

# WIPRO'S SUSTAINABILITY REPORT 2009-10

Living the future



## LIVING THE FUTURE

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'Living the future', the theme of this year's report is inspired by the vision of a sustainable future as much as it is by the urgency of the need to act now. The challenges before humanity are well defined - providing food, energy, water, shelter, education to a world population that touches 7 billion in late 2011 and that is set to grow to 9 billion by 2050..... and doing this in a manner that is economically optimal, prevents further ecological degradation and bridges the social inequities which exist today on wealth, health, dignity and opportunities for advancement. 'What will it take to get us there?' is a question that has many answers, some of which are clear, some of which will emerge only in the decades to come and some which will seem to be in conflict with each other. If one part of the riddle is to find disruptive technology breakthroughs on clean energy, another part is to reinvent a new economics that seeks to maximize collective well being without endangering the spirit of innovation and the fundamental human rights of freedom and democracy; If one part of the riddle is to provide jobs for the growing youth force in developing

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countries, another part is to find enough number of teachers who can provide quality education to millions of children, many of whose parents would rather that they work and add to the family's income. Finding answers to these deep rooted problems, even partially, will require a mindset of deep, fundamental rebuilding, and not one of myopic, problem fixing. This will require honest soul searching and questioning of the way we think about and run our institutions, our governments, our businesses and at deeper level, our own lives.

A world that balances economic wealth with social equity, ecological well being and cultural vibrancy may seem a utopian dream, but we owe it to our future generations to start chasing this dream without further ado – while we must reflect and learn from our past and look ahead in a holistic, integrated way, we must also not allow ourselves to be held captive to the tyranny of cynicism and that of the search for the perfect solution. It is well said that a journey of a thousand miles starts with a single step – therefore, we must act now and start living the future.

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*Note: This report contains frequent reference to our previous Sustainability Reports and the Annual Report for 2009-10. The URL address where these documents can be viewed and downloaded are*

I. [www.wipro.org/sustainability/sustainability\\_disclosures.htm](http://www.wipro.org/sustainability/sustainability_disclosures.htm)  
for our previous Sustainability Reports

II. [www.wipro.com/corporate/investors/annual-reports.htm](http://www.wipro.com/corporate/investors/annual-reports.htm)  
for Annual Report 2009-10



# 1. LETTER FROM THE CHAIRMAN

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Dear Fellow Stakeholders,

Welcome to our Third Sustainability Report. In the three years since we started sustainability reporting, we have crossed several milestones. More importantly, we have identified many more milestones for the future. These milestones form part of our vision of the role that Wipro should play in shaping a sustainable and inclusive world. The theme of this report, 'Living the Future', reflects the urgency of advancing this vision – for the challenges that humanity faces today are in the nature of tectonic forces and we cannot afford to wait for the future to unfold. We must act now and start living the future.

Let me begin by sharing some of the highlights of our sustainability journey.

## **Making sustainability integral to what we do**

The **energy efficiency** of our operations has shown a cumulative improvement of about 20% over a six-year period from 2004 to 2010. This has been the result of our early investments in green building design (with LEED standards), continued improvements in cooling infrastructure and the adoption of best practices in our internal IT infrastructure like virtualization and Energy Star computers. Today, we have 16 LEED-certified campuses with the commitment that all our future campuses will be designed on the equivalent of at least LEED Gold standards.

In the year 2009-10 alone, our energy efficiency initiatives helped us save 15 million units of electricity with a corresponding reduction of 12000 tons of GHG. We have set for ourselves a five-year GHG reduction program that is very ambitious and calls for significant effort from us in terms of investments and implementation. While energy efficiency is a crucial plank of our GHG reduction plan, there is equal emphasis on clean energy, knowing the limitations of energy efficiency.

We are committed to the accelerated adoption of clean energy in our operations. Our ability to execute this plan effectively is linked to government policies – both for generation and distribution of clean energy. While we appreciate the Government of India's bold vision behind the national missions on solar energy and energy efficiency, we hope that the vision gets translated rapidly into coordinated, comprehensive policy and action. I refer only to the Indian regulatory environment because our energy-related footprint is substantially in India.

Water scarcity as a global problem is even more immediate and urgent. Managing water well has to be one of the top three priorities. Our food security depends on the adequate availability of water as do issues of community health and gender equity. Between 30-50% of populations in developing countries does not have access to clean water and it is the women in the villages who end up bearing the burden of walking miles to find potable water.



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At Wipro, we recycle 32% of our current water consumption and reuse it for landscaping and sanitation. In addition, we have invested in extensive rainwater harvesting in our campuses, aggregating to nearly 2% of the total water requirement. We have set a goal of improving our water efficiency per employee by 5% year on year which we plan to achieve through better conservation practices and further investments in recycling.

Our goal on waste management is that by 2013, not more than 5% of the total generated waste from our operations should end up in landfills. We have made visible progress on this goal with 76% of our waste getting recycled, either internally or through external partners. We run two biogas plants in different locations that convert food waste into a source of cooking fuel and help avoid the consumption of nearly 50 tons of LPG in a year with a corresponding GHG emission of 100 tons. The paper recycling plant at our Bangalore campus processes about 20 tons of waste paper in a year, effectively saving 50 tons of dry timber and 500,000 gallons of water.

The multiplier effect of sustainability comes from how effectively one can enable and influence other stakeholders in their own journeys. For our customers, we offer an integrated portfolio of solutions that aids their environmental goals in different ways. The portfolio covers green computing, IT for green and clean energy solutions - the last named through our

recently set-up division, Wipro EcoEnergy. On our green computers, I am pleased to share that we have made consistent and steady progress on the three pillars of phasing out toxic chemicals, making our computers more energy-efficient and assuming extended responsibility for the safe disposal of computers at end-of-life. While all our computers are 100% RoHS-compliant, we went a step ahead, when in early 2010, we launched the first PVC and BFR-free model of desktops. 100% of our laptop models and 60% of our desktop models are Energy Star 5 certified, translating into energy savings of 10-12% for our customers. The Greenpeace global 'green electronics' rating of companies ranks us the joint No. 1 globally.

We have always been proud of the diversity in our organization; over the past couple of years, we have progressed significantly through coordinated initiatives to increase diversity - on gender and people-with-disabilities. Women comprise 29% of our workforce, a metric that has been continuously rising for the last few years. As a global organization, more than 70 nationalities are represented in our workforce. We think that we are just at the beginning of the road on each of these dimensions of diversity and we have an ambitious path ahead to traverse.

Our diverse workforce is also high on awareness of sustainability. 'Eco-chapters' - the employee engagement program focused on sustainability, which started two years ago,



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has gained strength and momentum on different dimensions. What began with six chapters in India has expanded to ten chapters with a presence now in Europe and North America. With nearly 4000 enrolled members, the chapters have engaged in more than 50 projects and activities since inception, both within the organization and with communities outside.

### **Wipro and Education**

I believe that India's much-talked-about “demographic dividend” will never fulfill its potential unless its education system improves to deliver high quality, equitable education for all. In a country of 1.4 million schools and 220 million students in those schools, where education is made even more complex by socio-economic disparities and cultural diversity, improving learning outcomes can be a torturously slow process. It is because the problem is so complicated that business must partner with government and civil society in addressing this challenge as it is impossible for any single agency to get this done on its own. The same is true for India's higher education sector.

Our programs in education are focused on helping improve the quality of education in India. ‘Wipro Applying Thought in Schools’ is an initiative that works on systemic reform in school education. It has worked with over 2000 schools and 750,000 students. Its primary strategy is to support and help with capacity

building of partner organizations working in the education sector – this has a multiplier effect. Our partner network has more than 30 committed organizations – and we are working on growing this. ‘Mission10X’, our second program on quality of education, addresses the issue of quality of engineering education in colleges and has worked with more than 10000 faculty members in 300 colleges across 17 states in India.

We have taken the first steps for similar social engagements, across multiple nations that we operate in, and we shall continue to strengthen these initiatives.

### **Disclosures and transparency**

A central driver of our sustainability journey has been our clear commitment to transparency and disclosures. We see external reporting and disclosures as an important catalyst for self-improvement and transformation. Our inclusion in the Dow Jones Sustainability Index (DJSI) is testimony to this commitment – this fact makes us that much more conscious of our responsibilities as a sustainability leader.

### **Living the future**

As a co-chair at the World Economic Forum conference at Davos in early 2010, I had the opportunity to lead the discussions around sustainability. Coming soon after the economic crisis and the Copenhagen conference on climate change, the theme of the



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conference *Improve the State of the World: Rethink, Redesign, Rebuild*’ emphatically reflected the task at hand for all of us. It is clear to me that while our world seems to be broken in many places, a ‘fix it’ mindset will not work anymore.

What is needed is a mindset of deep, fundamental rebuilding. This will require honest soul-searching and questioning of the way we think about and run our institutions, our governments, our businesses, and at deeper level, our own lives. But even as we grapple with the difficult questions that face us, we must strive to seek out the solutions to these and act on them. A world that balances economic wealth with social equity, ecological well-being and cultural vibrancy may seem a utopian dream, but we owe it to our future generations to follow this dream and to start acting now.

Let me reiterate that business must lead the charge in bringing about the change that we want to see. In response to the question that people may ask ‘Why should business engage with difficult social issues when it not its purpose to do so?’, I think there are three reasons: Because it is the right thing to do, because the issues are too complex for any one agency to handle, and third, because eventually all social and environmental issues will directly affect business.

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*Let me end with Mallory's famous words. When asked why he wanted to climb Mount Everest, he replied “because it's there”.*

*I feel the same way. We must work on social issues “because they are there” if we want to be leaders in the world of business or in society.*

With Best Wishes

**Azim H. Premji**



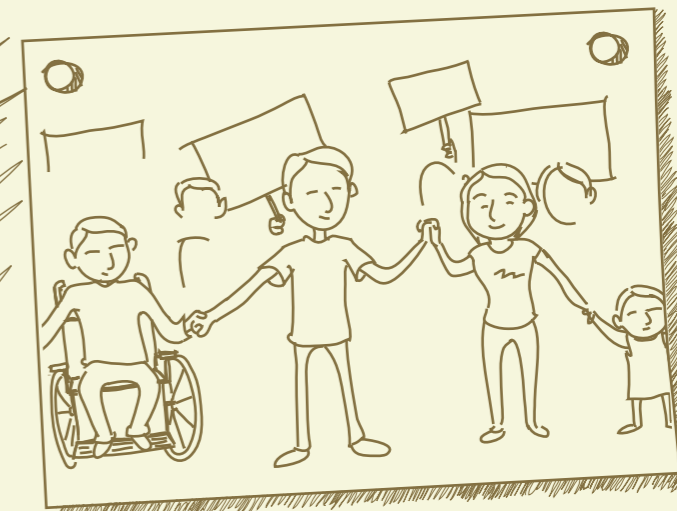
2009-2010

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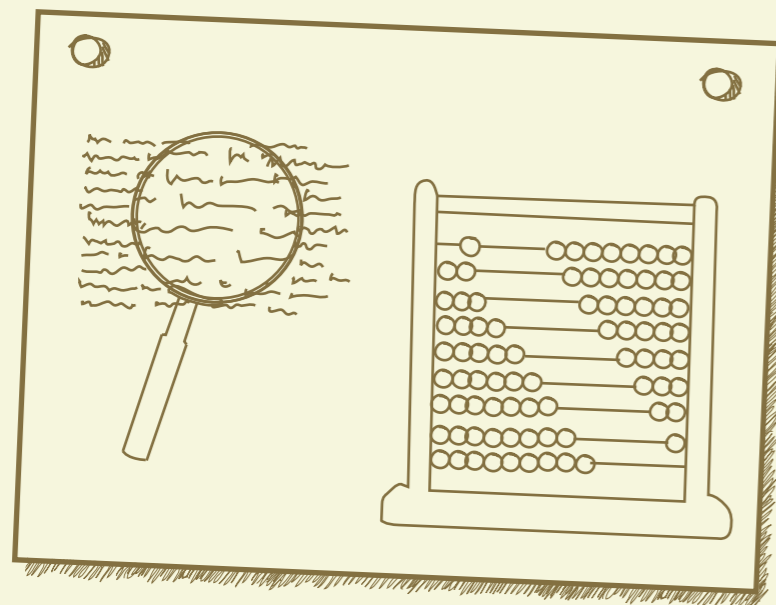
**Time Period.** The reporting period for this sustainability report is the fiscal year 2009 - 10.

## 2. REPORT PROFILE & ASSURANCE APPROACH

An overview of the profile of our Sustainability Report for 2009-10. A key topic discussed in this section is Wipro's Materiality approach that helps determine the priorities of our sustainability program and the corresponding disclosures.

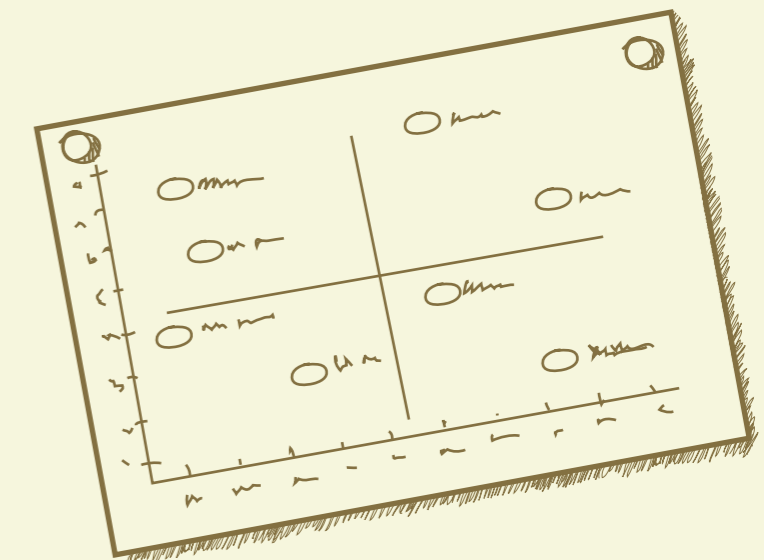
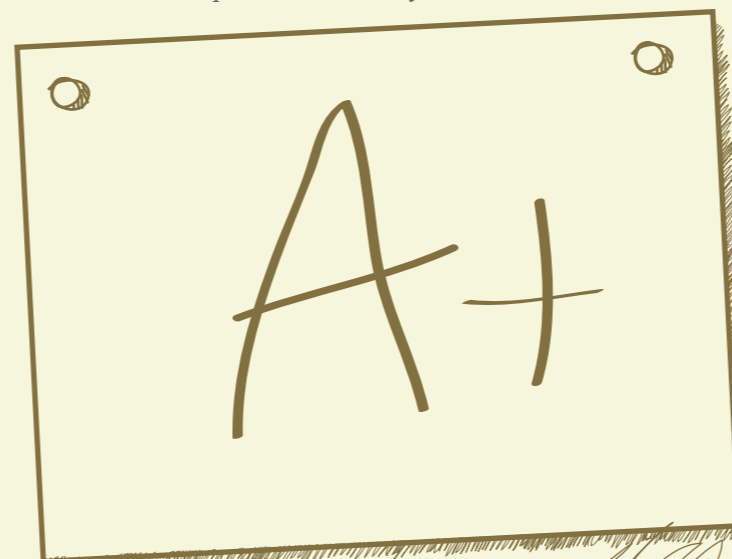


**Social & Human Rights.** The report details the initiatives of Wipro in ensuring the social and human rights of all its stakeholders. The report also details the initiatives of Wipro in adhering to ecological guidelines while ensuring delivery of its financial responsibilities.



**Scope of the Report.** It extends to all of Wipro's IT businesses.

Wipro received an A+ certification, based on an independent assurance by DNV.



**Measuring Materiality.** The Materiality of a particular issue is rated on two axes: stakeholders' interest and priority & relevance to Wipro.



## 2A. REPORT PROFILE

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A key topic discussed in this section is Wipro's Materiality approach that helps determine the priorities of our sustainability program and the corresponding disclosures. to report assurance, a key determinant of the quality and transparency of any report. The profile of our sustainability report is covered under the

In the latter part of this section, we articulate our approach following heads:

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

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## Reporting period

The reporting period for this sustainability report is the fiscal year April 1, 2009 to March 31, 2010, referred to hereafter in short as '09-10.

Date of the most recent previous report: Our most recent sustainability report was for the fiscal year 2008-09, released in March 2010.

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

## This report's scope, content and boundary

The process for defining the scope of this report is based broadly on the guidelines provided by the GRI framework (G3 guidelines). The content of the report is based on the following guiding principles:

**Scope and boundary:** Wipro Ltd is a diversified conglomerate with a strong presence in the IT Services, Consumer Products and Infrastructure Engineering markets. This report is primarily for Wipro's IT businesses. The chart on the next page provides a visual representation of Wipro's business divisions with the broad scope of reporting for the IT business:



A hand-drawn calendar for October 2009. The calendar is titled "OCTOBER 2009" and is enclosed in a rectangular frame with two circular punch holes at the top corners. The days of the week are listed in the first row: sun, mon, tue, wed, thur, fri, sat. The dates are arranged in a grid. The 1st of October is a Wednesday, the 2nd is a Thursday, the 3rd is a Friday, and the 4th is a Saturday. The 5th is a Sunday, the 6th is a Monday, the 7th is a Tuesday, the 8th is a Wednesday, the 9th is a Thursday, the 10th is a Friday, and the 11th is a Saturday. The 12th is a Sunday, the 13th is a Monday, the 14th is a Tuesday, the 15th is a Wednesday, the 16th is a Thursday, the 17th is a Friday, and the 18th is a Saturday. The 19th is a Sunday, the 20th is a Monday, the 21st is a Tuesday, the 22nd is a Wednesday, the 23rd is a Thursday, the 24th is a Friday, and the 25th is a Saturday. The 26th is a Sunday, the 27th is a Monday, the 28th is a Tuesday, the 29th is a Wednesday, the 30th is a Thursday, and the 31st is a Friday.

sun	mon	tue	wed	thur	fri	sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

# TABLE SHOWING THE SCOPE AND COVERAGE OF THE REPORT

	IT Business			Consumer Care & Lighting	Infrastructure Engineering
	IT Services		IT Products		
	Software Services (WT)	BPO Services (WBPO)	Wipro Infotech (WI)		
Primary Offerings	<ul style="list-style-type: none"> <li>• Consulting</li> <li>• Package Implementation</li> <li>• Application Development</li> <li>• Maintenance</li> <li>• Testing Services</li> <li>• Technology Infrastructure</li> <li>• Product Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Business Process</li> <li>• Outsourcing</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Products</li> <li>• Personal Computers (PCs)</li> <li>• Network Products</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Care Products</li> <li>• Lighting</li> <li>• Furniture</li> </ul>	<ul style="list-style-type: none"> <li>• Hydraulics</li> <li>• Water Treatment</li> <li>• Clean Energy</li> </ul>
Geographical Presence	<ul style="list-style-type: none"> <li>• Americas</li> <li>• Europe</li> <li>• India</li> <li>• Japan</li> <li>• Middle East</li> <li>• Asia Pacific</li> </ul>	<ul style="list-style-type: none"> <li>• India</li> <li>• Americas</li> <li>• Europe</li> </ul>	<ul style="list-style-type: none"> <li>• India</li> </ul>	<ul style="list-style-type: none"> <li>• India</li> <li>• Southeast Asia</li> </ul>	<ul style="list-style-type: none"> <li>• India</li> <li>• Europe</li> </ul>
Scope of Reporting	<ul style="list-style-type: none"> <li>• Financial performance indicators for all geographies</li> <li>• Environmental performance for India only</li> <li>• Employee metrics for all geographies</li> <li>• Social programs cover primarily India</li> <li>• Other qualitative reporting covers all geographies (unless otherwise specified)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial performance indicators for all geographies</li> <li>• Environmental performance for India only</li> <li>• Employee metrics for all geographies</li> <li>• Social programs cover primarily India</li> <li>• Other qualitative reporting covers all geographies (unless otherwise specified)</li> </ul>	<ul style="list-style-type: none"> <li>• The IT products division serves only the India market; therefore, wherever the report contains specific reference to data on IT products, it is for the Indian geography</li> </ul>	<ul style="list-style-type: none"> <li>• The sustainability disclosures of this division are not covered under this report</li> </ul>	<ul style="list-style-type: none"> <li>• The sustainability disclosures of this division are not covered under this report</li> </ul>

# SPOTLIGHT: MATERIALITY DETERMINATION

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That sustainability reporting cannot happen in a vacuum and is but a faithful reflection of an organization's vision, plans and progress on the different dimensions of corporate sustainability seems almost axiomatic. Therefore, determining the material issues to include in this report really stems from the sustainability issues that are the most material to Wipro, the IT industry and the geographies where we have a strong presence.

Our **Materiality Determination** framework is driven by what issues hold more importance for our stakeholders. Our seven sustainability stakeholders are:

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

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

**a. Direct feedback** from the stakeholder, e.g., Employee perception survey, customer feedback, feedback from one-on-one interaction with the government and civil society.

**b. Indirect inference** from public sources of information, e.g., CSR survey results in the public domain.

**c. Informed dialog and discussion** between Wipro leaders and employees in meetings, open houses, blogs, etc.

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

The distilled outcomes of the above processes are represented in the two matrices on the next page – one for Social and Human Rights and the other for Ecological & Economic factors. The materiality of a particular sustainability dimension is based on the combination of two criteria - the stakeholders' interest in the issue and its relevance/priority to Wipro's IT business.

The sixteen sustainability dimensions - eight in each category - are really an aggregate of more granular parameters and factors that are part of the GRI framework. The Annexure at the end of this chapter details the correlation between each of the sixteen dimensions and multiple GRI indicators.

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*The Materiality of a particular sustainability dimension is based on the combination of two criteria:*

- *The stakeholders' interest in the issue*
- *Its relevance/priority to Wipro's IT business.*

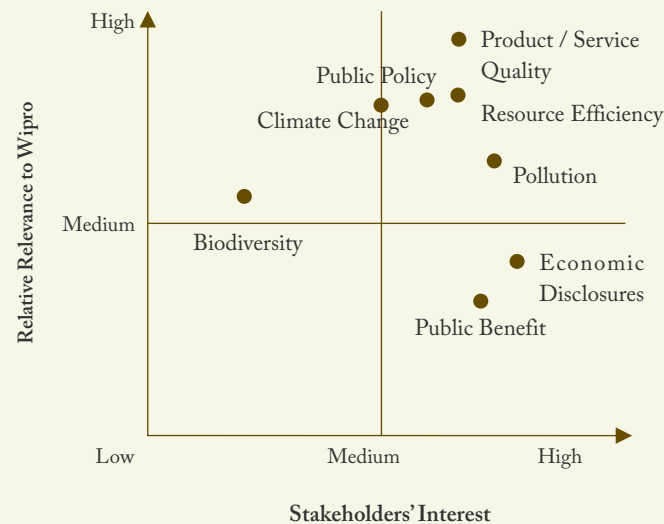
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## The content of this report

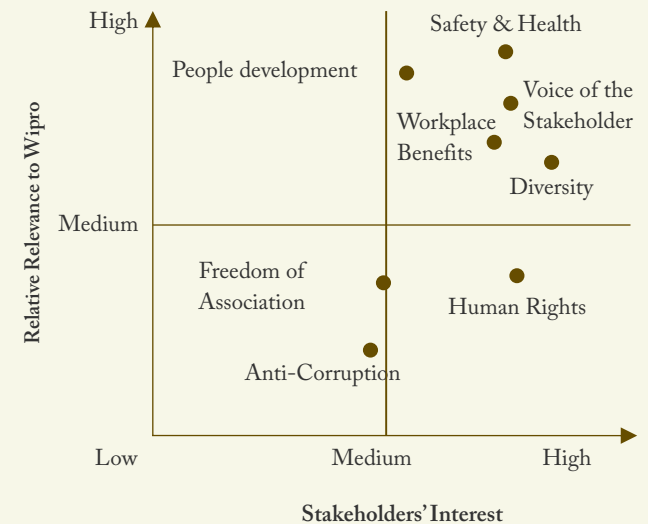
This is our third sustainability report and, like in our previous reports, we continue to adopt the stakeholder format of reporting. This format is different from the classical triple bottom line format of reporting in that the stakeholders form the fulcrum around which all issues are analyzed and reported. 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 drawing attention to concrete sustainability issues for each of the stakeholders. In doing so, we are cognizant of the risk that some of the broader sustainability issues may fall through the cracks or may not fall under the ambit of any particular stakeholder and we have tried to ensure that these are covered as relevant to the report.

Materiality - Ecological / Economic Goals



Materiality – Social / Human Rights



The Materiality matrices for 2009-10 do show visible changes in the positions of some of the dimensions with regard to our previous sustainability report (Please refer Page 5 of our report for 2008-09). This is a reflection of both the dynamic nature of

the business as well as a distinct change in thinking on the part of our stakeholders. The table below highlights the most visible shifts in position:

Sustainability Dimension	Matrix Position in 2008-09	Matrix Position in 2009-10	Remarks
Resource Efficiency	M-M*	H-M	From both a broader sustainability perspective as well as a narrower business viewpoint, the vital importance of resource efficiency has never been higher. Conserving energy, natural resources and public goods like water and clean air is good for the community and for business. The financial case for resource efficiency has always been strong – its sustainability case keeps getting stronger
Public Policy	M-H	H-H	For a country like India, which has the golden opportunity to carve out a sustainable, low-carbon development path, the role of enlightened public policy cannot be overemphasized. While Wipro has always attached great importance to this dimension, there is an increased recognition from government and policy NGOs of the need to engage with business on sustainability policy
Diversity	M-H	H-H	Wipro's focus on diversity ramped up significantly during 2009-10 and we initiated several concrete programs for the physically challenged. This was in addition to the gender diversity program that further accelerated its momentum in the year
<i>Note: The indicator 'Employment Terms' of the previous report has been renamed 'Workplace Benefits' in this report as the latter term is a more appropriate representation</i>			

[\* The legend should be read as 'Relevance to Wipro' and 'Relevance to the Stakeholder' in that order]

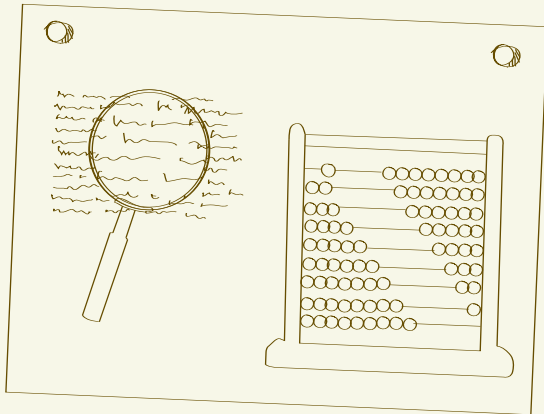


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The nine most material issues for this year remain the same as enumerated in the previous report – these are in the top right quadrant of the two matrices and reflect high relevance for both Wipro and its stakeholders:

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

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



## 2B. A note on the data metrics in this report: Methodologies, protocols and systems

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

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

Sometimes based on assumptions and rules of thumb Further, it is important to take note of the following points in the above context:

- I. Wipro maintains a sophisticated infrastructure of internal IT applications – based on SAP R/3 and satellite systems - where most of the enterprise data and information are captured, collated and analyzed. These systems cover financial, HR, sales, delivery, and procurement processes.
- ii. Our financial systems comply with Section 404 of the Sarbanes-Oxley framework. This implies a high degree of rigor and a robust system of checks and balances that ensure

integrity of financial data.

- iii. While our Environmental IT systems are not of the same maturity as our Financial and HR systems, we have been making steady progress in the automation of these systems. The recording of all key EHS parameters in Wipro-owned campuses is done in a central IT system. We have taken the first few steps in using tools for GHG analysis – however, this continues to be a priority action area for us as we plan to invest in more sophisticated automation in these areas.
- iv. Instead of laying out all the details of protocols, assumptions and rules of thumb in this sub-section, they have been detailed out in the respective stakeholder sections, starting from 5b onwards. An annexure at the end of each section illustrates the underlying methodologies for the reported data of that section.

Data Cluster	Computation Process (IT Systems or Manual)	Protocols Followed	Assumptions and Rules of Thumb

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### *Changes with regard to the last report*

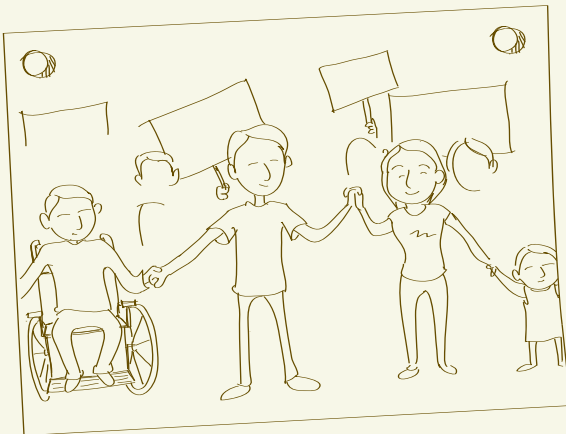
*There are no significant changes in the scope, boundary or measurement methods in this report as compared to our first report.*

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## 2C. WIPRO'S APPROACH TO REPORT ASSURANCE

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Our approach to report assurance right from our first year of reporting has been to subject our report to the highest standards of independent, third-party scrutiny. This, we believe, will aid our objective of continuous learning and incorporating improvements in Wipro's sustainability program. We continued to engage the services of DNV AS (Det Norske Veritas) to audit and assure our report.



### **Our report assessment and GRI Application Level**



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

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# WIPRO'S GRI APPLICATION LEVEL: INDICATED IN THE MATRIX BELOW

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G3 Management Approach Disclosures	Not required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: social, economic and environment		Report on a minimum of 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility		Respond on each core G3 & Sector Supplement.* Indicator with due regard to the materiality principle by either: a) reporting on the Indicator or b) explaining the reason for its omission	

*\*Sector supplement in final version*

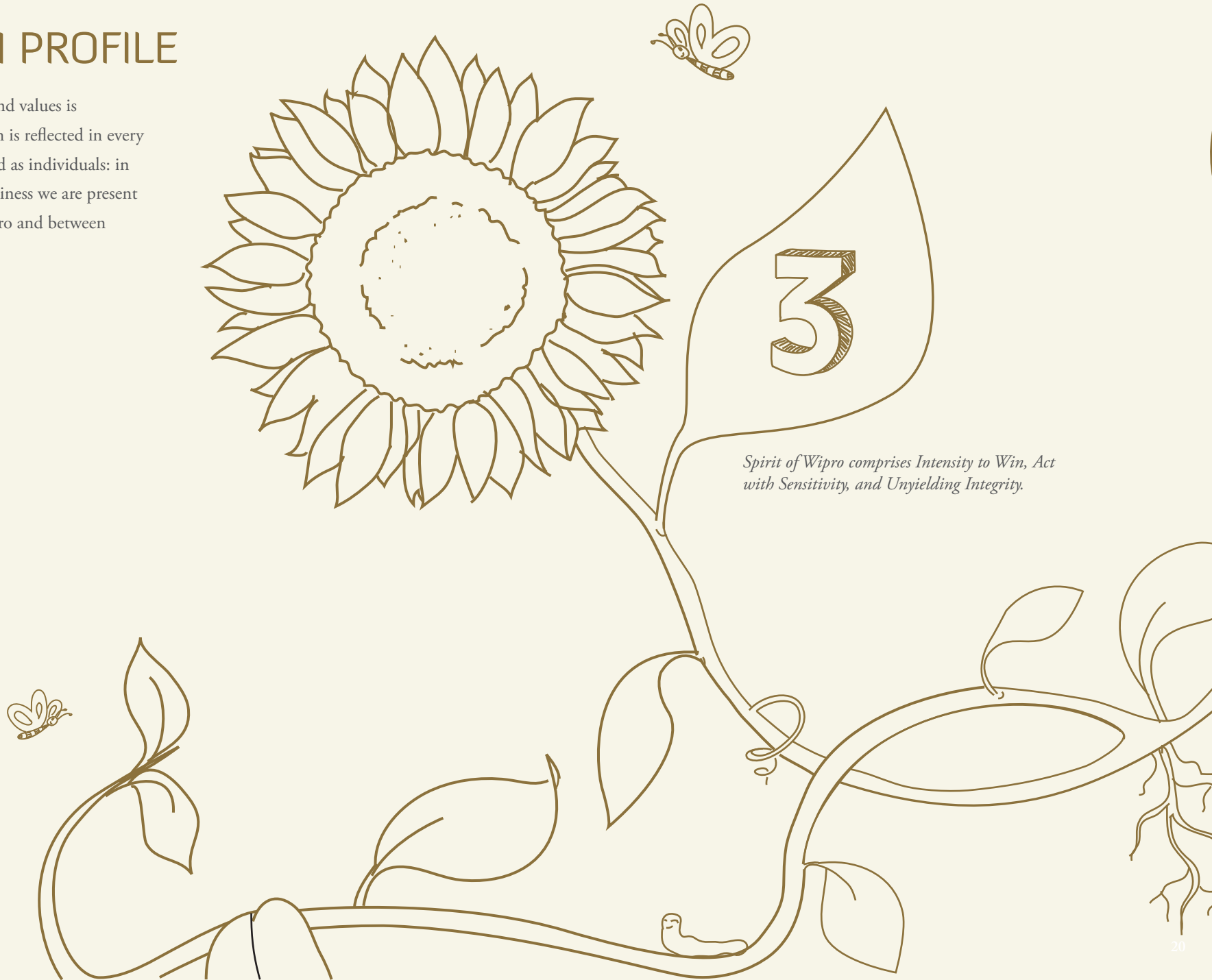
Mandatory	Self-declared						
	Third-party checked						
Optional	GRI-checked						

## 2D: ANNEXURE: CORRELATION BETWEEN THE MATERIALITY DIMENSION AND GRI INDICATORS

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

# 3. WIPRO: ORGANIZATION PROFILE

The distilled essence of Wipro's culture and values is represented by the Spirit of Wipro, which is reflected in every aspect of our behaviour as a company and as individuals: in every country we operate in, in every business we are present in, in every single interaction inside Wipro and between Wipro and the outside world.



*Spirit of Wipro comprises Intensity to Win, Act with Sensitivity, and Unyielding Integrity.*

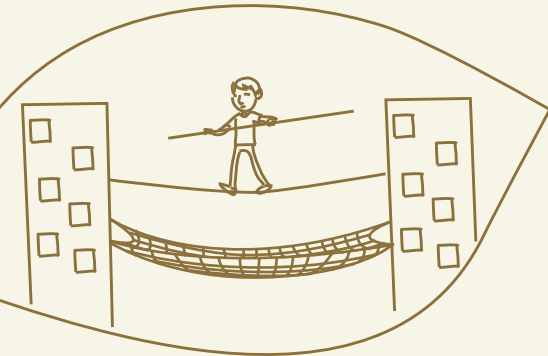
*Wipro has been showing growth in every parameter over the last few years. Revenue, for example, showed a CAGR of 29% in the last 6 years for IT services alone.*



*Wipro won 27 significant international and Indian awards for excellence in diverse fields over the year.*



*Wipro's business comprises IT Services, IT-Enabled Services, IT Products, Consumer Care & Lighting, and Infrastructure Engineering.*



*Integrated risk management is one of the two cornerstones of Wipro's drive to the future.*



*Wipro has investors from 24+ countries, presence in 35+ countries, serves customers in over 50 countries with a workforce drawn from 50+ countries!*



*A strong code of business conduct and ethics combined with a rigorous ombuds process ensures that all employees, customers and stakeholders are treated fairly.*



*The other cornerstone of Wipro is good corporate governance, which in turn comprises 5 elements: board governance, shareholder governance, checks and balances, Ombuds process, codes of conduct.*



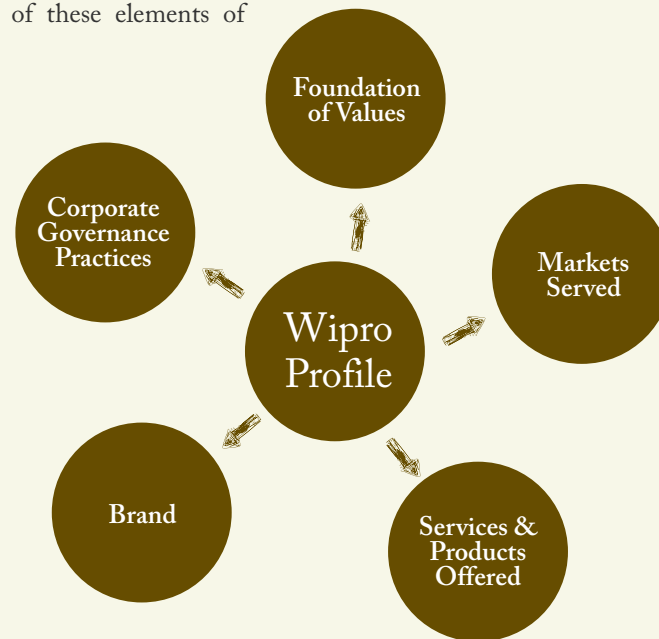


### 3. THE ORGANIZATIONAL PROFILE OF WIPRO

The organizational profile of a global firm like Wipro includes many dimensions. In this section we have followed the Global Reporting Initiatives (GRI) guidelines and constructed Wipro's organizational profile from the building blocks described in the pages that follow. In the pages that follow, we provide a summary overview of each of these elements of

Wipro's corporate profile.

The information for each building block is detailed on our website [www.wipro.com](http://www.wipro.com) as well as in our Annual Financial Report 2009-10, which can be downloaded from website, [www.wipro.com/corporate/investors/index.htm](http://www.wipro.com/corporate/investors/index.htm)



# SPIRIT OF WIPRO – OUR FOUNDATION OF VALUES

Values define character – of an individual, an institution or a business organization. The distilled essence of Wipro's values is represented by the Spirit of Wipro, something that drives the

way every Wiproite thinks and acts. The Spirit of Wipro is the indivisible synthesis of three values - **Intensity to Win, Act with Sensitivity and Unyielding Integrity.**

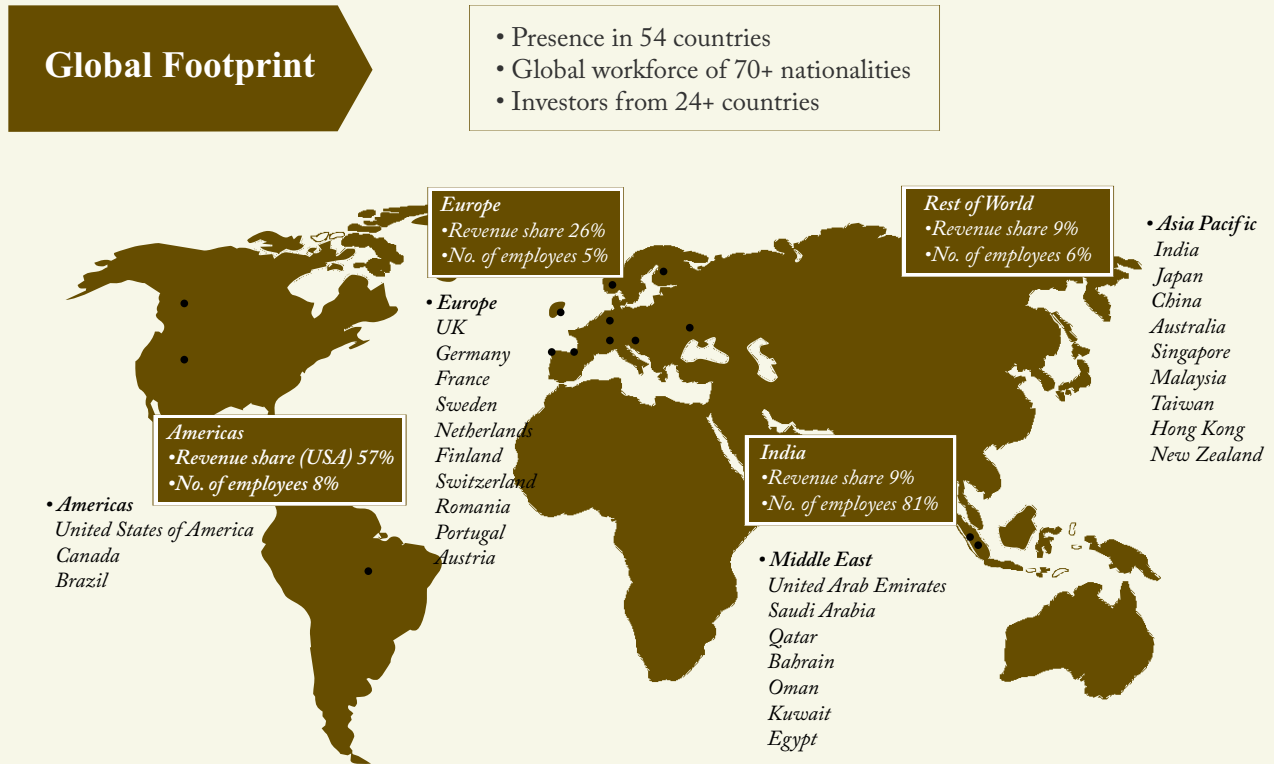


# OUR GLOBAL FOOTPRINT

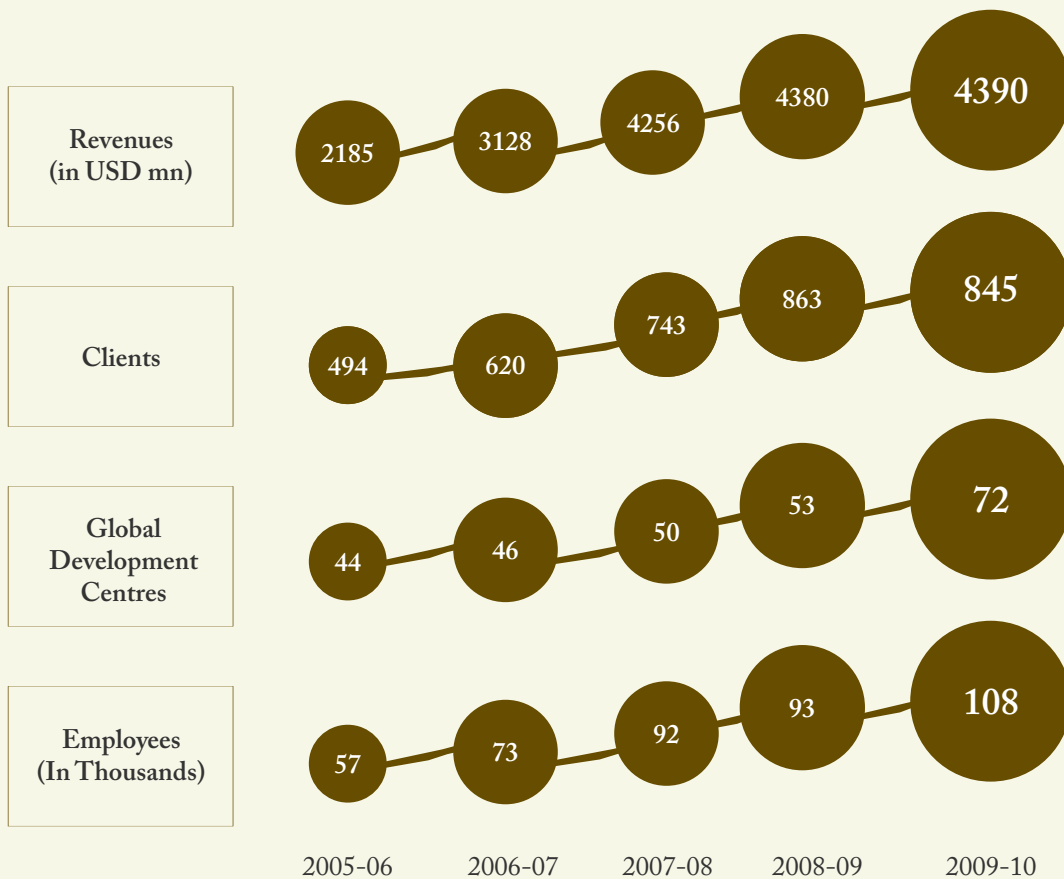
Wipro Limited, the legal entity, is a company registered under the Indian Companies Act, 1956, with its shares listed on the National Stock Exchange and Bombay Stock Exchange in India and on the New York Stock Exchange (NYSE), USA. Wipro

has 76 subsidiaries of which 6 are Indian companies and the remaining 70 are registered outside India. Headquartered in Bangalore, India, Wipro has operations in over 50 countries with a predominant presence in the Americas, Europe and India.

*Wipro has investors from 24+ countries, presence in 35+ countries, serves customers in over 50 countries with a workforce drawn from 50+ countries!*



# OUR GROWTH STORY



### Sustained growth

CAGR of 29% in the last 6 years for IT services.  
Strong service delivery methodologies.

### Partner to industry leaders

Over 150 global Fortune 500 clients.  
845 active clients.

### Global footprint

Listed on NYSE, NSE and BSE.  
Presence in 54 countries.  
72 global development centres.

### Diverse talent pool

67 nationalities with high gender and cultural diversity.  
2600 domain consultants.  
Diversified skill base across service lines.

# SERVICES AND PRODUCTS OFFERED

Wipro's IT business comprises the three primary pillars of IT Services, IT Products and IT-Enabled Services (or Business Process Outsourcing - BPO). These products and services form a critical part of our customers' IT and process infrastructure. A significant part of our software and BPO services is executed from offshore centres in India.

In addition to software and total outsourcing services for the Indian market, we offer a wide range of IT products and

enterprise infrastructure.

The majority of our customers are large business enterprises in the global markets that we operate in. Our customers in the Indian market also include government and non-government institutions and a small segment of retail / individual customers for our desktops and laptops. The visual below illustrates how the IT services business is organized as a matrix containing industry verticals and technology horizontals:



IT Services		BPO Services	IT Products
Vertical Domains	Technology Service-Lines		
Manufacturing, Pharma and Life Sciences	Enterprise application services	Customer services	Enterprise services
Banking, Financial Services and Insurance	Technology infrastructure services	Technical help desk	Desktops, laptops
Technology, Media and Telecom	Product engineering services	Finance and accounts outsourcing	Network technology products
Retail, CPG, Transportation, and Services	Testing services	HR outsourcing	Storage products
Energy & Utilities	Business technology services	Procurement outsourcing	Software products
	Consulting	Specialized services	

### Key Organizational Metrics

	2005-06	2006-07	2007-08	2008-09	2009-10
Sales (INR Billion)	107.6	152.7	203.9	259.6	271.4
PAT (INR Billion)	20.7	29.4	32.8	39.0	46.3
Market Capitalization (Including Debt)	798	816	773	600	966.5
Total Capitalization (Including Debt) (INR Billion)	799	820	818	657	800
Total Asset (INR Billion)	66.9	99.8	161.9	193.4	245.3
Number of Shareholders	155,832	197,774	232,932	228,456	179,438
Beneficial Holding of the Largest Shareholder, Mr. Azim Premji, Chairman	81.44%	79.6%	79.5%	79.3%	79.6%
Number of Employees (Total for IT and non-IT)		76,260	94,152	98,521	108,000
Geographical Break-up of Revenue					
India	21%	21%	24%	21%	23%
Americas	50%	48%	44%	45%	44%
Europe	23%	25%	24%	22%	21%
ROW (Rest of the World)	6%	6%	8%	12%	12%

Further details of Wipro's financial performance for 2009-10 can be found in our Annual Report (AR) 2009-10 at [www.wipro.com/corporate/investors/pdf-files/annual-report/wipro\\_annual\\_report.pdf](http://www.wipro.com/corporate/investors/pdf-files/annual-report/wipro_annual_report.pdf)

# AWARDS AND ACCOLADES RECEIVED DURING THE YEAR 2009-10

## Business innovation and excellence

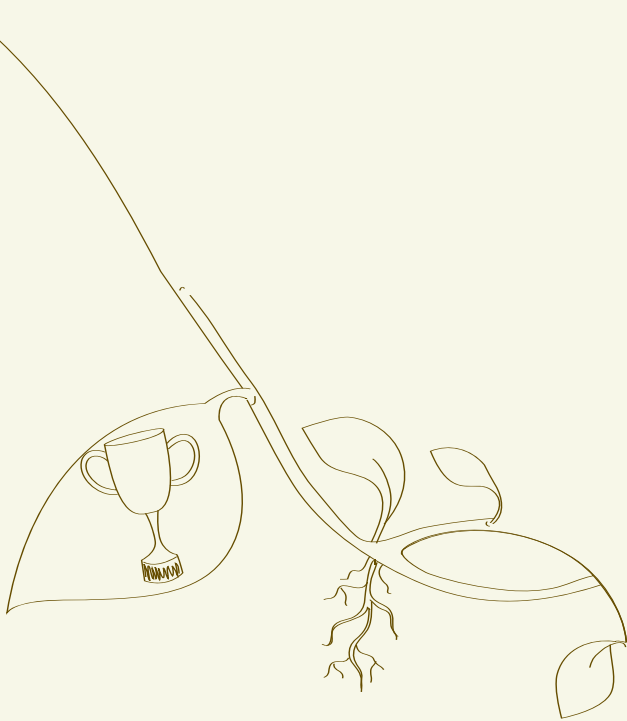
- Equaterra's 2010 UK IT Service Provider Study ranked Wipro No.1 in client satisfaction, applications management, infrastructure management, price, and governance
- Wipro rated No.1 research and development (R&D) services provider in the 'Global R&D Service Providers Rating' by Zinnov, a leading management consulting Firm, 2010
- Wipro's CIGMA won NASSCOM Award for Process Innovation, 2010
- Wipro Infotech was the Indian IT Company of the Year 2009: Springboard Research chooses Wipro for impressive revenue growth, client acquisitions and push towards green technologies
- Wipro Technologies: Winner of the Global, Asian and Indian Most Admired Knowledge Enterprise (MAKE) award for 2009

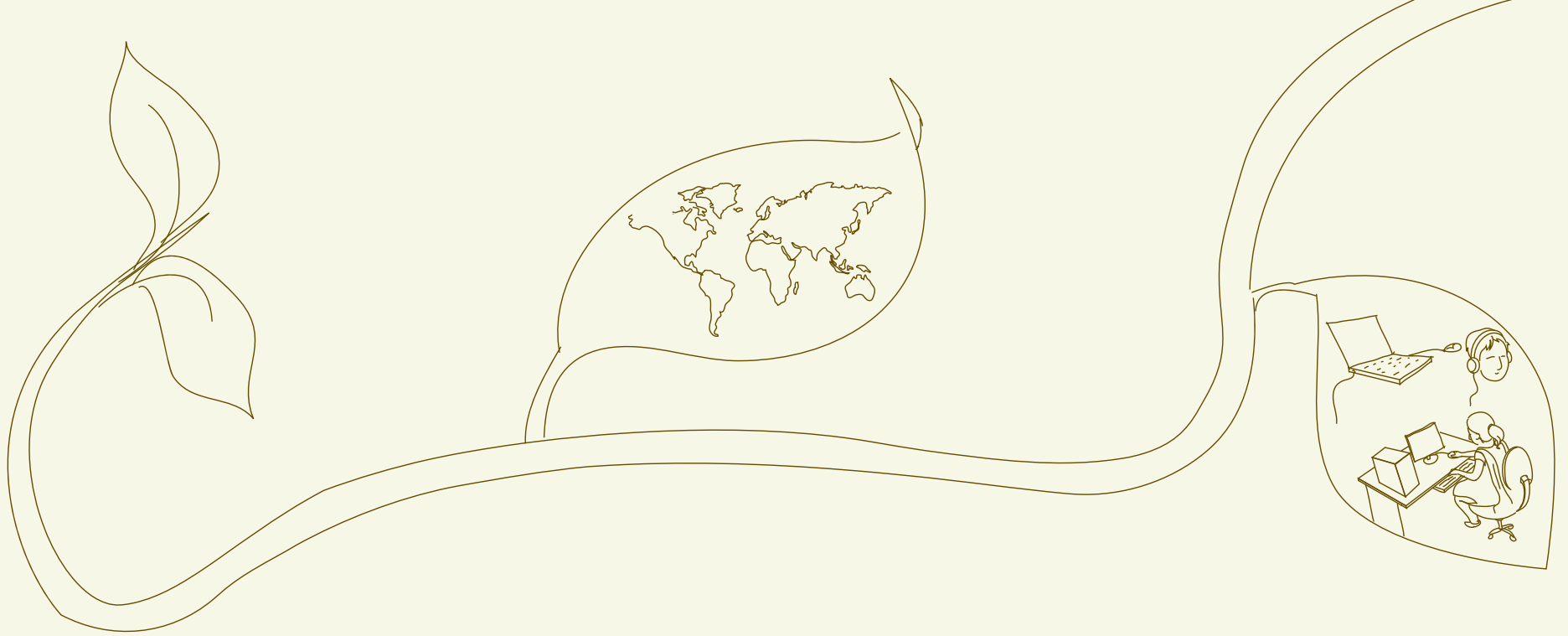
## Environment and ecology

- Wipro won 'Confederation of Indian Industry's (CII) 6th National Award for Water Management' in 2009 for its EC and Chennai units
- Wipro won the 'CII EHS award' for the year 2009 for its excellent work on Environment, Health and Safety
- Wipro won 'SRISHTI G - Cube Award for Good Green Governance' in 2009
- Wipro won 'United Nations Habitat Award Business Award' for LEED Certification for the year 2009; it also won the award under the 'Good Practices' category for its Biogas Plant
- Wipro 's Kochi Development Centre was awarded the '5(\*\*\*\*\*) BEE STAR LABEL for Office Buildings' for its excellent contribution in Energy Management
- Wipro was rated India's No. 1 Green brand and in the top 5 globally as per Greenpeace guide to greener electronics

## People and workplace

- Wipro won the American Society for Training and Development's, ASTD BEST award for the seventh time in





## THE WIPRO BRAND

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While the Spirit of Wipro is our internal values compass, the Wipro brand is the composite of everything that we stand for – the rainbow flower symbolizes the energy of our diversity and the dynamism of Team Wipro, whereas 'Applying Thought' is our credo and our commitment to all our stakeholders.

