

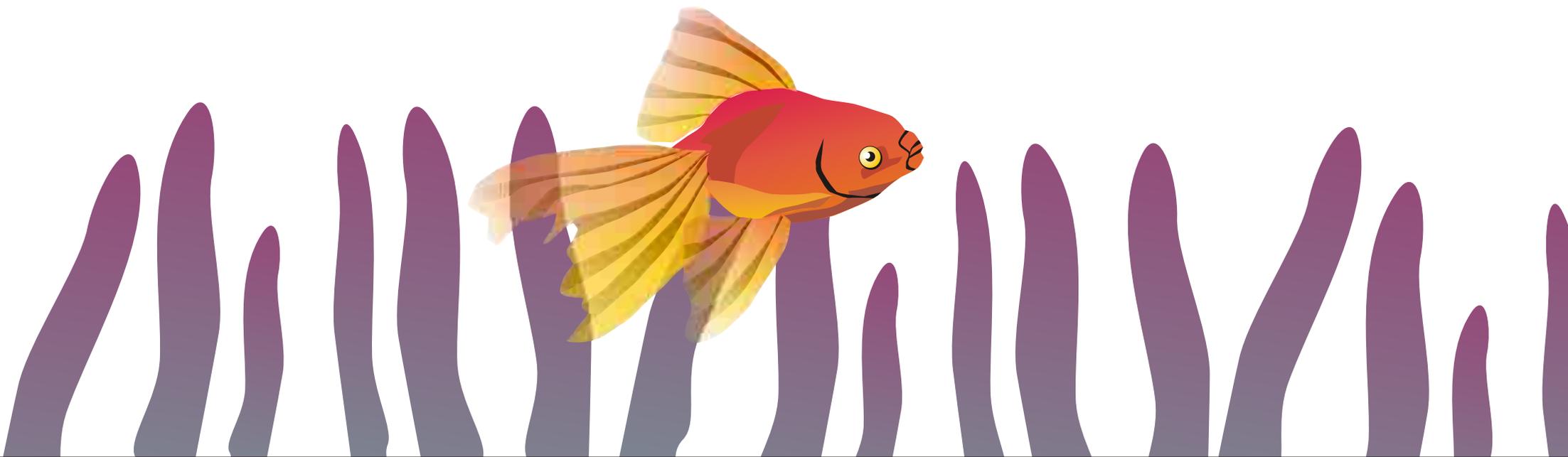
SYMBIOSIS FOR SUSTAINABILITY - WE ARE TOGETHER



Wipro Sustainability Report 2007-08 is assessed at application level A+ through independent third party verification



This report is printed on 100% recycled paper



## Symbiosis for sustainability - We are together

Symbiosis\* is about close and long term interactions between different species. This relationship is such that it provides real benefit to both species.

Symbiosis is the cornerstone of survival and sustainability for both the species.

As we understand Nature more, we are realizing that symbiosis is equally important for the evolution of species.

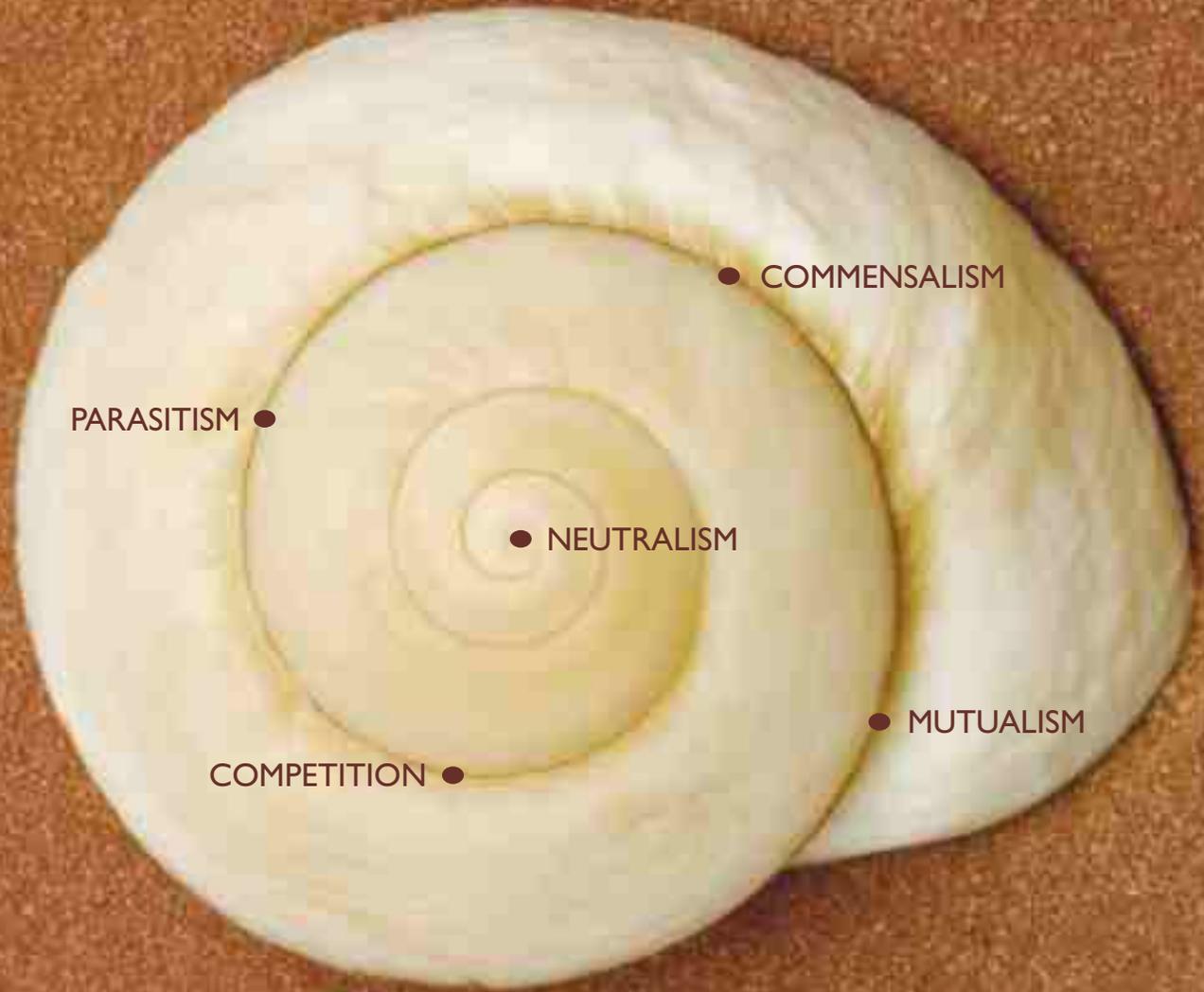
As a motif for our first Sustainability Report therefore, “Symbiosis” is resonant.

