Wipro Sustainability Report

2017 - 2018

wipro

Contents

Chairman's letter

Dear fellow stakeholders

Welcome to our 11th Sustainability Report. We live in times marked by continuous, rapid, and unpredictable changes.… changes which are pervasive and interconnected across the social, technological, economic, ecological and political dimensions of our lives. Let me give you two examples to illustrate this point: In the recent World Economic Forum meet at Davos, one of the big debates was about the paradox of the fourth industrial revolution brought about by rapid advances in technologies like Artificial Intelligence, Genomics and Robotics-led Manufacturing on the one hand and their troubling implications for the future of meaningful work, jobs and wellbeing for humanity. This is a paradox that has no easy answers. The second example is drawn from the recent report by Intergovernmental Panel on Climate Change (IPCC) that unequivocally states that our world is warming much faster than we thought. We have less than 10 years to restrict the rise in temperature to 1.5 degree C after which the risks posed by climate change are likely to amplify sharply and unpredictably. The implications of these risks are not yet adequately understood. A responsible corporation today therefore faces the unprecedented challenge of navigating a changing landscape that it cannot understand fully, often not even adequately. As an organization that is deeply committed to sustainability, we observe and study, these developments with keen interest and often with deep concern. I now present the key highlights of our sustainability journey:

Creating ecological value: Our work in ecology spans a continuum of systematic initiatives that aim to improve our own operational ecological footprint to externally focused efforts that focus on a few key challenges of urban sustainability. Nearly 40% of our electricity usage today is from renewable energy sources, a metric that has doubled in the last five years. When combined with our significant investments in building design and energy efficiency, the resultant outcome has been a steady reduction in our greenhouse gas footprint. We are one of the early organizations to adopt Science Based Targets for our climate change program …. this is a global initiative that calibrates organizational targets in line with the Paris Agreement, Water is another critical area where we adopt a boundary-less approach. Our efficiency of water use has been improving at 6% on a compounded annual basis over the last five years. Nearly 42% of our freshwater requirements is met through high grade treatment and recycling. At an aggregate level, these initiatives translate into savings of nearly 1400 Mn liters of fresh water per annum. To put this in perspective, that is how much the city of Bangalore with a population of close to 12 Million consumes in a day. While this is significant in itself, we recognize that the enormity of the water problem requires much more to be done. Over the last five years, we have been anchoring a participative urban water program that involves committed citizens, academia and government in trying to create a model of informed science-based governance of groundwater. We have some very interesting outcomes to show from our work in Bangalore that can lead to long lasting change in the way water is managed. We plan to start similar programs in other cities. Other than water, we have other important initiatives in Waste Management, Biodiversity and Air Quality. The signature highlights of these programs are available in this report in some detail.

Azim H Premji

Chairman, Wipro Limited

People and Communities: Our values, the Spirit of Wipro define who we are and what we do. One of these core values is to 'Treat each person with respect'. This is a value we live by in our workplace and with our communities. This also manifests in our practices that foster diversity, inclusion and empowerment. We articulated a clear policy and charter on human rights very early, and this applied not only to our employees, but also to the 'contract workforce', and our suppliers.

We actively encourage diversity and inclusion, on the basis of gender, disability, nationality and sexual orientation. We believe that a diverse workplace is a more creative, productive and effective. Employees learn to be more sensitive, better listeners and to be more socially conscious. These traits tend to extend beyond the workplace making them more active citizens and members of their communities. This is well exemplified by the fact that more than 30,000 of our employees are active contributors to Wipro Cares, our community care program. We have 40 employee chapters across the world. These chapters provide a platform for employees to contribute through volunteering as well as through monetary commitments that are matched 1:1 by Wipro.

Access to education and healthcare are two crucial enablers of empowerment and inclusion. Therefore, our work with communities focuses on education and primary health care for disadvantaged sections of the population proximate to our work locations. We currently run more than 60 projects, creating positive and direct impact for than 300000 people.

The Education Multiplier: I have a deep belief in the power of good education to change people's lives, not just from the perspective of employability, but in the more fundamental sense of creating a distinct sense of individual dignity and constructive civic engagement. This belief is manifest in my personal philanthropy where school education has been a key focus nearly two decades now, equally Wipro has contributed to education systematically.

Since 2001, when we started our first program attempting to contribute to systemic improvements in school education, we have steadily expanded the range and reach of our initiatives. Collectively these cover inclusive education for children with disability, access to good schooling for children from disadvantaged communities, a large program in sustainability education, and a program that seeks to improve engineering education through faculty development. Aiding and facilitating our work has been our large network of partners – we collaborate with a range of organization in education from leading institutions to starts-ups. I would like to illustrate our work with two examples.

Encouraging and enabling young people to help others through the power of education, sets up the possibility of multi-decade effects for large number of people. Two years ago, we started a 'seeding' fellowship program that supports and encourages individuals to engage and contribute to school education, often by setting up energetic not-for-profit organizations. To use an analogy from the world of business, these are the equivalent of the early stage start-ups but with a clear focus on education. It is very satisfying that the program has quickly scaled the program to a vibrant and active network of more than 60 'Fellows' , working in some of the most disadvantaged areas and with underprivileged communities. There are clear early signs that the multiplier effect of these initiatives will be very significant over a 5 to 10 year period.

The second example is the work we do in improving science and math education in the US. The Wipro Science Education Fellowship has been running for more than five years now with the objective helping improve STEM education in public school district that serves disadvantaged communities. The program provides intensive professional development to teachers from these school districts, not only to improve as STEM teachers, but also to develop the capacities to become change leaders in their districts. The program is structured as a 2 or 3 year fellowship. We work closely with district administrators of over 30 school districts to enable this program. Over 400 teachers have participated in the program from across New York, New Jersey, Massachusetts, Texas, California, Florida, Illinois and Missouri. Our lead partners for the program in the US is University of Massachusetts, Boston, and we have seven other deeply committed partner institutions. The program has resonated deeply in the education system across the US, and we have now started a similar initiative in UK, where we are partnering with Kings College, London and Sheffield Hallam University.

What I have presented in this letter is a brief and partial representation of our initiatives on sustainability. Please read this report for a more comprehensive understanding of our work in this space. I would also encourage you to read our Annual Financial Report where we have adopted the globally accepted Integrated Reporting format of presenting our sustainability progress through the lens of multiple capitals. We recognize that reports like these have value in generating productive conversations both within the company and with our external stakeholders. Such conversations in turn galvanize a process of continuous improvement and transformation. This is something we welcome and look forward to. Thank you for being part of our ever evolving journey.

Executive Summary

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

Our core business: We are a global IT Service organization and our core focus is to businesses become more operationally efficient and effective through the effective usage of IT infrastructure, applications and services. The latter is what we create, design, develop and run for our customers.

How we create economic value: We operate in +60 countries with +700 clients across various industry sectors. Our revenue for FY 18 were INR 546,359 million, while our operating profit were INR 84,294 million. We paid total taxes of INR 22,390 million across countries we operate in. Our total net worth as of March 2018 was INR 485,346 million. In overall shareholding pattern, 74.32% of total shares are held by promoters and the rest by mix of banks, financial institutions, private companies, member of public and others. A key feature of our investor profile is that over 30% of our investors are aligned with Principles of Responsible Investments (PRI), who incorporate sustainability criteria into their sustainability decisions. The continued support of such large, institutional investors is encouraging to us in our sustainability journey. We have designed the ownership structure in Wipro and the private philanthropic organization in such a way that on one hand, there is economic value created in Wipro and on the other hand, there is enormous social value created by the two private philanthropic arms in India's developmental space.

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

Our business is organized into six strategic business units by customer/industry segments, and five service lines by technology offerings and expertise. We invest significantly in intellectual capital through focused efforts in R&D, including academic partnerships. As of March 2018, Wipro filed 404 patents and currently has approximately 1,623 patent applications pending registration in various jurisdictions across the world. We cultivate new and emerging technologies through select in-house investment, as well as investing in cutting edge technology start-ups. Our approach is to build technology capability across talent eco-system, with a focus on area such as Big Data, AI, Open Source, Digital and Internet of Things, to name a few. Adoption of such technologies across businesses have resulted into increase in jobs. In the IT Industry, there are 3 secondary jobs created for every job created directly. During the reporting year, 491,481 number of secondary jobs are associated with our direct employments.

Our business strategy and risk management: Our business strategy comprise of a clear bimodal theme of transforming efficiency: to help our clients Drive the Future (Change Strategy) of their businesses and to Modernize the core of our clients businesses (Run Strategy). This integrated theme also drive the culture of connectedness, creativity, resourcefulness and a strong outward focus- these are also key features of our newly articulated Brand.

A Proactive risk management lens is a critical input into the crafting of our strategy. In doing so, we are also informed by global sustainability trends that would impact the emerging business and socio-economic landscape. As per the World Economic Forum's 2018 Global Risk Report, the top three trends in the world are "Rising Income and Wealth Disparity', 'Changing Climate' and 'Increased Polarization" –are all interconnected with the issues economic and social stability. At Wipro, we have started a program which tries to map the risks to our business and value chain arising from climate change.

The significant risks we see are from the possibility of increase disruption to operations due to extreme weather events, especially in our coastal cities in India. Infrastructure damage, employee absence and productivity loss are all likely impacts of

such climate change induced events. Our mitigation strategy comprises a robust business continuity plan and well-covered infrastructure insurance.

Collaborating with our customers: Our approach to contributing to our clients' success extends beyond delivering commercially feasible solutions. In a world where technology is a key driver for success in any business, businesses can empower themselves to connect with customers more widely and closely. Our approach is to engage with them continuously to understand their context, needs and risks- this helps us provide solutions that generate maximum value. We look for opportunity to design and provide sustainable solutions to customers- for e.g. our Energy and Utilities vertical has cultivated solutions around the area of renewable energy and smart grids. New technology solutions such as Virtualizations also reduces dependency on physical servers and leads to energy savings. While we look to create the most customer-centric solutions, we also recognize the related risks arising out of pervasive technology. We have a structured risk identification and mitigation program in place, to address areas such as cyber security, data privacy and business continuity.

Our approach to workplace sustainability: In a knowledge and solution driven business like ours, a high caliber, agile and engaged workforce is pivotal to success. Value for customers is created primarily by our talented employees, who design, develop, and implement solutions for clients. In other words, at Wipro, it is our human capital that creates intellectual, social and financial capital. Our global and diverse workforce is 160,000+ strong, spread across over 50 countries. Aligned with our organizational values and the promise of our brand, we place strong emphasis on respecting dignity, diversity and being sensitive to human rights and designing our policies and processes to promote self-services, transparency and responsible conduct at the workplace.
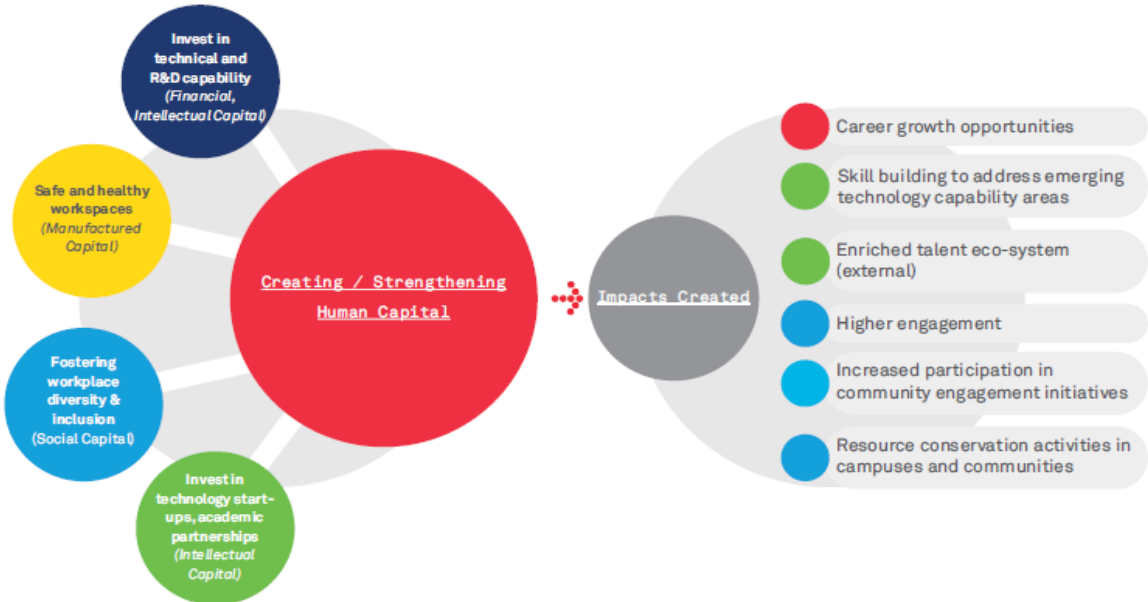
The primary themes of our human capital strategy are transformation, career growth and capability building. Our workplaces are therefore not meant to be ordinary offices, but rather empowering, safe, spaces that energize performance, foster learning and growth and promote an inclusive culture. We view employees as key stakeholders, and have numerous engagement platforms and initiatives to drive continuous communication, seek feedback and encourage advocacy. A comprehensive health and & safety framework creates an essential foundation for employee engagement and performance-our wellness and safety programs, insurance policies and year round advocacy on health practices promotes a pro-active and preventive mindset towards getting and staying healthy. Our capability and career building programs seeks to enhance performance and tap employees' potential. Our approach is to create ample opportunities for employees to excel, learn and be prepared to meet (or create) the next wave of transformation. Our approach towards people development extend beyond business transformation

to social change as well. We have over 11500 employees from nearly 40 chapters in India and overseas who are voluntary engaged as volunteers on multiple community and environmental initiatives.

Promoting a culture of diversity and inclusion is an essential driver of business for us. As our multi-dimensional Diversity and Inclusion program enters its 11th year, we continue to drive initiatives around the theme of gender, nationality, persons with disability and people from disadvantaged communities. We extend our efforts in promoting diversity to our partner employees, communities and supplier networks as well.

Partnering with our supply chain: Wipro considers its suppliers as vital to its business continuity and performance. In order to build and maintain a sustainable supply chain, we partner with suppliers to promote ethical and responsible sourcing of green products and services. We also assess supply chain risks arising out of weak people practices and work with suppliers to mitigate and eradicate them. Specifically, we engage with suppliers and contractors to strengthen labor and human rights compliance and fair working conditions. We have a robust people supply chain comprising of contract employees engaged in IT services and Solutions Delivery, Security and essential functional services such as Maintenance and Housekeeping. Our products and services supply chain is centered around sustainable procurement practices such as green certified products for IT hardware, responsible handling of end-of-life electronics and sustainable sourcing for built infrastructure e.g. energy efficient air conditioning.

Our environmental externalities and how we manage them: We view the environment as natural capital endowment, and recognize the need to use and conserve them responsibly. Our ecological sustainability programs comprises multiple themes, identified through a rigorous assessment of environmental impact of our business and supply chain operations. In 2017-18, we continued to participate in the Natural Capital Valuation exercise, to gauge the impacts created by our operations and cross our value chain on a comprehensive set of environmental factors. The results of the assessment have been incorporated back into our sustainability agenda, goals and actions. The key themes of our ecological sustainability program are Energy, Water, Waste Management, Campus Biodiversity and Urban Resilience.

Our lifecycle approach to energy efficiency starts with green building design and incorporates rigorous execution of the use of right energy efficient technologies and procured renewable energy. We have clearly defined Science Based Targets (SBTs) for reduction in carbon intensity and emission still 2050. Our rigorous focus on improving freshwater efficiency has resulted in saving of 187 million liters of freshwater over the previous year. At an overall level, 41% of our total water requirement is met through recycling. Our efforts in water goes beyond organizational boundaries; in 2014, we initiated the "Participatory Community Water Project in Sarjapur area in Bangalore which seeks to involve proximate communities in a unique citizen-led governance model for management of groundwater. All our campuses in India segregate, track and manage more than 30+ sub categories of waste. Close to 90% of the total waste from India is recycled through both, in-house recycling units and through authorized vendor tie ups. Our urban biodiversity program addresses the twin aims of creating biodiversity in our urban campuses while also using it as a platform for wider employee education and advocacy. We believe that this makes for a more holistic work setting, and builds a deeper sense of connectedness with the natural surroundings. The total valuation of our ecological footprint is INR 10,841 million which works out to 2% of our revenues and 10% of our profits.

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

Our initiatives are designed to be contextually relevant to the requirements of local communities and geographies. In India, for instances, the challenge and complexities of the school education are widely known. The WATIS (Wipro Applying thoughts in Schools) program partners with civil society to bring about systemic, long term improvement in school education. The Wipro Earthian program on the other hand engages with schools and colleges, - to foster sustainability thinking and acting among the young in India. The Wipro Cares community care program engage with communities in various part of India, and support initiatives on primary healthcare, education for underprivileged and girl children , children with disabilities and rehabilitation in disaster hit areas. Several of these initiatives are in geographies distant from our operational locations; we support them as they have significant, intrinsic value, and contribute to long term social well-being.

In the U.S.A., our flagship program the Wipro Science Education Fellowship has been working since 2012 with the primary objective of helping teachers in STEM (Science, Technology, Engineering, Math) to strengthen their practice and leadership skills in the classroom. Till date, the program has worked with more than 500 teachers across 35 school districts in 7 states In the US, our two other significant programs are First Book and Million Women Mentors(MWM). Through our partnership with First Book, a not-for-profit organization which supplies free new books to needy children, we have till date donated nearly 235,000 books impacting 121000 children positively. The MWM program seeks to address gender diversity in the technology workforce by pairing tech professionals – like Wipro employees – with young women who are interested in STEM careers. Till date, over 100 Wipro employees in the US have registered as mentors in the MWM program.

Governance and Management: All our programs and actions are based on a strong foundation of ethics and values, manifest in the Spirit of Wipro. Our values and principles of ethical conduct are embedded in all our policies, processes and procedures. We also have a comprehensive Code of Business Conduct for our suppliers that cover basic issues of human and labor rights.

Stakeholders are encouraged to highlight and report any wrong-doing or violation of our values and ethics via the Ombuds process, without fear of reprisal. The reporting process is open to all and we have a relatively large number of cases reported, which is the reflection of stakeholder empowerment, transparency, and trust placed in the Ombuds process. Our approach to corporate governance extends well beyond statutory compliance with a four-tiered governance structure, with clear roles and responsibilities that advocate, implement and review and guide ethical conduct. While our sustainability strategy, action and evangelism is carried out across levels, geographies and functions, the primary oversight of all program is at the corporate level with our Board of Directors led by our Chairman and the Group Executive Council.

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

Sustainability Dashboard

In this section, we are presenting our goals and measures in condensed form, but a complete understanding of these dimensions is possible only in the detailed analysis that follows in subsequent sections.

Workplace Sustainability

Employee Engagement and Empowerment

- 100,000+ employees on collaborative social platforms like Yammer and Microsoft Teams
- 73.6% overall engagement score in the Employee Perception Survey (EPS 2017) – an increase of 12.5 percentage points compared to EPS 2015
- Inclusion & Diversity and Health & Safety – Highest rated engagement drivers in EPS 2017

Employee Well-being and Safety

- 22 locations in India are OHSAS 18001 certified
- 136,000+ employees, contractors and service providers trained in Health & Safety

Diversity and Inclusion

- 35% of workforce constitute women
- Employees from 110+ nationalities in 50+ countries
- Focus pillars of inclusion - Gender, Persons with Disabilities, Nationalities, LGBT, Underprivileged Communities and Suppliers

Capacity Building and Career Development

- 90,000+ employees trained in digital skills as of FY 2018
- 52,000+ employees are using Top Gear, a social learning and crowdsourcing platform to learn emerging technologies

Ecological Sustainability

Energy and Emissions

- Over 14% reduction in global people based emissions intensity to 1.2 tons per person per annum
- 33% (92 million units) of our total India Energy Consumption comes from Renewable Energy (RE). Our RE target for next year is 95 million units.
- 70% increase in energy saving due to server virtualization from last year
- 5.5% reduction in air travel footprint (in terms of both distance and emissions) compared to 2016-17 and nearly 24% reduction since 2015-16

Water

- Fresh water saving of 187 million liters
- 11.5% reduction in per employee water consumption- 991 liters per employee as compared to 1,119 liters in 2016-17
- 41% of water recycled in 2017-18 compared to 38% in 2016-17
- Participative urban water programs in Bengaluru & Pune

Waste

- Close to 100% inorganic waste recycled
- 65% of total Mixed Solid Waste is curreltly recycled and rest is send to landfills.
- 100% e-waste recycled by approved vendors.
- Focus pillars of inclusion - Gender, Persons with Disabilities, Nationalities, LGBT, Underprivileged Communities and Suppliers

Campus Biodiversity

- Completed third campus biodiversity retrofit project - Wetland Park in Bengaluru Campus

Customer Stewardship

Customer Engagement

- Net Promoter Score increased by 486 basis points for 2017-18 as compared to the previous year
- Number of Gross New Customers: 223
- Revenue from existing customers: 98.6%
- In the reporting year, there were no substantiated incidents concerning breaches of customer privacy and / or loss of customer data.

Innovation

- Total R&D expenses for the year stood at Rs. 3041 Mn
- In the year ended March 31, 2018, Wipro filed 404 patents and currently has approximately 1,623 patent applications pending registration in various jurisdictions across the world.
- Wipro won the "Asia IP Elite" award from the Intellectual Asset Management publication for the fifth consecutive year for best IP Practices.

Industry Recognition

- An overall CSR rating of Gold (highest among possible three levels) by Ecovadis, an EU based sustainability performance assessment platform, used by more than 50 of our customers.
- Verego-"Best in Class" across all the 5 areas (Leadership, Ethics, People, Community and Environment) and designated Wipro as a "CSR Thought Leader"
- Sustainability award in the software category at the Quest Forum's service providers and suppliers summit

Supply Chain Sustainability

Engagement with Suppliers

Customer Engagement

- 4x increase in procurement of EPEAT certified hardware products

Customer Engagement

- During the reporting year our purchase of EPEAT registered IT products translates to savings of approximately 15,655 MWH electricity and a reduction of 2,560 metric tons of greenhouse gas emissions in the upstream supply chain.

Customer Engagement

- Gender diversity for suppliers staff at our facilities is 25%

Social Responsibility

School Education

- Partnered with 100+ organizations in areas of systemic reforms
- Supporting 17 new organizations through seeding fellowships & 15 through grants
- Over 100 participants attended the 17th Partner's Forum on school education

Sustainability Education

- Participation from 1,254 schools across 29 states and 43 districts
- Faculty led research and doctoral fellowships on sustainability with IIM-B
- MOU's with IIM-A, ICT Mumbai and CEPT Ahmedabad to develop sustainability pedagogy tools
- 6 sustainability quizzes conducted with 940 participants from 470 teams

Wipro Science Education Fellowship Program in U.S.A

- Commitment to train over 200 teachers in schools serving disadvantaged communities across 30 districts, fostering leadership and teaching excellence in STEM education
- Anchored by University of Massachusetts
- Added 3 new sites & partnered with 3 new universities

Wipro Cares

- Nearly 68,000 children from underprivileged communities benefit from our 22 education projects in eight states
- Education for Children with Disability program supports the educational and rehabilitative needs of 2,600 underprivileged children with disabilities, through 14 projects in six states
- Over 40,000 people are getting access to primary healthcare through 4 projects
- Project in urban solid waste management in Bengaluru provides social, nutritional and health security to nearly 8,000 workers in the informal sector

Recognitions

- Member of Dow Jones Sustainability Index (DJSI), World for the eighth time in a row
- Member of Vigeo Eiris Emerging Market Sustainability Index (comprises of the 70 most advanced companies in the Emerging Market Region)
- Named as 2018 World's Most Ethical Company for the 7th successive year by the Ethisphere
- Institute National Intellectual Property (IP) Award 2018 in the category "Top Public Limited Company/Private Limited Company for Patents & Commercialization in India" and the World Intellectual Property Organization (WIPO) Enterprise Trophy
- Recognized among India's most innovative companies by CII Industrial Innovation Awards 2017 Wipro's Next Generation Customer Experience (NGCE) platform won the "Best Innovation Practices for Science and Technology Service Industry in China" award
- Runner-up in the category "Excellence in procurement - sustainability" at the CPO Forum India 2017 awards
- Association for Talent Development (ATD) – Best of Best Award for FY 2017
- Society for Human Resource Management (SHRM) India HR Excellence Awards 2017- Excellence in Diversity and Inclusion – Winner
- Society for Human Resource Management (SHRM) India HR Excellence Awards 2017 - Excellence in HR Analytics – Winner
- United Nations Global Compact Network India (UN GCN)– Women at Workplace Awards 2018 – 2nd Runner Up

Report Profile

Reporting Period for Sustainability Report	April 1, 2017 to March 31, 2018 (Referred hereafter in short as '17-18')
Date of most recent previous report	Wipro Sustainability Report for last fiscal year 2016-17, released in March
Link to previous report	http://wiprosustainabilityreport.com/16-17/
Reporting Cycle	Annual basis
Contact Point	Mr. P.S. Narayan Vice President and Head, Sustainability Email: Narayan.pan@wipro.com

Scope and Boundary

Businesses*	
Wipro Technologies	
Wipro Business Process Services	
Geographies	
America	
Europe	
India	
Japan	
Middle East	
Asia Pacific	
Scope of Reporting	
Financial Performance Indicators	All Geographies
Environmental Performance Indicators	India (Energy data reported for overseas location)
Employee Metrics	All geographies
Social performance metrics	Primarily India
Other Qualitative Reporting	All Geographies (unless otherwise specified)
*A list of all entities included in the consolidated financial statements is given in pages 82-86 of Wipro Annual Report for FY 2017-18. However, the scope of this report is restricted to Wipro Technologies, Wipro Infotech and Wipro Business Process Services.	

Approach: Like our previous reports, we continue to adopt the stakeholder format of reporting. Given that stakeholder inclusion and engagement is such a crucial cornerstone of the Aa1000 and the GRI frameworks, we believe that the stakeholder format is more appropriate for focusing attention on key material aspects for each of the stakeholders. Each individual section on this report is structured as our response to concerns of the respective stakeholder identified through the materiality assessment. Additionally, for financial year 2017-18 we have followed the ISO26000 guidelines.

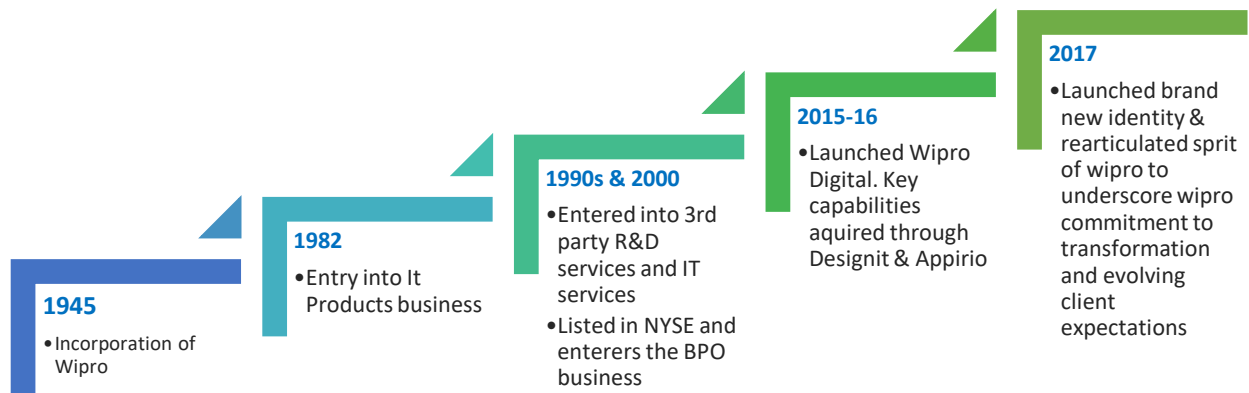# Wipro and Sustainability - A Strategic Overview

Organization Overview

In this section, we present an overview of Wipro's key organizational metrics both, at a strategic and operational level. We also articulate our approach to corporate governance covering the key areas of Board Governance, Strategic Risk Management, Codes of Conduct and Policies, disclosures and grievance redressal. All of these together provide the cornerstones of our overarching approach centered on being a responsible organization that combines financial performance with environmental stewardship and a workplace that is fair as well as empowered.

Company Profile

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. We harness the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help our clients adapt to the digital world and make them successful. A company recognized globally for its comprehensive portfolio of services, strong commitment to sustainability and good corporate citizenship, we have over 160,000 dedicated employees serving clients across six continents. Together, we discover ideas and connect the dots to build a better and a bold new future.

Milestones

1945
- Incorporation of Wipro

1982
- Entry into It Products business

1990s & 2000
- Entered into 3rd party R&D services and IT services
- Listed in NYSE and enterers the BPO business

2015-16
- Launched Wipro Digital. Key capabilities aquired through Designit & Appirio

2017
- Launched brand new identity & rearticulated sprit of wipro to underscore wipro commitment to transformation and evolving client expectations

Strategic Business Unit and Service Lines

We are one of the leading providers of IT services globally. We combine the business knowledge and industry expertise of our domain specialists and the technical knowledge and implementation skills of our delivery team leveraging our products, platforms, partnerships and solutions in our development centers located around the world.

We develop and integrate innovative solutions that enable our clients to leverage IT to achieve their business objectives at competitive costs. We use our quality processes and global talent pool to deliver 'time to development' advantages, cost savings and productivity improvements. Our IT Services business provides a range of IT and IT-enabled services which include digital strategy advisory, customer centric design, technology consulting, IT consulting, custom application design, development, re-engineering and maintenance, systems integration, package implementation, global infrastructure services, analytics services, business process services, research and development and hardware and software design to leading enterprises worldwide.
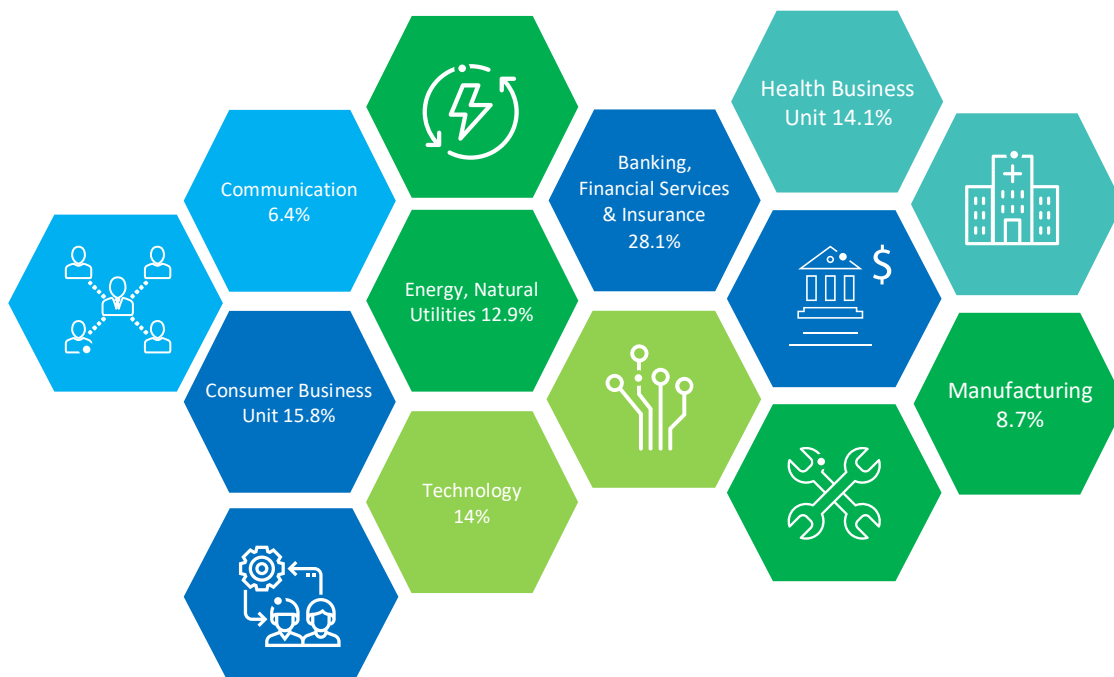
Our IT Products segment provides a range of third-party IT products, which allows us to offer comprehensive IT system integration services. These products include computing, platforms and storage, networking solutions, enterprise information security, and software products, including databases and operating systems. We have a diverse range of clients, primarily in the India and Middle East markets from small and medium enterprises to large enterprises in all major industries. We continue to focus on being a systems integrator of choice, where we provide IT products as a complement to our IT services offerings rather than sell standalone IT products.

Effective April 1, 2018, we have realigned our service lines to achieve better synergies with our customers: Business Application Services is now Modern Application Services; Global Infrastructure Services is now Cloud Infrastructure Services; Analytics service line is now Data, Analytics and AI. Our key service offerings and percentage contribution to our revenues is outlined below:
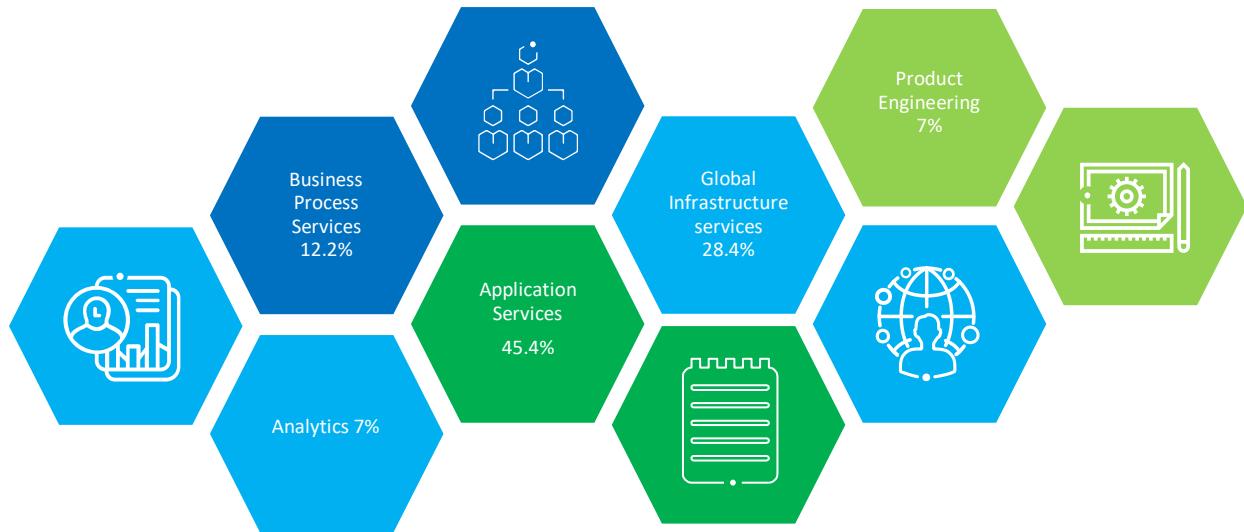
For the year ended March 31, 2018, our IT Services business was organized into six industry verticals. Effective April 1, 2018, in order to provide strategic focus, we are realigning our Manufacturing and Technology (MNT) industry vertical into two separate verticals: the Manufacturing industry vertical and the Technology industry vertical. The Healthcare and Lifesciences industry vertical is being renamed the Health Business Unit

The revised industry verticals and percentage contribution to revenues are as follows:

Geographical Presence

India & Middle East Business 10%

Europe 26%

Americas 53%

APAC and Other Emerging Markets 11%
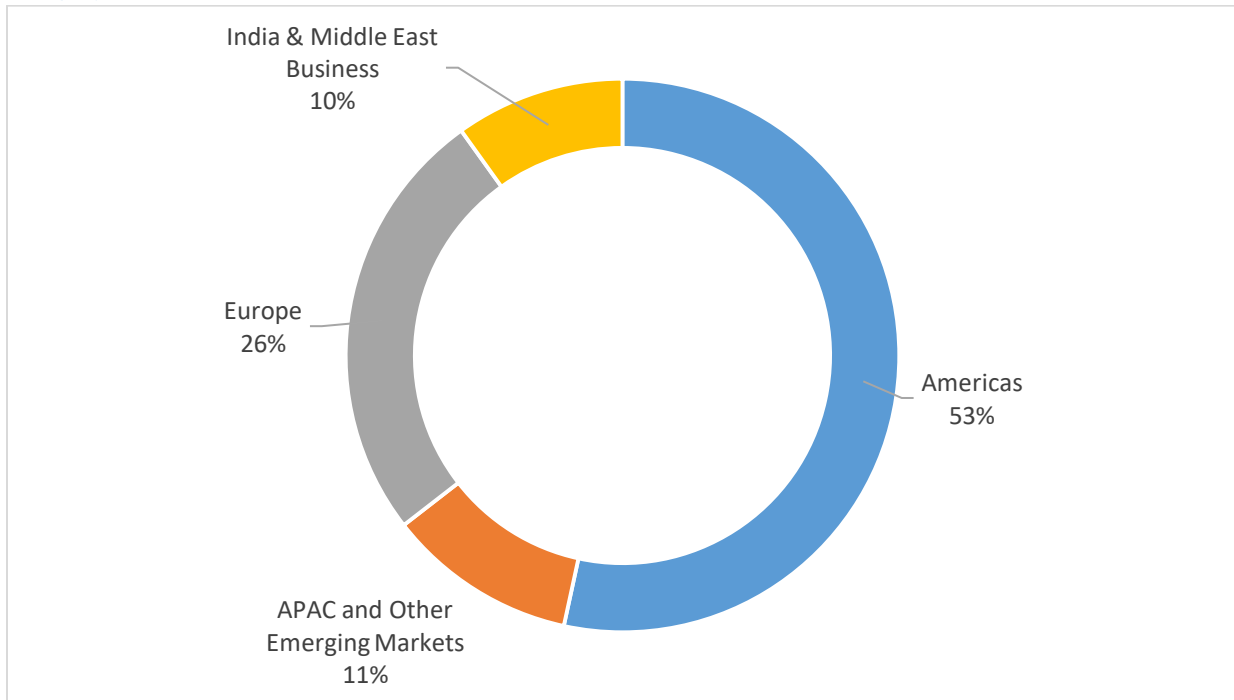
Number of Clients year ended March 2018

Customer Size Distribution for IT Services

Size	2018	2017
>$100 MN	8	9
> $75 MN	20	18
> $50 MN	39	34
> $20 MN	95	91
> $10MN	171	163
> $5MN	277	268
> $3MN	369	354
> $1MN	631	602
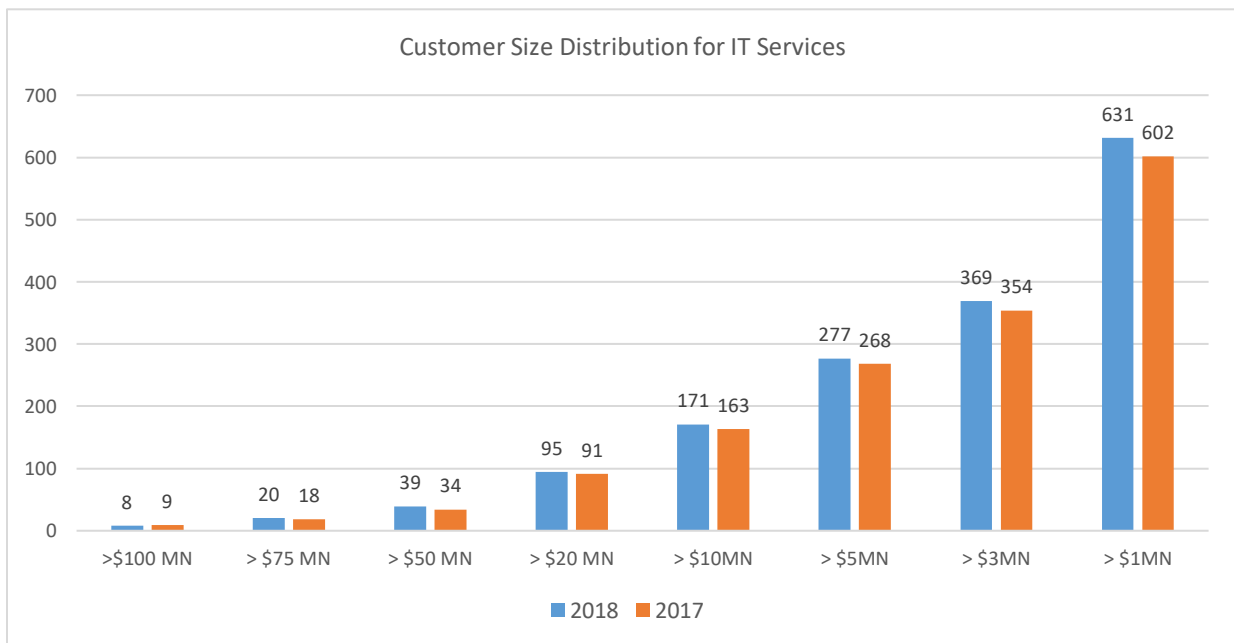
Values, Vision, Policies

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

Wipro Vision

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

Policies

Values are the foundational cornerstones of an institution and shape its essential core i.e. 'what it stands for'. The Spirit of Wipro is the core of Wipro. These are stands for'. To translate these into frameworks is the job of policies and codes of conduct. Some of our key policies are as below.

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

All the policies and codes of conducts are developed after studying industry best practices and stakeholder consultation. Senior level executives of relevant teams approve and have the oversight. Employees are regularly trained on the expectations of different policies and is available in websites as well as key locations in our campuses.

Spirit of Wipro

Spirit of Wipro

Be passionate about clients' success

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

Treat each person with respect

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

Be global and responsible

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

Unyielding integrity in everything we do

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

Key Organizational Metrics

Number of Shareholders

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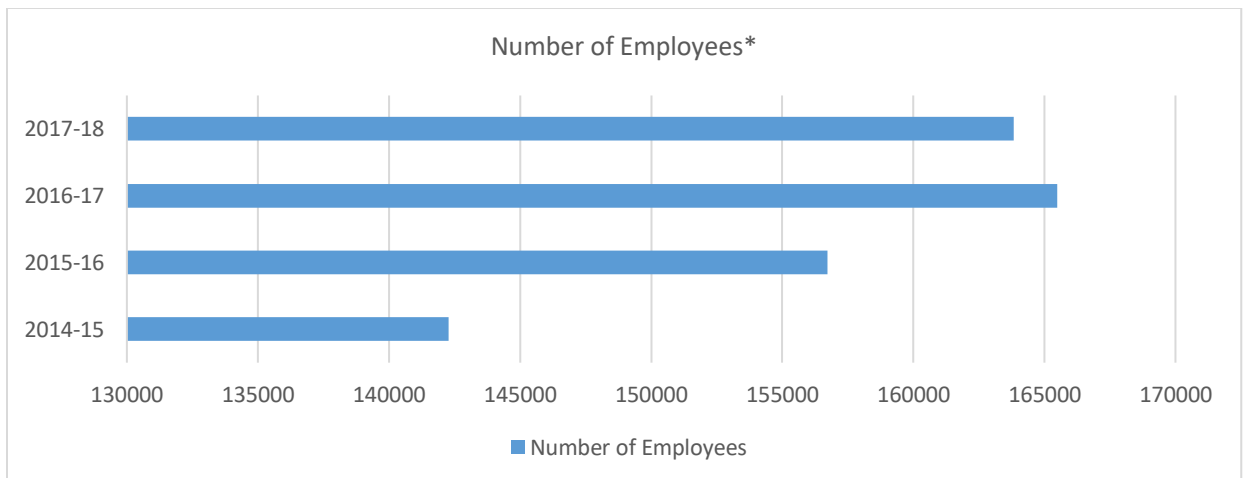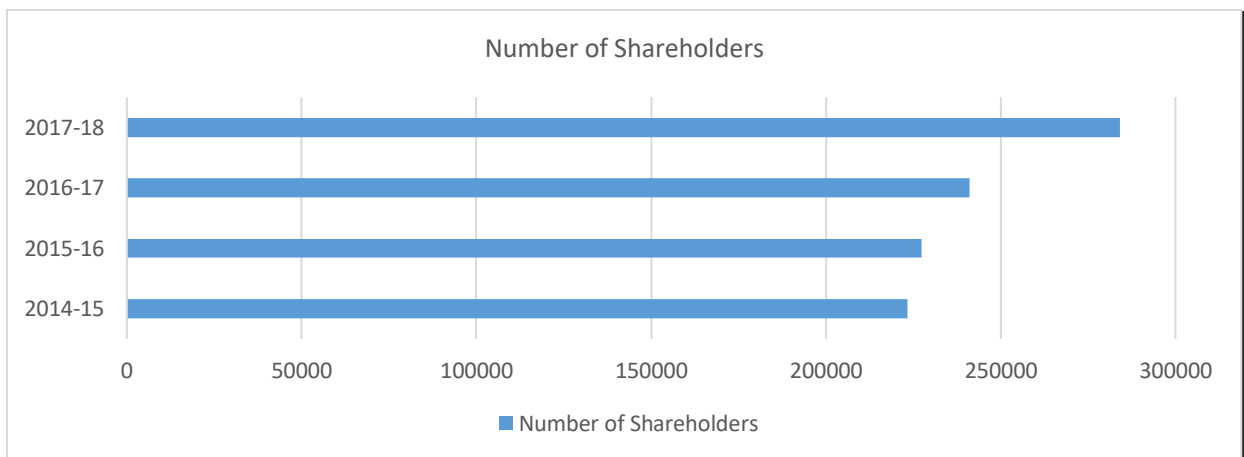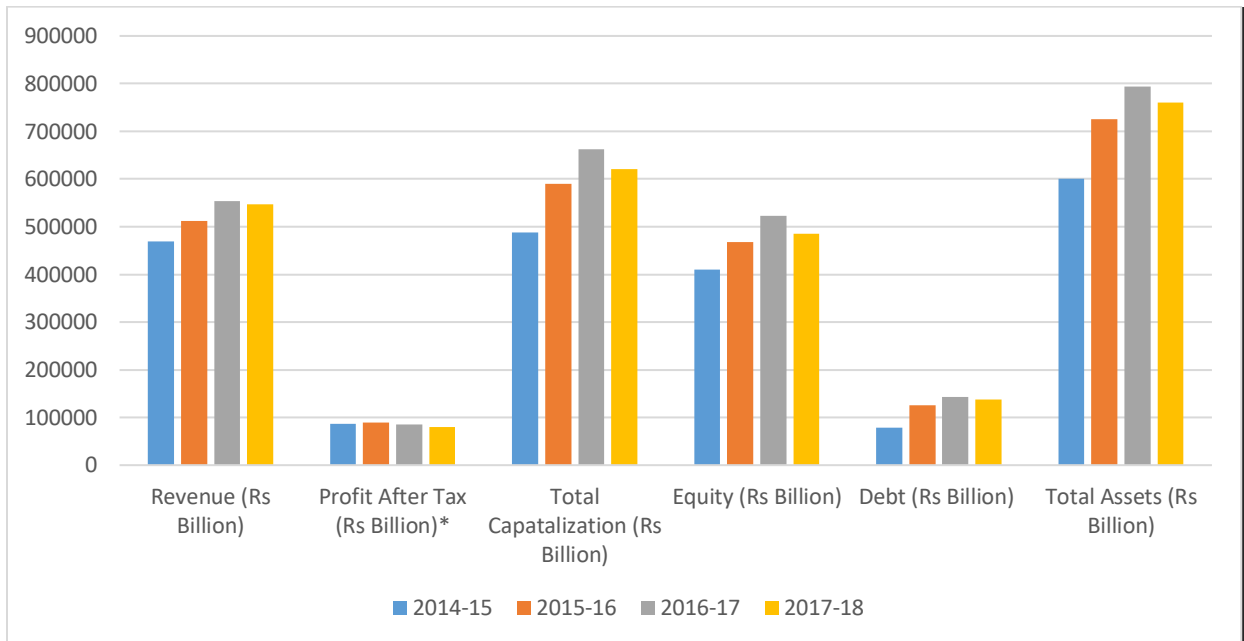
Figures are only for core employees in IT business. Does not include partner employees, retainers and support service workforce.