For a complete lowdown on the Wipro brand, its history and evolution through the years, please refer [www.wipro.com/corporate/brand/index.htm](http://www.wipro.com/corporate/brand/index.htm)

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# GOOD GOVERNANCE AND MANAGEMENT PRACTICES

An organization's license to operate in the long run – social, ecological and environmental – is dependent on the soundness of its governance and management practices. The visual below

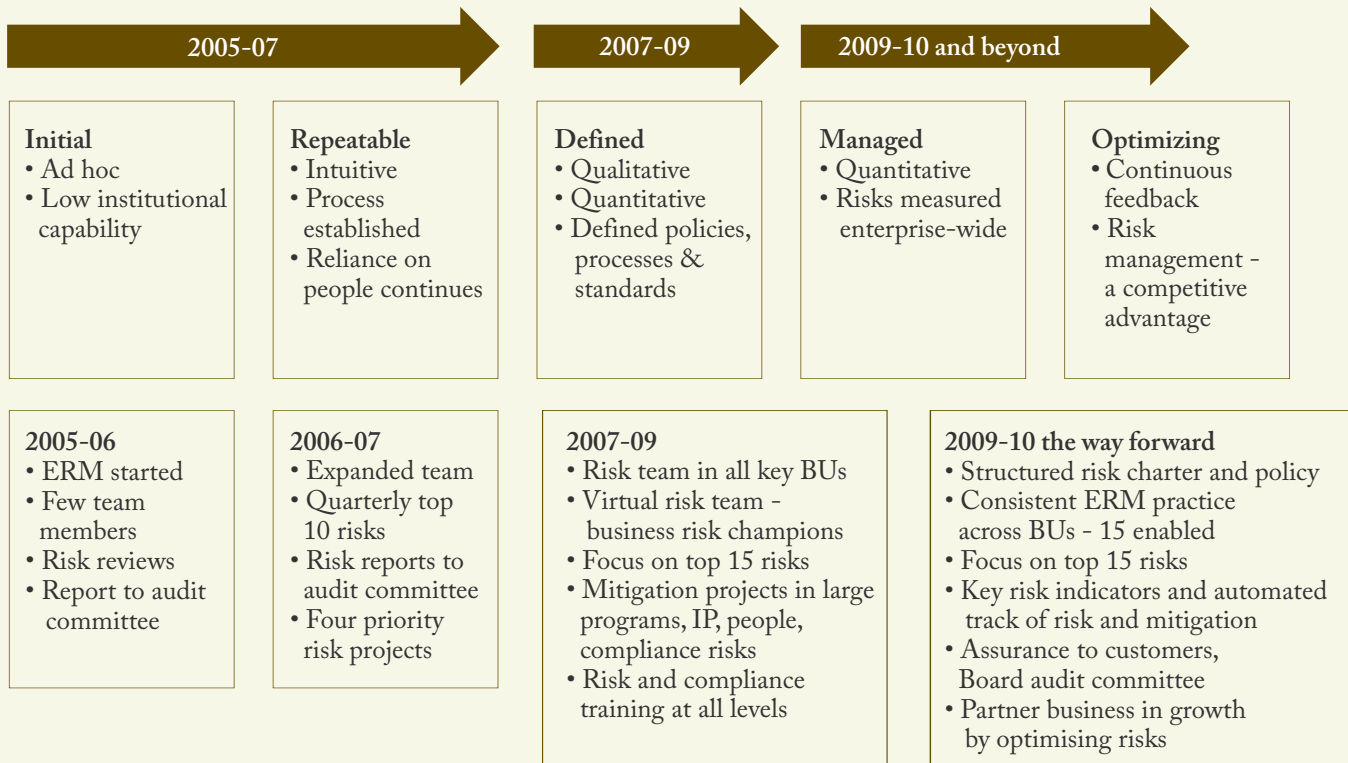
showing the organizational architecture of Wipro illustrates this point – most of the boxes reflect a long-term orientation that a company needs to assiduously build and ingrain into its DNA.



Many of the box elements above are elaborated in the sections that follow in the report. In this section, we provide an insightful summary into two mutually reinforcing elements - Enterprise Risk Management and Corporate Governance.

# ENTERPRISE RISK MANAGEMENT

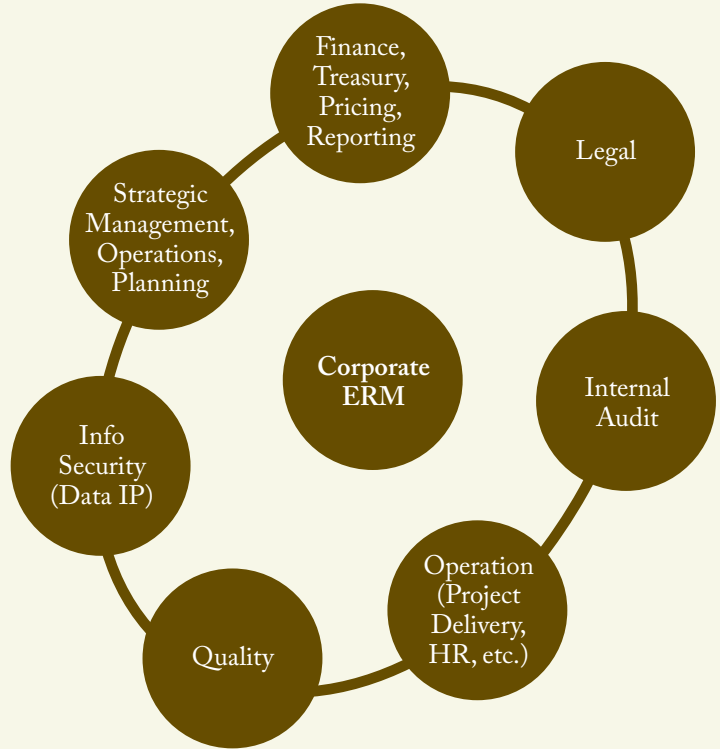
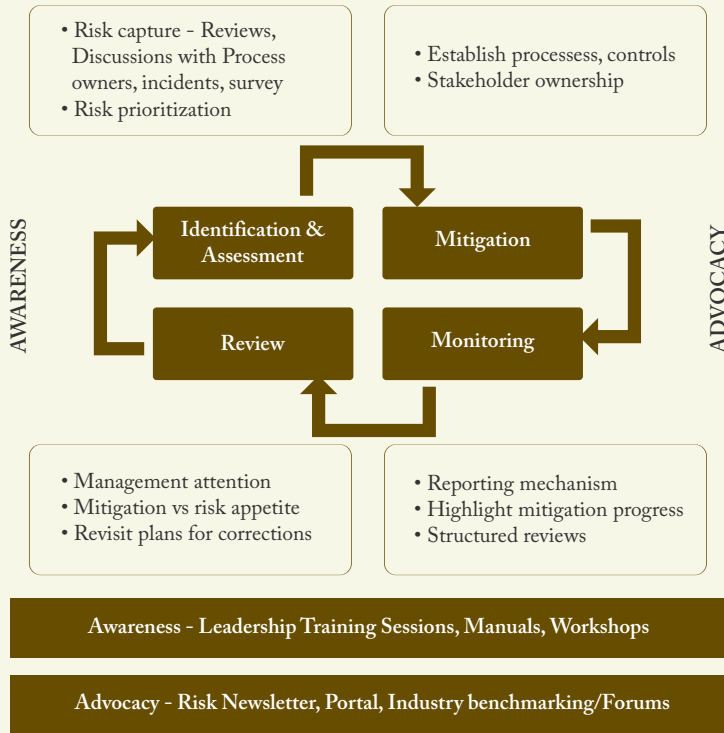
Wipro's ERM journey started more than five years ago in 2005 and has evolved rapidly in maturity and scope as shown in the visual representation below:



Wipro's Enterprise Risk Management office is at the center of our ERM program, which it drives in an integrated manner with all key business stakeholders. This, along with our structured

ERM process and the focus on 'awareness' and 'advocacy', are the key building blocks of our integrated risk management approach.

# WIPRO'S TOP 15 RISKS (2009-10)



For an updated overview of our ERM initiatives, please refer page 39 of Wipro's Annual Financial Report 2009-10. The top 15 identified risks are shown on the next page. Reflecting the global scenario of a slow recovery from the economic crisis the No.1 risk that we see is that of consistent business growth and customer creditworthiness. Physical security, which was the

No.1 risk of the previous year, continues to be a significant risk at No.2. We started including climate change risk from 2008-09 onward. For the reporting year climate change and related sustainability risks continue to be part of the Top 15 risks at No.14.

The matrix to the right shows the top 15 risks assessed for Wipro. Though climate change risks were assessed for the first time, they feature in the list at No. 14.

Business Impact	V. High	10. Governance policy & process compliance	2. Physical security	1. Business growth/ customer creditworthiness
	High		7. Regulatory compliance 8. M&A integration 9. Team sizing	3. Large project delivery 4. Information security 5. IP exposure (customer, competitor, Wipro IP)
	Medium		13. Recruitment 14. Climate change & sustainability 15. Emerging technologies (Cloud, SoA, SaaS)	6. Forex volatility & treasury management
	Low			12. Employment & taxation law
	Minor			
		Very low		Very high
		Probability of Occurrence		

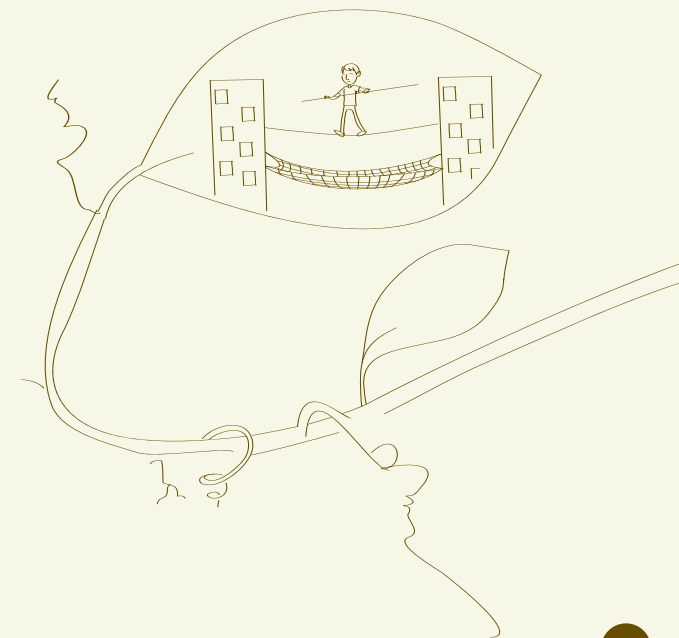
# SPOTLIGHT ON GOOD ERM PRACTICES

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- Our Chief Risk Officer (CRO) reports to the Chief Finance Officer, an executive member of the Board. Our CRO reports to the Board Committee on Risk and Compliance on a quarterly basis.
- We have started using 'Risk Maps' as an analysis tool for financial risks. We use 'correlation analysis' and 'sensitivity analysis' for financial risks associated with exchange and interest rates.
- Our risk-response strategy primarily comprises: (a) Risks Retained, and (b) Risks Transferred. In the first category are risks pertaining to customer creditworthiness, information security and Internet Protocol (IP) exposure while in the second category are risks pertaining to physical security (partially), foreign exchange (FOREX)/ treasury and

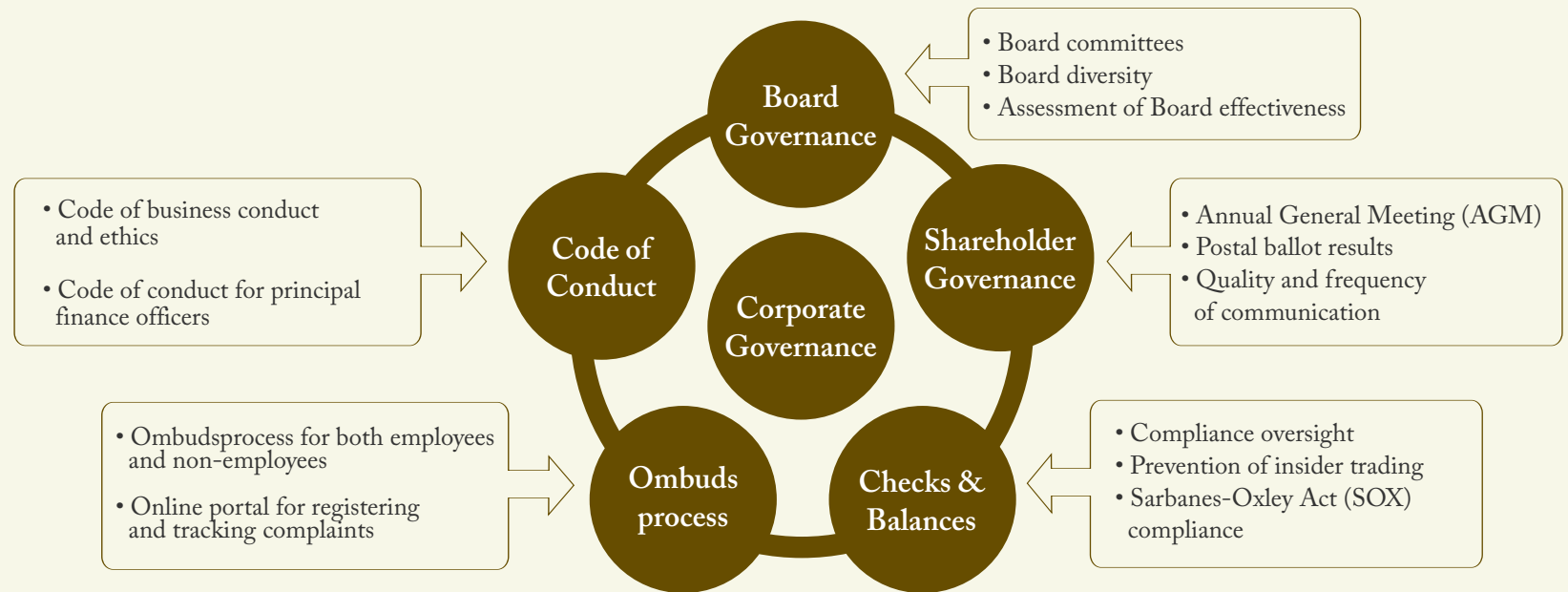
disaster recovery. The transferred risks are those where we share a significant part of the responsibility with third parties that have expertise in handling these risks.

- We follow Rio Principle 15 – also known as the precautionary principle – in our green computing design principles of energy efficiency, 100% toxics elimination and e-waste management. While energy efficiency has clear payoffs on the bottom line and for energy security at the national level, at Wipro, we also see it as having a strong bearing on our GHG reduction goals. While there is no universal consensus on how the effects of climate change will play out, our actions on Energy Star computers is an example of the application of the precautionary principle.



# CORPORATE GOVERNANCE

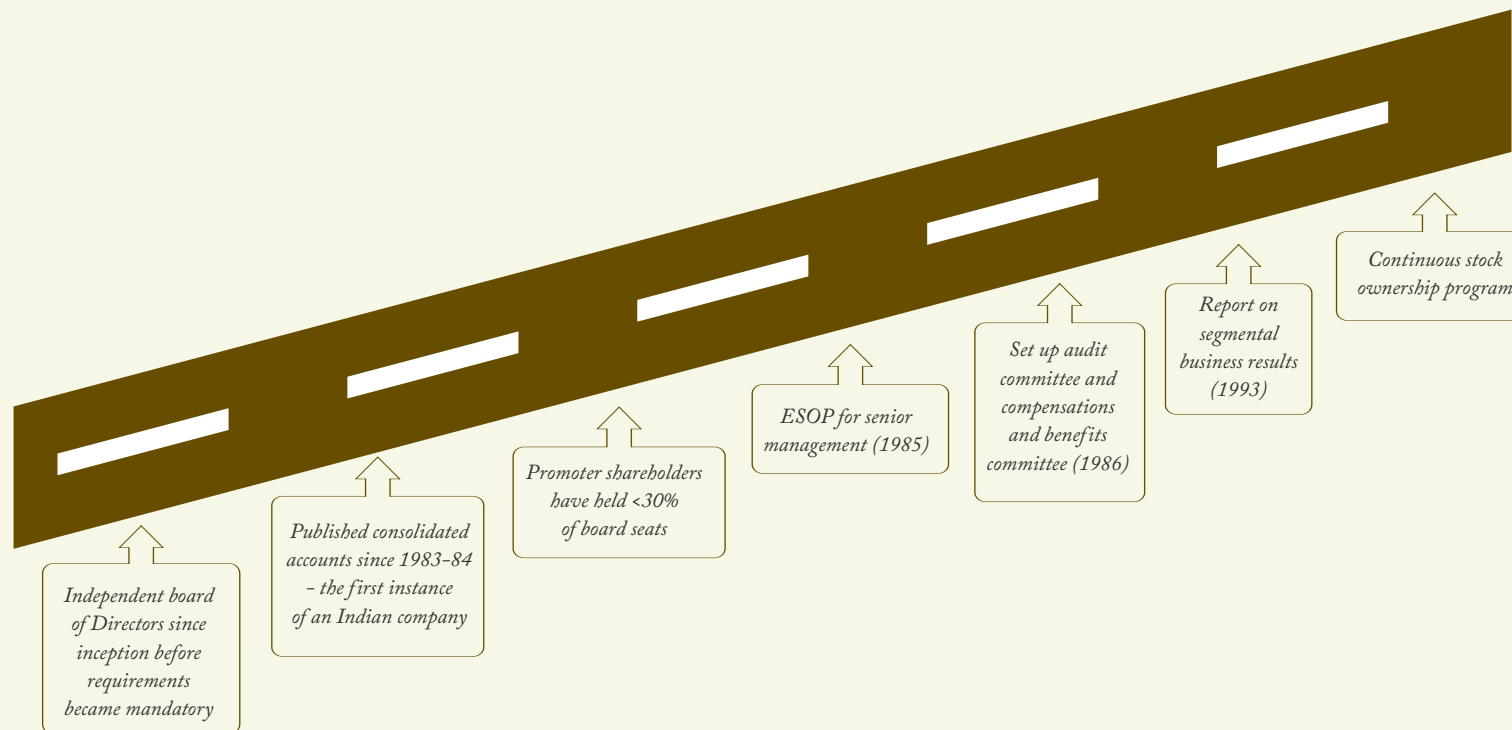
While good management creates value for the business, good governance preserves this value. The primary purpose of good corporate governance is to protect the interests of all the stakeholders of the company by institutionalizing a strong system of checks and balances and by promoting transparency in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



# THE EVOLUTION OF WIPRO'S CORPORATE GOVERNANCE PRACTICES

Wipro has a long legacy of pioneering and maintain good governance practices. As the visual below shows, while we had instituted the practice of an independent Board of Directors since

inception, we were one of the first to introduce stock ownership for senior managers in 1985 and to set up an Audit Committee and a Compensation and Benefits Committee in 1986.



# SPOTLIGHT ON CORPORATE GOVERNANCE AT WIPRO:

Details of our four-layer corporate governance structure and the update for 2009-10 can be found on Pages 57-84 of Wipro's Annual Financial Report, 2009-10 and at [www.wipro.com](http://www.wipro.com)

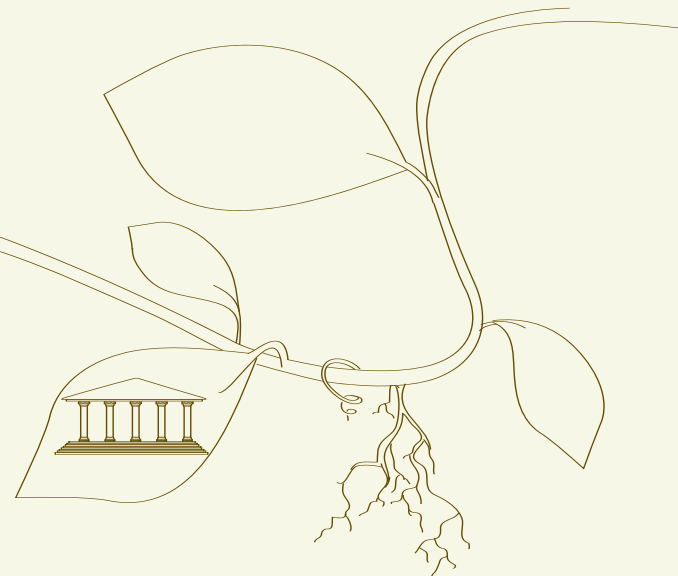
A detailed overview can be found at [www.wipro.com/corporate/investors/corporate-governance.htm](http://www.wipro.com/corporate/investors/corporate-governance.htm). Some of the highlights include:

- Our Corporate Governance (CG) guidelines
- Code of Ethics for principal finance officers
- Code of Business Conduct and Ethics (COBCE)
- The NYSE Corporate Governance report for 2009 and 2010
- The charters of the three Board committees on 'Audit/Risk and Compliance', 'Compensation' and 'Board Governance/ Nomination'
- Wipro's Ombudsprocess
- Results of the postal ballot for 2010

**Lead Independent Director:** Our Corporate Governance guidelines require at least 50% of the Board to be independent directors, of which one member is to be designated as the 'Lead Independent Director'. The Lead Independent Director's primary role is to coordinate the responsibilities and activities of the other independent directors. During 2009-10, Mr N. Vaghul was designated the Lead Independent Director of Wipro's Board.

**Code of Business Conduct and Ethics:** Wipro's Code of Business Conduct and Ethics (COBCE) is a formal articulation of our approach and position on multiple dimensions of business ethics and integrity. The COBCE, along with our environment, health and safety policies, provides policy shelter on a wide range of issues of ethics, labor and human rights. The COBCE covers human rights, prevention of fraudulent and corrupt practices, freedom of association, elimination of child and forced labor, advertisement and media policy, avoidance of conflict of interest, prevention of sexual harassment, and unyielding integrity at all times. The COBCE is socialized at multiple points of an employee's lifecycle – it is first covered as part of the induction program of new hires and subsequently every employee has to take an online test annually to assert his familiarity with the tenets of the COBCE. We have a zero-tolerance policy for noncompliance with the COBCE, especially on non-negotiable factors – e.g., child labor, anti-corruption, etc. The COBCE is applicable for all our employees across all business units and operations, and suppliers are mandatorily required to comply with the COBCE as a requirement for empanelment.

**The Ombudsprocess:** In Wipro, our Chief Risk Officer is also the Chief Ombudsperson who works with designated





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*More details of the COBCE are available at [www.wipro.com/corporate/investors/corporate-governance.htm](http://www.wipro.com/corporate/investors/corporate-governance.htm)*

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ombudspersons in each Business Unit (BU). The process ensures confidential and anonymous submissions regarding (I) Questionable accounting or auditing matters, the conduct of which results in a violation of law by Wipro, (ii) Substantial mismanagement of company resources, (iii) Any instance of sexual harassment or any other form of discrimination, and (iv) Any violation of human rights as articulated in the COBCE and as per the principles of the United Nations Global Compact. During 2009-10, the entire Ombudsprocess was automated as part of the intranet portal.

Complete details of the Ombudsprocess for employees is available at [www.wipro.com/corporate/investors/pdf-files/ombuds-process.pdf](http://www.wipro.com/corporate/investors/pdf-files/ombuds-process.pdf) and for non-employees at [www.wipro.com/corporate/investors/pdf-files/wipro-](http://www.wipro.com/corporate/investors/pdf-files/wipro-)

[ombudsman-process-non-employees.pdf](#)

**The Ombudsprocess.** Having a robust whistle-blower policy that employees and other stakeholders can use without fear or apprehension is a *sine qua non* for a transparent and ethical company. Wipro's Ombudsprocess is designed to be this and more. It allows and encourages any affected stakeholder to report breaches of the COBCE and any other matter of integrity to the concerned Ombudsperson.

Ombudsprocess statistics for 2009-10 are provided on the next page. In line with the trend of the previous two years, around half of the employee complaints pertained to workplace issues. Of the action-categories for resolving complaints, there was a significant increase in the use of counselling.

“Sprit of Wipro and our Code of Business Conduct both lays prominent emphasis on Ethics. We take breaches of integrity very seriously. Actions include disciplinary proceedings at an individual level and systemic response on changes in processes and strengthening controls, by enhancing checks and balances.

In this context, we would like to disclose an act of financial embezzlement that was committed by one of our junior level employees during the period from November 2006 to December 2009. In response to this discovery, our Audit Committee commissioned an investigation. Based on a review of the investigation findings, it was decided that the amounts embezzled were not material. On the other hand, several systemic changes to address the underlying causes of this case were implemented. Main focus of these changes was prevention by:

- Enhancing Segregation of Duties in the controllership function
- Building stronger Marker-checker controls
- Implement stronger Password controls to access Financial Systems

• Increasing the controllership team size to staff additional review points  
The employee directly involved died after the embezzlement was discovered. Our senior leadership and Audit Committee closely reviewed these actions. KPMG India voluntarily reported the results of its investigation, to the SEC. We have received a voluntary document request from the SEC's Division of Enforcement. The document request includes, among other things, issues relating to auditor independence. We are cooperating with the SEC's request. The outcome of the SEC's review of this matter is uncertain. A conclusion by the SEC that differs with the conclusions reached by KPMG India and our Audit Committee could have a material adverse effect on us and could, among other things, require us to retain new auditors and have our financial statements for one or more years re-audited.

More Details are available in the 20F filing with the SEC at [www.sec.gov/Archives/edgar/data/1123799/000095012310105019/f55982e20vf.htm#118](http://www.sec.gov/Archives/edgar/data/1123799/000095012310105019/f55982e20vf.htm#118)

<b>Break-up of Complaints Received through the Ombudsprocess</b>			
Types of Complaint	2009-10	2008-09	2007-08
TED / HR / People Process Violation	50%	52%	57%
COBCE / Security Policy Violation	16%	13%	13%
Harassment (Sexual / Otherwise)	7%	9%	12%
Fraud / Financial Impropriety	3%	6%	8%
Aggressive / Hostile / Biased Behavior	17%	9%	4%
Others	7%	11%	6%
No. of Ombuds Concerns Received	451	502	341
Analysis of Action Type	2009-10	2008-09	2007-08
Separation	6%	10%	11%
Warning Letter	6%	5%	8%
Counseling	35%	24%	21%
Process / Policy Change / clarifications	20%	26%	33%
Minor Issue / clarifications	22%	23%	15%
Others	11%	12%	12%

**Diversity of our governance bodies:** Our topmost governance bodies comprise the Board of Directors and Corporate Executive Council (CEC). We value the diversity of our governance bodies as it provides different perspectives on

various issues on account of their varied backgrounds and experience in managing businesses across a spectrum of industries. The table below provides the slices of the diversity in the above governing bodies:

### Experience Diversity of the Board

Category	No. of Directors
Former CEOs - FMCG	2
Former CEOs - Technology	2
Former CEOs - Financial Services	1
Legal	1
Academia and Consultant -Marketing Strategy	1
Executive Management	4
<b>Total</b>	<b>11</b>

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

Experience in Wipro				
Experience	>20 years	10-20 years	1-10 years	Total
No. of Members	5	3	3	<b>11</b>

Tenure in Wipro Board				
Duration	0-5 years	5-10 years	>10 years	Total
No. of Directors	5	1	5	<b>11</b>

*Wipro's CEC includes one senior female executive*

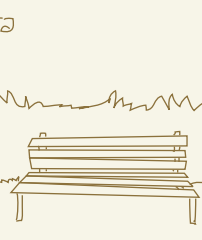




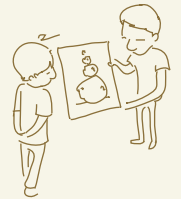
*A key aspect of Wipro's strategy is the recognition that we can't do it on our own. We need to build an eco-system with multiple stakeholders to meet our objectives*



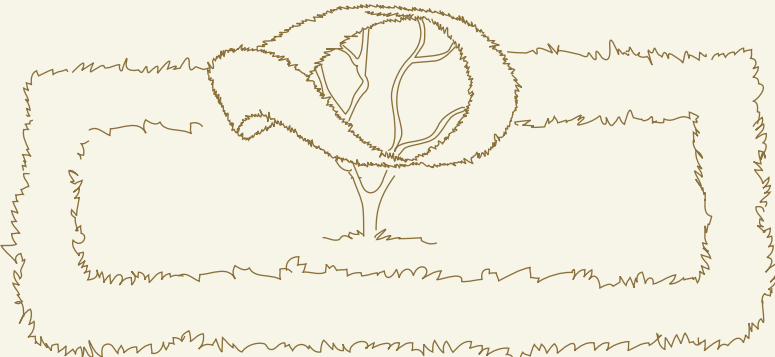
*One of the central aspects of Wipro's Sustainability Strategy is the respect for human rights - expressed in the diversity and inclusivity of its workforce*



*A central part of the sustainability process is goal setting.*

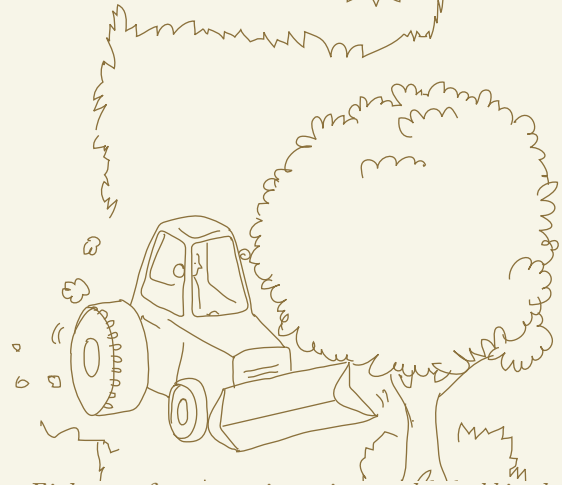


*Sustainability governance occurs at multiple levels across the organisation: board, senior leaders, employees, eco-eye, eco-chapters...*

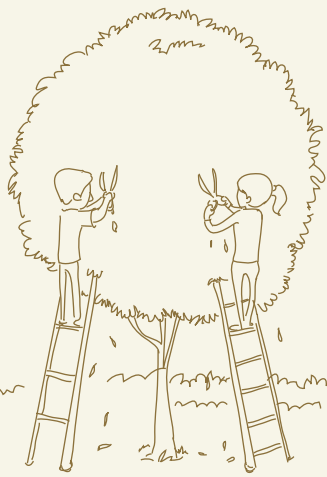


## 4. SUSTAINABILITY STRATEGY

*The Möbius strip is a metaphor for the multi-dimensional challenges of sustainability. Like the Möbius strip, sustainability challenges do not have defined start and end points and there are no clearly defined boundaries between the dimensions of any problem*



*Eight megaforges are going to impact the world in the coming decades: climate change, the looming water disaster, sustainable cities, universal education, diversity, inclusivity and human rights, transparency, sustainable food security, eliminating poverty. How we handle all these will determine the future*



*Without monitoring and metrics, there can be no progress in the journey.*



## 4A. THE METAPHOR OF THE SUSTAINABILITY MOBIUS

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From our First Sustainability Report, we have been using the mobius shape as a metaphor for the multi-dimensional challenges of sustainability. Like the mobius, sustainability challenges do not have defined start and end points and there are no clearly defined boundaries between the economic, social and ecological dimensions of any problem. While this poses a challenge of a high order, it is also an unprecedented opportunity to create a new world order that combines economic prosperity, ecological balance and social equity. Governments, businesses, research and academic institutions, citizen groups, and non-governmental organizations (NGOs) all need to come together to craft this new world. In our previous report, we had identified eight sustainability megaforces. In this report, we retain the number but have rationalized the list – the ‘Human Rights’ megaforce is now logically merged with that of ‘Diversity and Inclusivity’ while a new megaforce of ‘Sustainable Food Security’ has been added.

Below we provide an update on each of these forces along with our articulation of how the business sector should engage with each of these.



# 4B. BUSINESS AND THE SUSTAINABILITY MEGAFORCES

Sustainability Megatrend	Summary Update	What the Business Sector can do
<p>The Climate Change Crisis</p>	<p>That the Copenhagen Climate Change meet did not provide a clear direction on the way forward is as much a reflection of the underlying political complexities as it is a pointer for the need for direct action from other players on the ground.</p> <p>The controversy around the Intergovernmental Panel for Climate Change (IPCC) notwithstanding, the majority of the scientific community is in consensus on the gravity of the climate change threat. In fact, a growing number of scientists are of the opinion that the safe limit for Greenhouse Gas (GHG) concentration in the atmosphere must be revised down sharply to 350 ppm – something that the world has already exceeded.</p>	<p>Of the Indian government’s National Action Plan on Climate Change, the two missions on Solar and Energy Efficiency have gained significant traction. The business sector must involve itself and take advantage of the several opportunities that these missions will generate.</p> <p>Business must set ambitious goals for itself on GHG reduction and energy efficiency and back it up with the necessary investments. Green buildings and IT infrastructure, more efficient factories and smart grids are some of the multiple levers for reducing a business’s GHG footprint.</p> <p>Business must proactively engage with government and policy influencers in shaping the right policies that will accelerate adoption of clean technologies. Visionary companies are making early moves in research and in developing new low-carbon products and services.</p>
<p>The Looming Water Disaster</p>	<p>The number of people globally without access to clean drinking water or sanitation continues to rise. Of the 1.1 billion people across the world who do not have access to clean water, 400 million are from India. India is widely recognized as a water-stressed country with withdrawal to availability ratios ranging from 0.5 to 0.8. Access to clean water is intricately linked to issues of gender equity, higher life expectancy and improved child mortality.</p> <p>Of the several actions required around water, that of appropriate and equitable pricing is often ignored. Making water available to those who need it the most at cost-effective rates is a problem waiting immediate resolution.</p>	<p>Agribusinesses and biotech companies must step up research on water-efficient seeds and crops. This will have a cascading impact on water availability as agriculture accounts for more than 80% globally.</p> <p>Water-intensive industry, while continuing to reduce its water consumption, must ensure that community water resources are not depleted.</p> <p>The business sector must further the agenda with policy makers on restoration and preservation of public water sources in cities and on an equitable pricing framework for water.</p>

Sustainability Megatrend	Summary Update	What the Business Sector can do
Sustainable Cities	<p>With more than 50% of the world's population living in cities today, and with another 1.2 billion people set to join the ranks of city dwellers by 2025, cities are going to emerge as power centers in their own right much like the city states of ancient Greece.</p> <p>On the crucial question of how to manage this upsurge in urbanization in a sustainable manner, experts hold multiple opinions, e.g., a new body of thinking suggests that tall, densely packed cities that reduce the need to move people around will be much more energy-efficient than the sprawls that many cities are today.</p> <p>Not only are entirely new cities being built on green principles – e.g. Dongtan, Songdo – but many existing cities are charting a new course of becoming sustainable cities of the future, e.g., Vancouver has set a goal of becoming the 'greenest' city by 2015.</p>	<p>The business sector is one of the prime drivers of increased urbanization and therefore has a major stake in accelerating sustainable urbanization.</p> <p>Business must partner with city governments in public-private partnerships on green infrastructure. It must also continuously shape policy in this direction.</p> <p>Sustainable infrastructure – building materials, energy - and water-efficient assets, mass transit systems, dense vertical buildings, and Information and Communication Technologies (ICT) – in smart cities must be driven by the business sector as research leaders and as first movers in adoption.</p>
Universal Education	<p>That education is the most powerful force multiplier in the fight against poverty and inequity is almost axiomatic. Even though it is one of the eight United Nations' Millennium Development Goals (UN MDGs) and high on the priorities of most governments, yet achieving universal education has proven to be an elusive goal for most developing countries.</p> <p>With nearly 35% of children in Class 5 in India not able to read or write, we have a long road ahead. Business must recognize that solving the seemingly intractable problems of education cannot be the government's job alone.</p>	<p>As the biggest customer for the education system's output, business must partner with government in addressing the different challenges of education. This will call for investments and a willingness to get involved in a sector where the processes of change can be gradual and fuzzy and where outcomes will become visible only over decades.</p>



Sustainability Megatrend	Summary Update	What the Business Sector can do
Diversity, Inclusivity and Human Rights	<p>That diversity is the engine of innovation has been long known to business and social historians.</p> <p>Closely linked to diversity are the twin issues of Inclusivity and Human Rights – eliminating discrimination on any ground and including disadvantaged minorities in mainstream social processes is a crucial driver of more diverse and vibrant schools, colleges, workplaces, and cities.</p> <p>But even on the basic dimension of gender diversity, the latest UN MDG report indicates that progress is slow. In 42 developing countries, girls on an average spend two years less in school than boys. Women continue to be over-represented in vulnerable jobs and under-represented in mainstream jobs, e.g., the proportion of women employees in industry has not changed from 30% between 1999 and 2008.</p> <p>The literacy and education levels of women have shown to be closely correlated with the prevention of human rights abuses like child labor.</p>	<p>The business sector must engage in strong affirmative action to promote diversity and inclusivity at the workplace. The dimensions must include gender, nationality, physical disability, and economic status at the minimum.</p> <p>Further, business must oversee its supply chain to ensure that basic human rights are protected without exception – in particular, child and forced labor must be avoided without exception.</p>
Transparency	<p>While transparency is traditionally associated with anti-bribery and anti-corruption in governments, the word has assumed a much broader meaning in recent times, especially when applied to business. Transparency in business implies true disclosures about all that matters to its customers, employees, suppliers, investors, and other stakeholders. The sub-prime crisis that triggered the recent global economic chaos is seen as an example of the repercussions of opaqueness within the financial sector.</p>	<p>A recent Reuters survey disclosed that public trust in business in the US tumbled by 14% in 2010. This is symptomatic of the broader trend worldwide.</p> <p>Therefore, one of the business sector’s primary tasks is to restore trust in itself. This it must do through transparent disclosures about its products, what it is doing to protect human rights within and outside the company, and with its zero tolerance for bribery and corruption.</p>

Sustainability Megatrend	Summary Update	What the Business Sector can do
Sustainable Food Security	<p>Rising food inflation in India and in many other parts of the world over the last three years is seen by experts as symptomatic of a deeper malaise with agriculture and the food supply chain. And as the global population rises from 7 billion to 9 billion over the next four decades, the problem of feeding the world not only seems scary but is further compounded by considerations of equity and sustainability. While genetically modified food holds promise, it must satisfy environmental and nutritional concerns, not all of which are even known.</p> <p>At over 80% usage, agriculture is the biggest consumer of water. Reducing the intensity of its water consumption is crucial to water security in many countries. Other sustainability challenges include improving crop productivity without the use of soil-depleting pesticides and fertilizers.</p>	<p>Biotech companies must engage and listen to the concerns of environmentalists, nutritional scientists and citizen groups as they try to develop solutions for crop productivity.</p> <p>Food logistics companies must continuously reduce wastage in the supply chain.</p> <p>Business must collaborate with academia and research institutes for ways of preserving and enhancing soil fertility for that holds the key to sustainable food security.</p>
Eliminating Poverty	<p>The number of people living in extreme poverty has actually risen in the last three years. Fuelled by the economic crisis and rising food inflation, living on less than USD1.25 at 2005 prices – as extreme poverty is defined – is a reality for nearly 2 billion people living on this planet. Linked with extreme poverty are higher infant and maternal mortality, lower life expectancy and poor levels of education. Eliminating poverty poses a stringent mobius challenge though rising economic prosperity is almost certainly likely to accelerate ecological degradation unless radical and disruptive innovation happens in all spheres.</p>	<p>Business – in consonance with government – must address poverty elimination in two ways. First, it must place job creation as one of its central responsibilities and second, it must address underserved and unserved markets with appropriate products and services, e.g., microfinance, products made with local and low-cost technology, extremely affordable healthcare, etc.</p> <p>The fact that addressing these markets has a strong business case should be further reason for the business sector to embrace the poverty challenge whole-heartedly.</p>

Wipro is deeply aware of these sustainability forces and the complex inter-relationships between them. We are engaged with some degree of intensity with

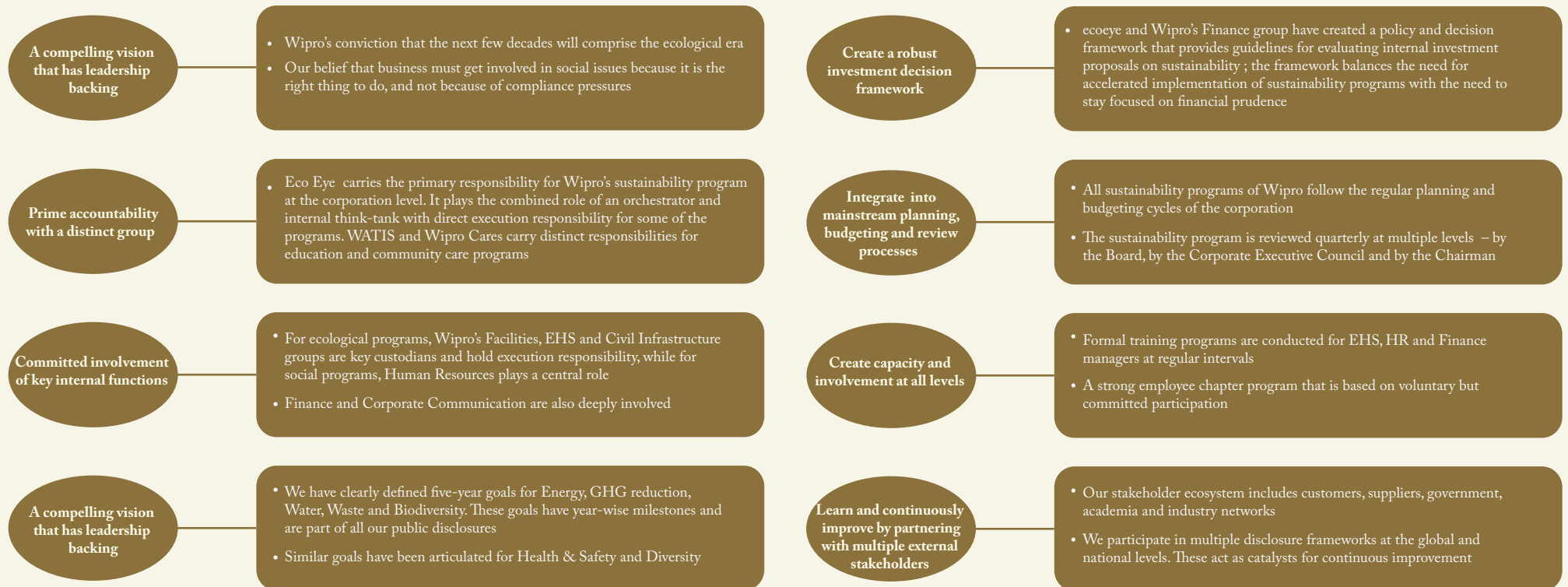
most of these forces, especially on the issues of climate change, water stress, education, diversity, and inclusivity and transparency. These are detailed in the rest of the report.

# 4C. SUSTAINABILITY STRATEGY AND GOVERNANCE AT WIPRO

The unique characteristic of corporate sustainability – that it straddles both the worlds of mainstream business and the social arena outside – can result in its confused positioning within the organization. Thus, it is critical to get both strategy and execution right, for which setting up effective governance structures is an often-overlooked

but crucial element of any good sustainability program. The cornerstones of good sustainability governance are shown in the visual below, along with how we have operationalised these at Wipro.

*Note: More details of our sustainability governance are available on Pages 25 to 27 of our Sustainability Report 2008-09*



# THE WIPRO SUSTAINABILITY DASHBOARD FOR 2009-10

For sustainability to be institutionalized within an organization, the same rigor of goal-setting, measurement and review is necessary as is common in business operations. Over the last two years, we have been improving and refining the process of goal-setting and measurement on our principal sustainability dimensions, e.g., our

goals this year on Wipro's GHG reduction reflect a vastly more mature understanding of this space. At the same time, we think that we are some distance from an enterprise sustainability model that can stand the scrutiny of more mature business frameworks and we will continue to work on this aspect with intense focus.

**The dashboard below provides a summary of Wipro's sustainability goals and performance in 2008-09:**

Sustainability Dimension	Key Performance Highlights (2009-10)	Vision and Goals for the Future
Energy and GHG Intensity	<ul style="list-style-type: none"> <li>Both energy efficiency and GHG emissions showed an improvement compared to the previous year – energy efficiency stood at 269 units per employee per month (pepm) vs 274 units pepm for 2008-09</li> <li>GHG emissions for the IT business reduced from 397,000 metric tons in 2008-09 to 363,000 mt in 2009-10. Corresponding GHG intensity per employee reduced from 4.33 to 3.72</li> </ul>	<ul style="list-style-type: none"> <li>To reduce Wipro's GHG intensity to 2.5 tons per employee by 2015 (All emissions)</li> <li>To achieve a total reduction of 55000 tons from the base figure of 455000 tons (2008-09) by 2015. This figure is for all Wipro businesses (IT, WIN, Wipro Consumer Care and Lighting - WCCLG)</li> <li>The projected Energy Efficiency:Renewable Energy mix for reaching the above goal is 40:60</li> </ul>
Water efficiency	<ul style="list-style-type: none"> <li>The consumption intensity of water per employee reduced from 19.2 kL in 08-09 to 14.7 kL in 09-10. This was possible through continuous improvements in the efficiency of common water usage, e.g., landscape, sanitation</li> <li>32% of the total water requirement was met through recycling of waste water</li> </ul>	<ul style="list-style-type: none"> <li>To improve our water efficiency by 5% year-on-year as measured on an per employee basis (Base year: 2008-09)</li> <li>To ensure we consume only responsible water, i.e., that all our water is procured from responsible sources</li> <li>To ensure zero impact on groundwater levels in the areas where we operate in by recharging an equivalent (or more) amount of water that is drawn from the ground</li> </ul>

Sustainability Dimension	Key performance Highlights (2009-10)	Vision and Goals for the Future
Waste Recycling and Pollution Mitigation	<ul style="list-style-type: none"> <li>• 76% of the total generated waste is recycled – either within our premises or externally through vendors. Our conservative position on the balance 24% waste is that it reaches landfills (though the actual figure is likely to be lower)</li> <li>• There are two biogas plants that are operational. By converting food waste to a source of cooking fuel, a total of 100 tons of GHG emissions was avoided</li> <li>• The paper recycling plant in Bangalore recycled 20 tons of waste paper into notepads, effectively saving 50 tons of dry timber and 0.5 million gallons of water</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure by 2013 that not more than 5% of the total waste reaches landfills, 95% of the waste to be processed within Wipro itself or through partners – and either recycled for further use or safely disposed of</li> </ul>
Employee Health and Safety	<ul style="list-style-type: none"> <li>• Launch of EHS portal in India with focus on the policies, procedures, regulatory requirements, and guidelines as per the ISO 14001 and the Occupational Health and Safety Advisory Services (OHSAS) 18001 management systems. This portal acts as a central repository for all management system requirements and, in addition, hosts an Audit Tracking System</li> <li>• Launch of the People With Disability initiative, for making the workplace accessible. 11 of our campuses were modified on the principles of a barrier-free environment and audited policies based on the UN Convention on the Rights of Persons with Disabilities (UNCRPD)</li> <li>• Prevention of Work Place Harassment training was provided to all managers</li> <li>• We scaled up our Mitr conseling initiative by tying up with an external agency to reach out to a wider audience. Mitr Plus, as we now call it, is available 24X7 in-person and on phone and includes counseling for legal and financial issues, apart from emotional support</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate well-being as a value proposition to employees and to our clients and their business</li> <li>• Implement innovative wellness programs to inculcate a healthy lifestyle and improve productivity</li> <li>• Provide a safe and healthy workplace to instill and enhance employee confidence</li> <li>• Supplement Health and Safety Programs with ongoing Risk Assessments</li> </ul>

Sustainability Dimension	Key Performance Highlights (2009-10)	Vision and Goals for the Future
Diversity and Inclusivity	<p>Significant progress was made on different facets of diversity:</p> <ul style="list-style-type: none"> <li>• Women constitute 29% of the workforce – an increase from 27% in 08-09</li> <li>• 10% of the workforce comprises non-Indian nationalities representing 70 countries. 98% of the workforce of our overseas BPO centers comprise local talent</li> <li>• We ramped up the program on ‘People with Disabilities’ on multiple fronts. Most buildings were made accessible for the physically challenged. Our building guidelines now include standards for people with disabilities. More than 55 physically challenged people were recruited into mainstream roles</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to strengthen and accelerate our diversity program on gender, nationality and physical disability as part of our overarching vision of being an equal opportunity employer with a workplace that is diverse and inclusive</li> </ul>
People Development	<ul style="list-style-type: none"> <li>• Wipro Leaders’ Qualities re-articulated to incorporate Spirit of Wipro as well as Sustainability under Unyielding Integrity</li> <li>• Mentoring for top talent women launched</li> <li>• An Accelerated Leadership Development Program (ALDP) was launched for high potential leaders. A significant dimension of the program was a separate track on ‘Sustainability’</li> </ul>	<ul style="list-style-type: none"> <li>• To provide for continuous learning and growth opportunities to every employee</li> <li>• To build a deep pipeline of leadership talent across all levels</li> </ul>
Customer Stewardship	<ul style="list-style-type: none"> <li>• All models of Wipro laptops and desktops achieved 100% Restriction of Hazardous Substances (RoHS) compliance during 2009-10 – an additional 21 toxic chemicals were phased out from these products</li> <li>• We launched our first PVC- and BFR-free desktop in early 2010 – one of the first models in the world</li> <li>• Significant progress was made on the Energy Star journey with 100% of laptop models (16) and 60% of desktop models (19) achieving the highest level of Energy Star 5 ratings</li> <li>• Our e-waste program nearly doubled the collection of e-waste from 4000 kg per month to 7700 kg per month during 2009-10</li> </ul>	<ul style="list-style-type: none"> <li>• While continuing to consolidate the three pillars of our Green PC program – Chemicals Management, Energy Efficiency and e-Waste Management – in our next phase, we will extend our program to include supply chain responsibility. The scope of this will include the reduction of suppliers’ ecological footprint and the protection of human and labor rights</li> </ul>

Sustainability Dimension	Key Performance Highlights (2009-10)	Vision and Goals for the Future
Education and Community Initiatives	<ul style="list-style-type: none"> <li>• Wipro Applying Thought in Schools (WATIS) expanded the program on holistic school education – 10 of the 22 long-term projects were initiated around this central theme</li> <li>• WATIS supported a two-year project for writing a well-researched book by Kamala Mukunda, ‘What Did You Ask at School Today’. The book, published by Harper Collins, was released in 2009</li> <li>• Aided by new affiliations with reputed universities, Mission10X reached a cumulated total of 7777 engineering faculty from across 19 states who have been empowered by our learning workshops</li> <li>• A total of 3370 learning assets in 18 engineering disciplines have been created till now by the institutions we engage with</li> <li>• Wipro Cares, our decade-old community care program, launched Project Sanjeevani, its first healthcare project at Waluj, Aurangabad</li> <li>• In line with our approach of supporting long-term rehabilitation – rather than short-term relief – for disaster-hit areas, we ran a pilot project on ecological infrastructure in the areas affected by the Kosi river floods in Bihar. The infrastructure included eco-sanitation, solar lights, rainwater harvesting, cobbled streets, and cleaned open wells. The objective was to make this idea a part of the government’s reconstruction polic</li> </ul>	<ul style="list-style-type: none"> <li>• Wipro Applying Thought in Schools: The plan for the next two years is to consolidate the projects started in 2009-10 and to initiate new projects around understanding and creating good educational literature and methods</li> <li>• To initiate programs that blend sustainability in education, e.g., citizen science programs in nature conservation</li> <li>• Mission10X: The primary goals of Phase 2 of Mission10X are to: <ul style="list-style-type: none"> <li>- Create 250 more academic leaders</li> <li>- Facilitate deployment of 2500 Unified Learning Kits</li> <li>- Empower 25000 more engineering faculty</li> </ul> </li> </ul>

Sustainability Dimension	Key Performance Highlights (2009-10)	Vision and Goals for the Future
<p>Advocacy and Public Policy</p>	<p>We continued to closely engage with government and policy influencers on energy and climate change policy</p> <ul style="list-style-type: none"> <li>• Provided detailed inputs to the Finance Ministry for the Union Budget on clean energy fiscal policy</li> <li>• Authored a position paper on 'Clean Energy as an Enabler of Inclusive Growth' for the climate change secretariat</li> <li>• Authored paper on 'Green IT Policy' for the Ministry of Environment and Forests (MoEF)</li> <li>• Hosted public seminar on 'Clean Energy' that was attended by senior leaders from the Karnataka government, academia and research NGOs</li> <li>• Co-hosted a public seminar on climate change at the Indian Institute of Science</li> <li>• Wipro was part of the core working group of Digital Energy Solutions Consortium (DESC) that researched ICT solutions for sustainability. The report was released in mid-2010</li> <li>• Strengthened collaboration with the Center for Science and Technology Policy (CSTEP) during the year. Supported CSTEP's international conference on 'Climate and Energy Futures' in October 2009</li> <li>• Wipro's senior leadership participated actively in sustainability advocacy at the World Economic Forum (WEF) summit in Delhi and at Davos. At Davos, our Chairman was the co-chair of the 'Sustainability' stream</li> </ul>	<ul style="list-style-type: none"> <li>• To further India's agenda for inclusive growth by actively participating in and contributing to forums that influence policies in this direction</li> <li>• To initiate new advocacy platforms on identified issues of sustainability</li> <li>• To consolidate partnerships that further research on select areas of clean energy, conservation and biodiversity</li> </ul>



# SPOTLIGHT: ALIGNING WITH SUSTAINABILITY CHARTERS AND NETWORKS

Sustainability is a multi-stakeholder game and collective action is the only effective way to address its challenges. Since inception, we have believed that subscribing to select charters and aligning with the right networks can be a force multiplier for

some of our own programs. We continue to be deeply engaged with the networks that we started out with. We provide below the updated summary of our associations and networks that is an updated version of the table in our previous report (Page 28):

Charter /Network /Association	Brief Description	Wipro's Engagement
The Digital Environment Sustainability Consortium (DESC), India	BDESC works with the Confederation of Indian Industry (CII) sustainability forum on the charter for ICT (Information and Communication Technology) as a driver for India's national goals on climate change as articulated in the National Action Plan on Climate Change (NAPCC)	Wipro is part of DESC's core working group that is researching the role of ICT in addressing climate change and related sustainability solutions. Our Chief Technology Officer is the co-chair of the task force that released the report in mid-2010. The report can be viewed and downloaded from <a href="http://www.digitalenergysolutions.org/india/desc-india/">www.digitalenergysolutions.org/india/desc-india/</a>
CII Mission for Sustainable Growth	CII, India's premier industry network, launched the Mission for Sustainable Growth (MSG) in 2008 with the core purpose of championing the conservation of natural resources without compromising on high and accelerated economic growth	Wipro was one of the first signatories to the CII Code for Ecologically Sustainable Business Growth. The code seeks voluntary commitments from companies towards reducing specific consumption of energy, water and other natural resources
India Green Building Council (IGBC)	The IGBC was formed under the aegis of the CII in 2001 with the goal of ushering in a 'Green Building' movement in India	Wipro is one of the executive members of the IGBC panel that evolved the Green Building standards for India

Charter /Network /Association	Brief Description	Wipro's Engagement
India's National Action Plan on Climate Change (NAPCC)	The NAPCC comprises eight missions on different aspects of sustainable development and is India's official charter on climate change	Wipro has partnered with CSTEP in researching and publishing a paper on the roadmap for the National Solar Mission (NSM)
The Carbon Disclosure Project (CDP)	The Carbon Disclosure Project was launched in 2000 to collect and distribute high-quality information that motivates investors, corporations and governments to take action to prevent dangerous climate change. More than 2500 companies from 60 countries measure and disclose their GHG emissions through the CDP	Wipro has been an active participant in the CDP disclosure program since 2008. We have now participated in three editions of CDP – the sixth, seventh and eighth. Our carbon disclosure is available for public viewing at the CDP site
Indian Society for Technical Education (ISTE)	The ISTE is a nodal group at the national level that furthers the cause of engineering education in the right direction. Please visit <a href="http://www.isteonline.in/">www.isteonline.in/</a> for details	Wipro's Mission10X is a member of the ISTE
UN Global Compact (UNGC)	The ten principles of the UNGC act as both a policy platform and a practical framework for companies that are committed to sustainability	Wipro became a formal signatory to the UNGC in September 2008. Our first Communication on Progress (COP) was published in July 2010
UN Millennium Development Goals (MDGs)	In the year 2000, the UN defined eight Millennium Development Goals (MDGs) to be achieved by the year 2015. These goals form the blueprint for the world's countries to meet the needs of the poorest. For more details, visit <a href="http://www.un.org/millenniumgoals/">www.un.org/millenniumgoals/</a>	Wipro endorses and supports the UN Millennium Development Goals. In our own way, we continue to contribute strongly to at least three of the MDGs – Universal Education, Gender Equality and Environmental Sustainability

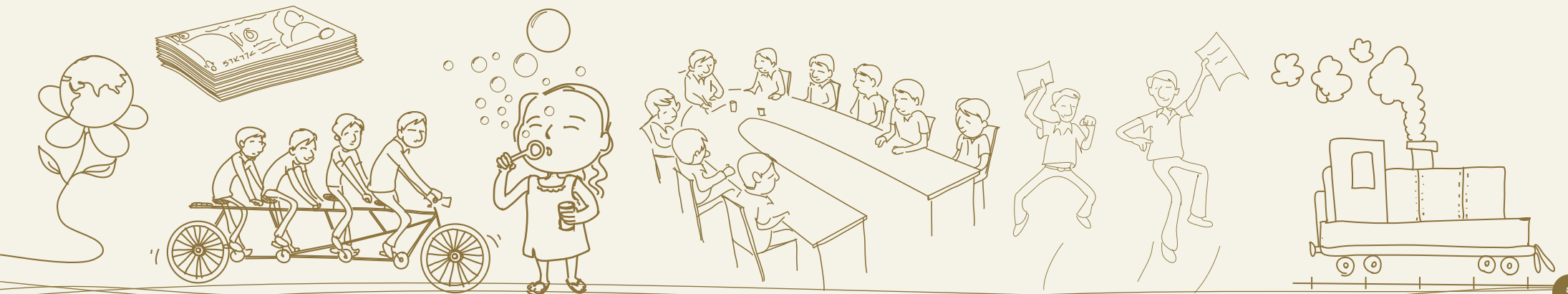
## 5. WIPRO AND ITS STAKEHOLDERS

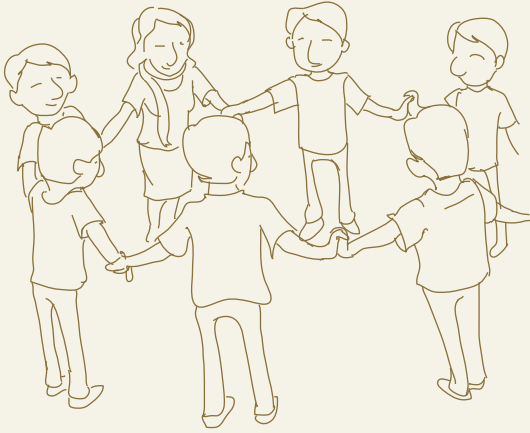
The primary point of departure of a sustainability-centric approach to business from a more conventional lens is that the spotlight is not on the investor alone, but includes a variety of other stakeholders. Not all these stakeholders may have a direct business engagement with the organization and yet they assume significance in the broader sustainability context of the industry sector and the geography in which the organization operates. For example, if a company runs operations in a water-stressed area, the local community becomes an important stakeholder for the organization to engage with on water management.

