2022 Gender Pay Gap Report
Ireland

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1- Executive Summary

Wipro Gender Pay Gap Report

Introduction

Mazars are pleased to present Wipro's Gender Pay Gap report for 2022.

Wipro's Irish operation consists of six different entities. While none of these entities individually have over 250 employees at the snapshot date of the 28th June 2022, and therefore do not meet the mandatory reporting threshold as provided in the Gender Pay Gap (Information) Act, 2021, Wipro has elected to publish its gender pay gap report in an effort of full transparency given that collectively, the Company meets the reporting threshold.

Mazars were engaged by Wipro to conduct a GPG analysis of the organisation for 2022. The aim of this report was to assess overall GPG data against the legislative requirements, and to propose a series of recommendations which would assist Wipro in further addressing this gap over time.

The pay and bonus gaps are based on a 12 month pay and bonus cycle and our chosen snapshot date is the 28th June 2022. The data and recommendations from this report have been sourced from documentation provided by the HR team within Wipro.
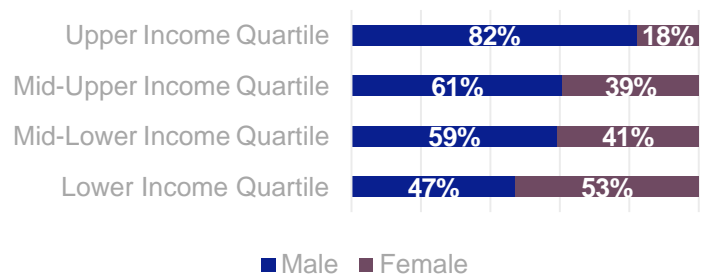
Wipro Gender Pay Gap:

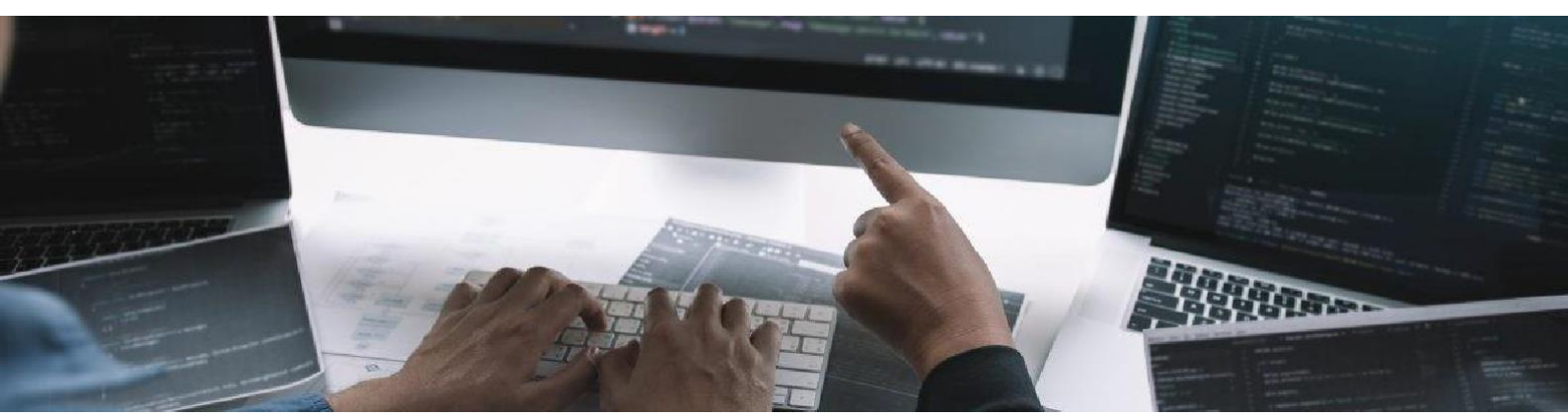Wipro's collective Gender Pay Gap Data for 2022 is as follows:

- The mean gap in hourly pay between men and women is **26.29%** in favour of men

- The median gap in hourly pay between men and women is **19.12%** in favour of men

- The mean gap in bonus pay between men and women is **46.48%** in favour of men

- The median gap in bonus pay between men and women is **23.16%** in favour of men

- The mean gap in hourly pay of part-time male and female employees is **0%**

- The median gap in hourly pay of part-time male and female employees is **0%**

- The mean gap in hourly pay of temporary male and female employees is **0%**

- The median gap in hourly pay of temporary male and female employees is **0%**

- The following percentage of men and of women received bonus pay:
  - o   79.46% of male employees
  - o   79.13% of female employees

- The following percentage of men and of women received benefits in kind:
  - o   34.38% of male employees
  - o   41.74% of female employees

Wipro's employee quartile data is as follows:

	Male	Female
Upper Income Quartile	82%	18%
Mid-Upper Income Quartile	61%	39%
Mid-Lower Income Quartile	59%	41%
Lower Income Quartile	47%	53%

■ Male ■ Female

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2- Key Terms Explained

Mean Pay Gap

Mean is defined as the statistical average of a set of data. In the context of GPG reporting, the mean GPG is the difference between women's mean hourly pay and men's mean hourly pay. The mean hourly gap is the average hourly pay, including bonus, across the entire organisation.