Good Governance and Management Practices

Corporate Governance

At Wipro, Corporate Governance is more than just adherence to the statutory and regulatory requirements. It is equally about focusing on voluntary practices that underlie the highest levels of transparency and propriety.

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

I	Governance by Shareholders	
II	Governance by Board of Directors	
III	Governance by Sub-Committee of Board of Directors	Audit/Risk and Compliance Committee
		Board Governance, Nomination and Compensation Committee with the additional responsibility of CSR
		Strategy Committee
		Administrative, Shareholders and Investors Grievance Committee (Stakeholders Relationship Committee)
IV	Governance by Management Process	Risk Management
		Code of Conduct
		Compliance Framework
		The Ombuds process

Effective corporate governance requires a clear understanding of the respective roles of the Board and of senior management and their relationships with others in the corporate structure. To ensure this, the Board of Directors has adopted 'Corporate Governance Guidelines' which codifies the best corporate governance practices. These guidelines provide a systematic and structured framework for the Board to review and evaluate the Company's performance in an independent manner, while at the same time providing assurance to the Directors in terms of their authority to oversee the Company's management. Our Corporate Governance Guidelines give an overview of the responsibilities of the board, board composition, board meetings, board committees and process of management review.

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

Board of Directors

As at March 31, 2018, our Board had seven Non- Executive Directors and three Executive Directors. Out of the three Executive Directors, the Executive Chairman and Managing Director and Executive Director and Chief Strategy Officer are Promoter Directors. The Chief Executive Officer (CEO) and Executive Director is a professional CEO who is responsible for the day to day operations of the Company. All the seven Non-Executive Directors are Independent Directors free from any business or other relationship that could materially influence their judgment. All the Independent Directors satisfy the criteria of independence as defined under the Companies Act, 2013, the Listing Regulations and the New York Stock Exchange Listed Company manual. The Board is well diversified and consists of one Woman Independent Director and three Directors who are foreign nationals. The profiles of our Directors are available on our website at https://www.wipro.com/leadership.

Age Diversity of Board: In FY 2017-18, half of the board members are between 30 to 50 years and rest above 50 years.

Board Diversity in Industry Experience

NUMBER OF DIRECTORS

Category	Number of Directors
HEALTHCARE	1
ACADEMIA/CONSULTING	2
TELECOM	1
FMCG	2
BFSI	1
TECHNOLOGY	3

Board Tenure of Directors

Board Tenure of Directors

- 50% 0-5 Years
- 10% 6-10 Years
- 40% >10 Years
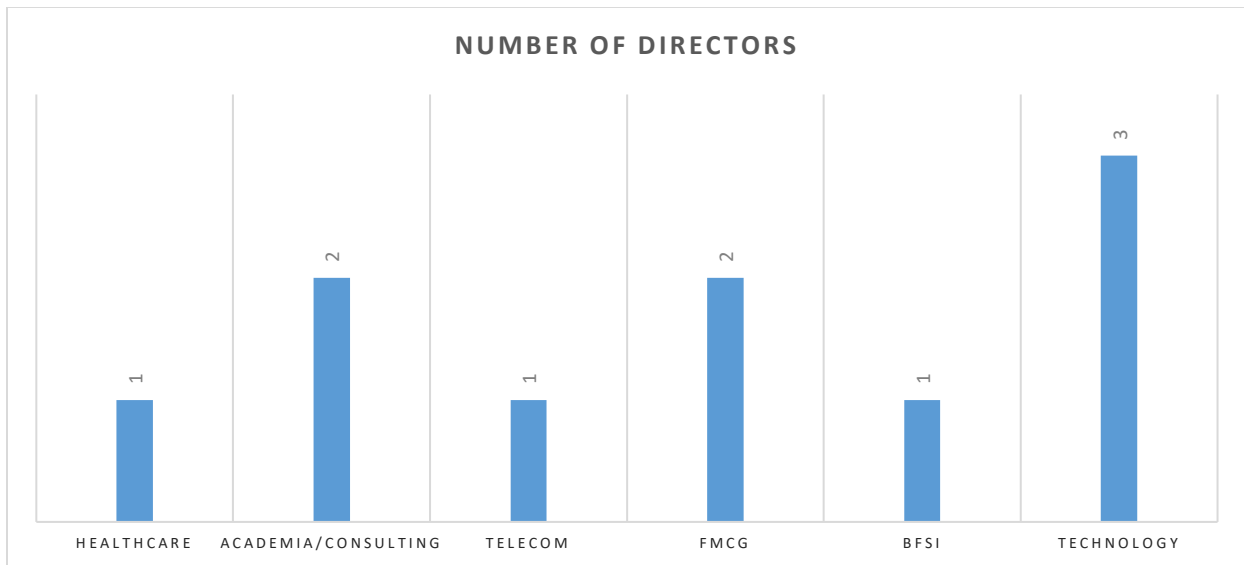
■ 0-5 Years   ■ 6-10 Years   ■ >10 Years
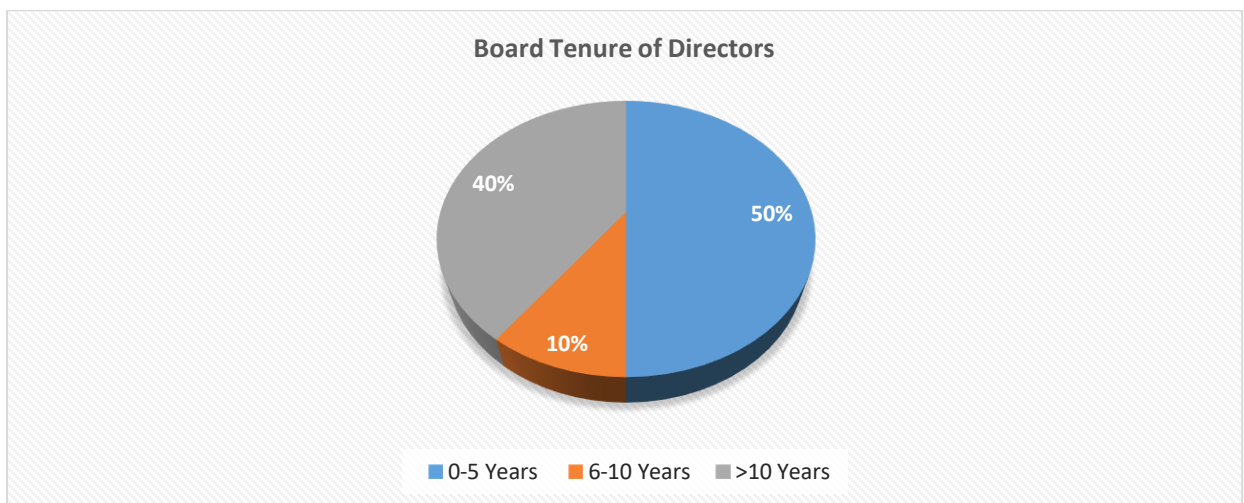
Board Nomination and Selection

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

Training of Board

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

Roles and Responsibilities

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

Evaluation of the Board was based on criteria such as composition and role of the Board, Board communication and relationships, functioning of Board Committees, review of performance and compensation to Executive Directors, succession planning, strategic planning, etc. Evaluation of Directors was based on criteria such as participation and contribution in Board and Committee meetings, representation of shareholder interest and enhancing shareholder value, experience and expertise to provide feedback and guidance to top management on business strategy, governance and risk, understanding of the organization's strategy, risk and environment, etc. Evaluation of Committees was based on criteria such as adequate independence of each Committee, frequency of meetings and time allocated for discussions at meetings, functioning of Board Committees and effectiveness of its advice/recommendation to the Board, etc.

The outcome of the Board evaluation for financial year 2017- 18 was discussed by the Board Governance, Nomination and Compensation Committee and the Board at their meeting held in April 2018. The Board has received improved ratings on its overall effectiveness, including higher rating on Board communication, relationships and Board Committees. The Board has also noted areas requiring more focus in the future.

Conflict of Interest: Board members are not prohibited from serving on Boards and/or Committees of other organizations, except for companies that are in competition with the businesses pursued by the Company. However, members of the Board are required to comply with applicable regulatory requirements with respect to limits on number of directorships in the both the country of incorporation of the country and the country of residence. The Board Profile section in our Annual Report discloses other board memberships held by our Board of Directors. Service on Boards and/or Committees of other organizations shall be consistent with the Company's conflict of interest policy. Wipro is a promoter group-led company with the promoters having other diverse businesses and interests. Given the fact that the promoter group has occasions to engage in Related Party Transactions (RPTs), disclosures on the same are made in our annual reports in the interest of transparency. Such transactions are guided by 'Policy on Related Party Disclosures', an abridged version of which is made available in our website at https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/ethical-guidelines/12759-abridged-policy-for-related-party-transactions.pdf'Refer to page 179 of our latest Annual Report for 2017 - 18 for details of related party transactions during the financial year. Our Annual Financial reports include disclosures on shareholding pattern of promoters as well as top 10 shareholders.

Risk management

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

Risk Management Framework

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

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

Risk Management Framework

Major Risk Management and Risk Mitigation Initiatives

Major Risks	Mitigation Plans
Information Security and Cyber Security breaches that could result in systemic failures, loss, disclosure of confidential information.	Effective security controls implemented to detect, prevent and remediate threats. Program to continuously monitor the effectiveness of the controls have been implemented. Focus is on sustaining controls and continuous improvement of efficacy of the solutions with adoption of new technologies.
Intellectual Property violating or misusing our clients' intellectual property rights or for breaches of third-party intellectual property rights or confidential information in connection with services to our clients.	Elaborate program exists and is enhanced on an ongoing basis, to assess and mitigate the risks on account of intellectual property, both Customer and Wipro owned. The program is crucial and assists in identifying, monitoring, governing and creating awareness across the organization.
Data Privacy regulations (such as General Data Protection Regulation in Europe) relating to personal information dealt with both by and on	The Data Privacy program has been augmented keeping into consideration privacy regulatory requirements, with specific emphasis to revalidate all existing frameworks, policies and processes that can be leveraged by respective support function and delivery teams, covering all applicable geographies and areas of operations.

behalf of Wipro increases the risk of non-compliance.	
Regulatory Compliances covering various federal, state, local and foreign laws relating to various aspects of the business operations are complex and noncompliance can result in substantial fines, sanctions etc.	A program on statutory compliance is in place with the objective to track all applicable regulations, obligation arising out of the same and corresponding action items that requires to be adhered to ensure compliance along with necessary workflows enabled. The program is monitored and regularly reviewed to ensure compliance.
Functional and Operational risks arising out of various operational processes	Appropriate risk and control matrices have been designed for all critical business processes and both design and effectiveness is tested under the SOX & Internal Financial Control Programs and theme based assessments.
Service Delivery risks relating to complex programs providing end-to-end business solutions for our clients.	Risk Management framework has been deployed for large value deals to assess solution fitness, credit risks, financial risks, technology risks among other risk factors. Additionally contract compliance programs are in place with regular reviews, early warning systems as well as customer satisfaction surveys to assess the effectiveness of the service delivery and early detection of any risks arising from the service delivery.
Work place environment, Safety and Security	Strong Control measures have been put in place to ensure employee health and safety. Awareness is created about various issues and are communicated on regular basis to employees. Wipro maintains Zero Tolerance for violators of code of business conduct. Also employees are provided with an online web portal to log in concerns relating to various subjects including environment and safety in the work place.
Business Continuity risks arising out of global disruptions like natural disasters, IT outages, Cyber, pandemic, terror and unrest, power disruptions etc. which will challenge or impact the availability of People and process, Technology and Infrastructure.	Effective implementation of Business Continuity Management System (BCMS) and framework aligned to ISO 22301 across global locations, accounts and service functions. The framework will ensure a robust BCM planning to manage any crisis which could disrupt People and process, Technology and Facility level disruption effectively and efficiently. We have started a program to map the risks to our business and value chain arising from climate change.
Geo political risk arising out of entering into contracts in a new country.	An assessment of doing business in a new country is done in order to analyze the feasibility of doing business based on the country's economic stability, corruption index, investment opportunities, ease of doing business and physical safety.
Risk of Protectionism policies impacting the business	Appropriate measures are being taken to provide uninterrupted high quality services to the clients at all geographies. Additionally, localization efforts are being prioritized. More than 55% of U.S.A and more than 75% of our APAC workforce is local. In Latin America almost all our employees are local.

Risk Governance

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

Sustainability Risk Management

Sustainability risks are increasing nowadays and have become a growing concern among investors, customers, employees, communities, regulators, etc. In current scenario, maintaining a sustainability risk register is must. Beginning FY 2017-18 we are looking at (a) Assessing climate related impacts at our operations (b) Human Rights due diligence at our operations and value chain. We also conducted social audits of 128 manpower services providers spread across 7 states and 1 union territory. Employee benefits and Women's safety at workplace were identified key issues for workers in supply chain.

Code of Conduct

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

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

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

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

Compliance Management Framework

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

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

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

GSCCP Program

In 2014, the Global Compliance Management Project was started with the objective of adopting a global statutory compliance certification program (GSCCP) framework and automating the framework. The project covers all functions across 24 countries,

including India. Under this project, Compliance Landscaping is being done under the broad categories of Corporate and Commercial laws; Industry specific laws; Employment, Human Resource & Immigration laws; Environment, Health & safety; and IT and Data. An external service provider has been engaged for this project. A compliance tracking tool has also been implemented, to track statutory compliance across global operations and ensure compliance with all relevant legal requirements.

Anti-Corruption

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

Grievance Redressal

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

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

Complete details of the Ombuds process for employees and non-employees is available at the following links in our website: https://www.wipro.com/content/dam/nexus/en/investor/corporate-governance/policies-and-guidelines/wipros-ombuds-process/Ombuds%20Policy.pdf

1,526 complaints were received via the Ombudsprocess and 1,532 complaints were closed (including those carried over from previous year) in FY 2018. All cases were investigated and actions taken as deemed appropriate. Based on self-disclosure data, 20.5% of these were reported anonymously. The top categories of complaints were people processes at 42% and workplace concerns and harassment at 23%. The majority of cases (71%) were resolved through engagement of human resources or mediation, or closed since they were unsubstantiated.

Wipro has a policy and framework for employees to report sexual harassment cases at workplace and our process ensures complete anonymity and confidentiality of information. Adequate workshops and awareness programs against sexual harassment are conducted across the organization. A total of 101 complaints of sexual harassment were raised in the calendar year 2017, of which 92 cases were disposed and appropriate actions were taken in all cases within the statutory timelines. This includes all cases reported in the system, even if unsubstantiated. In some cases, a clear action has been taken (warning or separation) and the rest of the cases have been resolved through counseling or other specific actions.

Break-up of Complaints received through the Ombuds Process (excluding PSH)
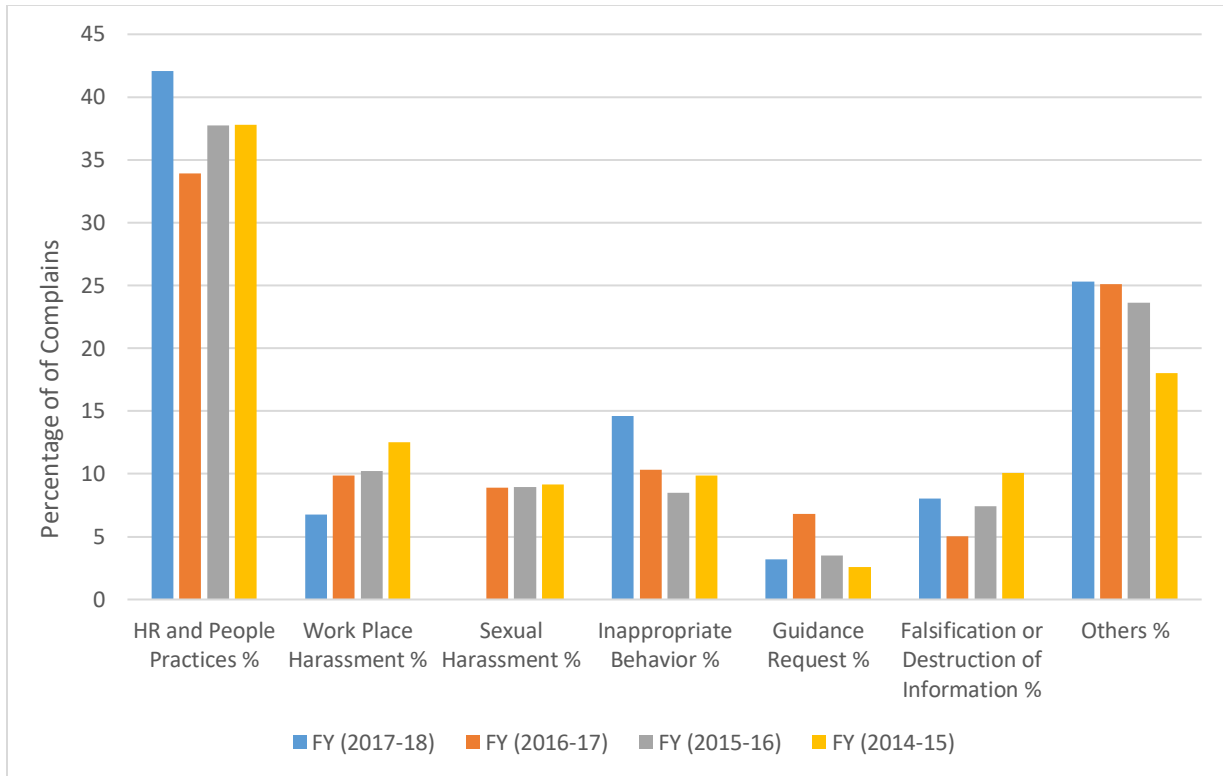
Source of Complaints
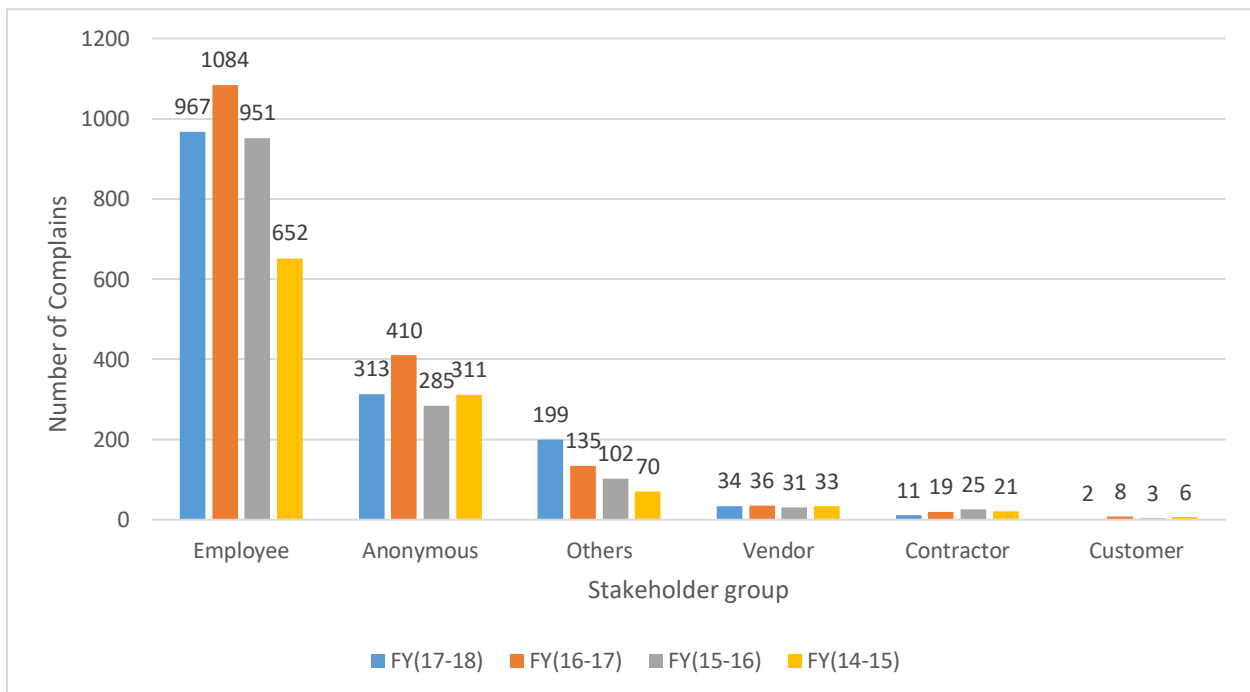
Type of Action Taken (excluding PSH)
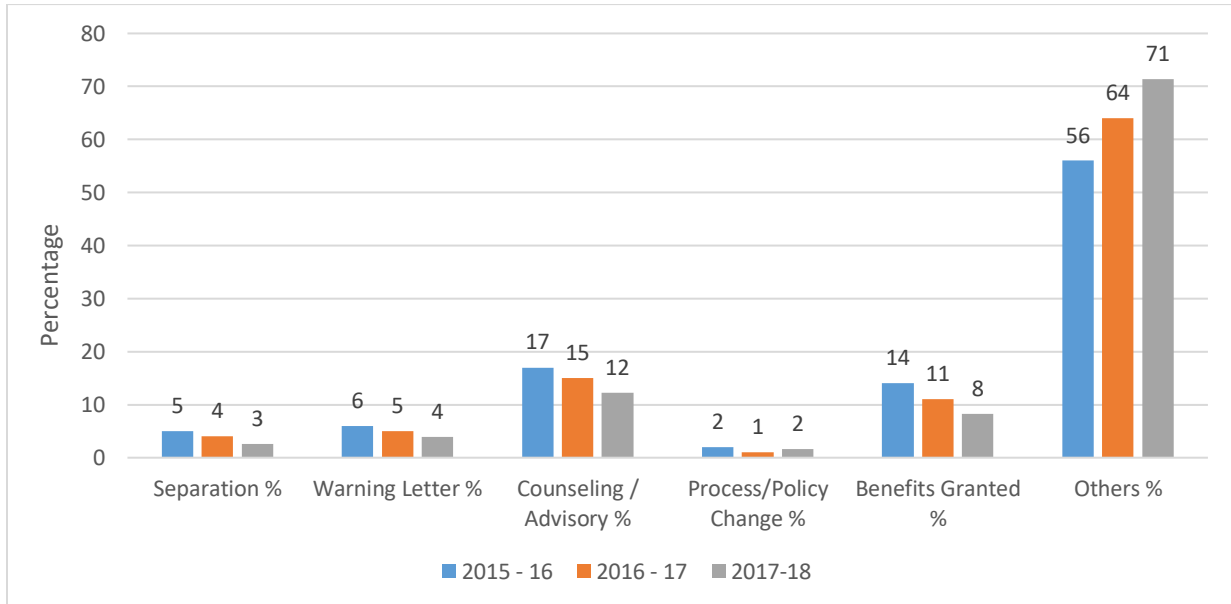
Besides the Grievance Redressal, the stakeholders also have the option of sharing their concerns with us via mail mentioned in our website. We have location registers at all our locations which can be used by any stakeholder group to express their concerns. Wipro also invites experts in the field of crime and investigation to conduct master classes on topics relevant to the business.

The concerns about unethical or unlawful behavior, and matters related to organizational integrity which are mandated by law to report are communicated to the relevant agencies as and when such issues happen. In FY 17-18, there was no instance of ethical or unlawful activity which required seeking external advice or reporting to external agency.

Training

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

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

Sustainability Mega Forces and their influence on Sustainability Strategy

In this section we articulate the overarching context of the interlinkages between business, ecology and society. We examine global sustainability trends and try to position our strategic approach in this larger context.

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

The changes in the Earth system can be understood through the framework of nine planetary boundaries proposed by a team led by Johan Rockstrom at the Stockholm Resilience Center, it shows that at least three planetary boundaries have been transgressed (rate of biodiversity loss, human interference with the nitrogen and phosphorus cycle), while some are at risk of being surpassed (land-system change, and ocean acidification).

While the world income (GDP per capita) has increased exponentially over the past century, income inequality did decrease till the 70's-80's and is now showing a rebound to levels seen near the beginning of the century (IMF). About a billion people are estimated to be living in extreme poverty today. A quarter of all children under the age of five years is estimated to be stunted due to malnutrition. By the close of 2016, 65.6 million people worldwide were forcibly displaced due to violence, conflict, persecution or human rights abuse. The worldwide refugee population is nearly 5 million, with 84% of them hosted by developing regions. 775 million adults and 250 million children worldwide lack basic literacy skills, and of this, more than 60 per cent of them are women.

2015 was the year when three landmark agreements on human development were signed: the new Sustainable Development Goals (SDGs), a new framework for global sustainable development financing, and a new climate change agreement at the COP 21 in Paris. The objectives of the seventeen SDG's are to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. The COP 21 at Paris concluded with a legally binding and universal agreement on reducing greenhouse gas emissions to limit the global temperature increase to 2 degrees Celsius above pre-industrial levels climate, from all world nations. Even though the outcome of the summit can be considered 'very little and too late', the summit succeeded in reaching at a global consensus for a complex problem. Also it resulted in countries committing on post-2020 climate actions they intended to take under the new international agreement, known as their Intended Nationally Determined Contributions (INDCs). Implementation on the SDGs began in 2016, and the first progress report was were published in 2017, accompanied by the launch of the Global SDG Indicators Database, which presents global, regional, and country-level data. Countries have also undertaken separate voluntary national reviews.

The UN's Sustainable Goals Progress Report, 2017, indicates that while progress has been made on the 17 goals, the pace of progress needs to be much faster to achieve the agreed on 2030 milestones. For instance, while the rate of child mortality has sharply declined, the pace of progress in reducing maternal mortality must double to reach the 2030 target. Progress is also inconsistent across demographic groups and nations. For instance, women spent almost three times the number of hours that men do on unpaid domestic work and care-giving. Women also continue to be under-represented in government and business, especially at senior and middle management levels. Another area of growing concern, worldwide, is youth unemployment.

While mobile cellular coverage is almost universal now, internet and fixed broadband services remain out of reach in many parts of the developing world. Not all trends are discouraging, though. Manufacturing emission levels are lower across regions, and investment in R&D continues to rise

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

What follows is an articulation of eight significant sustainability mega forces or trends and their implications for business.

Global Economic System	**Current Scenario:** The global economic system is vulnerable to multiple risks which have the potential to undermine financial and social stability of societies. The risks include asset bubbles in major economies, underemployment or unemployment, failure of a major financial mechanism or institution, fiscal crises, unmanageable inflation or prolonged ultra-low inflation or deflation in a major economy or region (World Risks Report, 2018). There is also a growing problem of structural unemployment in advanced economies. Even though the world has recovered from the latest financial crisis, the danger of complacency compared to other risks exists. **Business Implications:** Businesses need to be alert and should proactively address critical areas of concerns to insulate themselves from any potential crises. They should avoid unduly large debt and related financial exposures and exercise prudence in their risk taking strategies
Climate Change	**Current Scenario:** The fifth assessment report of IPCC asserts with greater certainty that climate change is a reality. The report says that "the atmosphere and ocean have warmed, the amounts of snow and ice have diminished, sea level has risen, and the concentrations of greenhouse gases have increased" and "human influence on the climate system is evident from the increasing greenhouse gas concentrations in the atmosphere, positive radiative forcing, observed warming, and understanding of the climate system". Further, IPCC special report on Impact of Global Warming of 1.5 degree above pre-industrial levels says that, "limiting global warming to 1.5°C would require rapid and far-reaching transitions in land, energy, industry, buildings, transport, and cities. Global net human-caused emissions of carbon dioxide (CO_2) would need to fall by about 45 percent from 2010 levels by 2030, reaching 'net zero' around 2050. This means that any remaining emissions would need to be balanced by removing CO_2 from the air". Climate change can directly or indirectly lead to hunger, water scarcity, health problems, and poverty over varying time frames. It can impact employment and livelihood opportunities thereby limiting opportunities to access education, housing and energy. It can also cause large scale migration and displacement as a result of climate change related emergencies like extreme heat, floods and droughts, tropical storms and changing patterns of infection of diseases. The cost of climate change is both financial and social. The IPCC AR 5 predicts global mean losses to be in the order of 1 to 5% of GDP for 4°C of warming with even higher regional losses. Inaction can create risks of major disruption to economic and social and herein lies the implications for businesses. Discussions on climate change have moved from ascertaining the probability, estimating risks and costs and developing strategies for mitigation and adaptation to actions that can limit temperature rise. The special report examines pathways available to limit warming to 1.5°C, what it would take to achieve them and what the consequences could be. Some of the actions that limit global warming to 1.5 degree Celsius are already being implemented around the world and require adoption on large scale. Laying greater resilience on techniques that can reduce temperature after a temporarily overshoot 1.5 degree Celsius by removing CO_2 directly from air can be critical. "The effectiveness of such techniques are unproven at large scale and some may carry significant risks for sustainable development", says report. **Business Implications:** Businesses will face a multitude of risks and opportunities related to climate change. The risks include (a) increased energy and other resource costs like water procurement (b) increased insurance costs related to extreme and adverse climate events and (c) potential future litigation, claims and legal action On the other hand, opportunities for businesses lie in the field of emissions trading, carbon credits, carbon offsetting or ecofriendly technologies or products like hybrid cars and renewable energy. Process improvements that can save energy and reduce GHG emissions can also enhance brand value and reputation. The opportunities are not without challenges - both scientific and political. For example, renewables face the challenges of energy density, efficiency, scalability and grid integration while offsetting programs like large scale afforestation can adversely impact other resources due to land use change - like water and biodiversity.

Water Crisis	**Current Scenario:** Global water demand (in terms of withdrawals) is projected to increase by 55 percent by 2050. Currently agriculture accounts for 70% of the world's total freshwater withdrawal and a further 19% increase of agricultural water consumption is expected by 2050. But the rise in demand of water is mainly because of growing demands from manufacturing (400 percent), thermal electricity generation (140 percent) and domestic use (130 percent). Water and food security are inextricably linked. Multiple factors like population, shift in food consumption patterns (non-local and higher protein food) and shift towards mechanization without the application of local and traditional resources, knowledge and skills are increasing the demand for water. If this situation is not resolved, the impending water crisis can threaten food security. Urbanization supported by the increase in tertiary economic activities (services) and industrialization have also contributed to the misuse of water resources - primarily driven by the shift to water being viewed as yet other resource that an external entity (the state in most cases) is supposed to provide. This situation is likely to be exacerbated further due to Climate change driven changes in precipitation patterns. The UN Water forecasts that 1.8 billion people will be living in countries or regions with absolute water scarcity and two thirds of the world population will be living in 'water-stressed' areas by 2025 (UN Water, 2007). World Economic Forum's Global Risk Report 2018 reflects this problem and identifies water crisis as one of the top high impact and high likelihood risks. **Business Implications**: Water scarcity can lead to implementation of stringent policies on water allocation and regulation e.g. development of water markets that cap usage and stricter water quality standards. Subsidies may be replaced with full cost pricing which may increase water prices. Agricultural crises can increase food prices and this along with increased water prices can affect disposable income of consumers. This can impact profits of businesses and economic growth. Water is a commons which has tangible societal and cultural connects. The societal license to operate for a business may be challenged in times of scarcity and there will be pressures to implement water saving measures, new processes technologies and products to reduce the water foot print by businesses. Disruption in water supply can directly impact continuity of business operations at a local level. Consumers are likely to consider water efficient products or from companies which are seen as water responsible.
Urbanization	**Current Scenario:** Urban living is often associated with better access to employment, livelihoods, education, healthcare and other social services as well as greater opportunities for social and cultural participation. It is largely lead by increased mechanization in farm/rural sectors and opportunities from industries and service sectors in cities. Currently, 54% of world's population lives in urban areas, projected to reach 66% by 2050 (UN, 2014). Nearly 90% of projected increase would come from Asia and Africa. Most emerging urban areas are low on livability indices. They suffer from haphazard planning which is mostly post facto and reactive. Accessibility of basic services is often an issue for disadvantaged sections of the society, leading to urban inequality. **Business Implications:** Cities are the ecosystems for organizations and institutions to access rich and diverse social capital. It can be argued that they have been the centers of economic growth since the past few decades and will continue to do so in the future. Poor social infrastructure can dampen this possibility. While the state will continue to play a key role in creation of this infrastructure, they suffer from significant knowledge and governance deficits. Businesses must play an active role here by engaging with local governments and communities to look at solutions for some complex problems. Integrated multi modal transport and management of other urban civic services leveraging technology are some of the emerging possibilities.

| Biodiversity Loss | **Current Scenario:** Biodiversity is critical for the proper functioning of ecosystems and ensures the delivery of various ecosystem services – from provisioning of clean air, water and food to decomposition of wastes and supporting pollination and nutrient cycles. Biodiversity is also an important source of flora and fauna with medicinal characteristics. Around 50000 - 70000 plant species are currently used in or as medicines. Given the importance of biodiversity for the sustainability and survival of humankind, biodiversity loss is found at the nexus of many risks ranging from food price volatility to infectious diseases. Large tracts of biodiverse ecosystems have been converted to cropland to ensure short term food security. Scientific studies have found that cropland expansion is one of the principle causes of biodiversity loss. The other two main drivers of biodiversity decline are overexploitation of species and agriculture. The Living Planet Index estimates a decline of 60% in the population sizes between 1970 and 2014. There is also a relationship between biodiversity loss and soil degradation which in the long term could affect food production leading to food price volatility. Loss of biodiversity can also amplify environmental issues like coastal flooding and desertification.

Apart from land use changes, overexploitation of species and agriculture, ecosystems are getting altered with increase flow of Nitrogen and Phosphorous, especially from fertilizers. These additional drivers of ecosystem change are linked to loss of biodiversity on land and in aquatic Environment. Ecological footprint-which is the measure of consumption of natural resources -has increased by 190% over the past 50 years (Living Planet Report 2018).

Business Implications: Globally nature provides services worth around $ 125 trillion a year. No business sector can escape the risks associated with biodiversity loss, either direct or indirect. The type and extent of exposure to the risk could be different for different industries. The risk exposure would be greater for primary industries such as agriculture, forestry and fishing and secondary industries dependent primarily on primary produce – retail, hospitality, and fast moving consumer goods (FMCG) for example. |
| Inequality and Inclusion | **Current Scenario:** According to Sustainable Development Goals Report 2018, extreme poverty has reduced by one third when compared to 1990 level. The fight against diseases like Malaria, Tuberculosis and HIV in poorer countries has shown good results. However, a study by the World Institute for Development Economics Research at United Nations University reports that the richest 1% of adults alone owned 40% of global assets in the year 2000. The UNDP report titled 'Humanity Divided: Confronting Inequality in Developing Countries' published in 2013 talks about how income inequality has significantly increased in many countries during the last two decades. The report says income inequality increased by 11 percent in developing countries between 1990 and 2010 and more than 75 percent of the population is living today in societies where income is more unequally distributed than it was in the 1990s. The latest Global Multidimensional Poverty Index indicates that nearly 1/3rd of the population across over 100 developing nations are deprived of basic well-being in terms of education, health and standard of living. This global trend of inequality if left unchecked, can undermine social and economic development. Social inequality or discrimination due to gender, nationality/ethnicity and disability further adds to this economic inequality. Diversity as a key engine of innovation Eliminating discrimination and including disadvantaged minorities in mainstream social processes is a crucial driver of more resilient and innovative communities. Empowerment of women, for example, has shown to be closely correlated with variety of social outcomes - family planning, the prevention of human rights abuses like child labor, better management of community resources and educational levels of their children.

Business Implications: Businesses action on inclusion has centered on livelihood generation, micro credit and low cost technologies for bridging the resource and information gaps. While this needs to continue, there is a force multiplier effect when diversity and inclusion programs are integrated across their own operations value chain. The business sector should prioritize commitment to promote diversity and inclusivity at the workplace and in its extended supply chain. Business action on inequality and inclusion should incorporate aspects like diversity criteria in the procurement, local or traditional knowledge and socio economic contexts, for example- how to engage with the informal economy. |

Human Rights and labor Relations	A report by Corporate Watch, published in 2017 states, "companies circumventing workers right, especially freedom of association and very few companies doing human rights due diligence in their workplaces to ensure that the companies have knowledge about their workers". The World Report published by Human Rights Watch discusses several instances of human rights violations. There are instances where corporate accountability has failed and human rights were violated by companies directly or indirectly and Human Rights Watch has documented such cases of corporate complicity with human rights violations. These are not restricted to extractive industries (mining, refineries) but also include companies with poor human rights and health and safety compliances across other business sectors. In the last couple of years, international migration levels have steadily risen, which would bring about a change in global workforce demographics and workplace practices. Migrant worker human rights and risks (pay equity, benefits, workplace conflicts and other issues) is an emerging area of focus. **Business Implications:** Investors, media, consumers and communities, have been particularly successful in bringing the spotlight back on human rights compliance for suppliers of large MNCs, many of who are based out of emerging and low-income countries. The OECD Guidelines for Multinational Enterprises ("OECD Guidelines") and the UN Guiding Principles on Business and Human Rights ("UN Guiding Principles") reflect the importance of proactive business interventions on upholding human rights principles. An important challenge which businesses may face is in effecting interventions where the sphere of control and influence is limited. Businesses should take efforts to ensure that business decisions and interactions are guided by the context of issues and informed consent of affected parties. Workplace policies, processes and cultures must re-align with demographic changes, to help the workforce adapt and to prevent human rights violations. Companies must set examples on transparency by reporting publicly on human rights, and the social and environmental impacts of their work
Pervasive Digitization	**Current Scenario:** According to International Telecommunications union (ITU), there are more than 7 billion mobile cellular subscriptions worldwide in 2017, corresponding to a penetration rate of 97%. In 2017, 3.6 billion people are using internet out of which 2.6 billion people are from developing countries. 70% of the world's youth aged between 15 to 24 years are online. In developed countries, 94% of young people aged 15-24 use the Internet compared with 67% in developing countries and only 30% in Least Developed Countries (LDCs). This is driving creation of new business models which strives to take technology as well as other accessible and affordable. With ICT becoming ubiquitous in day to day life, several technological risks arise. The World Economic Forum's Global Risk Report 2018 talks about risks related to the growing role of information and communication technologies to individuals, businesses and governments. The major risks identified by the report are adverse consequences of technological advances, critical infrastructure failure/ breakdown, data fraud/theft and cyber-attacks. These technological risks are strongly connected to each other and also to risks such as terrorist attacks and global governance failure. **Business Implications**: TICT companies have greater responsibility in strengthening critical infrastructure and for putting in place systems to protect against disruptions or attacks as the risks associated utmost important to national security and business continuity. Companies are increasingly being subject to various government disclosures on data privacy and cyber security issues. As a result, there is onus upon businesses to put in place resilient infrastructure and communication protocols. Businesses are legally obliged to comply with lawful government demands. At the same they also have the responsibility to uphold universally accepted human rights principles. In this context, there is onus upon businesses to address this issue by balancing legal compliance with compliance with human rights principles.

Materiality Determination and our Strategic Sustainability Priorities

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

Materiality Recalibration

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

The Driving Principle

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

a. **Incorporation of multiple dimensions:** Material dimensions vary from one organization to another as the context of each company and the industry or geography in which it is operating is not necessarily the same. The issues faced by a business can be different even within the same sector and geography. The materiality determination should reflect the complexities of multiple environmental, social and governance dimensions that are relevant to Wipro as a company and to the IT Services sector. It is also important to look at the probability and impact of the issues over a long period of time. The societal and global context could shift and what would have been peripheral in the short term could eventually become central and critical.

b. **Individual stakeholder view:** The conventional materiality matrix typically places issues based on relevance to the company and relevance to stakeholders; however, given that a company will have multiple stakeholders who are often very different in the roles that they play, it makes little sense to talk about 'stakeholder relevance' as an abstract, macro notion unless it is mapped to the next level of detail to the individual stakeholder.

c. **Intrinsic worth:** In the conventional materiality matrix of 'Relevance to Wipro' and 'Relevance to Stakeholders', certain critical sustainability issues may not score high on either of the dimensions. And yet, they have an intrinsic worth that compels serious and deep engagement. Therefore, our new framework will look at all these three factors.

Our Approach

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

Defining Stakeholders	Identifying Issues	Prioritizing Issues
	• Seeking stakeholder feedback • Benchmarking • Assessing internally	• Seeking stakeholder feedback • Understanding sustainability context • Figuring in intrinsic worth
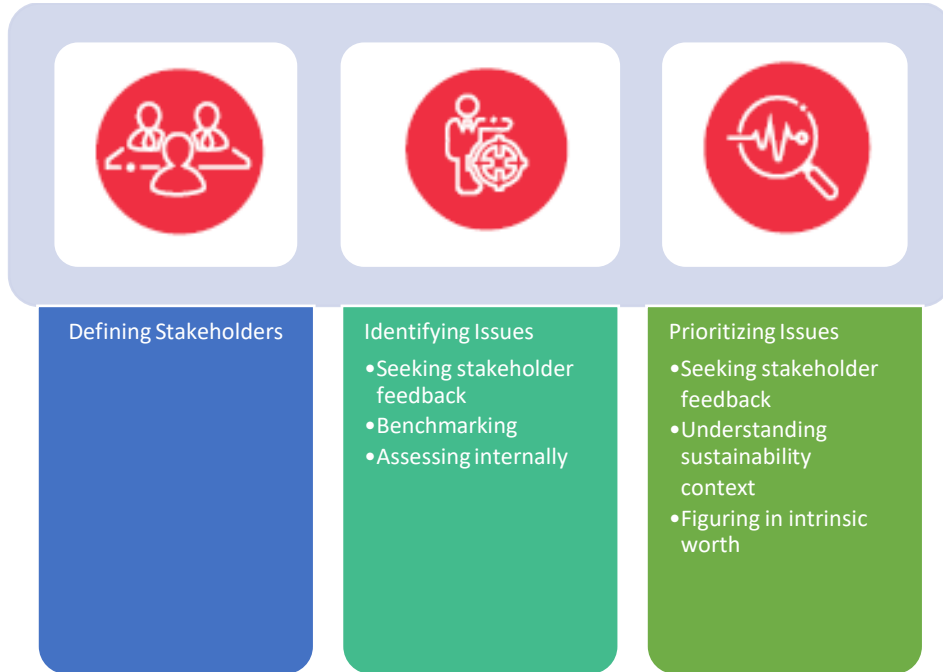
Stakeholder identification

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

Impact
Those who can impact or are impacted by our business

Influence
Those who can influence the way we operate

Interest
Those who are interested in our success or whose well-being is of interest to us

We also looked at three additional factors while finalizing our stakeholders.

