en-IN/natural-resources/> for more information

**Utilities, Oil & Gas:** Reliable, integrated energy and asset management to improve energy efficiency. Refer to <https://www.wipro.com/en-IN/oil-and-gas/> and <https://www.wipro.com/en-IN/utilities/> for more information

**Retail:** Supply chain optimization, along with real-time situational awareness to improve customer experience and returns management. Refer to <https://www.wipro.com/en-IN/retail/> for more information

**Travel and Transportation:** Optimizing costs and providing a differentiated user experience by combining a host of new technologies with strong governance frameworks to achieve sustainable and predictable outcomes. Refer to <https://www.wipro.com/en-IN/travel-and-transportation/> for more information



A man with grey hair and a beard, wearing a grey blazer over a light blue shirt, stands and points with a blue marker at a whiteboard. The whiteboard contains a hand-drawn diagram with a circle divided into segments, some labeled with percentages like '10%' and '5%', and a table with numbers. Three people are seated at a wooden table in the foreground, looking towards the presenter. A woman in an orange sweater stands to the right. The room has large windows in the background and a modern pendant light hangs from the ceiling.

## Financial Stewardship and Investors

## Financial Stewardship and Investors

The history of financial disclosures through annual and financial reports can be largely attributed to the voluntary disclosures of business performance from a few companies in the U.S. and U.K. to their providers of financial capital in the 19th century. Over the subsequent decades, accounting and reporting methods were refined and institutionalized. In the last couple of decades, progressive calls for transparency and accountability have led stock exchanges to enforce a number of requirements for corporate disclosures

The King Report on Corporate Governance (1994, 2002, and 2009) is widely regarded as the first integrated reporting framework on corporate governance and performance, covering both finance and non-financial disclosures. Compliance with the Kings framework is required by companies listed on the Johannesburg Stock Exchange. Similarly, in India, the National Voluntary Guidelines (NVGs) released by the Ministry of Corporate Affairs have been adopted by the Securities and Exchange Board of India for listed companies to publish a Business Responsibility Report (BRR) as part of their annual financial report. In 2018, NVGs updated to National Guideline for Responsible Business Conduct (NGRBC) by Ministry of Corporate Affairs, India

The International Integrated Reporting Council (IIRC), a global coalition of regulators, investors, companies, standard bodies, the accounting profession and NGOs, is facilitating adoption of integrated reporting framework <IR> as the new corporate reporting norm. One of the core elements of the framework is accountability and stewardship of the stocks and flows of the six forms of capital: financial, manufactured, intellectual, human, social and natural. The first two forms of capital are covered in almost all annual reports while the others are covered to varying degrees by some organizations depending on their context and understanding of impacts to significant stakeholders. In 2018, we joined the IR business network – where we participate in deliberations on integrated thinking, strategy and technology and data informed reporting. In 2017 we released our first annual report aligned with the principles of <IR> Framework. Since then our annual Integrated Report is aligned with GRI Standard and BRR requirements of SEBI and also incorporates the recommendation set out by Task Force on Climate-related Financial Disclosures (TCFD) and CDSB (Climate Disclosures Standards Board) framework

In 2017, Wipro signed the commitment to move towards using the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in our annual financial reporting. TCFD is spearheaded by The Climate Disclosure Standards Board (CDSB), which is an international consortium of business and environmental NGOs. By signing this, Wipro commits to implement the recommendations of the Task Force on Climate-related Financial Disclosures in our Annual Reports

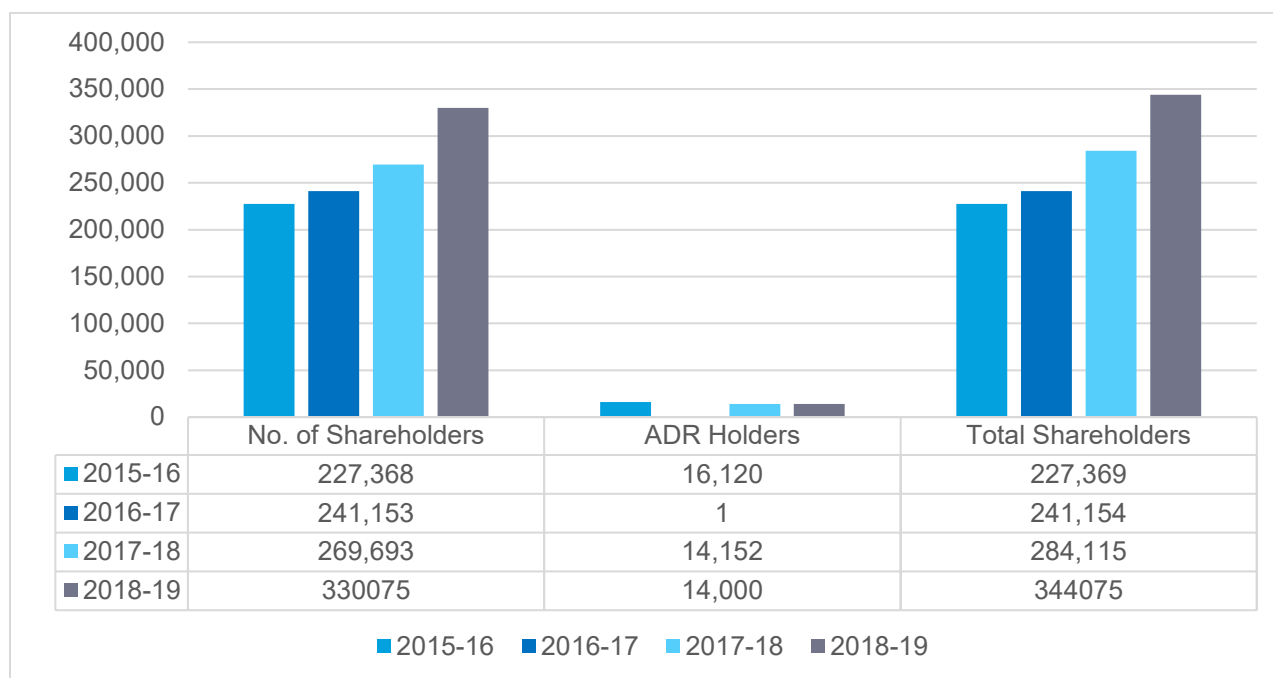
The increasing recognition that social and environmental risks can affect a company's operational strength and continuity has prompted active engagement from investors, regulators and government. Investors are increasingly incorporating ESG criteria (Environmental, Social and Governance) into their investment decision frameworks. Over the last decade, this has manifested in at least four different ways as shown below

- Stock Exchange (DJSI, MSCI, FTSE4Good, BSE Listin requirement)
- ESG Assessment by Investors (CDP, Vigeo, Oekom)
- Subscription to Principles (Responsible Investing (PRI) and <IR>)
- Custom Assessment and studies (Natural Capital Accounting and Social Risk Assessment)

## Understanding the Stakeholder - Investors

Investors in Wipro are key stakeholders and must get fair returns for investing in our company. Our endeavor is to report the true and fair financial results in a timely manner and communicate the business outlook, risks and opportunities. With reliable financial results and consistent messaging of economic environment, investors are empowered to take investment decision best suited to their risk profile

## Profile of Wipro Shareholders



For overall shareholding pattern refer to table given on Page 106 of our Annual Report FY 2018-19. Our investors are increasingly getting aligned with 'The Principles of Responsible Investment' (PRI). PRI was 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. UNEP Finance Initiative and UN Global compact are partnering with PRII in this initiative. The total number of PRI signatories in FY 19 are 2,370 (1,905 in FY 18) and 30% of all investors in Wipro are PRI signatories

## Engagement with Investors

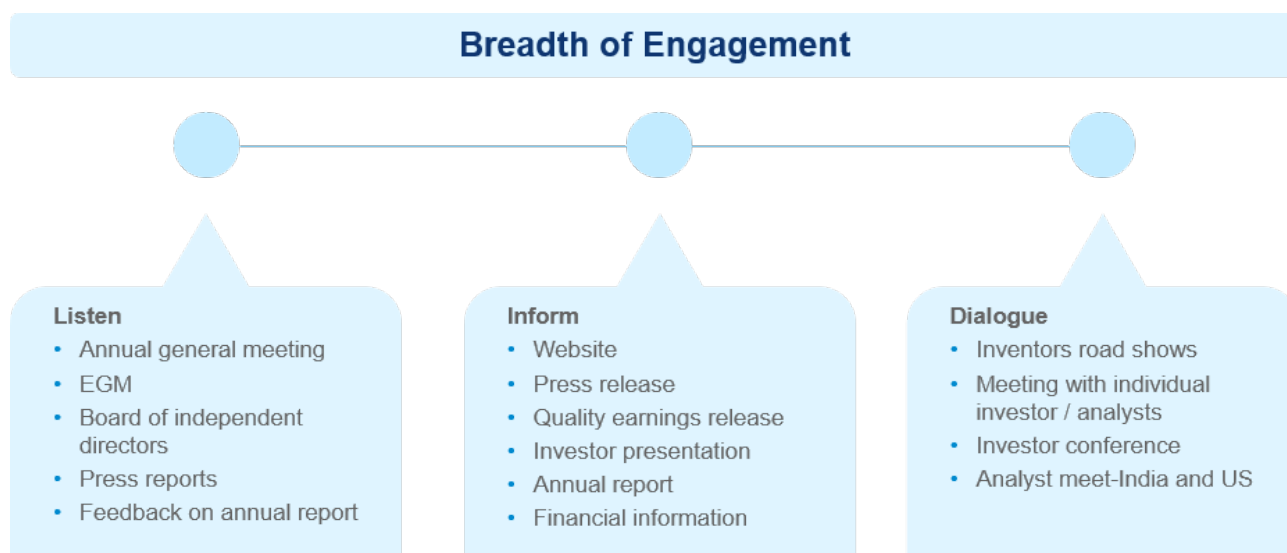
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We have multiple channels of communications to keep the investors informed about various development and events. Communication through proactive disclosures in our financial statement has been the bedrock of investor engagement at Wipro.

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. Our quarterly results, regulatory filings, transcripts of our earnings call and media presentations are available at <http://www.wipro.com/investors/>