Median Pay Gap

Median is defined as the middle score for a set of data that has been arranged in order of magnitude. In the context of GPP reporting, the median GPG is the difference between women's median hourly pay (the middle-paid woman) and men's median hourly pay is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly pay, including bonus, of the person in the middle.

Quartile Bands

Quartile refers to the division of employees into four even segments based on the value of their hourly wage and looking at the proportion of male and female employees in each segment. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

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3.1- Interpreting the Data

Mean and Median Pay Gap

Wipro's mean GPG figure for 2022 is 26.29% in favour of male employees. Wipro has a median GPG figure of 19.12% for 2022. The main contributors to the mean GPG figure are representation at senior grades. There is a significantly larger proportion of men at a senior level compared to women, which subsequently increases average male salary compared to female salary. However, in terms of pay gap between men and women for any comparable role/ job, the gap is not significant as our hiring practices are consistent irrespective of the gender. Please refer to section 3.2 for more details.

Mean and Median Bonus Gap

Wipro's mean bonus pay gap figure for 2022 is 46.48% in favour of male employees, while there is a median bonus pay gap figure of 23.16%.

The bonus pay gap at Wipro is greater than the hourly pay gap, a direct result of headcount distribution skew for men and women, wherein more women compared to men are populated in the early career levels, which typically receive higher bonuses. **This reflects a trend visible across all sectors in Ireland**, as bonuses exacerbate the gender pay gap, often as a result of a larger ratio of males at senior grades and therefore higher bonuses.

The bonus gap is consistent with the ordinary pay gap, meaning that when bonus pay is removed from the calculation, its impact on overall GPG is immaterial as the basic pay of male employees is demonstrably higher than female employees as a result of the representation gap at senior grades.

Wipro is dedicated to removing potential barriers to growth and supporting the career prospects of women at Wipro and has instituted a number of sponsorship and mentorship programmes to directly address these barriers. Further information on these supports and programmes is provided in Section 4.

Benefit in Kind Gap

Across the six entities at Wipro, the ratio of male to female employees receiving BIK is consistent, with 34.38**%** of male employees receiving BIK, while 41.74% of female employees received BIK.

Quartiles

Across 6 entities at Wipro, 66.08% of Wipro employees are male, and 33.92% are female. When dividing all employees into quartiles, a skew towards male employees at the upper income quartile is present. In the upper income quartile, men are comparatively overrepresented (82.30%), compared with the overall demographic profile of 66.08% male. However, male representation decreases at each lower income quartile, resulting in men being comparatively underrepresented in the bottom income quartile.

In the mid-lower and lower income quartiles, women represent 40.86% and 52.78% of employees respectively, demonstrating the strong pipeline of female talent within the middle management grades of Wipro. Wipro are committed to equal representation at all levels the organisation, and have several specific mentoring and sponsorship programmes in place to support the pipeline of future female leaders and remove potential barriers to their career growth. Wipro, and the wider technology sector, is a predominately male sector. In this context, Wipro is committed to supporting women entering into the sector, through a series of initiatives supporting female engagement with STEM subjects at young age.

Part-Time Employees

Based on the data provided to Mazars, there are no employees on part time contracts at Wipro, and therefore the pay gap is 0%.

Employees on Temporary Contracts

Based on the data provided to Mazars, there are no employees on temporary contracts at Wipro, and therefore the pay gap is 0%.

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3.2- Interpreting the Data

Representation at Senior Grades

As already demonstrated in this report, due to overall headcount distribution, female employees are underrepresented at senior grades across a majority of entities within Wipro. While female employees represent 33.92% of employees across all entities in Wipro, the below table demonstrates that women are overrepresented at more junior grades and underrepresented at more senior grades.

Grade	Male (%)	Female (%)
A3*	100	-
AA	54.14	45.59
B1	56.76	43.24
B2	66.04	33.96
B3	70.69	29.31
C1	82.61	17.39
C2	95.45	4.55
D1	90	10
D2*	100	-
E*	100	-
Total	**66.08**	**33.92**

• Grade includes one employee

This imbalance in headcount skew is the single biggest driver of GPG in Wipro. As more female employees are occupying junior grades, average female salary is pushed downwards. Conversely, the higher proportion of male employees at more senior grades compared to the overall headcount increases average male salary, exacerbating the pay gap.

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However, the overall approach discussed above captures the pay gap of the entire organization as a whole, that essentially means all the females in the organization are taken as one group and the median is calculated likewise the process is repeated for Males and then the median is compared. This methodology may not give the right representation and could be influenced by the gender ratios at different levels and skill sets, more importantly it does not provide an equal substitution between men and women against comparable job.

Therefore, we further analyzed the dataset based on comparable jobs. Comparable jobs in Wipro are based on job evaluation and levels. For each of these levels median pay of females is compared to the median of males, to iterate the pay gap between men and women doing a comparable job/ role.