Legitimacy
Stakeholders with legitimate claims, either contractual or ethical

Urgency
Stakeholders with a relationship or claim of a time-sensitive nature

Diverse perspectives
Stakeholders who can further organization's understanding of an issue

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

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

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

Identification of Issues

Material issues and their relative importance to Wipro and our stakeholders are not static and are likely to change with time. In line with this, we followed a threefold approach based on the Five Part Materiality Test proposed by AccountAbility. We try to present a 360 degree perspective on our business and ecosystem through this process and its outcomes
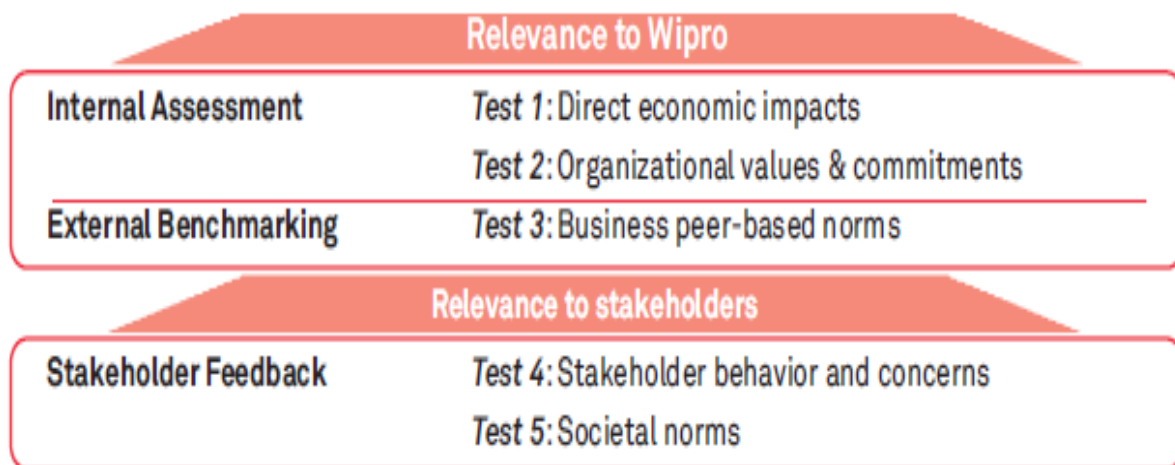
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Relevance to Wipro	
Internal Assessment	Test 1: Direct economic impacts
	Test 2: Organizational values & commitments
External Benchmarking	Test 3: Business peer-based norms

Relevance to stakeholders	
Stakeholder Feedback	Test 4: Stakeholder behavior and concerns
	Test 5: Societal norms

Internal Assessment

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

- Financial reports (annual reports & form 20F)
- Sustainability reports
- Disclosures (Dow Jones Sustainability (DJSI), Carbon Disclosure Project (CEP), Vigeo etc.)
- Other risk assessment studies & audit reports

External Benchmarking

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

Annual report, Sustainability Report and FORM 20F of peers
ISO 26000 Guidance on Social Responsibility
SASB Materiality Map
FICCI India Risk Report

Stakeholder feedback

Stakeholder inclusiveness is central to the materiality determination process. It is important to consider reasonable expectations and interests of stakeholders so as to provide a balanced view of the issues that emerge. At Wipro, we engage with our stakeholders regularly to understand their concerns and develop plans to address those concerns.
From the above mentioned sources, a universe of all issues or dimensions that could be material for our businesses was identified.

Prioritization of material issues

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

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

Redefine

List all material dimensions

Prepare a shortlist of high priority dimensions after core internal stakeholder consultations.

Engage

Engage with large group of internal stakeholders

Consult key external stakeholders- customers, suppliers, community, external experts from business, academia and society.

Strategize

Develope a raised materiality matrix based on stakeholder feedback

Develope programs and engagement plans

Comunicate to stakeholders

Materiality Reporting of the Year

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

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

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

Materiality Map

	Universe of Issues/Dimension Considered
Environment & Ecology	- Biodiversity - Emissions - Energy - Environmental Performance and reporting - Environmental Regulations compliance - Natural and Man-made catastrophes - Urban resilience - Waste - Water
People, Employees and Communities	- Corporate citizenship and philanthropy - Disability - Employee Health, Safety and Well-being - Fair labour practices - Gender - Human Rights-freedom of association, non-discrimination, forced labour, child labour, etc. - Knowledge and skill development - Talent attraction, development and retention
Corporate Governance and Ethical Business Conduct	- Accounting for externalities - Competition - Corporate Governance - Corruption, bribery, corporate frauds - Customer Privacy - Customer Satisfaction - Data Security - Economic Performance - Execution of Strategy - Government Policy - Intellectual Property Rights - IT system security and operational resilience - Innovation - Management Vision and Leadership stability - Open Source - Operational efficiency and speed - Outsourcing related issues - Regulatory compliances - Service delivery - Stakeholder communication - Supply chain management - Tax strategy - Transparency and disclosure

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

Stakeholders	What is material?	Where the impact occur?	Why the topic is material?	Respective Sections
Employees	Employment	People Supply Chain- Global (employee, contract and support staff)	Business continuity and obsolescence are typical concerns for the technology sector, given the pace of change that the industry is known for. Ensuring continued meaningful employment for employees and creating opportunities for external talent, consistently are therefore important focus areas.	Workplace Sustainability
	Occupational Health and Safety		Health and Safety performance is a key measure of an organization's duty of care. Low injury and absence rate are generally linked to positive trends in staff morale and productivity. The aspect is critical for stability of the workforce especially for an organization like Wipro.	
	Diversity and Equal Opportunity		It is legislative mandated in India to provide equal pay for work of equal value. According to WEF Gender Gap report 2018, India is part of the bottom forty countries in global index and one of the worst-performing countries on Economic participation and opportunity. In 2009, the same study showed that the average annual income of women In India is US $1185 compared to US $ 3698 for the men employed in the India's corporate sector. Diversity, especially gender equity, in another well-known issue in STEM sector.	
	No-Discrimination		A study by CII found that 25% of women faced gender bias on jobs. Another survey conducted in 2013 revealed that 5 out of 10 employees have experienced one or other kind of discrimination, indicating the strong prevalence of discrimination practices while recruiting and at work	
	Freedom of Association and Collective Barganing		The right of workers (and employees) to organize collectively in organizations of their own choice is a fundamental provision of the UN Universal declaration of Human Rights.	
	Capacity Building and Career Development		The quality of employee is considered to be an important source of competitive advantage to any organization. Hence maintaining and improving the human capital of the company, particularly through training that expands the knowledge base of employees, is a key differentiator.	
Current & Future generations	Energy	Global Supply Chain (includes business travel and commute) contribute to 69% of total environmental impact	Studies estimates that ICT system now use 1,500 terawatt hours of power per year which is about 10% of the world's total electricity generated. Jevons paradox proposes that the increase in efficiency which comes along with technological progress trends to increase (rather than decrease) the rate of consumption of that resources.	
	Emissions	Global Supply Chain (includes business travel and commute) contribute to 69% of total environmental impact	Emissions are the major contributors to climate change. As demand of ICT is expected to quadruple by 2020, the total carbon footprint of ICT sector is set to grow at 6% per year. Data center footprint is expected to triple by 2020. To limit the negative impact of climate change, it is critical to limit the temperature increase to 2 degree Celsius above pre industrial level.	
	Water	Operations in India as they constitute 80% of overall footprint and higher impact	World Economic Forum's Global Risk Report 2018 identifies water crisis as one of the top high impact risks. The UN-Water (2018) forecasts that 2 billion people live in countries or regions which experience high water stress and 700 million people worldwide could be displaced by intense water scarcity by 2030	
	Effluents and Waste	Operations in India as they constitute 80% of overall footprint	Unmanaged disposal of waste and effluents can have significant impact on receiving ecosystem and this in turn can affect the quality of the water supply available to the organization and its relationship with communities & other	

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

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

Financial implications of Climate Change

At Wipro, the implications of climate change are of deep interest and we have been engaged with the multiple questions on this for the past seven years. We have studied and identified risks and opportunities that have the potential to generate a visible change in our business operations, revenue or expenditure. The risks and opportunities have been identified in the context of regulatory changes like introduction of fuel / energy taxes, physical climate parameters like changes in precipitation extremes and droughts, and other climate related developments like increasing humanitarian demands. We have followed a comprehensive approach for identification of risks and opportunities and estimation of their financial implications. Our analysis outcomes are detailed in our response to Carbon Disclosure Project every year. The quantification of some key impacts is provided below. For more information, visit and search for the Wipro response.

Risks	Financial Impact	Time Horizon
Fuel/energy taxes and regulations.	Increase in operational costs on account of increase in electricity and diesel costs.	Medium
Renewable energy regulations	For obligated business entities for purchase of non-solar or solar Renewable Energy Certificates by regulatory authorities.	Medium
Due to changes in precipitation extremes and droughts.	Revenue impact due to employee absence caused by disruption in city infrastructure and tropical diseases.	Short
Due to changes in temperature extremes	Impact due to (a) increased employee absence from work and (b) increased electricity costs resulting from higher cooling demand.	Medium
Tropical cyclones (hurricanes and typhoons)	This could be due to cost of repair of damages to buildings and equipment	Long

Wipro's Sustainability Framework

The principle of focusing 'within as well as outside the boundary' informs our strategic choice of looking at sustainability as a boundary-less continuum and this forms the backbone of our sustainability framework. This continuum spreads across two conceptual dimensions - business responsibility and social responsibility.
Business responsibility is about the organization fulfilling its essential duties and obligations, and running its business with integrity and ensuring that the ecological footprint of its operations is minimized. This translates to:

Abiding by the law of the land in spirit and letter, in all its activities.

Practicing high levels of corporate governance, ensuring transparency and diligent discharge of fiduciary responsibilities.

Being fair, and delivering on commitments to all immediate stakeholders – employees, customers, partners, vendors and investors.

Basing operations on sensitivity for the environment, with a concomitant goal of minimizing its ecological footprint.

Managing social impacts of business and ensuring integrity of human and labor rights within the sphere of influence in the supply chain.

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

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

Business responsibility

Ecological sustainability - minimize wipro's internal footprint on energy, water and waste
Workplace sustainability - promote employee diversity, empowerment & continuous learning
Customer stewardship - provide products and solutions that enable customers to become greener
Supplier sustainability - collaborate with suppliers to help them become more sustainable

Social responsibility

Education - work on issues of deep systemic reform in india's education ecosystem
Community care - work on long term disaster rehabilitation & issues of health, education & environment

Advocacy and public policy

Shape policies by engaging with government, ngos and industry networks

Overview of our Sustainability Journey

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

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

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

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

Related to the previous point is our conviction that we should be deeply engaged with our partners rather than treat it as an outsourcing exercise. This involvement must manifest in a carefully and deliberately chosen set of initiatives without spreading

oneself thin. For similar reasons, we prefer to avoid using the term Corporate Social Responsibility as the term can be perceived to have a patronizing connotation to it; Sustainability is a more inclusive and appropriate term that suggests a proactive, comprehensive, and collaborative approach During the course of our sustainability journey, we have tried to establish a formal framework for our sustainability program which address proactively the concerns of our stakeholders as well as contribute to their well-being. We identified our workforce, customers, suppliers, proximate communities, civil society networks and future generations as our stakeholders with whom we share mutual relationship of interest, influence and impact. Our engagement with our stakeholders and our materiality assessment gave us insights into issues relevant to our business as well as stakeholders and identify possible areas of engagement. For more information on our stakeholder identification and materiality assessment, refer to section on 'Materiality Determination'.

We have formulated eight guiding principles to guide our approach to sustainability. The principles add to the rigor of our sustainability program.

The principles are listed below and is discussed in detail in the subsequent sections.

Principle 1
• Set well defined and measurable sustainability goals

Principle 2
• Vest formal accountability at all levels of leadership

Principle 3
• Integrate into mainstrem planning, budgeting and review process

Principle 4
• Create organizational capacity at multiple levels

Principle 5
• Define progress measures that are appropriate to context-emphasise the long term and the qualitative equally

Principle 6
• Focus 'within as well as outside the boundary'

Principle 7
• Explore disclosure as catalyst for self-transformation

Sustainability Governance: How we run our programs

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

Board Oversight

The Board of Directors comprises 3 Executive and 7 Independent Directors. In keeping with the company's Corporate Governance guidelines, the Board is comprised of a majority of Independent Directors. The Board of Directors has designated one Independent Director as Lead Independent Director. The Lead Independent Director is responsible for coordinating the activities of the other independent directors, and to perform various other duties. The general authority and responsibility of the Lead Independent Director are to be decided by the group of Independent Directors The nomination and selection process for appointing Directors is led by the Board Governance, Nomination and Compensation Committee. Nomination is governed by Corporate Governance Guidelines and the Board Nomination policy. Nomination criteria includes experience, expertise, and specific diversity factors such as Gender and Nationality, to promote diversity of composition and perspective. Further, importance is given to personal characteristics such as 'awareness of the Company's responsibilities to its customers, employees, suppliers, regulatory bodies, and the communities in which it operates'. Familiarization programs are conducted for newly appointed Directors, through meetings with key officials and senior business leaders. During these meetings, Directors are familiarized with the roles and responsibilities of Directors, as well as other specific aspects such as governance, strategy, and related matters.

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

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

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

The Committee comprises Dr. Ashok Ganguly, Mr. N Vaghul and Mr. William Arthur Owens. During the financial year 2017-18, the Committee met four times and in each of the meetings, update on CSR initiatives were discussed.
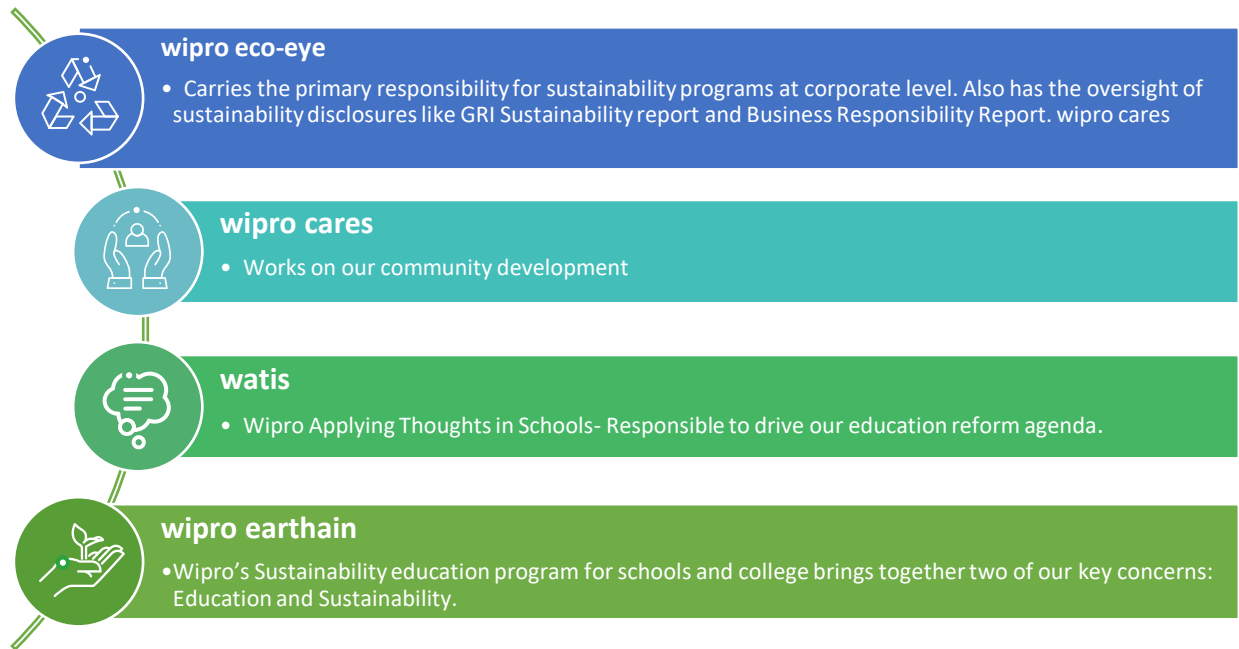
The overarching responsibility for our sustainability charter rest with our Chief Sustainability Officer who reports to the Chairman. The CSO is also part of our Group Executive Council, the senior most executive body in the organization which comprises of a core group of corporate leaders. All sustainability programs of Wipro follow the regular planning and budgeting cycles of the company and are also reviewed by the group executive council.

Organization Structure

The operating structure of Wipro's multiple sustainability initiatives is based on the idea of building a Coalition or network of partners – internal and external – with nodal responsibility lying with a distinct group. The initiatives are handled by four functional groups at the corporate level which carry distinct responsibility and accountability but are part of a common sustainability charter under the Chief

Sustainability Officer. The operational oversight of sustainability programs as well as reporting rests with Head of Sustainability. This includes the responsibility of formally reviewing and approving sustainability disclosures to ensure comprehensive reporting of material topics as well as seeking external assurance.

The sustainability organization includes four functional groups namely eco-eye, Wipro Cares, Wipro Applying Thought in Schools and Wipro earthian

wipro eco-eye
- Carries the primary responsibility for sustainability programs at corporate level. Also has the oversight of sustainability disclosures like GRI Sustainability report and Business Responsibility Report. wipro cares

wipro cares
- Works on our community development

watis
- Wipro Applying Thoughts in Schools- Responsible to drive our education reform agenda.

wipro earthain
- Wipro's Sustainability education program for schools and college brings together two of our key concerns: Education and Sustainability.

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

Board Sustainability Committee	Chairman

Chief Sustainability Officer	Chief Executive Officer

VP &Head of Sustainability

Functional Groups
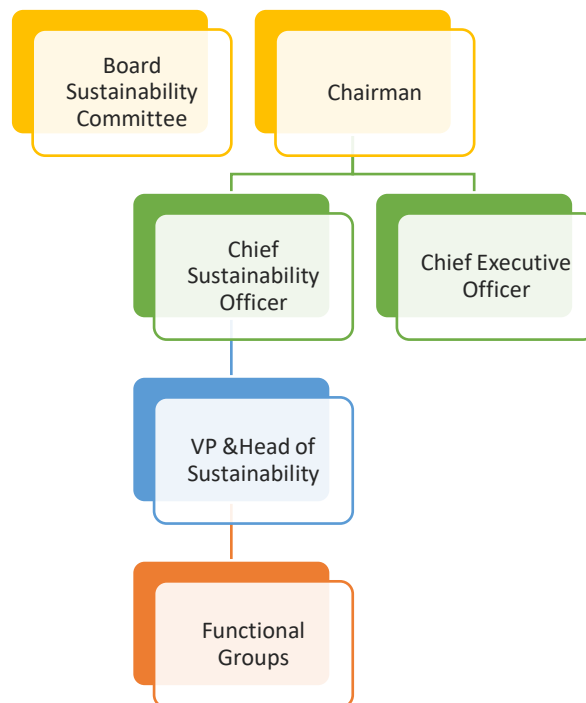
Responsibility Matrix

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

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

Transparency & Disclosure

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

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

External Advocacy: Collaboration for Change

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

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

Our primary identified stakeholders for public policy and advocacy are

A. Relevant government ministries and departments, both at the center and the states where we operate in; Our interactions have been largely with the Ministry of Environment and Forests, Ministry of New and Renewable Energy, and Ministry of Corporate Affairs
B. Industry networks and associations play a crucial role as catalysts for awareness, advocacy and action on the multiple dimensions of sustainability; by providing a common platform for industry representatives to share and exchange ideas and practices, industry association can help foster a virtuous cycle of feedback led improvement.

C. Industry networks also lend strength and credibility in the dialogue process with government on important matters of policy and directives. The industry networks that we have been an integral part of are:

> The CII-ITC Center of Sustainable Development
> CII National Environment Committee
> The CII led Indian Business for Biodiversity Initiatives (CIIIBBI)
> The Leaders for Nature (LFN) framework of the India, Chapter of the International Union of Conservation Network

D. Research and Advocacy NGOs: Issues like Energy, Climate Change, Water, Biodiversity, Community Education, Health etc. require strong civil society involvement as the third pillar along with government policy and business engagement. NGOs and academic institutions, by combining the right blend of field work and academic rigor can generate valuable insights that can inform the work of practitioners, policy makers and industry professionals. Illustrative examples of such organizations that we work with are : Carbon Disclosure Project in the area of Climate Change, BIOME and ACWADAM in the area of Water, ATREE and IUCN (India chapter) in the areas of Biodiversity , and our network of nearly 56 education partners across the country

Advocacy Engagements

Water, Energy, Biodiversity and Waste Management

a. **Energy:** As a member of the Indo-US joint research program – the Solar Energy Research Institute for India and the United States (SERIIUS) we are supporting a long term program with CSTEP on "Design and Development of smart micro-grid technologies for large scale decentralized solar power applications in Indian villages – The zero energy village concept. We continued to strengthen our participation in advocacy on the cause of corporate sustainability as a whole

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

c. **Water:** continued to be a major area of collaborative focus for us in 2017-18. The two major advocacy platforms that we have been deeply involved in are summarized below
Advancing the agenda of the Karnataka State Water Network (KSWN) along with the CII Karnataka chapter. The KSWN brings together stakeholders from government, academia, civil society and business to address the most pressing issues in water in Bangalore and surrounding areas. The network has conducted 10 curated programs and four annual conferences till date.
Participatory Ground Water Management (PGWM) program seeks to address the pressing issue of ground water in the Sarjapur area in Bangalore. It does this through a combination of scientific hydrogeology and the involvement several citizen groups as part of a unique decentralized governance framework.

d. **Biodiversity:** Our participation in advocacy on biodiversity issues is through two national levels forums – the CII-India Business for Biodiversity Initiative (IBBI) and the Leaders for Nature program from the India chapter of International Union of Conservation Networks (IUCN). We chair CII-IBBI's southern chapter on biodiversity for business. We have been supporting the "World Sparrow Day" and the "Wipro-Nature Forever Society Sparrow Awards" for the past five years.

e. **Waste Management:** We continue to be part of the sub-committee on 'Waste' in the CII National Environment Committee. We are associated with "Reimagine Waste" hackathon for the past two years, being conducted in association with Indian Institute of Science, Bengaluru, Waste Ventures and other partners.

Diversity

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

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

Speaking engagements in public forums play an important role in building sustainability awareness and advocacy. We actively participated as speakers in several events in previous years, some examples of which are: the GRI Conference on Disability Reporting, the CII Annual Greenco Summit, Xavier University Bhubaneswar's Annual Sustainability Summit, CII-Karnataka's Annual Conference on Water and Sustainability workshops at IIM Bangalore, IIM Lucknow and MDI Gurgaon.

How do our Programs map with SDGs

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

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

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

Our programs	
3 GOOD HEALTH AND WELL-BEING	**Ensure healthy lives and promoted well-being for all at all ages**
	Well-being and safety is a critical component of doing business at Wipro and it is embedded in our core values of acting with integrity and sensitivity. We work towards enhancing wellbeing of our employees through workplace safety and security initiatives with special focus physical and emotional health. For more information, refer to 'Employee well-being and Safety'
4 QUALITY EDUCATION	**Ensure inclusive and equitable quality education and promote lifelong learning opportunity for all**
	Education is one of the themes identified by Wipro to help in societal change and development. Currently, there are multiple distinct tracks running on school education, each with its own overarching goals but with shared synergies wherever relevant. Wipro Applying Thought in Schools works towards systemic reform of education in the country. The Wipro Cares program in school education focuses on supporting access to and ensuring continuity of school education for underprivileged children as well as children with disability, especially those from disadvantaged backgrounds. Wipro School Education Fellowship (SEF) was started with the purpose of strengthening Science and Math teaching in schools through teacher capacity building. For more information, refer to 'Partnering for Social Change'
	Active gender equality and empower all women and girls

5 GENDER EQUALITY	The entire organization, beginning with our leadership, is aligned with our I&D vision. Our CEO is the Executive Sponsor of the I&D Council. We have a structured program 'Women of Wipro' to develop and nurture the women talent in the organization. For more information, refer to 'Diversity and Inclusion'
6 CLEAN WATER AND SANITATION	**Ensure availability and sustainable management of water and sanitation for all**
	Wipro's water stewardship program has water efficiency, responsible sourcing, reduce consumption and water security as its stated objectives. Our engagement with water include a broad range of programs, both, within Wipro and outside like recycling waste water, use of water efficient fixtures, rain water harvesting and Participative Ground Water Management. For more information, refer to 'Water Stewardship'
7 AFFORDABLE AND CLEAN ENERGY	**Ensure access to affordable, reliable, sustainable and modern energy for all**
	Wipro contributes to the cause of affordable and sustainable energy by investing in renewable energy resources, adopting energy efficient practices as well clean energy technologies and infrastructure. For more information, refer to 'Energy Efficiency and GHG Mitigation'
8 DECENT WORK AND ECONOMIC GROWTH	**Promote inclusive and sustainable economic growth, full and productive employment and decent work for all**
	Wipro is a global information technology, consulting and outsourcing company with 160,000+ workforce and revenues of $8.06 Billion. The company contributes to the economic growth and development for all by creating jobs while upholding highest labor standards across operations and the value chain. Refer to 'Workplace Sustainability' and 'Financial Stewardship'
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Build resilient infrastructure, promote sustainable industrialization and foster innovation**
	Inclusive and sustainable industrial development and technological progress furthers the cause of income generation. Wipro continues to work on technological innovations which can drive sustainability by way of digitalization and dematerialization, system integration and optimization and offers a range of sustainability inspired solutions to our customers. For more information, refer to 'Innovation' and 'Sustainability Inspired Solutions'
11 SUSTAINABLE CITIES AND COMMUNITIES	**Make cities inclusive, safe, resilient and sustainable**
	Wipro through its community programs is working closely with industry, government and communities on different challenges posed to urban living. We have identified mobility, waste and water management as the themes of engagement. For more information, refer to 'Urban Resilience'
	Ensure sustainable consumption and production patterns

12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Wipro sustainability program aims to reduce its ecological footprint and a number of initiatives have been developed to improve resource and energy efficiency across its value chain. The focus is on energy efficiency, responsible water use, and pollution and waste management. For more information, refer to 'Ecological Sustainability'
13 CLIMATE ACTION	**Take urgent action to combat climate change and its impacts**
	Understanding the implications of climate change to the planet and business in specific, Wipro has set ambitious scientifically valid and traceable targets levels to reduce our Scope 1 and Scope 2 people emissions intensity figures. The targets are based on Science Based Target setting framework by WRI (World Resource Institute) that tries to align with the 2015 Paris agreement which aims to limit global warming to below 2 degrees Celsius from pre-industrial. We have undertaken a recalibration of our greenhouse gas emission targets to account for two organizational accounting changes – the first due to divestment of our overseas customer data center business to Ensono and the second based on requirements of GHG protocol standard of accounting all leased/rented office spaces emissions under Scope 3. Considering 2017 as the base year, we have set medium term targets till 2022 (detailed in response) and 2030 and longer term targets till 2040 and 2050
15 LIFE ON LAND	**Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss**
	Wipro currently runs a significant initiative around campus biodiversity in two of our campuses in India. It is our objective to convert five of our existing campuses to biodiversity zones and design all our new campuses based on biodiversity principles. For more information, refer to 'Campus Biodiversity'
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**
	Structured interventions like our grievance Redressed process of Prevention of Sexual Harassment (POSH) and Ombuds, Employee Perception Survey (EPS), Contract Employee Engagement, governance reviews with Health Committees, Audit Risk & Compliance Board and Inclusion & Diversity Council, help us to proactively identify and mitigate risks on human rights and any other organization processes. For more information refer to 'Workplace Sustainability'.
17 PARTNERSHIPS FOR THE GOALS	**Strengthen the means of implementation and revitalize the global partnership for sustainable development**
	At Wipro, we think it is critical for business to engage with the social and ecological challenges that face humanity in a deep and meaningful manner with long-term commitment; for that is the only way by which real change can happen on the ground. We engage with communities, governments, civil societies on issues like education for underprivileged children. etc. For more information refer to 'Partnering for Social Change'.

Wipro & its Stakeholders

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

Summary of Stakeholder Engagement

	Customers	Employees
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Building relationships with customers is core to understanding their business needs and emerging trends. Close engagement helps Wipro to communicate unique and differentiated value to customers.	People are at the core of a knowledge-based organization like ours. Partnering with employees to understand their expectations and feedback enable us to strengthen our people processes and thereby strengthen our talent pool enabling better retention outcomes.
Strategic objective of engagement	Partnerships with customers to meet their present and emerging business information technology requirements.	- To solicit feedback and employee perception to enhance and improve people processes and improve employee satisfaction. - To empower employees and provide them with voice in key people decisions.
Key material issues	- Quality and timeliness of delivery - Impact on customer's business goals - Does Wipro meet the expected norms on environment, labor and human rights and corporate responsibility?	Empowerment, Continuous Learning , Quality of Work, Work-Life balance, Compensation & Benefits, Workplace facilities, Health & Safety , Counseling and Advice, Diversity in the workplace, Career planning, Appraisal and Feedback, Integrity and transparency at workplace, the company's larger vision on sustainability and social issues.
Steps taken to address stakeholder concerns	- Deeper engagement with customer across levels - Develop better review, communication and feedback processes	- Enhanced communication and collaboration forums to voice feedback - Continuous review and improvements to existing processes - Detailed analysis of employee satisfaction scores and survey feedback to close gaps
Modes of engagement	Strategic and operational reviews, Customer Meets, Formal customer feedback and surveys	Ranges from daily (blogs) to annual (360 degree feedback)
Primary internal custodian	The Chief Executive Officer, Chief Strategy Officer, Chief Business Operations Officer, the Chief Quality Officer, Sales & Marketing functions & their teams	The Human Resources group, Environment Health and Safety group (joint responsibility for health and safety)

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

	Suppliers	Investors
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Supplier engagement helps reduce risks from quality and disruption of services.	Engaging with our investors helps gain diverse perspectives on business strategy and performance. It also helps us proactively communicate our performance and future plans which in turn can help strengthen our brand
Strategic objective of engagement	Partnerships with suppliers to meet diverse business operations requirements	To communicate our strategy and performance as well as our views on economic environment; To seek feedback on our performance
Key material issues	• Ease of doing business with Wipro across the Order to Payment life cycle • Ability to meet corporate responsibility requirements – with regards to ethical business conduct, social practices and	• Corporate governance • Financial performance • Labor & Human rights • Attrition • Compliance
Steps taken to address stakeholder concerns	• Communication • Capacity building • Collaboration with suppliers	Strengthen our governance systems and Processes
Modes of engagement	Regular operational reviews, Supplier meets, Vendor survey	Annual General Meeting, Annual Report, Investor meets, Analyst conferences,
Primary internal custodian	Central Procurement Office, Wividus Shared Services, Facility Management Group	Chief Strategy Officer
	The Education ecosystem: Partners and Academic Institutes	Communities and Civil Society Networks
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Education is one of the strategic long term community engagement programs identified as force multipliers for effecting social change and sustainable development. It is one of Wipro's main planks of societal engagement.	The imperative for business to engage deeply with communities and society stems from the fundamental axiom that for business to flourish, the fabric of society must be strong.
Strategic objective of engagement	Developing a good understanding and capacity building of civil society organizations working in school education is the core objective of our education program.	To engage on systemic issues that are force multipliers for social change and sustainable development.
Key material issues	• Quality of education in schools • Teacher capacity development • Understanding of good education • Availability of resource organizations and people in specific areas in school education	• Education for disadvantaged children e.g. children of migrant laborers, children with hearing disability etc. • Primary healthcare for rural communities • Environment issues that affect disadvantaged communities e.g. Water, solid waste • Long term rehabilitation for disaster affected area

Steps taken to address stakeholder concerns	• Facilitating mutual learning among partner organizations through annual partners' forum • Cross-leveraging the learning from diverse partner experiences through our engagement with partners • Enabling established partner organizations to play resource organization role to	Designing programs to address the specific needs of the communities with whom we are associated.
Modes of engagement	Periodic visits, conference calls, email, reviews, reports of workshops or events,	Periodic meetings with partners, open meets with community, Partner newsletters
Frequency	3- 4 times a year for each partner/project	Varies from monthly to quarterly
Primary internal Custodian	Wipro's CSR group , WATIS - the school education team	Wipro's CSR group, Wipro Cares, Location leadership

|	Governments and policy networks	The young citizen and future generations
Rationale for engagement (Key drivers / Benefits of / Risks of not engaging)	Corporations must engage with government as part of the larger charter of bringing about systemic changes in society through legislation, policies and directives.	The young citizen has enormous potential as a change agent and in creating lasting positive impact to the environment and society. Trying to safeguard the interests of future generations is a fundamental act of responsibility leading to
Strategic objective of engagement	To participate meaningfully and to influence policy directions for larger social good	To ensure a safe and sustainable planet for future generations.
Key material issues	• India's policies on climate change, energy efficiency, water, e-waste, biodiversity and ICT for social change • Legislation policies on workplace inclusion, labor and human rights • The role of corporate social responsibility • Taxation legislation in the countries we operate In	• Ecological sustainability of our planet at a local, national and global level • Issues of inclusiveness and fairness • Meaningful work and livelihoods
Steps taken to address stakeholder concerns	Active involvement in both, policy formulation and in a more general process of debate and dialog on various challenges of development and sustainability	Design and execution of several projects that addresses societal and environmental problems beyond the scope of business
Modes of engagement	Planned meetings, workshops, taskforces and steering committees of industry network bodies	Indirect inference from our school and college interventions as well as with Wipro's employees
Frequency	Varies from monthly to annual	
Primary internal Custodian	Corporate Affairs group, Senior Leadership, Wipro Sustainability team	Human Resources Group, Wipro's Sustainability Group, Wipro-earthian team

Workplace Sustainability

Introduction:

Our people are our core capital and as an organization we are committed to their holistic and sustainable development. We firmly believe that we cannot build a great business without being able to attract, retain and nurture the best available talent. We are committed to partnering with employees and strengthening our talent pool by providing them with growth, career enhancement opportunities and a safe and secure workplace. Today, we have a large and diverse workforce (160,000+ employees of 110 nationalities working for us as on 31st March 2018) and we continuously design and implement processes and programs to foster people development, leadership development and skill enhancements among our global teams.

Business Context

A dynamic business landscape shapes our talent management approach and is geared to deliver transformation and growth. The strategy is built on the foundation of our values and imbued with globally recognized principles of business responsibility. Our human capital interventions are driven by the dynamic business landscape we operate in. Today, innovations like artificial intelligence, automation and analytics are disrupting traditional business models, and opening up newer opportunities and revenue streams for us. Since millennials form a majority of our 163,827 strong employee-base, we are dealing with newer challenges, expectations and employer-employee relationships at the workplace. Competitive labor markets, diverse teams, evolving employee needs and aspirations, coupled with the tectonic shifts in the technology landscape are shaping the way we attract, develop and retain top talent.

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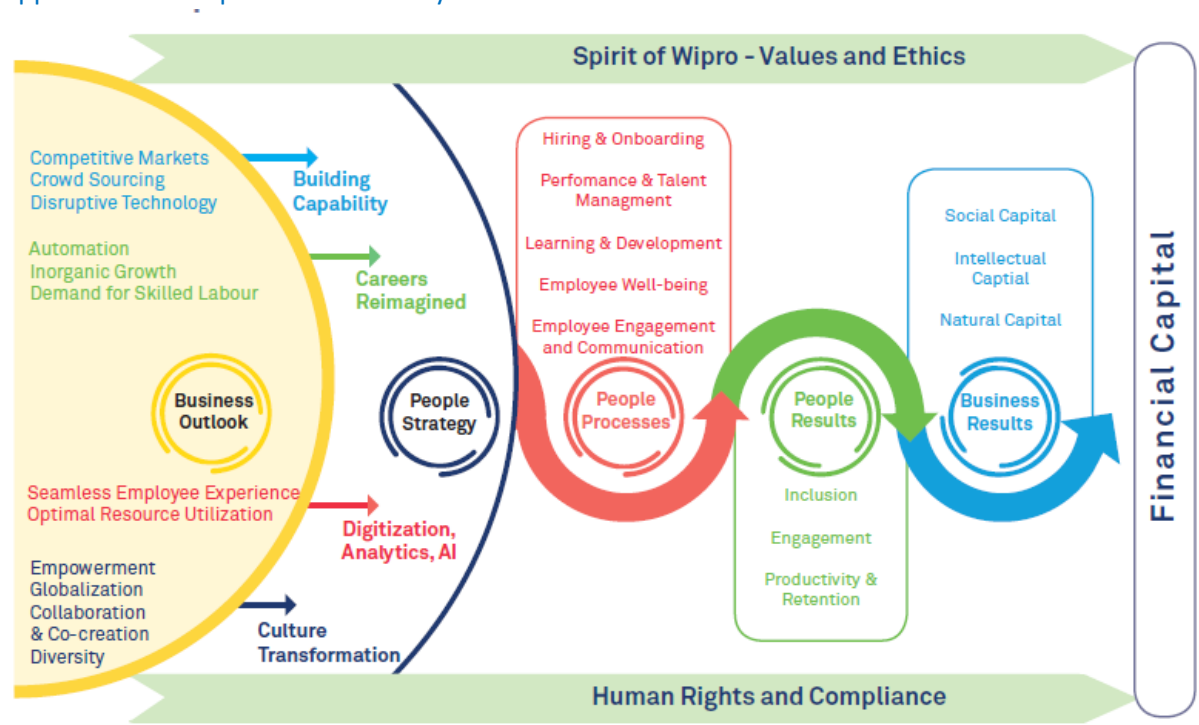
To create agile yet sustainable people processes we have looked at the Human Resource function from the stand point of a value chain. Our human capital value chain consists of people strategies which are based on current and future business requirements discussed above. Our policies, processes and systems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

We believe having a well-defined people strategy tuned to our business, our deeply held values, commitment to human rights and other legal compliances will help us create people processes which are sustainable in the long run and yield the best people results over time.

Spirit of Wipro, Values, Ethics, Human Rights and Compliance:

Spirit of Wipro Values:

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

- **Be passionate about client's success:** We succeed when we make our clients successful. We collaborate to sharpen our insights and amplify this success. We execute with excellence. Always.
- **Be global and responsible:** We will be global in our thinking and our actions. We are responsible citizens of the world. We are energized by the deep connectedness between people, ideas, communities and the environment.
- **Treat each person with respect:** We treat every human being with respect. We nurture an open environment where people are encouraged to learn, share and grow. We embrace diversity of thought, of cultures, and of people.
- **Unyielding integrity in everything we do:** Integrity is our core and is the basis of everything. It is about following the law, but it's more. It is about delivering on our commitments. It is about honesty and fairness in action. It is about being ethical beyond any doubt, in the toughest of circumstances.

Sustainable ideas form the bedrock of our values, they stress responsibility towards people, communities and environment. These values are the constant touchstones which help us to develop policies and processes.

Human Rights:

Our Approach & Commitment: We believe that economic value cannot be sustained unless it is created on a foundation of ethics and responsibility. Creating a safe and empowered workplace with a culture that drives equal opportunity, non-discrimination, meritocracy and one in which employees feel 'listened to' are therefore our core priorities. We imbibe these principles in all our processes like hiring, compensation, access to training, promotions, etc. and do not engage in or support discrimination based on ethnicity, nationality, race, caste, religion, age, disability, gender and sexual or political orientation. Our people practices are shaped by the Spirit of Wipro values, Code of Business Conduct (COBC), as well as principles of the U.N. Global Compact, U.N. Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises and the International Labor Organization's declaration on Fundamental Principles & Rights at Work (1998). While these provide the guidelines and direction for responsible business conduct at a global level, our policies are shaped and customized by local regulations and law of the land.

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

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

- **Ombuds and Sexual Harassment:** We have established committees / processes like the Ombuds process, Prevention of Sexual Harassment Committee, Audit/Risk & Compliance committees and an Inclusion & Diversity Council to review progress and formulate strategies to address material issues pertaining to compliance, safety and a harassment-free workplace. We keep our employees informed about these processes through trainings, mailers and internal social media platforms.
- **Freedom of Association:** We respect the right of employees to free association without fear of reprisal, discrimination, intimidation or harassment. A small proportion of our employees (~2%) are represented through local employee representative groups, Works Councils and /or Trade Unions in Australia, Austria, Brazil, Czech Republic, Finland, France, Germany, Ireland, Italy, Netherlands, Poland, Romania and Sweden. In some of these countries, Collective Bargaining agreements are required by law. The HR function meets these groups periodically to inform and consult on any change that can impact work environment. We pro-actively engage with Works Councils and Unions when it comes to client employee transfers under the EU Directive of Transfer of Undertaking and respective local legislation such as TUPE, Art. 613a German Civil Code, Art 338 Czech Labor Code etc. Engagement starts in early stage and provides first-hand information to client employee representatives on terms and conditions as well as collective employment matters.

People Strategy

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

Cultural Transformation

We aim to build an inclusive and empowering work environment focused on enhancing employee experiences. Our people processes, policies and practices help to build a nimble organization which is both performance-oriented and digitally savvy. Our efforts are geared towards both on improving the demographic diversity as well as building an inclusive culture through our various Inclusion and Diversity programs.

Career Reimagined

Our focus is to hire the right individuals, assimilate them quickly, assess their performance, facilitate learning, develop leadership and create an internal pipeline of talent to build a future-ready organization. The focus here is to build talent from within and also build a scalable talent supply chain model. Careers within Wipro continue to be nurtured and strengthened with our forward looking career and talent management policies.

Building Capability

Anticipating future skill requirements and developing them is vital to Wipro's long term sustainability. In the face of rapidly changing client expectations and automation, it has become imperative to invest in programs that equips the organization with futuristic skills and competencies. Anticipating and defining future needs and developing these competencies in the employees is vital to organizational sustainability. We will continue to invest in our fresher skill building programs, architect, domain, delivery transformation, and sales cadre and leadership skills. Our programs are aimed at upskilling, cross-skilling, and reskilling along with building Design Thinking capability to drive ideation and innovation.

Digitization, Analytics and AI

We are proactively adopting digital trends. We are using digitization and talent analytics to drive business outcomes and ensure employee delight. With all the technological advances happening in our immediate environment, we continue to keep pace in embracing the digital trend and find ways to use digitization and talent analytics to drive business outcomes and bring about employee delight. We continue to transform & simplify processes across all our functions to enhance employee experience and well-being.

Understanding Material Aspects

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

Our analysis of employees' perception, expectation and feedback forms a primary input in designing our talent management processes. Our approach to soliciting and acting on this feedback determines our performance in processes like talent attraction,

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

Influencing Stakeholders	Current and Emerging Areas of Focus and Impact	Material Aspects and Topics Identified
Employees	Simplification of people processes to enhance workplace experience	-Hiring & Onboarding -Performance and Talent Management System -Learning and Development -Employee Wellbeing -Employee Engagement and Communication -Inclusion and Diversity
	Skill building to address emerging technology capability areas	
	Career growth opportunities	
	Capability building of managers	
	Comprehensive compensation & benefits	
	Well-being and safety	
Customer	Helping customers solve their business problems and create competitive differentiation for them in the market.	
	Enhanced focus on operational efficiencies in the immediate term	
	Driving expertise and reskilling towards technologies of the future	
	Diversity & Inclusion	
	Need for collaboration, co-creation and learning agility	
	Employee well-being and safety	
	Heightened focus on social aspects of supply chain	
	Increased focus on compliance with Global standards	
Investors	Alignment with sustainability frameworks like Dow Jones Sustainability Index	
Peer organizations	Talent attraction & retention strategy	
	Talent Pool availability	
Others	Macro-economic and financial systems, government, civil society, regulatory bodies	
	High dependency on US and European markets	
	Emergence of multiple low cost English-speaking destinations	
	Risks to offshore business models	
	Changes in immigration laws / regulations	

People Processes

Hiring & Onboarding

Approach & Commitment:

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

Policies & principles:

We are an equal opportunity employer and focus on meritocracy at all stages of the hiring and deployment process, including role-mapping and remuneration.

Focus Areas:

- Localization continues to be a strategic focus for our talent agenda and we have made considerable progress in this area in our key markets. We have been significantly investing in US in terms of increased hiring & setting up of delivery centers
- In FY 2018, we moved towards digitizing our campus hiring process by using interview bots thus bringing in higher rigor and quality to our selection.
- Our recruitment process has become more inclusive with diversity-focused sourcing and engaging with veterans in the U.S.A. We consciously want to increase our diverse talent pool across levels, hence one of our key talent criteria is on diversity hiring, subject to principles of meritocracy. For example, we realize that one of the key levers to hire gender-diverse talent is ensuring that we have enough gender-diverse profiles at the applicant stage. Hence, we have appropriately modified our systems and programs to track the same.
- Global 100 Program continues to be a key focus and has successfully brought in diverse talent across the globe who are engaged in impactful work and are groomed into potential leaders of the future.

Governance:

- Localization figures are published in the Annual Report of the company
- On a quarterly basis diversity hiring metrics and initiatives are reported to the CEO and the Inclusion and Diversity Council

Performance & Talent Management

Approach & Commitment:

- **Performance Management System:** Our quarterly review process, introduced in 2016-17, continues to be a robust platform to encourage feedforward discussions that are candid, constructive and meaningful. The appraisal process begins with setting goals and objectives (Goals and Objectives) for the quarter. Organizational goals are cascaded to each employee through role-based objectives. Each objective has mutually defined measures of performance (MOP). The process is designed to ensure emphasis on feed forward discussions. Before the manager submits comments and ratings on system at the end of every quarter, employee's performance in previous quarter, focus areas for the next quarter, strengths and development areas are discussed. Online coaching modules are made available to managers on having effective discussions. A 3-question feedback survey is also triggered to the employee to rate the quality of discussions with their Managers. A 360-degree feedback is in place for mid and senior management roles. An Agile Performance Management system is in place for specific job requirements of certain roles.
- **360 degree developmental feedback (Wipro Leadership Qualities):** Our WLQ (Wipro Leadership Qualities) survey covered over 19,000 (100% of leadership) managerial employees. Peers, reportees, clients and other stakeholders provide online feedback against defined leadership qualities and Wipro Values. A comprehensive report is generated for each manager basis the scores, ratings and qualitative feedback recorded in the survey.
- **Succession Planning:** Post the appraisal process Talent Review and Planning (TRP) is undertaken. This helps to define talent strategy for respective business units for the year, identify the top talent and have succession planning in place. The TRP process is for critical, senior and executive management roles. Additionally, each Unit also has a formal Talent Review and Planning process to identify, train and develop key resources. Executive coaching is provided to top leadership to facilitate their all-round development.
- **Role Based Assessments:** Role-based assessments are conducted for key roles (e. g. Program Manager, Delivery Manager, Architects) for new hires and role aspirants. These assessments are based on a group of parameters identified for a role holder to successfully perform in the role. These help the organization, to take data based decisions for role movements and learning & development initiatives. It helps the individuals to prepare Individual development plan/ change roles based on assessment center output.