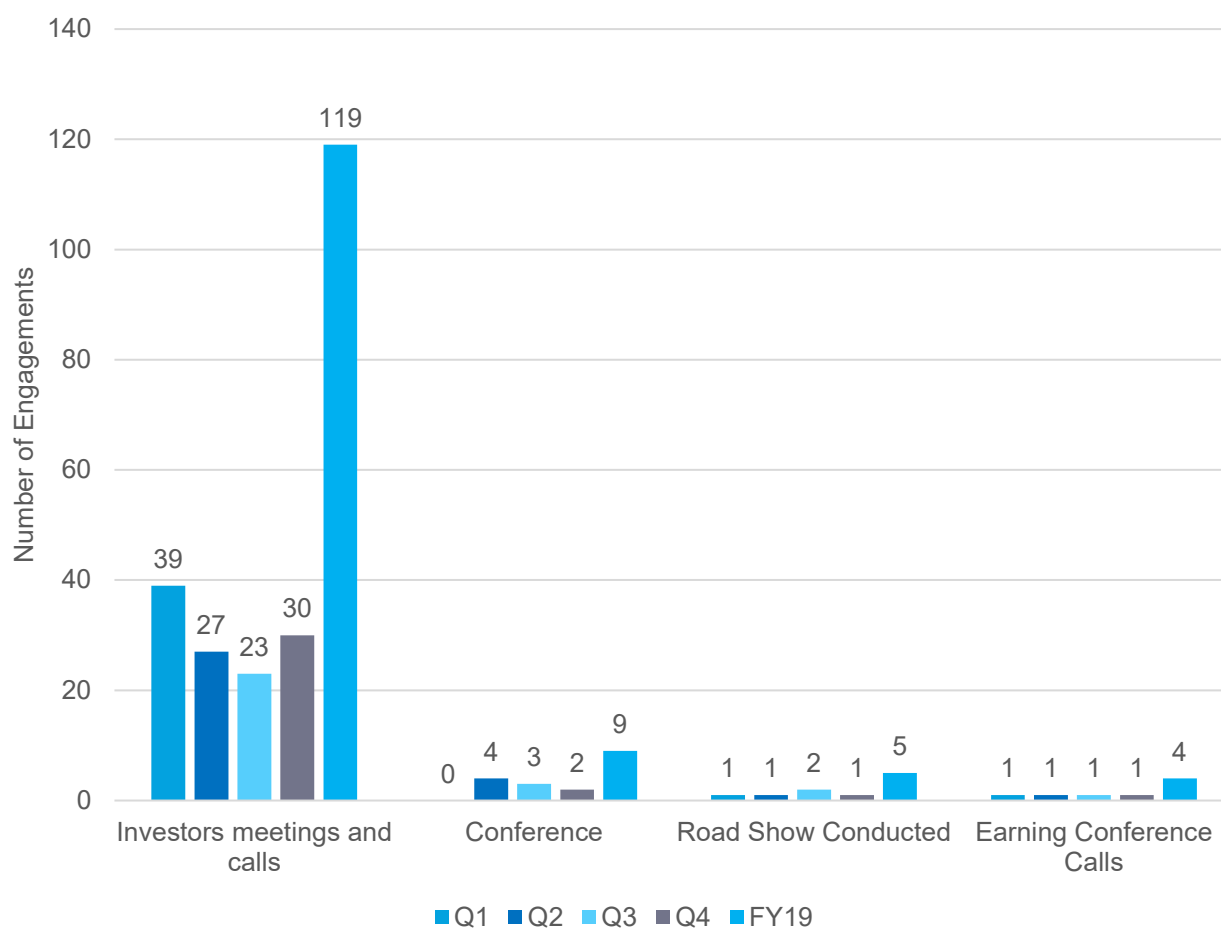
## Engagement Approach

The Figure below reflects the breadth of our engagement with Investors

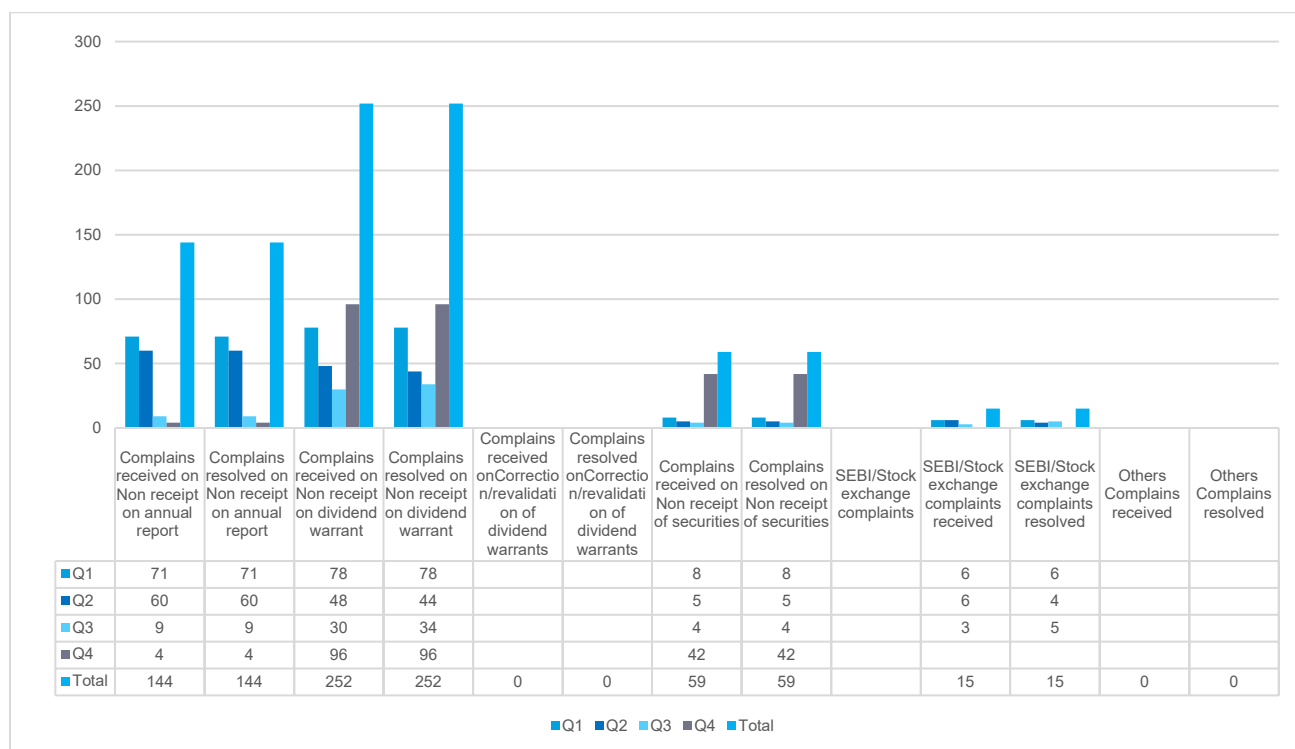


## Details of Engagement

The following table details the different types of engagement exercise undertaken by the company in 2018-19



Our goal is to have zero pending complaints or queries at the end of a period. The table below presents the number of complaints/ queries received and the number of queries responded to



## Identified material Aspects

Our engagement with investors help us understand issues material to them. A report map of material issues and their coverage in this report is given below

Material Issues	Sections
Cyber Security	<u>Customer Stewardship Section</u>
Data Privacy	
Information Security and Business opportunity	
Intellectual Property	
Service Delivery	
Economic Performance	<u>Financial performance</u>
Accounting for externalities	
Workplace Environment and Culture	<u>Workplace sustainability</u>
Regulatory Compliance	<u>Organization profile</u>
Corporate behavior and governance	
Anti-corruption	<u>Ethical Business Conduct</u>
Anti-competitive behavior	



## Economic performance

We are one of the leading providers of IT services globally. We combine the business knowledge and industry expertise of our domain specialists and the technical knowledge and implementation skills of our delivery team leveraging our products, platforms, partnerships and solutions in our development centers located around the world. We develop and integrate innovative solutions that enable our clients to leverage IT to achieve their business objectives at competitive costs. We use our quality processes and global talent pool to deliver 'time to development' advantages, cost savings and productivity improvements

Our IT Services business provides a range of IT and IT-enabled services which include digital strategy advisory, customer centric design, technology consulting, IT consulting, custom application design, development, re-engineering and maintenance, systems integration, package implementation, global infrastructure services, analytics services, business process services, research and development and hardware and software design to leading enterprises worldwide. Our vision is "To earn our Clients' trust and maximize value of their businesses by providing solutions that integrate deep industry insights, leading technologies and best in class execution". The markets we serve are undergoing rapid changes due to the pace of developments in technology, innovation in business models and changes in the sourcing strategies of clients. Pressures on cost-competitiveness and an uncertain economic environment are causing clients to develop newer business models. On the technology front, digital business has changed the nature of demand for IT services. Development of advanced technologies such as cloud based offerings, big data analytics, mobile applications and the emergence of social media are shifting the point of decision-making on IT sourcing within clients' organization from the traditional Chief Information Officer to newer stakeholders such as Chief Marketing Officer, Chief Digital Officer, Chief Risk Officer etc. These trends on newer business models, emerging technologies and sourcing patterns provide us with significant growth opportunities. Our IT Products segment provides a range of third-party IT products, which allows us to offer comprehensive IT system integration services. These products include computing, Platforms and Storage, Networking Solutions, Enterprise Information Security, and software products, including databases and operating systems. We have a diverse range of clients, primarily in the India and Middle East markets from small and medium enterprises ("SMEs") to large enterprises in all major industries

## Business Strategy

The vision for our business is "To earn our clients' trust and maximize value of their businesses by providing solutions that integrate deep industry insights, leading technologies and best in class execution". In doing business we seek to emphasize our core values of being passionate about our client's success, treating each person with respect, being global and responsible, and maintaining unyielding integrity in everything we do

Our strategy is about driving a "Digital first" approach through four foundational pillars i.e. Business Transformation, Modernization, Connected Intelligence and Trust. As part of these, we are prioritizing and disproportionately investing to drive growth in key strategic fields such as digital, cloud, cybersecurity and industrial and engineering services through our "Big Bet" program. For example, our "Big Bet" in each of Digital and Cloud are at the heart of our Business Transformation and Modernization pillars, while our "Big Bet" in Industrial and Engineering services is central to our Connected Intelligence pillar and our "Big Bet" in cybersecurity is central to our Trust pillar. Talent, IPs/ Platforms & Open Innovation are underlying strategies that support the four pillars. Refer to pages 19 of Wipro Annual Report for FY 2018-19 for detailed Business Strategy

## Assessment of Financial and Economic Risks

Our annual financial report and the Form 20-F filing with the U.S. Securities and Exchange commission for the reporting year lists a number of external factors or risks that may impact our business. These externalities are assessed regularly and inform business strategy. We present here a summary of the key external risks identified and our approach towards them. The engagement is informed by three primary factors (i) the different timescales in which they play out, (ii) the relative influence business has and (iii) meeting the concurrent and diverse needs of its various stakeholders

- **Currency Fluctuation:** A significant portion of our revenue is in US Dollars, United Kingdom Pound Sterling, Euros, Australian Dollars and Canadian Dollars while a large portion of our costs are in Indian Rupees. The exchange rates between the Indian Rupee and these currencies have fluctuated significantly in recent years and may continue to fluctuate in the future. Appreciation of the Indian Rupee against these currencies can adversely affect our results of operations. Consequently, the Company is exposed to foreign exchange risk through receiving payment for sales and services in foreign currencies, and making purchases from overseas suppliers in various foreign currencies. The exchange rate risk primarily arises from foreign exchange revenue, receivables, cash balances, forecasted cash flows, payables and foreign currency loans and borrowings. As of March 31, 2019, a `1 (Rupees one) increase/decrease in the spot exchange rate of the Indian rupee with the U.S. dollar would result in approximately ` 2,002 million decrease/increase in the fair value of foreign currency dollar denominated derivative instruments
- **Global Economic and Geo Political Risks:** We derive approximately 57% of our IT Services revenue from the Americas (including the United States) and 25% of our IT Services revenue from Europe. If the economy in the Americas or Europe continues to be volatile or conditions in the global financial market deteriorate, pricing for our services may become less attractive and our clients located in these geographies may reduce or postpone their technology spending significantly. Reduction in spending on IT services may lower the demand for our services and negatively affect our revenues and profitability. Our clients are concentrated in certain key industries. Any significant decrease in the growth of any one of these industries, or widespread changes in any such industry, may reduce or alter the demand for our services and adversely affect our revenue and profitability
- **Taxation Risks:** Our profits for the period earned from providing services at client premises outside India are subject to tax in the country where we perform the work. Most of our taxes paid in countries other than India can be applied as a credit against our Indian tax liability to the extent that the same income is subject to taxation in India. Currently, we benefit from certain tax incentives under Indian tax laws. These tax incentives include a tax holiday from payment of Indian corporate income taxes for our businesses operating from specially designated Special Economic Zones ("SEZs"). Changes to these incentives and other exemptions we receive due to government policies can impact our financial performance
- **Wage Pressure:** Our wage costs in emerging markets have historically been significantly lower than wage costs in the developed markets for comparably skilled professionals, and this has been one of our competitive advantages. However, wage increases in emerging markets may prevent us from sustaining this competitive advantage and may negatively affect our profit margins. We may need to increase the levels of our employee compensation more rapidly than in the past to retain talent. Unless we are able to continue to increase the efficiency and productivity of our employees over the long term, wage increases may reduce our profit margins. Inability to provide adequate wage increase may result in attrition and impact competitiveness
- **Disruptions in telecommunications:** The offshore development center model necessitates maintaining a resilient and active voice and data communication infrastructure between our offices in India, our clients' offices, and our software development and support facilities overseas. Redundancy and business continuity measures are critical in the event of a telecom disruption
- **Restrictive Mobility Legislations:** Some countries and organizations have expressed concerns about a perceived connection between offshore outsourcing and the loss of jobs domestically. With high domestic unemployment levels in many countries and increasing political and media attention on the outsourcing of services internationally by domestic corporations, there have been concerted efforts in many countries to enact new legislations to restrict offshore outsourcing or impose restrictions on companies that outsource
- **IP Rights:** Our intellectual property rights are important to our business. We rely on a combination of patent, copyright, trademark and design laws, trade secrets, confidentiality procedures and contractual provisions to protect our intellectual property. We require employees, independent contractors and, whenever possible, vendors to enter into confidentiality agreements upon the commencement of their relationships with us. These confidentiality agreements generally provide that any confidential or proprietary information being developed by us or on our behalf be kept confidential. These agreements also provide that any confidential or proprietary information disclosed to third parties in the course of our business be kept confidential by such third parties. However, our clients usually own the intellectual property in the software we develop for them

## Financial Performance

Wipro's economic value add and distribution among its constituents is broadly consistent in FY 18-19 when compared with the previous year

Consolidated Results	FY 2018	FY 2019	YoY Change
Revenue	546,359	589,060	7.8%
Cost of revenue	(385,575)	(413,033)	7.1%
Gross profit	160,784	176,027	9.5%
Selling and marketing expenses	(42,349)	(44,510)	5.1%
General and administrative expenses	(34,141)	(35,951)	5.3%
Other Operating Income	-	4,344	100.0%
Operating Income	84,294	99,910	18.5%
Finance Expenses	(5,830)	(7,375)	26.5%
Finance and Other Income	23,999	22,923	(4.5%)
Income Taxes	22,390	25,242	12.7%
Profit attributable to equity holders	80,081	90,031	12.4%
As a Percentage of Revenue			
Gross Margin <sup>2</sup>	29.4%	29.7%	0.2%
Selling and marketing expenses	7.8%	7.6%	(0.2%)
General and administrative expenses	6.2%	6.1%	(0.1%)
Operating Margin <sup>2</sup>	15.4%	16.8%	1.4%
Earnings per share-Basic (₹) <sup>3</sup>	12.64	14.99	18.6%
Earnings per share-Diluted (₹) <sup>3</sup>	12.62	14.95	18.5%

