



# Wipro Sustainability Report

FY 2020-21



## Table of Contents

Executive Chairman's Letter	3
Executive Summary	5
Sustainability Highlights	10
Report Profile	20
Wipro and Sustainability: A Strategic Overview	22
Workplace Sustainability	57
Ecological Sustainability	66
Customer Stewardship	76
Financial Stewardship and Investors	84
Supply Chain Sustainability	91
Partnering for Social Change	98
Feedback and Communication	116



# Executive Chairman's Letter



Dear fellow stakeholders,

Welcome to our 14th sustainability report. The last two years have been unprecedented in recent human history. Except during the two world wars, there has probably never been a time when entire populations have had to stay inside. As I look back and reflect on the distress faced by people in the past 2 years, there are several redeeming features we should perhaps be grateful for. For example, if not for the tremendous advances in science that helped accelerate the development and delivery of effective vaccines in a remarkably short time, our collective recovery would have been severely impaired. Equally if not more noteworthy has been the exceptional humanitarian response from our civil society, starting with emergency food relief for stranded migrants in the early days of the pandemic to large-scale implementation of Covid protocols of testing, isolation and multiple stages of treatment.

I can say here with some pride and satisfaction that Azim Premji Foundation and Wipro have been in the forefront of an integrated Covid response right from the start. For the last several months, the Foundation has been engaged in the stupendous task of ensuring that the vaccination rollout reaches underserved populations in different parts of rural India. Through a carefully planned and diligently executed collaborative effort with 3900 Primary Healthcare Centers, the program has enabled the public system to fully vaccinate 110 million people across 24 states. What is clearly evident to us through the period of the pandemic is that it is the countless acts of humaneness, fortitude and courage on the ground that have made all the difference.

The other big learning from the pandemic has been the role of digital technology. It needs no emphasis that if not for cloud-powered digital connectivity, large parts of our economy would have come to a halt with catastrophic results. For a company like ours with 230,000+ employees and customers across the globe, it is only because of cloud and digital technologies that not only were we able to ensure continuity of our operations but also serve our customers more strategically. At the same time, we must also recognize

the other side of the story, i.e., that of 'digital' fatigue and related mental health issues stemming from long periods of isolation and endless virtual meetings. As we get employees back to a new hybrid mode of work, we must do so with empathy and sensitivity. For me, a key learning from both the above examples is that while the hardware of scientific and technological progress is crucial, it can be activated only by the software of fundamental human values of compassion and inclusion.

Global attention last year also prioritized (as it must) climate change. The COP26 conference in Glasgow in November saw a rising groundswell of commitments to Net Zero emissions from governments and business. In April last year, we had announced our goal of becoming Net Zero by 2040. We have been very categorical from the beginning that the journey and pathway to Net Zero is as important as the destination. For us, this essentially means achieving deep decarbonization to the extent of at least 90% in our operations and value chain and deferring carbon offsets to the year 2040.

Our approach was validated when in October, we were one of the first 7 companies in the world to have our Net Zero targets formally accepted as part of the newly released standards by the Science Based Targets initiative. We are also actively involved in climate change advocacy through global forums like 'Transform to Net Zero' and World Economic Forum as well as through the CII Climate Change Council in India. One key concern I would like to call out is that as the world transitions to a greener tomorrow, we must make sure it is just and fair to all concerned, especially to vulnerable communities. For corporations like us, what that means is that the renewable energy we procure must be from responsible producers wherein vulnerable communities have not been displaced or otherwise affected.

While climate change is indeed a defining challenge for humanity, we must realize that it is a part of a larger set of critical societal challenges—biodiversity loss, water scarcity, urban stress, inadequate livelihoods, inequitable access to education and healthcare, and loss of social cohesiveness. As responsible members of society, corporations must engage with these issues in a deep, systemic manner. In this context, I am happy to note the significant traction ESG (Environmental, Social and Governance) has gained in the last few years, especially amongst the investor community. This is evident from the fact that in 2020, investment companies pledged to nearly USD 103 trillion of Assets under ESG Management. This sharp uptick in investor interest in ESG is welcome as it will drive companies in the direction of more extensive disclosures of their sustainability performance.

We have long held that comprehensive and transparent sustainability reporting can lead to a virtuous cycle of improvements and transformation for the company. We were one of the early adopters of the UN Global Compact principles and the GRI reporting framework. We have also been active participants in investor-led frameworks like CDP and DJSI of which we have been a 12-time running member. We have been using the Integrated Reporting framework as well as SEBI's BRR principles for our annual report since 2016. While we continue to remain actively committed to these frameworks, I would like to state the need to rationalize and simplify the plethora of ESG standards. It will greatly help accelerate the adoption of ESG by a much larger set of companies, including those from the MSME segments. Regulators, investors and businesses must come together and address this need on an urgent basis.

I started this letter by talking about the humanitarian nature of the Covid crisis and ended it by highlighting the trend of investor engagement on sustainability. This broad sweep of themes says something about the changing nature of the world we live in today... a world that is interconnected as much through markets, trade and digital tools as through viral pandemics, climate and ecology. But above this all, it is the people to people connect across cultures and countries that will perhaps play the most important role in holding us together as we navigate our way into the future.

With Best Wishes,

Rishad Premji

# Executive Summary



## Executive Summary

In this summary, we present the organization's contextual background, the diversity of our programs spanning multiple capitals, its embedding into core organization processes and our engagement with the wider community. The core principles underlying our engagement with stakeholders and our programs stem from our values. The values encapsulated in the 'Spirit of Wipro' and our brand promise are: "Be passionate about clients' success", "Treat each person with respect", "Be Global and Responsible" and "Unyielding integrity in everything we do". The **Five Habits** — Being Respectful, Being Responsive, Always Communicating, Demonstrating Stewardship and Building Trust — are our values in action, and represent how we experience Wipro every day.

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

**How we create economic value:** We are present in 55+ countries with 700+ clients across various industry sectors. In FY 21, our revenue increased by 1.5% to INR 622,425 million while operating profit increased by 16.4% to INR 123,053 million. We paid taxes of INR 30,345 million across countries we operate in. Our total net worth as of March 2021 was INR 554,593 million. As per the shareholding pattern, 73.02% of total shares is held by the promoter and promoter group, 26.62% by the Public, which is a mix of banks, financial institutions, private companies, members of the public and others, and 0.35% held by Employee Trust as of 31<sup>st</sup> March 2021. The ownership structure in Wipro is designed in a way to create economic value on one hand and social value on the other through the two philanthropic arms in India's development space.

**Our business strategy and risk management:** Our strategy supports value creation for clients and growth for our organization through five strategic priorities: accelerate growth, strengthen clients and partnerships, lead with business solutions, building talent at scale, and a simplified operating model. We are focusing our efforts and our investments on maximum results, going deeper in areas that we believe we have strength and defocusing on others, and scaling up to secure leadership positions. Our new strategy will bring us closer to clients, drive greater agility and responsiveness and help us become the employer of choice.

A proactive risk management lens is a critical input into the crafting of our strategy. In doing so, we are informed by global sustainability trends that are likely to impact the emerging business and socio-economic landscape. Over the past few years, we have undertaken a comprehensive Climate Change Risk Assessment Program for our major operational locations across the globe. This has been carried out for two scenarios (based on the IPCC defined RCP 4.5 and RCP 8.5) covering medium to long term (2030-2050) time frames. The significant risks we see are from the possibility of increase disruption to operations due to extreme weather events, especially in coastal cities in India. Infrastructure damage, employee absence and productivity loss are all likely impacts of such climate change induced events. Our mitigation strategy comprises a robust business continuity plan and appropriate infrastructure insurance. A detailed climate modelling and impact assessment exercise will help in further calibrating our risk management program.

We are a founding member of the '**Transform to Net Zero**' initiative. This is a cross-sector initiative to accelerate the transition to a net zero emissions global economy by 2050. We are the only company headquartered in Asia to be invited to the forum. We were also featured in case-lets in the report on the themes of Ambition, Strategy and Governance: <https://www.pwc.co.uk/sustainability-climate-change/assets/pdf/building-blocks-net-zero-companies-transformation.pdf>

**Collaborating with our customers:** Our approach to customer stewardship is based on our vision of delivering maximum value to our customer organizations based on a solid relationship of trust, collaboration and



competence. Our Customer Centricity framework is used to drive appropriate action that continually helps enhance customer satisfaction. Customer satisfaction surveys are conducted formally at appropriate intervals to capture customer feedback. We also provide sustainability inspired solutions to customers across industries like Automotive, Healthcare, Natural Resource, Utilities, Oil and Gas among others. While we look to create the most customer-centric solutions, we also recognize the related risks arising out of the pervasiveness of digital technologies. We have a structured risk identification and mitigation program in place to address areas such as cyber security, data privacy and business continuity.

As the world transitions to a new normal, Wipro is contributing to a more empowered and resilient future for customers and communities. **Our vision is to** (a) be a trusted partner to our clients in their transformation journey and enable them in achieving leadership in their respective industries and (b) deliver value to our clients as part of their transformation journey through sector focused 'Business Solutions', 'Digital' and 'Technology' capabilities, cutting edge innovation, leveraging our strategic partnerships and our world class talent. We aim to realize our vision through five key strategic priorities: **Accelerate growth – focus and scale; Strengthen clients and partnerships; Lead with business solutions; Building talent at Scale and Simplified operating model.**

**Our approach to workplace sustainability:** Value for customers is created primarily by our talented employees, who design, develop, and implement integrated solutions. We have a global and diverse workforce of 200,000+ employees spread across 55 countries. We place strong emphasis on respecting dignity, diversity and being sensitive to human rights. Our policies and processes are designed to promote transparency and responsible conduct in the workplace. Our people strategies are geared towards creating an unparalleled employee experience through diverse learning opportunities, great careers, a strong employer brand, an empowering and inclusive culture where our employees find meaning in what they do while they create value for Wipro. Our focus now is to create hybrid ways of working to ensure employee wellbeing as well as business continuity.

Our people strategy is based on **Culture Transformation and Inclusion & Diversity, People Process, Employee Experiences, Engagement and Communication.** We view employees as key stakeholders and provide multiple engagement platforms and initiatives to facilitate continuous communication, feedback and advocacy. Our approach towards people development includes helping cultivate a strong sense of citizenship and social responsibility as well. In FY 2021, 25,000 Wipro employees contributed monetarily and around 500 employees contributed about 1,500 hours in helping Wipro Cares partners, distributing dry ration and hygiene kits, and organizing awareness and health camps. Our multi-dimensional Diversity and Inclusion program enters its 14th year, and we continue to drive initiatives around the theme of gender, persons with disabilities, the LGBTQ+ community, nationalities and underprivileged communities. We extend our efforts in promoting diversity to our partner employees, communities and supplier networks as well.

Top two workplace related issues exacerbated due to COVID-19 pandemic are health & safety and transition to work from home – the later influenced by family commitments like care giving, education for children, domestic work among others. As a response to COVID-19, we enabled Wiproites globally to Work-From-Home. Currently, less than 2% of our employees are working from Wipro offices. We have taken additional actions to protect and provide support to our employees and their immediate family members. Some of our key initiatives to support our employees are: **COVID-19 Isolation Care Centers; Medical Support; Wellness Platform; Vaccination Support; COVID-19 Safety Webinar Series and COVID-19 Support Communication.**

**Partnering with our supply chain:** We consider our suppliers as vital to our business continuity and optimal performance. In order to build and maintain a sustainable supply chain, we collaborate with our suppliers on ethical and responsible sourcing of products and services. We also assess supply chain risks arising out of weak people practices in our supplier firms and work with suppliers to mitigate and eradicate them. Specifically, we engage in strengthening labor and human rights compliance and fair working conditions. We

have a robust people supply chain comprising of contract employees engaged in IT Services and Solutions Delivery, Security and essential functional services such as Maintenance and Housekeeping.

**Our environmental externalities and how we manage them:** Our ecological sustainability programs comprise multiple themes that are identified through a rigorous assessment of environmental impacts arising from our business and supply chain operations. The key themes of our ecological sustainability program are Energy, Water, Waste Management, Campus Biodiversity and Urban Resilience.

One of the pivots of our assessment process is the Natural Capital Valuation exercise, to gauge the impacts created across our operations and value chain on a comprehensive set of environmental factors. The results of the assessment have been incorporated back into our sustainability agenda, goals and actions.

Our lifecycle approach to energy efficiency starts with green building design and incorporates rigorous execution of the use of energy efficient technologies and renewable energy. These initiatives have resulted in **energy saving of 206.7 million** over the last decade. We have Science Based Targets (SBTs) for reductions in carbon intensity and absolute emissions till 2030 and 2040.

### **Wipro's Commitment to Contribute to Planetary Net Zero Goals**

We are one of the first 7 companies globally to have Net Zero goals validated against the Net Zero standard from SBTi (Science Based Targets Initiative). Our focus is on direct decarbonization approaches.

**Near-Term Targets** Wipro commits to reduce absolute scope 1 and 2 GHG emissions 59% by FY2030 from a FY2017 base year,\* and absolute scope 3 GHG emissions 55% by FY2030 from a FY2020 base year.

We are also committed to reach 100% RE by 2030.

**Long-Term Targets** Wipro also commits to reduce absolute scope 1 and 2 emissions 100% by FY2040 from a FY2017 base year,\* and absolute scope 3 GHG emissions 100% by FY2040 from a FY2020 base year.

Our rigorous focus on improving freshwater efficiency has resulted in saving 5597 million liters of freshwater between FY 2015-21. At the overall level, 32% of our total water requirement in FY21 was met through recycling. Given the fluid nature of the water problem, our efforts in water go beyond our organizational boundaries. We have partnered with expert organizations, citizen groups and government bodies to address systemic issues affecting communities in the proximity of our locations through programs like Participatory Ground Water Management Program.

All our campuses in India segregate, track and manage more than 40 subcategories of waste. Close to 90% of the total waste from India is recycled through both in-house recycling and through external reprocessing through authorized vendor tie-ups.

Our urban biodiversity program addresses the twin aims of creating biodiversity in our urban campuses while also using it as a platform for wider employee education and advocacy. We believe that biodiversity in campuses makes for a more holistic work setting and builds a deeper sense of connectedness and understanding of our natural surroundings. The scientific consensus around the origin of the Covid-19 pandemic has further reinforced the relevance of this and the call for an urgent recalibration of our societies to stay within nature's balance.

**Community Engagement:** Our adherence to the principle of good citizenship and responsibility extends beyond the boundaries of our core business to our communities. Our approach in this regard is two pronged: (a) to mitigate/minimize any negative impacts of our operations on proximate communities, and (b) to proactively try and make a positive difference to communities. Our chosen domains of engagement are education, ecology and community care. Our approach is to engage deeply and meaningfully in long-term systemic challenges. The common foundation underlying all our social initiatives is derived from the



values of Spirit of Wipro: 'Treat each person with respect; Be global and responsible; Unyielding Integrity in everything we do' are universal tenets that underline our approach to social change and community engagement.

Our initiatives are designed to be contextually relevant to local communities and geographies. In India, for instance, there are some common challenges and complexities related to the system of school education. But these also vary depending on the geographical, social and cultural milieu. The Wipro Education initiatives partner with civil society to bring about systemic, long-term improvement in school education. The Wipro earthian program on the other hand engages with schools and colleges to foster sustainability thinking and action among the young in India.

The Wipro Cares program engages with communities in various parts of India, supporting initiatives on primary healthcare, education for underprivileged and girl children, children with disabilities, and rehabilitation in disaster-hit areas. Several of these initiatives are in geographies distant from our operational locations; we support them as they have significant, intrinsic value, and contribute to long-term social well-being.

**Governance and Management:** All our programs and actions are based on a strong foundation of ethics and values, manifest in the Spirit of Wipro. Our values and principles of ethical conduct are embedded in all our policies, processes and procedures. We also have a comprehensive Code of Business Conduct for our suppliers that cover basic issues of human and labor rights. Stakeholders are encouraged to highlight and report any wrong-doing or violation of our values and ethics via the Ombuds process, without fear of reprisal.

The reporting process is open to all, and we have a relatively large number of cases reported, which is the reflection of stakeholder empowerment, transparency, and trust placed in the Ombuds process. Our approach to corporate governance extends much beyond statutory compliance and is based on a four-tier governance structure, with clear roles and responsibilities for advocating, implementing, reviewing and guiding ethical conduct. While our sustainability strategy and action are carried out across organizational levels, geographies and functions, the primary oversight of all programs is with our Board of Directors led by our Chairman and the Group Executive Council.

We consider voluntary disclosures such as this Sustainability Report as being integral to our standards of good governance. Comprehensive and well-articulated sustainability disclosures reflect a culture of transparency and accountability that is central to our sustainability philosophy. We have been active participants in several Environment, Social and Governance (ESG) disclosure frameworks such as the Dow Jones Sustainability Index, the Carbon Disclosure Index, and the Ethisphere's World Most Ethical Company Listing. Our disclosures aligned with GRI (Global Reporting Initiatives) and NVGs (National Voluntary Guidelines) are available in the public domain.



# Sustainability Highlights



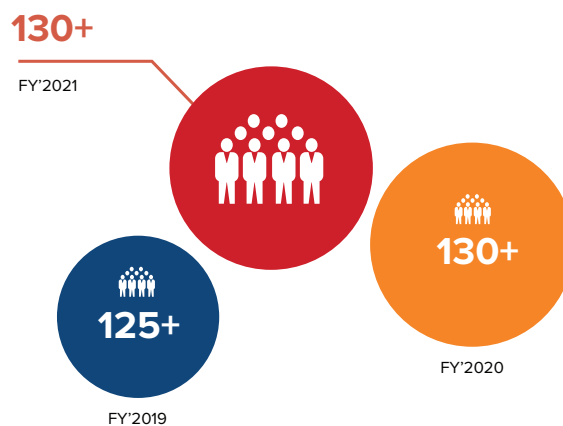
## Workplace Sustainability

- **1,56,600+** employees in foundational, intermediate and advanced digital skills as of FY 2021.
- Wipro OnAir –We profiled unique stories on our global podcast series to celebrate the resilience of the human spirit. Since its launch in 2017, it has received over **766,000** hits on **99 podcasts**.
- Our internal social networking platform, Yammer has **160,000+** users who have shared more than 2.8 million messages and formed thousands of groups which are strong communities within Wipro.
- Collaborative platforms like 'Teams' is used widely to set up meetings, chats, share data and collaborate across geographies and time zones. The platform has over **128,644** users with about **49 million conversations** per month.
- **19 locations** in India and **8 locations** outside India under ISO 14000 and ISO 45001 certifications – representing **80%** of coverage by workforce.
- Key policy updates included changes to medical assistance, insurance and leave policies.

### Total Employees

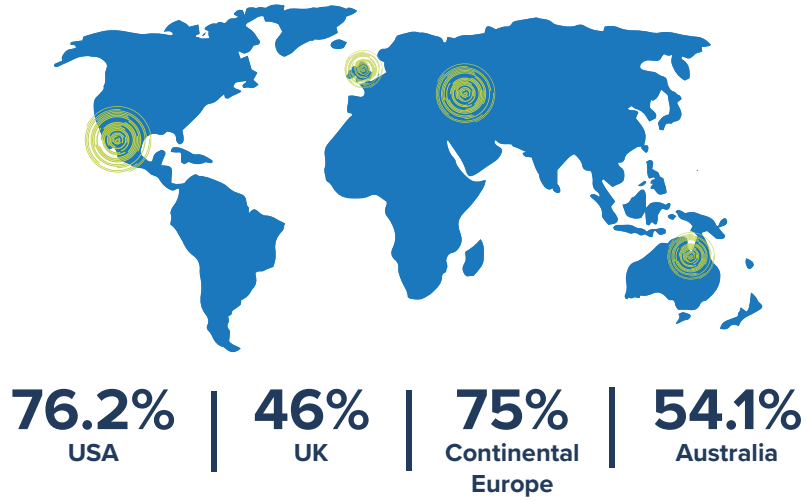


### Nationalities in Workforce

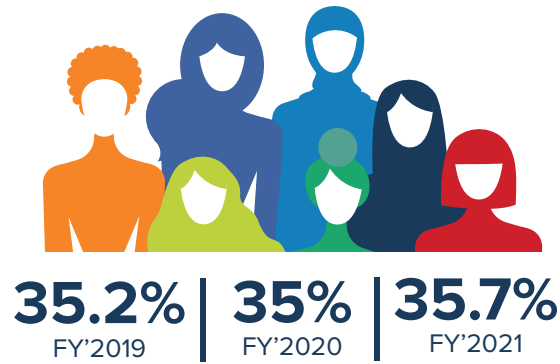




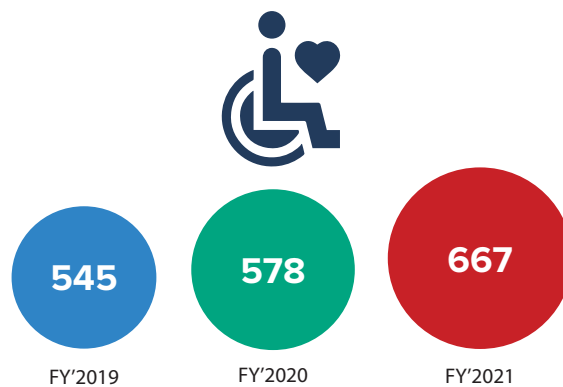
## Localization in Workforce Key Geographies



## Women Employees (%)



## Persons with Disabilities





## Ecological Sustainability

- 42.6% (73.7 million units) of our total India Energy Consumption comes from Renewable Energy (RE) in FY21
- 21% increase in energy saving due to server virtualization from FY20
- 3 biodiversity projects completed till date - Butterfly Park, Wetland Zone and Thematic Garden in Bengaluru and Pune
- Long-term urban water programs in Bengaluru, Pune and Hyderabad for citizen engagement and advocacy on ground water management
- Bengaluru Sustainability Forum hosted a reading and discussion series on the UN SDGs on topics related to health, gender equality, quality education, sustainable cities, clean energy and reduced inequalities.

### Total GHG Emission (Tons of CO<sub>2</sub> eq.)

**498,236**

FY'2019

**559,510**

FY'2020

**447,683**

FY'2021



### Waste Sent to Landfill (Excluding C&D)



**3.0%**  
FY'2019

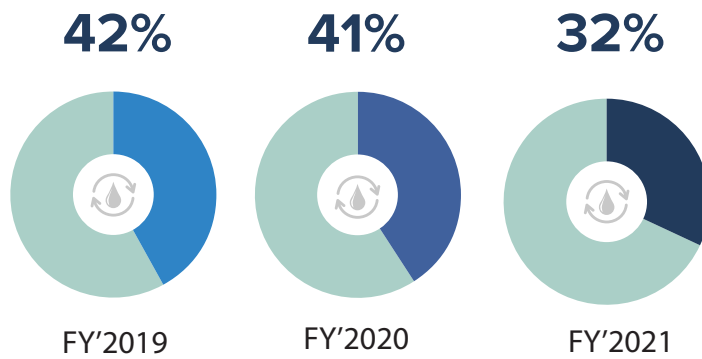
**3.0%**  
FY'2020

**3.9%**  
FY'2021

### Environmental Impact (NCX Valuation in USD million)



### Water Recycled (% of Total Water Consumption)







## Customer Stewardship

### Customer Engagement

- Participated in sustainability assessment led by **100+** customers
- TopCoder is our crowdsourcing and on-demand talent platform for enterprise with **1.6 million** members from over **250 countries**. In FY21 **49K** challenges and tasks were completed, an increase of **88%** from FY20.



## Supply Chain Sustainability

### Engaging with Suppliers

Ethical	Ecological	Responsible	Diversity
Wipro expects its suppliers to adhere to Wipro Code of Business Conduct and Spirit of Wipro. We conduct Social Compliance Program for manpower services providers.	Our IT hardware procurement guidelines comply with the EPEAT standard from Green Electronic Council.  We use Managed Print Services for higher operational efficiency and reduction in resource consumption.	Wipro expects its suppliers to adhere to principles of human rights, employee welfare, health and safety, minimum wages and maximum working hours.	Wipro is an Equal Opportunity employer and advocates the same through its supply chain by encouraging supplier diversity. We have 25.6% gender diversity ratio for suppliers staff deployed at our facilities.



## Social Responsibility

### School Education

- Wipro Foundation's education programs have reached over a million children across 27 states. We have supported over **250+** educational projects and initiatives through our engagements with more than 200 organizations.
- Nearly **8,800** children from underprivileged communities benefited from our 22 education projects in 9 states through our community program.
- Education for Children with Disability Program supports the educational and rehabilitative needs of over **2,200** underprivileged children with disabilities, through 14 projects in 5 states.



### Engineering Education

- Supported 37,000 students to pursue higher education in engineering through WASE, WiSTA and WIMS programs cumulatively.
- Trained 60,000+ students and 100 faculty in digital technologies through our program TalentNext cumulatively.
- 26,100+ students successfully completed M. Tech degrees over the last two decades.

### Sustainability Education

- In FY21, 900+ schools and colleges across 79 districts in 29 states and 3 UTs participated in the flagship Wipro earthian program.
- The 10th edition of the Wipro earthian awards were held virtually for the first time with attendees including winning teams, program partners and employees.

## Science Education Fellowship (SEF) Program

- Started in 2012, the Wipro SEF USA is a two-year program designed to improve individual teacher practice, foster teacher leadership opportunities, and create a district corps of teacher leaders supporting sustainable positive changes in science education.
- Launched the Wipro SEF program in the UK in FY 2019 in partnership with King's College, London (KCL) and Sheffield Hallam University (SHU). In FY21, we have supported 42 fellows.