- **Skill based learning programs linked to talent management processes-** Wipro also weaves in a culture of continuous learning through programs such as TrendNxt and DigitalNxt, covering 20,000+ employees in our IT sector. These are skill based learning platforms that empower employees to take charge of their careers by continuously expanding their technical knowledge. Employees can choose from a range skills to undergo trainings & acquire hands on experience, eventually giving online assessments to get certified. Employees earn credits for each skill mastered, & these credits form threshold points for progression nominations..
- **Internal Fulfilment:** Talent Marketplace, an online platform has enabled internal role fulfilment for senior roles. The objective of the initiative is to connect the right talent to available opportunities within the organization. In FY18, internal redeployment was at 68% for senior/strategic roles

Policies and Principles:

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

Focus Areas:
- **Performance management system:** encourages continuous meaningful feedback and discussion between the manager and the employee. Creating tools to help managers overcome unconscious bias, and have fruitful discussions is one of the main levers for a great performance management system.
- **WLQ:** Identifying the qualities that are relevant to our values, business environment and business strategy and continually updating the same is one of the key foci of the WLQ process. Additionally **intuitive reports and streamlining the** process becomes key levers to make the overall experience seamless and robust
- **Talent Management:** Our ability to identify and groom talent is one of the strategic differentiators for us. Therefore creating the correct form of assessments, assessing the right qualities, setting up of domain academies, rotating talent and improving the standard of our leadership development coaching becomes key for us. Placing appropriate development plans and interventions are also crucial to overall success of creating a strong talent pipeline.

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

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

Policies & principles
- **Alignment of the organizational strategy to individual needs:** In the face of changing client expectations and the advent of rapidly changing technologies, it has become imperative to have a platform that equips the organization with futuristic skills and competencies. Anticipating and defining future needs and developing these competencies in the employees is vital to organizational sustainability. Wipro offers multiple learning & development opportunities to employees at various stages of their career. These are aimed at upskilling, cross-skilling, and reskilling through a number of training programs in technical, domain, soft skills, and leadership aspects. While dedicated teams identify learning needs at an organizational level, employees partake in identifying their individual learning needs through appraisals, feedback surveys, and career tools.
- **Capability Building**: Capability building and career development initiatives at Wipro encompass building awareness on career paths, identifying developmental areas for current & aspired role through a rigorous performance management process, mentorship, and building capability through training & assessments. Our infrastructure supports both traditional

and 'new-gen' ways of learning. While dedicated facilities like learning centers, training labs are used for instructor led classroom sessions, enterprise solutions like 24 x7 access to e-Learning modules, WebEx, Video Based learnings, simulation based learning, etc. are being widely adopted, providing convenient and flexible learning environment.

Focus Areas

- **Equal Opportunity to Learn, Anytime, Anywhere** 52,000+ employees are using TopGear, a social learning and crowdsourcing platform. Learning on emerging technologies is enabled through 80+ cloud based development environments, 170+ skills being taught, 1,000+ Learning assignments and 435 real life projects. We have created 250+ learning videos which are accessible on mobile. Over 50 byte sized videos on Digital topics which can be accessed anytime anywhere. Once a skill is acquired, employees can work on real business problems to further hone their abilities at the same time providing benefit to customer projects. We have enabled learning through social learning platforms, revamped our Learning Management System and put special emphasis on hands-on trainings and assessments. We provide equal learning opportunities to all our employees, where they can nominate themselves for any technical or behavioral course of their choice and get trained.

- **Delivery Transformation enabling Modernize the Core (Run): Digital Upskilling**
  To keep pace with the speed at which Wipro is growing in the Digital space we have created a structured, multi-pronged program to impart Digital like Fullstack, SDET,AI-ML, microservices, Decision science, Machine Learning (ML), IoT, blockchain, Cloud, Mobility, DevOps) to our employees -junior, middle and seniors.
  Learning is provided at 3 levels (Awareness, Knowledge & Immersive) to transform our employees across roles to be digital and adopt a digital way of working-
    o Foundational Digital courses "Digital 101" where foundation level knowledge on digital areas is provided – 90000 employees covered
    o Immersive (60-120 hr) training for professionals – 2000 employees covered, where deeper hands on experience is provided
  Digital transformation program - "Accelerating Digital Aptitude – aDapt": A high number of delivery managers and Delivery Heads trained-this program has enabled project delivery leaders to understand methodologies in executing and managing digital projects.
  Digital Next: was launched help reskill our senior talent on emerging digital skills

- **Sales Transformation enabling Drive the Future (Change):** We have scaled our programs which impart key behavioral competencies required to service clients effectively such as ADROIT, EMPOWER, Design Thinking and WinMore: Account Mining for Growth. 8,000+ Delivery Leaders, Program Managers, Project Managers, Architects and Presales leaders participated in these programs. We have sustained interventions like OneVoice, LeadNxt and Leading Global Teams to manage the softer aspects like customer focus, leadership development and inclusion respectively. To encourage faster internal deployment to sales roles, we are successfully training employees from delivery/presales teams through the PRiSM program.

Governance:
Management review of Talent training strategy
A structured governance mechanism is in place to review the progress on learning initiatives derived from talent strategy. These reviews are done on Weekly, Monthly and Quarterly basis by L&D Head, COO and CEO respectively. The variances on plan versus actual learning accomplishments are discussed and appropriate support or direction is provided to make corrections. We also track the efficiency of our Talent Strategy through improvements in the Employee Satisfaction Scores.

A Case Study on Leadership Development Practices at Wipro: The need for change:

'Automation', 'Big Data', and 'AI' are the buzzwords of the Digital age. With customers focusing on digital transformation, there is a need for constant experimentation and being open to innovative ideas. To continue to delight clients, Wipro required leaders who demonstrated adaptability, innovation and collaboration.
The company needed empowered and agile leaders who were future-focused and could groom, develop, and manage high-impact teams. Hence, Wipro devised leadership programs to identify leaders who were comfortable managing ambiguity, could adapt to evolving business requirements and accomplish goals at a rapid pace. They needed a multi-dimensional approach that involved reskilling, re-orientation, cultural change and digitalizing Wipro's systems and processes. The Accelerated Leadership Development Framework (ALDF) was designed to groom delivery, sales and digital leaders to power Wipro's growth. Wipro aimed to bring about organizational agility by –

- Building a truly global pool of future leaders with the ability to embrace change and win in the digital era
- Diversifying their sales talent pool by faster internal deployment from delivery/ presales to sales
- Transforming their delivery leaders into strategic consultants so as to strengthen client relationships
- Coaching senior leadership to adapt to trends of tomorrow so that they became torchbearers of experimentation and innovation

The four initiatives:

Wipro believes in grooming and developing talent that will script the organization's success story, besides institutionalizing a culture of change. Thus, the "reinventing behaviors" initiative was conceptualized. A well-rounded approach covering each aspect of Wipro's talent fabric was designed, consisting of the following four strategic programs:

1. **Global 100** is an initiative in keeping with the long term vision of grooming gen-next leaders who would shape Wipro's future growth trajectory. This eighteen-month program aims to provide global exposure to participants through four rotational stints across continents. It is an aspirational and accelerated leadership development program for a niche group handpicked from premier B-schools across the globe. The aim is to create a global pool of future Wipro Leaders. It identifies and selects employees who can lead change, have strategic perspective, besides being agile, adaptable, innovative and collaborative.
This program requires participants to work in and gain exposure across multiple areas including sales, digital, consulting, among others before getting into full-time roles.

2. **PRISM - Creating a Disruptive Sales Force -** This is a short term (three months) program to augment the sales talent pipeline and strengthen customer relationships by grooming employees currently in delivery roles and who are passionate about pursuing a long-term career in sales. Aligned with Wipro's business strategy of "Run and Change", the program aims to reinforce the competencies of client-centricity, passion for results, and collaborative working. Participants are deployed in sales/client-facing roles, post the completion of the program.

3. **ADROIT** stands for Account Delivery Readiness for Organizational and Individual Transformation. The program develops and encourages behaviors that are instrumental in achieving Wipro's vision and strategy. ADORIT enables delivery leaders to become trusted partners in the client's transformation journey, contribute to the growth of the account, drive delivery excellence and build high-performing teams. In short, it is designed to create an internal pool of delivery leaders. The leaders are selected for their strategic perspective, client-centricity, ability to nurture people, and collaborative working styles.

4. **LeadNXT -** This program enables leaders to be future-ready. It gives employees an opportunity to assess themselves on their future readiness and ability to adapt and deliver in new and emerging roles. The program is for senior leaders within the organization who demonstrate competencies such as strategic thinking, learning agility, risk taking ability, resilience, and stakeholder management.
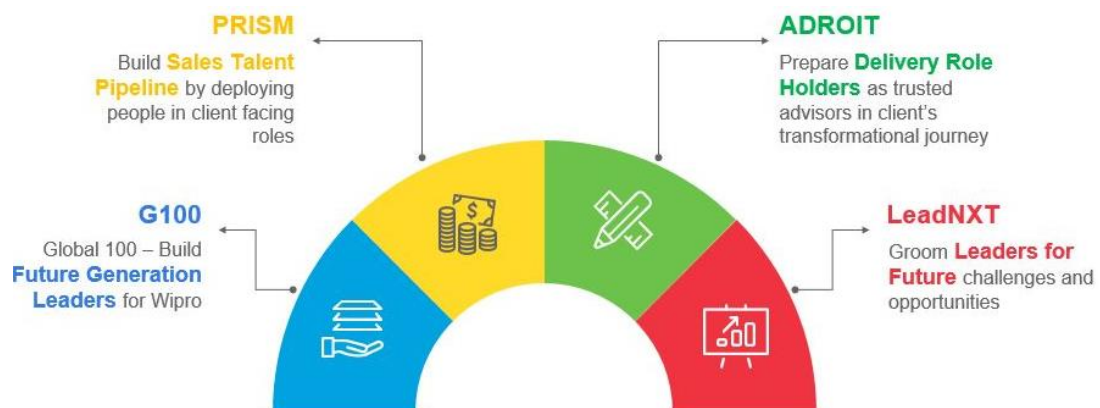
All these four initiatives followed the 70 20 10 learning principle which involved concept building through class and case work followed by peer learning and coaching and finally applying them to live projects or roles.

Through these programs, Wipro ensured that their leaders exceeded their clients' expectations by delivering winning strategies. The initiatives are promoted internally via multiple channels including blogs from the senior leadership,

organization-wide mailers, focused campaigns on Wipro's enterprise social platform (yammer), and targeted campaigns to relevant internal communities, business conclaves, among others.

Assessing the effectiveness of the programs
The following have been the immediate and tangible results of the company's learning interventions–
G100

- Overall: G100 has helped bolster Wipro's campus equity at leading universities, and strengthened its leadership diversity - 60% of the overall G100 batch are global employees and 40% are women
- Business Benefits/Customer Surveys: G100 members have been able to showcase significant growth in accounts they are responsible for and some have even achieved rare Net Promoter Score of 100%
- Implementation of Learning @ Work/ Knowledge Sharing: Wipro' G100 Graduates are spread across geographies and contribute to the company's critical areas of business including Digital, Sales, Consulting, Wipro Ventures, Strategy, COO office, among others.
  Participants from various batches collaborate closely through connect sessions, blogs, enterprise social media platforms, etc.
- Employee Morale & Retention: The G100 batch had nil attrition in 2017-18

PRISM

- Overall: PRISM has diversified the pipeline for sales talent at Wipro. Deserving talent in delivery and presales, who are passionate about pursuing a career in sales, have been deployed immediately to client-facing roles.
  PRISM has strengthened the company's engagements with customers and there has been a significant emphasis on cross-selling and upselling the company's integrated products and solutions.
- Business Results: The sales pipeline has grown as a result of the growing number of employees trained under this program
- On the job performance: A significant number of graduates were rated in the Top Bin (high performing)
- Employee Feedback: Candidate testimonials from the employees who have undergone this training have been positive and encouraging

A PRISM graduate says, "I believe that this program equipped me with the right skills and approach that helped me convert some of the deal pursuits that I have worked on in the past two months, post the program."

ADROIT

- Business Results / Customer Feedback: Pulse CSAT average scores were better @ ADROIT "trained" accounts.
- Case Studies: We have case studies that showcase an improvement in customer metrics, operational efficiency, employee retention, cost saving, better utilization etc., as a result of the program
- Stakeholder Feedback: Feedback from clients, managers, teams and employees have been positive and encouraging.

For instance, a Wipro team, trained under the ADROIT program, shared multiple ideas with a client in FY 18. The client, a European investment bank, shortlisted a large number of these ideas for implementation.

LeadNXT

- Validation for high potential employees: The Business Unit Heads received recommendations of high potential employees, once the program was completed. This greatly enabled them to chart the right career path for the individuals.
- High performance on the Job: A significant number of candidates took up more challenging roles within a year of undergoing training via LeadNXT; a number of them were promoted within a year
- Employee Feedback: The overall feedback received was positive.

One of the employees said –

"Having spent more than 18 years at Wipro. I have been through several leadership development programs, and I can categorically state that this program has resonated really well with me. While the other programs have focused on skill development and concepts, this has been a unique journey of self-discovery for me. The several formal and informal sessions helped me reflect on my strengths and areas of development. The unstructured sessions helped me gain a detailed understanding of my potential."

Plan Forward
Wipro's learning initiatives are ably supported by a strong governance mechanism. An effective governance model includes –

(i)   Structure

- Chairman, Chief Executive Officer, Chief Human Resource Officer, and Chief Strategy Officer at apex level as sponsors
- Senior Vice President – Learning &Development (L&D) Head as management for accountability

- Three L&D Leaders (Vice Presidents & General Manager) for separate tracks which host the four programs for implementation and execution
- Separate Program Owners (Heads and Senior Managers) for each initiative for results and closure
- Large team of faculty, business stakeholders, enabling support for the learning initiatives

(ii)   Active Oversight/Responsibilities
- Sponsors have laid out expectations and they review the overall progress; provide executive support for the success of the program and suggest changes/ enhancements for future
- Respective Program Owners ensure implementation of the initiatives on ground- overall candidate experience, faculty management, communication, logistics & IT coordination, gathering feedback & program effectiveness

(iii)   Policies, Processes and System Enablers

- Mindshare and Buy In - G100, PRISM, ADROIT & LeadNXT are all initiatives endorsed by the CEO. Hence, they have well-articulated policies on implementation, budgets, teams and processes
- Career Growth - High impact programs offer high-potential opportunities for their graduates. The programs also give candidates global exposure for 3-6 months. They are designed to enable career fast tracking. Participants get to work on the latest technologies, and domains as per their expertise and choice.
- Recognition - ALDF programs are high visibility initiatives, well branded both within and outside Wipro. The programs have been designed to get the best candidates.
- Faculty - Top internal leaders are chosen as faculty. In addition, Wipro also leverages external academia and industry subject matter experts. The efforts of the Wipro L&D team and faculty have been recognized internally across forums like 2017 SHRM HR Excellence Awards, CEO appreciation etc.

(iv)   Other Support and Governance Measures.
- Periodic reviews and brainstorming sessions are done with Wipro Management and Sponsors to ensure current effectiveness and future relevance of the programs. Internal as well as external audits on learning initiatives are carried out periodically
- Regular reports on coverage, faculty feedback, candidate dossiers, among others are shared with relevant stakeholders
- L&D as an Engagement Driver is measured through a Perception Survey. This will continue to be a strong mechanism of capturing feedback and suggestions, to strengthen existing initiatives.

Feedback as Feedforward – These initiatives have received overwhelming feedback from employees, managers and clients. There is a significant improvement in the company's CSAT ratings and EPS scores. Attrition rates at leadership levels have dropped and internal role fulfilment has been enhanced – all leading to the creation of a stronger leadership pipeline.
Learning by Design – The programs are designed to bring about a shift in behavior by providing multi-dimensional experiences, enabling peer discussions and coaching conversations and building conceptual clarity through learning labs. Wipro sees culture as a strategic lever. These efforts will foster a culture of nurturing talent that is future ready.
Wipro aims to further grow and evolve these leadership initiatives so that they remain a source of competitive advantage that makes the organization resilient.

CONCLUSION
Wipro continues to stay focused and remain steadfast in its leadership journey. Wipro's strategy, anchored in its values, remains focused on building a culture that nurtures strong performance and supports customer centricity.

Employee Well-being

Approach & Commitment

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

Policies & Principles

- **Physical Wellbeing:** Protection of employees from injury or occupational disease is a major continuing objective. We continue to enhance safety & security at the workplace by prescribing policies & procedures, creating awareness and imparting trainings. Protection of employees from injury or occupational disease is a major continuing objective. Ergonomic related illnesses and upper respiratory infections are material for our workforce. We have institutionalized health and safety processes including trainings for service providers, risk assessments, ergonomic session for employees, vaccination campus, health awareness sessions and regular cafeteria food inspections. There is special focus on aspects such as women's safety, assistance to persons with disability, emergency response, and preventive health & safety measures.
- **Emotional Wellbeing:** We want people to be at their productive best and hence we want to create an inclusive and harassment-free workplace. Processes like employee counselling service and grievance handling mechanisms are in place. We have institutionalized key policies like health and safety policy, prevention of sexual harassment policy and a robust grievance redressal system (Ombuds)
- **Financial Wellbeing:** Wipro's compensation and benefits program takes an integrated approach and provides a range of options for better financial and social security including tax-managing options, insurance & medical packages, assistance in managing financial and personal issues, retrials, etc. The compensation & benefits programs available in each geography are outlined in detailed policy documents and are available to all employees on the company intranet. In order to familiarize the human resources teams on the compensation philosophy and benefits across geographies and empower them to answer employee queries, an in-house Compensation and Benefits (C & B) certification program is held every year in multiple batches. Additionally, organizational / business unit level sessions are also held to create awareness amongst employees through avenues like HR-facilitated workshops, chat sessions, webinars, teleconferencing and mailers.

Focus Areas:

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

1) **Physical well-being**
- **Safety Standards:** We have implemented strict safety standards at all our facilities and operations, based on global best practices and regulatory requirements. We have well-defined policies and standard operating procedures to ensure the safety of women employees inside and outside the campus. These include Safety Awareness Programs, Global 24x7 Security Command Centre, cab pick-up/ drop facility with escort, mobile apps to confirm "Safe Reach", among others.
- **Sensitization:** Periodic employee connect programs are conducted to raise awareness among employees on safe workplace standards and practices. Sessions on employee health and wellness are regularly held across Wipro locations.
  - **Coverage of Training:** Occupational Health and Safety Assessment Series (OHSAS) certification coverage = 90% of the employees covered across 22 locations in India. 136,000+ employees, contractors and service providers attended trainings on Health & Safety.
  - **Participation in committees:** 2,800+ permanent and contract employees participated in committees on safety, food, transport, etc. across India, to represent the interests of the workforce.
- **Health:** We have 27 Occupational Health Centers and 7 Ergonomic Centers across Wipro India locations which help in awareness on ergonomic-related illnesses and upper respiratory infections among our workforce.
  - **Cafeteria – FSSAI coverage:** Food Safety Standards Authority of India (FSSAI) license is mandatory for vendors operating within Wipro-owned locations in India. Regular inspections and audits are performed by both internal and external teams to ensure compliance.

2) **Emotional well-being**
- **Mitr** is our employee counselling and support forum in India. It enables employees to reach out to counsellors 24x7 in-person and/or on phone to seek assistance for issues pertaining to personal or professional life. In geographies outside India, we have employee counselling services provided as a part of Employee Assistance Programs.

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

3) Financial well-being

- We continually strive to provide our full-time and part-time employees with compensation packages commensurate with their skills and experience. Our programs are reviewed intermittently to ensure relevance to today's changing workforce and mirrors the latest industry offerings, based on the region's local regulations / laws and norms. Allowances and benefits are further customized for employees who travel outside their home country for short-term project deputation, to suit immediate financial / settling-in needs. Standard benefits like leave plans, insurance, retrials (contribution to / provision of retirement plans / superannuation schemes in accordance with local laws & industry practices) and other emoluments are provided to our full-time and fixed-term employees, based on the country of operation and law of land.
- Parental Leave: Our return to work rate for male employees availing parental leave has typically been close to 100% , hence we closely track and monitor return to work ratio for women employees which is around 90%. We continue to scale our flexibility initiatives for women employees through various leave options, onsite day care centers and wellness benefits.

- We have been providing long term incentives by granting restricted stock units (RSU's) for over 15 years now, towards long term retention of key talent. We continue to drive a high performance culture through our variable pay programs. Our management compensation is now more closely aligned with organizational objectives and commitments, and rewards higher performance, significantly.

Governance:

Taking cognizance that employee well-being and safety is an aspect which impacts at various focal points, the overall responsibility for health & safety is assumed by the HR, EHS, Audit, Risk and Compliance team. Around 79% of our workforce works in locations across India and majority of them work from Wipro facilities. Taking this into account, we have established a core EHS team with city-wise EHS coordinators who drive compliance to standard procedures defined at a corporate level. The EHS Team along with stakeholder and service providers organize awareness programs on health and safety, thereby impacting performance on health and safety aspects. We have established a robust and an integrated Risk Assessment process for Initial Environmental Review and Hazard Identification. We conduct periodic as well as annual assessments of our campuses/offices. Major locations exceeding 2000 employees have safety committees which meet quarterly and participate in risk assessments, safety inspections, incident investigations and hygiene audits. Remaining locations report work place hazards in the HSE portal and get discussed in city-wise committee meetings. Employees also record their observations on under various categories like Major/ Minor/ First-Aid / Near misses etc. through our intranet portal. Decisions taken during these meetings are communicated along with corrective actions and target dates in order to minimize risks. These committees bring together stakeholders at various levels to promote positive occupational health & safety culture. The safety committee meetings represent 100% participation from the representative employees. The risk assessment is evaluated every year and also as and when the accidents / incidents / near misses are noticed. Employees, stakeholders and Service providers are part of this risk assessment. Our internal audit team conducts checks on the effective implementation of ISO 14001 / OHSAS 18001 standard requirements every 6 months by involving cross functional teams. 18 locations in India are certified or ISO 14001 and OHSAS 18001.

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

Employee Engagement and Communication

Approach & Commitment

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

Policies & Principles

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

Focus Areas

- **Yammer –** Yammer is a private social network for Wipro and is built around open communication. Yammer is leveraged to get feedback on projects and initiatives, share best practices and also resolve support issues. Yammer groups allow members to participate in discussions with colleagues from across the globe, join hobby/interest clubs, take part in employee engagement initiatives, facilitate YamJam with leaders. Since its launch in 2014, we have had over 103,500 users, who shared over 2.5 million messages, and formed 10,000 groups. It is currently the largest social engagement tool in Wipro.

- **Microsoft Teams –** MS Teams is the hub for teamwork that integrates all the people, content, and tools that teams needs to be more engaged and effective. MS Teams helps to communicate through Chat, Meetings & Calls to keep everyone in the know. To enable collaboration, it is integrated with Office 365 apps (e.g. Task management with Planner app), MS Teams can be public (Open to all, e.g. Block chain at Wipro) or private for team members closely working together on shared goals (e.g. A customer project or Operations Management). Since its launch in 2017, we have had over 36,000 users using Microsoft Teams with 60,000+ team conversations across mobile/desktop/browser channels.

- **Wipro On-air** In February 2017, we pilot launched Wipro On-air, an in-house podcast series in Bangalore to spur employee engagement, share corporate messages and bring teams together. In six months, the podcast went global encouraged by the enthusiastic response from employees. In under a year, Wipro On-air has become a go to platform to know more about our company, understand its multicultural workforce better, and listen to colleagues share their personal stories of courage and resilience. Our 'Unplugged' series brings to employees our leaders up, close and personal; and all this, enveloped in music from around the world. Within a year of its launch, the podcast has received over 280,000 hits. The Wipro On-air group on yammer is one of the most engaged groups with 27,000 members. The application is hosted on my Wipro and is also available on mobile. Employees can access the podcasts and archives on the application, request for songs, give feedback and nominate colleagues whom they would like to be on air.

- **Human Rights Due Diligence & Assessment** Structured interventions like our grievance Redressed process of Prevention of Sexual Harassment (POSH) and Ombuds, Employee Perception Survey (EPS), Contract Employee Engagement, governance reviews with Health Committees, Audit Risk & Compliance Board and Inclusion & Diversity Council, help us to proactively identify and mitigate risks on human rights and any other organization processes. Our due diligence & assessment process has identified the following impacted groups/issues –i) benefits extended to contract workforce ii) unconscious bias at workplace.

- **Contract Employee Engagement:** Our focus on responsible people practices extends across our people value chain, and covers our contract employees as well. The Partner Employee Engagement (PEET) team consists of human resource professionals and undertakes responsibilities like induction and orientation, performance management, engagement, retention, rewards and recognition, training and career development etc. for contract employees deployed on IT delivery projects. The PEET team drives various initiatives like client site visits to meet contractor employees to understand needs and concerns, driving programs to build capacity, facilitating conversion of contract employees into retainers or full time employees etc. Quarterly / Half yearly / annual audits are conducted by PRO (Partner Relation Office) on the empaneled partner to ensure that they comply with the statutory and labor compliance. The PRO (Partner Relation Office) is   responsible for vendor selection and management; it ensures compliance of partner agencies to legal and statutory employment norms. Audits are conducted on the empaneled partner to ensure that they comply with the human rights, statutory and labor compliance. Major updates in this area are:

- o Through client-site visits and open house meetings, we connect with contract employees to understand their needs and concerns. Meet Matters is one such forum for partner employees to interact with their employer.
  - o We have introduced several initiatives, including a chatbot and a new claims system for our partner employees that enable a more simplified and smoother experience at work. Through an online learning system, they can also develop various skills and competencies.
- **Human Supply Chain Management:** A further extended people supply chain, consists of temporary workers who are in soft service functions such as Housekeeping, Security etc. We protect the interest of such workers by ensuring that the contracting agency is in compliance with the Supplier code of conduct and there is no violation of Human Rights for e.g. ensuring salaries of all workers are in compliance with relevant Minimum Wages legislations. We ensure that the temporary contract workers work under the similar working conditions as employees and employee benefits such as recreation and refreshments are also made available to them. Our people supply chain includes temporary workers who are in soft service functions such as Housekeeping, Security, etc. We protect the interest of such workers by ensuring that the contract agency complies with the Supplier Code of Conduct. We safeguard Human Rights by ensuring that the salaries of all workers comply with the relevant minimum wages legislations and by providing them with appropriate working conditions.

Governance:

- **Employee Perception Survey:** EPS is the formal mechanism to capture, analyze and take actions on employee feedback. This is done through (1) Biennial Employee Perception Survey (EPS), and (2) a shorter dipstick survey (EPS Pulse) which is held between two EPS cycles. Our in-house built EPS analytics tool provides breakdown of the results at various levels e.g. geography, business unit, gender, career levels, age, nationality, tenure and enables us to formulate action plans. EPS 2017 results have already been analyzed and action areas based on employee feedback have been finalized for the coming year. Based on employee feedback, we have simplified several of our systems and processes, introduced policies that allow greater flexibility, at work, launched initiatives to promote greater collaboration, among others.
- **Feedback through multiple platforms:** Wipro holds employee feedback in very high regard and solicits this through formal surveys, informal forums like one to one meetings, All Hands Meetings, focus group discussions, roundtables and team meetings. We actively scan for any specific issues & risks relating to human rights and labor practices through various engagement platforms. Our employee engagement programs are driven at multiple levels – organizational, unit/team and individual. Key organizational changes and announcements are cascaded through emails, online posts, posters, kiosks, and on-floor sessions and through business and HR teams. The leadership team engages with employees throughout the year through online chat sessions, Leader blogs, organizational level 'Wipro Meets', business unit level 'All Hands Meets', round table discussions and functional review meets and off sites. Another important enablement to engagement is through business managers and HR teams who meet employees through one-to-one meetings & team discussions. Additionally, customized engagement frameworks are used by business units to address needs specific to employees in that unit or to that business/domain.

Human Rights Due Diligence & Assessment-

Wipro has established committees which regularly undertake due diligence processes to identify issues, formulate strategies, implement actions & track progress relating to compliance/violation of human rights. Our progress on human rights is owned by the business & functional leadership team, & is under the review of our Group Executive Council, Chief Sustainability Officer, the Audit Committee & the Board of Directors. We take efforts to identify & mitigate risks that could affect any of our stakeholders.

Central to all operations are the Code of Business Conduct, Suppliers Code of Conduct & Human Rights Policy.

Risk Identification:

Audits: Wipro conducts comprehensive audits on a quarterly/annual basis to ensure legal compliance & promote employee well-being. Health & Safety, Labor law, Human Resource Policy & Process are just few of the audits we conduct on a regular basis,. These exercises help us identify loopholes in policy &/or gaps in implementation. A few of these audits mentioned below-

Hazard Identification and Risk Assessment (HIRA): A detailed HIRA is conducted to assess the health risks associated with working. Monthly review meetings are conducted with all stakeholders to discuss potential risks and track implementation of risk mitigation decisions. A Risk Registry is maintained that is continuously evaluated & updated to recognize actual & potential risks. Since the findings of all these audits are discussed at the highest levels of management, actions to mitigate the risks are swift.

Sustainability Audit: A third party sustainability audit is conducted in most major locations in India to understand the compliance with local labor laws which in turn cover aspects like fair payments of wages, compensation in case of accident, minimum wage, safe and healthy working conditions etc.

Business Health Diagnostics (BHD) audit: Wipro conducts proactive reviews of its operations, to curtail potential risks to human rights. The Business Health Diagnostics (BHD) audit, conducted for our BPO operations, is a proactive diagnostic tool that captures employee feedback & provides important insights into key aspects – governance, engagement, compliance & facilities.

Social Audit: We conduct Social Audits for our service-contract employees, evaluating their working conditions & communicating gaps to vendors.

Monitoring New operations in geographies: Today we have 30,000+ employees overseas - hence our Enterprise Risk Management team continues to closely monitor any human rights impact issues in countries where we are growing. Whenever Wipro is venturing into new geographies, there is a detailed due diligence process that is carried out with respect to any human rights issues in that geography/check overall alignment with Wipro's values/processes. There is a security council which has to give the sign off after assessing the safety conditions of the country.

Other Measures: Wipro is steadfastly committed to principles such as Inclusion & Diversity (I & D). Based on a structured review process with I & D council- we continuously discern improvement areas in our I & D efforts. Our collaboration with research partners & industry platforms like Catalyst, CII, NASSCOM etc. bring to the fore focus areas. E.g. for Gender Diversity; due diligence identified the need for a program to help women in junior management roles take on senior management responsibilities, and we thus launched WoW Nxt Career Advancement Program. Further audits helped identify over 100 roles that can be made accessible for people with sensory disabilities. Examinations have highlighted a pressing need to address unconscious bias; which lead to hundreds of employees undergoing sensitization training. Deliberation to extend efforts of I & D to the LGBT community resulted in the launch of Wipro Pride.

Apart from the above, every quarter HR publishes a dashboard to the Inclusion and Diversity Council, headed by the CEO to track key inclusion and diversity matrices. Measures are instituted based on these numbers; the accountabilities of which lie with senior leadership of both HR and Business.

Potential risks to human rights are best identified by being attune to employee satisfaction levels. Employee Perception survey (EPS) is rolled out annually to capture employee feedback on various parameters, such as health & safety, work life balance etc. The findings from the survey are analyzed & shared with each business unit & accordingly action plans prepared.

Wipro's people practices extend to **contract employees & retainers**, some of whom work on projects at the client site. We analyses their engagement levels through PEET (Partner Employee Engagement Team). PEET ensures quarterly site visits to interact with employees & understand their needs & concerns. Wipro has also devised a platform called Meet Matters, wherein we facilitate meetings between partner employees & their employers. Attrition of these employees is tracked, the root causes analyzed, & any finding is communicated to vendor. These avenues help us identify likely perils & action them. E.g. this FY saw the birth of 'Saathi', a chatbot to solve any queries partner employees may have on policies such as leave, insurance etc.

Wipro has robust grievance redress processes called Ombuds, & Prevention of Sexual Harassment (PSH). There are accessible to employees, contractors & vendors across all Wipro locations. A centralized Ombuds team reviews complaints to identify root causes & highlights them to top management. Efforts are made to perceive trends basis attributes such as geography, business unit etc. This helps us establish if cases are symptomatic of larger issues. Findings are discussed in quarterly reviews with Risk management & Compliance Committee & in an Annual Review with the board. Our PSH Committee conducts quarterly assessments of concluded cases on parameters such as case-criticality, geographic trends, business unit, employee demographics etc. The central PSH team has monthly calls with all its investigators as a timely feedback mechanism. It helps us identify vulnerable groups, locations/business units that need greater training, & infrastructural inconsistencies.

Inclusion & Diversity

Approach & Commitment:

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

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

Policies & principles:

Wipro is committed to being an equal opportunity employer and inclusion and diversity principles are embedded in our organizational values, culture, policies, processes, Code of Business Conduct (COBC)

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

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

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

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

Inclusion at the core

Inclusion & Diversity- Top Most Engagement Driver in Engagement Survey

Gender
- Provide an enabling and safe environment
- Attract and nurture gender diverse talent
- Provide exposure, flexibility and empowerment

Persons with disability
- Create a conducive work environment that enables a level playing field
- Enhance accessibility for internal applications and basic infrastructure

Underprivileged
- Bridge the employability gap
- Equip the talent pool with the right skills

Nationality
- Attract and nurture local talent
- Managing cross-cultural teams, growing organically, and inorganically

LGBT
- Review policies and processes
- Wipro Pride- LGBT social group & allies

Supplier Diversity
- Engagement with enterprise owned by person with disability, women or members of minority communities
- Recruitment of women & PWD encouraged for

Going beyond diversity of identity to encourage diversity of thoughts & breaking unconscious bias

Focus Areas

- **Monitoring Key Inclusion and Diversity metrics:** Through internal audits and special projects such as the Vital Signs project, we regularly track and monitor key indicators impacting gender diversity representation /unconscious bias at all employee lifecycle stages. We track gender equity signs e.g. like hiring, attrition, career levels, engagement level, project deployment time-frame, promotions, compensation/gender pay ratios
The Board and I&D council regularly monitor key indicators in this area. An example of a key indicator that is tracked- at junior levels the gender pay ratio is close to 1 , for middle and senior levels pay gap is around 5-10 %.This reflects the trend of higher proportion of males transitioning from junior to senior levels. The differences in our assessment, is also reflective of a larger social trend of women leaving the workforce at different points of their career. This also points to the need to increase the representation of women at senior positions. We will continue to encourage and support more women to assume high impact leadership roles in the organization.

- **Sensitization on Unconscious** Bias Apart from focused training programs, we have initiated conversations through leaders on our internal social media platform, which encourage a deeper understanding and awareness of inclusive behaviors, cultures and unconscious bias.

- **Key Gender Inclusion Programs:** Our Women of Wipro (WoW) programs do not follow a 'one-size-fits-all' approach but are customized to suit the needs of women at various stages of their life and work. Programs at the early career stage focus on building perspectives and fueling aspirations. The middle stage blends in flexible initiatives & capacity building, and the next stage includes programs empowering a seasoned professional. Key highlights-
    - An exclusive mentoring program launched for young mothers who are returning to work from their maternity break.
    - WoW Nxt Career Advancement Program launched to enable women in junior management to take on middle management roles.
    - 1,000+ women covered through focused women enablement programs including mentoring at various levels.
    - Inclusion & Diversity Speaker Series: 40+ Speakers.
- **Accessibility Initiatives for Persons with Disability:**
    - 300+ employees sensitized on disability-related issues such, including the Rights of Persons with Disabilities Act (RPWDA), and how to hire and include PWD at the workplace. Sensitization sessions also included speaker sessions from disability advocate organizations.
    - 100+ online applications and modules have been made accessible to employees with sensory disabilities.
    - Engineers and training content developers coached on Web Content Accessibility Guidelines (WCAG) standards.

Governance

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

People Results

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

- Attrition- low to mid double digits with focus on retention of Top Talent
- Employee Satisfaction (ESAT) Score – Show measurable progress on engagement levels (Top Box scores) over 2 years
-

Productivity & Retention

- Gross Utilization has gone up to 72.2% from 71.5% in FY17
- Net Utilization has gone up to 82.5% (excluding Trainees) from 82.3% in FY17
- Voluntary attrition - 16.6%*

*IT Services excluding BPS

Engagement

- 73.6% overall engagement score (up 12.5 percentage points from EPS 2015 and at levels similar to Pulse 2016)
- 72.6% employee participation in EPS 2017 (3.5% percentage points increase from EPS 2015 and 1.1% percentage points from Pulse 2016)
- Inclusion & Diversity and Health & Safety –highest rated drivers of engagement in EPS 2017

Inclusion

- 35% Overall Gender Diversity (2% higher YoY)
- 16% women in management (in junior, middle and senior management) positions
- 110+ nationalities
- 65% of the onsite personnel are locals
- 442 employees with disabilities, employed (with 8 different types of disabilities) and ~70% are in business roles

Ecological Sustainability

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

Understanding Life Cycle Impacts

To understand the unsustainable dependency of Wipro on vulnerable natural resources, A Natural Capital Valuation exercise was conducted. This exercise helped us get an overall integrated environmental impact assessment of our operations and upstream suppliers. Details of the Natural Capital Valuation is covered under the sub-section "Lifecycle Impacts"
In addition, we continue to explore additional and specific quantitative and qualitative metrics to evaluate water (see sub-section "Responsible Water Framework") and waste management in our campuses. We also aim to baseline and set specific goals to reduce our footprint associated with key Scope 3 categories (like emissions from Business Travel and Commute), ozone depleting refrigerants, indoor air quality and noise pollution. The outcomes of these assessments contribute to our program design and stakeholder engagement.

Natural Capital Impacts

Natural capital can be defined as the world's stocks of natural resources which make human life possible. Businesses rely on this natural capital to produce goods and deliver services. The overall objective of the project, (done in association with Trucost) is to quantify and value the natural capital impacts of Wipro's IT Services operations and supply chain for the financial year 2017-18. The valuation looks at our global operational footprint (from energy related emissions, water consumption, air/water pollution, waste generation and management, land use change, etc.) and upstream value chain impacts from business travel, employee commute, fuel and energy related activities and the embedded natural capital in all goods and services we procure. Operational data, business data and employee commute valuation is derived from actual data, extrapolated for a few global locations and environmental categories. The natural capital embedded in goods and services is primarily based on valuation methodology that is based on Trucost's econometric input-output model which takes into account spend across different sub-categories of procurement.
In the 2017-18 financial year, the natural capital valuation of the environmental impacts relating to Wipro's operations and supply chain was equal to INR 10,841 million (2% of Wipro's revenue and 10 % of Wipro's profit in the same period). The largest contributions came from GHG emissions (47%), water consumption (26%) and air pollution (16%).

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

Summary of Natural Capital Valuation
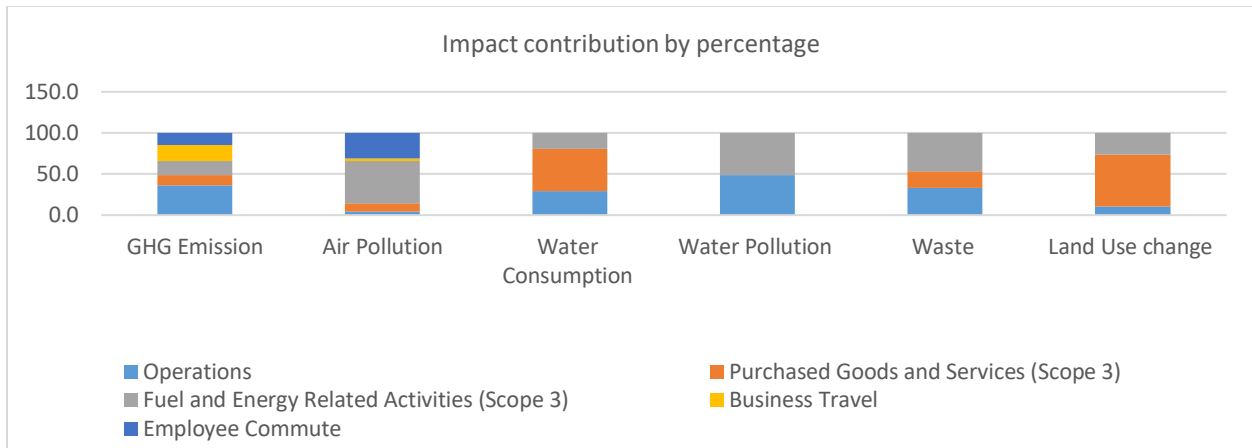
Impact contribution by percentage

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

Understanding Material Aspects of Stakeholders

| Stakeholders	Emerging Concerns	Material Aspects	Strategy	Impact	Description and Long Term Target/Goals
Employee	Water scarcity near out locations can disrupt our operations and create the imbalance as large section of our employees stays close to our offices.	Water	Reducing our external water dependency from municipal and private water source by improving water efficiency and recycling rate along with absolute water reduction.	Increase in operating cost due to increase in water prices in future	Details are given Responsible Water Management Section

	Reducing footprint at point of generation and segregation at source requires user (employee) centric behavioral interventions	Waste	Regular monitoring Reducing material impact and recycling Safe disposal or treatment	Increase in operating cost and disruption of business continuity due to stringent government regulations for waste handling	Details are given in Pollution and Waste Management Section
	In-campus biodiversity programs are a platform for employee engagement in nature conservation and citizen science areas	Biodiversity	To convert existing Campuses into biodiversity zones\n\nFor all new campuses biodiversity principles to be incorporated into designing phase.	Increase in revenue due to improve motivation and increase in intangible benefits for employee and visitors.\n\nImprovement in brand reputation	Details are given in Campus Biodiversity Section
Investors	Investor led sustainability frameworks like Carbon Disclosure Project and the Dow Jones Sustainability Index (DJSI) cove environmental aspects in comprehensive detail. Investors are looking at strong, proactive environmental programs from companies as part of the latter's risk mitigation strategy	Various environment Aspects including Energy, Greenhouse Gas Emissions, Water Abstraction, Water and Air Pollution, Solid Waste Management and Biodiversity	Use of multiple channels of communication to keep investors informed about material issues and long term strategy of organization\n\nTrue and fair reporting of financial outlook and maintaining high level of transparency for business outlook, risks and opportunities.	Improvement in brand reputation	All the Sections
Customers	Customers extend the boundaries of their own responsibility through their supply chain sustainability programs which requires companies to improve their social and environmental footprint	Various environment aspects but predominantly Energy and GHG Emissions	Our approach is based on our vision of delivering value to our customer businesses based on a solid relationship of trust, collaboration and competence. We ensure this by providing sustainability inspired solutions. Refer to customer stewardship for details.	Increase in revenue through increase in sale of our product and services that reduces dependency and impact on environment.	All The Sections
Supply Chain	Trucost study on natural capital valuation points to the fact that externalities account for nearly 50% of the total environmental Impact for Wipro. This is across emissions, water abstraction and pollution, air pollution, land use and waste. Supply chain engagement hence is a core element of operational environmental programs	Various environment aspects, but predominantly Energy and GHG Emissions, Water Abstraction, Water and Air Pollution, Solid Waste Management	Our Supply chain approach is based on the principles of ethics and integrity, ecological sustainability and workplace sustainability. Refer to Supply Chain Sustainability section for details.	Unattended social and environmental impacts in supply chain can increase the cost of handling in future and may even impact license to operate.	All the sections
Civil Society Government Future Generations	Energy Conservation Building Code (ECBC), renewable energy procurement and	Energy	Energy Efficiency Renewable, Energy Purchase and Travel Substitution.	Reduction in operational cost and reliability on external source subject to	Details are given in Energy Efficiency and GHG Mitigation section

				prices hike due to emerging regulations in future	
	generation are increasingly being covered in regulations		Refer to GHG mitigation measures for details		
Civil Society Government Future Generations	Biodiversity conservation and ecosystem services are primary interest areas with civil society organizations	Biodiversity	To convert existing Campuses into biodiversity zones

For all new campuses biodiversity principles to be incorporated into designing phase. | Increase in revenue due to improve motivation and increase in intangible benefits for employee and visitors.