- **Spotlight:** At Wipro, we have always viewed our **customers, employees and investors** as strategic partners and stakeholders. Over the last decade, our deep outreach into education and community care has brought us in close engagement with two new stakeholders – **partners in the education ecosystem and proximate communities**. While the IT services industry

model does not require a deep supply chain, the rapid expansion of this sector in the last two decades has resulted in a variety of ancillary services, e.g., bus transport, housekeeping, canteen and security. Thus, **services suppliers / contractors** have become critical stakeholders for our operations. As the case study on the Wipro Green PC in Section 5d shows, our suppliers have played a strategic role in the success of our green computing journey. In progressing toward the goal of a sustainable and inclusive world, government, academia and research play a crucial role – the government by effecting progressive policies and the academic / research worlds by driving fundamental innovation. Over the past three years, Wipro has started engaging and **collaborating closely with government and policy bodies** on matters related to energy, water and ICT in governance. During this period, we have also started **collaborative partnerships with research and academic institutions**.

*Wipro & its Stakeholders. Here we outline our strategic perspectives, engagement approach, key performance highlights and primary future goals for eight major stakeholders: Customers; Employees; Investors; Suppliers; the Education Ecosystem; Communities & NGOs; Policy, Research & Advocacy; and Current & Future Generations.*





*We use websites, blogs, mail, newsletters and other online devices to stay connected with our stakeholders.*

To these stakeholders, we have added another stakeholder just for the purpose of sustainability planning and reporting – **Current and Future Generations.** We think that the future generations must be informed of our thinking and actions on sustainability more than anything else, otherwise our vision will stop short of being truly sustainable. Therefore, while this stakeholder group may not have as tangible and as real a face, it acts as an anchor for our decisions.

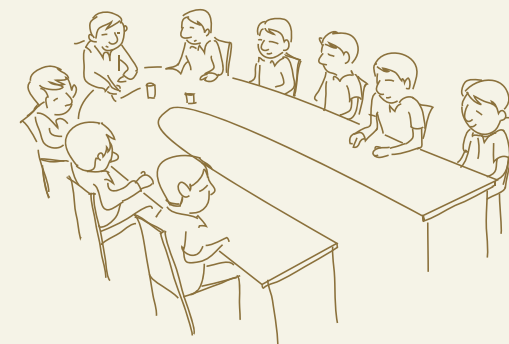
In our previous Sustainability Reports, we had identified seven stakeholders – Customers, Employees, Investors, Suppliers, Government, Communities and NGOs, and Current and Future Generations. From this report, we are modifying the list of stakeholders, not so much in substance but in form – considering the breadth and depth of the work that we do in education and which is primarily partner-led, we are introduc-

ing ‘Education Ecosystem’ as a separate stakeholder group. This stakeholder has been very much an integral part of our previous reporting and we are only giving it a separate identity. The ‘Government’ stakeholder of the previous reports is being renamed ‘Policy, Research and Advocacy’ to reflect the fact that effective policy-making and regulations on core matters of sustainability cannot happen in isolation but must be informed by deep empirical research and that business and civil society must be part of a larger advocacy exercise.

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

## 5A. STAKEHOLDER ENGAGEMENT FRAMEWORK

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Customers	<p><b>Modes:</b> Strategic and operational reviews, customer meets, formal customer feedback, and surveys</p> <p><b>Frequency:</b> Ongoing reviews; Surveys are annual and project-based</p>	<ul style="list-style-type: none"> <li>-Quality and timeliness of delivery</li> <li>-Impact on customer's business metrics</li> <li>-Does Wipro meet the norms on environment, labor and human rights and corporate responsibility?</li> </ul>	Chief Strategy Officer, Chief Global Delivery Officer, Chief Quality Officer, and their teams
Employees	<p><b>Modes:</b> Open houses, performance reviews, 360-degree feedback, all-hands meet, focus groups, leadership webcasts, blogs and discussion groups, perception surveys</p> <p><b>Frequency:</b> Ranges from daily (blogs) to annual (360-degree feedback)</p>	<ul style="list-style-type: none"> <li>-Empowerment, continuous learning, quality of work, work-life balance</li> <li>-Compensation and benefits, workplace facilities</li> <li>- Health and safety, counseling and advice</li> <li>- Diversity in the workplace</li> <li>- Career planning, appraisal and feedback</li> <li>- Integrity and transparency at the workplace, the company's larger vision on sustainability and social issues</li> </ul>	The Human Resources group, EHS group (joint responsibility for health and safety)
Investors	<p><b>Modes:</b> Annual General Meeting, Annual Report, investor meets, analyst conferences, roadshows, shareholder voting, investor complaints</p> <p><b>Frequency:</b> Ranges from quarterly to annual; Analyst meets and roadshows may be periodic depending on situational requirements</p>	<ul style="list-style-type: none"> <li>-Company strategy and performance, future plans</li> <li>- Returns to shareholders</li> <li>-Corporate governance standards</li> <li>-Top risks and the company's approach to risk mitigation</li> </ul>	Investor Relations team

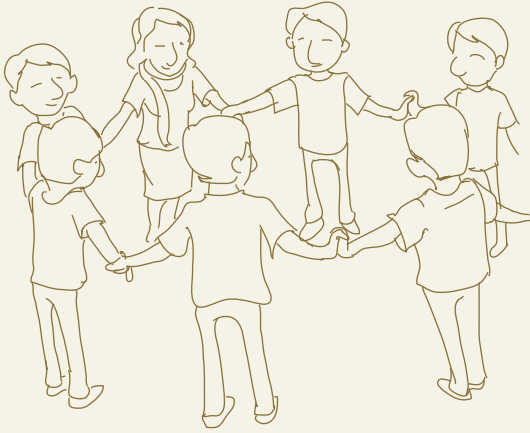


*Sometimes, face-to-face contact is the best way of sharing delight and concerns with our stakeholders.*

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Suppliers	<p><b>Modes:</b> Regular operational reviews, supplier meets, vendor survey</p> <p><b>Frequency:</b> Will vary from monthly to annual</p>	<ul style="list-style-type: none"> <li>-Quality and cost-effectiveness of services</li> <li>-Innovativeness of delivery</li> <li>-100% compliance on labor and human rights; Must subscribe to Wipro COBCE</li> <li>- Zero tolerance for lapses in integrity</li> <li>-Alignment with Wipro expectations on ecological sustainability</li> </ul>	The Central Procurement Office, Wividus Shared Services, Facilities Management Group, Legal Group
The Education Ecosystem	<p><b>Modes:</b> Periodic meetings and discussions, regular e-mail exchanges, annual education forum, faculty workshops, Mission10X collaborative portal</p> <p><b>Frequency:</b> Varies from weekly to annual</p>	<ul style="list-style-type: none"> <li>-Systemic reform in India's school education system: Curriculum and assessment interventions, teacher capability, advocacy</li> <li>-Improving the quality of engineering education through both curriculum interventions and faculty training</li> </ul>	Wipro Applying Thought in Schools (WATIS) for school education Mission10X for engineering education
Communities and NGOs	<p><b>Modes:</b> Periodic meetings with partners, open meets with community, partner newsletters</p> <p><b>Frequency:</b> Varies from monthly to quarterly</p>	<ul style="list-style-type: none"> <li>-Continuing education for children of migrant labor</li> <li>-Primary healthcare for rural communities</li> <li>-Environment issues that affect disadvantaged communities (water)</li> <li>-Long-term rehabilitation for disaster-affected areas</li> </ul>	Wipro Cares, Location leadership

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Policy, Research and Advocacy	<p><b>Modes:</b> Planned meetings, workshops, taskforces and steering committees of industry network bodies</p> <p><b>Frequency:</b> Varies from monthly to annual</p>	<ul style="list-style-type: none"> <li>-India's policies on climate change, energy efficiency, water, e-waste and ICT</li> <li>-Policy research on energy options for India</li> <li>-Advocacy papers and reports on different sustainability challenges</li> </ul>	Eco Eye , Corporate Affairs, Senior Leadership
Current and Future Generations	<p><b>Modes:</b> Indirect inference from our school interventions mentioned above, published sociological research and analysis of emerging generation</p>	<ul style="list-style-type: none"> <li>-Sustainability of planet earth</li> <li>-Reforms in governance and rooting out of corruption</li> <li>-Meaningful work</li> </ul>	Eco Eye, Human Resources

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



*We use websites, blogs, mail, newsletters and other online devices to stay connected with our stakeholders.*

To these stakeholders, we have added another stakeholder just for the purpose of sustainability planning and reporting – **Current and Future Generations.** We think that the future generations must be informed of our thinking and actions on sustainability more than anything else, otherwise our vision will stop short of being truly sustainable. Therefore, while this stakeholder group may not have as tangible and as real a face, it acts as an anchor for our decisions.

In our previous Sustainability Reports, we had identified seven stakeholders – Customers, Employees, Investors, Suppliers, Government, Communities and NGOs, and Current and Future Generations. From this report, we are modifying the list of stakeholders, not so much in substance but in form – considering the breadth and depth of the work that we do in education and which is primarily partner-led, we are introduc-

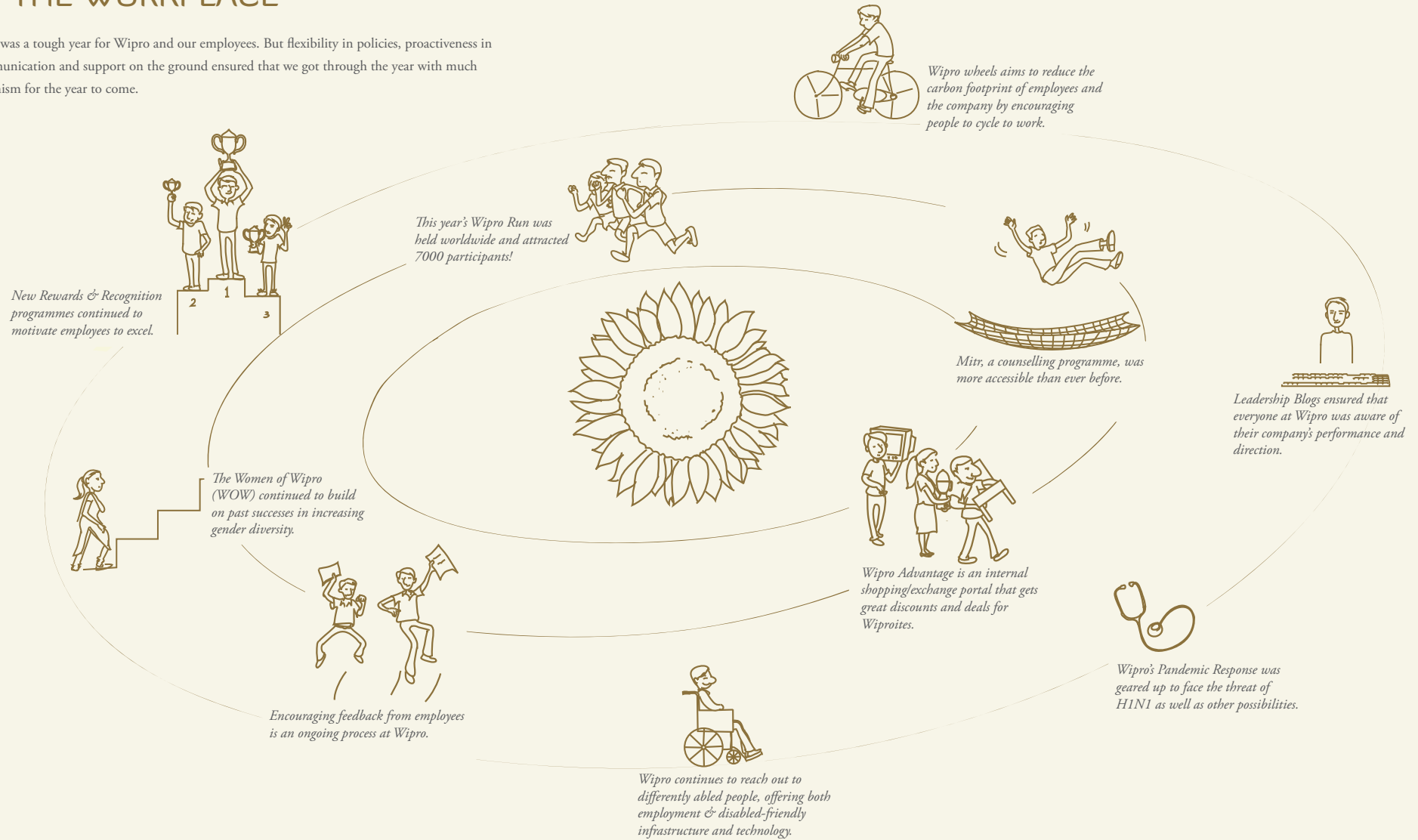
ing ‘Education Ecosystem’ as a separate stakeholder group. This stakeholder has been very much an integral part of our previous reporting and we are only giving it a separate identity. The ‘Government’ stakeholder of the previous reports is being renamed ‘Policy, Research and Advocacy’ to reflect the fact that effective policy-making and regulations on core matters of sustainability cannot happen in isolation but must be informed by deep empirical research and that business and civil society must be part of a larger advocacy exercise.

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



# 5B. EMPLOYEES & SUSTAINABILITY AT THE WORKPLACE

2009 was a tough year for Wipro and our employees. But flexibility in policies, proactiveness in communication and support on the ground ensured that we got through the year with much optimism for the year to come.



“The year 2009-2010 was a tough and demanding period with challenging business conditions. The global economic slowdown brought the inevitable pressure on cost and productivity. It called for a sensitive balance between keeping employee morale high and yet delivering the higher efficiency and productivity that business demanded – the right mix of short-term benefits and long-term planning. In the light of restricted budgets for salary hikes, limited growth opportunities as well as business and role uncertainty, this was a year for consolidation - for building deeper roots and a stronger foundation. Our objective was not just to recover from the slowdown but to also emerge more prepared for the future. As the year rolled out, we focused on some key themes - employee feedback and support programs, communication, employee engagement, and process improvement initiatives, with a continued emphasis on Diversity and the Spirit of Wipro.”

**Pratik Kumar, EVP - Human Resources.**



## ENGAGING TALENT AND BOOSTING EMPLOYEE MORALE

*Various account-level open houses, luncheons with leaders, round table discussions and coffee sessions with HR as well as business leaders were regularly organized to ensure two-way communication.*



The organizational and business changes that occurred in 2009 had the potential to create workplace stress and demotivate employees. Our first priority was to nurture our talent pool during this tough year. We achieved this through strengthening of communication channels, employee connect with the senior leadership team and improvement of existing processes for induction, re-skilling, managing performance, seeking feedback from employees, succession planning, innovative recognition processes, and continued employee engagement. We won recognition for our efforts through international business awards: the Stevie Award for Human Resources Executive of the Year 2009 was given to Pratik Kumar. The Wipro team also featured as a finalist in the

Best Human Resources Department for Team of the Year category.

The Meet Your People Program, which consists of a suite of engagement programs, focused on keeping employees updated about the business outlook through quarterly Business Unit-wide All Hands Meets (AHMs). People's Week, BU Day, long service celebrations, team building and social events were also conducted in each BU to create enthusiasm amongst the employees.

Various account-level open houses, luncheons with leaders, round table discussions and coffee sessions with HR as well as business leaders were regularly organized to ensure two-way communication.

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## Induction programs

We continued to hold our monthly new hire orientation programs for all employees hired in geographies outside India, apart from the weekly induction sessions in India. Amongst the different induction programs we conduct, a program that stands out is the Global Assimilation Program (GAP) for senior client-facing employees. GAP is a 2-week intensive induction program hosted in India and is conducted every quarter. It's been running since the year 2006. This program provides an opportunity to participants to interact with the senior-most Wipro executives across businesses and functions. It also helps new hires to build vital networks with Wipro teams in India that will help them succeed and to present Wipro in a credible manner to client teams. In the year 2009-10, we covered more than 70 senior client-facing employees hired outside India under this program. Our weekly induction programs for lateral hires and the induction programs for campus hires in India continued to

welcome the new hires and integrate them in the company. Globally, a total of 36115 campus and lateral hires in the IT business went through different induction programs in the year 2009-10.

## Training

Wipro has always invested proactively in human capital development. Our multipronged training programs focus on holistic employee development throughout their careers in Wipro.

In the year 2009-10, we expanded the reach of these programs by launching an online Integrated Talent Management System (ITMS) that offers approximately 5640 courses to employees in Wipro Technologies, our global IT services business. The ITMS has an Annual Development Plan for every employee consisting of Personal Learning (Individual Learning Plan-ILP), mandatory courses and statutory courses like Information Security Training.

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*Globally, a total of 36115 campus and lateral hires in the IT business went through different induction programs in the year 2009-10.*

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Under the Individual Learning Plan (ILP), training courses are identified based on the competency assessment of the employee in the annual performance appraisal. The employee is required to complete all these courses during the year.



Completion of previous year's ILP is one of the objectives and each employee is rated on this objective. Though it is difficult to track the exact hours of e-learning through ITMS, total online learning time for every employee is estimated to be between 4 to 9 hours. We plan to cover the entire IT business through this system in the year 2010-11.

In the next few years, we plan to grow our leadership development programs to a new

scale through the Wipro Leadership Institute. This institute would be a dedicated facility offering the best-in-class programs, infrastructure, and faculty to nurture the leadership pipeline at different levels to meet the business ambitions of Wipro Corporation.

### Communication

IN SYNC, our key employee communication program for

locations outside India, grew tremendously in terms of employee participation through last year. This is a business executive-led communication exercise that provides employees outside India with quarterly updates on Wipro business results, key location events and account-specific activities. It ensures that employees who work from client locations stay connected with Wipro and remain aware of changes that affect them. We also introduced "themes" like Eco-Eye and Diversity in each session. This created awareness about and elicited active participation from employees in key focus areas for the organization.

In a year of uncertainty, this communication platform was more important than ever and reassured employees about Wipro's ability to weather the economic crisis. This program



has run for 12 successive quarters for more than 7000 employees outside India in 2009-10.

In India, similar programs are done at account level. These programs are called All Hands Meets.

*IN SYNC program has run for 12 successive quarters for more than 7000 employees outside India... in India, similar programmes are called All Hands Meets.*

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## Seeking employee feedback

The employee perception survey, Voice of Wipro (VOW), has always been the most effective way of gathering employee views. This survey was launched in November 2009 with the conviction that collection of frank, albeit tough, feedback from employees was more critical than ever in an environment of rapid change and heightened expectations. A revised engagement model, in congruence with research, reflected 21 levers of engagement arising from the four focal points of Organization, Job, Manager, and Team. This survey also included questions on some key organizational initiatives such as social responsibility, health and safety and diversity. Questions also captured employee opinion on the company's customer-service orientation.

The survey was launched by the Joint CEOs and subsequent

communication was led by Business Unit Heads through e-mails, open houses and employee meetings. 52% of the global Wipro IT business workforce participated in the survey and the overall engagement scores in Wipro improved by 11 percentage points over the earlier survey completed in 2007.

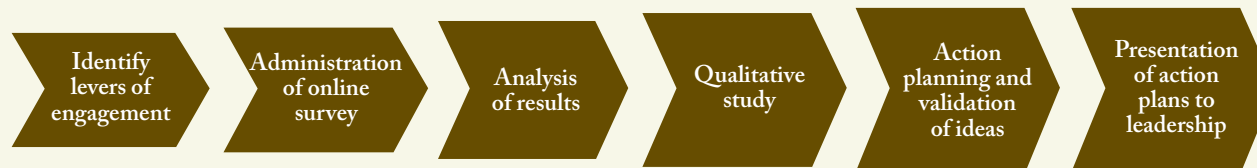
## Social responsibility

This was identified as one of our key areas of strength with 63.3% employees at Wipro level agreeing or strongly agreeing with our approach on social responsibility. After the survey, we conducted a qualitative study in collaboration with an external agency. Through this study we reached out to employees to validate some of the findings of the survey and to explore some areas in greater depth. Some of the employees who had not responded to the online survey, expressed their opinions in these face-to-face meetings.

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*In the Employee perception survey, 63% of employees identified social responsibility as one of our key areas of strength.*

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*Overall, social responsibility, team spirit, diversity and empowerment emerged as areas of strength, while rewards and recognition, strengthening middle management, communication, career opportunities as areas of weakness.*



We went a step further in involving employees in the change process by inviting them to design the change they wanted. Each improvement area was identified from the

survey and the qualitative study was

adopted by one business unit head. These business heads invited employees across the company to volunteer for action teams to design and implement improvement actions. From the 2000 applications, action team members were shortlisted, based on their responses. Many of these action team members reached out to more employees for further discussions on specific action areas and to get their views suggestions on possible actions. At present, the teams are developing action plans and reviewing them with business leaders.

## Spirit of Wipro Run

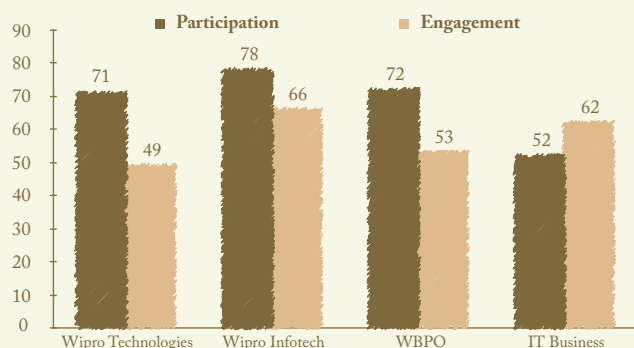
The annual Spirit of Wipro Run has become a tradition at Wipro over the last few years, with a steady increase in the participation from Wiproites each year. In 2009, more than 7000 Wiproites took part in this run across locations. Both the preparation for the run and the actual event bring about a tremendous sense of camaraderie and team focus – with a terrific opportunity to live and reinforce the three core Wipro values i.e. demonstrating the intensity to win, acting with sensitivity, and displaying unyielding integrity at all times. This year, printed t-shirts were replaced with t-shirts bearing the hand imprint of the individual runner, thus personalizing the memento and saving energy. Wipro also planted a tree for every participant who ran.



Over 7000 employees worldwide took part in the Spirit Of Wipro Run

*Wipro BPO was ranked amongst the Top 3 companies in Dataquest Top 20 Best Employers Survey 2009.*

Voice of Wipro 2009



# IDENTIFYING AND REWARDING HIGH PERFORMERS

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## Performance management

As the business environment grew more competitive, the need for stronger performance management increased. After the business restructuring of April 2008, we also felt the need for a single, uniform performance management system for the corporation so that employees across Wipro have the same yardsticks of performance. The new performance management system that rolled out in March 2010, provides employees with higher transparency and visibility to the evaluation and rating process used by managers. Employees now get a 5-day time window to view the comments given by their managers and give any relevant additional information to managers before they finalize the performance rating. With the introduction of overall rating on competencies,



there is now an equal focus on both goals achieved and competencies displayed. Another change was movement from a 4-point rating scale to a 5-point scale. This change has enabled sharper differentiation in performance levels. Finally, completion of the Individual Learning Plan under the Integrated Talent Management System (see training section earlier in this section) was made a mandatory objective in appraisals, thereby strongly linking appraisals and employee development. These changes, along with other standardization initiatives, have facilitated the easy movement of talent between group companies. In a year with slow business growth, these changes were particularly important as they helped to identify good performers who were impacted by external conditions beyond their control and allowed the organization to find suitable roles and rewards for high performers.

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*The new performance management system provides employees with higher transparency and visibility to the evaluation and rating process used by managers.*

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## Wipro Leadership Qualities Survey

The 360-degree feedback process for leaders was strengthened to increase alignment of leadership development to current and emerging business priorities. The Wipro Leaders' Qualities were revised to reflect renewed levels of maturity attained by the organization as well as new areas of challenge visualized for the future - qualities that can be observed in action and will create business impact. The Spirit of Wipro was added to the set of core leadership qualities and Sustainability was included in the same. Sustainability was also woven into qualities such as Achievement Orientation and Talent Building that affect business outcomes. This change has set the tone for sustainability to get institutionalized at the hands of leaders who are most favorably positioned to influence the strategic, operational and cultural reality, on a day-to-day basis. The transformation of the Wipro Leaders' Qualities, the leadership feedback process and related development processes, has been participative and transparent. Changes have been based on inputs from senior leaders across geographies and businesses as well as external benchmark inputs.

## Rewards and recognition

The Sustainability Report for 2008-09 carried references to the Applied Innovation Awards, Wipro Infotech Solitaire Awards, Business Unit Awards, Encore Awards, Long Service Awards, and The Best People Manager Award that recognize performance, team work, camaraderie, service continuity, and people management abilities of Wiproites. Despite the recessionary pressure built in the last year, all these listed award categories were continued in FY '09-10. In addition, a new set of team awards was introduced for the IT Business in 2009, titled 'Joint CEO Awards for Exemplary Performance'.



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There are two broad categories of the Joint CEO Awards – Evergreen Awards and the Special Theme-based awards that are specific to the year's special initiatives. The 9 Evergreen Awards are Best Managed Account, Best Innovative Solution, Best Outsourcing Deal, Best Large/Complex Project Execution, Best Transformational Deal, Best Non-Linear Solution, Best Function, Best Business Unit, and Excellence Award for Diversity. The measure of performance and the assessment criteria for this set of awards were published in the beginning of the financial year so that Wiproites could aspire for and work toward winning the awards.

A total of 140 nominations were received across the award categories. The winners were chosen by a Jury comprising internal leaders: Jt. CEOs Suresh Vaswani and Girish Paranjpe, EVP-HR Pratik Kumar, CFO Suresh Senapaty and two external members from the industry (Noshir Kaka – Country Head, McKinsey and Siddharth Pai – Country Head, TPI). The gala awards night was held in April 2010 and the grand felicitation ceremony for the award winners happened at the Q4 Board meeting dinner.

### **Workforce optimization**

The business landscape of 2009-10 was full of layoffs. Wipro too was under the pressure of workforce optimization. Our response was that safeguarding employee jobs was our first

priority. We would find alternative options of reducing costs and layoffs would be our last option. We modified two of our existing policies of sabbatical (unpaid study leave of maximum 2 years) and part-time work and made them available to a large section of employees. Two options were introduced: First, employees could opt to work for 8-10 days in a month and get 50% of their salary for a period of 6 months.

This payout would become 40% of salary if the employee continued this arrangement after 6 months. Second, employees could take a 12-18 month sabbatical and get 25% of their salary during this period. Employees on these particular programs were given the option to simultaneously work elsewhere in a non-conflicting area, e.g., teaching in a college or work with an NGO. This ensured that the employees had an alternate source of income.

Special technical and behavioural training programs were launched for these employees with the objective of skill upgradation, in order to be deployed in new projects. A total of 2643 employees opted for these programs. All these employees were given full benefits like other employees such as life insurance, medical insurance, no disruption in perks, no delay in vesting of stock, etc. These programs were in response to the specific business environment last year and were formally closed by end of March 2010.

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*Two broad categories of the Joint CEO Awards: Evergreen Awards and the Special Theme-based awards that are specific to the year's special initiatives.*

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# DIVERSITY

Through all our other initiatives, the overarching focus remained on increasing and nurturing Diversity, and making Wipro a more inclusive workplace. We made progress on all four pillars of the Wipro Diversity charter: gender, nationalities, people with disabilities, and underprivileged sections. Some of the initiatives are described in subsequent paragraphs.



*(BPO recruitment poster in Romania).*

## Hiring a global workforce

In line with our recruitment philosophy, we brought a diverse talent pool into Wipro through last year. In 2009-10, 28% of the workforce in the IT business consists of women, up from 26.8% in 2008-09. 7% of the workforce of the IT business is non-Indian as against 5% in 2008-09. Of the total IT business workforce outside India, 39% are local nationals. In newer locations like Romania, we had an active presence among job fairs and career events in Bucharest and offered jobs to 130 FTEs. We also opened an office in Timisoara, Romania for 450+ employees and two other offices in Sebu, Manila and Okinawa, Japan.

We also continued to build diversity at the top management level. Our country heads in China, Japan, France, Germany, the head for Europe geography, and the head for Global Media and Telecom business are all local national hires. In our BPO

business, we have 98% local talent comprising of 27 nationalities in 15 centres across: the Americas, Australia, Central and Eastern Europe, and Asia. The BPO division won the Global Impact Awards 2009 from the Metro Atlanta Chamber of Commerce for Economic Development for successful job creation and the resulting positive impact on Atlanta's economy. As our workforce becomes more global, managers need to increase their skills of working with and managing cross-cultural teams. An online training program is now available on ITMS (see section on training) to learn the cultural dimensions of conducting business in 40+ countries across the globe.



*Inauguration event at Timisoara, Romania*

## Manager training

We have introduced Prevention of Workplace Harassment training sessions, classroom and online both, for managers, to sensitize them on the nuances of diversity and anti-discrimination.

Online programs are available in USA and will soon be launched in other parts of the company. We believe that this focused education of managers builds the foundations for a diverse talent team in Wipro.

## Supporting gender diversity through 'Women of Wipro'

The Women of Wipro (WOW) council launched various initiatives to facilitate exposure, flexibility and empowerment for the women employees. These included informal guidance sessions with top-performing women employees, speaker sessions by external experts and a Women of Wipro microsite. These initiatives have ensured a steady increase in women representation in middle management positions in the last 3 years. The representation of women in senior and top-level positions in IT business has also increased from 8.46% in 2007-08 to 9.27% in 2009-10.

We piloted a Mentoring Program exclusively for women,

along with other celebrations for International Women's Day. This program matched high-potential women in the middle management cadre with senior executives who are at least 2 levels above, for a mentoring relationship lasting 6-12 months. The mentors were both men and women. We chose this particular group to strengthen our process of retaining and grooming high-potential women managers into senior leadership/ strategic positions. We currently have about 100 pairs of mentors and mentees working across the globe. Based on our experience from this pilot group, we will extend this program to women in C1/C2 bands across geographies as well as cover higher numbers in our domestic IT and BPO business.

On the eve of International Women's day, a voluntary session was organized addressing relationships, stress, work-life balance and other such concerns that women usually face. We received an overwhelming response from employees to these sessions with experienced and professional counselors.

*The representation of women in senior and top level positions in IT business has also increased from 8.46% in 2007-08 to 9.27% in 2009-10.*



## Creating an inclusive workplace for People with Disabilities

One visible change in the past year is the improved accessibility within 11 premises in India, all of which are large, Wipro-owned facilities. To the extent possible, the campuses have been modified as per the Accessibility Guidelines based on 'United Nations Economic and Social



Commission for Western Asia (ESCWA) Accessibility for the Disabled - A Design Manual for a Barrier Free Environment' For details, refer [www.un.org/esa/socdev/enable/designm/index.html](http://www.un.org/esa/socdev/enable/designm/index.html).

*"I am delighted to be a part of Wipro & excited about my long future in Wipro"*



**C Good Luck Singh,**  
Project Manager, Retail, Consumer Goods,  
Transportation and Government(RCTG)

*Wipro promotes equal opportunity for its employees. The friendly and customized infrastructure helps in day-to-day functioning at the workplace. A specially designed program really makes a difference in the areas of Gender, Disability and Nationality. It is these conditions that nurture my appreciation of working at Wipro.*

*Wipro promotes respect amongst co-workers and I feel this respect in both mine and other work groups with whom I am in contact, especially HR, who handle my discomforts empathetically. The human resources person, Jaysbree, arranged leave approval for me to participate in the National Paralympics Games conducted in Sri Kanteerava Stadium, Bangalore. Or when I had to shift my project team to Electronic City location, the FMG team allocated a ground floor workstation for me. They also put steel handrails on the ladders and ramp of tower 8 so that I can walk easily by holding them. The Recently launched 'Self Identification Form' enables employees to voluntarily share a special need/disability which helps the company to provide the necessary support required and will also help to pass on any associated benefits like Income Tax exemptions etc. I recommend that we ask affected people to come forward, volunteer and become a part of such initiatives. We can also educate concerned authorized implementers and spread awareness among employees about new programs we launch for persons with disabilities. It has been more than five years; I am still inspired and just as excited about working for Wipro as I was on my first day.*

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Access guidelines have been made an integral part of our building guidelines so every new building comes up designed for such accessibility. The Wipro Building Standards were revised based on the latest 'Draft of Indian Accessibility Standard: Recommendations for Buildings and Facilities for Inclusion of Persons with Disabilities', National Centre for Promotion of Employment for Disabled People (NCPEDP) and AccessAbility (2009).

We have also made changes to our recruitment, training and other policies to enable persons with disabilities to build meaningful careers in Wipro. The year 2009-10 saw us recruiting from management, technical campuses and consultants to welcome persons with disabilities into different roles across the organization. Exclusive walk-in interviews, employee referrals as well as participation in Disability job fairs were also undertaken in India. In our Mysore facility, 10 employees with disabilities were hired in 2009-10. As of 31st March 2010, we had 55 persons with disabilities in the IT

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business. These are people who have voluntarily disclosed their disability.

We audited 56 of our policies in accordance with the UN Convention on the Rights of Persons with Disabilities (UNCRPD), ratified by India on 1st October 2007.

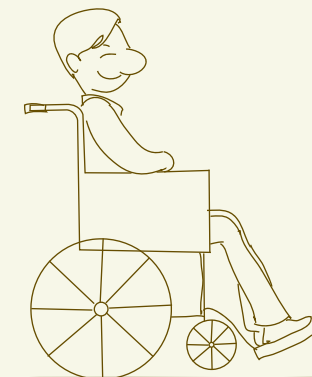
We are currently adapting our IS applications to connect with typical software such as JAWS that are used by persons with disability so that web portals and information is accessible to all.

Our efforts for Persons with Disability were recognized when Wipro was a recipient of the coveted NCPEDP Shell Helen Keller Award for 2009. Nupur Jain, Senior Executive Talent, Engagement and Development, was an individual awardee. Over the last 12 years, these awards have come to be recognized as the most prestigious Indian benchmark for honoring people and organizations which have been working towards promoting employment opportunities for people with disabilities. We also won our first award in the US from the Association of Diversity.

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*We have made changes to our recruitment, training and other policies to enable persons with disabilities to build meaningful careers in Wipro.*

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Of the top 25 companies listed, Wipro was positioned in the sixth place in the 2010 Annual Diversity Council Honors Award™. The annual Diversity Council Honors Awards recognize and honor the outstanding contributions and achievements of the nation's top diversity council groups that lead diversity processes in their organizations and have demonstrated results in their workforce, workplace and marketplace.

Applicants were evaluated on contributions and achievements in four categories: Demonstrated Council Results; Demonstrated Management Commitment; Measurement and Accountability; Communication and Education. On the International Day of People with Disabilities, we organized a sale of candles, paper bags, handmade notebooks, and decorative items made by people with disabilities. This sale was organized in six locations in India – Bangalore, Hyderabad, Chennai, Gurgaon, Pune, and Kolkata. The sale was organized in collaboration with a Delhi-based NGO that works with other smaller NGOs for producing and marketing goods and services made by people with disabilities.

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**Mangal S S,**

*Senior Consultant, Productized Solutions Group*

*"I appreciate the fact that Wipro buildings are accessible by all. Considering my requirement, I am able to manage on my own without much changes. Wipro encourages recruitment of people with disabilities. At the same time, recruitment is completely on merit and that increases one's confidence in working here. After my selection, a Wipro person called me to check if I had any special requirements, which made me feel welcome in the company. My needs are being reviewed under the reasonable accommodation policy. This makes me feel included and that this organization cares for its people.*

*My manager shows faith in me and my colleagues never treat me as though I need anything different from them or that I am different. All my team members and managers are very approachable. The team that is working on the People with Disabilities program regularly reaches out to me to take suggestions and keep in touch.*

*I would suggest that Wipro buses should also be made wheelchair accessible and I am sure Wipro will do this soon."*

**Pratik Jindal, Consultant,**  
Consultant, Global Research Center of Consulting (GRCC)



*Wipro treats employees with disabilities the same as any other employee. When I was recruited in Wipro Consulting Services, I was told that my selection was purely on merit. This made me feel that I belong to this organization. It was heartwarming. Although I joined the company after the rest of my batch, I was made to feel very comfortable with the team. Anurag Sharma who is our Team Leader escorted me and introduced me to the team. Things like JAWS software, my laptop and special screen had already been ordered.*

*The role of seniors has been instrumental with a special mention of Vasudev Murthy, Anurag Sharma, Ketan Phanz, Divya Shankar, Projit, Annice Joseph, among others, who have gone out of their way to guide me day in and out. I share same responsibilities as the others in my team and I get equal treatment as others. On the whole, entire atmosphere in GRCC is so friendly and comfortable that it gets the best out of you.*

*The recently launched 'SIF' enables employees to voluntarily share a special need/disability which helps the company to provide the necessary support required and will also help to pass on any associated benefits like Income Tax exemptions etc.*

*I would suggest some digital boards, bigger screen to display floor numbers and names of conference rooms so that everybody can easily read them. Team Leaders can be encouraged to hire more people with disabilities if we are more prepared to arrange equipment and facilities to make employees productive without delay.*

**Nupur Jain,**  
Senior Executive, HR



*I would like to take some names here like Indra, and late Ranjan Acharya. Indra came as a very good friend to me at work, giving me the orientation of the whole building and helped me to navigate my way through. She also helped me to format documents and presentations. She has been always very supportive. In my two-and-half years of journey with Wipro. I have had a very smooth experience. I would like to remember the support from my team and supervisor Dr. Joseph George for making me comfortable in the team, mentoring me and helping me grow as a professional. The team had no biases toward People with Disabilities. All of them were open to understanding my requirements and helped me perform at my best, playing the role of friends.. Lastly, Ranjan was a person who always had time to listen to me and give me suggestions for further improvement.*

*All together, it has been a good experience as many reasonable accommodations have been provided by Wipro to me like commuting from home to work and back to home by letting me get my auto till the basement of the building. I have been provided with screen-reading software and scanner at my desk to help me to scan books and read them independently.*

*In the end, I would like to mention that physical infrastructural changes have been made to accommodate People with Disabilities at work but I also would request the management to make the applications of myWipro accessible with screen-reading software.*



## Employee as responsible citizen

**Eco Eye:** Our eco sustainability program, Eco Eye, continued to engage employees beyond their day-to-day routine. Our next generation of employees is deeply aware of environmental issues, and prefers an organization that is integrated with their core principles. This got highlighted in the recently conducted Employee Perception Survey 2009, where ‘Social

Responsibility’ was one of the high-scoring levers of engagement (see section on ‘Seeking employee feedback’) This year, our India Eco Eye chapters took up some new themes to contribute to eco-sustainability in their respective locations. The Eco Eye program expanded its reach when we started 3 new chapters, one each in USA, Europe and Singapore.

The Eco Eye initiative is covered in more details in the subsequent sections of this report.

Chapter	Illustrative activities
Bangalore	Freewheelers club - Wiproites cycled to office to reduce carbon footprint
Hyderabad & Pune	Tree nests, birdfeed and birdbaths to encourage sparrows to return to our campuses
Chennai	80 Wiproites, equipped with safety gear, cleared a garbage dump created during construction activities next to the Wipro Chennai office
USA	<ul style="list-style-type: none"> <li>• Cleaning the Hunting beach in Southern California in partnership with ‘Heal the Bay’ association</li> <li>• ‘Plant a Wish’: 20-25 native trees planted on the Midtown Greenway in Minneapolis</li> <li>• Participation in the Pond Dakota restoration event held at Bloomington, Minnesota</li> <li>• Work groups hauled brush and performed general maintenance in order to help prepare for a large seeding and planting event</li> <li>• Uncas Dunes Restoration in Big Lake, MN. General maintenance in order to protect and preserve this important site for future generations and prepare for a large seeding event in the near future</li> </ul>
Europe	<ul style="list-style-type: none"> <li>• Green Christmas week</li> <li>• Christmas postcards with Christmas greetings on one side and simple eco-friendly tips on the otherside</li> <li>• Planting of 1800 daffodil bulbs during this week</li> </ul>
Singapore	<ul style="list-style-type: none"> <li>• Sessions on Climate Change</li> <li>• Learning session for kids on the risks of our ‘Warming World’</li> <li>• Eco Eye Day: Climate Change quiz and screening of ‘An Inconvenient Truth’</li> <li>• Eco Eye photography competition: Winning entries were used for an e-calendar</li> </ul>



# FREE AND FAIR WORK ENVIRONMENT

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## **Ombudsprocess**

Wipro has prided itself on its ethical work environment. The Code of Business Conduct and Ethics is core to our day-to-day work and we continued this focus through a difficult year. The complaints received through the Ombudsprocess through e-mail, letters and phone calls were tracked manually till Q2 of 2009-10.

While these avenues continue, in Q3 of 2009-10, the Ombudsprocess went online on the company intranets – myWipro and Channel W. Now, employees can log their concerns online and also track the resolution status on the portal. The portal also hosts case studies and policy training materials to increase employee awareness of the process, resolution mechanism and their rights. In 2009-10, the Ombudsprocess received a total of 451 complaints. A detailed categorization of these complaints and the actions taken is provided in the data section of this report.

We respect the right of our employees to form and join trade unions; however, our business comprises predominantly of qualified knowledge workers who work in an empowering workplace climate. Our employees have several avenues of expressing their opinions and communicating feedback to the

leadership, e.g., blogs, town hall meetings, online chats, plan communication, etc. A reflection of this is that in our IT business, there are no registered trade unions.

## **Significant operational changes**

We take employees into confidence over any significant change that may affect them. Changes need not be disruptive and hence are handled with sensitivity. When we acquire businesses, integration is a critical process for its success. We conduct surveys regularly over an extended period of time from all impacted stakeholders to gauge the progress of integration.

## **Employee health and safety**

Ensuring a safe and healthy work environment is of paramount importance to Wipro. We continued to improve our health and safety systems in the last year. The physical environment is designed to be aesthetically pleasing and convenient while the spacious, open campuses and buildings are equipped with ergonomically designed workstations, convenient access to refreshments and nutritious food. We also have a Health & Safety portal where employees can log in incidents occurring within the workplace. It is also the avenue to capture any concerns / suggestions for improving the health and safety of employees.





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*There were no work-related fatal accidents on any Wipro campus in FY '09-10.*

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The Employee Health and Safety team at Wipro has won several State and National Awards for our state-of-the-art Employee Health & Safety Practices such as 2nd position in Leadership and Excellence Award in Environment, Health & Safety from CII, Golden Peacock EHS Award 2009 – Awarded by IOD, Winner of Habitat award 2009 for LEED, and Greentech Environment Excellence Silver Award 2009. 21 of our owned facilities are ISO 140001 (EMS) certified and 15 are OHSAS 18001 certified. There were no work-related fatal accidents on any Wipro campus in FY '09-10.

### **Mitr**

Mitr, our Employee counseling and support forum, was established over 5 years ago. So far, the program had comprised employee volunteers who were trained as counselors. This year, the program became especially significant as employees dealt with unprecedented professional and emotional upheaval, both at the workplace and outside. Therefore, we tied up with an external agency to reach out to a wider audience and scale up the program.

Mitr Plus, as we now call it, is available 24X7 in person and on phone, and includes counseling for legal and financial issues, apart from emotional support. E-mails and posters encouraged employees to speak out about their problems and seek help. As a

result, the number of calls rose from 120 in 2008-09 to 579 in 2009-10.

### **Policies for health and safety**

Various employee policies help Wiproites stay safe and manage health issues. Our medical benefits program is one of the most comprehensive in the industry. In India, we cover employees, their spouse and children under contributory schemes such as Medical Assistance Program (over-the-counter medicines and domiciliary expenses), Medical Benefits Program (chronic diseases) and Mediclaim (hospitalization). Wipro also provides assistance under company-funded programs such as assistance for treatment of illness that are catastrophic in nature (e.g. kidney transplant), annual health check-up for managers, group personal accident insurance and group term life cover.

Outside India, we have a competitive healthcare program that provides medical, dental, vision, and health insurance plans to employees in all geographies through reputed insurance companies.

For example, the US benefits program offers Life and Accidental Death & Disability Insurance along with features like Flexible Spending Account and Health Savings Account. Our aim is to offer increasingly better benefits to employees that extend beyond statutory compliance.

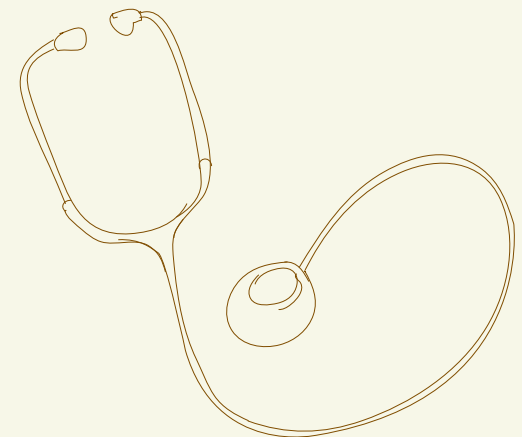
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Increasing traffic in Indian cities has also led to an increase in road accidents in the country. We educate our employees on safe driving practices. For instance, we have a strict helmet policy inside the campus; this reinforces the importance of observing safety rules. The Fit for Life program (covered in 2008-09 report) runs communication campaigns, webchats, and specific events to create awareness about the benefits of healthy food, exercise, and medical check-ups. In many locations, the Fit for Life team has got healthy food options introduced in consultation with nutritionists.

**Pandemic Response Programme:** In 2009-10, the entire world was in Pandemic Phase leading to fears about well-being of families, business losses because of disruption in travel, and absenteeism. Wipro formed a multi-function Pandemic Task Force to prevent the infection from adversely affecting our employees, their families, our business continuity, and our

customers. A comprehensive business continuity plan was implemented along with elaborate measures for employee health and safety.

Employees were educated about the A(H1N1) flu, its symptoms, precautions to prevent it, and its cure through frequent awareness mails. A special quarantine leave was introduced for those employees who fell sick because of A(H1N1) flu and needed additional leave for treatment. Our facilities were disinfected each time an employee was diagnosed with the flu. Health check-ups were also organized for those employees who happened to be in proximity of an employee infected by A(H1N1) flu. Wipro tied up with various hospitals for a basic health check-up for employees who travelled back from countries where A(H1N1) spread was severe. Regular updates were provided to employees on a microsite created on our intranet – Channel W.



### On the lighter side: Wipro Advantage

Wipro Advantage, an online in-house shopping portal, was started with a view to making a wide range of products/services available at specially negotiated prices both online and on campus to employees in India. This portal has customized web pages designed specifically for Wipro and is hosted on the corporate intranet. The portal is accessible even to employees without intranet access while working in client locations. Event-

based offers are periodically introduced and product sales are organized at campuses in Bangalore and Hyderabad in India.

### Suite of policies to cater to different employee needs

Our employee policies are regularly updated to meet different employee needs. The following table illustrates some of our major employee policies:

Assisting in Money Management	Rewarding Performance	Retirement Benefit & Benefits for Contingencies	Health and Wellness	Flexible Work Arrangements
Basket of allowances to choose from - Wipro Benefits Program	<ul style="list-style-type: none"> <li>Variable pay program - Quarterly Performance Linked Compensation</li> <li>Sales incentive plans</li> </ul>	PF, Gratuity, Pension, Survivor Benefit Program , 401 (K) plan with employer match for the first 5% of contribution made by the employee and retirement plans for each geography in accordance with laws and best industry practices	Separate medical programs for domiciliary expenses, and hospitalization - covering spouse and children	Optional holiday scheme

Assisting in Money Management	Rewarding Performance	Retirement Benefit & Benefits for Contingencies	Health and Wellness	Flexible Work Arrangements
Furniture and equipment scheme	Restricted Stock Unit grants	Survivor Benefit Program in India (monthly amount to family if an employee dies while in service)	Catastrophic Medical Assistance Program	Sabbatical Leave program-unpaid study leave for maximum 2 years
Interest-free loans		Company-paid Accident Insurance and Life Insurance	Annual Health Check-up	Extended Maternity Leave policy
Wipro Advantage - special price tie-ups for products under lifestyle, health and fitness, finance, electronics		Parents' Insurance premium reimbursement	On premises facilities such as gym, tennis court, basketball court, yoga and aerobic sessions, weekend lecture on medical issues, periodic chats with medical experts, health/low calorie food options in cafeterias, online diet and nutrition counseling	Industrial Injury Leave
Arthashastra - inhouse financial planning portal			Mitr Plus program for counselling	Adoption Leave
			On premises doctors	Wipro Creche
				Flexibility to move to different projects, business units. Flexibility to obtain transfer to a particular location because of personal circumstances

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### **Policies for contractors**

Contractors are an integral part of the Wipro employee ecosystem and play a significant role in both Wipro Technologies and Wipro Infotech. Almost 90% of them are engaged in technical roles and the others play roles in service functions such as Finance, Legal and others. Based on performance, several contractors get absorbed as full-time employees every year.

Contractors in technical roles, who are posted at a site with 24x7 operations, are covered under shift allowance policy where the employees are eligible to receive a fixed amount for every odd-hour shift they work in. ESI benefits are extended to all contractors who fall under its purview.

Contractors in Wipro Infotech are eligible for 15 days of paid leave during the tenure of their contract with Wipro. This is over and above the National and festival holidays declared by Wipro in that location. Going forward, a similar policy would be drafted for Wipro Technologies as well.

To enhance their skills and enrich their knowledge, contract

staff have the access to Wipro's Information Services Division where they can enrich themselves on the subject of their choice and also get books issued for reading at home.

Wipro is currently working out a medical and an insurance scheme for contract employees and this would get implemented soon. Apart from this there are several other initiatives being planned to make the policies more inclusive for contractors.

For some divisions in Wipro Infotech, we engage with external partners to provide us with contractors to work on client engagements for us. A careful and thorough investigation is done on the credentials of the partner organization before engaging them. Some of these checks include: Proof of registration, statutory compliance to ESI, PF, labor license, internal quality assurance procedures, list of past and ongoing projects and client list, Performance Standards for Health and Safety, and ISO Certifications. From 2010-11 we plan to conduct a structured audit for all our partners covering Legal Acts and other basic processes.

# WORLD ENVIRONMENT DAY: CONTEST WINNERS

On World Environment Day in 2010, Wiproites across the world were invited to share a viral video of a personal change they made in their lives to help the planet. Here are the most compelling ones:

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## **Green wheels - Ravindra Naidu & Chandra Bose**

Making a fashion statement that is eco-friendly – here is a new way to do it. Go the ‘Green Wheels’ Way, as Ravi and Chandru put it, because roller skates are not only trendy but also are a huge style statement!

## **Save water – Rajakumar**

Repair leaky taps – be it at home or in your office. Do not hesitate to voice your opinion or log in a ticket to make sure this is followed strictly across your offices. Raj’s video is a good demonstration of this small but a critical habit that one needs to inculcate in their daily life.

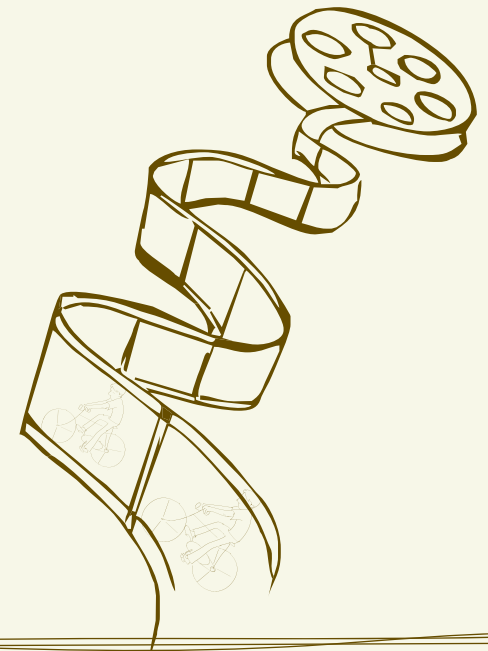
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## **Eco habits – Suresh Kumar Ramaswamy**

This video is an embodiment of the kind of commitment one person can have towards a sustainable living. And if you have the right will power you can stop at nothing. Suresh is involved in a host of activities like tree plantation drives, cycling workshops, abolishing of plastic bags, car emission checking, etc.