Resonant with what we think Sustainability is, and must mean for corporations.

Resonant with the deep, beautiful complexity of nature and of the human mind.

Resonant with eminently practical purposes, with the here and now and with evolution to tomorrow.

\*We prefer to stay with this clear use of the word symbiosis. There are other interpretations and usages of “symbiosis” but in our understanding, we equate “symbiosis” with “mutualism” ( please refer the visual in the next page).



PARASITISM ●

COMPETITION ●

● NEUTRALISM

● COMMENSALISM

● MUTUALISM

## Level One: Neutralism

Neither species is harmed. No conflict, but no benefits either.

## Level Two: Competition

Neither species truly benefits. Conflict over resources. No interaction.

## Level Three: Parasitism

One species benefits, while the other is harmed. Species have begun to engage with others in ways beyond conflict, but the benefits are balanced by losses on the other side.

## Level Four: Commensalism

One species benefits, the other is unharmed. Species have found a way to interact without causing harm, but the benefits are still one-sided.

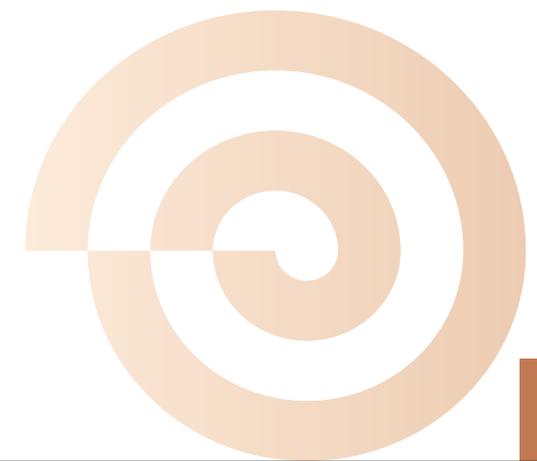
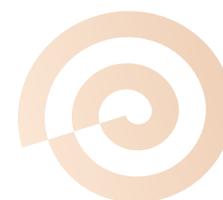
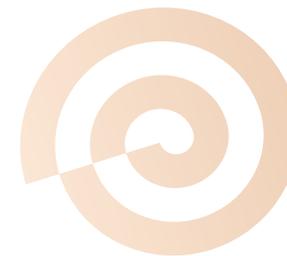
## Level Five: Mutualism

Both species benefit. This is where the most complex, and stable relationships are found in nature.

A good sustainability report should reflect 'mutualism' between a corporation and the society that it is a part of.

It is this spirit of mutualism that is embedded in Wipro's commitment to sustainability; Our commitment is based on a bedrock of values and thoughtful, responsible actions towards its stakeholders.

Our report is a living document that tries to reflect our commitment, our aspirations and our vision for sustainability. We have seen this report as much more than a report; it has been a nine-month-long deliberate exercise of reinforcing sustainability in every aspect of the organization. It has been another key step in continuous organizational development.



**M**any biologists consider coral reefs to be more diverse and productive than their land equivalents; the rainforests. Corals are the only animals other than humans that are capable of building structures that can be seen by space. The Great Barrier Reef for instance is constructed from small coral polyps that together form a nearly 2000 mile long barrier reef.