- For segment reporting, we have included the impact of exchange rate fluctuations in revenue. Excluding the impact of exchange rate fluctuations, revenue as reported in our statements of income, is ₹ 544,871 million and ₹ 585,845 million for the years ended March 31, 2018 and 2019 respectively. Further,

- finance income on deferred consideration earned under multi-year payment terms in certain total outsourcing contracts is included in the revenue of the respective segment and is eliminated under reconciling items
- 2. Gross margin and operating margin as a percentage of revenue for year ended March 31, 2019 have been calculated by including Other Operating Income with Revenue
- 3. Earnings per share for the year ended March 31, 2018, has been proportionately adjusted for the bonus issue in the ratio of 1:3 as approved by the shareholders on February 22, 2019

## Ethical Business Conduct - A Fundamental Expectation from Investors

Investors expect ethical conduct from businesses. They are concerned about loss of management time and resources dealing with such issues, legal liability and damage to reputation due to unethical practices like bribery, corruption, anti-competition and anti-trust. Even though large businesses have formal systems to ensure compliance and avoid unethical businesses, they are exposed to such risks from their supply chains. Corruption and bribery are significant risks to businesses, and they are more pervasive in the supply chain. This makes business functions dealing with suppliers and business partners vulnerable to such risks

## Policy

Our corporation wide Code of Business Conduct (COBC) provides the broad direction for all business transactions. The COBC is Wipro's central and comprehensive compliance policy document that provides the framework and a common language for ethical conduct for all employees as well as all our stakeholders. The COBC applies to all employees and members of the Board of Directors of the Company, as also to all individuals who serve the Company on contract, subcontract, retainer, consultant or any other such basis. Suppliers, service providers, external professionals, agents, channel partners (dealers, distributors and others) serve as an extension of the Company and their conduct and behavior while carrying out business dealings with Wipro or on behalf of Wipro can have an impact on Wipro and its reputation. Other than COBC, we also have other policies like the abridged Policy on Related Party Transactions, Wipro Supplier Code of Conduct, Code of Independent Directors and Code of Ethics for Principal Executive Officer and Senior Financial Officers, which contextualize the communication for relevant stakeholders

## Approach

From an anti-bribery compliance perspective, Wipro has the following processes internally to ensure an ethical culture across our businesses

- A payment due diligence process where payments made by and on behalf of Wipro are reviewed to ensure adherence to anti-corruption and anti-bribery
- A Standard Operating Procedure to enable employees understand and comply with the requirements for specific purposes like business courtesies, gifts, entertaining, charitable contribution, sponsorship, etc. Employees are advised to avoid transactions which might give the appearance of offering or accepting an improper payment, bribe or kickback
- Due diligence mechanisms, internal controls and assessments on its third parties such as channel partners, dealers, collection agents, lead finders/hunters etcetera which includes a specific undertaking from identified vendors, service providers, consultants to affirm compliance to our Code of Business Conduct and more specifically to our anti-bribery policies
- An Ombuds process for receiving and redressing employees' complaints, through which employees are encouraged to report any fraudulent financial or other information to the stakeholders, any conduct that results in violation of the Company's COBC (on an anonymous basis, if employees so desire). For more information, refer to Organization Profile section of this report

As part of COBC training, Wipro conducts entry-level training to all its employees across levels worldwide on corporate policies pertaining to Business Relationship, Gifts and Entertainment, Business Courtesies and Conflict of Interest. Compliance with Foreign Corrupt Practices Act, UK Bribery Act, the Indian Prevention of Corruption Act, are included as part of leadership training programs and of focused training programs. In addition to annual test and certification of Code of Business Conduct, a certification process is enabled for

employees travelling to High Risk Countries and employees working in certain functions. Also, communication of COBC and their significance to Wipro are being done through emails, posters, etc

## Compliance

Wipro has a continuing good track of ethical conduct and we comply with relevant legislations. There has been no significant instances related to bribery, corruption, anti-competitive or anti-trust practices in the reporting period across our business divisions

## Natural Capital Valuation

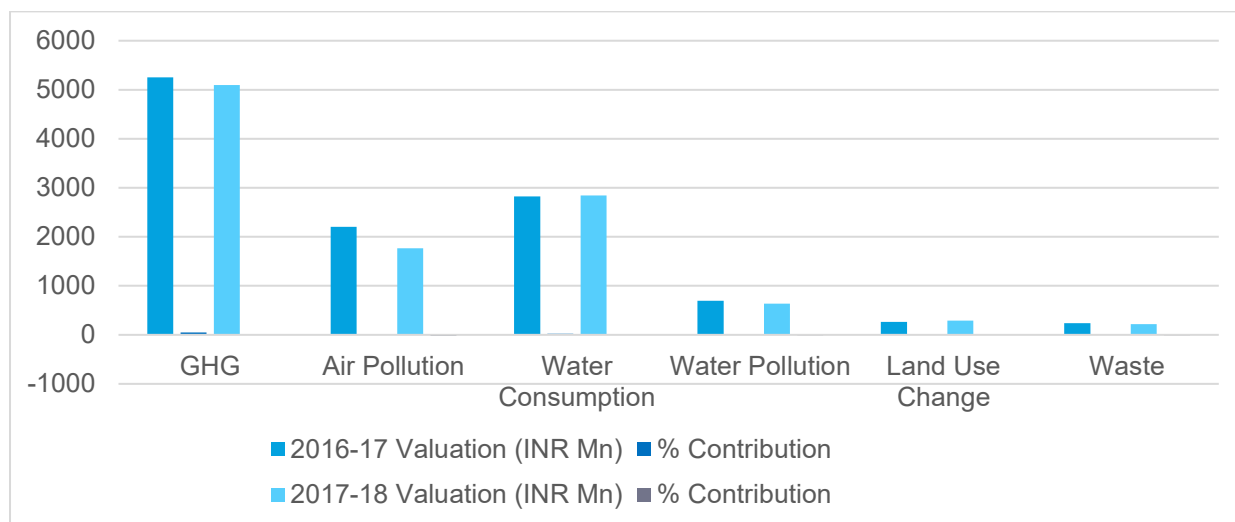
Natural capital can be defined as the world's stocks of natural resources which make human life possible. Businesses rely on this natural capital to produce goods and deliver services. They depend on natural non-renewable resources (for example, fossil fuels and minerals) as well as natural renewable ecosystem goods and services (for example, freshwater and pollination). Businesses also rely on natural capital for its ability to absorb by-products of production such as pollution and water. Business extraction and production activities can damage natural capital with long-term economic and social consequences

These economic and social consequences manifest themselves as physical, regulatory and reputational risks for companies. One of the most useful ways for companies to account for these risks is to quantify and value the environmental impacts generated across their value chains in monetary terms

Traditional 'single parameter' environmental metrics such as cubic meters of water or hectares of land provide an indication of the scale of dependency on ecosystem goods and services or environmental impacts. However, they often fail to identify optimization opportunities for business. Natural capital valuation, on the other hand, provides a deeper insight because it also factors critical environmental parameters such as regional water scarcity and the ecosystem services provided by land. Natural capital valuation quantify the environmental impact of the risks associated across value chain in monetary terms

Wipro, in association with Trucost initiated its first natural capital valuation exercise for the financial year 2013-14. The valuation looks at our global operational footprint - energy related emissions, water consumption, air/water pollution, waste generation and, land use change, business travel, employee commute – as well as the embedded natural capital in all goods and services that we procure from our supply chain. The natural capital embedded in goods and services is primarily based on valuation methodology that is based on Trucost's econometric Input-Output model which incorporates spending across different sub-categories of procurement. Monetization of impacts is based on emerging models and a selection of global and local factors - hence certain assumptions and accounting rules are inherent to the exercise

## Value Chain Split (INR Million)





Environmental Indicator	2016-17 Valuation (INR Mn)	2017-18 Valuation (INR Mn)
GHG	5250	5,096
Air Pollution	2,201	1,764
Water Consumption	2,824	2,840
Water Pollution	697	634
Land Use Change	264	289
Waste	240	218
<b>Total</b>	<b>11,476</b>	<b>10,841</b>

In the 2017-18 financial year, the natural capital valuation of the environmental impacts relating to Wipro's operations and supply chain was equal to INR 10,841 million (2% of Wipro's revenue in the same period). The largest contributions came from GHG emissions (47%), water consumption (26%) and air pollution (16%)

In terms of GHG emissions, although Scope 3 emissions increased in some areas (specifically, 12% in the case of purchased goods and services), this was offset by a decrease in Scope 1 & 2 emissions, leading to a decline of 3% year on year (this follows a 10% reduction in 2016-17) Water consumption meanwhile showed a small increase year on year (1%) with most of this attributable to supply chain water consumption. Air pollution saw a steep decline of 20%, driven by operational changes

The overall natural capital valuation was down 6% from the 2016 -17 financial year and up 13% since 2014-15 the reasons for this are explored in the sections that follow

Value Chain	2017-18 Valuation (INR Million)	2016-17 Valuation (INR Million)	2015-16 Valuation (INR Million)	% Change since 2016-17	% Change since 2015-16
Operational	3,050	3,226	3,815	-6%	-25%
Supply Chain; Purchased goods and services	2,491	2,159	1,428	12%	41%
Supply Chain: Fuel and energy related activities	3,176	3,443	3,320	-8%	-5%
Supply Chain: Business Travel	1,103	1,285	1,595	-16%	-45%
Supply Chain: Employee Commute	1,092	1,363	1,319	-25%	-21%
<b>Total</b>	<b>10,841</b>	<b>11,476</b>	<b>10,075</b>	<b>-6%</b>	<b>7%</b>



## Supply Chain Sustainability

## Supply Chain Sustainability

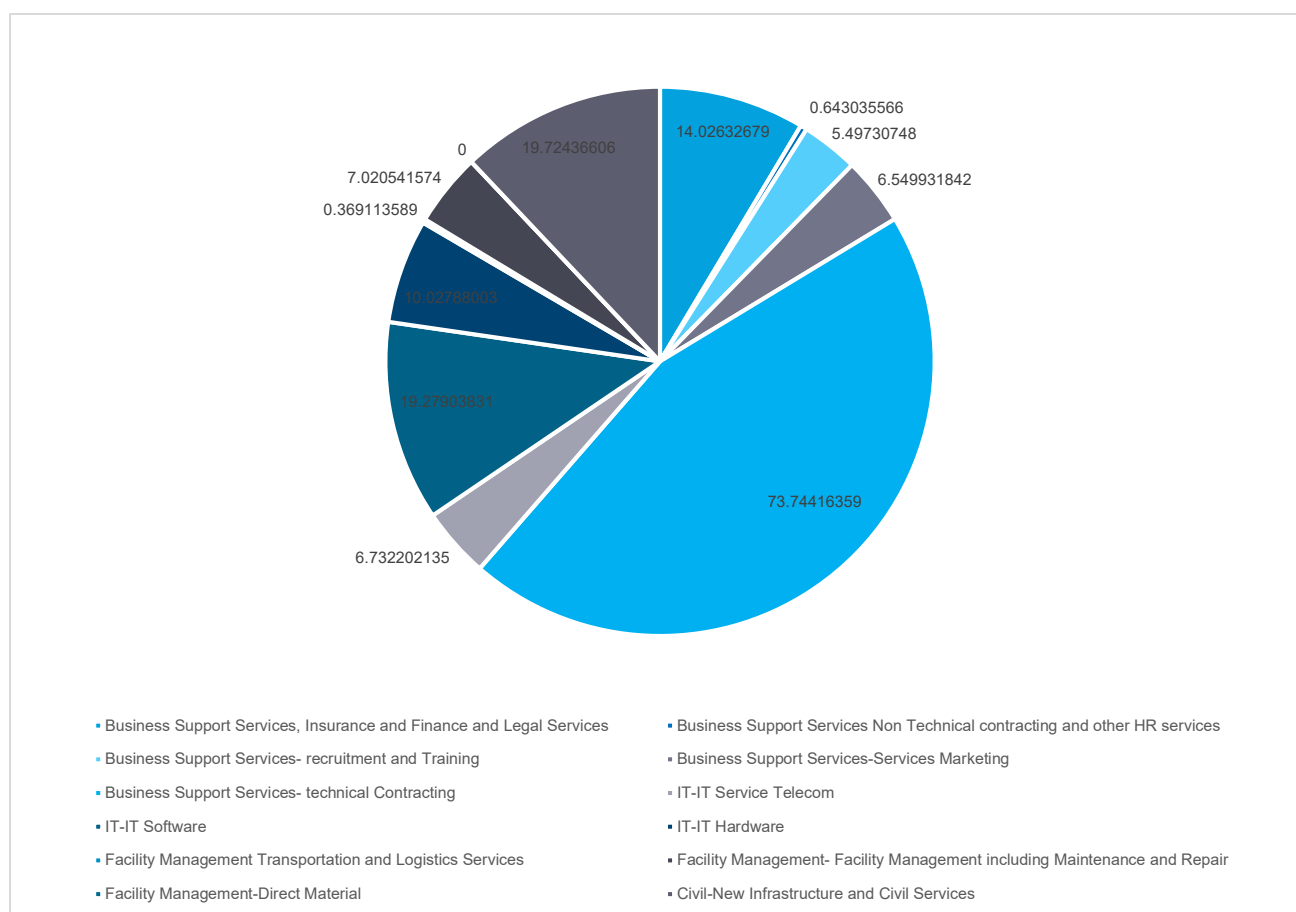
The impacts or externalities of businesses are frequently influenced by their supply chain processes. Managing the environmental and social impacts of supply chain are interlinked to economic outputs over the long term – they can help businesses avoid disruptions, meet evolving customer and business partner requirements, foster innovation and protect the company’s reputation and brand value. It can also help further the business imperatives of efficiency, cost effectiveness and resilience in the supply chain. However, the fundamental and compelling reason for sustainability engagement in our value chain stems from our belief that it is the right thing to do in the larger interests of both, the suppliers as well as of society