## **Sparrow feeder - Sudhir Jainendrakumar Tupkar**

Sudhir has taken on the mantle of conserving nature life around him. Sensitive to the needs of small birds during extreme climatic conditions, Sudhir has installed a sparrow feeder in his balcony so that birds around do not perish for the want of nourishment.





## Employee Count - By Geography, Age Group and Seniority

### WIPRO TECHNOLOGIES

No. of Employees									
	2009-10			2008-09			2007-08		
BAND	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates	35208	17318	52526	33088	15601	48689	33877	15252	49129
Middle	8628	1057	9685	8790	1056	9846	8431	922	9353
Senior	1542	178	1720	1464	151	1615	1357	123	1480
Top	117	4	121	95	4	99	99	5	104
<b>TOTAL</b>	<b>45495</b>	<b>18557</b>	<b>64052</b>	<b>43437</b>	<b>16812</b>	<b>60249</b>	<b>43764</b>	<b>16302</b>	<b>60066</b>
No. of Employees									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	33394	16326	49720	32234	14991	47225	33272	14815	48087
Americas	7071	1291	8362	6770	1202	7972	6309	893	7,202
Europe	3664	584	4248	3518	478	3996	3,426	492	3918
Others	1075	308	1383	634	113	747	439	71	510
Japan	291	48	339	281	28	309	318	31	349
<b>TOTAL</b>	<b>45495</b>	<b>18557</b>	<b>64052</b>	<b>43437</b>	<b>16812</b>	<b>60249</b>	<b>43764</b>	<b>16302</b>	<b>60066</b>
No. of Employees									
	2009-10			2008-09			2007-08		
AGE GROUP	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30 years	23295	14687	37982	24181	13894	38075	26084	13951	40035
30 - 50 years	697	239	936	18852	2787	21639	17453	2329	19782
>50 years	21503	3631	25134	404	131	535	227	22	249
<b>TOTAL</b>	<b>45495</b>	<b>18557</b>	<b>64052</b>	<b>43437</b>	<b>16812</b>	<b>60249</b>	<b>43764</b>	<b>16302</b>	<b>60066</b>

## Employee Count - By Geography, Age Group and Seniority

### WIPRO INFOTECH

No. of Employees									
	2009-10			2008-09			2007-08		
BAND	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates	8728	1519	10247	7719	1189	8908	6706	863	7569
Middle	1430	97	1527	1183	76	1259	996	69	1065
Senior	277	9	286	248	8	256	213	15	228
Top	17	0	17	13	0	13	16	0	16
<b>TOTAL</b>	<b>10452</b>	<b>1625</b>	<b>12077</b>	<b>9163</b>	<b>1273</b>	<b>10436</b>	<b>7931</b>	<b>947</b>	<b>8878</b>

No. of Employees									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	9580	1571	11151	8480	1239	9719	7553	919	8472
Americas	17	0	17	0	0	0	0	0	0
Europe	27	0	27	0	0	0	0	0	0
Others	828	54	882	683	34	717	165	21	186
Japan	0	0	0	0	0	0	213	7	220
<b>TOTAL</b>	<b>10452</b>	<b>1625</b>	<b>12077</b>	<b>9163</b>	<b>1273</b>	<b>10436</b>	<b>7931</b>	<b>947</b>	<b>8878</b>

No. of Employees									
	2009-10			2008-09			2007-08		
AGE GROUP	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30 years	5833	1299	7132	5651	1037	6688	5085	724	5809
30 - 50 years	4572	323	4895	3477	235	3712	2,820	219	3,039
>50 years	47	3	50	35	1	36	26	4	30
<b>TOTAL</b>	<b>10452</b>	<b>1625</b>	<b>12077</b>	<b>9163</b>	<b>1273</b>	<b>10436</b>	<b>7931</b>	<b>947</b>	<b>8878</b>

## Employee Count - By Geography, Age Group and Seniority

### WIPRO BPO

No. of Employees									
	2009-10			2008-09			2007-08		
BAND	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates	16505	8228	24733	15272	6822	22094	14067	5578	19645
Middle	370	95	465	318	87	405	269	80	349
Senior	133	22	155	112	21	133	116	23	139
Top	9	1	10	9	1	10	6	1	7
<b>TOTAL</b>	<b>17017</b>	<b>8346</b>	<b>25363</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>	<b>14458</b>	<b>5682</b>	<b>20140</b>
No. of Employees									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	16117	6421	22538	15290	6105	21395	14419	5604	20023
Americas	146	317	463	50	72	122	-	-	-
Europe	208	698	906	95	243	338	20	48	68
Others	546	910	1456	276	511	787	19	30	49
Japan	0	0	0	0	0	0	-	-	-
<b>TOTAL</b>	<b>17017</b>	<b>8346</b>	<b>25363</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>	<b>14458</b>	<b>5682</b>	<b>20140</b>
No. of Employees									
	2009-10			2008-09			2007-08		
AGE GROUP	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30 years	12919	6596	19515	12132	5668	17800	11427	4660	16087
30 - 50 years	3758	1214	4972	3525	1250	4775	2,946	1000	3,946
>50 years	340	536	876	54	13	67	85	22	107
<b>TOTAL</b>	<b>17017</b>	<b>8346</b>	<b>25363</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>	<b>14458</b>	<b>5682</b>	<b>20140</b>

## Employee Attrition - By Geography, Age Group and Seniority

### WIPROTECHNOLOGIES

Attrition Numbers									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	6931	2953	9884	7043	2755	9798	6238	2327	8565
Americas	749	176	925	983	247	1230	1024	140	1164
Europe	326	52	378	316	58	374	295	36	331
Others	97	27	124	74	11	85	64	12	76
Japan	28	5	33	32	2	34	30	4	34
<b>TOTAL</b>	<b>8131</b>	<b>3213</b>	<b>11344</b>	<b>8448</b>	<b>3073</b>	<b>11521</b>	<b>7651</b>	<b>2519</b>	<b>10170</b>
Attrition (%) Percentages									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	20.76%	18.09%	19.88%	21.5%	18.5%	20.6%	20.6%	18.0%	20.0%
Americas	10.59%	13.63%	11.06%	15.00%	23.60%	16.20%	16.20%	18%	18%
Europe	8.90%	8.90%	8.90%	9.10%	12.00%	9.50%	9.50%	8%	9%
Others	9.02%	8.77%	8.97%	13.8%	12.0%	13.5%	13.5%	22.0%	17.0%
Japan	9.62%	10.42%	9.73%	<b>10.7%</b>	<b>6.8%</b>	<b>10.3%</b>	10.3%	14.0%	10.0%
<b>TOTAL</b>	<b>17.87%</b>	<b>17.31%</b>	<b>17.71%</b>	<b>19.4%</b>	<b>18.6%</b>	<b>19.2%</b>	<b>19.2%</b>	<b>18.0%</b>	<b>19.0%</b>
Attrition Numbers, Age group wise									
	2009-10			2008-09			2007-08		
AGE GROUP	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	4590	2585	7175	4830	2422	7252	4734	2119	6853
30 – 50	3449	604	4053	3534	627	4161	2877	396	3273
>50	92	24	116	84	24	108	40	4	44
<b>TOTAL</b>	<b>8131</b>	<b>3213</b>	<b>11344</b>	<b>8448</b>	<b>3073</b>	<b>11521</b>	<b>7651</b>	<b>2519</b>	<b>10170</b>

## Employee Attrition - By Geography, Age Group and Seniority

### WIPRO INFOTECH

Attrition Numbers									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	1421	178	1599	1541	194	1735	1231	140	1353
Americas	1	0	1	0	0	0	0	0	0
Europe	1	0	1	0	0	0	0	0	0
Others	36	3	39	69	9	78	8	1	9
Japan	0	0	0	0	0	0	45	1	46
<b>TOTAL</b>	<b>1459</b>	<b>181</b>	<b>1640</b>	<b>1610</b>	<b>203</b>	<b>1813</b>	<b>1266</b>	<b>142</b>	<b>1408</b>
Attrition (%) Percentages									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	11.8%	1.5%	13.2%	19.2%	18.0%	19.1%	19.5%	19.5%	19.5%
Americas	0.0%	0.0%	0.0%	0.00%	0.00%	0.00%	0.00%	0%	0%
Europe	0.0%	0.0%	0.0%	0.00%	0.00%	0.00%	0.00%	0%	0%
Others	0.3%	0.0%	0.3%	16.3%	32.1%	16.3%	5.8%	6.9%	5.9%
Japan	0.0%	0.0%	0.0%	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	20.9%	16.7%	20.8%
<b>TOTAL</b>	<b>12.1%</b>	<b>1.5%</b>	<b>13.6%</b>	<b>18.8%</b>	<b>18.3%</b>	<b>18.8%</b>	<b>19.3%</b>	<b>19.2%</b>	<b>19.3%</b>
Attrition Numbers, Age group wise									
	2009-10			2008-09			2007-08		
AGE GROUP	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	865	138	1003	949	148	1097	773	108	881
30 - 50	592	43	635	658	54	712	492	33	525
>50	2		2	3	1	4	1	1	5
<b>TOTAL</b>	<b>1459</b>	<b>181</b>	<b>1640</b>	<b>1610</b>	<b>203</b>	<b>1813</b>	<b>1266</b>	<b>142</b>	<b>1408</b>

## Employee Attrition - By Geography, Age Group and Seniority

### WIPRO BPO

Attrition Numbers									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	9349	4621	13970	9969	4204	14173	11328	4854	16182
Americas	82	143	225	1	5	6	0	0	0
Europe	24	67	91	26	51	77	3	8	11
Others (APAC)	199	323	522	73	99	172	4	4	8
Japan	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>9654</b>	<b>5154</b>	<b>14808</b>	<b>10069</b>	<b>4359</b>	<b>14428</b>	<b>11335</b>	<b>4866</b>	<b>16201</b>
Attrition (%) Percentages									
	2009-10			2008-09			2007-08		
GEOGRAPHY	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	60%	74%	64%	67.1%	71.8%	68.4%	84.0%	92.0%	86.0%
Americas	84%	74%	77%	4.0%	13.9%	9.8%	0.00%	0%	0%
Europe	16%	14%	15%	47.3%	36.0%	39.2%	30.00%	33%	32%
Others (APAC)	48%	45%	47%	46.8%	34.6%	38.9%	42.0%	27.0%	33.0%
Japan	0%	0%	0%	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	0.0%	0.0%	0.0%
<b>TOTAL</b>	<b>59%</b>	<b>67%</b>	<b>62%</b>	<b>66.7%</b>	<b>69.0%</b>	<b>67.4%</b>	<b>84.0%</b>	<b>91.0%</b>	<b>86.0%</b>
Attrition Numbers, Age group wise									
	2009-10			2008-09			2007-08		
AGE GROUP	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	8071	4526	12597	8362	3710	12072	10023	4386	14409
30 – 50	1566	623	2189	1650	628	2278	1279	473	1752
>50	17	5	22	57	21	78	33	7	40
<b>TOTAL</b>	<b>9654</b>	<b>5154</b>	<b>14808</b>	<b>10069</b>	<b>4359</b>	<b>14428</b>	<b>11335</b>	<b>4866</b>	<b>16201</b>

## Employee Attrition - By Geography, Age Group and Seniority

Particulars	Wipro Technologies			Wipro Infotech			Wipro BPO		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
As on 31st March 2010	2767	684	3451	1745	216	1961	0	0	0
As on 31st March 2009	962	206	1168	1517	192	1709	21	3	24
As on 31st March 2008	1417	361	1778	1373	234	1607	69	26	95

### GEOGRAPHY-WISE SPLIT FOR CONTRACTORS

Geography	Wipro Technologies			Wipro Infotech		
	Male	Female	Total	Male	Female	Total
India	1559	470	2029	1532	198	1730
Americas	755	151	906			
Europe	309	38	347			
Others	125	20	145	213	18	231
Japan	19	5	24			
<b>TOTAL</b>	<b>2767</b>	<b>684</b>	<b>3451</b>	<b>1745</b>	<b>216</b>	<b>1961</b>

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**STATE-WISE SPLIT FOR CONTRACTORS BASED IN INDIA**

State / City	Wipro Technologies			Wipro Infotech		
	Male	Female	Total	Male	Female	Total
<b>Andhra Pradesh</b>	<b>131</b>	<b>25</b>	<b>156</b>	<b>69</b>	<b>3</b>	<b>72</b>
Assam				5		5
<b>Bihar</b>				3		3
<b>Gujarat</b>				17		17
<b>Haryana</b>				369	28	397
<b>Karnataka</b>	<b>753</b>	<b>320</b>	<b>1073</b>	<b>281</b>	<b>39</b>	<b>320</b>
<b>Kerala</b>	<b>10</b>	<b>3</b>	<b>13</b>	<b>21</b>	<b>3</b>	<b>24</b>
<b>Madhya Pradesh</b>				1		1
<b>Maharashtra</b>	<b>214</b>	<b>58</b>	<b>272</b>	<b>486</b>	<b>78</b>	<b>564</b>
<b>New Delhi</b>	<b>26</b>	<b>5</b>	<b>31</b>	<b>23</b>	<b>1</b>	<b>24</b>
<b>Orissa</b>				3		3
<b>Punjab</b>				1		1
Rajasthan				16		16
Tamil Nadu	406	57	463	130	29	159
Uttar Pradesh				1		1
Uttaranchal				18	16	34
West Bengal	19	2	21	88	1	89
<b>TOTAL</b>	<b>1559</b>	<b>470</b>	<b>2029</b>	<b>1532</b>	<b>198</b>	<b>1730</b>

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## RESOLUTIONS OF OMBUDSPROCESS COMPLAINTS

### *Break-Up of Complaints Received through the Ombudsprocess*

Types of Complaint	2009-10	2008-09	2007-08
TED / HR / People Process Violation	50%	52%	57%
COBCE / Security Policy Violation	16%	13%	13%
Harassment (Sexual / Otherwise)	7%	9%	12%
Fraud / Financial Impropriety	3%	6%	8%
Aggressive / Hostile / Biased Behaviour	17%	9%	4%
<b>Others</b>	<b>7%</b>	<b>11%</b>	<b>6%</b>
<b>No. of ombuds concerns received 09-10</b>	<b>451</b>		
<b>No. of ombuds concerns received 08-09</b>	<b>502</b>		
<b>No. of ombuds concerns received 07-08</b>	<b>341</b>		
Analysis of Action Type	2009-10	2008-09	2007-08
Separation	6%	10%	11%
Warning Letter	6%	5%	8%
Counseling	35%	24%	21%
Process / Policy Change / Clarifications	20%	26%	33%
Minor Issue / Clarifications	22%	23%	15%
Others	11%	12%	12%

## SAFETY INCIDENTS

### HEALTH AND SAFETY INCIDENT REPORT\*

Particulars	Wipro Technologies			Wipro Infotech			Wipro BPO		
	2009-10	2008-09	2007-08	2009-10	2008-09	2007-08	2009-10	2008-09	2007-08
Total Number of Incidents	410	445	190	183	47	15	263	187	168
Number of IIL Incidents	167	445	190	22	47	15	261	187	168
Number of Health & Safety Incidents	68	not tracked	not tracked	1	not tracked	not tracked	2	not tracked	not tracked
Number of Security Incidents	175	not tracked	not tracked	160	not tracked	not tracked	0	not tracked	not tracked
Number of Days Lost	5479	9107	5687	687	733	439	6399	4414	3383
Number of Fatal Incidents Inside the Office Premises	0	0	0	0	0	0	0	0	1
<p>1. There was one death in the office in Wipro Technologies in 2009-10. It was a suicide and the reasons are not known. It was not a safety-related incident.</p> <p>2. Another employee of Wipro Technologies passed away in a road accident while travelling to airport in a public taxi. This employee was travelling to the airport to catch a flight for a work-related meeting.</p>									
Road incidents occurred in/with company-provided transport: 114									

\*this data includes the number of Industrial Injury Leave applied for incidents that happen outside the premises while commuting to and from office. At present we do not track these incidents separately. Also, from 2009-10 onward, this data includes the security incidents where there has been loss of assets (such as theft of data card, or losing a laptop etc.)

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## TRAINING

### *AVERAGE NUMBER OF DAYS OF TRAINING*

Level	Wipro Technologies		Wipro Infotech		Wipro BPO	
	2009-10	2008-09	2009-10	2008-09	2009-10	2008-09
Associates	7.9	9.4	5.04	6.7	8.08	-
Middle	2.67	4.3	3.4	2.5	0.82	-
Senior	1.73	2.7	1.8	1.1	0.20	-
Top	0.36	0.4	0.2	0.1	0	-
Total Average	6.93	8.4	4.74	6.6	7.9	-

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Resolving the planet's several ecological challenges will define the agenda for the twenty first century



*Climate Change* due to increased GHG emissions is expected to have multiple impacts – erratic crop productivity, increase in tropical diseases, increase in sea levels

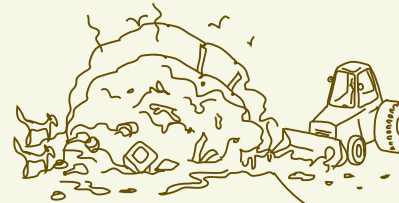
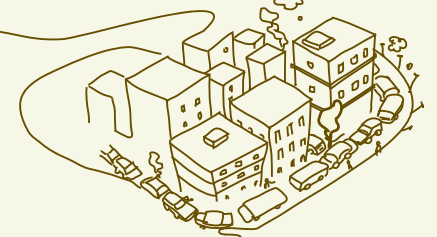


*Water Stress.* Less than 1% of the world's water is potable. Fertiliser run-off and poisons from the soil is reducing that.



*Biodiversity loss* is accelerating. Deforestation accentuates water scarcity and global warming. Species loss can upset food chains and deprive us of vital sources of new medical cures.

*Sustainable cities.* With 60% of the population expected to reside in cities by 2050, we need hundreds of new cities that are also designed to be sustainable



*Economic activity* and our lifestyles generate enormous waste, a lot of which ends up polluting water and land. Restoring these costs more than preventing the pollution in the first place



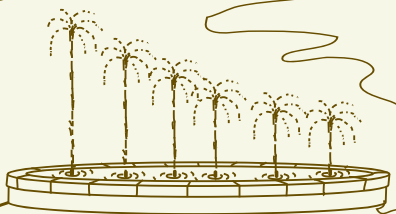
*...we not only ensure that our operations pose zero risk to endangered species, we ensure that we actively promote biodiversity at our campuses...*

*... if not the world. One that will become, through the efforts of organisations like us and people like ours, as beautiful as it used to be.*

*...which have also seen the growth of rainwater harvesting at Wipro. The less water we pump out of the ground or draw from lakes and rivers, the more there is for the rest of our fellow travellers on planet Earth...*



*...we encourage car-pooling and the use of public transport to minimise our carbon footprint. Today 38% of employees use public transport, 48% company-provided transport and 14% private vehicles...*



*...year on year we should be able to improve water efficiency (the use of fresh water/employee) by 5%...*



*...we convert solid waste at our KDC campus into manure – 350 kg/month of it – through vermi-compositing...*

*...we take reduction of GHG very seriously. Our aim is to halve the emission of GHG/employee from 4.8 tons to 2.5 tons by 2015...*



*...some of our other waste is converted into biogas which we use in our canteens...*



## 5C. ECOLOGICAL SUSTAINABILITY AT WIPRO

### Connecting today and tomorrow

*The first thing we are doing is educating employees. What is sustainable, what is not. How each individual can make a difference, how they can, in turn, educate others in the same techniques. Of course, like charity, sustainability too begins at home...*

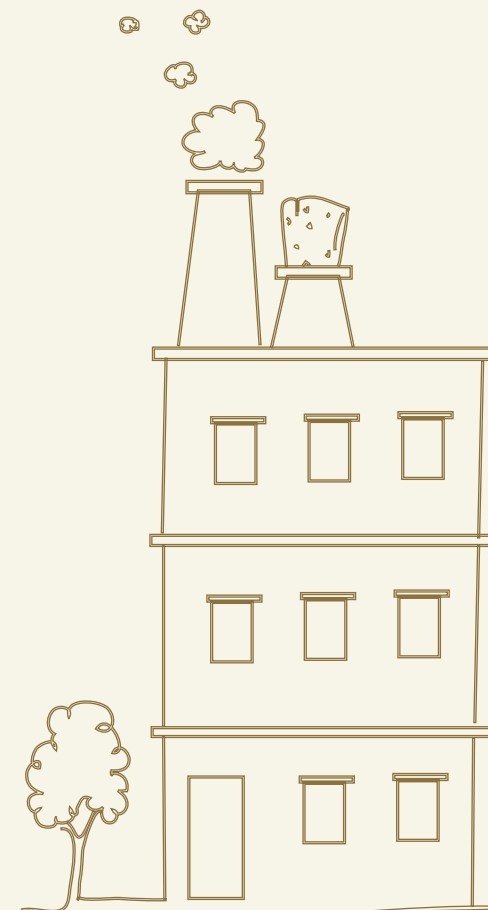





The last two hundred and fifty years, post the beginning of the Industrial Revolution, have seen an accelerated rate of degradation in every dimension of our ecosystem, resulting in visible global warming, pollution of water, land and air as well as biodiversity loss. Humanity is just about beginning to understand the enormity of these impacts and how these will play out in the time to come. Business must play a central role in trying to reverse these effects along with government and civic society. We present below a summary of why it is critical to reduce the ecological footprint of our actions on four dimensions – Energy & GHG, Water, Waste, and Biodiversity Loss – and what Wipro is trying to do in its own operations on these.



Reduction In	Why Is It Important	Wipro's Actions
Energy & GHG Footprint	<ul style="list-style-type: none"> <li>- Energy security: reduce dependence on fast-depleting fossil fuels</li> <li>- Slow down global warming and its potentially catastrophic effects</li> <li>- Cost savings and improved bottom line for companies</li> </ul>	<ul style="list-style-type: none"> <li>- Continue energy-efficiency programs around green buildings</li> <li>- Target increased efficiency through improved equipment maintenance and analytics-based feedback actions</li> <li>- Significant increase in purchase of clean energy</li> <li>- Pilot implementations of captive clean energy projects in Solar PV, LED lighting to continue</li> </ul>
Water Footprint	<ul style="list-style-type: none"> <li>- Many parts of the world – including India – are likely to become water-stressed in the next few years, affecting communities and business</li> <li>- As water pricing increasingly begins to get rationalized, cost savings can become sizable for companies</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to increase levels and quality of recycling of water through more investments in water treatment</li> <li>- Continue to increase harvesting of rainwater in our campuses</li> <li>- Engage with proximate communities in improved water management</li> </ul>
Water Footprint	<ul style="list-style-type: none"> <li>- Unrecycled waste seriously compromises the integrity of our groundwater, fresh water and marine environments as well as land systems</li> <li>- Recycling waste helps reduce input costs for companies</li> </ul>	<ul style="list-style-type: none"> <li>- Increase our recycling ratio to 95%, either within our campuses or outside</li> <li>- Target zero use of ozone-depleting substances in our new campuses</li> </ul>
Biodiversity Loss	<ul style="list-style-type: none"> <li>- Biodiversity loss leads to water runoffs, accelerates global warming and deprives humanity of crucial ecosystem services, e.g., source inputs for medicines</li> </ul>	<ul style="list-style-type: none"> <li>- We will convert five of our existing campuses to biodiversity campuses</li> <li>- All new campuses will be designed and built on the principles of biodiversity</li> </ul>







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*Scope: 59 locations comprising owned and leased facilities of Wipro Technologies, Wipro Infotech and Wipro BPO, in India.*

*Average No. of Employees in India considered for performance analysis: 80835.*

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## OUR PERFORMANCE HIGHLIGHTS FOR 2009-10 ENERGY & GHG REDUCTION

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### Goal(s)

- Reduce the GHG intensity of Wipro's operations from 4.8 tons per employee in 2008-09 to 2.5 tons per employee by 2015, translating into a net reduction of nearly 55000 tons at the Wipro Ltd level. These targets are further broken down to year-wise targets from 2009-10 to 2014-15.
- To achieve the above goals through a combination of robust energy efficiency and clean energy measures. To target an energy efficiency performance that is at least 25% higher than the historical trend of 5% per annum.

### Energy efficiency

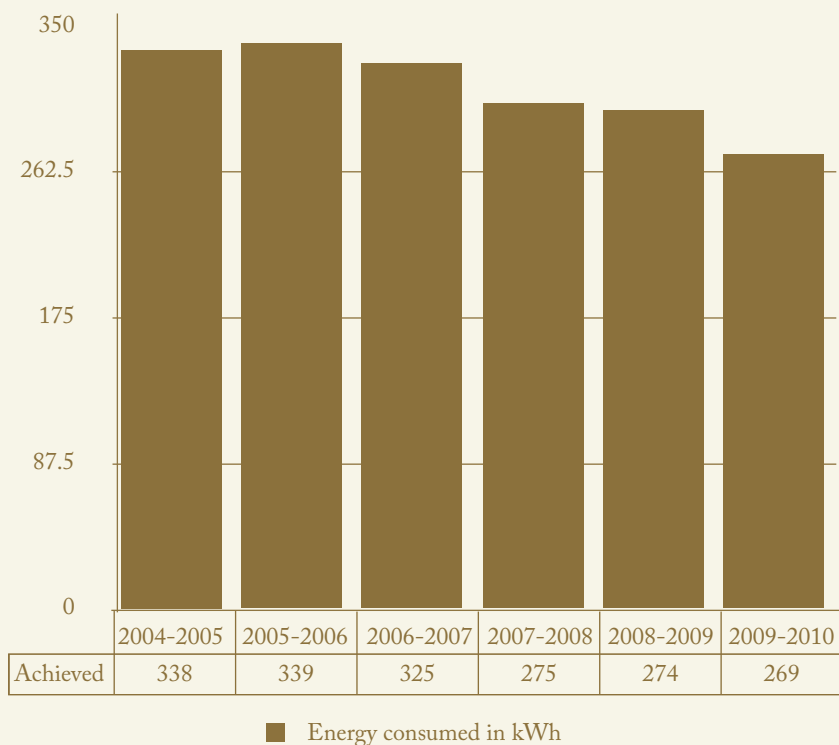
Over the past decade, our focus has been on the gradual

improvement of energy efficiency through a variety of measures. In the five-year period from 2004-05 to 2009-10, the per employee power consumption reduced from **338 units (kWh) per month to 269 units**, a decrease of 20% in total. This reduction has been possible because of several implemented measures, the primary of which are the **move from decentralized to centralized cooling, a significant increase in LEED buildings and their occupancy levels and a large-scale deployment of more energy-efficient IT infrastructure.**

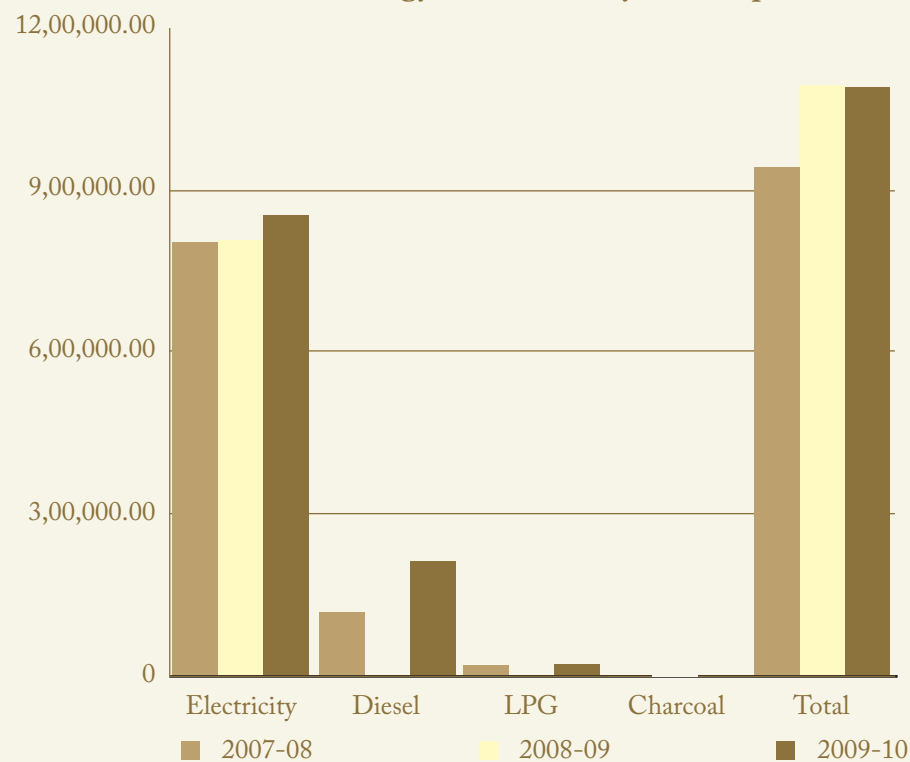
- The table below illustrates some of the new measures that were implemented during 2009-10.

Cooling Equipment	<ul style="list-style-type: none"> <li>a) Replacement of outdated split AC units and chiller plants</li> <li>b) Installation of energy savers in AC package units</li> <li>c) Chiller operating temperature increased from 7°C to 8°C in the day time and 9°C in the evening (every degree increase in chiller temperature will decrease power consumption by 4%)</li> <li>d) Installation of variable frequency air-flow handling units. Approximate energy savings of 33800 kWh/year expected</li> </ul>
Lighting	<ul style="list-style-type: none"> <li>a) Installation of timers on street lights</li> <li>b) Motion sensors installed in work stations and restrooms</li> <li>c) LEDs replace halogen lights at common areas</li> <li>d) Installation of solar lighting in plant nurseries</li> <li>e) Use of aero wind generator to power 10 street lights for 10 hours. Street lights are fitted with LED / CFL luminaries of 18 w</li> </ul>
Processes	<ul style="list-style-type: none"> <li>a) Operation of A/C units in cafeteria as per time schedule</li> <li>b) Separate energy meter for each tower/vital monitoring point</li> <li>c) Optimization of lab power consumption - Optimum utilization of equipment (servers, testing equipment, rectifiers).</li> </ul>
Practices	<ul style="list-style-type: none"> <li>a) Switching off A/C units according to occupancy, switching off lights according to the requirement</li> <li>b) South-west glass panes closed with thermocol to reduce the heat gain</li> <li>c) Lux levels monitored on a regular basis to optimize the lighting load</li> <li>d) Conducting efficiency tests for all equipment</li> </ul>

**Energy Consumption/ Employee from 2004-05 to 2009-10**



**Total Energy Use: A Three-year Comparison**



For 2009-10, nearly 78% of our power consumption was sourced from the electricity grid while the balance 22% was drawn from captive sources, e.g., diesel, coal and LPG.

Reducing our dependence on diesel will be one of the strategic approaches to improving our energy efficiency in the future.

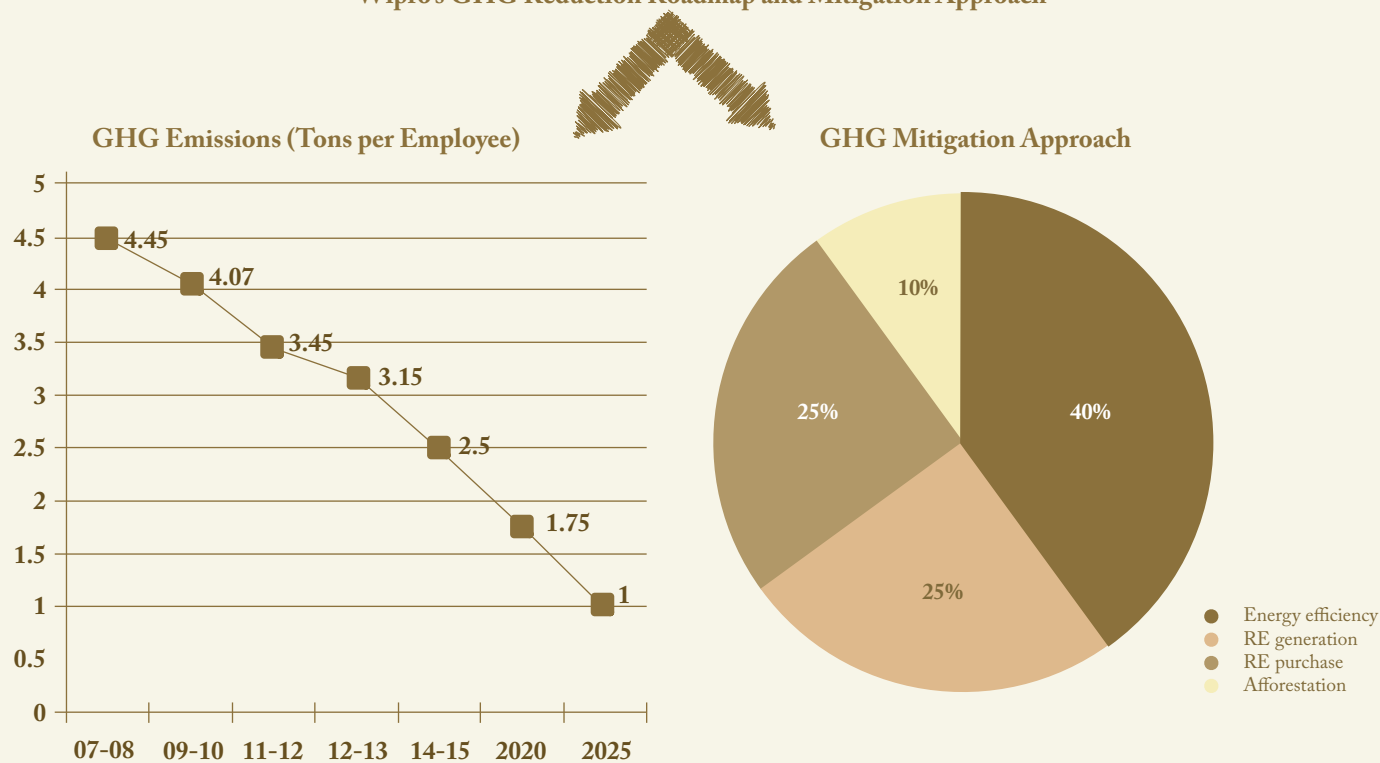
*Note: The number of locations has been consistently increasing every year. The data for 2004-05 pertains to 15 locations while the 2009-10 data pertains to 59 locations.*

# SPOTLIGHT: WIPRO'S GHG REDUCTION ROADMAP

Wipro has set for itself an ambitious goal of halving its GHG intensity per employee by 2015. Meeting these goals will require much more than a business-as-usual approach – the rate of our energy efficiency gains will need to be at double the historical CAGR till now. In addition, it will require a significant ramp-up

in the adoption of renewable energy in our electricity consumption profile. A lot of the latter will depend on the progressive nature of policies that the government will need to bring in place on clean energy and a corresponding increase in the supply capacity.

Wipro's GHG Reduction Roadmap and Mitigation Approach



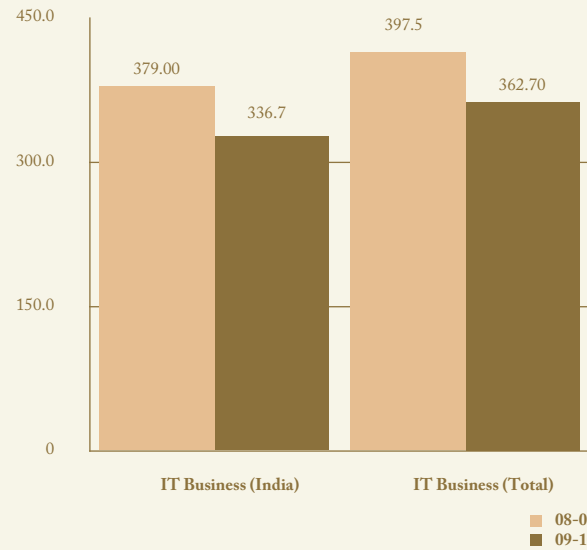


### Highlights of our GHG mitigation program

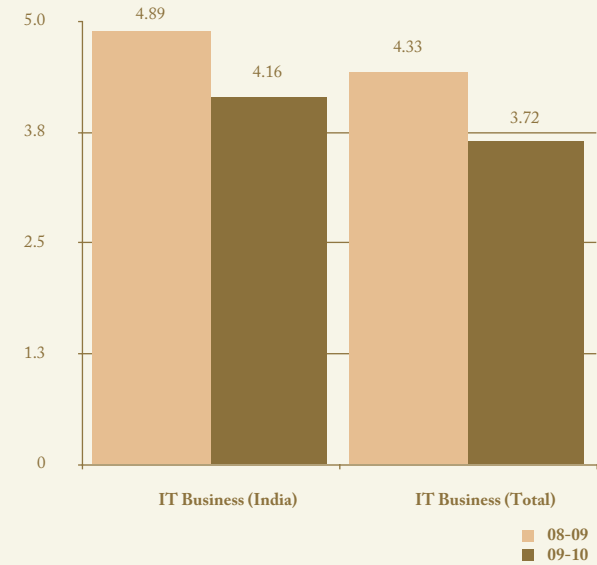
We exceeded the GHG reduction targets for 2009-10 in both absolute numbers and per employee intensity. The strongest reductions came from business travel (23%), followed by employee commuting (7%) and electricity (6%).

### Performance Dashboard for GHG Reductions in 2009-10

GHG Emissions in '000' Tons

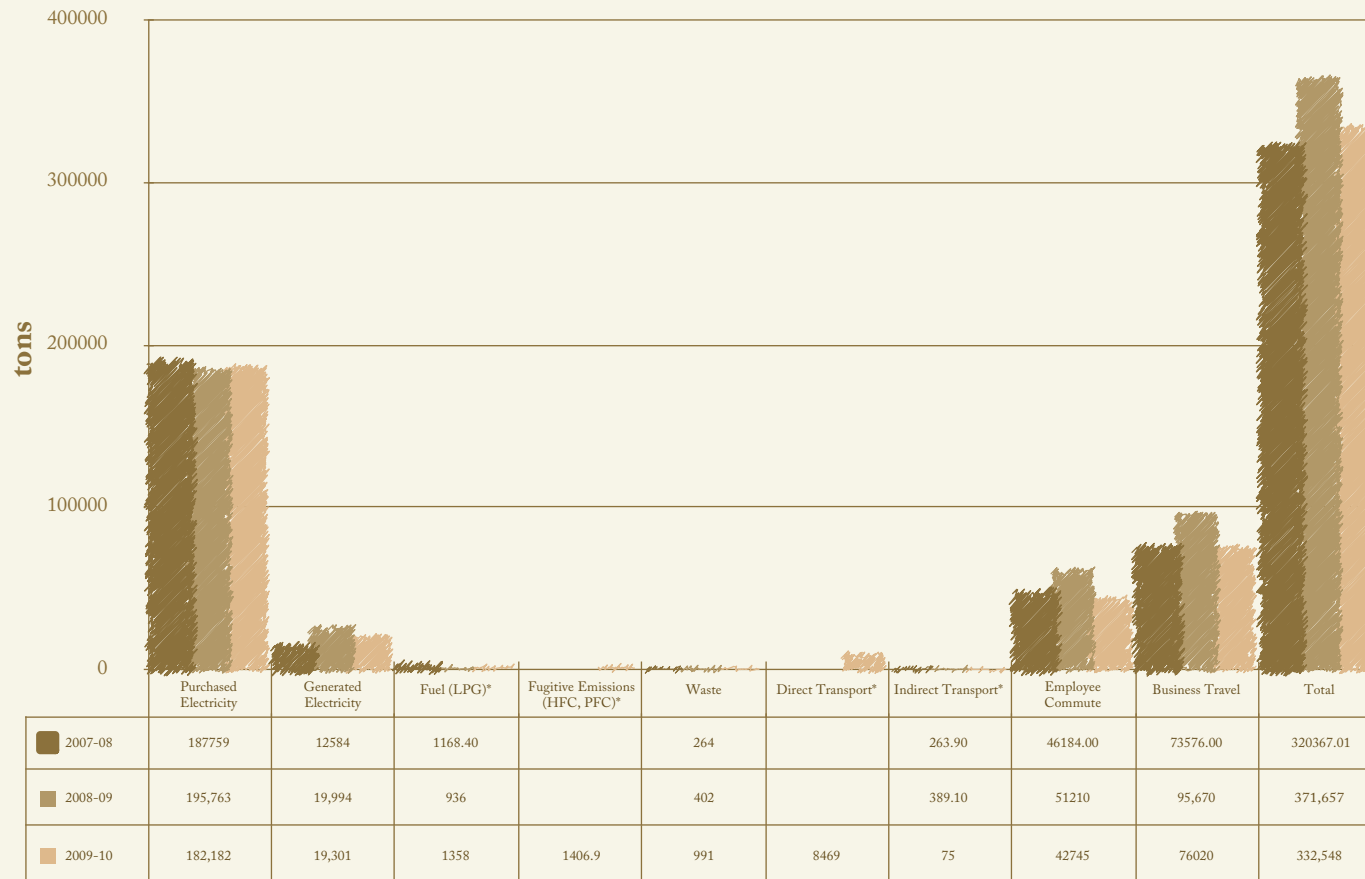


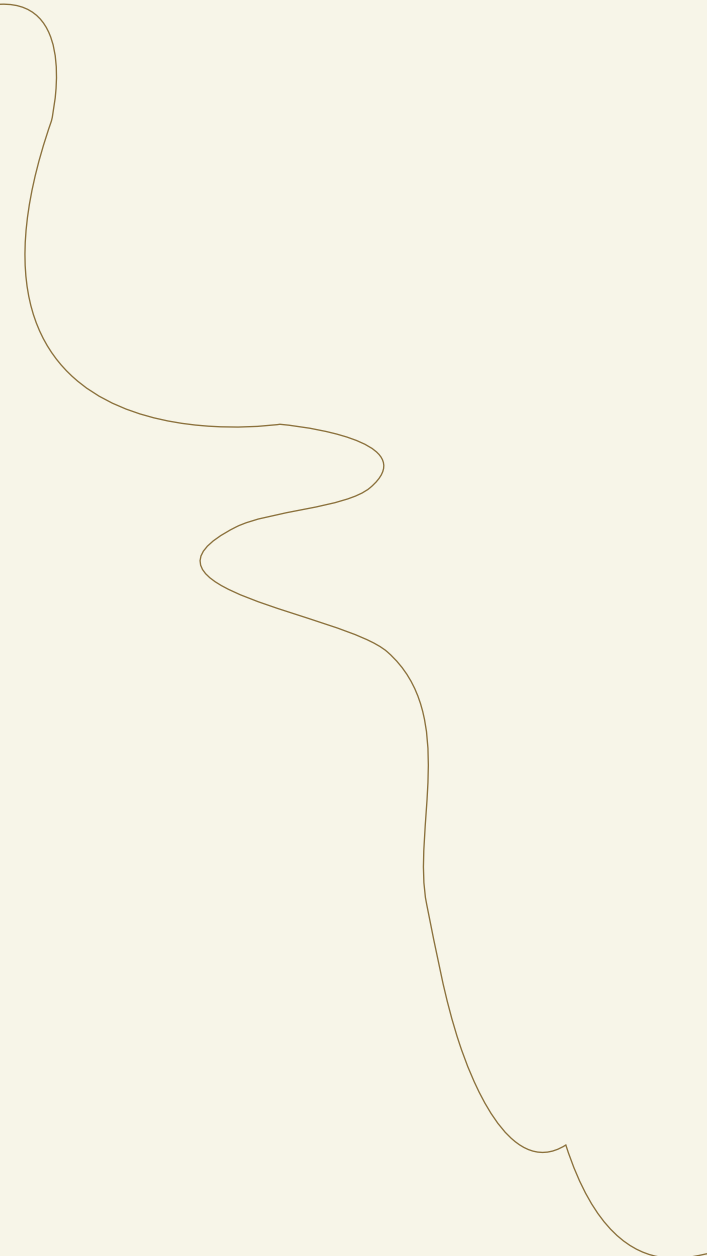
GHG Intensity in Tons/Employee



*We exceeded the GHG reduction targets for 2009-10 in both absolute numbers and per employee intensity. The strongest reductions came from business travel (23%), followed by employee commuting (7%) and electricity (6%).*

### Our GHG Emissions Profile: A Three-year Comparison





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Across the past three years, the contribution of electricity-related emissions has remained consistent at around 60 to 62% of our total GHG emissions, with the balance coming mainly from business travel and employee commuting. Our GHG reduction plan is primarily focused on electricity-reduced emissions but we are conscious of the need to step up the reductions that may be possible in travel and commute from technology-driven interventions (video conferencing, virtual meetings) and the increased use of more fuel-efficient means of transport. In fact, the GHG reductions for 2009-10 already point to the potential of the two latter sources in contributing to reductions.

**Where did the reductions come from?**

Wipro has focused on minimizing the carbon footprint by

encouraging public transport systems and car pooling, optimizing public bus routes and by providing end-to-end transport services. 48% of our India employees use company-operated transport services, 14% use their personal vehicles while the remaining 38% use public transport. The GHG footprint on account of employee commute, amounting to 42745 tons, is a significant reduction from 51210 tons in 2008-09.

A 21% reduction of nearly 20,000 tons of GHG emissions from business travel, with respect to the previous year, was largely on account of process-based targets that sought to reduce the quantum of travel combined with the use of smart ICT technologies, e.g., virtual meetings and video conferencing.

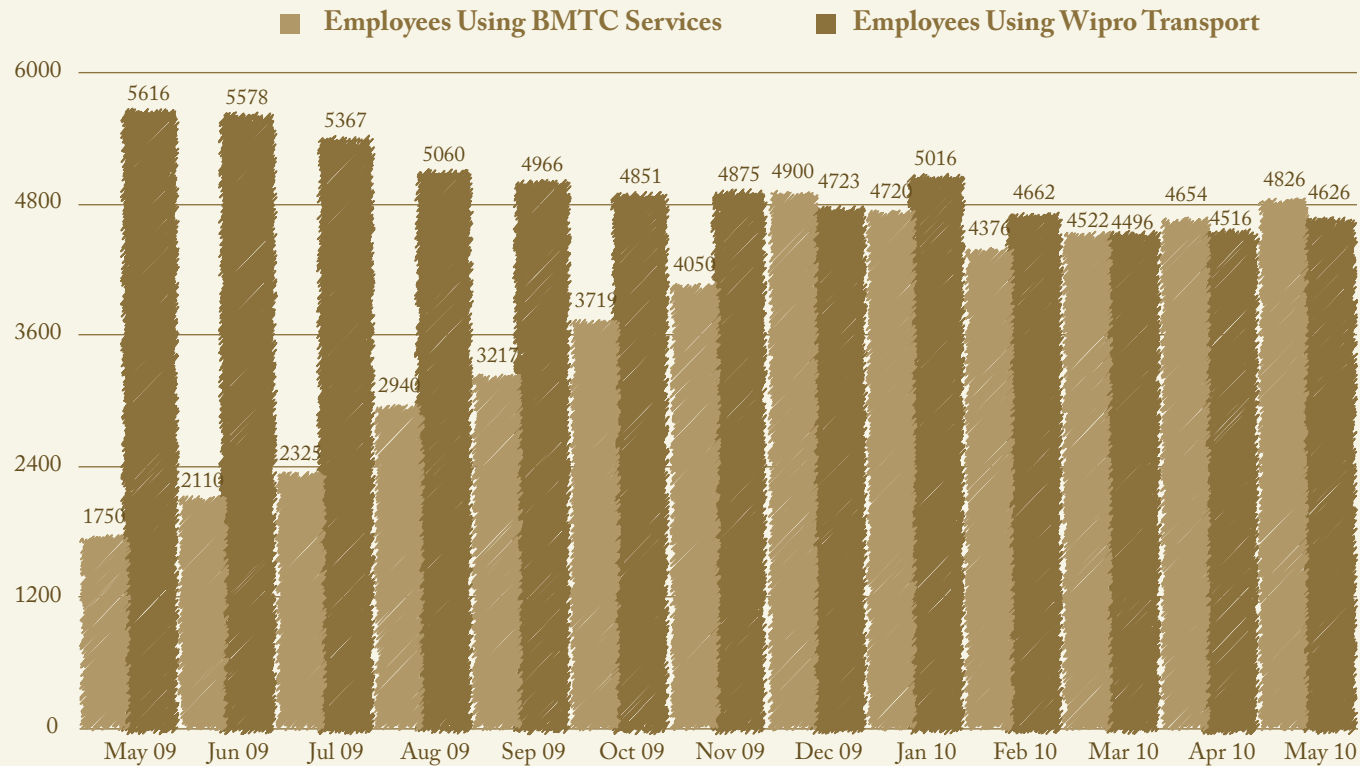
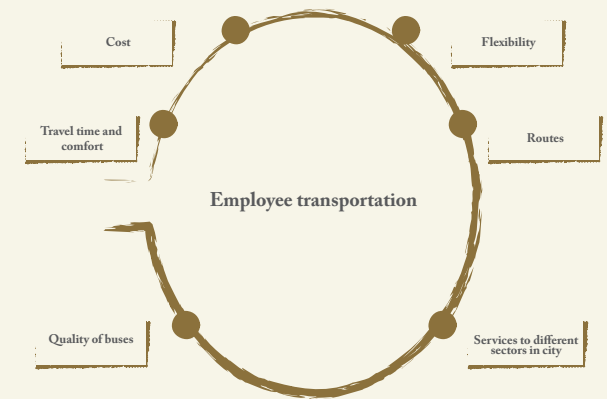
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# CASE STUDY: REDUCING THE FOOTPRINT OF EMPLOYEE COMMUTE

The initiative to enhance the transport facilities at our campuses arose post a series of employee criticisms regarding the cost and accessibility of public transport, easy inter-office commute, flexibility, and bus timelines.

As a step to reduce and minimize the carbon footprint,

public transport systems, public bus routes and the management of concurrence is being effectively enhanced year on year. Public transport is now emerging as one of the preferred modes of employee commute.







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<b>Services Initiated to Assist in Transport Flexibility</b>	<ul style="list-style-type: none"><li>• Availability of public transport services at the door step</li><li>• Optimization of seating arrangements, route synchronization, collaboration with local authorities and officials, improved infrastructure by ways of shelter, route display and lighting</li><li>• Car pooling services: Employee participation has increased</li><li>• Rewiring done in all the buses as per the Spidernet project</li><li>• Free vehicle maintenance camps</li></ul>
<b>Societal Benefits</b>	<ul style="list-style-type: none"><li>• CO<sub>2</sub> emission reduction by 590 tons / annum</li><li>• Easy access to public transport</li><li>• Reduced traffic congestion</li></ul>
<b>Business Benefits</b>	<ul style="list-style-type: none"><li>• Cost-effective transportation: INR 1.5 mn / annum cost reduction</li><li>• Increased employee C-SAT</li></ul>

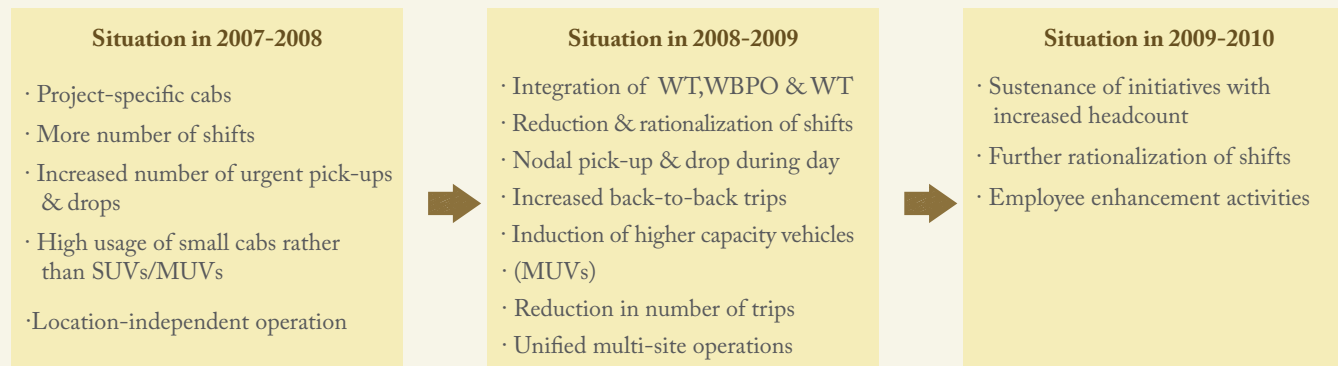
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# FOCUS: OPTIMIZATION OF WBPO'S TRANSPORT OPERATIONS

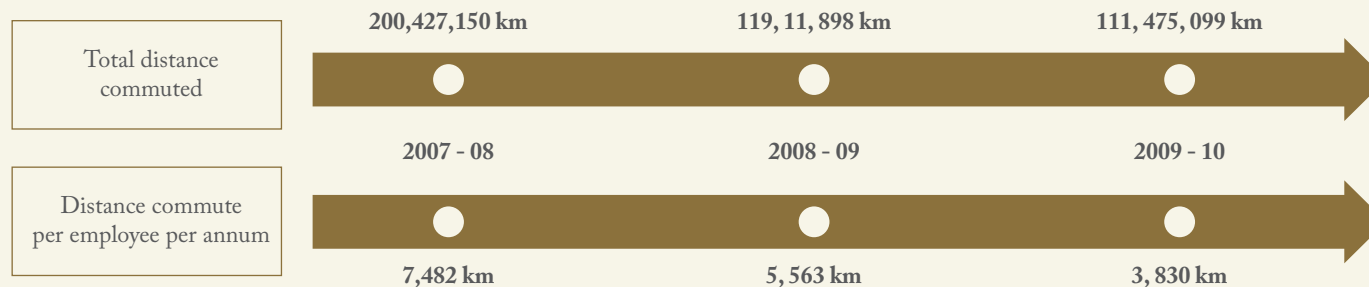
WBPO, Wipro's ITES business, is a 24X7 operation with approximately 30,000 employees working in shifts. This necessitates the use of SUVs rather than bigger buses which is the norm in software service companies in India. Dynamic changes in customer shifts within a short time period often lead to frequent reshuffling of transport

schedules with resultant under utilization of the SUV cabs. A number of measures and process changes were implemented during the year to be able to effect such an improvement.