## Community

- Over 385,562 people from disadvantaged communities have access to primary healthcare through 10 healthcare projects across 5 states as a result of our interventions.
- Supported more than 6,000 people that were affected by natural disasters (cyclones & floods) through 6 disaster response projects.
- Urban solid waste management project provides social, nutritional and health security to more than 13,000 workers in the informal sector.
- Community ecology project helped around 400 farmers in planting 40,000 trees and promoting agroforestry among farmer communities.



Photo: Shiksharth



## SDG Alignment

**SDGs for which we have direct positive impact through our programs.**



**SDGs for which our work indirectly contributes to positive impact.**



SUSTAINABLE  
DEVELOPMENT  
**GOALS**  
ALIGNMENT



## Rewards & Recognition

- Member of Dow Jones Sustainability Index (DJSI), World for the 12<sup>th</sup> times in a row
- Named as 2021 World's Most Ethical Company for the 10th successive year by the Ethisphere Institute
- Received Silver Class Sustainability Yearbook Award 2021
- Ecovadis-CSR rating of Gold
- Member of Vigeo Eiris Emerging Market Sustainability Index (comprises of the 70 most advanced companies in the Emerging Market Region)
- Member of FTSE4Good Index Series and a global sector leader
- Received A- in Carbon Disclosure Project (CDP) - Climate Change Assessment
- Wipro received ATD's Best of the BEST Award 2021 for the 5<sup>th</sup> consecutive year.
- Wipro has been included in 2021 Bloomberg Gender-Equality Index (GEI).
- Wipro has received a rating of 95 in the Corporate Equality Index 2021, by the Human Rights Campaign Foundation.
- Wipro was recognized as winner for 'Best Employer for Persons with Disabilities' and second runner-up for 'Best Employer for D&I', in the large category at the 2nd ASSOCHAM Diversity & Inclusion Excellence Awards.
- Wipro has been recognized as 'Disability Confident Committed Employer' in the UK. This is a government certification in the UK for making sustained efforts to strengthen disability inclusion.
- Wipro was named as India Workplace Equality Index (IWEI) Top Employer for LGBT+ inclusion in 2020.
- Wipro has been recognized for its framework and innovative strategies for hiring and inclusion of persons with disabilities by Zero Project, an international platform for assessing and felicitating innovative work done in the space of disability inclusion.
- 2020 Working Mother & Avtar Most Inclusive Companies Index (MICI): Declared as a 'Exemplar of Inclusion'
- 2020 Working Mother & Avtar Best Companies for Women in India (BCWI) list: Declared as one of the '100 Best Companies for Women in India'
- Wipro has been recognized as a Top Employer in Australia for 2020 by the Top Employers Institute.





# Report Profile



## Report Profile

Reporting Period for Integrated Report - Extended	April 1, 2020, to March 31, 2021 (Referred hereafter in short as '20-21')
Date of most recent previous report	Wipro Sustainability Report for last fiscal year 2019-20, released in March
Link to previous report	<a href="#">Wipro's Sustainability Report 2019-20</a>
Reporting Cycle	Annual basis
Contact Point	Narayan P S Vice President and Head, Sustainability Email: narayan.pan@wipro.com

## Scope and Boundary

### Businesses\*

Wipro Technologies

All entities of and including Wipro Ltd.

### Geographies

America

Europe

India

Japan

Middle East

Asia Pacific

### Scope of Reporting

Financial Performance Indicators All Geographies

Environmental Performance Indicators India (Energy data reported for overseas location)

Employee Metrics All geographies

Social performance metrics Primarily India

Other Qualitative Reporting All Geographies (unless otherwise specified)

\*A list of all entities included in the consolidated financial statements is given in pages 302-307 of Wipro Annual Report for FY 2020-21.

## Approach:

Like our previous reports, we continue to adopt the stakeholder format of reporting. Given that stakeholder inclusion and engagement is such a crucial cornerstone of the Aa1000 and the GRI frameworks, we believe that the stakeholder format is more appropriate for focusing attention on key material aspects for each of the stakeholders. Each individual section in this report is structured as our response to concerns of the respective stakeholder identified through the materiality assessment. Additionally, since financial year 2019-20 we have been following the ISO26000 guidelines.





# **Wipro and Sustainability: A Strategic Overview**

## Wipro and Sustainability: A Strategic Overview

In this section, we present an overview of the Organization’s Strategy and Business Operations. Governance driven by core values is integral to how we engage and work with our stakeholders. Our approach to corporate governance in this section covers the key areas of governance by the board, risk management, codes of conduct and policies, disclosures and grievance redressal and feedback mechanisms. All of these, together, provide the anchors for navigating our journey in being a responsible organization.

### Organization Overview

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. We harness the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help our clients adapt to the digital world and make them successful. A company recognized globally for its comprehensive portfolio of services, strong commitment to sustainability and good corporate citizenship, we have over 200,000 dedicated employees serving clients across six continents. Together, we discover ideas and connect the dots to build a better and a bold new future.

### Values, Vision, Policies

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

**Be passionate about clients’ success**

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

**Treat each person with respect**

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

**Be global and responsible**

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

**Unyielding integrity in everything we do**

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

## Wipro Vision

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

## Policies

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

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

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

## Business Overview

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

## IT Services

Our IT Services service offerings are organized through two Global Business Lines (GBLs) - Integrated Digital, Engineering and Application Services (‘iDEAS’) and Cloud Infrastructure, Digital Operations, Risk and Enterprise Cyber Security Services (‘iCORE’). iDEAS will include the service lines Domain and Consulting, Applications and Data, Engineering and R&D and Wipro Digital. iCORE will include the service lines Cloud and Infrastructure services (‘CIS’), Digital Operations and Platform (‘O&P’) and Cybersecurity and Risk Services (‘CRS’). Delivery, practices, practice sales are owned by GBLs. GBLs will bring in global scale, capabilities and solutions and best practices in delivery.

### Global Business Line Mix

% of revenue in FY’2021





## IT Products

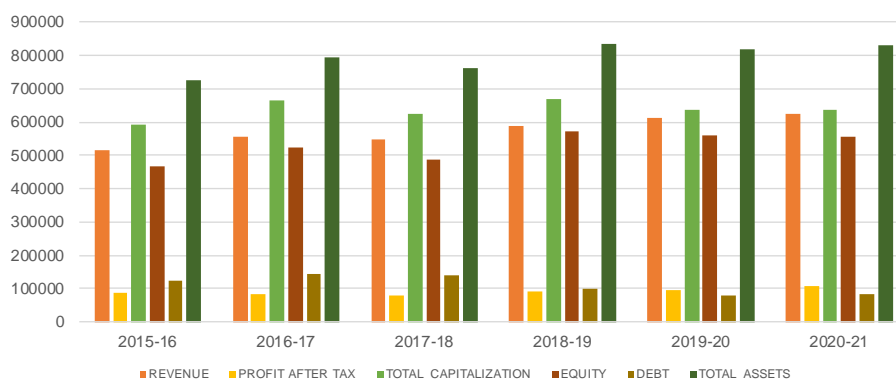
We provide our offerings to enterprises in all major industries, primarily in the India market: Government, Defense, IT and IT-enabled services, Telecommunications, Manufacturing, Utilities, Education and Financial services sectors. We have a diverse range of customers. For the year ended March 31, 2021, we had one customer that accounted for 15.4% of our overall IT Products segment revenue.

## ISRE

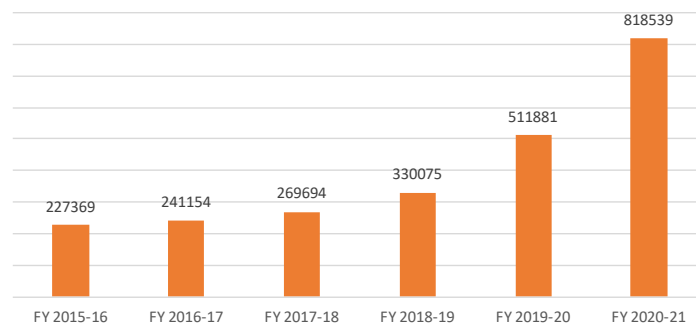
Our ISRE segment consists of IT Services offerings to organizations owned or controlled by the GoI and/or any Indian State Governments. Our ISRE strategy focuses on consulting and digital engagements, and we are selective in bidding for SI projects with long working capital cycles.

## Key Organizational Metrics

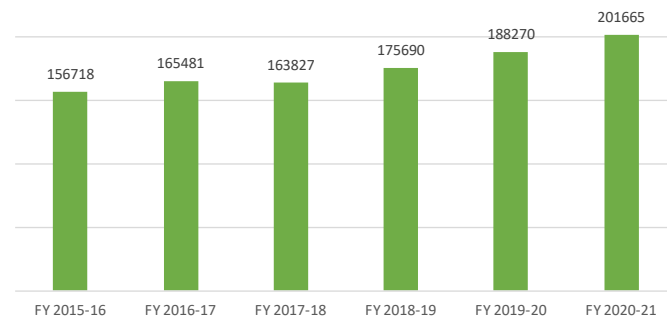
### Financial Performance



### No. of Shareholders



### No. of Employees



Number of employees figures are only for core employees in IT business. Does not include partner employees, retainers and support service workforce.



## Good Governance and Management Practices

### Corporate Governance

At Wipro, Corporate Governance is more than just adherence to the statutory and regulatory requirements. It is equally about focusing on voluntary practices that underlie the highest levels of transparency and propriety. Our Corporate Governance philosophy is put into practice at Wipro through the following four functional layers, namely,

GOVERNANCE BY SHAREHOLDERS	
GOVERNANCE BY BOARD OF DIRECTORS	
GOVERNANCE BY SUB-COMMITTEES OF BOARD OF DIRECTORS	Audit, Risk and Compliance Committee, which also acts as Risk Management Committee
	Board of Governance, Nomination and Compensation Committee, which also acts as CSR Committee
	Administrative, Shareholders and Investors Grievance Committee (Stakeholders Relationship Committee)
GOVERNANCE BY MANAGEMENT PROCESS	Risk Management
	Code of Business Conduct
	Compliance Framework
	The Ombuds process
	Spirit of Wipro

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

### Governance by Management Process

Ensuring regulatory compliance and adherence to standards is of utmost importance to Wipro. Wipro has a compliance framework, and the objective of this framework is to deploy appropriate practices and processes to ensure compliance with all applicable laws and regulations, globally and to ensure compliance risks are identified, and adequately mitigated. The Compliance framework includes the Global Statutory Compliance Policy and Certification Process as approved by the Audit Committee and Board of Wipro Limited. Electronic dashboards, self-declaration checklists on statutory obligations and audits are some of the mechanisms to monitor and manage compliance in Wipro.

The Risk Steering Council and Risk and Governance committee, meet on monthly & quarterly basis respectively, to review key risk themes and provide direction and oversight, to the risk management process.

### Governance by Code of Business Conduct

Wipro has an organization wide Code of Business Conduct which reflects general principles to guide employees in making ethical decisions. The Code outlines fundamental ethical considerations as well as specific considerations that need to be maintained for professional conduct. More details are provided in the Corporate Governance report.

## Board of Directors

As of March 31, 2021, our Board had two Executive Directors, six non-executive Independent Directors and one non-executive non-independent Director. The Executive Chairman and Whole Time Director, and the non-executive non-independent Director are Promoter Directors. The Chief Executive Officer (CEO) and Managing Director is a professional CEO who is responsible for the day-to-day operations of the Company. Of the seven Non-Executive Directors, six are Independent Directors, free from any business or other relationship that could materially influence their judgment. In the opinion of the Board, all the Independent Directors are independent of the management and satisfy the criteria of independence as defined under the Companies Act, 2013, the Listing Regulations and the NYSE Listed Company manual.

The Board is well diversified and consists of two women Independent Directors and three Directors who are foreign nationals. The profiles of our Directors are available on our website at <https://www.wipro.com/leadership>.

In the opinion of the Board and the Board Governance, Nomination and Compensation Committee, the following is a list of core skills/expertise/competencies required in the context of the Company’s business and which are available with the Board:

Wide management and leadership experience	Strong management and leadership experience, including in areas of business development, strategic planning and mergers and acquisitions, ideally with major public companies with successful multinational operations in technology, manufacturing, banking, investments and finance, international business, scientific research and development, senior level government experience and academic administration.
Information Technology	Expertise or experience in information technology business, technology consulting and operations, emerging areas of technology such as digital, cloud and cyber security, intellectual property in information technology domain, and knowledge of technology trends.
Diversity	Diversity of thought, experience, knowledge, perspective, gender and culture brought to the Board by individual members. Varied mix of strategic perspectives, geographical focus with knowledge and understanding of key geographies.
Functional and managerial experience	Knowledge and skills in accounting and finance, business judgment, general management practices and processes, crisis response and management, industry knowledge, macro-economic perspectives, human resources, labor laws, international markets, sales and marketing, and risk management.
Personal values	Personal characteristics matching the Company’s values, such as integrity, accountability, and high-performance standards.
Corporate governance	Experience in developing and implementing good corporate governance practices, maintaining board and management accountability, managing stakeholders’ interests and Company’s responsibilities towards customers, employees, suppliers, regulatory bodies and the communities in which it operates. Experience in boards and committees of other large companies.

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

Name of Director	Skills/Expertise/Competencies					
	Wide Management and Leadership Experience*	Information Technology	Diversity	Functional and Managerial Experience*	Personal Values	Corporate Governance
Rishad A. Premji	✓	✓	✓	✓	✓	✓
Thierry Delaporte <sup>1</sup>	✓	✓	✓	✓	✓	✓
Azim H. Premji	✓	✓	✓	✓	✓	✓
William Arthur Owens	✓	✓	✓	✓	✓	✓
M. K. Sharma	✓	-	✓	✓	✓	✓
Ireena Vittal	✓	✓	✓	✓	✓	✓
Patrick J. Ennis	✓	✓	✓	✓	✓	✓
Patrick Dupuis	✓	✓	✓	✓	✓	✓
Deepak M. Satwalekar <sup>2</sup>	✓	✓	✓	✓	✓	✓

\* These skills/competencies are broad-based, encompassing several areas of expertise/experience. Each Director may possess varied combinations of skills/experience within the described set of parameters, and it is not necessary that all Directors possess all skills/experience listed therein.<sup>1</sup> Mr. Thierry Delaporte was appointed as the Chief Executive Officer and Managing Director for a term of 5 years with effect from July 6, 2020, to July 5, 2025.<sup>2</sup> Mr. Deepak M. Satwalekar was appointed as an Independent Director for a term of 5 years with effect from July 1, 2020, to June 30, 2025.

**Board Tenure of Directors:** In FY 2020-21, 2 members of board have +10 years, 4 members of Board have 0- 5 years, and 3 member of board have 6 -10 years. Average tenure of Board of Directors is 11.3 years.

## Board Nomination and Selection

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

## Training of Board

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

## Board Evaluation

In line with the Corporate Governance Guidelines of the Company, Annual Performance Evaluation was conducted for all Board Members as well as the working of the Board and its Committees. This evaluation was led by the Chairman of the Board Governance, Nomination and Compensation Committee with specific focus on performance and effective functioning of the Board. The Board evaluation framework has been designed in compliance with the requirements under the Companies Act, 2013 and the Listing Regulations, and in accordance with the Guidance Note on Board Evaluation issued by SEBI in January 2017. The Board evaluation was conducted through questionnaire designed with qualitative parameters and feedback based on ratings.

Evaluation of the Board was based on criteria such as composition and role of the Board, Board communication and relationships, functioning of Board Committees, review of performance of Executive Directors, succession planning, strategic planning, etc.

Evaluation of Committees was based on criteria such as adequate independence of each Committee, frequency of meetings and time allocated for discussions at meetings, functioning of Board Committees and effectiveness of its advice/recommendation to the Board, etc.

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

The outcome of the Board Evaluation for the financial year 2020-21 was discussed by the Board Governance, Nomination and Compensation Committee and the Board at their respective meetings held in April 2021. The Board has received highest ratings on Board communication and relationships, legal and financial duties of the Board and Composition and Role of the Board. The Board noted the actions taken in improving Board effectiveness based on feedback given in the previous year. Further, the Board also noted areas requiring more focus in the future, which includes further progress on Board diversity, Strategy especially post COVID-19, discussion on succession planning, and risk management.

## Conflict of Interest

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

The Board Profile section in our Annual Report discloses other board memberships held by our Board of Directors. Service on Boards and/or Committees of other organizations shall be consistent with the Company's conflict of interest policy. Wipro is a promoter group-led company with the promoters having other diverse businesses and interests. Given the fact that the promoter group has occasions to engage in Related Party Transactions (RPTs), disclosures on the same are made in our annual reports in the interest of transparency. Such transactions are guided by 'Policy on Related Party Disclosures', an abridged version of which is made available in our website at <https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/ethical-guidelines/12759-abridged-policy-for-related-party-transactions.pdf>

## Risk Management

The risk landscape in the current business environment is changing dynamically with the dimensions



of Cyber security, Information Security and Business Continuity, Data Privacy and Large Deal Execution figuring prominently in the risk charts for most organizations in our sector. To effectively mitigate these risks, we have employed a risk management framework, which helps proactively identify, prioritize and mitigate risks. The framework is based on principles laid out in the four globally recognized standards as below.

### Risk Management Framework

The risk landscape in the current business environment is changing dynamically with the dimensions of Cyber security, Information Security and Business Continuity, Data Privacy and Large Deal Execution figuring prominently in the risk charts of most organizations. To effectively mitigate these risks, we have employed a risk management framework, which helps proactively identify, prioritize and mitigate risks. The framework is based on principles laid out in the four globally recognized standards as below.

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



### Risk Governance

The Board Committee on Audit, Risk and Compliance consisting of non-executive independent directors has the responsibility of periodically reviewing the company’s policies for risk assessment and risk management and assess the steps taken to control such risks. The committee also reviews and approves the Strategic and Operating Plan of Enterprise Risk Management function of the Company. Concomitantly, the internal Audit function at Wipro also plays a key role in identifying and highlighting potential risks to the Board Committee. High risks including concerns related to grievance redressal, sexual harassment prevention and

## Major Risk Management and Risk Mitigation Initiatives

Major risks	Mitigation plan
<p>Pandemic and COVID-19</p> <p>This includes COVID-19 outbreak within the company’s premises, impacting employee safety and well-being.</p>	<p>→ <b>Work from home policy</b> – Implemented WFH policy wherein most employees continue to work from home, barring the absolute essential staff mandated by customer requirement</p> <p>→ <b>Workplace safety measures</b> – Availability of medical support within premises</p> <p>→ <b>Wellness focus</b> – physical and emotional well-being, financial support</p>
<p>Regulatory Compliance</p> <p>It covers various federal, state, local and foreign laws relating to various aspects of the business operations and non-compliances can result in substantial fines, sanctions, etc.</p>	<p>→ A program on statutory compliance is in place with the objective to track all applicable regulations, obligations and corresponding action items that require to be adhered to ensure compliance along with necessary workflows enabled</p>
<p>Business Continuity Risk</p> <p>This arises out of global disruptions like pandemic, natural disasters, IT outages, cyber security, terror attacks and unrest, power disruptions.</p>	<p>→ Business Continuity Management System (BCMS) and a framework aligned to ISO 22301 across global locations, accounts and service functions</p> <p>→ Core BCM team is a skilled cross-functional team comprising members from Delivery, Legal, Office Administration, HR, Procurement, IT enablement &amp; IT security teams</p>
<p>Escalation of Information Security, Cyber Security and Technology Risk.</p>	<p>→ Effective security controls implemented to detect, prevent and remediate threats</p> <p>→ Program to continuously monitor the effectiveness of the controls are implemented to effectively sustain the security controls</p> <p>→ Focus on continuous improvement of the efficacy of the security controls with the adoption of new processes and latest technology solutions</p>
<p>Internal Financial Reporting and Control.</p>	<p>→ As a response to the COVID-19 pandemic, we initiated our business continuity program in March 2020 and facilitated our employees to work remotely/work from home.</p> <p>→ Our business continuity program and the design of our processes allow for remote execution with accessibility to secure data. There were no changes to our internal control over financial reporting that have materially affected or are reasonably likely to materially affect our internal control over financial reporting during the period covered in this Annual Report.</p>

<p>Data Privacy regulations (such as General Data Protection Regulation in Europe) relating to personal information dealt with both by and on behalf of Wipro increases the risk of non-compliance.</p>	<ul style="list-style-type: none"> <li>→ Strengthened the Data Privacy program, taking into consideration the privacy regulatory requirements, with specific emphasis to revalidate all existing frameworks, policies and processes that can be leveraged by respective support function and delivery teams, covering all applicable geographies and areas of operations</li> <li>→ Executed Data process/ Data transfer agreements with customers as well as vendors for flow down DTA/DPA to ensure governance</li> <li>→ Also strengthened Wipro systems to ensure personal data governance from controller perspective</li> <li>→ Adherence to privacy by design is a non- negotiable requirement incorporated in the application development and rollout process</li> <li>→ Set up a well-defined process to handle subject access requests related to personal data, to cater to the SAR requirements</li> <li>→ Implemented a 24*7 personal incident management process to ensure speedy governance on personal data related incidents; if any</li> <li>→ Made mandatory data privacy awareness and refresher sessions for all employees as part of Wipro onboarding process</li> </ul>
<p>Geo-political or Economic Situations</p> <p>Risk of Protectionism policies impacting the business in that market.</p>	<ul style="list-style-type: none"> <li>→ Country Risk Assessment framework</li> </ul>
<p>Employee work-place Environment, Health, Safety and Security Risk is a major focus are</p>	<ul style="list-style-type: none"> <li>→ Addressing employee health and safety requirements including both the physical and mental well-being</li> <li>→ Extended safe and healthy work environment to all our contractors, customers, visitors at our premises and to our extended value chain</li> <li>→ OHSAS ISO45001 implemented across campuses</li> </ul>
<p>M&amp;A integration</p> <p>M&amp;A is a key strategy for Wipro. The seamless and successful integration of the new entities into the larger organization is a key focus.</p>	<ul style="list-style-type: none"> <li>→ Involved a cross functional team to plan the integration, right from the due diligence stage to post integration and until steady state operations</li> </ul>

<p><b>Intellectual Property (IP)</b> Violating or misusing our client's intellectual property rights or for breaches of third-party intellectual property rights or confidential information in connection with services to our clients can lead to reputational and financial risk. Inadequate protection of Wipro IP can lead to financial loss and loss of market opportunity.</p>	<ul style="list-style-type: none"> <li>→ An elaborate program exists to safeguard our clients and Wipro's Intellectual Property</li> <li>→ The dedicated IP unit ensure that all Wipro and client IP is protected, reviews and enhances program on an on-going basis and ensures a strong Governance</li> <li>→ Undertake employee awareness and training programs, employee IP declaration, systemic controls and periodic reviews to ensure adherence</li> </ul>
<p><b>Service Delivery and Obligation Management Risk</b></p>	<ul style="list-style-type: none"> <li>→ Risk Management framework is implemented for large value deals to assess solution fitness, credit risks, financial risks, technology risks among other risk factors</li> <li>→ Contractual compliance programs ensure regular project reviews and highlights any risk to service delivery</li> <li>→ Early warning systems and customer satisfaction surveys help to assess effectiveness</li> <li>→ Additional risk assessment of Functions ensures pro-active mitigation of risks that are likely to impact service delivery</li> </ul>
<p><b>Talent Risk</b></p>	<ul style="list-style-type: none"> <li>→ Initiated an organization re-structuring program including a simple delivery model that will yield economies of scale</li> <li>→ It will also help achieve our goal of becoming an employer of choice</li> </ul>
<p><b>Fraud Risk</b> This is related to information dealt with both by and on behalf of Wipro and increases the risk of non-compliance.</p>	<ul style="list-style-type: none"> <li>→ Put in place a robust Fraud Management program to identify potential areas of failure and proactively implement mitigations</li> <li>→ The Code of Business Conduct, Zero-tolerance policy on integrity, Anti-Bribery and Anti- Corruption program (ABAC), Finance Risk Management program, Vendor Management program and our Ombuds program ensures a strong governance around fraud management</li> <li>→ The ABAC program classifies each country from a risk perspective basis factor and builds control and mitigation plans accordingly.</li> </ul>

### Climate Change Risk Assessment - Case Study

In 2020, we completed a comprehensive climate change risk assessment program, encompassing both physical and transitional risks, for our major operational locations across the globe, covering India (12 cities), China, Philippines, Germany, Romania, the UK and the US. This has been carried out for two scenarios (based on the IPCC defined RCP 4.5 and RCP 8.5) covering medium to long term (2030-2050) time frames. In both scenarios, we see increased probability of higher incidence of water stress, and heat waves across cities. Below are the list of cities and regions where we see an increase in frequency of climate change risks under RCP 4.5 scenario (increase of global temperatures between 1.1 to 2.6 degree Celsius relative to 1986-2005).