The context, scale and complexity of modern supply chains pose challenges for business to identify, influence and control these impacts. Our supply chain management program is influenced by our understanding of the multiple drivers as well as the challenges associated with it

### Understanding the Stakeholder-Supply Chain

The supplier ecosystem of Wipro can be broadly categorized into two broad heads. One category can be called as our ‘primary supply chain’ which comprises of our contract employees involved in core delivery of IT Services and Solutions. Such employees typically have gone through a minimum graduate degree qualification and are experienced in specialized technology and consulting skills aided by an intensive in house capability building program. We considered them as part of our supply chain as they not engaged directly/employed by Wipro. Our workforce currently includes more than 20,000 contract employees

The second component of our supply chain is ‘product or services supply chain’ or ‘secondary supply chain’ which comprises of suppliers who provide products, business support services and utility management services for our operations. The list of categories of procurement which form the ‘secondary supply chain’ is given below



Facility management requires a diverse set of support services ranging from hospitality, housekeeping, catering, equipment maintenance among others and for this we have moved to an IFMA arrangement (Integrated Facility Management Services). A significant number of contract manpower is employed as part of these facilities

Wipro is an Equal Opportunity employer and strongly advocates the same through its supply chain by encouraging supplier diversity. Qualified enterprises owned by persons with disability, women or member of minority communities are proactively identified and engaged with. We are restructuring our vendor empanelment process to help strengthen our supplier diversity process

## Suppliers Segmentations

Wipro has a formal process to identify suppliers who are strategic to its sustained business performance. The suppliers are classified into two categories: Strategic suppliers and Tactical suppliers. The Global Procurement Group finalizes the supplier categorization based on annual performance evaluation. Strategic Suppliers are suppliers which are essential for the success of strategic business outcomes for Wipro. Sustainability or other serious issues with such suppliers may seriously dent Wipro's ability to meet its' objectives. Tactical Suppliers account for only a small part of the overall spend of Wipro

## Understanding Material Aspects

### Supply Chain Risk Assessment

In determining material issues of a stakeholder, a structured risk assessment exercise is very useful. Wipro's approach to identifying sustainability risks in the supply chain includes cross functional analysis of the risks pertaining to different organizational functions. The Enterprise Risk Management function owns the supplier economic risk assessment process and their focus is on ensuring continuous and non interrupted supply of services/goods. Vendor Risk Assessment comprises a formal evaluation of a vendor company's financial health which is determined by many factors including operational efficiency, susceptibility to corruption etcetera

The Group Sustainability Function partners with Central Procurement Organization, Facilities Management Group and other relevant stakeholders in identifying environmental and social risks in Wipro's supply chain through independent studies conducted periodically. Trucost quantifies the natural capital impacts of Wipro's operations and its supply chain using primary activity data and accepted valuation methodologies. Vendor compliance management audits were conducted for 330 vendors over FY 2017 and FY 2018 and key issues were identified in supply chain

The Ombuds process is also available for suppliers through a 24X7 hotline and on the internet. The concerns raised through the Ombuds process are another source of identification of risks in the supply chain

	Impact Identified in Supply Chain	Supplier Category for whom the impacts are significant
Economic	<ul style="list-style-type: none"> <li>Probability of Default</li> <li>Bankruptcy</li> <li>Corruption Risk</li> </ul>	All Supplier Categories
Environmental*	<ul style="list-style-type: none"> <li>High Carbon Footprint</li> <li>High Water Footprint</li> <li>High Waste Footprint</li> </ul>	<ul style="list-style-type: none"> <li>Commercial and Industry Machinery and equipment repair and maintenance</li> <li>Architectural, engineering related services</li> <li>Hardware manufacturing</li> <li>Architectural, engineering, and related services</li> <li>Business support services</li> </ul>



		<ul style="list-style-type: none"> <li>• Telecommunications</li> <li>• Architectural, engineering, and related services</li> <li>• Telecommunications</li> <li>• Business support services</li> </ul>
Social**	<ul style="list-style-type: none"> <li>• Human Rights &amp; labor Practice (Women's safety at workplace &amp; Benefits-Leave, Compensation, Working Hours)</li> </ul>	<ul style="list-style-type: none"> <li>• Office Services (Security, Casual labor, food suppliers)</li> <li>• Facility Services</li> <li>• Travel</li> </ul>

\* Based on Trucost's 'Natural Capital Valuation' which studied Stakeholder Feedback

\*\* Based on Social Audit conducted for manpower service providers

The second phase of Vendor Compliance Management Audit covering FY 2017 and FY 2018 concluded in June 2018. Employee Benefits provided and Women's Safety at workplace were identified as key issues for workers in supply chain. A total of 330 vendors were covered within its scope

Feedback from our various stakeholders indicated the following issues as relevant to our supply chain

Influencing Stakeholders	Emerging Concerns
Customers	<ul style="list-style-type: none"> <li>• Global customers requesting information and assessing our supply chain</li> <li>• Business impact due to operations impact</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Demand for comfortable and safe working environment</li> </ul>
Investors	<ul style="list-style-type: none"> <li>• Investors requesting information on our supply chain program</li> </ul>
Business	<ul style="list-style-type: none"> <li>• Competency gaps in the IT Services people supply chain</li> <li>• Financial prudence</li> </ul>
Society & Community	<ul style="list-style-type: none"> <li>• Externalities due to operations</li> <li>• Employment</li> <li>• Diversity</li> </ul>

## Identified Material Aspects

The understanding of risks in supply chain and our stakeholders' concerns informed the outcomes of our materiality determination exercise. Based on the identified risks, we have identified the following aspects as material from a sustainability perspective



GRI Aspects/Topics	Section
Supplier Environmental Assessment	Supplier Engagement Program
Supplier Assessment for Labor Practices	
Supplier Human Rights assessment	
Supplier assessment for impacts on society (Corruption, Anti-competition)	
Procurement Practices	

(We refer to our high proportion of contract staff - both, people involved in core delivery as well as skilled or unskilled support staff who work in campus operations as 'people supply chain'. In this section, we will Primarily address the secondary supply chain as the 'people supply chain' aspect has been covered in detail in 'Workplace Sustainability' section of our report.)

## Strategic Approach

Based on our understanding of risks in our supply chain, our supply-chain approach is based on the principles of ethics and integrity, ecological sustainability and workplace responsibility

- Ethics - Wipro expects its suppliers to adhere to similar standards of ethics and integrity as its own standards
- Ecological Sustainability - We expect suppliers to supply products and services that exceed environmental standards and to establish a program of ecological sustainability in their own operations
- Workplace Responsibility - Wipro expects its suppliers to adhere to principles of human rights, employee welfare, health and safety, minimum wages and fair working hours. We encourage sourcing from the local economy and supplier diversity

## The Global Procurement Group

The responsibility of managing procurement related activities of Wipro rests with the Global Procurement Group. The goal of the Procurement Group is to provide high quality products and services on a timely basis, consistent with organizational objectives and policies and at the same time by adhering to the highest ethical standards. The responsibility is divided among multiple buyer groups who handle different procurement categories. The Procurement Group works along with Enterprise Risk Management, Internal Audit and Legal teams to ensure compliance and to proactively address risks in the supply chain

## Suppliers Engagement Program

At Wipro, we believe that a supply chain program should consider the socio-economic realities in the geographies where we operate. The supply chain sustainability charter should go beyond legal compliance and take into consideration emergent debates and issues. Fundamentally, our supply chain program is driven more by responsible engagement and commitment as informed by our values, rather than a compliance mindset

## Policy & Guiding Principles

Our Code of Business Conduct which provides the ethical guidelines and expectations for conducting business on behalf of Wipro also directs Wipro's relationship with its suppliers and is applicable to all suppliers, agents, service providers, channel partners, dealers, distributors and vendors ("Suppliers"). In addition to the COBC, the Supplier Code of Conduct (SCOC) of Wipro further strengthens and augments the COBC with respect to environmental and social aspects of business practices, expected of our supply chain

The SCOC covers key risks in the supply chain like forced or compulsory labor, prohibition on child labor, equal employment opportunity and non-discrimination/ no harassment, minimum wages, environment, health and safety, and compliance with anti-bribery laws. The code is aligned with the requirements of the FCPA (Foreign Corrupt Practices Act) and the UK anti-bribery act. The document also gives an overview of the process followed

by Wipro so that it provides a ready reference template for its suppliers. The SCOC is communicated to all suppliers and it is mandatory for suppliers to accept and sign it

Wipro also has a procurement policy which acts as an internal decision-making guide related to procurement. This policy details the procurement principles that the Global Procurement Group is expected to adhere to as well as other aspects of procurement like supplier selection, supplier diversity etcetera

Our supply chain governance program is informed by four guiding principles

- **Understanding Socio-economic context:** We are mindful of the fact that while one may have ambitious policies, commitments and codes of conduct in place, it must take into account the complex socio-economic realities in which it has to be operationalized. For example, in developing economies, supplier staff may not be aware of the nuances of human and labor rights. In certain cases, the practice may be due to livelihood issues – for example, excessive working hours in some cases may be the norm to secure additional income. Children in family owned or sole proprietorship could sometimes be employed (or “helping”) in the business. Enforcement of unilateral actions in such cases, does not change the practice on the ground but only diverts attention from the problem at hand
- **Ability to monitor, influence and control:** The ‘secondary supply chain’ in many categories of procurement extends across multiple branches/levels/tiers. Due to the factors mentioned in the first principle, it would be naïve of us to claim compliance across all the tiers. In many cases, our visibility is limited to the first one or two tiers. For supply chain entities not critical or strategic to us – where suppliers are not a core part of our business or where spend does not contribute to either a reasonable proportion of the suppliers’ revenue or the available market supply. Our ability to influence supplier practices is that much more limited. Industry bodies and large government procurement programs have a larger role in influencing change
- **Regulatory Compliance:** Given the spread of the supply chain across different geographies as well as sectors, the compliance landscape can be quite complex. The impact of the supply chain on different stakeholders is dependent on the nature of business and operational context. As a result, the compliance requirements of one supplier category can vary from another. However, it is often found compliance is not reflective of the ground reality. At Wipro, we try to uphold all the regulations and wherever there is a conflict, our best efforts are to minimize any dissonance
- **Integrating best practices in supply chain engagement:** Managing supply chain externalities is of key interest to business due to the deepening of complexities in the supply chain and the resultant risks. Customers and investors are looking at compliance levels and ethics of organizations as a key differentiator in their decision process. Industry forums like Electronic Industry Citizenship Coalition, Sedex, Ecovadis etcetera are working towards indirectly driving continuous change in ethical and responsible business practices in global supply chains. Industry ratings such as Dow Jones Sustainability Index and CDP are increasingly giving importance to the supply chain performance of organizations. There are many emerging standards and frameworks dedicated to this cause. We intend to adopt and integrate best practices from all these sources to drive sustainability in our supply chain

## Suppliers Engagement Approach

Our Supply Chain engagement has been a journey where sustainability has increasingly become central. Our engagement approach is multi-pronged with the focus on improving the capabilities of suppliers in managing their sustainability performance. Manpower service providers in civil, operations and support services is a category identified as being significant in terms of social impacts. Similarly, suppliers who provide utility products and services (electricity, water, waste management) and ICT equipment have large environmental footprints and are therefore material to our strategy to reduce our environmental impact