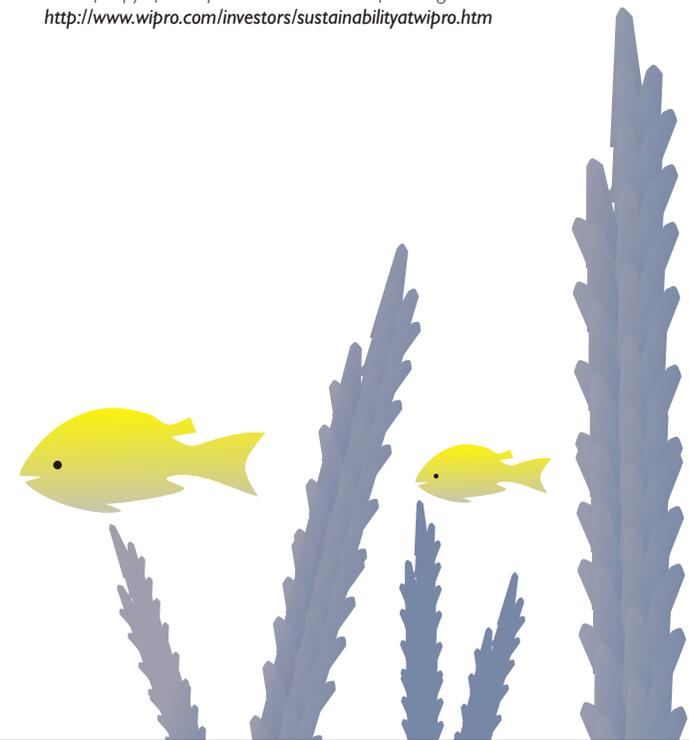


# TABLE OF CONTENTS

<b>1. Letter from the chairman .....</b>	<b>7</b>		
<b>2. Report profile, scope, methodology and assurance approach .....</b>	<b>11</b>		
a. Report profile			
b. Determining the scope, content and boundary of the report			
c. Data measurement techniques and protocols			
d. Our approach to report assurance			
<b>3. Sustainability - Wipro's perspective and strategy .....</b>	<b>19</b>		
a. Economic sustainability			
b. Ecological sustainability			
c. Social sustainability			
d. Sustainability performance highlights			
e. Principal goals			
f. Commitment to external charters and initiatives			
<b>4. Organization profile .....</b>	<b>29</b>		
a. Spirit of Wipro			
b. Wipro, the organization			
c. Governance and management practices			
<b>5. Wipro and its stakeholders .....</b>	<b>39</b>		
a. Stakeholder engagement framework			
b. Wipro and its employees			
c. Wipro and the current / future generations			
d. Wipro and its customers			
e. Wipro and its investors			
f. Wipro and its suppliers			
		g. Wipro and the society	
		h. Wipro and the government / regulators	
		<b>6. Assurance statement &amp; contact information .....</b>	<b>85</b>
		a. Feedback & Communication	
		b. Assurance statement by DNV	
		<b>7. Index &amp; glossary .....</b>	<b>89</b>
		a. Index of GRI indicators	
		b. Glossary of acronyms	

As you read this report, you will come across the use of acronyms at several places. Please refer Section 7b that contains an extensive glossary of the acronyms used in this report.

The softcopy of the report is available at the following link  
<http://www.wipro.com/investors/sustainabilityatwipro.htm>



A large school of blue-striped snappers swimming in clear blue water above a coral reef. The fish are densely packed and moving in a coordinated pattern. The background shows a healthy coral reef structure.

It is estimated that coral reefs provide \$375 billion per year around the world in goods and services. If the present rate of destruction continues, 70% of the world's coral reefs will be destroyed by the year 2050.\*

\*Source : [coral.org](http://coral.org) and [nature.org](http://nature.org)

# 1 LETTER FROM THE CHAIRMAN

Dear Fellow Stakeholders,

## Why this report?

Ecological sustainability is easiest captured in the thought 'our current needs should be met without impairing the means for the future generations to satisfy their needs'. Social sustainability reflects a society where there is dignity for every individual.

In its highest form, this view must encompass all species, all of nature.

While there is surely a higher ethical and moral imperative for ecological and social sustainability, even a very basic understating compels us for definitive and quick action.

The idea of 'Triple Bottom-line' i.e. focusing on people, planet and profit, which emerged in the last decade, captures crisply the three imperatives that must drive business.

Businesses focusing solely on profits reduce their chance of long term survival by ignoring the ecological and social costs; this is the popular view. While agreeing with this, we also believe that addressing ecological and social challenges provides us with profitable business opportunities not only in the long run, but also in the short run. We believe this idea has rightly gained momentum, and today it is visible in the form of frameworks advocated by Global Reporting Initiatives, or GRI framework as it is better known.

Wipro has decided to adopt the GRI framework for reporting on all the three aspects - ecological, social and economic performance from the year 2008. This reporting is in addition to the existing reporting system followed by Wipro of annual reports and quarterly results.

## Birth of the idea

We have always felt and believed that we must act responsibly - towards everything. We have tried to do this with sincerity and always with the knowledge that we can improve on this dimension, as on everything else.

It's at our core - Acting with Sensitivity by being Thoughtful and Responsible and having Unyielding Integrity are deeply a part of Spirit of Wipro, our Values.

This notion of being "Responsible" has manifested itself in many ways at Wipro - in conducting business with fairness and integrity, in corporate governance and transparency, and in operating practices.

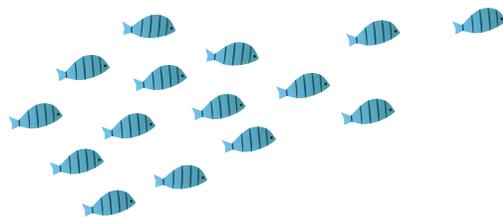
The operating practices of our businesses have continuously evolved because of this belief from the decades old focus on (e.g.) conserving paper by reusing envelopes, increasing usage of environmentally friendly furnace fuels in our Consumer Care Business to our latest initiatives in managing e-waste through our PC Business.

As much as our operating practices have evolved, our thinking and consciousness have also evolved over the whole notion of Responsibility. It has been a continuing journey, with some significant milestones over the last decade.