Water Stress	Heat Waves
Delhi	Delhi
Noida	Noida
Bengaluru	Bengaluru
Chennai	Kochi
Kochi	Mysuru
Mysuru	Vishakhapatnam
Vishakhapatnam	Mumbai
Mumbai	
Pune	
Kolkata	

**Other than India, impact to Wipro from physical climate risks is more prominent in:**

- Philippines** - cyclones, floods, fluctuating rainfall & humidity
- China** - coastal flooding
- Romania** - floods, droughts
- US** - tropical storms and tornadoes
- German, US, UK, China and Romania** - transitional risk

*We are in the process of incorporating the findings of the study into our BCP and Enterprise Risk Management (ERM) framework.*

### Code of Conduct

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

The COBC is socialized at multiple points of an employee’s lifecycle— it is first covered as part of the induction program of new hires and subsequently, every employee must take an online test annually to assert their familiarity with the tenets of the COBC. The code can be accessed at: <https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/ethical-guidelines/code-of-business-conduct-and-ethics.pdf>

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

Wipro will take appropriate disciplinary action including termination against any employee, agent, contractor or consultant, whose actions are found to violate the terms of COBC. We have a zero-tolerance policy for

non-compliance with the non-negotiable aspects of COBC e.g., child labor, anticorruption etc. 360-degree feedback process rates Wipro managers on how well they align with the principle of unyielding integrity.

## Compliance Management Framework

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

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

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

## GSCCP Program

In 2014, the Global Compliance Management Project was started with the objective of adopting a global statutory compliance certification program (GSCCP) framework and automating the framework. The project covers all functions across 24 countries, including India. Under this project, Compliance Landscaping is being done under the broad categories of Corporate and Commercial laws; Industry specific laws; Employment, Human Resource & Immigration laws; Environment, Health & safety; and IT and Data. An external service provider has been engaged for this project. A compliance tracking tool has also been implemented, to track statutory compliance across global operations and ensure compliance with all relevant legal requirements.

## Anti-Corruption

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

## Grievance Redressal

Your Company has adopted an Ombuds process as a channel for receiving and redressing complaints from employees and directors, as per the provisions of Section 177(9) and (10) of the Companies Act, 2013, Regulation 22 of the Listing Regulations and Regulation 9A of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

Under this policy, your Company encourages its employees to report any incidence of fraudulent financial or other information to the stakeholders, reporting of instance(s) of leak or suspected leak of unpublished price sensitive information, and any conduct that results in violation of the Company’s code of business conduct, to the management (on an anonymous basis, if employees so desire). Further, your Company has prohibited discrimination, retaliation or harassment of any kind against any employee who reports under the Vigil Mechanism or participates in the investigation.

Awareness of policies is created by, inter alia, sending group mailers highlighting actions taken by the Company against errant employees. Mechanism followed under the Ombuds process has been displayed on the Company’s intranet and website at <https://www.wipro.com/investors/corporate-governance/#WiprosOmbudsProcess>.

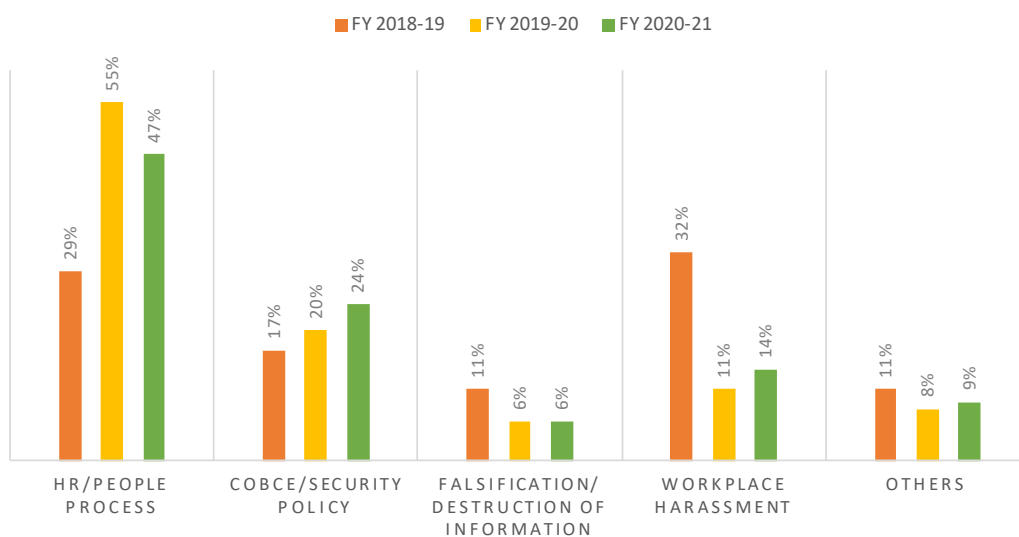
All complaints received through the Ombuds process and investigative findings are reviewed and approved by the Chief Ombuds person. All employees and stakeholders can also register their concerns either by sending an email to [ombuds.person@wipro.com](mailto:ombuds.person@wipro.com) or through web-based portal at <https://www.wipro.com/investors/corporate-governance/#WiprosOmbudsProcess>. Following an investigation of the concerns received, a decision is made by the appropriate authority on the action to be taken on the basis of the investigation’s findings. In case the complainant is non-responsive for more than 15 days, the concern may be closed without further action.

**The table below provides details of complaints received/disposed during the financial year 2020-21:**

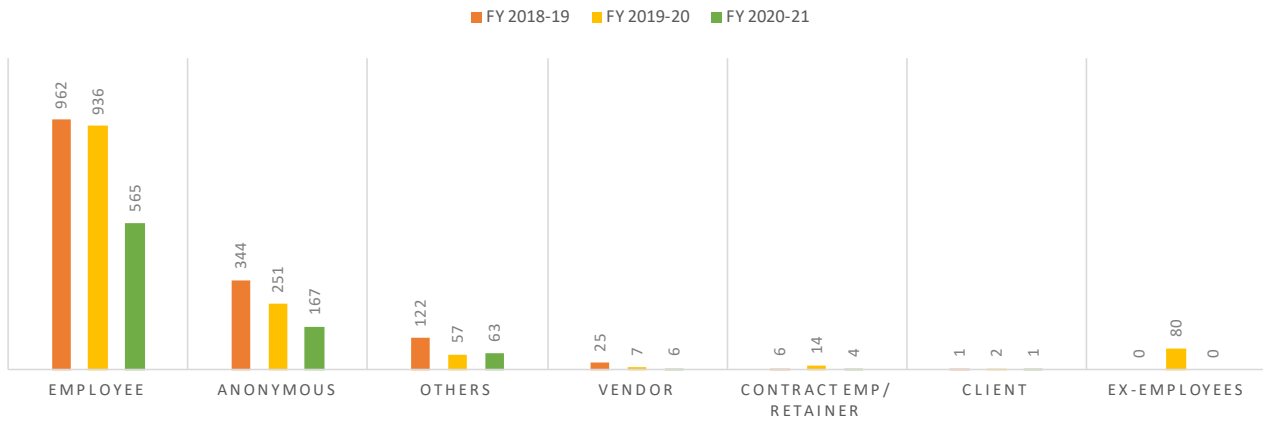
- No. of complaints pending at the beginning of financial year 85
- No. of complaints filed during the financial year 870
- No. of complaints disposed during the financial year 917
- No. of complaints pending at the end of the financial year 38

All cases were investigated, and actions taken as deemed appropriate. Based on self-disclosure data, 19% of these cases were reported anonymously. The top categories of complaints were people processes at 33% and workplace concerns and harassment at 28%. The majority of cases (76%) were resolved through engagement of human resources or mediation or closed since they were unsubstantiated.

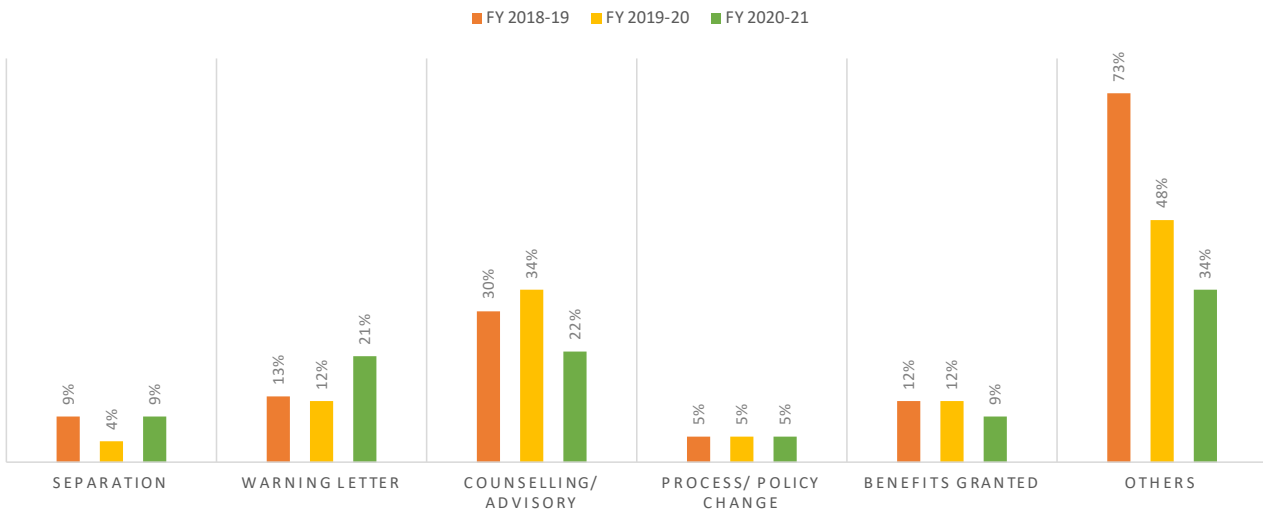
### Breakup of complaints received through the ombuds process (Excluding PSH)



### Source of Complaints



### Type of action taken (Excluding PSH)



The Audit, Risk and Compliance Committee periodically reviews the functioning of this mechanism. No personnel of the Company were denied access to the Audit, Risk and Compliance Committee.

Besides the Grievance Redressal, the stakeholders also have the option of sharing their concerns with us via mail mentioned on our website. We have registers at all our locations which can be used by any stakeholder group to express their concerns. The concerns about unethical or unlawful behavior, and matters related to organizational integrity which are mandated by law to report are communicated to the relevant agencies as and when such issues happen. In FY 2020-21, there was no instance of ethical or unlawful activity which required seeking external advice or reporting to external agencies.



## Training

Training programs on ethical compliance and the Grievance Redressal are regularly conducted at various leadership levels. At these interactive sessions, key applicable ethical policies are explained, with real organizational case studies and relevant judicial pronouncements on ethical matters. Statistical data on the complaints / concerns received by the Ombuds-persons, and the processes adopted to address these are shared with the participating leaders.

Every new hire is required to attend an ethical compliance session titled 'Spirit of Wipro Session' where key aspects of the ethics framework are communicated. We have an annual test and certification for all employees on the Code of Business Conduct. Additionally, specific training through e-learning modules is rolled out on various subjects including anti-corruption, Gifts, entertainment, and Business Courtesies, and is mandated for all employees in a phased manner.

Other modes of maintaining awareness of ethical compliance among employees include focused training sessions organized for various functions- Procurement, Operations and Administration, Human Resources, Finance and Accounts, Internal Audit. At these classroom sessions, key policies relevant to the participants are discussed and feedback is taken for addressing any changes to processes and policies. Mailers on Compliance are periodically circulated by the ombuds process group through emails, posters at key employee access locations.

External Trainings are organized regularly for Legal & Compliance, Finance, Accounts, and Internal Audit teams on anticorruption laws of USA and UK, best practices on implementing anti-corruption processes in organizations. These sessions are conducted by US external counsel and consulting firms. In accordance with mandatory local law, all manager-level employees located in the states of California and Connecticut within the US are required to undergo training and certification on prevention of sexual harassment. In addition, special training is conducted for Prevention of Sexual Harassment Committee panel members, and SOPs are published for better governance encompassing the requirements under law on sexual harassment.

## Sustainability Governance

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

## Board Oversight

The Board of Directors comprises of two Executive Directors, six non-executive Independent Directors and one non-executive non-independent Director. In keeping with the company's Corporate Governance guidelines, the Board is comprised of a majority of Independent Directors. The Board of Directors has designated one Independent Director as Lead Independent Director. The Lead Independent Director is responsible for coordinating activities of other independent directors, and performing various other duties. The general authority and responsibility of the Lead Independent Director are to be decided by the group of Independent Directors.

The nomination and selection process for appointing Directors is led by the Board Governance, Nomination and Compensation Committee. Nomination is governed by Corporate Governance Guidelines and the Board Nomination policy. Nomination criteria includes experience, expertise, and specific diversity factors such as

Gender and Nationality, to promote diversity of composition and perspective. Further, importance is given to personal characteristics such as 'awareness of the Company's responsibilities to its customers, employees, suppliers, regulatory bodies, and the communities in which it operates'. Familiarization programs are conducted for newly appointed Directors, through meetings with key officials and senior business leaders. During these meetings, Directors are familiarized with the roles and responsibilities of Directors, as well as other specific aspects such as governance, strategy, and related matters.

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

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

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

Mr. William Arthur Owens, Independent Director, is the Chairman of the Board Governance, Nomination and Compensation Committee. The other members of the Committee as of March 31, 2021, were Mrs. Ireena Vittal and Mr. M. K. Sharma.

The implementation of the CSR programs happens through multiple channels – Wipro Foundation, a separate trust set up in April 2017, Wipro Cares, a trust for employee contributions that are matched by Wipro and in some cases, directly through functions and groups within Wipro Ltd. Wipro Corporate Social Responsibility policy is available at <https://www.wipro.com/investors/corporate-governance/>

**Domains of engagement:** Wipro's social and sustainability initiatives are centred on Education, Ecology, and Community Care.

- Education: Engaging in deep and meaningful systemic work in the area of school and college education. In parallel, our focus is on access to education for socially disadvantaged sections, with distinct attention on children with disability
- Urban Ecology: Engaging with the community on issues of Ecological Sustainability. Given the predominantly urban nature of Wipro's operations, significant focus is on issues of urban ecology
- Community care: Engaging with community through Wipro Cares, a unique platform that is based on the operating model of employee contributions which are matched by Wipro Limited 1:1.

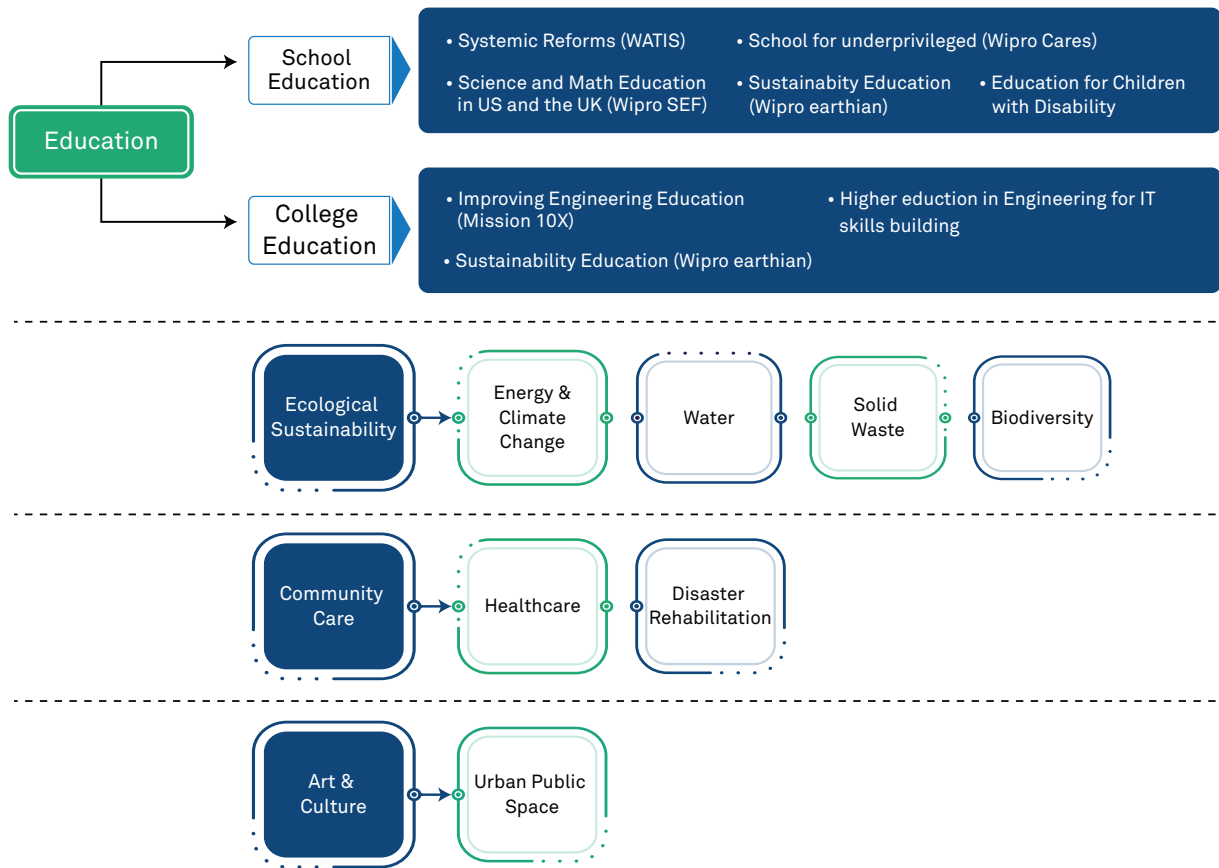


Figure 1: Visual Schematic of our current domains of engagement

### Responsibility Matrix

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

	Planning & Review	Execution	Internal Evangelizing	External Advocacy
Board of Directors	✓			
Group Executive Council	✓		✓	✓
Business Leadership	✓		✓	✓
Facility Management Group	✓	✓		
Infrastructure Creation Group	✓	✓		
Sustainability Office	✓		✓	✓
Employee Chapters			✓	
Human Resource	✓		✓	✓
Finance	✓			
Corporate affairs, Brand & Communication			✓	✓
Risk Office	✓		✓	

## Materiality Determination and our Strategic Sustainability Priorities

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

### Materiality Recalibration

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

### The Driving Principle

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

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

### Our Approach

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



## Stakeholder Identification

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

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

1. Employees
2. Customers
3. Investors
4. Suppliers
5. The Education System: Partners and Academic Institutes
6. Communities and Civil Society Networks
7. Government and Policy Networks
8. The Young Citizen and Future Generation

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

## Identification of Issues

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

## Internal Assessment

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

- Financial Reports (Annual Reports & FORM 20F)
- Disclosures (Sustainability Reporting Assurance, Dow Jones Sustainability (DJSI), Carbon Disclosure Project (CDP), Value Reporting Foundation Business Network)
- Other Risk Assessment Studies & Audit Reports

## External Benchmarking

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

- Annual Report, Sustainability Report and FORM 20F of peers
- ISO 26000 guidance on social responsibility
- SASB materiality map
- WEF Global Risk Reports

## Stakeholder Feedback

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

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

## Materiality Map

PEOPLE, EMPLOYEES AND COMMUNITIES	ENVIRONMENT AND ECOLOGY
Corporate Citizenship and Philanthropy	Biodiversity
Knowledge and Skills development	Climate Change
Human Rights – Freedom of Association, Non-Discrimination, Forced Labor, Child Labor, etc.	Waste
Diversity	Energy
Employee Health, Safety and Wellbeing	
	Urban resilience
Fair Labor Practice	Water
Talent Attraction, Development and retention	Energy
	Natural and man-made catastrophes
CORPORATE GOVERNANCE AND ETHICAL BUSINESS CONDUCT	
Competition	Open Source
Data Privacy	IT system security and operational resilience
Operational efficiency & speed	Accounting for externalities
Corporate Governance	Economic performance
Corruption, Bribery, Corporate Fraud	Regulatory compliance
Customer Satisfaction	Supply chain management
Intellectual Property Rights	Innovation
Transparency and disclosure	Service Delivery
Outsourcing related issues	Data Security
Tax strategy	Stakeholder communication
Management Vision and Leadership	

## Prioritization of Material Issues

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

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

## Materiality Reporting of the Year

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

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

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

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

Stakeholders	What is material?	Where does the impact occur?	Why is the topic material?	Respective Sections
Our Employees	Employment		Business continuity and obsolescence are typical concerns for the technology sector, given the pace of change that the industry is known for. Ensuring continued meaningful employment for employees and creating opportunities for external talent consistently are therefore important focus areas.	Workplace Sustainability
Our Employees	Occupational Health and Safety		Health and Safety performance is a key measure of an organization's duty of care. Low injury and absence rates are generally linked to positive trends in staff morale and productivity. The aspect is critical for stability of the workforce, especially for an organization like Wipro.	Workplace Sustainability
Our Employees	Diversity and Equal Opportunity		It is legislative mandated in India to provide equal pay for work of equal value. According to WEF Global Gender Gap report 2021, India is part of the bottom forty countries in global index and one of the worst-performing countries on Economic participation and opportunity subindex. Diversity, especially gender equity, is another well-known issue in the STEM sector.	Workplace Sustainability

Our Employees	No-Discrimination		Multiple surveys including a research report published by the ILO in 2017 highlighted the significant impact of unconscious bias on career opportunities and advancement for women in organizations.	Workplace Sustainability
	Freedom of Association and Collective Bargaining		The right of workers (and employees) to organize collectively in organizations of their own choice is a fundamental provision of the UN Universal declaration of Human Rights.	
	Capacity Building and Career Development		The quality of employees is an important source of competitive advantage to any organization. Hence maintaining and improving the human capital of the company, particularly through training that expands the knowledge base of employees, is a key differentiator.	
Current & Future generations	Energy	Global Supply Chain (includes business travel and commute) contribute to 69% of total environmental impact	The development trajectory over the past many decades – especially in the developed economy, including China has largely been energy and emissions intensive. Electricity (which contributes to around 20% of global energy needs and is predominantly fossil fuel driven), including oil and gas transition to renewables in a just and equitable manner is critical.	Ecological Sustainability
	Emissions	Global Supply Chain (includes business travel and commute) contribute to 69% of total environmental impact	To limit the worse negative impact of climate change, it is critical to limit the temperature increase to 1.5 degrees Celsius above pre-industrial levels by the end of this century. The impacts will be far reaching for societies and economies- and the focus should also be on adaptation and resilience in communities.	
	Water	Operations in India as they constitute 80% of overall footprint and higher impact	World Economic Forum's Global Risk Report 2021 continues to identify natural resources, which includes water, as one of the top high impact risks. The UN-Water (2018) forecasts that 2 billion people live in countries or regions which experience high water stress, and 700 million people worldwide could be displaced by intense water scarcity by 2030.	
	Effluents and Waste	Operations in India as they constitute 80% of overall footprint and higher impact	Unmanaged disposal of waste and effluents can have significant impact on receiving ecosystem and this in turn can affect the quality of the water supply available to the organization and its relationship with communities & other water users. Reduction of waste and effluents can contribute directly to lower costs for materials, processing and disposal at the same time reduce financial risks from the loss of raw materials, remediation costs, regulatory action as well as reputation.	
	Campus Biodiversity	All large Wipro campuses in India	The vast sprawling campuses where we operate gives an opportunity to promote ecological balance by improving biodiversity.	



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

\* Our suppliers are of three categories – Human Resources, Service Providers and Materials & Equipment Providers. We are covering aspects and topics related to our primary supply chain (contractors directly engaged in customer delivery) in the section 'People Sustainability' and product and services supply chain related aspects in the section 'Supply Chain Sustainability'.

## Stakeholder Engagement

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

### Summary of Stakeholder Engagement

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

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

<i>Primary internal custodian</i>	The Chief Executive Officer, Chief Strategy Officer, Chief Business Operations Officer, the Chief Quality Officer, Sales & Marketing functions & their teams	The Human Resources group, Environment Health and Safety group (joint responsibility for health and safety)
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	Suppliers	Investors
<i>Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)</i>	Supplier engagement helps reduce risks from quality and disruption of services.	Engaging with our investors helps gain diverse perspectives on business strategy and performance. It also helps us proactively communicate our performance and future plans which in turn can help strengthen our brand
<i>Strategic objective of engagement</i>	Partnerships with suppliers to meet diverse business operations requirements	To communicate our strategy and performance as well as our views on the economic environment; To seek feedback on our performance
<i>Key material issues</i>	<ul style="list-style-type: none"> <li>Ease of doing business with Wipro across the Order to Payment life cycle</li> <li>Ability to meet corporate responsibility requirements – with regards to ethical business conduct, social practices and</li> </ul>	<ul style="list-style-type: none"> <li>ESG Performance</li> <li>Financial performance</li> </ul>
<i>Steps taken to address stakeholder concerns</i>	<ul style="list-style-type: none"> <li>Communication</li> <li>Capacity building</li> <li>Collaboration with suppliers</li> </ul>	Strengthen our governance systems and Processes
<i>Modes of engagement</i>	Regular operational reviews, Supplier meets, Vendor survey	Annual General Meeting, Annual Report, Investor meets, Analyst conferences,
<i>Primary internal custodian</i>	Central Procurement Office, Wividus Shared Services, Facility Management Group	Chief Finance Officer

	The Education ecosystem: Partners and Academic Institutes	Communities and Civil Society Networks
<i>Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)</i>	Education is one of the strategic long term community engagement programs identified as force multipliers for effecting social change and sustainable development. It is one of Wipro's main planks of societal engagement.	The imperative for business to engage deeply with communities and society stems from the fundamental axiom that for business to flourish, the fabric of society must be strong.
<i>Strategic objective of engagement</i>	Developing a good understanding and capacity building of civil society organizations working in school education is the core objective of our education program.	To engage on systemic issues that are force multipliers for social change and sustainable development.