A significant feature of our engagement is how we align our community or CSR (Corporate Social Responsibility) programs with supplier engagement wherever it is possible. This can address some of the fundamental issues at hand - our bridge program in education for children of migrant laborers for our new infrastructure projects, urban water programs in cities where we operate and access to social benefits for city municipal solid waste workers are some examples

## Programs & Process

Our supplier engagement program integrates a process of continuous evaluation, capacity building and risk management. We expect these steps to encourage responsible behavior from our partners. Environment and social aspects are important factors in our supplier engagement and Wipro supplier code of conduct (SCOC) must be mandatorily signed by all suppliers at the time of onboarding

We have identified material issues across main procurement categories - through desk-based study as well as a few internal and external audits with a focus on human rights, labor practices and regulatory compliance

A dedicated vendor helpdesk handles supplier queries on payment issues, policy clarifications and provides the initial contact for grievance redressal. Helpdesk had a two day SLA resolution percentage of 99.99% with respect to vendor queries in the reporting year. The feedback from our vendors received through this initiative helped us improve our processes and initiate new steps like automation of sharing payment advices, periodical validation of vendor credentials in our database as well as self-service payment status intranet link for internal stakeholders to update partners/vendors

- **Ombuds Process:** Our organization wide multi-lingual Ombuds process is available 24x7 (phone and internet enabled) for our Suppliers and Contractors. Wipro's Ombuds process allows and encourages any affected stakeholder including suppliers and contractors to report breaches of the COBCE and any other matter of integrity to the concerned Ombudsman. While a good proportion of Ombuds process cases are anonymous, based on self-disclosure, we know that there were 34 complaints reported by suppliers during the year (previous FY 36)
- **Supplier Diversity Program** for facilities management services at our campuses - A sensitization program was conducted and expectations have been conveyed formally through our contracting process. The gender diversity ratio for supplier staff deployed at our facilities is 25.6%
- It is compulsory for all our vendors to submit a signed copy of Wipro Supplier Code of Conduct (SCOC). High Risk Vendors (HRV) identified based on geography, nature of service and other criteria go through additional checks and balances during processing for key words like government payments, miscellaneous expenses, bribe, commission, facilitation fee, gift, reward, out of pocket expense, etc. All HRV vendors are required to submit an anti-bribery anticorruption questionnaire. We also have requirements of stricter negotiating threshold, clear break up of costs and multiple quote regardless of the value

- **Green initiatives in ICT Hardware:**

- **Green Procurement:** Wipro adopted the EPEAT standard from Green Electronic Council in 2016 for its IT hardware procurement – across categories such as laptops, desktops, printers, mobiles and servers. In 2018, we purchased more than 6,344 EPEAT Gold and over 140 EPEAT Silver and Bronze category products across desktops, laptops, displays, imaging equipment and mobiles. In tangible terms, our procurement of EPEAT certified hardware translates into a saving of 2.6 million KwW of energy, reduction of 598 tons eq.
- **Enhancing Virtualization Platform:** Till date we have migrated 6300 users from traditional physical desktop to Virtual Desktop Infrastructure (VDI). This has led to reduction in energy consumption, easier operations and cost saving
- **Asset re-utilization:** Through proactive maintenance and upgrades, we have been able to reutilize 16% of the assets post their scheduled end of life
- **Managed Print Services:** This outcome-based model, where Wipro's printing services are managed through an independent third party helps generate higher operational efficiency through better controls and analytics as well as reduced resource consumption (paper, toner) and planned asset refresh. Consumables and printer issues are tracked remotely and managed by MPS vendor. During the reporting year, we optimized MPS through asset reuse and printer removal, leading to cost saving of 1.1 million. We have also reduced unwanted printouts by a provision to scan and send documents to respective user mailboxes and are currently planning to implement 'authentication service'-access before print to further bring down print and paper volumes





Partnering for  
Social Change



## Partnering for Social Change

At Wipro, we think it is critical for business to engage with the social and ecological challenges that humanity faces. We engage with communities on issues that matters most to them in a deep and meaningful manner with long-term commitment; for that is the only way by which real change can happen on the ground. Our social initiatives center on the following dimensions- Education, Community Care and Ecology. The programs on ecology are covered in the 'Ecological Sustainability' section

### Understanding the stakeholder

In the social space, our stakeholders are multiple and can be differentiated on the basis of domains and the overarching objectives of engagement. For example, in 'Education', some of the work that we do has direct impact on students from disadvantaged communities while our other programs are targeted at partners and teachers in the education ecosystem. Our primary stakeholders are as follows

- **Communities:** An important stakeholder for us is disadvantaged sections of communities, living in the proximity to our operations. Our operations and facilities are situated in both urban and rural areas. Our domains of engagement with the community are in the fields of Education, Primary Healthcare, Disability and Disaster Rehabilitation. Within these domains, we choose to focus on those areas that have direct impact on the community. The geographies of community engagement span India, the U.S.A, South Africa, Latin America, Australia and select countries of Europe and South - Asia
- **NGO & Community Organization:** Non-governmental organizations and civil society networks are important implementation partners for our different community initiatives. We engage with them at different stages of the Planning-Implementation-Review cycle
- **Employees:** Employees play a significant role in our community initiatives by way of monetary contribution and voluntary participation

Our social transformation initiatives are now nearly sixteen years old. We decided to focus on Education and Communities when we started then. How did we choose these domains over others? Education is probably the most important catalyst of social development as it can bring about change that is truly sustainable and durable over the long term; our focus on our communities stems from the fundamental responsibility and tenet of corporate citizenship that every business should engage deeply with its proximate communities. Over the years, partnering with our stakeholders has given insights into their concerns and requirements. This has also helped us to engage in critical social issues with sensitivity, rigor and responsibility

### Understanding Stakeholders Priorities

Rural Communities	Healthcare, Livelihood, Primary education, water and sanitation, environment
Urban Communities	Mobility, waste, pollution, education, health
Future generation	Environmental sustainability education
Engagement partners	Capacity building, institution development

### Policy & Strategy

Our approach to social responsibility and sustainability rests on three important pillars

- **The Strategic:** We choose domains and issues to engage with that are force multipliers for social change and sustainable development. Social responsibility is as much about being a sustainable organization as it is about external initiatives. Therefore, some of our areas of engagement lie at the convergence of business goals and social purpose
- **The Systemic:** Within the chosen domains, we choose to engage on systemic issues that require deep, meaningful and challenging work. Given the nature of social change, this implies commitment over the long term, typically for several decades because real, genuine change takes long to happen
- **The Deliberative:** Our emphasis on depth and on long term commitment implies a deliberative approach that precludes spreading ourselves thin or engaging in 'cheque book philanthropy'. By implication, this also means that we are wary of expanding and growing our social programs as ends in themselves

Domains of Engagement Wipro's social initiatives center on the following dimensions

Education
Engaging in deep and meaningful systemic work in the area school and college education
<ul style="list-style-type: none"> <li>• School education in India-WAITS</li> <li>• School education outside India - USSEF</li> <li>• Sustainability education - Wipro earthian</li> <li>• Engineering Education - WASE, WiSTA</li> </ul>
Community Care
Engaging with the proximate communities in area of primary health-care, education, ecology and disaster rehabilitation
<ul style="list-style-type: none"> <li>• Primary Health care</li> <li>• Education for underprivileged</li> <li>• Children with disability</li> <li>• Environment</li> <li>• Disaster Rehabilitation</li> </ul>
Ecology
Addressing environmental issues like energy, water, soild, waste and biodiversity
<ul style="list-style-type: none"> <li>• Energy &amp; Carbon</li> <li>• Water</li> <li>• Waste</li> <li>• Biodiversity</li> </ul>

## SDG mapping with Social Initiatives

Program	Wipro Divisions	SDG's
<b>PRIMARY HEALTHCARE</b>		
Primary healthcare services for the remote inaccessible villages of Nagaland where availability of primary healthcare services has been weak or inconsistency	Wipro cares	3
Healthcare programs in the remote tribal district of Gadchiroli in Maharashtra		
Nagaland, Northeast India and Gadchiroli in Maharashtra India	Wipro cares	3 2
Nagaland, Northeast India and Gadchiroli in Maharashtra, India		
<b>EDUCATION</b>		
Inclusive education- Program for disabled children in disadvantage sections 14 projects across 6 states	Wipro cares	1 4
Education for underprivileged children 22 projects in 8 states	Wipro cares	10
Sustainability education 29 states in India	Wipro earthian	1 4 8 10
Develop capacity in civil society organizations to work on issues of education reform in a systematic manner 163 projects across 29 states	Wipro education	4 11
Encourage new/young start ups working in school education 29 Fellows in 14 Organizations	Wipro education	4 10
Wipro Science Education Fellowship Programs (SEF) Three new sites added	Wipro education	4 10
Wipro Siyapha-Initiatives span the areas of education, skill development and employment generation South Africa	Wipro Education	4 10
<b>DISASTER REHABILITATION</b>		
2 programs in 2 locations Cuddalore and Uttarkashi, India	Wipro cares	1 2



work that we do for primary health care services in Nagaland, Karnataka, Delhi and Maharashtra covered more than 77,000 people from extremely disadvantage communities

## Focus Areas



## Programs Inputs, outputs and Outcomes

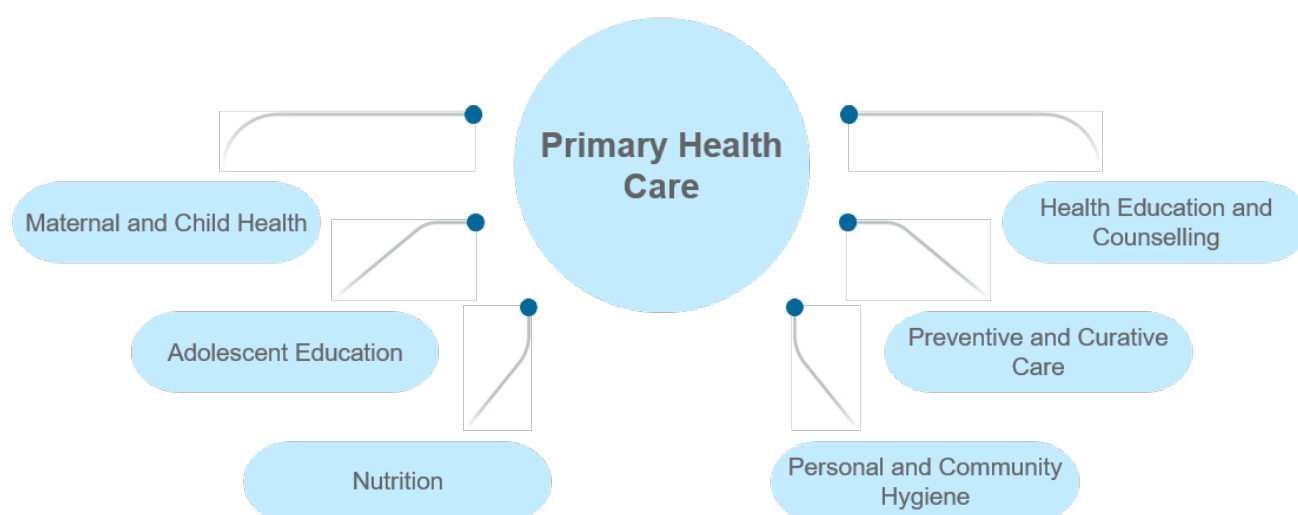
Wipro Cares partners with not-for-profit organizations for implementation of projects in our chosen domains. Our engagement with organizations by way of inputs include:

- Financial support to focus on their key objectives
- Regular engagement through meetings, field visits and planning and review at important stages

In the narrative below, we outline some of the key outputs and outcomes for 2018-19 at a domain level

## Primary Health Care

Access to primary health care is a key determinant of an individual's future trajectory in life, including the ability to engage in productive livelihoods and responsible citizenship. Wipro Cares works with partners who provide good quality primary health care services to underserved communities covering more than 77,000 people belonging to extremely disadvantaged communities in Nagaland, Karnataka, Delhi and Maharashtra. Our work in these states is in remote, inaccessible villages where health care access has been weak or non-existent till now. Our operating approach is driven by the primary goals of building the capacity of the local community in managing their health needs, of augmenting government infrastructure and in training health workers to address the unique needs of the communities

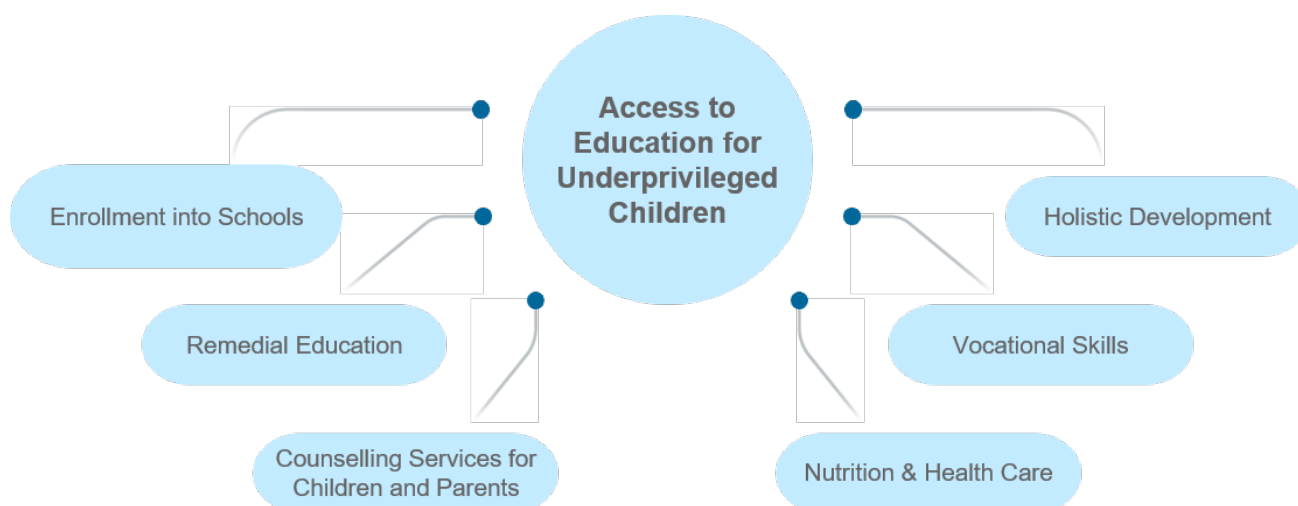




Output	Outcome
Established two new partnerships in Maharashtra and Delhi and continued support to existing partners in Nagaland, Maharashtra and Karnataka	Around 77,000 people provided with access to affordable primary health care services.

