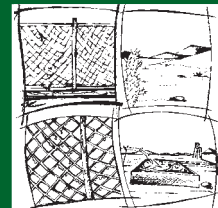
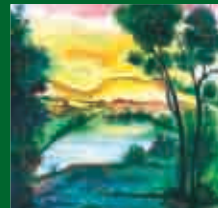
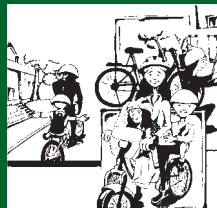
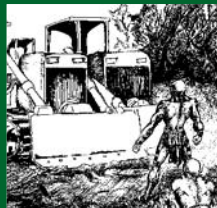




# Wipro's Sustainability Report 2008-09

and a compilation of stand-out eco practices shared by Wiproites the world over.





Wipro Sustainability Report 2008-09 is assessed at application level A+ through independent third party verification

# Thriving in a changing world

The theme of this year's report 'Thriving in a Changing World' takes off from our last report's theme that underscored the spirit of mutualism as a cornerstone of a more sustainable planet and an inclusive society. In this report, we attempt to illustrate how such a spirit of mutualism can help current and future generations not merely survive but thrive in the face of some unprecedented challenges for humanity.

On one side, we are faced with the daunting prospect of finding solutions to the problems of runaway climate change, looming water stress, health and education for all and minimizing poverty and inequality. On the other side, we know that there are powerful forces which when brought to converge can propel humanity into a new trajectory that is economically sound, ecologically effective and socially inclusive.



Cutting edge science and technology, enlightened political governance and a responsible business sector are indeed powerful mega forces of change; but we think that an equally - if not more - potent force is that of communities and individuals who are fired by a deep conviction of a better world. In this report, we highlight twenty eight such outstanding examples from around the world of communities that have brought about lasting changes for the better through sustainable, ecological practices.

Thriving in a changing world is as much about forging a new future as it is about breaking with the past - a past of unsustainable living and myopic thinking. We hope that the stories of commitment and passion featured in this report illustrate pathways and shifts in mindsets that are not only in the realm of the possible but are so compellingly practical and attractive.

## About the stories

This compilation of twenty eight eco practices is a contribution by Wiproites. They are some fine examples of green practices from across the world, carefully handpicked from a large number of entries. These stories have been so chosen because they stand-out in our trying times – they inspire us, they trouble us, asking and telling us what more can be and should be done. They show people about the hard work and efforts put in by communities and countries to bring about eco awareness. These practices have been brought to life especially for this report by some real and soul-searching illustrations by Wiproites and a few amateur student artists from some of Bengaluru's finest art institutions. For an easy understanding of the stories we have categorized them into the following five sections. These sections all meet to form a common mosaic but different elements shine in the forefront of each: i.e. Communities at the forefront, Conservation at its best, Green innovation, Sustainable agriculture and Sustainable cities.



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*Note: This report contains frequent reference to our previous Sustainability Report and the Annual Report for 2008–09. The URL address where these documents can be viewed and downloaded are:*

- i. <http://www.wipro.com/corporate/investors/sustainability-wipro.htm> for Sustainability Report 2007–08
- ii. <http://www.wipro.com/corporate/investors/annual-reports.htm> for Annual Report 2008–09



# 1 Letter from the Chairman

Dear Stakeholders

Welcome to our second Sustainability Report. A lot has changed in the last 12 months. Corporate Sustainability reports were earlier seen as a theoretical exercise. But with large corporates, both globally and in India having experienced significant turbulence, these reports look like addressing very real issues now.

Corporate bodies seem to have become aware of their mortality. In their quest for permanence, enlightened corporates are now searching for a corporate soul. Charles Handy the Irish philosopher and management thinker anticipating this need remarked, "The companies that survive the longest are the ones that work out what they uniquely can give to the world... not just growth or money but their excellence, their respect for others, or their ability to make other people happy. Some call those things a soul."

## The Soul of Wipro

Revenue and profits give companies their distinct physical shape and size. As a body housing the soul, financial health is an essential prerequisite for a fruitful corporate life. Financial health though essential, by itself does not translate to an 'eternal' or fruitful life i.e. to Sustainability.

I believe it is our quest for creating a self-sustaining environment built on the foundation of trust-based stakeholder relationship that can lead us to Sustainability. It is not adequate if one individual or a small group of individuals in the organization aspire to this. This belief must be shared by the majority in the organization if not all for it to have a meaningful impact.

It must be shared by the strong, committed and diverse team of Wiproites across the globe. It is this team of all our employees, that have driven our success. Even in the highly challenging market environment that we and the global industry faced last year, where all performance benchmarks had to be revised and scripts re-written, our team prevailed, weathering all the global storms. We thank every Wiproite for this.

One of our most significant initiatives in 2008-09 was taking this message across the organization by launching location based eco-eye chapters. These launches were prompted by the logic that beliefs cannot be mandated. eco-eye Chapters are a voluntary association of employees who work towards furthering the concept of Sustainability both within and around the company. In the short period of one year, eco-eye Chapters across six cities in India are now functional with over 4000 members, with specific plans to start chapters in some of our key US and European locations.

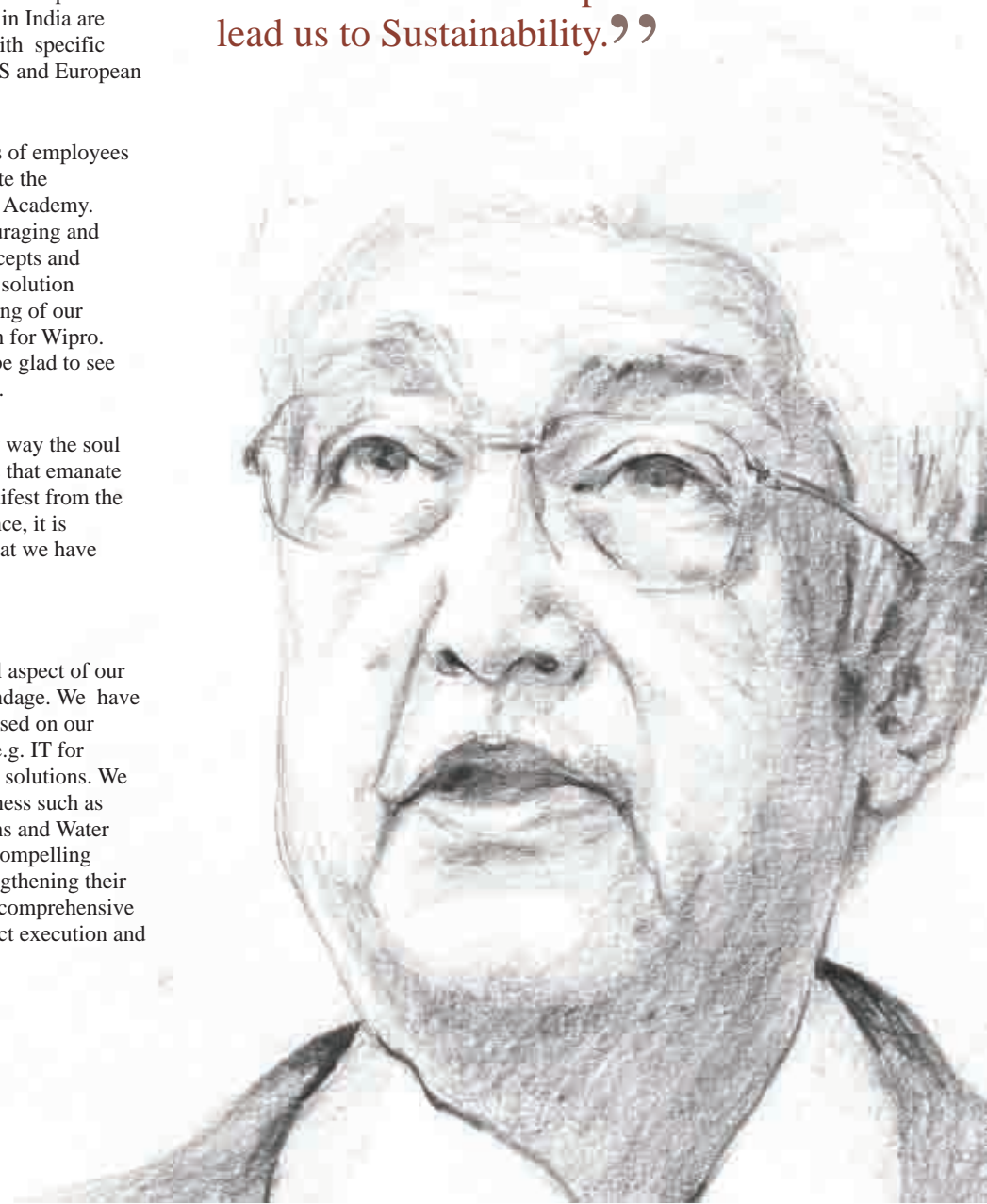
We have not stopped at voluntary initiatives of employees in building our soul. In an effort to accelerate the momentum, we launched our Sustainability Academy. This academy has the primary task of encouraging and developing sensitivity to Sustainability concepts and principles among our project managers and solution architects. This I believe is only the beginning of our journey in creating a tangible differentiation for Wipro. However, this is a differentiator we would be glad to see dissolved, with others emulating our efforts.

The soul of an entity is intangible. The only way the soul of an entity can be touched is by the actions that emanate from it. In the absence of behavior that manifest from the soul, its very existence can be doubted. Hence, it is essential that I share with you the actions that we have initiated in 2008-09.

## One action speaks a million words

We see Sustainability initiatives as a critical aspect of our business. For us it is not an add-on or appendage. We have seeded business lines that offer solutions based on our strengths from our different business units e.g. IT for Green, Green IT & energy efficient lighting solutions. We have also invested in two new lines of business such as Clean Energy & Energy Efficiency Solutions and Water Treatment and Reuse Solutions, to build a compelling value proposition for our customers in strengthening their Sustainability. We provide our customers a comprehensive service range right from consulting to project execution and operational management.

“I believe it is our quest for creating a self-sustaining environment built on the foundation of trust-based stakeholder relationship that can lead us to Sustainability.”



Appropriately combined, these businesses offer a very comprehensive range of Sustainability solutions to clients. While these businesses are still in their nascent stages, we are happy with the initial sprouts. We believe this is an investment that will pay us rich dividends as we go along.

We also think of these businesses as our most powerful mechanism to help society realign and move closer to Sustainability, because it's the reach of our businesses, the number of customers that we serve which really maximizes and amplifies any of our efforts.

There is an old proverb that says if you plan to cut a tree (please don't but if you really must), take time to sharpen the saw. We used the thought behind this saying as we started our marathon journey of building an ecologically surplus organization. Our initial enthusiasm fuelled our ambition to achieve lofty goals. However, prudently we decided to wait for some execution experience before we set our actual goal. Our initial experience of analyzing, planning and executing ideas to minimize our ecological footprint showed us the complexity of this nascent area and the challenges in measuring our ecological footprint. We have learnt that in this complex area you have to be open to revisiting your basic notions and resetting your trajectory. The lessons we learnt are valuable. We realize this is only the beginning of a long education program as we continue our journey. As we learn more, we see more interrelationships and appreciate the complex web of life on this planet.

We were not alone in underestimating this complex web of life. Globally, national governments and NGOs, both big and small too have been caught by surprise by the magnitude of ecological changes witnessed on our planet. Prudent as they are, many of them have accelerated their plans and intensified their execution to combat these changes. It is now certain that the value of the Copenhagen Conference 2009 (COP 15) is only if we see it as another step in a long journey and not as a "make or break" event. I can only urge all, including ourselves, that this is a journey which has an absolute urgency.

No organization is an island. This is especially true of Wipro which aspires to create a self-sustaining environment build on the foundation of trust-based stakeholder relationship. During the year, we strengthened all three of our social initiatives – Wipro Cares, Wipro Applying Thought in Schools and Mission 10X. While the results from these initiatives are satisfying, given the magnitude of the challenge what we

have accomplished makes us want to do more. In these initiatives we are not limited by financial resources; the key factor limiting the spread and influence of our programs is the 'knowledge' of what and how to make a difference. In this there is no substitute to learn; and learn much more and much faster.

### Our two greatest challenges – and the opportunity they present

As we, the Global community engage in rebuilding the world economy, in the aftermath of the "great recession", there are two key challenges that starkly face us. The first big challenge is that of ecological Sustainability and of tackling climate change. The second big challenge is that of reducing poverty and inequity in the world, even as the world population increases.

It may seem that these two challenges are at odds with each other. In my view they are not. If you see and act on them together, they are an opportunity for a genuine and sustainable solution.

I think we have the opportunity to chart out a new kind of growth trajectory, a new kind of progress. A progress path such that billions come out of poverty, inequity is reduced and such that this happens in an ecologically sustainable manner, while tackling climate change with urgency. This can happen if we look at (and act on) these two challenges together – and then they become solutions.

The key is in looking at the very fundamental fact that the "developing" world (which is where most of the world's poor are) has still to build most of its energy infrastructure, physical infrastructure and to buy most of its consumer goods. This very simple fact that the developing world doesn't have these things – and will build these things as it progresses towards economic prosperity, is the great opportunity for tackling climate change and ecological Sustainability.

As the developing world builds these things, adds energy infrastructure, adds physical infrastructure and adds consumer goods it can do this in a fundamentally low GHG intensity manner. We can do it in an ecologically sustainable manner e.g. clean energy instead of GHG intense forms, local micro grids instead of monolithic centralized grids, green buildings instead of energy hungry ones, integrated green transport infrastructure instead of non coordinated, diesel

guzzling modes of transport, highly energy efficient appliances instead of what we have been used to, etc. These are just a few examples. There are more, and perhaps better and deeper ones that others can think of. The issue really at hand is to build this new world, which does need to be built to get the billions to rise above poverty, in a sustainable manner. This is to me, the opportunity.

How can this happen? What are the technological and financial issues involved? Where do we start? What role will policy play? What role can business play? How much will this contribute to an overall Global solution? All these questions (and more) will need to be debated and answered, and they will never be answered to everyone's satisfaction. However in my mind, the only real way to start grappling with these questions is to get into action in the process of charting this new kind of progress – a progress that reduces poverty and tackles climate change together. This path is certainly not going to be easy – but then I would hesitate to call anything easy when talking of the key Global issues, nor for that matter will I call anything "easy" in business; so we are all used to the "non easy" path.

### In the end

Wipro is a six decade young, strong and learning organization. It is this focus on learning that has enabled us to reinvent and refresh ourselves at each twist and turn in the external world. At the beginning of our Sustainability journey we draw deep into ourselves inner resolve to keep this learning spirit burning bright.

Our Sustainability report this year builds on our first report last year. This is the second step in our journey of many more steps that we have planned in the years ahead. In this report we have attempted to pull together a few inspiring examples of Sustainability from the world over, from which we have tried to learn, and from which (and many such more) we can together learn to build the Brave New World of opportunity that I referred to earlier.

Yours Sincerely



Azim Premji  
Chairman

## 2 | Report profile, scope, methodology and assurance approach

### 2a. Report Profile

#### **Reporting period**

The reporting period for this Sustainability report is the fiscal year April 1, 2008 to March 31, 2009, referred to hereafter in short as '08-09.

#### **Date of the most recent previous report**

Our most recent Sustainability report was for the fiscal year 2007–08 and released in March 2009.

#### **Reporting cycle**

Our Sustainability report is published on an annual basis.





## 2b This report's scope, content and boundary

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

### Scope and boundary

Wipro Ltd. is a diversified conglomerate with a strong presence in the IT Services, Consumer Products and Infrastructure Engineering markets.

This report primarily addresses Wipro's IT businesses. To get a sense of the geographies and functions covered in this report, please refer to the chart below.

Table showing the scope and coverage of this report

	IT Businesses			Consumer Care & Lighting	Infrastructure Engineering
	IT Services		IT Products		
	Software Services (WT)	BPO Services (WBPO)	(WI)		
Primary offerings	<ul style="list-style-type: none"> <li>Consulting</li> <li>Package Implementation</li> <li>Application Development &amp; Maintenance</li> <li>Testing Services</li> <li>Technology Infrastructure</li> <li>Product Engineering</li> </ul>	<ul style="list-style-type: none"> <li>Business Process Outsourcing</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Products</li> <li>Personal Computers (PCs)</li> <li>Network Products</li> </ul>	<ul style="list-style-type: none"> <li>Personal Care Products</li> <li>Lighting</li> <li>Furniture</li> </ul>	<ul style="list-style-type: none"> <li>Hydraulics</li> <li>Water Treatment</li> <li>Clean Energy</li> </ul>
Geography presence	<ul style="list-style-type: none"> <li>Americas</li> <li>Europe</li> <li>India</li> <li>Japan</li> <li>Middle East</li> <li>Asia Pacific</li> </ul>	<ul style="list-style-type: none"> <li>India</li> <li>Americas</li> <li>Europe</li> </ul>	<ul style="list-style-type: none"> <li>India</li> </ul>	<ul style="list-style-type: none"> <li>India</li> <li>South East Asia</li> </ul>	<ul style="list-style-type: none"> <li>India</li> <li>Europe</li> </ul>
Scope of reporting	<ul style="list-style-type: none"> <li>Financial performance indicators for all geographies</li> <li>Environmental performance for India only</li> <li>Employee metrics for all geographies</li> <li>Social Programs cover only India</li> <li>Other qualitative reporting covers all geographies (unless otherwise specified)</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance indicators for all geographies</li> <li>Environmental performance for India only</li> <li>Employee metrics for all geographies</li> <li>Social Programs cover only India</li> <li>Other qualitative reporting covers all geographies (unless otherwise specified)</li> </ul>	Economic, Environmental and Social indicators reporting pertain to India geography	This division has taken the first steps towards sustainability measurements and reporting; however, it is not covered as part of this report	Wipro Infrastructure Engineering (WIN) has done a separate sustainability reporting exercise, which is not covered as part of this report

## The Report Content

This is our second Sustainability report. For reasons of consistency and comparability, we have retained the structure and flow of our first Sustainability report.<sup>1</sup> Thus, the report adopts the stakeholder format of reporting and covers all material issues for each of the stakeholders. The issues of materiality of have been determined based on (i) feedback - formal and informal from our stakeholders and (ii) a process of informed and deliberative assessment by Wipro's senior leaders. This is explained further below in the section on 'Materiality Determination' below.

Wherever relevant, we have presented comparative facts and data for the reporting year and the previous year.

## Materiality Determination

The content of this report is primarily determined by which issues are important and material for our stakeholders. The seven stakeholders for this report remain the same from last year

- i. Employees
- ii. Current and Future Generations
- iii. Customers
- iv. Investors
- v. Suppliers

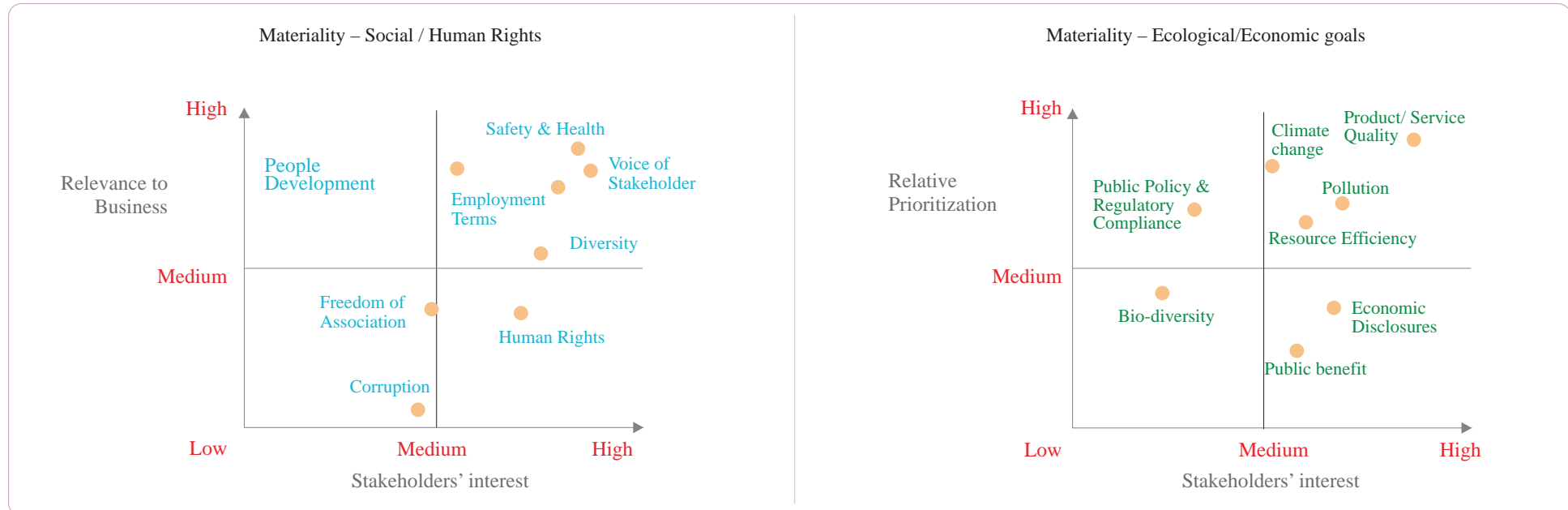
- vi. Education and Community
- vii. Government and Policy Makers

The identification of material issues is based on a combination of three factors:

- a. Direct feedback from the stakeholder e.g. Employee perception survey, Customer feedback, Feedback from one-on-one interaction with government and civil society
- b. Indirect inference from public sources of information e.g. NGO report on child labor, Proceedings of conferences
- c. Informed dialogue and discussion between Wipro leaders and employees – in meetings, open houses, blogs etc.

A detailed delineation of the primary Sustainability issues for each of the above stakeholders is available under Section 5c "Current and Future Generations".

The two matrices below – one for Social and Human Rights indicators and the other for Ecological & Economic factors – depict the distilled outcomes of the above process. The materiality of a particular Sustainability dimension is based on the combination of two criteria – Relevance to the stakeholder and Relevance / Priority to Business.



The annexure at the end of this chapter explains the correspondence between the 16 Sustainability dimensions shown in the matrices and the GRI indicators.

<sup>1</sup>Our first Sustainability report for the year 2007–08 is available at <http://www.wipro.com/corporate/investors/sustainability-wipro.htm>

The above framework was introduced in our first Sustainability report. The 'positions' of some of the dimensions have changed visibly with respect to last year's report. The table below summarizes the changes.

Sustainability dimension	Matrix position in 2007-08	Matrix position in 2008-09	Remarks
Human Rights	L - H*	M - H	Last year we had considered only our own organization when assessing this dimension, where its relevance is low; however, based on our first Sustainability report, we recognize that when the extended workforce and the supply chain is included, Human Rights needs closer attention.
Health and Safety	M - H	H - H	Our last years 'M' assessment was based on the notion that employees of IT service companies are not exposed to serious health or safety hazards at the workplace; however, we have revised our assessment to 'H' the recent H1N1 virus attacks in India and the increased emergence of lifestyle related stress syndrome have led us to believe that employee health and safety must be a top priority.
Public Policy & Regulatory Compliance	L - H	M - H	Our focus on engaging with government and policy organizations on shaping public policies on sustainable energy has increased significantly in the last one year, as we think that effective policies and regulations are going to be crucial drivers of India's low-carbon growth path. This explains why its relative priority for Wipro has moved up from 'L' to 'M'.

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

If we consider the top-right quadrant – high relevance to both, the stakeholder and to the business - the following nine dimensions can be considered as among the most material:

- |                                    |                          |
|------------------------------------|--------------------------|
| I. Product and Service Stewardship | vi. Employment Terms     |
| ii. Employee Health and Safety     | vii. Resource Efficiency |
| iii. Voice of the Stakeholder      | viii. Pollution          |
| iv. Climate Change                 | ix. Diversity            |
| v. People Development              |                          |

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

## 2c A note on the data metrics in this report: Methodologies, Protocols and Systems

The GRI framework on which this report is based is a combination of quantitative and qualitative indicators. The computation of the quantitative indicators is a function of the following factors:

- a. Derived from IT systems OR manually calculated (largely in MS-Excel)
- b. Based on standard protocols OR organization - specific rules
- c. Assumptions and Rules of Thumb used

In each of the stakeholder sections of this report, an annexure provides the underlying methodology for the reported data of that section. Based on the three factors above, the template below has been used.

Data cluster	Computation process (IT systems OR Manual)	Protocols followed	Assumptions and Rules of Thumb

The three associated points to bear in mind

- i. Wipro maintains a sophisticated infrastructure of internal IT applications – based on SAP R/3 and satellite systems - where most of the enterprise data and information are captured, collated and analyzed. These systems cover financial, HR, sales, delivery and procurement processes.
- ii. Our financial systems comply with Section 404 of the Sarbannes-Oxley framework. This implies a high degree of rigor and a robust system of checks and balances that ensure foolproof integrity of financial data.
- iii. Most of our environmental data points are not derived from central IT systems. They are based on a combination of bespoke, point applications and manual calculations in MS Excel. To address this gap, we have already put in place a plan to implement an Energy, Water and Carbon Management suite during 2009–10 and which will be operational from April 2010 onwards.

*Note: There are no significant changes in the scope, boundary or measurement methods in this report as compared to our first report; however, we have chosen not to report on our internal e-waste inventory, as we are self-auditing the process of e-waste storage. We will start reporting on this again from next year. We have also chosen not to report on some additional indicators that are not material to our business. These are indicated in the GRI Page Index.*



## 2d Wipro's approach to report assurance

We believe that our Sustainability report must provide us with transparent feedback from our stakeholders, so that it aids our process of continuous learning. Therefore it is critical to obtain an objective, third-party opinion of our disclosure. Like last year, we engaged the services of DNV AS (Det Norske Veritas) to audit and assure our report.

We have assessed our report at an A+ level as per the GRI Application matrix below. The auditors' statement that appears in Section 6 of the report reflects DNV's assessment of our report.

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures Output	Report on: 1.1 2.1-2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5-4.13, 4.16-4.17	Report Externally Assured	Same as requirement for Level 8	Report Externally Assured
	G3 Management Approach Disclosures Output	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach disclosed for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators Output	Report on a minimum of 10 Performance Indicators, including at least one from each of: social, economic and environment		Report on a minimum of 20 Performance Indicators, atleast one from each of: economic, environment, human rights, labor, society, product responsibility.		Respond on each core G3 and sector Supplement* Indicator with due regard to the materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission	
*Sector supplement in final version							

Wipro's GRI application level is indicated in the matrix below

		2002 In accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared							
	Third party checked							
Optional	GRI checked							

## 2e Annexure: Correlation between Materiality dimension and GRI indicators

Materiality dimension	Corresponding GRI indicators
Human Rights	LA5, HR1, HR2, HR3, HR4, HR5,HR6, HR7, HR8
Employment Terms	LA1, LA3, EC3
Safety and Health	LA6, LA7, LA8, LA9
People Development	LA10, LA11, LA12, HR3
Corruption	SO2, SO3, SO4
Economic Reporting / Disclosures	EC1, EN30, EC4, EC9, SO6
Public Benefit	EC6, EC7, SO1, SO5
Public Policy and Regulatory Compliance	EC7, EN28, EC5, EC8, PR2, PR4, PR6, PR7, PR8, PR9, S07, SO8
Voice of the Stakeholder	LA4, LA2
Product / Service Stewardship	PR1, PR3, PR5, PR8
Diversity	LA13, LA14, EC7
Resource efficiency	EN1 - 10, EN26 - 27
Pollution	EN19 - 26, EN29
Climate change	EC2, EN16 - 18, EN29
Biodiversity	EN11 - 15
Freedom of Association	LA4, HR5

# 3 Organizational Profile

## 3a. Spirit of Wipro

The distilled essence of Wipro's culture and values is represented by Spirit of Wipro, something that drives the way every Wiproite thinks and acts. It is the indivisible synthesis of three values:

### Intensity to Win

- Make customers successful
- Team, innovate, excel

### Intensity to Win

It is the desire to stretch, to challenge limits. It is working together to create synergy. It is about –'I win when my team wins; my teams wins when Wipro wins; Wipro wins when its customers & stakeholders win.' It is about innovating all the time. It is more about the intensity rather than winning at all costs. The intensity to win will help in winning more often than not. It is the Spirit of fortitude, of unrelenting excellence.

### Act with Sensitivity

- Respect for the individual
- Thoughtful and responsible

### Act with Sensitivity

It is an understanding that every human being, however different, is equal. It is trusting that every individual is driven by learning, would like to grow in ability & competence, and strives for a meaningful life. It is living in harmony with our ecology. It is being a responsible citizen; it is acting with thoughtfulness and empathy.

### Unyielding Integrity

- Delivering on commitments
- Honesty and fairness in action

### Unyielding Integrity

Integrity is the beacon that guides us. It is being ethical beyond doubt. It is living the law of the land, in spirit and action. It is the commitment to search for and act upon the truth. It is delivering on the commitments we make. Our word must become our deed. It is establishing the foremost standards of honesty and fairness, without compromise.

## 3b Wipro, the organization



Wipro is the hub intersecting the interests of investors, customers, suppliers, employees, local communities and regulatory bodies. As of March 2009, 232,932 investors, over 97,000 employees from more than 50 nationalities, 32 local communities, over 860 institutional customers across the globe, millions of consumers across India, South-East Asia and Africa and several regulatory bodies had a direct interest in Wipro.

The legal entity, Wipro Limited is a company registered under the Indian Companies Act, 1956, with its shares listed in National Stock Exchange and Bombay Stock Exchange in India and in the NYSE, USA. Wipro has 76 subsidiaries of which 6 are Indian companies and the remaining 70 companies are registered outside India. Headquartered in Bangalore, India, Wipro has operations in over 35 countries.



## Primary products and services

Wipro's IT business consisting of IT Services, IT Enabled Services and IT Products is serviced by three business divisions. In our IT businesses, we serve customers belonging to a wide range of industry segments in all major geographies of the world. In essence, Wipro helps its clients adopt and deploy information technology solutions with the end goal of boosting productivity and operational effectiveness in their organizations. Wipro Technologies caters to IT Services business in North and South Americas, Europe, Japan & China. Wipro Infotech caters to IT Products and IT Services business in India, Middle-East, Africa and Oceania.

The visual below illustrates how the IT Services business is organized as a matrix containing Industry verticals and technology horizontals. [Tables 8 and 9 on Page 31 of our first Sustainability report provide a detailed view of the multiple IT services offered to different industry verticals]

		Industry verticals					
		Financial Services	Retail CPG & Transportation	Manufacturing	Healthcare & Services	Energy & Utilities	Telecom, Media & Technology
Service lines		Consulting					
		Enterprise Application Services					
		Business Technology Services					
		Technology Infrastructure Services					
		Testing Services					
		Business Process Outsourcing (BPO)					
		Product Engineering Services					

Our customers for the IT business primarily comprise medium and large organizations from the private and public sector. The biggest geographical contributors to our revenues are the U.S.A, Europe and India.

## Key organizational metrics

	2005-06	2006-07	2007-08	2008-09
<b>Sales (Rs. Billion)</b>	107.6	152.7	203.9	259.6
<b>PAT (Rs. Billion)</b>	20.7	29.4	32.8	39.0
<b>Market CAP (Rs. Billion)</b>	798	816	773	600
<b>Total CAP (including debt) (Rs. Billion)</b>	799	820	818	657
<b>Total Assets (Rs. Billion)</b>	66.9	99.8	161.9	193.4
<b>Number of shareholders</b>	172564	218003	251360	243,401
<b>Beneficial Holding of the largest shareholders Mr. Azim Premji, Chairman</b>	81.44%	79.6%	79.5%	79.3%
<b>Number of Employees</b>		76,260	94,152	98,521
Geographical Breakup of revenue				
<b>India</b>	21%	21%	24%	21%
<b>Americas</b>	50%	48%	44%	45%
<b>Europe</b>	23%	25%	24%	22%
<b>ROW (Rest of World)</b>	6%	6%	8%	12%

Further details of Wipro's financial performance for 2008-09 can be found in our Annual Report (AR) 2008-09 at [http://www.wipro.com/corporate/investors/pdf-files/annual-report/AR2008\\_09/highlights.pdf](http://www.wipro.com/corporate/investors/pdf-files/annual-report/AR2008_09/highlights.pdf) (See Pages XXI and XXII for a summary financial overview)

## Awards and Accolades received during the year 2008–09

01. Outsourcing Institute and Vantage Partners' inaugural RMMY awards - 'Best Enabled Relationship/Account Managers' and 'Best Transition Process' categories (2008)

02. Ranked 5th overall among the Leaders category with key strength being 'Demonstrated Competencies' in IAOP's Global Outsourcing 100 list 2008

03. Winner of the Best Asian Executive - Services Business category at the 5th annual Stevie® Awards for Women in Business

04. All Stars Awards at The Network World Asia along with Nortel

05. Winner of the HR Executive of the Year by Stevie Awards for International Business

06. Ranked 2nd overall in the Dataquest Top 20 survey of Indian IT firms in 2009

07. Best New BPO Locator Award for Wipro BPO at the International Information and Communications Technology (ICT) Awards - March 2009

08. Recognized by Emerson Rosemount as top IT partner for Continuous Improvement in the areas of Quality, Speed, Flexibility, Service, Technology, and Cost (June 2008)

09. Winner in the retail vertical industry award of Infomatica with the leading retail customer

10. Wipro received the salesforce.com Top Partner Award for FY09 for India and SAARC

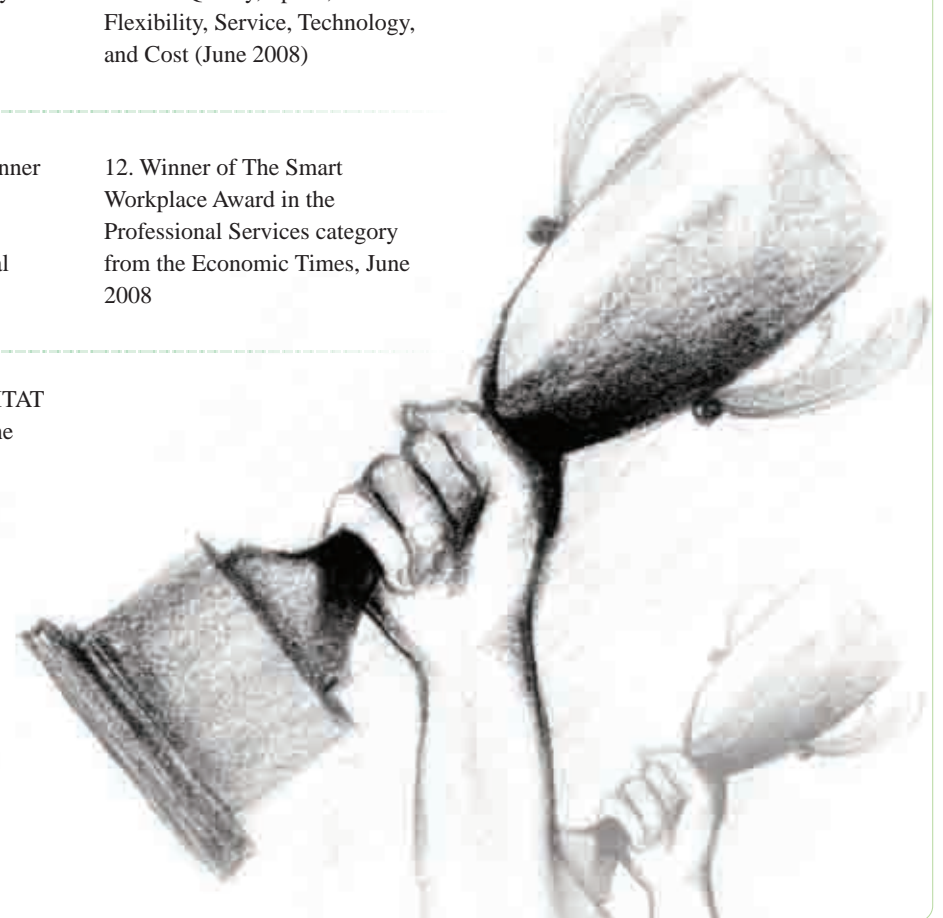
11. Wipro Technologies: Winner of Indian, Asian and Global MAKE Award in 2008 and inducted into the elite Global MAKE Hall of Fame

12. Winner of The Smart Workplace Award in the Professional Services category from the Economic Times, June 2008

13. Winner of SAP® Pinnacle Award for thought-leadership around enterprise SOA - June 2008

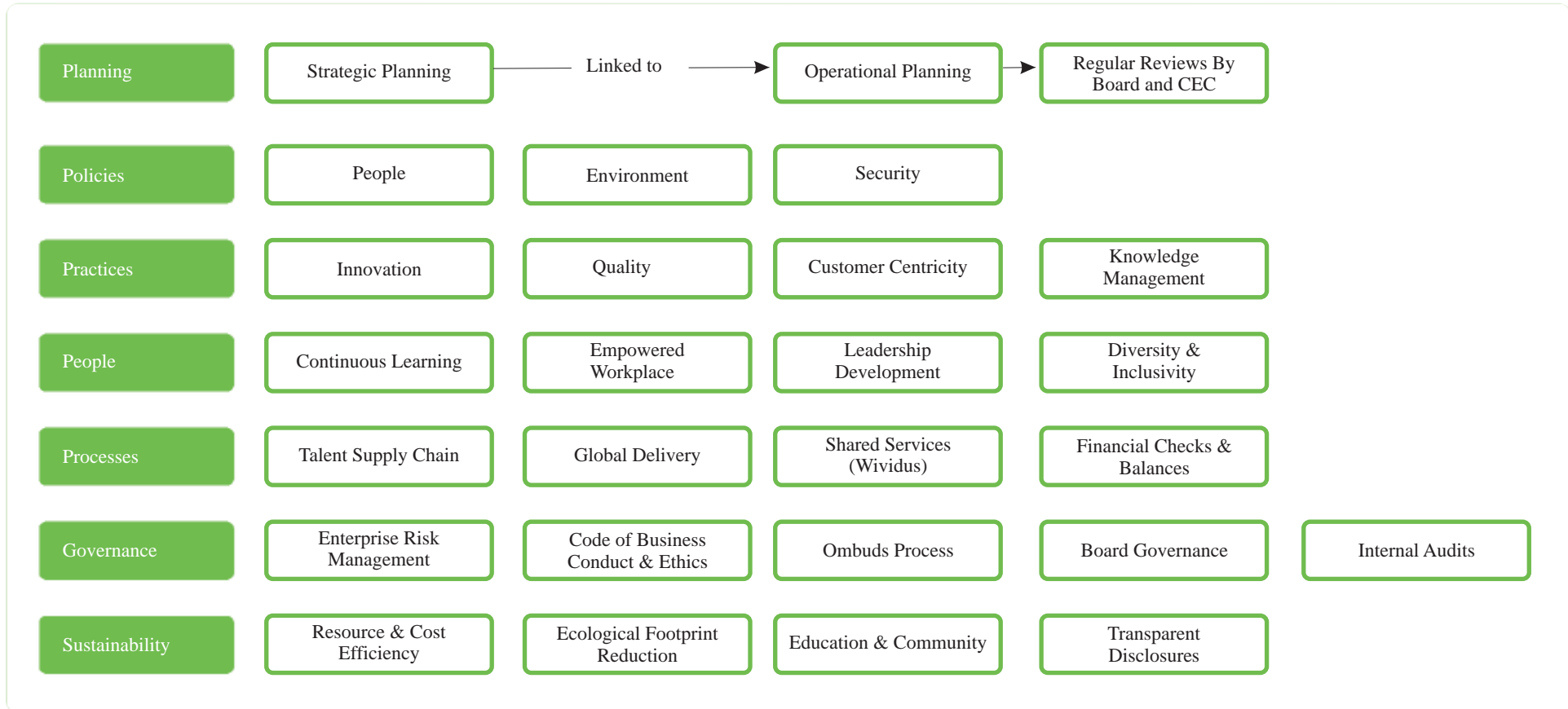
14. Winner of the All Stars Awards at The Network World Asia - Dec 2008

15. Winner of the UN HABITAT Business Award 2009 (for the year 2008–09)



### 3c Good Governance and Management Practices

The real determinants of an organization’s effectiveness – as assessed by returns to its various stakeholders – are the soundness of its governance and management practices. The visual below illustrates the organizational architecture of Wipro that shows this principle.



## Enterprise Risk Management

In this section, we briefly touch upon the four critical elements of governance:

- i. Enterprise Risk Management
- ii. Code of Business Conduct & Ethics (COBCE)
- iii. The Ombuds process
- iv. Corporate Governance

Wipro's Enterprise Risk Management office addresses all significant business risks and tries to align them with the overarching business strategy. Primarily, the risks pertain to customer delivery, foreign exchange fluctuations, taxation and information security. In the year 2008–09, two categories of risks assumed significant importance – (i) the first pertaining to the heightened risk of physical security post the 26/11 terrorist attacks on Mumbai in India and (ii) the second relating to Sustainability risks which have a direct bearing on business. While a detailed overview of the risk management activities for 2008–09 is available in Pages XXIII and XXIV of our Annual Report 2008–09, the excerpts below illustrate the increased importance of Sustainability in our risk management framework.



“Sustainability risks associated with the environment pose the gravest dangers to humanity. Organizations are being increasingly challenged to contemplate, articulate and fulfill their commitments towards Sustainability”.



“A formal mechanism of assessing ecological risks was undertaken. The risks that are being addressed in the first phase are: i) climate change ii) water scarcity and iii) e-waste. Wipro is pro-active in addressing the threats and opportunities that have emerged on account of climate change”.



“Wipro ERM sees a tremendous opportunity to contribute to overall management strategy by implementing sound Sustainability risk management practices. Such practices can decrease Sustainability risk costs, augment competitive positions, protect reputation and improve bottom line. In the coming years Wipro would accelerate its efforts to increasingly consider triple bottom line dimensions in its Risk Management Framework to strengthen its commitment to embrace Sustainability”.

## Wipro Top Risks

The matrix to the right shows the top 15 risks assessed for Wipro. Though climate change risks were assessed for the first time, it features in the list at # 14.

BUSINESS IMPACT	V. HIGH	10. Governance: Policy and Process Compliance			1. Physical security	
	HIGH		7. Regulatory compliance 8. M&A Integration 9. Team sizing	3. Large project delivery 4. Information security 5. IP Exposure (Customer, Competitor & Wipro IP)	2. Business growth / customer credit worthiness	
	MEDIUM		13. Recruitment 14. Climate change and Sustainability 15. Emerging technologies (Cloud, SoA, SaaS)	11. Business continuity & disaster recovery	6. Forex volatility & treasury management	
	LOW				12. Employment and Taxation Law	
	MINOR					
		VERY LOW			VERY HIGH	
PROBABILITY OF OCCURRENCE						

## Code of Business Conduct and Ethics

Wipro Ltd. has a corporation wide Code of Business Conduct & Ethics (COBCE) that sets both, the broad direction and specific guidelines for all business transactions. The emphasis is on human rights, prevention of fraudulent and corrupt practices, freedom of association, elimination of child and forced labor, advertisement and media policy, avoidance of conflict of interest, prevention of sexual harassment and unyielding integrity at all times. Our 'Integrity Manual' provides unambiguous clarity on what integrity is and what it isn't. The COBCE and the Integrity manual are applicable to all our business stakeholders – employees, suppliers, customers – and their transactions with the company. The complete COBCE document is available at [http://www.wipro.com/corporate/investors/pdf\\_files/code-of-business-conduct-and-ethics.pdf](http://www.wipro.com/corporate/investors/pdf_files/code-of-business-conduct-and-ethics.pdf)

The tenets of the COBCE are socialized extensively among employees right from the point of their entry into the organization during the induction program and thereafter through regular online refresher sessions. All employees are expected to assess themselves on their awareness of the COBCE once a year through a self-administered online certification process.