Improvement in brand reputation | Details are given in Campus Biodiversity section. |

Program Areas

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

Our Program focus on the following aspects:
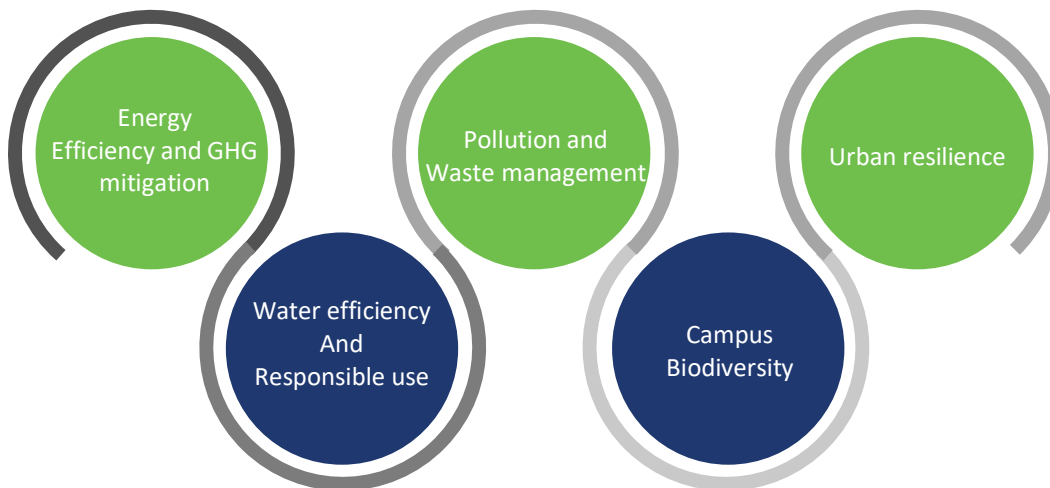
Wipro's Ecological Sustainability Programs

Our journey in ecological sustainability reinforces some foundational principles:

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

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

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

Scope of Reporting

India: 62 locations (includes 3 data centers) representing 78% of our workforce. 34 of these locations are owned (includes 3 data centers) and the balance 28 are leased.

Overseas: 191 office locations; 7 client data centers. Most locations are leased; and used as marketing/liaison offices.

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

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

Ecological Sustainability Governance

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

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

Environmental Risks

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

Climate change related impacts: Risk assessment and prioritization is undertaken at both company level and asset level. A well-defined Business Continuity Policy prescribes principles to plan for Climatic disruptions which could disrupt business objectives. The Corporate Business Continuity Team governs and guides the standard risk assessment methodology at every location to identify risks which could potentially impact continuity of business, financial parameters like revenue & profitability, reputational and legal parameters. This group collaborates with various support groups in the organization to assess risks for human resources, facilities & IT infrastructure with identified impacts, probability/likelihood & controls in place. A severity matrix of Low, Medium & High impacts are defined where the controls are implemented and a defined crisis management group is responsible to respond, recover, resume, return & restore from these situations.

Risk assessment also includes how climate change poses risk to human health and thereby impacts the business. The human health aspect of climate risks is material to the company given the fact that employees are at the core of a knowledge-based organization like Wipro.

A list of climate change risks material to Wipro is detailed below.

Risks	Financial Impacts	Time Horizon
Fuel/energy taxes and regulation	Increase in operational costs on account of increase in electricity and diesel costs.	Medium
Renewable Energy Regulations	For obligated business entities for purchase of non-solar or solar Renewable Energy Certificates by regulatory authorities.	Medium
Due to changes in precipitation extremes and droughts.	Revenue impact due to employee absence caused by disruption in city infrastructure and tropical diseases.	Short
Due to changes in temperature extremes	Impact due to (a) increased employee absence from work and (b) increased electricity costs resulting from higher cooling demand.	Medium
Tropical cyclones (hurricanes and typhoons)	This could be due to cost of repair of damages to buildings and equipment	Long

In addition to the above mentioned risks with direct impacts, there are certain other material risks like changes to resource quality or availability particularly in the organization's natural capital dependencies and variation in agricultural yield and growing seasons. These risks will impact the economy at large or specifically the supply chain of Wipro and can have an effect on the organization indirectly.

Reputation risk and the risks driven by changes in regulation are applicable organization-wide whereas risks driven by changes in physical climate parameters are specific to certain geographies where the company has operations. While all these risks have a direct impact on the organization, magnitude of impact (how serious will it be, if it does happen), urgency (how soon it will happen) and probability of occurrence (how likely is it that the risk will happen) varies from one risk to another. The impacts of these risks may range from increased operational or capital cost, reduction or disruption of service delivery, reduced stock prices to inability to do business.

Environmental Management Systems
Our programs and management systems are pivoted and derived from the Ecological Sustainability Commitment, available at http://www.wipro.com/documents/Ecological_Sustainability_Policy.pdf. We have been following the guidelines of the ISO 14001 framework for more than a decade now as one of the cornerstones of our Environmental Management System (EMS). 18 of our campus sites in India and 2 in Australia are certified to ISO 14001:2004 standard.

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

Energy Efficiency and GHG Mitigation Approach
Our approach to energy efficiency and GHG mitigation is centered on the following approach.

Baselining energy and emissions parameters → Setting ambitious, scientifically valid and traceable goals → Developing robust mitigation programs

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

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

    a.   Absolute Scope 1 and 2 GHG emissions – Absolute emissions reduction of 23,700 tonnes.
    b.   Energy Intensity in terms of EPI (Energy Performance Index) - Cumulative reduction of 7.8% in EPI over 5 years
    c.   GHG Emission Intensity (Scope 1 and Scope 2) on Floor Area (FAR) basis - Cumulative reduction of 16 % in GHG intensity from 117 Kg CO_2 eq./ Sq. Mt. (kgpsm) to 98 kgpsm of CO_2 –eq
    d.   Renewable Energy (RE)- Increase renewable energy procurement by 55% to a target of 120 million units in 2021-22

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

The full trajectory of Wipro targets till 2050 is given below.

Scope 1+2 carbon intensity (kgCO2/m2)

Scope 1+2emissions (Mtons)
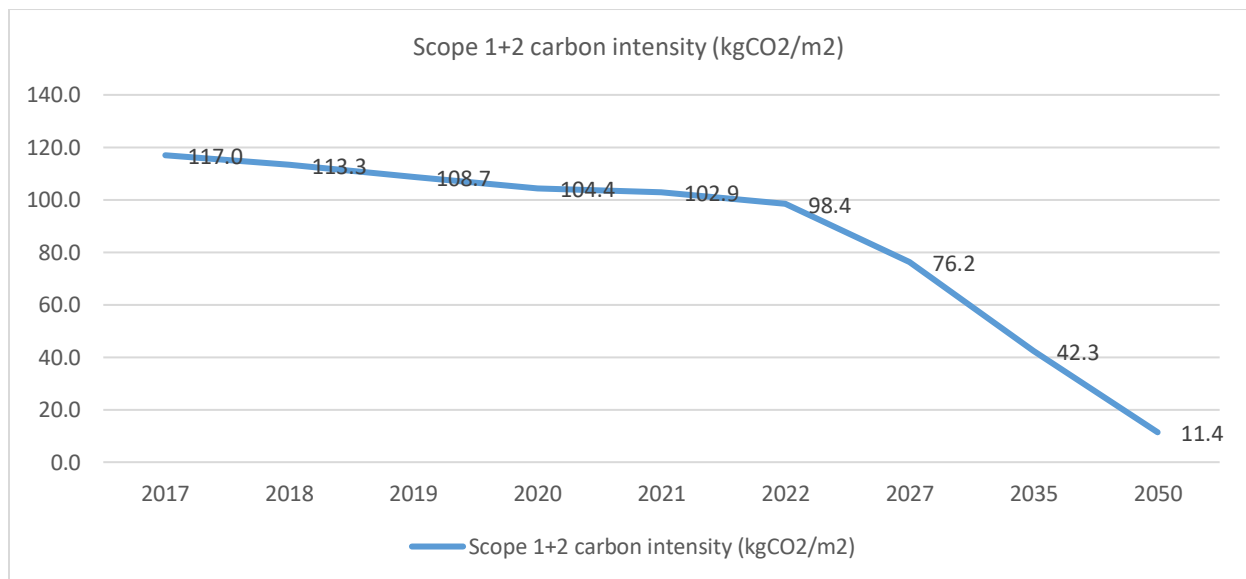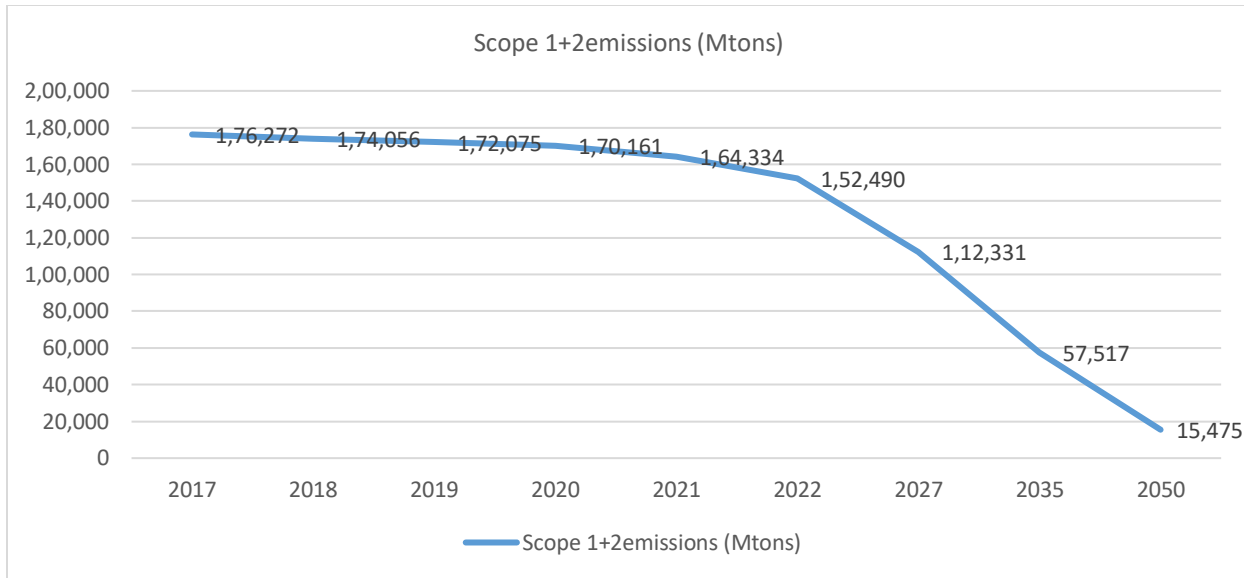
Highlights of Energy and GHG Emissions Related Performances

Absolute Emissions: The absolute Scope 1 and 2 emissions (India) for 2017-18 have decreased by 13.3% from 1,86,669 to 1,61,858 tones - a reduction of over 24,000 tones. This is primarily due to significant drop in Scope 1 emissions by 37% due to shift from diesel generated power at one of our large locations (Chennai), energy efficiency improvement of nearly 3.7% as well as improvement in renewable energy procurement by nearly 20%. The dashboard below provides a summary of our Global and India GHG emissions, including data centers. In accordance with the GHG protocol, from 2016-17, we have reclassified leased offices as part of Scope-3. The figures are net emissions for all years, after considering zero emissions for renewable energy procured.

GHG Scope 1 & 2 (Tons of CO_2 Eq.)
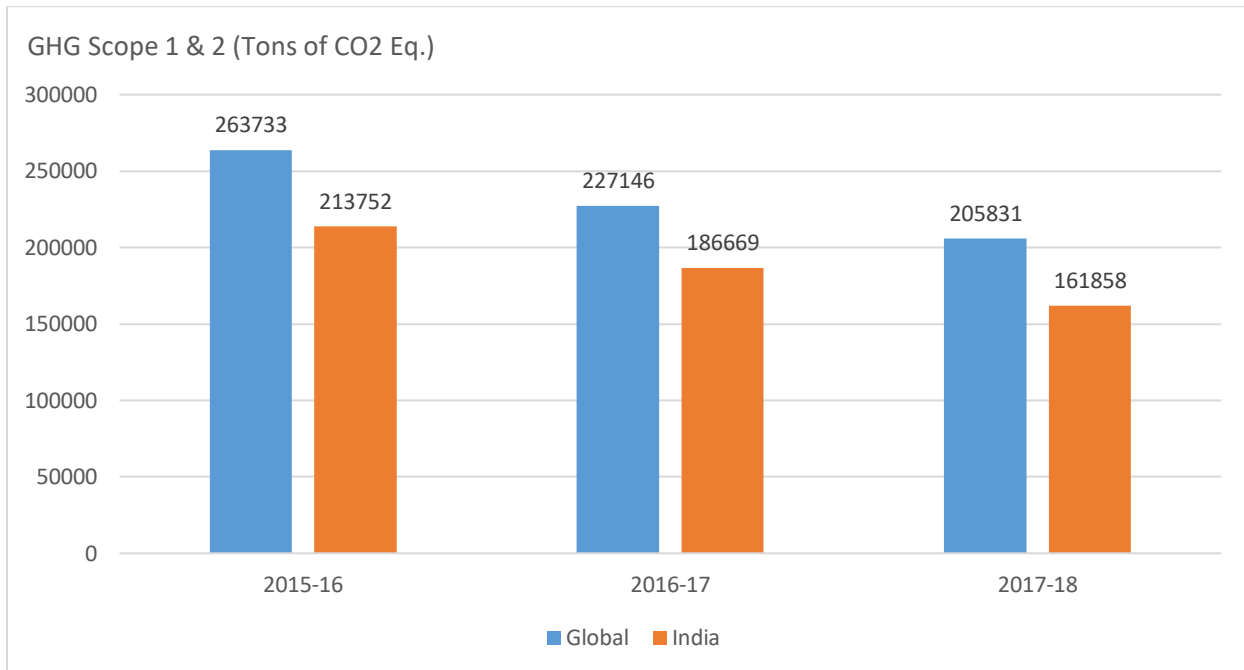
Energy Consumption: The overall energy consumption from Scope 1 and 2 boundaries (operational and financial control) is 1344.3 million Mjoules, compared to 1440.4 million Mjoules in the previous year, a reduction of 6.7%. The 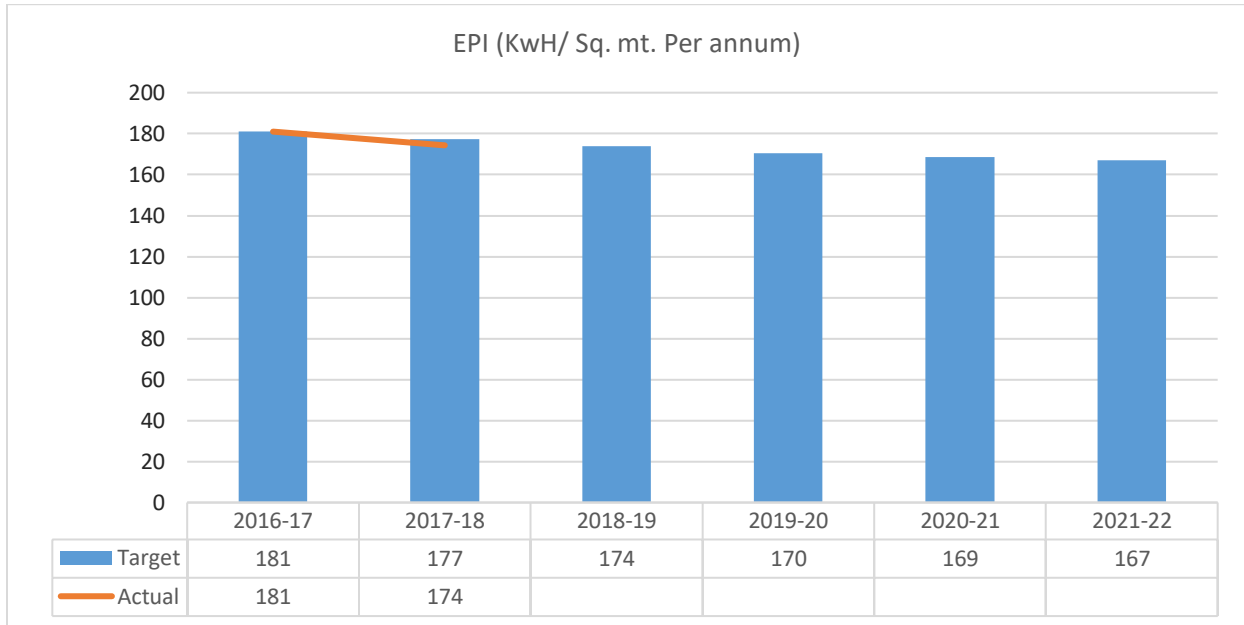total energy consumption, electricity and back-up diesel generated, for office spaces in India is 262 million units (including leased spaces globally this is 307 million units). Data centers in India and overseas (U.S.A and Germany) contribute to another 87 million units. For India operations, about 99 million units constituted renewable energy procured through PPAs (Power Purchase agreements) with private producers. Of this 92 million units is with green attributes (zero emissions). We do not have any direct consumption or sales of heating, cooling or steam energy.
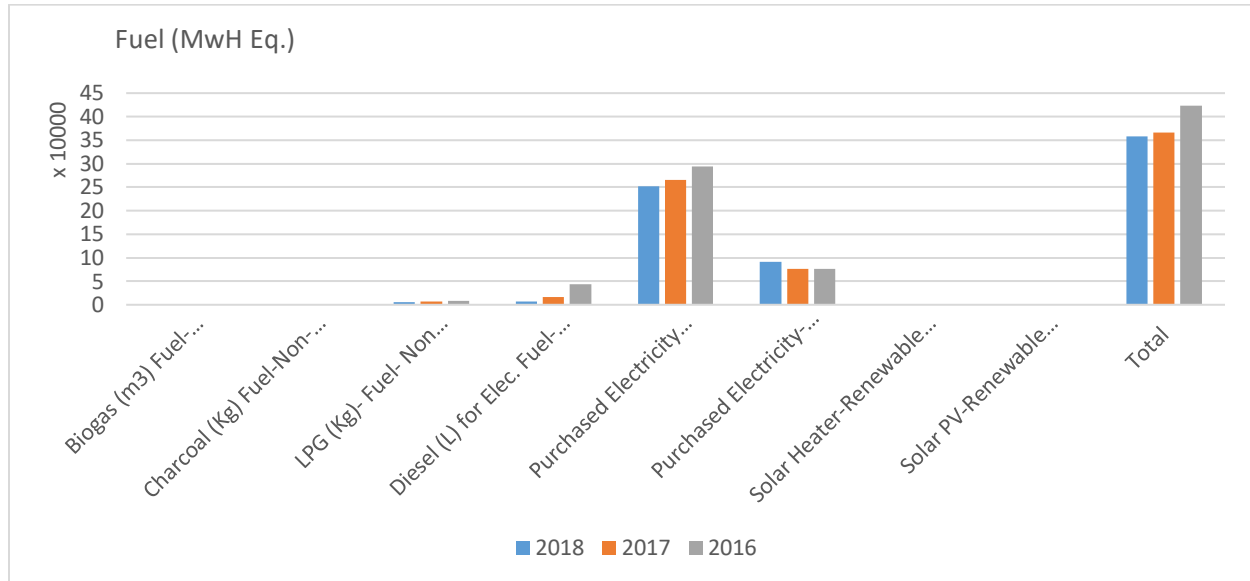
Fuel	Source Type	2018	2017	2016
Renewable	Biogas (m3) Fuel-Renewable	10.728	72.75	48
Non-Renewable	Charcoal (Kg) Fuel-Non-Renewable	451	404	211
Non-Renewable	LPG (Kg)- Fuel- Non Renewable	5827	7164	7796
Non-Renewable	Diesel (L) for Elec. Fuel- Non-Renewable	6657	16029	43754
Grid (Composite)	Purchased Electricity (Grid) Grid (Composite)	252017	265088	294050
Renewable	Purchased Electricity-Renewable	91810	76466	75980
Renewable (Gen)	Solar Heater-Renewable Generated	1332	1332	1332
Renewable (Gen)	Solar PV-Renewable Generated	194	194	135
	Total	358299.1	366750	423306

Energy Intensity: EPI for office spaces, measured in terms of energy per unit area has decreased by around 3.75% to 174 KwH units per sq. meter per annum. The absolute energy has reduced to the same degree as we have not seen any change in area for the reporting year.

EPI (KwH/ Sq. mt. Per annum)

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Target	181	177	174	170	169	167
Actual	181	174				

Highlights of Energy and GHG Emissions Related Performances

Emissions Intensity (Scope 1 and 2)
Kg Co2 per Sq. Mt. Per Annum

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Target	117	113	109	104	103	98
Actual	117.0	101.1				
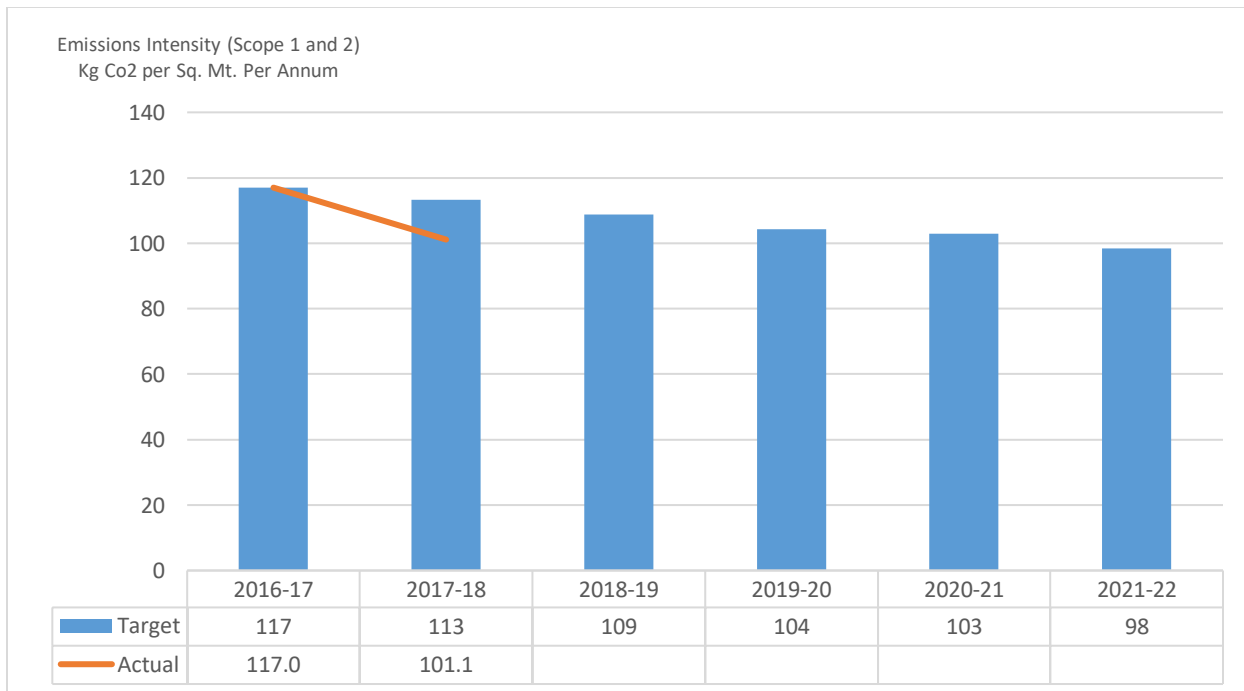
Emission Profile
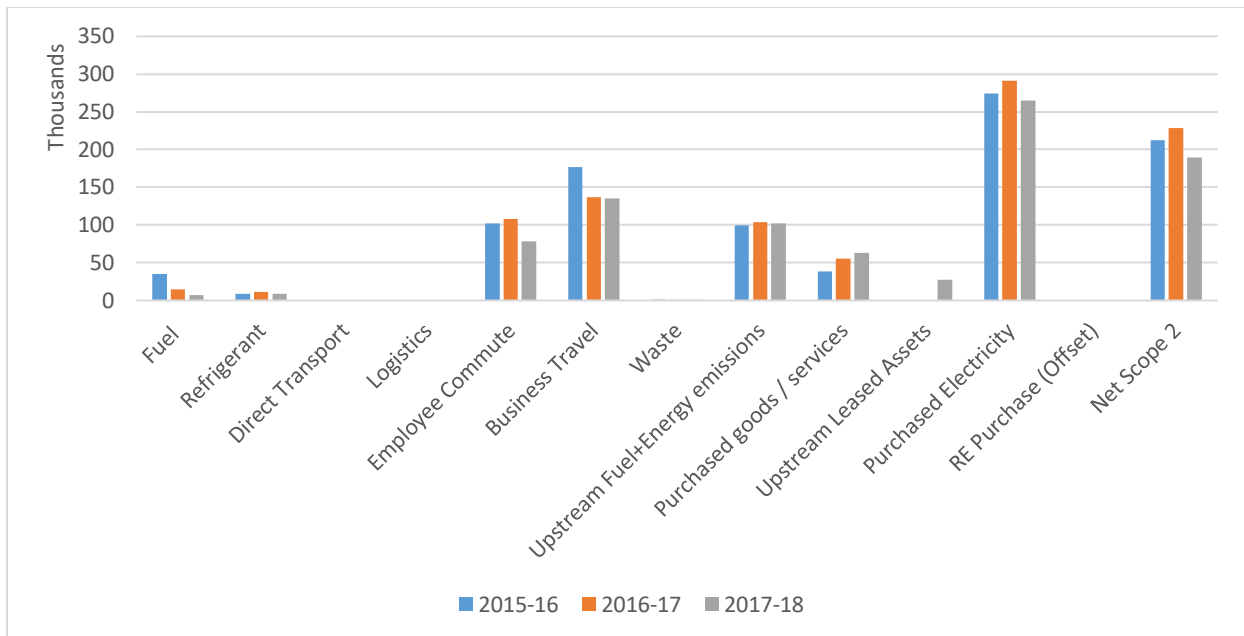
Year (MT CO2e)	2015-16	2016-17	2017-18
Fuel	35,511	15,043	7,175
Refrigerant	8,845	11,134	8,871
Direct Transport			
Logistics			
Employee Commute	102,155	107,980	78,429
Business Travel	176,593	137,242	134,939
Waste	953	753	746
Upstream Fuel + Energy emissions	99,479	103,504	116,340
Purchased goods / services	38,416	55,588	82,246
Upstream Leased Assets			27,332
Purchased Electricity	273,912	291,288	265,069
RE Purchase (Offset)	(61,926)	(62,702)	(75,284)
Net Scope 2	211,986	228,586	189,785

Emission Split from DG and Purchased Electricity

TOTAL EMISSIONS (NET OF RE): 207999

- Office space Row; 12,624; 6%
- Data Center India; 9497; 5%
- Office space India; 141905; 68%
- Data Center; 53470;...
- Data Center RoW; 43,973; 21%

Legend: ■ Office space India ■ Office space Row ■ Data Center India ■ Data Center RoW
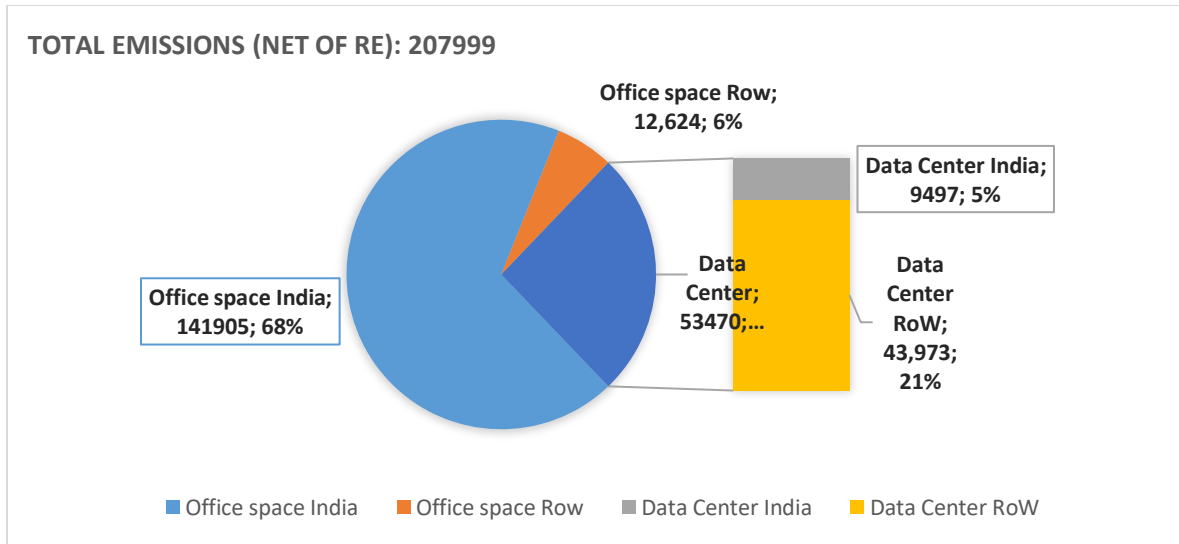
Absolute GHG Emissions: Scope 1 and 2, Split by Geo and Office / Data Centers

Emissions Split by office space and data centers - India and Rest of World (RoW)

Legend: ■ Emissions 15-16 incl RE ■ Emissions 16-17 incl RE ■ Emissions (17-18)
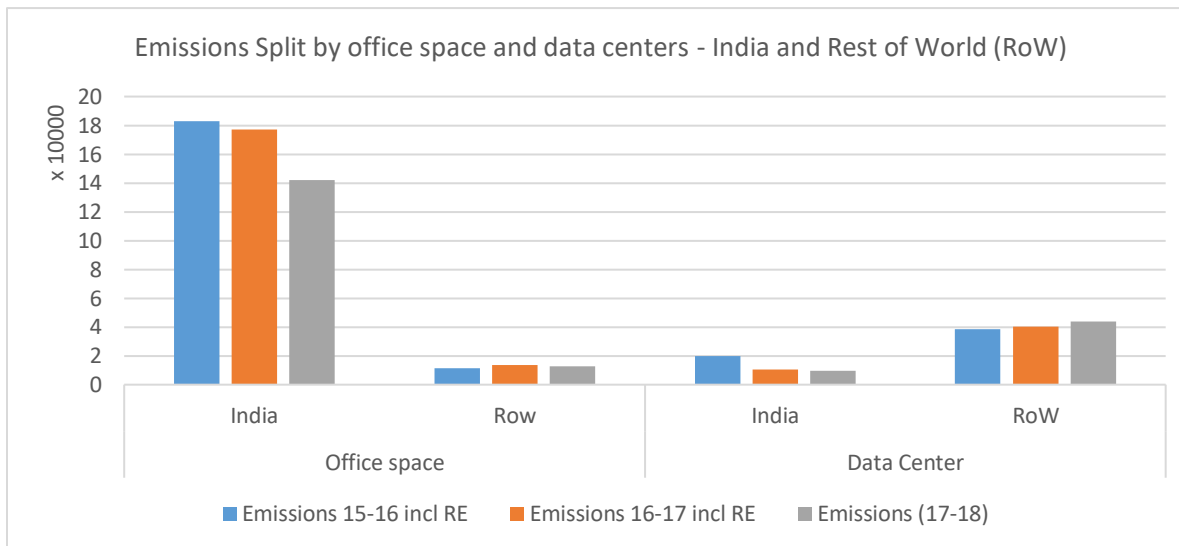
		2015-16	2016-17	2017-18
Office Space	India	182,952	177242	141905
	RoW	11578	13624	12264
Data Centers	India	19988	10397	9497
	RoW	38403	40477	43973

Scope 3 Emissions: A summary of our Scope 3 emissions (other indirect sources) is provided below. Out of the 15 categories of scope 3 reporting as per the new GHG corporate value chain standard, we are currently reporting on all of the 8 categories

applicable to us Downstream Scope 3 emissions: We have moved some facilities to a sub-leased model towards the end of the reporting year. This will be applicable from the next year.

| Scope 3 Emissions Category	Current Reporting, Coverage within IT business	Tons of CO_2 eq.
Purchased goods and services	Based on purchase ledger for 2016-17 and application of econometric input-output model for different categories and business activities:	82,246
Fuel- and energy-related activities (not included in scope 1 or scope 2)	Well To Tank (WTT) and Transmission and Distribution (T&D) losses globally	116,340
Upstream transportation and distribution	Not Reported, as not material	
Waste generated in operations	For India operations (85% coverage	746
Employee Commuting	For India operations, which represents nearly 85% of footprint	78,429
Business travel	Global. Includes air, bus, train, local conveyance and hotel stays	134,939
Upstream leased assets (Leased office space)	Leased offices spaces in India (14708 tons) and overseas (12624 tons CO_2 eq)	27, 332
	Total	440,032

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

Global-GHG Scope 3 (Tons CO2 Eq.)
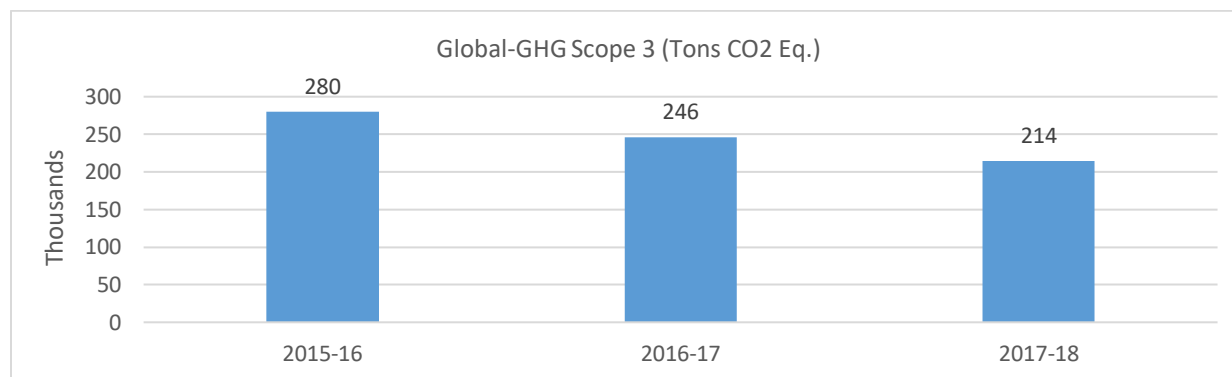
Total Emissions: The overall emissions across all scopes is 645,863 tonnes. Within this, the main contributors to our GHG emissions are: Electricity – Purchased and Generated (29%), upstream fuel and energy emissions (18%), Business Travel (20.8%) and Employee Commute (12.1%). Leased office spaces contribute to 4.2% of emissions.

Total (Scope1 + Scope2 +Scope 3) Net of RE
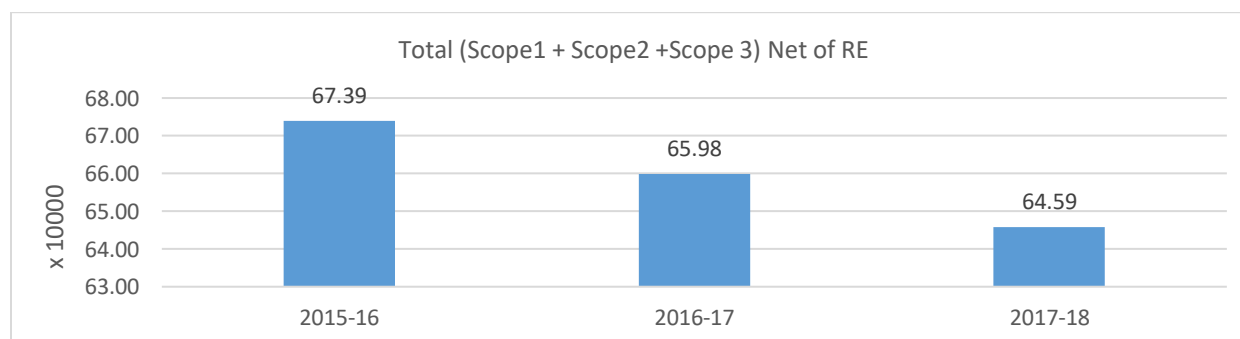
Energy Efficiency and GHG Mitigations Programs

Our five year GHG mitigation plan consists of three key elements

    a.   Energy Efficiency (Reduce),

    b.   Renewable Energy (RE) Purchase (Replace) and

    c.   Travel Substitution (Reduce and Replace);

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

Energy Efficiency: Over the preceding five year period, we have implemented a variety of energy efficiency measures.

- **Green Buildings:** We were one of the early adopters of Green Building Design with 18 of our current buildings certified to the international LEED standard (Silver, Gold, and Platinum).
- **Server Virtualization:** Since 2007, we have been working on a server rationalization and virtualization program, through which we have decommissioned old physical servers and replaced the processing capacity with virtualization technology on fewer numbers of servers. As of March 2018, we have 4,780 virtual servers (2,920 in March 2017) running on 353 physical servers which contributes to an energy savings of approximately 20 million units in the reporting year. The savings showed an increase of 70% over the previous year.
- **Operational Efficiency Measures:** Over the years, significant focus has been given to reduce the energy consumption of our locations by bringing in various operational efficiency measures in our operation. These measures include 1. Better operation controls for priority areas of operations like chillers, water systems and installation of timer controls to avoid unnecessary usage. The Global Energy command center, inaugurated in early 2008, applies Internet-of-things technology to monitor efficiencies of subsystems and devices at real time. Addition of 3000 Virtual Desktop Infrastructure (VDI) thin clients in the reporting year has helped in energy savings of around 0.36 million units. 2. Retrofit of older equipment with more energy efficient equipment 3. Consolidation of operations accompanied by a transition from leased to owned facilities with the resulting increase in overall utilization of office space 4. Higher quality maintenance operations. These initiatives have helped save 32 Mn KwH units in the reporting year.
- **Others:** There is a significant reduction in Scope 1 India emissions (by 37%) due to shift from Diesel generated power to Grid electricity at our Chennai facility, post commissioning of an electricity grid substation by the state government. Data center India emissions have also reduced by 52% in last two years, as one of the units of a data center is not operational.

Renewable Energy:

- **Strategic Procurement:** For the reporting period 2017- 18, RE contributed to approximately 33% of our total India energy consumption. We procured 92 Mn. units of Renewable Energy through the PPAs (Power Purchase Agreements) with green attributes from private producers, against our target of 95 Mn units for the reporting year. This has been done by including non-tradability of Renewable Energy Certificate (REC) for contracted power through contracts and including verification of generation in the regulators national REC registry. This has helped mitigate 75.2 tons of CO equiv.
- **In-situ Renewable Energy Use:** The pilot rooftop Solar PV installations at 5 of our campuses followed by extensive use of solar water heaters in our guest blocks and cafeterias have resulted in equivalent savings of 1.52 million units of grid electricity in the reporting year.

Business Travel:

- The IT services outsourcing model requires frequent travel across the delivery life cycle to customer locations, mainly overseas, and contributes to around 1/5th of our overall emissions footprint. This includes travel by air, bus, train, local conveyance and hotel stays. Policies on usage of different modes of travel based on distance and time taken, need and budget-based travel and increasing focus on processes which enable remote working and collaboration are some of the cost and process optimization measures implemented over past few years. We have seen an air travel footprint reduction of around 5.5% compared to 2016-17 and nearly 24% since 2015-16.

Employee Commute:

- **Employees have various choices for intra-city commuting. In addition to company arranged transport (36%), employees utilize public transport (~51%), with owned cars and two wheelers accounting for the balance. Over the**

past few years, we have taken steps to facilitate a shift towards improved access to public transport for employees (buses, commuter trains) and carpooling. Our carpooling initiative launched through a third-party mobile app based partners in July'16 in Bengaluru has now scaled and expanded to other locations in India - Hyderabad, Pune, NCR, Chennai and Kolkata. With this, we now have 42,700 registered users across locations, cumulatively saving 916 tons of CO2 since inception.

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

A case study on Sustainable path in build environment

The fundamental objective of the design building is to provide safe, comfortable and health environment. Over the past few decades building have become significant energy consumers and increased dependency on fossil fuel for services like heating, ventilation, cooling, and lighting. With the hike in prices and realization of environmental impact from burning of fossil fuel, energy conservation in building have become a critical concern. On other hand increased government regulations on energy performance of buildings in many countries has become a new norm.

Integrating sustainability into the design phase is limited in today world and require improving existing techniques and providing new innovative solutions without compromising comfortable and healthy environment. Over the past years we have concentrated on reducing the effect of climate change within and outside our organizational boundary. To this we have extended our responsibility by integrating concepts of sustainability into the designing and construction phase for our new upcoming campuses.

The biggest challenge to overcome was the tradeoff between comfort and energy reduction objective during the design phase. We have used climate adaptive strategies which provide a means to meet both the issues i.e. comfort and energy issues.

The starting point of the strategy is to reduce the energy demand by removing the indoor outdoor climate barrier through design of naturally ventilated workplace. Such design reduces energy consumption and provide 40% passively cooled & naturally ventilated workplace when compared to 100% air condition workplace. Other natural strategies for energy conservation includes exposure to thermal mass like rocks, steps that absorb heat and cool the summer winds, cooling through evaporation, dense vegetation. Some of the comfort strategy in design building include outdoor comfort strategy of shade, use of elevated air speed & dry misting systems to create a comfortable outdoor sitting for employees.

Apart from the natural strategies for meeting energy and comfort issues, our innovative approach for efficient building systems is realized through adoption of (a) Under Floor Air Distribution System (UFAD) for one of our campuses has led to 33% reduction in cooling demand (b) Global Energy Command Center-Connected Systems and Processes' that monitors performance real time to ensure that systems are dynamically loaded for optimization. It uses data for deep analytics to ensure systems function true to efficiency curves stated by the manufacturer (c) Efficient plant room operation through optimal sequencing of various equipment to optimize the overall performance of such systems Design envelope demand base increase

Water Stewardship Approach

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

Water Efficiency
- Continuously improve water efficiency (fresh water use per employee) of our operations.

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

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

Goal setting
- Improve water efficiency (fresh water use per employee) by 5% year on year
- Reduce absolute water consumption in existing campuses by 20% between FY 2016 and FY 2021
- To ensure responsible water management in proximate communities, especially in locations that are prone to water scarcity
- The following sections describe our implementation approach and the initiatives in this context.

Water Efficiency

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

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

New Initiatives

- **Aerators:** We have installed Aerators in all our wash basins across the campuses during FY 2015-16. Aerators provide a constant flow rate of 0.5 GPM through variable pressure optimizing water use to a great extent.
- **Waterless Urinals:** We have retrofitted existing urinal system with waterless urinal system by installing key valves in some of the locations. This system doesn't require water for flushing. This in turn has reduced water consumption and energy related to pumping of the system.

- **Smart water metering:** We have installed smart water meters in our campuses to ensure continuous monitoring of water consumption data in real time. These smart meters have enabled us to identify wastage areas so that immediate action can be taken.
- **Waste water reuse:** Entire waste water generated in the campus is treated at our sewage treatment plants. Recycled water is used for landscaping and flushing. We have installed Ultrafiltration and Reverse osmosis in three of our major locations and reusing the treated water for cooling systems, this has reduced our fresh water consumption by 40%. The water quality is monitored on a regular basis ensuring standards and safety of the employees. Next year (2018-19) we will be commissioning Ro and UF projects for STP treated water for three more locations.
- **Nano filtration:** Conventional water softeners is being replaced by membrane softeners (Nano filtration) which gives good quality softened water. Nano filtration removes nearly all viruses, most of the natural organic matter and a range of salts. Nano filtration removes divalent ions, which make water hard, so it is used to soften hard water.
- **Rain Water Harvesting:** Rainwater harvesting and integration into freshwater use is a significant improvement area for water sustainability across our campuses. We plan to integrate rainwater use into primary freshwater use cycle across identified large campuses over the next two year period. Presently rain water constitutes 2% of the total fresh water.
- **Employee participation:** We are encouraging employee to participate and share their view on the sensitive issues like water and waste. We celebrate world water day along with the employees.

Responsible Sourcing of Water

Groundwater, municipal water supplies and private purchase contribute to nearly 98% of the total fresh water consumption. The water supplied by the municipal bodies and the industrial association are sourced by them in turn from river or lake systems. Water that is purchased from private sources can be traced to have been extracted from local aquifers. Not surprisingly, ground water contributes to nearly 58% of our total freshwater consumption across cities in India – an overexploited resource which has also been largely left out of effective governance mechanisms.

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

Many of our locations in India are leased and located in prime city areas. For these locations, waste water is discharged to CSTP's (Common Sewage Treatment Plants) and to the municipal sewerage systems. We take care not to discharge waste water into any subsurface waters, surface waters or sewers that lead directly to rivers, oceans, lakes, wetlands, and ground water. The treated water from our sewage treatment plants are tested and are in conformance with the parameters specified by the respective local pollution control boards.

Performance against Goals

The per employee water consumption for the reporting year is 991 litres per month as compared to 1,119 liters in 2016-17, an improvement of around 11.5% with an absolute reduction of around 187 million liters of freshwater.