The chart below captures the summary of the changes introduced and the resultant improvement with sustenance:



*WBPO is a 24X7 operation with approximately 30,000 employees working in several shifts. Through judicious changing of shifts and use of larger vehicles, emissions were reduced significantly.*





## USE OF RENEWABLE ENERGY IN OUR OPERATIONS

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Our long history of energy efficiency has provided us with a solid platform to build our future initiatives on this front. On renewable energy, our approach has been to start with pilot projects in Solar Photovoltaic (PV), micro-wind turbines and

LED lighting. The highest footprint of usage has been in solar heating applications – solar thermal heaters are used for water heating in our guest houses and cafeterias. The approximate electricity savings from these applications are shown below:

Category of Use	Approximate Savings (MWh/Year)
<b>Solar Thermal</b>	1303.30
<b>LED Lighting</b>	136.50

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# WATER EFFICIENCY

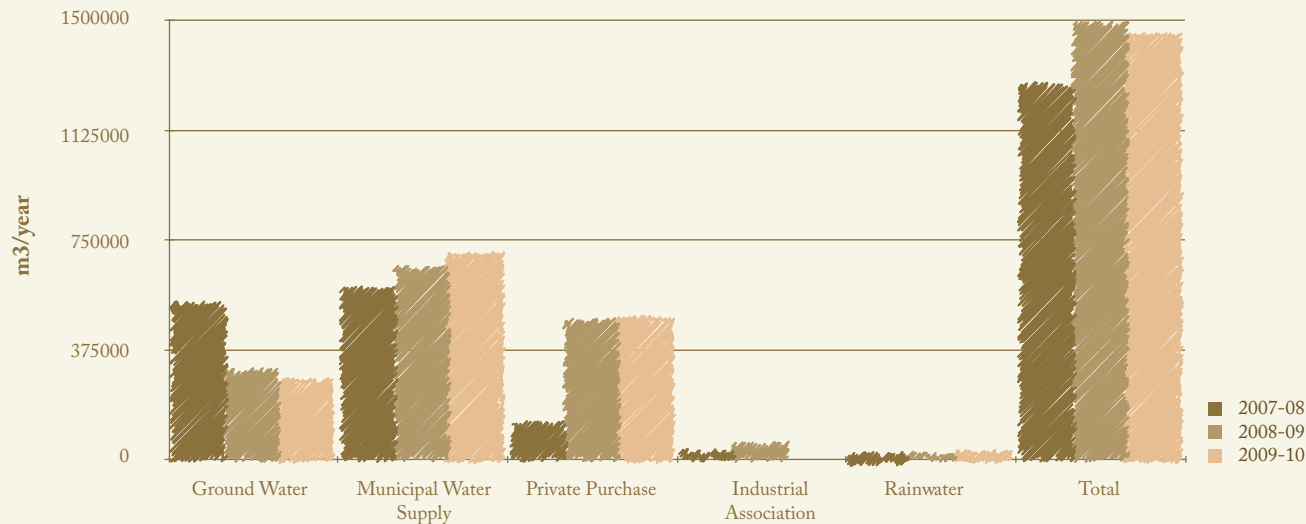
**Goal(s): To improve water efficiency (freshwater use per employee) by 5% year on year**

Experts point to scenarios of water scarcity which are much more immediate than those that concern global warming, especially in India. For Wipro, water conservation continues to be a critical focus area at all our locations.

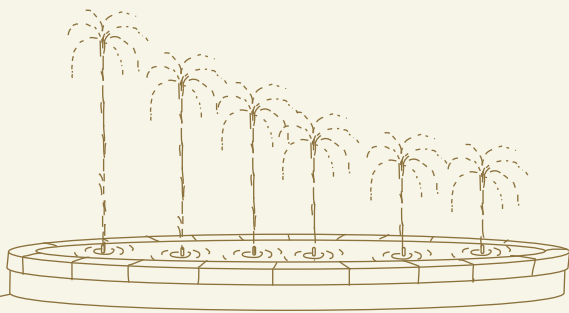
We recycle 647111 m<sup>3</sup> of water in 19 of our major locations, using Sewage Treatment Plants (STPs), which represents 32% of the total water consumed.

Water is drawn from four sources – groundwater, municipal water supplies, private purchase and rainwater recharge – with the first two sources accounting for nearly 70% of the sourced water. Per employee water consumption for the reporting year was 1.49 m<sup>3</sup> or 1490 liters per employee per month, a reduction of more than 6% from the previous year's figure of 1600 liters on the same basis.

**Water Withdrawal By Source**



*Our chairman uses the Annual Report to share his thoughts on the business and on future areas of focus.*

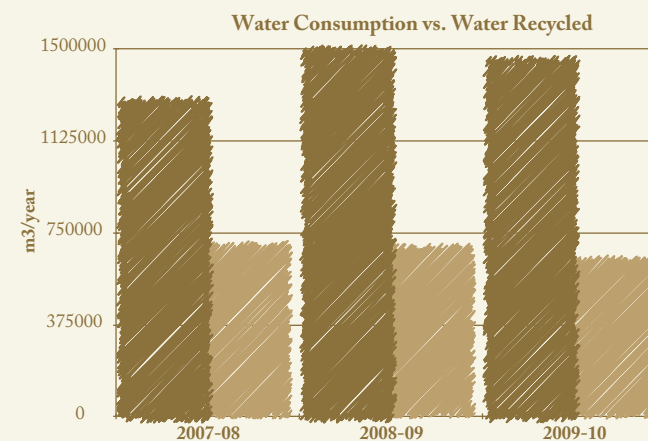


We take care not to withdraw water from water bodies that are recognized by professional bodies to be particularly sensitive due to their relative size, function, or status as a support source for endangered species, animal or plant. None of our operations impact any nationally or internationally designated water conservation areas. The water supplied by the municipal bodies and the industrial association are sourced by them, in turn, from river or lake systems. Water purchased from private sources, e.g., bottled water, can be traced to have been extracted from ground water. In the absence of reliable public data on water tables in the areas where we operate, we are not in a position to make a statement on the kind of impact that Wipro's water consumption has on the groundwater table. In our careful judgment, we think that the quantum of groundwater drawn by us in any of the locations is not material enough to adversely affect the proximate community. For us, this issue will continue to remain a closely watched factor of our operations. Further, we plan to commission a structured study of the water profile in a couple of our locations with the purpose of helping advance common understanding about water use in urban and semi-urban locales that have a mix of business and residential occupants.

36 of our 59 locations in India are leased and located in prime city areas. For these locations, waste water is discharged to CETPs (Common Effluent 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 for control parameters as specified by the local pollution control board. These parameters are in conformance to permissible central pollution control board requirements. Discharges into CETPs and municipal sewers is treated and discharged as per the municipal requirements. We do not generate any process effluents that would have needed specialized treatment plants.

**93.76 tons** of solid waste that is generated from treatment process in our campus STPs is converted into bio-fertilizer which is used in our campuses for gardening.



# CASE STUDY: RAINWATER HARVESTING PROJECT (RWH) AT WIPRO TECHNOLOGIES – ELECTRONIC CITY

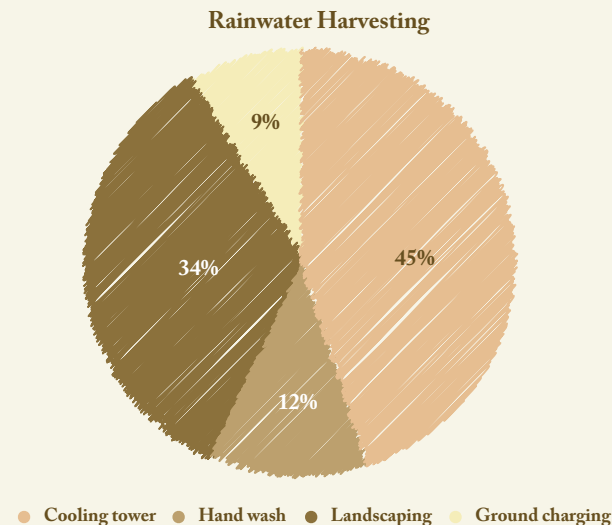


The rainwater harvesting project at Electronic City has been taken up as an initiative to re-use rainwater and for groundwater recharge. The facility has eight towers; the rainwater is drained out into the storm water drain through the external pipes connected from the terrace. These pipes end in four underground collection sumps which are located at strategic points of capacity of 350 kl in total. Excess rainfall is led into three ground-charging points. The harvested rainwater is used for cooling towers, washing of utensils and hands in the cafeteria, and for landscaping.

## Benefits

- Water conservation of 6000 kl annually, equivalent to 15 days of water consumption. This, in turn, has resulted in a total of approximately 20700 kl year on year
- Improved groundwater levels due to recharging of excess water into the ground which is observed in the bore wells in the facility

- Electricity to a tune of 2600 units, which would otherwise be utilized for pumping this quantity of water, is saved annually



# POLLUTION AND WASTE MANAGEMENT

**Goal(s): To ensure by 2013 that not more than 5% of all generated waste ends up in landfills**

## **Details of different categories of solid waste disposal (All figs in tons)**

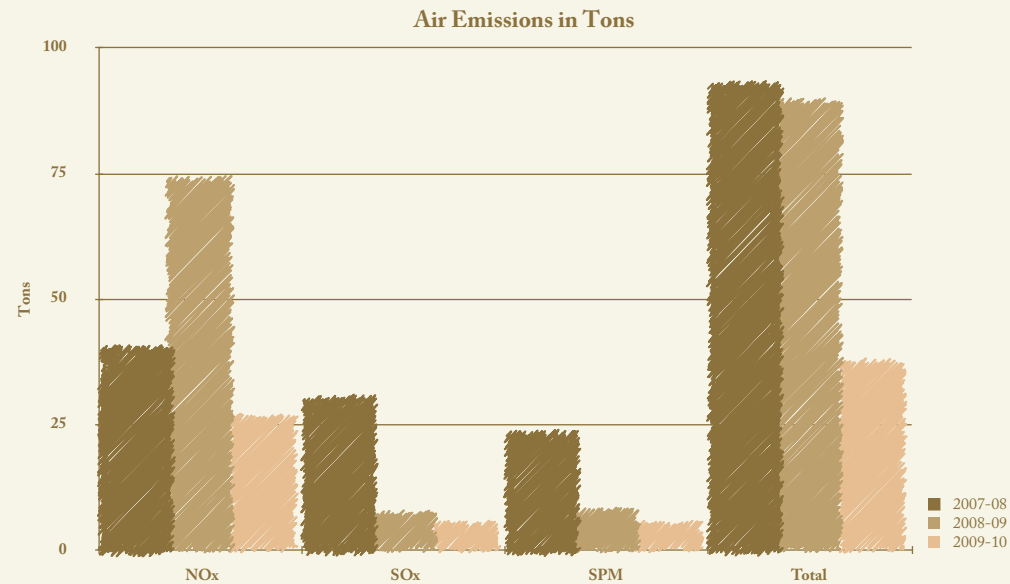
Pollution of air and water poses one of the most serious threats to community health and welfare. Wipro fosters robust processes to segregate waste into organic, inorganic, e-waste, hazardous, packaging, biomedical, and other waste. Our waste management strategies are centered on either: (i) recycling the waste for further

use, or (ii) arranging for safe disposal.

## **Details of air emissions**

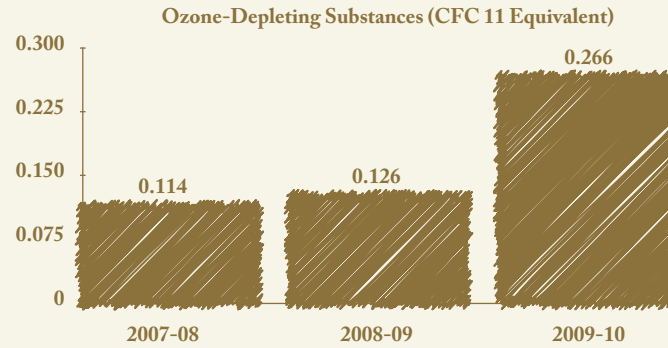
•We have deployed air pollution abatement equipment in 25 of our locations, which helps in minimizing the emissions of air pollutants like oxides of nitrogen (NO<sub>x</sub>), oxides of sulphur (SO<sub>x</sub>) and particulate matter.

*Our waste management strategies are centered on either:  
(i) recycling the waste for further use,  
or (ii) arranging for its safe disposal.*



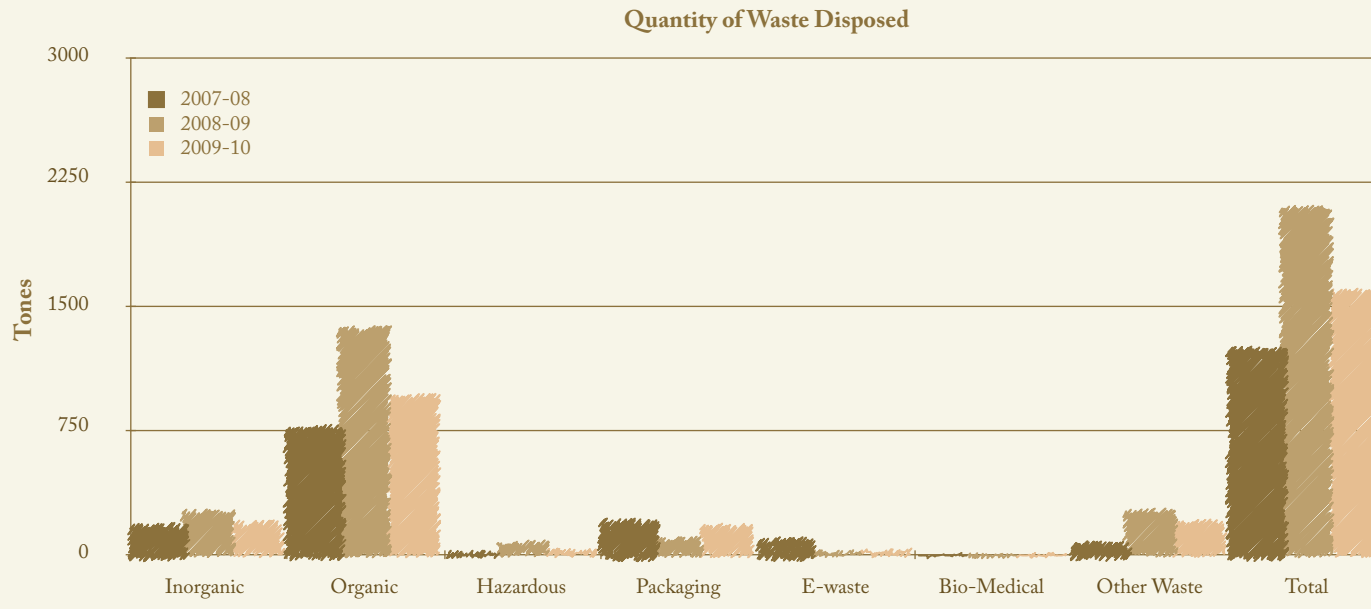
- Controlled emissions of ozone-depleting substances (ODS):

The quantity of ODS in 2009-10 was 2.33 tons for 33 locations. R22 gas is used in existing HVAC system as refrigerants. This in total amounts to 0.266 tons of CFC-11 equivalent. A plan is currently under way to phase out R22 A. All our new campuses don't use any ODS. The apparent increase in ODS emissions in the reporting year is not an increase in real terms but a pointer to the fact that the previous year figures had not accounted for all sources of ODS emissions.



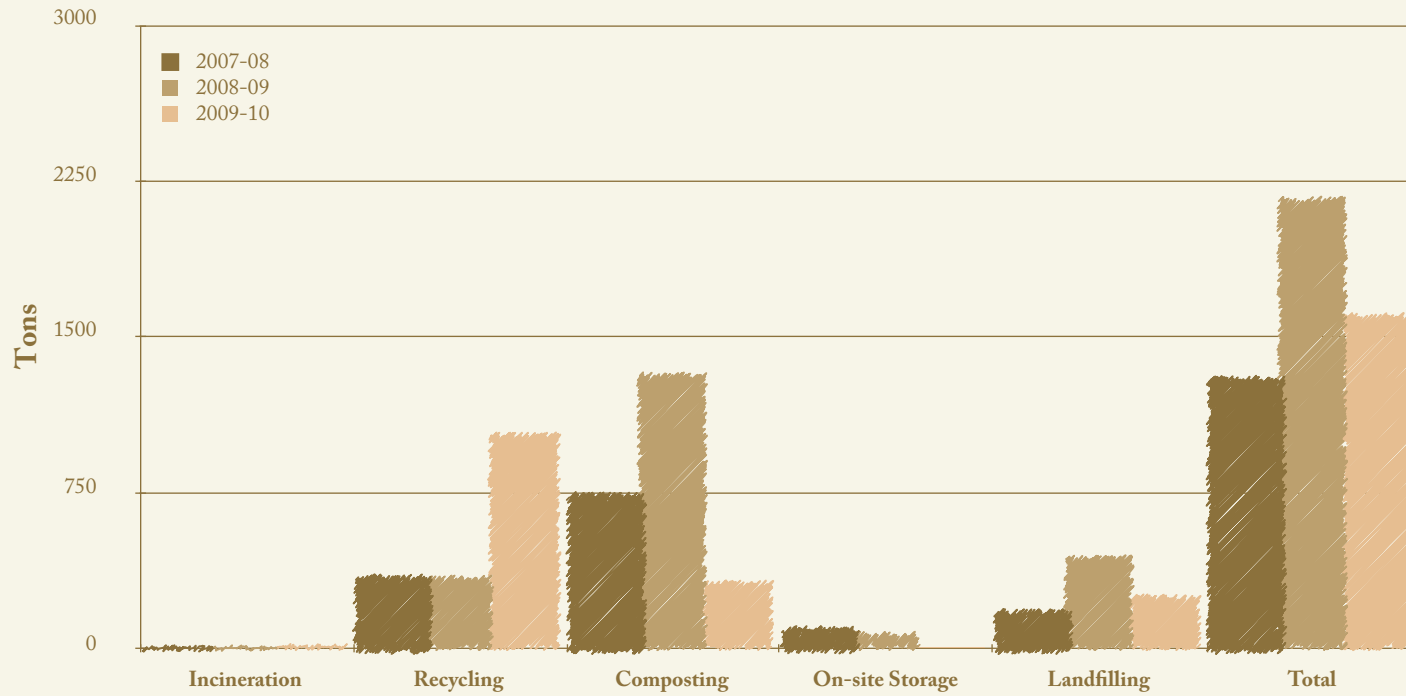
**The figures below provide detailed statistics on the multiple categories of waste generation, recycling and disposal that happens as part of our operations:**

**Solid Waste: Quantum of and Type of Disposal (All figs in Tons)**



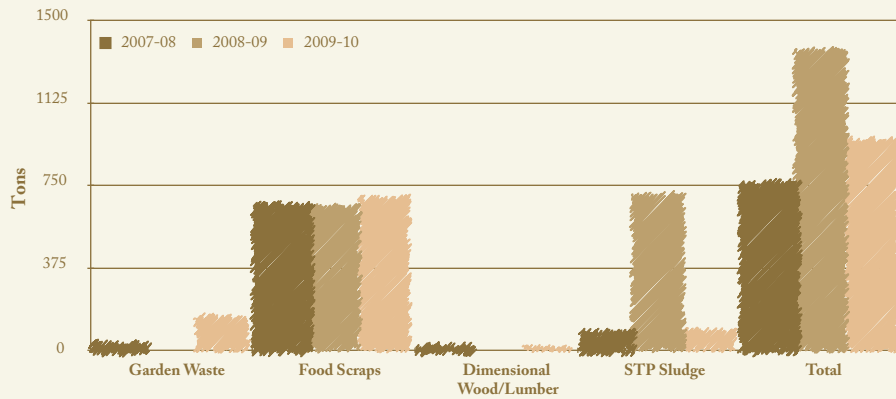


### Disposal Method

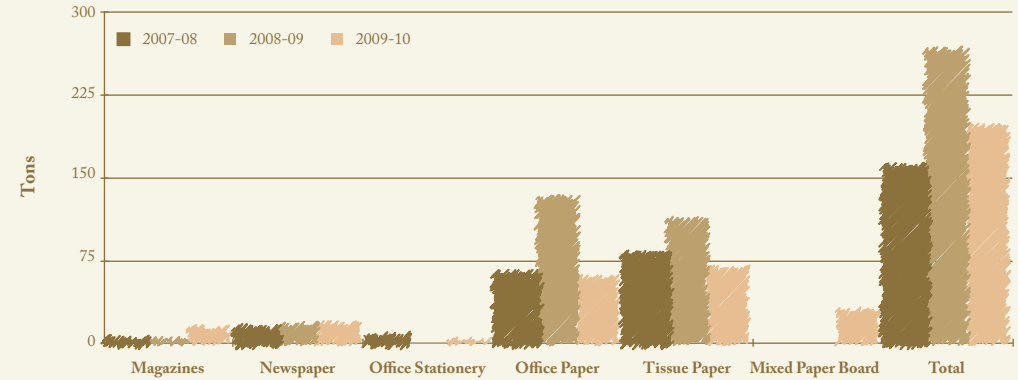


### Details of Different Categories of Solid Waste Disposal (All figs in Tons)

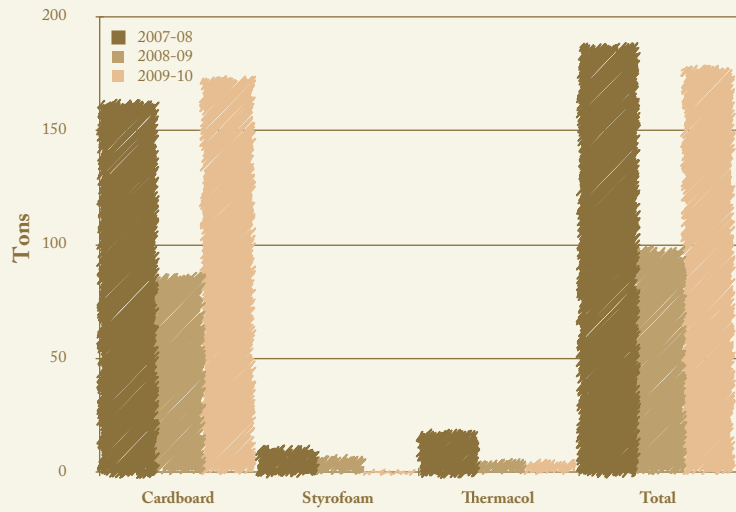
#### Organic Waste Disposed



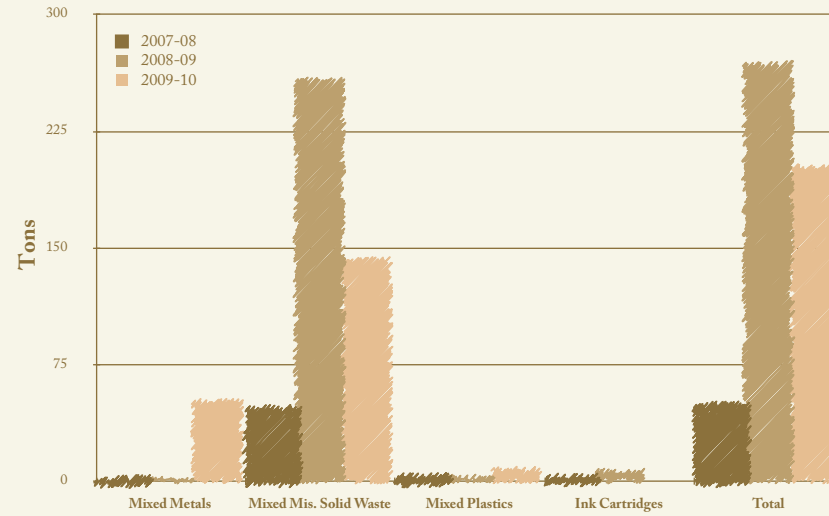
#### Inorganic Waste



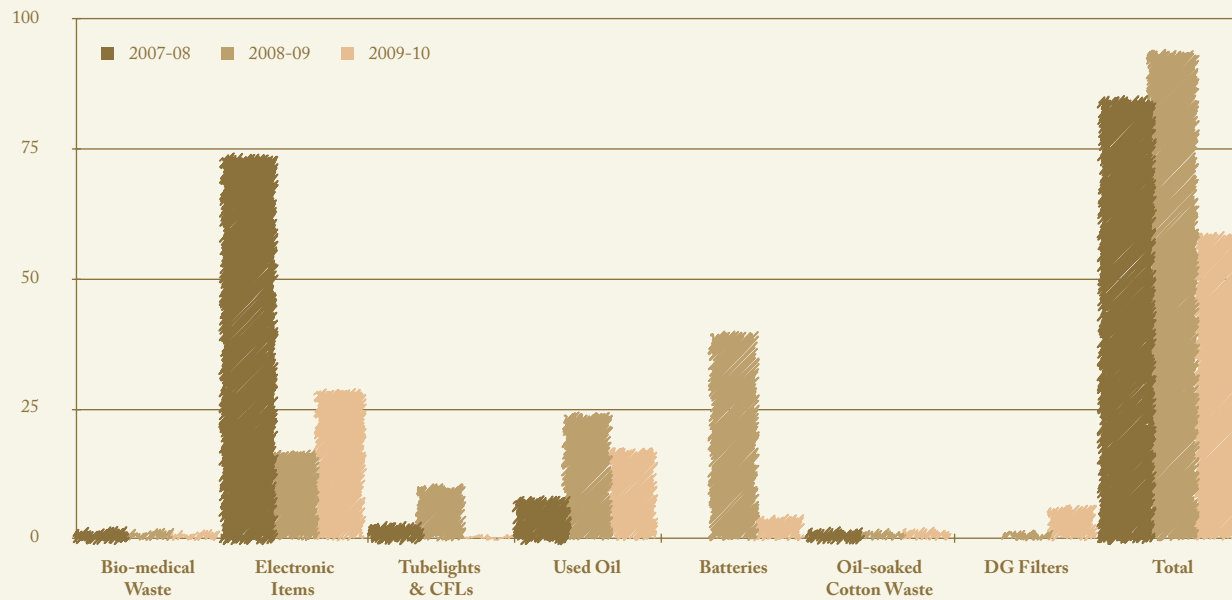
### Packaging Waste Disposed



### Other Waste Disposed



### Hazardous, bio-medical and E-waste Disposed



*No incidents of significant spills of oil or chemicals during inbound and outbound transportation in the reporting period*

# CASE STUDY: BIOGAS PLANT AT WIPRO

Post the implementation of the biogas plant at Wipro's Electronic City campus, the project has been replicated at two other Wipro locations, namely the Kochi Development Center and Wipro's Sarjapur 2 location.



*Post the implementation of the Biogas plant at Wipro's Electronic City campus, the project has been replicated at 2 other Wipro Locations - namely, the Kolkata Development Center and Wipro's Sarjapur 2 location.*

<b>No. of Biogas Plants in Wipro</b>	Three: EC123, SJP 2 and KODC
<b>Biogas Plant Capacity</b>	1500 kg / day of leftover food, vegetable cuttings and fruit peels, other bio-degradable matter and 12 cum / day of organic sludge from existing STP + 300 kg buffer
<b>Area Required For Biogas Plant</b>	20 m x 15 m approx.
<b>Carbon Emissions Saved</b>	37.26 TCO <sub>2</sub> / year – From waste recycling and 306.77 TCO <sub>2</sub> / year – From energy offsets
<b>Biogas Produced</b>	The plant yields 160 -180 cubic meters / day (at full load) of biogas, i.e., equivalent to 4-6 commercial LPG which is directly proportional to solid waste loaded OR Approx 288 kWh / day
<b>Bio-Manure Generated</b>	45000 lit / year of good organic manure will be available. About 15000 lit to be removed once every 4 months
<b>Process Water Required</b>	Approx 1500 – 1800 lit per day
<b>Electricity Consumed</b>	25 kWh / day

# CASE STUDY: ORGANIC WASTE CONVERTER (OWC) AT WIPRO

Accumulation of large quantities of solid waste (like bio-degradable food, leftovers by employees in cafeterias, kitchen waste / peels, garden waste and sludge from Sewage Treatment Plants) are generated on a daily basis. The Organic Waste Converters, installed in four of Wipro's major campuses (EC4, SJP-2, PDC and Hyderabad Development Center ), address this

problem by converting solid waste into useful output.

The Organic Waste Converter (OWC) Plant works on the principle of Aerobic Microbial Decomposition of solid waste into compost. This is a bio-mechanical process which produces a homogeneous odor-free output in as little as 15 minutes.



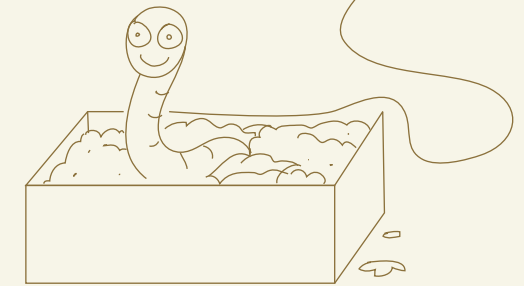
## The Project Metrics are as follows:

<b>No. of OWCs in Wipro</b>	<b>Four: EC4, SJP 2, PDC 2 &amp; HDC</b>
<b>Plant Capacity</b>	<b>200 kg of solid waste / day</b>
<b>Carbon Emissions Saved</b>	<b>1.104 TCO<sub>2</sub> / year</b>
<b>Units of Power Consumed</b>	<b>8 kWh / day</b>
<b>Process Water Required</b>	<b>50 lit / day</b>
<b>Output</b>	<b>The compost manure generated is used for campus soil conditioning (1200 kg/ month)</b>
<b>Eco-Impact</b>	<b>Helps dispose waste at the source of generation. The eco-friendly treatment of organic waste helps reduce the risk of disease from open organic waste at landfills. Prevents the production of methane (CH<sub>4</sub>) which is more dangerous than CO<sub>2</sub></b>

## CASE STUDY: VERMI-COMPOSTING AT KDC

The Vermi-composting Plant at KDC caters to the large quantities of solid biodegradable waste generated on a daily basis. This process produces 300-350 kg/month of manure through the biological decomposition process. This organic manure is odorless and of high quality and is used for landscaping.

<b>No. of Vermi-compost Pits in Wipro</b>	Two: KDC & PDC 1
<b>Plant Capacity</b>	30-40 kg of food waste / day
<b>Carbon Emissions Saved</b>	6.9 TCO <sub>2</sub> / year - From waste recycling (3.3TCO <sub>2</sub> / vermi-compost / year)
<b>Output</b>	The compost manure generated is used for campus soil conditioning (300-350 kg / month)
<b>Eco-Impact</b>	<ul style="list-style-type: none"> <li>• Manure produced is of high quality and is odorless</li> <li>• Removes the impact of dumping the food waste, instead effectively recycling it</li> <li>• Manure produced is used for eco-friendly gardening purposes</li> </ul>

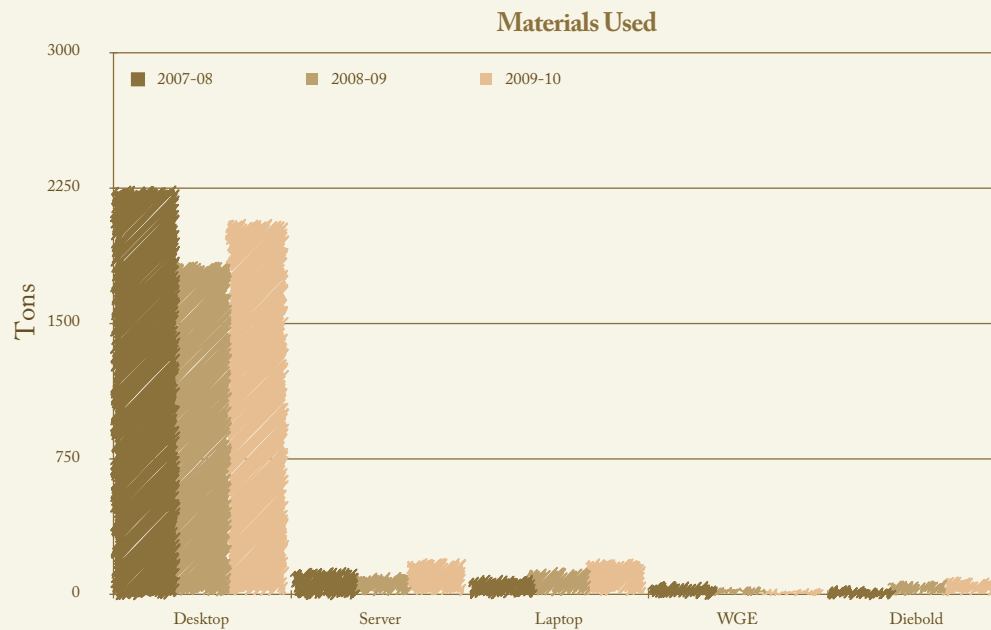


# MATERIAL INTENSITY OF OUR PRODUCTS

Of Wipro's IT business divisions, only Wipro Infotech markets hardware products, e.g., desktops, servers, laptops, etc., which are assembled at our plants. The total weight of the units produced in 2 of our factories in India, at Pondicherry and Kottur, is shown below.

divisions (which includes Wipro Technologies, Wipro BPO and the services division of Wipro Infotech) as only office peripherals and consumables are used for providing services (which are not part of any end product) and their end-of-life data is comprehensively reported in the waste section.

This data point is not applicable for our IT services business



# BIODIVERSITY

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Wipro recognizes that preserving the diversity of life forms on the earth is crucial in sustaining our biosphere. Biodiversity is one of the four principal pillars of the Eco Eye charter.

None of our current campuses and offices are near a sensitive biodiversity area (protected or of high value). Our business operations pose zero risk to any endangered species, plant or animal.

Our approach on biodiversity is characterized by the following:

- Identify and safeguard biodiversity hot-spots, if any, in and around our campus properties. We have conducted Environmental Impact Assessments for two of our major campuses.
- Spread ecological consciousness through mailers and wall messages.
- Increase the landscape cover in all our major campuses by planting fruit-bearing and indigenous plants.

- We initiated a detailed biodiversity study of our Electronic City campus through ATREE (Asoka Trust for Ecology and Environment), an NGO which is an expert in biodiversity. The study was a foundational assessment of the current biodiversity footprint of the campus and the suggested plan for enhancing its biodiversity quotient. Biodiversity is normally associated with large, natural tracts – e.g., Western Ghats, Himalayan biodiversity zone – and not with small tracts around urban built environments. Our objective is to try to move away from the conventional concept of a corporate campus and to recreate the basic principles of biodiversity in our campus, which are multiple species of plants, trees, shrubs and herbs all native to the local geography, conserving and enhancing water capacities and reducing ambient temperature with a consequent reduction in cooling load.
- The plan is to build further on the study and convert it into an implementation plan that we will initiate in 2010-11.



# ANNEXURE TO SECTION 5C: ASSUMPTIONS FOR THE CALCULATION OF THE REPORTED METRICS

Data Cluster	Computation Process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
Energy Consumption (Electricity & Fuel)	Energy consumption data (purchased electricity, diesel and LPG) are recorded on a monthly basis by all locations in manual MS Excel sheets, which are uploaded onto a central system for audit traceability	<p>a) Purchased electricity is recorded on the basis of monthly electricity bills</p> <p>b) Diesel consumption is recorded in terms of liters consumed per month; the volume is converted into electricity output using the standard conversion formula applicable to the class of diesel generators</p> <p>c) Liquefied Petroleum Gas (LPG) is recorded in terms of the number of cylinders consumed per month. The number is converted into weight by using the standard weight of one cylinder</p>	<p>a) In some of our locations, the billing and recording cycle does not follow a calendar month cycle (1st to 30th); for such locations, we compute the annual consumption by adding on a pro-rata basis for the number of days in March that are not yet recorded and by subtracting for similar number of days in March of the previous year</p> <p>b) Some of the smaller sales offices in Wipro Infotech's India operations do not record electricity consumption separately. This is because the lease rentals paid to the landlord include electricity and hence no data are available. In all such cases, we have used the average per capita electricity consumption to extrapolate the consumption based on the number of employees who work in those offices.</p> <p>c) For smaller locations where DG units have not been provided, the diesel consumption of that location has been multiplied into an assumed engine efficiency of 2.8 kWh/l to obtain the total units</p> <p>d) Weight of one full LPG gas cylinder is considered as 19.5 kg (for locations which have provided number of cylinders)</p>
Water	Data on water consumption, recycled water usage and rainwater harvesting is recorded in manual systems and aggregated in a central database	The monthly recordings are based on readings of water meters that are installed in all our major campuses	<p>a) For computing the quantum of rainwater harvested, we use the volume of the rainwater tank as the basis and multiply that by the number of times the tank is estimated to get filled</p> <p>b) For smaller multistoried locations where the builder maintains the total water consumed, figures are obtained by assuming one employee consumes 40 liters of water per day</p> <p>c) For smaller locations, where recycled water meters are unavailable, an average of the previous two years' figures have been considered</p>



Air Pollution & Refrigerants	Data on air pollution and refrigerants is recorded in manual systems and aggregated in a central database	<p>a) Air pollution figures are obtained from monthly stack emission test reports</p> <p>b) Refrigerant details are obtained from service reports</p> <p>c) For conversion of R22A gas to CFC - equivalent, we use the standard conversion formula available</p>	For HFCs and PFCs the Global Warming Potential of the refrigerant is converted into CO <sub>2</sub> e using standard conversion formulas
Waste	Data on waste is recorded in manual systems and aggregated in a central database	Waste figures are obtained based on the generated vs. disposed figures which are maintained in waste reporting sheets	<p>a) Sludge disposed in certain locations are in the form of slurry loads. Records are maintained in the form of number of loads. Post discussions with vendors, the following calculations have been considered: 1 load = 3 kl of slurry ; 1 kl = 15 kg of sludge; therefore, 1 load = 45 kg of sludge</p> <p>b) Weight of one UPS battery is considered as 11.70kg (for locations which have provided numbers as opposed to weight)</p> <p>c) Weight of 1 litre of used oil is considered as 0.54kg (for locations which have provided numbers as opposed to weight)</p> <p>d) Weight of one CFL bulb is considered as 126g (for locations which have provided numbers as opposed to weight)</p> <p>e) Weight of one tube light is considered as 250g (for locations which have provided numbers as opposed to weight)</p>

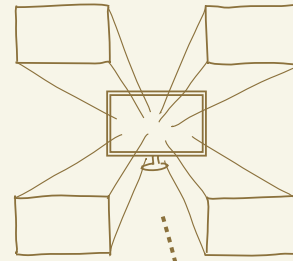
Employee Commute	<p>a) Car reimbursements are obtained from SAP-based IT systems</p> <p>b) Data on employee bus and cab travel is recorded in manual systems and aggregated in a central database</p>	<p>a) Costs are determined based on reimbursement of claims that are submitted by employees on a monthly basis</p> <p>b) Bus &amp; cab details are obtained from daily trip sheets</p>	<p>a) For cars and two-wheelers that are owned by employees, the emissions on account of employee commuting (Part of Scope 3 emissions) have been computed based on the assumption that 65% of fuel costs are associated with petrol, 35% of fuel costs are associated with diesel. To calculate emissions for employee cars, we have used the data on reimbursement of claims that are submitted by employees on a monthly basis, 80% of the claim amount assumed to be fuel costs. For two-wheelers, the entire claim amount assumed to be petrol costs. Assuming an average cost of petrol at Rs 50 per liter, price of diesel taken as INR 35 per liter we have deduced the total quantum of fuel used. The quantum of fuel is converted to GHG emissions as per the standard tables. Emissions are overstated by at least 20% as the fuel claim also includes personal travel on the part of employees. However, we at Wipro have strived to induce influence behavioral changes in our employees through various awareness building exercises, and hence accounting the personal travel emissions in our inventory gives us further incentive towards reducing the same</p> <p>b) Buses: We have assumed an average of 15 km per passenger per day, which we think is reasonably true to the kind of distances that need to be covered in major Indian cities today. We have arrived at the total distance commuted thus by Wipro buses by multiplying the average passenger km per day by the assumed number of working days in a year (250) and the number of employees who use the service</p> <p>c) Public Transport: We have arrived at the number of employees who use public transport by inference, i.e., by subtracting the total of the number of employees who use cars, two wheelers and Wipro operated buses from the total number of employees in our India operations</p>
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Business Travel	Data on business travel is obtained from SAP-based IT systems	Details are determined based on Domestic and International Travel Requests	Business Travel: For business travel, wherever 'Origin' and 'Destination' cities are not available from records, we have assumed the following average cost per km and derived the total distance travelled from the claimed amounts. a) Air travel: INR 3 per km (Domestic and International) b) Train travel: INR 1 per km c) Bus travel: INR 1 per km
GHG Emissions	The computation of our GHG emissions data is done in our custom-developed 'CarbonManagement tool and partially from manual MS Excel worksheets	a) For GHG conversion, we primarily follow the protocol developed by WRI (World Resource Institute) available at <a href="http://www.ghgprotocol.org/">www.ghgprotocol.org/</a> b) The WARM (Waste Reduction Model), a tool created by the US nodal environmental agency, Environment Protection Agency (EPA) was used for emissions from waste in landfills. This tool available at <a href="http://www.epa.gov/climatechange/wycd/waste/calculators/Warm_Form.html">www.epa.gov/climatechange/wycd/waste/calculators/Warm_Form.html</a> . In addition, we have used GHG coefficients that are specific to India for which we have used the guidance tables available from the office of CII (Confederation of Indian Industry's) Mission for Sustainable Development at: <a href="http://www.cea.nic.in/planning/c%20and%20e/user_guide_ver5.pdf">www.cea.nic.in/planning/c%20and%20e/user_guide_ver5.pdf</a> and <a href="http://www.greenbusinesscentre.com/documents/GHGGuide.pdf">www.greenbusinesscentre.com/documents/GHGGuide.pdf</a>	Details of assumptions on GHG emissions are mentioned above inline with the data cluster





The journey to sustainability speeds up with the correct kind of collaboration between our customers and us... because it is a race we must all win.



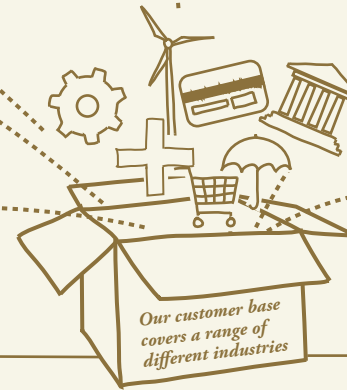
Wipro implemented a virtualization solution that virtualized about 3000 servers to 375. Cost savings were several tens of thousands of USD, while net GHG reduction was 78%.



Committing ourselves to green computing as early as 2006, we have invested significant sums to build green PCs based on three pillars: 100% RoHS compliance, Energy Efficiency and Responsible E-waste Management.



Our engagement with Greenpeace has matured over the years and, in our view, symbolises the value that NGOs and watchdog organisations can bring to the business sector in the latter's sustainability journey.



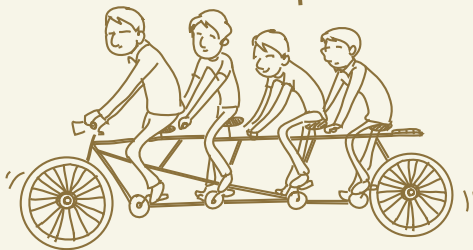
## 5D. CUSTOMER STEWARDSHIP

Information technology (IT) can play a critical enabling role in reducing global GHG emissions. IT industry analysts, climate research groups and consulting majors have all concluded that while IT itself accounts for only 2% of the global GHG emissions, it can be one of the strategic cornerstones for reductions in the balance 98%.

As one of the world's software and consulting majors, Wipro is naturally taking the lead in assisting customers meet their own sustainability goals - using our extensive knowledge, hard-won expertise, ability to engage worldwide, and the use of best practices.



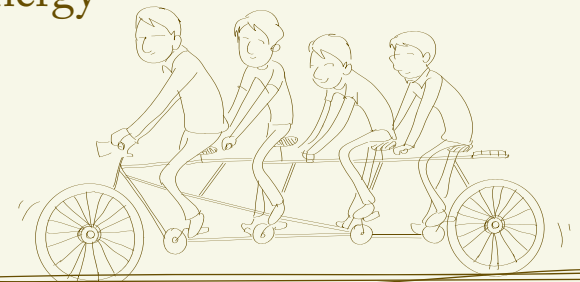
Besides extensive IT services for the sustainability journey, Wipro also offers non-IT solutions such as power and cooling management.



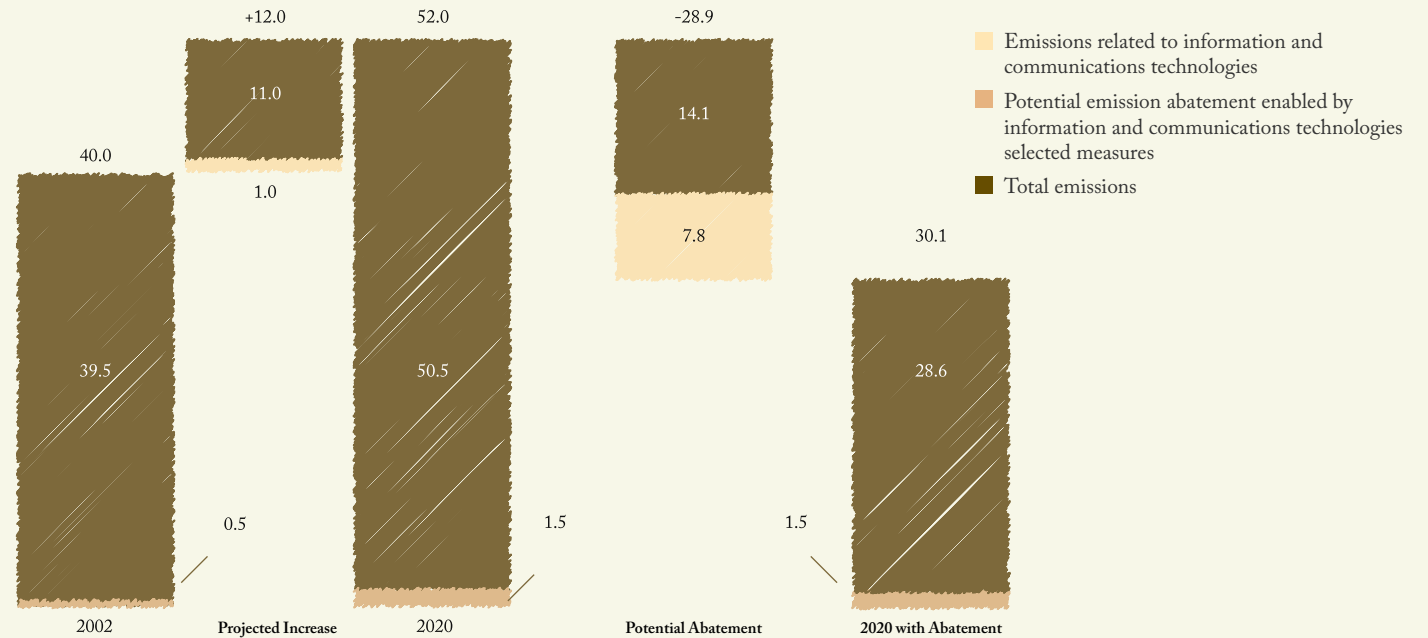
In just five sectors: Manufacturing, Transportation, Buildings, Power and Dematerialization, innovative IT solutions can contribute to as much 35% of the potential GHG reductions by 2020.

That Information Technology (IT) can play a critical enabling role in mitigating the rising ecological footprint is not a matter of much debate. Taking GHG emission reductions as a case in point – IT industry analysts (Gartner, Forrester), climate research groups (The Climate Group) and consulting majors like McKinsey have all converged over the past three years to the conclusion that while IT itself accounts for only 2% of the global GHG emissions, it can be one of the strategic cornerstones for reductions in the balance 98%.

A well-known study by McKinsey published in October 2008 suggests that in just the five sectors of Manufacturing, Transportation, Buildings, Power and Dematerialisation, innovative IT solutions can contribute to as much 35% of the potential GHG reductions by 2020 (See chart on the next page). This reduction far exceeds the almost doubling of emissions of the IT sector itself during this period – from 0.86 gigatons in 2007 to 1.54 gigatons in 2020, the latter in spite of the steady increases in the energy efficiency of IT infrastructure.



Greenhouse Gas Emissions, metric Gigatons of Carbon Dioxide Equivalent (GtCO<sub>2</sub>e) %



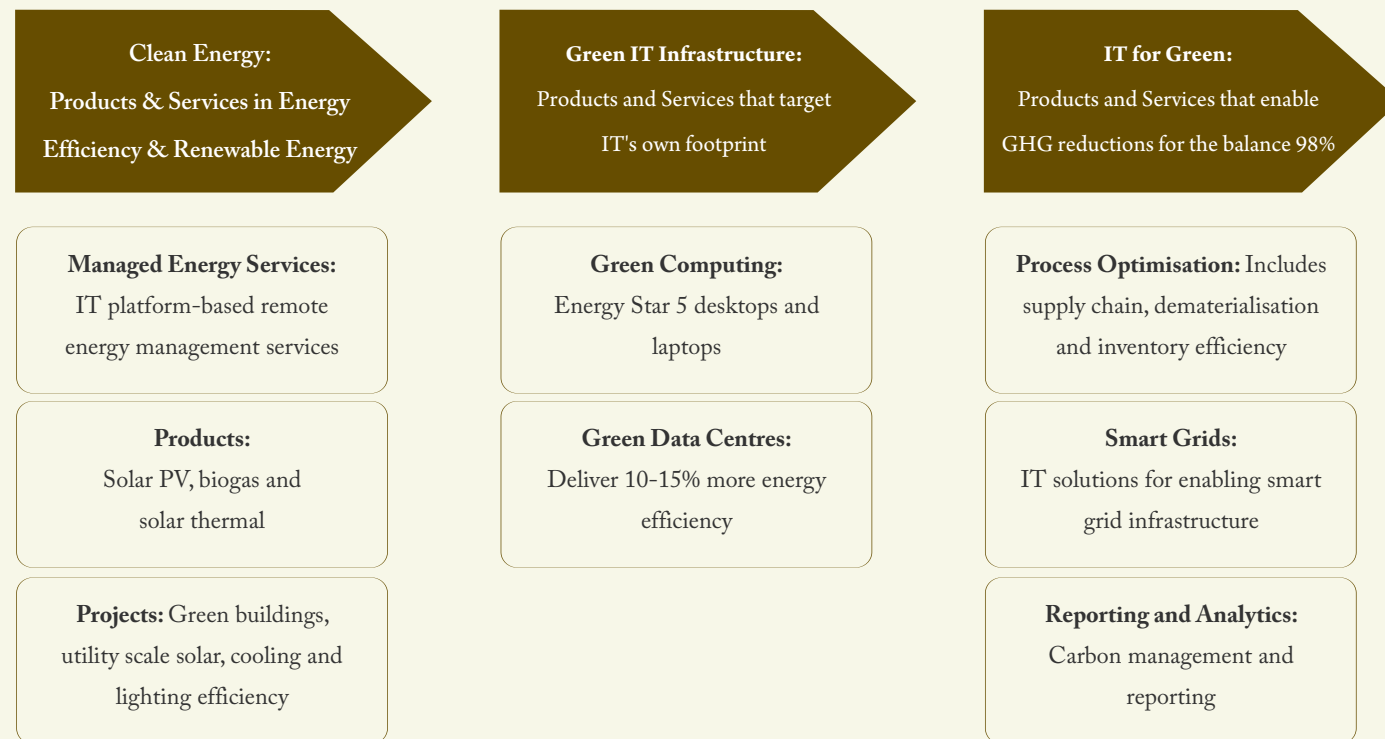
Given the above context, our position is that any attempt to impute GHG reduction numbers to a software solution or service is likely to be a subjective exercise that lends itself to differing interpretations and points of view. In the sections that follow, we have talked about our IT climate solutions in some detail and, wherever feasible, we have estimated metrics for

GHG reduction; except in the case of IT hardware like laptops, desktops, servers, routers, etc., the GHG reduction estimates on account of software solutions and services cannot stand the scrutiny of verifiability since, by their very nature, the underlying methodologies cannot be standardised.

# THE WIPRO IT CLIMATE SOLUTIONS PORTFOLIO

Over the past two years, Wipro has built an integrated portfolio of green solutions that span clean energy, green IT infrastructure and IT for green solutions and services. Since the focus of this submission is on IT solutions for climate change,

we will not talk at length on Wipro's clean energy solutions but we will reference it occasionally as appropriate. The chart below represents a summary view of Wipro's climate solutions portfolio:



Wipro's investment strategy for engaging with customers on climate change solutions is built on our assessment of what we think will be the high-impact domains in the long term that can help customers reduce their GHG emissions significantly. In

our assessment, we have been aided by research studies and expert analysis that are available in the public domain. In the sections below, we detail our initiatives on IT for green and green computing separately.



# IT FOR GREEN: OUR GREEN SERVICES FRAMEWORK

Given the wide competencies and core technologies involved, Wipro has strategically invested in various areas to address the IT for green space over the last three years. Our portfolio is constantly being upgraded as new best practices emerge. It has been our experience that green solutions broadly impact GHG emissions and its effective management in seven simple ways as

articulated in adjacent figure in the Wipro green services framework. They focus on visibility, useful analytics, implementation, monitor and optimisation of energy, resource, water & waste, and enablement for compliance & regulatory reporting through a portfolio of services and solutions.

Compliance	Carbon tracking, validation reporting and analysis
Reputation & Brand	Creating and managing green communications
Operations	Assessing and setting up environmental KPLs
Products	Building low carbon products and services from design to develop
Supply Chain	Creating KPLs and solutions for a low carbon supply chain
IT Infrastructure	Strategizing and implementing a green IT infrastructure
Enterprise Infrastructure	Assessing & optimizing energy use and managing energy procurement & consumption

*More details of the products and services can be found in Annexure I and in the attachments titled 'Wipro Sustainability Services – July10.pdf'*

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As an engagement model, we offer discovery services for customers for the above, pertaining to strategy assessment, planning, and implementation. This includes formulating an overall approach to green IT including ROI modeling, building roadmaps and implementing specific solutions, e.g., virtualisation, consolidation, data centre design and architecture, supplier sustainability assessment and non-IT solutions such as power and cooling management. We use a structured four-step process in our engagements with customers:

1. **Discover:** Understand sustainability goals, capture and analyze customer environmental data, benchmark with

industry and prioritise opportunities

2. **Plan:** Convert the sustainability opportunity into business requirements, high-level use cases and a program plan
3. **Implement:** Build and deploy green applications and platforms across sustainability domain areas
4. **Manage:** Manage energy efficiency, resource consumption, reporting, and infrastructural support services on an ongoing basis

To help us deepen our understanding of the sustainability domain, we have incubated the following fifteen Centres of Excellence (COEs).