## The Ombuds Process

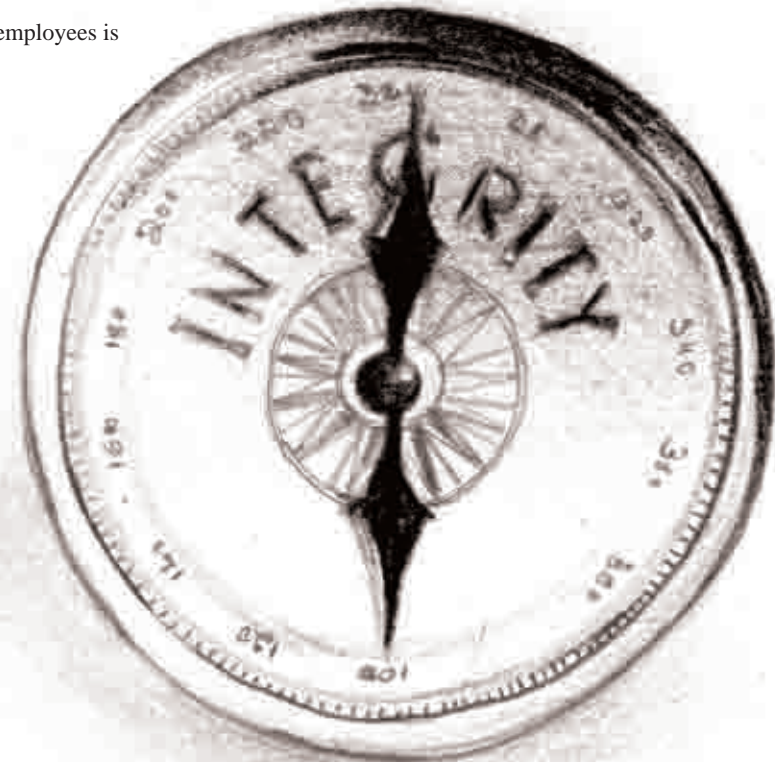
We regularly analyze business operations to the risk of fraud and corruption and constantly improve the process to mitigate the risk of unethical behavior. Any breach of the COBCE is viewed very seriously by the organization. A well established whistle blower policy known as the Ombuds process is in place that allows and encourages any affected stakeholder to report such breaches to the concerned Ombuds person. The Ombuds process allows for receiving, retaining and treating complaints received. The procedures ensure confidential and anonymous submissions regarding (i) questionable accounting or auditing matters, the conduct of which results in a violation of law by Wipro or (ii) substantial mismanagement of company resources (iii) Any instance of sexual harassment or any other form of discrimination (iv) Any violation of human rights as articulated in the COBCE and as per the principles of the U.N. Global Compact.

Complete details of the Ombuds process for employees is available at <http://www.wipro.com/corporate/investors/pdf-files/ombuds-process.pdf>

and for non-employees at <http://www.wipro.com/corporate/investors/pdf-files/wipro-ombudsman-process-non-employees.pdf>

Facts and statistics about the Ombuds process for 2008–09 are available in the section on 'Employees'.

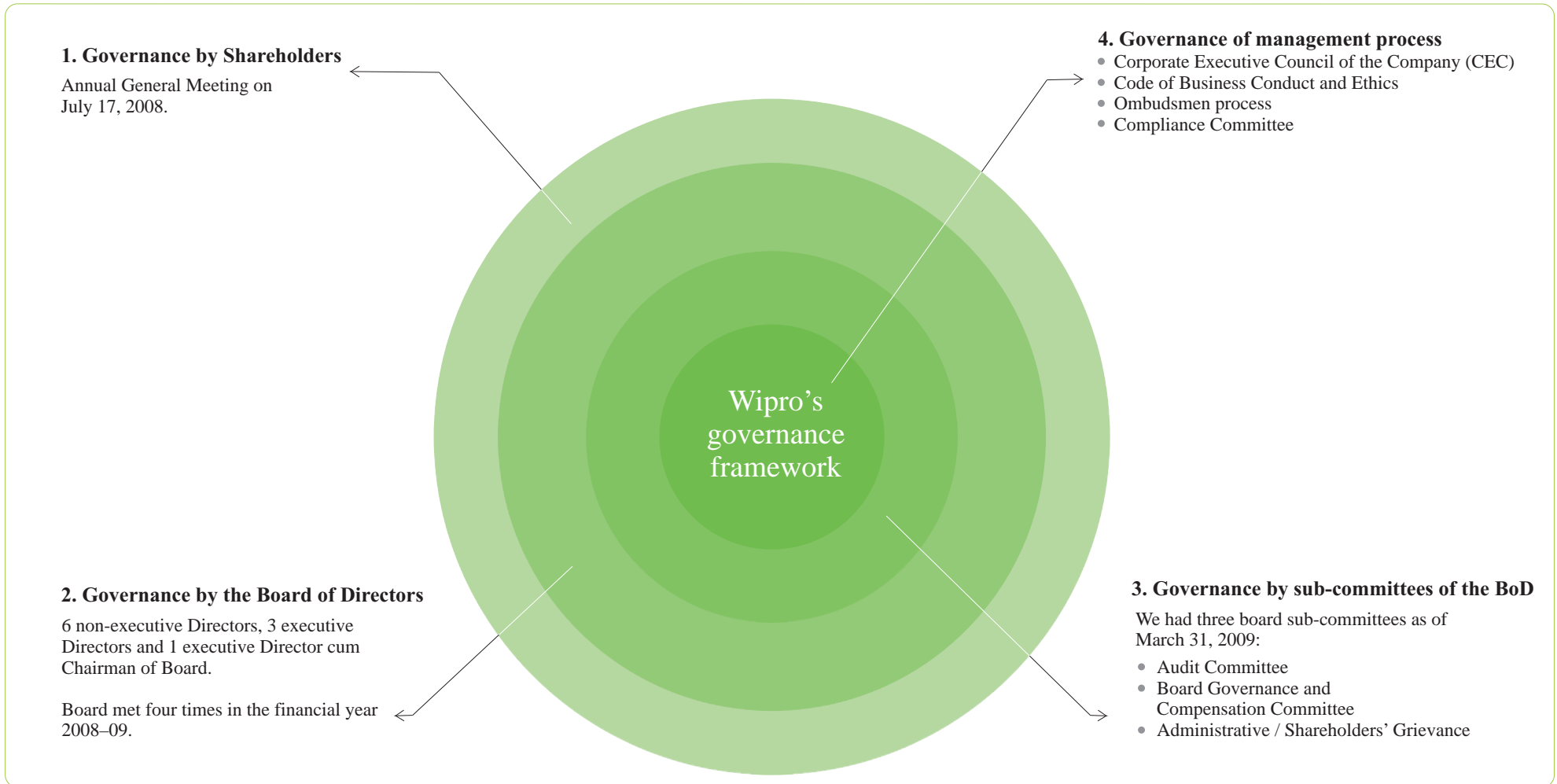
*[Note: A consolidated articulation on the COBCE & the Ombudsprocess is available on Page 35 & 36 of our Sustainability report 2007–08 ]*



## Corporate governance

The corporate governance model of Wipro at the Board of Directors level follows the four-layer framework as shown below:

Wipro's four-layered governance framework



Our corporate governance framework is built on the twin pillars of (i) Robust internal charters that emphasize transparency and integrity and (ii) Objective oversight by independent non-executive directors of the Wipro board. Active participation by the company's shareholders and investors supplements the above process.

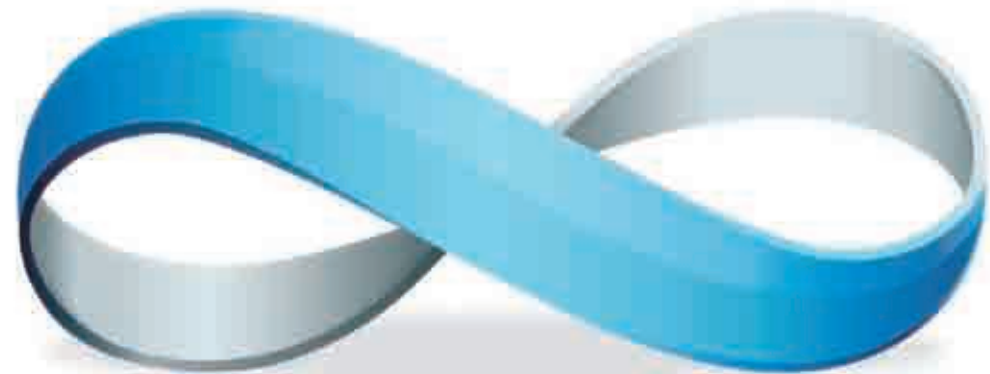
A detailed articulation of our board governance approach and practices is available on pages 33-36 of our Sustainability Report 2007-08. For a detailed report on Wipro's corporate governance activities in 2008-09, please refer pages 17-40 of our Annual Report 2008-09.

# 4 Sustainability: Wipro's perspective and strategy

## Revisiting the Sustainability Mobius

In our first Sustainability report, we had introduced the concept of the mobius strip as a metaphor for Sustainability – how the three aspects of economic, environmental and social Sustainability are inextricably linked. We would like to emphasize this again in this report by illustrating two examples – one from our organizational context and the other at a broader societal level.

- For organizations, the conflict between economic, social and environmental goals often manifests in the decision to produce and market 'greener' products at a higher price e.g. Wipro's Green PCs are 100% RoHS compliant and at a minimum of Energy Star 4 rating but they do cost more than a normal desktop; this is a classic case of the difficulty of reconciling economic objectives (higher sales and profits), social goals (helping the customer save on his energy bill) and environmental goals (less toxics in the product translate into less pollution of water & air, Energy Star translates into reduced GHG emissions).
- The climate change crisis is not merely an ecological disaster waiting to happen but a socio-political one as well; It is common knowledge that the poor will be hit hardest as they will not have the financial wherewithal to adapt to the negative effects of climate change. Increased incidence of vector borne diseases like malaria, increased coastal flooding and migration of climate refugees are two scenarios that have been referred to in recent IPCC assessment reports. Adapting to such consequences will require funding of the order of \$ 100 bn annually, a huge additional cost. This is another example of apparently conflicting goals.





## 4b The Sustainability megatrends that will shape our future

As the year that brought sharp focus on the global economic crisis, 2008–09 also stood out as a period when the world's attention got riveted on Sustainability as a solution paradigm to many of our problems. At Wipro, we think that the world of the next few decades will be shaped by eight Sustainability megaforces in which business, the education system, civil society and government will have equal roles to play.

### 1. Solving the Climate Change crisis

The climate change crisis has at least four dimensions to it -

- The scientific / technological challenge of developing clean technologies quickly enough which can replace fossil fuels on global scale in order to limit average global temperature rise to 2°C from pre-industrial levels.
- The economic compulsion of investing and building a low-carbon infrastructure, especially in developing countries where as high as 80% of the infrastructure remains to be built. This will cost the world economy anything between 1–3% of the global GDP.
- The political conundrum that requires consensus among the countries of the world over which countries will reduce emissions by how much and by when? Who will fund the costs of mitigation and adaption of developing countries?
- The social costs of climate change are expected to be no less staggering, with the poor being the most affected on account of dislocation due to coastal flooding, intense hurricanes and increased vulnerability to vector borne diseases like malaria.

Even in the absence of a global consensus, many governments have laid out comprehensive national plans to tackle the crisis e.g. India's eight missions includes an ambitious plan to generate 20GW of solar power by 2022. Businesses can play a central role in the greening of economies by investing in R&D, making their operations greener and developing ecological products and services for their customers.

### 2. Mitigating the looming Water Stress

At a global level, the Per-Capita availability of fresh water has decreased by 6% in the last two decades and will drop by another 12% by 2050 as the world population increases to nearly 10 billion in the next 4 decades. Today, 1.1 billion people do not have access to just the 100 liters of fresh water per day that is needed for cooking, drinking, sanitation and bathing. 400 million of these people live in India. In the absence of strong measures to conserve and harvest water – and further exacerbated by global warming - nearly 3 billion people will be deprived of access to clean water by 2050. Unlike climate change

which is a global problem that needs global solutions, Water is a country-specific problem that needs localized solutions. With India going to one of the most severely affected, we think that the Water problem deserves top priority from Government, Businesses and Civil Society.

### 3. Making cities sustainable

The year 2008 was the first time in human history when the population in urban cities reached 50% of the total, a figure that is estimated to go up to 60% by 2030. Cities are known to be ecological nightmares. What's not commonly realized however is that with 1 billion of urban residents living in slums, cities are not socially sustainable either. For cities to become more sustainable, they must use energy more efficiently, respect the local water gradients and harvest water carefully, generate the minimum of waste and create living and livable spaces where the accent is on public health and community participation. Well designed housing clusters and public transportation can enormously reduce the energy burden of cities, as the Brazilian city of Curitiba exemplifies. Nearly 80% of the increase in urban population will happen in the developing world. Policy makers in Asia and Africa must pay close attention to the need for creating many more cities without overburdening the existing urban infrastructure.

### 4. Ensuring Universal Education

Universal access to primary education - One of the eight Millennium Development Goals (MDGs), - is widely accepted as the primary enabler of poverty reduction and inclusive growth. While there has been visible progress on a number of indicators – Access, Dropout rates and Overall literacy rates - there is little likelihood of reaching the goal of universal education by 2015, with Asia and Africa lagging the most. In India, the literacy rate stood at around 64% in 2007 with a female literacy rate of 51%. The recent 'Right to Education' (RTE) bill enacted in the Indian parliament has been hailed by many as a visionary step forward but it needs to be backed by higher funding and enabling infrastructure. The 6% budget allocation has been criticized as inadequate to meet the goals of universal education. Businesses must play a major role in addressing these gaps in partnership with a network that includes government and civil society organizations.

## 5. Promoting diversity and inclusivity

An interesting and welcome trend at the workplace in recent times is that businesses are now viewing diversity from the lens of building superior talent pools and competitive advantage. Much remains to be done though in almost every sphere of diversity and inclusivity at a larger societal level. To take the example of gender diversity – In India, the literacy levels for women are a low 51% compared to the national average of 64%. The 2009 MDG update reports that only 53 of the 171 countries with data available had achieved gender parity in both primary and secondary education (defined as a girls' to boys' enrolment ratio of between 97% and 103%). Similar examples of disparity are prevalent for the physically challenged, tribal and ethnic minorities etc. Businesses therefore must demonstrate leadership in promoting diversity and inclusivity at every stage of the Hire-To-Retire lifecycle.

## 6. Non-Discrimination and Human Rights

Discrimination on grounds of gender, ethnicity, nationality, physical disability, sexual preference and violation of basic human rights are often two sides of the same coin. Some examples of basic human rights include the right to life and liberty, freedom of expression, equality before the law and - in some countries - the right to food, the right to work and the right to education. Interestingly, the right to a clean environment is seen to be derived from basic human rights such as the right to life and the right to health. For the first time in 2002, the U.N. committee on Economic, Social and Cultural Rights affirmed that access to clean water was a human right. With increased globalization and rising influence, businesses have a crucial role to play by practicing zero tolerance for human rights breaches in all its operations.

## 7. Transparency and Accountability

The regular instances of financial scandals in the business world in the last decade and the economic crisis of 2008 have reinforced the need for the highest standards of transparency and accountability for business organizations. An organization's commitment to transparency is demonstrated through the honesty of its public disclosures on its triple-bottom line. One of the closely tracked elements of organizational transparency is its disclosure and progress on anti-corruption. According to a UNDP study in the Asia-Pacific region, higher levels of corruption were found to be correlated with lower school enrolment and higher dropout and illiteracy rates, blocking key routes out of poverty. The real price of corruption is not paid in currency; the true cost is eroded opportunities, increased marginalization of the disadvantaged, and the feeling of injustice.

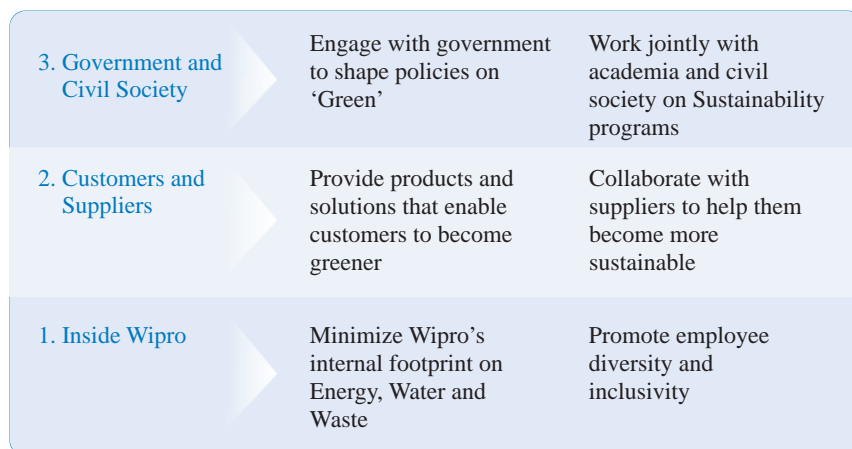
## 8. Eliminating Poverty and Inequality

The primary agenda before the developing world is to reduce and eventually eliminate poverty and bridge the so called North-South divide. Worldwide, more than 1.5 billion people live in extreme poverty – defined as an income of less than \$1.25 per day at 2005 prices. One of the U.N.MDGs is to halve the number of people living in extreme poverty from 1990 to 2015. Even if this target is met, the problem is far from being solved. Providing a decent standard of living will demand much more – universal access to quality education and the creation of several million more stable jobs, accompanied by empowerment of disadvantaged and minority groups. The key challenge is that all this economic growth must happen in an ecologically sustainable manner. Businesses must not see this as the government's problem alone and must be a strong stakeholder in the entire process. Case studies like Grameen Bank, Bangladesh and Aravind Eye Hospital, India demonstrate that it is possible to serve the poor in a profitable and sustainable manner.

It is quite evident that these Sustainability mega forces are intertwined with each other and will require extraordinary vision, resources and execution capabilities on the part of all stakeholders in society. Our next section describes briefly the role that corporate organizations can play in defining and shaping such a future.

### The building blocks of a sustainable organization

If the business sector has to play such a key role in shaping our sustainable future, what must then be the operating system and the templates of an organization that is committed to Sustainability? The visual below depicts the building blocks of creating a Sustainability-centric organization.



## 4c Wipro Sustainability dashboard: Progress-check and future goals

For Sustainability to be institutionalized within an organization, the same rigor of goal setting, measurement and review is necessary as is common in business operations. Over the last two years, we have been improving and refining the process of goal setting and measurement on our principal Sustainability dimensions e.g. our goals this year on Wipro's GHG reduction reflect a vastly more mature understanding of this space. At the same time, we think that we are some distance from an enterprise Sustainability model that can stand the scrutiny of more mature business frameworks and we will continue to work on this aspect with intense focus.

The dashboard below provides a summary of Wipro's Sustainability goals and performance in 2008–09.

Sustainability dimension	Key performance highlights (2008–09)	Vision and goals for future
Energy & GHG Intensity	<ul style="list-style-type: none"> <li>• Robust process defined and implemented for GHG measurement across all dimensions – electricity, business travel, commuting, waste and fuel for heating.</li> <li>• The GHG footprint for the IT business stands at 4.31 tons per employee (tpe) per annum and 89 tons per million USD of revenue (2.72 and 56 respectively for Scope 1 and 2 alone).</li> <li>• On a comparative basis, our GHG intensity reduced from 4.37 tpe to 4.19 tpe.</li> </ul>	<ul style="list-style-type: none"> <li>• To reduce Wipro's GHG intensity to 2.5 tons per employee by 2015 (All emissions).</li> <li>• To achieve a total reduction of 55000 tons from the base figure of 455000 tons (2008-09) by 2015.</li> <li>• To reach above goal through a combination of Energy Efficiency and investments in Renewable Energy.</li> </ul>
Water efficiency	<ul style="list-style-type: none"> <li>• Extensive water treatment in combination with rainwater harvesting ensured that 32% of our total water requirements is met through recycling and harvesting.</li> <li>• Fresh water consumption of 1600 liters per employee per month.</li> <li>• The Manikonda community lake in Hyderabad was restored after de-silting and cleaning for use by the local community.</li> </ul>	<ul style="list-style-type: none"> <li>• To improve our water efficiency by 5% year-on-year as measured on an per employee basis (base year is 2008-09).</li> <li>• To collaborate with proximate communities in optimal management of local water resources.</li> <li>• Wipro will ensure zero impact on the local water table by recharging equivalent amount of water withdrawn locally; in addition, Wipro will procure water only from responsible sources anywhere in its operations.</li> </ul>
Waste recycling and pollution mitigation	<ul style="list-style-type: none"> <li>• First successful implementation of kitchen waste-to-heat conversion biogas plant at our Electronic city facility in Bangalore, India.</li> <li>• First successful implementation of paper recycling plant at our Electronic city facility in Bangalore.</li> <li>• Significant increase in the quantum of e-waste disposed safely – 71785 units of e-waste were disposed through certified vendor.</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure by 2013 that not more than 5% of the total waste reaches landfills; 95% of the waste to be processed within Wipro itself or through partners – and either recycled for further use or safely disposed off.</li> </ul>

Sustainability dimension	Key performance highlights (2008–09)	Vision and goals for future
Employee Health and Safety	<ul style="list-style-type: none"> <li>• Fit for life program launched in mind-2008 to create widespread awareness on the importance of healthy lifestyles.</li> <li>• Zero incidents of accidents in our premises during the year.</li> <li>• All our new buildings adequately meet safety principles of the National Building Code.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate well-being as a value proposition to employees and to our clients and their business.</li> <li>• Implement innovative wellness programs to inculcate healthy life style and improve productivity.</li> <li>• Provide safe and healthy workplace to instill and enhance employee confidence.</li> <li>• Supplement Health and Safety Programs with ongoing Risk Assessments.</li> </ul>
Diversity	<ul style="list-style-type: none"> <li>• Women of Wipro', the Gender diversity program launched during the year.</li> <li>• Women employees increased to 26.8% of the workforce, up from 25.7% in 2007–08.</li> <li>• Employees of non-Indian nationalities were 5% of the workforce, up from 3% in 2007–08.</li> </ul>	<p>Wipro's diversity program will address four dimensions:</p> <ul style="list-style-type: none"> <li>• Gender (already started in 2008-09)</li> <li>• Physically challenged</li> <li>• Underprivileged</li> <li>• Nationality (already addressed through our recruitment policy)</li> </ul>
People Development	<ul style="list-style-type: none"> <li>• Two new courses launched in collaboration with BITS Pilani: WIMS (Wipro Infotech Masters of Science) for hardware / desktop support and SIM (School of Infrastructure Management).</li> <li>• Integrated Talent Management System (ITMS), a comprehensive online learning portal was launched. ITMS is closely aligned with the developmental goals of the employee appraisal cycle.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide for continuous learning and growth opportunities to every employee.</li> <li>• To build a deep pipeline of leadership talent across all levels.</li> </ul>
Customer Stewardship	<p>We made significant progress on the Green PC on all three dimensions – Energy Efficiency, RoHS (Restriction on Hazardous Substances) and take-back program</p> <ul style="list-style-type: none"> <li>• Our PCs and laptops reached a level of 99% + compliance with RoHS standards.</li> <li>• As of Mar 31st 2009, 16% of desktop models and 30% of laptop models were Energy Star Level 4 certified; Level 4 models are typically 12-15% more energy efficient.</li> <li>• The take-back program showed evidence of increased customer interest with a steady increase in desktop and laptop returns, peaking in the fourth quarter with returns equivalent to 8.3% of past sales.</li> </ul>	<ul style="list-style-type: none"> <li>• To launch the 'Beyond RoHS' program that will render all our new desktop and laptop models PVC and BFR free by 2010.</li> <li>• All new models of desktops and laptops to be Energy Star 5.0 certified in 2010 (as per U.S. EPA).</li> </ul>

Sustainability dimension	Key performance highlights (2008–09)	Vision and goals for future
IT for Green	<ul style="list-style-type: none"> <li>• We launched the Carbon Management Tool for customers to measure and manage their GHG footprint.</li> <li>• We created a unique value proposition for customers with the launch of the Integrated Green Data center solution that combines “Hardware Virtualization”, “Smart Aisle Cooling” and “Passive Green building design”.</li> </ul>	<ul style="list-style-type: none"> <li>• To accelerate the expansion of the ‘IT for Green’ portfolio; to add solutions in ‘Smart Grid Management’, ‘Store Energy Management’, ‘Smart Manufacturing’ and ‘Carbon Accounting for Airlines’.</li> </ul>
Education and Community initiatives	<ul style="list-style-type: none"> <li>• During the year, Wipro Applying Thought in Schools (WATIS) worked on 22 projects in collaboration with 20 partner organizations, with an effective reach of 675 schools.</li> <li>• A well-researched book on childrens’ education “What did you ask at School today” was released (authored by Kamala Mukunda).</li> <li>• Mission10X - our program that seeks to improve the quality of teaching in engineering colleges - expanded its reach significantly with 190 empowering workshops that covered 5700 faculty across 485 colleges in 18 states.</li> </ul> <p>Wipro Cares, our community program that runs entirely on voluntary efforts from Wipro employees, started new projects in</p> <ul style="list-style-type: none"> <li>• Lake ecosystem restoration.</li> <li>• Zero drop out of girls in high school .</li> <li>• Schooling needs of children of construction workers, awareness of voting responsibilities in India’s national election.</li> <li>• Rehabilitation of displaced people after the floods in the state of Bihar, India.</li> <li>• Nearly 20000 hours of volunteer efforts logged in from Wipro employees.</li> </ul>	<ul style="list-style-type: none"> <li>• To start pilot projects in 2009–10 on integrating ecology and new developments in biology into the school curriculum.</li> <li>• To consolidate the ‘Fellowship’ program on Research and Documentation that will result in rich trove of insights and valuable material that can be shared.</li> <li>• Mission10X : To train and empower a cumulated total of 10,000 faculty across engineering colleges by end 2010.</li> </ul>
Advocacy and Public Policy	<ul style="list-style-type: none"> <li>• Started engaging with the Prime Minister’s Office (PMO) on the National Action Plan on Climate Change (NAPCC) with a detailed response note.</li> <li>• One of the founding signatories of CII’s Mission for Sustainable Development.</li> <li>• Core member of NASSCOM’s panels on ‘Green Infrastructure’, ‘Green Warriors’ and ‘Green Policy’.</li> <li>• Started partnership engagements with civil society and policy groups to further larger goals of influencing public policy, increasing awareness and establishing demonstration projects e.g. with CSTEP (Center for Science, Technology &amp; Policy), ATREE (Ashoka Trust for Research into Ecology and Environment), Greenpeace.</li> <li>• Member of core group of IGBC (India Green Building Council) and contributed significantly to the drafting of the National Green Building Code.</li> </ul>	<ul style="list-style-type: none"> <li>• To engage closely with multiple government stakeholders (PMO, MOEF, MNRE) and shape the evolution of policies on Green e.g. Fiscal incentives for clean energy, Standards for Energy Star programs.</li> <li>• Work through our partners with different state governments and influence the direction of Green policies.</li> <li>• To continue to be a constructive part of industry associations in shaping the industry and national agenda on Green.</li> <li>• To author – independently and with partners - well researched position papers on different aspects of India’s low-carbon growth agenda.</li> </ul>

## Sustainability governance

While multiple aspects of corporate governance have been covered in our Annual Report, this section briefly covers the governance of our Sustainability program.

The responsibility for Sustainability is spread across all levels of our organization - from the Board of Directors to voluntary employee chapters. Each level has a different grade and scope of responsibility. The framework is captured in the visual below.

### Who does what on Sustainability at Wipro



The role of each of these groups is explained in the table below:

Organizational entity	Principal role and function
The Chairman and the Board of Directors (BoD)	The Board of Directors (BoD) is the senior-most governance body that reviews the progress of the overall Sustainability program once a quarter as part of the review cycle of the company's quarterly performance.
Corporate Executive Council (CEC)	<p>The Corporate Executive Council (CEC) is the top executive governance body of Wipro comprising the Chairman, the two joint CEOs of the IT business, the CFO, the Executive Vice President (HR), the Chief Delivery Officer, the global head of consulting and the CEOs of Wipro Infrastructure Engineering and Wipro Consumer Care and Lighting (WCCLG).</p> <p>The CEC takes part in the goal setting as the final approver of the organizational goals on Sustainability. The CEC also reviews the progress of the Sustainability program once a quarter.</p> <p>One of the CEC members, Mr Anurag Behar holds overall responsibility for Wipro's Sustainability charter, social and community programs.</p>
eco-eye Sustainability program office	eco-eye is the corporate Sustainability program that orchestrates the corporation's Sustainability program from planning to evangelizing, execution and review.
Facilities Management Group (FMG)	FMG is the custodian responsible for all Wipro facilities. The execution of most of Wipro's green initiatives in energy efficiency and renewable energy is FMG's responsibility.
Infrastructure Creation Group (ICG)	ICG is responsible for the design and construction of new facilities; they are thus responsible for incorporating the design principles of green buildings (LEED and similar standards) into all new campuses.
Human Resources (HR)	The HR group has a direct role to play in the Sustainability initiatives in diversity, health and safety, employee development etc. In addition, the HR group plays an important role in employee evangelization and in the design and articulation of the Sustainability report.
Finance	Finance carries the responsibility of laying down guidelines for the evaluation of all green investments. They thus carry oversight of the progress towards Wipro's goals in GHG reductions where significant investment is called for. As the custodian of investor relations, our economic performance and the enterprise risk management office, finance is a crucial stakeholder in the Sustainability reporting process.
Business Leadership	The divisional business leaders at the senior most levels play the role of positioning Wipro's green products and services with our customers. They are directly responsible for the success of our customer engagement on our Sustainability portfolio. In addition, they are responsible for advocacy in public networks and forums and for evangelizing the Sustainability message inside Wipro.
Social and Community Programs	<p>Wipro Applying Thought in Schools (WATIS) which works with partners on systemic reform in the Indian school education system has recently started focusing on how to make ecology axiomatic to children's education.</p> <p>Wipro Cares works with communities that are proximate to our operational centers in the areas of ecology, education and health that affect the marginalized groups e.g. reduced access to drinking water because of mushrooming urbanization.</p>

Organizational entity	Principal role and function
Employee Chapters	The employee chapters are voluntary forums of employees who are passionate about ecological Sustainability. The primary role of the chapters is to evangelize and spread awareness among employees and to participate in multiple activities within the organizational context and with external communities.
Corporate Brand, Communication and Corporate Affairs	<p>The corporate brand, communication and corporate affair groups are three distinct groups. The first two are responsible for enhancing the equity of the Wipro corporate brand and play a crucial role in emphasizing on Sustainability as an integral part of the company's identity and brand.</p> <p>The corporate affairs group works with governments at the central and state levels as well as with policy organizations in influencing policies that serve the green cause effectively.</p>

For Sustainability to become institutionalized and woven into every aspect of the organization, four key actions need to be fulfilled effectively at all times - Planning & Review, Evangelizing, Execution and External Advocacy. Each of these organizational entities has an important role to play in this charter. The visual below illustrates in summary how the different internal stakeholder groups are involved in our Sustainability program.

### The Sustainability Responsibility Matrix

	Planning and Review	Execution / Implementation	Internal Evangelizing	External advocacy
Corporate Executive Council (CEC)	✓	✗	✗	✗
Board of Directors	✓	✗	✓	✓
Business Leadership	✓	✗	✓	✓
Facilities Management Group	✓	✓	✗	✗
Infrastructure Creation Group	✓	✓	✗	✗
eco-eye Sustainability office	✓	✗	✓	✓
Employee chapters & Sustainability academy	✗	✗	✓	✗
Human Resources	✓	✗	✓	✓
Finance	✓	✗	✗	✗
Corporate affairs, Brand & Communication	✗	✗	✓	✓



## Aligning with Sustainability charters and networks

Since the inception of our Sustainability journey, we have been engaged with and established close links with multiple industry networks and global charters. These reflect our deep commitment to furthering progress on Sustainability at the national and global levels. The table below provides a summary of our associations and endorsements.

Charter /Network /Association	Brief description	Wipro's Engagements
U.N. Global Compact	The ten principles of the UNGC act as both a policy platform and a practical framework for companies that are committed to Sustainability.	Wipro became a formal signatory to the UNGC in September 2008. Our first COP (Communication on Progress) will be released by end-March 2010.
CII Mission for Sustainable Growth	CII, India's premier industry network, launched the Mission for Sustainable Growth (MSG) in 2008 with the core purpose of championing the conservation of natural resources without compromising on high and accelerated economic growth.	Wipro was one of the first signatories to the CII Code for Ecologically Sustainable Business Growth; the code seeks voluntary commitments from companies towards reducing specific consumption of energy, water and other natural resources.
NASSCOM Green IT initiative	NASSCOM, the premier network body of India's software industry launched the Green IT initiative in 2008 with the purpose of providing direction to Indian IT companies to tap the 'Green' opportunity in a holistic manner.	Wipro is a core member of the three NASSCOM working groups – Green Infrastructure, Policy & Regulatory framework and Creation of Green warriors.
India Green Building Council (IGBC)	The IGBC was formed under the aegis of the CII in 2001 with the goal of ushering in a 'Green Building' movement in India.	Wipro is one of the executive members of the IGBC panel that evolved the Green Building standards for India.
India's National Action Plan on Climate Change (NAPCC)	The NAPCC comprises eight missions on different aspects of sustainable development and is India's official charter on Climate Change. The NAPCC is steered by the Climate Change secretariat of the Prime Minister's Office.	Wipro endorses the NAPCC and has been an active participant in providing feedback on the plan by engaging with key stakeholder groups in the government.
The Carbon Disclosure Project	The Carbon Disclosure Project (CDP) was launched in 2000 to collect and distribute high quality information that motivates investors, corporations and governments to take action to prevent dangerous climate change. More than 2500 companies from 60 countries measure and disclose their GHG emissions through the CDP.	Wipro has been an active participant in the CDP disclosure program since 2008. We have now participated in two editions of CDP, the sixth and seventh - our carbon disclosure is available for public viewing at the CDP site.
Indian Society for Technical Education (ISTE)	The ISTE is a nodal group at the national level which furthers the cause of engineering education in the right direction . Please visit <a href="http://www.isteonline.in/">http://www.isteonline.in/</a> for details.	Wipro's Mission10X is a member of the ISTE.
The Digital Environment Sustainability Consortium (DESC) India	DESC works with the CII Sustainability forum on the charter for ICT (Information and Communication Technology) as a driver of India's national goals on climate change as articulated in the NAPCC.	Wipro is part of DESC's core committee represented by our Chief Technology Officer
U.N .Millennium Development Goals (MDGs)	In the year 2000, the U.N. defined eight millennium development goals (MDGs) to be achieved by the year 2015. These goals form the blueprint for countries to meet the needs of the poorest. For more details, visit <a href="http://www.un.org/millenniumgoals/">http://www.un.org/millenniumgoals/</a>	Wipro endorses and supports the U.N. Millennium Development Goals. In its own way, it is contributing to the progress on three goals – Universal Education, Gender Equality and Environmental Sustainability.

# 5 Wipro and its stakeholders

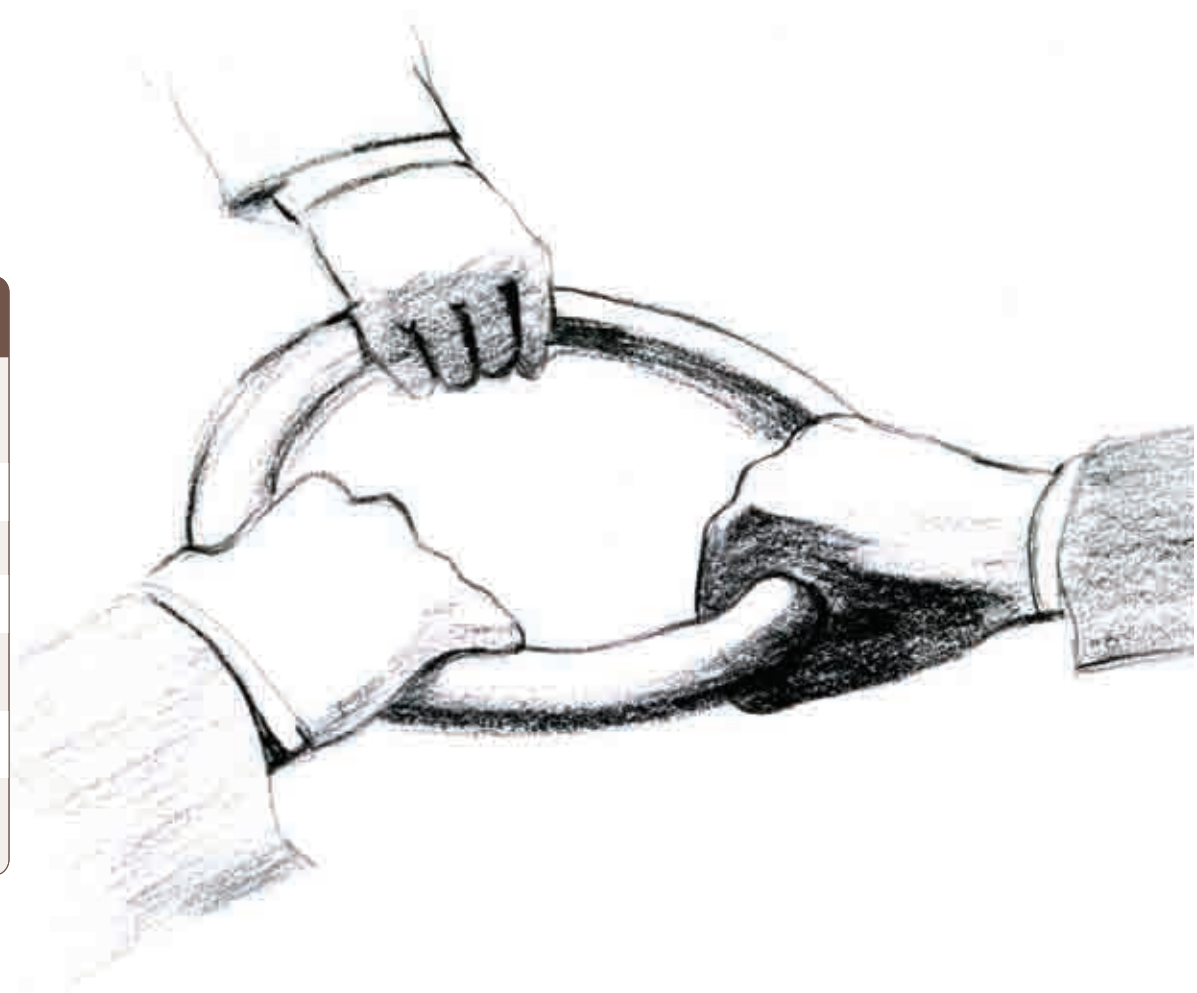
In this section, we describe in detail our strategic perspective, engagement approach, key performance highlights and primary future goals for seven major stakeholders—Employees, Current and future generations, Customers, Investors, Communities, Suppliers and Government / Regulators.

In our first Sustainability report for 2007–08, we have described in detail the process of identifying the above seven stakeholders from an initial list of 10 possible stakeholders. (Please refer pages 39 and 40 of the 2007–08 report for more details about our stakeholder selection process).

The table also shows the primary custodian within Wipro who carries responsibility for each of the seven stakeholders.

## Identified stakeholders and their custodians

Stakeholders	Internal primary custodians
Customers	The Chief Strategy Officer, Chief Global Delivery Officer, the Chief Quality Officer and their teams
Employees	The Human Resources group
Investors	Treasury and Investor Relations team
Regulators	The CFO office and the Corporate Affairs team
Suppliers	Wividus - Wipro's Shared Services and the Procurement teams
Communities / NGOs	Community Initiatives team, Location leadership and Functional leadership
Current and future generations	eco-eye, the Education and Community teams, Senior leadership



## Engagement framework

Wipro's engagement with its stakeholders is based on the bedrock of the Spirit of Wipro – Intensity to Win, Act with Sensitivity and Unyielding Integrity. Our approach to our stakeholders is long-term and partnership based, not short-term and transaction based. Global trends in stakeholder engagement indicate a clear movement from compliance - driven, single channel communication to partnership based, multi-channel frameworks. As the figure below shows, engaging with stakeholders must be based on trust, communication and involvement of all the parties.

### Increasing sophistication of stakeholder relationships<sup>2</sup>

Method of Engagement	Increased Inclusivity of Relationship
Communications via one - way channels designed to spread information	Trust Us
Consultation and dialogue via interactive channels	Show Us
Partnerships that create value and are focused on finding solutions	Involve, Hear Us

In our engagement model, we employ a judicious mix of information technology and face- to-face interactions. Websites, e-mails, blogs and video-conferencing are used as effectively as meetings, conferences and focus group discussions as means of evolving issues that are the most material and important to both sides.

The engagement framework with the seven stakeholders is discussed in detail in the individual sections 5b to 5h that follow. Each section provides multiple examples of the four levels of engagement for that stakeholder. The major issues highlighted in each section are typically the ones that are most relevant to the stakeholder, having been identified either directly by the stakeholder or through indirect inference from credible secondary sources e.g. IT analysts' reports often highlight emerging trends that will be pertinent to customers in the future.

### Going forward

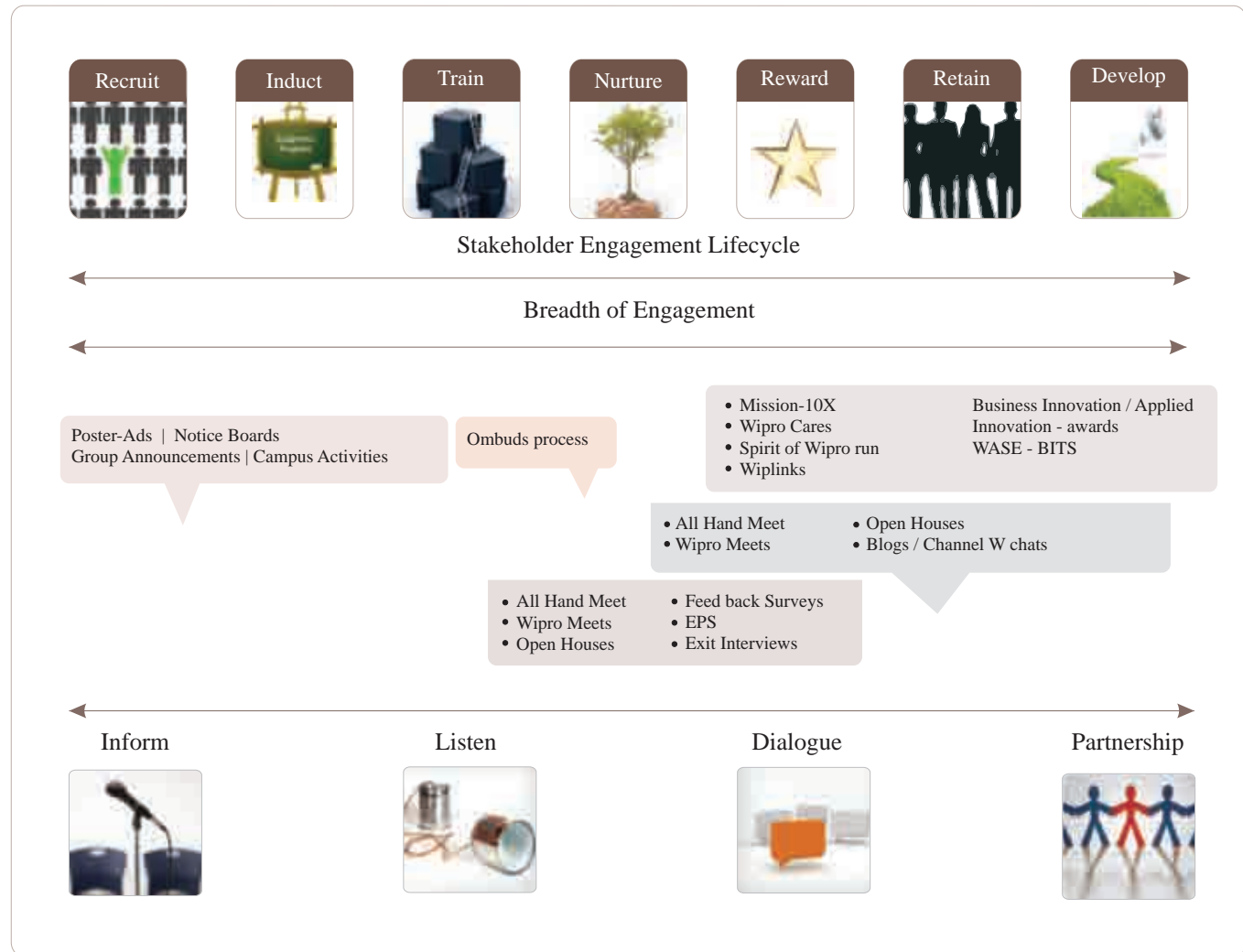
Going forward, we will formalize our engagements with each of our stakeholders on Sustainability issues and evolve methods to record feedback and inputs from stakeholders and our action plans against those.