Water withdrawals by source (kiloliters)
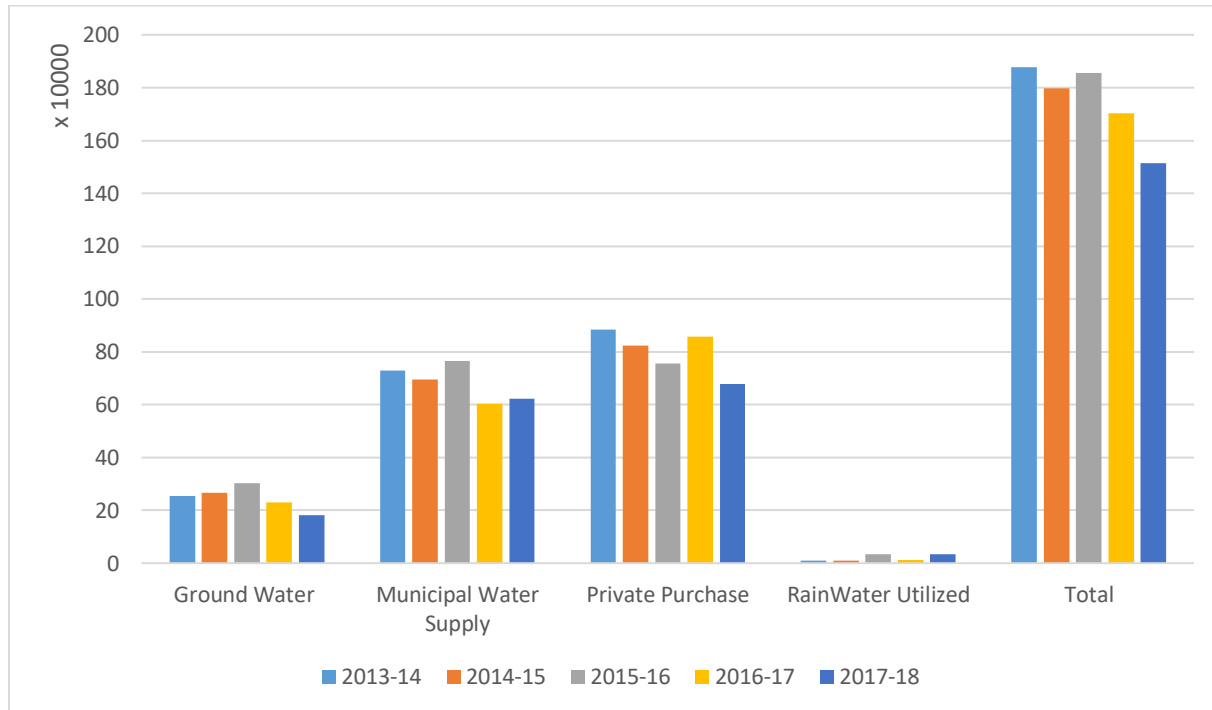
	2013-14	2014-15	2015-16	2016-17	2017-18
Ground Water	253262	266973	303567	230327	181283
Municipal Water Supply	729873	695039	764943	603145	623035
Private Purchase	883832	824754	755022	857435	677498
Rain Water Utilized	10206	10098	32917	11081	32887
Total	1877173	1796864	1856449	1701988	1514703

Water Consumed Vs Water Recycled (Kiloliter)

Our total freshwater consumption is 1,514 million litres and we recycle 1,045 million litres of water in 27 of our major locations (1,050 million litres in 2016-17) using Sewage Treatment Plants (STPs) and ultra-filtration units. Recycled water represents 41% of the total water (previous year at 38%). The amount of recycled water as a percentage of freshwater extracted is around 69%, up from 61.7% in 2016-17. This improvement in efficiency is due to the adoption of ultra-filtration and RO projects for STP treated water at three our large locations. In the next year (2018-19) we will be commissioning three more locations.

Recyled to Freshwter composition (KL)

	2014-15	2015-16	2016-17	2017-18 incl leased
Fresh water	1789496	1854698	1701988	1514703
Recycled water	959620	884245	1050643	1045243
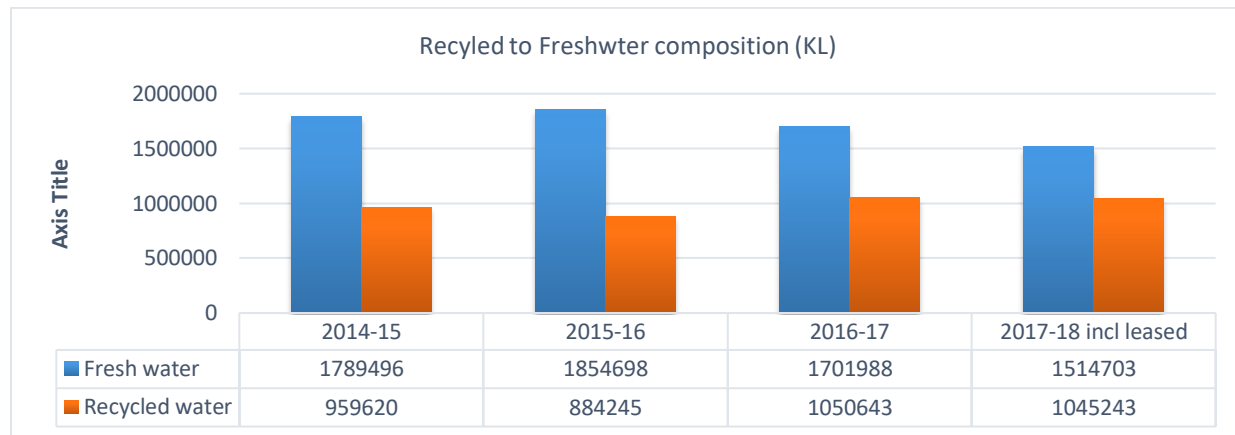
A Case Study on Shift from Conventional to Advance Water Softening System

Water sourced across locations in Karnataka, Tamil Nadu, Telangana (Hyderabad) and Maharashtra (Pune) represents 80% of our total fresh water extracted. More than 80% of the water sourced at these locations is from Private and municipal water suppliers which has high concentration of total dissolved salts. The major challenge faced while treating water with high concentration of salts sourced from municipal & private water supply using conventional resin based softeners was reduced water quality, partial salt removal and usage of divalent salt ion for backwashing leading soil contamination.

Therefore, we installed Nano filtration systems at three of our major locations which represents nearly 25% of total fresh water consumption and 225 tons of salt consumption per annum. This membrane separation process is essentially a liquid phase one, because it separates a range of inorganic and organic substances from solution in a liquid – mainly, but by no means entirely, water. This is done by diffusion through a membrane, under pressure differentials that are considerable less than those for reverse osmosis, but still significantly greater than those for ultrafiltration. The membranes are key to the performance of Nano filtration systems. They are produced in plate and frame form, spiral wound, tubular, capillary and hollow fiber formats, from a range of materials, including cellulose derivatives and synthetic polymers, from inorganic materials, ceramics especially, and from organic/inorganic hybrids.NF membranes tend to have a slightly charged surface, with a negative charge at neutral pH. This surface charge plays an important role in the transportation mechanism and separation properties of the membrane.

Because of its unique ability to separate and fractionate ionic and relatively low molecular weight organic species, Nano filtration gives good quality softened water and eliminating salt usage at same time.

A Case Study on Use of recycle water in HVAC requirement

In FY 2017-18 our total freshwater consumption was 1514 million liters mainly sourced from private water-ground water (b) municipal water supply (c) in-situ ground water (d) harvested rain water. Our strategy to reduced dependency on external water sources is accompanied by our improvement in water efficiency and reduction in absolute water consumption targets.

The Major challenges faced to reduce our dependency on external water sources was identification of the right technology used for STP water treatment that can give (a) required STP treated water quality and (b) is able to cope up with daily/weekly parameters change due to high water inflow into organization boundary. To this we identified and installed Ultra-filtration and RO systems at three of our large locations that will help in meeting our long term water related goals and targets.

Ultrafiltration is a process used for removal of particulates and macromolecules from treated STP water, to produce clear water which can be used in Heating, ventilation and air conditioning (HVAC) systems. This further reduces our absolute water consumption. When treating water with high suspended solids, UF is often integrated into the process, using primary (screening, flotation and filtration) and some secondary treatments as pre-treatment stages. Ultrafiltration processes are preferred over traditional treatment methods for the following reasons (a) No chemicals required (aside from cleaning) (b) Constant product quality regardless of feed quality (c) Compact plant size (d) Capable of exceeding regulatory standards of water quality, achieving 90-100% pathogen removal.

In addition to providing an additional source of water for HVAC requirement, water recycling provides tremendous environmental benefits like decrease the diversion of water from vital, sensitive ecosystems, thus ensuring that sufficient water flows to plant, wildlife, and fish habitats—allowing them to live and reproduce. Other environmental benefits include a reduction in wastewater discharges and reducing or preventing the potential for pollution. Installation of UF and RO onsite have reduced the energy needed to move water longer distances or to pump water from deep within an aquifer. Tailoring water quality to a specific water use also reduces the energy needed to treat water and avoided additional cost from water procurement.

STP treated water recycled through UF and RO project constitute nearly 29% of total recycled water and has reduced our dependency on external water sources by 18.2% during the reporting year. We have also improved our water recycling efficiency by 7.3% YoY.

Way Forward

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

Pollution and Waste Management

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

Approach

Managing these 'commons' in an urban context again requires business organizations to look beyond its own boundaries and to adopt an integrated approach. Therefore our waste management strategy includes (i) regular monitoring of air, water and noise levels to operate well within regulatory norms. (ii) Reducing materials impact and recycling (iii) arranging for safe disposal or treatment. To operationalize our strategy, we segregate and monitor waste processing across 15 broad categories and more than 35 sub categories. The process is given below.

    a.   Segregation of waste into organic, inorganic-waste, hazardous, packaging, bio medical and other categories.
    b.   Recycling segregated waste either in-house or through outsourced vendor arrangements.
- 90% of the total waste from our IT India operations is recycled -through both, in-house recycling units and through authorized vendor tie-ups.
- A majority of the balance mixed solid waste is also handled through authorized vendors – however its trail is not entirely known to us or verifiable and therefore, we have adopted a conservative approach of classifying it as untreated waste.
  - ➢ Segregation is to be done at source (point of generation) with the intent of ensuring recyclability of segregated waste. Further segregation of Municipal Solid Waste within the campus may not be attempted as the segregated waste will be soiled and is not (or cannot be) segregated. This may ultimately be disposed in landfills – as the vendors will see no value recoverable from waste.
  - ➢ Enable better segregation in work areas by removing individual single bins and ensuring segregated waste is put in separate bins.
  - ➢ Location Hospitality team will work with Cafeteria and tuck-shop vendors to ensure use of reusable cutlery and to report all waste, total generated in the campus and its disposal. Mandating

suppliers/vendors to take back waste generated inside the campus without a view on its traceability (handling and final destination) does not absolve us of our responsibility.
- ➢ Vendor awareness on waste to be centered on product design, packaging, etc.
c. Comprehensive and independent waste assessment audits across our locations for electronic waste and solid waste streams.
d. The comprehensive external waste assessment we conducted across our locations for electronic waste and solid waste streams pointed to areas of improvement in governance and traceability of waste streams across the recycler ecosystem. We work with our partners and vendors in driving better practices and behaviors keeping in mind both human and ecological impacts of any changes.

Goals Settings

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

Air Pollution

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

Performance against Goals

Waste Management

a. The series of figures below provide detailed statistics on the multiple categories of waste generation, recycling and disposal pertaining to our operations. Other waste includes broken furniture, tiles, and worn/torn carpets – which are largely recycled.
b. MSW intensity has increased from 1.55Kg per employee per annum to 2.02 Kg per employee per annum.
c. Landfill Intensity reduced from 1.55 Kg per employee per annum to 1.33 Kg per employee per annum in reporting year.
d. 100% recycling of inorganic waste. Waste segregation at source is implemented as a standard practice at all locations and extensive communication with active involvement of employees and our partners has been key to achieving this goal.
e. Presently 80% of organic waste is handled in-campus. 20% is sent as animal feed to farms.
f. Modified Operational Control Procedures (OCP) and e-waste recycler requirements has been rolled out in FY2017.
g. The total quantum of waste collected was 6652 tons in 2017-18, against 7484 tons in 2017-18. This decrease of 11% is primarily due to reduction in Construction and Demolition (C&D) debris from extensive renovation/retrofit work at some of our campuses.

Around 89% of the total waste from our IT India operations is recycled -through both, in-house recycling units and through authorized vendor tie-ups. A small proportion is incinerated and the rest is sent to approved landfills.

Details of different categories of solid waste disposal (all figures in metric, unless mentioned specifically) is provided in the pie chart. This does not include C&D waste, all of which is sent to approved landfills.
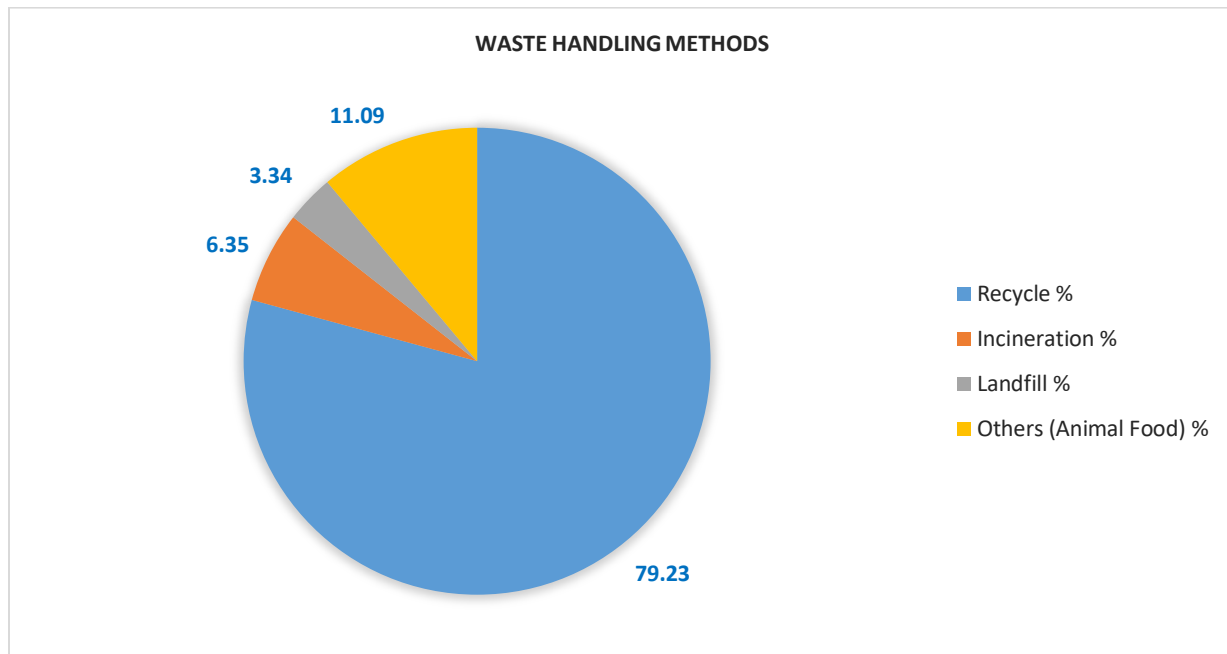
Waste Disposed in Tonnes				Handling Methods		
Category	2015-16	2016-17	2017-18	Disposed Directly	Provided by Contractor	Organizational Defaults
Garden Waste	645	754	833.4	Recycled 100%		
Food Scraps	1152	1243	1412.3	Recycled 100%		
Dimensional Wood/Lumber	32	150	69.1	Recycled 100%		
STP Sludge	3666	530	530.9		Recycled 100%	
Organic Waste Total	5496	2677	2845.7			
Magazines	0	2	0.2		Recycled 100%	
News Papers	8	11	12.7		Recycled 100%	
Office Stationary	1	2	1.3		Recycled 100%	
Mixed papers	108	117	136.0		Recycled 100%	
Tissue Papers	236	308	311.1		Incineration 100%	
Inorganic Waste (Total)	353	439	461.3			
Cardboard	113	196	162.2		Recycled 100%	
Styrofoam	2	2	0.8		Recycled 65%	Landfill 35%
Thermacol	4	9	6.0		Recycled 65%	Landfill 35%

Packaging Waste (Total)	120	207	169.1			
Bio medical waste	228 Kgs	368.90 Kgs	424.10 kg		Incineration 100%	
Electronic Items	22	16	460.1		Recycled 100%	
Tube light & CFL's	10	9	7.6		Recycled 100%	
Used Oil	29	36	21.8		Recycled 100%	
battries	75	165	153.3		Recycled 100%	
Oil Soaked Cotton Waste	5	1	0.6		Incineration 100%	
DG Filters	10	3	1.3		Incineration 100%	
Ink Cartridges	4	0.5	1.3		Recycled 100%	
Hazardous, Biomedical, E-waste (Total)	184	214	645.9			
Mixed metal	50	168	285.2		Recycled 100%	
Mixed Solid Waste	296	218	258.2		Recycle 65%	Landfill 35%
Mixed Plastics	51	176	117.7		Recycled 100%	
Other Scraps	154	235	222.7		Recycled 60%	Landfill 40%
Others (Total)	551	797	883.8			
Total Waste	6704	4334	5006			

Electronic Waste

During FY 17-18, the total end of life e-waste collected and recycled through authorized vendors was 468 tons.

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

Oil Spills

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

Air Emissions

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

The weighted average of stack emissions of more than 100 DG's at 20 of our large and owned locations is as follows. This is for three air pollutants for the full year.

Weighted average of air pollutants from DG stack (mg/Nm3)
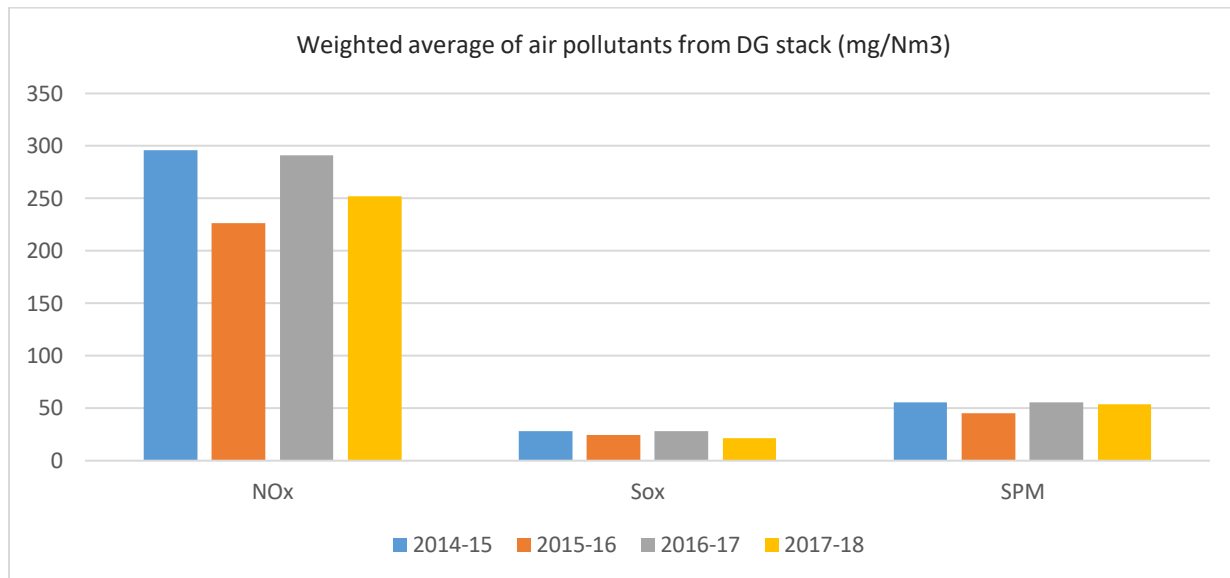
	NOx	Sox	SPM
2014-15	296	28.2	55.8
2015-16	226.4	24.3	45.2
2016-17	291	28.4	55.7
2017-18	252.1	21.4	53.5

Indoor Air Pollutants

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

Controlled Emissions of Ozone Depleting Substances (ODS)

The quantity of refrigerants (R134-A, R404-A, R-407-A, R-407-B, R-407-C, R-410-A and R-22) in 2017-18 was 11.47 metric tons (up from 5 tons last year) for all owned (India) locations. Out of that, R-22, a ODS substance under Montreal Protocol amounts to 3.2 tons. Based on the GWP (global Warming Potentials) as per GHG protocol for these substances, this is equivalent to 8,871 tons of CO_2 equiv. or 1.87 tons of 2 CFC-11 ODS/refrigerant.

Campus Biodiversity
Approach

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

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

Goal Settings

We have set the following goals:

a.   to convert five of our existing campuses to biodiversity zones and
b.   to design all our new campuses on biodiversity principles.

A Case Study on Converting existing Campuses into Biodiversity Zones and its Linkage

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

Bangalore Campus

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

Pune Campus

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

A Case Study on Nurture Your Green Patch

With increase interest in urban gardening, a large movement of community gardening has sprung across various metros across the globe. More and more people are attracted to a self-reliant, self-sustainable and low environment impact lifestyle. In an attempt to promote the same within Wiproites, the "Nurture you patch" initiative was initiated.

The "Nurture your green patch" initiative is an opportunity for Wiproites to grow and harvest vegetables and other plants within the Wipro campus. This is their space for showcasing and learning horticulture at the workplace. Ten teams representing +30 employees of various functions were selected based on their interest and commitment to the initiative. Teams are provided with a 10x10 sq ft. area of land and they have a chance to grow flowers, vegetables, spices and other plants of their choice on their green patch.

An experienced landscape architect has been guiding the teams by showing them how to plant and maintain the saplings on their patches. The teams were provided with gardening equipment, seeds, compost, water points and other know how. The teams are free to grow any variety of shrubs or small plants. In addition, our operations team in two locations harvests produce regularly and donate to orphanages and special schools in proximate areas.

Through this program, teams involved have shared ideas such as water saving methods, Composting, waste segregation among others. The programs has also build connect with other ecological project on campus. For example, recycled water from the campus is used for watering the patches.

Catapulting on the success of Phase 1 of the program, we hope to introduce the benefits of sustainable gardening to employees within our campus and hoping they will take the same outside our campus, to their communities and homes.

Nurture you Patch

Urban Resilience

The growth of Indian cities has been widely studied and analyzed. Driven by industry led growth and the structural shifts in village based economy of agriculture and animal husbandry, we are seeing a significant shift in population towards urban centers. According to a study by McKinsey and Co, there will be 69 metropolitan cities by 2025, each with a population of one million or more, which collectively will be home to 78 percent of India's urban population. Gandhi had written then that India is

to be found in its 7 million villages and not cities. It may not be too presumptuous to say now that the future of India lies in how well it manages it cities.

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

Approach

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

Engagement Programs

Water

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

A Case Study on Karnataka State Water Network (KSWN)

Launched in 2014, the Karnataka State Water Network (KSWN) convened by Wipro in partnership with the CII Karnataka, serves as a multi-stakeholder platform to address water challenges in identified geographical clusters of Bengaluru. The network has conducted 10 curated programs and four annual conferences till date. This forum has served a useful space in getting industry, government and citizens together to effect some key interventions – rejuvenation of lakes in industrial areas and initial work on setting up a common industry effluent treatment plant among others.

A Case Study on Participatory Ground Water management Program (PGWM)

In the last three years, the program has attempted to explore the issues of ground water in a 35 sq. Km area around our corporate head-quarters in Bengaluru – an area that is completely dependent on ground water for its needs and which is largely unregulated. This is representative of many rapidly developing urban and peri-urban cities in India; in Bengaluru itself around 40% of its water needs is met by ground water. Our approach was to use a science based approach to understand the hydrogeology of the area and engage communities through various platforms (citizen science, advocacy, facilitation of interventions). The program involved extensive bore well monitoring, and detailed studies in selected clusters. The idea was to evolve a decentralized model of ground water management. Phase 1 of the three year participative ground water management program in the Sarjapur-Bellandur area has been completed. Acting on insights from the detailed aquifer map of the area, we have facilitated pilots in selected residential layouts that focus on a strategic shift from deep aquifer extraction to tapping shallow aquifers in combination with a sustainable cycle of rainwater harvesting. As part of citizen advocacy, we have developed a set of around 20+ guides, case studies and primers related to urban water management. A web portal http://bengaluru.urbanwaters.in/ has evolved into a comprehensive repository and ready reference for matters related to urban water in Bengaluru. The program has established the feasibility of shallow aquifer as a source of water in consonance with a planned recharge cycle and its linkages with how we treat surface water systems like rivers, lakes, wetlands and wells as part of a connected hydrogeological system. A new open well in the community For the next phases of the program we are looking at two distinct tracks – (i) Replicating this program in another part of Bengaluru – around Devanahalli and Bengaluru Airport - an area in rapid transition and different land uses – agriculture, industrial, residential and commercial. (ii) Creating institutional capacity at the city – through advocacy, education and service provisioning. We are also considering creating an urban water network for organizations from Indian towns and cities and a fellowship program centered around urban water. We also have started a similar program in the western part of the city of Pune.

Mobility

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

A Case Study on Adoption of Electric Vehicles

The transport sector is the fastest growing contributor to climate change resulting into 23% of the total GHG emissions. Electric transport offers a major solution in cutting millions of tons of greenhouse gas emissions per year, as well as curbing transport related air and noise pollution. Leading businesses can help increase demand for EVs and improve the availability of charging infrastructure – currently a significant barrier to EV adoption in India. Together, this will accelerate a much-needed shift in the market, bringing down costs to make EVs more accessible for all.

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

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

Waste

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

A Case Study on Urban Waste Management and Welfare of Waste Pickers

Bangalore with a population of 95 lakh and spread over 800 sq. kilometers produces between 4000-6000 tons of waste per day. The responsibility for the proper handling, collection, transportation and disposal of waste in the city lies with the Bruhat Bengaluru Mahanagara Palike (BBMP). The predominant method of disposal is dumping in open landfills, which has tremendously detrimental impacts on the quality of air, water and soil. The BBMP has a sanctioned staff of 12,000 for waste management in the city, but only 7000 are on the rolls. The citizen to staff ratio is a paltry 401:1. (The Times of India May 2012). The present formal system of waste collection is thoroughly inadequate with many areas left uncovered, resulting in garbage piling up on street corners. The informal economy workers have long compensated for inadequate waste management systems in the city by collecting discarded materials that have zero value and convert it into a tradable goods through their labor in extraction, collection, sorting, grading and transporting. These informal economy waste workers (numbering 15000- 20000) are also among the most vulnerable populations in the city. According to one CHF survey a significant number of waste pickers are women who belong to socially marginalized populations, including backward castes (conducted by Global Communities (formerly CHF International) and MSSS (Mythri Sarva Seva Samithi)in 2010). The survey found a significant number of young (18 to 40 years), illiterate, and economically & socially disadvantaged people engaged in waste picking in the city. In addition to traditional waste pickers, a significant proportion of the migrant population in the city is working with waste. The waste pickers' access to water, sanitation and housing facilities in the city still remains inadequate with the situation being worse among migrant waste pickers living in temporary accommodation and lacking basic identity cards, no services to collect waste, etc. The working conditions of waste pickers are also deplorable. Safety gear is not a priority for formal economy waste workers and in the informal economy; it is not even a possibility. Armed only with old shoes and clothes picked out from waste heaps and a stick to sort through trash, the working conditions of informal waste pickers leaves a lot to be desired.

The Hasiru Dala Project aims to organize waste workers, i.e. waste-pickers in Bengaluru to enhance and upgrade their skills for innovation in waste management services leading to their increase in income by 10-40%, their formal inclusion in the waste management market approved by Bruhat Bengaluru Mahanagar Pallike (BBMP) and increased access to social, nutrition and environmental security measures provided by state and other institutions. Hasiru Dala's significant achievement in its first year

of inception has been its ability to integrate informal waste workers in operating 27 Dry Waste Cleaning Centers (DWCC). The city administration directly signed a memorandum of understanding with the waste pickers to operate dry waste collection centers known as Kartavya because of organization's consistent advocacy with the municipal body. The given space has the potential to be transformed into a cooperative fair trade scrap store and a place where public citizens, officers of the BBMP and waste pickers can interact and share ideas. The following are some of the outcomes of this project during FY 2017-18.

- Skill upgradation of around 115 waste pickers on terrace gardening, composting, zero waste wedding and event waste management.
- Healthcare services through medical checkup camps covered around 450 waste pickers.
- Trained 45 women waste pickers on mushroom cultivation, with an objective of handling nutrition issue.
- Access to education for 1200 children of waste pickers and informal waste workers through scholarships for schooling.
- 500 waste pickers got ADHAR cards

Bengaluru Sustainability Forum

This forum set up in early 2018 and supported by Wipro, brings together civil society, academia, research institutions and government with the broad goals of fostering curated interactions between different stakeholders on issues of urban sustainability. This will be complemented by broad public outreach and specific research-based analysis and dissemination of Bengaluru's sustainability issues. During the first year, the forum will focus on the three themes of urban water, biodiversity and climate change.

Customer Stewardship

Overview

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

However, technology is not without its associated risks and challenges. The pervasive nature of technology also raises concerns related to data mismanagement, increase in surveillance, loss of privacy, and possible abuse. WEF Global Risks Report 2018 lists large-scale cyber-attacks and major data fraud/theft among the top 10 in terms of likelihood. Customer stewardship hinges on meeting customer expectations by being responsive to the emerging trends and offering portfolio of products and services which integrate resource efficiency, dematerialization, organizational transparency, connectedness and collaboration. Engaging with customers is critical to meet customer expectations and it is the foundation on which stewardship rests. Wipro has in the past year focused on increasing service presence in our key markets by setting up local our bimodal theme from last year forward, with a focus on helping our clients Drive the Future (Change Strategy) of their businesses and to Modernize the Core of our clients' businesses (Run Strategy).

Highlights of our customer centric growth over the last year are below:
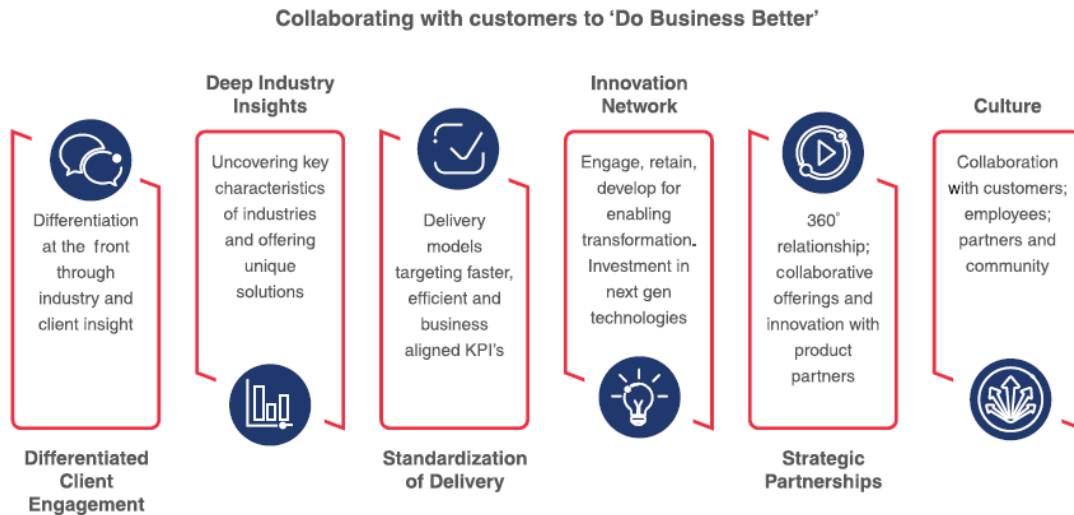
- On the digital front, Wipro Digital, while only three years old, continues to impress industry analysts and clients, and in Q4 FY 18 it constituted 26.7 percent of our revenues.
- During the reporting year, consulting business grew 26% and constituted 6.3% of our revenue.
- Wipro has invested in products, platforms, frameworks and solutions centered around Wipro HOLMES Artificial Intelligence PlatformTM (HOLMES). In FY 2018, Wipro HOLMES has generated 8,000 people-equivalent productivity across 300+ clients.
- Over the last two years we have invested over USD 1 billion dollars in acquisitions, making sound investments in innovative business models like BPaaS (Business Process as a Service).
- Wipro Ventures, the strategic investment arm of Wipro, is a $100 million fund that invests in early to mid-stage cutting edge startups. As of March 31, 2018, we have invested in and partnered with 11 startups in the following areas – AI, Business Commerce, Cybersecurity, Cyber Intelligence, Data Management, Industrial IOT, Fraud & Risk Mitigation and Testing Automation. Investments in new technologies are also being nurtured within Wipro through the Horizon program, to incubate thinking in Artificial Intelligence (AI), Cybersecurity, Digital, Industry 4.0, Internet of Things (IoT), and Software Defined Everything (SDx). During the year ended March 31, 2018, we funded 19 projects as part of this program.

Customer Engagement

According to a research conducted by Harvard Business School, a 5% increase in customer retention can result in a profit increase of up to 75%, depending on the industry. The key to retaining customers is building strong relationships with them which is a sustained, ongoing and long-term process. But such efforts are justified by the lifetime value (LTV) of the retained customer. Customer retention is eventually more cost effective as it requires comparatively less service, at the same time providing more business. It is also revenue enhancing as a satisfied customer may contribute to new customer acquisition through positive referrals.
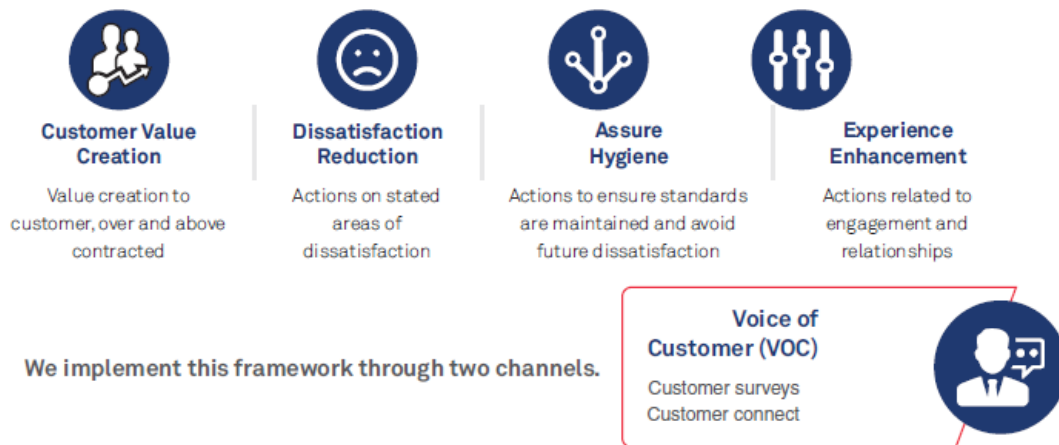
Strategic Approach and Policy

The Wipro Strategy is based on our vision of delivering maximum value to our customer businesses based on a solid relationship of trust, collaboration and competence. This we ensure by providing solutions that integrate deep industry insights, leading technologies and best in class delivery processes.

Collaborating with customers to 'Do Business Better'

Deep Industry Insights

Differentiation at the front through industry and client insight

Uncovering key characteristics of industries and offering unique solutions

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

Differentiated Client Engagement

Standardization of Delivery

Innovation Network

Engage, retain, develop for enabling transformation. Investment in next gen technologies

360˚ relationship; collaborative offerings and innovation with product partners

Strategic Partnerships

Culture

Collaboration with customers; employees; partners and community

'Delivering on commitments' and 'Making customers successful' as stated in 'Spirit of Wipro' is the bedrock principle of our approach towards customer stewardship. Our new brand strategy, logo and Spirit of Wipro values, unveiled in 2017, represents a higher level of engagement that helps clients leverage Wipro's expertise to address their business requirements and drive future opportunities in this digital era.

Approach to Customer Centricity

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

Customer Value Creation

Value creation to customer, over and above contracted

Dissatisfaction Reduction

Actions on stated areas of dissatisfaction

Assure Hygiene

Actions to ensure standards are maintained and avoid future dissatisfaction

Experience Enhancement

Actions related to engagement and relationships

We implement this framework through two channels.

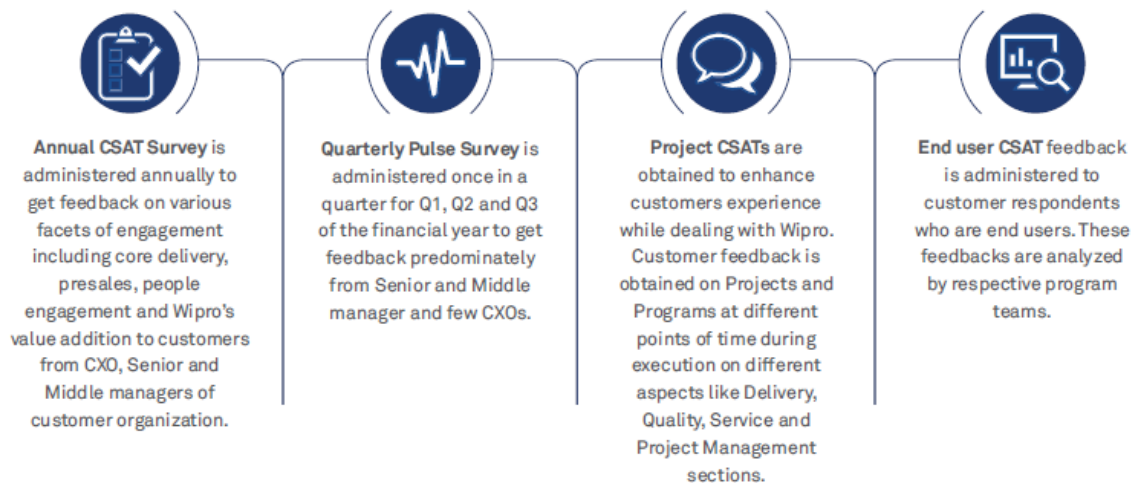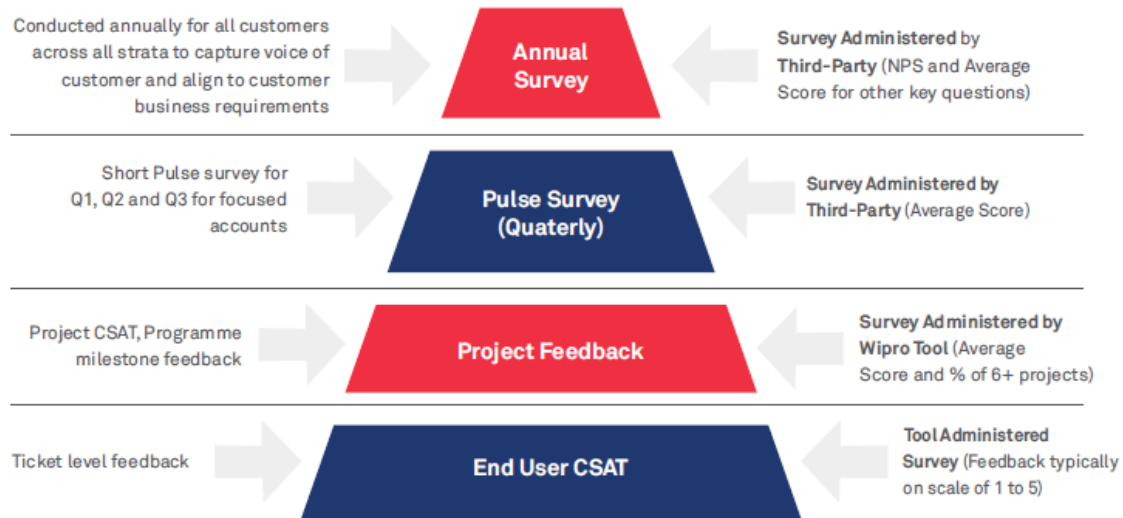**Voice of Customer (VOC)**

Customer surveys
Customer connect

Voice of Customer

The Voice of the Customer is heard at various levels i.e., at project level, program level, account level and through direct feedback, informal meetings, governance meetings and senior management interaction with the client. The processes include Program CSAT, Quarterly Pulse Surveys and the Annual CSAT conducted through third party surveys. These are conducted formally and at appropriate intervals to capture customer feedback on Wipro. The Strategic Marketing Group conducts surveys

on brand perception where they also understand customer's expectations of Wipro and Wipro's position relative to its competitors. Regular visits by senior leaders to customers are another key source of information. We also conduct webinars with our alliance partners to capture the customer voice.

Customer Satisfaction Surveys (CSAT)

Conducted annually for all customers across all strata to capture voice of customer and align to customer business requirements	**Annual Survey**	**Survey Administered** by **Third-Party** (NPS and Average Score for other key questions)
Short Pulse survey for Q1, Q2 and Q3 for focused accounts	**Pulse Survey (Quaterly)**	**Survey Administered by Third-Party** (Average Score)
Project CSAT, Programme milestone feedback	**Project Feedback**	**Survey Administered by Wipro Tool** (Average Score and % of 6+ projects)
Ticket level feedback	**End User CSAT**	**Tool Administered Survey** (Feedback typically on scale of 1 to 5)

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

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

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

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

The Customer Connect Process

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

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

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

The Customer Satisfaction (C-SAT) Action Planning Framework

CSAT is an important business objective and it is linked to employee performance linked payouts on a quarterly basis. We follow the framework to seek, understand and analyze customer feedback. The customer feedback obtained through the surveys is analyzed and improvement opportunities are identified. Once actions are identified, the Value Creation Actions and Dissatisfaction Reduction Actions are communicated to the customer. Frequent updates on progress, through quarterly business reviews and other appropriate forums are provided to build customer confidence in the process, and ensure that the actions taken truly have a positive impact on customer satisfaction. Senior leaders review feedback reports at regular intervals in different forums such as Quality Improvement Councils and Management Review Meetings.

Governance of Customer Relationship Management

The Customer Advocacy Group (CAG) in Wipro is part of the Quality organization and drives customer satisfaction improvement initiatives for the organization. This group is responsible for enabling and tracking the early warning system and for addressing alerts before they can potentially become serious customer issues. The team is also responsible for driving effective closures of customer escalations.

Key Performance Highlights

- Revenue generated from existing customers / retained accounts is a good indicator of customer satisfaction and retention. The revenue from existing customers increased from 98% to 98.6% during the reporting year.
- Net promoter Score (NPS) measures customers' engagement with Wipro and is measured on a 10-point scale. The respondents based on their ratings are categorized as 'promoters', 'detractors' or 'passives'. This measure is widely used across industries. Our Net Promoter Score shows a continuous improvement trend as it has increased by 486 basis points for 2017-18 as compared to the previous year.
- Number of new customers acquired by Wipro in 2017-18 is 223, a reduction 12.8% from previous year; further, the number of active customers also decreased to 1248 from 1323.

Sustainability Expectations from Customers

Apart from technology driven value creation, our global customers also expect transparency and compliance on different sustainability aspects within our operations and in our extended value chain – Human Rights, Labor Practices and Diversity being key dimensions among them. Many customers require acceptance and alignment with their supplier code of conduct. We have close to 200 of our customers who are part of independent raters like Ecovadis , Verego and industry led consortiums like the JAC (Joint Audit Consortium), Pharmaceutical Supply Chain Initiative (PSCI) and Quest Forum (Focusing on Quality and Sustainability in ICT community). We also respond to CDP supply chain with information on our GHG emissions attributable to the work we do for specific customers and as a corollary, on collaboration opportunities with those customers on GHG mitigation.

Understanding material aspects for stakeholders-Customers

The Annual risk assessment exercise conducted by Enterprise Risk Management Function has identified Cyber Security, Data Privacy, Information Security & related Business Continuity and Service Delivery as major areas of risk management. For more details, refer to Organization Profile or Financial Stewardship sections of this report.

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

Our report-map on these dimensions is shown below.

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

Data Privacy & IT Security

The Global Risk Report 2018 of the World Economic Forum includes (a) breakdown of critical information infrastructure and networks and (b) massive incidents of data fraud/theft among the top risks faced by the world.

With cloud services such as SaaS, PaaS and IaaS becoming increasingly important to the way businesses operate, the resilience of critical information infrastructure becomes critical. It is crucial to ensure access to systems and data at all times. Any service disruptions or suboptimal system performance can lead to businesses incurring higher costs and suffering reputational damage. It can even become a business continuity issue, especially for organizations whose business models are technology centric. Such systemic failures can negatively impact industrial production, public services and communications.
The breakdown of IT infrastructure could be triggered by technical failures, weather events, natural disasters or terrorist attacks. The Risk report identifies large scale state-sponsored, state-affiliated, criminal or terrorist cyberattacks as a significant risk which can cause an infrastructure breakdown and/or loss of trust in the Internet.

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

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

Privacy statement for Data Protection

'Protecting Customer Information' is a key section of Code of Business Conduct of Wipro and communicates our stand on the protection of personal information of our employees, customers and relevant stakeholders. Wipro mandates compliance to this code through periodical certification and company-wide awareness and testing of the code every year. In addition to the section in Code of Conduct, Wipro has also defined Privacy statement and this is published in the website (URL: https://www.wipro.com/privacy-statement/). This statement communicates Wipro's approach to protection of personal information collected electronically. There is an internal Data Protection and Privacy statement defined under Information Security Management System (ISMS) with the objective – 'to define collection, protection and usage of personal data & company confidential information as per applicable laws and regulations'. We have also established and implemented Security Incident Management policy that covers procedures for reporting and handling policy violations & data breaches. Our policies are in compliance with globally accepted data protection principles.

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

Policy in Action through the Information Security Management System

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

Privacy risk assessments are undertaken with the objective of identifying potential areas of risks relating to privacy of employee data collected, processed and stored within Wipro's internal Information Systems within various geographies. The mitigation measures in-line with ISMS practices are implemented to address the risks. Compliance verifications are performed through regular internal and external audits. (ISO27001:2013 for Information Security and other Business Continuity framework principles). Changes to applicable privacy laws, regulations, and policies space across various geographies are monitored and assessed for their impact on the enterprise from Information Security/ Business Continuity perspective. Necessary inputs are sought from the Legal team to assess the impact for any legal risks involved while undertaking key enterprise level initiatives.

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

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

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

Governance

The Security Organization in Wipro is established with clear roles and responsibilities for implementing information security and business continuity in the organization. The General Counsel of Wipro is the authority to review the effectiveness and progress of information security and business continuity programs. Information Risk Management & Policy Compliance Group (IRMC) headed by the designated CISO (Chief Information Security Officer), a group that holds the overall responsibility of governing the Information Security risk and compliance practices within Wipro. Further, on the Risk Management initiatives, IRMC works closely with Enterprise Risk Management (ERM) team headed by Chief Risk Officer (CRO), which holds the responsibility for data privacy and reports to General Counsel as well as Wipro Board of Directors. It is generally understood and accepted internally that information security and privacy is a joint responsibility of multiple stakeholders from various departments/functions such as Information Risk Management, Legal, Human Resources, Enterprise Risk Management Office, Senior Leadership, Global Delivery Organization and the internal Information Systems teams.