Over the last decade, Wipro has consciously engaged with issues that go beyond immediate economic gains and are out of the standard realm of "business". We have done this by interacting and working with social thought leaders to try to contribute in building a just, humane and equitable society.

These interactions and initiatives have taken the form of Wipro Applying Thought in Schools, Mission IOX and Wipro Cares.

Wipro Applying Thought in Schools is a focused initiative towards systemic reform in school education in India, to improve the quality of our



education. A partnership of over 30 organizations with specific projects on the ground is at the core of this initiative involving over 1000 schools across 17 states.

Distinct from Wipro Applying Thought in Schools, Wipro Cares is a collaborative initiative of Wipro and its employees - contributing managerial expertise, collective knowledge and money in community development, where ever we operate.

Mission10X is one of our quantum innovation projects. Quantum innovation starts with figuring out where you want to be. It is about our aspirations and Mission10X is one of our aspirational projects. Mission10X aims at promoting systemic changes to current teaching-learning paradigms in Engineering Education in collaboration with the academia. Launched in 2007, Mission10X is formed as a not-for-profit trust and its vision is to empower 10,000 faculty members by 2010.

Wipro Applying Thought in Schools, Wipro Cares and Mission10X focus on basic issues of society and community. In the last twelve months, we have felt the need to add to the three initiatives of Wipro. We have felt the need to add a comprehensive initiative on ecological sustainability, sharpening and enabling our focus on the triple bottom-line in our core business.

Our view is that fundamental ecological and social change does not happen overnight, nor can it happen merely through policy changes. While policies are essential and do facilitate change, they are not adequate in kick starting change. Real change begins with small groups of committed people who take the lead in action and ignite the change process.

We have been doing substantial work on water and energy conservation, and waste management for more than a decade. About two years ago we started feeling the need for an even deeper and more ambitious initiative. These thoughts led to intense dialogue spread over twelve months, at the end of which we embarked upon 'eco-eye' - our ecological sustainability initiative, in April 2008.

## eco-eye

eco-eye is the way we see ourselves transform and engage with our stakeholders as we evolve towards a more sustainable business. We see this as a vital need of a responsible company going beyond statutory compliance. In fact, we see a more sensitive and thoughtful company as a more profitable company, both in the short and in the long run.

As with our other three initiatives, eco-eye is deeply rooted in our values Spirit of Wipro (it is a direct manifestation of Acting with Sensitivity), and operates driven by our credo of Applying Thought (it is only by truly applying thought for concerted and innovative action, that we can deal with the challenges facing humanity on ecological and social issues).

eco-eye has five themes around which we organize the initiative to realize our vision of a sustainable company in a sustainable ecology and society.

**1. Be an ecological surplus organization:** The first theme is built around ecological sustainability on four key dimensions. We target to reduce, recycle and/or refresh on the four identified areas: energy, water, waste and bio-diversity by remodeling our operations. Our long term objective is to create an ecologically surplus organization and in the medium term an ecologically neutral organization. This goal directly aligns to battling climate change and preservation of ecological balance on all key dimensions.

**2. Business investments:** We believe IT was the biggest business opportunity for the world, beginning early 1980s, and for India in the 1990s. Likewise, ecological and social sustainability will create the big business opportunities of the 21st century. Sustainability will be the defining force for both business and society. The opportunities driven by this force are in nascent stage and poised for growth. Establishing an early presence in this sector of opportunities is not only profitable but also helps build a sustainable business. Our broad portfolio of businesses gives us direct leverage to seize these

opportunities. We will identify segments in our portfolio, where we can build competencies and drive innovation by making strategic investments. For example, "Green IT" is an opportunity which we are pursuing, but the bigger opportunity that we see is in "IT for Green".

**3. Beyond Wipro:** We believe our thrust for ecological and social sustainability should not be confined to Wipro alone, as our goal is a sustainable business in a sustainable society. With this thought, to begin with we will actively work in extending the sphere of activity among interested Wipro employees through eco-eye employee chapters. With growing experience we plan to expand the initiative deeper to our suppliers, customers, partner network, communities, and to take an active part in advocacy to realize this goal.

**4. Transparent reporting:** For any major initiative to be successful the efforts expended need to be measured and a periodic stock-take helps calibrate the future plans of action. For our eco-eye initiative, we scanned the environment for a suitable reporting framework. In Global Reporting Initiatives, we found GR3 framework closest to our thinking on the dimensions of sustainability. We decided to adopt GR3 framework, the generic global standard rather than create a specific dashboard for our individual requirement.

For organizations with a large employee base, the distinction between internal and external reporting blurs. We see this feature of our organization as an asset that makes transparent reporting the only and right choice.

**5. Risk planning and mitigation:** While there are multiple views on the impact of climate change and ecological degradation, ranging from the view that it is the most serious threat to mankind, to a phobia of the intellectual minority. We believe it is better to be prudent and take necessary precautions. The risk assessment of climate change (and other ecological issues) and its impact on business is in its nascent stage and extreme views are available. Our first step in this initiative is to educate ourselves and form our point of view, so

that we neither have a knee-jerk reaction or live like the frog in a boiling pan of water, immune to gradual change in the environment. We have our risk management team focused on following the developments in the study of the climate change and its impact on business. We are also adopting an approach by which we act continuously to mitigate the outcomes of such risks, while the possibilities and trajectories of such risk events may be still a matter of significant debate.

## What next?

The popular saying goes, well begun is half done, but in this initiative, we feel "well begun" is only a very small step in the long journey towards becoming a sustainable business.