<sup>2</sup> By Stakeholder Research Associates Canada Inc. (Katharine Partridge, 2005)

## 5b Employees

“With the amount of time that employees spend in a day at work, it more often is about ‘life at work’ than just work alone. And we pay a great deal of attention to this aspect of a lifestyle at work - it means engaging with the employees on a number of parameters that matter to them - be it their health, fitness, safety and allowing for as much inclusivity on areas which are important to them be it Sustainability, community building, etc. Fit for Life, Wipro’s initiative for well being has everything from health check-ups to nutrition chats to helping guide employees for example. Our commitment particularly in areas like Diversity, Education, Sustainability, Health and Safety is to help as many people who would like to be involved with these pillars at Wipro. For example when we initiated the eco-eye formally in the organization we were convinced that with the buy-in from our employees we could make significant changes in the environment and communities that we are part of. And more than a year later it is out there for all to experience and see. People at Wipro have made a start and are making it their ‘the chosen/ preferred’ way to do things.”

**Pratik Kumar**  
EVP –HR  
Wipro Ltd.



One of the three core values in Spirit of Wipro - Act with Sensitivity, focuses on respect for the individual and being sensitive yet responsible professionals. This value forms the basis for all our employee processes right from attracting and hiring the best talent, building a multi-cultural work force, designing competitive and innovative programs to creating an environment for continuous learning.

## Attract

Highly talented professionals from diverse backgrounds are the biggest strength for the future of any global organisation. As an equal opportunity employer we believe that a diverse workforce gives rise to multiple perspectives, fostering innovation and continuous improvement. Our Talent Acquisition team hires experienced professionals in all the geographies we operate in. One of the measures of diverse hiring is the local hiring in the countries we operate in. For eg of the total hires outside India, 65% were locals as against 46% for the year before. At the senior leadership level, at Wipro Technologies for eg we had hired 14 of which 12 were non Indians.

At entry levels, we recruit from over 160 technical campuses and 50 B - schools spread across geographies including India, United States of America, Europe and China. Wipro enjoys a "Best Employer Status" in most of the Top Engineering and Business Schools in India. Building and sustaining campus relations is an integral part of the fresher hiring process and we have campus relationship with more than 200 engineering institutes and 50 management, science, arts & diploma institutes.

[http://careers.wipro.com/why\\_wipro/equal\\_opportunity.htm](http://careers.wipro.com/why_wipro/equal_opportunity.htm)

'Equal Pay for Equal Work' is a policy at Wipro. During the year 2008-09, the male to female salary ratio was marginally above 1 in the IT businesses of Wipro as it was in the earlier year. This when adjusted for work experience and work profile is not a significant difference. Any violation of the policy can be promptly referred to the Ombuds process.

Our career site is the global window to all candidate and career related audiences (<http://career.wipro.com>). This year we have added new sections specific to the geographies we operate in, as well as separate sections for campus and experienced profiles. The site continues to be the largest converter of applicants to hire.

We are amongst the first in industry to have done a 360 degree employee referral campaign using traditional marketing methods. The campaign titled 'Celebrating Dosti' (Friendship in Hindi) used the concepts of storytelling to attract internal audiences and translate that into a direct increase in employee referrals. The employee referrals increased three fold during the campaign and we also saw the conversion of referrals to employees improve even post the campaign period.

## Induct

The preliminary corporation-level Induction program for new recruits is held for a duration of one and a half days. Spirit of Wipro, the core values that Wipro abides by and the Code of Business Conduct and Ethics (COBCE), the eco-eye program are mandatory features of the induction process. All employees are required to take up a certification program of the COBCE. Entry-level candidates have a function-oriented induction which is more specific and extended for up to three months. Experienced and senior level recruits and overseas recruits undergo a customized structured induction lasting between four and six weeks.

## Engage



Employees have a need to constantly challenge themselves and to develop their potential to the fullest in all respects and we recognize that need. While the role rotation program is one such vehicle on the career front, employees are also encouraged to participate in the Wipro Cares program, Wipro Applying Thought in Schools and the eco-eye program. We also have events such as the T12 Cricket Tournament - the month long cricket tournament saw good cricket from enthusiastic Wiproites from all Business Units and the Spirit of Wipro Run - which are organized to celebrate just that - the Spirit of Wipro. The one of its kind event, this run is held across the organization at all locations in India. This year saw over 5000 Wiproites participating in the run.

Wipro Infotech has developed an effective HR tool - the 'site-o-meter'. This is a proactive initiative to gauge employee experience at our customer sites. The delivery model requires employees to be working out of customer locations/ premises. This tool helps to understand their concerns better and address them to enable a great overall Wipro experience. Along with site-o-meter, for ongoing connect with employees at customer sites, we have identified and groomed People Champs. They act as a bridge between the employees at the site and the HR Manager.

We employ various methods to communicate with all employees. Some are at the organization level and many others operate at the team level.

- Wipro Meets: an organization wide forum where the senior leadership team addresses and interacts with employees worldwide live through a webcast. Employees post their questions, questions are polled and all queries are responded to in the webcast. The concerns and queries have ranged from the Business Strategy in the downturn, salary hikes and progression timings, training and learning programs and rewards and recognition in the current environment.
- All Hands Meet: is a quarterly forum where the Business Unit's leadership lay down the report card for the quarter gone by and the expectation, opportunities and challenges in the forthcoming quarter and answer questions from the employees. Various functions also conduct open houses with employees to understand their concerns. HIGH sessions (How I Grow Here) and GROWW (Growth @ Wipro) sessions at WBPO educate employees about internal growth opportunities.



- **Channels for Expression:** the intranet portal Channel W provides employees an outlet for expression. It is an informative portal with a host of content, created in-house, sourced and contributed by employees. The portal also has several sections pertaining to interactive content, by which it engages reactions, comments, feedback, suggestions and answers by employees on a wide variety of issues. There are chats, message boards and blogs. We also have senior leaders' blogging on various topics.
- The Employee Perception Survey, VOW 2007 was followed up in the IT Businesses with an Employee Opinion Survey. This was a quick check to assess satisfaction on the 3 areas identified for action post the EPS 2007. There was a 20 point increase in the satisfaction score as compared to the previous survey. The next VOW is scheduled to be held in 2009.
- **eco-eye:** we have initiated many activities as an organization on eco - Sustainability. With employee buy-in, we believe we can make a big difference to the environment we live in as a whole. We call it 'eco-eye' for we believe it is the lens which enables us to see things and make a difference to how we do things. The initiative attempts to engage with increasing levels of intensity with stakeholders - Wipro's own employees, partners, suppliers, customers and immediate communities. The eco-eye blog was launched to help employees exchange ideas and dialogue on the subject of ecological Sustainability. Environment Day and World Earth Day were celebrated at Wipro with great vigor and action. From the time the eco-eye chapters\* went live, there has been immense participation from employees from all locations – initiatives from car pooling to energy conversation at workplace as well as extending green practices at the community level such as benefits of rain water harvesting.

A year after their launch, the employee chapters – 6 locations in India, 4000 members (as of March 2009) – are having an enormous impact on multiple dimensions.

Chapter	No. of members	Illustrative activities
Bangalore	2500	<ul style="list-style-type: none"> <li>• Around 1000 saplings planted by members</li> <li>• Innovative seedball campaign in WI and Madivala chapter</li> <li>• A passionate chapter leader (Ravi Meghani) targets 1000 homes for implementing cost effective rain water harvesting session</li> <li>• Expert talks, movie screenings, painting contest</li> </ul>
Hyderabad	400	<ul style="list-style-type: none"> <li>• Successful carpool campaign with more than 1000 participating members</li> <li>• Restoration of Manikonda lake</li> </ul>
Chennai	400	<ul style="list-style-type: none"> <li>• Walk the talk episodes in ODCs</li> <li>• Tulsi garden and in house nursery</li> <li>• Clearing plastic and concrete debris in CDC5</li> <li>• Theater on eco theme by Anglo-Chinese school</li> </ul>
Kolkata	350	<ul style="list-style-type: none"> <li>• Planting of more than 400 saplings</li> <li>• Nearly 1000 kg of paper recycled to envelopes</li> <li>• Vermi composting project</li> </ul>
Kochi	50	<ul style="list-style-type: none"> <li>• Sapling plantation</li> <li>• Expert talks from Cochin University</li> <li>• Ban of plastics in campus</li> </ul>
Pune	400	<ul style="list-style-type: none"> <li>• Close alignment between chapter and FMG</li> <li>• Saplings plantation</li> </ul>



\* eco-eye chapters are a voluntary group of employees at Wipro at different locations. They drive Sustainability initiatives at a local level. Please see 'Green Voices' at the end of this chapter for what employees have to say about their involvement in eco chapters.

**Wi Camps** (pronounced "we camp") stands for Wipro's Innovation Camps. These are un-conference-like meeting grounds where campers from Wipro and outside share their learning and perspectives on Innovation and Creativity. We started this initiative in April 2008 as part of Wipro's constant endeavor to promote innovation at a personal and professional level. Wi camps have been held at various educational campuses across India with newer ways of engaging with the audience, like Live Mindmapping, JAMming and creating communities – which takes the learning further.

Through these Wi Camps we have touched close to 1,200 Wiproites and another 1,000 non-Wiproites, students, freelancers, entrepreneurs, VCs, academicians, professionals, researchers, politicians, public officers, home makers and more. To ensure a better visibility and avoid any alienation, we leveraged the existing barcamp community - <http://barcamp.org>



## Diversity & Inclusivity

Wipro values diversity and seeks to build a climate of respect, inclusion and appreciation for all people. As an organization we firmly believe that it is not only beneficial to have a diverse workforce for creating newer ideas and catering to diverse customer needs but it is also our social responsibility to ensure inclusive growth. Disability is an integral dimension of our focus on promoting diversity in workforce; the second dimension being women and finally the dimension of underprivileged. We have tied up with an external partner to evaluate our infrastructure and communication, which in turn has helped us to create better employment opportunities for people with disabilities.

While recruiting, we are conscious of encouraging diversity in our workforce, knowing that people from different cultures, citizenships and gender bring in vibrant energy and new ideas. In 2008-09, In Wipro Ltd. had nearly 5% of employees of non-Indian origin. In 2007-08 it was approximately 3%. In our operations outside India, 13 of the 29 (9 of 27 in 2007-08) senior employees in Wipro Technologies were of non-Indian origin.

'Women of Wipro' our Gender Inclusivity network is committed to building a sustainable and growing 'socio-business network' that mentors women leaders, enables a culture of environmental sensitivity, contributes to business growth and development of society. The 'Women of Wipro' blog on our intranet is extremely popular, and is a forum for debating many myths, critical assumptions and expectations about gender roles, generating discussions and shaping opinions. Women constitute 26.8% of the team at Wipro as against 25.7% the year before.

[intranet link to the Women of Wipro – WOW portal:  
[http://channelw.wipro.com/news/wow/wow\\_2008.php](http://channelw.wipro.com/news/wow/wow_2008.php)]

### Women of Wipro come together for a greener tomorrow!



Bangalore, March 7th: Women Of Wipro (WOW) was formally launched at our EC campus, on the occasion of International Women's Day. It was the perfect day to celebrate the strength of women and leverage it to better causes as well.

Women were also invited to be 'Green Ambassadors' and spread the good word in their own circle of influence. A melange of enthusiasm, revelry, inquisitiveness and anticipation, the event was a true celebration with our women ready for yet another role and milestone. Relive the whole story, frame by frame!

To ensure an ongoing approach to promote Diversity as one of our core values, we have a Diversity Committee, comprising a chairman and council members. The committee acts as a governance body.

The committee's key objective is to advise and educate the organization and employees on diversity issues, to institute policies and practices that support diversity in the organization and report annually on the work of the committee and on the progress made towards the stated goals.



I believe that Wipro's growth, success and continued Sustainability is dependent on the agility with which we can innovate, adapt and implement change. This ability to innovate is a huge competitive advantage and a skill that many corporations have lost and are trying to recover. Innovation demands of us a high tolerance for the chaos and diversity of its creative process - whether it be diverse ideas, experience, color, race, religion, gender, language, communication style, or any other imaginable variation that makes us each unique.

Over the last two years I have had the opportunity to observe and personally participate in how this organization and our leadership embrace and harness our diversity to innovate and implement change. I have seen us achieve big long - term and little daily successes such as: the implementation of a massive, global restructuring; the open inclusion of women into senior leadership positions and executive forums; and the look of joy as a diverse team revels in the wonderful, sometimes unexpected, results they have achieved.

Though I appreciate every advance we've made and the hard work behind it, I also think it makes coming to work just that much more fun.

Judith Rothrock  
General Manager  
Global Delivery Organisation  
NJ, USA

"I have found Wipro to be one of the most 'Gender Neutral' organization. Here your skill, performance and attitude are the key considerations for evaluation and growth. On the other hand I have found most managers to be sensitive to the specific requests and needs that women employees come up with from time to time, and address the same appropriately so that they can meet their personal commitments without impacting the growth and productivity of the employees."

Ruby Lalla, General Manager, EAS  
(Ruby heads delivery for the SAP practice of EAS)

## Nurture

### Work Environment

The best of talent blooms only in the right environment. We take care that the work environment is conducive and fulfilling. The physical environment is designed to be aesthetically pleasing and convenient. Inviting campuses with large open spaces, ergonomic workstations, convenient access to refreshments and nutritious food and also equipped with emergency care and first aid supplies.

## Health

Wipro has a holistic and comprehensive perspective on an employee's health and safety – this is manifest in different ways eg. preventive health checkups, gyms, yoga, Fit for Life chats as well as a well designed medical benefits package that takes care of treatment options. All development centers have recreation activities including gymnasiums, yoga and aerobics centers commensurate with the size of the center. We conduct regular chats with doctors and online and offline awareness sessions on the impact of lifestyle on health and corrective measures employees can take.

The Fit for Life wellness initiative was launched a year ago across Wipro India. In the first year of Fit for Life, we focused on creating awareness around the need for following a healthy lifestyle. This was achieved through campaigns like Online Health Risk Assessment, Clearing the Air (quit smoking program), Say no to Oily Food & Welcome Healthy snacks etc. An intranet based micro site is updated regularly

with articles related to well-being. As part of the focus on fitness and well being, we have tie ups with fitness clubs that have presence in majority of the metros and are in the process of offering employees their services at a corporate discounted price.

[intranet link: <http://channelw.wipro.com/fitforlife/>] This site has useful information on health, cuisine, employee forums to share their fitness mantras and other tips.

## Safety

Employee safety is of paramount importance. All new buildings that we construct adhere strictly to the National Building Code. We are constantly enhancing various aspects of workplace safety. Mock drills in evacuation and first-aid are held to acquaint employees with procedures in the event of an emergency. There were zero reported incidents of employee accidents in our premises, during the year 2008–09. In line with our employee-friendly policies, we treat accidents that employees meet with during the commute between work and home as industrial injury thereby providing such employees paid leave and facilitating medical benefits. We continue to enhance our security and safety procedures and training to assure physical security for our employees, property and data.

Employees are encouraged to express their views on health and safety during open house sessions. Employees also have an option to log their concerns on our intranet portal 'myWipro.com'. These logs are tracked by the Facilities Management Team till the concerns are redressed satisfactorily. In businesses where we operate on a 24x7 basis, several additional measures are taken to ensure the security of our employees, especially women.

All security personnel are trained to handle emergency situations. Security personnel are trained in procedures so as to be thorough yet sensitive to human rights. We have created Safety Booklets, which are also shared with employees at the time of Induction. We have a Health & Safety portal where employees can express concerns. Employees are given Emergency Response Training.

## Ethical Work Environment

We provide a healthy work atmosphere, built on ethical values the foundation of which is Spirit of Wipro. All business transactions are governed by the COBCE. We do not



use forced labor or child labor nor do we support it. Our COBCE extends to our vendors as well.

Further, the Ombuds process is well institutionalized to handle violations of the COBCE. The Ombuds process provides a simple, confidential and trusted route to report any perceived violations and misalignments between employee or organizational actions and the values. During the year 2008–09, 502 concerns were received by the Ombuds process. To read more about the process, please refer to Wipro Sustainability Report 2007–08.

<http://www.wipro.com/investors/Sustainabilityatwipro.htm>

We respect the right of our employees to form and join trade unions; however our business comprises predominantly of qualified knowledge workers who work in an empowering workplace climate. Our employees have several avenues of expressing their opinions and communicating feedback to the leadership e.g. blogs, town hall meetings, online chats, plan communication etc. A reflection of this is that in our IT business, there are no registered trade unions. The empowerment that our employees enjoy right from the point of entry into the organization is reflected in several workplace practices – one of these is the practice of taking employees into confidence in the event of a major operational change e.g. moving a customer account from one city to another or the classic case of the acquisition of another company. In all cases, the Wipro value of ‘Act with Sensitivity’ is the prime driver of our actions and the employees of the unit in question are provided sufficient time and choices such that their career in Wipro does not get affected in any way.

### Our commitment to employees – Transparency

In January 2009, a former client of Wipro, World Bank, disclosed / made a statement in the media that Wipro would not be eligible to contest for business with the World Bank for a period of 4 years, starting from 2007. This was post an internal investigation to the World Bank concluding that Wipro had provided inappropriate benefits to World Bank staff. Wipro is in disagreement with this assessment. Immediately upon the disclosure by World Bank, we at Wipro communicated with media, customers and employees clarifying the sequence of events and explained how we were right and in the clear form of legal and ethical standpoint, both of which are never compromised at Wipro.

For more details:

<http://www.wipro.com/corporate/media/newsdetail.aspx?id=1172>

### High Performance

As an organization with a culture tuned to high performance, we understand the need to have credible practices to measure performance and productivity. The strong appraisal process in the organization measures performance and provides feedback for improvement. Our Annual Appraisal process, covering all employees, in addition to the employee’s self assessment and manager’s assessment, has two reviews – one by the second level manager and then the HR. Apart from the objectives for the year, competencies are also assessed through the Wipro Leaders’ Qualities Survey, a 360 degree tool.

An Integrated Talent Management System - ITMS was launched in Wipro with this appraisal cycle. This would significantly aid in linking the development needs flowing from appraisals to the training programs any individual would need to undergo. Based on the competency ratings received by the employee in the appraisal an automated and customized learning program is triggered for the individual which needs to be completed in a year. The courses have to be completed online and progress can be tracked by the employee as well as the relevant manager. This is complementary to the other classroom based training programs or any other job exposure development needs identified in the appraisal.

### Learning

We have two dedicated teams for training and development – Talent transformation (TT) and Corporate Human Resource Development (CHRD). These teams’ help in capability development of employees through various programs, customized instructor led trainings etc. Our training programs run in conjunction with a combination of various interactive modes, such as classroom sessions, online learning and in collaboration with external agencies. For more details please refer to last year’s Wipro Sustainability Report 2007–08.

<http://www.wipro.com/investors/Sustainabilityatwipro.htm>

Our management learning programs are designed to make our managers more multi-dimensional in their thinking, perspective and action. The leadership lifecycle programs nurture the leadership talent in Wiproites from a very early

stage (Emerging Managers’ Program). A key aspect of these Leadership Learning Programs is the significant amount of Top Management time spent on sessions and mentoring.

The methodology is a combination of class room interactions, e-learning and outbound programs. We have partnerships and affiliations with Harvard Business School, Stanford Business School, the Dale Carnegie Foundation among others.

We have won ‘BEST award’ from the American Society for Training & Development for the fifth year in succession. For excellence and innovation in corporate learning, we have won the Corporate University Exchange Award in 08–09 along with The Corporate University Best-in-Class Awards CUBIC™. During the year 08–09, we won Global HR Excellence Awards for outstanding contribution to the cause of education - with WASE or Wipro Academy of Software Excellence. For more details visit

[http://careers.wipro.com/wiprocampus\\_wase.asp](http://careers.wipro.com/wiprocampus_wase.asp)

We have a similar program WIMS (Wipro Infotech Masters of Science) designed specifically for hardware / desktop support roles in Wipro Infotech in a tie up with BITS Pilani, which is a mix of classroom and on the job training.

Our WASE / WIMS has been very well received by students and the ones completing this successfully carry a lot of in depth technical knowledge coupled with on the job training. Going by the success of the WASE program, we have launched SIM (School of Infrastructure Management) at Wipro Technologies last year in collaboration with BITS Pilani. The course content is worked out to produce the best in class Infrastructure Practitioners in the market by the end of this 5 year on-the-job-training course similar to WASE. We have 58 students enrolled in this program with our TIS (Technology Infrastructure Services) division as on March, 2009.

At Wipro BPO, we have a mix of technical and soft skills training apart from on-the-job training. The technical training cover Language Training, Call Handling, Process & Quality related training. On an average, there is 59 days of training per year at the associate level in Wipro BPO. Wipro BPO has training programs designed to chart out learning paths for a fresh Manager or Team Lead. The duration of this training program is 3 months and it assists in hand holding new managers/TLs into them into the new role. The program provides insights into criticality of this first level leadership

role and help them appreciate the impact of their role on the morale and effectiveness of the team. The structure of this program shares inputs with practical applications on the areas of the role competencies and aligns them with the new organizational policies.

For the managers, there is a 360 assessment of the leadership competencies apart from the regular appraisal process. For the year 2008–09, as on 30 June '09 in Wipro Technologies 93% of appraisals were completed. In Wipro Infotech 81% of appraisals had been completed and 36% are in progress. In Wipro BPO, 96% of employees' appraisals were completed. While the appraisal system is designed to cover all employees, 100% completion may not be always achieved for reasons of employees taking a sabbatical, long/study leave, maternity etc.

Our various people development initiatives, performance management all are geared towards nurturing people to realize their potential in their career at Wipro.

### Retain

Retaining employees has been a challenge in the India-based IT industry. During the year 2008–09, Wipro Technologies voluntary turnover rate was 11.5%. The involuntary was 7.7%. The involuntary separations are on account of poor performance or violations of COBCE.

Among the reasons for employees to leave an organization are pursuit of higher education, relocation or to attempt something else. We have innovative policies to satisfy employees' genuine needs while retaining them. Sabbatical leave and educational leave policy cater to some of these needs. Role rotation and tenure management are implicit practices that we live by every day at Wipro. We believe that constant rotation of roles provides employees fresh challenges and brings in newer perspectives to their thinking. Regular and relevant trainings in both online and classroom set ups are also organized for employees to enable horizontal as well as vertical growth.

### Reward & Recognition

We have a recognition culture across verticals, practices and service functions to encourage, identify and recognize employees who make a performance difference either individually or through teams. These awards are given every 6 months to recognize achievements or accomplishments that

contribute to the overall objectives of the organization. Some of our awards are presented below:

**Applied Innovation Awards** - Applied Innovation awards are mainly to recognize and award people/teams behind path-breaking business models and processes that have had significant business impact. These awards are presented annually and some of the best-in-class models are show-cased for the much-coveted award. Innovation Awards are presented to at BU levels too. We had the presentation in October 2008.

Wipro Infotech Solitaire Awards 2008–09 recognizes the annual achievements of the business units and winners are finalized from across categories after a rigorous panel check on various business parameters. On the similar lines, we have the annual Wipro BPO Excellence Awards.

### Award & recognition pictures



**Business Unit Awards** - These award programs are run at a Business Unit level and are aimed at motivating, recognizing and rewarding exemplary performance. These are awards given to the best performers in the following categories by the leaders of the Business Units during formal events like AHMs (All Hands Meet). Some of the categories for teams/individuals are:

- Best SME (Subject Matter Expert)
- Innovation at a BU level (for individuals / teams)
- Large Deal Winners
- Best Project

**Encore Awards** - Any recognition makes a difference and we like to make that convenient to do as well. Instant recognition programs are informal awards that are completely online where one can easily nominate people in any of the following categories such as Thanks a Zillion, Dear Boss and Feather-in-my-cap. In the year 2008–09, more than 16,000 Encore awards were distributed.

**Long Service Awards** - Employees who complete 5, 10, 15 or more years with us are given awards in recognition of their contribution to the organization. We have special holiday packages for the employee and their family at some of the best places across India apart from a felicitation ceremony.

**The Best People Manager Award** - This is organization-wide award celebrating leaders who have institutionalized best practices to engage, motivate and provide opportunities for their teams. A stringent evaluation process is followed before the final awardees are chosen. The event includes the awardees being invited to spend an evening with the senior leaders and a grand ceremony where they are handed over their awards. Last year we had 53 Best People Manager awardees across the IT businesses.

Heartiest Congratulations to  
Wipro's Best People Managers 2009



## Green Voices on the eco-eye initiative at Wipro

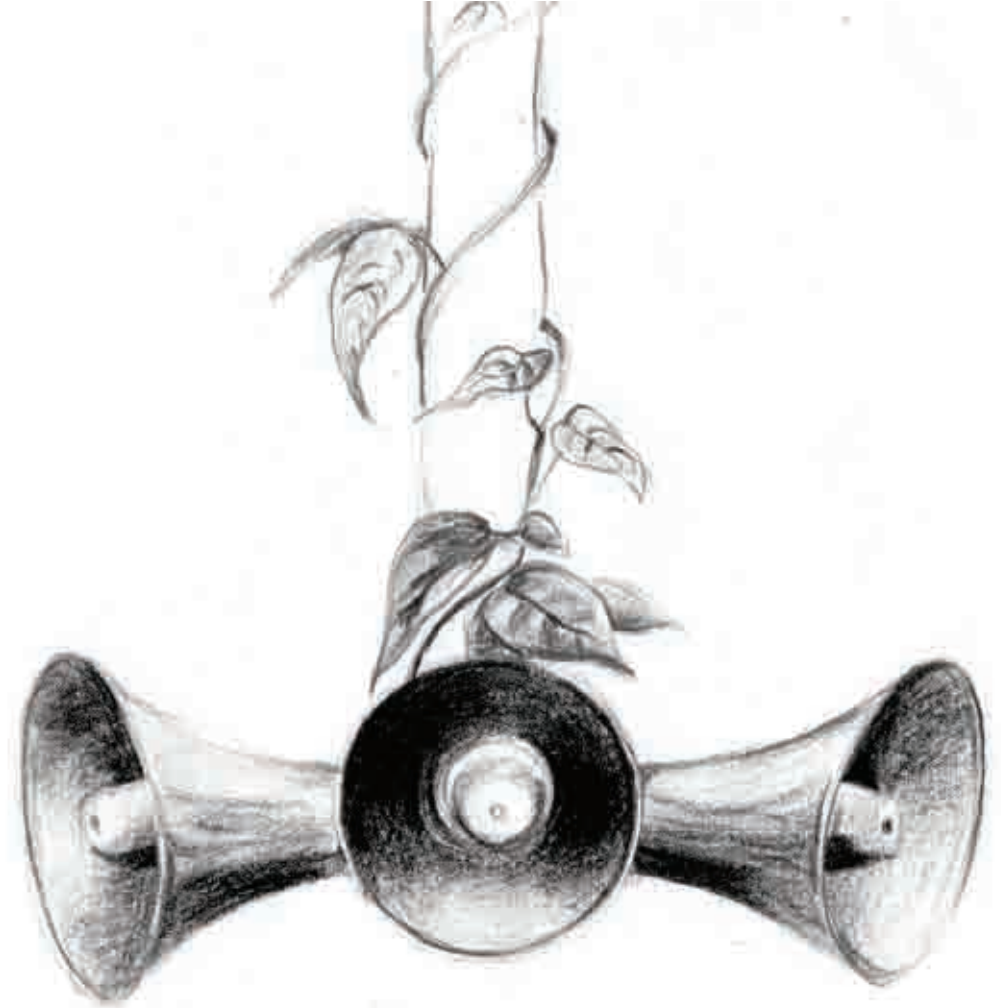


“I recall environment consciousness as an important aspect of life during my schooldays with a lot of debate about the impact of an increasing human population. But somewhere along the way its importance was lost on me amidst entering the wonderful world of IT and being a beneficiary of the free industry economy. Watching ‘An Inconvenient Truth’ at Wipro jerked me out of my pre-occupation and made me feel responsible for my lifestyle choices that affect the world around me, that my daughter will eventually live in.

eco-eye has provided me the opportunity and platform to get aware, involved and take positive action for myself and extend it to the communities I live in and work with. Straddling social responsibility and business possibilities, it provides the perfect anchor for the Green Telecom Practice that I am part of. We focus on designing eco-efficient telecom products and developing solutions for energy management in networks. Internally we benefit from eco-eye providing inspiration to our teams to come up with new ideas and solutions. For customers our business pitch is well grounded by Wipro’s Sustainability focus.

Interaction with like-minded people through the eco-eye network helped me come up with the idea of using return gifts for my daughter’s birthday party as a means to encourage children (and their parents) to opt for reusable cloth bags instead of the use and throw plastic ones.”

Mehala Kumar  
Senior Consultant  
Wipro





“I have been involved with the eco-eye chapter in Hyderabad since its launch. Some of the highlights have been the launching of Share A Ride Dynamic Car Pooling, Manikonda Lake restoration and tree plantation. The Share A Ride was launched very successfully in Manikonda STPI in the month of January 2009 and Manikonda SEZ on August 31, 2009. Today the number is 20000+ users and 9100+ Champion Rides. Share-A-Ride has helped in team bonding and networking among Wiproites and women commuters have found it as safe and incident-free commute.

I am the SPOC for Hyderabad eco-eye Chapter. I am also administering entire employ engagement activities of HDC eco-eye Chapter. Prominent among them are Green Mela, World Environment Day - Tree Plantation Drive (more than 1000 saplings planted on a single day), arranging of an eco tour for the volunteers with the help of FMG within the campus to understand various eco-eye activities, Manikonda Lake Restoration etc. I am very excited to be a part of this journey and as Environment Day comes, eco warriors get ready to say “paint a canvas, plant a tree, sing a song and enchant eco-eye”.

Meginabalike Somashekar Rao  
Senior Executive  
eco-eye



“If I were to look back and cherish the last 15 months of leading the Chennai eco-eye Chapter, I must admit that it has been a phenomenally exciting experience to deal with the IT engineers who are keen, equally excited and show interest to apply themselves in ecology, hydrology, gardening, entropy and sociology while still remaining glued to their primary job of Os and 1s. We are federated on the chapters; it has also been instrumental in adding local flavor to the corporate movement towards this great cause and has created a good collaborative platform for striking chords with various initiatives that falls into multiple frequencies. Over these 15 months, I am seeing myself transform into a Sustainability evangelist unconsciously applying basic principles of ‘green living’ in not just business and professional life but also in my personal life. Every initiative draws a new set of chapter members predictably and we have miles to go in this spectacular journey in sensitizing our fellow pals by using all the three vehicles of Conduction, Convection and Radiation as learnt in our Physics basics of heat (energy) transfer. Lets all of us strive to “Live simple so that others may simply live!”

Narasimhan P.L.L  
Green IT & Innovation Evangelist  
CTO Office

## Annexure: Data Sheets

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

Wipro Infotech						
No. of Employees						
	2008-09			2007-08		
Seniority	Male	Female	Total	Male	Female	Total
Associates	7719	1189	8908	6706	863	7569
Middle	1183	76	1259	996	69	1065
Senior	248	8	256	213	15	228
Top	13	-	13	16	-	16
TOTAL	9163	1273	10436	7931	947	8878

No. of Employees						
	2008-09			2007-08		
Geography	Male	Female	Total	Male	Female	Total
India	8480	1239	9719	7553	919	8472
Americas	0	0	0	-	-	-
Europe	0	0	0	-	-	-
Others	683	34	717	165	21	186
Japan	0	0	0	213	7	220
TOTAL	9163	1273	10436	7931	947	8878

No. of Employees						
	2008-09			2007-08		
Age Group	Male	Female	Total	Male	Female	Total
<30 years	5651	1037	6688	5085	724	5809
30-50 years	3477	235	3712	2,820	219	3,039
>50 years	35	1	36	26	4	30
TOTAL	9163	1273	10436	7931	947	8878

Wipro Technologies						
No. of Employees						
	2008-09			2007-08		
Seniority	Male	Female	Total	Male	Female	Total
Associates	33088	15601	48689	33877	15252	49129
Middle	8790	1056	9846	8431	922	9353
Senior	1464	151	1615	1357	123	1480
Top	95	4	99	99	5	104
TOTAL	43437	16812	60249	43764	16302	60066

No. of Employees						
	2008-09			2007-08		
Geography	Male	Female	Total	Male	Female	Total
India	32234	14991	47225	33272	14815	48087
Americas	6770	1202	7972	6309	893	7,202
Europe	3518	478	3996	3,426	492	3918
Others	634	113	747	439	71	510
Japan	281	28	309	318	31	349
TOTAL	43437	16812	60249	43764	16302	60066

No. of Employees						
	2008-09			2007-08		
Age Group	Male	Female	Total	Male	Female	Total
<30 years	24181	13894	38075	26084	13951	40035
30-50 years	18852	2787	21639	17453	2329	19782
>50 years	404	131	535	227	22	249
TOTAL	43437	16812	60249	43764	16302	60066

## I. Employee count - By Geography, Age Group and Seniority

Wipro BPO No. of Employees						
	2008-09			2007-08		
BAND	Male	Female	Total	Male	Female	Total
Associates	15272	6822	22094	14067	5578	19645
Middle	318	87	405	269	80	349
Senior	112	21	133	116	23	139
Top	9	1	10	6	1	7
<b>TOTAL</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>	<b>14458</b>	<b>5682</b>	<b>20140</b>
GEOGRAPHY	Male	Female	Total	Male	Female	Total
India	15290	6105	21395	14419	5604	20023
Americas	50	72	122	-	-	-
Europe	95	243	338	20	48	68
Others	276	511	787	19	30	49
Japan	0	0	0	-	-	-
<b>TOTAL</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>	<b>14458</b>	<b>5682</b>	<b>20140</b>
AGE GROUP	Male	Female	Total	Male	Female	Total
<30 years	12132	5668	17800	11427	4660	16087
30-50 years	3525	1250	4775	2946	1000	3946
>50 years	54	13	67	85	22	107
<b>TOTAL</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>	<b>14458</b>	<b>5682</b>	<b>20140</b>

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

Wipro Infotech						
Attrition Numbers						
Geography	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
India	1541	194	1735	1213	140	1353
Americas	0	0	0	-	-	0
Europe	0	0	0	-	-	0
Others (Middle East)	69	9	78	8	1	9
Japan	0	0	0	45	1	46
TOTAL	1610	203	1813	1266	142	1408
Attrition (%) Percentages						
Geography	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
India	19.2%	18.0%	19.1%	19.5%	19.5%	19.5%
Americas	0	0	0			
Europe	0	0	0			
Others (Middle East)	16.3%	32.1%	17.3%	5.8%	6.9%	5.9%
Japan	0	0	0	20.9%	16.7%	20.8%
TOTAL	18.8%	18.3%	18.8%	19.3%	19.2%	19.3%
Attrition Numbers, Age group wise						
Age Group	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
<30	949	148	1097	773	108	881
30-50	658	54	712	492	33	525
>50	3	1	4	1	1	5
TOTAL	1610	203	1813	1266	142	1408

Wipro Technologies						
Attrition Numbers						
Geography	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
India	7043	2755	9798	6238	2327	8565
Americas	983	247	1230	1024	140	1164
Europe	316	58	374	295	36	331
Others	74	11	85	64	12	76
Japan	32	2	34	30	4	34
TOTAL	8448	3073	11521	7651	2519	10170
Attrition (%) Percentages						
Geography	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
India	21.5%	18.5%	20.6%	20.6%	18%	20%
Americas	15.0%	23.6%	16.2%	16.2%	18%	18%
Europe	9.1%	12.0%	9.5%	9.5%	8%	9%
Others	13.8%	12.0%	13.5%	13.5%	22%	17%
Japan	10.7%	6.8%	10.3%	10.3%	14%	10%
TOTAL	19.4%	18.6%	19.2%	19.2%	18%	19%
Attrition Numbers, Age group wise						
Age Group	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
<30	4830	2422	7252	4734	2119	6853
30-50	3534	627	4161	2877	396	3273
>50	84	24	108	40	4	44
TOTAL	8448	3073	11521	7651	2519	10170

Infotech	Involuntary	2008-09	7.3
	Attrition %	2007-08	3.6

Wipro Technologies	Involuntary	2008-09	7.7
	Attrition %	2007-08	2.2

Wipro BPO	Involuntary	2008-09	18.0
	Attrition %	2007-08	11.0

Wipro BPO						
Attrition Numbers						
Geography	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
India	9969	4204	14173	11328	4854	16182
Americas (Brazil)	1	5	6	0	0	0
Europe (Poland + Romania)	26	51	77	3	8	11
Others (Middle East) (Shanghai + Phl)	73	99	172	4	4	8
Japan	0	0	0	0	0	0
TOTAL	10069	4359	14428	11335	4866	16201
Attrition (%) Percentages						
Geography	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
India	67.1%	71.8%	68.4%	84%	92%	86%
Americas (Brazil)	4.0%	13.9%	9.8%	0%	0%	0%
Europe (Poland + Romania)	47.3%	36.0%	39.2%	30%	33%	32%
Others (Middle East) (Shanghai + Phl)	46.8%	34.6%	38.9%	42%	27%	33%
Japan	0.0%	0.0%	0.0%	0%	0%	0%
TOTAL	66.7%	69.0%	67.4%	84%	91%	86%
Attrition Numbers, Age group wise						
Age Group	2008-09			2007-08		
	Male	Female	Total	Male	Female	Total
<30	8362	3710	12072	10023	4386	14409
30-50	1650	628	2278	1279	473	1752
>50	57	21	78	33	7	40
TOTAL	10069	4359	14428	11335	4866	16201



### III. Contractors

Sub - Contractors									
Particulars	Wipro Infotech			Wipro Technologies			Wipro BPO		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
As on 31st March 2009	1517	192	1709	962	206	1168	21	3	24
As on 31st March 2008	1373	234	1607	1417	361	1778	69	26	95

### IV. Resolutions of Ombuds process complaints

Type of Complaints	2008-09 %	2007-08 %
TED/HR/People Process Violation	52%	57%
COBCE/Security Policy Violation	13%	13%
Harassment (Sexual/Otherwise)	9%	12%
Fraud/Financial Impropriety	6%	8%
Aggressive/Hostile/Biased Behavior	9%	4%
Others	11%	6%
no. of ombuds concerns received 07-08	341	
no. of ombuds concerns received 08-09	502	



Break - up of actions taken against complaints		
Analysis of Action Type	2008-09 %	2007-09 %
Separation	10%	11%
Warning Letter	5%	8%
Counseling	24%	21%
Process / Policy Change / Clarifications	26%	33%
Minor Issue / Clarifications	23%	15%
Others	12%	12%

### V. Safety Incidents

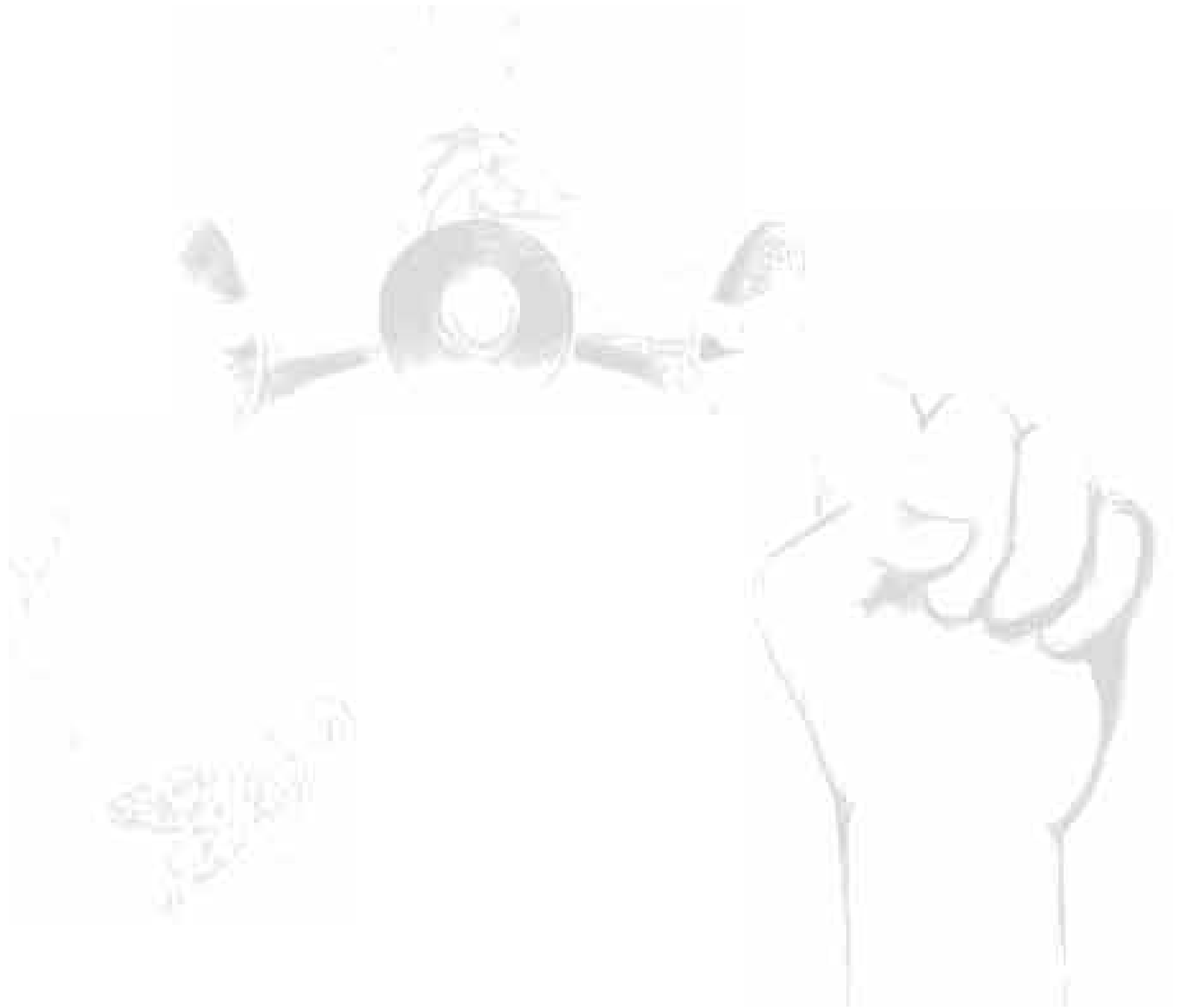
Safety Incident Report						
Particulars	Wipro Infotech		Wipro BPO		Wipro Technologies	
	2008-09	2007-09	2008-09	2007-09	2008-09	2007-09
Number of Incidents	47	15	187	168	445	190
Number of Days Lost	733	439	4414	3383	9107	5687
Number of Fatal Accidents	0	0	0	1	0	0

### VI. Training

Average No. of Hours of Internal Training - 2008-09		
Level	WI	WT
Associate	6.7	9.4
Middle	2.5	4.3
Senior	1.1	2.7
Top	0.1	0.4
TOTAL AVERAGE	6.6	8.4

## Annexure to Section 5b: Data calculation methodologies and assumptions

Data cluster	Computation process (IT systems or Manual)	Protocols followed	Assumptions and Rules of Thumb
Employee data	We maintain all employee personal information such as age, gender, nationality/ethnicity, location in the central SAP database.	We have defined access control from data protection and privacy viewpoint.	All new employees as well as those who come in through the acquisition have the information updated on SAP. For new hires, our process starts prior to selection, as the selection process information flows in seamlessly to the SAP database.
Attrition data	All attrition data is available in SAP.	Attrition is computed as “the number of exits in the year/avg number of employees in the year”. We look at the reason of exit as voluntary and non voluntary and report.	We do a reconciliation every month of the data – wrt joinings, transfers in and out, and separations. Attrition is reported monthly to management across IT Businesses. In some cases, the trend analysis is done weekly as well.
Contractors data	Most of the data points wrt contractors are in the SAP system, some are in MS - Excel sheets.	The plan is to have all the contractors’ data in systems (similar to employees)	
Ombuds process	Ombuds process concerns are received through mail, letters, phone calls etc and are tracked manually in desktop MS - Excel systems. The plan is to automate the process of both, logging the issues and the review/monitoring in 09–10.		
Safety incidents	All incidents related to injuries at the workplace as well as during commute to the workplace are also captured under the category of Industrial Injury Leave (IIL) in the SAP system. Either the employee or the Wividus team updates the record.	Leave Policy covers Industrial Injury Leave.	
Training	SAP has all the training data for WI and WT. WBPO maintains it manually.	Total training days/avg employees is the avg days of training per employee.	WBPO as of now does not have this data online in SAP.