Performance on Data Privacy and Information Security

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

Being a B2B business, Wipro does not collect, store or monetize information pertaining to our customers' attributes or actions, including but not limited to, records of communications, content of communications, demographic data, behavioral data, location data, or any other personally identifiable information. Therefore, our company does not receive requests for customer information from government or law enforcement agencies. Wipro does not store any customer proprietary data in its systems and networks. In rare circumstances where, as part of project requirement, it is needed to view customer data, it is accessed
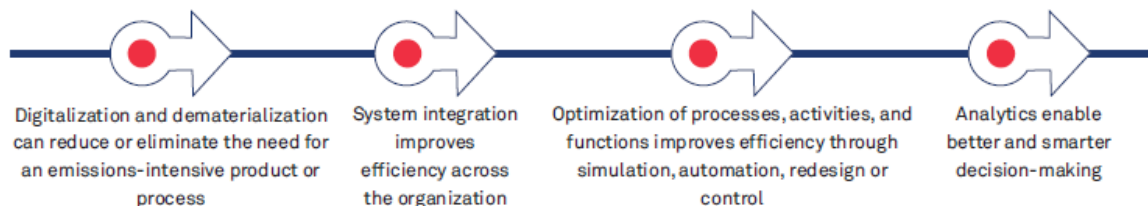
remotely - with the data being stored and hosted on the customer's systems. This helps in meeting data privacy compliance requirements from a contractual & operational perspective since it is Wipro's customers that are in control of their own data, even while outsourcing project work to Wipro. Wipro signs Master Services Agreements with its customers that have clauses covering confidentiality of the customer's information. Wherever applicable, Wipro also executes Business Associate Agreements with its customers who are governed by sectoral privacy regulations such as HIPAA (Health Insurance Portability and Accountability Act) of 1996. As a matter of due process, a customer is notified in the event of any breach of data privacy as per notification procedure agreed in the contract. In Wipro's BPS (Business Process Services) business, technical help-desk and process outsourcing in areas like human resources, finance accounting, procurement and retail are provided. Like in IT services, all customer data is stored in customer systems and there are multiple process layers before the data is presented to the customer support executive, with appropriate controls and auditing mechanisms. In the reporting year, there were no substantiated incidents concerning breaches of customer privacy and / or loss of customer data.

Innovation

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

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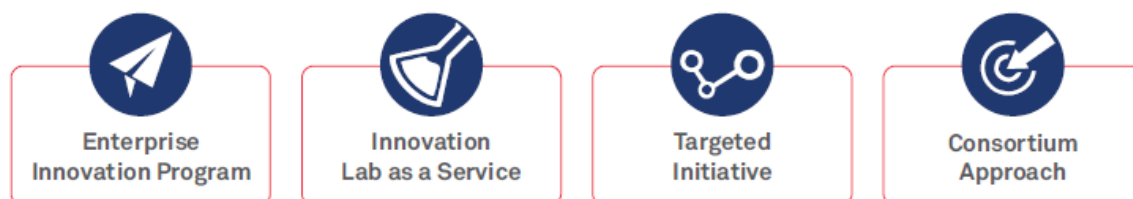
Next generation digital technologies like Artificial Intelligence, Internet of Things, Big Data Analytics and emerging collaborative development methodologies like Open Source are driving this change. These emerging technological innovations can drive sustainability by way of digitalization and dematerialization,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

| Digitalization and dematerialization can reduce or eliminate the need for an emissions-intensive product or process | System integration improves efficiency across the organization | Optimization of processes, activities, and functions improves efficiency through simulation, automation, redesign or control | Analytics enable better and smarter decision-making |

Strategic Approach to Innovation

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

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

| Enterprise Innovation Program | Innovation Lab as a Service | Targeted Initiative | Consortium Approach |

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

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

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

Technology Themes for Innovation

Wipro Ventures, the strategic investment arm of Wipro, is a $100 million fund that invests in early to mid-stage enterprise software startups. As of March 31, 2018, the team has invested in and partnered with 11 startups in the following areas – AI (Avaamo, Inc., Vicarious FPC, Inc.), Business Commerce (Tradeshift, Inc.), Cybersecurity (Demisto, Inc., IntSights Cyber Intelligence Ltd., Vectra Networks, Inc.), Data Management (Imanis Data, Inc.), Industrial IOT (Altizon Systems Private Ltd.), Fraud & Risk Mitigation (Emailage Corp.) and Testing Automation (Headspin, Inc., Tricentis GmbH). In addition to direct investments in emerging startups, Wipro Ventures has invested in two enterprise-focused venture funds: TLV Partners and Work-Bench Ventures.

Horizon Program: The goal of the horizon program is to drive organic incubation in emerging areas covering products, platforms, solutions and capabilities. In order to achieve this objective, we are investing in key areas such as AI, AR/VR, IoT, cloud computing, software define everything, autonomous vehicle, cybersecurity, digital experience, digital marketing and commerce and Industry 4.0. During the year ended March 31, 2018, we funded 19 projects as a part of this program.

Crowdsourcing – Topcoder: More than one million community of developers, designers and data scientists with offerings focused around analytics, Connected Customer Experience (CCX), Quality Assurance, enterprise transformation, community experts, self-service and hybrid expert networks.

Governance

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

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

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

Intellectual Property and Patents in Wipro
Our considerable R&D efforts have helped build our Intellectual Property (IP) portfolio substantially. Total R&D expenses for the year stood at Rs. 3041 Mn.

In FY 2017-18, the company continued to strengthen its IP portfolio with 404 new patent applications filed.

Sustainability Inspired Solutions

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

Cloud & Infrastructure Services

Wipro CIS is an end-to-end cloud and IT infrastructure services provider that helps global clients accelerate their digital journey. Our offerings include Cloud, end-user computing, Software Defined Everything (SDx), DevOps, data center, networking and IoT, all of which spans across our consulting, system integration, testing and managed services. These services are designed to optimize, scale, manage and outsource customer's IT resources thus helping them achieve efficiency and control costs and bring down upfront investments.

One of the key digital solutions of Wipro is Boundary Less Data Centers (BLDC)-an enterprise-wide ITaaS platform for providing digital services. It accelerates our client's digital evolution by providing an agile, intelligent and hybrid infrastructure delivered through industrialized transformation solutions. The offering provides global businesses with an Uber of IT enterprise marketplace that enables dynamic self-service across multiple clouds, drives outcome-based financial management and enhances agility and scale.

Industry Focus

Automotive: Combining traditional solutions with the potential of Industry 4.0 technologies to deliver vehicles that are safer and more enjoyable to drive.

Healthcare & Medical Devices: Non-invasive wearable sensors, for real-time health monitoring and patient-centric healthcare. We deliver cost-effective, high-quality care though robust systems, products and commercial models.

Mining: Real-time monitoring of mine equipment, management of assets, worker health and safety Utilities, Oil & Gas: Reliable, integrated energy and asset management to improve energy efficiency

Retail: Supply chain optimization, along with real-time situational awareness to improve customer experience and returns management

The sections below illustrate with examples, the way in which ICT solutions are being applied to resource intensive sectors like Energy, Utilities & Natural Resources and Construction sectors.

Engineering & Construction Wipro provides clients in the Engineering & Construction business with solutions to track, manage and pre-empt occupational injury, reduce workplace incidents and meet regulatory compliance. Wipro advises clients in Health, Safety, Security and Environment (HSSE)-related solution implementation and maintenance to make it easier for them to reduce workplace incidents. As a result, Wipro has earned a mention as a leader in 'Verdantix Green Quadrant for Sustainable Technology Service Providers'. Through our partnerships with leading product vendors (SAP, iHS, Enablon, Hara and ProcessMAP) we help our clients reduce their carbon footprint/ hazardous emissions and the ability to meet regulatory compliance.

Energies, Utilities and Natural Resources

Wipro's ENU vertical has been recognized by analysts as a major player in the Utilities sector. We provide consulting, engineering, technology and business processes services expertise to the Utilities industry. In Electricity and Gas Utilities our solutions are spread across Generation and Renewables, Transmission and Distribution, Retail, Smart Grid, Smart metering, Energy Trading and Risk Management; and Health, Safety, Security and Environment. Our solutions for water & waste water utilities comprise of business transformation, customer care, smart metering, field mobility, predictive maintenance, regulatory compliance, Treatment plan optimization, prevention of pollution incidents, predict sewer flooding, detect leaks and monitor water quality.

Our O&G practice uses innovation in digital technology, automation, mobile solutions and cognitive computing platform Wipro HOLMESTM with flexible as-a-service commercial models to assist with overcoming the lack of operational insights, barriers placed by legacy systems, complex supply chains, talent scarcity and regulatory oversight.

Case Study

For one of the O&G supermajor with annual revenue of $ 100Bn+, Wipro helped in achieving process excellence, standardization, quality assurance and cost improvement in their data management functions. A multi-step project was defined that reflected client business priorities. Wipro delivered data management and application services while assisting the client through each stage of the project.

Wipro set up remote service provision and enabled the company to transition to a global service delivery model by establishing a centralized global service desk that operates during the business hours of all sites.

The result of the managed service is a well-defined price for global services that incorporates optimized allocation of resources, best practices, process standardization and continuous improvement across the spectrum of services and processes.

Business Impact

- Lowered costs by 30% by transitioning to a Wipro global managed service
- Zero quality compromise during and after the transition. Client continued operating at highest quality standards
- Enhanced data quality through standardized and improved data management processes

Established a tiered resourcing model that delivered operational consistency, smooth and effective change management and a reduced total cost.

Financial Stewardship and Investors

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

The King Report on Corporate Governance (1994, 2002, and 2009) is widely regarded as the first integrated reporting framework on corporate governance and performance, covering both finance and non-financial disclosures. Compliance with the Kings framework is required by companies listed on the Johannesburg Stock Exchange. Similarly, in India, the National Voluntary Guidelines released by the Ministry of Corporate Affairs have been adopted by the Securities and Exchange Board of India for listed companies to publish a Business Responsibility Report (BRR) as part of their annual financial report. The International Integrated Reporting Council (IIRC), a global coalition of regulators, investors, companies, standard bodies, the accounting profession and NGOs, is facilitating adoption of integrated reporting framework <IR> as the new corporate reporting norm. One of the core elements of the framework is accountability and stewardship of the stocks and flows of the six forms of capital: financial, manufactured, intellectual, human, social and natural. The first two forms of capital are covered in almost all annual reports while the others are covered to varying degrees by some organizations depending on their context and understanding of impacts to significant stakeholders.

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

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


In this section, we primarily focus on our engagement with the investor community and how accountability and good business conduct are integral implements of financial stewardship.

Understanding the Stakeholder-Investors

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

Profile of Wipro Shareholders

Particulars	2014-15	2015-16	2016-17	2017-18
No. of Shareholders	213,588	227,368	241,153	269,693
ADR Holders	9,725	16,120	1	14,152
Total Shareholders	223,313	227,369	241,154	284,115
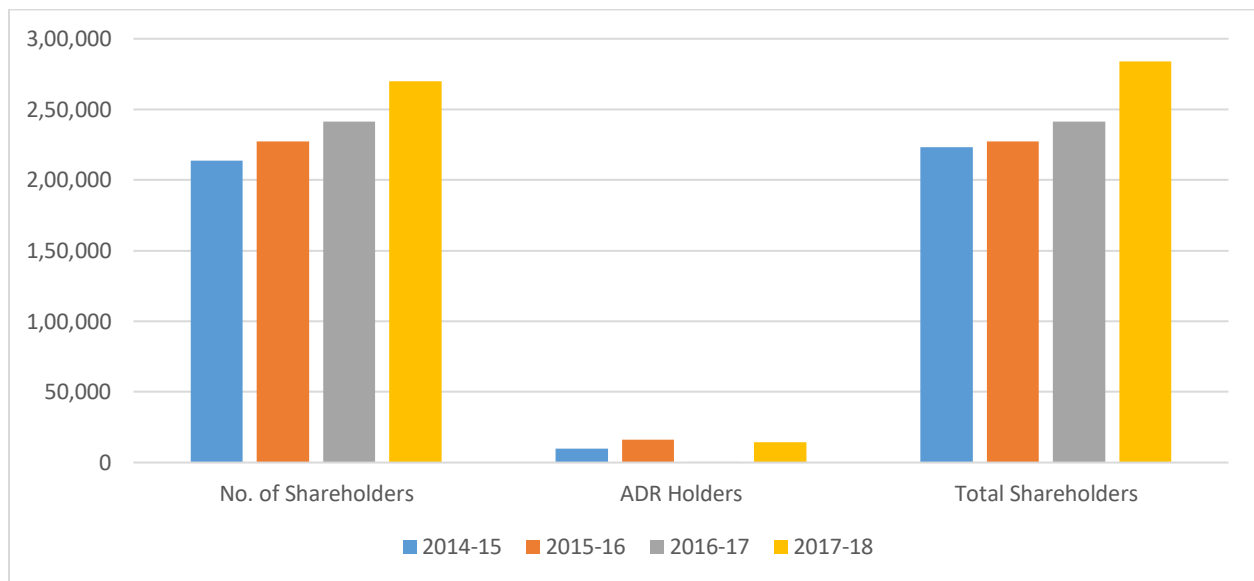
For overall shareholding pattern refer to table given on Page 87 of our Annual Report FY 2017-18. Our investors are increasingly getting aligned with 'The Principles of Responsible Investment' (PRI). PRI was developed by an international group of institutional investors under the umbrella of Principles for Responsible Investment Initiative (PRII), reflect the increasing relevance of environmental, social and corporate governance issues to investment practices. UNEP Finance Initiative and UN Global compact are partnering with PRII in this initiative. The table overleaf represents alignment of Wipro's investors to PRI. The data presented below essentially means that the total number of PRI signatories in the world are 1,095 and 30% of all investors in Wipro are PRI signatories.

Graph 2 to be inserted (Total Signatories to PRI and Investors in Wipro)

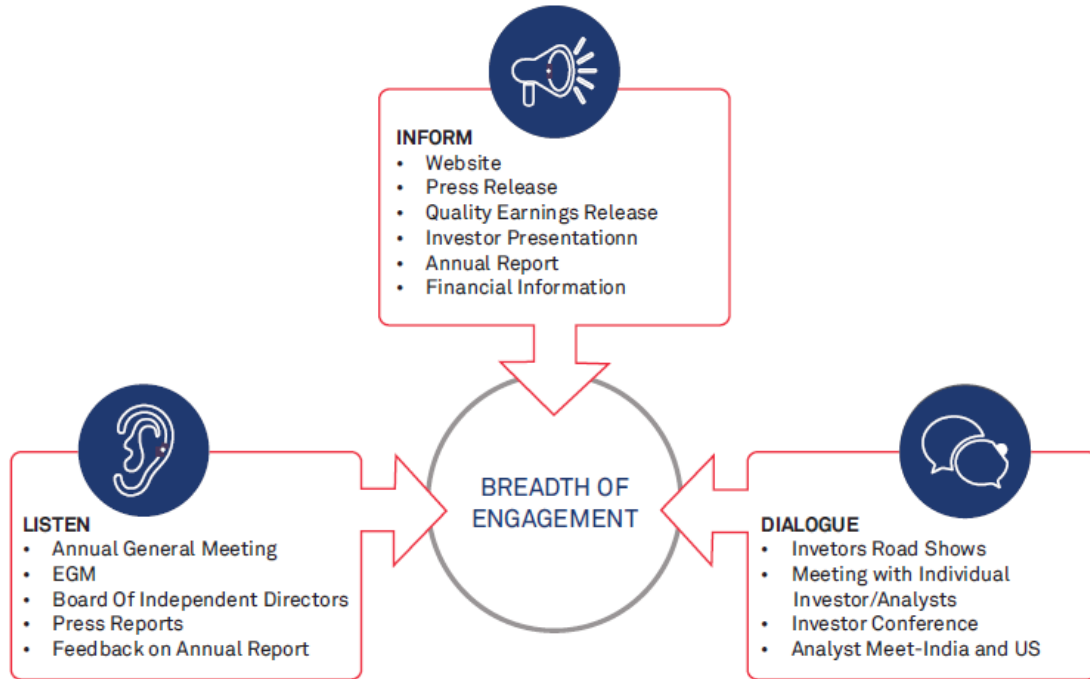|	2014-15	2015-16	2016-17	2017-18
Total signatories to PRI in World	1,395	1,553	1,204	1095
Number of Investors in Wipro signatories to PRI	35%	35%	>30%	>30%

Engagement with Investors

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

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

Our senior management leaders along with our dedicated Investor Relations team participate in various forums like investor conferences and investor road shows, in addition to hosting investors who visit us. Our quarterly results, regulatory filings, transcripts of our earnings call and media presentations are available at http://www.wipro.com/investors/
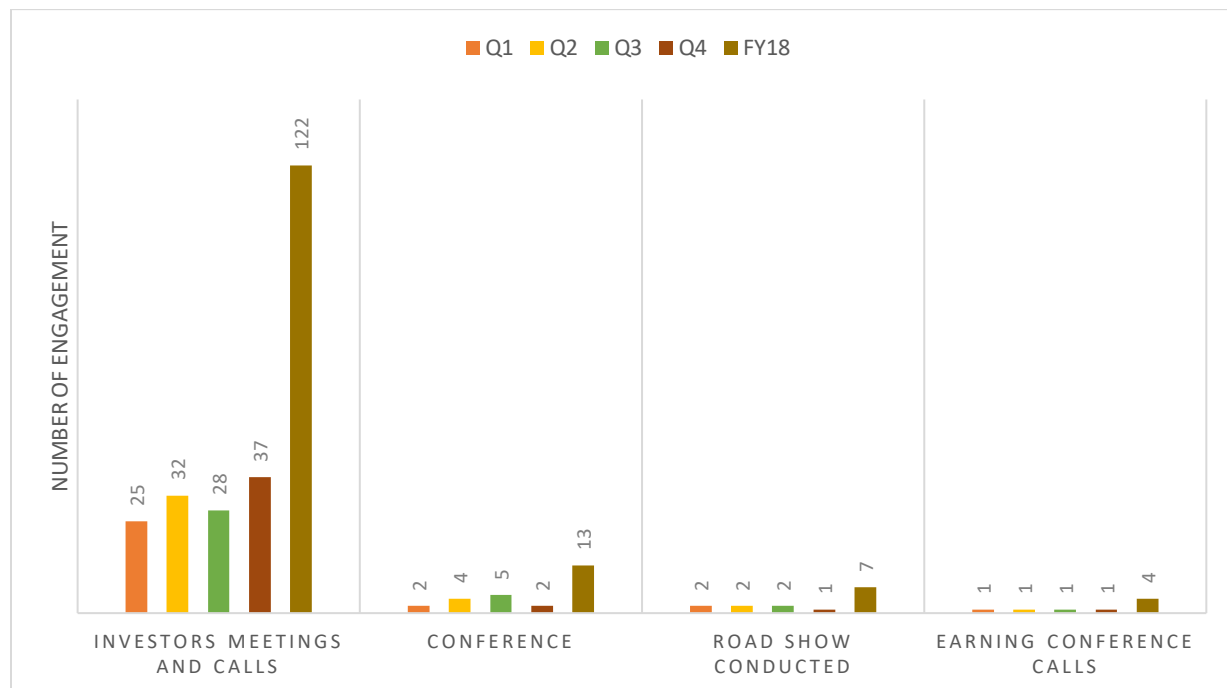
Engagement Approach

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

INFORM
- Website
- Press Release
- Quality Earnings Release
- Investor Presentationn
- Annual Report
- Financial Information

LISTEN
- Annual General Meeting
- EGM
- Board Of Independent Directors
- Press Reports
- Feedback on Annual Report

BREADTH OF ENGAGEMENT

DIALOGUE
- Invetors Road Shows
- Meeting with Individual Investor/Analysts
- Investor Conference
- Analyst Meet-India and US

Details of Engagement

The following table details the different types of engagement exercise undertaken by the company in 2017-18.

Legend: Q1 Q2 Q3 Q4 FY18

	Q1	Q2	Q3	Q4	FY18
INVESTORS MEETINGS AND CALLS	25	32	28	37	122
CONFERENCE	2	4	5	2	13
ROAD SHOW CONDUCTED	2	2	2	1	7
EARNING CONFERENCE CALLS	1	1	1	1	4

NUMBER OF ENGAGEMENT

Particulars	Q1	Q2	Q3	Q4	FY18
Investors meetings and calls	25	32	28	37	122
Conference	2	4	5	2	13
Road Show Conducted	2	2	2	1	7
Earning Conference Calls	1	1	1	1	4

Our goal is to have zero pending complaints or queries at the end of a period. The table below presents the number of complaints/ queries received and the number of queries responded to.
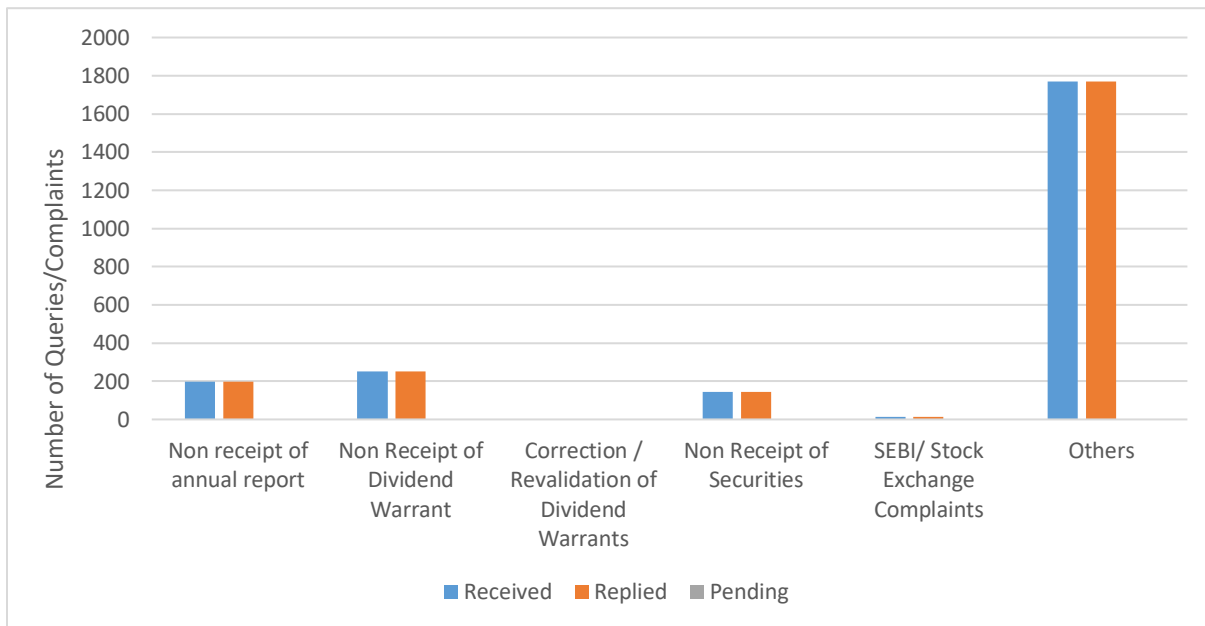
Description	Nature	Received	Replied	Pending
Non receipt of annual report	Complaint	198	198	0
Non Receipt of Dividend Warrant	Complaint	253	253	0
Correction / Revalidation of Dividend Warrants	Request	0	0	0
Non Receipt of Securities	Complaint	145	145	0
SEBI/ Stock Exchange Complaints	Complaint	13	13	0
Others	Request	1771	1771	0

Identified material Aspects

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

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

Economic performance

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

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

Business Strategy

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

Technology has become increasingly central and core to enterprises across industry segments. In addition, consumerization of IT has led to blurring of boundaries between business needs and technology enablement. This has led Wipro to place a strong focus on efficiency in the "Run" side of our clients operations while also driving transformation on the "Change" side of our clients' businesses. The "Run" Strategy is about "Modernizing the Core" of our clients' process and technology landscape, i.e., helping

clients achieve significant efficiencies in their core operations through various levers across our core market segments. The "Change" Strategy is about "Driving the Future" and is focused on helping our clients drive Digital transformation enabled by digital capabilities and assets delivered by Wipro and its partner ecosystem. Underlying the 'Run' and 'Change' strategies, are four key strategies which apply equally to the 'Modernize the core' and 'Enable the future' strategy. Refer to pages 15 - 18 of Wipro

Assessment of Financial and Economic Risks

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

a) **Currency Fluctuation:** A significant portion of our revenue is in US Dollars, United Kingdom Pound Sterling, Euros, Australian Dollars and Canadian Dollars while a large portion of our costs are in Indian Rupees. The exchange rates between the Indian Rupee and these currencies have fluctuated significantly in recent years and may continue to fluctuate in the future. Appreciation of the Indian Rupee against these currencies can adversely affect our results of operations. Consequently, the Company is exposed to foreign exchange risk through receiving payment for sales and services in foreign currencies, and making purchases from overseas suppliers in various foreign currencies. The exchange rate risk primarily arises from foreign exchange revenue, receivables, cash balances, forecasted cash flows, payables and foreign currency loans and borrowings. As of March 31, 2018, a `1 increase/decrease in the spot exchange rate of the Indian Rupee with the US Dollar would result in approximately `1,500 million decrease/increase in the fair value of our foreign currency dollar denominated derivative instruments.

b) **Global economic crisis:** We derive approximately 53% of our IT Services revenue from the Americas (including the United States) and 26% of our IT Services revenue from Europe. If the economy in the Americas or Europe continues to be volatile or conditions in the global financial market deteriorate, pricing for our services may become less attractive and our clients located in these geographies may reduce or postpone their technology spending significantly. Reduction in spending on IT services may lower the demand for our services and negatively affect our revenue and profitability. Our clients are concentrated in certain key industries. Any significant decrease in the growth of any one of these industries, or widespread changes in any such industry, may reduce or alter the demand for our services and adversely affect our revenue and profitability.

c) **Taxation risks:** Our profits for the period earned from providing services at client premises outside India are subject to tax in the country where we perform the work. Most of our taxes paid in countries other than India can be applied as a credit against our Indian tax liability to the extent that the same income is subject to taxation in India. Currently, we benefit from certain tax incentives under Indian tax laws. These tax incentives include a tax holiday from payment of Indian corporate income taxes for our businesses operating from specially designated Special Economic Zones (SEZs). Changes to these incentives and other exemptions we receive due to government policies can impact our financial performance.

d) **Wage pressure:** Our wage costs in emerging markets have historically been significantly lower than wage costs in the developed markets for comparably skilled professionals, and this has been one of our competitive advantages. However, wage increases in emerging markets may prevent us from sustaining this competitive advantage and may negatively affect our profit margins. We may need to increase the levels of our employee compensation more rapidly than in the past to retain talent. Unless we are able to continue to increase the efficiency and productivity of our employees over the long term, wage increases may reduce our profit margins. Inability to provide adequate wage increase may result in attrition and impact competitiveness.

e) **Disruptions in telecommunications:** The offshore development center model necessitates maintaining a resilient and active voice and data communication infrastructure between our offices in India, our clients' offices, and our software development and support facilities overseas. Redundancy and business continuity measures are critical in the event of a telecom disruption.

f) **Restrictive Mobility Legislations:** Some countries and organizations have expressed concerns about a perceived connection between offshore outsourcing and the loss of jobs domestically. With high domestic unemployment levels in many countries and increasing political and media attention on the outsourcing of services internationally by domestic corporations, there have been concerted efforts in many countries to enact new legislations to restrict offshore outsourcing or impose restrictions on companies that outsource.

g) **IP Rights:** Our intellectual property rights are important to our business. We rely on a combination of patent, copyright, trademark and design laws, trade secrets, confidentiality procedures and contractual provisions to protect our intellectual property. We require employees, independent contractors and, whenever possible, vendors to enter into confidentiality agreements upon the commencement of their relationships with us. These confidentiality agreements generally provide that any confidential or proprietary information being developed by us or on our behalf be kept confidential. These agreements also provide that any confidential or proprietary information disclosed to third parties in the course of our business be kept confidential by such third parties. However, our clients usually own the intellectual property in the software we develop for them.

Financial Performance

Wipro's economic value add and distribution among its constituents is broadly consistent in FY 17-18 when compared with the previous year.
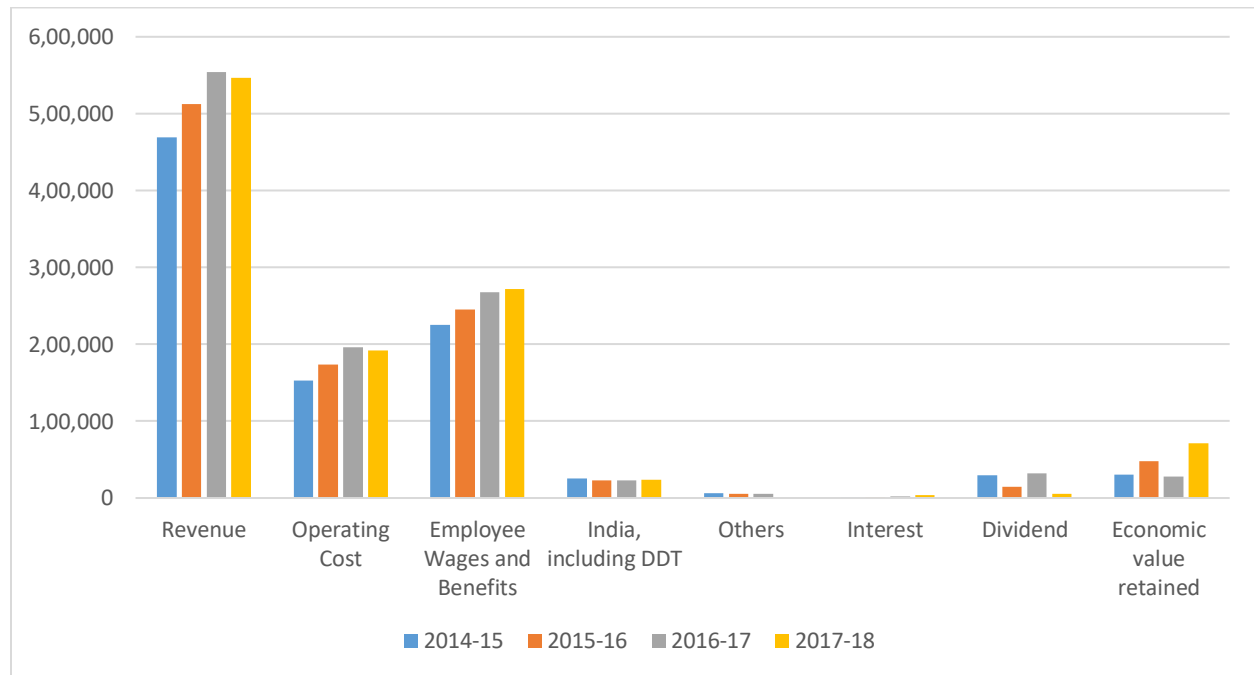
Particulars	2014-15		2015-16		2016-17		2017-18	
	Rs. In Mn	%	Rs. In Mn	%	Rs. In Mn	%	Rs. In Mn	%
Revenue	469,545	100	512,440	100	554,484.00	100	546,359	100
Operating Cost	152,921	32.6	173,752	33.9	196,301	35.4	192,273	35.3
Employee Wages and Benefits	224,838	47.9	245,534	47.9	268,081	48.3	272,223	50
Payments to Government								
India, including DDT	25,087	5.3	23,306	4.5	22,547	4.1	23,964	4.3
Others	5,913	1.3	5,536	1.1	5,412	1.0		
Payments to provider of capital								
Interest	768	0.2	1,410	0.3	1,916	0.3	3,451	0.6
Dividend	29,455	6.3	14,734	2.9	32,249	5.8	5,420	1.0
Economic value retained	30,563	6.5	48,168	9.4	27,951	5.0	71,504	13.1

The India IT sector has been a leading generator of direct and indirect employment as illustrated in the India IT sector overview. Also it has been a generator of foreign exchange for the country. In light of such contributions to the economy, fiscal incentives

have been provided by the Government to the sector. Wipro has benefitted from such incentives extended to the IT sector as illustrated in the table below. We have not received any other direct or indirect financial assistance beyond the scope of the state policy.
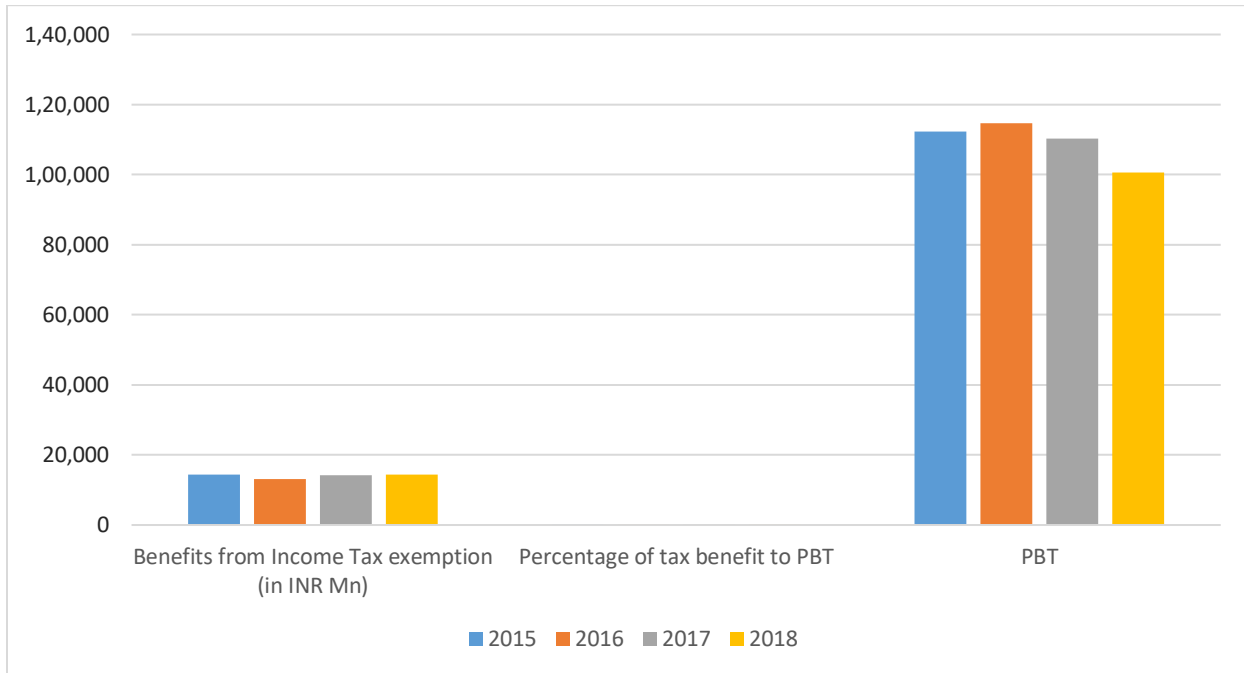
	2015	2016	2017	2018
Benefits from Income Tax exemption (in INR Mn)	14,471	13,171	14,177	14453
Percentage of tax benefit to PBT	13%	11%	13%	14%
PBT	112,241	114,719	110,356	100,540

Natural Capital Valuation

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

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

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

There are several global and country led projects underway which aim to develop environmental accounts and integrate them with traditional national accounts (GDP) including India. UNPRI, in 2010, estimated the environmental costs due to activities of top 3000 companies at US$ 6 Trillion per year. The Natural Capital Coalition (NCC), for example, is developing a Natural Capital Protocol to provide a standardized approach to natural capital accounting and valuation for businesses.

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

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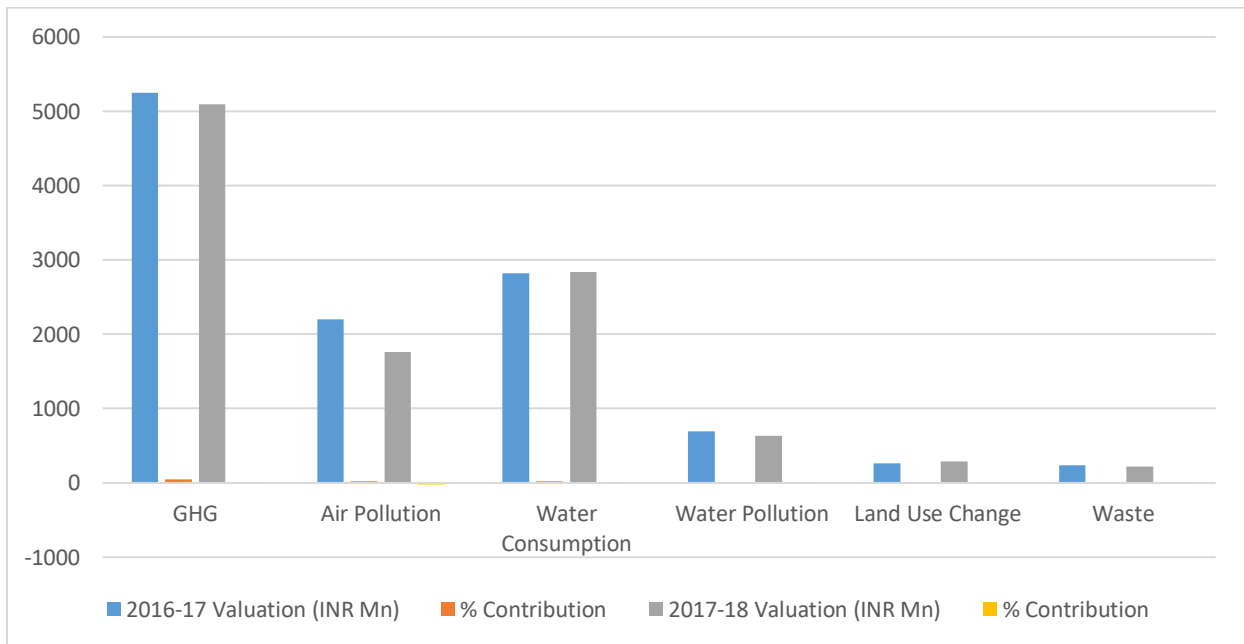
| Environmental Indicator	2016-17 Valuation (INR Mn)	2017-18 Valuation (INR Mn)
GHG	5250	5,096
Air Pollution	2,201	1,764
Water Consumption	2,824	2,840
Water Pollution	697	634
Land Use Change	264	289
Waste	240	218
Total	11,476	10,841

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

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

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

Environmental Indicator Valuation (in INR Million)

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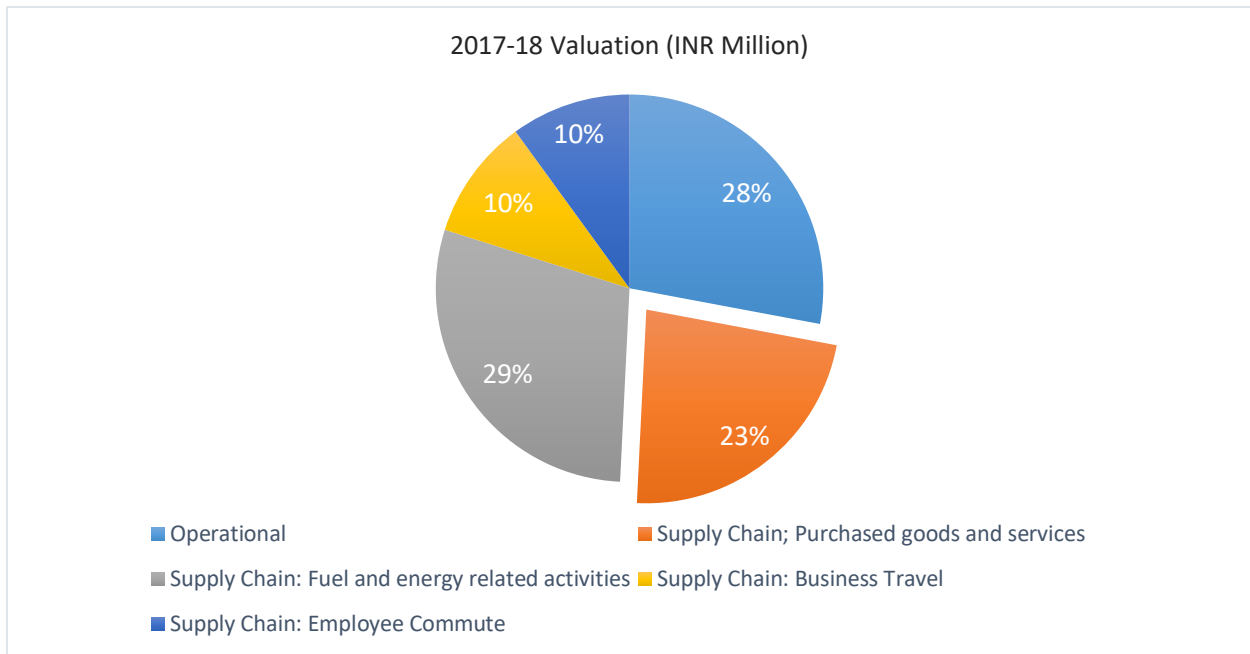
2017-18 Valuation (INR Million)
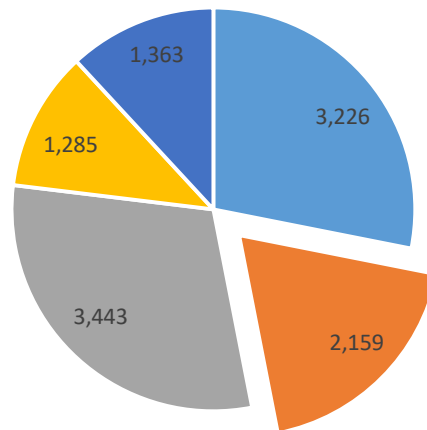
- Operational
- Supply Chain; Purchased goods and services
- Supply Chain: Fuel and energy related activities
- Supply Chain: Business Travel
- Supply Chain: Employee Commute

2016-17 Valuation (INR Million)

Pie chart legend:
- Operational — 3,226
- Supply Chain; Purchased goods and services — 2,159
- Supply Chain: Fuel and energy related activities — 3,443
- Supply Chain: Business Travel — 1,285
- Supply Chain: Employee Commute — 1,363

Supply Chain Sustainability

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

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

Understanding the Stakeholder-Supply Chain

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

The second component of our supply chain is 'product or services supply chain' or 'secondary supply chain' which comprises of suppliers who provide products, business support services and utility management services for our operations. The list of categories of procurement which form the 'secondary supply chain' is given below.
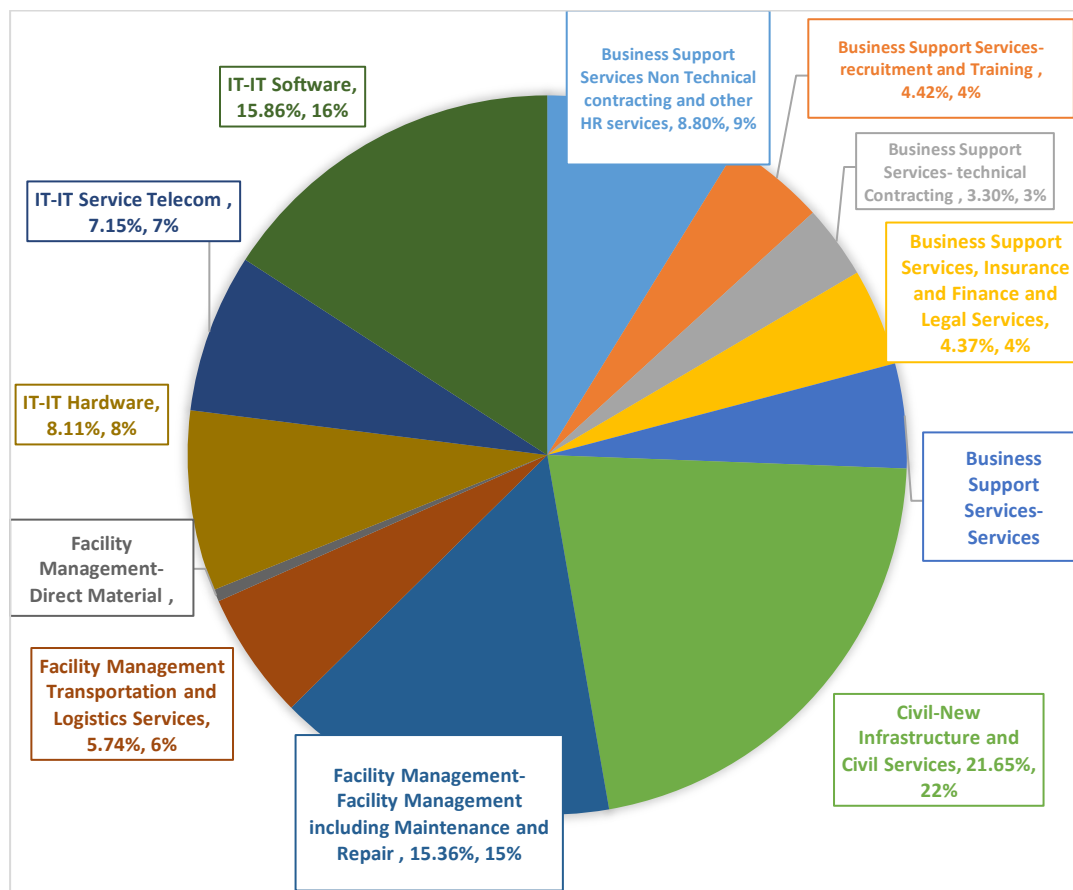
Facility management requires a diverse set of support services ranging from hospitality, housekeeping, catering, equipment maintenance among others and for this we have moved to an IFMA arrangement (Integrated Facility Management Services). A significant number of contract manpower is employed as part of these facilities.