<i>Key material issues</i>	<ul style="list-style-type: none"> <li>• Quality of education in schools</li> <li>• Teacher capacity development</li> <li>• Understanding of good education</li> </ul> <p>Availability of resource organizations and people in specific areas in school education</p>	<ul style="list-style-type: none"> <li>• Education for disadvantaged children e.g., children of migrant laborers, children with hearing disability etc.</li> <li>• Primary healthcare for rural communities</li> <li>• Environmental issues that affect disadvantaged communities e.g., Water, solid waste</li> <li>• Long term rehabilitation for disaster affected area</li> </ul>
<i>Steps taken to address stakeholder concerns</i>	<ul style="list-style-type: none"> <li>• Facilitating mutual learning among partner organizations through annual partners' forum</li> </ul> <p>Cross-leveraging the learning from diverse partner experiences through our engagement with partners</p>	Designing programs to address the specific needs of the communities with whom we are associated.
<i>Modes of engagement</i>	Periodic visits, conference calls, email, reviews, reports of workshops or events,	Periodic meetings with partners, open meets with the community, Partner newsletters
<i>Frequency</i>	3- 4 times a year for each partner/project	Varies from monthly to quarterly
<i>Primary internal Custodian</i>	Wipro's Social and Community Programs team	Wipro's CSR group, Wipro Cares, Location leadership

	Governments and policy networks	The young citizen and future generations
<i>Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)</i>	Corporations must engage with government as part of the larger charter of bringing about systemic changes in society through legislation, policies and directives.	The young citizen has enormous potential as a change agent and in creating a lasting positive impact on the environment and society. Trying to safeguard the interests of future generations is a fundamental act of responsibility.
<i>Strategic objective of engagement</i>	To participate meaningfully and to influence policy directions for larger social good.	To ensure a safe and sustainable planet for future generations.
<i>Key material issues</i>	<ul style="list-style-type: none"> <li>• India's policies on climate change, energy efficiency, water, waste, biodiversity including SDG's</li> <li>• Legislation policies on workplace inclusion, labor and human rights</li> <li>• The role of corporate social responsibility Taxation legislation in the countries we operate in</li> </ul>	<ul style="list-style-type: none"> <li>• Ecological sustainability of our planet at a local, national and global level</li> <li>• Issues of inclusiveness and fairness</li> <li>• Meaningful work and livelihoods</li> </ul>
<i>Steps taken to address stakeholder concerns</i>	Active involvement in both policy formulation and in a more general process of debate and dialog on various challenges of development and sustainability.	Design and execution of several projects that address societal and environmental problems beyond the scope of business.



<i>Modes of engagement</i>	Planned meetings, workshops, taskforces and steering committees of industry network bodies.	Indirect inference from our school and college interventions as well as with Wipro's employees.
<i>Frequency</i>	Varies from monthly to annual	
<i>Primary internal Custodian</i>	Corporate Affairs group, Senior Leadership, Wipro Sustainability team.	Human Resources Group, Wipro's Sustainability Group, Wipro sustainability team.

### Alignment with Sustainable Development Goals (SDGs)

Sustainable Development Goals (SDGs) were adopted with the objective of stimulating action over the 15 years (2015-30) in areas which are of critical importance for humanity and the planet. These goals focus on achieving sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner. These goals call for action by all countries— poor, rich and middle income— to promote prosperity while protecting the planet and covers a wide range of issues like poverty eradication, economic growth education, health, social protection, climate change, environmental protection.

Given the ambitious nature of the targets for 2030, magnitude of efforts required to achieve them and the scale of challenge, it is not possible to achieve the goals without meaningful partnership between different stakeholders. Businesses - as drivers of economic growth and employment and a source of finance, technology and innovation - is a key stakeholder and it has great potential to contribute towards the implementation of the SDGs. At Wipro, we are actively working on multiple aspects of development which are aligned with the different themes of SDGs.



#### Ensure healthy lives and promote wellbeing for all at all ages.

Well-being and safety are critical components of doing business at Wipro. Caring for these are embedded in our core values of action with integrity and sensitivity. We work towards enhancing well-being of our employees through workplace safety and security initiatives with a special focus on physical and emotional health.

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



#### Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Education is one of the themes identified by Wipro to help in positive societal change and development. Currently, there are multiple distinct tracks running on school education, each with its own overarching goals but with shared synergies wherever relevant. Wipro Applying Thought in Schools works towards systemic reform of education in the country. The Wipro Cares Program in school education focuses on supporting access to, and ensuring continuity of, school education for underprivileged children as well as children with disabilities, especially those from disadvantaged backgrounds. The Wipro Education Fellowship Program was started with the purpose of strengthening the support system for new education initiatives/CSOs working in underserved geographies and on underexplored thematic areas. The Wipro earthian program's approach integrates sustainability in education – both for schools and colleges.

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



**Active gender equality and empower all women and girls**

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

For more information, refer to ‘Diversity and Inclusion’.



**Ensure availability and sustainable management of water and sanitation for all.**

Wipro’s water stewardship program has water efficiency, responsible sourcing, reduced consumption and water security as its stated objectives. Our engagement with water includes a broad range of programs, both within Wipro and outside, like recycling waste water, use of water-efficient fixtures, rainwater harvesting and Participatory Gound Water Management.

For more information, refer to ‘Water Stewardship’.



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

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

For more information, refer to ‘Energy Efficiency and GHG Mitigation’.



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

Wipro is a global information technology, consulting and outsourcing company with a 220,000+ workforce, and revenues of over 8 billion from IT services business in the year ending March 21. The company contributes to economic growth and development for all by creating jobs while upholding the highest labor standards across operations and the value chain.

Refer to ‘Workplace Sustainability’ and ‘Financial Stewardship’.



**Build resilient infrastructure, promote sustainable industrialization, and foster innovation.**

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

For more information, refer to ‘Innovation’ and ‘Sustainability Inspired Solutions’.



**Make cities inclusive, safe, resilient and sustainable.**

Wipro, through its community program, is working closely with industry, government and communities on different challenges of urban living. Our focus is on building capacity - on climate change, water, biodiversity and responsible resource consumption – including wider issues of urban governance and public health through various interventions.

For more information, refer to ‘Urban Resilience’.



**Ensure sustainable consumption and production patterns.**

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

For more information refer to ‘Ecological Sustainability’.



**Take urgent action to combat climate change and its impacts.**

Understanding the implications of climate change for the planet and business value chain specifically. Wipro has set ambitious targets – to contribute to planetary net zero goals by 2050 by committing to reducing its own value chain emissions to Net Zero by 2040.

For more information, refer to ‘Partnering for Social Change.’



**Sustainably Manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.**

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

For more information, refer to ‘Campus Biodiversity’.



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

Structural interventions like our grievance Redressal Process for Prevention of Sexual Harassment (POSH) and Ombuds, Employee Perception Survey (EPS), Contract Employee Engagement, Governance Reviews with Health Committees, Audit Risk & compliance Board, and Inclusion & Diversity Council, help us to proactively identify and mitigate risks on human rights and any other organizational processes.

For more information refer to ‘Workplace Sustainability’.

**17** PARTNERSHIPS  
FOR THE GOALS



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

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

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

## External Advocacy

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

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

Our primary identified stakeholders for public policy and advocacy are

- A. Relevant government ministries and departments, both at the center and the states where we operate in;
- B. Industry networks and associations play a crucial role as catalysts for awareness, advocacy and action on the multiple dimensions of sustainability; by providing a common platform for industry representatives to share and exchange ideas and practices, industry association can help foster a virtuous cycle of feedback led improvement. Industry networks also lend strength and credibility in the dialogue process with government on important matters of policy and directives. The industry networks that we have been an integral part of are:
  - The CII-ITC Center of Sustainable Development
  - CII National Environment Committee
  - The CII led Indian Business for Biodiversity Initiatives (IBBI)
  - IIRC led IR Business Network
  - Center for Responsible Business
  - CII – Greenco
  - GRI Focal Point South Asia
  - Transform to Net Zero
  - Business for Nature
- C. Research and Advocacy NGOs: Issues like Energy, Climate Change, Water, Biodiversity, Community Education, Health etc. require strong civil society involvement as the third pillar along with government policy and business engagement. NGOs and academic institutions, by combining the right blend of field work and academic rigor, can generate valuable insights that can inform the work of practitioners, policy makers and industry professionals. Illustrative examples of such organizations that we work with are: BIOME and ACWADAM in the area of Water, Bengaluru Sustainability Forum - multi-institutional forum deliberating SDGs for urban India and in education with our network of nearly 120+ education partners across the country.



## Advocacy Engagements

### Climate Change

We are members of leading multi-stakeholder groups working on climate change. Transform to Net Zero (TONZ) is a global coalition of 9 business entities working on business transformation for Net Zero and boarding more Fortune 1000 companies to adopt Net Zero goals. We are part of the strategic advisory team of 'Business for Nature' global coalition of business and conservation organisations with the charter of engaging with governments to adopt policies to avoid nature loss.

### India Climate Collaborative

We are actively participating in the 'Responsible Energy Initiative' of Forum for The Future to integrate social and environmental impacts of renewable energy projects in India.

## Water, Biodiversity, Mobility and Waste Management

- a. **Water:** Continued to be a major area of collaborative focus for us in 2019-20. The major advocacy platforms that we have been deeply involved in are summarized here. Participatory Ground Water Management (PGWM) and Wetland program seeks to address the pressing issue of water in Bangalore. It does this through a combination of scientific hydrogeology and the involvement of several citizen groups as part of a unique decentralized governance framework. We have a similar project running in Pune through our partners ACWADAM, which has seen active engagement with the municipal authorities in the city. More information is available at the program site <http://bengaluru.urbanwaters.in>
- b. **Biodiversity:** Our participation in advocacy on biodiversity issues is through two national levels forums – the CII-India Business for Biodiversity Initiative (IBBI). We have been supporting the 'World Sparrow Day' and the 'Wipro-Nature Forever Society Sparrow Awards' for the past five years. Globally, we have joined the 'Business for Nature' - a coalition which aims to demonstrate and amplify business leadership and support government policies to avoid nature loss.
- c. **Waste Management:** We continue to be part of the sub-committee on 'Waste' in the CII National Environment Committee. We supported a study to understand the contribution of informal economy to waste and material recycling in Bengaluru. This study was done by Hasiru Dala in association with IHS, Bengaluru. The study report has been disseminated through workshops and a publication.
- d. **Bangalore Sustainability Forum:** This forum was set up in early 2018 and convened by Wipro along with the National Center for Biological Sciences. BSF brings together civil society, academia, research institutions and government with the broad goals of fostering curated interactions between different stakeholders on issues of urban sustainability. Over the past year, the forum has curated three retreats on the themes of Urban Water, Biodiversity and Climate Change and supported many collaborative projects through a small grants program. In the present year the forum is hosting 'Reading for Change' – interesting book readings connected to SDG's, pod casts, among others. Program Website: <http://www.bengalurusustainabilityforum.org/>
- e. **Mobility:** Wipro became the first Indian major business to join EV 100 initiative- a global initiative launched by The Climate Group which addresses this alarming concern by bringing together forward-looking companies committed to accelerating the transition to electric vehicles (EVs) and making electric transport the new normal by 2030. Our initiative is in line with Government of India's National E-Mobility program and country's ambition of ensuring that 30% of all vehicles on the road are electric by 2030.

## Diversity

- Winner at the NASSCOM Diversity and Inclusion awards (2021)
- Wipro has been included in 2021 Bloomberg Gender-Equality Index (GEI)
- Wipro has received a rating of 95 in the Corporate Equality Index 2021, by the Human Rights Campaign Foundation
- 2020 Working Mother & Avtar Most Inclusive Companies Index (MICI): Declared as a 'Exemplar of Inclusion'
- 2020 Working Mother & Avtar Best Companies for Women in India (BCWI) list
- Declared as one of the '100 Best Companies for Women in India'
- Wipro received ATD's Best of the BEST Award 2021 for the 5th consecutive year
- Wipro has been included in 2021-Equality Index (GEI)
- Wipro has received a rating of 95 in the Corporate Index 2021, by the Human Rights Campaign Foundation
- Wipro was recognized as winner for 'Best Employer for Persons with Disabilities' and second runner-up for 'Best Employer for D&I', in the large category at 2nd ASSOCHAM Diversity & Inclusion Excellence Awards
- Wipro has been recognized as 'Disability Confident Committed Employer' in the UK. This is a government certification in the UK for making sustained efforts to strengthen disability inclusion
- Wipro was named as India Workplace Equality Index (IWEI) Top Employer for LGBT+ inclusion in 2020
- Wipro has been recognized for its framework and innovative strategies for hiring and inclusion of persons with disabilities by Zero Project, an international platform for assessing and felicitating innovative work done in the space of disability inclusion
- Wipro has been recognized as a Top Employer in Australia for 2020 by the Top Employers Institute

# Workplace Sustainability



## Workplace Sustainability

### The New Normal

Since March 2020, 95% of our workforce has been working from home due to the global COVID-19 pandemic. Working on client deliverables while maintaining top class support infrastructure and compliance with all legal stipulations has become the hallmark of remote working. There is a huge shift in the ways of working and the way employees interact and collaborate. Issues like remote learning and mental and physical wellbeing have come to the forefront of HR strategy and employee experience. Coupled with this, we underwent one of our largest organizational restructuring exercises of the last decade. From a complex matrix organization, we have pivoted to a geography-based structure where our growth will be generated by four Strategic Market Units (SMUs) and two delivery engines called Global Business Lines (GBLs). This change was completely managed remotely with minimum disruption to clients. These macro and enterprise-level changes have driven and shaped our HR strategy, policies and systems over the past year. Our HR sub-processes like hiring, performance management, learning and development, employee engagement, employee wellbeing and inclusion and diversity and people result indicators have been influenced by these changes as well. These changes are closely tracked by senior leadership in both business and HR and key governance processes are in place to review and correct course wherever required. As we continue to transform, certain things have remained at the core of the way we work, be it our unflinching commitment to the Spirit of Wipro values, our culture transformation powered by Five Habits and our commitment to the globally recognized principles of business responsibility, human rights and corporate governance.

### People Strategy

Our people strategies are geared towards creating an unparalleled employee experience through diverse learning opportunities, great careers, a strong employer brand, and an empowering and inclusive culture where our employees find meaning in what they do while they create value for Wipro. Our focus now is to create hybrid ways of working to ensure employee wellbeing as well as business continuity.

- **Culture Transformation:** Build a global inclusive culture that is transparent and drives long-term sustainable performance
- **Careers & Capability Building:** Catapult careers of key talent and enable employees for careers of tomorrow
- **Communications & Employer Branding:** Position Wipro as a great place to belong for employees and candidates
- **Employee Experience:** Design an integrated and enriched employee experience through strong employee advocacy
- **Hybrid Working & Employee Wellbeing:** Reimagine the ways of working in the new normal with a focus on employee wellbeing

### Culture Transformation and Inclusion & Diversity

#### Culture / Values

Since our founding in 1945, Wipro has been driven by the belief that purpose fuels business and vice versa. Our Founder Chairman Azim Premji led the way for Wipro being an organization known for its moral compass and an unflinching commitment to values. This has helped us foster a more inclusive workplace

for employees, vendors and clients alike, besides enabling us to contribute towards building an equitable, humane and sustainable society. While our company has transformed many times over the years, the Spirit of Wipro, our core values, has remained constant.

Chairman Rishad Premji introduced the Five Habits essential to drive a Growth Mindset in early 2020, which are our values in action. The Five Habits are more relevant than ever before in light of the ongoing pandemic as it asks each of us to be reflective, supportive, and collaborative. So far, over 23,000 leaders globally have been part of 73 immersive and interactive sessions on the Five Habits. The Five Habits can transform how we all experience Wipro as each Wiproite is a visible example of the organization culture.

**Inclusion and Diversity (I&D)** – Inclusion and Diversity remains at the core of Wipro. We are committed to creating and nurturing a sense of belonging through equitable practices and by embracing all forms of differences. We renewed our I&D strategy and rearticulated our I&D policy. While we continue to have a structured approach for Gender, Disability, LGBTQ+, Race and Ethnicity inclusion, our journey involves embracing other forms of diversities including generational/nationality/supplier diversity, among others.

We remain focused on encouraging plurality of ideas and elimination of unconscious bias. The I&D council was constituted in 2018 and continues to provide direction and strategic guidance to the charter. The council is sponsored by the CEO and chaired by the Global I&D Head and consists of diverse leaders across businesses. Further, Business Unit and geography-specific I&D councils drive the organizational and unit charter, led by a senior business leader from the unit or geography. They are supported by a network of Inclusion Champs.

### The key highlights this year include

- **Unconscious bias module:** 1,64,000 employees have completed the module.
- **Gender:** Our Women of Wipro (WoW) initiative establishes connect with women employees proceeding for and returning from a maternity break. The #HerCode program has been designed for women who are returning from a career break, enabling them work on different projects and challenges across Wipro.
- **Disability:** We have been consistently working towards making Wipro a disability confident workplace based on the CREATE (Career, Recruit, Engage, Accessibility, Train and Enable) framework. Towards this, we launched a Train and Hire program to onboard industry-ready candidates. This year, we have invested in hiring sizeable numbers especially in Brazil adhering to the local law and compliance.
- **LGBTQ+:** We have been fostering a safe workplace for LGBTQ+ employees by raising awareness, building a strong network of allies and undertaking policy-level changes. Our Wipro Pride employee resource group (ERG) helps create a space where employees can share relevant information and best practices, meet other LGBTQ+ and Ally employees, start conversations and more.
- **Race and Ethnicity:** US-based Black Alliance was established in 2020 focusing on inclusion of Black and African American employees. The Alliance works through a dedicated group of employees across Wipro and seeks to equip company leaders with an informed and nuanced lens through exposure to diverse perspectives.
- **Engagement:** We aim to nurture and sustain a more inclusive work environment through awareness and communication campaigns around different themes like generational diversity, mental health, parenthood and allyship where Wiproites are encouraged to participate and share their stories.



## People Processes: Key Highlights FY 2020-21

**Hiring and Onboarding:** As part of our Digitalization initiative, we invested in transforming our hiring and onboarding processes for a more seamless and automated experience. These initiatives helped us navigate the pandemic effectively. Our entire hiring process was touchless and remote. We organized virtual walk-ins and leveraged digital technologies to connect and engage with candidates. Post selection, the offer roll-out process, document collection and verification as well as onboarding were done remotely. New employees were onboarded via virtual sessions. They were enabled to be productive from the first day as we provided them with the necessary infrastructure in a work from home situation. Our strategy of localization continued to gain momentum with an increased number of local candidates in all the geographies that we operate in. Our multilingual career site enabled us to reach out to candidates in their local languages.

**Performance and Talent Management:** The talent management processes contribute to the strategic priorities of Wipro by driving high performance across the organization. As part of these processes, leaders play a key role in setting ambitious business plans and leading their teams to meet those goals. They demonstrate high accountability towards outcomes for themselves and their teams. Our talent differentiation is sharp and based on outcomes. Performance differentiation is enabled by clear rating definitions which demand high performance standards. Rewards are closely linked to performance outcomes. Career growth is based on sustained high performance.

We believe values and performance must go hand in hand. We see the Five Habits as our values in actions. Our quarterly review process continues to be a strong platform to encourage candid, constructive and meaningful feed forward discussions between employees and managers. Our performance management system leverages Artificial Intelligence to aid employees and managers in writing effective reviews thereby nudging and training them while they submit reviews quarter on quarter. There is an annual 360-degree feedback survey where employees in middle and senior level roles receive feedback from their teams, peers, internal customers, managers, external customers.

At Wipro, succession planning is an annual exercise. Talent is classified in terms of performance and potential; successors are identified for critical roles and development actions are framed. Executive coaching is provided to senior leadership to facilitate their all-round development. Career building is an important pillar of our employee value proposition and in line with that the promotion and rotation policies have been strengthened to ensure more employees can take up internal roles and build a career that they aspire for.

**Learning and Development:** We continue to make significant investments in our learning & development function towards building a resilient organization, focused on business imperatives in the new normal. Our comprehensive efforts in digitalizing offerings and moving our curriculum online have enabled employees to effectively manage the transition to a virtual work environment. We have been able to engage employees, ensure their wellbeing and cater to diverse learner needs through Virtual Instructor Led Trainings (VILT), self-paced modules, virtual learning journeys, social learning, virtual mentoring, gamified interventions and e-summits. Some of our key offerings over the year have been:

- **E-COVID modules:** We created six e-learning modules on Work from Home (WFH) readiness, work etiquette, managing stress in times of crisis, staying positive in trying times, leading in a crisis situation and empathy in difficult times. These modules were completed by 123000+ employees across the globe.
- **Social/Peer Learning:** 66,000+ employees are members of TopGear, a social learning and crowdsourcing platform. Through this platform, 33,200+ real-life project challenges were completed by employees in FY 2021. We created over 1203 learning videos which are accessible on mobile. We also enabled learning through social learning platforms like MS Teams and Yammer, revamped our Learning Management System, focusing on hands-on training, assessments and making it mobile friendly.

- **Digital Upskilling:** We have enabled over 156,600+ employees in foundational, intermediate and advanced digital skills as of FY2021. This year, NASSCOM'S Future Skills platform was rolled out to 16,500+ students from more than 50 colleges enabling them to learn advanced digital technologies as part of the Talent Next program. The program aims to enable them to become future-ready while they are still studying.
- **Focused programs and interventions for the leadership:** 320+ senior managers were engaged through online leadership workshops, webinars and bite-sized modules for developing high potential employees.
- **Strengthening capability across critical roles in Delivery, Consulting, Sales and Presales:** 7300+ middle level managers and critical role holders were guided through custom learning paths and cohort-based experiences via virtual learning journeys. 100+ business-specific team interventions such as Account Mining, Nurturing Solution Mindset through Design Thinking, Entrepreneurial Orientation and Growth Mindset intervention were orchestrated.
- **Building Foundational Talent:** 127100+ employees across the globe were culturally assimilated and imparted skills around communication, presentation, etiquette, and customer orientation through a combination of VILTs, platform-based learning, simulated offerings and learning in the flow of work. 6500+ women employees underwent career building and leadership programs exclusively tailored for them.
- **Mentoring Networks:** We have created an in-house mentoring platform called Mentoring Networks, where employees can find, connect and sustain meaningful mentoring relationships. Over 23,800+ employees have registered as mentors or mentees in the platform as of FY21.

**Employee Well-being:** With the ongoing pandemic, employee wellbeing has become an area of strategic focus for Wipro. Our employee wellness programs encompass the three areas of employee wellbeing, namely physical, emotional and financial wellbeing.

## Physical Wellbeing

**COVID-19 Business Continuity Process:** The exceptional circumstances around COVID-19 have brought to light emerging risks and have made previously identified risks more critical. We identified business critical functions, equipment and employees, and determined how, where and by whom critical services would be provided. We suspended non-essential work to reduce risk of exposure to the virus and maintained social distancing norms. We carefully monitored employee availability, health and safety. Business continuity plans were put in place to maintain seamless operations. We analyzed and assessed supply chains to identify risks faced by vendors, manufacturers, suppliers, distributors, purchasers and all other stakeholders to make sure raw materials required to maintain operations are not affected.

Wipro also mobilized infrastructure to support remote working, to ensure employees have the necessary hardware, software, equipment and internet connectivity to work safely and efficiently from home. Wipro made sure all the health and safety concerns are reviewed periodically. A real-time communication plan was put in place to keep employees always updated.

**Health and safety risk assessment:** Wipro provides a safe and healthy workplace for all employees. Risk management has always been one of our key focus areas. We believe that the best way to control a hazard is to eliminate it from the workplace. We conduct periodic as well as annual assessments of our campuses/offices, employees, stakeholders and service providers as a part of this process. Environment, Occupational Health & Safety (EHS) management systems in our campuses conform to international standards such as 14001& 45001 and are certified by accredited third party agencies. Besides internal and other third-party audits, EHS experts assess every unit periodically, not exceeding six months, to ensure compliance with statutory norms and EHS requirements. Also, every risk related to health and safety has been identified and

risk mitigation is in place. We consider ergonomic diseases as a work related health issue. Out of the 440 recordable cases (lesser numbers reported due to work from home), 65 are from non-employees. Other than ergonomic cases other key work related hazards that pose a risk of ill health can be food safety, security and fire related incidents.

**Safety and Security:** Wipro has a dedicated Global Security Command Center, run by the Global Security Group, to mitigate risks and ensure safety for a globally mobile workforce. The Foresight & Analysis (F&A) Division proactively assesses global developments to provide business teams with various risk briefs and forecasts. The team also carries out country-specific risk assessments to share insights with business teams on the operating environment, before they even enter a market. We have well-defined policies and standard operating procedures to ensure the safety of women employees inside and outside the campus. These include Safety Awareness Programs, Global 24x7 Security Command Centre, cab pickup/ drop facility with escort, mobile apps to confirm 'Safe Reach', among others.

We have implemented strict safety standards at all our facilities and operations, based on global best practice and regulatory requirements. These standards cover all areas of employee health and safety, including performance and accountability processes, employee education, training and communications, incident reporting and investigation, and safety inspections. In addition to our internal standards, all Wipro facilities are required to meet local and country requirements. We ensure compliance through regular audits of our owned and leased facilities. The health and safety hazards encountered by our employees vary by facility, type of operation, and job task. Employee connect programs conducted to bring awareness among employees on reporting of hazards, unsafe conditions and unsafe acts to help in reduction of Injury rate. Programs were held across locations in India on emergency response, mock evacuation drills, hazard recognition, driver safety training, first aid training, fire-fighting training.

**Sensitization and Training:** Both permanent and contract employees undergo necessary Health, Safety & Environment (HSE) training to ensure they meet with the standard of competence required by law in performing their duties. As part of continuous competency development, job-specific trainings are identified for different functions including our contractors and subcontractors to help them adopt safe work practices. All these measures have bolstered our workplace security.