## 5c Ecological Sustainability for Current & Future generations

The concerns of ecological Sustainability have become so central to all our lives that the debate has moved beyond discussing the causes and is focused on finding urgent solutions to the several problems that face us. It is clear that the troika of Government, Business and Civil Society have to act in unison if major problems like climate change and water scarcity have to be resolved. While government and civil society have always been key players in ecological issues, the remarkable change in recent times has been in the involvement of the business sector. With nearly half the global GDP being contributed by the business sector, the latter wields enormous power which it must now start using for resolving climate change and a host of other issues that lie at the intersects of society, ecology and economics.

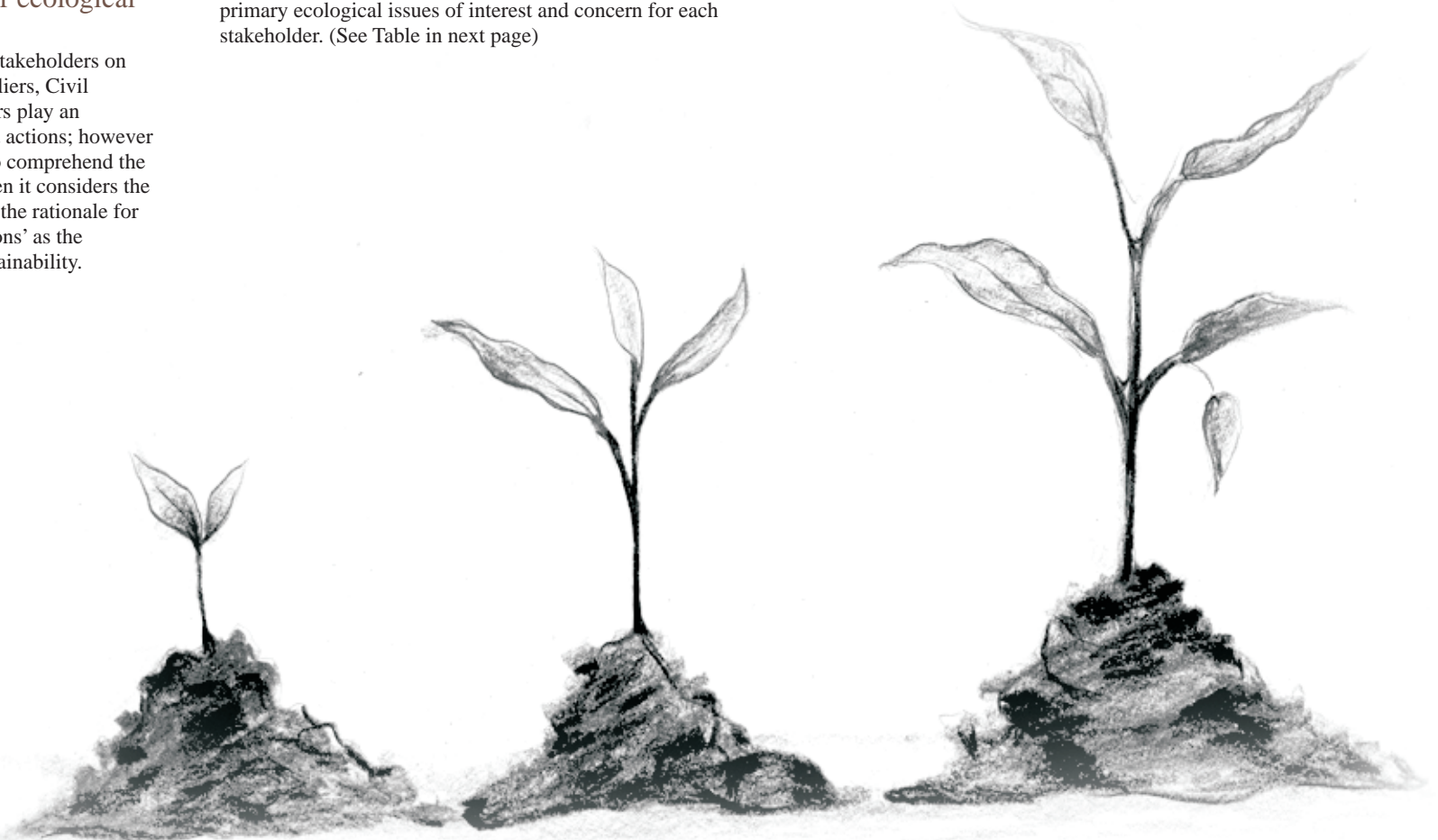
### Who are Wipro's stakeholders for ecological Sustainability?

Viewed from a conventional lens, Wipro's stakeholders on ecology are – Customers, Employees, Suppliers, Civil Society and Government. These stakeholders play an important role in shaping Wipro's plans and actions; however we think that an organization will be able to comprehend the true import of ecological concerns only when it considers the impact on future generations. This explains the rationale for our choice of 'Current and Future Generations' as the overarching stakeholder for ecological Sustainability.

How do we discover and identify the ecological issues that are critical to future generations? One way is to treat the views of the above stakeholders as a proxy for future concerns – here, we think that the voice of our young employees and that civil society is particularly relevant, as are the views of the Education community that Wipro engages with closely (see section 5h "Education and Community" for more details). Being in close proximity to children on a regular basis provides teachers and educators with insights that other stakeholders may not have.

### The Sustainability issues of primary interest for Wipro and its stakeholders

Based on our interactions with our stakeholders over the years and our inferences from them, we have summarized the primary ecological issues of interest and concern for each stakeholder. (See Table in next page)



Stakeholder	Wipro's engagement model	Primary mutual concerns	Highlights of Wipro's engagement
Employees	<ul style="list-style-type: none"> <li>eco-eye engages regularly with employee chapters, voluntary employee forums that focus on 'green' awareness and actions.</li> <li>7 employee chapters with more than 4000 registered members as of March 31, 2009.</li> </ul>	<ul style="list-style-type: none"> <li>How can employees contribute to Wipro's eco initiatives?</li> <li>How can employees participate in the larger community programs on green issues?</li> <li>Wipro as a 'green' organization is viewed with a sense of pride. Employees want Wipro to be a leader in 'Green'.</li> </ul>	<ul style="list-style-type: none"> <li>The employee chapters have been significant agents of positive change in spreading awareness among Wipro employees.</li> <li>Employees have been active participants in many community initiatives and Wipro projects.</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Customers seek information on Wipro's Sustainability strategy and program as part of their decision process on deals.</li> <li>Wipro infers trends through interaction with analysts, industry forums and prospects.</li> </ul>	<p>Customers seek information on Wipro's</p> <ul style="list-style-type: none"> <li>GHG mitigation program</li> <li>Other ecological initiatives</li> <li>Compliance with ISO14001 and OHSAS</li> <li>Code of Business Ethics on Integrity and Human Rights</li> <li>Whistle - blower policy for employees</li> <li>Commitment to diversity</li> <li>Zero tolerance for discrimination, child labor and forced labor</li> </ul> <p>Wipro sees the following discernible trends from its customers</p> <ul style="list-style-type: none"> <li>Customers, especially in US and Europe are under increasing regulatory and societal pressure to become 'greener'</li> <li>Many customers have set ambitious and stringent eco goals for themselves over the next 5 years</li> <li>There will be a rapid increase in the demand for products and services in Energy Efficiency and Renewable Energy</li> <li>In IT, customers will first target Green Datacenter services and applications to manage their Energy / Carbon footprint</li> <li>Demand for remote energy management services is likely to increase significantly in the coming years</li> </ul>	<ul style="list-style-type: none"> <li>Wipro is completely transparent in its disclosures to its customers on 'green'. We freely share our CDP response and the recent GRI report with customers.</li> <li>Our customer stewardship program on 'Green' is unique in the integrated portfolio of services that we offer – Renewable Energy, Green PC, Green IT and IT for Green.</li> </ul>

Stakeholder	Wipro's engagement model	Primary mutual concerns	Highlights of Wipro's engagement
Suppliers	<ul style="list-style-type: none"> <li>WI's PC division collaborates proactively with its suppliers on its goals of Green PC models.</li> <li>For the IT services business, our engagement with suppliers has not yet touched upon Sustainability issues in any significant manner. This will be incorporated in phases from the later part of 2009–10.</li> </ul>	<ul style="list-style-type: none"> <li>Suppliers' capability readiness to meet Wipro PC goals of 100% RoHS compliance.</li> <li>Suppliers' ability to provide cost - effective components for more energy efficient PC models.</li> <li>The possibility of human rights issues – Child labor, Forced labor, Discrimination - within the operations of some of Wipro's suppliers, esp. of services like housekeeping, security etc. These may not occur at Wipro but may be prevalent in other parts of the supplier organization.</li> <li>As Wipro starts to incorporate 'green' criteria in its procurement process, will there be enough suppliers who can meet the criteria ? This is not clear to us and we intend to do a quick market survey in this regard in early 2010.</li> <li>Suppliers' disclosure of their GHG and Water footprint may not be practically possible, as many of our suppliers in India do not have such measurement systems in place. The exceptions are the suppliers of our IT assets who are globally reputed large organizations and a few large Indian companies.</li> </ul>	<ul style="list-style-type: none"> <li>In spite of several challenges, WI's Green PC models are 99% + RoHS compliant already which could not have happened without active collaboration between Wipro and its suppliers.</li> <li>With some of our Green PC models already Energy Star compliant , WI's Green PCs have set the collaboration standards for its suppliers of more energy efficient components. The number of Star 4 and Star 5 models will increase significantly over the next two years, placing more challenges on the suppliers.</li> <li>All contracts with civil infrastructure suppliers include a clause that requires full compliance on the code of conduct on human rights issues. This clause will progressively be included in all large contracts.</li> </ul>
Civil Society and Advocacy Groups	<ul style="list-style-type: none"> <li>eco-eye engages with civil society and advocacy organizations that influence and inform the debate on ecological issues. The engagement is in terms of both (i) exchange of ideas and views and (ii) collaborating jointly on projects.</li> </ul>	<ul style="list-style-type: none"> <li>India stands at the cross-roads of its development path where it has the option of adopting a low - carbon, inclusive development option or to repeat the fossil-fuel mistakes of the west in its economic trajectory; it is important for responsible corporate organizations like Wipro to work closely with civil society groups that can influence and shape India's policies in the right direction.</li> <li>Such interactions deepen understanding of common issues and enhance mutual trust between business and civil society.</li> </ul>	<ul style="list-style-type: none"> <li>Wipro took the first step of creating dialog and partnering with civil society organizations that are focused on ecology; In 2008–09, we started working closely with WWF (WorldWide Fund for Nature), ATree (Ashoka Trust for Research in Ecology and Environment) and C-Step (Center for Science, Technology and Education Policy) on a few identified areas in biodiversity and renewable energy policy.</li> <li>As part of our Green PC journey, Wipro engages with Greenpeace in trying to benchmark where we stand on different ecological criteria wrt recommended practices. This engagement process has helped us understand better the challenges and advantages of going green. We see this as a continuous process.</li> <li>Wipro is a part of several industry associations where it plays a key role in furthering the Sustainability agenda. We are one of the founding signatories of the CII Mission for Sustainable Development. We are also a part of the NASSCOM working groups on 'infrastructure', 'Policies' and 'Green warriors'. As part of the India Green Building Council (IGBC), we contributed significantly to the green building standards.</li> </ul>

Stakeholder	Wipro's engagement model	Primary mutual concerns	Highlights of Wipro's engagement
Government	<ul style="list-style-type: none"> <li>Wipro engages directly with government at the centre and states on multiple matters of mutual concern and interest. The Corporate Affairs group front-ends the representation with multiple government groups and bodies.</li> <li>Wipro also works with the government as part of industry bodies like CII, FICCI and NASSCOM.</li> </ul>	<ul style="list-style-type: none"> <li>The Indian government has the most important role to play in India's green agenda by setting the right policy direction, backed up by progressive regulations and laws.</li> <li>Wipro believes the right combination of fiscal incentives and taxes can galvanize business to reduce their own ecological footprint and to design products and solutions for customers that are greener on all dimensions.</li> </ul>	<ul style="list-style-type: none"> <li>In 2008–09, we started engaging with the government on different aspects of the National Action Plan on Climate Change (NAPCC). As the eight missions start rolling in 2009–10, we expect our involvement to deepen in all ways.</li> <li>We initiated a process of continuous dialogue with the Karnataka government on shaping the renewable energy policy for the state.</li> </ul>
Education partner network	<ul style="list-style-type: none"> <li>Wipro has a decade long legacy of catalyzing systemic reform in school education through our flagship 'Wipro Applying Thought In Schools (WATIS)' program. We work with about 30 partners with an effective reach - out to nearly a 1000 schools.</li> <li>In 2007, we started working directly and through partners with engineering colleges on overall reform and improvement in the quality of engineering education.</li> </ul>	<ul style="list-style-type: none"> <li>School Education must play a critical role in transforming the consciousness of future citizens by weaving in the principles of Sustainability into school curriculum. The key question here is "How can Sustainability become axiomatic to education?".</li> <li>For India to adopt the low-carbon development path, significant capacity has to be built up in multiple areas of skills and knowledge in 'green' e.g. engineering colleges must start offering specialized courses in renewable energy.</li> <li>Research groups in academic institutions must collaborate amongst themselves and with industry in creating innovative and cost-effective green technology solutions.</li> </ul>	<ul style="list-style-type: none"> <li>In 2008–09, we started thinking around what kind of educational interventions are pertinent to Sustainability; however, the process of initiating formal programs with our partners will get started only in 2009-10.</li> </ul>

### eco-eye: Wipro's ecological Sustainability charter

'eco-eye' is Wipro's initiative towards ecological Sustainability that was initiated in December 2007 and which today has become a concerted corporation-wide program, to transform the way we do business & engage with all our stakeholders. It signifies Wipro's endeavor to apply the lens of ecological Sustainability to the way we work, and thereby to weave it into every dimension of our business. The eco-eye program is built on the five themes shown below.

1 Ecological Surplus Organisation	Remodel operations (reduce, recycle & offset) to minimize GHG foot print in the four identified areas (energy, water, waste & bio diversity)
2 Beyond Wipro	Partner with suppliers, NGOs, government, forums (regional, national & global), etc, as part of larger Sustainability initiatives in energy, water, waste & bio diversity
3 Risk Planning & Mitigation	Establish a framework of Sustainability - centered measuring & reporting based on GRI - G3 guidelines
4 Transparent Reporting	Assess risks to Wipro arising from climate change & ecological degradation; publish the risk-mitigation plan
5 Customer stewardship	Work with customers in making them more ecologically sustainable

## Accolades & recognition received during 2008–09

- Srishti's 'Good Green Governance' Award in the Services sector 2008. This is the 3rd year in a row that Wipro has won the award.
- Golden Peacock Award 2008 - Runner up. ('Golden Peacock Environment Management Award – 2008 and 2009' for Environment Management ).
- Won the UN Habitat Award for Green Building for 2008–09 ( Awarded in July 2009).
- CII's 'National Energy Management' Award for the most energy efficient facility. This is the 3rd year in a row that Wipro has won the award.
- CII's SHE performance Award.
- CII's 'National Award for Excellence in Water Management 2008' for the most water efficient facility award.
- First prize for Summer / Winter garden completion by Horticulture society of India awarded to KDC.
- First Prize for Ornamental Garden awarded to EC4 by Mysore Horticulture Society.

## Performance highlights 2008–09

Scope: 57 locations comprising owned and leased facilities of Wipro Technologies, Wipro Infotech and Wipro BPO, in India.

Number of employees in India considered for performance analysis: 77,540

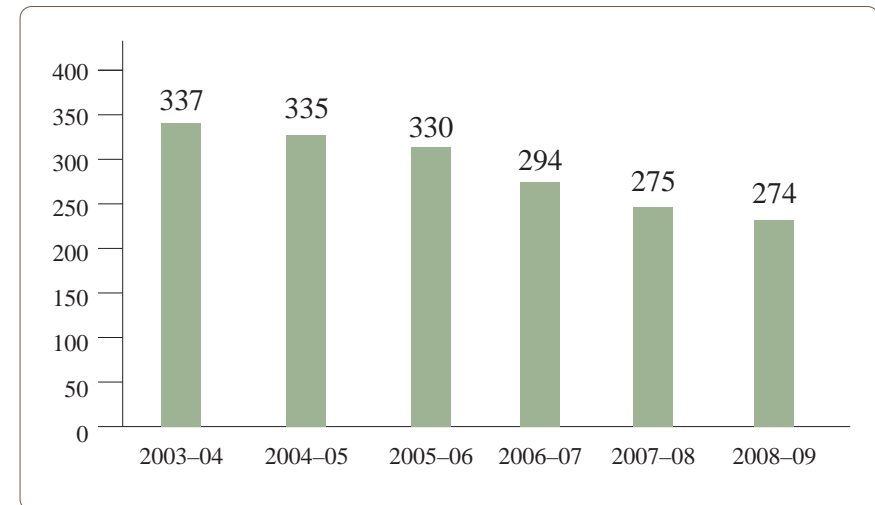
*Note: The Annexure to this section provides indicator-wise details on the locations that have been considered for computation of the metrics in this section. Assumptions are also stated along with.*

## (A) Energy efficiency & Greenhouse Gas emissions

A range of measures to improve energy efficiency in buildings and campuses has resulted in a decrease in per employee power consumption from 337 units (kwh) per month in 2003–04 to 274 units in 08–09, a decrease of 18.7 % in total (see chart); this improvement in energy efficiency has been the result of measures put in place over the last few years; however, the three principal contributors have been:

- The fact that from 2006 onwards, our buildings and facilities have been designed on the LEED standards. A LEED certified building is typically between 15–20% more energy efficient than a conventional building on the basis of 'Rated capacity per employee'. This explain the sharp efficiency improvement in 2006–07.
- The shift to centralized cooling systems that allowed better temperature control in combination with the deployment of more efficient cooling equipment e.g. Variable Frequency Drives, Screw compressors.
- The large-scale deployment of more efficient computing equipment e.g. Energy Star PCs TFT monitors in lieu of CRT monitors.

Consumption (KWH per employee)



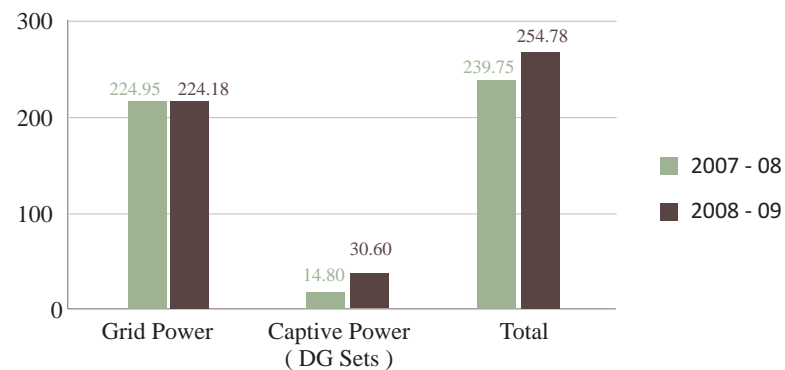


The table below summarizes the range of initiatives that have been undertaken over the last five years

Energy efficiency domain	Implemented initiatives
Cooling equipment	(a) Trimming of chillers during the night time. AHU's are switched off after office hours and are switched 'on' only on demand (b) All defective cooling valves of PAC units are serviced to avoid the accidental cut in of compressor when chilled water is available (c) Installed and commissioned the Thermal Storage System (d) Energy Saver installed, AC leakage arrest, Installation of dedicated AC units for UPS rooms
Lighting	(a) High consumption drop zone lights (400w) being replaced with low consuming lights and CFL's (150w, 250w & 23w) (b) Replaced halogen lamps (inside cafeteria) with LED's (c) Replaced 60w bulkhead fittings and Sodium Vapor lamp with 11w CFL (d) Awareness given to cafeteria staff to switch off the kitchen equipments (Bain - marie and cutlery warmer etc.) after the use
Processes	(a) Redesigned and installed the pulleys and belts for the Ambiator (b) Replaced the old/aged inefficient flush pumps with energy efficient pumps (c) Kitchen exhaust duct cleaning has been done and number of propeller fans used in cafeteria has been reduced (d) Timer provided for Water coolers
Practices	(a) D.G sets have been kept on Manual Mode during night shifts after power failure, so that only one D.G can be switched on

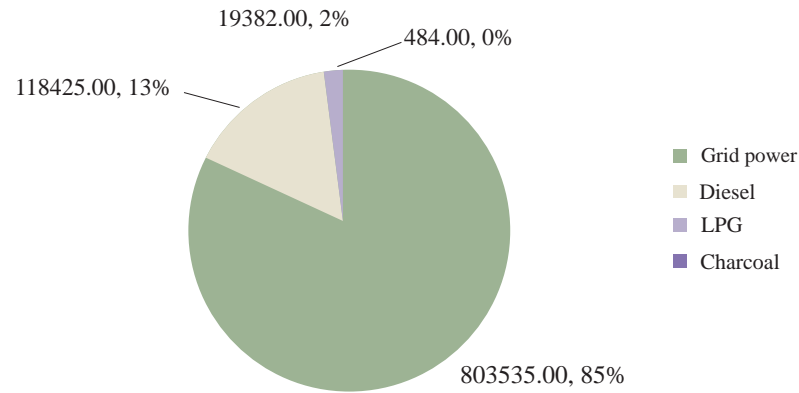
For 2008–09, nearly 88% of our power consumption for the reporting year was sourced from the electricity grid while the balance 12% is powered from captive sources e.g. coal, LPG, Diesel (see graph below).

### Comparative analysis of electricity consumption over 2 years (Units in "Million Units of electricity or '000,000 Kwh)

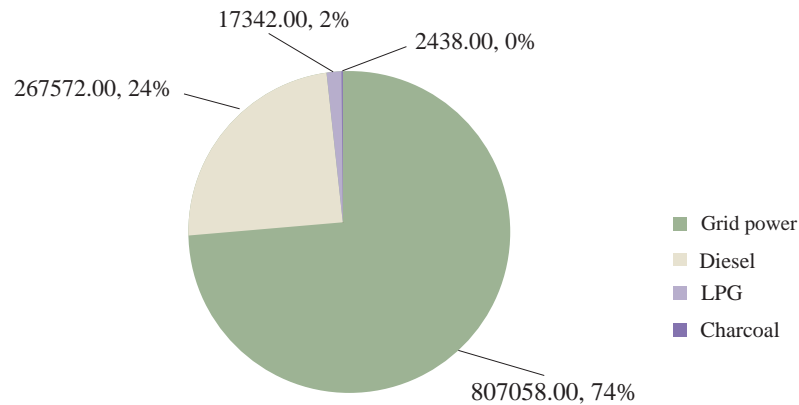


- The adjoining bar chart shows that the total electricity consumption – purchased from the grid and from captive diesel generators – did increase in 2008–09 by 6% wrt the previous year to cater to the 7% increase in the India employee count (77500 Vs 72500); however, the overall consumption efficiency improved marginally from 275.5 units per annum per employee in 2007–08 to 274 corresponding units in the reporting year
- The two pie charts show that electricity (grid + diesel) accounts for 98% of the energy consumed in buildings and facilities while heating fuel accounts for a meager 2%. This is in line with the fact that the IT business predominantly constitutes services
- 2008–09 showed a sharp jump in diesel's contribution to the electricity mix by 11 percentage points with an equivalent decrease in grid electricity. This was because of the power shortage situation in several parts of the country which forced us to resort to diesel backup

Energy mix : 2007–08 (Units in Gigajoules)



Energy mix : 2008–09 (Units in Gigajoules)

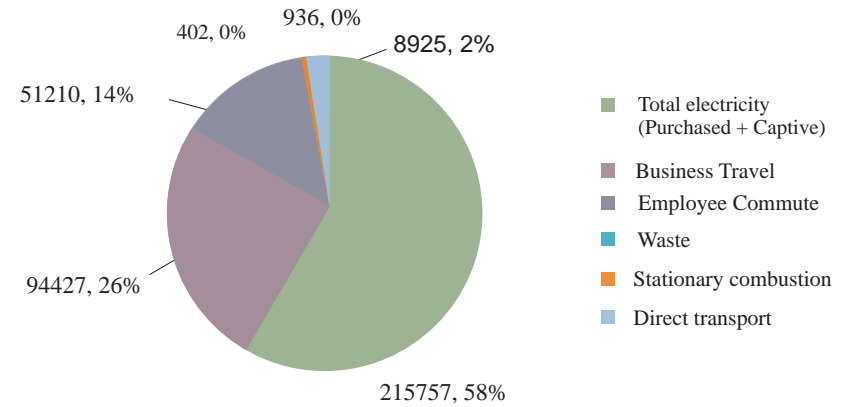


Our approach on Climate Change & Greenhouse Gas (GHG) emissions

Recognizing the centrality of the climate change challenge, we have put in place a detailed plan and roadmap for mitigating our internal GHG footprint. In the last two years, we have made significant strides in our ability to collate, measure, analyze and set goals on our internal GHG emissions. For this year’s reporting, we deployed an internally developed ‘Carbon Management Tool’ to record and publish the GHG emissions data for all the divisions. The charts that follow provide detailed analyses of the GHG footprint of the India operations of Wipro’s IT business.

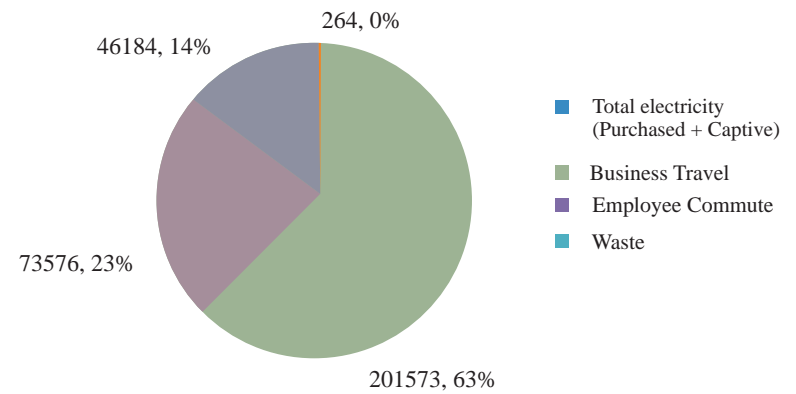
GHG emissions profile (2008–09)

(Units: Metric tons of CO<sub>2</sub> - equivalent)

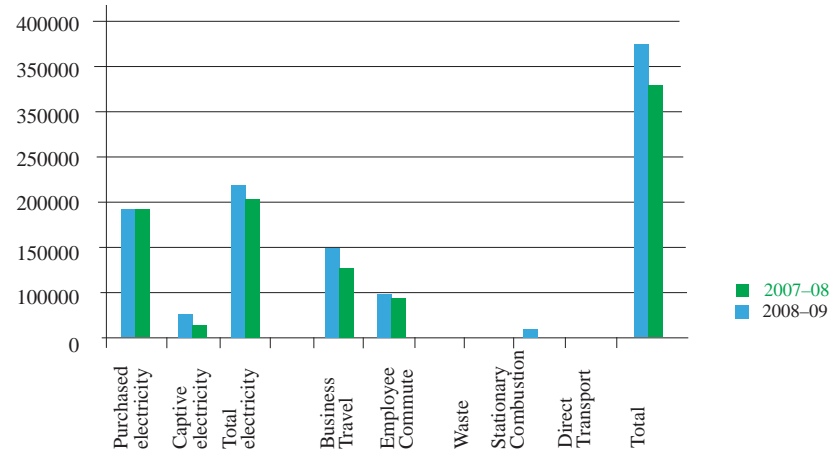


GHG emissions profile (2007–08)

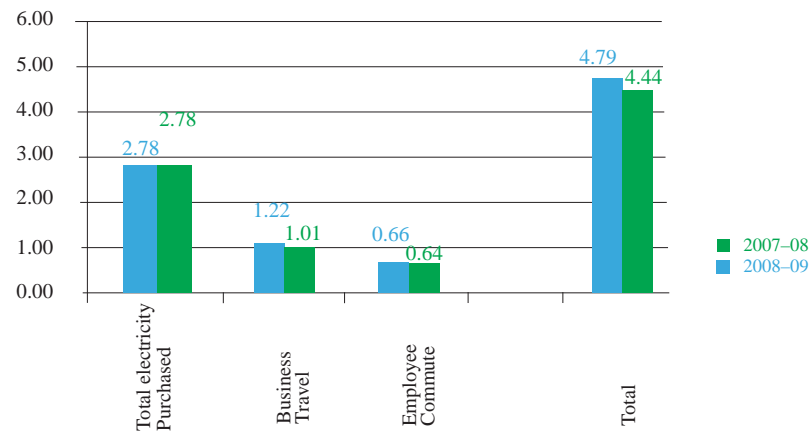
(Units: Metric tons of CO<sub>2</sub> - equivalent)



Comparative GHG numbers ['08-09 Vs '07-08]  
(Units: Metric tons of CO<sub>2</sub> - equivalent)



Comparative GHG Intensity ['08-09 Vs '07-08]  
(Units: Metric tons of CO<sub>2</sub> - equivalent per employee)



## Interpreting the GHG numbers

- The total GHG footprint for the India IT operations at 371657 tons showed a 15.5% increase over the previous year's reported figure of 321597 tons. However, when this figure is normalized on a 'per employee' basis, the increase is only 8% - from 4.45 to 4.79 (see GHG Intensity chart). If we account for the fact that the emissions from direct transport were not included in last year's emissions profile, the 'real' increase in intensity is of the order of 5% (4.66 Vs 4.4).
- A closer look at the GHG intensity chart shows little or no change in the intensity levels on the dimensions of electricity and employee commute - the only visible increase is in the GHG travel intensity (1.22 Vs 1.01). This is explained by the fact that this year, our travel emissions were computed much more comprehensively and included certain heads that were not part of the previous year figures i.e. domestic train and bus travel in India and all air travel between destinations that lie outside India. Our assessment is that if these heads had been included in last year's emissions, the net increase in emissions would have been miniscule.
- At 58%, electricity (both, purchased and captive) constitutes the biggest contributor to our GHG emissions, followed by business travel (26%) and employee commute (14%). These three dimensions add up to 98% for both the years under consideration. This is characteristic of the IT services industry - large campuses that require electricity for cooling and lighting, data centers, labs and computers that consume electricity, a customer engagement model that requires fairly frequent travel by some roles and thousands of knowledge workers who commute long distances to work every day.
- To illustrate the above points further - our assessment is that on an average, an employee in the city of Bangalore, India commutes a distance of 30 km every day and travels the equivalent of 10000 km in a year. Our electricity consumption profile is broadly - 50% for space cooling, 35% for computing equipment, 10% for lighting and 5% for miscellaneous (e.g. sewage treatment plants).

**A note on the GHG emissions of our overseas operations:** All the GHG emission disclosures above pertain to the India operations of our IT business; however, we have started taking the first steps towards measuring the GHG footprint of our overseas operations from 2008-09. There are two salient facts that need to be kept in mind in this regard - (i) Most of our onsite employees - on an average, 14500 for the reporting year - work out of our client offices and (ii) all our overseas offices are leased premises, many of which do not provide details of electricity or water consumption of individual tenants. This combined with the fact that there are no system-based records of employee commute makes it difficult to accurately assess the GHG footprint of our overseas operations.

Based on the available records of electricity consumption, our GHG footprint on this account is estimated at 18439 tons. We have not made an estimate of the GHG emissions on account of commuting and local business travel. We plan to expand the scope of our measurement and reporting of overseas GHG emissions in the next two years.

## The use of renewable energy in our operations

- We have been using solar thermal solutions for water heating in our guest houses since 2001. Today we use solar thermal heating for all our major guesthouses in 14 locations across India, aggregating to a capacity of 58000 liters per day catering to a total of 655 rooms. We estimate that the use of solar thermal energy saves us nearly 350,000 Kwh of electricity per annum which translates into 300 tons of GHG emissions avoided.
- In 2008–09, we started our first pilots in the usage of LED lights for the landscape area in our corporate headquarters at Sarjapur, Bangalore. The LED lights are powered by a solar panel and are over 10 times as energy efficient as conventional lamps. The average life of LED lights is in the range of 35000–40000 burning hours, a magnitude that is 40 times more than the conventional option. We are able to observe a clear 80% reduction in energy usage in our LED installation Sarjapur (3.8 units per day vis-à-vis 20.5 units per day earlier).
- We also started the first pilot installations of micro - wind and solar PV in our campus at Electronic city, Bangalore with the clear goal of replicating this many times over across our locations in the next 5 years.

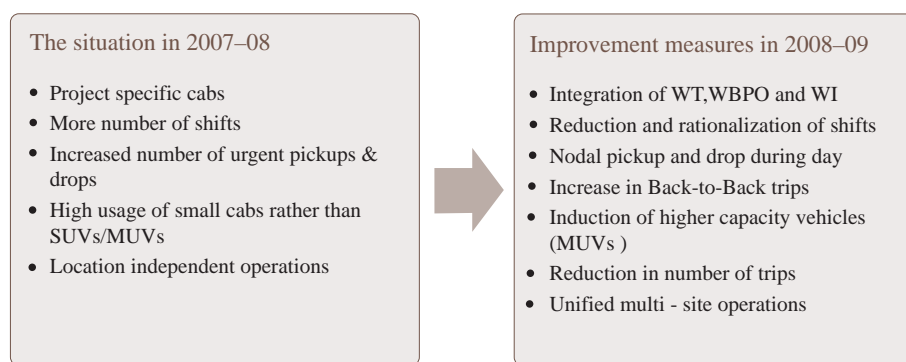
## Employee commuting

Transport accounts for 14% of global GHG emissions<sup>3</sup> as per a definitive 2006 study by WRI (World Resources Institute). In a related analysis of vehicle ownership in different countries, WRI found that at 12 vehicles per 1000 population, India has one of the lowest vehicle ownerships in the world (the U.S. has an ownership pattern of 1 vehicle for every 1 or 2 persons); however, at an estimated 9.1% CAGR, the vehicle population in India is rising sharply and is expected to touch 295 million in 2030. Apart from GHG emissions, increased transport congestion is the biggest cause of air pollution and smog and imposes economic costs by wasting people's times and slowing the delivery of goods and services.

## Case study: Optimization of WBPO's transport operations

WBPO, Wipro's ITES business, is a 24X7 operation with more than 20500 employees working across three shifts. This necessitates the use of SUVs rather than bigger buses which is the norm in software service companies in India. Dynamic changes in customer shifts within a short time period often lead to frequent reshuffling of transport schedules with resultant under - utilization of the SUV cabs. The distance travelled and the GHG emissions per employee in BPO units always tends to be higher than the corresponding measures in our software divisions e.g. on an annual basis, the commuted km per employee for WBPO was 5563 km and the GHG emissions on this count was 1.37 tons for 2008–09. The corresponding figures for WT, our software division, was 1640 km and 0.3 ton.

Here it needs to be mentioned that the WBPO figures for 2008–09 represent a significant improvement over the situation that existed the previous year. A number of measures and process changes were implemented during the year to be able to effect such an improvement. The chart below captures the summary of the changes introduced and the resultant improvement.



Total distance commuted	200,427,150 km	119,112,898 km
Distance commute per employee	7482 km per annum	5563 km per annum

The above figures represent a 25% improvement in commute - efficiency as measured by 'Average distance commuted per employee'. Our assessment is that the GHG emissions will show a similar improvement at both, a total and per employee level.

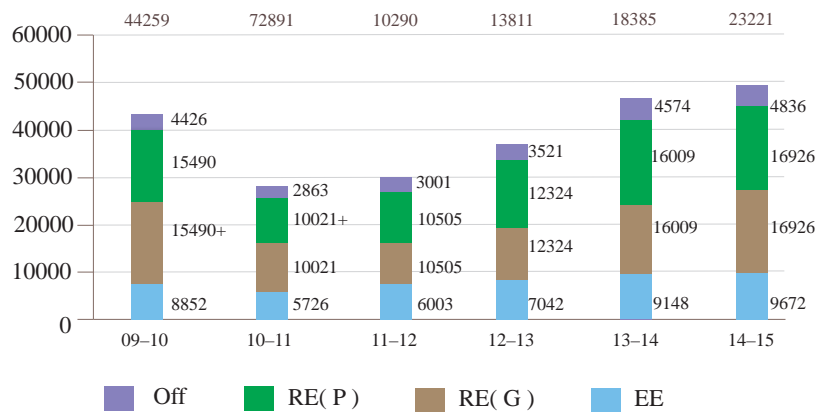
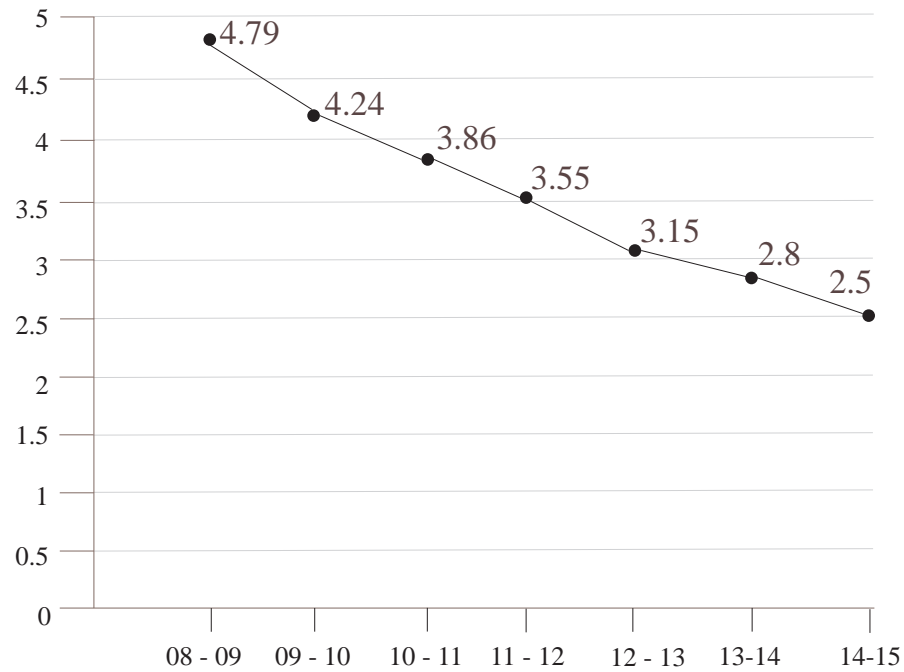
*(Since the GHG emission measurements for WBPO for the previous year of 2007-08 did not cover two BPO locations that were co-located - Pune and Kolkata, we are desisting from publishing direct comparisons).*

### Our GHG reduction roadmap

After detailed due diligence and analysis, we have set for ourselves a comprehensive GHG reduction roadmap till 2015; further, we have set milestone goals till the year 2025. The goal of 1 ton per employee by 2025 is anchored to the global goal of 1 ton per capita by 2050. The two charts below show our GHG reduction targets from two dimensions (i) on a per - capita basis and (ii) the yearly and the cumulated targets e.g. for the year 2011–12, the per employee target is 3.45 tons, the annual target is 30014 tons and the cumulated target is 102906 tons CO<sub>2</sub>-e-reduced.

<sup>3</sup> Source: [http://earthtrendsdelivered.org/top\\_25\\_ghg\\_emitters\\_in\\_2006\\_of\\_co2\\_from\\_transportation\\_total\\_and\\_per\\_capita](http://earthtrendsdelivered.org/top_25_ghg_emitters_in_2006_of_co2_from_transportation_total_and_per_capita)

**GHG emission**  
(tons per employee)



The three big contributors to our GHG emissions are: Electricity (58%), Business Travel (26%) and Employee Commute (14%); In the first phase, our focus will be on emission reductions associated with electricity consumption (both, captive and purchased).