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

Suppliers Segmentations

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

Understanding Material Aspects

Supply Chain Risk Assessment

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

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

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

	Impact Identified in Supply Chain	Supplier Category for whom the impacts are significant
Economic	➤ Probability of Default ➤ Bankruptcy ➤ Corruption Risk	All Supplier Categories
Environmental*	➤ High Carbon Footprint ➤ High Water Footprint ➤ High Waste Footprint	➤ Commercial and Industry Machinery and equipment repair and maintenance ➤ Architectural, engineering related services ➤ Hardware manufacturing ➤ Architectural, engineering, and related services ➤ Business support services ➤ Telecommunications ➤ Architectural, engineering, and related services ➤ Telecommunications ➤ Business support services

Social**	➤ Human Rights & labor Practice (Women's safety at workplace & Benefits-Leave, Compensation, Working Hours)	➤ Office Services (Security, Casual labor, food suppliers) ➤ Facility Services ➤ Travel

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

** Based on Social Audit conducted for manpower service providers

During the reporting year we have conducted social audit of 128 manpower services providers spread across 7 states and 1 union territory. Employee Benefits provided and Women's Safety at workplace were identified as key issues for workers in supply chain. We are actively engaging with our suppliers to ensure they take corrective actions.

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

Influencing Stakeholders	Emerging Concerns
Customers	• Global customers requesting information and assessing our supply chain • Business impact due to operations impact
Employees	• Demand for comfortable and safe working environment
Investors	• Investors requesting information on our supply chain program
Business	• Competency gaps in the IT Services people supply chain • Financial prudence
Society & Community	• Externalities due to operations • Employment • Diversity

Identified Material Aspects

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

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

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

Strategic Approach

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

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

The Procurement Organization

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

Suppliers Engagement Program

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

Policy & Guiding Principles

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

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

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

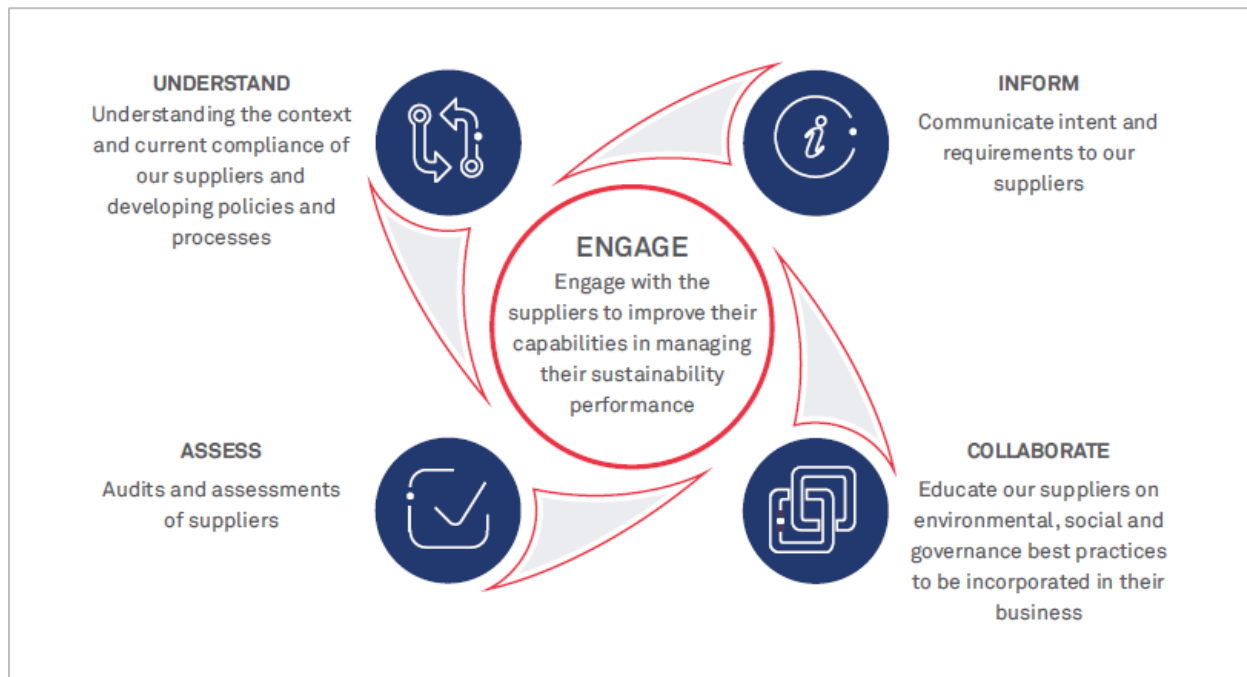Our supply chain governance program is informed by four guiding principles

- **Understanding Socio-economic context:** We are mindful of the fact that while one may have ambitious policies, commitments and codes of conduct in place, it must take into account the complex socio-economic realities in which it has to be operationalized. For example, in developing economies, supplier staff may not be aware of the nuances of human and labor rights. In certain cases, the practice may be due to livelihood issues – for example, excessive working hours in some cases may be the norm to secure additional income. Children in family owned or sole proprietorship could sometimes be employed (or "helping") in the business. Enforcement of unilateral actions in such cases, does not change the practice on the ground but only diverts attention from the problem at hand.
- **Ability to monitor, influence and control:** The 'secondary supply chain' in many categories of procurement extends across multiple branches/levels/tiers. Due to the factors mentioned in the first principle, it would be naïve of us to claim compliance across all the tiers. In many cases, our visibility is limited to the first one or two tiers. For supply chain entities not critical or strategic to us – where suppliers are not a core part of our business or where spend does not contribute to either a reasonable proportion of the suppliers' revenue or the available market supply. Our ability to

influence supplier practices is that much more limited. Industry bodies and large government procurement programs have a larger role in influencing change.

- **Regulatory Compliance:** Given the spread of the supply chain across different geographies as well as sectors, the compliance landscape can be quite complex. The impact of the supply chain on different stakeholders is dependent on the nature of business and operational context. As a result, the compliance requirements of one supplier category can vary from another. However, it is often found compliance is not reflective of the ground reality. At Wipro, we try to uphold all the regulations and wherever there is a conflict, our best efforts are to minimize any dissonance.

- **Integrating best practices in supply chain engagement:** Managing supply chain externalities is of key interest to business due to the deepening of complexities in the supply chain and the resultant risks. Customers and investors are looking at compliance levels and ethics of organizations as a key differentiator in their decision process. Industry forums like Electronic Industry Citizenship Coalition, Sedex, Ecovadis etcetera are working towards indirectly driving continuous change in ethical and responsible business practices in global supply chains. Industry ratings such as Dow Jones Sustainability Index and CDP are increasingly giving importance to the supply chain performance of organizations. There are many emerging standards and frameworks dedicated to this cause. We intend to adopt and integrate best practices from all these sources to drive sustainability in our supply chain.

Suppliers Engagement Approach

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

UNDERSTAND
Understanding the context and current compliance of our suppliers and developing policies and processes

INFORM
Communicate intent and requirements to our suppliers

ENGAGE
Engage with the suppliers to improve their capabilities in managing their sustainability performance

ASSESS
Audits and assessments of suppliers

COLLABORATE
Educate our suppliers on environmental, social and governance best practices to be incorporated in their business

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

Programs & Process

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

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

A dedicated vendor helpdesk handles supplier queries on payment issues, policy clarifications and provides the initial contact for grievance redressal. Helpdesk received a total of 43414 tickets with respect to vendor queries in the reporting year – with a two day SLA resolution percentage of 99.99%, which reflects the reach and effectiveness of our initiative. The feedback from our vendors received through this initiative helped us improve our processes and initiate new steps like automation of sharing payment advices, periodical validation of vendor credentials in our database as well as self-service payment status intranet link for internal stakeholders to update partners/vendors.

- Ombuds Process: Our organization wide multi-lingual Ombuds process is available 24x7 (phone and internet enabled) for our Suppliers and Contractors. Wipro's Ombuds process allows and encourages any affected stakeholder including suppliers and contractors to report breaches of the COBCE and any other matter of integrity to the concerned Ombudsman. While a good proportion of Ombuds process cases are anonymous, based on self-disclosure, we know that there were 34 complaints reported by suppliers during the year (previous FY 36).
- Supplier Diversity Program for facilities management services at our campuses – A sensitization program was conducted and expectations have been conveyed formally through our contracting process. The gender diversity ratio for supplier staff deployed at our facilities is 25.6%.
- Green initiatives in ICT Hardware:
    - Green Procurement – For desktops, laptops and display equipment our guidelines are in accordance with the EPEAT standard from Green Electronics Council. In 2017-18, we purchased more than 44,000 EPEAT Gold and over 8,000 EPEAT Silver category products across desktops, laptops, displays, imaging equipment and mobiles. Our purchase of EPEAT registered IT products translates to savings of approximately 15,655 MWH electricity and a reduction of 2,560 metric tons of greenhouse gas emissions in the upstream supply chain.
    - Asset re-utilization beyond end of life at around 15% - Achieved through proactive maintenance and upgrades.
    - Managed Print Services (MPS): This outcome-based model, where Wipro's printing services are managed through an independent third party helps generate higher operational efficiency through better controls and analytics as well as reduced resource consumption (paper, toner) and planned asset refresh. Consumables and printer issues are tracked remotely managed by MPS vendor. We have also reduced unwanted printouts by a provision to scan and send documents to respective user mailboxes.
    - Awarded runner-up in the category "Excellence in procurement - sustainability" at the CPO Forum India 2017 awards.

Partnering for Social Change

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

Understanding the stakeholder

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

(a) **Communities:** An important stakeholder for us is disadvantaged sections of communities, living in the proximity to our operations. Our operations and facilities are situated in both urban and rural areas. Our domains of engagement with the community are in the fields of Education, Primary Healthcare, Disability and Disaster Rehabilitation. Within these domains, we choose to focus on those areas that have direct impact on the community. The geographies of community engagement span India, the U.S.A, South Africa, Latin America, Australia and select countries of Europe and South – Asia.

(b) **NGO & Community Organization:** Non-governmental organizations and civil society networks are important implementation partners for our different community initiatives. We engage with them at different stages of the Planning-Implementation-Review cycle.

(c) **Employees:** Employees play a significant role in our community initiatives by way of monetary contribution and voluntary participation.

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

Understanding Stakeholders Priorities

Rural communities
Healthcare, livelihood, primary education, water and sanitation, environment

Urban communities
Mobility, waste, pollution, education, health

Future generations
Environmental sustainability education

Engagement partners
Capacity building, institution development

Policy & Strategy

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

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

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

Education

Engaging in deep and meaningful systemic work in the area of school and college education

- School Education in India - WAITS
- School Education outside India - USSEF
- Sustainability Education - Wipro earthian
- Engineering Education - WASE, WiSTA

Community Care

Engaging with the proximate communities in areas of primary health-care, education, ecology and disaster rehabilitation

- Primary Health care
- Education for underprivileged
- Children with disability
- Environment
- Disaster Rehabilitation

Ecology

Addressing environmental issues like energy, water, solid, waste and biodiversity

- Energy & Carbon
- Water
- Waste
- Biodiversity

Social Program Expenditure

The Corporate Social Responsibility (CSR) Expenditure / CSR Spend as disclosed in the Director's Report of the Annual Report 2017-18 is Rs. 1,866 Mn. Refer to pages 79-80 of our Annual Report FY 2017-18 for more information on CSR spend. Governance

The review of our social programs is done at multiple levels. Every three to four years, the program strategy is reviewed with the Chief Sustainability Officer (CSO), and revised as needed. Every year, an annual review and goal setting exercise is done with the CSO and presented to the Chairman and Group Executive Council (GEC). Every quarter, the progress is reviewed by the Chairman as well as to the Board Committee on CSR.

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

Community Care

Wipro has a presence in more than 50 countries around the world; of our workforce of more than 160,000 employees from +110 nationalities. We think it is crucial to engage with proximate communities wherever we have significant presence. This is a reaffirmation of our belief that at its core, social responsibility and sustainability must transcend and should not be restricted to India for a global company like ours. In the context of rural communities, seeing the larger integrated picture is important when executing programs in individual domains. Issues of healthcare, education, access to energy, water and sanitation and livelihoods are often closely inter-linked. If executed well, the outcomes in individual domains can impact the larger canvas of community development. For example, the work that we do for primary health care services in Nagaland, Karnataka and Maharashtra covered more than 40,000 people from extremely disadvantage communities

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

URBAN RESILIENCE Urban waste management and welfare of waste pickers- Organize waste workers, i.e. waste pickers to enhance and upgrade their skills for innovation in waste management services Bangalore, India	Wipro cares	10 11
Participatory Ground Water Management (PGWM)- A three year a community centered participatory approach to management of ground water.	Wipro eco-eye	6 11
EMPLOYEE VOLUNTEERING During 2017-18 +11500 Wipro employees engaged with Wipro cares either through volunteering or by the way of monetary contribution or both.	Wipro cares	17
Working through partners and communities is at the core of all the programs		17

Community Engagement through Wipro Cares

Wipro's initiatives for underprivileged communities are channeled through Wipro Cares, a not-for-profit trust. The work spans across primary health-care, education and ecology. In addition, the trust also works on long-term rehabilitation of affected communities after natural disasters.

The Wipro Cares funding model is based on voluntary employee contributions that are matched by Wipro Ltd. More than 25,000 Wipro employees are currently engaged with Wipro Cares either through volunteering or by way of monetary contributions or both. During 2017-18, more than 11500 employees from nearly 40 chapters in India and overseas collectively spent around 32500 hours in voluntary engagement on a wide range of community and environmental initiatives. Involved and engaged employees add great value to our programs.

Focus Areas

Primary Health Care · Education · Education for Children with Disability · Community Ecology · Disaster Rehabilitation

Inputs and Program Outcomes

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

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

In the narrative below, we outline some of the key outputs and outcomes for 2017-18 at a domain level

Primary Health Care

Access to primary health care is a key determinant of an individual's future trajectory in life, including the ability to engage in productive livelihoods and responsible citizenship. Wipro Cares works with partners who provide good quality primary health care services to underserved communities covering more than 40,000 people belonging to extremely disadvantaged communities in Nagaland, Karnataka and Maharashtra. Our work in these states is in remote, inaccessible villages where health care access has been weak or non-existent till now. Our operating approach is driven by the primary goals of building the capacity of the local community in managing their health needs, of augmenting government infrastructure and in training health workers to address the unique needs of the communities.
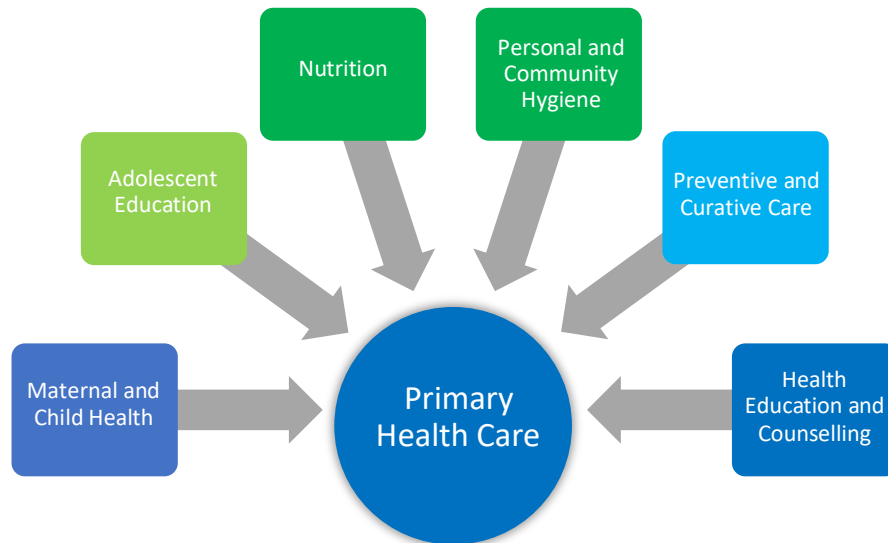
Output	Outcome
Established new partnership in Karnataka, to strengthen the primary health care services and continued support to existing partners in Nagaland and Maharashtra.	Around forty thousand people provided with access to affordable primary health care services.

Education for underprivileged children

Under Wipro Cares, we have a large education program that is designed for more direct impact on underprivileged children. In 2017-18 the program reached out to nearly 70000 children across eight states. The projects address a gamut of critical issues faced by disadvantaged communities when it comes to school education – starting from enrolment in schools to nutrition for children, counseling services for parents, remedial education, just to name a few. These children are from some of the most vulnerable groups in our society – urban slums, HIV-affected families, migrant labor families, street children.

Output	Outcome
Established two new partnerships and continued support to existing partners, thereby reaching out to eight states across the country through twenty-two projects targeting communities like migrant labor, urban slum children, orphan/institutionalized children	More than 70,000 children belonging to underprivileged communities in cities across India now have access to education

Education for Children with disability

Started focusing on children with disability in 2014, we continue to strengthen our program which supports the educational and rehabilitative needs of children with disabilities from underprivileged backgrounds through 14 projects across six states that works with around 2,600 children. Going beyond just schooling, our approach tries to integrate enabling factors like availability of nutrition, community support, specially trained teachers, assistive technology, access to healthcare etc. Our work in this space covers multiple categories of disability and focuses on early intervention and inclusive education.
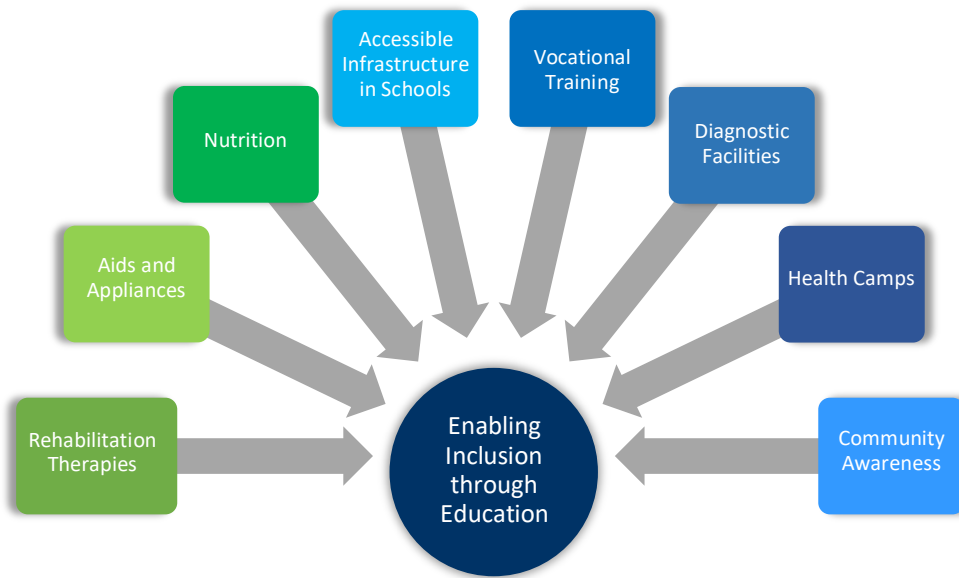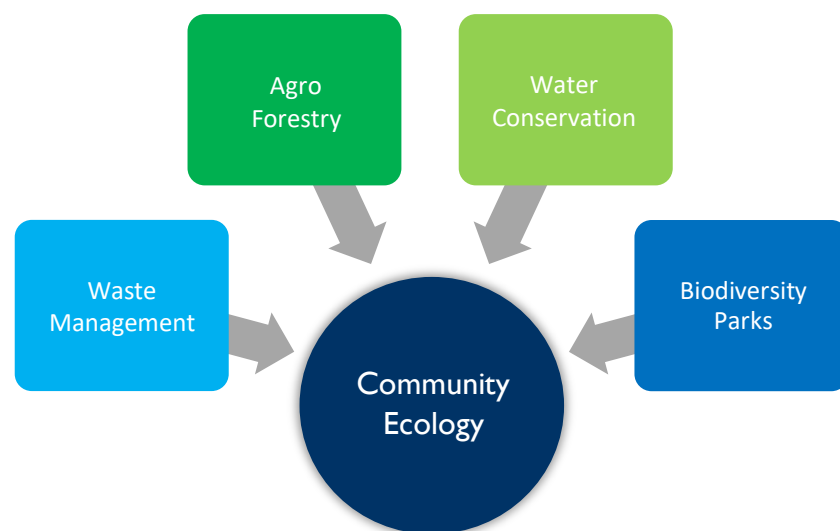

Output	Outcome
Established two new partnerships and continued support to existing partners, thereby reaching out to six states through fourteen projects	Educational and rehabilitative needs of 2600 children with disabilities from socio-economically underprivileged backgrounds met.

Community Ecology

Effective management of urban solid waste continues to be a pressing challenge for our cities. While the use of right technology, good governance and the active participation of civil society are important determinants of success, the work of the informal sector is often unrecognized. In this regard, Wipro Cares continues to strengthen a project, initiated in 2014-15, which focuses on providing social, nutritional and health security to workers in the informal sector in Bangalore's solid waste management domain. In addition, the program also provides a comprehensive skills upgradation program for such workers.
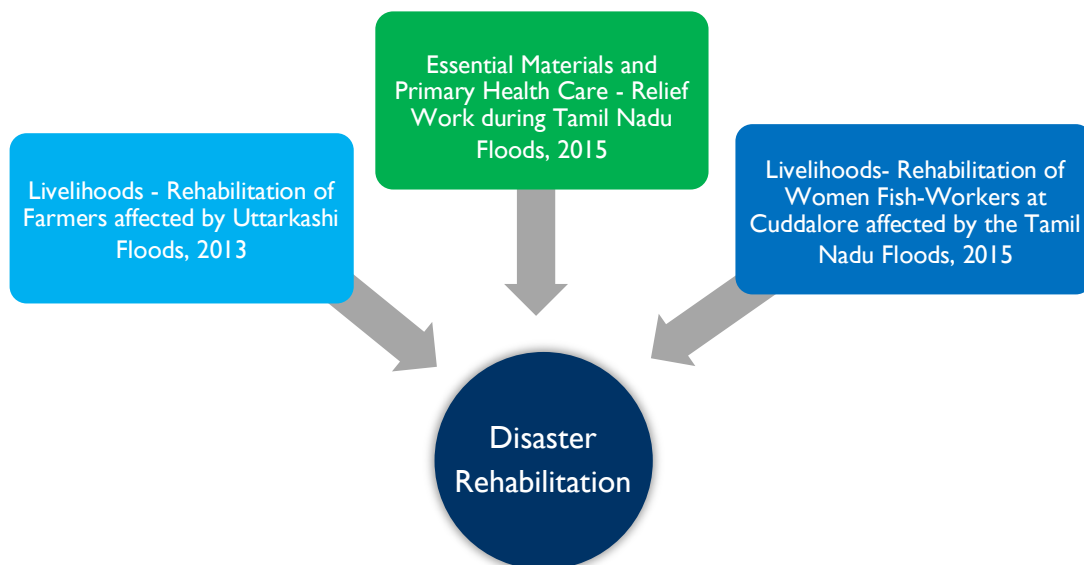
Output	Outcome
Continuation of project and partnership working towards welfare of waste pickers.	8000 waste pickers benefitted with access to social and health security measures. Skill up-gradation of around 100 informal waste pickers to engage in organic waste management, organic terrace gardening etc.

Disaster rehabilitation

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

During 2017-18, 'Unnati' the rehabilitation project that we had initiated in Uttarakhand in the aftermath of the floods there in 2013 has progressed to an advanced stage with the farmers' cooperative obtaining all the regulatory and compliance requirements to manufacture and sell value added products from farm produces. Back in 2013 when we started, our broad goal was to strengthen local livelihoods of communities in 22 villages in the Uttarkashi district. While we think there is a long way to go in this regard, our assessment is that the program is at a stage now where the basic institutional scaffolding is in place and it can be built up effectively, going forward.

In 2016-17, we started a rehabilitation project in Cuddalore district for those affected by the Tamil Nadu floods of 2015. This project is focused on promoting sustainable livelihoods among the most vulnerable women from the fishing community and providing them with capital support, skill training in value added products, marketing skills and linkage to markets. Last year, it enabled the women to set up 12 Micro-Enterprise groups and facilitated their participation in the formal markets. Women are the bulwark of any community and such efforts will enable the fisher community to respond to any future disaster in more effective ways.

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

International chapters

The first major partnership for Wipro cares north America began in 2015 with first book, a 501(c)(3) non-profit organization based in Washington, dc that provides free books to children in need. Since then, Wipro cares chapters in North America and first book have been working together to donate more than 234,000 books in communities throughout the U.S.A and Canada. Employees also regularly donate to first book, with a 1:1 matching by Wipro. More than 100 Wipro employees have also committed their time to the million women mentors program, an initiative designed to engage more women in stem careers in U.S.A.

In the year, U.S.A was hit by two devastating hurricanes – hurricane Harvey and hurricane Irma. Wipro employees rallied around to volunteer and contribute money towards the relief initiatives. Wipro matched the contributions and further donated $250,000 to the rebuild Texas fund.

In south Africa, we have been active participants in a number of programs aligned with the 'broad based black economic empowerment (BBBEE) act' that aims to distribute wealth across a spectrum of previously disadvantaged South African society. Our work covers computer literacy for youth, skills and entrepreneurship development and working with underprivileged schools.

The power of engaged employees

Employees are integral to many of our social programs in many ways. Providing them a platform to engage develops a sense of citizenship and larger responsibility towards society. From our experience, employees also see this as a workplace differentiator, the Wipro cares trust is built on a model of employee contribution that is matched by Wipro. More than 25,000 Wipro employees are currently engaged with Wipro cares either through volunteering or by way of monetary contributions or both. During 2017-18, more than 11500 employees from nearly 40 chapters in India and overseas collectively spent around 32500 hours in voluntary engagement on a wide range of community and environmental initiatives involved and engaged employees add great value to our programs. One of our prime goals for the next two years is going to be to further increase the scale and scope of employee engagement.

Wipro Applying Thoughts in Schools (WATIS)

Context

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

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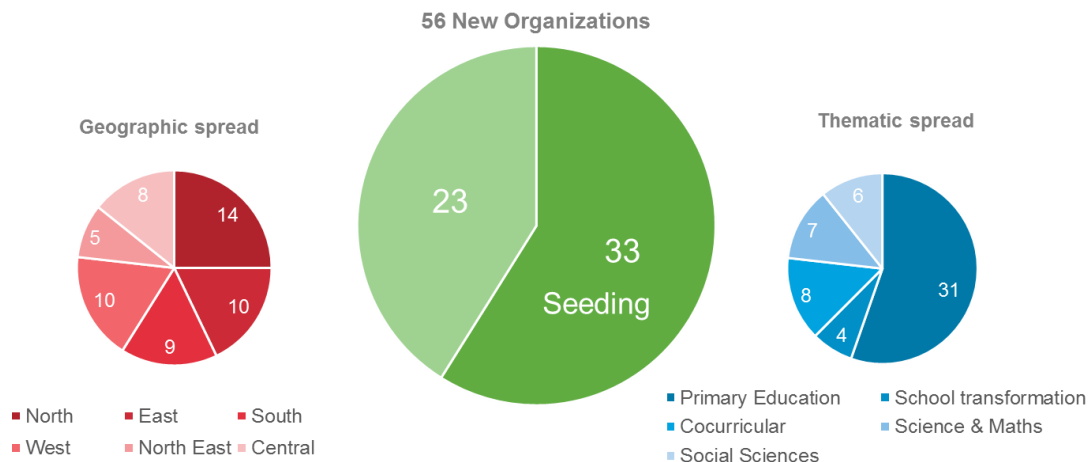
Overview of Our Work

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

In 2015-16, drawing on the lessons learnt over the past decade of working on issues in education, we decided to significantly increase the number of organizations that we support in the coming years, with a specific focus on new and early stage organizations. As part of our strategy, in addition to the Grants program, we initiated a Seeding Program for Educational csos in 2016. The program focuses on new and young start-ups in school education through a structured program of fellowships for the founders. Cumulatively, we have supported 56 new organizations as part of the expansion strategy of supporting 100 new organizations by 2020.

In 2017-18, we supported 32 new organizations (17 through the seeding fellowship program and 15 through the grants program) across the country working across a myriad of educational domains.

A snapshot of the geographic and thematic spread of supported organizations is shown below:

56 New Organizations

Geographic spread

23 | 33 Seeding

14, 10, 9, 10, 5, 8

■ North ■ East ■ South
■ West ■ North East ■ Central

Thematic spread

6, 7, 8, 4, 31

■ Primary Education ■ School transformation
■ Cocurricular ■ Science & Maths
■ Social Sciences

In addition, we continued to support 7 older partnerships, 4 of which concluded this year. In FY 2018-19, we plan to sustain the partner network expansion by adding 10-15 organizations.

Approach

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

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

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

Program Outcomes and Impact

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

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

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

Understanding Impact

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

In this section, we look at Inputs, Outputs & Outcome for this year at a program level - captures the overall financial outlay for the program (Input) and the key Output and Outcomes.

Input, Output & Outcome at Program level

The financial outlay for our work in 2017-18 was INR 67.86 million. The below table lays out some of the key outputs and outcomes this year at a program level.

Outcome	Output
• 32 new organizations have been supported this year; of these 17 organizations (31 fellows) were supported through seeding fellowships and 15 through organization support grants • Cumulatively, 56 organizations supported towards 100 organizations by 2020	• Through fellowships, enhanced capacities to set-up/run organizations in a sustained manner • Organizations are deepening their capacities in subject areas like science, language and primary education • Organizational capacities are also being developed through stronger leadership and improved systems and processes.

- Continued support to 7 older partnerships, 4 of which have concluded this year.
- A framework for learning and capacity building support for early stage organizations is in place.
- Capacity building of new partners for primary mathematics was launched in partnership with jodo gyan in October 2017
- Partnerships with digantar (foundations of education), vikramshila (early language learning), bookworm (library workshop) and head held high (organizational support in accounting, legal, hr etc.) Have been established for capacity building workshops for new, early-stage partners; workshops will commence from q1 of fy 19
- 17th partners' forum on organizational sharing was held in May 2017. The 3-day forum was a well-attended affair with over 100 participants from various organizations.
- Orientation workshops were done for cohort 3 and 4 fellows; annual fellows meet was held in June 2017

Wipro Seeding Program Fellows' Meet
14th - 16th June, 2017 I Bangalore

Wipro Science Education Fellowship Program in the U.S.A.

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

In 2017-18, a revised strategy and roadmap till 2022 for Wipro SEF in the US was put in place and implementation of this has begun. The average spend will continue to be ~ USD 2 Mn. Dallas was added early in the year in partnership the University of North Texas (UNT Dallas) with a total of 17 fellows started as part of Cohort 1. In late Dec, Santa Clara, Jefferson City (MO) and Tampa (FL) were added in partnership with Stanford University, University of Missouri and University of Southern California .The

formal launch and inaugural of these sites was done in April. The other existing programs in NY, NJ and Boston will continue; however, a decision to disengage with Michigan State University was taken.

The multiplier effects of the program are clearly evident e.g. (i) Braintree Public Schools (BPS) in Massachusetts is committed to expanding the benefits of the Wipro SEF program through the K-12 science department (ii) Several fellows from the Mercy College site will be presenting their work at national and international conferences

The mid-year survey conducted for evaluation by David Heil & Associates (DHA) to New York and Texas fellows, indicated that overall there are high levels of satisfaction from NY and TX fellows and district coordinators.

Community initiatives in South Africa- Wipro Siyapha

"Siyapha" translates to "We Give" in the Nguni language in South Africa. In line with Wipro's principle of 'good citizenship', Wipro in South Africa has instituted a set of policies, practices and initiatives that contribute towards some of the social goals of South Africa. These initiatives are in line with the Broad-Based Black Economic Empowerment (BBBEE) Act of South Africa, which aims to distribute wealth across a broad a spectrum of previously disadvantaged members of South African society. The Act is centered on five elements - ownership, management control, skills development, enterprise and supplier development, and socio-economic development. Companies are expected to have a social strategy that addresses all these areas.

The BBBEE Act aims to enhance the economic participation and representation of previously disadvantaged South African communities in the economy. Wipro, South Africa strives to contribute towards these goals through appropriate policies and business practices. For example we have a strong focus on localization of the workforce in South Africa. We also have a procurement policy in place that ensures maximum local procurement possible in line with the BBBEE Act and other related regulatory requirements. Wipro Siyapha b6urings together multiple initiatives under the pillars of skill development, enterprise development and socio-economic development.

Skill Development Through Internship Programs

Wipro is extending its global expertise in IT services to South African nationals through its WEESA (Wipro Employability Enhancement for South Africa) program. Interns are selected following an intensive process consisting of aptitude tests and personal interviews. Upon selection, interns undergo a six months training exercise which includes a rigorous 3-month technical and soft skills training at Wipro's Center of Excellence in Johannesburg and a 3-month on-the-job training at client sites. Interns who do well in the program are offered employment in Wipro South Africa. Wipro Overseas Internship Program also offers a few of these interns the opportunity for a further two -month training in India. We also offer a one month graduate training program in Wipro's Bangalore, India facility for the associates of one of our banking clients in South Africa.

Enterprise and Socio-economic Development

In line with Wipro's long commitment to education as an area of social change, our Enterprise Development (ED) and Socio-economic Development (SED) initiatives in South Africa also have a strong focus on education. Under the ED & SED pillars, Wipro has supported the setting up of computer learning incubators and libraries in schools and community centers in rural areas. We have also supported after-school centers in urban disadvantaged areas. We are currently in the process of devising a long-term strategy to contribute to improvement in education in South Africa which will be similar in many ways to our school education programs in India. In addition to this, employee contribution through volunteering and donation drives are organized regularly to encourage a culture of giving and participation by employees.

Key Updates for FY 2017-18

Strategy and operational plans for the three pillars Skill Development, Enterprise and Supplier Development & Socio-economic Development. We completed BBBEE Audit for FY 2017 under new codes and achieved level 3 rating. 28 interns successfully completed theoretical and on-the job training. We partnered with Industrial development Corporations (IDC) and provided computers and trained educators in field of basic education training for 14 out of 29 schools.

We provided grants to 2 startup organizations to cover operational costs for the year and currently mentoring them with basic business skills (writing proposals, acquiring new contracts, networking). As a result of our assistance, the 2 companies have employed 4 full-time employees and acquired 4 new business contracts apart from Wipro.

We identified two NGO's for strategic initiatives in school educations. We also conducted out donation drive and business mentorship by staff.

Sustainability education-Wipro earthian

Wipro-earthian is Wipro's Sustainability Education Initiative which seeks to support and drive sustainability thinking and action through the learning process in schools and colleges across India. This initiative covers two inter-linked programs – the Wipro earthian Awards program and the Continuous Engagement Program (CEP) program. The Awards program aims at expanding outreach to schools across the country, especially in remote, rural areas. The participatory nature of the program encourages as many students as possible to engage with issues of sustainability in depth over a period of four months. It provides school students with exposure to multiple perspectives on biodiversity and water, and encourage college students with critical thinking on urban sustainability issues related to Water, Mobility and Waste. On the other hand, the CEP is intended to promote integrated sustainability education in schools and colleges and to co-create educational practices within institutions that eventually leads to an enhanced sustainability footprint in the learning process.

Our cumulative outreach has been more than 10,000 educational institutes via social media and other digital channels. Geographically, our reach is in 29 states and 3 Union Territories. We continue to offer the program in five languages (Hindi, Tamil, Telugu, Malayalam and English) for schools and our total submissions for FY 2017-18 was more than 1350 from Schools and Colleges. Nine college and eleven school teams were selected as winners for 2017 by an independent jury and felicitated by Mr. Azim Premji at the annual Wipro-earthian awards.

Programs Outputs & Outcomes

Output	Outcome
Awards Program	
Partnered with CEE and CPREEC and state governments for mass school outreach and school teacher orientation workshops across India.	8 colleges and 11 schools selected as winners.
School Program translation to 5 regional languages.	More than 1250 school submissions on Biodiversity and Water from all over India. Entries received after rigorous, year on year activities with schools, through partners.
51 workshops conducted for schools across 29 states and 3 Union Territories through our partners.	Submissions from 170 + colleges across India on issues of urban Mobility , Waste and Water
2503 teachers from 2130 schools attended the workshops.	Cumulative submissions of 1350+ are the highest in 7 years of the program
Continuous Engagement Program	
SCHOOLS	
• 12 schools with participation from 65 students and teachers have completed 3 day experiential field workshops in: • Sindhudurg, Maharashtra • Andaman and Nicobar Islands • Katerniaghat Wildlife Sanctuary, UP	The field experiential workshops helped teachers and students understand human-nature and other interconnections across water, biodiversity, agriculture, climate change etc. better.
Sustainability Learning Corners set up for winning schools • 11 Wipro earthian 'Sustainability Learning Corners' set up in 11 schools across India with a diverse collection of audio, video and print mediums on the theme of sustainability	Positive feedback from schools on sustainability learning corners indicate that it serves an effective long term repository on sustainability issues, that most of these schools would otherwise have limited or no access to.
COLLEGES	
Sustainability Internships • 13 students from 4 winning colleges have completed their sustainability internships with ATREE, CSTEP, WRI, NCF, Hasiru Dala, TRUCOST	• Over the years, College Sustainability Internships have exposed students from various backgrounds to interesting paradigms, schools of thought, innovations and specializations in the sustainability arena. • The feedback from both our partners and students have indicated that the experience has been unique and valuable.

Wipro earthian Sustainability Quiz • Completed 6 Wipro earthian sustainability quizzes at BITS Goa, IIMB, IIM Kozhikode, NIT Trichy and IIT Kharagpur and Goa Institute of Management • with participation from 510 teams and 1020 participants	• The Wipro earthian sustainability quizzes have gained tremendous momentum and have become a standard feature in many top college festivals. It has served as a good mass learning tool for sustainability issues, but also drives Wipro's brand position as a thought leader in sustainability for higher education • First time National finals held in the Wipro Corporate office in Bangalore with IIM Bangalore as winners
Collaboration with XSOS, Xavier University Bhubaneshwar • SALT workshop facilitated at XUB with participation from 10 regional institutes • Renewed support for the SDP program with 6 students placed with NGO partners in Maharashtra, Uttarakhand and Nagaland.	• Increased participation from regional colleges in Orissa • XUB developing into a regional hub for sustainability education as well as for the Wipro earthian program • Additional exposure for XUB students
Sustainability case study compendium • Signed an MOU with IIM Ahmedabad for a Sustainability Case Study compendium for B-schools which will lead to an academic publication, to be used by B-schools across India for disseminating industry best practices in sustainability and classroom learning	
Urban Planning case study compendium ▪ Signed an MOU with CEPT University to develop a first of its kind compilation of case studies and other pedagogic tools for urban planning.	
IIMB Sustainability Fellowship and Faculty research grant ▪ Have renewed support for Sustainability Fellowships for up to 2 doctoral students at Indian Institute of Management Bangalore (IIMB) ▪ Signed an MOU with IIMB to support Faculty Research grants on the topics of Business & Human Rights and Sustainability Risks	
Advocacy for sustainability education ▪ Signed an MOU with CTARA (IITB) to explore potential advocacy related collaborations including (a) Publication of a book which compiles the of CTARA (b) Facilitate annual seminars/workshops for other engg/tech institutes doing field/developmental work. The platform can serve as a networking space and catalyst to foster collaborations in Technology for Development space	

Assurance Statement

DNV·GL

Scope and Approach

DNV GL Business Assurance India Private Limited has been commissioned by the management of Wipro Limited ('Wipro' or 'the Company', Corporate Identity Number L32102KA1945PLC020800) to carry out an independent assurance engagement on the non-financial - qualitative and quantitative information (sustainability performance) in its Annual Report 2017-18 ('the Report') in printed format and references to the Company's website, for the financial year ending 31st March, 2018.

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

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

The Report brings out the scope and boundaries of sustainability performance disclosures in the Section 'Overview of Integrated Report' for the identified capitals i.e. Financial, Intellectual, Human, Social and Relationship, and Natural - hereafter referred to as 'Capitals'. We performed a limited level of assurance based on our assurance methodology VeriSustainTM(1), which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised* and GRI Guidelines. Our assurance engagement was planned and carried out during April 2018 – June 2018. The intended user of this Assurance Statement is the Management of Wipro. We disclaim any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this Assurance Statement.

Responsibilities of the Management of Wipro and of the Assurance Providers

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

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

Basis of our Opinion

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

We undertook the following activities:

- Review of Wipro's approach to identification of key capitals, the processes of stakeholder engagement and materiality determination, and its outcome as brought out in this Report. We did not have any direct engagement with external stakeholders;
- Interviews with selected senior managers responsible for management of sustainability issues and review of selected evidence to support issues disclosed   in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver the Company's sustainability objectives;
- Site visits to sample locations of the Company: (i) Electronic City (EC) -1, -2, and -3, Bengaluru; (ii) Chennai Development Centre (CDC) -2 and -5; (iii) Wipro - Airoli, Mumbai, and Pune Development Centre (PDC) -2, to review processes and systems for preparing site level sustainability data and implementation of sustainability strategy. We were free to choose sites for conducting assessments;
- Review of supporting evidence for key claims and data in the Report;
- Review of the processes for gathering and consolidating the performance data related to the chosen GRI Standards;
- Verification of the data consolidation of reported performance disclosures in context to the Principle of Completeness as per VeriSustain for a limited level of verification; An independent review of Wipro's reporting against its Business Responsibility Report for the year 2017-18 covering requirements under Section 'a' to 'e'.

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

Opinion

On the basis of the verification undertaken, nothing has come to our attention to suggest that the Report does not properly describe the following sustainability disclosures, i.e. disclosure requirements as set out by SEBI for Business Responsibility Reporting and the <IR> framework including the following GRI Standards:

- GRI 201:Economic Performance 2016 – 201-1, 201-2, 201-3, 201-4;
- GRI 204: Procurement Practices 2016 – 204-1;
- GRI 205: Anti-corruption 2016 – 205-1, 205-2, 205-3;
- GRI 302: Energy 2016 – 302-1, 302-2, 302-3, 302-4, 302-5;
- GRI 303: Water 2016 – 303-1, 303-2, 303-3;
- GRI 305: Emissions 2016 – 305-1, 305-2, 305-3, 305-4, 305-4, 305-5, 305-6, 305-7;
- GRI 306: Effluents and Waste 2016 – 306-1, 306-2, 306-3;
- GRI 307: Environmental Compliance 2016 – 307-1;
- GRI 308: Supplier Environmental Assessment 2016 - 308-1, 308-2;
- GRI 401: Employment 2016 – 401-1, 401-2;
- GRI 403: Occupational Health and Safety 2016 – 403-1, 403-2, 403-4;
- GRI 406: Non-discrimination 2016 – 406-1;
- GRI 407: Freedom of Association and Collective Bargaining – 407-1;
- GRI 413: Local Communities 2016 – 413-1, 413-2; GRI 414: Supplier Social Assessment 2016 – 414-1 ;
- GRI 418: Customer Privacy 2016 – 418-1; GRI 419: Socioeconomic Compliance 2016 – 419-1.

Observations

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

Materiality

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

The Report brings out identified material topics on the basis of an internal materiality determination exercise, as well as through benchmarking with peers, sustainability rating agencies and applicable sustainability reporting frameworks. The Company also considers key concerns arising from its stakeholder engagement processes to be key inputs for its materiality determination

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

Stakeholder Inclusiveness

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

Wipro has formal and informal processes in place for stakeholder engagement, and responses to key concerns are brought out in the Report through descriptions of appropriate strategies. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report brings out Wipro's feedback and responses on key concerns, expectations and issues raised by its key stakeholders through its policies, strategies, management systems and governance mechanisms that the Company has established. Further, the Report brings out responses to issues and topics identified as material, including plans towards value creation across identified Capitals in a coherent manner. On the basis of review of the Report, nothing has come to our attention to suggest that the responses related to identified material topics are not adequately represented in the Report.

Reliability

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

The majority of data and information verified at Corporate Office and at sample locations visited by us were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors have been corrected. It is suggested that Wipro may implement appropriate tools for sustainability data management with a process of change management and internal reviews and validation to further strengthen the reliability of its performance disclosures.

Completeness

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

The Report brings out Wipro's Economic, Environmental and Social performance through topics it has identified as material, and uses appropriate GRI Standards to disclose its performance on these topics. Further the business models and value creation strategies across Wipro's identified Capitals are adequately brought out within the Report in line with key requirements of the <IR> framework. On the basis of review of the Report, nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

Neutrality

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

The disclosures related to sustainability performance and issues are presented in a neutral tone, in terms of content and presentation, along with key concerns and challenges faced during the period.

For DNV GL Business Assurance India Private Limited

Vadakepatth Nandkumar Lead Verifier Head – Regional Sustainability Services DNV GL Business Assurance India Private Limited, India.	Kiran Radhakrishnan Verifier DNV GL Business Assurance India Private Limited, India.	Prasun Kundu Assurance Reviewer DNV GL Business Assurance India Private Limited, India.

14th June, 2018, Bengaluru, India.

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Feedback and Communication

We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability Report 2017-18 in particular and on our sustainability program in general and look forward to hearing from you. It is your honest feedback that will enable us to strengthen and improve our sustainability program. You may write to us at any of the following contact points:

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

Wipro Limited

Doddakannelli, Sarjapur Road
Bengaluru - 560035
India

(T) +91 (80) 2844 0011
(F) +91 (80) 2844 0256
(W) wipro.com