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*We use a structured four-step process in our engagements with customers:*

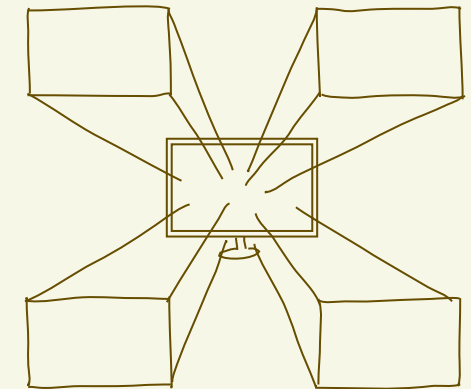
- *Discover* • *Plan*
- *Implement* • *Manage*

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# FIFTEEN CENTRES OF EXCELLENCE (COEs)

Green Discovery	Fluid State Data Centre	Green IT Infrastructure
Integrated Sub Daily Planning System	Green PCs	Paperless Office
Water Management	Productised Solutions	Managed Services for Energy Management
Sustainability Advisory	Enterprise Carbon Management	Supply Chain Sustainability
Smart Sensors	Manufacturing, Analytics and Reporting	Smart Grid and Smart Metering



*Below, we present two caselets based on our early customer engagements in the IT for green space*

# CASELET 1: SUPPLY CHAIN OPTIMISATION FOR LEADING BAKED GOODS MANUFACTURER

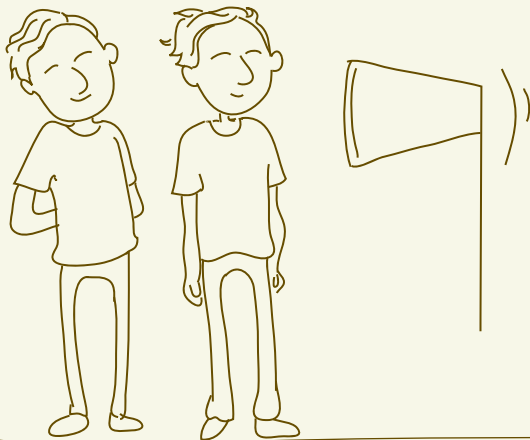
One of our clients wanted to look at their bread and baked goods manufacturing set-up and recommend solutions for improving their green quotient.

<b>Business Challenges</b>	<ol style="list-style-type: none"> <li>1. The demand for bread was variable on a sub daily basis but the manufacturing production planning was done on a daily basis due to which there was wastage of production or underfulfilment of service orders</li> <li>2. The change in assembly line between products meant a downtime of 20 minutes of re-configuration to the production assembly, thereby wasting the oven heating fuel</li> <li>3. More trips meant that truck rolls carrying excess inventory resulted in fuel wastage</li> </ol>
<b>Wipro's Contribution</b>	<ol style="list-style-type: none"> <li>1. We developed a SAP composite application, and demonstrated a reduction in wastage on production</li> <li>2. We helped the customer do better production planning, reduced waste of oven heat, and reduced trips for the delivery trucks</li> <li>3. This application is now approved by SAP as a recognised certified partner application</li> </ol>
<b>Significant Metrics /Milestones</b>	<ol style="list-style-type: none"> <li>1. Cost savings from (25-50%) reduction in product scrapped; Annual savings (approx) = USD 90,000</li> <li>2. Removing 1 trucking trip per bakery/week = saving of 676 trips; Annual savings (approx) = USD 350,000</li> <li>3. Reduction in labour requirement/year ; Annual savings (approx) = USD 330,000</li> </ol>

# CASELET 2: ENERGY, COOLING AND SPACE REDUCTION OF A DATA CENTRE (DC) FOR A LEADING B-SCHOOL IN ASIA

One of our clients, a leading B-school in Asia, required a standardised solution that would provide reduced power, cooling and space, quick provisioning, lights-out management, centralised monitoring and security.

<b>Business Challenges</b>	<ol style="list-style-type: none"> <li>1. The arrays of legacy equipment were consuming ream of power and providing low CPU and memory utilisation</li> <li>2. Power, AC, cable management were manually tracked periodically</li> <li>3. Managing the DC and the IT equipment was a herculean task due to the fact of not having a single point of management</li> </ol>
<b>Wipro's Contribution</b>	<ol style="list-style-type: none"> <li>1. Wipro designed a DC solution using our Fluidstate DC framework (Wipro IP)</li> <li>2. The solution was customised as per the client's requirements, with closed-loop cooling technology using a liquid cooling package (LCP)</li> <li>3. High density racks were used to host virtualised blade servers and networking equipment</li> <li>4. The racks were integrated with CMC-TC for centralised monitoring and a modular safe encapsulated the racks for physical protection</li> </ol>
<b>Significant Metrics /Milestones</b>	<ol style="list-style-type: none"> <li>1. The Wipro Fluidstate DC solution helped the client reduce the footprint of the racks by 85%</li> <li>2. The PUE of the DC is reduced by 25%, i.e., from 2.3 to around 1.7</li> <li>3. The entire DC is now monitored and managed remotely</li> <li>4. The new modular DC also gives the client a foundation to accommodate rapid future growth and ever-changing demand from the institute</li> </ol>



# AN UPDATE ON THE WIPRO GREEN COMPUTING CASE STUDY

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In our previous report, we had provided a detailed case study on our green computing program as an example of

Lifecycle Responsibility (Refer Page 72 of the report). In this section, we provide an update on our journey in green computing with particular focus on the three pillars of **toxic chemical management, energy efficiency and e-waste management.**

## **Elimination of toxic chemicals**

Starting with the first RoHS (Restriction on Hazardous Substances) compliant desktop and laptop models in mid-2007, we have consistently reached new milestones in this space. With 21 hazardous chemicals eliminated, all our desktop and laptop models are 100% RoHS-compliant. In early 2009, we took the decision to go beyond RoHS compliance and develop models that were free of PVC and BFR (Polyvinyl Chloride and

Brominated Flame Retardants), substances with known toxic properties if left in landfills. For this, we adopted the standards of 'International Electronics Manufacturing Initiative'. More than thirty of our suppliers collaborated on this goal, enabling us to launch our first PVC and BFR-free model in early 2010. We will continue to build on this early foundation and expand our portfolio of PVC/BFR-free models.

## **Energy-efficient computing**

In the early stages of our energy efficiency journey, we introduced the multi-computing desktop solution that tried to optimise the idling power of computer nodes in the network. This resulted in the consumption of only 5 watts of additional power as compared to 50 watts of idle power in desktop nodes. The next big step was to phase out CRT monitors and replace them with LCD monitors, saving 40 watts of power in the process.



In 2008, we adopted the Energy Star rating framework of EPA (Environmental Protection Agency, the nodal US regulatory body on environment). The Energy Star standard combines power supply efficiency, operational optimisation during non-active modes and a top layer of power management. For Energy Star 5 rated computers, operational power savings can range from 12-15% of the energy consumption of conventional models. By March 2010, all 16 laptop models and 19 desktop models (60% of the total) were certified for an Energy Star 5 rating.



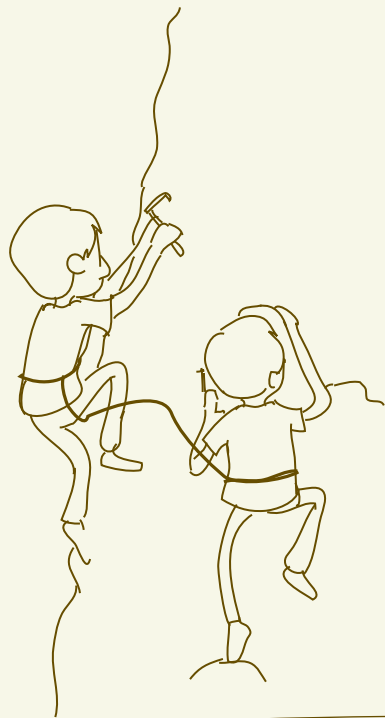
#### **Responsible e-waste management**

E-waste is a growing environmental problem abetted by the rate at which new models of electronic products

are introduced into the market. It is only in the past five years that both producers and consumers have started recognizing the scale of the issue. While governments have also woken up to the problem, regulatory measures that mandate producers to ensure safe disposal of electronic products at end of life are yet to see the light of day.

Wipro was one of the few companies to start an e-waste take-back program as early as in 2006 – since then, the program has grown in scale and scope over the years. The early years were focused on setting up our collection infrastructure and creating awareness amongst customers. We adopted the WEEE – Waste Electrical and **Electronic Equipment** – guidelines on communication, which emphasised that e-waste cannot be sent





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to landfills. Today, we have seventeen collection centres across the country that help optimise the logistics of collection and transportation. Our customers are not charged either for the transport or for the take-back itself. The taken-back equipment is partially used as a source of field repair components while the

balance is sent to certified e-waste disposal agencies. Our current e-waste recycling partner is Attero ([www.attero.in/](http://www.attero.in/))

Aided by concerted socializing of the concept among our customers, the total quantum of e-waste recycled in 2009-10 increased by nearly 90% over the previous year (see below):

	2008-09	2009-10
<b>Total E-waste Recycled in kg</b>	49,047	91,938
<b>Average E-waste Recycled Per Month in kg</b>	4,087	7,662

For more details on Wipro's e-waste management process, please visit [www.wiprogreentech.com/ewaste\\_management.html](http://www.wiprogreentech.com/ewaste_management.html)

For more details on Wipro's Green Computing program, please visit [www.wiprogreentech.com](http://www.wiprogreentech.com)

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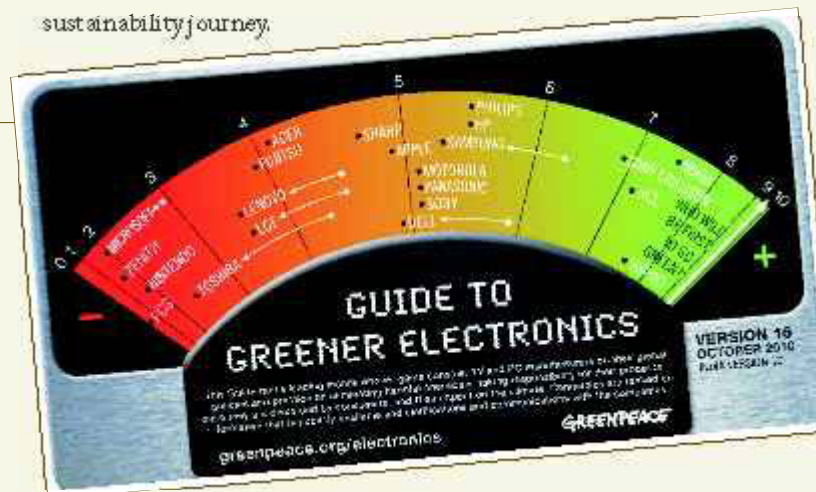


# SPOTLIGHT: GREENPEACE AND OUR GREEN COMPUTING JOURNEY

In our green computing journey of more than four years, Greenpeace – the globally renowned NGO – has played the very important role of a catalyst, sounding board and watchdog. From the initial stage of helping us understand the core underlying issues pertaining to toxic chemicals and the need for responsible disposal, Greenpeace has constantly held before us the mirror of what a green electronic product should be. From our side, we have not stopped at merely appreciating their point of view but have put into action a deep investment and implementation program that addresses all elements of green

computing. Greenpeace's six-monthly assessment 'Guide to Greener Electronics' has provided us with a structured lens of reviewing and recalibrating our goals and raising the bar on our own performance. We are now rated the India No.1 and the joint global No.1 as per this rating framework.

Our engagement with Greenpeace has matured over the years and, in our view, symbolises the value that NGOs and watchdog organisations can bring to the business sector in the latter's sustainability journey.





## 5E. SUSTAINABILITY & THE RESPONSIBLE INVESTOR

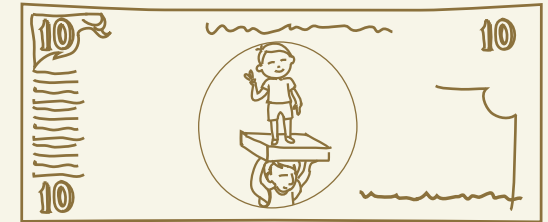
One of the key factors in Wipro's growth has been the sustained and continuous level of investor community engagement over the years. This has led to Wipro being consistently ranked as one of the preferred investment vehicles around the world.



During 2010, we chose to participate in three RI assessment frameworks – the Dow Jones Sustainability Index, the Oekom rating and the Carbon Disclosure Project (CDP).



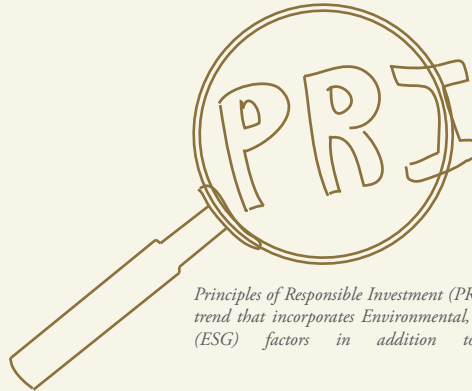
Wipro was ranked 3rd for its Investor Relations website in Asia-Pacific by the IR Global Rankings.



Wipro seeks to build a mutually beneficial relationship with its investors on the foundation of trust, fairness and transparency that will enable both the parties to realize their goals.



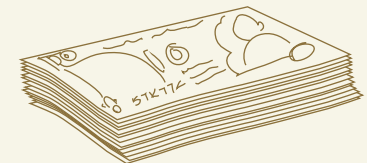
Our engagement with our investors and analysts spans a wide range of channels, which we think is crucial for maintaining transparency. These different modes of communication help build trust and a sense of ownership.



Principles of Responsible Investment (PRI) is a distinct emerging trend that incorporates Environmental, Social and Governance (ESG) factors in addition to economic factors.



We engage with all types of investors from around the world constantly.



### Scenes from our investor engagement calendar, 2009



2008-09 Results Announced



Over 30 investor/analyst conferences; several hundred investors met



AGM and EGM held



Acquisition of Yardley business in several countries declared



A succession of road shows held worldwide

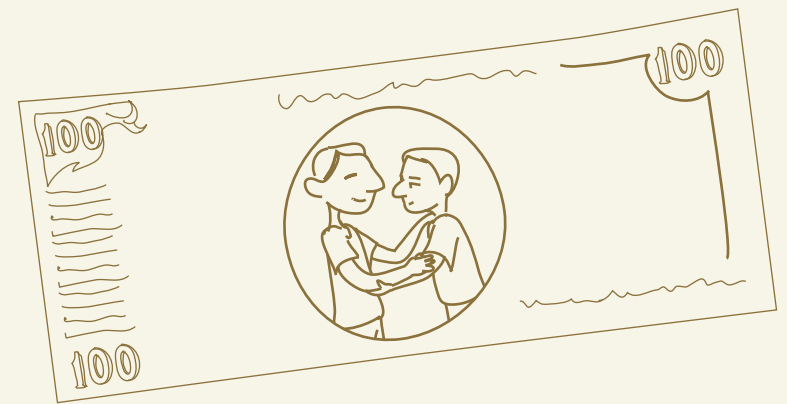


Launch of the 2008 Sustainability Report

We started the year 2009-10 amidst uncertainty precipitated by the economic downturn which engulfed much of the world. Even as the global economy struggled to get back on its feet, the Indian economy demonstrated its resilience and maturity by maintaining sound macroeconomic fundamentals.

The Indian Information Technology (IT) industry was also caught in the grip of the crisis, facing uncertain demand from its large customer base in the US. But it again demonstrated its tenacity and unique ability to carve new paths in the face of a crisis.





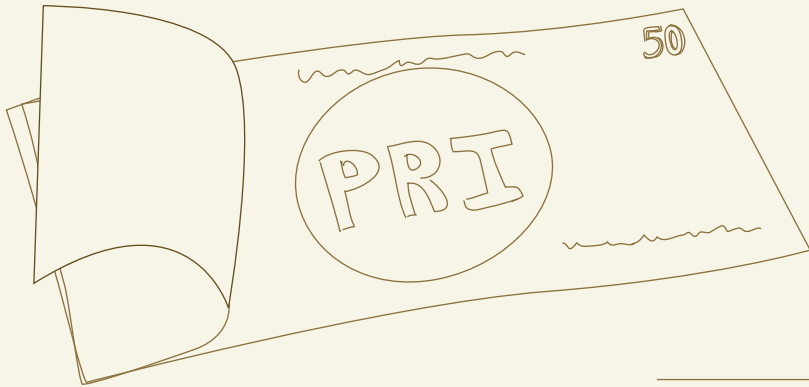
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Some of the highlights of the IT industry's performance during the year are:

- The industry's estimated revenue was USD 73.1 billion in FY 2010 with the IT and software services industry accounting for USD 63.7 billion of the revenues.
- Export revenues at USD 50.1 billion grew by 5.4 percent over FY 2009 and contributed 69 percent of the total IT-BPO revenues.
- Direct employment reached nearly 2.3 million – with an addition of 90,000 employees, while indirect job creation was estimated to be 8.2 million.
- IT outsourcing continued to exhibit strong growth in line

with global trends, driven by increased spend in remote infrastructure management, application management, testing and SOA segments. Further, Cloud computing took center-stage this year as it offered clients best-in-class process management at reduced capital expenditure.

- On the domestic front, BPO revenues grew almost 8.5 percent to reach INR 1,088 billion (USD 24 bn.) in FY 2010 while domestic IT services to grow at 12 percent in 2010.
  - Sector-wise, the BFSI sector retained its top spot with absolute revenue in line with earlier years, showing only a marginal decline. The government and healthcare sectors continue to outperform in terms of growth.
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*Externalities can affect shareholder value because they lead to a more uncertain, rapidly changing economic environment and greater systemic risks.*

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### The Principles of Responsible Investment (PRI)

A distinct emerging trend is that of 'Responsible Investing' that incorporates Environmental, Social and Governance (ESG) factors in addition to economic factors into its evaluation and decision processes. According to the Principles for Responsible Investing (PRI) - an investor initiative in partnership with UNEP Finance and the UN Global Compact - investors should act like "universal owners" and can exercise ownership rights to encourage protection of natural capital needed to maintain the economy and investment returns over the long term.

An important PRI is to consider the 'true costs' incurred by a business enterprise. True costs must include ecological and social costs of operations referred to by economists as 'externality costs'. Some examples of ecological costs are those associated with greenhouse gas emissions, water depletion and pollution of public goods like air, water and land. It is no surprise that environmental costs constitute a significant and increasing number and estimates peg a

projected value of 18 to 28% of GDP by 2050.

According to a report from UNEP-PRI, "it is estimated that medium- to large-sized publicly listed companies cause one third of global externalities annually. Externalities can affect shareholder value because they lead to a more uncertain, rapidly changing economic environment and greater systemic risks. Inefficient allocation of capital to highly polluting activities can cause a decline in asset values over time. For a diversified investor, environmental costs are unavoidable as they come back into the portfolio as insurance premiums, taxes, inflated input prices, and the physical cost associated with disasters. These costs could also reduce future cash flows and dividends. One company's externalities can damage the profitability of other portfolio companies, adversely affecting other investments, and hence overall market return. Companies that have fewer external costs are more sustainable in the long run as shown by performance trends."

# WIPRO AND THE RESPONSIBLE INVESTOR

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One of the barometers of Wipro's commitment to sustainability is the number of 'responsible investment' (RI) disclosure frameworks we participate in. We do this because we believe that subjecting ourselves to the continuous scrutiny of responsible investors will help raise the bar for us in our sustainability journey.

During 2010, we chose to participate in three RI assessment frameworks – the Dow Jones Sustainability Index, the Oekom rating and the Carbon Disclosure Project (CDP).

**Oekom:** Oekom's rating is based on the Frankfurt-Hohenheim guidelines (FHL), which were drawn up by the 'Ethical-Ecological Rating' project team headed by a team of scientists in a study conducted over several years. The rating framework comprises a total of over 200 Environmental, Social and Governance (ESG) criteria. Oekom provides research for over 70 funds with assets of more than 90 billion euros. Wipro

has been rated as 'prime' by Oekom, which demonstrates above-average commitment to environmental and social issues. Wipro's assessment score of 'B' and an overall rank of 2 in the IT Services sector places it in the top league of sustainability leaders. Oekom's detailed feedback suggested that Wipro's stated strengths include:

- A strong environment management program
- Product stewardship including responsible end-of-life management
- Robust policy frameworks around COBCE, data protection and responsible marketing

**Dow Jones Sustainability Index (DJSI):** Wipro is a member of the global DJSI 2010, which is widely accepted as the leading standard for assessing the sustainability performance of companies. The global DJSI comprises 318 companies, three of which are based out of India. DJSI licenses are used by over



## CARBON DISCLOSURE PROJECT

*Wipro topped the Carbon Disclosure Leadership Index (India) in 2010.*

70 investment managers based in 19 countries managing assets totaling USD 8 billion.

For more details refer [www.sustainability-index.com/djsi\\_pdf/publications/Factsheets/SAM\\_Indexes\\_Monthly\\_DJSIWorld.pdf](http://www.sustainability-index.com/djsi_pdf/publications/Factsheets/SAM_Indexes_Monthly_DJSIWorld.pdf)

### CARBON DISCLOSURE PROJECT (CDP)

The CDP is the world-leading repository of information on climate change strategies, actions and data of nearly 3000 business corporations. Acting on behalf of 550 institutional investors holding USD 71 trillion in assets under management, the CDP results are used by investors, policy makers, government bodies and the business sector to make informed decisions.

Wipro topped the Carbon Disclosure Leadership Index, India edition with a score of 87 on 100 for the year 2010.

Wipro's CDP responses over the years have been lauded for their transparency and comprehensive approach to the climate change strategy. Our CDP response for 2009-10 can be viewed at [www.cdproject.net](http://www.cdproject.net)

### OTHER AWARDS AND RECOGNITION

#### Investor relations global rankings

Wipro was ranked third for its Investor Relations (IR) website in the Asia-Pacific by the IR Global Rankings, which evaluates the comprehensive ranking system for investor relations websites, online annual reports, corporate governance practices, and financial disclosure procedures. The ranking is based on extensive technical proprietary research of publicly traded companies through a clear and transparent methodology and is supported by key global institutions such as Arnold & Porter, KPMG, MZ, and Sodali.



# OUR ECONOMIC PERFORMANCE

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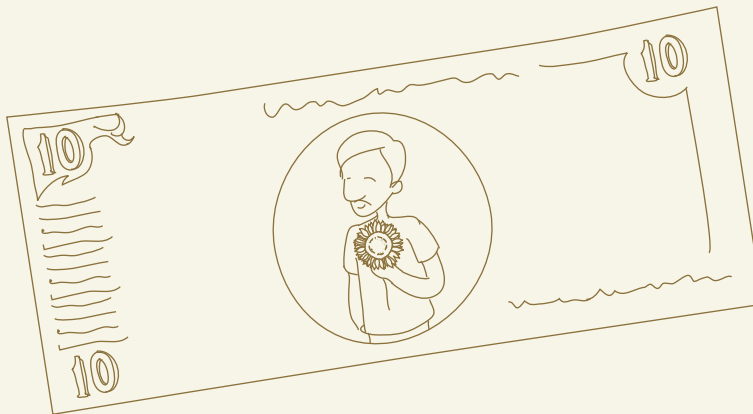
Wipro believes that success for a company rests in meeting the expectations of all its stakeholders - with our investors being a principal constituent. Based on continuous interactions and feedback, we believe that our investors' primary expectations from the company are good corporate governance, best-in-class reporting practices, consistent performance, and sustainable growth. The financial outcomes from this are:

- 1) Enhanced liquidity and stability of their investments
- 2) Steady income flow in the form of dividend
- 3) Capital appreciation in line with the risk profile

Wipro seeks to build a mutually beneficial relationship with its investors on the foundation of trust, fairness and transparency that will enable both parties to realize their goals. Wipro has a long legacy of adhering to the highest standards of corporate governance, winning the trust and support of its

investors.

In the sections that follow, we provide a detailed overview of our financial results for the last four years, shareholding patterns, our engagement with investors and investor analysts, and the composition structure of our Board of Directors and the Corporate Executive Council (CEC).



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*Wipro believes that success for a company rests in meeting the expectations of all its stakeholders - with our investors being a principal constituent.*

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## ECONOMIC VALUE ADDED

### Economic Value-Add: A Four-year Snapshot

Particulars	2006-07		2007-08		2008-09		2009-10		
	Rs. In Mn.	%.	Rs. In Mn.	%.	Rs. In Mn.	%.	Rs. In Mn.	%.	
Revenue	1,52,714	100%	2,03,970	100%	2,59,616	100%	2,76,505	100%	
Operating Cost	56,886	37%	82,028	40%	1,04,425	40%	1,12,420	41%	
Employee Wages and Benefit	62,716	41%	83,182	41%	1,07,595	41%	1,07,758	39%	
Payments to Government	India	2,919	2%	4,025	2%	5,073	2%	6,505	2%
	Others	2,127	1%	1,954	1%	2,538	1%	3,443	1%
Payments to Providers of Capita	Interest	124	0.1%	1,690	1%	2,400	1%	1,232	0.4%
	Dividend	8,697	6%	8,765	4%	5,860	2%	8,809	3%
Economic Value Retained	19,245	13%	22,326	11%	31,725	12%	36,338	13%	

*The economic value retained as a percent of sales increased to 13% from 12% in 2008-09 with the dividend payout ratio increasing to 22% from 18%.*



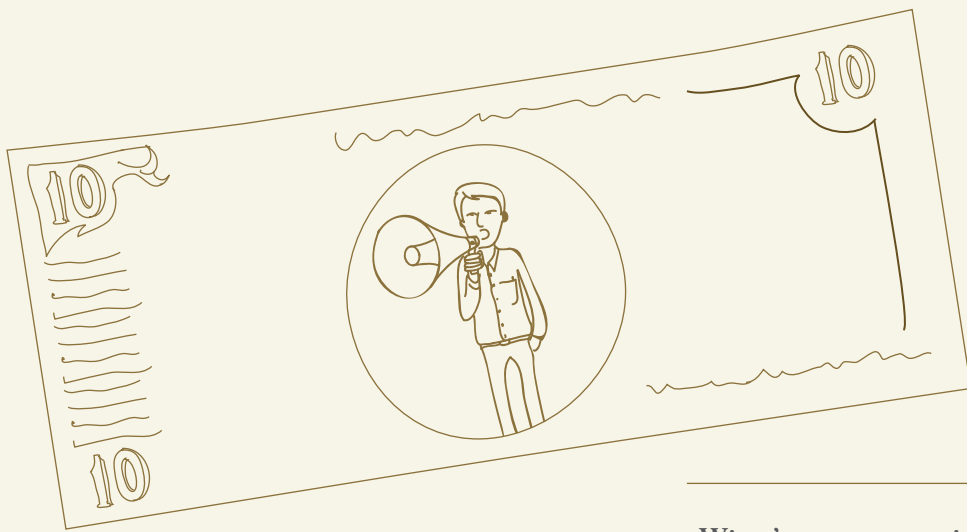
### Financial assistance from the government

Considering the value created by the IT sector through the generation of direct and indirect employment and the earning of foreign exchange, the Government of India has been providing fiscal incentives to IT companies. Our IT business contrib-

utes significantly to both these goals, thereby qualifying a significant part of the profits from our global IT services for exemption from Income Tax in India. We have not received any other direct or indirect financial assistance beyond the scope of the state policy.

Tax Benefit to Wipro	2008	2009	2010
Employees in Global IT Services	95,567	97,810	108,071
Benefit from Income-Tax Exemption (in INR. Mn)	8,450	10,787	12,040
Percentage of Tax Benefit to Profit Before Tax (PBT)	23%	24%	22%

*The notional benefit for Wipro to Profit Before Taxes stood at 22% for 2009-10.*



**Wipro's engagement with investors and investor analysts**

As the visual below depicts, our engagement with our investors and analysts spans a wide range of channels, which we

think is crucial to maintain transparency. These different modes of communication help build trust and a sense of ownership.



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Our senior management team along with the dedicated Investor Relations team participates in various forums like investor conferences and road shows, and meets with investors in our offices. The details of our results, quarterly and annual filings, transcripts of our earnings call, and media presentations are available at [www.wipro.com/investors/](http://www.wipro.com/investors/)

As our investment engagement framework shows, our leadership engages with analysts and investors through multiple forums, which provide investors a detailed perspective on Wipro's performance and provide us an opportunity to receive first-hand feedback. We follow the concept of a silent period that begins 15 days before the quarter's end and extends till the date the quarterly results are declared. During

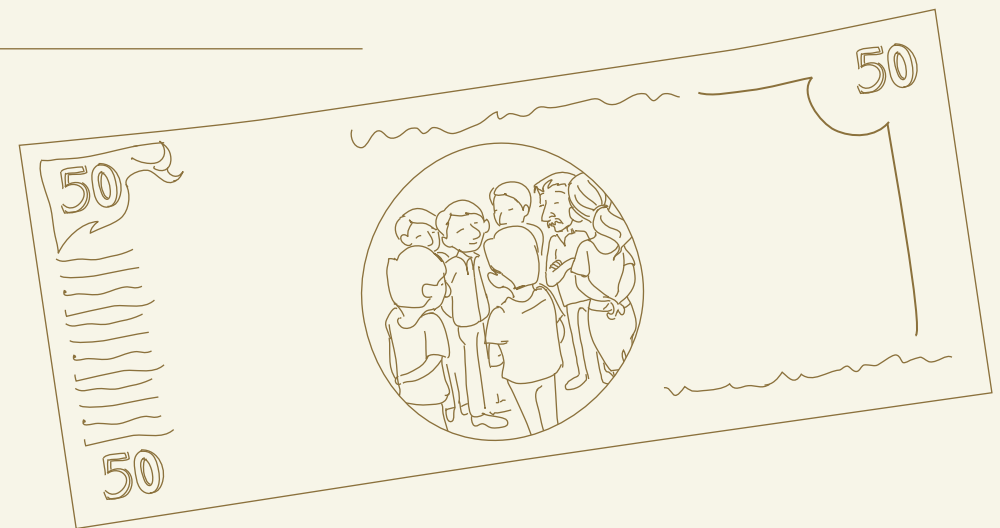
the silent period, we do not attend IR conferences and our senior management outside of the Investor Relations team does not meet any investors and analysts.

We also conducted an online training and certification program to create awareness and understanding of Regulation Fair Disclosure (Regulation FD), a regulation by the Security Exchange Commission (SEC) for all non-American companies listed with the SEC. We provided training on Regulation FD to our senior management and IR representatives who interact with investors. We also actively contribute to various analysts' research work so that investors get a better view about the industry as well as the organisation.

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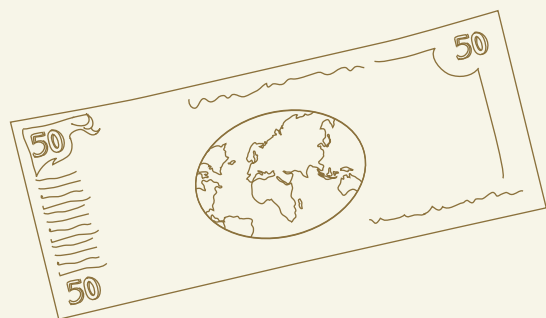
*The details of our results, quarterly and annual filings, transcripts of our earnings call, and media presentations are available at [www.wipro.com/investors/](http://www.wipro.com/investors/)*

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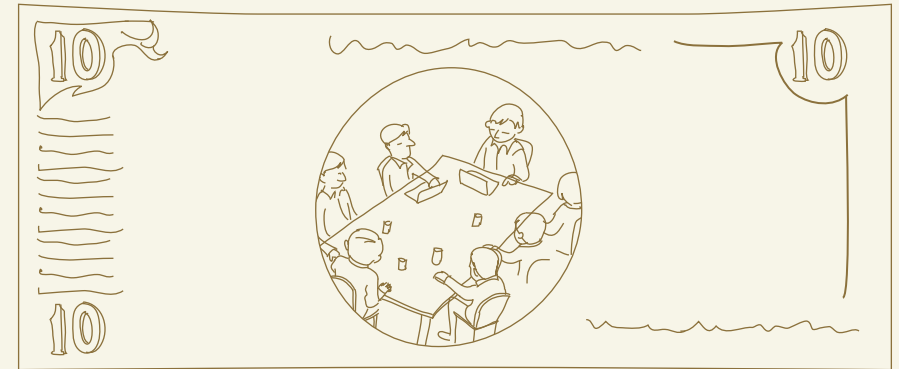


# INVESTOR ENGAGEMENT CALENDAR FOR 2009-10

*We organize an 'Analyst Day' every year in India and USA. The day provides a platform for a dialog between investors and the Wipro management. Our leadership team uses this opportunity to communicate our strategic direction to investors and analysts, e.g., more than 100 investors and analysts participated in our Mumbai road show in 2009.*



April 2009	May 2009	June 2009	July 2009
<ul style="list-style-type: none"> <li>• 2008-09 results announced</li> <li>• 8 press releases</li> </ul>	<ul style="list-style-type: none"> <li>• Road show at Mumbai</li> <li>• Road show at Europe</li> <li>• Investor conference in Hong Kong</li> <li>• Investor conference in US</li> <li>• Met over 70 investors</li> <li>• 2 press releases</li> </ul>	<ul style="list-style-type: none"> <li>• Analyst day held in Mumbai</li> <li>• Investor conference in UK</li> <li>• Investor conference in India</li> <li>• Investor conference in US</li> <li>• 3 press releases</li> </ul>	<ul style="list-style-type: none"> <li>• AGM held</li> <li>• EGM held</li> <li>• Q1 results declared</li> <li>• Dividend paid</li> <li>• 8 press releases</li> </ul>
Aug 2009	Sept 2009	Oct 2009	Nov 2009
<ul style="list-style-type: none"> <li>• Investor conference in Singapore</li> <li>• 8 press releases</li> <li>• Met over 60 investors</li> </ul>	<ul style="list-style-type: none"> <li>• 12 press releases</li> <li>• Met over 30 investors</li> <li>• Attended an investor conference in San Francisco (US)</li> <li>• Attended an investor conference in New York (US)</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 results declared</li> <li>• Road show at Mumbai</li> <li>• 10 press releases</li> <li>• Over 20 investors met</li> </ul>	<ul style="list-style-type: none"> <li>• 2 press releases</li> <li>• Declared the Acquisition of Yardley business in different countries</li> <li>• 2 road shows in US</li> <li>• Road show in Canada</li> <li>• Road show in UK</li> <li>• 2 road shows in Scotland</li> <li>• Investor conference in Singapore</li> <li>• 2 investor conferences in India</li> <li>• Investor conference in UK</li> <li>• Met over 100 investors</li> </ul>
Dec 2009	Jan 2010	Feb 2010	Mar 2010
<ul style="list-style-type: none"> <li>• 3 press releases</li> <li>• Investor conference in India</li> <li>• Investor conference in US</li> <li>• 2 road shows in Mumbai</li> <li>• Met over 50 investors</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 results declared</li> <li>• 6 press releases</li> <li>• Met over 20 investors</li> </ul>	<ul style="list-style-type: none"> <li>• Road show in UK</li> <li>• Road show in Mumbai</li> <li>• Investor conference in US</li> <li>• 3 investor conferences in India</li> <li>• Investor conference in UK</li> <li>• Met over 125 investors</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability Report 2007-08 released</li> <li>• 8 press releases</li> <li>• 2 investor conferences in India</li> <li>• Investor conference in US</li> <li>• 2 investor conferences in UK</li> <li>• Investor conference in Japan</li> <li>• Investor conference in Singapore</li> <li>• Road show in US</li> <li>• Road show in Scotland</li> <li>• Met over 135 investors</li> </ul>



## OUR SHAREHOLDERS

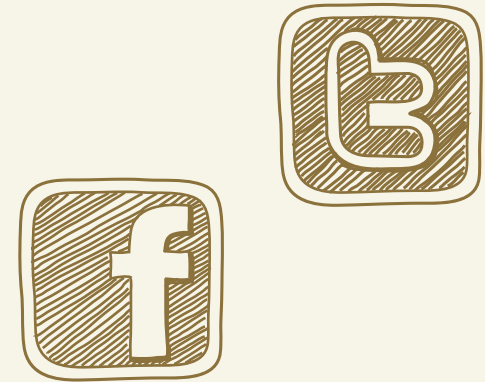
Just in terms of numbers, our shareholders constitute our largest stakeholder. Over the years we have built a relationship with them that is based on trust and goodwill.

The table below shows the total number of shareholders

consolidated during the year in both domestic and ADR holdings. This trend is consistent with the overall macroeconomic conditions in the global and emerging markets.

	2005-06	2006-07	2007-08	2008-09	2009-10
<b>No. of Shareholders</b>	<b>155,832</b>	<b>197,774</b>	<b>232,932</b>	<b>228,456</b>	<b>179,438</b>
<b>ADR Holders</b>	<b>16,732</b>	<b>20,229</b>	<b>18,428</b>	<b>14,945</b>	<b>15,383</b>
<b>Total Shareholders</b>	<b>172,564</b>	<b>218,003</b>	<b>251,360</b>	<b>243,401</b>	<b>194,821</b>

*Over the years we have built a relationship with our shareholders that is based on trust and goodwill.*



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**Twitter**

*[www.twitter.com/wipro](http://www.twitter.com/wipro)*

**Facebook**

*[www.facebook.com/WiproTechnologies](http://www.facebook.com/WiproTechnologies)*

**Wipro blogs**

*[blog.wipro.com](http://blog.wipro.com)*

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During the year, we increased the frequency of interactions with investors. Senior management executives participated in 26 investor conferences across the globe as compared to 20 in the previous year. In addition, they attended 15 road shows spread across the continents to meet over 300 investors and analysts as compared to 103 in the year 2008-09. In parallel, individual investor communication was also stepped up. The Investor Relations section of the website was enhanced to be more user-friendly and informative. Seventy-four press releases were made during FY 09-10 to provide online information to the investor community. This activity was spread through the year and we used multiple channels like Twitter {follow us on [www.twitter.com/wipro](http://www.twitter.com/wipro)}, Facebook {[www.facebook.com/WiproTechnologies](http://www.facebook.com/WiproTechnologies)} and Wipro blogs

at [blog.wipro.com/](http://blog.wipro.com/).

The above channels supplemented our regular quarterly results announcements to the stakeholders through press releases and detailed presentations. The announcement is typically followed by a press conference where the senior leadership team interacts with the media. Every quarter, we arrange for two teleconference calls - one catering to the time zone of Indian/ APAC investors and another to the western time zones. More than 200 investors/ analysts participate in these calls. These calls provide them with an opportunity to interact with our leadership. These calls are also available as webcasts and transcripts and the recordings are available for a period of one month from the date of the call in the investor section of our website [www.wipro.com](http://www.wipro.com).



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### **The Annual Report**

Our traditional mode of communication each year with investors at large is through the Annual Report, which outlines our performance, management approach and governance systems for the previous year. In addition, we also share our view of the business environment and our future outlook. Our chairman uses this opportunity to share his thoughts on the business and on future areas of focus. The Annual Report contains detailed sections on financial performance, risk management and corporate governance along with graphical and tabular presentations for ease of understanding and analysis.

### **The Annual General Meeting (AGM)**

This follows soon after the publication of the Annual Report and provides an opportunity for shareholders to question the leadership team on any pertinent issues.



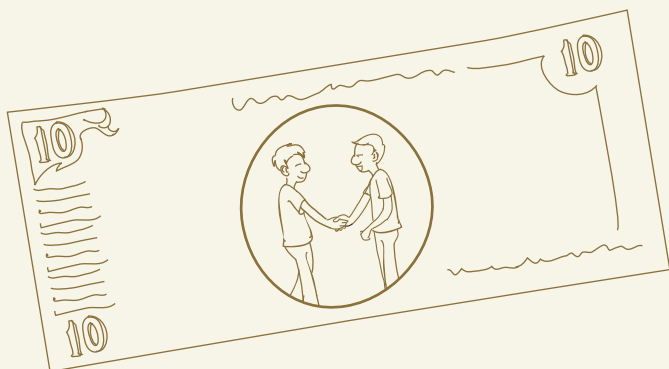
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*Our chairman uses the Annual Report to share his thoughts on the business and on future areas of focus.*

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**Members of the Wipro Board and shareholders at the AGM held on 22 July, 2010**

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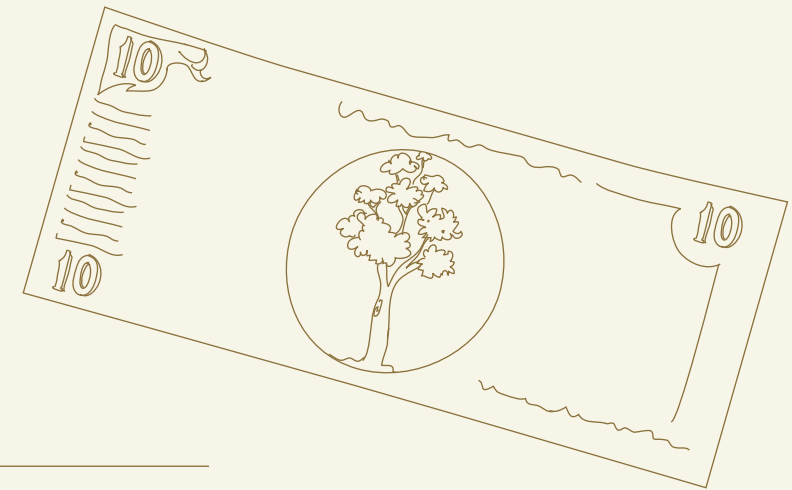


## RESPONSE TO INVESTORS' AND SHAREHOLDERS' CONCERNS

*We believe that the continued satisfaction of our shareholder community is one of the cornerstones of our success and, thus, we take particular care to respond to all shareholder queries with a great sense of urgency. Our goal is to have zero pending complaints or queries, which we achieved during the reporting year.*

Description	Nature	Received	Replied	Pending
Non-receipt of Securities	Complaint	9	9	0
Non-receipt of Annual Reports	Complaint	59	59	0
Correction/ Revalidation of Dividend Warrants	Request	361	361	0
SEBI / Stock Exchange Complaints	Complaint	3	3	0
Non-receipt of Dividend Warrants	Complaint	255	255	0
Rectification of Name	Request	1	1	0
Financial Confirmation Statement of ADS Holdings	Query	1	1	0
Others	Request	11	11	0
<b>Total</b>		<b>700</b>	<b>700</b>	<b>0</b>

*Note: There are certain pending cases relating to disputes over the title to shares where the company has been made a party to the suit. However, these cases are not material in nature.*



# DATA CALCULATION METHODOLOGY AND ASSUMPTIONS

Data Cluster	Computation Process (IT Systems or Manual)	Protocols Followed	Assumptions and Rules of Thumb
Economic Performance Data for Past Three Years	<p>1) All raw financial data are recorded in our SAP-based systems with a maker-and-checker concept</p> <p>2) The consolidation and analysis of the financial data is done in our Hyperion business intelligence system</p>	Our financial reporting is on the basis of the IFRS frameworks	
Impact of Financial Assistance from the Government on our Profit After Tax	The implied benefit was calculated in Microsoft (MS) Excel, the financial is from SAP and Hyperion systems		We have used the government exemption figures as the basis of calculation
Metrics on Analyst Meets and Diversity of Governance Bodies	These data points are maintained in MS Excel sheets in the IR central database by the Investor Relations group		



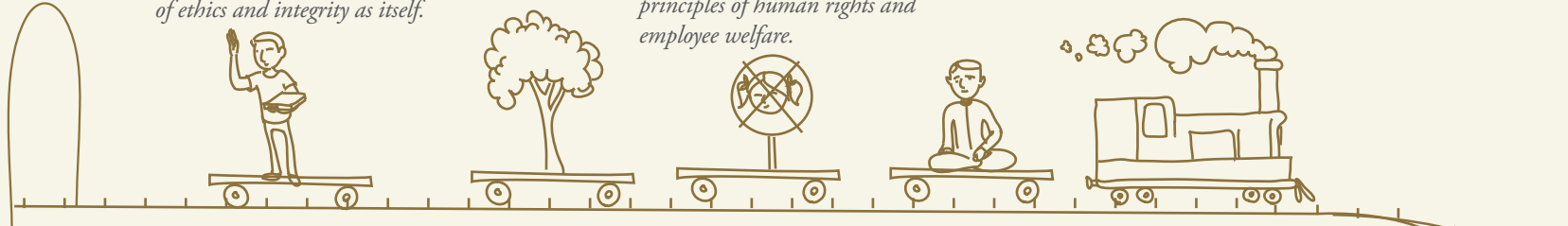
# 5F. ETHICAL SUPPLY CHAIN

In the globally connected world today, where an organization's extended ecosystem often includes deep supply chains, it is difficult to progress on sustainability goals without influencing and partnering with suppliers as well. By working with them we are able to make changes to sustainability and outcomes.

## Our overall plan comprises four components:

**Ethical.** Wipro expects its suppliers to adhere to similar standards of ethics and integrity as itself.

**Responsible.** We try to ensure that our suppliers adhere to fundamental principles of human rights and employee welfare.



**Ecological.** We influence suppliers to reduce their own ecological footprint.

**Local.** Recognizing the socio-economic benefits of local procurement, we encourage sourcing from the local economy.

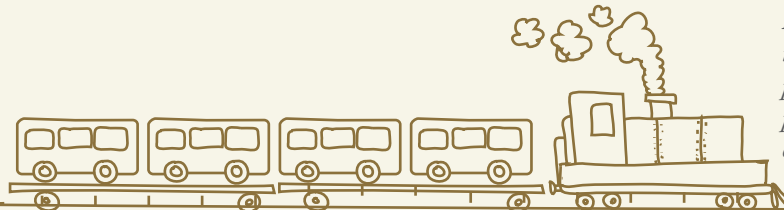
**Green PCs with the help of suppliers.** A careful examination of components and sourcing helped Wipro achieve 'Beyond RoHS compliance' in our PCs. This was done with the active (and voluntary) collaboration of 30 suppliers (81% of the total), covering 100% of the targeted components.

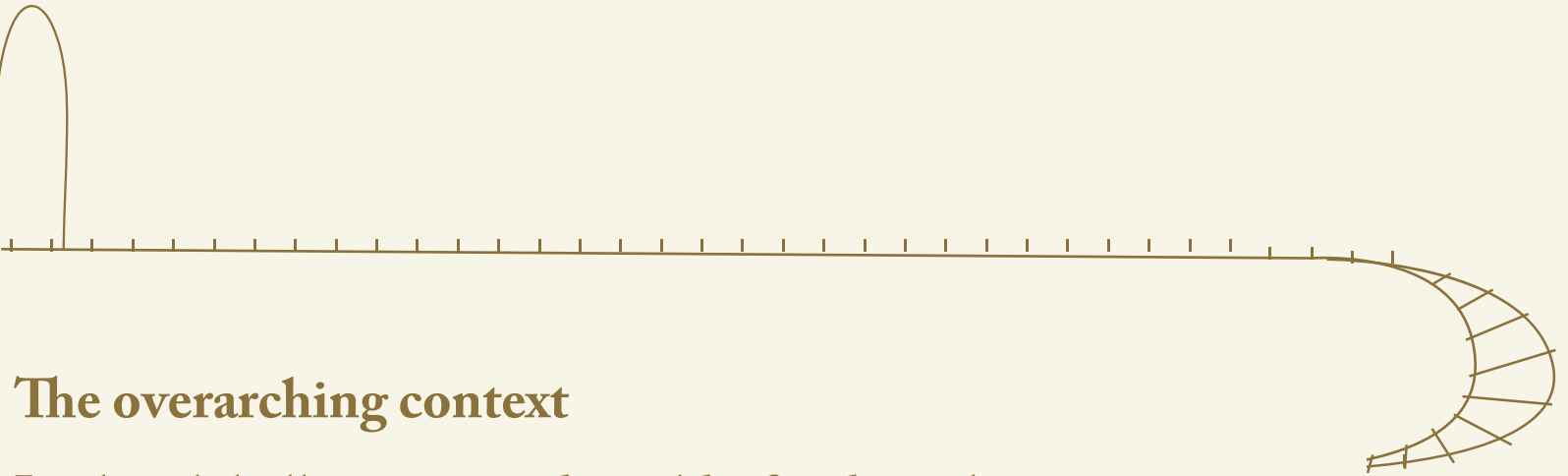


**LEED building and supplier sustainability.** Two of the categories for LEED certification involve siting and materials & resources. By procuring ~50% of the materials locally, Wipro ensures both certification and supplier sustainability.



**Partnering BMTC in improving transport.** When Wipro's then transport system proved unsustainable, we turned to BMTC, Bangalore's public transport corporation. We helped them in increasing the number of public services from 12 to 200 daily. Today 50% of our staff and thousands of others use these services.

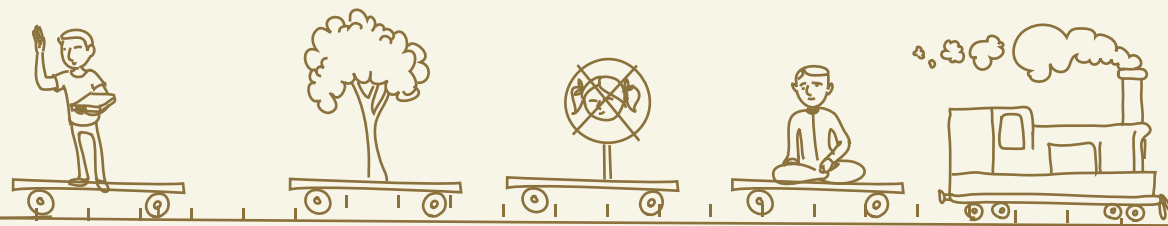
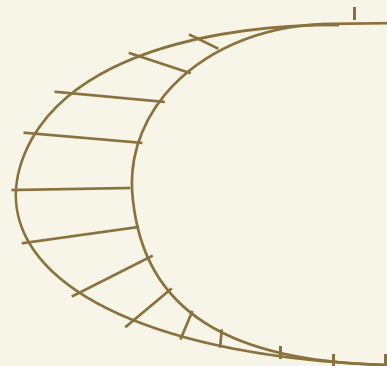
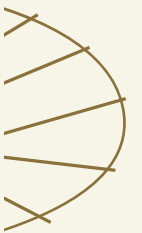
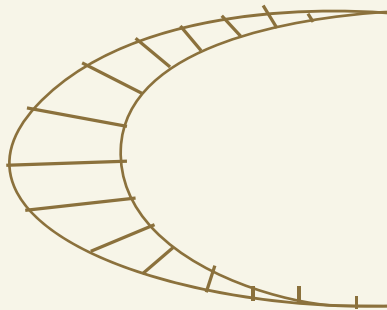




## The overarching context

In the globally connected world of today, where an organization's extended ecosystem often includes deep supply chains, it is difficult to progress on sustainability goals without influencing and partnering with one's suppliers.

The visual framework on the next page represents the dynamic linkages in the customer-supplier ecosystem that can have significant impacts on sustainability outcomes.



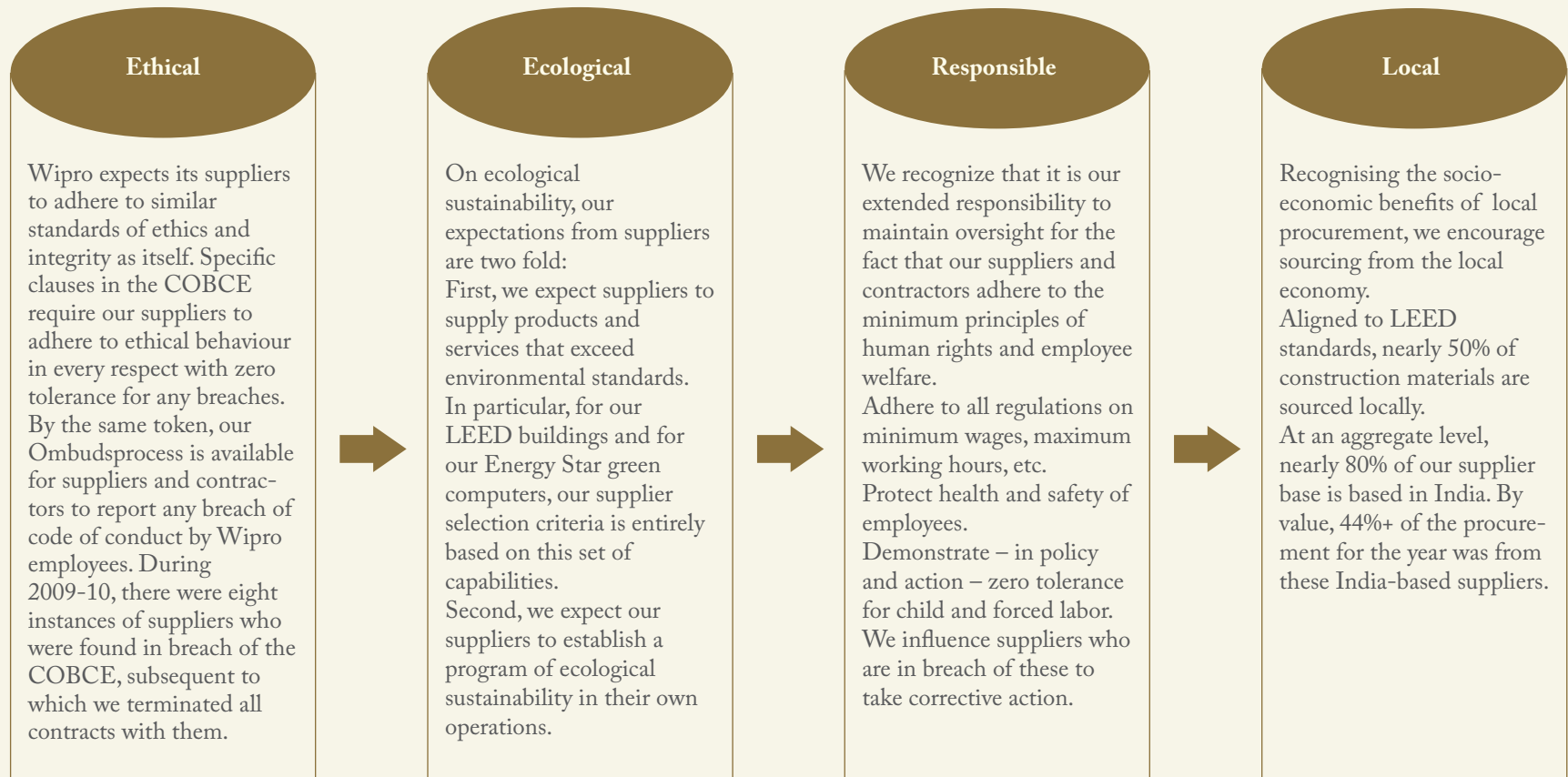
# Suppliers

Supplier Role	Expected Sustainability Outcomes	Operating Mechanisms	Engagement Process
As providers of goods and equipment	Purchase products that meet or exceed resource efficiency standards, e.g., variable frequency compressors	Establish 'green' procurement policies Include 'sustainability' criteria in 'request for proposals'	Build awareness among suppliers on new expectations
As partners in product design and development	Suppliers will invest and align their product goals with those of the customer's product on defined 'green' parameters Suppliers will reduce the ecological footprint of their own operations	Contractual arrangement that defines suppliers' green commitments	Close collaboration with suppliers at every milestone Suppliers will be a part of the extended ecosystem
As service providers and contract staff	Reduce the ecological footprint of services, e.g., more fuel-efficient buses from transport operators	Contractual agreement that specifies clauses on 'people's rights' and 'green outcomes'	Direct oversight backed by periodic checks training and mentoring

Common criteria include 'Meeting and exceeding norms on labor and human rights', 'Supplier diversity' and 'Encouraging local economy'



# AN OVERVIEW OF WIPRO'S VISION AND PLAN FOR SUPPLY CHAIN SUSTAINABILITY



The above visual represents our broad approach to supplier responsibility – it is predicated on the four pillars of Ethical, Ecological, Responsible and Local.