**Health:** At Wipro, the health and wellbeing of our employees is our foremost priority. All campuses maintain a conducive work environment in line with Indian/International standards on hygiene, lighting, ventilation and effective controls on noise and dust. Wipro has 24 Occupational Health Centers with adequate medical staff to monitor occupational health and provide immediate relief as required. During 2020-21, more than 8400 permanent and contract employees were part of awareness camps and programs. Awareness sessions were also conducted regarding off-the-job safety and road safety.

**Cafeteria:** A Food Safety Standards Authority of India (FSSAI) license is mandatory for vendors operating within Wipro-owned locations in India. Internal and external teams ensure compliance by conducting regular inspections and audits. Wipro Electronics City campus received the Eat Right Campus Award and a five-star rating by the Food Safety and Standards Authority of India (FSSAI).

**FitforLife:** is our physical wellbeing program that encourages employees to remain fit and lead a healthy lifestyle. We have a special Wellness Corner mobile app and a web portal that provides employees access to health trackers and a host of other online services to enhance their physical wellbeing.

**Participation in committees:** All our facilities have safety committees, which meet quarterly and participate in risk assessments, safety inspections, incident investigations and hygiene audits. More than 8000 permanent and contract employees participated in committees on safety, food, transport, etc. across India, to represent the interests of the workforce. Over 100,000 employees were covered in 19 locations in India and 8 locations outside India under ISO 14000 and ISO 45001 certifications.

**Emotional Wellbeing:** In the new normal, to ensure the emotional and mental wellbeing of our employees, we have partnered with leading global EAP providers across the globe. It enables employees to reach out to counsellors 24x7 in-person and/or on phone to seek assistance for issues pertaining to personal or professional life. We conducted multiple sessions on topics including COVID-19, Work from Home and Emotional Wellbeing to enable employees cope with the new ways of working and remain emotionally strong. Key policy changes in the Financial Year:

**COVID-19 leaves:** If an employee tests COVID positive, we want to ensure they get adequate rest to recuperate at the earliest. Our existing leave policies continue to support employees with sufficient time off. If an employee exhausts all their paid leaves (both fully and partially paid sick and earned leave) and needs to take extra time off for recovery, Wipro grants up to 10 working days of additional COVID leaves.

**Dedicated Medical Helpline for Wipro India employees:** We have launched a dedicated helpline and WhatsApp chat assistance for Wipro employees. Employees and their families can avail of this 24X7 helpline and chat service to receive health and medical guidance/consultation from qualified physicians via unlimited audio and video calls.

**Voluntary COVID Insurance Plan for Wipro Employees-** Given the medical uncertainties caused due to the COVID-19 pandemic, we instituted mid-year COVID-19 insurance to cover employees and their immediate family members.

**Financial Wellbeing:** We continually strive to provide our full-time and part-time employees with compensation packages commensurate with their skills and experience and in accordance with the laws of the land. Our benefits program follows an integrated approach and provides a range of options for better financial and social security, including efficient tax-management options, life and accident insurance, medical packages and assistance in managing financial issues. For employees in India, we organized periodic panel discussions and webinars on the importance of insurance and investment awareness. We provide long-term incentives (LTI) by granting restricted stock units (RSUs) and Performance Stock Units (PSUs) to key executives. Our LTI plans are aimed at motivating and retaining key leaders. We continue to drive a high-performance and growth-oriented culture through our variable pay programs. Our management compensation is closely aligned with organizational objectives and priorities and rewards consistent high performance.

## Employee Experiences, Engagement and Communication

**Employee Communication:** The COVID-19 pandemic compelled us to reimagine how we engage and communicate globally. Even before the pandemic, we were leveraging technology and new channels of communication. With the onset of the pandemic, this usage increased further. Our focus was on transparent and timely communication, regular leadership connects, coupled with initiatives on physical and mental wellness, inclusion & diversity, culture, and more, kept the employee morale high. Wipro OnAir– our global podcast series showcases Wipro’s culture and its people. We profiled unique stories to celebrate the resilience of the human spirit. Since its launch in 2017, it has received over 766,000 hits over 97 podcasts.

Yammer, our enterprise social platform since 2014, was revamped in January 2021. The contemporary interface and new features of Yammer 2.0 led to a 32% increase in the number of active users. Currently, Yammer has over 160,000 users who have shared more than 2.8 million messages and formed thousands of groups which are strong communities within Wipro. This is currently the largest social engagement tool at Wipro. MS Teams is used widely to set up meetings, chats, share data and collaborate across geographies and time zones. The platform has over 128,644 users with about 49 million conversations per month.

**Employee Experience Survey (EES) and Employee Insights –** EES is the formal mechanism to capture employee feedback, annually. However, we could not conduct this survey because of the ongoing pandemic.

Instead, we conducted three short COVID-19 Sentiment Surveys focusing on pillars relevant to employees working from home such as remote enablement, work-life balance and productivity, remote communities, manager and senior leadership effectiveness, physical and mental health and confidence in our future. Over 172,000 employees participated in these surveys, cumulatively. The results of these surveys have been analyzed and the key action areas were to focus more on Mental and Physical Health. We took several policy decisions based on these inputs, detailed in Employee Wellbeing section.

**Digitalization and Talent Analytics:** We continue to digitalize and transform our internal systems to drive business outcomes and enhance employee experience. Relevant analytics and insights are made available to HR business partners and business to enable decision-making based on data.

## Human Rights & Values at Wipro

**Commitment to Human Rights:** Wipro is committed to protecting and respecting Human Rights and remedying rights violations in case they are identified; for example, issues relating to human trafficking, forced labor, child labor, freedom of association, the right to collective bargaining, equal remuneration and discrimination. Providing equal employment opportunities, ensuring distributive, procedural, and interactional fairness, creating a harassment-free, safe environment and respecting fundamental rights are some of the ways in which we ensure the same. As an equal opportunity employer, we do not discriminate on the basis of race, color, religion, sex, national origin, gender identity, gender expression, sexual orientation or disability status.

Our Code of Business Conduct (COBC), Supplier Code of Conduct and Human Rights Policy are aligned to globally accepted standards and frameworks like the U.N. Global Compact, U.N. Universal Declaration of Human Rights and International Labor Organization's Declaration on Fundamental Principles and Rights at Work (ILO Declaration). They cover all employees, suppliers, clients, communities and countries across geographies where we do business. Wipro is also one of the founding members of CII's Business for Human Rights Initiative.

**Freedom of Association:** We respect the right of employees to freely associate without fear of reprisal, discrimination, intimidation or harassment. Our employees are represented by formal employee representative groups in certain geographies including Continental Europe and Latin America which constitute 2.3% of our workforce with a further 1.6% under collective bargaining agreements. Our HR representatives ensure legislative awareness and compliance and meet these groups periodically to inform and consult on any change that can impact their terms and conditions / work environment.

**Risk Identification Process:** We have established committees and processes like the Ombuds, Prevention of Sexual Harassment Committee, Employee Experience Survey, Audit/Risk & Compliance committees, EHS, an Inclusion & Diversity Council and Culture council to review progress and formulate strategies to address issues pertaining to compliance, safety and a harassment-free workplace. These processes are periodically reviewed by the top management. We keep our employees informed about these processes regularly through training programs, mailers and internal social media platforms. We have identified the need for a continuing Human Rights due diligence program, which we plan to carry out when the pandemic situation stabilizes. Also, detailed due diligence is done before each merger or acquisition which outlines compliance and governance risks.

**Identified Risks:** Through various projects, audits and feedback we have identified the following as potential risks to Human Rights:

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



**Mitigation Policies/Processes:** We have created specific interventions to tackle these issues:

- **Returning Mothers:** We are formulating a comprehensive set of support initiatives across all stages (before, during and post return from maternity) for returning mothers. The key elements include building manager awareness of unconscious bias and effective handling of women employees post return from Maternity Leave. A governance committee to oversee the program deployment & settling in of returning mothers and an ecosystem enablement through policy, process and system interventions have been also suggested.
- **Contract Employee Engagement:** We engage contract employees for supporting our projects in India for short-term assignments. The duration of such engagements varies depending on the project and the role. We ensured insurance coverage for these employees during the COVID-19 pandemic. We have also ensured complete compliance on processes like internal mandatory trainings (i.e., Information Security, Data Privacy, and Prevention of Sexual Harassment, among others.) as well as background verification. The resignation portal for contract employees has been modified to include asset declaration. Processes like reimbursement and invoicing have been digitalized to provide contract employees with a faster and more seamless experience. We have also implemented a new tool 'Simplify VMS' which manages Purchase Orders for our contingent workforce.
- **Sensitization on Unconscious Bias:** Under the umbrella of our #BreaktheBias campaign, we have monthly leadership blogs, mailers and a mandatory e-learning module to raise awareness among employees on how they can eliminate biases at the workplace. At present, over 1,64,000 employees have undertaken the Unconscious Bias E-module and received certification.

## People Results

We have a culture of transparent and voluntary reporting which include the Business Responsibility Report, the Sustainability Report, the Dow Jones Sustainability Index, Ethisphere Institute etc. This has strengthened our employer brand and internal business processes, creating differentiated people outcomes. Leaders who significantly influence human capital strategies of the organization are measured on the performance of key indicators in this area. The indicators provide insights into the effectiveness of human capital strategies and are reviewed regularly both at organizational and individual business unit levels. For a detailed view on People Results, please refer to Additional Supporting metrics of the Annual Report.

## Productivity & Retention

- Gross Utilization has gone up to 75.7%
- Net Utilization has gone up to 85.9%, excluding trainees
- Voluntary attrition (includes employee-initiated termination) – 12.1%

## Inclusion

- 35.7% Overall Gender Diversity
- 17.3% women in management (in junior, middle and senior management) positions
- 130+ nationalities
- Localization % - US – 76.2%, UK - 46.0%, Australia – 54.1% Continental Europe – 75.0%
- 667 employees with disabilities employed (with 19 disability types)



# Ecological Sustainability



## Ecological Sustainability

While the pandemic is putting to test human systems and resilience, we all have to put together intent and action on another epochal crisis staring at us — Climate Change. The scientific consensus is now very clear that the global temperature rise has to be kept below 1.5 degree Celsius from pre-industrial levels to avoid disastrous impacts of climate change driven events. Action on climate cannot be seen in isolation, but are closely intertwined with water scarcity, biodiversity loss and land use change, chemical and industrial pollution – and its impacts on humanity, especially the most vulnerable among us. Natural capital is a framework that attempts to account for human activities' impact on the earth's ecosystems. Wipro's approach to Natural Capital embraces the continuum of:

- Initiatives 'within the organization' that focus on reducing the energy, water, waste and biodiversity footprint of our business operations; and
- Engaging on key external programs through a diverse set of partners on the issue of ecology.

### Governance

Our sustainability governance is informed by our strategic choice to work across both dimensions – business operations and with the larger community. The former is about ensuring that the ecological footprint of our operations is minimized, the organization is compliant with all regulations, and runs its business with integrity. The latter dimension goes beyond the boundaries of the organization and contributes towards development of the larger community.

All key organizational stakeholders, right from the board of directors, executive leadership and different functions have defined responsibilities related to planning, execution, review, evangelization and advocacy of the sustainability charter. Strategic oversight of sustainability programs rests at the corporate level with our Chairman, Board of Directors and Group Executive Council. The goals and objectives are jointly set with inputs from across functions. The quarterly reviews are attended by the Chairman, CEO, Chief Financial Officer and Chief HR Officer apart from the Chief Sustainability Officer and Global Head of Operations. We benchmark our performance with our global peers through extensive disclosures as well as a system of rigorous internal and external audits.

### Management Approach

At Wipro, we have identified Energy efficiency and Green House Gases (GHG) mitigation, Water efficiency and Responsible Water management, Pollution and Waste management, and Campus Biodiversity as our most material issues and have developed programs around them

Our Ecological Sustainability Policy, available at <https://www.wipro.com/content/dam/nexus/en/sustainability/pdf/ecological-sustainability-policy.pdf> forms the structural framework for our environmental programs and management systems. We have been following the guidelines of the ISO 14001 framework for nearly two decades now as one of the cornerstones of our Environmental Management System (EMS). All locations are internally audited for ISO 14001 & IS 45001 covering all employees and contract workforce. 27 of the 32 locations are externally audited - representing 80% of employees.

20 of our campus sites in India and 8 in Australia are certified to ISO 14001 and ISO 45001 (Occupational Health and Safety) standard. Other campuses are benchmarked against the same standard as a part of our internal review/audit process. We were one of the early adopters of Green Building Design with 22 of our current buildings across campuses certified to the international LEED standard (Silver, Gold, and Platinum) during commissioning. We strive to maintain the same standards in the maintenance of our facilities.

We have been responding to Carbon Disclosure Project (CDP) Climate Change Investor and Supply Chain for over 10 years. In addition, we apply the Natural Capital Protocol guidelines arrive at the valuation of our natural capital (NCV) which we publish in our annual Environmental Profit and Loss account. In 2020, we also signed up as one of the 9 founding members of the 'Transform to Net Zero' coalition. We are part of the advisory group of CII's Climate Change Council and the India Climate Collaborative. We also chair the Bangalore chapter of the CII-GBC Greenco.

Strategic Partnerships are key to achieving our goals across the value chain. We work with Renewable energy suppliers, energy efficient hardware manufacturers and service providers and other partners who help to reduce our overall GHG footprint including employee commute and business travel footprint.

## Environmental Risks

The Enterprise Risk Management and Sustainability functions at Wipro jointly oversee environmental and climate change related risk identification and mitigation. Impacts of extreme weather events, urban water stress, air pollution, waste management and their impacts on employee health and wellbeing are the most material issues we engaged with.

In 2020, we completed a comprehensive climate change risk assessment program, encompassing both physical and transitional risks, for our major operational locations across the globe, covering India (12 cities), China, Philippines, Germany, Romania, the UK and the US. This has been carried out for two scenarios (based on the IPCC defined RCP 4.5 and RCP 8.5) covering medium to long term (2030-2050) time frames. In both scenarios, we see increased probability of higher incidence of water stress, and heat waves across cities. Below is a brief on critical risk due to climate change for the RCP 4.5 scenario (increase of global temperatures between 1.1 to 2.6 degree Celsius relative to 1986-2005).

We are in the process of incorporating the findings of the study into our BCP and Enterprise Risk Management (ERM) framework

## Climate change related Impacts

Our risk assessment exercise is undertaken at both the company level and at the asset level. A well-defined Business Continuity Policy prescribes principles to plan for climatic disruptions which could disrupt business objectives. The Corporate Business Continuity Team (CBCMT) governs and guides the standard risk assessment methodology at every location to identify risks which could potentially impact continuity of business and associated financial parameters like revenues and profitability as well as reputational and legal parameters. This group collaborates with various support groups in the organization to assess risks for human resources, facilities & IT infrastructure with identified impacts and their probability/likelihood as well as the corresponding controls in place. A severity matrix of Low, Medium & High impacts is defined, and an identified crisis management group is vested with the responsibility to respond, recover, resume, return & restore from these situations. The detailed climate modelling and impact assessment exercise will help in further calibrating our risk management program.

## Energy efficiency & GHG mitigation

Targets:

We have SBTI (Science Based Targets Initiative) approved targets for Scope 1, Scope 2 and Scope 3 till 2030 that are based on well below 2-degree temperature goal. We have committed to Net Zero goals by 2040, with absolute emissions reduction of 55% by 2030 with respect to the 2017 base year. These are aligned with the objectives of the Paris agreement to limit temperature rise to 1.5 degree Celsius.

The following are our interim subsidiary goals till 2030

- Achieve Scope 1 and 2 absolute emissions level of 80,000 tons by 2030 from 2017 baseline. Energy Intensity in terms of EPI (Energy Performance Index) - Achieve EPI of 125 kWh per sq. mt by 2025 from baseline of 181 in 2017 and maintain EPI thereafter.
- GHG Emission Intensity (Scope 1 and Scope 2) on Floor Area (FAR) basis – Annual reduction of 5 % in GHG intensity from 117 Kg CO2 eq./ Sq. Mt. (kgpsm) to 60 kgpsm of CO2 –eq by 2030.
- Renewable Energy (RE)- renewable energy procurement to 110 million units by 2030 from the present average procurement of 75 Mn units.
- Absolute reduction of 55% in Scope 3 emissions for Business Travel, Employee commute and Upstream fuel and energy related emissions by 2030

Our plan to meet the above goals is through a mitigation hierarchy that is primarily focused on emissions reduction activities in the value chain. As a first principle, we will defer carbon removal projects (offsets) to the net zero target year (2040). This is in line with the science-based targets approach of not using offsets for value chain emissions. Over the next few months, we will evolve a detailed plan for the same.

### Performance Against Goals

**Absolute Emissions:** The absolute Scope 1 and 2 emissions (India) for FY 2021 has decreased by 29% from 137,930 tons to 97,348. This is due to low occupancy and resultant lesser conditioned area (50% reduction) at our offices. In the dashboard below provides a summary of our Global and India GHG emissions, including data centers. The figures are net emissions for all years, after considering zero emissions for renewable energy procured.

	FY 2018-19	FY 2019-20	FY2020-21
Offices	113082	135537	84140
Data centers	4208	2458	13207

**Emissions Intensity:** Our India office space emissions intensity (Scope 1 and Scope 2) is at 108 Kg CO2 eq. per Sq. Mt. per annum, up by %24 from FY 2020 – for reasons mentioned in Box 1. We are not publishing people-based emissions intensity for this year due to the low occupancy of office space.

#### Office Emissions

Though the occupancy is low (average of 5%), the building air conditioning, lighting and allied electrical systems load would not be reduced in the same proportion. From an assessment of three large campuses representing 35% of total campus area, we see that the conditioned area average was around 50%. Around 70% of the energy consumption for offices is from air conditioning system, where the controls are at a project unit or floor level. Hence the absolute energy consumption and emissions for buildings is not commensurate with low occupancy.

**Energy Consumption:** The overall energy consumption from Scope 1 and 2 boundaries (operational and financial control) are 661.5 million Mjoules, compared to 915.3 million Mjoules in the previous year, a decrease of 27.7%. The total energy consumption - electricity and diesel-based backup power - for office spaces in India is 151.3 million units; after including the electricity consumption for leased spaces, our global electricity consumption is 174 million units. Data centers in India contribute another 22.9 million units.

For India operations, about 64.85 million units constitute renewable energy procured through independent PPAs (Power Purchase agreements) with private producers. Of these, 60.7 million units is with green attributes



(zero emissions). Another 13 million units is attributable to renewable resources for our downstream leased spaces. In total, the renewable energy footprint in our portfolio is 73.7 million units.

**Energy Intensity:** EPI for company-owned office spaces, measured in terms of energy per unit area has been increased to 194.7 Kwh units per sq. meter per annum (from previous years 144). This is because while the conditioned area has reduced by half on an average, the energy consumption has reduced by %32 compared to the previous year for reasons mentioned earlier (Box 1)

**Scope 3 Emissions:** Our total scope 3 emissions for FY 21-2020 are 354706 tons of CO2 eq, which accounts for 78% of our total footprint. Out of the 15 categories of scope 3 reporting as per the new GHG corporate value chain standard, we are currently report on all the 8 categories applicable to us.

Scope 3 category	Tons (CO2 eq.)
Employee Commute	18,055
Business Travel	13,538
Waste	140
Upstream Fuel+Energy emissions	53,937
Purchased goods / services (Including capital goods)	215830*
Upstream and Downstream Leased Assets	12,606
Work From Home emissions	36,230
<b>Total</b>	<b>350,336</b>

\*Purchased goods and services are based on material group and category spend for Tier 1 suppliers. If we include all tiers, the emissions are estimated to be around 500,000 tons. We aim to engage with top suppliers (contributing to 80% of impact) to arrive at the next level of detail in understanding emissions breakdown and planning mitigating actions

**Work From Home Emissions - Calculation Methodology**

During the reporting year, 93% of the employees in India and 90% overseas worked from their places of resident. We have estimated the emissions due to WFH scenario for FY21, and have included in our Scope 3 emissions portfolio.

The methodology\* is based on incremental energy consumption (electricity and natural gas) in a household in which members have transitioned to working from home, causing an increase in residential energy use. These are averages of select countries covered by various studies on remote work. The baseline energy consumption per household was derived based on IEA data of residential energy consumption by population of the country. We have considered the number of employees working from home across the following geographies – ANZ and APAC, EMEA; LATAM & North America to calculate WFH emissions.

**The total emissions due to WFH globally is estimated at 36,230 tons of Co2 eq, with the US contributing to 36% and India contributing to 23%. Though 80% of the employees are based in India, its contribution to emissions is less due to significant lower energy intensity per capita compared to other countries.**

\* A thesis paper on Estimating Energy Consumption & GHG Emissions for Remote Workers

**Total Emissions:** The overall GHG emissions across all scopes is 447,683 tonnes, the main contributors to which are: Purchased Goods and Services (48.7%), Electricity – Purchased and Generated (19.1%), Upstream Fuel and Energy emissions (12%) and Work from Home emissions (8%).

## GHG Mitigation Measures

Our five-year GHG mitigation plan consists of three key elements – Energy Efficiency (Reduce), Renewable Energy (RE) Purchase (Replace) and Business Travel Substitution (Reduce and Replace); of this, RE procurement will contribute the maximum, 80% share to GHG emission mitigation strategy for Scope 1 and 2.

*Energy Efficiency:* These measures include new retrofit technologies to improve Chiller and Air Handling Units (AHUs), integrated design and monitoring platforms. The Global Energy command center aggregates Building Management System inputs on a common platform to optimize operational control and improve energy efficiency.

Since 2007, we have been working on a server rationalization and virtualization program, through which we have decommissioned old physical servers and replaced the processing capacity with virtualization technology on fewer numbers of servers. As of March 2021, we have 13133 virtual servers (10155 in March 2020) running on 758 physical servers which contributes to an energy savings of approximately 57.9 million units in the reporting year. The savings showed an increase of 21% over the previous year.

Virtual Desktop Infrastructure (VDI) provide high-capacity scalable infrastructure with On Demand provisioning, High Availability and High-Performance Computing environment. We have enabled 9,333 VDI's to end users across locations. Thin clients being used in one of our locations, which consumes less energy (80% less) compared to Desktop, resulting in savings of 1.2 million units.

*Procurement:* For the reporting period of FY2021, RE purchase contributed to approximately 73.7 million units or 42.6% of our total India energy consumption of which 12.9 million units are for downstream leased spaces. For details on green procurement in IT hardware and other categories, please see 'supplier section'

*Business Travel and Employee Commute:* Due to the pandemic, the business travel footprint was 11% and employee commute was 21% of the previous year's footprint. This includes (i) travel by air, bus, train, local conveyance and hotel stays for the category of business travel and (ii) personal cars two wheelers, public transport and Wipro arranged transport for employee commute. As things return back to normalcy, we are looking to transition to low emission travel choices and policies.

Over the past few years, we have taken steps to facilitate a shift towards improved access to public transport for employees (buses, commuter trains) and carpooling. Our carpooling initiative till the previous year had over 1 Lakh registered users across locations. In the reporting year, we had negligible carpooling trips due to majority of employees working from home as well as the requirements of Covid appropriate behavior.

We are the first major Indian business to join EV100, a global initiative by The Climate Group, in our commitment to transition our global fleet to electric vehicles (EVs) by 2030.

## Water Efficiency and Responsible Use

At Wipro, we view water through inter-related lens of efficiency of use and conservation coupled with our approach of engaging with urban water as a boundaryless issue. Our articulated goals are therefore derived from this approach

### Water Efficiency

- Reduce both absolute and area-based intensity consumption of externally procured freshwater for our operations by 50% by the year 2030 with respect to baseline consumption of FY17

### Water Responsibility

- Contribute to deeper understanding of systemic challenges of urban water in the major cities in India we operate from

To ensure responsible water management in proximate communities, especially in locations that are prone to water scarcity. We are also collaborating on building capacity and advocacy platforms at the city level for integrated urban water management.

### Freshwater recycling and efficiency

Freshwater consumption has seen a drop of 47.5% from last year to 850 million liters. The recycled water generation was 407.5 million liters, with a recycling ratio of 32%. Due to the low average occupancy (6.5%) of our offices due to the pandemic, the per capita consumption of water is not comparable. The freshwater consumption has not seen a commensurate reduction for the same reasons as mentioned in energy consumption – use of higher amount of fresh water for HVAC systems of the conditioned spaces as well as lower efficiency and loading of recycling plants. Consequently, the freshwater area intensity at 1.094 KL per square meter has shown a marginal increase of 4.8% compared to the earlier year. We have achieved 12.5% reduction in absolute freshwater consumption from FY16 till the previous year FY20.

### Freshwater use-India Offices

	FY 2018-19	FY2019-20	FY2020-21
Freshwater (KL)	1518934	1621501	850151
Area Intensity	0.957	1.044	1.094
People Intensity	0.951	0.930	6.854

**Sourcing of Water:** Our water is derived from four sources – private water (mainly ground water delivered by tanker water suppliers), municipal water, water supplied by industry associations, in-situ ground water and harvested rainwater – with the first two sources accounting for nearly 94% of the sourced water. Water purchased from private sources is primarily extracted from ground water. Ground water contributes to nearly 46% of our total freshwater consumption across cities in India. Our urban/ peri-urban facilities located in three states – Karnataka, Tamil Nadu and Telengana, are in water stressed basins. 94% of the total water is from areas (cities) in water stressed basins. The water supplied by the municipal bodies is sourced primarily from river or lake systems. The table below provides percentage of water sourced from different freshwater sources during the reporting year.