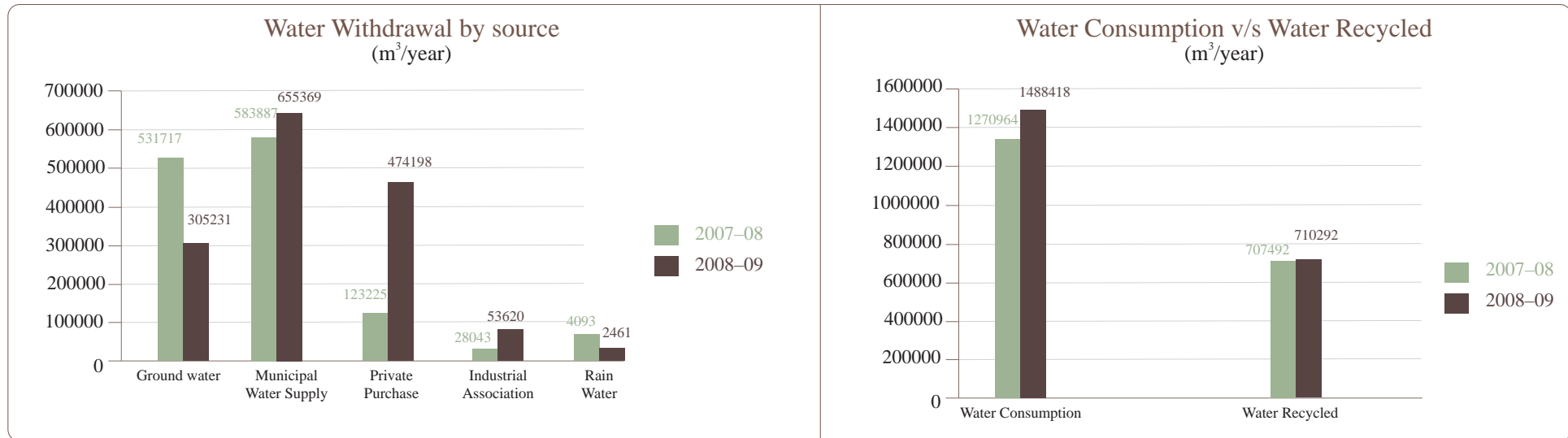
Our approach is to target 20% of the reductions through vigorous energy efficiency measures that will reduce energy consumption, 70% by replacing 'grid' power with clean power and 10% through offset measures like afforestation. We are currently planning to divide 70% of the renewable energy footprint equally between captive generation and purchase from a clean power utility. However, given that the clean power market is still in a nascent stage. The allocation of 35% each is subject to modification depending on market dynamics.

Energy Efficiency	Renewable Energy (Gen)	Renewable Energy (Gen)	Offsets
<p><b>20 %</b></p> <p>Higher cooling efficiency (Earth Air Tunnel, Geo - Thermal)</p> <p>Higher lighting efficiency (LED)</p> <p>Changes in building design</p> <p>Behavioral and process changes</p>	<p><b>35 %</b></p> <p>Large scale captive generation of Solar PV, Wind, BioGasifier</p>	<p><b>35 %</b></p> <p>Purchase of clean energy from third party providers</p>	<p><b>10 %</b></p> <p>Participation in large scale public CDM projects</p>

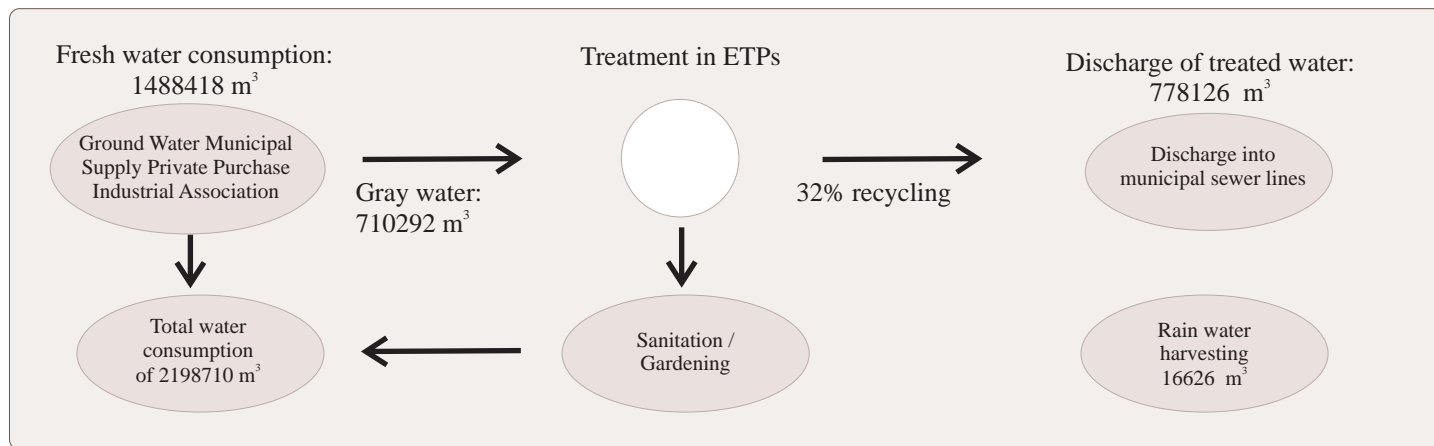
## (B) Water management

That water is a more serious and immediate ecological problem - especially for developing countries like India - is well established by now. Globally, the per capita availability of fresh water has decreased by 6% over the last 20 years and will drop by another 12% by 2050<sup>4</sup>. In India alone, more than 400 million people do not have access to clean, potable water. As in the case of climate change, solutions for the water crisis need to consider several dimensions and alternatives – conservation of water, making rainwater harvesting mandatory, pricing water equitably and removing subsidies that encourage wasteful use of water. While agriculture accounts for more than 70% of the water consumption in India, corporate organizations must play a critical role in using water more efficiently within their organizations and by partnering with civil society and government in mitigating the water problem.

At Wipro, our approach towards water efficiency has been based on the dimensions of **Reuse, Harvesting and Conservation-in-usage**.



### The water consumption equation



<sup>4</sup>Source: The U.N.Millennium Development Goals Report at [http://www.un.org/millenniumgoals/pdf/MDG\\_Report\\_2009\\_ENG.pdf](http://www.un.org/millenniumgoals/pdf/MDG_Report_2009_ENG.pdf)

**Water usage pattern:** The average consumption of fresh water per employee per day (pepd) over the last two years (2007–08 and 2008–09) is 50.25 liters, while the figure for the total water consumed (fresh + recycled) is 76 liters per day. The metric for total water consumption shows a 3.5% increase for the reporting year over the previous year. We however think that data for two years is not sufficient for us to establish any pattern on water consumption and this increase may not be indicative of a trend. We will monitor the water consumption pattern closely over the next two years and draw analyses thereof for any further action.

Our water is drawn from five sources - ground water, municipal water supply, private purchase, rain water recharge and industrial association – with the first three sources accounting for nearly 96% of the required water. The source-wise graph shows - there was a sharp increase in the quantum of purchased water in 2008–09 vis-à-vis the previous year. This was necessitated by the fact that in cities like Mumbai, the municipal water supply was disrupted several times during the year and in Chennai, the ground water availability reduced sharply. Business growth leading to addition of more employees and the gradual movement of more employees from buildings to campus locations explains the increase of 2.2 million m<sup>3</sup> of fresh water consumption.

We take care not to withdraw water from water bodies that are recognized by professional bodies to be particularly sensitive due to their relative size, function, or status as a support source for endangered species, animal or plant. None of our operations impact any nationally or internationally designated water conservation areas.

The water supplied by the municipal bodies and the industrial association are sourced by them in turn from river or lake systems. Water purchased from private sources e.g. bottled water can be traced to have been extracted from ground water. In the absence of reliable public data on the water tables in the areas where we operate, we are not in a position to make a statement on the kind of impact that Wipro's water consumption has on the ground water table.

### Recycling and harvesting of rainwater

We recycled 710292 m<sup>3</sup> of water in 22 of our major locations, through state of the art Sewage Treatment Plants (STPs). When aggregated for all the 57 India locations, the above volume of water represents 32% recycling. For the last two years, the average quantum of recycling is 34%.

35 of our 57 locations in India are leased and located in prime city areas. For these locations, waste water is discharged to CETPs (Common Effluent Treatment plants) and to the municipal sewerage systems. We take care not to discharge waste water into any subsurface waters, surface waters or sewers that lead directly to rivers, oceans, lakes, wetlands, and ground water. We do not generate any process effluents that would have needed specialized treatment plants. The solid waste that is generated from treatment process in our campus STPs is converted into bio - fertilizer which is used in our campuses for gardening.

All our recent and new campuses incorporate rainwater harvesting in their design to the maximum extent feasible. During 2008–09, we quadrupled the quantum of rainwater that was harvested at 16626 m<sup>3</sup> of water (4429 m<sup>3</sup> for 2007–08). The harvested rainwater is primarily used to recharge the groundwater thus contributing to the water resources of the local community.

### Our goals for water

- Our primary goal for water is to increase the efficiency of freshwater usage by 5% on an annual basis for the next three years (2009–10 to 2011–12), with the average of the last two years as the reference (50 liters per employee per day). This translates into a normalized freshwater consumption trend of 48, 45.5 and 43 liters pepd.
- We will achieve the above goal through a combination of actions – increased levels and quality of recycling, more effective controls on water usage and a systematic process of improving efficiency based on regular water audits.

## (C) Pollution and waste management

Pollution of air, water and land poses one of the most serious threats to community health and welfare. Statistics from around the world are alarming and indicate clearly that pollution is a direct by product of industrial processes and urban infrastructure.

- The average U.S. resident generates 56 tons of trash per annum<sup>5</sup>; unfortunately, only one tenth of the solid garbage in the U.S. gets recycled with the balance becoming a dangerous source of toxic emissions like methane
- India's waste management problem is big and is likely to only become worse abetted by a growing economy and population. A recent report by the Central Pollution Control Board (CPCB) indicates that 85% of India's big industrial clusters pose health hazards because of all round pollution. Another report by TERI (The Energy Research Institute) estimates that the total amount of municipal solid waste from India's cities will increase more than six fold from 40 million tons today to 260 million tons by 2047.
- A report by the UNEP<sup>6</sup> on e-waste estimates the total amount of electronic waste in India at over 380,000 tons, a figure that is expected to increase by 500 percent by 2020. China, already the largest e-waste generator will increase its e-waste by 400% in the same period.

Corporations and polluting industries bear prime responsibility for managing waste responsibly. Some of the key dimensions of responsible waste management by businesses are:

- Effective treatment of all waste water, rendering it free of toxic chemicals; this necessarily requires investment in Sewage Treatment Plants (STPs).
- Implementing internal waste conversion programs e.g. kitchen waste to biogas converters, paper recycling plants etc.
- Monitoring and minimizing emissions of air pollutants.
- Collaborating with the right partners in effective and safe disposal of hazardous and non-hazardous waste e.g. partnering with certified e-waste recyclers for disposing of end-of-life PCs, CDs, printer cartridges, batteries etc.

<sup>5</sup> Source: <http://www.cleanair.org/Waste/wasteFacts.html>

<sup>6</sup> Source : <http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=612&ArticleID=6471>

At Wipro, we are very conscious of our responsibilities in waste management and practice all the four dimensions referred to above. The key highlights of our waste management practices are:

- **Water treatment:** We meticulously ensure a 'zero discharge of untreated water' policy in our own facilities where we have invested in high grade STPs to treat waste water. In common, leased facilities, the waste water is discharged into municipal sewers that lead into common effluent treatment plants (CETPs).
- **Food waste recycling:** We were one of the early implementers of food waste to heat converters. In October 2008, our first biogas converter was launched at our Electronic City facility in Bangalore (see box item in next page on Biogas plant case study).
- **Paper recycling:** We initiated a pilot project in converting paper waste to processed pulp in our paper recycling plant, also at E - City, Bangalore; through an external vendor arrangement, the pulp is converted to note pads for internal use.
- **Controlled ODS emissions:** The Montreal protocol – by far, the most successful example of international cooperation on a common global goal - lays down comprehensive guidelines on the minimization and eventual elimination of Ozone Depleting Substances (ODS), the most common example of which are Chlorofluorocarbons (CFCs), found in refrigerants. At Wipro, all our new and recently built facilities use refrigerants that are CFC free. Some of our older cooling equipment use R22A which is an ODS. The total quantity of R22A gas used was 2.32 tons, equivalent to 0.011 tons of CFC - 11 equivalent. The plan is to completely phase out R22A from all our facilities.
- **Abating air pollution:** We deploy air pollution abatement equipment in all major locations, that helps in minimizing the emissions of air pollutants like oxides of Nitrogen (NO<sub>x</sub>), oxides of Sulphur (SO<sub>x</sub>) and particulate matter. The total emission of air pollutants in 2008–09 was 91 tons (93 tons in 2007–08).

- **Hazardous and E-waste disposal:** Our e-waste disposal policy hinges on partnering with certified disposal agencies, of which there was a dearth till recently. We were constrained from timely disposal of end-of-life (EOL) PCs, networking equipment and other electronic consumables due to this reason. As more certified agencies enter into the arena, we are actively partnering with them in different states so as to stabilize the process of collection and disposal of e-waste.

In hazardous waste, old CFLs (Compact Fluorescent Lamps) and tubelights [74%], batteries [12%] and used oil from DG sets [11%] together constitute 97% of all hazardous waste. We work with government certified agencies for the safe disposal of all hazardous waste.

- **Other categories of waste:** As a large business organization, we generate other categories of inorganic and organic waste e.g. wood, newspapers, magazines, packaging etc. The processes of measuring, monitoring and disposing these waste categories are still not robust and established – we plan to evaluate different options involving outsourced vendor arrangements for handling all these categories in a systematic and rigorous manner.

There were no significant recorded spills of any kind in our operations during the year.

### Goals on waste management

Our primary goal in waste management is to ensure that by 2013 not more than 5% of our total waste by weight reaches landfills. Meeting this goal will require robust processes in measurement of waste, maximizing the recycling of different categories of waste and partnering with certified vendors for the safe disposal of non-recyclable waste.



#### Case Study: bio-gas plant for recycling organic waste



Large quantities of bio-degradable solid waste such as food left-overs in cafeterias, kitchen waste and sludge from Sewage Treatment Plant are generated on a daily basis at Wipro's Electronic City Campus. Faced with the challenge of recycling the generated waste, we decided to install a Bio - Methanation (bio-gas) Plant that would serve as a source of cooking fuel. The plant with a yield of 160–180 cu.m./day of biogas takes as the input all the bio-degradable solid waste generated in our Bangalore campus and converts it into bio-methane gas through anaerobic decomposition. The plant consumes about 40–45 units of electricity / day and is designed to process 3 tons of solid waste / day.

The manure produced as a by - product is weedless, odorless and can be effectively used as a soil conditioner. The primary benefits of the biogas plant are:

- Disposal of waste at source, helping keep urban surroundings clean
- Saves upto four 19kg LPG cylinders with a resultant avoidance of nearly 70 tons of GHG emissions

#### Case Study: paper recycling plant



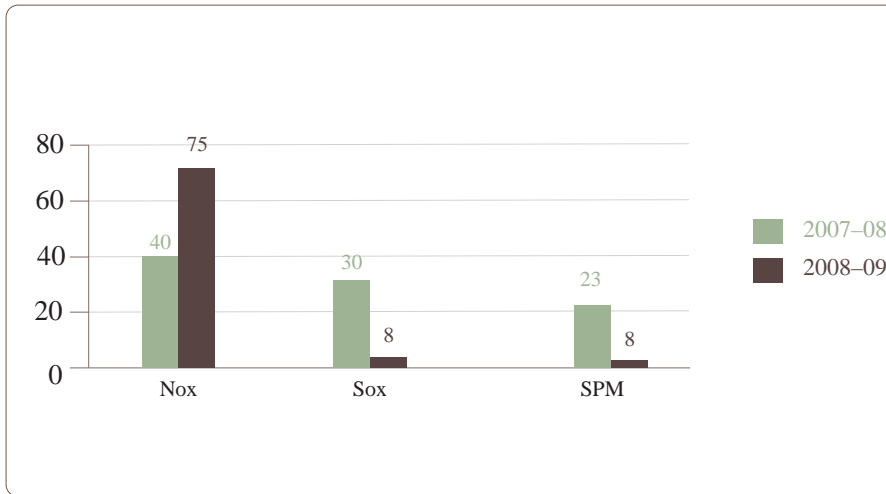
In 2008, we conceptualized the design of a paper recycling plant to convert the waste paper into recycled paper pad. The plant has a capacity of processing 100kg per day of paper waste into a slurry, which is compressed in a hydraulic press and converted to paper pulp cake. The pulp cakes are sun-dried and processed by an external vendor into notepads for internal use.

We currently process about 1800 kg of paper waste per month. The twin benefits of this project are:

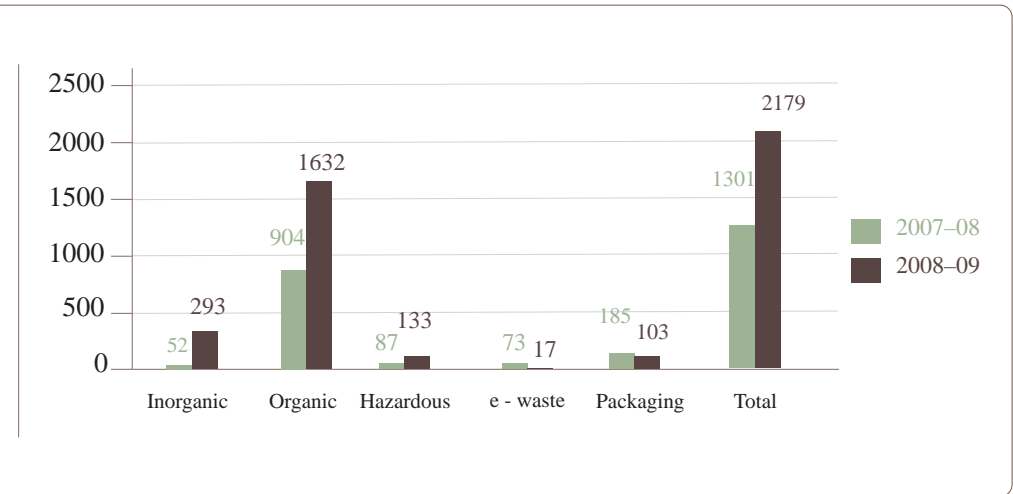
- Reduction in consumption of fresh paper pads and resultant cost savings
- The ecological benefits of saved forests and avoided GHG emissions. For every ton of paper, the paper industry uses 2.8 tons of dry timber and 24,000 gallons of water, besides electricity and other resources.

## Charts and figures on waste generation and management at Wipro

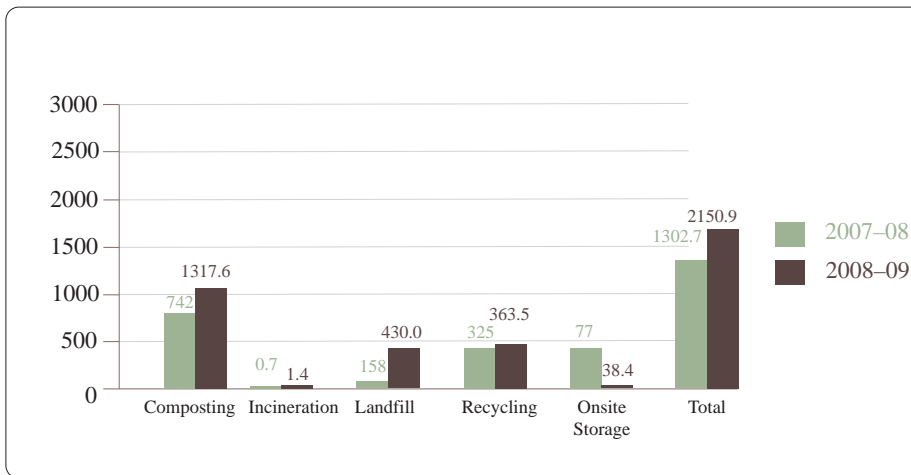
### Air emissions profile (All figures in tons)



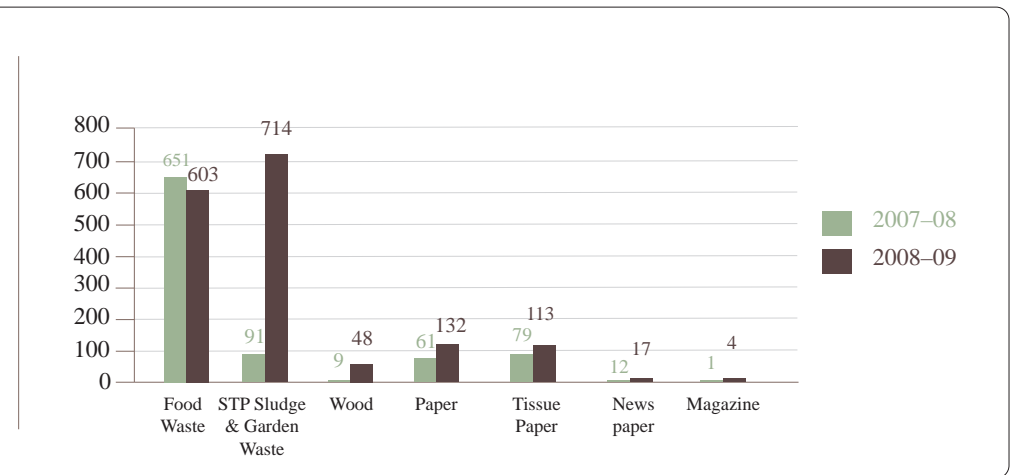
### Profile of solid waste generation (All figures in tons)



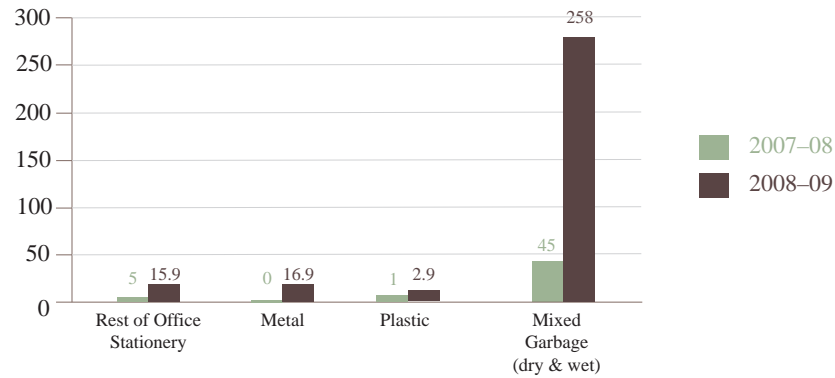
### Waste by disposal method (All figures in tons)



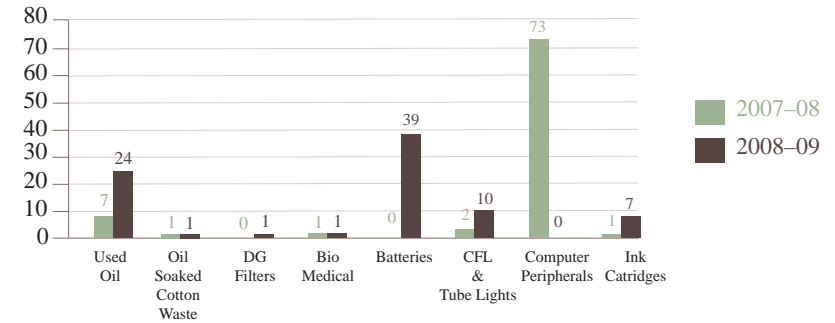
### Organic waste disposed (All figures in tons)



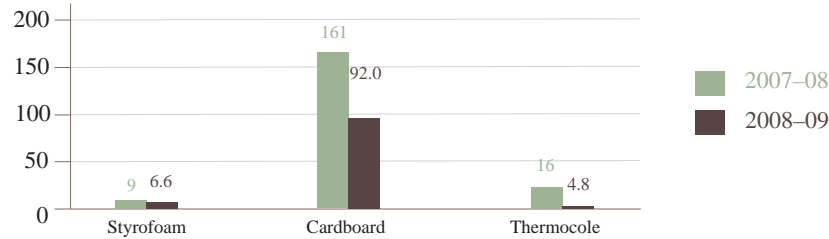
**Inorganic waste disposed**  
(All figures in tons)



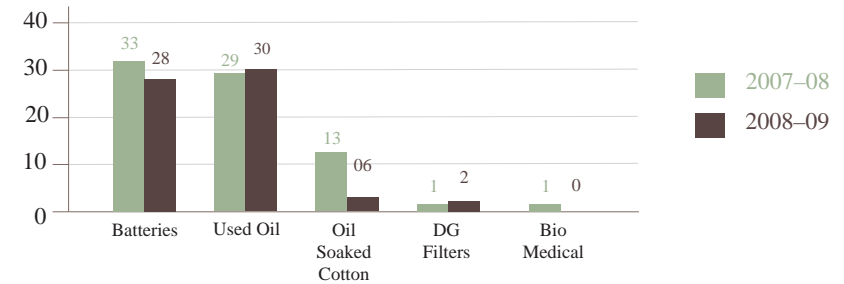
**Hazardous waste and e-waste generated**  
(All figures in tons)



**Packaging waste disposed**  
(All figures in tons)



**Onsite Storage of Hazardous Waste**  
(All figures in tons)



**Note on the comparative data for waste for 2007-08**

Starting with our first report for 2007-08, our focus has been to refine the process of measurement of the different waste categories. An outcome of this is that some of the data points on waste reported in 2007-08 have been revised in this report. These are listed below

- The total quantity of solid waste has been revised from 1303 metric tons to 1301 metric tons in this report.
- The total quantity of inorganic waste has been revised from 52 metric tons to 51 metric tons in this report.
- The figures for onsite storage of e-waste have not been reported this year, as we are verifying and strengthening the process. This data point will be reported again from the next report.

## (D) Biodiversity

Biodiversity loss is one of the least understood ecological risks and yet one that is the most critical interconnected as it is with global warming, water scarcity and livelihood loss in many ways. Corporate organizations must act in the interest of biodiversity protection in at least three ways

- Ensure that their business operations are not in the proximity of biodiversity sensitive areas (Ramsar sites)
- Maximize the biodiversity cover within the organization's own campuses
- Support organizations that work for the cause of preserving biodiversity

At Wipro, we are acutely conscious of our responsibility towards biodiversity. None of our business operations is proximate to biodiversity sensitive areas in India. In 2008–09, we continued the program of transplanting fully grown trees that would have otherwise been uprooted for the purpose of road widening. We transplanted nearly 250 trees at our Bangalore and Hyderabad centers. The transplanted trees have demonstrated a high survival rate (see photos below of transplanted trees at our Bangalore campus)



### Goals on biodiversity

- Our primary goal is to convert five of our existing campuses into biodiversity spots over a four year period (2009–2012)
- All our new campuses will incorporate the principles of biodiversity into their design and implementation

## Annexure to Section 5c: Assumptions for the calculations of the reported metrics

The information reported for environmental indicators tries to cover the 57 India offices for our IT business (WT, WI and WBPO). Of these, as many as 32 buildings and offices are rented or leased facilities for which some of the data points may not be readily available. The rentals paid for some of these facilities include the maintenance charges for electricity, water etc and hence no data would be available.

Of the 22 Wipro-owned facilities, 14 are certified under the ISO 14001 Environment Management System (EMS). Eight rented facilities are also certified under the same. The tables below provide a summary of the number of offices covered for the main metrics reported.

### Number of locations considered for the main environment data indicators

Code	Topic	WT	WI	WBPO	Total	Remarks
EN1	Materials used by weight or volume.	Nil	1 out of 20 locations	Nil	1 of 57	Applicable only to Pondicherry factory
EN2	Percentage of materials used that are recycled input materials.	Nil	1 out of 20 locations	Nil	1 of 57	Applicable only to Pondicherry factory
EN3	Direct energy consumption by primary energy source.	Diesel: 30 out of 34 Coal: 3 of 34 LPG: 14 of 34	Diesel: 8 out of 20  LPG: 1 out of 20	3 out of 3	Diesel: 41 of 57 Coal: 3 of 57 LPG: 15 of 57	Leased locations with common DG sets not considered
EN4	Indirect energy consumption by primary source.	34 out of 34	9 out of 20	3 out of 3	46 of 57	
EN8	Total water withdrawal by source.	29 out of 34	11 out of 20	3 out of 3	43 of 57	A few leased locations do not provide separate data
EN10	Percentage and total volume of water recycled and reused.	20 out of 34	2 out of 20	0 out of 3	22 of 57	
EN16	Total direct and indirect greenhouse gas emissions by weight.	Sum of EN 3, EN 4, EN 22				
EN19	Emissions of ozone-depleting substances by weight.	27 out of 34	7 out of 20	3 out of 3	37 of 57	
EN20	NOx, SOx, and other significant air emissions by type and weight.	24 out of 34	1 out of 20	1 out of 3	26 of 57	
EN22	Total weight of waste by type and disposal method.	Please see table in the next page				

Number of locations considered for waste management data indicators

Category of Waste	Type of Waste	WT	WI	WBPO	Disposal Method
<b>Inorganic</b>	Paper	30 out of 34	06 out of 20	02 out of 03	Recycling
	Tissue Paper	27 out of 34	07 out of 20	01 out of 03	Landfill
	Rest of Office Stationery	10 out of 34	03 out of 20	01 out of 03	Recycling
	Newspaper	24 out of 34	07 out of 20	01 out of 03	Recycling
	Magazine	10 out of 34	01 out of 20	00 out of 03	Recycling
	Metal	12 out of 34	01 out of 20	00 out of 03	Recycling
	Plastic	17 out of 34	01 out of 20	00 out of 03	Recycling
	Mixed Garbage	22 out of 34	04 out of 20	01 out of 03	Landfill
<b>Organic</b>	Food Waste	24 out of 34	05 out of 20	03 out of 03	Composting
	STP Sludge/Garden Waste	15 out of 34	01 out of 20	00 out of 03	Composting
	Wood	15 out of 34	01 out of 20	00 out of 03	Landfill
<b>Hazardous Waste</b>	Used Oil	24 out of 34	02 out of 20	01 out of 03	Recycling
	Oil Soaked Cotton Waste	16 out of 34	02 out of 20	00 out of 03	Recycling
	DG Filters	18 out of 34	02 out of 20	00 out of 03	Recycling
	Bio Medical	11 out of 34	02 out of 20	00 out of 03	Incineration
	Batteries	12 out of 34	01 out of 20	01 out of 03	Onsite Storage
	Used Oil	25 out of 34	04 out of 20	02 out of 03	Onsite Storage
	Oil Soaked Cotton	25 out of 34	05 out of 20	02 out of 03	Onsite Storage
	DG Filters	24 out of 34	05 out of 20	03 out of 03	Onsite Storage
	CFL & Tube Lights	26 out of 34	08 out of 20	02 out of 03	Recycling
	Ink Cartridges	02 out of 34	02 out of 20	00 out of 03	Recycling
<b>Packaging Waste</b>	Styrofoam	08 out of 34	01 out of 20	00 out of 03	Landfill
	Cardboard	17 out of 34	01 out of 20	01 out of 03	Recycling
	Thermocole	09 out of 34	04 out of 20	01 out of 03	Landfill

## Annexure: Data calculation methodologies and assumptions

Data cluster	Computation process (IT systems or Manual)	Protocols followed	Assumptions and Rules of Thumb
Energy consumption	Energy consumption data (purchased electricity and diesel) are recorded on a monthly basis by all locations in manual MS-excel sheets, which are uploaded onto a central system for audit traceability	<p>(i) Purchased electricity is recorded on the basis of meter readings on a monthly basis</p> <p>(ii) Diesel consumption is recorded in terms of liters consumed per month; the volume is converted into electricity output using the standard conversion formula applicable to the class of diesel generators</p>	In some of our locations, the billing and recording cycle does not follow a calendar month cycle (1st to 30th); for such locations, we compute the annual consumption by adding on a pro-rata basis for the number of days in March that are not yet recorded and by subtracting for similar number of days in March of the previous year
GHG emissions	The computation of our GHG emissions data is done in our custom developed 'Carbon Management tool'; the data for business travel and employee commute is partially derived from our SAP - based IT systems and partially from manual MS-excel worksheets	<p>For GHG conversion, we primarily follow the protocol developed by WRI (World Resource Institute) available at <a href="http://www.ghgprotocol.org">www.ghgprotocol.org</a></p> <p>The WARM (Waste Reduction Model) tool created by the US nodal environmental agency, Environment Protection Agency (EPA) was used for emissions from waste in landfills. This tool available at <a href="http://www.epa.gov/climatechange/wycd/waste/calculators/Warm_Form.html">http://www.epa.gov/climatechange/wycd/waste/calculators/Warm_Form.html</a></p> <p>In addition, we have used GHG coefficients that are specific to India...for which we have used the guidance tables available from the office of CII (Confederation of Indian Industry's) Mission for Sustainable Development at <a href="http://www.greenbusinesscentre.com/documents/GHGGuide.pdf">http://www.greenbusinesscentre.com/documents/GHGGuide.pdf</a></p>	For details of assumptions on GHG emissions, please see separate box item below "Assumptions on GHG emissions"
Water	Data on water consumption and rainwater harvesting is recorded in manual systems and aggregated in a central database	The monthly recordings are based on readings of water meters that are installed in all our major campuses	For computing quantum of rainwater harvested, we use the volume of the rainwater tank as the basis and multiply that by the number of times the tank is estimated to get filled
Air pollution and solid waste	All data on air pollution and solid waste are available in manual MS-excel worksheets	For conversion of R22A gas to CFC - equivalent, we use the standard conversion formula available	

## Underlying assumptions for the computation of GHG emissions

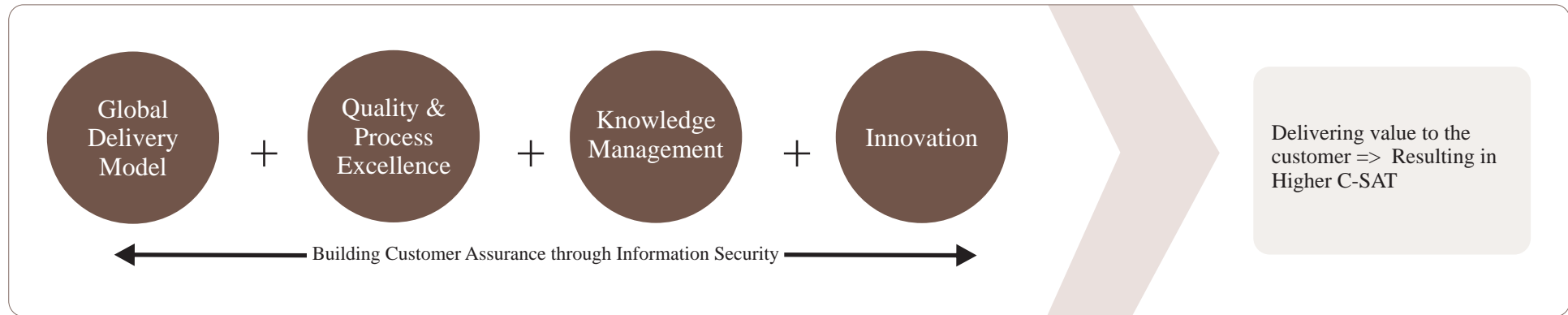
- Some of the smaller sales offices in Wipro Infotech's India operations do not record electricity consumption separately; This is because the lease rentals paid to the landlord include electricity and hence no data are available. In all such cases, we have used the per capita electricity consumption of 275 kWh /Month /Person to extrapolate the consumption based on the number of employees who work in those offices. Collectively, all such instances-where extrapolated calculations have been made - do not exceed 5% of our total electricity footprint.
- For cars and two wheelers that are owned by employees, the emissions on account of employee commuting (Part of Scope 3 emissions) have been computed based on the assumption that the vehicles are petrol based. Though the vehicle population has a fair mix of diesel vehicles, the assumption of 'all petrol' is so that we take a conservative view and do not under-report emissions (Petrol vehicles have a greater quantum of emissions per km travelled as compared to Diesel vehicles) To calculate emissions for employee cars, we have used the data on reimbursement of claims that are submitted by employees on a monthly basis. Assuming an average cost of Petrol at Rs 53.42 and Rs 48.06 (for the first and second halves of the year), we have deduced the total quantum of fuel used. The quantum of fuel is converted to GHG emissions as per the standard tables. Wherever required, we have assumed the fuel efficiency of petrol Cars to be 14 km/liter and 2 wheelers to be 45 km/liter.
- For employee commuting through Wipro operated shuttle buses, we have assumed an average cost of Rs 20 per km to be applied against the invoices submitted by the bus operators. This gives us the total distance travelled for the period, which is converted to GHG emissions using standard tables.
- When commuting back to their residences late in the night or early mornings (both outside the purview of normal working hours), employees are entitled to use Wipro authorized cabs. For calculating emissions from this commute, we have assumed a cost of Rs 10/km to be applied against the invoiced value of the vendors. The distance thus derived is converted to GHG emissions using standard conversion factors.
- We do not have accurate data on the number of employees who use different forms of public transport (buses, trains etc); To estimate this number, we have used an approximation ("average total employee count in India LESS number of employees who submit reimbursement claims LESS Number of Employees who use Wipro buses LESS Number of Two-wheeler parking lots"). We assume an average of 30 km commuted each day and derive emissions for public buses from standard tables. The total number of working days is assumed to be 250 in a working year.
- Business Travel: for business travel, wherever 'Origin' and 'Destination' cities are not available from records, we have assumed the following average cost per km and derived the total distance travelled from the claimed amounts.
  - (a) Air travel: Rs 3 per km (Domestic and International)
  - (b) Train travel: Rs 1 per km
  - (c) Bus travel: Rs 1 per km

The derived distances are converted to GHG emissions using the standard look up tables

## 5d Customer Stewardship

### Wipro: the Customer-centric organization

Wipro's customer centric approach is based on rigorous attention to, and application of, quality frameworks, a unique global delivery model, meticulous knowledge management and the relentless pursuit of innovation. The end result is high Customer Satisfaction levels. At Wipro, winning is not about our success but is about making our customers successful.



Each of the above constituents is briefly explained below:

- Global Delivery Model:** Wipro has a standardized delivery structure that functions through automated platforms with commercial and in-house tools that improve both, productivity and quality. It helps boost business performance of customers, lends them agility to meet business demands, stabilizes operations and improves market competitiveness. We call it GDM 3.0. Wipro's Global Delivery Organization 3.0 has a Reliable, Adaptable, Collaborative approach. In collaboration with HBS, Wipro has adopted a nuanced approach to team formation, considering familiarity between teams, familiarity between Project Manager and teams, experience of team members, complexity of size and technology and experience of Project Manager.
- Quality and Process Excellence:** One of the pioneers in adopting and deploying quality frameworks in software delivery, Wipro's quality journey has evolved and expanded to include software quality, process improvement and an overarching business excellence model called the Wipro Way. The first to adopt Six Sigma in IT delivery in 1998 and the lean methodology in 2005 based on the world class

Toyota Production System, Wipro has become extremely proficient in applying these methodologies to both, customers' IT processes and critical business processes. The Wipro Way business excellence framework integrates process methodologies like Agile, Lean and Six Sigma to our Quality Management System (QMS)

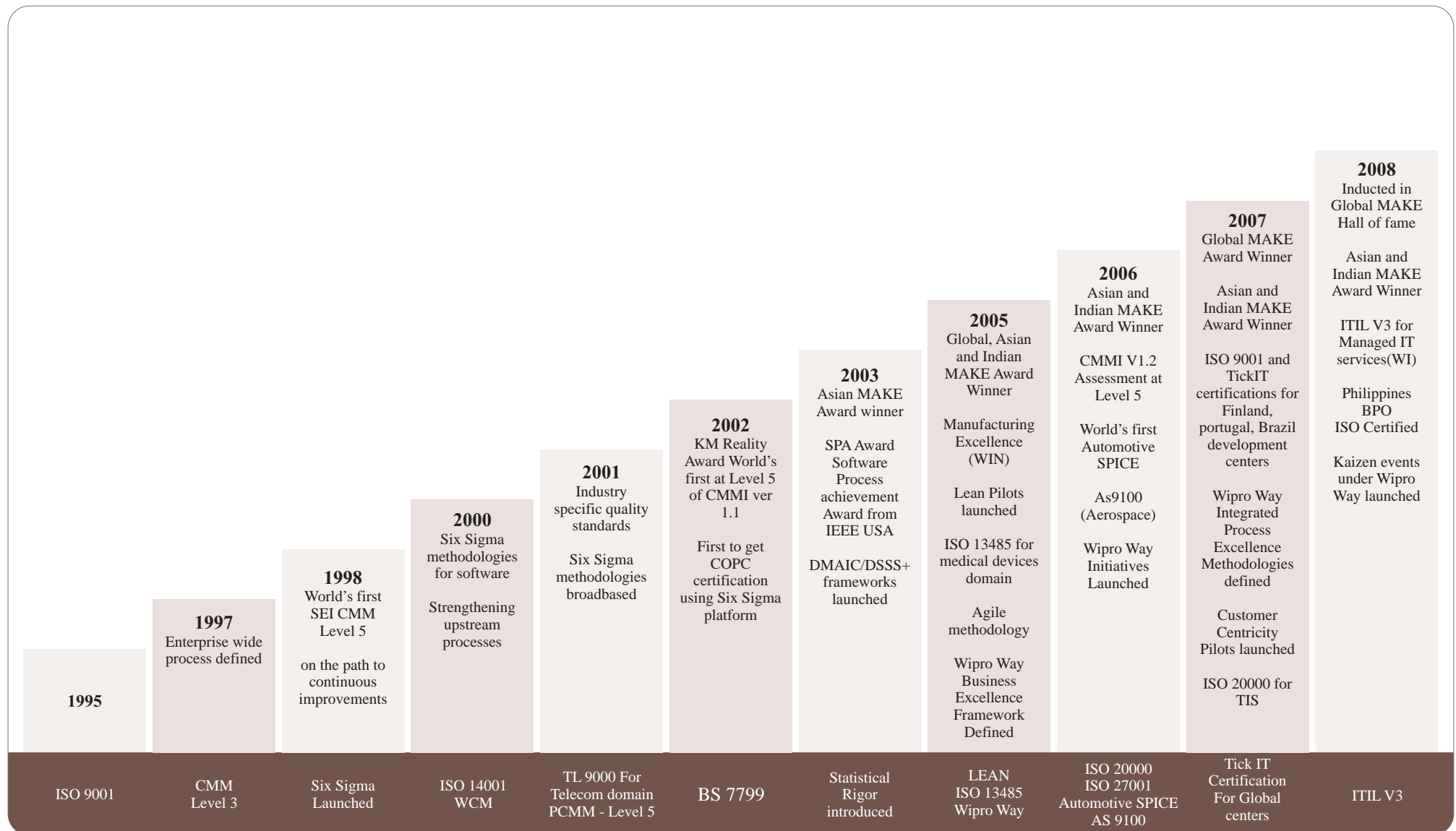
- Knowledge Management:** Wipro has a robust approach to tap and preserve the knowledge gained at various levels through Yellow Pages of 7,500 voluntary experts, collaboration through social networking tools like Wikis, Blogs and Communities of Practice, and the numerous knowledge sharing forums organized to elicit the tacit knowledge of subject matter experts. Our Knowledge Management repository with contextual Search has more than 350,000 documents and reusable components along with best practices from 11,000 projects. Wipro has been a winner of Global, Asian and Indian MAKE (Most Admired Knowledge Enterprise) Awards since 2003 for its knowledge leadership and tight alignment of KM with business.
- Innovation:** Wipro makes investments in innovation that addresses three time horizons - (I) Technology and Industry

solutions that address specific industry segments for the current market (ii) Investment in Centers of Excellence (CoEs) for Technology Themes that are expected to become mainstream in 1–2 years and (iii) Applied Research in emerging technology domains that would become mainstream not earlier than 3–5 years. The approach enables Wipro to deploy solutions with speed, lowered cost of ownership, and a lower carbon footprint (for Green solutions).

- Information Security Practices for customer assurance:** Wipro is certified under the ISO 27001 standard for information security practices. Core areas include information security, physical security, intellectual property / data protection / privacy, access control, regulatory compliance, business continuity management and employee awareness. senior management commitment for security, well Documented processes, technology controls along with the continuous user awareness initiatives, constitute some of the critical factors for Wipro's Information security program. Regulatory compliance aspects of Wipro's customers are given importance while designing specific customer based offshore development center solutions.