We present three case studies that illustrate different dimensions of supply chain responsibility – underlying all of them is a common strand of strong collaboration that is required with suppliers to make any program effective in the long run. The first is a case study of how supplier collaboration is crucial in our

green computing journey; the second case study highlights how local/regional suppliers are central to our LEED building program; the third is an interesting case study of how, in trying to achieve the goal of greater adoption of bus services by our employees, the close engagement with the municipal transport authorities made a big difference.



# CASE STUDY 1: SUPPLIER COLLABORATION ON 'BEYOND ROHS' IN GREEN COMPUTING

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Wipro's computing (PC and Laptop) division had already launched 100% RoHS-compliant greenware products. As part of our supplier engagement agenda on sustainability for 2009-10, we had committed to further broaden collaboration with our suppliers to meet our 'Beyond RoHS' goal – where the target is to launch a line of desktops that are PVC- and BFR-free. Wipro applied an integrated and phased approach with its business partners to achieve this:

1. Understand composition of component products (PVC, BFR and also chemicals like phthalate, beryllium and antimony)
2. Joint review of data provided between the procurement team and the supplier.
3. Devise action plan for eliminating identified substances from the components.
4. Compliance monitoring – with a focus on mentoring in the first year.
5. Renewed procurement policy and contracts .

Based on the material analysis of components, Wipro identified 13 products sourced from vendors that contained 'Beyond RoHS' hazardous substances. These 13 products were sourced from a list of 37 vendors. A formal communication was sent to these vendors in relation to Wipro's stated goal in May 2009. The responses from vendors stated their current position and challenges with regards to meeting the new design and development approach. Wipro worked collaboratively with all vendors who could be ready by September 2009 to support this initiative. Expectedly, we faced challenges on economic priorities (cost, timelines) and supplier buy-in to a voluntary project. The team worked closely with the suppliers for a year to ensure compliance of 30 vendors (81%) covering 100% of the targeted components. External auditing and self declaration were added in the contracts as part of renewed procurement. Finally, compliance and performance on the agreed initiatives were integrated into the vendor performance ratings.

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*The team worked closely with the suppliers for a year to ensure compliance of 30 vendors (81%) covering 100% of the targeted components.*

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## CASE STUDY 2: SUPPLIER SUSTAINABILITY IN OUR LEED BUILDING PROGRAM

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All our owned campuses are LEED-compliant. The LEED Green Building Rating System addresses a building on six major aspects:

- Sustainable Sites
- Water Efficiency
- Energy & Atmosphere
- Material & Resources
- Indoor Environmental Quality
- Innovation in Design

Our initiatives in water and energy efficiencies are covered in the environmental section of the report. Here, we cover two additional parameters of our facilities – siting and the materials used for construction.

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### **Sustainable sites**

Most of our facilities house the IT services staff. For proper work-life balance, Wipro provides convenience and recreational facilities. Most of these facilities are for the exclusive use of our staff. The employee commute at one of our locations, in contrast, is an example where the facility is used by our workforce as well as the community in the proximity of our operations. These initiatives help us make our sites more sustainable by providing an enabling environment for suppliers to innovate and thrive as well as providing public services to local communities.



### Material and resources

The following data is LEED for facilities completing construction in 2009-10. For these facilities, on an average, around 50% of the material (in terms of value) for building our facilities is procured locally. Based on data provided by the

suppliers, the raw material extraction for the procured material is also done locally. This local sourcing for our construction helps build local businesses and also helps reduce the carbon footprint of our operations.

Location	Facility	LEED Certification	Materials Manufactured Regionally (As % of Overall Material Costs)	Materials Extracted Regionally (As % of Overall Material Costs)
Pune	SDB2, Hinjewadi	Gold	46.03	24.73
Chennai	CDC-5	Gold	24.6	24.6
Vizag	WT	Gold	60.19	57.85
Bhubaneswar	WT	Gold	60.17	60.17

*Local sourcing for our construction helps build local businesses and also helps reduce the carbon footprint of our operations.*



## CASE STUDY 3: SUSTAINABILITY AND SERVICES SUPPLIERS – THE CASE OF BUS COMMUTING AT WIPRO

*Wipro would provide the required infrastructure for bus parking, traffic management facilitation, and staff facilities. BMTC would ramp up to around 200 services.*

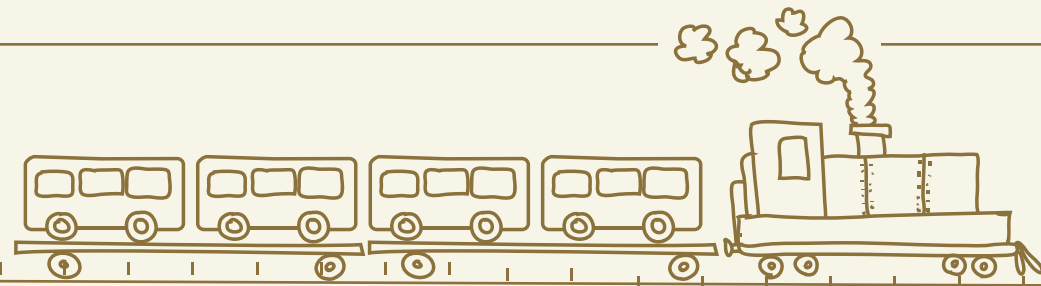
BMTC (Bangalore Metropolitan Transport Corporation), part of the state government's transport department, is the government agency responsible for public transport in the Greater Bangalore region. It operates a fleet of over 6000 buses covering the whole of Greater Bangalore and ferries more than 4 million passengers per day.

201%  
(In 13 Months)

Based on a perception and service analysis of our employee commute operations, we could see a clear need to provide flexibility of transport options at reasonable cost, coverage of routes across the city, convenience, and reduced commute time. Our

176%  
(In 13 Months)

reliance on maintaining a private charter service (in 2008, we had a fleet of 157 buses) for our huge employee base and changing it based on the increase in our workforce and coverage areas was clearly not sustainable. Based on extensive discussions with the senior management of BMTC, we piloted an initiative in May 2009. The campus environs were poorly serviced by public transport till then (earlier 12 a day). As part of the pilot arrangement, Wipro would provide the required infrastructure for bus parking, traffic management facilitation, and staff facilities, while BMTC would gradually ramp up to around 200 services to different parts of the city from the Wipro campus.

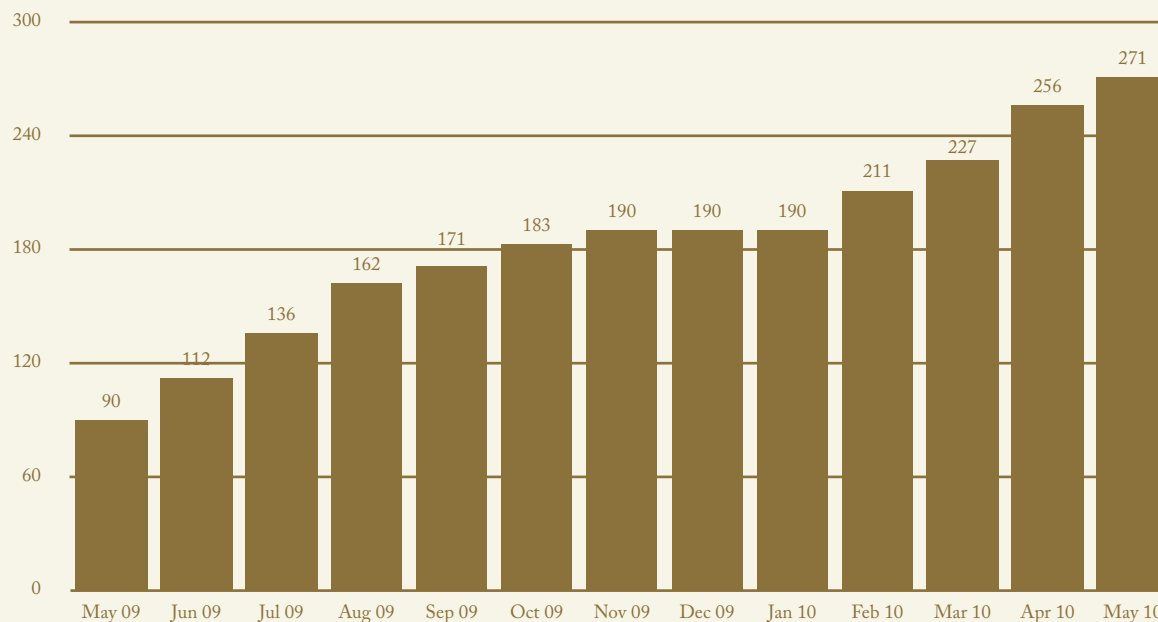




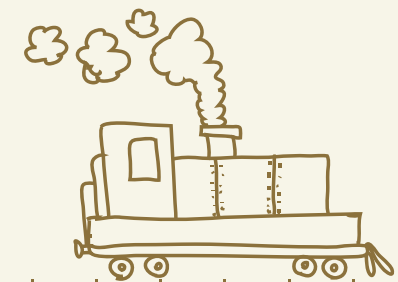
Over the past 18 months, BMTC has started bus services to suit all consumer profiles - from economy non-A/C buses to high-end Volvo A/C buses covering nearly all the major areas of the city. We also partnered in a monthly initiative called 'Bus Day' where people are encouraged to 'try the bus' and appreciate

its convenience and viability for commute. The employee use of BMTC services has increased, as a proportion of the total number using the bus (BMTC and private chartered), from 20% to more than 50% over a one-year period.

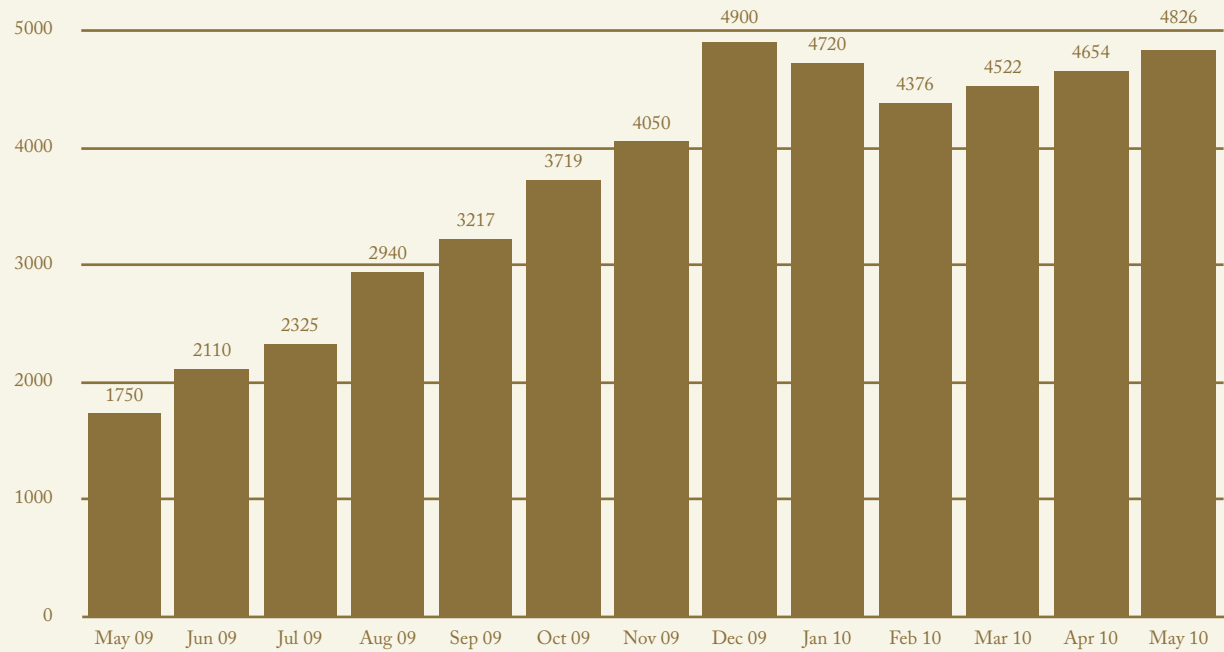
### BMTC trips to our campus



Over the past 18 months, BMTC has started bus services to suit all consumer profiles - from economy non-A/C buses to high-end Volvo A/C buses covering nearly all the major areas of the city.



### ■ Employees using BMTC services



#### Contribution from Wipro

- Parking infrastructure
- Traffic management hub
- Sanitary facilities
- Recreational facilities
- Relaxation/Recharge facilities
- Subsidized catering
- Partnering in public transport marketing initiatives (e.g., Bus Day)

#### Contribution from BMTC

- Bus terminus on Wipro campus gate
- Different services (bus types)
- Coverage of routes (optimize and increase)





Though the buses terminate outside the company's campus (incidentally, at the end of the Electronics City IT park), they can be used by anyone in the nearby community. On an average, around 40,000 people from the nearby community, which constitutes villagers and employees from other organizations in the vicinity, use this transport.

On an average, more than 270 bus trips are made from the campus hub and BMTC has been increasing the bus frequency and destination/route coverage on a regular basis. Wipro has been able to reduce its private charter service from 157 buses to 111 buses over the course of the past 18 months, even with an increase in the employee base.

This initiative has distinct community and social benefits. We

have been able to communicate the benefits and encourage public transport within our communities. We have also been able to meet stakeholder expectations in providing a self-sustaining and sustainable alternative to personal modes of commute.

There is no written contract in place on the continuation of the service with BMTC. This is an interesting case of an engagement with a stakeholder based on a symbiotic relationship benefitting both parties.

While Wipro is able to provide employees with a sustainable alternative to personal transport and chartered buses, BMTC has realized and capitalized on an economically viable opportunity.

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*On an average, around 40,000 people from the nearby community, which constitutes villagers and employees from other organizations in the vicinity, use this transport.*

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# WHAT NEXT?

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- ✓ Replicate the arrangement at other locations of our operations. In advanced discussions with transport authorities for starting services in our 2nd major location in Bangalore
- ✓ Stated goal to have a lean company charter service and move to complete public transport-facilitated employee transport
- ✓ BMTC – Vehicle maintenance and pollution-control checks at node
- ✓ Explore opportunities to pilot green transport initiatives



Parking facilities in the bus bay and outside the campus



Traffic management booth



Catering facilities on Bus Day





# 5G. EDUCATION & COMMUNITY

Wipro believes in continuous engagement with educational institutions and the community because the future of the country springs from these. Our investment and involvement includes training, infrastructure and creating platforms for sharing knowledge, nationwide.



SeasonWatch, in partnership with the National Centre for Biological Sciences, seeks to involve the teachers and children of India in a countrywide monitoring of trees.



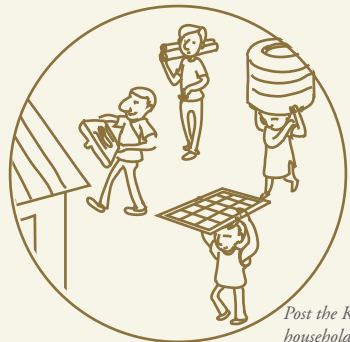
MISSION10X is a major intervention by Wipro. It is active in 20 states, 700 engineering colleges among 10,000 faculty members to improve the quality and number of engineering graduates to bridge the looming gap in supply and demand.



Wipro is working with B. Ed and M. Ed students to help them improve skills in higher order thinking.



Wipro is helping spread the light of good educational practices nationwide.



Post the Kosi floods in Bihar, we are helping many households in Bihar with solar power panels, eco-friendly toilets and rainwater harvesting.



Wipro Applying Thought In Schools has a consistent effort going to create good educational literature in fields as diverse as ecological studies and folk tales.



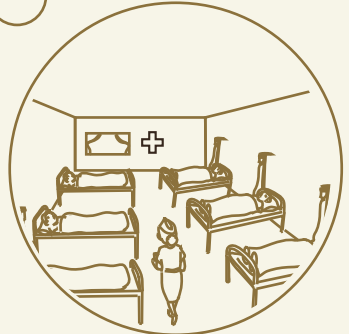
We are creating platforms in association with leading NGOs to share educational techniques and knowledge across the country.



One of Project Sanjeevani's initiatives is educating village women in sound dietary practices.



The quality education survey is trying to widen the definition of good schools by studying a number of regular and alternate schools.



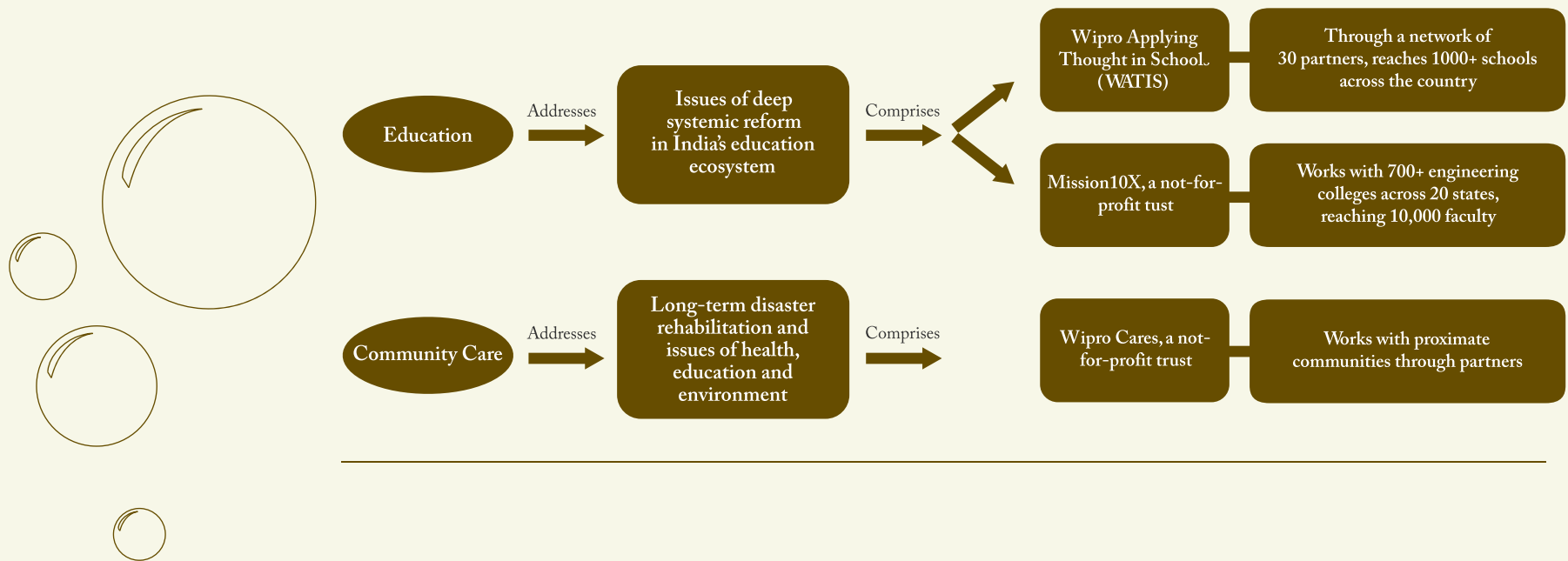
Project Sanjeevani, in association with the Phule Trust, is setting up primary health facilities for 9 underserved villages in a bid to tackle malnutrition and infant mortality.





# 5G. EDUCATION AND COMMUNITY: THE FORCE MULTIPLIERS FOR CHANGE

In this section, we articulate Wipro's engagement on education and community care - both these programs are more than a decade old and, together, represent our vision, approach and action on the underlying social issues. The visual below is a summary of our engagement on these sectors:



# WIPRO AND EDUCATION

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While India's manifold problems of poverty, inadequate healthcare and nutrition for its poor and associated issues of inequity need immediate solutions, it is widely conceded that a more long-lasting complement of solutions to these challenges can come only by resolving the crisis in our education system. For education empowers people, provides them choices and acts as a force multiplier in opening many doors simultaneously. But the problem in education runs deeper than indicated by India's poor literacy rate of 64%. With 1.4 million schools and 220 million school children, we have the most complex education system in the world, made even more so by our size and by our socio-economic disparities as well as by our linguistic and cultural diversity.

There are two broad categories of gaps in our education system – the first is to do with basic educational outcomes, exemplified by facts such as 35% of our children in grade five not being able to read or write or only seven of the every hundred children enrolled in grade one being able to pass from the tenth grade. The second category pertains to the acute paucity of higher order learning outcomes among those

students who are privileged enough to get access to 'good' schooling – examples of such learning outcomes are critical thinking, creative problem solving, learning to learn, etc.

Recognizing the power of education as a change agent, Wipro started a program in 2001 that tried to address issues of systemic reform in our school education framework, e.g., curriculum design, assessment methodologies, learning processes, etc. This program, called Wipro Applying Thought in Schools, collaborates with a network of expert partners and, over the past few years, has reached out to around 2000 schools across the country.

- In 2007, we started a nationwide program to address the issue of quality of engineering graduates. Called Mission10X, the program empowers engineering faculty through training workshops and continuous advocacy and interaction. Over the past three years, Mission10X has empowered 10,000+ faculty from 700 engineering colleges from across 20 states in India.
- Details of the two programs above follow.



# WIPRO APPLYING THOUGHT IN SCHOOLS

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Wipro Applying Thought in Schools has been working in the area of school educational reform for a decade.

*Our core objectives are to:*

- Help social organisations build capabilities to work in school educational reform
- Expand and widen the popular notion of what is good education

*With this in mind, our strategic priorities in 2009-10 were to:*

- To explore the possibility of large-scale intervention/ advocacy with national reach
- Focus on creating good educational literature and build shareable knowledge gained from our work with schools
- Continue to nurture the community of social organisations and school interventions

This report will first cover the focus projects and areas of

the last year that evolved out of these priorities.

We then cover some of the new, out-of-school interventions that we engaged in last year with the same core objectives of Wipro Applying Thought in Schools in mind. This refers to existing and newer projects like teacher training colleges, bridge education for street children, resource centre for early childhood language learning, and a new experiment in exploring the content of mystic poetry with children.

Subsequent to this, we cover our core work: i.e., school intervention projects where a lot of focus this year has been in consolidating, learning and documenting. Then we take up a controversial area relevant to education: can we assess learning? We end with a description of our network-building activities and our work in books and publications.



## Focus projects of 2009-10

# STORY 1: SEASONWATCH

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*Explore the possibility of large-scale intervention/ advocacy with national reach*

SeasonWatch is a project launched in partnership with the National Centre for Biological Sciences. We aim to set up a citizen volunteer network that collects nation-wide data on trees – leaf-formation, flowering and fruiting across the seasons, i.e. their phenophases. Being the only entities that fix sunlight and produce food, plants and trees are critical for our survival. So studying their phenophases (phenology) is important to create this knowledge, which also tells us how they are reacting and may react to the changing climate.

We will include school children and teachers in this project and set up (or leverage existing) eco-clubs in schools that will monitor this data. We believe this observation of nature will be a first step in becoming more aware of the environment. This will aid the scientific spirit of observing and asking

questions and also, over time, establish an emotional connect with the environment. We also invite public to participate in this and collect vital ecological data ([www.seasonwatch.in](http://www.seasonwatch.in)).

So in the long term, this is about:

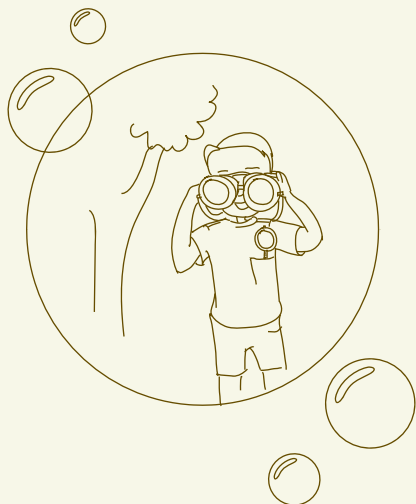
- A scientific objective: gathering structured nation-wide ecological data and analysing it
- A school objective: an active engagement for children and teachers with the process of science and the immediate environment
- A public objective: building public participation and awareness

An inter-disciplinary team, lateral objectives and national scale ambitions best describe SeasonWatch. For us this is quite a unique project, where a diverse set of people like scientists in ecology, nature conservation organisations and individuals,

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*SeasonWatch is a project launched in partnership with National Centre for Biological Sciences. We aim to set up a citizen volunteer network that will collect nation-wide data on trees.*

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open source programmers and those in our educational community are coming together.

In the coming year, our plan is to roll out this program to schools and the public by establishing partnerships with diverse organisations. Currently, the website work is also on to set up the central data collection mechanism for this. Please visit us at [www.seasonwatch.in](http://www.seasonwatch.in)

### **Quality education study**

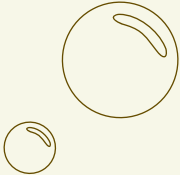
This is a large-scale study covering various aspects of popular and good schools in India with the objective of expanding and widening what is considered a good school and quality education in India. This is in partnership with Educational Initiatives. We intend to follow this up with a nation-wide advocacy campaign.

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As a part of this, we will study student performance and the values and attitudes of students and teachers in 120 schools. This is in an expansion of the 2006 student learning study (published in India Today) with a much broader definition of quality. The study includes a more in-depth study of 20 popular and alternative schools including organisational parameters, perspectives to good education and other important indicators. The plan is to complete the first phase of both these studies within the 2010-11 academic year.


The data collected and the analysis will inform the debate on quality in education and educational policy. The report will contain real examples and cases which will help schools become aware of other paths to improvement – paths taken by the 20 schools we are studying.

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*As a part of the quality education study, we will study student performance, and the values and attitudes of students and teachers in 120 schools.*



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## Focus projects of 2009-10

# STORY 2: WIPRO EDUCATION FELLOWSHIP

*Focus on creating good educational literature and build shareable knowledge gained from our work with schools*

The focus on Fellowship derives from the strategic priority of building shareable knowledge from interventions in schools. The Fellowship is also a platform for creative individuals to develop interesting material for children or on education, of the nature of books, graphic novels, etc. We currently have 7 Fellows. Each of our Fellowships involves studying, researching and documenting school intervention projects. The following is a brief view of each:

- Rajesh is researching and documenting the experience of school quality improvement in the Shiksha Samarthak Pariyojana in 100 schools

- Sheshagiri is documenting the learnings from the Madrasah Quality Improvement project
- Ramkumar is working on co-authoring a book on strengthening public education in India that draws from the experience of an intervention project with middle-level institutions and functionaries (those who are part of the teacher support organisations within the government school system like the block and cluster resource personnel) in school education in Chamrajnagar district
- Vidya Bhawan school intervention project documentation started with Ram Kumar leading it. The focus is on the teachers' voices with the intervention
- Jitendra is working on documenting the intervention with the MCM schools by Eklavya

*The Fellowship is a platform for creative individuals to develop interesting material for children.*





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## Creating good educational literature

- Devisree is working on a curriculum on ecological sustainability with a focus on water as a theme. The draft of this has been completed.
- Parismita is working on an independent project of compiling folk stories from Assam. This is to be published as a graphic novel for children.
- Bincy is coordinating the educational activities within the DilSe program for bridge education of street children in

Delhi. The objective is to create a curricular framework for bridge education that can be used by other organisations doing similar work.

- For a brief period, Venu, co-founder of the CFL, Bangalore School worked as a Wipro Fellow to explore educational issues in the form of articles, mentored and helped us facilitate a partners' forum on 'Ecology and Education' and then moved on to join Azim Premji University.



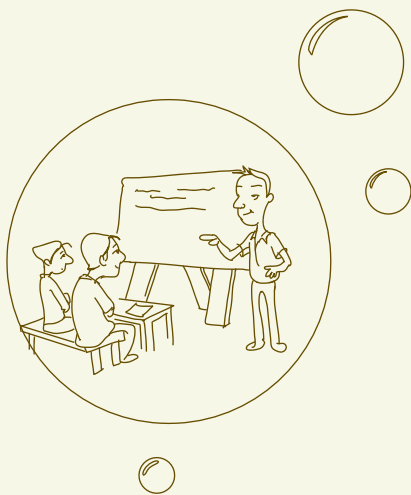
## Focus projects of 2009-10

# STORY 3: OUT-OF-SCHOOL EDUCATIONAL INTERVENTIONS

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*We have consciously chosen to work on projects outside of schools as there are external factors in educational reform which significantly influence a school.*

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We have consciously chosen to also work on projects outside of schools as there are external factors in educational reform like teacher training colleges, out-of-school children and resource centres which significantly influence a school.

CEVA is continuing to engage with B.Ed. and M.Ed. students in a teacher training institution. They conduct courses that include curriculum that applies Higher Order Thinking Skills: technical skills such as classroom management, implementing lesson plans and creating a caring environment in the classroom; use of innovative teaching methods such as those using theatre and puppetry; and communication skills and public speaking to build confidence

in the classroom.

**DilSe** is a program run by the Centre for Equity Studies. They run caring homes for street children. Naturally, education is an important part of this and because many children are out of school, they are developing and implementing a bridge curriculum for the children with the help of Bodhshala. The idea is to take each child through these bridge courses and, once age-appropriate, get the child admitted to a neighbourhood school. Admissions for their children has been very challenging and hopefully the newly passed Right to Education Bill will aid this process for **DilSe**.

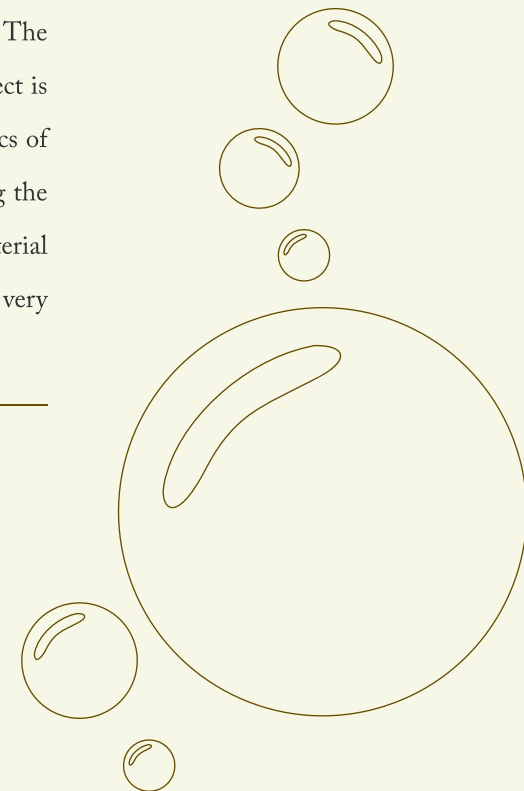
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**Swanirvar** has been consolidating curriculum, methodology and material from various sources to set up a resource centre for teaching Bengali and English. Their work has produced results and they have a good set of material and processes in place. They also train teachers and implement this in partnership with a few schools.

We have also initiated a relationship with **The Kabir Project** to explore developing and implementing educational content

around Kabir, mystic poetry and Sufis. Kabir traditionally is known through just a set of dohas and plain text. The experience of Kabir as brought out by the The Kabir Project is missing. A topic like this is not just about facts or the lyrics of the poetry, but a full immersion into this requires touching the affective side of children. The idea here is to develop material that aids this process and hence this could prove to be a very innovative experiment.

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## Focus projects of 2009-10

# STORY 4: NURTURE AND EXTEND WORK FROM INTERVENTIONS IN SCHOOLS

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We see school intervention projects to improve quality and, thus, a direct attempt at bringing about educational reform as a core activity. Hence, focus on these projects continued in 2009-10. It is the learning that we and our partner organisations get from these that gives us the confidence to think of new ideas and work in newer areas.

The **Shiksha Samarthak Project** with Digantar in the Phagi block (Jaipur district) expanded to 100 schools.

With **Eklavya**, the MCM school engagement has produced results on multiple fronts. Two of the MCM schools have adopted the new processes quite well. The Eklavya team is involved in documentation and is also ready to make use of the experience gained in similar school interventions. In addition, there were curricular outcomes like a book with stories for early language learning that was published. This has led Eklavya to research bilingual education. Another very important outcome has been that the work with MCM has

led to the identification of a need for a teacher resource network in Bhopal for schools like MCM where the experience can be shared along with other material. Work has begun on setting this up.

In the **Navchetna project of EZVidya**, the question we had in mind was: if each school is different and might have different needs then can an educational organisation think of a service focused on teacher thinking and school culture? This has led to development of a framework for engaging with schools based on the 4 pillars of:

- **Empowerment:** includes teacher training on lesson plans
- **Collaboration:** includes setting up peer-to-peer meetings for teachers, which surprisingly is missing in most schools except in a formal way
- **Reflection:** includes having teachers write regularly about their day in journals to aid reflection, etc.



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- Sustenance: which is about setting up the processes and systems within the schools to sustain the changes beyond the intervention project

Seven schools enrolled for this last year. EZVidya is actively engaged in developing the framework of Navchetna by learning from this experience.

We completed a 4-year intervention with a school (Vidya Niketan, Puducherry) in partnership with Educational Initiatives. This experience has taught us that while initiating change is sometimes an immensely rewarding activity on many terms (a general enthusiastic spirit that pervades teachers, students; participative classrooms; teachers thinking more actively and collaboratively about pedagogy, etc.), it is also a continuing exercise and requires the school to take

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ownership and drive forward.

In the Madrasah Quality Improvement Project with Vikramshila, the MOU has been renewed as a tri-partite agreement between the Board, Vikramshila and Wipro.

- The Madrasah Board is taking up the upscaling of remedial material and workbooks to all madrasah schools (from 10 schools to 500+)

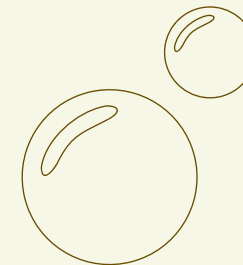
- Vikramshila to do induction training for hired teachers
- Vikramshila to work on curriculum and textbooks for English medium schools to be started by the Board

We have embarked upon a new school intervention with iDiscoveri's XSeed program. The work on this will commence in the next academic year.

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*This has led to development of a framework for engaging with schools based on 4 pillars: Empowerment, Collaboration, Reflection, Sustenance.*

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## Focus projects of 2009-10

# STORY 5: AN EDUCATIONAL QUESTION

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### *Education reform issue: Can we assess learning?*

We normally don't focus on just academic results in a school. However, in most of our studies and documentation of learning this also forms a part. In many of our projects we do look at the student performance as a factor too.

- In an external assessment done on the Shiksha Pahal project (Samavesh), improvements were seen in Hindi and Mathematics in those schools where we worked as against control schools without the engagement.
- In the 10 model Madrasahs schools we worked with on the MQIP with Vikramshila performance improvement was shown in reading, writing and mathematical skills.

But from our experience of close engagement with partner organisations working in education and educational literature, we believe that most assessments, however well thought-out, miss many aspects of true learning that a child may exhibit.

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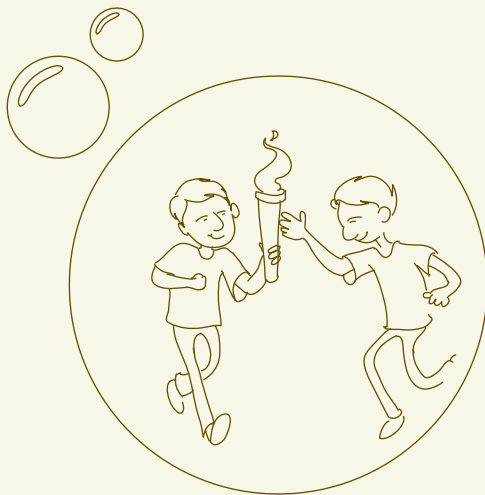
The reason why student performance is a weak indicator of real learning is due to the following issues:

- Children are many times not comfortable during an exam situation and this applies more to first-generation learners who wouldn't have the support base at home to be able to put things into perspective. This is also accentuated by the hierarchical nature of text administration.
- Questions are many times not able to go beyond memorised facts to higher order learning. For example, the difference between knowing the procedure of borrowing while subtracting from the conceptual understanding of why it is fine to borrow. Part of this can be addressed by innovative question-making. However, our experience tells us that in diverse subjects like social science, maths, science and languages, this is not always possible.

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*Children are many times not comfortable during an exam situation and this applies more to first-generation learners.*

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There is a lot of learning that is outside of what an exam can assess. Other attributes like how you learn from others, learning to learn or social and ecological sensitivity require a closer engagement with each student that only a teacher can have. An external assessment runs into significant limitations in many of these areas that are very important in our normal life

Hence, our approach has been to consider student performance as an indicator of learning but yet be very cautious of commenting on real learning just based on this. We look at a wider set of parameters like the philosophy and thinking of the intervening organisation, the balance of focus on theory and practice, focus on the school culture, learning in a wider sense than just in the subjects like maths and science, capability of the child to learn, etc.

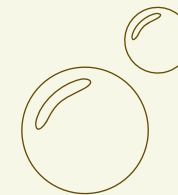
We keep trying to explore other ways of assessment that will unravel what really results from these interventions. For example, as part of the Quality Education Study, we are

devising new ways of assessing learning in social sciences. Over a two-year project, Rajesh Sharma is helping build an assessment framework for the learnings and results of the **Shiksha Samarthan Pariyojana**.

### **Networking activities within educational organisations**

We conducted the 10th Wipro Partners' Forum in September 2009 on the topic of 'Ecological Sustainability and Education'. We also had a very detailed discussion and sharing of views on the newly notified Right to Education Bill. Around 70 people, including distinguished educationists from across the country, participated in this event and the proceedings of this event are being published as a resource handbook for teachers.

We supported the Foundations of Education Course conducted at Digantar where around 15-20 participated and enriched their understanding of the issues surrounding education.



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*Our approach has been to consider student performance as an indicator of learning but yet be cautious of commenting on real learning based solely on this.*

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## Books, publications and other programs

As a part of our children's literature program, we supported the book titled 'Water Stories from Around the World', published by Tulika. This is a collection of retellings from mythology and folklore drawing attention to the state of water today.

The Wipro Applying Thought in Schools website was renewed and updated with more content on all our projects.

We organised a talk by Prof. Nick Davies for schools and students (a 700-strong audience) in Bangalore. The professor spoke about how children could think of questions on nature and their surroundings and set up simple experiments to answer these questions without an elaborate laboratory - and thus be “curious naturalists”.

We also supported a conference on Canopy organised by ATREE.

## Conclusion

Broadly, our work spans 3 areas:

- Working closely with a few mainstream schools on new ideas to expand the popular understanding of education

- Taking the learnings from this to a large audience through large-scale interventions and educational literature
- Working with a large community of educational organisations to deepen the collective understanding of what good education means

We think there is a lot to learn from the work we have been engaged in and this requires a deeper involvement from us and our partner community. Literature and large-scale advocacy projects are essential to take these learnings to a public forum and encourage debate and discussions among parents, educationists and children. This requires the concerted effort of a few individuals and this will drive our focus for the coming years.

## Looking ahead

The plan for the next two years is to continue on the work we are doing now and initiate projects to learn, understand, and create good educational literature and methods, and use platforms like Quality Education Study, Wipro Education Fellowship to encourage public debate on these educational





# MISSION10X: MILESTONES AND THE ROAD AHEAD

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Various reports from national and international agencies suggest that there is an enormous gap between the number of employable graduates and the number required by industry to keep pace with its ever-increasing growth plans. Wipro, as industry leader, took this challenge as part of its Quantum Innovation project to create significant change in employability landscape. Thus was created Mission10X, a not-for-profit trust of Wipro. Its vision is 'In Pursuit of Excellence in Engineering Education through Innovation'. Mission10X was formally launched by Wipro Chairman Azim H. Premji amidst academicians on September 5, 2007 – Teachers' Day.

The **Mission10X Learning Approach (MxLA)** was constructed looking at the current teaching methodology used in the institutes of engineering and the capabilities of the faculty in these institutes. The implementation of this approach involves a layered set of faculty enablement programs that empower engineering faculty with innovative

teaching techniques using which they can help learners:

- Imbibe higher levels of understanding of subjects
- Effectively apply the concepts learnt
- Develop key behavioral skills required for employability

Over the past three years, Mission10X has been able to reach out to over 10,000 faculty members from over 700 engineering colleges across 20 states in India. Many universities have concurred with this innovative methodology and are actively supporting this initiative. Based on the inspiration from Mission10X, many noteworthy innovations are now practiced by the faculty members in their classrooms. The community of Mission10Xians is also able to create a large asset base containing over 4,000 innovative assets from over 18 Engineering disciplines. These assets are already available for reference, in the community portal [www.mission10x.com](http://www.mission10x.com).



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## Phase II

September 6, 2010 saw Mission10X organise an Educators' Meet to commemorate the third anniversary of the mission. In this meet Wipro Chairman Mr. Azim Premji and the Union Minister for HRD, Sri Kapil Sibal unveiled the plan for the future – Mission10X Phase II.

This phase will cover:

- Creating 250 more academic leaders
- Facilitating deployment of 2500 Unified Learning Kits
- Empowering 25000 more engineering faculty

## Mission10X Academic Leadership Program

The Academic Leadership Program helps leaders:

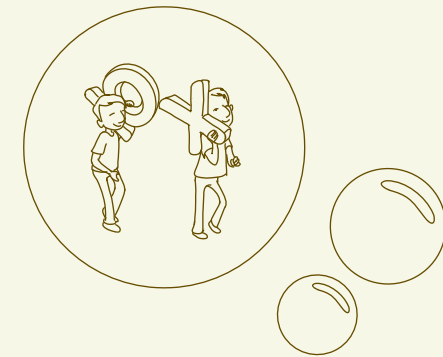
- Manage organisational challenges and build relationships to achieve both professional and personal goals
- Effectively draw faculty members from their traditional silo-based work environments and build high performing teams
- Build the next class of high-potential faculties within the institute



## Unified Learning Kit

Unified Learning Kit (ULK) helps students keep pace with rapid advances in technology by:

- Exposing them to the latest technologies
- Encouraging them to do research in emerging areas
- Encouraging them to adopt multi-disciplinary learning
- Enable reach, rigor and research
- Increase the reach to empower 25000 more engineering faculty
- Increase the rigor to strengthen the current engagement
- Extend the reach to include research in engineering education



*The Mission10X community has also created a large asset base. These assets are already available for reference in the community portal [www.mission10x.com](http://www.mission10x.com).*



Wipro believes that an organisation's proximate community is an important stakeholder since it is impacted either directly or indirectly by the company's operations. Therefore, the organisation must engage with the community, specially on issues pertaining to the more disadvantaged sections. It is this belief that led us to start Wipro Cares more than a decade back. Anchored in the Spirit of Wipro, Wipro Cares has focused on marginalised communities in our immediate neighborhoods on issues of access to education, degraded environments (water, waste) and of access to decent healthcare. Apart from these issues, we get involved in long-term rehabilitation in areas that are affected by natural disasters, e.g. the tsunami in Tamil Nadu (2004), Gujarat earthquake (2001), Kosi river floods (2009).



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*Our approach to community engagement involves 5 components:*  
*Inform • Consult • Involve*  
*• Collaborate • Empower*

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## WIPRO CARES AS AN ORGANISATION

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Wipro Cares, a not-for-profit organisation, is registered as a Trust. Wipro Cares works on a funding model where voluntary contributions by Wiproites are matched by contributions from Wipro. In each location, Wipro Cares' work is driven by a Location Committee comprising of volunteers from the location. Objectives of Wipro Cares:

- Support the developmental needs of marginalised communities in those cities and towns where Wipro has a large presence
  - Rehabilitate communities overcome natural calamities
  - Offer Wiproites the opportunity to engage meaningfully with local communities
-

## Wipro Cares projects: a summary dashboard

### Wipro and Community Care

Education	Education	Environment & Health	Disaster Rehabilitation
Door Step School, Pune		Manikonda lake, Hyderabad	Karnataka floods
EZVidya, Chennai	Makkala Jagriti, Bangalore	Clean Delhi drive	Bihar floods
Each One Teach One, Mumbai	Swadhar, Pune	WCCL plant, Aurangabad	Tsunami, Tamil Nadu
Towards Future, Kolkata	Rock fund, Bangalore		

Our approach to stakeholder engagement is centred on a collaborative approach explained below:



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**Inform:** Wipro Cares identifies needs in the vicinity of our offices / factories through the involvement of Volunteers who are volunteering in the community or through NGOs who approach us for support or through feedback from employees who are residents in the locality. A survey is conducted through a study and projects are identified.

**Consult:** Wipro Cares then consults and has discussions with NGOs, employees and the direct community itself. We analyze the alternatives and the final decision on the intervention is then taken.

**Involve:** To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered in decision-making processes.

The execution of the project is always in partnership with an NGO who has the experience and touch with the community in consideration. The project monitoring is

through Wipro volunteers and Managers at the location, in addition to the Wipro Cares team.

**Collaborate:** To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.

We believe that a real difference can be made by synergising efforts. And so every project gives due weight to working in collaboration with government bodies and other NGOs working in the same community. The community itself is involved in the project to ensure faster dissemination of practices and sustainability.

**Empower:** Wipro Cares empowers the partner NGO to execute the project and supports the NGO with Wipro's project management expertise. We build a feedback mechanism into our project monitoring practices and also ensure that we cross-leverage learning across projects.

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# SPOTLIGHT: PROJECT SANJEEVANI, OUR FIRST HEALTHCARE PROJECT

**Location:** 9 villages in the vicinity of the Wipro Consumer Care and Lighting Plant at Waluj, Aurangabad, Maharashtra.

**Community:** The nearby villages around Aurangabad are underdeveloped. A basic survey showed that the villages are in the hilly terrain of Aurangabad district and are not well connected; two of them are inaccessible during monsoon. All the 9 villages planned for intervention have a genuine need for basic medical services as they are not covered by Government PHCs. The awareness regarding health is very low; cases of malnutrition and infant mortality are very common problems. Awareness regarding reproductive healthcare is totally lacking and early marriages are common - further increasing the risk for mother as well as the newborn.

It was found that a comprehensive health plan was needed to meet the requirements of the region.

**Partner:** Savitribai Phule Mahila Ekatma Samaj Mandal, a reputed NGO in this region, which provides healthcare services.

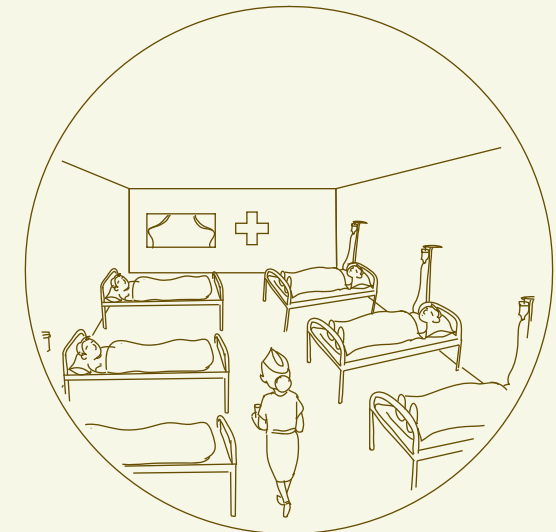
**Project objectives:**

- To provide good primary health facilities to the underserved 9 villages, improving malnutrition and infant mortality
- Monitoring and enabling a healthy environment about reproductive and child health by providing MCH services
- Establishing a sustainable Rural Health Model by training local resources in community health issues
- Developing an 'Arogya Bank' by providing health insurance concept over a period of 3 years

*Collector Mr. Jaiswal giving inaugural speech*



*Preparatory village meeting at Hatmali*



## STAKE HOLDER ENGAGEMENT

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*Wipro team meeting with Rural Health Workers*



*Wiproites contributing in Anganwadi improvement*

**Inform and Consult:** Needs assessment by SPMESM's Dr. Pratibha Pathaka and Dr. Prassana Patil, the Wipro Cares team and Mr. Dilip Bharadkar, head of WCCL plant, Aurangabad.

A baseline survey of nearby 10-15 villages done and 9 were short-listed for intervention. The baseline survey was a direct survey of families in the village.

**Involve and Collaborate:** Dr. Pratibha Patil is the project director from SPMESM. Mr. Dilip Bharadkar and Wipro Cares monitor the progress of the project. This is done through meetings with SPMESM and also by direct interactions and participation with the community leads.

The project appoints, trains and supports one woman in each village who has been nominated and chosen to be the Arogya Mitra. They work closely with Dr. Patil, our project director, and also have meetings with the Wipro team.

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The Anganwadi teachers also work closely with the Arogya Mitra.

**Empower:** Through Sanjeevani, we empower the women in the community to raise awareness and thereby ensure long-term sustainability.

**The outcome:** Seeing a dream come true in the first five months of the project. Treated over 6000+ OPD patients who earlier had no access to healthcare services:

- Over 500 women availed the facilities of the rural child health clinic
- 75 patients received aid for hospitalisation
- 25 health awareness session through health videos
- Over 800 villagers participated in various community programs for health awareness
- 20 trainings for Anganwadi teachers and Asha workers



## BIHAR KOSI FLOODS REHABILITATION PROJECTS

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Our project to support disaster-affected regions and communities is through providing support to rebuild their lives. We believe that the affected people know best what they need to become independent. We, therefore, engage with them to understand their needs and to provide that support which will help them in sustainable living.

Disaster struck large tracts around the Kosi river in the state of Bihar in India in late 2009. Wipro Cares got involved in assessing the long-term rehabilitation needs of the affected people there. A differentiator in our support has been an ecologically sustainable infrastructure project. The objective of this project was to ensure that this pilot mechanism becomes a part of the reconstruction policy package of the Government and not be seen as a 'village adoption' program. Since then, the Government of Bihar has accepted this project and will

launch it across all flood-affected areas of Bihar.

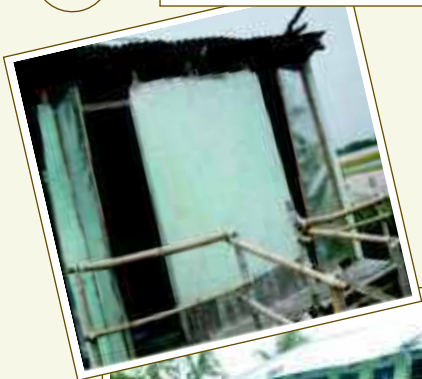
With the need to build awareness about eco-sanitation and rain water harvesting, as part of the campaign we have implemented a social advocacy campaign.

The pilot project was implemented at Mandal Mehta Tola, which is part of Puraini village in Basantpur Panchayat and Block, with 90 households and a total population of 500.

We have planned to provide about 89 households with eco-sanitary toilets, solar lights and rainwater harvesting.

At the community level, we propose to implement:

- Open wells
- Solar street lights
- Rescue shelter centres
- Paving, stormwater drainage
- Tree plantation



# EMPLOYEE PARTICIPATION

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Voluntary employee groups or Wipro Cares chapters at the locations are evolving through an increase in the number of participants and, more importantly, in the depth of engagement. New chapters are being developed in different office units. We have over ten such chapters running across the country.

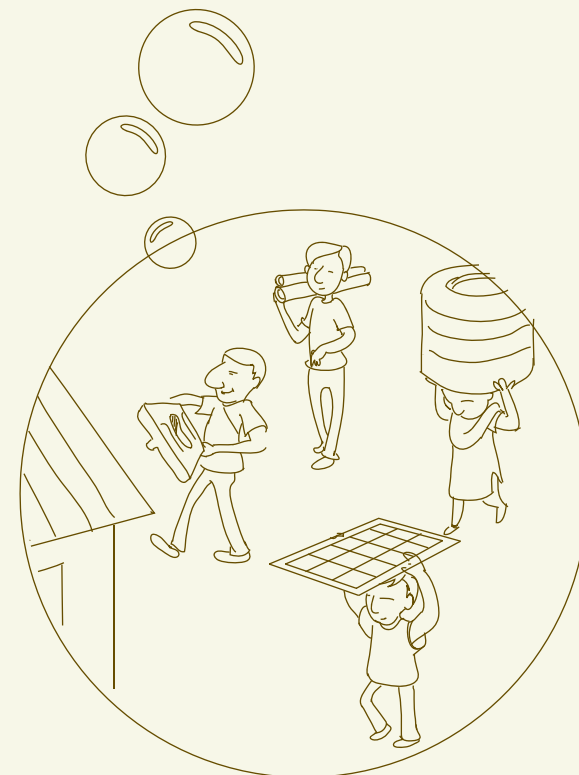
Most of the chapters focus on personality development and education support for children of the underprivileged. Programs are run for exposing the children to fun-filled activities with certain learnings. Sessions for arts and crafts like calligraphy, painting and photography are held for awareness. Events and competitions are organised to allow children to display their talents.

At times, employees go out and support the school by

painting their walls for them or participating in cleanliness drives.

Some of the activities that reflect Wipro employees 'Applying Thought' to their small support to make a difference are sampled below:

- Developed a training module on personality development based on the 'Seven Effective Habits of Successful Teens' by Steven Covey. It has been made to cater specifically to the understanding and context of this section of society.
- Taking from our own mentoring program in Wipro, employee volunteers are voluntary mentors for children in school for the underprivileged. Thus, each child has a person other than parents to whom s/he can look up to.