Private water (mainly Ground water)	41.7%
Municipal and industry bodies	54%
Ground water	4.3%
Rainwater	1%

### Water recycling:

With ever-increasing pressure on water supplies, the government authorities (PCB) have mandated companies to achieve zero liquid discharge in their operations, to encourage them to reuse water and reduce their overall fresh-water use. Wipro is working towards making water sustainable. This has been achieved with the use of water efficient fixtures, waste water treatment technologies, rain water harvesting and smart metering for monitoring.

Conventional water treatment consisting of coagulation, flocculation, sedimentation, filtration, and disinfection has long been the accepted method for protecting public health. Ultrafiltration (UF) and Membrane bioreactor (MBR) system has been installed in major campuses to improve the water quality. UF/MBR permeate water is used for flushing and landscape. The final stream from UF / MBR is been sent to reverse-osmosis system. This water is ideal for Cooling Requirement. Treated water is used in: Flushing - 47%; Landscape - 42%; Cooling towers - 8%. Overall recycling rate is 32 %. Around 3% of treated water is discharged to municipal sewer. The majority is from one of our locations in Pune which was converted into a Covid hospital and based on the recommendations of the local authorities, treated water from the facility was let to municipal sewage network.

### Collaborative advocacy on water:

Our long-term projects on Urban Water in cities are providing key policy insights and levers for citizen engagement and advocacy on ground water management and its relationships to surface water flows and water bodies like lakes/tanks and wetlands. We bring together hydrogeologists, academia, government, citizen groups for a nuanced understanding of issues catalyzing citizen action on the ground.

We are continuing our work in Bangalore by catalyzing more on-the-ground engagements across the city on rain -water harvesting. This is backed up by targeted advocacy work through. case-studies, engagement with the city utility administrators and development of national guidelines. The program will also monitor and estimate the groundwater (shallow aquifer) potential for city, and recommend suggested practices for better management and integration with utility supply. In Pune we are building a first of its kind city level data, interpretation and decision support platform for ground water management. This will closely work with citizen groups as well as the municipal authority to build appropriate capacities and catalyze on-ground interventions. In Chennai, through the small grants program we are supporting community-based interventions on water. In Hyderabad, we are putting together a knowledge repository of water in the city – consumption, sources, water bodies, built infrastructure and impacts on water flows. It will also aim to create a network of communities, water practitioners, curate workshops/exhibits and support on ground interventions. We aim to bring together all our work on a common learning platform for urban water.

### Pollution and waste management:

Pollution of air and water poses one of the most serious threats to community health and societal welfare. Managing these 'commons' in an urban context requires business organizations to look beyond its own boundaries and adopt an integrated approach.

#### Our waste management goals are:

- 100% of organic waste generated from business operations is recycled for effective reuse.
- To ensure by 2025 more than 98% of other categories of waste is recycled as per appropriate national standards with less than 2% reaching landfill \*excluding construction and demolition waste

#### Our waste management strategy includes:

- Regular monitoring of air, water and noise pollution to ensure they are well within regulatory and industry norms.
- Reducing materials impact on the environment through recycling and reuse
- Arranging for safe disposal of waste that goes outside our organizational boundaries. To operationalize our strategy, we segregate and monitor waste processing across 13 broad categories and nearly 40 subcategories.




**Total waste disposed during FY 2021 was 2087 tons – a reduction of 58% compared to the previous year. This is primarily due to lower occupancy in our campuses due to the pandemic.** Only around 3% of total waste disposed is hazardous which is incinerated as per approved methods. For the reporting year our effective safe disposal percentage was 96% and the rest is sent to landfill. The summary of our performance on solid waste management (SWM) is as follows:

- 90% of organic waste is recycled in house and the balance sent as animal feed outside the campus
- Close to 100% of the inorganic waste is recycled through approved partners
- 52% of the total mixed solid waste and scrap is currently recycled and the rest sent to landfills. Our target is to improve this to 80% by 2023
- Biomedical and hazardous waste is incinerated as per approved methods
- All our E-waste is currently recycled by approved vendors.

**Other elements:** We monitor diesel generator stack emissions (NOX, SOX and SPM), indoor air quality (CO, CO2, VOC's, RSPM), treated water quality and ambient noise levels across 25 key locations every month. All of these meet the specified regulatory norms.

### Urban Biodiversity

The twin primary aims of our campus urban biodiversity program have been (i) to convert our existing campuses to biodiversity zones and (ii) to develop them as platforms for wider education and advocacy, both within our organization and outside. Our biodiversity projects integrate multiple benefits of water conservation, ambient temperature reduction, air pollution mitigation and employee engagement. In this regard, we have drafted a set of biodiversity management guidelines for adoption across our campuses.

Butterfly Park	Wetland Park	Pune Biodiversity Project
		
<ul style="list-style-type: none"> <li>• Our flagship program completed in 2013</li> <li>• Park witnesses hundreds of migratory butterflies every year</li> </ul>	<ul style="list-style-type: none"> <li>• Use of recycled and excess rain water</li> <li>• 106 species of plants</li> <li>• 9 thematic sections                             <ul style="list-style-type: none"> <li>• Educational and information signages</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 10 thematic gardens -aesthetic and palm garden, spring garden, Ficus Garden, spice and fruit garden, medicinal, nectar, spring, vine flower tunnel, veggie garden</li> <li>• 250+ species of native plants</li> </ul>

### Collaborative Advocacy on Sustainability

We are actively engaged in several forums that advance advocacy on climate change and other related environmental impacts. Examples include the 'Transform to Net Zero Coalition', the World Economic



Forum's Climate Change working group, 'Business for Nature' coalition, 'CII Greenco' and 'India Climate Collaborative'. A specific city-level initiative we convened is the 'Bengaluru Sustainability Forum'

### **Bengaluru Sustainability Forum (BSF)**

This forum was set up in early 2018 and convened by Wipro along with the National Center for Biological Sciences. This year, due to the pandemic, all the outreach activities were online. In the year, we hosted a reading and discussion series on the UN sustainable goals. Called 'Reading for change', the series curated conversations with authors of six leading books related to health (pandemic), gender equality, quality education, sustainable cities, clean energy and reduced inequalities.

We also hosted a 'Climate Conversations' series in partnership with the Bangalore International Centre and a workshop on the food economy of Bangalore in association with Science Gallery, Bengaluru. We are also working on a series of podcasts on various urban sustainability dimensions.

### **Wipro's Natural Capital Valuation Program**

Natural capital valuation is a rigorous framework that assesses and quantified impacts - positive and negative - on nature or natural capital on account of a company's operations and value chain. Natural Capital Impacts are calculated across six key performance indicators (KPIs) namely, GHG emissions, air pollution, water consumption, water and land pollution, waste generation and land use change. The methodology uses a value for the social cost of carbon that varies by country and geography - typically, it uses a higher discount rate for developing countries as compared to developed countries.

For calculating impacts due to air pollution only human health Impacts were considered as they contribute to 95% of total impact from air pollution. Land use valuation was based on net change in economic value due to loss of ecosystem service and was calculated only for the electricity procured from the grid mix, since for the direct operations, land use change is not considered to be material. For calculating impact due to water consumption, the following factors were taken into consideration - impact on human health, incidence of infectious disease and impact of energy consumption.

In FY2021, the total environmental costs related to Wipro's operations and supply chain were quantified at \$0.20 billion (\$0.23 billion in FY20), of which operational and supply chain impacts contribute 8% (\$16.3 million) and 92% (\$187 million) respectively. Of the operational impacts, the highest contribution is from electricity consumption at 80% (\$12.8 million). Within Wipro's upstream supply chain, purchased goods and services across all tiers of suppliers (88%; \$161 million) and fuel and energy related activities (12%; \$22 million) are the top two impact categories. In terms of the sources of impact, air pollution (57%; \$117.6 million), greenhouse gas emissions (30%; \$60 million) are the top two contributors. Natural capital impacts as % share of Revenue of Wipro operation is 2.5% (2.9% in FY20) and as % share EBIT is 12.2% (14.8% in FY20).

# Customer Stewardship



## Customer Stewardship

As the world transitions to a new normal, Wipro is empowering a more resilient future for customers and communities. From building more adaptive 'business-anywhere' frameworks to advanced technologies that fuel the intelligent enterprise, Wipro helps businesses thrive in a world defined by disruption and fuelled by transformative technology. We anticipate that our 'Digital first' strategy will be particularly relevant as we believe the following consumer and industry trends, driven by the response to the COVID-19 pandemic, will reshape the way businesses and organizations operate. They are:

- **Accelerate to Digital** – The COVID-19 pandemic has precipitated the shift to online/Digital business models globally, across industries and markets, such as Digital only banks and platform-based business models across industries including banking and asset management. Ecosystem collaboration will become a key element of business strategy, and will be driven by the need to optimize for time, cost and de-risking imperatives.
- **Ways of Working** – We anticipate a long-term impact on established ways of operations, including a redefinition of the core compared to non-core workforce and use of community/gig models, in the following ways:
  - Work done 'anywhere by anyone'. Virtual, remote, community-based and distributed work models such as work from home/remote working will become mainstream, enabled by remote working and collaborative technologies.
  - We believe that in response to the COVID-19 pandemic, mainstream adoption of the community work force and crowdsourced and community models (private, public and hybrid) will accelerate.
- **Adaptable, Agile and Resilient Enterprise** – Enterprises will need to evaluate their technology stack to allow them to operate with flexibility and agility, and work with partners who can respond and adjust quickly to changing circumstances.
- **Automation and Autonomous** – Social distancing will become a key 'design principle' element from an operating model standpoint across businesses and will be a key factor that will accelerate the adoption of automation, autonomous and low or no human touch or contactless ways of working.
- **Safe Enterprise** – Focusing on employee health and safety, enterprise health and risk management. Given large scale disruptions in supply chains globally, we anticipate that organizations will invest in decentralizing and nearshoring supply chains in the future and reduce dependency on a few countries.

Enterprises will increasingly require partners, such as Wipro, who bring capabilities that span across consultancy, design, engineering, systems integration and operations to enable them to achieve accelerated digital transformation. The transformation can only be effective if delivered in the context of the relevant industry or domain, hence it is critical to us that we provide strong domain expertise along with 'Digital'.

## Customer Engagement

Customer stewardship hinges on meeting customer expectations by being responsive to the emerging trends and offering portfolio of products and services which integrate resource efficiency, dematerialization, organizational transparency, connectedness and collaboration. Engaging with customers is critical to meet customer expectations and it is the foundation on which stewardship rests. The number of new customers acquired by Wipro in FY 2021 is 280. Total number of active customers during the same year is 1,120.

## Sustainability Expectations from Customers

Apart from technology driven value creation, our global customers also expect transparency and compliance on different sustainability aspects within our operations and in our extended value chain – Human Rights, Labor Practices and Diversity being key dimensions among them. Many customers require acceptance and alignment with their supplier code of conduct. We have 100+ customers who are part of independent raters like Ecovadis, CDP and industry led consortiums like the JAC (Joint Audit Consortium), and Quest Forum (Focusing on Quality and Sustainability in ICT community).

## Strategic Approach and Policy

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



## Approach to Customer Centricity

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

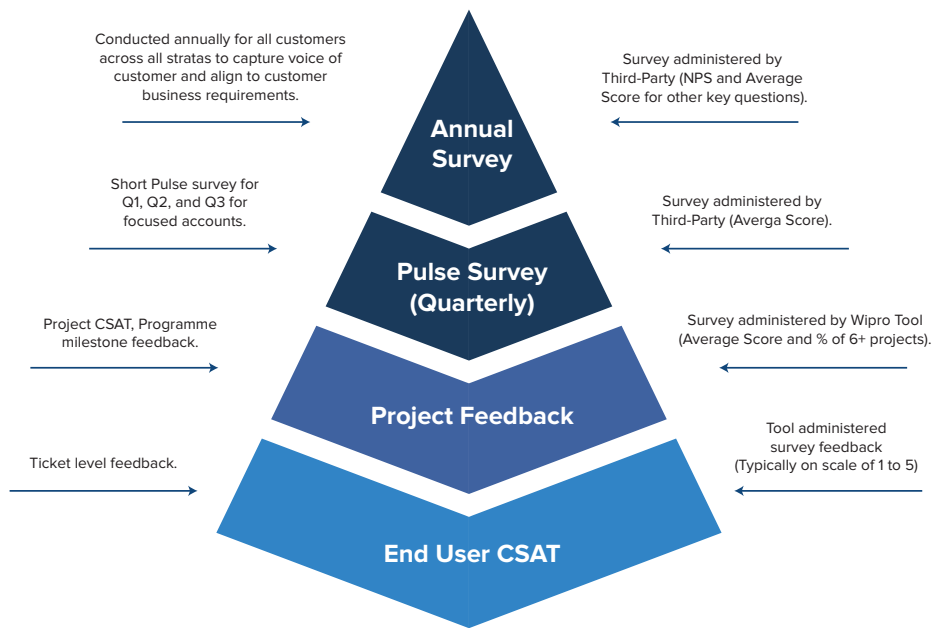


## Voice of Customer

The Voice of the Customer is heard at various levels i.e., at project level, program level, account level and through direct feedback, informal meetings, governance meetings and senior management interaction with the client. The processes include Program CSAT, Quarterly Pulse Surveys and the Annual CSAT conducted through third-party surveys. These are conducted formally and at appropriate intervals to capture customer feedback on Wipro. The Strategic Marketing Group conducts surveys on brand perception where they also understand customers' expectations of Wipro and Wipro's position relative to its competitors. Regular visits by senior leaders to customers are another key source of information. We also conduct webinars with our alliance partners to capture the customer's voice.



## Customer Satisfaction Surveys (CSAT)



Annual CSAT Survey is administered annually to get feedback on various facets of engagement, including core delivery, presales, people engagement, and Wipro's value addition to customers from CXOs, Senior and Middle Managers of the customer organizations.



Quarterly Pulse Survey is administered once in a quarter for Q1, Q2, and Q3 of the financial year to get feedback predominately from Senior and Middle Managers and a few CXOs.



Project CSATs are obtained to enhance customers' experience while dealing with Wipro. Customer feedback is obtained on projects and programs at different points of time during execution on different aspects like delivery, Quality, Service, and Project Management sections.



End-user CSAT feedback is administered to customer respondents who are end-users. The respective program teams analyze this feedback.

## The Customer Connect Process

Wipro communicates and connects with its customers through a matrix framework. Every key account has a dedicated Client Partner to own and manage the relationship. The Client Partner profiles the account and proposes/ offers solutions that are strategically relevant to customers. An execution process document and system maintenance technical document for each engagement ensures that all customer needs are documented and agreed between the two parties.

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

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

## Data Privacy & IT Security

Wipro's IT infrastructure is certified under the ISO 27001 standard which provides assurance in the areas of information security, physical security and business continuity. We benchmark our processes to meet the EU's General Data Protection Regulation (GDPR) and SOX IT compliance requirements.

Data privacy is an integral part of the Wipro's Code of Business Conduct (COBC), emphasizing the importance of privacy in business transactions. The COBC applies to all employees and members of the Board of Directors of the Company. It also applies to individuals who serve the Company on contract, subcontract, retainer, consultant or any other such basis. In addition to Code of Business Conduct, Wipro has defined 'Data Protection and Privacy' policy and procedures that adopt globally accepted data protection principles. The objective of this policy is to define the controls required during the lifecycle of processing of personal data including collecting, using, accessing, sharing, storing, transmitting, transferring, securely disposing and destroying data as per applicable laws and regulations. The privacy policies and procedures are reviewed internally at periodic intervals.

To demonstrate Wipro's commitment to the authority and independence of its compliance oversight efforts and to facilitate the effectiveness of those efforts, a Global Data Privacy team has been set up and reports to Enterprise Risk Management. In FY20, the team started through work towards assessing 250+ internal Wipro Application to drive GDPR compliance program. The team also inculcated the 'Privacy By Design' in Wipro Data Privacy culture and conducted multiple workshops to imbibe the culture of 'Privacy By Design' to take Wipro DP Compliance program to next stage. Wipro has 'Security Incident Management' Policy (covering Data Privacy) which describe various channels available to the users for reporting security incidents; identify, contain, and manage security incidents which may have potential impact, and define a process for managing security incidents as part of Customer engagements.

Wipro 'Privacy Statement' articulates the privacy and data protection principles followed by Wipro Limited and its entities around the world with regards to the personal information of its customers (including products, outsourcing and other services clients), partners, employees (current or former employees, trainees), applicants, contractors, prospects and vendors and current or former members of the Board of Directors, whose personal information are processed by Wipro. Wipro does not share personal information about customers with affiliates, partners, service providers, group entities and non-affiliated companies except: (a) to provide products or services you've requested; (b) when we have your permission or (c) under circumstances such as – being compliant with legal requirements. Refer to Privacy Statement for more details <https://www.wipro.com/privacy-statement/>

In addition, Wipro has 'Data Collection and Usage' Policy to govern collection, usage and disclosure of Wipro employees' and clients' Personal Data or Confidential Data as required to perform the processing of such data in line with the intended purpose, contractual requirements, and as mandated by applicable laws and regulations.

Wipro has a dedicated privacy incident management team to manage any potential or actual incident or data breach related to customer privacy or personal data of customers through our internal Security Incident Reporting (SIR). A Privacy Incident Management procedure has been established to identify and document roles and responsibilities of stakeholders. There were no substantiated incidents concerning breaches of customer privacy and / or loss of customer data during FY 2020-21.

## Innovation

Human experience in interacting with machines is rapidly evolving. Breakthroughs in Man-Machine Interfaces (MMI) using acoustics, gestures, biometrics, body movement and virtual reality coupled with context-aware applications are introducing higher levels of user engagement. Such interactions are dynamic, flexible, personalized, responsive, real-time and data driven. Growing project complexities, competitive pressures, operational challenges and the need to maintain and grow margins is driving companies to

adopt technologies that will help them run business as usual, improve operational efficiencies and provide competitive differentiation. Essentially, this will prepare organizations to fundamentally change the way they do business.

## Research and development Initiatives

Wipro's Research and Development initiatives continue to focus on strengthening and extending our portfolio of IT services across multiple new and emerging technology areas as well as in the intersection of these technologies. We are investing extensively in developing solutions and services in a host of advanced technology areas (e.g., ADAS - Autonomous Driver Assistance Systems/ autonomous vehicles, commercial wearables, machine vision, human machine interfaces, smart assistants, natural language processing and understanding, augmented & virtual reality, blockchain tech, quantum computing, smart machines, among others). We continue to invest in working on new ways of software development and deployment for edge-based IoT and always-on architectures. Next generation digital technologies like Artificial Intelligence, Internet of Things, Big Data Analytics and emerging collaborative development methodologies like Open Source are driving this change. These emerging technological innovations can drive sustainability by way of digitalization and dematerialization, system integration and optimization.

## Approach to Innovation

Wipro has a versatile portfolio of Business Solutions, which cover the whole nine yards of Business Transformation, Process Transformation, Technology Transformation, and Cybersecurity. They are composites that have IP-based assets at their core and are packaged along with our people-based expertise, capabilities from our partners or start-ups and are targeted to solve specific business challenges.

Our Business Solutions are easily consumable and are offered in flexible and simplified outcome-based and as-a-service commercial constructs.

Wipro runs an idea-hunting program called 'The Great Blue Heron' (The bird – Great Blue Heron is a great fisher and fishing is used as a metaphor for idea hunting) for capturing high-potential opportunities across customers, domains and technologies. The Great Blue Heron's HaBBIT Framework is then leveraged to add the solution to the portfolio. Through HaBBIT, the solutions can be commercialized using any of the five ways – Harvest & co-Innovate (e.g., TOPS, WHRS), Build IP (e.g., Wipro Virtuadesk™), Buy IP (e.g., ITI), Invest through Wipro Ventures and Technology Enablement.

Once the solution and development approach are finalized, it can then be funded through the Horizon Program which is designed to identify & incubate disruptive ideas and drive significant growth & differentiation for Wipro from a 2-3-year horizon standpoint. Through this program, Wipro funds development of business solutions, products, platforms, and competencies. During FY21, we incubated themes like Robotics, Autonomous mobility, Virtual Automation Engineer (a quality assurance and testing product), and industry solutions like Open Subsurface Data Universe (OSDU). Wipro has also funded building new and differentiated skills on ServiceNow through this program.

## Governance

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

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

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

## Intellectual Property and Patents in Wipro

Our focus on innovation has contributed, as in past years, to some significant patent applications during the year ended March 31, 2021. We have been continuously investing in building a patent portfolio that protects critical Wipro IP, and during the year ended March 31, 2021, in spite of the unique challenges of the COVID-19 pandemic, our investment has continued apace. As of March 31, 2021, we have 2,085 patents filed in various patent jurisdictions around the world, of which 904 have been granted.

## Sustainability Inspired Solutions

COVID-19 pandemic accelerated disruption in the global economy, healthcare, higher education, services, small businesses, and the enterprise. At Wipro, our mission is to help customers manage disruption and accelerate their transformation through various offerings. Over the past few years, we have built a portfolio of leading IT enabled sustainability solutions which help our customers advance in their sustainability journey and build resilience. The strengths of our positioning come from decades of working with partners and customers to understand stakeholder needs – and placing it in the context of a larger common purpose of providing 'sustainability' inspired solutions.

## Industry Focus

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

### Automotive

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

### Healthcare & Medical Devices

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

### Natural resources

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

### Utilities, Oil & Gas

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

### Retail

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

### Travel and Transportation

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



# Financial Stewardship and Investors



## Financial Stewardship and Investors

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

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

In 2018, Wipro joined the IR business network – where we participate in deliberations on integrated thinking, strategy and technology and data informed reporting. In 2017 we released our first annual report aligned with the principles of <IR> Framework. Since then, our annual Integrated Report is aligned with GRI Standard and BRR requirements of SEBI and incorporates the recommendation set out by Task Force on Climate-related Financial Disclosures (TCFD) and CDSB (Climate Disclosures Standards Board) framework.

### Investors

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

### Profile of Wipro Shareholders

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
No. of Shareholders	2,27,368	2,41,153	2,69,693	3,30,075	5,11,881	8,18,539
ADR Holders	16,120	16,245	14,152	14,000	10,400	
Total Shareholders	2,27,368	2,41,153	2,69,693	33,00,75	5,11,881	818539

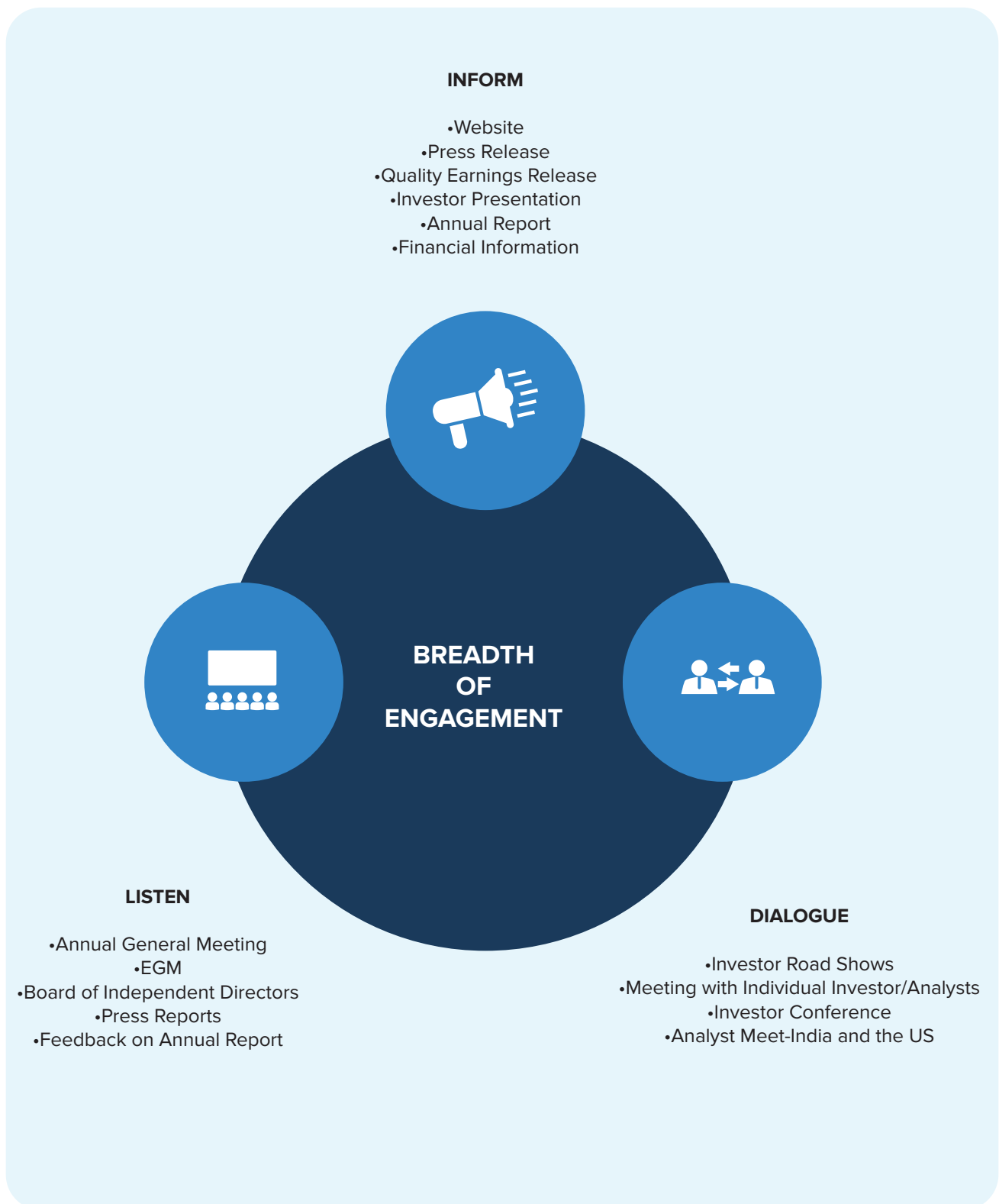
For overall shareholding pattern refer to table given on Page 104 of our Annual Report FY 2020-21.