## Education for underprivileged children

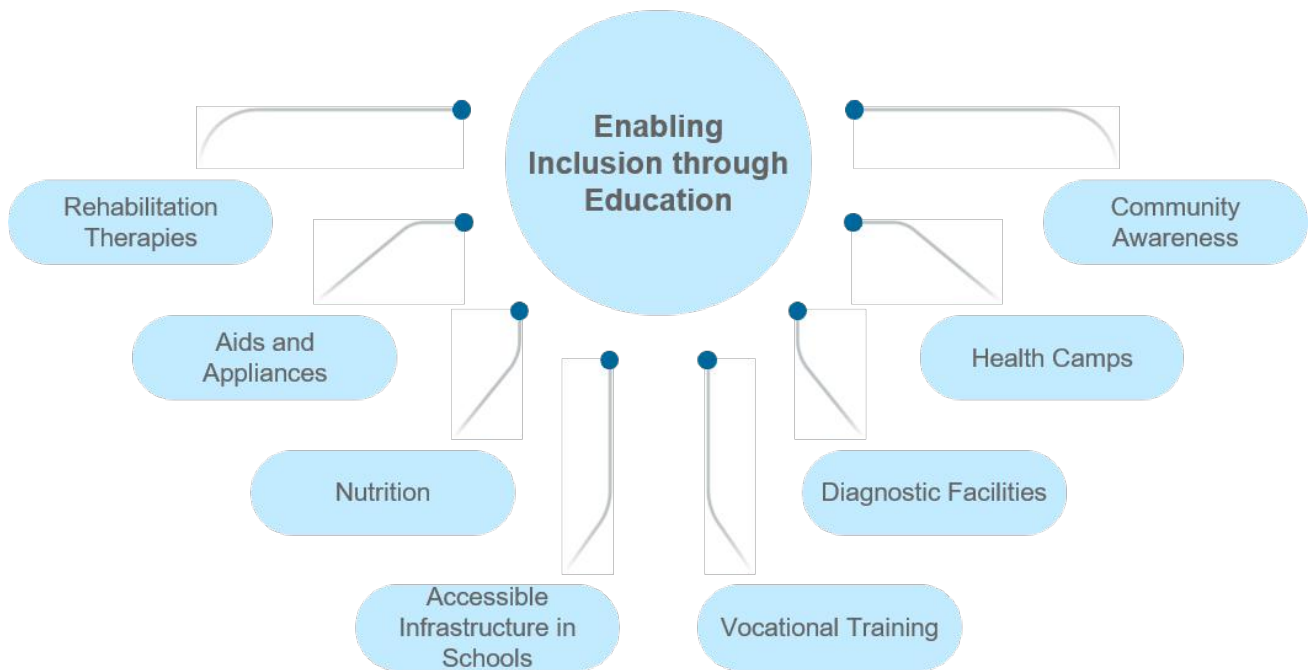
Under Wipro Cares, we have a large education program that is designed for more direct impact on underprivileged children. In 2018-19 the program reached out to nearly 41000 children across eight states. The projects address a gamut of critical issues faced by disadvantaged communities when it comes to school education – starting from enrolment in schools to nutrition for children, counseling services for parents, remedial education, just to name a few. These children are from some of the most vulnerable groups in our society – urban slums, HIV-affected families, migrant labor families, street children



Output	Outcome
Established two new partnerships and continued support to existing partners, thereby reaching out to eight states across the country through twenty-four projects targeting communities like migrant labor, urban slum children, orphan/institutionalized children	More than 41,000 children belonging to underprivileged communities in cities across India now have access to education

## Education for Children with disability

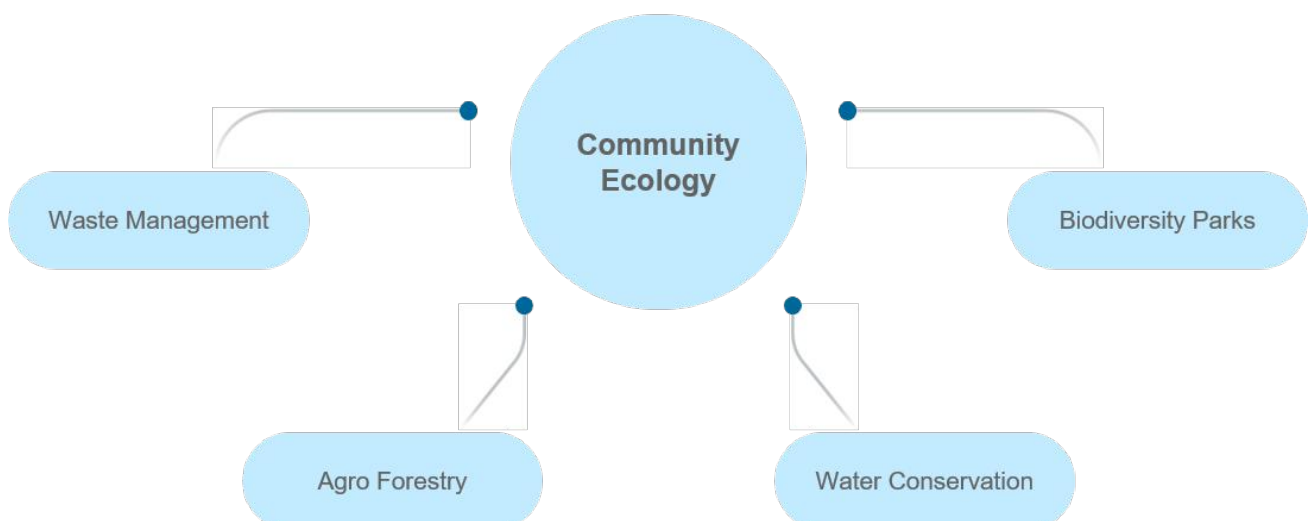
Started focusing on children with disability in 2014, we continue to strengthen our program which supports the educational and rehabilitative needs of children with disabilities from underprivileged backgrounds through 17 projects across six states that works with around 2,200 children. Going beyond just schooling, our approach tries to integrate enabling factors like availability of nutrition, community support, specially trained teachers, assistive technology, access to healthcare etc. Our work in this space covers multiple categories of disability and focuses on early intervention and inclusive education



Output	Outcome
Established two new partnerships and continued support to existing partners, thereby reaching out to six states through sixteen projects	Educational and rehabilitative needs of 2200 children with disabilities from socio-economically underprivileged backgrounds met

## Community Ecology

Effective management of urban solid waste continues to be a pressing challenge for our cities. While the use of right technology, good governance and the active participation of civil society are important determinants of success, the work of the informal sector is often unrecognized. In this regard, Wipro Cares continues to strengthen a project, initiated in 2014-15, which focuses on providing social, nutritional and health security to workers in the informal sector in Bangalore's solid waste management domain. In addition, the program also provides a comprehensive skills upgradation program for such workers



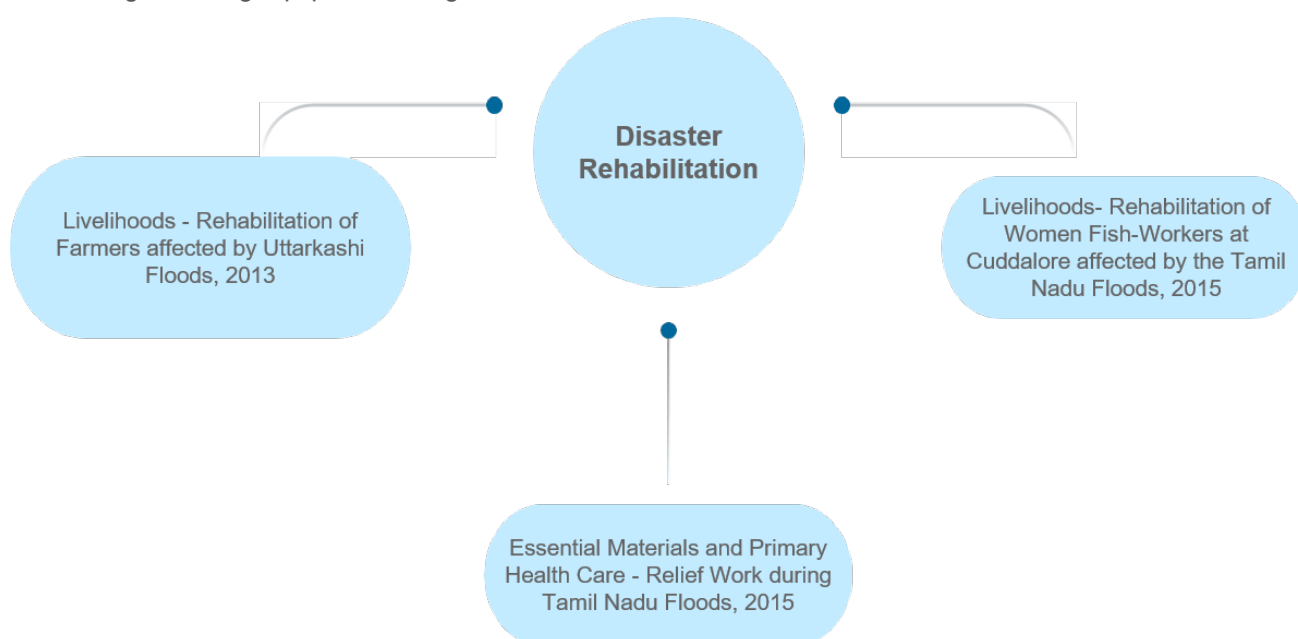
Output	Outcome
Established new partnership in Tamil Nadu in the area of agroforestry. Continuation of project and partnership working towards welfare of waste pickers.	40,000 trees were planted in agricultural fields by working with 100 farmers. 8000 waste pickers benefitted with access to social and health security measures  Skill up-gradation of around 100 informal waste pickers to engage in organic waste management, organic terrace gardening etc

## Disaster rehabilitation

Natural disasters like earthquakes, floods and cyclonic storms are an unfortunate fact of life, especially in a climatically and geologically diverse country like India. Whenever these happen, the disadvantaged sections get affected the most as the already fragile basis of their livelihoods gets further disrupted. Starting with the Gujarat earthquake in 2001, we have responded to several natural calamities wherein Wipro's employees have also risen to the occasion and played a sterling role. By design, we focus on the more difficult challenge of long-term rehabilitation of the affected communities

'Unnati', the rehabilitation project that we initiated in 2014-15 in Uttarakhand, aftermath its 2013 floods, has progressed well on multiple fronts. Our program seeks to strengthen local livelihoods of communities in 27 villages in Uttarkashi district through improved farming practices in organic agriculture. A farmers' cooperative has been set up to strengthen market linkages, a crucial element in the whole value chain. While we think there is a long way to go in this regard, our assessment is that the program is at a stage now where the basic institutional scaffolding is in place and it can be built up effectively, going forward. In response to the Kerala floods in Aug 2018, as part of our rehabilitation program we initiated two projects:

- To restore running of 8 craft-based livelihood centres which have been dysfunctional as a result of the Kerala floods and to train and provide employment for 150 women with a special focus on 30 persons with disabilities
- To strengthen the existing livelihood of 149 flood affected fishermen community with restoration of damaged fishing equipment and gear