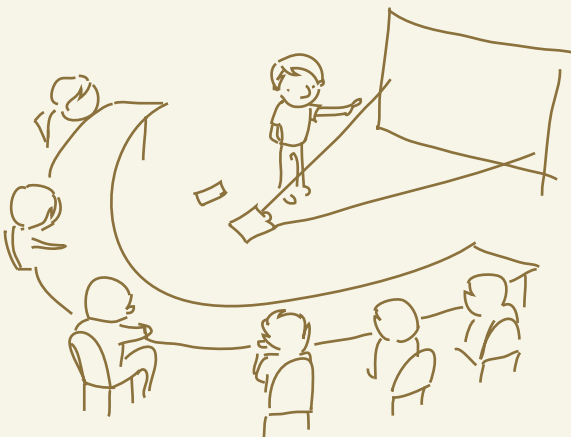
## 5H. ADVOCACY AND PUBLIC POLICY

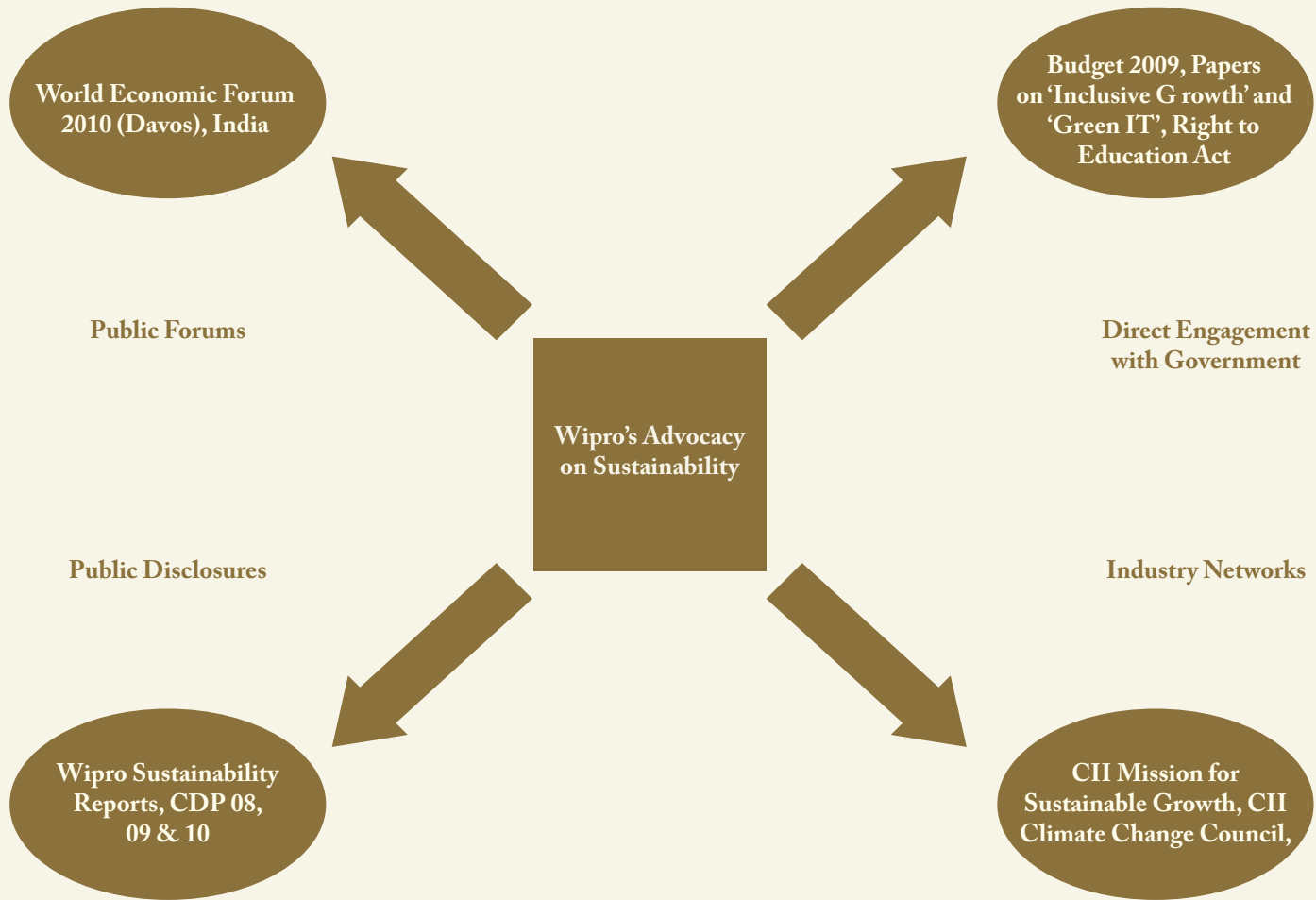
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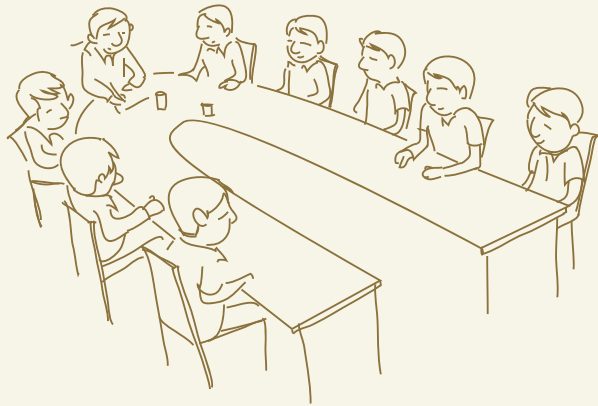
Good policies and regulations are like a lighthouse – they direct and guide without standing in the way. Unfortunately, the short history of social and environmental regulation over the past few decades has been characterized by a ‘Business vs Government’ position ruled by a paradigm of compliance, rather than collaboration between the two. We think that this paradigm must change fast, leading to a far more active involvement of business in shaping policies and regulation. This assumes critical importance in the arena of sustainability as enlightened regulations and policies can clearly be a differentiator for bringing about accelerated change.

At Wipro, we strongly believe that meeting the challenges of sustainability cannot be the government’s job alone and that we must collaborate with government, along with other stakeholders. The visual on the next page summarizes the different forms of engagement that we adopt on sustainability advocacy.

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*During 2009-10, we engaged with the Indian government on the areas of fiscal policies for clean energy, green IT and sustainability-led job generation.*

## DIRECT ENGAGEMENT WITH GOVERNMENT

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Since the inception of India's National Action Plan on Climate Change (NAPCC) in 2008, Wipro has endorsed the direction that the Indian government has adopted, including the position on voluntary targets on GHG emission reductions that India took prior to the Copenhagen Climate Change summit. Our position is aligned with the principle of differentiated responsibility and we believe that as one of the top 5 GHG emitters in the world, India has a responsibility for achieving targeted emission reductions but without, in any way, jeopardizing our developmental goals on poverty alleviation and social inclusion.

During 2009-10, we engaged with the Indian government on the areas of fiscal policies for clean energy, green IT and sustainability-led job generation.

- In July 2009, we provided detailed inputs to the newly re-elected government for the Union Budget. These policy inputs centered on the fiscal measures that would be needed to

prime India's low-carbon economy with emphasis on both clean energy and energy efficiency.

- In October 2009, we authored a position paper titled 'Green as an Enabler of Inclusive Growth'. This paper was written at the request of the Climate Change Secretariat under the Prime Minister's Office (PMO). The paper's principal view was that among the many benefits of a green economy for India will be the generation of an additional 8 to 10 million jobs over the next two decades. The paper also discussed the relative cost-effectiveness of decentralized clean energy and the multiplier effect that it can have on the issues of clean water, gender equity and education in rural India.

- In December 2009, we authored a policy note titled 'Policy Suggestions for Green IT' for the Climate Change Secretariat. The note covered the areas of Green IT, Green IT SEZs and IT for Green.

# INDUSTRY NETWORKS

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Industry networks like CII, FICCI, NASSCOM have a key role to play as influencers of government policies and actions. This is even truer for sustainability. Industry networks in India have been quick to recognize the criticality of sustainability issues and why businesses must engage with these. Wipro is playing a central role in the first wave of actions that these networks have initiated.

- Wipro is one of the founding members of the CII Mission for Sustainable Growth (MSG). The Mission requires industry members to commit themselves to voluntary targets on several ecological dimensions including GHG reductions. More details about CII-MSG can be found at [www.greenbusinesscentre.com/site/ciigbc/greenbuild.jsp?servid=184748](http://www.greenbusinesscentre.com/site/ciigbc/greenbuild.jsp?servid=184748)

- The National Green Building Code (NGBC) was drafted by the Indian Green Building Council (IGBC) in early 2010 to provide detailed guidelines for the design and execution of green buildings across the country. Wipro was one of the members of the core working group that drafted the guidelines. More details are available at [www.greenbusinesscentre.com/](http://www.greenbusinesscentre.com/)

[site/ciigbc/greenbuild.jsp?servid=184667](http://www.greenbusinesscentre.com/site/ciigbc/greenbuild.jsp?servid=184667)

- Wipro has been a core member of NASSCOM's three working groups on 'Green Infrastructure', 'Green Policies' and 'Green Warriors'. Details of these programs are available at [www.nasscom.org/nasscom/templates/LandingNS.aspx?id=55759](http://www.nasscom.org/nasscom/templates/LandingNS.aspx?id=55759)

- The Digital Energy Solutions Consortium India was created to bring together leaders in technology, energy and environment to inform evolving public policies in India around sustainability issues like energy security and a cleaner environment. A DESC working group was formed to research and study ICT's contribution to India's National Action Plan on Climate Change (NAPCC). Wipro was one of the working group members and our Chief Technology Officer was one of the co-chairs of the task force. The DESC working group recently released the detailed report that highlighted ICT's contribution to the National Solar Mission, the National Mission on Energy Efficiency and the Sustainable Habitat Mission. More details about DESC and the report are available at [www.asoft325.acrisoft.com/india/desc-india/](http://www.asoft325.acrisoft.com/india/desc-india/)



*As co-chair of the World Economic Forum (WEF) event at Davos held in January 2010, Wipro's Chairman drove the agenda of the event that centered on climate change and the economic recovery.*

## PUBLIC FORUMS

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The debates about climate change, water scarcity, sustainable cities and other related challenges need to be informed by a robust exchange of thoughts and ideas between leaders from business, government and civil society. Business leaders must 'talk the walk' as much as they do the reverse. Wipro's leaders participate in several public forums on sustainability – the following are some of the instances of our participation during 2009-10:

- Wipro's Chairman, Mr. Azim H. Premji, was one of the six co-chairs of the World Economic Forum (WEF) 2010 at Davos. He led the discussions on sustainability through the

event. The gist of his opening speech is reproduced below:

“This year's annual meeting comes at a time when an economic reset and tackling of climate change are at the helm of focus for all. The Copenhagen Summit has deeply emphasized the challenge that humanity faces from climate change - sharply reiterating the urgent need for a sustainable growth agenda for the world. Although these two issues may seem almost disparate, but to me they are not, and they form the basis of my agenda as a co-chair. Both are global challenges and both need coordinated, rapid and overwhelming response from the global community.

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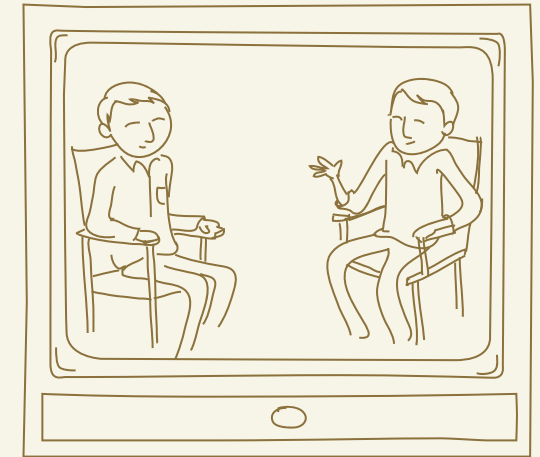
I see tremendous socio-economic possibilities of a low-carbon, ecologically sustainable growth in the future."

The other sessions that Mr. Premji chaired were titled 'Towards Low-Carbon Prosperity' and 'A Roadmap for a Sustainable Recovery/Being Responsible for the Future'. Mr. Premji's comments on the role of policies for a low-carbon economy can be viewed on Page 3 of the transcript of the session available at [www.weforum.org/pdf/AM\\_2010/transcripts/roadmap-sust-recovery.pdf](http://www.weforum.org/pdf/AM_2010/transcripts/roadmap-sust-recovery.pdf)

- In an interview with India Knowledge @ Wharton in June 2010, Mr. Premji spoke at length about Wipro's commitment

to ecology and a low-carbon future. The full transcript of the interview can be read at [www.knowledge.wharton.upenn.edu/india/article.cfm?articleid=4486](http://www.knowledge.wharton.upenn.edu/india/article.cfm?articleid=4486)

- Wipro's leaders – Mr. Laxman K Badiga, CIO and Mr. Anurag Behar, Chief Sustainability Officer – spoke for a TV series 'The Road to Copenhagen: Seal the Deal'. The series, aired on CNBC Europe and CNBC Asia Pacific for 10 weeks before the Copenhagen conference 2009, was part of the worldwide UN campaign on climate change titled 'Seal the Deal'. The video recording of the episode can be viewed at [www.sealthedeal2009.org/psa-tv-series8](http://www.sealthedeal2009.org/psa-tv-series8)



*Wipro's leaders – the Chief Information Officer and the Chief Sustainability Officer – spoke in a TV series 'The Road to Copenhagen: Seal the Deal'.*

## PUBLIC DISCLOSURES

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Public disclosures like Sustainability Reports and Annual Financial Reports are good channels for companies to exercise sustainability advocacy. Wipro has been leveraging its Sustainability Reports, Carbon Disclosure Project and its Annual Financial Report to further the sustainability agenda

through endorsements of policy positions, sustainability charters and through its own position and opinion on critical issues, e.g. Wipro's detailed articulation of the Indian policy landscape on Clean Energy is available on Page 95 of Wipro Sustainability Report 2008-09.



# SPOTLIGHT: WIPRO AND REGULATORY COMPLIANCE

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As a good corporate citizen and driven by our core values of integrity and ethics, Wipro has an exemplary record of compliance with government regulations in all the countries in which it operates. Regulations vary from geography to geography –

the visual below illustrates the common regulations and directives that Wipro complies with in the financial, labor and environmental domains:

## Financial Regulations

- Taxation (Payment of Excise duties, Sales tax, Customs duties, Corporate Income Tax)
- Mandatory publishing of quarterly and annual results (both US GAAP and Indian GAAP)
- Compliance with SEBI guidelines for companies listed on Indian stock exchanges and with SEC rules for companies listed on US stock exchanges
- Compliance with requirements of the Sarbanes-Oxley Act

## Labour Regulations

- Maximum number of working hours per week
- Minimum number of days for casual and sick leave
- Minimum Wages Act
- Shops and Establishments Act
- Freedom to form trade unions and employee associations
- Laws in EU and American countries that govern data privacy on employee information

## Environmental Regulations

- Environment Impact Assessment (EIA) prior to the start of a new facility
- Clearance from the state Pollution Control Board (PCB) on measures for water treatment, diesel storage, handling and disposal of hazardous substances, etc. This is required prior to the commencement of a new facility and subsequently on an annual basis

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Our Code of Business Conduct and Ethics (COBCE) and our values direct our approach to compliance with laws and regulations of the countries where we operate. We consider compliance with laws as a hygiene factor and as an essential cost of operating a business.

In our previous Sustainability Reports, we have been making a mention of the peculiar circumstances surrounding the industrial estate of Okhla in Delhi, India, which houses one of our older BPO operations. This entire industrial estate has been in breach of the local building regulations, including the office buildings where we operate as tenants. Our status as tenants prevents us from rectifying the situation and, as a result, we have been obliged to pay a fine every year. For the year 2009-

10, we paid a total fine of Rs. 66,000 approx USD 1450). We have already initiated the process of moving from this office to our own premises – in the interest of business continuity for our clients. However, this transition is designed to happen gradually.

#### **Code of business conduct with the government**

As with other business partners, our Code of Business Conduct and Ethics COBCE governs our engagement with governments and regulatory authorities. The Code covers Wipro's policy on lobbying and dealing with government contracts. **We do not, as a matter of policy, contribute to political parties in cash or kind in any geography in which we operate.**

# INDEPENDENT ASSURANCE STATEMENT

## Introduction

Det Norske Veritas AS ('DNV') has been commissioned by the Management of Wipro Limited ('the Company') to carry out an independent assurance engagement on the Wipro Limited Sustainability Report 2009-10 ('the Report'). This assurance engagement has been conducted against the Global Reporting Initiative 2006 Sustainability Reporting Guidelines Version 3.0 (GRI G3) and AccountAbility's AA1000 Assurance Standard 2008 (AA1000AS (2008)). The verification was conducted during October 2010 and February 2011 for the year of activities covered in the Report, 1st April 2009 to 31st March 2010.

DNV is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. DNV states its independence and impartiality with regard to this assurance engagement. In 2009-10, DNV did not work with Wipro Limited on any engagements that could compromise the independence or impartiality of our findings, conclusions and recommendations. DNV was not involved in the preparation of any statements or data included in the Report, with the exception of this Assurance Statement. DNV maintains complete impartiality toward any people interviewed. DNV expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this Assurance Statement.

The intended users of this Assurance Statement are the management of Wipro Limited and readers of this Report. The Management of the company is responsible for all data and information provided in the Report as well as the processes for collecting, analyzing and reporting the information. DNV's responsibility regarding this verification is to company only and in accordance with the agreed scope of work. The assurance engagement is based on the assumption that the data and information provided to us is complete and true.

## Scope, boundary and limitations of assurance

The scope of work agreed upon with Wipro Limited includes verification of the following:

- The content of the 2009-10 Sustainability Report, i.e., reporting of economic, environmental and social indicators related to Wipro Technologies (WT), Wipro Infotech (WI) and Wipro Business Process Outsourcing (WBPO);
- Evaluation of the Accountability principles and specified performance information, described below, for a Type 2, moderate level of assurance, in accordance with the

requirements of AA1000AS (2008) detailed below:

- Information relating to the company's sustainability issues, responses, performance data, case studies, and underlying systems for the management of such information and data;
- Information relating to the company's materiality assessment and stakeholder engagement processes;
- Confirm that the Report meets the requirements of the GRI G3 for an Application Level A, as declared by Wipro Limited.

The reporting boundary is as set out in the Report, i.e., covers the company's IT business (which includes software services, BPO services and IT products) only; the Consumer Care and Lighting and Infrastructure Engineering business units, other joint ventures and subsidiaries under Wipro Limited are not included.

Also during the assurance process we did not come across limitations to the scope of the assurance engagement.

## Verification methodology

This assurance engagement was planned and carried out in accordance with the AA1000AS (2008) and the DNV Protocol for Verification of Sustainability Reporting. The Report has been evaluated against the following criteria:

- Adherence to the principles of Inclusivity, Materiality and Responsiveness as set out in the AA1000AS (2008); the Reliability of specified sustainability performance information, as required for a Type 2 and moderate level assurance engagement;
- Adherence to the additional principles of Completeness and Neutrality as set out in DNV's Protocol; and
- The principles and requirements of the GRI G3 for an Application Level A.

As part of the engagement, DNV has verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flow and controls. In doing so, we have:

- Reviewed the Company's approach to stakeholder engagement and its materiality determination process;
- Verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls;
- Examined and reviewed documents, data and other information made available by

Wipro Limited;

- Visited the Corporate Office at Bangalore, computer factory at Pondicherry, four development centers and business process outsourcing centers located in India, i.e., at Bangalore, Pune, Chennai, and Kochi;
- Conducted interviews with key representatives including data owners and decision-makers from different divisions and functions of the company including the Eco-eye team, Environment Health and Safety team, Facilities Management team, Corporate Finance, Human Resource Management, Risk Legal and Management team, etc.
- Performed sample-based reviews of the mechanisms for implementing the Company's sustainability-related policies, as described in the Report;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report.

#### Opportunities for Improvement

The following is an excerpt from the observations and opportunities for improvement reported to the Management of Wipro Limited and are considered for drawing our conclusion on the Report; however, they are generally consistent with the Management's objectives:

- The company may benchmark performance against national and international Information technology companies to further strengthen its sustainability performance in the wider context of sustainability;
- To further enhance the quality and reliability of the performance data, an internal benchmarking of best practices could ensure knowledge sharing among data-owners and decision-makers and improve the consistency of the data aggregation system;
- A structured approach to evaluate and monitor the sustainability risks in the supply chain and outsourced activities of the company in its India and overseas operations will help in mitigating risks (if any) related to labor and human rights issues.

#### Conclusions

We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':

**Inclusivity: Good.** As a part of its stakeholder engagement process, the company engages with its identified stakeholders through formal channels through direct feedbacks, indirect inference through surveys and informed dialog and discussions. The inputs from the stakeholder engagement helped to refine the Company's material issues,

as reflected in the Report.

**Materiality: Good.** The company's material issues have by far remained the same as reported in the previous year, some of the issues have changed their position in the matrix owing to the dynamic nature of business and changed perception of the stakeholders. In our opinion, the material issues have been appropriately prioritised and responded to in the Report. The Report provides a balanced representation of material issues related to the company's sustainability performance.

**Responsiveness: Good.** We consider that the Company has responded adequately to key stakeholder concerns through its policies and management systems and the same are fairly reflected in the Report.

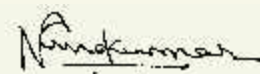
#### Additional parameters as per DNV's protocol

**Completeness: Acceptable.** Some of the GRI G3 core indicators have been reported partially. The rationale behind partial reporting and exclusions should be explained within the Report along with the time-frame for complete reporting.

**Neutrality: Good.** The Company has reported its sustainability performance and related issues in a transparent and balanced manner, in terms of content and tone.

In accordance with the AA1000AS (2008) requirements for a Type 2, moderate level assurance engagement, we conclude that the specified sustainability data and information presented in the Report is generally reliable and based on the scope of this assurance engagement, Wipro Sustainability Report 2009-10 provides a fair representation of the Company's sustainability policies, objectives, management approach and performance during the reporting year. DNV also confirms that the Report meets the requirements for GRI Application Level A.

for Det Norske Veritas AS Signed:



**Vadakepatth Nandkumar**  
Lead Verifier  
Det Norske Veritas AS, India

*Bangalore, India, 18th March 2011*

Signed:



**Gravlien Ingebjørg**  
Principal Consultant  
Det Norske Veritas AS., Norway

## 6B. FEEDBACK AND COMMUNICATION

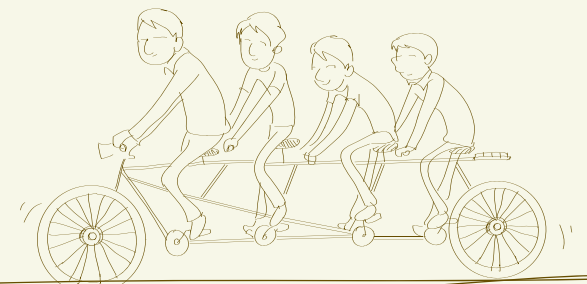
We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability Report 2009-10 in particular and on our sustainability program in general and look

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
<b>Wipro sustainability team</b>	<a href="mailto:sustain.report@wipro.com">sustain.report@wipro.com</a>
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<b>Mr. R. Sridhar (For N. America)</b> <i>CFO &amp; Investors' Relations Americas &amp; Europe</i>	<b>Wipro Limited</b> East Brunswick, Tower 2, New Jersey, US Ph: +1 650-316-3537 Email : <a href="mailto:sridhar.ramasubbu@wipro.com">sridhar.ramasubbu@wipro.com</a>
<b>Mr. Santosh Karagada (For Europe)</b> <i>General Manager, Human Resources</i>	<b>Wipro Limited</b> 185, Kings Court, Kings Road, Reading United Kingdom. Rg1 4EX Tel : +44-118-9022-306 Email: <a href="mailto:santosh.karagada@wipro.com">santosh.karagada@wipro.com</a>

*For queries and clarifications on financial matters, the following may be contacted.*

Name	Contact details
<b>Wipro sustainability team</b>	<b>sustain.report@wipro.com</b>
<b>Mr. Rajendra Kumar Shreemal</b> <i>Vice President &amp; Corporate Treasurer</i>	<b>Wipro Limited</b> Doddakannelli, Sarjapur Road, Bangalore 560 035. Ph: 91 80 28440011 (Extn 226186) Email: rajendra.shreemal@wipro.com
<b>Mr. R. Sridhar</b> <i>CFO &amp; Investors' Relations Americas &amp; Europe</i>	<b>Wipro Limited</b> East Brunswick, Tower 2, New Jersey, US. Ph: +1 650-316-3537 Email : sridhar.ramasubbu@wipro.com



# 7A: INDEX OF GRI INDICATORS

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
<b>1. Strategy and Analysis</b>				
1.1	Statement from the senior-most decision-maker of the organization.		3-6	●
1.2	Description of key impacts, risks and opportunities.	39	31-35, 50-54	●
<b>2. Organizational Profile</b>				
2.1	Name of the organization.		23	●
2.2	Primary brands, products and/or services.	35	27	●
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	40	23-29	●
2.4	Location of organization's headquarters.	Outside Back Cover	25	●
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Inside Back Cover	25	●
2.6	Nature of ownership and legal form.	63, 64	156	●
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	35, 36	23-29	●
2.8	Scale of the reporting organization.	35-37	25-26	●
2.9	Significant changes during the reporting period regarding size, structure or ownership.	40-43	10-11	●
2.10	Awards received in the reporting period.	26, 58	29, 149-150	●

● Covered fully in the report    ◐ Partially covered in the report    ○ Not covered in the report

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
<b>3. Report Parameters</b>				
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	40	10	●
3.2	Date of most recent previous report (if any).		10	●
3.3	Reporting cycle (annual, biennial, etc.)		10	●
3.4	Contact point for questions regarding the report or its contents.		211-212	●
3.5	Process for defining report content.		12-15	●
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.		11	●
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).		11	●
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	40, 151-152	10-11	●
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.		15-16, 126-129, 161	●
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). <sup>1</sup>		Not covered	○
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.		10	●



Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
3.12	Table identifying the location of the standard disclosures in the report.		12-18, 23-30, 10-16, 44-49, 50-54, 64, 101-102, 134-137, 164-166, 176, 202	●
3.13	Policy and current practice with regard to seeking external assurance for the report.		17-18	●
<b>4. Governance, Commitments and Engagement</b>				
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	57-60, 84	38-41	●
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	66		●
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	66	41	●
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	72	36, 154-160	●
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	68, 71	38	●
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	75	38	●
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.	74	38	●
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental, and social performance and the status of their implementation.	74	38-39	●
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		38-39, 25-27 from Sustainability Report of 08-09	●

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	75	38-39	●
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		35	●
4.12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses.		55-56	●
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.		203-204	●
4.14	List of stakeholder groups engaged by the organization.		12	●
4.15	Basis for identification and selection of stakeholders with whom to engage.		12-15	●
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		59-61	●
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		50-54	●
<b>Economic</b>				
DMA EC	Disclosure on Management Approach EC	49-56	146-147	●
<b>Economic Performance</b>				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	35-38	152-152	●
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.		45, 134-137	●
EC3	Coverage of the organization's defined benefit plan obligations.	53		●

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
EC4	Significant financial assistance received from government.		153	●
<b>Market Presence</b>				
EC5	Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation. <sup>3</sup>		Not covered	○
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation.		166, 169	●
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		73, 87-89	●
<b>Indirect Economic Impacts</b>				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement.		177-200	●
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.		147	●
<b>Environmental</b>				
DMA EN	Disclosure on Management Approach EN		101-102	
<b>Materials</b>				
EN1	Materials used by weight or volume.		124	●
EN2	Percentage of materials used that are recycled input materials. <sup>9</sup>		140-142	●
<b>Energy</b>				
EN3	Direct energy consumption by primary energy source.		105	●
EN4	Indirect energy consumption by primary source.		103-105	●
EN5	Energy saved due to conservation and efficiency improvements.		107,109	●

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.		113, 177-200	●
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		107, 109	●
<b>Water</b>				
EN8	Total water withdrawal by source.		114-115	●
EN9	Water sources significantly affected by withdrawal of water. <sup>7</sup>		115	◐
EN10	Percentage and total volume of water recycled and reused.		114-115	●
<b>Biodiversity</b>				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		125	●
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		125	●
EN13	Habitats protected or restored. <sup>1</sup>		Not covered	○
EN14	Strategies, current actions and future plans for managing impacts on biodiversity.		125	●
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. <sup>1</sup>		Not covered	○
<b>Emissions, Effluents and Waste</b>				
EN16	Total direct and indirect greenhouse gas emissions by weight.		108	●
EN17	Other relevant indirect greenhouse gas emissions by weight.		108	●
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		109	●

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
EN19	Emissions of ozone-depleting substances by weight.		118	●
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.		117	●
EN21	Total water discharge by quality and destination.		114-115	●
EN22	Total weight of waste by type and disposal method.		118-120	●
EN23	Total number and volume of significant spills.		120	●
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. <sup>1</sup>		Not covered	○
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff. <sup>1</sup>		Not covered	○
<b>Products and Services</b>				
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		140-143	●
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		118-119, 141-142	●
<b>Compliance</b>				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. <sup>2</sup>		Not covered	○
<b>Transport</b>				
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.		109-112	●

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
<b>Overall</b>				
EN30	Total environmental protection expenditures and investments by type. <sup>4</sup>		Not covered	○
<b>Social: Labor Practices and Decent Work</b>				
DMA LA	Disclosure on Management Approach LA		62-86	●
<b>Employment</b>				
LA1	Total workforce by employment type, employment contract and region.		87-94	●
LA2	Total number and rate of employee turnover by age group, gender and region.		87-94	●
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		83-85	●
<b>Labor/management Relations</b>				
LA4	Percentage of employees covered by collective bargaining agreements.		80	●
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		80	●
<b>Occupational Health and Safety</b>				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. <sup>8</sup>		68-69	◐
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.		95	●
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases.		81-82	●
LA9	Health and safety topics covered in formal agreements with trade unions. <sup>5</sup>		Not covered	○

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
<b>Training and Education</b>				
LA10	Average hours of training per year per employee by employee category.		66-67	●
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		66-67, 72	●
LA12	Percentage of employees receiving regular performance and career development reviews.		70-71	●
<b>Diversity and Equal Opportunity</b>				
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.		41, 73-77, 87-94	●
LA14	Ratio of basic salary of men to women by employee category. <sup>10</sup>		38	●
<b>Human Rights</b>				
DMA HR	Disclosure on Management Approach HR		35, 166	●
<b>Diversity and Equal Opportunity</b>				
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. <sup>11</sup>		80	●
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		166	●
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		38-39	●
<b>Non-discrimination</b>				
HR4	Total number of incidents of discrimination and actions taken.		39-40	●

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
<b>Freedom of Association and Collective Bargaining</b>				
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		80, 39	●
<b>Child Labor</b>				
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		38-39, 165-166	●
<b>Forced and Compulsory Labor</b>				
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.		165-166	●
<b>Security Practices</b>				
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		75-77, 80-81	●
<b>Indigenous Rights</b>				
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken. <sup>6</sup>		Not covered	○
<b>Society and Community Performance Indicators</b>				
DMA SO	Disclosure on Management Approach SO		53, 177-178, 193-194	●
SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.		194-196	●
<b>Corruption</b>				
SO2	Percentage and total number of business units analyzed for risks related to corruption.	74	38-39	●
SO3	Percentage of employees trained in the organization's anti-corruption policies and procedures.		38-39	●



Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
SO4	Actions taken in response to incidents of corruption.		40, 166	●
<b>Public Policy</b>				
SO5	Public policy positions and participation in public policy development and lobbying.		54, 202-206	●
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.		208	●
<b>Anti-competitive Behavior</b>				
SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes. <sup>2</sup>		Not covered	○
<b>Compliance</b>				
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		208	●
<b>Product Responsibility Performance Indicators</b>				
DMA PR	Disclosure on Management Approach PR		132-137	●
<b>Customer Health and Safety</b>				
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		140-143	●
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. <sup>2</sup>		Not covered	○
<b>Product and Service Labelling</b>				
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. <sup>12</sup>		140-143	●

Profile Disclosure	Description	Annual Report Page(s)	Sustainability Report Page(s)	Coverage in Annual Report/ Sustainability Report
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes. <sup>2</sup>		Not covered	○
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.		59, 60	●
<b>Marketing Communications</b>				
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship. <sup>13</sup>		207-208	●
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.		207-208	●
<b>Customer Privacy</b>				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. <sup>2</sup>		Not covered	○
<b>Compliance</b>				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		208	●

References	
1.	Not covered; not applicable.
2	Not covered as no instances in the reporting period.
3	Not covered as this factor is not material for the IT services business. Moreover, we abide by the UN Global Compact principles.
4	Not covered - Various expenditures exist from areas of civil infrastructure, information systems, EMS systems, and new ecology projects. These sometimes span cost centers. We will endeavor to publish this information progressively.
5	Not covered - Employees are not part of any registered trade unions.
6	Not covered - Our operations are in urban centers and hence do not impact any indigenous population.
7	Partially covered - Lack of public data available related to groundwater aquifers and private water supply disclosures. We are commissioning a study of the water profile in two of our large operations.
8	Partially covered - Committees on company-provided transport, catering and diversity projects exist. Although a joint committee does not exist for occupational health & safety, we have a feedback and redressal system for employees.
9	For our hardware products, we assemble components sourced from vendors. So recycling of some components under our purview is possible, but this is a minor part. We have a comprehensive take-back policy and processing of e-waste through a registered partner.
10	The COBCE and principles of the UN Global compact - applicable to all employees - which cover the principle of 'equal pay for equal work'.
11	Acquisitions are more material for our business than investments.
12	The green computing case study has covered this comprehensively. All information on take-back, RoHS compliance and energy efficiency is available on the website. This information is shipped in a leaflet along with the product.
13	Oekom AG has rated us on responsible marketing being one of our strengths.
14	We have dedicated strategic marketing that uses the services of creative agencies for marketing. We ensure that that we only empanel those who are compliant or registered with standards bodies, such as The Advertising Standards Council of India (ASCI).

## 7B. GLOSSARY OF ACRONYMS

The table below is a glossary of all the acronyms used in the Wipro Sustainability Report.

(Note : Acronyms suffixed with the [w] symbol indicate that they are specific to Wipro)

Acronym	Expansion	Brief Explanation	Website reference
AA1000	Account Ability Standard	AA1000 is a series of standards from AccountAbility to help organizations become more accountable, responsible and sustainable	<a href="http://www.accountability.org">www.accountability.org</a>
AC	Air Conditioning	Air-cooling system that provides thermal comfort in buildings, cars, etc	
ADR, ADS	American Depository Receipt / Shares	Represents ownership in shares of a non-US company that trades in US financial markets	
AGM	Annual General Meeting	An annual meeting of public companies with shareholders as required by law	
AHM[w]	All Hands Meet	A business unit forum where leaders present strategy, assess progress and discuss plans with employees	
APAC	Asia Pacific	Abbreviation for the region: Asia-Pacific and Japan	
ASTD	American Society for Training and Development	A non-profit association for workplace learning and performance professionals	<a href="http://www.astd.org">www.astd.org</a>
ATREE	Ashoka Trust for Research in Ecology and Environment	NGO, based in India, working to promote environmental conservation and sustainable development	<a href="http://www.atree.org">www.atree.org</a>
BEE	Bureau of Energy Efficiency	Statutory body under Ministry of Power, Government of India	<a href="http://www.bee-india.nic.in">www.bee-india.nic.in</a>
B.Ed	Bachelor of Education	A basic graduate program in India for entry into the teaching profession	
BFR	Brominated Flame Retardants	A group of chemical flame retardants used in electronics and textiles	
BFSI	Banking, Financial Services and Insurance	Commonly used abbreviation for companies representing the financial sector	
BMTC	Bangalore Metropolitan Transport Corporation	Government-owned public transport corporation for the city of Bangalore, India	<a href="http://www.bmtcinfo.com">www.bmtcinfo.com</a>
Bn	Billion	Unit of measure	
BPO	Business Process Outsourcing	A form of outsourcing that involves contracting of operations of specific business functions or processes to a third-party service provider	
BSE	Bombay Stock Exchange	Stock exchange based in Mumbai	<a href="http://www.bseindia.com">www.bseindia.com</a>
BU	Business Unit	Cost center aligned to a customer service line, technology or competency practice	

Acronym	Expansion	Brief Explanation	Website reference
CAGR	Compounded Annual Growth Rate	A term for geometric mean growth rate on an annualized basis, used to describe the growth rate of business results like revenues	
CEC [w]	Corporate Executive Council	Top executive governance body of Wipro, comprising the Chairman	
CEO	Chief Executive Officer	One of the highest-ranking corporate officers in charge of total management	
CETP	Common Effluent Treatment Plant	A unit that treats effluent waste from places like factories to reduce the harmful effects on environment	
CFC	ChloroFluoroCarbons	An organic compound containing carbon, fluorine and chlorine being phased out under the Montreal protocol because of its contribution to depletion of ozone layer	
CFL	Compact Fluorescent Lamp	A type of fluorescent lamp, used for lighting purposes, requiring less power compared to traditional incandescent lamps	
CFO	Chief Finance Officer	A corporate officer primarily responsible for managing financial matters including planning, reporting and managing financial risks	
CII	Confederation of Indian Industry	A non-government, not-for-profit business association that works towards creating and sustaining an environment conducive to the growth of industry in India	<a href="http://www.cii.in">www.cii.in</a>
CIO	Chief Information Officer	An executive responsible for development, implementation and operation of a firm's information technology policy to facilitate management control over all corporate resources	
CMM	Capability Maturity Model	A model of process maturity for software development including a collection of prescribed activities and a way of assessing the way these processes are being performed by an organization	<a href="http://www.sei.cmu.edu/cmm/">www.sei.cmu.edu/cmm/</a>
CO <sub>2</sub>	Carbon Dioxide	One of the main greenhouse gases as per the Kyoto and Montreal protocols	
COP	Communication on Progress	Annual disclosure to be provided by companies who are participants to the UN Global compact	
COBCE [w]	Code of Business Conduct and Ethics	Corporation wide code of business conduct and ethics that sets the broad direction and defines specific guidelines for all business transactions	
CPU	Central Processing Unit	One of the primary elements of a computer system which carries out instructions of a computer/software program	
C-SAT [w]	Customer Satisfaction	Commonly denotes a customer satisfaction initiative, like feedback or survey	
CRO	Chief Risk Officer	Person responsible for enterprise risk management	

Acronym	Expansion	Brief Explanation	Website reference
CSR	Corporate Social Responsibility	Common term used to denote, primarily, voluntary initiatives by the organisation in environmental and social areas - which may be (or even otherwise) to mitigate impacts due to the its product, service or operations	
CTO	Chief Technology Officer	Executive level position in a company who looks after Research and development, scientific and technological initiatives for the organisation	
DC	Data Center	A dedicated facility used to house computer systems and associated components	
DESC	Digital Energy Solutions Consortium	A consortium of organisations in technology, energy and environment to promote the role of ICT for energy and related issues	<a href="http://www.digitalenergysolutions.org/india/desc-india">www.digitalenergysolutions.org/india/desc-india</a>
DG	Diesel Generator	Equipment to generate electric energy, fueled by diesel	
DNA	Deoxyribonucleic Acid	Genetic entity used, figuratively, to denote the essence of an organizations values, philosophy and belief systems	
DNV	Det Norske Veritas	An independent foundation with the purpose of safeguarding life, property and the environment by helping identify, assess and advise on managing risk	<a href="http://www.dnv.com">www.dnv.com</a>
EGM	Extraordinary General Meeting	A meeting of shareholders of a company at an irregular time where inputs are required before the next AGM is to be held	
EHS	Environment, Health and Safety	A group within organizations that takes care of workplace environment, health and safety issues like preventing accidents and reducing environmental impact	
EPA	Environment Protection Agency	US regulatory authority for environment related matters and issues	<a href="http://www.epa.gov">www.epa.gov</a>
EPS [w]	Employee Perception Survey	An annual survey conducted for all employees	
ERM	Enterprise Risk Management	A framework for risk management involving identification of risks and opportunities relevant to the organization's objectives, assessing likelihood and magnitude of impact, determining a response strategy and monitoring progress	
ES	Energy Star (followed by a number)	US EPA's (Environmental Protection Agency) energy efficiency rating for electrical appliances	<a href="http://www.energystar.gov">www.energystar.gov</a>
ESI	Employees State Insurance	A state-instituted insurance scheme to provide social benefits to employees in certain adverse circumstances	<a href="http://www.esic.nic.in">www.esic.nic.in</a>
ESG	Environment, Social and Governance	Common acronym to include themes relevant to sustainability	
ESOP	Employee Stock Option Purchase	Program that offers employees option to purchase stock at a certain price (normally less than the market average)	
EVP	Executive Vice President	Designation in the organisation function. There are multiple such positions across various business units	

Acronym	Expansion	Brief Explanation	Website reference
e-waste	Electronic Waste	Waste material that comprises of electronic devices or their electronic parts	
FMG[w]	Facilities Management Group	Team responsible for overall management of facilities and campuses for Indian locations	
FTE	Full Time Equivalent	A way to measure employees' involvement in a project, typically for 'Time and Material' financial model projects. FTE of 1.0 is equivalent to a full-time worker	
FICCI	Federation of Indian Chamber of Commerce and Industry	A non-government not-for-profit association of business organizations playing a leading role in policy debates in the social, economic and political spheres	<a href="http://www.ficci.com">www.ficci.com</a>
FMCG	Fast Moving Consumer Goods	A term used for the category of products that are sold relatively quickly and are generally replaced or fully used up over short periods like soaps, detergents and food products	
FY	Financial Year	Accounting year. In India this is from 1 <sup>st</sup> April to 31 <sup>st</sup> March of the subsequent year	
GAAP	Generally Accepted Accounting Principles	The standard framework of guidelines for financial accounting used in any given jurisdiction, which includes the standards, conventions and rules accountants follow	
GDP	Gross Domestic Product	A basic measure of a country's economic output i.e. the market value of all final goods and services made within the borders of a country in a year	
GHG	Greenhouse Gases	Gases in the atmosphere like CO <sub>2</sub> , methane and nitrous oxide that cause the greenhouse effect of trapping heat within the surface-troposphere system	<a href="http://www.ghgprotocol.org">www.ghgprotocol.org</a>
GJ	GigaJoules	One billion joules, joule being a derived unit of energy in the International System of Units	
GRI	Global Reporting Initiative	A network-based organization that developed the world's most widely used sustainability reporting framework that sets out the principles and indicators that organizations can use to measure and report their economic, environmental and social performance	<a href="http://www.globalreporting.org">www.globalreporting.org</a>
HFC	Hydrofluorocarbon Family of Gases	Part of a family of Kyoto 6 Greenhouse Gases	
HRD	Human Resources Development	Department responsible for learning and development requirements of employees	
HR	Human Resources	A term used to refer to how people are managed by organizations	
HVAC	Heating, Ventilating and Air Conditioning	A system that uses ventilation air ducts installed in a building that supply conditioned air to a room through outlet vents and ducts that remove air through return-air grilles	

Acronym	Expansion	Brief Explanation	Website reference
ICT	Information and Communication Technologies	A term that includes technologies, both hardware and software, that provide access to information or means to communicate, which is used in specific contexts like education	
IFRS	International Financial Reporting Standards	Standards, Interpretations and the Framework adopted by the International Accounting Standards Board	<a href="http://www.ifrs.com">www.ifrs.com</a>
IGBC	Indian Green Building Council	Council to facilitate green buildings in India	<a href="http://www.igbc.in">www.igbc.in</a>
IIL	Industrial Injury Leave	Leave taken due to injury at workplace or during commute	
ILP[w]	Individual Learning Plan	Customized learning plan based on discussions of annual performance review for each employee	
INR	Indian Rupee	The currency of India	
IP	Intellectual Property	A term that refers to creations of the mind: inventions, literary and artistic works, symbols, names, images and designs used in commerce	
IPCC	International Panel on Climate Change	A scientific intergovernmental body tasked with evaluating the risk of climate change caused by human activity	<a href="http://www.ipcc.ch">www.ipcc.ch</a>
IR	Investor Relations	Department of a company that primarily engages in communicating financial and economic matters to shareholders, investors and other interested parties	
ISTE	Indian Society for Technical Education	Program unit under the Ministry of Human Resources Development responsible for coordinating quality improvement programs for engineering colleges and polytechnic institute faculty	<a href="http://www.isteonline.in">www.isteonline.in</a>
ISO	International Standards Organization	The world's largest developer and publisher of international standards to specify the requirements for state-of-the-art products, services, processes, materials and systems and for good conformity assessment, managerial and organizational practice	<a href="http://www.iso.org">www.iso.org</a>
IT	Information Technology	The study, design, development, implementation, support or management of computer-based information systems particularly software applications and computer hardware	
ITES	Information Technology Enabled Services	Another term used for Business Process Outsourcing services i.e., outsourcing of specific business functions or processes to third-party vendors	
ITMS[w]	Integrated Talent Management System	Comprehensive online portal for employees on learning, training and competency management	
JAWS®		Window screen reading software	
KL	Kilolitre	A unit of volume in the metric system equal to one thousand litres	



Acronym	Expansion	Brief Explanation	Website reference
KM	Kilometre	A unit of length in the metric system equal to one thousand metres	
KPI	Key Performance Indicator	Industry terminology for a measure of performance	
KWH	Kilowatt Hour	A common unit for measuring electricity, which is equal to the amount of energy expended (or dissipated) if work is done at a constant rate of one thousand watts for one hour	
LED	Light Emitting Diode	A semiconductor based light source used as indicator lamps in many devices and is increasingly being used for lighting	
LEED	Leadership in Energy and Environmental Design	A green building rating system developed by the US Green Building Council providing a suite of standards for environmentally sustainable construction	<a href="http://www.usgbc.org/leed/">www.usgbc.org/leed/</a>
LPG	Liquefied Petroleum Gases	A mixture of hydrocarbon gases used as a fuel in heating appliances and vehicles	
M&A	Mergers and Acquisitions	Buying, selling and incorporation of different companies into the organization	
MAKE	Most Admired Knowledge Enterprise	A study that is part of Teleo's research program to recognize organizations for their ability to leverage enterprise knowledge to deliver superior performance in the areas of innovation, product development, operational effectiveness and excellence in products and services	<a href="http://www.knowledgebusiness.com">www.knowledgebusiness.com</a>
CAP (Market and Total)	Market Capitalization Total Capitalization	Market cap a measurement of the size of a business enterprise equal to the share price times the number of shares outstanding of a public company Total CAP: Market CAP including debt	
MCM	Mahila Chetana Manch	A women awareness forum NGO working on women's empowerment and child development	<a href="http://www.mcmngo.org">www.mcmngo.org</a>
M.Ed.	Masters in Education	A post-graduate degree in Education	
MIS	Management Information Systems	A group of information management methods tied to automation or support of human decision-making like Decision Support Systems or Expert Systems	
Mn	Million	A number equivalent to a thousand thousands (1,000,000)	
MS®	Microsoft®	NYSE listed software products company	<a href="http://www.microsoft.com">www.microsoft.com</a>
MoEF	Ministry of Environment and Forests	Ministry under the Government of India – a regulatory and policy making authority	<a href="http://moef.nic.in">http://moef.nic.in</a>
MoU	Memorandum of Understanding	A document describing a bilateral or multilateral agreement between parties expressing a convergence of will and indicating an intended common line of action	
MQIP	Madrasah Quality Improvement Program	Project with a partner to improve teaching in madrasahs	

Acronym	Expansion	Brief Explanation	Website reference
MT	Metric Tons (also Tonnes)	A unit of measure in the metric system denoting 1000 Kilograms	
NASSCOM	National Association of Software and Service Companies	The premier trade body and the chamber of commerce of the Information Technology-Business Process Outsourcing industries in India	<a href="http://www.nasscom.org">www.nasscom.org</a>
NCPEDP	National Centre for Promotion of Employment for Disabled People	A non-profit voluntary organization working towards employment of disabled people	<a href="http://www.ncpedp.org">www.ncpedp.org</a>
NGO	Non-Governmental Organization	A legally constituted non-governmental organization created by natural or legal persons with no participation or representation of any government	
NO <sub>x</sub>	Oxides of Nitrogen	Any binary compound of oxygen and nitrogen like nitrous oxide or a mixture of such compounds	
NSE	National Stock Exchange	National Stock Exchange based in India	<a href="http://www.nseindia.com">www.nseindia.com</a>
NYSE	New York Stock Exchange	A stock exchange located at Wall Street, New York	<a href="http://www.nyse.com">www.nyse.com</a>
ODC	Offshore Development Center	Operation unit set up in an offshore location (like India) specific to each customer	
ODS	Ozone Depleting Substances	Substances like chlorofluorocarbons that cause depletion of the Earth's ozone layer	
OHSAS	Occupational Health and Safety Assessment Series	An international occupational health and safety management system specification intended to help organizations control occupational health and safety risks	<a href="http://www.ohsas-18001-occupational-health-and-safety.com/">http://www.ohsas-18001-occupational-health-and-safety.com/</a>
OPD	Out-patient Department	Department in a hospital that treats patients who come for diagnosis or treatment without being admitted for overnight stay at hospital	
PAT	Profit After Tax	Equal to the profit or bottomline of a company after all expenses like cost of sales, overheads, interest payable, one-off items and tax for a given accounting period	
PC	Personal Computer	Any general-purpose computer whose size, capabilities and original sales price make it useful for individuals and which is intended to be operated directly by an end user	
PF	Provident Fund	Contributions-based state provision with an aim to provide a fund due to retirement, unemployment, sickness, etc.	<a href="http://www.epfindia.com">www.epfindia.com</a>
PFC	Perrfluorocarbon family of gases	Part of a family of Kyoto 6 Greenhouse Gases	
PM	Particulate Matter	Tiny particles of solid or liquid suspended in a gas or liquid	
PPM	Parts Per Million	A number used to denote relative proportions in measured quantities like for the proportion of CO <sub>2</sub> in atmosphere	

Acronym	Expansion	Brief Explanation	Website reference
PRI	Principles for Responsible Investment	An investor initiative in partnership with the UNEP Finance Initiative and the UN Global Compact	<a href="http://www.unpri.org">www.unpri.org</a>
PUE	Power Usage Effectiveness	A metric used to determine the energy efficiency of a data center	
PVC	Polyvinyl Chloride	A thermoplastic polymer which is a form of plastic generally used in plumbing, electric wires, etc	
R&D	Research and Development	A function within an organization through which new products and new forms of old products are created through technological innovation by doing basic and/or applied research	
RoHS	Restriction on Hazardous Substances	A directive on the restriction of the use of certain hazardous substances like lead and mercury in electrical and electronic equipment	
ROI	Return on Investment	Ratio of money gained (+) or lost (-) in relation to the amount of money invested	
ROW	Rest of World	Used in a specific to context to include regions other than India, Americas and Europe	
Rs	Rupees (Indian currency)	A symbol for the currency of India	
RSU [w]	Restricted Stock Unit	Stock option purchase program offered to employees with a lock-in period	
SaaS	Software as a service	Refers to software/IT services offered on an on-demand and pay-as-you-go basis	
SAP R/3®	Leading ERP package from software major SAP AG®	The main enterprise resource planning software produced by SAP AG®, which is an enterprise-wide information system designed to coordinate all the resources, information, and activities needed to complete business processes such as order fulfillment or billing	<a href="http://www.sap.com">www.sap.com</a>
SEBI	Securities and Exchange Board of India	Regulatory body in India with a mandate to protect investors and regulate the securities markets.	<a href="http://www.sebi.gov.in">www.sebi.gov.in</a>
SEZ	Special Economic Zones	A geographical region that has economic laws that are more liberal than a country's typical economic laws - intended to increase investment by foreign investors	<a href="http://sezindia.nic.in">http://sezindia.nic.in</a>
SIF [w]	Self Identification Form	Form for employees to share any special need (esp. for any disability)	
Solar PV	Solar Photovoltaic	Arrays of cells that convert solar radiation into direct current electricity	
SOA	Service Oriented Architecture	A software/ IT implementation architecture model which, incorporates a flexible set of design principles	
SOX	Sarbanes Oxley	A United States Federal law that set new or enhanced standards for all US public company boards, management and public accounting firms	<a href="http://www.sarbanes-oxley.com">www.sarbanes-oxley.com</a>

Acronym	Expansion	Brief Explanation	Website reference
SOx	Oxides of Sulphur	Any binary compound of oxygen and sulphur like sulphur dioxide	
STP	Sewage Treatment Plant	A unit that uses physical, chemical, and biological processes to remove contaminants from wastewater and household sewage, both runoff (effluents) and domestic	
SUV	Sports Utility Vehicle	General term for a mid-sized vehicle capable of seating 8 to 9 people	
T (used in conjunction with material)	Tonnes	Unit of measure in the metric system, equivalent to 1000 kilograms. Used in conjunction with materials, e.g. TCO <sub>2</sub> means Tonnes of Carbon Dioxide	
TED [w]	Talent Engagement and Development	Team which has the mandate of training, capacity building and career development of employees	
TIS [w]	Technology Infrastructure Services	Unit which provides technology infrastructure solutions and services to customers	
U.N	United Nations	An international organization whose stated aims are facilitating cooperation in international law, international security, economic development, social progress, human rights, and the achieving of world peace	<a href="http://www.un.org">www.un.org</a>
UN MDG	United Nations Millennium Development Goals	Eight international development goals that 192 UN member states have agreed to achieve by the year 2015, including reducing extreme poverty, reducing child mortality rates, etc	<a href="http://www.un.org/millenniumgoals">www.un.org/millenniumgoals</a>
UNCRPD	UN Convention on the Rights of Persons with Disabilities	UN convention on the rights of person with disabilities, which has country/state ratifications and signatories	<a href="http://www.un.org/disabilities/">http://www.un.org/disabilities/</a>
UNEP	United Nations Environment Program	A programme within the UN that coordinates UN environmental activities, assists developing countries in implementing environmentally sound policies and encourages sustainable development through sound environmental practices	<a href="http://www.unep.org">www.unep.org</a>
UNGC	United Nations Global Compact	A strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption	<a href="http://www.unglobalcompact.org">www.unglobalcompact.org</a>
US, USA	United States of America		
UK CRC, CRC	UK Carbon Reduction Commitment	UK's carbon reduction commitment program – an energy efficiency initiative	
USD	United States Dollar	The currency of the United States of America	
VOW	Voice of Wipro	Employee perception survey conducted at Wipro	

Acronym	Expansion	Brief Explanation	Website reference
WASE [w]	Wipro Academy of Software Excellence	WASE is a pioneering initiative in the field of higher education in collaboration with BITS Pilani that selects the finest students from the B.Sc streams for a four year work integrated program leading to an integrated degree in engineering	
WATIS [w]	Wipro Applying Thought In Schools	A long-term, deliberate and focused initiative by Wipro Technologies to bring about systemic reform in school education	<a href="http://www.wiproapplyingthoughtinschools.com">www.wiproapplyingthoughtinschools.com</a>
WBPO [w]	Wipro Business Process Outsourcing	Wipro BPO Solutions is a leading provider of Business Process Outsourcing (BPO) focusing on the complex, voice and non-voice based segment of customer-care services. The BPO offerings are around – customer service, technical help desk, finance and accounts outsourcing, HR and procurement outsourcing	
WCCLG [w]	Wipro Consumer Care and Lighting	Wipro Consumer Care and Lighting, (WCCLG) a Business Unit of Wipro Limited, has a profitable presence in the branded retail market of toilet soaps, hair care soaps, baby care products and lighting products. It is also a leader in institutional lighting in specified segments like software, pharma and retail	<a href="http://www.wcclg.com">www.wcclg.com</a> <a href="http://www.wiprolighting.com">www.wiprolighting.com</a>
WEF	World Economic Forum	An independent international organization committed to improving the state of the world through multi stakeholder engagements.	<a href="http://www.weforum.org">www.weforum.org</a>
WI [w]	Wipro Infotech	Wipro Infotech is the leading strategic IT partner for companies across India and Middle East - offering integrated IT solutions. Wipro Infotech plans, deploys, sustains and maintains the entire IT lifecycle through, total outsourcing, consulting services, business solutions and professional services. Wipro Infotech is also leading provider of branded IT hardware like PC's and Servers in the Indian market	<a href="http://www.wipro.in">www.wipro.in</a>
WIN [w]	Wipro Infrastructure Engineering	Wipro Infrastructure Engineering delivers precision-engineered hydraulic cylinders, components and solutions and truck hydraulics components to OEMs globally in the infrastructure and related industries. It also has entered the industrial water business division in 2008	<a href="http://www.wiproinfra.com">www.wiproinfra.com</a>
WRI	World Resources Institute	A global environmental think tank working with different stakeholders to build solutions for environmental challenges	<a href="http://www.wri.org">www.wri.org</a>
WT [w]	Wipro Technologies	Wipro Technologies, a division of Wipro Limited (NYSE:WIT) provides comprehensive research and development services, IT solutions and services, including systems integration, information systems outsourcing, package implementation, software application management, and datacenter managed services to corporations globally	<a href="http://www.wipro.com">www.wipro.com</a>



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