### Engagement with Investors

We have multiple channels of communications to keep the investors informed about various developments and events. Communication through proactive disclosures in our financial statement has been the bedrock of investor engagement at Wipro. Our senior management leaders along with our dedicated Investor Relations team participate in various forums like investor conferences and investor road shows, in addition to hosting investors who visit us. Our quarterly results, regulatory filings, transcripts of our earnings call and media presentations are available at <http://www.wipro.com/investors/>

## Engagement Approach

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

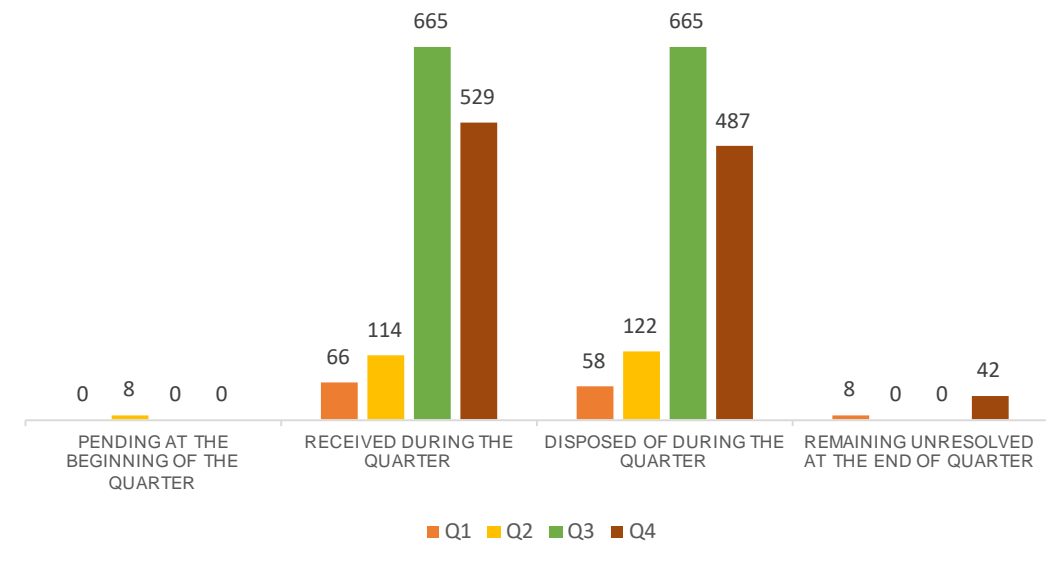


## Details of Engagement

In FY21, we conducted 5 road shows, held 404 investors meetings and 4 earning conference calls. We also hosted our first ever Virtual Analyst Day in November 2020 through which we communicated our new strategy and ambition. We also attended 14 investor conferences.

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

### Investor Queries/Complaints



## Business Strategy

Our strategy supports value creation for clients and growth for our organization through five strategic priorities: accelerate growth, strengthen clients and partnerships, lead with business solutions, building talent at scale, and a simplified operating model. We are focusing our efforts and our investments on maximum results, going deeper in areas that we believe we have strength and defocusing on others, and scaling up to secure leadership positions. Our new strategy will bring us closer to clients, drive greater agility and responsiveness and help us become the employer of choice.

### Our vision is to:

- To be a trusted partner to our clients in their transformation journey and enable them in achieving leadership in their respective industries
- To deliver value to our clients as part of their transformation journey through sector focused ‘Business Solutions’, ‘Digital’ and ‘Technology’ capabilities, cutting edge innovation, leveraging our strategic partnerships and our world class talent

We aim to realize our vision through five key strategic priorities: (1) Accelerate growth – focus and scale (2) Strengthen clients and partnerships (3) Lead with business solutions (4) Building talent at Scale (5) Simplified operating model. Refer to pages 32 of Wipro Annual Report for FY 2020-21 for detailed Business Strategy.

## Assessment of Financial and Economic Risks

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

- Global Economic and Geopolitical Risks:** We derive approximately 59% of our IT Services segment revenue from the Americas (including the United States) and 27% of our IT Services segment revenue from Europe. Our business and financial performance is and will continue to be affected by economic conditions globally. Increased protectionism and the risk of global trade war, resulting in weaker global trade and economic activity could adversely affect our business. If the economy in the Americas or Europe continues to be volatile or uncertain or conditions in the global financial market deteriorate, pricing for our services may become less attractive and our clients located in these geographies may reduce or postpone their technology spending significantly. Reduction in spending on IT services may lower the demand for our services and negatively affect our revenues and profitability.
- Taxation Risks:** Our profits for the period earned from providing services at client premises outside India are subject to tax in the country where we perform the work. Most of our taxes paid in countries other than India can be applied as a credit against our Indian tax liability to the extent that the same income is subject to taxation in India. Currently, we benefit from certain tax incentives under Indian tax laws. These tax incentives include a tax holiday from payment of Indian corporate income taxes for our businesses operating from specially designated Special Economic Zones ('SEZs'). Changes to these incentives and other exemptions we receive due to government policies can impact our financial performance.
- Wage Pressure:** Our wage costs in India have historically been significantly lower than wage costs in the U.S. and Europe for comparably skilled professionals, and this has been one of our competitive advantages. However, wage increases in India may prevent us from sustaining this competitive advantage and may negatively affect our profit margins. We have historically experienced significant competition for employees from large multinational companies that have established and continue to establish offshore operations in India, as well as from companies within India. We may need to increase the levels of our employee compensation more rapidly than in the past to retain talent. Once the effective date is notified by the Gol, we may also experience increased costs in future years for employment and post-employment benefits in India as a result of the issuance of The Code on Social Security, 2020. Unless we are able to continue to increase the efficiency and productivity of our employees over the long term, wage increases may reduce our profit margins. Furthermore, any inability to increase the proportion of employees with less experience, or source talent from other low-cost locations, like Eastern Europe, China or Southeast Asia could also negatively affect our profits.

## Financial Performance

Consolidated Results	FY 2020	FY 2021	YoY Change
Revenue <sup>1</sup>	613,401	622,425	1.5%
Cost of revenue	(436,085)	(423,205)	3%
Gross profit	177,316	199,220	12.4%
Selling and marketing expenses	(42,907)	(41,400)	(3.5) %
General and administrative expenses	(29,823)	(34,686)	(16.3) %
Other Operating Income <sup>2</sup>	1,144	(81)	(107.1) %
Operating Income	105,730	123,053	16.4%
Finance Expenses	(7,328)	(5,088)	(30.6) %
Finance and Other Income	24,081	20,912	13.2%
Income Taxes	24,799	(30,345)	(22.4) %
Profit attributable to equity holders	97,218	107,946	11.0%
As a Percentage of Revenue			
Gross Margin <sup>3</sup>	28.9%	32%	3.2%
Selling and marketing expenses	7.0%	6.7%	(0.3) %
General and administrative expenses	4.9%	5.6	0.7%
Operating Margin <sup>3</sup>	17.2%	19.8%	2.6%
Earnings per share-Basic (₹) <sup>4</sup>	16.67	19.11	14.6%
Earnings per share-Diluted (₹) <sup>4</sup>	16.62	19.07	14.7%

<sup>1</sup> For segment reporting, we have included the impact of exchange rate fluctuations in revenue. Excluding the impact of exchange rate fluctuations, revenue, as reported in our statements of income, is H610,232 and H619,430 million for the years ended March 31, 2020 and 2021, respectively <sup>2</sup> Other operating income represents: (i) For the year ended March 31, 2020, (a) change in fair value of the callable units upon partial achievement of business targets pertaining to sale of data center business, and (b) gain on sale of assets pertaining to Workday business and Cornerstone OnDemand business in Portugal, France and Sweden. (ii) For the year ended March 31, 2021, change in fair value of the callable units upon partial achievement of cumulative business targets pertaining to sale of our hosted data center services business. Gross margin and operating margin as a percentage of revenue for year have been calculated by including Other Operating Income with Revenue In FY 2020-21, EPS growth is higher than Net profit growth largely due to reduction in number of equity shares due to completion of buyback.

## Ethical Business Conduct - A Fundamental Expectation from Investors

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

## Policy

Our corporation wide Code of Business Conduct (COBC) provides broad direction for all business transactions. The COBC is Wipro's central and comprehensive compliance policy document that provides the framework and a common language for ethical conduct for all employees as well as all our stakeholders. The COBC



applies to all employees and members of the Board of Directors of the Company, as also to all individuals who serve the Company on contract, subcontract, retainer, consultant or any other such basis. Suppliers, service providers, external professionals, agents, channel partners (dealers, distributors and others) serve as an extension of the Company and their conduct and behavior while carrying out business dealings with Wipro or on behalf of Wipro can have an impact on Wipro and its reputation. Other than COBC, we also have other policies like the abridged Policy on Related Party Transactions, Wipro Supplier Code of Conduct, Code of Independent Directors and Code of Ethics for Principal Executive Officer and Senior Financial Officers, which contextualize the communication for relevant stakeholders.

## Approach

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

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

As part of COBC training, Wipro conducts entry-level training to all its employees across levels worldwide on corporate policies pertaining to Business Relationship, Gifts and Entertainment, Business Courtesies and Conflict of Interest. Compliance with Foreign Corrupt Practices Act, UK Bribery Act, the Indian Prevention of Corruption Act, are included as part of leadership training programs and of focused training programs. In addition to the annual test and certification of Code of Business Conduct, a certification process is enabled for employees travelling to High-Risk Countries and employees working in certain functions. Also, communication of COBC and their significance to Wipro is being done through emails, posters, etc.

## Compliance

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

# Supply Chain Sustainability



## Supply Chain Sustainability

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

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

### Understanding the Stakeholder-Supply Chain

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

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

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

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

### Suppliers Segmentations

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

### Supply Chain Risk Assessment

Wipro’s approach to identifying sustainability risks in the supply chain includes cross functional analysis of the risks pertaining to different organizational functions. The Enterprise Risk Management function owns the supplier economic risk assessment process, and their focus is on ensuring continuous and non-interrupted supply of services/goods. Vendor Risk Assessment comprises a formal evaluation of a

vendor company’s financial health which is determined by many factors including operational efficiency, susceptibility to corruption etcetera.

The Group Sustainability Function partners with Central Procurement Organization, Facilities Management Group and other relevant stakeholders in identifying environmental and social risks in Wipro’s supply chain through independent studies conducted periodically.

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

Impact Identified in Supply Chain		Supplier Category for whom the Impacts are Significant
Economic	Probability of Default Bankruptcy Corruption Risk	All Supplier Categories
Environmental*	High Carbon Footprint	Commercial and Industry Machinery and equipment repair and maintenance Architectural, engineering related services Hardware manufacturing
	High Water Footprint	Architectural, engineering, and related services Business support services Telecommunications
	High Waste Footprint	Architectural, engineering, and related services Telecommunications Business support services
Social**	Human Rights & Labor Practice (Women’s safety at workplace & Benefits-Leave, Compensation, Working Hours)	Office Services (Security, Casual labor, food suppliers) Facility Services Travel

\* Based on ‘Natural Capital Valuation’ which studied Stakeholder Feedback\*\* Based on Social Audit conducted for manpower service providers.

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

Influencing Stakeholders	Emerging Concerns
Customers	Enhanced commitment and action on ESG Business impact due to operations impact, including IT security and Data Privacy
Employees	Demand for a comfortable and safe working environment
Investors	Investors requesting enhanced commitment and action on ESG
Business	Competency gaps in the IT Services people supply chain Financial prudence
Society & Community	Externalities due to operations Employment Diversity

## Identified Material Aspects

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

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

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

## Strategic Approach

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

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

## The Global Procurement Group

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

## Suppliers Engagement Program

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



## Policy & Guiding Principles

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

The SCOC covers key risks in the supply chain like forced or compulsory labor, prohibition on child labor, equal employment opportunity and non-discrimination/ no harassment, minimum wages, environment, health and safety, and compliance with anti-bribery laws. The code is aligned with the requirements of the FCPA (Foreign Corrupt Practices Act) and the UK anti-bribery act. The document also gives an overview of the process followed by Wipro so that it provides a ready reference template for its suppliers. The SCOC is communicated to all suppliers, and it is mandatory for suppliers to accept and sign it.

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

Our supply chain governance program is informed by four guiding principles

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

giving importance to the supply chain performance of organizations. There are many emerging standards and frameworks dedicated to this cause. We intend to adopt and integrate best practices from all these sources to drive sustainability in our supply chain.

### Suppliers Engagement Approach

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



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

## Programs & Process

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

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

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

**Ombuds Process:** Our organization wide multi-lingual Ombuds process is available 24x7 (phone and internet enabled) for our Suppliers and Contractors. Wipro's Ombuds process allows and encourages any affected stakeholder including suppliers and contractors to report breaches of the COBCE and any other matter of integrity to the Ombudsman concerned. While a good proportion of Ombuds process cases are anonymous, based on self-disclosure, we know that there were 6 complaints reported by suppliers during the year.

Supplier Diversity Program for facilities management services at our campuses – A sensitization program was conducted, and expectations have been conveyed formally through our contracting process.

It is compulsory for all our vendors to acknowledge and accept the Wipro Supplier Code of Conduct (SCOC). High Risk Vendors (HRV) identified based on geography, nature of service and engagements where they interact with government on behalf of Wipro go through additional checks and balances during processing for key words like government payments, miscellaneous expenses, commission, facilitation fee, gift, reward, out of pocket expense, etc. All HRV vendors are required to submit an anti-bribery anti-corruption questionnaire. We also have requirements of stricter negotiating threshold, clear break up of costs and multiple quotes regardless of the value.

**Environmental Impacts:** Based on natural capital valuation, in purchased goods and service category, we identified most of the impacts are concentrated down the value chain of Wipro's direct suppliers. We engage with tier 1 suppliers in improving their sustainability performance so that they are able to cascade these practices down their supply chain.

### Green initiatives in ICT Hardware:

- **Green Procurement:** Wipro adopted the EPEAT standard from Green Electronic Council in 2016 for its IT hardware procurement – across categories such as laptops, desktops, printers, mobiles and servers. In 2020, we purchased more than 10,000+ EPEAT certified products across desktops, laptops, displays, imaging equipment and mobiles. In tangible terms, our procurement of EPEAT certified hardware translates into a saving of 1.5 million kWh of energy over the lifetime of products.
- **Enhancing Virtualization Platform:** Till date we have migrated 20000 users from traditional physical desktop to Virtual Desktop Infrastructure (VDI) across 5 locations. This has led to reduction in energy consumption, easier operations and cost saving.
- **Asset re-utilization:** Through proactive maintenance and upgrades, we have been able to reutilize 18% of the assets – desktops, laptops and thin clients post their scheduled end of life.





# Partnering for Social Change

## Partnering for Social Change

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

<b>Education</b>
Engaging in deep and meaningful systemic work in the area of school and college education
<ul style="list-style-type: none"> <li>• School education in India</li> <li>• School education outside India</li> <li>• Sustainability education</li> <li>• Technology education</li> <li>• Talent Next</li> </ul>
<b>Community Care</b>
Engaging in proximate community in the areas
<ul style="list-style-type: none"> <li>• Primary Health Care</li> <li>• Environment</li> <li>• Disaster Rehabilitation</li> </ul>
<b>Ecology</b>
Addressing environmental issues like energy, water, solid waste and biodiversity
<ul style="list-style-type: none"> <li>• Energy &amp; Carbon</li> <li>• Waste</li> <li>• Water</li> <li>• Biodiversity</li> </ul>

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

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



## SDG Mapping with Social Initiatives

Program	Wipro Divisions	SDG's
<p><b>PRIMARY HEALTHCARE</b></p> <p>Primary healthcare services for the remote inaccessible villages of Nagaland where availability of primary healthcare services has been weak or inconsistent.</p>	Wipro cares	SDG 3
<p>Healthcare programs in the remote tribal district of Gadchiroli in Maharashtra.</p> <p>Nagaland, Northeast India and Gadchiroli in Maharashtra India.</p>		
Nagaland, Northeast India and Gadchiroli in Maharashtra, India	Wipro cares	SDG 3, SDG 2
<b>EDUCATION</b>		
<p>Inclusive Education- Program for disabled children in disadvantage sections</p> <p><i>14 projects across 5 states</i></p>	Wipro education	SDG 1, SDG 4
<p>Education for underprivileged children</p> <p><i>22 projects in 9 states</i></p>	Wipro education	SDG 1, SDG 4, SDG 8, SDG 10
<p>Sustainability education</p> <p><i>29 states and 3 UTs in India</i></p>	Wipro earthian	SDG 4, SDG 11
<p>Develop capacity in civil society organizations to work on issues of education reform in a systematic manner</p> <p><i>125 projects across 26 states</i></p>	Wipro education	SDG 4, SDG 10
Encourage new/young startups working in school education	Wipro education	SDG 4, SDG 10
Wipro Science Education Fellowship Programs (SEF)	Wipro education	SDG 4, SDG 10
<p><b>DISASTER REHABILITATION</b></p> <p>6 projects across 3 states <i>(Kerala, Odisha, West Bengal)</i></p>	Wipro cares	SDG 1, SDG 2
<b>URBAN RESILIENCE</b>		
<p>Urban waste management and welfare of waste pickers-Organize waste workers, i.e., waste pickers to enhance and upgrade their skills for innovation in waste management services in Bangalore, India</p>	Wipro cares	SDG 10, SDG 11
Urban Water – Long term projects on urban water in Bangalore and Pune, India	Wipro eco-eye	SDG 6, SDG 11

<p><b>EMPLOYEE VOLUNTEERING</b></p> <p>During 2019-20 25000+ Wipro employees engaged with Wipro cares either through volunteering or by the way of monetary contribution or both.</p>	<p>Wipro cares</p>	<p>SDG 17</p>
<p>Working through partners and communities is at the core of all the programs</p>		<p>SDG 17</p>

For more details about the various SDG Goals please see [here](#).

### Social Program Expenditure

The Corporate Social Responsibility (CSR) Expenditure / CSR Spend as disclosed in the Director’s Report of the Annual Report 2020-21 is Rs. 2,512 Mn. Refer to pages 114 of our Annual Report FY 2020-21 for program wise information on spend.

### Governance

Wipro Foundation is a public charitable trust created in 2017 to manage corporate citizenship and CSR activities of Wipro. The foundation has a robust governance process led by a 5-member board of trustees which reviews plans and progress against goals on a quarterly basis.

Our work with organizations is usually in the nature of programmatic support. They typically span a period of three years and may be extended further, if needed. We work closely with our partners and review the progress and participate in important decisions along with them during the lifecycle of the project. However, our fundamental philosophy is to leave it to our partners to design and run their programs as they deem appropriate since they know best.

### Our Programs

#### Our key programs in education

Our work in education covers a range of initiatives in school and higher education in India and overseas. The common vision that ties this together is our belief that good education is the primary enabler of change towards a better society.

#### Sustainability Education

Wipro earthian, our flagship program that brings together two of our key concerns, Education and Sustainability, into a nation-wide initiative for schools and colleges continued to expand and progress on multiple fronts in its eighth year. In the ‘schools’ segment, Wipro earthian is now present in more than 30 states and union territories across India. In the past couple of years, we have consciously established and expanded our outreach to the North-East in India and the Northern Himalayas, which is normally underserved on many counts. While our strategy for schools is centered on broad awareness building through large scale outreach, our engagement with colleges is more selective and aligned with the particular characteristics of different disciplines and institutes.

Wipro earthian covers two phases – the Wipro earthian awards program and the Continuous Engagement Program (CEP). The award program for schools engages students under two thematic areas - Water and Biodiversity. Participating schools form teams and engage in an intensive 5-month activity-based learning program in their school and communities. The CEP provides unique learning experiences for schools and colleges – through experiential workshops, internships, in-school learning material and co-creation of faculty led pedagogy material, which further accelerates sustainability learning at an institutional level.

## Key Highlights of the Year

- A new revised theme on 'Water' for the Wipro earthian school program launched
- 3 digital e-learning modules created for the school themes of Biodiversity, Waste and Water to allow for training and dissemination during teacher training workshops
- Continued partnership with Xavier School of Sustainability and collaboration with other leading institutes to develop sustainability pedagogy tools for faculty across various disciplines/subjects
- CEPT, Ahmedabad (Urban Planning case study development), IIM Ahmedabad (Sustainability Business Case study development) and IIT Bombay, (compendium of field research by the technology and development program).
- 2<sup>nd</sup> cohort of Wipro Sustainability Educator Program launched to support grassroots environment educators across India with 6 educators 6 NGOs across India
- 1 faculty-led research grant on the theme of 'Business and Human Rights' and 2 post-doctoral student sustainability fellowships IIM- Bengaluru
- Wipro sustainability internships completed by 15 students from 6 colleges with diverse sustainability non-profit and consultancy organizations - CDP, CSTEP, WRI
- Wipro earthian Sustainability quiz conducted on a virtual quizzing platform. 4800 college students registered for the 2020 quiz with 22 rounds of quizzing
- The 10th edition of the Wipro earthian awards were held virtually for the first time on the 13th of February, 2021, with attendees including winning teams, program partners, employees

## Adapting to the crisis – Case Study

With the outbreak of COVID-19, this year has brought with it a unique set of challenges. In such circumstances, programs such as Wipro earthian are ever more relevant. Severe limitations were placed on engagement with teacher, schools and our community focused interventions.

The pandemic pushed us to revisit our strategy in two ways:

- a) To encourage students and educators to reflect on the pandemic within their local contexts.
- b) To adapt to the limitations faced by teachers and students to undertake the activities in our program.

In this regard, we introduced a new section to encourage students to take this opportunity to investigate the kind of stresses that are present in their respective village/town/city and understand how or what role the individuals and communities play in building a more resilient society. They were also encouraged to reflect on how this pandemic has changed for the better or for worse, the lives of people around them. Similarly, college students had to explore the three areas of Water, Waste, and Food through the lens of the pandemic and analyze the stresses created by it.

Our program strategy had to adapt to the fast-changing circumstances. Therefore, we recalibrated our program to deliver all our teacher-training workshops online through various platforms. Our partners and educators have started and adapted well to the online mode of delivery. To add to our digital repository, we have collaborated with Centre for Environmental Research & Edu. (CERE), Mumbai, to develop e-learning modules for all the three themes in our school program. These modules will allow for easy training and dissemination to larger audiences across the county.

## Systemic Reforms in School Education

Our School Education program, started in 2001, continues to be the cornerstone of our CSR initiatives. With 124 partners across 26 states and UTs in the country, this program has managed to create, sustain and support one of the largest and most diverse networks of educational CSOs in the world. This, combined with the fact that these partners work on close to 10 thematic areas, makes it one of the most diverse networks of education organizations in India. In 2015, as part of our expansion strategy to reach out to younger and early-stage organizations, we initiated the Wipro Education Fellowship program under the School Education programs. We have supported 116 'Wipro Education Fellows', who are founders of early-stage education NGOs, working on multiple domains of education. Over the years we have supported more than 250+ educational projects and initiatives in our engagement with more than 200 organizations.

The impact of this wide network of education organizations has been in the areas of curriculum, textbooks, teacher capacity, and school leadership among other aspects. Since inception, we have supported 200+ organizations through 250+ educational projects and initiatives. In FY 2021, we continued to build momentum of identifying and supporting new and young organizations in school education through a structured program of fellowships. 13 Fellows from 9 organizations were added during the year taking the total number of 'Fellows' to about 116. Through these initiatives, we hope we will eventually help to build a bulwark of strong organizations across the country which are deeply committed to change in school education.

As part of network building and advocacy of such issues, we organized the 19th Partners' Forum, which was a well-attended 2-day event that saw over 200 participants representing 100+ organizations. Apart from this, a series of capacity building workshops on educational and organizational aspects were held virtually this year. In addition, two workshops on organizational leadership and development were also piloted, and mentoring program with orgs such as Shikshamitra and Vikramshila were adapted to address the challenges posed by the pandemic. Additionally, a periodic newsletter/journal (Samuhik Pahal) was started this year to capture and share partners' experiences and learning from the field; seven issues have been published so far.

### Key Highlights of the Year

- 9 new organizations based in 7 states/UT (including underserved regions such as Ladakh and North East) have been supported in FY21 under the Education Fellowship program.
- We currently support 124 education organizations through 125 projects in 26 states and UTs.
- Four capacity-building workshops on educational and organizational aspects were held virtually this year. In addition, two workshops on organizational leadership and development were also piloted.
- Mentoring program with organizations such as Shikshamitra and Vikramshila were adapted to address the challenges posed by the pandemic.
- Three new resource-organizations have been on-boarded this FY to provide training/mentoring to other partners from next FY.
- The 19th Partners' Forum was organized on the topic of 'adaptations in the time of COVID'. It was a well-attended 2-day event which saw over 200 participants representing 100+ organizations.
- A periodic newsletter/journal (Samuhik Pahal) was started to capture and share partners' experiences and learning from the field. Seven issues have been published so far.
- Nearly 8,800 children from underprivileged communities benefited from our 22 education projects in 9 states through our community program.