The challenge ahead of us is quite daunting but we will keep going, we will learn and we will find the path ahead.

## Beyond reporting and business

Not knowing the destination with certainty, not knowing the perfect path, and not knowing all the answers (or the questions for that matter), has never stopped Wipro from progressing.

This is not special about Wipro. This is indeed the way of all human development and progress.

It just requires the humility to accept our ignorance, keeping open eyes and open minds, and acting with the faith that we shall overcome.

I want to share some questions that I think about, and for which I certainly have no complete, final answers:

- i. The classical free market economy is clearly not the solution to all our problems and challenges...what changes (major and minor) do we need in the economic system? And how do we make them happen?

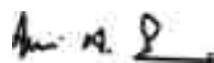
- ii. What do we do to tackle climate change faster? How do we preserve the balance of Nature on our (only) planet?
- iii. How do we eliminate hunger and poverty?
- iv. How do we deliver the gift of education and good health to everyone?
- v. How do we create a world where children don't grow up with adversity and hatred? How do we have peace and freedom, for all?

I am sure that many of you think of these questions, and more.

In fact I think it our duty and obligation to think and act on these issues - irrespective of who we are - politician, professional, businessperson or anything else. In my mind the call of this duty and obligation increases with increasing "material success".

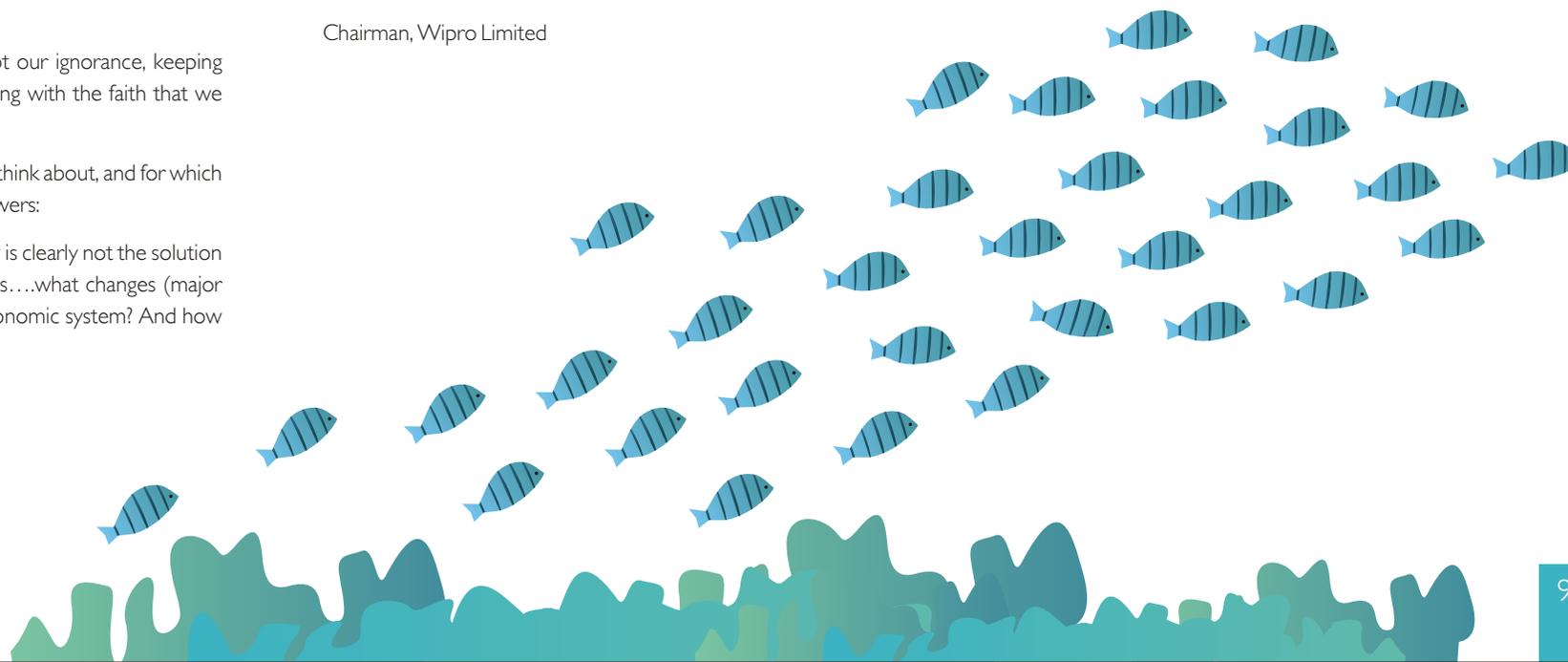
With open eyes and open minds, let's act. I have faith that we shall overcome.

Yours sincerely,



Azim Premji

Chairman, Wipro Limited



The Coral reefs are home to creatures that rely on each other for their survival. They have evolved symbiotically; their existence a demonstration that life is not just about the survival of the fittest, but about collaborating together, building partnerships and sometimes just living and letting live.



## 2 REPORT PROFILE, SCOPE, METHODOLOGY & ASSURANCE APPROACH

### 2a. Report Profile

**Reporting period:** The reporting period for this sustainability report is the fiscal year April 1, 2007 to March 31, 2008 (2007-08).