Wipro's quality journey over the years is captured in the visual summary below



## Our customer engagement model

Learning by listening deeply to our customers is at the heart of a customer centric culture. While being close to the customer is not new to us, we are conscious of the fact that developing insights into our customer's mind requires both, formal and informal ways of listening to the customer's voice. The multiple modes of engaging with and listening to our customers help us stay aligned with our customers' priorities.

Central to the model is the satisfaction feedback from customers as measured in different ways and contexts (C-Sat). These are briefly listed below

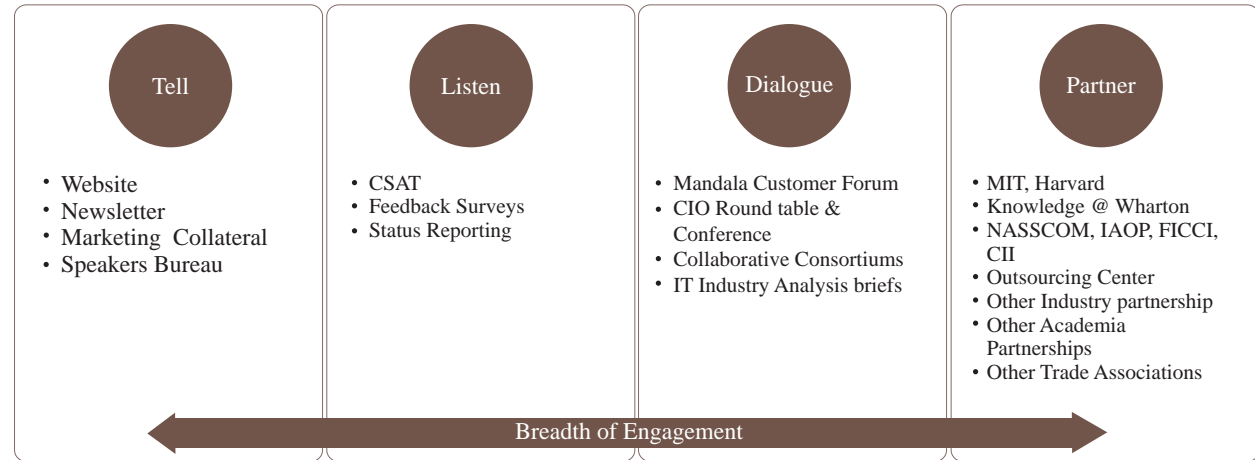
- **Annual CSAT :** The annual C-SAT is a third party administered survey of middle and senior leadership of all our customers. The survey measures an overall customer experience index, which is a composite score on the four dimensions of **Performance Satisfaction, Advocacy, Loyalty and Value for Money**. Another metric, the **Net Promoter Score (NPS)** elicits responses on whether a customer will recommend Wipro to other prospects or not. When aggregated across our customer base, the NPS represents the residual statistic that reflects the overall satisfaction levels of our customers with Wipro.

Wipro Technology's CSAT scores, over the last two years, has improved over 25% annually. This when viewed against the background of increase in absolute number of survey responses in these years, which is more than 25% annually, make the achievement significant.

For Wipro BPO, the NPS has doubled in the last two cycles. The customer experience index for WBPO is 65%. Customers have highlighted that Wipro BPO's strengths are people, accuracy and timeliness of status reports and compliance to security standards

### How do we act on customer feedback

We have put in place a structure to act on the feedback, convey it to the customer, and also study the impact of our actions. A formal work-out, by key leaders serving the



customer is completed within one month of receiving the feedback. Actions are identified under different categories, and communicated to the customer – seeking his inputs; then, at a frequency agreed upon with the customer, progress is communicated. Mid-way through the year, a short, structured, independent interview with key customer members is conducted to test the impact of the actions. This closing of the loop has been a strong influencer of the year on year increase in satisfaction.

### Our other engagement points

- **Customer Visibility Tools** publish data and information pertaining to the customer; their primary features are
  - Customer extranets for project visibility
  - Secure relationship portal for information needs
  - Project dashboard for up-to-date information
- **Monthly newsletter:** We send a monthly newsletter “Ping” to 14,000 senior leaders in our customer organizations. The newsletter is a rich source of information on industry and technology trends and case studies.
- **Annual customer forum:** We host Mandala, an annual forum for the customers of Wipro Technologies. The forum is a prime example of the ‘dialogue’ element of our stakeholder engagement model, where we discuss and interact with CIOs, CTOs and other senior leaders on the issues most important to them.

- **Influencers:** IT Industry analysts like Gartner, Forrester, IDC, Ovum and AMR influence the choices and decisions of companies in their adoption of information technology solutions and frameworks. As an active member in forums like CII & NASSCOM, Wipro has participated in defining standards and guidelines for the functioning of the IT industry in India. Wipro has also actively lobbied for various regulatory provisions that will benefit the client and will ease the service delivery to the customer including defining the regulations around cyber standards in India.

- **Academia Connect Program:** Wipro set up the Council for Industry Research, comprised of domain and technology experts from the organization, to address the needs of customers. It specifically looks at innovative strategies that will help them gain competitive advantage in the market. The Council in collaboration with leading academic institutions and industry bodies (like Harvard, Wharton, LBS, Stanford, INSEAD) studies market trends to equip organizations with insights that facilitate their IT and business strategies.

- Our website [www.wipro.com](http://www.wipro.com) receives more than 27 lakh hits a month and is a primary source of information for many of our prospects as well as for analysts, customers and other external stakeholders. The website [www.wipro.in](http://www.wipro.in) is our portal for all information on Wipro Infotech.

## Green and IT - a powerful combination for the customer

The role of Information and Communication Technologies (ICT) in furthering ecological Sustainability in businesses must be laid against the context that while the entire ICT industry accounts for just 2% of the global GHG emissions, it has a powerful enabling role to play in helping mitigate the balance 98% of emissions<sup>7</sup>. Mckinsey in the 2008 study “How IT can cut carbon emissions<sup>8</sup>” suggests that of the abatement potential 21.9 gigatons of CO<sub>2</sub>-e by 2020, 7.8 gigatons (or nearly 35%) can be on account of ICT enablement.

The three principal domains where ICT can play a differentiating role on Sustainability are

- **Green IT:** Refers to 'Greening' of the IT department and its assets e.g. data centers, desktops, laptops, etc
- **IT for Green:** Refers to IT solutions that can enable Sustainability programs e.g. carbon management
- **Green services:** Refers to backoffice green services (BPO) that are IT-enabled e.g. Remote Energy Management

Some examples of IT for Green solutions are illustrated below

Green Buildings	<ul style="list-style-type: none"> <li>• Solutions for Design and Simulation of energy efficient buildings</li> <li>• Energy and Water management solutions that aid real time decisions</li> </ul>
Smart Transportation	<ul style="list-style-type: none"> <li>• Embedded solutions for more efficient IC engines</li> <li>• CAD design solutions - lighter materials, engine and power-train</li> </ul>
Smart Grids	<ul style="list-style-type: none"> <li>• Embedded sensors and intelligent management of grids that can result in reduction of T&amp;D losses (as high as 27% in India)</li> </ul>
Energy Modeling	<ul style="list-style-type: none"> <li>• Geospatial modeling of local climate and geological variables to decide on the right Renewable Energy Solution</li> </ul>
Green Industry	<ul style="list-style-type: none"> <li>• Engineering design of more efficient industrial motors &amp; pumps</li> <li>• Production process modeling and simulation</li> </ul>
Sustainable Agri & Forestry	<ul style="list-style-type: none"> <li>• Geospatial, hydrological and climate change modeling</li> </ul>

## Wipro's Green solutions

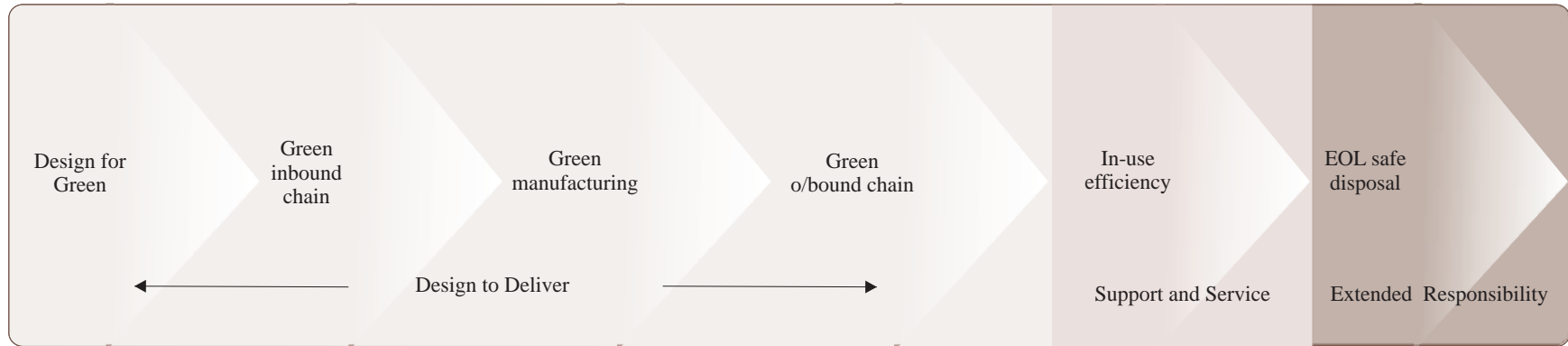
Wipro's Green solutions are predicated on the basis of a stewardship approach that tries to address all critical aspects of a customer's value chain i.e. from Design to Disposal. Wipro's Green PC is an example that combines Green design (more energy efficient) and extended producer responsibility at the end of life (e-waste collection and safe disposal).

**Note:** At its core, Wipro's Green customer solutions consists of an integrated portfolio of offerings in clean energy (Solar PV & Thermal, Biomass, Geothermal), Lighting (LEDs, CFLs) and Water (Water treatment). Please refer to Page 63 of Wipro Sustainability Report 2007–08 for a summary understanding of this space.

<sup>7</sup> The current annual GHG emissions are of the order of 32–34 billion tons of Co<sub>2</sub>-equivalent

<sup>8</sup> See [https://www.mckinseyquarterly.com/How\\_IT\\_can\\_cut\\_carbon\\_emissions\\_2221](https://www.mckinseyquarterly.com/How_IT_can_cut_carbon_emissions_2221)

The concept of ecological stewardship



The visual chart below highlights the principal IT for green solutions that Wipro offers



Paperless Solutions



E-freight



Smart Device Management



Unified Communication



Virtualization



Data Centers



Carbon Accounting Tool



Green Computing

# Case studies

## Carbon Management

Wipro used the Wipro Carbon Management System tool for developing the CDP (Carbon Disclosure Project reporting format) CO<sub>2</sub>-e footprint.

The proposed solution is hosted on a cloud which is a highly available and elastically scalable. This solution is built on On-Demand (SaaS) model using Force.com platform of Salesforce.com and is offered on Subscription based pricing to the users. The cloud based solution has less carbon footprint compared to any other on-premise solution and hence Wipro CMS solution will not add much carbon to their carbon footprint.

## Smart Metering

Smart (Sustainable Manufacturing Assessment, Analytics and Reporting Tool) meters are power meters that can be deployed in a residence or business. They can be used to measure power in real time, detect outages, detect leakages, set usage thresholds dynamically, remotely turn on/ turn off power, manage move in and move outs.

A utility firm in Spain spent around 2.1 billion Euros in smart meter rollout, and are receiving a savings of 500 million Euros a year, translating to a 4 year payback on the investments.

## Green Testing Labs

Wipro has set up a hardware lab that will exclusively test IT hardware products to confirm that they are “green” compliant. In the lab Wipro initiates virtualization of testing server consolidation that allows multiple heterogeneous operating systems or versions of same operating systems to run simultaneously on a single server without partitioning or rebooting. It consolidates workload of several under-utilized servers to fewer machines that in turn simplify and reduce testing effort, testing time, and cost involved in hardware resources, power, cooling, commercial space and maintenance.

## Virtualization

Wipro is doing a multi-year server virtualization program for a telecom services provider in US. This program involves consolidating an existing server farm of 3000 physical servers into a virtualized environment. Wipro's Factory model proposed a multi-step approach starting from data gathering, hardware sizing, virtual machine build, P2V migration, testing and delivery.

## Green Data Centers

Greening the data centers can provide cost takeouts ranging between \$1.6 billion to \$5.1 billion. It also helps reduce greenhouse gases, allowing you to save money while saving the earth.

Wipro has successfully planned, designed, built and implemented over 75 data centers for its multiple customer's globally. Wipro has also partnered Sun Microsystems' eco-consortium that also includes APC-MGE, AMD, Hitachi Data Systems for building lean and efficient data centers. The acquisition of Infocrossing has helped Wipro further the cause of ecological Sustainability. Its data centers are both lean & efficient leading to lowering of costs and man power requirement.

## Lifecycle responsibility:

### The case study of Wipro Green Computing ([www.wiprogreentech.com](http://www.wiprogreentech.com))

The core mission of Wipro Green Computing is to provide customers with products that are safe for the environment and are more energy efficient. Wipro was the first Indian company to launch an eco-friendly range of desktops in 2006. 99.69% of Wipro's Greenware shipments in 2008–09 were RoHS compliant. From 2008–09 onwards, Wipro's green desktops and laptops have started the journey of Energy Star rating (administered by the U.S. EPA or Environment Protection Agency)<sup>9</sup>. The third dimension where Wipro established a pioneering presence was in the area of Extended Producer Responsibility (EPR) for collecting end-of-life PCs and ensuring their safe disposal. Each of these dimensions is detailed out in section that follow.

## Constituents of a Green PC

Energy efficiency, 100% absence of hazardous and toxic chemicals, a smaller and lighter material footprint and use of recycled packaging materials are the important constituents of a green PC. The following are some milestones in the evolution of Wipro's Green Computing

- Gradual move towards Low Power LCD based Monitors from Traditional CRT monitors which draws high energy LCD monitor saves power to the extent of 40watts per unit compared to CRT monitors.
- Introduction of Small form factor products (Low power components), that use almost half the power of regular PCs.
- Careful selection of certain low powered components such as energy efficient processors with rated operational power as low as 8 watts while traditional power would range at 22 watts.
- Introduction of Innovative Products like N-Computing PC Solution & India's smallest (All-in-one) "PROTOS PC" launched - drastic step towards Energy Preservation.
- Recyclable & degradable packing materials.

## Precautionary Chemicals Policy

Wipro's precautionary chemicals policy goes beyond RoHS compliance and encompasses identifying components containing BFR, PVC, all forms of phthalates, beryllium and antimony and eliminating their usage by the year 2010. Presently Wipro estimates that it would be in a position to eliminate the use of Vinyl Plastic (PVC) and Brominated Flame Retardants (BFR) in their products by the end of 2009.

## Energy Star Certification

Energy Star certified computers are 10-15% more energy efficient compared to conventional PCs (Level 4) and up to 20% more efficient for Level 5 rated computers. The table below shows our progress on the Energy Star certification program

Energy Star Certification Progress		
2008–09	Desktop	Notebook
Number of products introduced	22	11
Certified Energy Star 4.0 (now transitioning to V 5.0)	15	8
Percentage certified with V 4.0 (Note: this figure is different from the percentage of total products referred to earlier)	68 %	73 %

## Materials intensity and recycling

- The scope for reducing material intensity lies only in our PC division however, our PC products are assembled from standard components sourced from multiple vendors across the world and we do not have direct control on the intensity of materials used therein.
- Starting March 2009, we have started recycling programs for three material categories (a) plastic components (b) carton boxes and (c) other metallic parts. We will report the progress of this program in more detail in our next sustainability report.

## Responsible E-Waste Management

Wipro extends its responsibility as a manufacturer and takes responsibility for the environmentally safe management of their products, when they are no longer useful or discarded. This is called the Take-Back Policy or Extended Producer Responsibility (EPR) of Wipro.

EPR offers a facility to collect retired computers, laptops and servers from willing customers and disposes them in a responsible manner. This has been in operation across India, since September 2006.

Wipro manages 16 collection centers across India to take care of e-waste, with defined processes and suitable disposal mechanisms. Wipro WEEE (Waste from Electrical and Electronic Equipment) Statement has been incorporated as part of the 'Quick Start Guide' shipped with all systems. This statement clearly communicates to the customer our e-waste policy and what the customer can expect at the end of his use cycle.

## Report on the amount of electronic waste collected and recycled

Quarter	Units	Weight -kg	Value INR -Mn
Q1-2008–09	18509	11638	18.40
Q2-2008–09	20835	10910	24.80
Q3-2008–09	23216	13079	28.10
Q4-2008–09	35513	13420	37.20

For more details on Wipro's e-waste management process, please visit

[http://www.wiprogreentech.com/ewaste\\_management.html](http://www.wiprogreentech.com/ewaste_management.html)

For more details on Wipro's Green computing program, please visit <http://www.wiprogreentech.com>

<sup>9</sup> See [www.energystar.gov](http://www.energystar.gov) for details

## 5e Investors and the responsible organization

2008–09 saw turbulent financial markets and a contraction in the Global GDP. Both the Global and Indian financial markets witnessed malevolent outcomes of greed and the mistaken belief that markets are self-correcting. In this environment, investors opted to protect their capital and stayed clear of opportunities for quick gains. Small individual investors too preferred the safety of debt markets by exiting the equity markets. In this context, It is useful to first understand the big picture of the Indian IT industry and the larger business landscape.

### The Indian IT-ITES industry in perspective

The information technology sector has been playing a key role in the stellar story of India's economic growth - over the last decade, the IT sector's revenues as a proportion of GDP have grown from 1.2% in FY 1997–98 to an estimated 5.8% in FY 2008–09.

The share of India's IT industry (including hardware) in the global IT market stands at 7% with the IT segment contributing more than 4% of this. The industry is dominated by large integrated players consisting of both Indian and international service providers. During the year, the share of Indian providers in the Indian IT market went up to 65–70% on account of the recent trend of monetization (or cash-outs) of captive centers.

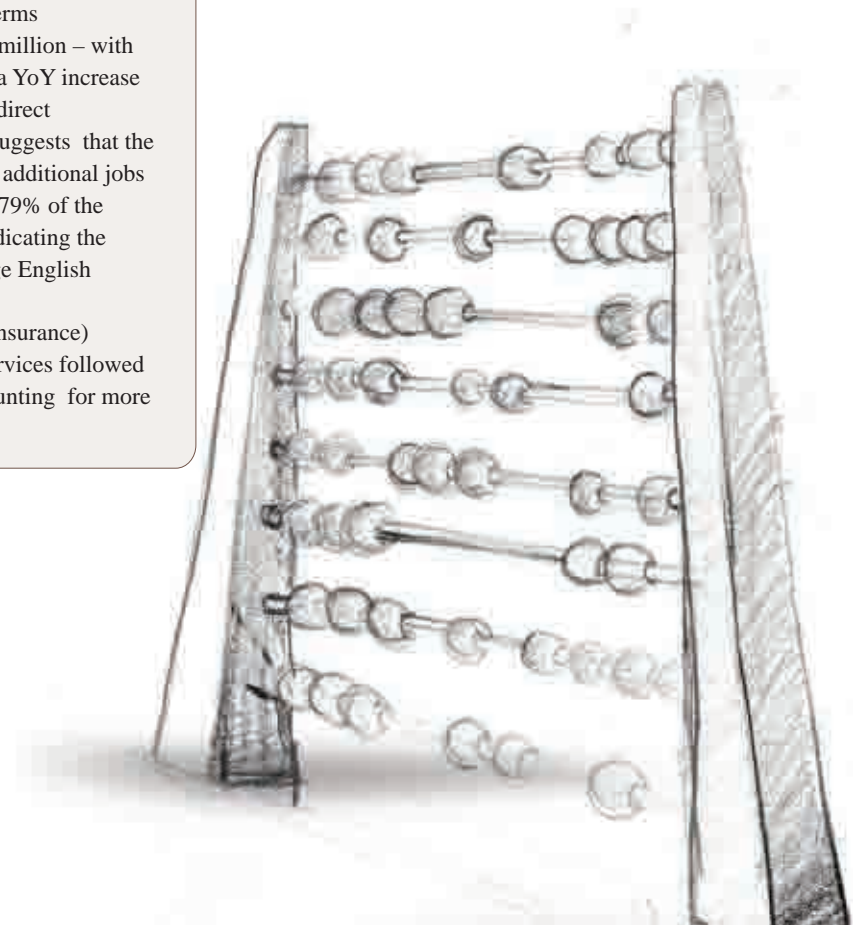
Some key highlights of the Indian IT / ITES industry for 2008–09

- The estimated export revenues at USD 47.3 billion account for 66% of the total IT-ITES industry revenues, emphasizing the inherently export-led nature of the IT business in India
- We saw increased traction in both, emerging segments like remote infrastructure management and traditional services such as application management
- Domestic market continued to gain momentum, growing at 26% in INR terms on account of the overall positive economic climate leading to increased adoption of technology and outsourcing
- The export of Engineering software services and products increased by 29% in USD terms
- Direct employment reached nearly 2 million – with 1.5 million employed in IT exports - a YoY increase of 26% compared to 2007-08. The indirect employment multiplier of 1.3 – 1.5 suggests that the industry has created nearly a million additional jobs
- The US and UK together constituted 79% of the global exports from India, clearly indicating the dependence of the IT industry on large English speaking economies.
- BFSI (Banking, Finance, Securities, Insurance) remained the largest market for IT services followed by Hitech & Telecom, together accounting for more than 60% of the IT exports

### Our economic performance

We believe that our investors' primary goals are 1) liquidity of their investments 2) steady income flow and / or 3) capital gains within a defined risk framework. Wipro values investors since they are a source of funds and through their choices represent a barometer of business health and the organization's reputation with external stake holders

We have a mutually beneficial relationship with our investors built on trust, fairness and transparency in communication that enables the company and investors to realize their objectives across multiple time periods – short, medium and long run. The table in the next page shows Wipro's shareholding pattern for the last four years



### Shareholding pattern in Wipro across four years

	2005-06	2006-07	2007-08	2008-09
No. of shareholders	155832	197774	232932	228456
ADR Holders	16732	20229	18428	14945
Total Shareholders	172564	218003	251351	243401

**Note:** In line with the economic environment, our total number of shareholders declined marginally by 3% during the year

Our economic performance over the last three years is summarized in the table below. Key points to note

- In spite of difficult times, the Economic Value Retained as a % of sales increased to 12% (2007-08: 11%) though when compared to the year 2006-07 (13%) it shows a decrease
- The declared dividend for the year was Rs 4 per share and added up to 2% of sales, lower than in the previous year

### Economic Value Add: A three year snapshot

Particulars		2008-09		2007-08		2006-07	
		Rs. in Mn	%	Rs. in Mn	%	Rs. in Mn	%
Revenue		259616	100%	203970	100%	152714	100%
Operating cost		104425	40%	82028	40%	56886	37%
Employee wages & benefits		107595	41%	83182	41%	62716	41%
Payment to Government	India	5073	2%	4025	2%	2919	2%
	Others	2538	1%	1954	1%	2127	1%
Payment to Providers of capital	Interest	2400	1%	1690	1%	124	0%
	Dividend	5860	2%	8765	4%	8697	6%
Economic Value retained		<b>31725.00</b>	<b>12%</b>	<b>22,326.00</b>	<b>11%</b>	<b>19,245.00</b>	<b>13%</b>



## Financial assistance from government

The Government of India has pursued a policy of providing fiscal incentives to companies to promote employment generation and increase foreign exchange earnings through export of goods and services from India. Our IT business contributes significantly to both goals translating into a substantial proportion of the profits from our Global IT services which are exempt from income tax in India.

The Government of India also promotes economic activities in certain identified regions (“backward areas”) to ensure balanced growth across the country. Our operations in these regions are exempt from income taxes and certain state levies. The exemption from state levies effectively results in lower prices for our customers. We have not received any direct or indirect financial assistance beyond the scope of state policy.

	2008	2009
Employees in Global IT Services	95,567	97,810
Benefit from income tax exemption (in Rs.mn)	8,450	10,787
% of tax benefit to PAT (Profit After Tax)	25.9%	27.7%

**Note:** The increase in the implied tax benefit is on account of increased SEZ and STPI operations

## Our engagement with the investor and the investment-analyst community

In a troubled economic environment, Wipro sought to enhance its channels of communication with the investor community. Senior executives participated in investor conferences across the globe, hosting over a hundred institutional investors. Communication to the individual investors too was stepped up. The website was revamped and communication through news media was intensified by making 89 press releases during Fy08–09.

Every year, our primary mode of communication with investors is through the Annual Report ([http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm)), which discusses our performance, management approach and governance systems for the previous year and outlines the environment for the next year. The emphasis is on communicating our results by going beyond the numbers and sharing our vision on the future. Our Chairman uses this opportunity to share his thoughts on the business and on future areas of focus. The Annual Report contains detailed sections on financial performance, risk management and corporate governance.

Our Annual General Meeting (AGM) - which follows soon after the publishing of the Annual Report - provides an opportunity to investors to provide direct feedback to Wipro's management and to interact with them on any pertinent issue.

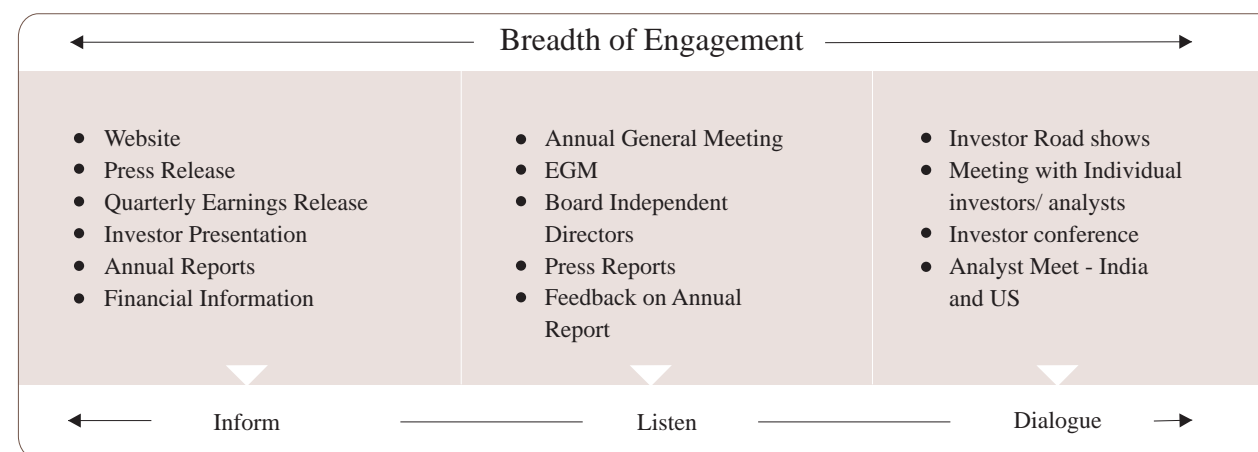
Our quarterly earnings conference call provides an opportunity for analysts and investors to discuss the results with the management. These calls are webcast and audio access is provided to individual investors. Every Quarter, we arrange for two conference calls, one catering to the time

zone of Indian investors and another catering to the time zone of international investors. Along with our quarterly release, we organize press conferences for the wider dissemination of our quarter results.

We organize an ‘Analyst Day’ every calendar year in India and USA. The Analyst Day provides a platform for dialogue between investors and the Wipro management. The management team uses this opportunity to communicate our strategic direction and areas of focus to investors and analysts. Communicating our strategy in the early part of the year sets the base for investors to evaluate our performance from a longer-term perspective.


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

As our investment engagement framework below shows, our leadership engages with analysts and investors through multiple forums, which provide investors the right perspective on company performance and at the same time, provide us an opportunity to receive first-hand feedback.



Our investment engagement calendar for 2008–09 and some key highlights are shown below

Investor engagement calendar (2008-09)		
<b>April 2008</b>	<b>May 2008</b>	<b>June 2008</b>
2007-08 Results Announced 18 Press Releases	9 Press Releases	Analyst day held in Mumbai 7 Press Releases
<b>July 2008</b>	<b>Aug 2008</b>	<b>Sept 2008</b>
AGM held Q1 Results Dividend paid 8 Press Releases	8 Press Releases	3 Press Releases
<b>Oct 2008</b>	<b>Nov 2008</b>	<b>Dec 2008</b>
Q2 Results 9 Press Releases	3 Press Releases	9 Press Releases
<b>Jan 2009</b>	<b>Feb 2009</b>	<b>Mar 2009</b>
Q3 Results Clarification on World Bank vendor status Press Release on Nortel 8 Press Releases	5 Press Releases	Sustainability Report 2007–08 released 2 Press Releases



### Highlights

- Hosted 103 visits by institutional investors and analysts
- Participated in 20 investor conferences and 19 road shows
- Revamped our website. It was ranked No.1 in Asia Pacific region by Investor Relations Global Rankings which evaluates the Investor Relation websites of companies globally

## Diversity of our governance bodies

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

The tables below provide different slices of the diversity of the above governance bodies

Diversity of industry experience on the Board of Directors

Category	No. of Directors
Former CEOs (FMCG sector)	2
Former CEOs (Technology sector)	1
Former CEOs (Financial Services)	1
Legal	1
Academia & Consultant in Marketing Strategy	1
Executive Management	4
Total	10

## Wipro Tenure of CEC Members

Experience in Wipro				
Experience	>20 Years	10–20 years	5–10 years	Total
No. of Members	4	4	3	11

## Tenure in the Board

Tenure in Wipro Board				
Duration	0–5 years	5–10 years	>10 years	Total
No. of Directors	4	1	5	10

## Annexure to Section 5e: Data calculation methodologies and assumptions

Data cluster	Computation process (IT systems or Manual)	Protocols followed	Assumptions and Rules of Thumb
Economic performance data for last three years	<ul style="list-style-type: none"> <li>All raw financial data are recorded in our SAP based systems</li> <li>The consolidation and analysis of the financial data is done in our Hyperion Business Intelligence System</li> </ul>	Our financial reporting is on the basis of the U.S. GAAP and Indian GAAP frameworks	
Impact of financial assistance from the government on our profit after tax	<ul style="list-style-type: none"> <li>The implied benefit was calculated in MS-excel sheet; the financial data is from SAP and Hyperion systems</li> </ul>		We have used the government exemption figures as the basis for calculation
Metrics on analyst meets and diversity of governance bodies	<ul style="list-style-type: none"> <li>These data points are maintained in MS-excel sheets in the workstations of the investor relations group</li> </ul>		

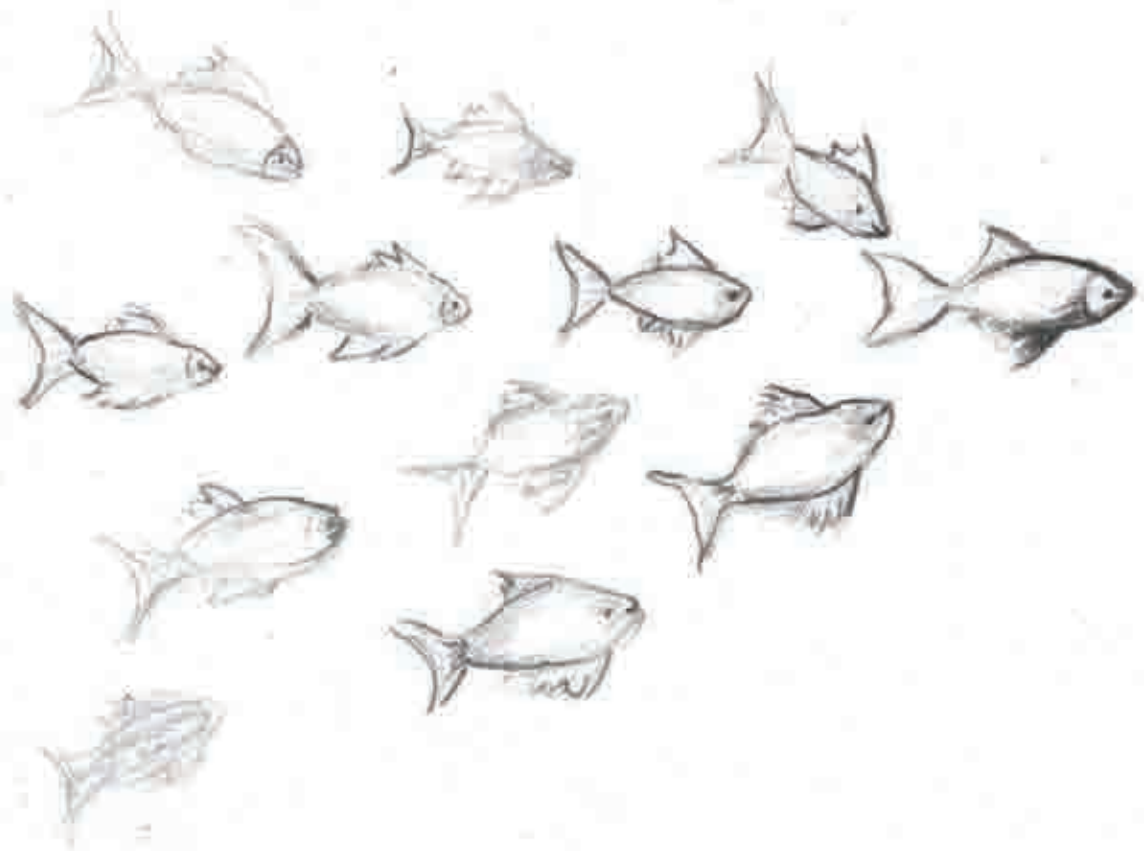
## 5f Suppliers: Collaborating on a common vision

The third of our three values in Spirit of Wipro – Unyielding Integrity - implies delivering on commitments and honesty and fairness in our actions. These values form the basis for our relationship with suppliers and vendors. Our objective is to partner with socially and environmentally responsible suppliers who offer products and services of definite business value. We see these partnerships as transcending short-term transactional relationships into sustainable ethical relationships.

In the IT business, the importance of the supplier partnership assumed greater importance as we made a conscious shift from a service provider to a total-solution provider. This shift in paradigm requires that we offer customers not only in-house products and services but products and solutions derived from our partner organizations as well.

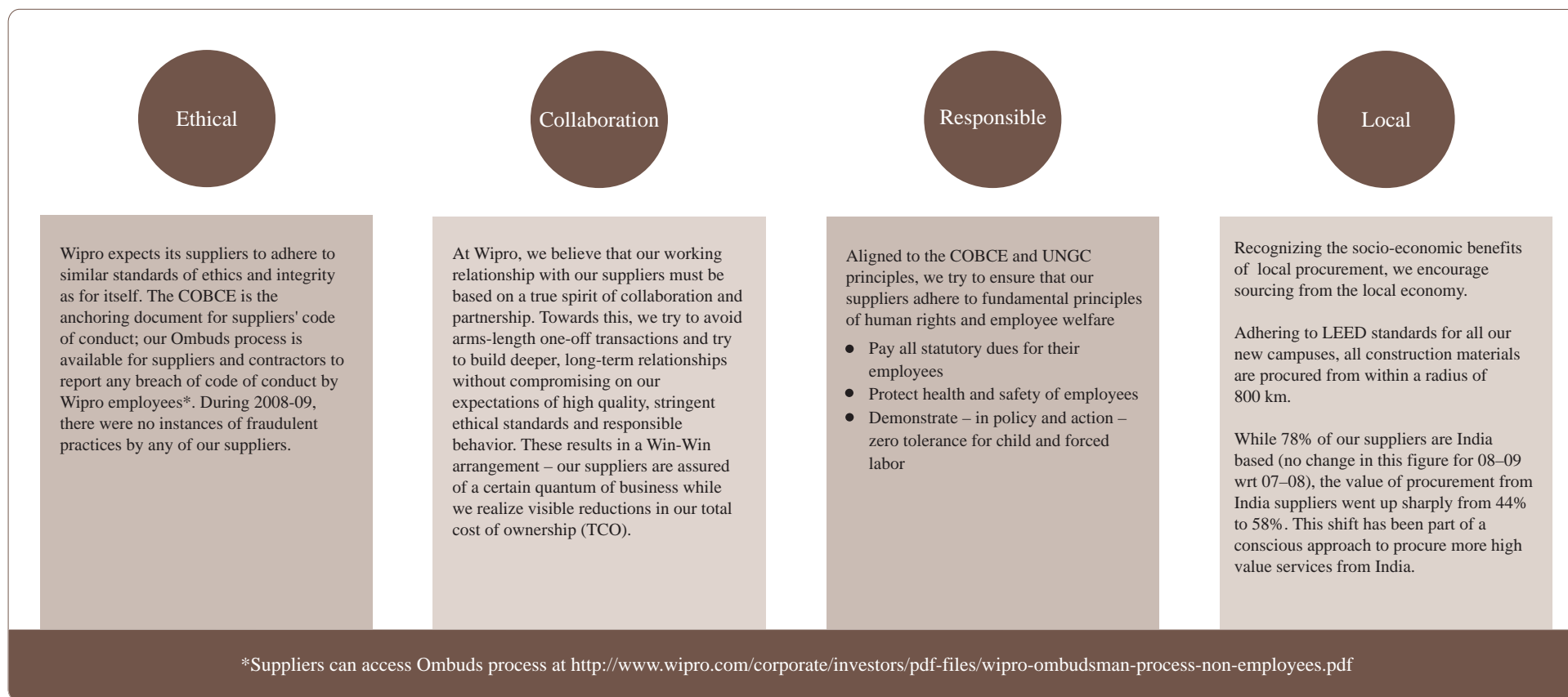
The supplier community in Wipro is diverse in size and the geography of origin including Fortune companies, multi-nationals, systems integrators, technology leaders, dealers, manufactures and service providers.

During the year 2008–09 we procured goods and services from 1,794\* (1,912 in 2007–08) regular suppliers worth INR 56,189 Mn compared to INR 36,872 Mn in 2007–08, a growth of 52%. We view the contraction in the vendor base from 1912 to 1794 as a key step in the consolidation of our vendor base.



\* Vendors with whom business of over 0.5 Mn INR were transacted were considered

## Engagement Policy: Our approach to engaging with suppliers comprises of four key pillars



- Vendor survey: We conduct annual dipstick surveys of our suppliers to solicit feedback on their experience with the Wipro supply chain process. For 2008–09, around 180 suppliers (vs 135 in 2007–08) participated in the survey and the average satisfaction rating on the overall experience was retained at 4.31 on a 5 point scale.

## Protecting human rights in sensitive sectors

We are cognizant that some industry sectors are more prone to discriminatory practices and breaches of human rights. Our contracts for suppliers from such sectors have a clause explicitly seeking compliance with good practices and the UNGC principles. We also urge that the contractor set up a management system in accordance with ISO 14001 and take responsibility for environment protection.

The Purchase order, that we issue, has a specific clause in relation to compliance with ISO 14001, adherence to human rights principles of the UN Global Compact initiative the right to collective bargaining, the abolition of forced labor and child labor, the elimination of discrimination and responsibility for the environment.

For construction site vendors (contractors), we collect the details of social security etc of the workers from contractors periodically. This is to ensure that the vendors do not use child labour and are adhering to the labour laws. The data is reviewed monthly and payments effected to contractors only after satisfying ourselves on compliance.



### **Clause on Ethics, Social Responsibility and Protection of Environment:**

“Vendor shall comply with the applicable statutory provisions governing the treatment of employees, environmental protection, health and safety at work, to work on reducing the adverse effects of its activities on human beings and the environment. In this regard, vendor shall set-up and further develop a management system in accordance with the standards specified in ISO 14001 to its fullest ability. Vendor shall comply with the principles of the UN Global Compact initiative relating basically to the protection of international human rights, the right to collective bargaining, the abolition of forced labor and child labor, the elimination of discrimination when personnel is engaged and employed and the responsibility for the environment”.



## Case study: Towards Paperless Procurement

Procurement is a document intensive function and the potential for savings in paper, costs and GHG reductions is quite significant. At Wipro, the procurement function operates under a shared services framework called Wividus. Some key steps initiated to minimize the quantum of paper transactions in our procurement process are:

**Online Payment:** We have successfully implemented the Electronic Fund Transfer (EFT) / online payment remittance mechanism through Real Time Gross Settlement (RTGS) and National Electronic Fund Transfer (NEFT) mode for suppliers based in India. This process avoids wasteful stationery, transit delays and inefficiencies on account of human error. Suppliers get their payments credited instantly accompanied by immediate information to the suppliers. Currently, 99% of the payments are processed through the online payment remittance mechanism.

**Vendor portal:** Our vendor portal is an online one-stop platform for our supply chain partners to transact and interact right from accessing requisitions to the payment process. This portal takes care of the request for quotation, order processing, invoicing, payment transactions, queries and clarifications, all as part of completely paperless processes. This portal is available to all our supply chain partners free of cost. Our vendor portal can be accessed by registered vendors at <https://vendorpro.wipro.com>

**E-Documents:** All the purchase orders after authorization are transmitted to vendors electronically. The associated documentation like RFQ, quotations, comparisons, references and confirmations are stored in ERP against the Purchase Orders. This has not only avoided the printing and usage of paper but has also reduced the efforts in documentation / retrieval.

The aim is to avoid all paper printing other than those necessitated by statutory / regulatory requirements. In this context, we plan to introduce “Contract Management Portal” where all the documents will be stored electronically with indexing. This will help in online retrieval of documents and avoid duplication / photocopying the same at various points of time.

## Case study: Supply chain collaboration in Green computing

Our Green computing story has already been articulated in the earlier chapter on customer stewardship in this report. The key constituents of a Green PC – energy star components and 100% RoHS compliance – require significant cooperation from our suppliers and alignment of both our objectives.

We have been working very closely with over 200 suppliers most of who are based outside India in achieving the Green PC milestones. The supplier evaluation process has been redesigned to ensure in-house process control wherein a new set of quality processes have been introduced; the test plan now contains a check point for RoHS compliance that is verified during evaluation of items from supplier's documents. We have instituted systems that allow traceability of RoHS compliant components back to the supplier.

## Roll of Honor

- Signature Partner for EMC.
- Best Websphere Partner for IBM.
- Largest Partner for Cisco - India Region.
- Award from Cisco for certified as Master UC and Master DC.
- DCNI certified from Cisco.
- Best System Integration from NetApp.
- Platinum Partner from Hitachi.
- National Best Partner from Websense.
- ISS Best Partner.
- Best Partner from Symantec.
- Fortinet Top Growth Award 08-09 (entire EMEA)
- Majestic Partner SUN Microsystems.
- Award from CA as Best Partner award for Adopting Niche Technology.
- Radware - Fastest Growing SI.

## Our goals in sustainable procurement

- To articulate a formal Sustainability policy for our supply chain during 2009–10 that includes a 'green evaluation framework for all major procurement' and 'zero tolerance for child labor in our suppliers' operations'
- To further broaden collaboration with our suppliers for our green PC in order to meet our 'Beyond RoHS' goals for 2009–10 – where the target is to launch a line of desktops that are PVC and BFR free

## 5g Education and Community

“Why does our teacher come late to class very often?” This was the question that was being discussed by a group of villagers in Madhya Pradesh, India. The backdrop for this discussion was a unique teaching methodology workshop using puppets, facilitated by one of Wipro's partners in education. Rejecting a confrontational approach in the belief that the teacher was their partner - the villagers evaluated various ways of making the teacher aware of this problem.

Many such experiences in our nine-year old program on school education have made us realize the simple truism that a school is an integral part of society and that its problems are really a reflection of society's problems. It is this essential axiom that is the underpinning of all corporate citizenship programs - whether in school reform, disaster rehabilitation or our work with engineering colleges.