Output	Outcome
Established two new partnerships in the area of disaster rehabilitation as part of Kerala Floods 2018. Continuation of project and partnership working towards rehabilitation of communities affected by 2013 Uttarkashi floods and 2015 Tamil Nadu floods	Restoring the livelihood of 150 fishermen and 150 women artisans. Set up 12 Micro-Enterprise groups and protect livelihood and sustenance of income of 1000 women fish-workers in Cuddalore, Tamil Nadu Farmers' cooperative functional at Uttarkashi with all the regulatory and compliance requirements to manufacture and sell value added products from farm produce of 22 villages in Uttarkashi

## International Chapters

Our employees across the world are keen and enthusiastic participants in local community initiatives. Through Sprit of Wipro (SoW) Run, more than six thousand Wipro employees from across the globe contributed for their local charities. Beyond the SoW, in North America, First Book continues to be the anchor community program. More than 400 Wipro employees volunteered hundreds of hours and distributed more than 109,000 books impacting more than 50,000 at risk and rural students throughout North America. Including First Book activities, Wipro employees volunteered more than 5089 hours in the US. Beyond the US, Wipro Cares chapters in Philippines, UK, Europe, Asia-Pacific and Japan have also been very active in engaging with local communities on a range of initiatives that include disaster rehabilitation (i.e. Australia), biodiversity conservation (i.e. Spain), health care (i.e. Europe & US), food drives (i.e. Brazil & US) and education for disadvantaged children, particularly children with disabilities (i.e. Philippines). All programs remained consistent with the Wipro Cares Charter

## The power of engaged employees

Employees are integral to many of our social programs in many ways. Providing them a platform to engage develops a sense of citizenship and larger responsibility towards society. From our experience, employees also see this as a workplace differentiator, The Wipro Cares trust is built on a model of employee contribution that is matched by Wipro. More than 30,000 Wipro employees are currently engaged with Wipro Cares either through volunteering or by way of monetary contributions or both. During FY 2019, more than 12,500 employees from nearly 40 chapters in India and overseas collectively spent around 33,000 hours in voluntary engagement on a wide range of community and environmental initiatives. One of our prime goals is to further increase the scale and scope of employee engagement

## Wipro Education

### Context

The challenges in school education in India could be broadly classified as issues of access and quality, with equity being a crosscutting concern. There have been significant strides made in the matter of access. While there are still pockets in many parts of the country where schools are not available, the majority of the population today has access to public schools. However, inadequate staffing and other resources in the schools remains an area of concern. A large number of children continue to stay out of school dropping out after enrollment. Rote learning is still a predominant feature of our education system. While on the one hand, classrooms and lessons disconnected from the child's life and context alienate the child from learning with understanding, the focus on attaining higher grades pushes out holistic development of the child as an educational aim. Affluent parents invest significant amount of personal resources to provide education for their children. Inadequate resources and capacities in public schools (and low fee paying private schools), where a large majority of the children study, add to a growing inequity in the educational system. These and our other concerns in School Education are articulated in a document titled "Our Concerns on School Education". The multitude and

complexity of these issues make for slow progress in education being an effective instrument of human development and social change

There have been many efforts at the Centre and the States in the areas of policy, legislation and curricular and examination reforms in education. Civil society organizations have been working consistently on the ground to improve access and quality. All these efforts have led to many changes and improvement in education. The National Curricular Framework 2005 recognizes holistic development of the child, learning with understanding and connecting the learning to the lives and contexts of the children as some of the key tenets of education. Right to Education Act 2009 made elementary education a right of all children up to the age of 14. However, effective implementation of these policies and reforms requires systemic capacities across all levels in the education system.

## Overview of Our Work

Wipro education was setup in early 2000s to work towards addressing these issues in education. These issues are complex and systemic and require deliberate, long term and sustained efforts. We believe that civil society organizations have an important role to play in bringing about such an educational transformation. Our core strategy has therefore been to develop capacities in civil society organizations to work towards education reform in a systemic manner

In 2015-16, drawing on the lessons learnt over the past decade of working on issues in education, we decided to significantly increase the number of organizations that we support in the coming years, with a specific focus on new and early stage organizations. As part of our strategy, in addition to the Grants program, we initiated a Seeding Program for Educational CSOs in 2016. The program focuses on new and young start-ups in school education through a structured program of fellowships for the founders. Cumulatively, we have supported 72 new organizations as part of the expansion strategy of supporting 100 new organizations by 2020

In 2018-19, we supported 16 new organizations (14 through the seeding fellowship program and 2 through the grants program) across the country working across a myriad of educational domains

## Approach

**We work in partnership with civil society organizations in the following ways:**

- Providing financial support to organizations so that they gain experience and practical understanding in school education and they are able to build greater capacities to work across different contexts and geographies in the country
- Supporting organizational learning and development by facilitating a reflective learning network of educational organizations, and by nurturing early stage organizations with the support of established ones

Our support to organizations typically spans a period of three years, which may be extended further, based on the need and potential. We involve closely in the work by staying in touch with our partners and the field, through visits, review meetings and calls, and by participating in key decisions. At the end of the support period, a comprehensive review is carried out along with the partner where the need and potential is assessed and a decision is taken about further support

## Program inputs, outputs and outcomes

The issues and challenges in education are deep-rooted and complex, sustained work is required at all levels of the education system to address these issues. We have chosen capacity building of civil society organizations who do such sustained and systemic work as our lever of change. Such an approach does not produce immediate visible results. The impact of our work in education is in many ways, indirect, non-linear and manifests only in the longer-term and often in unforeseeable ways. This is important because it represents strengthening of institutional capacity for reforms in education



The outcome we aim for through our program is the growth in the capacity of our partner organizations. Many of our partners have grown significantly in their impact in education at the state and national levels. They enhanced their capabilities and effectiveness in areas and domains they have been working in and developed new capabilities over the years

Another important outcome has been our partner network itself. Our Annual Partners' Forum has emerged as a unique annual gathering of educational community, where practitioners get together to engage in reflective discussions and exchanges. New possibilities emerge, key educational issues are discussed and learnings and experiences from different contexts cross-leveraged in these gatherings

## Understanding Impact

IOOI (Input, Output, Outcome and Impact) is a framework often used for Impact Assessment in social interventions. Since the intended long-term impact of our work is educational change at the systemic level and our strategy operates in a non-linear fashion, impact in education is not something that can be easily assessed. Instead, we focus on outcomes at the level of capability building and growth of our partners. The outcomes as we report them are based on our interactions with our partner organizations, field visits, review meetings and reports from partner organizations. They have not been verified through independent assessments

## Input, Output & Outcome at Program level

The financial outlay for our work in 2018-19 was INR 80.24 million. The below table lays out some of the key outputs and outcomes this year at a program level

Outcome	Output
<ul style="list-style-type: none"> <li>16 new organizations have been supported this year; of these 14 organizations (25 fellows) were supported through seeding fellowships and 2 through organization support grants</li> <li>Cumulatively, 72 organizations supported towards 100 organizations by 2020</li> <li>Continued support to 4 older partnerships</li> <li>18<sup>th</sup> Partners' Forum held from 21<sup>st</sup> to 23<sup>rd</sup> Nov 2018; ~140 participants attended.</li> <li>Orientation workshops were done for cohort 5 and 6 fellows</li> <li>Annual fellows meet was held in July 2018; two regional meets (East and West) for fellows were held in Nov and Dec 2018</li> <li>Second round of capacity building workshops conducted for partners on primary mathematics (Jodo Gyan) and early literacy and language (Vikramshila)</li> <li>New programs initiated on the foundations of education (Digantar); libraries (Bookworm); teacher education, design and facilitation, language and early childhood education (Azim Premji Foundation)</li> </ul>	<ul style="list-style-type: none"> <li>Through our grant and fellowship support, organizations are able to set-up educational teams to work on improving quality of education in a sustained manner through work on the ground</li> <li>Our structured capacity building programs have enabled organizations to deepen their capacities in subject areas like science, language, library education, primary education and so on</li> <li>Organizational capacities are also being developed through stronger leadership and improved systems and processes</li> </ul>

## Wipro Science Education Fellowship Program

### W-SEF in the U.S.A.

The Wipro Science Education Fellowship is a multi-year program started in 2012, which aims to nurture excellence in science education in public school systems through teacher training. It aims to train educators to build leadership skills and teaching excellence within science, technology, engineering and mathematics (STEM) disciplines by leveraging research-validated expertise from participating universities and designing transformative instructional experiences for under-funded K-12 school districts in the surrounding areas. The three-year program, funded entirely by Wipro, consists of a rigorous selection process that will identify 20 experienced science teachers from grades K-12 within local school districts, each year, to participate in each university's program

Professional development for fellows is led by a partner university in collaboration with the local school district. The entire program has been developed at the Center of Science and Mathematics in Context (COSMIC) at UMass Boston, led by Prof. Arthur Eisenkraft. We now have 7 university partners - University of Massachusetts, Boston; Montclair State University, New Jersey; Mercy College, New York; Stanford University, California; University of Missouri, Jefferson City; University of South Florida, Tampa; University of North Texas, Dallas - working with 500 teachers across 35 school districts in 7 states. The latter four partnerships were finalized in 2017 as part of our revised strategy for the next four years to expand our reach to key geographies in the US. Through this program, the capacities of the partner universities to work on teacher professional development in a sustained manner have also been developed

There has been tremendous support for the SEF program from teacher unions, school administration etc. from across the country since there are no other such programs that work on sustained teacher professional development. The participation of the school district in this process has been a critical factor in ensuring that the impact of the program is not only limited to the selected teachers alone, but also extended through the fellows to schools and teachers across the district, thus increasing the impact several times

Wipro has supported these programs with over USD 8.2 million since inception, with a further commitment of over USD 2 million. This scale of funding and execution is one of the largest such commitments made by a business organization and highlights Wipro's commitment to improving science and math in school education in the US.

### W-SEF in the UK

We launched the Wipro Science Education Fellowship program in the UK in FY 2019 in partnership with Kings College, London and Sheffield Hallam University. A three year agreement was finalized with King's College London, to develop and offer UK's first Master's program in STEM education, targeted at in-service teachers from 'social mobility cold-spots'. The program was launched successfully in February 2019 and will admit its first cohort in the coming academic year. Sheffield Hallam University initiated the 'Wipro Teacher Fellowship' and 'Wipro Teacher Mentor' programs to provide rigorous continuous professional development to STEM teachers working in government designated 'opportunity areas', which by definition have a high proportion of failing-schools. About 25 teachers representing 20 schools in/around Sheffield have joined the first cohort in January 2019. The recruitment of the second cohort will begin in Q1'20

## Sustainability education-Wipro earthian

Wipro-earthian is Wipro's Sustainability Education Initiative which seeks to support and drive sustainability thinking and action through the learning process in schools and colleges across India. This initiative covers two inter-linked programs - the Wipro earthian Awards program and the Continuous Engagement Program (CEP) program. The Awards program aims at expanding outreach to schools across the country, especially in remote, rural areas. The participatory nature of the program encourages as many students as possible to engage with issues of sustainability in depth over a period of four months. It provides school students with exposure to multiple perspectives on biodiversity and water, and encourage college students with critical thinking on urban

sustainability issues related to Water, Mobility and Waste. On the other hand, the CEP is intended to promote integrated sustainability education in schools and colleges and to co-create educational practices within institutions that eventually leads to an enhanced sustainability footprint in the learning process

Our cumulative outreach has been more than 10,000 educational institutes via social media and other digital channels. Geographically, our reach is in 29 states and 3 Union Territories. We continue to offer the program in five languages (Hindi, Tamil, Telugu, Malayalam and English) for schools and our total submissions for FY 2018-19 was more than 1250 from Schools and Colleges. **Ten** college and **Twelve** school teams were selected as winners for 2018 by an independent jury and felicitated by Mr. Azim Premji at the annual Wipro-earthian awards

## Program outputs and outcomes

Output	Outcome
<b>Awards Program</b>	
Partnered with CEE and CPREEC and state governments for mass school outreach and schoolteacher orientation workshops across India	10 colleges and 12 schools selected as winners.
School Program translation to 5 regional languages	More than 1196 school submissions on Biodiversity and Water from all over India.  Entries received after rigorous, year on year activities with schools, through partners.
Over 50 workshops conducted for schools across 29 states and 3 Union Territories through our partners	Submissions from 170 colleges across India on issues of urban Mobility, Waste and Water
2666 teachers from 2258 schools attended the workshops	Cumulative submissions of 1350+ are the highest in 8 years of the program
<b>Continuous Engagement Program</b>	
SCHOOLS	
<ul style="list-style-type: none"> <li>9 schools with participation from 40 students and teachers have completed 2 day experiential field workshops in: <ul style="list-style-type: none"> <li>Yelagiri, Karnataka</li> <li>Katerniaghat Wildlife Sanctuary, UP</li> </ul> </li> </ul>	The field experiential workshops helped teachers and students understand human-nature and other interconnections across water, biodiversity, agriculture, climate change etc. better.
Sustainability Learning Corners set up for winning schools <ul style="list-style-type: none"> <li>8 Wipro earthian 'Sustainability Learning Corners' set up in 8 schools across India with a diverse collection of audio, video and print mediums on the theme of sustainability</li> </ul>	Positive feedback from schools on sustainability learning corners indicate that it serves an effective long term repository on sustainability issues, that most of these schools would otherwise have limited or no access to.