**Date of the most recent previous report:** This is our first sustainability report. However, this report supplements our annual report. The most recent previous annual report is the Annual report 2007, which is available on our website at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm)

**Reporting cycle:** We intend to publish our sustainability report on an annual basis.

### 2b. Determining the report's scope, content and boundary

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

- i. Determining what is material to Wipro
- ii. Identifying the principal stakeholders of this report
- iii. Principles (i) and (ii) above, applied in conjunction with the principle of 'sustainability context' helped us determine topics that have close relevance to sustainability
- iv. This report is Wipro's first sustainability report but this has not stopped us from trying to be as complete as possible in our reporting. We have tried to cover all major events and activities pertaining to the reporting period.

### Determining materiality of issues to report

Determining materiality is subjective and depends on the lens used. A focused, shorter term outlook tends to prioritize economic aspects while a broader, longer term perspective brings into play 'sustainability' implications of managerial decisions. At the heart of this difference is the fact that the most effective economic decision and the most optimal ecological action may result in conflicting outcomes. Therefore, this inherent trade-off between economic and ecological considerations is one of the bases for determining materiality.

While there may exist scope for trade-off between economic and ecological considerations, we at Wipro believe that basic human rights and social issues are beyond the pale of economic consideration. All human rights and social issues are important in themselves and it is only their relative priority to stakeholders that determine their materiality to a sustainability report. Our belief stems from the view that a successful business is one that generates economic profits in an ecologically sustainable way as well as by promoting a just, equitable and a humane society.

The softcopy of the report is available at the following link  
<http://www.wipro.com/investors/sustainabilityatwipro.htm>



The methodology that we have adopted for determining materiality is described briefly below:

**Step 1:** The 79 GRI indicators were clustered into 16 'aggregates' or 'categories'; Each aggregate comprises one or more GRI indicators that have similarities and synergies with each other.

**Step 2a:** 9 aggregates are classified in the 'Economic - Ecological tradeoff' category

Materiality is determined on the basis of two parameters:

- i. The relative prioritization between ecological and economic interests
- ii. Stakeholders' interest in the tradeoff

**Step 2b:** 7 aggregates are classified in the 'Social and Human Rights' category.

Materiality is determined on the basis of two parameters:

- i. Interest to Wipro's stakeholders and
- ii. Relevance to Wipro

Figure 1: Materiality matrix for 'Economic-Ecological' factors

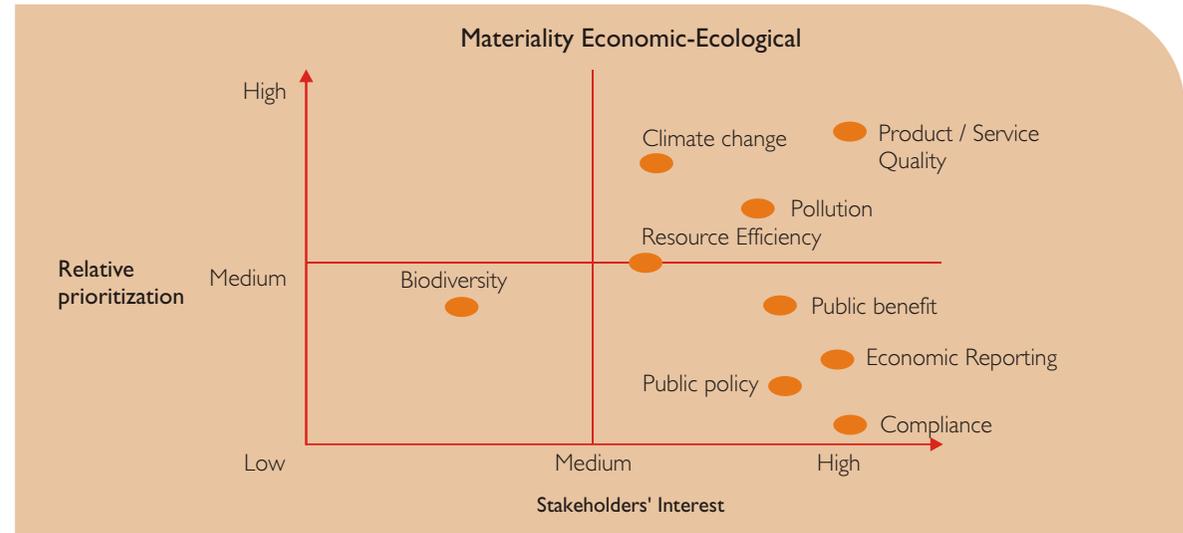


Figure 2: Materiality matrix for 'Social' factors



## A couple of examples will help illustrate the methodology -

(i) **Climate Change:** The reality of climate change and its widespread implications have pushed this issue onto the radars of most businesses in the last couple of years. Businesses may have to make significant investments to reduce their GHG footprint and not all of these investments may be economically justifiable in the short-term. This illustrates a classic trade-off situation where the ecological benefit for the organization and society is assured over the long run. However, while the long-term economic outcome may well be positive, it is the short-term outlook that introduces an element of trade-off.

(ii) **Diversity:** Diversity of the workforce is of significant importance to different groups based on Gender, Nationality, Ethnic minority, Sexual orientation etc. A diverse workforce gives rise to multiple perspectives, thereby fostering innovation and continuous improvement. While its relevance to business is undeniable, the absence of direct correlation with business outcomes places 'Diversity' at medium relevance to the organization in the matrix.

The materiality matrix provides us with a useful decision tool on where to train management attention and organization resources e.g. ecological issues of high interest to stakeholders but involving economic tradeoff merit serious attention from the organization's leadership.