Our social transformation initiatives are now nearly a decade old. Over the years, our approach has been to engage in social issues with sensitivity, rigor, an open mind and most importantly with responsibility. We have well formed programs in three principal areas

- **School education:** School education is a fundamental enabler of the continuing transformation of life in a society. The Wipro Applying Thought in Schools initiative has over the years built a network of organizations and partnered to address a diverse set of school reform projects – curricular reform, assessment-led reform, holistic school reform or a wider approach of systemic reform.
- **The concerns of proximate communities:** The need to address the immediate concerns of communities that are proximate to Wipro's operations resulted in the Wipro Cares. Structured as a not-for-profit trust, Wipro Cares combines three resources – monetary support, Wipro's managerial expertise and the collective wisdom of volunteer-employees to create a meaningful and deep impact in the areas of education and health care for the underprivileged, environment and disaster rehabilitation.

- **Engineering Education:** Our Mission10X program focuses on increasing the employability of engineering graduates by empowering faculty members through workshops that go beyond conventional teaching practices. Wipro's vast business experience also enables it to play a significant role as a catalyst.

The continuing mission of these initiatives is to understand social issues and act with a long-term perspective, while keeping current needs in mind. Please refer our Sustainability Report 2007–08 for a more detailed account of our basic philosophy and approach towards these programs.





## Wipro Applying Thought in Schools

Starting with short duration workshops (e.g. our Teacher Empowerment Programs) for just a single stakeholder, the teacher, we have evolved over the years to a multi-stakeholder engagement in schools that includes teacher and others like school management, the community and government departments. Our engagements have also become more holistic, multi-year programs that span diverse contexts ranging from government schools in rural and semi-urban areas to private schools in urban areas. Our focus on long-term engagement has now resulted in projects with

possibilities of rich learning that we intend to document and share with the larger community.

Our emphasis on working with partners is founded on the belief that in critical social domains like education, business organizations must evolve their goals and calibrate their progress in close collaboration with expert partners from that domain. The table below is a summary of the primary issues that have emerged from our partner engagements in education.

Stakeholder	Wipro's engagement model	Primary issues	Key engagement outcomes
Partner Organizations of Wipro Applying Thought in Schools	<ul style="list-style-type: none"> <li>The overall approach has been to build capacity within organizations to work on school reform projects</li> <li>The engagement with partners starts with involvement in the planning stage of the projects; this is followed by regular interactions – visits, calls and email. We also fund the projects partly or fully</li> <li>There is also the important aspect of documenting the knowledge of the experience derived from these projects</li> </ul>	<ul style="list-style-type: none"> <li>Curricular reform (including syllabus)</li> <li>Teacher – perspectives and skills</li> <li>Assessment reform (including exams)</li> <li>Schools as organizations promoting a learning environment</li> <li>School and community - relations and expectations</li> <li>Contributions of support organizations like District Institute of Education &amp; Training (DIET)</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum answers the question of what is to be taught. Teachers are involved in thinking about what to teach and design their own syllabus and this is made contextual to the child's environment in projects like Madrasah Board (Vikramshila, Kolkata), MCM Schools (Eklavya, Bhopal)</li> <li>Teacher is given a wider perspective on aims of education and curriculum and teaching methods are influenced by these aims in projects like Bluebells (NEEV, Delhi), Sensitive Schools (The Teacher Foundation, Bangalore), Navchetna (EZVidya, various cities)</li> <li>Assessment made more holistic, continuous and multi-modal (verbal and written exams) in projects like Vidya Niketan (EI, Pondicherry)</li> <li>Supporting role of communities and organizations like DIET are broadened and made more effective through engagement with them in projects like Phagi (Digantar, Phagi block), Shiksha Pahal (Samawesh, Harda &amp; Dewas, Madhya Pradesh)</li> </ul>

In 2008–09, we continued our journey in expanding our reach to a wider community. Some of the key themes of the work were:

- Create good quality literature for children and about education
- Strengthening the Wipro Education Fellowship network
- Expanding the community of partner organizations
- Extending advocacy efforts to parents and teachers on the importance of conceptual understanding in the learning process.

### a. Children's Literature

We have commissioned a book on animals' blogging about their life to be published by Tulika Publications. The objective is to establish direct connect with the child to instill sensitivity without "telling" the children what is correct. This is scheduled for 2009 publication. We are partnering with The Good Books Trust (Chennai) to create a platform to popularize good children's literature.

### b. Wipro Education Fellowship

The Wipro Education Fellowship program was launched in 2007 as a platform to work in various projects or write books. Last year two qualitative research studies were completed as part of the Junior Fellowship program. Vikramshila in partnership with the police department in Kolkata run learning centers for children in slums around 35 police stations. 2 Junior Fellows did a study of various perspectives to a journal writing activity conducted in these learning centers for children. This study helped them critically look at their program.

### c. Partners & Core projects

Our Holistic School Engagement projects generally involve multi-year engagement with selected schools. These projects include teacher workshops, engagement or dialogue with school management and extend to working with the parent community and government departments like Sarva Shiksha Abhiyan's (SSA) Academic Support arm (The Cluster Resource Centers and the Block Resource Centers).

The general approach taken is to have a vision of what a good school should be like in a particular context, build a joint understanding of what this means along with the school and then work closely with all stakeholders to understand their specific issues and solve it together. This would, we believe, instill a new culture in the school that is more sustainable.

Some of the new partnerships initiated in 2008–09 include a Holistic School Engagement project with Center for Education and Voluntary Action (CEVA) in Chandigarh. We started work with the NPS, Chandigarh in creating a teaching-learning environment based on experiential and participative practices. At the center of this work is the objective of creating a learning environment in the school where teachers and students work together.

We partnered with Udaan-Janvikas, Ahmedabad to help the organization build a resource center for educators (school teachers and Udaan volunteers who work with government schools in the Panchmahal and Kutch districts in Gujarat). Udaan's work is with children who primarily depend on government schools. The work is focused on influencing the government school system. Their learning centers have youth from the community supporting the schools and the community acquires a deeper understanding of education and related issues through additional curriculum, workbooks and video-based inputs.

The primary issue they are dealing in most of these communities is that of sensitivity and an appreciation of ethnic, cultural and religious diversity. This is done in the context of good teaching-learning methods.

We initiated a new project with The Teacher Foundation in 12 schools in Bangalore which aims at making schools emotionally safe places, where the interaction with children is sensitive. Interactions of adults with children, either within a school or outside, can be quite harsh and insensitive in various situations. Especially in a typical mainstream school, this takes various forms – enforced discipline, insistence on conforming to strict rules or a mechanical reward and punishment system. As part of this project we are working with schools of different types – semi-urban, elite, private and government, in and around Bangalore.

In summary, we are working on 22 long-term projects with 20 partner organizations. 10 of the 22 projects are Holistic School Engagement programs with few selected schools. Our project with Educational Initiatives in a private school in Pondicherry, conceived with the idea of enhancing the conceptual understanding of students, has led to a better teaching-learning processes and higher interaction between students and teachers.



We provided support for a two year project for writing a book titled “**What Did You Ask At School Today?**” by **Kamala V. Mukunda**.

The book aims to inspire educators and parents to explore with their children the skill of asking the right questions. This would enable learning rather than focus on hastily eliciting the right answers. This approach is built upon the current level of understanding of child psychology and brain research in academic circles. It guides the reader through how these ideas could help a teacher (or a parent) in engaging with children and facilitating learning.

Kamala Mukunda is a teacher at the Center For Learning, Bangalore. CFL (<http://www.cfl.in>) is a school run by a community interested in Krishnamurthi's educational philosophy.

## Case study: Partnering with Vikramshila in improving the quality of education in government schools affiliated to West Bengal Board of Madrasah Education

Metiabruz, a crowded suburb of Kolkata, is a centre for trade in readymade garments. The trade is the centre of life for all who live here. The Talpukur Ara High Madrasah is the only government institution of secondary education in this area. For the children who actually make it to the classroom the opportunities for real learning are limited, due to the poor infrastructure, teachers without appropriate training and a generally de-motivating environment.

As part of the Madrasah Quality Improvement Project (MQIP), a team from Vikramshila is trying to take small steps to address these issues. To begin with we have made a conscious effort to make the voices of girls heard. In a school where 70% of the children are girls, there was not a single female teacher. Saira, the school coordinator from the Vikramshila project team, is a young woman from the nearby community. Her role is to gradually become a part of the school community and become a medium of dialogue for children, teachers and community leaders. For the first time, the girls in the school have someone they can talk to about anything – be it the pressures in the family or the problems of having a dirty toilet in the school. Through Saira's efforts, the management has built three new toilets in the school with the children themselves taking responsibility for its cleanliness. On the other hand, teachers now have someone who ensures discussions on children's learning levels, and remedial teaching for those who are behind the grade. One of the teachers of the school said it best when he said “Saira has become like the oxygen in our school.”

MQIP's approach is to work with 10 Madrasah schools, in a way that we become an intrinsic part of these schools, learning about the complex issues that affect children's learning and teachers' ability to facilitate learning. This learning leads to creating good learning resources for teachers and training for the teachers. Some of these methods and materials are now ready for use by other schools affiliated to the Board.

Our partnership with the West Bengal Madrasah board and directorate has been in the systemic areas of

- participating in planning and policy
- initiating research projects to help make decisions related to budget and policy
- reviewing and revising curricular material for all 507 schools affiliated to the board

School reform is a slow and steady process. As in Talpukur Ara High Madrasah, the attempt of this project is through these joint efforts to empower people in the school system to play the role Saira does. That's the only way these changes will be sustainable.

## Building our community of partners

Every year, we host a forum for all our education partners to come together, share their perspectives and engage in dialogues around various aspects of education. This dialogue helps each organization understand varying perspectives and hence build on their own work in education.

Our partners' forum in 2008 was conducted at Jaipur. The interactions there facilitated cross-project reviews and sharing between the partner organizations. Some examples of this from the past year have been the mutual visits of a team from Digantar, Jaipur and Vikramshila, Kolkata to each others' project locations. Another example is the a brief assessment visit from the Center For Learning school, Bangalore to the Phagi project in Digantar.

## Case study: The Student Misconception video

Digantar conducts a Foundation course in Education, which is a 40-day in-depth workshop covering the Philosophical, Psychological and Sociological perspectives of education and pedagogy and research. This course helps individuals enhance their understanding and capabilities in making educational decisions. We support the same every year, by encouraging and providing scholarships to people from our partner organizations.

### Advocacy, Learning and Sharing

Publishing articles regularly on educational themes in newspapers and magazines has been one of our thrusts on education advocacy. Many of our projects have years of history, with extensive documentation support.

How do our children think? - A Video Series on Student Misconception

Educational Initiatives, the makers of ASSET, and Wipro undertook the first of its kind research in India where hundreds of children from classes 4, 6 and 8 of leading schools in Delhi, Mumbai, Kolkata, Chennai and Bangalore were asked to explain their understanding of common topics in Maths, Science and English – taken from ASSET questions. These student responses were analysed and compiled into a video series. This video series is a follow-up of the famous study which was published in the India Today magazine in 2006. These videos are an invaluable resource to understand students and their learning processes.

All questions copyright ASSET

Over 2500 students across the country were interviewed on more than 25 questions. Each question was tried in atleast 4 different cities and across education boards to capture the most common misconceptions. These responses were then studied by the experts in order to analyse the reasons. The handbook provides a snapshot of why it is important to understand misconceptions giving examples from the video series.

**Other Projects:**

**Student Learning in the Metros. (SLIMS) - 2006:** EI and Wipro, jointly conducted a national level research study to understand how well children are learning in the top schools of India.

**The Google Project:** EI with the Google Organization has embarked on a first of its kind, ambitious and complex exercise across 21 Indian states to gauge levels of student learning in classes 4, 6 and 8 and identify learning gaps.

**How do our children think?**  
the chemical formula of steam...  
if you are the...  
a fish is not an animal!  
Do plants breathe?

**How do our children think?**  
A Video Series on Student Misconceptions

**Educational Initiatives**  
WIPRO

613 - J. B. Towers, Opp. Doordarshan, Drive-In Road, Ahmedabad - 380 054, Gujarat, India  
Phone: +91 79 3291 6224/3296 6224 | info@ei-india.com | www.ei-india.com

One important advocacy program this year was to take the Student misconception videos to many more schools and also conduct teacher and parent workshops around the same.

The Student Misconception Videos depict the thinking process of children by showing how they respond in detail to conceptual questions like “Does a paper become heavier on crumpling? If not why does it fall faster?” or “What is the chemical composition of steam? Is it different from that of water?” This gives teachers and parent’s insights into how children think about various concepts. The video is a demonstration of a dialogue based learning method and how probing questions can trigger fascinating dialogues among children helping them understand a concept very well.

In partnership with Educational Initiatives, we had conducted two parent sessions in Bangalore and three teacher sessions in Baroda, Bangalore and Hyderabad. We engaged with around 500 schools and educators through these sessions. We have made these videos available to more than 9000 schools.

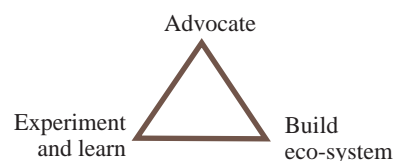
For samples from this video visit: <http://www.ei-india.com/post-asset/student-misconceptions>

## In Summary

### Wipro Applying Thought in Schools

#### Overview of activities

- Student Misconception video distributed to over 9000 schools
- Teacher seminar & parent sessions conducted around the video
- Published one book on education; one more book focused on children commissioned
- Teacher Plus content now available online; increased focus on marketing



- Continued work on 18 projects from 2007–08; in total worked on 22 projects with 20 partner organizations
- Two new holistic school projects started
  - 15 schools in bangalore with TTF
  - 1 school in Chandigarh with CEVA
- Expanded Digantar program to 100 govt schools

- Engaged with 2 new partner organizations (ATREE, Tulika)
- Two qualitative research studies completed as part of fellowship; four fellows on board
- Partner's Forum conducted in Jaipur

Over the last 8 years, Wipro has built an invaluable partners network of 30 of India's foremost educational organizations and worked with 1500 schools and more than 10000 educators across 17 states. Our efforts have reached more than 5 lakh students. We have supported and helped build civil society organizations in education and enriched their experience by deepening their understanding of the school as an organization through our Holistic School Engagement projects. We have also launched a Fellowship program to work on research, documentation and share learnings in the education community. This also contributes to increasing information sharing among partner organizations.

We are currently working on projects with 21 partner organizations across the country – these include 22 education reform projects reaching out to over 675 schools. We are helping around 10 organizations build capacity for working in school reform. This is augmented by our network of Fellows who support these project by observing and documenting the experience.

#### Looking ahead

We are currently keen to expand our partnering to diverse areas like ecology, biology, literature and publishing. Some recently initiated projects are briefly articulated below

- With Ashoka Trust for Research in Ecology and Environment (ATREE), our primary engagement is in the ecological Sustainability space. They are doing a project for Wipro to evaluate the carbon footprint and bio-diversity of a typical Wipro campus. We have a person on Wipro Fellowship to work closely with them and document learnings from this project and other work ATREE is doing to create additional curriculum for schools
- We are working with National Center for Biological Sciences (NCBS) on having a series of talks around interesting topics elicited from the latest developments in fundamental Biological research. In addition to this, we will work on a project to connect contemporary learnings in fundamental research in Biological sciences with student learning in schools. This will be done through the Wipro Education Fellowship

- Our partnership with Tulika Publications and the Good Books Trust project will aim over the next year to generate a body of knowledge around good children's literature and promote the same
- We also want to take the Fellowship, Research and learning projects further in the coming year, resulting in documents, articles, research papers, books, videos and graphic novels. The forms could be different in each case, but we are clear that there is a rich trove of insights and wisdom resident in the work we do and it will be our continuing attempt to externalize what we can from this.

More details are available at [www.wiproapplyingthoughtinschools.com](http://www.wiproapplyingthoughtinschools.com)

## 2. Wipro Cares

Wipro Cares is Wipro's community initiative focused on marginalized communities in our immediate neighborhoods. It supports the developmental needs of marginalized communities in those cities and towns where Wipro has a large presence and offers Wiproites an opportunity to engage meaningfully with local communities. Through Wipro Cares we also extend support to those affected by natural disasters to rebuild their lives.

### Focus

Our main business locations are in urban areas, which typically face multiple challenges. Among them is the lack of opportunities for marginalized communities to avail good education & health care. These communities are usually the worst hit by the ill-effects of environmental degradation e.g. air and water pollution. It is in this context that Wipro Cares' areas of focus are education and health care for the marginalized communities, restoring urban ecology and disaster rehabilitation.

### Organization

Wipro Cares is organized as a trust and works on a funding model where voluntary donations by Wiproites are matched by Wipro. In each location, Wipro Cares work is driven by a Location Committee comprising of volunteers from the location.

### a. Projects in Education

#### Context

Children of the urban poor are a neglected lot and there are many reasons why children stay away from schools e.g. in some cases, parents enlist their children to work so as to add to the family's earnings kitty. Unfortunately, this is truer for girls who work along with their mothers or stay back to take care of siblings. Migrant laborers are specially disadvantaged in this respect - the fact that they live in temporary labor camps means that more often than not, their children cannot go to schools that are far away from the construction sites. Not knowing the local language or simply the fact that they

did not get the relevant certificates from their previous school are further deterrents to getting admission into a new school. To address this serious issue, we partner with NGOs who run bridge schools that train these children in vocational skills and offer them opportunities for holistic development.

### New engagements in 2008–09

#### Supporting girls to complete their education up to high school

We initiated an engagement with an NGO called Rock Fund that helps girls complete their education till the 10th standard. Rock Fund selects students after interacting with the teachers, children and their parents. The parents have to commit their support in terms of allowing the girl child to study. Rock Fund pays the fees and provides books etc for the students; its volunteers meet the students and their parents over weekends to understand their issues in schools and at home, extend academic support and provide counseling services as needed.

The impact of this initiative has been many-fold. All girls covered by Rock Fund have continued their studies in their schools with zero drop-outs. The fact that funding is stopped if they do not do well in their studies has had a cascading effect, and have motivated the girls to stay on in school and focus on academics so that they can get scholarships in future.

Wipro Cares partnered with Rock Fund to help them extend financial support to 100 girls, which is twice the number of students that they were supporting earlier.

#### Back to the Future-A learning center for children

Back to the Future is a learning center begun along with an NGO partner called Towards Future to provide learning opportunities and bridge schooling for children of migrant laborers, brick kiln workers and marginalized communities around the village Kalikapura, near Salt Lake in Kolkata.

Back to the Future identifies the learning levels of children, divides them into three or four small groups based on their learning abilities. It then works with individual groups to enhance their learning capacity. The idea is to prepare them to go to a regular school as and when they return to their native village.

The school today has 50 children of different age groups. The nutritional supplement that is provided for children is made from local and easily available ingredients. The center engages with the parents in adult literacy, teaches them hygiene and importance of nutrition in the growth of their children.

### Ongoing engagements

#### Door Steps

We continue our engagement with an NGO called Door Step Schools in Pune to train the teachers and equip them with skills to work with out-of-school children. Please refer Page 80 of our Sustainability report for 2007-08 for details about this engagement.

#### Parivartan -Teachers Training center

Parivartan selects women from financially weak families to undergo teacher training. The training program is spread over seven weeks, with practical training added to it. The teachers are then deployed in centers organized near or on the construction sites. These centers ensure that the children learn and prepare them to get into a formal school system once they return to their native villages.

The initiative has had a tremendous impact on these lives of migrant children. They are more comfortable with trained teachers, resulting in a lowered dropout rate. In 2008–2009, it had trained 350 teachers.

## **b. Ecological Projects**

### **Context**

The state of the environment, especially in our urban centers is a matter of concern to Wipro. We aim to work in areas of environmental restoration that have high impact on proximate communities that live near the degraded areas e.g. a polluted lake.

### **Ecological restoration of a lake in Manikonda, Hyderabad**

The lake, measuring 8.84 acres, has been shrinking due to the developmental activities around it. Our objective was to develop a bio-diverse lake eco system, in and around the lake to attract small animals, aquatic fauna and to develop nesting and roosting places for the birds. A parallel objective was to de-silt the lake and enhance the water holding capacity from 3 million liters to 43 million liters.

The key outcomes of the project have been: strengthening the eco-fence, restoring the greenery around the lake and creating a bio conservation zone to strengthen the bund. We have created bottom-scape niches and developed greenery in order to attract aquatic and small terrestrial animals. The water holding capacity has been augmented by de-silting along periphery. A unique niche for biodiversity has been developed by creating a natural habitat using locally available silt, stones and plantation of native species of trees, herbs and rooted macrophytes (aquatic plants that provide cover for fish and produce oxygen).

The creation of an island with shade has resulted in an increase in the number of visiting birds such as pond herons, kingfishers and ducks.

### **Less Plastic for Me Campaign**

Plastic is omnipresent and to reduce its usage to sustainable levels takes a lot of effort. For the community to start using less plastic, we need to create awareness about the ill effects of plastics and suggest alternatives. This is precisely what we did with an NGO called Sahas which works in the area of waste management. Our campaign was in selected areas of Bangalore city.

The campaign was done in super markets, malls and shops to build awareness amongst the store staff and their customers with the eventual objective of getting them to stop giving plastic carry bags free. We introduced common collection centers for used plastic in schools, apartments and super-markets, and have linked these centers to collection networks which will use this plastic for making roads or recycling them. In educational institutions, we worked with student clubs to motivate students to reject the use of disposable products on campus and ensure recycling of used products. Student volunteers were encouraged to organize a host of activities, focusing on the problem of plastics and the need to use alternatives, leading to declaring the institution as a plastic-free zone.

### **c. Disaster Rehabilitation**

Whenever there is a disaster, there is a widespread sense of urgency to provide relief to affected people. Unfortunately most of this support is directed towards or restricted to immediate relief. Once the relief phase is over, the affected people need sustained support to rebuild their lives. At Wipro Cares, we believe that the affected people know best what they need to become independent. We, therefore, engage with them to understand their needs and to provide that support which will help them in rebuilding their lives on a sustainable basis.

In our previous Sustainability report (2007–08), we had reported extensively on our work in Tsunami affected areas of Nagapattinam in the eastern coast of Tamil Nadu, India. Our two main engagements are the Kasturba Gurukulam school at Vedaranyam and the Vanavil residential school complex at Pushpavanam. Please refer to Page 80 of the report for details.

### **The Bihar floods**

During 2008–09, there was a terrible tragedy in eastern India when the river Kosi breached its embankments, flooding several villages and displacing or killing several thousands. Several Wiproites came forward to contribute – by way of money and efforts - in the rehabilitation of the people of three districts in Bihar.

Most of the affected were poor landless laborers. During the year, Wipro Cares visited the region twice and actively engaged with NGOs working in the region. One of the proposals that is under active consideration is to participate in a Owner Driven Rehabilitation that proposes the use of eco friendly housing and community level infrastructure in a small hamlet in Puraini village in Saharsa district.

### **Volunteering to make a difference**

We believe volunteering has a two-way impact. While the volunteers develop empathy and learn to respect hard work that marginalized communities put in, the community benefits by meeting volunteers. Our employee volunteers engage in a sustained manner to make a difference to the children in their studies and in supporting them cope with their daily travails. Wipro Cares volunteers continued to work in the Government Higher Secondary Schools at Vivek Nagar, and in an orphanage called Anantha Shishu Sevashram in Bangalore and in two schools in Chennai. In aggregate, Wiproites have contributed nearly 20,000 hours of voluntary effort in schools, orphanages and communities.

For more details on Wipro Cares, please visit <http://www.wiprocorporate.com/WiproCares/>

### 3.Mission10X

#### Engineering Education – The Existing Scenario

Indian engineers are recognized for their exemplary skills world over. While the existing mode of engineering education in India has no doubt placed India in the global map, it also generally accepted that there is a real need to enhance the employability skills of graduating engineers. This is essentially because, conventional engineering education remains instruction and faculty centric. In most institutions, the learning process has not yet taken the central stage in the pedagogic exercise. The creativity of the young learners, has not yet been given the required attention

Therefore, we have a huge number of engineering graduates who, in spite of their academic qualifications, fall short of industry expectations. In turn, Industries struggle to acquire the right talent to keep pace with their ever increasing growth plans.

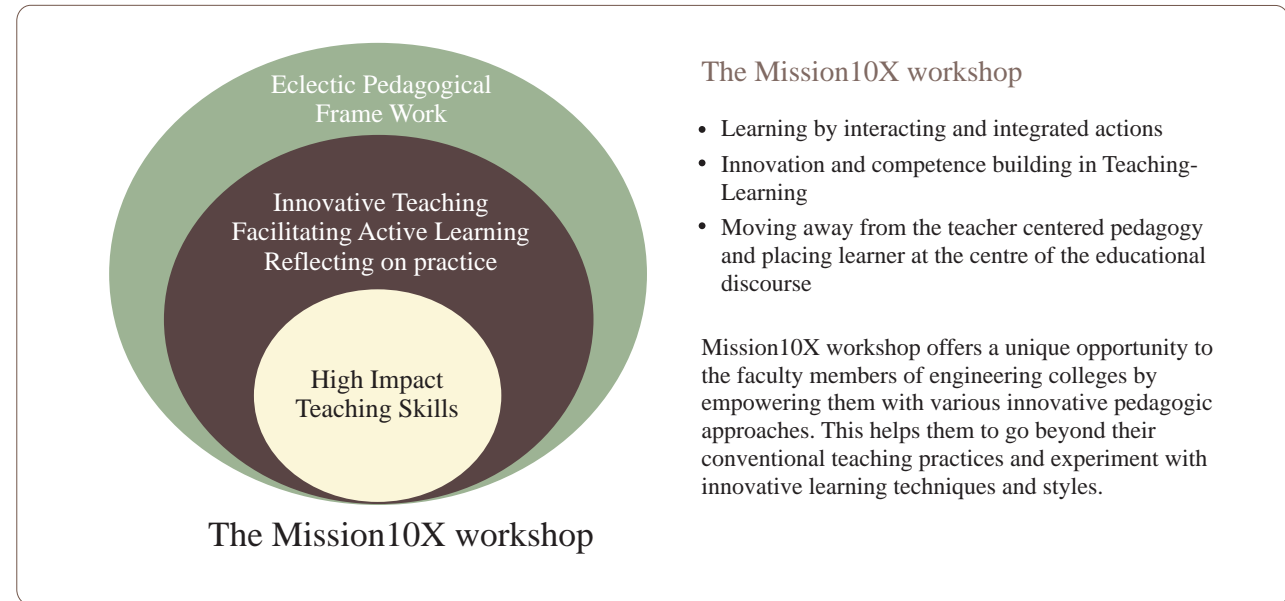
#### On a closer look

Wipro, as industry leader, took up this challenge as part of its Quantum Innovation project to create significant change in the employability landscape of graduate engineers. Wipro conducted detailed research and surveys involving over 300 academicians and 50 heads of institutions to identify the key factors that could improve the employability of engineering graduates. The surveys confirmed that there is indeed a significant gap in the employability skills of the engineering graduates. The teaching methodology employed currently in institutes of engineering and faculty capabilities are the most important areas that need focus.

#### Designing the Framework

In order to address these challenges, the Mission10X Learning Approach (MxLA) was conceived. MxLA is carefully designed to engender innovation in the learning process in engineering education. The key objective of this framework is to empower engineering faculty with innovative teaching techniques and tools that enable them to help learners imbibe a higher order of understanding of subjects, apply the learnt concepts effectively and in parallel, develop key behavioral skills.

Understanding the need for an innovative learning paradigm, Wipro constituted a team of senior leaders who conducted pilots for engineering faculty at Shivamogga, Visakhapatnam and Pune. These pilots helped evolve the signature workshop of Mission10X and the Mission10X Learning Approach.



#### Building the Team

The magnitude of the change that was envisioned was enormous, it was necessary to build a workforce that would successfully take the mission forward. The team had to be passionate and it would have to cut across the cultural divide in the country, make inroads into many uncharted territories and above all display a enthusiasm for learning.

The Mission10X team has members who are exuberant, committed and talented. Doctorates from the academia and professionals inducted from different divisions of Wipro, collaborate to contribute with their expertise in engineering disciplines, psychology, philosophy and education. Guiding this team on the course of action is the Mission10X Advisory Board, whose members have a collective experience of over 100 years in the field of education.



## The Mission10X Advisory Board

Prof. Chidananda Gowda,  
Former VC,  
Kuvempu University, Karnataka

Prof. A.S. Kolaskar,  
Former VC,  
Pune University

Prof. R. Natarajan,  
Former Chairman, AICTE,  
New Delhi,  
Former Director,  
IIT Madras

### Faculty Empowerment

#### Going Beyond Workshops

While the workshop provides an opportunity to the faculty community to acquire necessary skills to conduct innovative sessions and work towards their professional development, the other Mission10X initiatives are designed to create awareness about other issues of teaching and learning. This helps in building a community of like minded people who can bring about a paradigm shift in the teaching learning process.

#### Asset Creation for Engineering Education

In order to facilitate faculty members to practice innovative methodologies in their regular classrooms, Mission10X encourages them to plan and author resource guides on their respective subjects. These guides are one of the biggest assets of Mission10X. Such assets help tap the rich and varied knowledge of engineering faculty members. This would eventually lead to the creation of a repository of learning assets that can be used to transform the learning culture of engineering education.

As a part of the asset building process, Mission10X core team has developed two sample Resource Guides – Fluid Mechanics and Microprocessor & Interfacing. These sample Resource Guides help the faculty of engineering colleges across the country to create Resource Guides in their respective areas of expertise.

Today Mission10X is the proud owner of over 900 innovative assets in various disciplines of engineering contributed by Mission10x-ians across the country. These assets are hosted in the portal and are accessed by all Mission10x-ians, thus creating a borderless community of zealous learners.

### Community Building



To ensure that the mission is self sustained, Mision10X focuses on community building that would facilitate interaction and engagement cutting across physical boundaries. The first step in this direction was developing a portal, [www.mission10x.com](http://www.mission10x.com). Today it is the largest community portal dedicated to the engineering fraternity of India.

Learners' forums created within each college / city strengthen the teaching community and spread the reach of Mission10X. These sessions provide a platform for the faculty members to share their experiences. This platform helps the faculty become reflective practitioners and makes the learning process more enriching to their students.

Select Mission10xians, who have a passion and desire for cascading the Mission10X methodologies, undergo a Master Trainer program. Over a period of time, this equips institutions to become self sufficient in conducting faculty empowerment programs. Mission10X will continue to support such engagements with the academia.



**MISSION10X**

*Educators Meet*  
5th September 2008



In its endeavor to maintain a constant connect with its participants, Mission10X hosts the Mission10X Educators Meet across locations on a regular basis.

## The Reach



Since its inception on 5th September 2007, Mission10X has grown in scale and reach. During this period Mission10X has conducted over 190 workshops and has successfully empowered more than 5700 faculty members spread over 485 colleges in 18 states of India.

\*Map is only indicative, not to the scale

## Strategic Partnerships

Mission10X is committed to building lasting partnerships with institutes promoting excellence in engineering education. Mission10X has collaborated with premier institutes like IIT Bombay, Dale Carnegie, University of Cambridge, and has signed MoU's with Anna University, in Tamil Nadu and Jawaharlal Nehru Technological University in Hyderabad, Anantapur and Kakinada to name a few. Mission10X has also been officially recognized as Cambridge International Centre by University of Cambridge.

## Conclusion

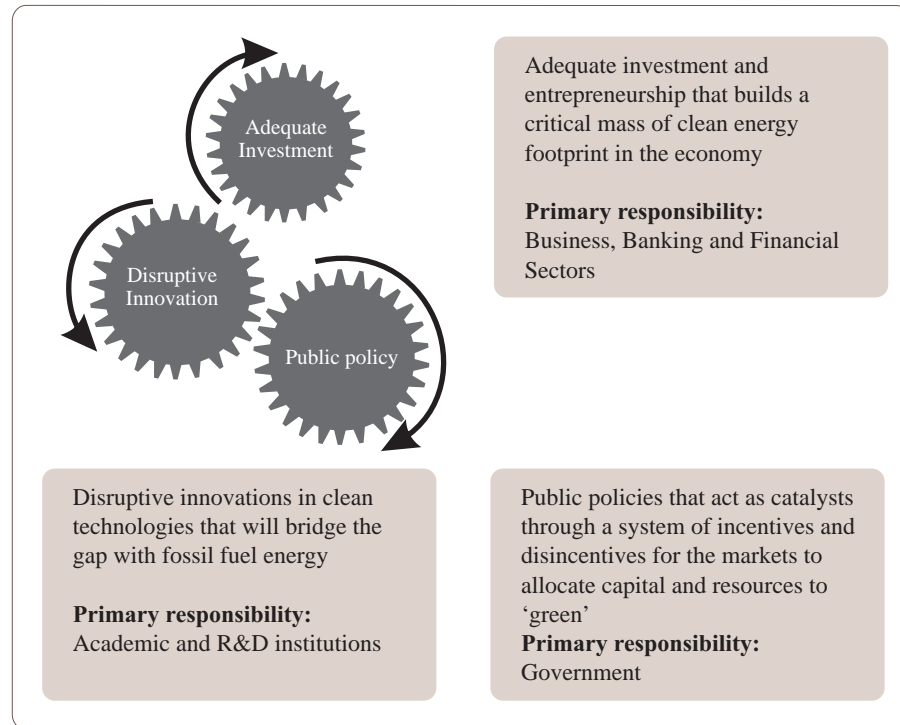
“In pursuit of excellence in Engineering Education through Innovation”, Mission10X is committed to enhancing the employability skills of engineering students by a factor of 10 by empowering 10,000 faculty members by September, 2010.

For more details about the Mission10X program, please visit <http://mission10x.com>

## 5h Public Policy and Regulatory Framework

Governments have two primary roles to play in their engagement with the business sector – (i) the first as a policy catalyst who drives socio-economic advancement by providing businesses with the right operating environment and by providing the appropriate structure of incentives and (ii) the second as a regulator who lays down laws and regulations that businesses must necessarily comply with. In this section, we talk about both aspects with particular reference to the Indian context and to Sustainability.

Government as policy catalyst



The visual above illustrates that a synchronization of three forces is needed to make the vision of a low-carbon future happen – Public Policy, Innovation in clean technology and Adequate investments in low-carbon growth.

### The global policy landscape

The nineties – starting with the Rio summit in 1992 and the subsequent IPCC reports that led to the Kyoto Protocol in 1997 – saw governments emerging at the forefront of the battle for ecological preservation. While the history of environmental regulation goes back to the mid-sixties in the U.S. and Europe, climate change related regulation is a more recent phenomenon. Most of the bigger economies today have a comprehensive climate change plan in place, supported by policies, directives and regulations. Two examples – of the top two global economies, the U.S. and the China (in PPP terms) – are illustrated in the table on the right.

	Climate change policies and regulations	Other environmental policies
U.S.A	<ul style="list-style-type: none"> <li>The Energy Star program that seeks to drive energy efficiency in products and industries</li> <li>Climate Leaders is an EPA (Environment Protection Agency) industry-government partnership that works with companies to develop comprehensive climate change policies</li> <li>The recently legislated Waxman-Markey climate change bill in the US introduces voluntary emission caps</li> </ul>	<ul style="list-style-type: none"> <li>The Clean Air act that regulates national air quality, auto emission and anti-pollution standards</li> <li>The Clean Water act that limits raw sewage from flowing into public water assets</li> <li>The Food Quality Protection Act that tightens standards for pesticides used to grow food</li> </ul>
China	<ul style="list-style-type: none"> <li>The National Climate Change Program was initiated in 2007 addressing mitigation, adaptation, science &amp; technology, public awareness, and international cooperation</li> <li>China has committed to between 40–45% reduction in its energy intensity per unit of GDP by 2020 (Base year: 2005)</li> </ul>	<ul style="list-style-type: none"> <li>The Circular Economy Law of 2008 that promotes recycling and waste minimization</li> <li>The Energy Conservation Law that seeks to promote energy efficiency in industry</li> <li>The Prevention and Control of Water Pollution Act (Amended in 2009)</li> </ul>

## The Indian policy landscape

The Indian government has been very proactive over the last decade in providing policy impetus to sustainable development in some of these cases, the policy direction has also been supplemented by appropriate environmental regulations. The chart below represents a summary of the current policy and regulatory landscape on ecological Sustainability in India.

Government Ministries	(Central) MNRE	(Central) MoEF	(Central) Ministry of Power	States RE, Env & Power
Key Policies	National Environmental Policy(Annual)	National Water Policy 2002	Integrated Energy Policy 2009	Rural Electrification Policy 2006
Key legislations	Environmental Impact Assessment Act	National Electricity Act (2003)	The Energy Conservation Act (2002)	
Programs	The eight missions of NAPCC	BEE'S Energy Star Program	The India Green Building Code	
Global regimes & charters	Kyoto Protocol, UNFCC, CDM	Copenhagen & after	The U.N Global Compact	

## Wipro's role in influencing public policy and regulation

In June 2008, the Prime Minister's office released India's National Action Plan on Climate Change (NAPCC), a direction document that sought to establish India's approach on climate change and the roadmap for a low carbon economy. The NAPCC envisages the setting up of eight missions, which when combined provides a holistic approach to ecological Sustainability in India. More details of the NAPCC and its eight missions are available at [http://pmindia.nic.in/climate\\_change.htm](http://pmindia.nic.in/climate_change.htm).

Wipro believes that India can be a role model and a pioneer in following a low-carbon trajectory in its economic growth (See box item "Green as a catalyst for inclusive growth"); With more than 80% on India's infrastructure remaining to be built, clean energy must logically be the engine of India's growth. Our suggestion to policy makers is that India's clean energy policy must include five critical elements:

- **Education & research:** The focus is on increasing capability and capacity in clean energy by (a) Improving the quality of science teaching in schools (b) Setting up dedicated clean-energy R&D labs across all science universities, and (c) Increasing the quality and quantum of clean-energy engineering programs.
- **Field incubation of technology:** Government-funded large-scale pilot projects to establish technical validity in real-world situations. For example, setting up 100mw power plants for identified technologies, such as concentrated solar thermal, biomass gasifiers, or municipal waste-to-energy.
- **Industry development:** Range of fiscal measures to promote local manufacturing of key technology components, so as to incentivize the setting up of independent renewable energy plants. These could take the form of priority financing, tax and duty exemptions, feed-in tariffs, etc.
- **Demand creation:** This will include mandating adoption of minimum standards (e.g. all new thermal plants to adopt clean coal technology) and campaigns that encourage customers to buy low-carbon.
- **Technology mission:** Each technology area will need to be driven with missionary-zeal e.g. the National Solar Mission under the NAPCC which envisages investments in R&D in solar must be replicated.

### Green as a catalyst for inclusive growth

Wipro's assessment is that adopting a low-carbon path of economic development can act as a catalyst for India's inclusive growth agenda in at least three ways

- **Energy Access:** Nearly 45% of India's population in the villages do not have access to electricity; Decentralized grids of renewable energy are more cost-effective and fast in bridging this divide
- **Energy Security:** India's coal reserves are expected to last for just another four decades. Developing alternate renewable energy sources will help India reduce dependence on coal imports and secure its energy position
- **Job generation:** Our assessment is that 8-10 million additional jobs can be created in the clean energy sector with the right combination of policies and industry action

Apart from directly engaging with the government, Wipro plays a key role in advocacy forums, industry associations and through partnerships, as summarized in the box below

Industry networks and partnerships
As a member of core working group of the IGBC (India Green Building Council), Wipro contributed significantly to the drafting of the National Green Building Code (For more details on IGBC, please refer to <a href="http://www.greenbusinesscentre.com/site/ciigbc/greenbuild.jsp?servid=184667">http://www.greenbusinesscentre.com/site/ciigbc/greenbuild.jsp?servid=184667</a> )
We were one of the founding signatories of CII's Code for Ecologically Sustainable Business Growth, as part of the CII Mission on sustainable growth which seeks to balance India's economic growth with an optimal use of natural resources. (Please visit <a href="http://www.greenbusinesscentre.com/site/ciigbc/greenbuild.jsp?servid=184667">http://www.greenbusinesscentre.com/site/ciigbc/greenbuild.jsp?servid=184667</a> for more details)
Wipro is a core member of NASSCOM's panels on 'Green Infrastructure', 'Green Warriors' and 'Green Policies', which seek to further progress on actions on Green in the Indian IT industry (For more details, please visit <a href="http://www.nasscom.org/nasscom/templates/LandingNS.aspx?id=55759">http://www.nasscom.org/nasscom/templates/LandingNS.aspx?id=55759</a> )
We have initiated multiple partnership engagements with advocacy and non-government policy groups with the overarching goals of collaborating on important programs around Sustainability research, policy and advocacy. Some of our partners in this regard are CSTEP (Center for Study of Science, Technology and Policy, <a href="http://www.cstep.in">www.cstep.in</a> ) and Atree (Ashoka Trust for Research in Ecology and the Environment, <a href="http://www.atree.org">www.atree.org</a> )

### Government as regulator

As a regulator, the government frames legislations and directives that govern the operations of the business sector. While many of these regulations are applicable to all businesses, some of them are industry specific. The visual below illustrates the common regulations and directives that Wipro complies with in the financial, labor and environmental domains.

<b>Financial regulations</b>	<ul style="list-style-type: none"> <li>• Taxation (Payment of Excise duties, Sales tax, Customs duties, Corporate Income Tax)</li> <li>• Mandatory publishing of quarterly and annual results (both U.S. GAAP and Indian GAAP)</li> <li>• Compliance with SEBI guidelines for companies listed on Indian stock exchanges and with SEC rules for companies listed on U.S. stock exchanges</li> <li>• Compliance with requirements of the Sarbannes Oxley Act</li> </ul>
<b>Labor regulations</b>	<ul style="list-style-type: none"> <li>• Maximum number of working hours per day and per week</li> <li>• Minimum number of days for casual and sick leave</li> <li>• Minimum Wages Act</li> <li>• Shops and Establishments act</li> <li>• Freedom to form trade unions and employee associations</li> <li>• Laws in several EU and American countries that govern data privacy on employee information</li> </ul>
<b>Environmental regulations</b>	<ul style="list-style-type: none"> <li>• Environment Impact Assessment (EIA) prior to the start of a new facility</li> <li>• Clearance from state Pollution Control Board (PCB) on measures for water treatment, diesel storage, handling and disposal of hazardous substances etc; This is required prior to the commencement of a new facility and subsequently on an annual basis</li> </ul>

The IT services business is not subject to regulatory procedures of detailed information disclosure as are common for sensitive product sectors. Even in the case of our PC business, there are no mandatory regulations pertaining to information disclosure in India. We voluntarily comply with EU's WEEE directive (Waste Electrical and Electronic Equipment). Similar is the case with our Energy Star desktops and laptops where our disclosure is aligned with the U.S. EPA standards, since there is no mandate yet in India.

### Code of business conduct with the government

As with other business partners, our code of business conduct and ethics (covered extensively in Section 4c earlier) governs our engagement with governments and regulatory authorities. The Code covers Wipro's policy on lobbying and dealing with government contracts. **We do not as a matter of policy, contribute to political parties in cash or kind in any region.**

### Compliance

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

Aligned with our values, our track record on legal compliance continues to be exemplary on all regulatory areas – financial, labor, environmental and marketing communication. In our previous Sustainability report (2007–08) we had made a mention of the peculiar circumstances surrounding the industrial estate of Okhla in Delhi, India which houses one of our older BPO operations. This entire industrial estate has been in breach of the local building regulations, including the office buildings where operate as tenants. Our status as tenants prevents us from rectifying the situation and as a result, we have been obliged to pay a fine every year. For the year 2008–09, we paid a total fine of Rs. 36000 (approx \$ 750). We stay committed to our plan to move from the aforesaid premises to our own campus in a time frame that minimizes any risk of business continuity to our customers. This is the only instance of any fine paid during the reporting year.