- Supported the educational and the educational and rehabilitative needs of over 2200 underprivileged children with disabilities, through 14 projects in 5 states
- Over 50,000 children through online (adapted due to the pandemic situation) and direct engagements were supported through our 97 Fellowship and Grant partners across 23 States and UTs.

### Nature Conservation Foundation – Case Study

Nature Conservation Foundation (NCF) works in diverse environments: from coral reefs to tropical rainforests, wetlands to deserts, and coasts to high mountains. Since 1996 NCF has been exploring, understanding and conserving the natural world through research and responsible engagement with society. They engage deeply with their places of work and the people who live there.

In 2012, Wipro partnered with NCF to take the benefits of creative intersections of their work to school children and larger audiences and to build on the existing education and public engagement activities of NCF. Wipro's support enabled a new programme to be created within NCF to take these efforts forward: [the Education and Public Engagement Programme \(EPE\)](#). Through this programme they are working towards increasing the connection between people and nature. They have engaged both children and adults in a variety of ways including helping them make their own discoveries, observations and fascination for wild nature. They have also developed, displayed and distributed nature education material primarily for children, and have researched and written about nature for a young audience.

While the nature material they were producing was used a lot, they were often asked by teachers and educators on how they could also introduce nature education programs in their school spaces. These interactions, conversations and experience with creating content on nature for different audiences made them realize that they had to engage more directly and deeply within the school education space. In late 2018 partnering with Wipro Foundation, they started to work on developing Nature Classrooms, a project that works closely with primary school teachers and educators to connect learning to the natural world. Here are the key highlights of their work:

- Developed user-friendly nature learning resources that are age appropriate, locally and culturally relevant that encourage children to engage with nature through hands-on and inquiry-based learning. These resources correspond to existing primary school Environmental Studies (EVS) curricula and can be integrated into classroom teaching.
- Conducted capacity-building workshops for school teachers and educators across different organizations. NCF collaborates with these educators to develop and offer creative pedagogical approaches in nature learning both within and outside school classrooms.
- Since March 2020, these have been offered in a hybrid or remote-learning format as needed due to the pandemic.

### Wipro Science Education Fellowship Program in USA

Started in 2012, the Wipro Science Education Fellowship (SEF) is a two-year program designed to improve individual teacher practice, foster teacher leadership opportunities and create a district corps of teacher leaders supporting sustainable positive changes in science education. The program, funded entirely by Wipro, consists of a rigorous selection process that identifies cohorts of experienced science teachers each year from grades K-12 endorsed by the subject coordinators within local school districts. The entire program has been developed at the Center of Science and Mathematics in Context (COSMIC) at UMass Boston, led by Prof. Arthur Eisenkraft. It is designed as a two-year fellowship program. We now have 7 university partners - University of Massachusetts, Boston; Montclair State University, New Jersey; Mercy College, New York;



Stanford University, California; University of Missouri, Jefferson City; University of South Florida, Tampa; University of North Texas, Dallas- working with 600 teachers across 35 school districts in 7 states.

This year, the pandemic forced a re-imagining of engagements, which saw all partners putting in efforts to adapt their programs and interactions via online platforms such as Zoom. An evaluation report conducted across all sites indicated that the program was positively received by participants, and resulted in numerous outcomes and impacts for Fellows, District Coordinators and their associated schools and districts.

### *Wipro Science Education Fellowship Program in UK*

We launched the Wipro Science Education Fellowship program in the UK in FY 2019 in partnership with Kings College, London (KCL) and Sheffield Hallam University (SHU). A three- year agreement was finalized with KCL, to develop and offer UK's first master's program in STEM education, targeted at in-service teachers from 'social- mobility cold-spots'. At SHU, we support a two-year 'Wipro Teacher Fellowship' and 'Wipro Teacher Mentor' programs, to provide rigorous continuous professional development to STEM teachers working in government designated 'opportunity areas', which have a high proportion of failing schools. The program has supported 50+ Fellows in two cohorts till now and gained recognition in the local education eco-system

In FY21, both partners put in significant efforts to adapt the program for online/remote delivery and have been successful in continuing the program throughout the year, despite repeated lockdowns in the UK.

KCL plans to initiate the recruitment of the third cohort to the program in the coming weeks. They have also shared a proposal on possible ways forward for Wipro-KCL collaboration in the next phase. SHU is continuing its engagement program for Cohort 1 and 2 but based on feedback/requests from local schools, has deferred the recruitment of Cohort 3 to Q2-Q3. Both partnerships have created periodic opportunities for Wipro employees' engagement under Wipro Cares

### *Education for underprivileged children*

Education is so critical that it is necessary to focus on multiple points of leverage. While systemic reforms are an important area of work, we also have a large program that is designed for more direct impact on underprivileged children. Run through Wipro Cares, the program reached out to close to 8800 children across nine states in FY 2021. The projects address a gamut of critical issues faced by disadvantaged communities when it comes to school education – starting from enrolment in schools to nutrition for children, counseling services for parents, remedial education, just to name a few. These children are from some of the most vulnerable groups in our society – urban slums, HIV-affected families, migrant labor families, street children.

### *Education for Children with Disability*

We continue to strengthen our program which supports the educational and rehabilitative needs of children with disabilities from underprivileged backgrounds through 14 projects across five states that work with over 2,200 children. Going beyond just schooling, our approach tries to integrate enabling factors like availability of nutrition, community support, specially trained teachers, assistive technology, access to healthcare etc. Our work in this space covers multiple categories of disability and focuses on early intervention and inclusive education.

### *Technology Education*

People with the right skills and competencies form the bedrock of IT services organizations. The challenge for the Indian IT industry has always been to respond fast enough to the ever rapidly changing dynamics of

the industry. The present times are no different, in fact even more so with the challenge of a bewilderingly fast changing landscape of technology which is often summarized as Industry 4.0. We have always owned this as our primary responsibility.

In 1995, we started a program for science graduates that would enable them to study for a post-graduate degree in engineering and technology, called the Wipro Academy of Software Excellence (WASE) program, it helps Science graduates to study for a master's degree in Software Engineering (M. Tech). Run in partnership with the Birla Institute of Technology & Science (BITS), Pilani, India, this unique program blends rigorous academic exposure with practical professional learning at the workplace.

We launched yet another program with BITS-Pilani, called Wipro Infrastructure Management School (WIMS) to develop and nurture an exclusive talent in IT infrastructure business, keeping the Cloud Computing as the technology theme. We run a similar program called Wipro Software Technology Academy (WiSTA) in collaboration with Vellore Institute of Technology (VIT) for science graduates to offer some specific courses like Data Science, VLSI and Embedded and Information Technology programs.

Since its inception in 1995, Wipro has supported and enabled more than **34,000** students to pursue their higher education in Engineering with India's Premier Engineering Institutions under the programs WASE, WiSTA and WIMS initiatives. Over 26,100 students successfully completed their M. Tech degree in various IT disciplines over the last two decades. During FY21 the total number of new entrants into the work integrated learning program was 2682 while the aggregate strength across four years was about 8040.

## TalentNext

Our program TalentNext's focus is to improve the overall quality of engineering education in India. The program has helped train about 400 Professors from 169 Engineering colleges on Digital Technologies with Project Based Learning approach. The Academic Leaders such as Principals, Deans, Directors and Heads of the Department (HoDs) of the institutes are invited to Wipro to go through a residential Digital Leadership training program. We offer Digital Technology courses to the faculty members for 2 weeks on Industry relevant skills and certify them. Such certified faculty are called **Wipro Certified faculty (WCF)**. They in turn leverage our course contents, platform, assignments, case studies and assessments to train their 6th semester students as part of the curriculum.

The students trained by these faculty must go through a 250-hour self-directed learning and qualify the coding challenge to participate in Wipro's campus selection process. Till date we have trained 100 leaders and 60,000+ students through this approach. We trained 18,000+ students in FY21 and about 1,100+ received Wipro's campus offers. In FY21, we trained 222 faculty from 141 colleges. We also trained 200+ Professors from 81 colleges on Advanced Technologies such as Artificial Intelligence /Machine Learning and BIG DATA Analytics. We offered NASSCOM's FutureSkills for 10000 students in 20 Engineering colleges in India. We also launched the second phase of FutureSkills program for 20,000 students from 50 colleges. The students who would complete the specific courses and clear the associated certificate examination would receive a joint certificate from Wipro and NASSCOM.

## Community Care

Wipro has a presence in 50+ countries around the world with 220,000+ employees from 130+ nationalities. We think it is crucial to engage with proximate communities wherever we have a significant presence. This is a reaffirmation of our belief that at its core, social responsibility and sustainability must transcend and should not be restricted to India, for a global company like ours. In the context of rural communities, seeing the larger integrated picture is important when executing programs in individual domains. Issues of healthcare, education, access to energy, water and sanitation and livelihoods are often closely inter-linked. If executed well, the outcomes in individual domains can impact the larger canvas of community development. A core

principle of our CSR strategy is that we must engage meaningfully with disadvantaged communities who are proximate to our facilities. Our work is channeled through Wipro Cares, a unique platform that is based on the operating model of employee contributions which are matched by Wipro Limited 1:1. Our work spans across following domains

### *Primary Health Care*

Access to primary health care is a key determinant of an individual's future trajectory in life, including the ability to engage in productive livelihoods and responsible citizenship. Wipro works with partners who provide quality primary health care services to underserved communities covering more than 3,85,562 people belonging to extremely disadvantaged communities in Andhra Pradesh, Maharashtra, Karnataka, Nagaland, NCR, Tamil Nadu, Uttarakhand, West Bengal through 16 projects. Our work, in these states, is mainly in the urban slums, and rural villages where health care access has been weak or non-existent. Through our projects we address the issues related to maternal and child health, adolescent health, nutrition, community hygiene and sanitation, preventive and curative care, health education & counselling. Our operating approach is driven by the primary goals of building the capacity of the local community in managing their health needs, of augmenting government infrastructure and in training health workers to address the unique needs of the communities.

### *Disaster rehabilitation*

Natural disasters like earthquakes, floods and cyclonic storms are an unfortunate fact of life, especially in a climatically and geologically diverse country like India. Whenever these happen, the disadvantaged sections get affected the most, as the already fragile livelihoods get disrupted further.

Starting with the Gujarat earthquake in 2001, we have responded to several natural calamities wherein Wipro's employees have also risen to the occasion and played a sterling role. The nature of engagement varies depending on the individual context of the geography, culture and larger socio-economic realities of the region.

- **Cyclone Amphan (2020):** We extended our humanitarian support to provide basic utilities and shelter to the 4500 most vulnerable affected families with a special focus on women headed households, elderly, and persons with disabilities (PwDs) in areas of Kolkata already compounded by global pandemic COVID-19.
- **Cyclone Fani (2019):** We provided new fishing equipment and gear to 155 affected fishermen and livelihood training to 10 women Self Help Groups (SHGs) to bhoi community of Puri, Odisha. The Disaster Management Committee (DMC) was revived, and community-based Task Force (TF) was formed to ensure women representation and participation for disaster preparedness and provisioning of rescue equipment. The DMC & TF were also proactive in providing early warning alerts during the recent cyclone Amphan (2020) where the entire community was evacuated to a safer place.
- **Kerala floods (2018):** Apart from conducting a significant relief donation drive, we are supporting three projects spread across communities heavily impacted by the floods:
  - In Ernakulam and Thrissur, our focus is to restore 8 craft-based livelihood centers to provide employment to 150 women among which 30 are persons with disability.
  - In Kottayam, our focus remained on strengthening the existing livelihood of 149 flood affected fishermen by restoring the damaged fishing equipment and gear.
  - In Alleppey, we provided fishing boats to 154 flood affected fishermen and focused to strengthen and build capacity of the Disaster Management Committee on community resilience.

## Community Ecology

Agro-forestry project in rural Tamil Nadu helped around 400 farmers in effectively implementing integrated farming by planting 40,000 trees. Our project in urban solid waste management at Bengaluru and Mysore provides social, nutritional and health security to nearly 13,000 workers in the informal sector of waste as well as comprehensive skills upgradation program for such workers.

## Highlights of the year

- Through 16 projects, an aggregate of over 3,85,562 people are getting access to primary health care across India.
- In response to cyclone Amphan, provided utilities and shelter to 4500 affected families in Kolkata, West Bengal
- Community ecology project in rural Tamil Nadu helped aggregate 400 farmers in planting 40,000 trees and promoting Agro-forestry among farmer communities.

### The power of engaged employees

Employees are integral to many of our social programs in many ways. Providing them a platform to engage in develops a sense of citizenship and larger responsibility towards society. From our experience, employees also see this as a workplace differentiator, The Wipro Cares trust is built on a model of employee contribution that is matched by Wipro. Wipro employees are currently engaged with Wipro Cares either through volunteering or by way of monetary contributions or both. Around 25,000 Wipro Employees contributed monetarily during FY 2021.

During FY 2021, our on-ground volunteering operations were not fully functional due to Covid restrictions. Despite all the challenges, around 500 employees contributed about 1500 hours in helping Wipro Cares partners, distributing dry ration and hygiene kits, and organizing awareness and health camps.

With introducing the concept of e-volunteering and other virtual volunteering initiatives, around 700 employees spent about 2000 hours in helping Wipro Cares partners creating policies, training on recruitment of people, mentoring the youth and tele-screening to Covid19 patients. In total, 1200 employees contributed 3500 volunteering hours in the year.

## International Chapters

Our employees across the world participate in local community initiatives. Thousands of employees across six continents and 36 countries came together virtually to participate in the Spirit of Wipro (SoW) Run and contributed towards their local charities in FY21. In the US and Canada, through our various initiatives with First Book, over 60,000 books were donated, impacting more than 28,000 children from underserved communities. Other initiatives included tree plantation drive in UKI and Romania, coastal clean-up drive in Philippines, education for disadvantaged particularly children with disabilities in Singapore, South Africa and UKI and humanitarian and healthcare support against COVID-19 to the disadvantaged communities across the globe.

In addition, a global donation program was conducted for Wipro employees to support communities that are disproportionately impacted by the pandemic. For each donation made by the employee, Wipro matched the contribution with 2:1. The program supported six organizations - First Book, Project HOPE, Save The Children, Food Banks Canada, Oxfam, Hunger Free America, across the globe.

## Our response to COVID19 Pandemic – Case Study\*

In April 2020, Wipro Ltd, Wipro Enterprises Ltd and Azim Premji Foundation came together and committed Rs 11250 Mn. Of this, Wipro's commitment was Rs 1000 Mn. Our Covid-19 response was a twin-pronged approach of delivery of immediate humanitarian aid on one hand and a multi-layered healthcare response.

Wipro's Covid response involved working closely with around 100 non-government organizations (NGOs) who were engaged directly on the ground. In the initial stages of the pandemic (March – June), Wipro's response was focused on humanitarian relief in cities where we have significant operational presence – Bangalore, Chennai, NCR, Mumbai, Kolkata. Hyderabad. In the second leg of our support (July onwards) we worked closely with the Azim Premji Foundation by complementing efforts in key areas and focusing on specific cities like Bengaluru and Mumbai.

There were three projects that Wipro conceptualized and program-managed directly. These were:

- (i) The preparation and distribution of nearly 3 Million cooked meals to more than 2.5 lakh people from Wipro canteens in Bangalore, Pune and Kolkata
- (ii) Converting our Pune IT facility to a fully equipped and staffed 450 bed Covid hospital. The hospital has seen more than 6862 admissions (0.16% CFR) as of December 2021.
- (iii) Designing and running a digital platform for doctors and healthcare experts to exchange and collaborate on emerging good practices in Covid care – the Global Coalition for Covid19 Medical Care (GCMC). The platform has been very active with several webinars and interactive sessions organized on Covid19 control and vaccination

### Key Highlights of Integrated Response along with Azim Premji Foundation

Over the past 12 months, we have supported more than 1561 projects covering humanitarian aid, integrated healthcare support, and livelihoods regeneration, cumulatively reaching over 10 million people through our coordinated and comprehensive COVID response. Some of the key highlights of our integrated response are

- 13 million people received food, dry rations, and personal hygiene kits in 27 states and 3 UTs
- 500,000+ PPE kits and N95 masks distributed
- 3.7 million soaps distributed
- Our healthcare support across 100 districts helped provide access to healthcare to over 150 million people in these districts
- 8.3 million people being helped with livelihood regeneration across 13 states
- 636 million meals distributed
- 102 million people reached through the vaccination program in partnership with multiple state governments
- Financial Commitment for COVID-19 Response Rs. 2,125 crore\* (~USD 286 million)

\*Total contribution from Azim Premji Foundation, Wipro Limited, and Wipro Enterprises Limited between April 2020 to June 2021. Includes commitment of Rs. 1000 crore (~USD 130 million) made in May 2021 to substantially expand our work on vaccination.

\*\*Data as of December 2021





Wipro canteens



Converted Pune IT facility into Covid hospital

### Initiatives to support our employees

At the onset of the pandemic in mid-March last year, we enabled Wiproites globally to Work from Home. Currently, less than 2% of our employees are working from Wipro offices. We are taking additional actions to protect and provide support to our employees and their immediate family members. Some of our key initiatives to support our employees are:

- **COVID Isolation Care Centers:** Created COVID Isolation Care Centers for our employees and their immediate family members across locations.
- **Medical Support:** Partnered with major hospitals across India to ensure critically ill employees can access the best medical facilities facilitated through a 24/7 helpline.
- **Wellness platform:** Partnered with a tech-enabled online-to-offline delivery platform specializing in primary care and urgent response services.
- **Vaccination Support:** Providing free vaccines to employees and their immediate family members.
- **COVID safety webinar series:** Organized a series of webinars on COVID safety, vaccination, recovery, and more.
- **COVID Support Communication:** Continued to share critical updates with employees regularly through multiple channels. COVID support emergency helpdesk numbers were shared with employees via mailers and SMS for further reinforcement.

## Independent Assurance Statement

### Scope and Approach

DNV-GL Business Assurance India Private Limited ('DNV') has been commissioned by the management of Wipro Limited ('Wipro' or 'the Company', Corporate Identity Number L32102KA1945PLC020800) to carry out an independent assurance engagement on the non-financial/sustainability-related qualitative and quantitative information ('sustainability performance') and references to the Company's website. Wipro has presented its sustainability performance for its Information Technology (IT) business in its Integrated Annual Report 2020-21 ('the Report') in its printed and online formats, for the financial year ending 31st March 2021.

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

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

We performed a limited level of assurance based on DNV's assurance methodology VeriSustainTM1, which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised\* and the GRI Principles for Defining Report Content and Quality. Our assurance engagement was planned and carried out during May2021–June 2021.

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

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

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

### Basis of our Opinion

We planned and performed our work to obtain the evidence considered necessary to provide a basis for our assurance opinion, and as part of the assurance, a multi-disciplinary team of sustainability and assurance specialists reviewed sustainability disclosures related to Wipro's operations in India and other geolocations.

We undertook the following activities:

- Review of Wipro's approach to identification of key capitals, the processes of stakeholder engagement and materiality determination, and its outcomes as brought out in this Report. We did not have any direct engagement with external stakeholders;
- Interviews with selected senior managers responsible for management of sustainability issues and review of selected evidence to support issues disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver the Company's sustainability objectives;
- Carried out remote assessments with management teams at Wipro's Corporate Office at Sarjapura Road, Bengaluru and sample locations of the Company: (i) Kolkata Development Centre (KDC); (ii) Pune Development Centre-2 (PDC-2); (iii) Kodathi SEZ, Bengaluru (Kodathi-SEZ), and (iv) Coimbatore Development Centre (CODC) to review processes and systems for preparing site level sustainability data and implementation of sustainability strategy. We were free to choose sites for conducting assessments;
- Review of the processes for gathering and consolidating the performance data related to the identified GRI Topic-specific Standards;
- An independent review of Wipro's reporting against its Business Responsibility Report for the year 2019-20 covering requirements under Section 'a' to 'e'.

Due to the outbreak of the COVID-19 pandemic worldwide, and the nationwide lockdown imposed by the Government of India, we carried out remote assessments with the various locations of Wipro as one-to-one discussions and onsite location audits were not feasible. We did not come across limitations to the scope of the agreed assurance engagement during our assurance process. The reported data on economic performance, expenditure towards Corporate Social Responsibility (CSR) and other financial data are based on audited financial statements issued by the Company's statutory auditors which is subject to a separate audit process. We were not involved in the review of financial information within the Annual Report.

### Opinion

Based on the verification undertaken, nothing has come to our attention to suggest that the Report does not bring out the sustainability performance disclosures for the identified material topics and related capitals i.e., Financial, Intellectual, Human, Social and Relationship, and Natural (hereafter referred to as 'Capitals') and disclosure requirements as set out by SEBI for Business Responsibility Reporting through the following GRI Standards:

- GRI 201: Economic Performance 2016 – 201-1, 201-2, 201-3, 201-4;
- GRI 204: Procurement Practices 2016 – 204-1;
- GRI 205: Anti-corruption 2016 – 205-1, 205-2, 205-3;
- GRI 205: Anti-competitive Behavior 2016 – 206-1;
- GRI 302: Energy 2016 – 302-1, 302-2, 302-3, 302-4;
- GRI 303: Water 2016 – 303-1, 303-2, 303-3;
- GRI 304: Biodiversity 2016 – 304-2;
- GRI 305: Emissions 2016 – 305-1, 305-2, 305-3\*, 305-4, 305-4, 305-5, 305-6, 305-7;
- GRI 306: Effluents and Waste 2016 – 306-1, 306-2, 306-3;
- GRI 307: Environmental Compliance 2016 – 307-1;

- GRI 308: Supplier Environmental Assessment 2016 – 308-1, 308-2;
- GRI 401: Employment 2016 – 401-1, 401-2, 401-3;
- GRI 403: Occupational Health and Safety 2016 – 403-1, 403-2, 403-3;
- GRI 404: Training and Education 2016 – 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 – 405-1;
- GRI 406: Non-discrimination 2016 – 406-1;
- GRI 407: Freedom of Association and Collective Bargaining – 407-1;
- GRI 412: Human Rights Assessment 2016 – 412-1, 412-2, 412-3;
- GRI 413: Local Communities 2016 – 413-1, 413-2;
- GRI 414: Supplier Social Assessment 2016 – 414-1 ;
- GRI 418: Customer Privacy 2016 – 418-1;
- GRI 419: Socio-economic Compliance 2016 – 419-1

*\*Wipro reports on eight Scope 3 emission categories from the Greenhouse Gas Corporate Value Chain Standard which it deems as applicable to the information technology business.*

## **Observations**

Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain:

## **Materiality**

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

The Report brings out the process of materiality determination carried out by Wipro in 2018-19, which included internal reviews of material topics based on mission, values, commitments, strategy and risks and self-assessments based on sustainability reporting frameworks. Further, the process included external benchmarking with peers and considered requirements of sustainability rating agencies, applicable reporting frameworks and key concerns of identified stakeholders.

*Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.*

## **Stakeholder Inclusiveness**

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

Wipro has ongoing formal and informal processes in place to identify and engage with significant stakeholders across its value chain i.e., employees, customers, investors, suppliers, education system, communities and civil societies, government and policy networks, and the 'young citizen and future generations'. The Report brings out the mode and frequency of engagement with each stakeholder group, and key concerns raised which have been responded to through the Company's strategies, policies and management approach.

*Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.*

## Responsiveness

*The extent to which an organization responds to stakeholder issues.*

The Report identifies and articulates the reasonable expectations and interests of stakeholders as part of Wipro's process for determination of material issues. The Company's responses related to material matters and stakeholder concerns are brought out across the Report through disclosures on policies, strategies, management systems, governance mechanisms and value creation across identified Capitals.

*Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.*

## Reliability

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

The majority of data and information verified through our remote assessments with Wipro's management teams at the Corporate Office and sample locations were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors were communicated for correction, corrected and verified again.

*Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.*

## Completeness

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

Wipro has chosen the scope and boundary for its sustainability performance for 2019-20 based on its chosen frameworks (GRI Standards, the Content Elements and disclosure requirements of <IR> and the National Voluntary Guidelines) consisting of Economic, Environmental and Social performance for the identified material topics covering its operations in India and locations overseas and is as described in the section 'Scope of Reporting' of this Report.

*Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.*

## Neutrality

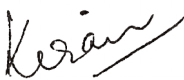
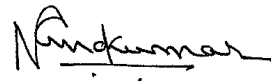
*The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.*

The disclosures within the Report present Wipro's sustainability/ non-financial performance related to its identified material topics and key issues and concerns in a neutral and balanced manner in terms of content and presentation, while applying adequate consideration to not unduly influence stakeholders' opinions made based on the reported data and information.

*Nothing has come to our attention to suggest that the Report does not meet the Principle of Neutrality.*



For DNV GL Business Assurance India Private Limited

 Kiran Radhakrishnan Lead Verifier DNV GL Business Assurance India Private Limited, India	 Vadakepatth Nandkumar Assurance Reviewer Head – Regional Sustainability Operations DNV GL Business Assurance India Private Limited, India.
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22<sup>nd</sup> June 2021, Bengaluru, India.

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*DNV GL Business Assurance India (Private) Limited is part of DNV GL – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. [www.dnvgl.com](http://www.dnvgl.com)*

## Feedback and Communication

We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability Report 2019-20 in particular, and on our sustainability program in general and look forward to hearing from you. It is your honest feedback that will enable us to strengthen and improve our sustainability program. You may write to us at any of the following contact points:

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strong commitment to sustainability and good corporate citizenship, we have over 220,000 dedicated employees serving clients across six continents. Together, we discover ideas and connect the dots to build a better and a bold new future.

For more information,  
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