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3.3- Interpreting the data

The below table 1 explains the levels of comparable jobs used in Wipro and the gap associated.

As per table 1 below, for majority of the job levels, the pay gap is either neutral or trivial which can be resolved in a short term correction process. The gap in median salary for level 5 is considerable because of the nature of roles the associates are in. In level 5, different entities' pay gap also influences the overall gap. For instance, in the same entity the roles played by females are global operations whereas males play non operations role which by its nature offers a higher compensation as compared to an operations role. The pay difference between global operations role and any other role is quite significant and the pay range is lower for global operations irrespective of the gender. Another key point to note is for the locally hired associates in Ireland, the median pay gap is negligible across all bands.

Table 1:
Gender pay gap in a comparable job/ role (+ve % denotes median for men is greater than that for women and -ve % denotes median for women is greater than that of men.)

Job Level	Wipro Level	Gender based pay gap
1	Individual contributor in the business digital operations domain with zero to some experience.	4.0%
2	Individual contributor with no experience. Performs routine tasks and a few straightforward assignments.	-6.9%
3	Individual contributor with even no experience, a beginner in respective domain. Performs a range of mainly straightforward assignments.	0.0%
4	Individual contributor with intermediate expertise in respective domain with min 2 years of experience. Performs a variety of routine tasks or assignments.	4.9%
5	Individual contributor with advanced expertise in respective domain. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives.	9.2%
6	First level management role specializing in Technology with expertise in respective domain. Has accountability for the performance and results of a team within own discipline or function.	-2.1%
7	Seasoned Management level role with advance Technology specialist in respective domain. Has accountability for the performance and results of multiple related units.	-7.6%

4.1- How Wipro plans to address its gap

1. Representation of Women in Senior Grades

Wipro understands that GPG is fundamentally about representation rather than equal pay for equal work. The presence of a gender pay gap is not evidence of unequal pay practices. However, Wipro's quartile data, while broadly consistent with the wider technology sector in Ireland, does indicate more work is needed to address female representation at senior grades.

It should also be noted that hiring more women is not the simple solution to representation challenges. Rather, work is needed to support female career cycles and remove potential barriers to professional development for women at Wipro. Wipro remains dedicated to ensuring equal representation at all grades within the organisation, and supporting the professional growth of underrepresented groups towards senior leadership positions. Wipro is working to support pathways both into the industry for young women, as well as supporting the career growth of future female leaders already within Wipro.

Wipro has structures in place to support increased female engagement with the technology industry, while also supporting the career opportunities for future senior female leaders.

In addition to increased recruitment at junior levels, Wipro also supports the recruitment of women returning to the workforce after a period away through the *Begin Again* programme. *Begin Again* provides reskilling and upskilling opportunities to women who took a break from work, whether that be to raise a family, take a sabbatical, elderly care or following a passion.

Wipro supports the career development of senior female leaders through the *Enrich* programme. *Enrich* is a sponsorship programme targeting women in mid to senior mid management positions. This year long formal programme connects aspiring proteges

with senior leaders to provide mentorship opportunities, strategic guidance and direction with a focus on career development. The programme is targeted at eliminating potential barriers to further career growth, including promoting visibility of proteges by providing networking opportunities with senior leadership, and encouraging proteges to take on challenging assignments.

Globally, through the Wipro Foundation, Wipro has directly supported primary and secondary school education programmes in India, the UK and USA.

Furthermore, as a result of lower representation of women in senior grades, the bonus pay gap is significantly greater than the hourly pay gap. This reflects a trend visible across all sectors in Ireland, as bonuses exacerbate the gender pay gap, often as a result of a larger ratio of males in senior roles, gaining larger bonuses.

Wipro is committed to supporting the professional development of senior women at Wipro, removing potential professional barriers and curating an inclusive culture.

4.2- How Wipro plans to address its gap

2. Promoting Balance in the Male and Female Career Cycles

Wipro is dedicated to removing potential barriers to female career growth and promoting balance between the male and female career cycles. Wipro recognises that the professional needs of an employee changes throughout the career, and therefore instituted the *WoW (Women of Wipro) Life Stages* Programme. This programme is designed to confer benefits most appropriate with the life stage of different employees, from early career benefits to late stage and senior benefits. Stage 1, '*Early Career Stage*' is designed to support greater exposure,

Furthermore, through the WoW network, the WoW MoM Focused Group Discussion was set up. WoW MoM is a forum for mothers retuning from maternity leave to understand if they require support from the organisation, or mentoring from other female senior leaders who availed of maternity leave. Through this forum, the WoW MoM Focused Group Discussion was set up to create a central space for returning mothers to identify supports required from Wipro to manage the return to work.

3. Awareness and Accountability

Wipro's action and commitments towards EDI is driven both by senior leadership, and across the firm. Leading from the front, two thirds of all senior leaders have undertaken unconscious bias training, while overall 77% of employees have undertaken such training.