## 6a Independent Assurance Statement by DNV AS



Det Norske Veritas AS ('DNV AS') has been commissioned by the management of Wipro Limited ('Wipro' or 'the Company') to carry out an assurance engagement on the Company's Sustainability Report 2008–09 ('the Report') against the AA 1000 (2003), DNV AS Protocol for Verification of Sustainability Reporting and the Global Reporting Initiative 2006 Sustainability Reporting Guidelines Version 3.0 ('GRI G3').

Wipro is responsible for the collection, analysis, aggregation and presentation of information within the Report. Our responsibility in performing this work is to the management of the Company and in accordance with terms of reference agreed with the Company. The management and broader stakeholders of Wipro are the intended users of this statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true.

### Scope of Assurance

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

- The verification of Wipro's Sustainability report 2008–09 related to its IT business (Wipro technologies (WT)).
- Wipro Infotech (WI) and Wipro BPO (WBPO) i.e. reporting of economic, environmental, and social indicators; the year of activities covered in the Report is 1st April 2008 to 31st March 2009;
- Information relating to Wipro's issues, responses, performance data, case studies and underlying systems to manage Sustainability related data and information;
- Information relating to materiality assessment and stakeholder engagements;
- Verification of GRI G3 Application Level A+.

Verification was conducted by DNV AS during December 2009.

Exclusions include acquisitions made by the Company during 2008–09 for the IT business and environmental indicators with respect to overseas business operations of Wipro Technologies, Wipro Infotech & Wipro BPO.

### Verification Methodology

DNV AS is a global provider of Sustainability services, with environmental and social assurance specialists working in over 100 countries. Our assurance engagement was planned and carried out

in accordance with the AA 1000 (2003) and the DNV AS Protocol for Verification of Sustainability Reporting<sup>10</sup>.

The Report has been evaluated against the following criteria:

- Adherence to the principles of Materiality, Completeness, Neutrality, Reliability, Responsiveness and Stakeholder Inclusiveness,
- The GRI G3 and its Application Level A+.

As part of the verification DNV AS has verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flow and controls i.e. we have:

- Examined and reviewed documents, data and other information made available to DNV by Wipro, reviewed the process of acquiring information and data;
- Economic / financial data incorporated in this Sustainability report from the Company's 2008-09, certified Annual Report;
- Visited the Corporate office at Bangalore, Software Development Centers at Pune & Kolkatta, BPO operations at Kolkatta & Powai & Computer manufacturing plant at Kotdwar for on-site verification;
- Conducted interviews with company representatives, including senior managers and employees in various functions;
- Performed sample-based reviews of the mechanisms for implementing the Company's Sustainability - related policies, as described in the Report;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative and qualitative data included in the Report;
- Reviewed information available in the public domain and interaction with select stakeholders especially employees of Wipro.

<sup>10</sup> [www.dnv.com/services/assessment/corporate\\_responsibility/services\\_solutions/sustainabilityreporting/order/](http://www.dnv.com/services/assessment/corporate_responsibility/services_solutions/sustainabilityreporting/order/)





## Conclusions

In our opinion, Wipro's Sustainability Report 2008–09 provides a fair representation of the level of implementation of Sustainability policies, objectives, management approach and performance in 2008–09. We also confirm that the Report meets the content requirements of the GRI Application Level A+, in that the majority of core indicators are reported either fully or partially or their omission is explained. We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':

**Materiality:** Good. No key material issues are excluded in the Report. However, prioritizing material issues would help the Company in determining the Sustainability issues to focus on at strategic and operational levels.

**Completeness:** Good. The Report covers performance against the GRI G3 applicable core and additional indicators that are material within the Company's reporting boundary.

**Neutrality:** Good. The Company has reported Sustainability related issues in a balanced manner, in terms of content and tone. Both positive and negative issues are reported.

**Reliability:** Acceptable. The Report contains data that is both measured and estimated, and this is explained to the reader. The Company is in the process of developing its own data management system for capturing and reporting its Sustainability performance. The manual errors identified for various sites visited by DNV AS have been corrected. Some technical inaccuracies, related to calculation of environmental indicators, were identified and have been subsequently addressed.

**Responsiveness:** Good. The Company has adequately responded to the stakeholder concerns and feedback from earlier reports, and as set out in their management systems and related documentation; however, it needs to enhance its communication process for Sustainability issues across the Company on an ongoing basis, especially to its BPO operations.

**Stakeholder Inclusiveness:** Good. The Company is engaged in dialogue with seven stakeholders through different channels. The material issues emerging from the dialogue were collected and prioritised based on inputs from stakeholders, and the results are reflected in the Report. DNV AS recommends that the Stakeholder Engagement process may further be formalised and structured, whereby Sustainability inputs from a range of stakeholders are systematically incorporated in developing the long term Sustainability strategy of the Company.

## Opportunities for Improvement

The following is an excerpt from the observations and further opportunities for improvement reported to the management of Wipro. However, these do not affect our conclusions on the Report, and they are indeed generally consistent with the management objectives already in place:

- Further strengthening of stakeholder engagement processes and the materiality assessment approach to identify emerging issues in the IT sector and developing performance metrics for material issues will enable bench marking with sector peers;
- Improvement in the internal data capture and review mechanism for data robustness across all locations i.e. bring in uniformity through standard templates and automating the same will improve quality of reported data and enhance reliability of Sustainability reporting;
- Implementing an internal verification mechanism will help in identifying internal management system weaknesses; thereby help further improve systems for subsequent reporting.

## DNV's Independence

DNV AS was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV AS expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this Statement.

For Det Norske Veritas AS  
Signed:

**Vadakepatth Nandkumar**  
Lead verifier  
Det Norske Veritas AS  
Bangalore  
India.

Signed:

**Dr Helena Barton**  
Service area responsible:  
CR report verification  
Det Norske Veritas AS  
Høvik, Norway

Date: 28 December 2009

## 6b Feedback and communication

One of the central tenets of Sustainability is stakeholder inclusiveness. At Wipro, we assign significant importance to the involvement and feedback of our stakeholders in evolving our Sustainability program. We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability report 2008–09 in particular and on our Sustainability program in general and eagerly look forward to hearing from you. The contact points are provided below:

Name	Contact details
Wipro Sustainability team	Sustain.report@wipro.com
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<b>Mr. R. Sridhar</b> (For N.America) CFO & Investors' Relations Americas and Europe	<b>Wipro Limited</b> East Brunswick, Tower 2, New Jersey, US Ph: +1 650-316-3537 Email: sridhar.ramasubbu@wipro.com
<b>Mr. Santosh Karagada</b> (For Europe) General Manager Human Resources	<b>Wipro Limited</b> 185, King Court, King Road, Reading, United Kingdom, RG1 4EX Tel: +44-118-9022-306 Email: santosh.karagada@wipro.com

For queries and clarifications on financial matters please contact

Name	Contact details
<b>Mr. Rajendra Kumar Shreemal</b> Vice President & Corporate Treasurer	<b>Wipro Limited</b> Doddakannelli Sarjapur Road Bangalore-560 035, India. Ph: 91 80 28440011 (Extn 226186) Email: rajendra.shreemal@wipro.com
<b>Mr. R. Sridhar</b> CFO & Investors' Relations Americas and Europe	<b>Wipro Limited</b> East Brunswick, Tower 2 New Jersey, USA Ph: +1 650-316-3537 Email: sridhar.ramasubbu@wipro.com

## 7a Index of GRI indicators Legend for GRI indicators

- Covered fully in the report
- Not covered in the report

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
<b>1</b>	<b>Strategy and Analysis</b>			
1.1	Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of Sustainability to the organization and its strategy.		1-2	●
1.2	Description of key impacts, risks, and opportunities.	XXIII, XXIV	14-16	●
<b>2</b>	<b>Organizational Profile</b>			
2.1	Name of the organization.		11	●
2.2	Primary brands, products, and/or services.	I	12	●
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	51-53	4,11-12	●
2.4	Location of organization's headquarters.		11	●
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the Sustainability issues covered in the report.	Reverse inside cover	11	●
2.6	Nature of ownership and legal form.		11,12,74	●
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	I, XXI-XXII,1	11-12	●
2.8	Scale of the reporting organization, including Sales, Employee, Capital, Quantity.	I, XXI-XXII,1	12	●

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
2.9	Significant changes during the reporting period regarding size, structure, or ownership including (a) location and changes in operations (b) changes in the share capital structure.	1-3	7	●
2.10	Awards received during the reporting period.		13,50	
<b>3</b>	<b>Report Parameters</b>			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		3	●
3.2	Date of most recent previous report (if any).		3	●
3.3	Reporting cycle (annual, biennial, etc.)		3	●
3.4	Contact point for questions regarding the report or its contents.		100	●
3.5	Report Scope And Boundary		4	●
3.6	Process for defining report content, including: Determining materiality , Prioritizing topics within the report, and identifying stakeholders		5,6	●
3.7	Boundary of the report (eg. JV, Subsidiaries)		4	●
3.8	State any specific limitations on the scope or boundary of the report 8.		4	●
3.9	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	51-53	4	●
3.10	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.		7,45,62-65,77	●
3.11	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		Not applicable	
3.12	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		7	●

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the Sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).		8,98	●
<b>4</b>	<b>Governance, Commitments and Engagement</b>			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	17–40	14,15,17, 25–27	●
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	23	17	●
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	27	17	●
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	17–20	17	●
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	25,26	17	●
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	23–25	17	●
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	23,24	17	●
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	25,31,32	10,17	●
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		25–27	●
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	32	17	●

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
	<b>Commitments to external initiatives</b>			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		72	●
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.		28,97	●
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.		28,97	●
	<b>Stakeholder Engagement</b>			
4.14	List of stakeholder groups engaged by the organization.		5	●
4.15	Basis for identification and selection of stakeholders with whom to engage.		5	●
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		29–30	●
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		46–49	●
	<b>Economic Performance Indicators</b>			
	Disclosure on Management Approach	9–12	73	●
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	8,12–16	74	●
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.		15,19,53–55,69	●
EC3	Coverage of the organization's defined benefit plan obligations.	121		●
EC4	Significant financial assistance received from government.		75	●

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.		Not covered	○
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		79	●
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		32	●
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.		89	●
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.		73	●
	<b>Environmental performance indicators</b>			
	Disclosure on Management Approach		46–49	●
EN1	Materials used by weight or volume.		72	●
EN2	Percentage of materials used that are recycled input materials.		72	●
EN3	Direct energy consumption by primary energy source.		50–51	●
EN4	Indirect energy consumption by primary source.		50–52	●
EN5	Energy saved due to conservation and efficiency improvements.		50–52	●
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.		69–72	●
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		50–51	●
EN8	Total water withdrawal by source.		56	●
EN9	Water sources significantly affected by withdrawal of water.		57	●
EN10	Percentage and total volume of water recycled and reused.		56–57	●

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		62	●
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		62	●
EN13	Habitats protected or restored.		Not Applicable	○
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.		62	●
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		Not Applicable	○
EN16	Total direct and indirect greenhouse gas emissions by weight.		52–53	●
EN17	Other relevant indirect greenhouse gas emissions by weight.		52–53	●
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		54	●
EN19	Emissions of ozone-depleting substances by weight.		58	●
EN20	NOx, SOx, and other significant air emissions by type and weight.		58,60	●
EN21	Total water discharge by quality and destination.		56–58	●
EN22	Total weight of waste by type and disposal method.		60–61	●
EN23	Total number and volume of significant spills.		58	●
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.		Not Applicable	○
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.		62	●
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		69–72	●
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		72	●
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		97	●
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.		53,54	●



SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
EN30	Total environmental protection expenditures and investments by type.		Not covered	○
	<b>Human Rights Performance Indicators</b>			
	Disclosure on Management Approach		17,79–80,97	●
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		17	●
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		79,80	●
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		32	●
HR4	Total number of incidents of discrimination and actions taken.		35–36,44	●
HR5	Operations identified in which the right to exercise freedom of association or collective bargaining may be at significant risk, and actions taken to support these rights.		36	●
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		35–36 ,79–80	●
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.		80	●
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		35	●
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.		Not applicable	○
	<b>Labor Practices and Decent Work</b>			
	Disclosure on Management Approach		31-37	●
LA1	Total workforce by employment type, employment contract, and region.		41–42,44	●
LA2	Attrition		37,43	●
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		Not covered	○

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
LA4	Percentage of employees covered by collective bargaining agreements.		36	●
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		36	●
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.		36	●
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region.		35,44	●
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.		35	●
LA9	Health and safety topics covered in formal agreements with trade unions.		Not Applicable	○
LA10	Average hours of training per year per employee by employee category.		44	●
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		36	●
LA12	Percentage of employees receiving regular performance and career development reviews.		36	●
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.		34,41–42,77	●
LA14	Ratio of basic salary of men to women by employee category.		32	●
	<b>Product Responsibility Performance Indicators</b>			
	Disclosure on Management Approach		66,69–70	●
PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of products and service categories subject to such procedures.		72	●
PR2	Incidents of non-compliance with regulations and voluntary codes concerning health and safety impact of products and service.		Not Applicable	○
PR3	Types of product and service information required by procedures and percentage of significant products and services subject to such information requirements.		97	●

SI No.	Topic	Annual Report Page	Sustainability Report Page #s	Coverage in Sustainability Report / Annual Report
PR4	Non compliance with codes pertaining to Product and Service Labeling.		Not Applicable	○
PR5	Practices related to customer satisfaction and results of survey.		68	●
PR6	Programs for adherence to laws, standards and codes relating to marketing communications.		97	●
PR7	Number of non compliance in above indicator Pr6.		97	●
PR8	Substantiated complaints for breach of privacy and data loss.		Not covered	○
PR9	Monetary value of significant fines and non compliance.		97	●
	<b>Society Performance Indicators</b>			
	Disclosure on Management Approach		82	●
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities,including entering, operating, and exiting.		88,89	●
SO2	Percentage and total number of business units analyzed for risks related to corruption.	XXIII-XXIV	17	●
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.		32	●
SO4	Actions taken in response to incidents of corruption.		44,79	●
SO5	Public policy positions and participation in public policy development and lobbying.		95-97	●
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		97	●
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.		Not covered	○
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		97	●

## 7b Glossary of acronyms

The table below is a glossary of all the acronyms used in the Wipro Sustainability report  
( Note : Acronyms suffixed with the [W] symbol indicate that they are specific to Wipro)

Acronym	Expansion	Brief Explanation	Website reference
AC	Air Conditioning	Air cooling system that provides thermal comfort in buildings, cars etc	
ADR	American Depository Receipt	Represents ownership in shares of non-US company that trades in US financial markets	
AGM	Annual General Meeting	An annual meeting of public companies with shareholders as required by law	
APAC	Asia Pacific	The part of the world in or near the Western Pacific Ocean, the area includes much of East Asia, Southeast Asia, Australasia and Oceania	
ASTD	American Society for Training and Development	A non-profit association for workplace learning and performance professionals	<a href="http://www.astd.org">www.astd.org</a>
B.Tech	Bachelor of Technology	An undergraduate academic degree in engineering conferred after completion of 3 or 4 years of studies at an accredited university or university-level institution	
BE	Bachelor of Engineering	An undergraduate academic degree in engineering conferred after completion of 3 or 4 years of studies at an accredited university or university-level institution	
BFR	Brominated Flame Retardants	A group of chemical flame retardants used in electronics and textiles	
BMS	Building Management System	A computer-based control system that monitors the buildings equipment such as lighting, power systems etc	
BoD	Board of Directors	A body of elected or appointed members who jointly oversee the activities of a company or organization	
BPO	Business Process Outsourcing	A form of outsourcing that involves contracting of operations of specific business functions or processes to a third-party service provider	
BS7799	British Standards7799	A standard originally published by British Standard Institution containing best practices for Information Security Management	<a href="http://www.17799.com">www.17799.com</a>

Acronym	Expansion	Brief Explanation	Website reference
CAGR	Compounded Annual Growth Rate	A term for geometric mean growth rate on an annualized basis, used to describe the growth rate of business results like revenues	
CEC <sup>[w]</sup>	Corporate Executive Council	Wipro's senior most executive governance body, representing all business divisions of Wipro. Please refer our annual report for 2008–09 for details on the CEC composition	<a href="http://www.wipro.com/corporate/investors/annual-reports.htm">http://www.wipro.com/corporate/investors/annual-reports.htm</a>
CEO	Chief Executive Officer	One of the highest-ranking corporate officers in charge of total management	
CETP	Common Effluent Treatment Plant	A unit that treats effluent waste from places like factories to reduce the harmful effects on environment	
CFC	ChloroFluoroCarbons	An organic compound containing carbon, fluorine and chlorine being phased out under the Montreal protocol because of its contribution to depletion of ozone layer	
CFL	Compact Fluorescent Lamp	A type of fluorescent lamp, used for lighting purposes, requiring less power compared to traditional incandescent lamps	
CFO	Chief Finance Officer	A corporate officer primarily responsible for managing the financial matters including planning, reporting and managing financial risks	
CII	Confederation of Indian Industry	A non-government, not-for-profit business association that works towards creating and sustaining an environment conducive to the growth of industry in India	<a href="http://www.cii.in">http://www.cii.in</a>
CIO	Chief Information Officer	An executive responsible for development, implementation and operation of a firm's information technology policy to facilitate management control over all corporate resources	
CMM	Capability Maturity Model	A model of process maturity for software development including a collection of prescribed activities and a way of assessing the way these processes are being performed by an organization	<a href="http://www.sei.cmu.edu/cmm/">www.sei.cmu.edu/cmm/</a>
COBCE <sup>[w]</sup>	Code of Business Conduct and Ethics	Wipro's code of business conduct that acts as the operating reference on ethics and integrity for all our transactions.	<a href="http://www.wipro.com/corporate/investors/corporate-governance.htm">http://www.wipro.com/corporate/investors/corporate-governance.htm</a>

Acronym	Expansion	Brief Explanation	Website reference
CRT	Cathode Ray Tube	A vacuum tube containing an electron gun and a fluorescent screen to display images like in televisions and computer monitors	
C-SAT [w]	Customer Satisfaction	Wipro's formal methodology for measuring the satisfaction levels of our customers with our products and services	
CTO	Chief Technology Officer	A corporate executive position that is focused on scientific and technical issues within an organization	
DG	Diesel Generator	An equipment to generate electric energy fueled by diesel	
DNV AS	Det Norske Veritas	An independent foundation with the purpose of safeguarding life, property, and the environment by helping identify, assess and advise on managing risk	<a href="http://www.dnv.com">www.dnv.com</a>
EGM	Extraordinary General Meeting	A meeting of shareholders of a company at an irregular time where inputs are required before the next AGM is to be held	
EHS	Environment, Health and Safety	A group within organizations that takes care of workplace environment, health and safety issues like preventing accidents and reducing environmental impact	
EMS	Environment Management System	A system that helps define major environmental goals, convert them into initiatives and track their progress	
EPR	Extended Producer Responsibility	The responsibility that the producer or manufacturer of goods bears for safe disposal of the product(s) at the end of their useful life.	
EPS [w]	Employee Perception Survey	Wipro's bi-annual exercise of collecting formal feedback and opinions from all our employees on multiple dimensions of employee engagement and workplace practices	
ERM	Enterprise Risk Management	A framework for risk management, involving identification of risks and opportunities relevant to the organization's objectives, assessing likelihood and magnitude of impact, determining a response strategy, and monitoring progress	
ERP	Enterprise Resource Planning	A system to manage all the information and functions of a business	

Acronym	Expansion	Brief Explanation	Website reference
ERT <sup>[w]</sup>	Emergency Response Training	Wipro's program to provide skills training to volunteers on effectively responding to emergency situations at the workplace or outside e.g. fires, a medical emergency of a colleague.	
e-waste	Electronic Waste	Waste material that comprises of electronic devices or their electronic parts	
FICCI	Federation of Indian Chamber of Commerce and Industry	A non-government, not-for-profit association of business organizations playing a leading role in policy debates in the social, economic and political spheres	<a href="http://www.ficci.com">www.ficci.com</a>
FMCG	Fast Moving Consumer Goods	A term used for the category of products that are sold relatively quickly and are generally replaced or fully used up over shorter periods like soaps, detergents and food products	
GAAP	Generally Accepted Accounting Principles	The standard framework of guidelines for financial accounting used in any given jurisdiction, which includes the standards, conventions, and rules accountants follow	
GDP	Gross Domestic Product	A basic measure of a country's economic output i.e. the market value of all final goods and services made within the borders of a country in a year	
GHG	Greenhouse gases	Gases in the atmosphere like CO <sub>2</sub> , methane and nitrous oxide that cause the greenhouse effect of trapping heat within the surface-troposphere system	<a href="http://www.ghgprotocol.org">www.ghgprotocol.org</a>
GJ	GigaJoules	One billion joules, joule being a derived unit of energy in the International System of Units	
GRI	Global Reporting Initiative	A network-based organization that developed the world's most widely used Sustainability reporting framework that sets out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance	<a href="http://www.globalreporting.org">www.globalreporting.org</a>
HR	Human Resources	A term used to refer to how people are managed by organizations	
HVAC	Heating, Ventilating and Air Conditioning	A system that uses ventilation air ducts installed in a building that supply conditioned air to a room through outlet vents and ducts that remove air through return-air grilles	
ICRA	Information and Credit Rating Agency	An independent and professional body that provides investment and credit rating information to investors, creditors, borrowers, issuers and regulators	<a href="http://www.icra.in">www.icra.in</a>

Acronym	Expansion	Brief Explanation	Website reference
ICT	Information and Communication Technologies	A term that includes technologies, both hardware and software, that provide access to information or means to communicate, used in specific contexts like education	
IFRS	International Financial Reporting Standards	Standards, Interpretations and the Framework adopted by the International Accounting Standards Board	<a href="http://www.ifrs.com">www.ifrs.com</a>
INR	Indian Rupees	The currency of India	
IP	Intellectual Property	A term that refers to creations of the mind: inventions, literary and artistic works, and symbols, names, images, and designs used in commerce	
IPCC	International Panel on Climate Change	A scientific intergovernmental body tasked with evaluating the risk of climate change caused by human activity	<a href="http://www.ipcc.ch">www.ipcc.ch</a>
ISO	International Standards Organization	The world's largest developer and publisher of International Standards to specify the requirements for state-of-the-art products, services, processes, materials and systems, and for good conformity assessment, managerial and organizational practice	<a href="http://www.iso.org">www.iso.org</a>
IT	Information Technology	the study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware	
ITES	Information Technology Enabled Services	Another term used for Business Process Outsourcing services i.e. outsourcing of specific business functions or processes to third-party vendors	
KM	KiloMeter	A unit of length in the metric system equal to one thousand meters	
KPO	Knowledge Process Outsourcing	A form of outsourcing of processes or work which are knowledge-related and information-related	
KWH	KiloWatt Hour	A common unit for measuring electricity, which is equal to the amount of energy expended (or dissipated) if work is done at a constant rate of one thousand watts for one hour	
LED	Light Emitting Diode	A semiconductor based light source used as indicator lamps in many devices increasingly being used for lighting	



Acronym	Expansion	Brief Explanation	Website reference
LEED	Leadership in Energy and Environmental Design	A Green Building Rating System, developed by the U.S. Green Building Council, providing a suite of standards for environmentally sustainable construction	<a href="http://www.usgbc.org/leed/">www.usgbc.org/leed/</a>
LPG	Liquefied Petroleum Gases	A mixture of hydrocarbon gases used as a fuel in heating appliances and vehicles	
MAIT	Manufacturers' Association of Information Technology	An association representing Hardware, Training, R&D & Hardware Design and other associated service segments aiming to develop a globally competitive Indian IT industry	<a href="http://www.mait.com">www.mait.com</a>
MAKE	Most Admired Knowledge Enterprise	A study that is part of Teleo's research program to recognize organizations for their ability to leverage enterprise knowledge to deliver superior performance in the areas of innovation and product development, operational effectiveness and excellence in products and services	
Market CAP	Market Capitalization	A measurement of the size of a business enterprise equal to the share price times the number of shares outstanding of a public company	
MIS	Management Information Systems	A group of information management methods tied to the automation or support of human decision making like Decision Support Systems or Expert systems	
Mn	Million	A number equivalent of a thousand thousands (1,000,000)	
MoU	Memorandum of Understanding	A group of information management methods tied to the automation or support of human decision making like Decision Support Systems or Expert systems	
NASSCOM	National Association of Software and Service Companies	The premier trade body and the chamber of commerce of the Information Technology – Business Process Outsourcing industries in India	<a href="http://www.nasscom.org">www.nasscom.org</a>
NGO	Non Government Organization	A legally constituted, non-governmental organization created by natural or legal persons with no participation or representation of any government	
NMA [w]	New Manager Assimilation	Wipro's lifecycle leadership training programs address the needs for capability building at different levels of an employee's career; The NMA is the program addressed at employees who have recently taken on managerial responsibilities for the first time in their careers	

Acronym	Expansion	Brief Explanation	Website reference
NOx	Oxides of Nitrogen	Any binary compound of oxygen and nitrogen like nitrous oxide or a mixture of such compounds	
NPS	Net Promoter Score	Wipro uses the NPS as one of the measures of customer satisfaction. NPS is defined as the (Total number of customers who are satisfied or highly satisfied <i>less</i> the total number of customers who are dissatisfied or highly dissatisfied)	
NYSE	New York Stock Exchange	A stock exchange located at Wall Street, New York	<a href="http://www.nyse.com">www.nyse.com</a>
ODS	Ozone Depleting Substances	Substances like chlorofluorocarbons that cause depletion of the earth's ozone layer	
OHSAS	Occupational Health and Safety Assessment Series	An international occupational health and safety management system specification intended to help organizations control occupational health and safety risks	<a href="http://www.ohsas-18001-occupational-health-and-safety.com/">http://www.ohsas-18001-occupational-health-and-safety.com/</a>
PAT	Profit After Tax	Profit or bottom-line of a company after all expenses like cost of sales, overheads, interest payable, one-off items and tax for a given accounting period	
PC	Personal Computer	Any general-purpose computer whose size, capabilities, and original sales price make it useful for individuals, and which is intended to be operated directly by an end user	
PM	Particulate Matter	Tiny particles of solid or liquid suspended in a gas or liquid	
PPM	Parts Per Million	A number used to denote relative proportions in measured quantities e.g. the proportion of Co2 in atmosphere	
PVC	PolyVinyl Chloride	A thermoplastic polymer which is a form of plastic generally used in plumbing, electric wires etc	
QPLC [W]	Quarterly Performance Linked Commission	One part of Wipro's compensation structure is variable and is payable at the end of every quarter based on the performance levels of the business unit to which the employee belongs	
R&D	Research and Development	A function within an organization through which new products and new forms of old products are created through technological innovation by doing basic and/or applied research	

Acronym	Expansion	Brief Explanation	Website reference
RoHS	Restriction on Hazardous Substances	A directive on the restriction of the use of certain hazardous substances like lead and mercury in electrical and electronic equipment	
Rs	Rupees (Indian currency)	A symbol for the currency of India	
RSU [W]	Restricted Stock Unit	Wipro's stock program that awards selected employees with shares of the company at par value (Rs 2 per share)	
SAP R/3	Leading ERP package from software major SAP AG	The main enterprise resource planning software from SAP AG, which is an enterprise-wide information system designed to coordinate all the resources, information, and activities needed to complete business processes such as order fulfillment or billing	<a href="http://www.sap.com">www.sap.com</a>
SEZ	Special Economic Zones	A geographical region that has economic laws that are more liberal than a country's typical economic laws intended to increase investment by foreign investors	<a href="http://sezindia.nic.in">http://sezindia.nic.in</a>
SMPS	Switched Mode Power Supply	An electronic power supply unit (PSU) that incorporates a switching regulator in order to provide the required output voltage in personal computers etc	
Solar PV	Solar PhotoVoltaic	Arrays of cells that convert solar radiation into direct current electricity	
Sox	Oxides of Sulphur	Any binary compound of oxygen and sulphur like sulphur dioxide	
STP	Sewage Treatment Plant	A unit that uses physical, chemical, and biological processes to remove contaminants from wastewater and household sewage, both runoff (effluents) and domestic	
TED [W]	Talent Engagement and Development	Wipro's functional group that oversees all employee programs (except recruitment and training)	
TERI	The Energy and Resources Institute	An independent not-for-profit research institute focused on energy, environment and sustainable development, devoted to efficient and sustainable use of natural resources	<a href="http://www.teriin.org">www.teriin.org</a>
TFT	Thin Film Transistor	A special kind of field-effect transistor primarily used in liquid crystal displays	

Acronym	Expansion	Brief Explanation	Website reference
TIS [W]	Technology Infrastructure Services	The Technology Infrastructure Service (TIS) Group of Wipro provides remote IT infrastructure management services for our clients across the world	
TI9000	Telecom Quality 9000	A quality management practice designed to focus on supply chain directives for the international telecommunications industry	<a href="http://www.tl9000.org">www.tl9000.org</a>
TRP [W]	Talent Review and Planning	Wipro's TRP identifies critical talent across all levels and possible successors for key roles. This is an annual exercise	
U.N.	United Nations	An international organization whose stated aims are facilitating cooperation in international law, international security, economic development, social progress, human rights and the achieving of world peace	<a href="http://www.un.org">www.un.org</a>
U.N. MDG	United Nations Millennium Development Goals	Right international development goals that 192 UN member states have agreed to achieve by the year 2015 including reducing extreme poverty, reducing child mortality rates etc	<a href="http://www.un.goals/millenniumgoals">www.un.goals/millenniumgoals</a>
UNEP	United Nations Environment Program	A program within UN that coordinates UN environmental activities, assists developing countries in implementing environmentally sound policies and encourages sustainable development through sound environmental practices	<a href="http://www.unep.org">www.unep.org</a>
UNGC	United Nations Global Compact	A strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption	<a href="http://www.unglobalcompact.org">www.unglobalcompact.org</a>
USA	United States of America	A federal constitutional republic comprising of fifty states and a federal district and situated in central North America	
USD	United States Dollar	The currency of United States of America	
WASE [W]	Wipro Academy of Software Excellence	WASE is a pioneering initiative in the field of higher education in collaboration with BITS Pilani that selects the finest students from the B.Sc streams for a four year work integrated program leading to an integrated degree in engineering	

Acronym	Expansion	Brief Explanation	Website reference
WATIS [W]	Wipro Applying Thought In Schools	A long-term, deliberate and focused initiative by Wipro Technologies to bring about systemic reform in school education	<a href="http://www.wiproeducation.com">www.wiproeducation.com</a>
WBPO [W]	Wipro Business Process Outsourcing	Wipro BPO Solutions is a leading provider of Business Process Outsourcing (BPO) focusing on the complex, voice and non-voice based segment of customer-care services. The BPO offerings are around – customer service, technical help desk, finance and accounts outsourcing, HR and procurement outsourcing	
WCCLG [W]	Wipro Consumer Care and Lighting	Wipro Consumer Care and Lighting, (WCCLG) a Business Unit of Wipro Limited, has a profitable presence in the branded retail market of toilet soaps, hair care soaps, baby care products and lighting products. It is also a leader in institutional lighting in specified segments like software, pharma and retail	<a href="http://www.wcclg.com">www.wcclg.com</a> <a href="http://www.wiprolighting.com">www.wiprolighting.com</a>
WI [W]	Wipro Infotech	Wipro Infotech is the leading strategic IT partner for companies across India and Middle East - offering integrated IT solutions. Wipro Infotech plans, deploys, sustains and maintains the entire IT lifecycle through, total outsourcing, consulting services, business solutions and professional services. Wipro Infotech is also leading provider of branded IT hardware like PC's and Servers in the Indian market	<a href="http://www.wipro.in">www.wipro.in</a>
WIN [W]	Wipro Infrastructure Engineering	Wipro Infrastructure Engineering delivers precision-engineered hydraulic cylinders, components and solutions & truck hydraulics components to OEMs globally in the infrastructure and related industries  WIN has recently entered the markets for clean energy and water	<a href="http://www.wiproinfra.com">www.wiproinfra.com</a>
WT [W]	Wipro Technologies	Wipro Technologies, a division of Wipro Limited (NYSE:WIT) provides comprehensive research and development services, IT solutions and services, including systems integration, information systems outsourcing, package implementation, software application management, and datacenter managed services to corporations globally	<a href="http://www.wipro.com">www.wipro.com</a>

## Communities at the forefront.

<b>Story Name:</b>	BISHNOIS A community that took on an empire for their trees and animals.
<b>Author/Location/Country:</b>	P S Narayan - Bengaluru, India
<b>References:</b>	<a href="http://en.wikipedia.org/wiki/Bishnois">http://en.wikipedia.org/wiki/Bishnois</a>
<b>Illustrators:</b>	Lianna Dias - Bengaluru, India
<b>Story Name:</b>	DEV VANS A cultural device to conserve the ecology in Uttaranchal.
<b>Author/Location/Country:</b>	Sudipta Ghosh - Kolkata, India
<b>References:</b>	<a href="http://www.activeremedy.org.uk/pages/files/other/Dev_Vans_for_conserving_ecology.pdf">http://www.activeremedy.org.uk/pages/files/other/Dev_Vans_for_conserving_ecology.pdf</a>
<b>Illustrators:</b>	Sylvester Pradeep
<b>Story Name:</b>	SAHAYADRI NISARGA MITRA Protecting endangered species.
<b>Author/Location/Country:</b>	Kirti Azad - Greater Noida, India
<b>References:</b>	<a href="http://www.ioseaturtles.org/UserFiles/Image/SeaTurtleConservation_India_chapter1.pdf">http://www.ioseaturtles.org/UserFiles/Image/SeaTurtleConservation_India_chapter1.pdf</a>
<b>Illustrators:</b>	Varsha Deshikar
<b>Story Name:</b>	WATER IS THE REAL WEALTH The DHAN community action.
<b>Author/Location/Country:</b>	Sudipta Ghosh - Kolkata, India
<b>References:</b>	<a href="http://www.indiaenvironmentportal.org.in/node/2201">www.indiaenvironmentportal.org.in/node/2201</a>
<b>Illustrators:</b>	Tushar Barman
<b>Story Name:</b>	HIVRE BAZAAR A role model in self Sustainability.
<b>Author/Location/Country:</b>	Veena Padmanabhan - Gurgaon, India
<b>References:</b>	<a href="http://www.rainwaterharvesting.org/Rural/Hirve.htm">http://www.rainwaterharvesting.org/Rural/Hirve.htm</a>
<b>Illustrators:</b>	Shiben Moitra
<b>Story Name:</b>	SHABDO A merger of land and hearts spreads light.
<b>Author/Location/Country:</b>	Sudipta Ghosh - Kolkata, India
<b>References:</b>	<a href="http://www.indianexpress.com/oldStory/34087/">http://www.indianexpress.com/oldStory/34087/</a> , <a href="http://www.time.com/time/specials/packages/article/0,28804,1841778_1841782_1841791,00.html">http://www.time.com/time/specials/packages/article/0,28804,1841778_1841782_1841791,00.html</a>
<b>Illustrators:</b>	Varsha Deshikar

## Conservation at its best.

<b>Story Name:</b>	FUROSHIKI The art of wrapping a world of goodness.
<b>Author/Location/Country:</b>	Veena Padmanabhan - Gurgaon, India
<b>References:</b>	<a href="http://en.wikipedia.org/wiki/Furoshiki">http://en.wikipedia.org/wiki/Furoshiki</a>
<b>Illustrators:</b>	Lianna Dias
<b>Story Name:</b>	SAVING THE INDIAN SPARROW It's happening at Nasik, India.
<b>Author/Location/Country:</b>	P S Narayan - Bengaluru, India
<b>References:</b>	<a href="http://www.time.com/time/specials/packages/article/0,28804,1841778_1841782_1841791,00.html">http://www.time.com/time/specials/packages/article/0,28804,1841778_1841782_1841791,00.html</a>
<b>Illustrators:</b>	Kunal Vijayendra
<b>Story Name:</b>	JOHAD REVIVES WITH WATER An age old practice comes to the rescue.
<b>Author/Location/Country:</b>	Sudipta Ghosh - Kolkata, India
<b>References:</b>	<a href="http://www.rmaf.org.ph/Awardees/Citation/CitationSinghRaj.htm">http://www.rmaf.org.ph/Awardees/Citation/CitationSinghRaj.htm</a>
<b>Illustrators:</b>	Varsha Deshikar
<b>Story Name:</b>	THE BANANA TREE The marvel of South Asia.
<b>Author/Location/Country:</b>	Bableen Johal - Bengaluru, India
<b>References:</b>	<a href="http://www.indianetzone.com/4/banana_tree.htm">http://www.indianetzone.com/4/banana_tree.htm</a>
<b>Illustrators:</b>	Kunal Vijayendra
<b>Story Name:</b>	THE SILENT VALLEY Conservation versus development?
<b>Author/Location/Country:</b>	Gopi Govinda Acharya - Kochi, India
<b>References:</b>	<a href="http://en.wikipedia.org/wiki/Silent_Valley_National_Park">http://en.wikipedia.org/wiki/Silent_Valley_National_Park</a>
<b>Illustrators:</b>	Kunal Vijayendra
<b>Story Name:</b>	VEDANTANGAL A great example of symbiosis with nature.
<b>Author/Location/Country:</b>	Narasimhan P L L - Chennai, India
<b>References:</b>	<a href="http://www.auroville.org/journals&amp;media/avtoday/jan_2002/nature_watch.htm">http://www.auroville.org/journals&amp;media/avtoday/jan_2002/nature_watch.htm</a>
<b>Illustrators:</b>	Sripad Kulkarni

## Green innovation.

- Story Name:** RAJASTHAN  
Building the world's biggest solar kitchen.
- Author/Location/Country:** Mahathi Nethi - Hyderabad, India
- References:** <http://www.inhabitat.com/2008/03/17/world%e2%80%99s-largest-solar-kitchen-in-india-can-cook-upto-38500-meals-per-day/>
- Illustrators:** Varsha Deshikar
- Story Name:** EDEN PROJECT  
Green agriculture & farming.
- Author/Location/Country:** Venkata Prakash Gudipudi - Hyderabad, India
- References:** [http://en.wikipedia.org/wiki/Eden\\_Project](http://en.wikipedia.org/wiki/Eden_Project)
- Illustrators:** Tushar Barman
- Story Name:** BELLAVISTA FOG  
How to gather hundreds of gallons of fresh water from fog?
- Author/Location/Country:** Venkata Prakash Gudipudi - Hyderabad, India
- References:** <http://news.nationalgeographic.com/news/2009/07/090709-fog-catchers-peru-water-missions/>
- Illustrators:** Chetan C K
- Story Name:** SEAWATER GREENHOUSE  
A viable, sustainable option and an environmental breakthrough.
- Author/Location/Country:** Venkata Prakash Gudipudi - Hyderabad, India
- References:** [http://en.wikipedia.org/wiki/Seawater\\_Greenhouse](http://en.wikipedia.org/wiki/Seawater_Greenhouse)
- Illustrators:** Tushar Barman
- Story Name:** BAKERS ARCHITECTURE  
Laurie Baker's sustainable, organic architecture.
- Author/Location/Country:** Ullas Ponnadi Pushpakam - Kochi, India
- References:** [http://en.wikipedia.org/wiki/Laurie\\_Baker](http://en.wikipedia.org/wiki/Laurie_Baker)
- Illustrators:** Varsha Deshikar

## Sustainable agriculture.

- Story Name:** INGA ALLEY CULTIVATION  
The Americans learn to save the rainforests.
- Author/Location/Country:** Anusree Ganguly - Kolkata, India
- References:** <http://www.rainforestsaver.org/what-is-it-all-about/what-is-inga-alley-cropping/>
- Illustrators:** Lianna Dias
- Story Name:** MADIREPALLI FARMERS  
Share more than water with their neighbors.
- Author/Location/Country:** Venkata Prakash Gudipudi - Hyderabad, India
- References:** <http://www.cwsy.org/Watershed.asp>
- Illustrators:** Sendil C
- Story Name:** FUKUOKA FARMING  
Returning to nature.
- Author/Location/Country:** Teena C H - Kochi, India
- References:** <http://fukuokafarmingol.info/>  
[http://en.wikipedia.org/wiki/Masanobu\\_Fukuoka](http://en.wikipedia.org/wiki/Masanobu_Fukuoka)
- Illustrators:** Varsha Deshikar
- Story Name:** EENABAVI  
The blueprint for an ideal world.
- Author/Location/Country:** Venkata Prakash Gudipudi - Hyderabad, India
- References:** <http://www.crops.co.in/enabavi.html>  
<http://www.downtoearth.org.in/default20090115.htm>
- Illustrators:** Varsha Deshikar
- Story Name:** TERRA PRETA  
The rich anthropogenic soil of Amazonia.
- Author/Location/Country:** P S Narayan - Bengaluru, India
- References:** [http://en.wikipedia.org/wiki/Terra\\_preta](http://en.wikipedia.org/wiki/Terra_preta)
- Illustrators:** Lianna Dias

## Sustainable cities.

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<b>Story Name:</b>	CURITIBA A runaway success in eco-friendly transport system.
<b>Author/Location/Country:</b>	P S Narayan - Bengaluru, India
<b>References:</b>	<a href="http://en.wikipedia.org/wiki/Curitiba">http://en.wikipedia.org/wiki/Curitiba</a>
<b>Illustrators:</b>	Shiben Moitra
<b>Story Name:</b>	RAINWATER HARVESTING A simple and effective method of water conservation for our cities.
<b>Author/Location/Country:</b>	Narasimhan P L L - Chennai, India
<b>References:</b>	<a href="http://www.chennaietrowater.tn.nic.in/rwh/rainwaterwhy.htm">http://www.chennaietrowater.tn.nic.in/rwh/rainwaterwhy.htm</a>
<b>Illustrators:</b>	Lianna Dias
<b>Story Name:</b>	FUKUOKA A water conservation conscious city.
<b>Author/Location/Country:</b>	P S Narayan - Bengaluru, India
<b>References:</b>	<a href="http://www.bestpractices.org/bpbriefs/watesan.html">http://www.bestpractices.org/bpbriefs/watesan.html</a>
<b>Illustrators:</b>	Sendil C
<b>Story Name:</b>	FREIBURG A model for car – free living.
<b>Author/Location/Country:</b>	P S Narayan - Bengaluru, India
<b>References:</b>	<a href="http://bruteforcecollaborative.wordpress.com/2010/02/21/freiburg-a-model-of-Sustainability/">http://bruteforcecollaborative.wordpress.com/2010/02/21/freiburg-a-model-of-Sustainability/</a>
<b>Illustrators:</b>	Sendil C
<b>Story Name:</b>	HELSINKI The energy efficient city.
<b>Author/Location/Country:</b>	P S Narayan- Bengaluru, India
<b>References:</b>	<a href="http://www.c40cities.org/bestpractices/energy/helsinki_heating.jsp">http://www.c40cities.org/bestpractices/energy/helsinki_heating.jsp</a>
<b>Illustrators:</b>	Lianna Dias

<b>Story Name:</b>	EAST KOLKATA WETLANDS A flourishing resource recycling system.
<b>Author/Location/Country:</b>	Mehala Kumar - Bangalore, India
<b>References:</b>	<a href="http://www.wfindia.org/about_wwf/what_we_do/freshwater_wetlands/our_work/ramsar_sites/east_calcutta">http://www.wfindia.org/about_wwf/what_we_do/freshwater_wetlands/our_work/ramsar_sites/east_calcutta</a>
<b>Illustrators:</b>	Varsha Deshikar





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