The ratings in Figs 1 and 2 are on a 'Low-Medium-High (L-M-H)' scale. The ratings are relative to each other and are not based on an absolute scale. A core group of experienced and senior Wipro managers assessed each issue on the materiality scale.

## Who are the stakeholders for this report ?

Our report is structured on the stakeholder format, where the disclosure of our management strategy, performance and goals is done for seven principal stakeholders. We identified and selected the seven stakeholders out of a possible list of ten. The process of selection of the seven stakeholders is explained in detail in [Section 5: Wipro and its stakeholders](#). Table 1 below highlights the mutual impact of Wipro and these seven stakeholders.

Table 1: Mutual impact of Wipro and its stakeholders

Stakeholder	Brief description of mutual impact
Customers	Customers are the raison d'être for Wipro's existence. In turn, Wipro's solutions and services have high impact on our customers' operational effectiveness.
Employees	Employees are the backbone and the biggest assets of Wipro's knowledge-intensive businesses. For employees, Wipro goes beyond being an employer of choice; it is a place where they are able to realize their potential as individuals and human beings to the fullest.
Investors	Investors provide financial capital to Wipro and are critical in ensuring the continuity of Wipro's businesses. For investors, Wipro represents a company with high standards of leadership and corporate governance, one which provides excellent value to their investment.
Suppliers	Suppliers and contractors are critical partners in Wipro's business goals. For suppliers, Wipro is not only a source of business revenues and profits but is also a marquee customer with high reference-ability in their marketing efforts.
Current and future generations	Wipro's actions on ecological sustainability have an indirect impact on the surrounding communities. In the long run, what we choose to do (or ignore) may contribute significantly to mitigating global challenges like climate change. Our stakeholders therefore must include all of humanity, current and future.
Government and Regulators	Governments increasingly see the private sector as partners in progress and as important sources of inputs on policy formulation. Wipro recognizes this fact and actively works with the government on many areas that have wide ranging impact.
Communities and NGOs	Wipro is cognizant of the important role that social and community organizations play as watchdogs and as catalysts for social action at the grassroot level. Our extensive work in the education sector is based on a network of such partner organizations. In turn, NGOs see commercial organizations as agents of change who can further social causes powerfully if they choose to do so. The stakeholders for our education program also include 'future generations' since it has a tangible impact on influencing children and young adults.



The materiality framework and the principal stakeholders, taken together, have helped us identify the major issues with high sustainability context. We believe that we have covered all major sustainability issues that impact us.

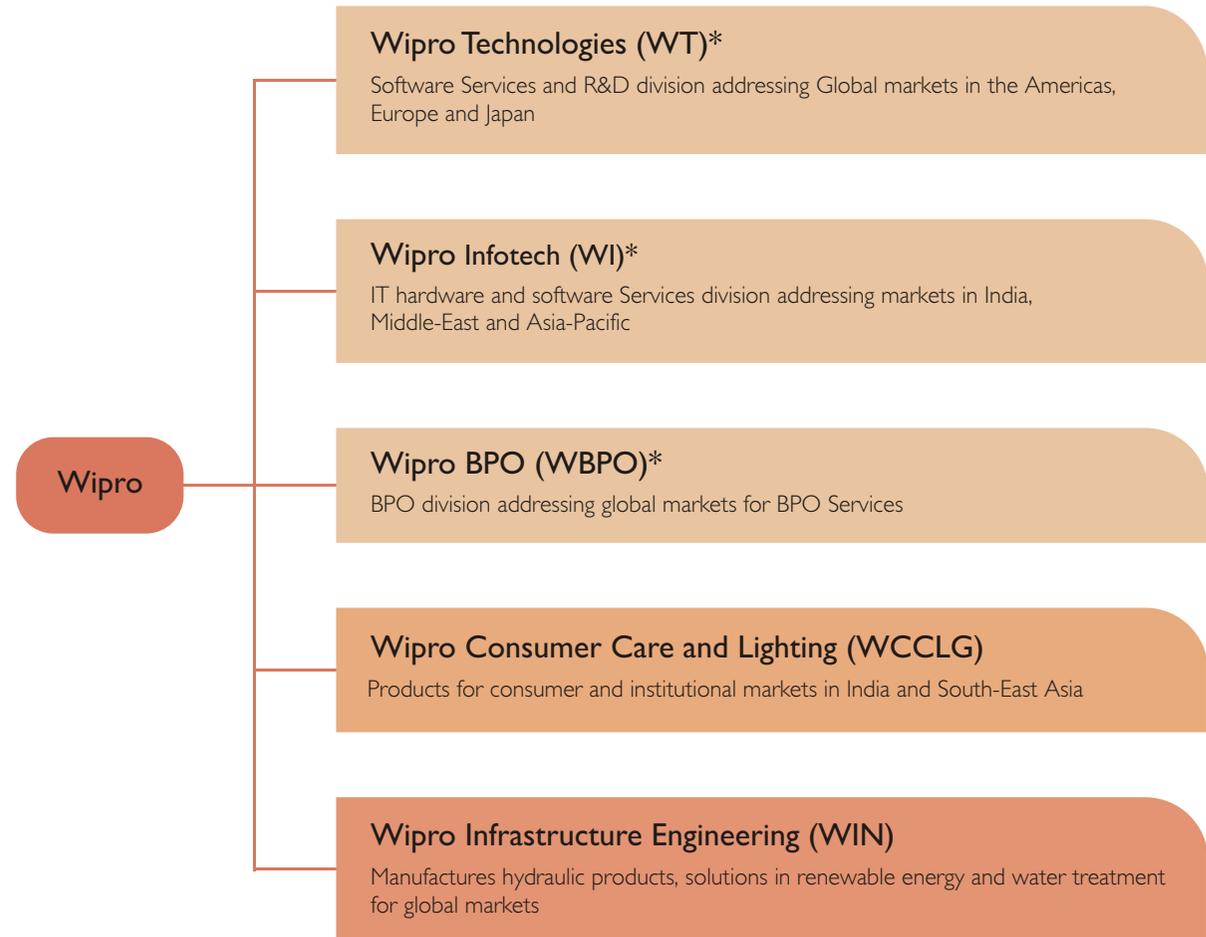
We have tried to be faithful to the spirit of sustainability reporting, but given the fact that this is our first report, we may not have been able to present some of the issues with the depth and completeness that we would have liked. We are confident that we will be able to more than address such gaps in our subsequent reports.