COLLEGES	
<p>Sustainability Internships</p> <ul style="list-style-type: none"> <li>All time high of 19 students from 5 winning colleges have completed their sustainability internships with SELCO foundation, CSTEP, WRI, BIOME</li> </ul>	<ul style="list-style-type: none"> <li>Over the years, College Sustainability Internships have exposed students from various backgrounds to interesting paradigms, schools of thought, innovations and specializations in the sustainability arena</li> <li>The feedback from both our partners and students have indicated that the experience has been unique and valuable</li> </ul>
<p>Wipro earthian Sustainability Quiz</p> <ul style="list-style-type: none"> <li>Completed 7 Wipro earthian sustainability quizzes at IIMB, IIM Kozhikode, NIT Trichy and IIT Delhi and Goa Institute of Management, XUB, Manipal Institute of Technology with participation from 710 teams and 1420 participants</li> </ul>	<ul style="list-style-type: none"> <li>The Wipro earthian sustainability quizzes have gained tremendous momentum and have become a standard feature in many top college festivals. It has served as a good mass learning tool for sustainability issues, but also drives Wipro's brand position as a thought leader in sustainability for higher education</li> <li>National finals held in the Wipro Corporate office in Bangalore with Team from Annamalai University and IISC as winners</li> </ul>
<p>Collaboration with XSOS, Xavier University Bhubaneswar</p> <ul style="list-style-type: none"> <li>SALT workshop facilitated at XUB with participation from 10 regional institutes</li> <li>Renewed support for the SDP program with 6 students placed with NGO partners in Maharashtra, Uttarakhand and Nagaland</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation from regional colleges in Orissa</li> <li>XUB developing into a regional hub for sustainability education as well as for the Wipro earthian program</li> <li>Additional exposure for XUB students</li> </ul>
<p>IIMA Sustainability case study compendium</p> <ul style="list-style-type: none"> <li>The IIMA case study dvpt workshop was conducted on the 8th and 9th of December with 23 participants including the top sustainability academics from B-schools across India</li> </ul>	<ul style="list-style-type: none"> <li>The workshop saw multiple presentations from case contributors, panel discussions and healthy debate and feedback from external reviewers</li> </ul>
<p>CEPT Urban Planning case study compendium</p> <ul style="list-style-type: none"> <li>The Wipro -CEPT case study workshop for planning schools successfully hosted on 4-5 Aug with participation from 17 faculty from top planning schools</li> </ul>	<ul style="list-style-type: none"> <li>Presentations on individual cases, feedback, pedagogy, case structure, format and content were finalized at the workshop</li> </ul>
<p>CSTEP paper publication</p> <ul style="list-style-type: none"> <li>Have signed a 3 year MOU with CSTEP to support the journal publication of 2 scientific papers each year co-authored by earthian interns at CSTEP. Paper themes will be on core sustainability topics and published in the International Journal of Energy Economics</li> </ul>	<ul style="list-style-type: none"> <li>Paper themes will be on core sustainability topics and published in the International Journal of Energy Economics.</li> </ul>

<p>IIMB collaboration</p> <ul style="list-style-type: none"> <li>• Have renewed support for Sustainability Fellowships for up to 2 doctoral students at Indian Institute of Management Bangalore (IIMB)</li> <li>• Renewed support for the Faculty Research grant on the topics of Business &amp; Human Rights and Sustainability Risks</li> <li>• Signed a new MOU with IIMB to support a Faculty Development Program on designing sustainability MMOCS for business schools</li> </ul>	
<p>IITB Advocacy for sustainability education</p> <ul style="list-style-type: none"> <li>• We are collaborating with CTARA to develop a field work compendium - a selection of rural development development projects/areas over the last 10 years that has been undertaken by students at CTARA which will serve as template for other engineering colleges</li> <li>• A “Genesis of CTARA” book documenting their journey and “workshop for faculty” is under planning</li> </ul>	



A photograph of two men in business attire shaking hands across a wooden desk in a modern office. The man on the left has a beard and is smiling, wearing a light blue shirt and a blue tie. The man on the right is seen from the back, wearing glasses and a light-colored shirt. On the desk, there is a clipboard with a document, a laptop, and a smartphone. A large yellow circle is overlaid on the left side of the image, containing the text "Assurance Statement".

**Assurance Statement**

## Assurance Statement



### Scope and Approach

DNV GL Business Assurance India Private Limited has been commissioned by the management of Wipro Limited ('Wipro' or 'the Company', Corporate Identity Number L32102KA1945PLC020800) to carry out an independent assurance engagement on the non-financial - qualitative and quantitative information (sustainability performance) in its Annual Report 2018-19 ('the Report') in printed format and references to the Company's website, for the financial year ending 31st March 2019

The sustainability performance is presented based on the materiality determination exercise carried out by the Company covering Wipro's Information Technology business operations in India and other geolocations, and considering the key requirements of:

- The International Integrated Reporting Council's (IIRC's) <IR> Framework;
- The Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016 ('GRI Standards')
- The principles of the National Voluntary Guidelines (NVG) and Securities and Exchange Board of India's (SEBI's) requirements with respect to Business Responsibility Reporting (BRR) vide circular No. CIR/ CFD/DIL/8/2012 dated August 13, 2012

We performed a limited level of assurance based on our assurance methodology VeriSustainTM1, which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised\* and the GRI Principles for Defining Report Content and Quality. Our assurance engagement was planned and carried out during April 2019 - June 2019

### Responsibilities of the Management of Wipro and of the Assurance Provider

The Management of Wipro has the sole responsibility for the preparation of the Report and are responsible for all information disclosed in the Report as well as the processes for collecting, analysing and reporting the information presented in both the printed and web-based versions of the Report. Wipro is also responsible for the maintenance and integrity of its website. In performing this assurance work, our responsibility is to the Management; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company

We provide a range of other services to Wipro, none of which in our opinion, constitute a conflict of interest with this assurance work. Our assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. We were not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. We expressly disclaim any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement

### Basis of our Opinion

We planned and performed our work to obtain the evidence considered necessary to provide a basis for our assurance opinion, and as part of the assurance, a multi-disciplinary team of sustainability and assurance specialists performed work at Wipro's Corporate Office and sample operations and supply chain partners in India

### We undertook the following activities:

- Review of Wipro's approach to identification of key capitals, the processes of stakeholder engagement and materiality determination, and its outcome as brought out in this Report. We did

not have any direct engagement with external stakeholders

- Interviews with selected senior managers responsible for management of sustainability issues and review of selected evidence to support issues disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver the Company's sustainability objectives
- Visited Corporate office at Sarjapur Road, Bengaluru and carried out site visits to sample locations of the Company: (i) Kolkata Development Centre; (ii) Kochi Development Centre; (iii) Wipro - Airoli, Mumbai; (iv) Divyasree Chambers, Bengaluru and (v) Sarita Vihar, New Delhi, to review processes and systems for preparing site level sustainability data and implementation of sustainability strategy. We were free to choose sites for conducting assessments
- Reviewed the sustainability performance of three suppliers as part of supply chain assessment
- Review of supporting evidence for key claims and data in the Report
- Review of the processes for gathering and consolidating the performance data related to the chosen GRI Standards
- Verification of the data consolidation of reported performance disclosures in context to the Principle of Completeness as per Veri Sustain for a limited level of verification
- An independent review of Wipro's reporting against its Business Responsibility Report for the year 2018-19 covering requirements under Section 'a' to 'e'

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement. The reported data on economic performance, expenditure towards Corporate Social Responsibility (CSR) and other financial data are based on audited financial statements issued by the Company's statutory auditors

## Opinion

On the basis of the verification undertaken, nothing has come to our attention to suggest that the Report does not bring out the sustainability performance disclosures for the identified material topics and related capitals i.e. Financial, Intellectual, Human, Social and Relationship, and Natural (hereafter referred to as 'Capitals') and disclosure requirements

as set out by SEBI for Business Responsibility Reporting through the following GRI Standards:

- GRI 201: Economic Performance 2016 - 201-1, 201-2, 201-3, 201-4
- GRI 204: Procurement Practices 2016 - 204-1
- GRI 205: Anti-corruption 2016 - 205-1, 205-2, 205-3
- GRI 302: Energy 2016 - 302-1, 302-2, 302-3, 302-4, 302-5
- GRI 303: Water 2016 - 303-1, 303-2, 303-3
- GRI 305: Emissions 2016 - 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7
- GRI 306: Effluents and Waste 2016 - 306-1, 306-2, 306-3
- GRI 307: Environmental Compliance 2016 - 307-1
- GRI 308: Supplier Environmental Assessment 2016 - 308-1, 308-2
- GRI 401: Employment 2016 - 401-1, 401-2, 401-3
- GRI 403: Occupational Health and Safety 2016 - 403-1, 403-2, 403-4
- GRI 406: Non-discrimination 2016 - 406-1
- GRI 407: Freedom of Association and Collective Bargaining - 407-1
- GRI 413: Local Communities 2016 - 413-1, 413-2
- GRI 414: Supplier Social Assessment 2016 - 414-1; – GRI 418: Customer Privacy 2016 - 418-1
- GRI 419: Socioeconomic Compliance 2016 - 419-1
- Observations
- Without affecting our assurance opinion, we provide the following observations against the principles of Verisustain:

## Materiality

The process of determining the issues that is most relevant to an organization and its stakeholders

The Report brings out identified material topics on the basis of an internal materiality determination exercise, as well as through benchmarking with peers, sustainability rating agencies and applicable sustainability reporting frameworks and key concerns of identified stakeholders. On the basis of review of the non-financial disclosures in this Report, nothing

has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality

## Stakeholder Inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability

Wipro has formal and informal processes in place for stakeholder identification and engagement, and responses to key concerns are brought out in the Report out through descriptions of appropriate strategies, policies and management approach. On the basis of review of the non-financial disclosures in this Report, nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness

## Responsiveness

The extent to which an organization responds to stakeholder issues

The Report brings out Wipro's responses on key concerns, expectations and issues raised by its key stakeholders, identified as material topics for value creation, through its policies, strategies, management systems and governance mechanisms, further, the Report also brings out Wipro's approach towards value creation across identified Capitals in a coherent manner. On the basis of review of the non-financial disclosures in this Report, nothing has come to our attention to suggest that the responses related to identified material topics are not adequately represented in the Report

## Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems

The majority of data and information verified at Corporate Office and at sample locations visited by us were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors have been corrected. On the basis of review of the non-financial disclosures in this Report, nothing has come to our attention to suggest that the existing

process of sustainability disclosure does not meet the requirements related to the Principle of Reliability

## Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported?

The reporting scope covers disclosures related to chosen guidelines for sustainability reporting i.e. Wipro's Economic, Environmental and Social performance through topics it has identified as material, based on appropriate GRI Standards and requirements of the <IR> framework and National Voluntary Guidelines, within the identified reporting boundary. On the basis of review of the non-financial disclosures in this Report, nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time

## Neutrality

The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone

The disclosures related to sustainability performance and issues are presented in a neutral tone, in terms of content and presentation, along with key concerns and challenges faced during the period. On the basis of review of the non-financial disclosures in this Report, nothing has come to our attention to suggest that the Report does not meet the Principle of Neutrality



For DNV GL Business Assurance India Private Limited

 Vadakepatth Nandkumar Assurance Reviewer Head – Regional Sustainability Operations DNV GL Business Assurance India Private Limited, India.	 Kiran Radhakrishnan Lead Verifier DNV GL Business Assurance India Private Limited, India
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6<sup>th</sup> June 2019, Bengaluru, India.

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## Feedback and Communication



## Feedback and Communication

We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability Report 2018-19 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:

Name	Contact Details
Wipro Sustainability Team	<a href="mailto:Sustain.report@wipro.com">Sustain.report@wipro.com</a>
<b>Mr.P.S.Narayan</b> Vice President & Head Sustainability	Wipro Limited Doddakanelli, Sarjapur Road, Bangalore - 560 035, India Tel: +91 080 25056766 Email: <a href="mailto:narayan.pan@wipro.com">narayan.pan@wipro.com</a>
Mr. Abhishek K. Jain Senior Manager - Investor Relations	Wipro Limited Senior Manager, Investor Relations Wipro Limited 300 N. Patrick Blvd, Suite 150 Brookfield, WI USA 53045 Tel: +1 978 826 4700 <a href="mailto:abhishekkumar.jain@wipro.com">abhishekkumar.jain@wipro.com</a>