### Report boundary

The boundary of our sustainability report is explained with reference to the high-level organization charts shown below.



Figure 3: Visual representation of Wipro's lines of business



Note: Complete details of Wipro's holding and operational structure and the geographies / locations that we operate from are available in Wipro's annual report, 2007-08. Please refer Pages 38 and 39 and the rear inside cover for the list of development centers and plant locations. The soft copy of the report can be downloaded from at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm).

\* Wipro Technologies, Wipro Infotech and Wipro BPO collectively form Wipro's IT Business. Hereinafter any reference to Wipro's IT Business refers to these three divisions.

The boundary of this report has been determined on the basis of operational control of our business entities. In all our businesses, operational control goes hand-in-hand with financial control and therefore our report includes all subsidiaries and acquisitions.

The IT businesses accounted for 87% of the revenue and over 95% of the employee strength for 2007-08. This is one of the reasons why the scope of this report covers only the IT businesses. We believe that this is representative enough to be a good first step towards evolving our sustainability charter.

On an average, 86% of the employees of the IT business work in different Wipro locations in India. Most of the remaining 14% are stationed directly at client locations. Therefore, the ecological footprint of Wipro's overseas offices is minimal when compared to the overall footprint (in our estimate less than 10%). These factors influenced the decision to keep our overseas offices outside of the scope of environmental reporting.

Keeping in mind the fact that the processes of transition and integration are still in varying stages of progress, we have excluded acquisitions that were made in 2007-08 from the purview of the report. For the IT business, we made one acquisition in the reporting year i.e. Infocrossing, U.S.A.

**Table 2: Summary table showing the report's boundary settings**

	IT businesses (WT, WI and WBPO)	Exceptions
<b>Economic Indicators</b>	Reported information covers global operations, (India and overseas)	None
<b>Environmental Indicators</b>	Reported information covers all India operations*	Acquisitions made in 2007-08: Infocrossing
<b>Social Indicators</b> (Labor, Human Rights, Societal and Product Responsibility)	Reported information covers global operations, (India and overseas)**	Acquisitions made in 2007-08: Infocrossing

## 2c. Data measurement techniques and protocols

Wipro maintains a sophisticated infrastructure of IT applications based on SAP R/3 and satellite systems - where most of the enterprise data and information are captured, collated and analyzed. These systems cover financial, HR, sales, customer and procurement processes.

The reporting on the quantitative elements of economic and social indicators is drawn from the IT systems referred above. The maturity of the underlying processes with its rigorous checks and balances gives us confidence in the accuracy of the information disclosed in this report. Wipro's financial systems comply with the requirements of Section 404 of the Sarbannes-Oxley (SOX) framework\*\*\*.

Some of our environment management systems are yet to be completely automated - data points pertaining to environmental parameters have been derived from the MIS reports maintained by the EHS (Environment, Health and Safety) group in their respective locations.

### Protocols followed in the report

Economic data indicators are based on the Indian GAAP (Generally Accepted Accounting Principles). For more details, please refer to the Wipro annual report, 2007-08.

The calculations of carbon footprint are based on the GHG protocol available at [www.ghgprotocol.org](http://www.ghgprotocol.org) and its India version, the CII-GHG protocol or WARM.

The metric conversions for reporting the energy consumption in Gigajoules are derived from the conversion tables available in the GRI guidelines documents on environmental indicators.

\* The scope of reporting for environmental indicators is restricted to the India operations of our IT business. This covers a total of 54 facilities including development centers, BPO centers, sales offices, warehouses etc. It is to be noted that a city location may have multiple offices and therefore this number is not to be confused with the metric on the number of cities that we operate in.

\*\* The scope of reporting for social indicators is restricted to the operations of our IT business.

\*\*\* For details, please refer Wipro's Annual Report 2007-08 at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm)

## 2d. Wipro's approach to report assurance

Our sustainability reporting is driven by the belief that transparency in disclosure triggers a powerful process of reflection and learning within the organization. We view our sustainability report as not an end but as a living document that will aid our further evolution and growth. We have adopted the principle of transparent disclosure in our reporting. In line with this thinking, it was only appropriate to get our report evaluated and assured by an external third party. The services of Det Norske Veritas\* (DNV) have been used for this purpose.

We have self-assessed our report at A level as per the GRI application matrix. This report has also been third-party assured. DNV's assurance report carried on according to AA1000 standard is available on page 86.

Table 3: GRI application level maturity

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

\* Sector supplement in final version

\* Please visit <http://www.dnv.com> for details about DNV

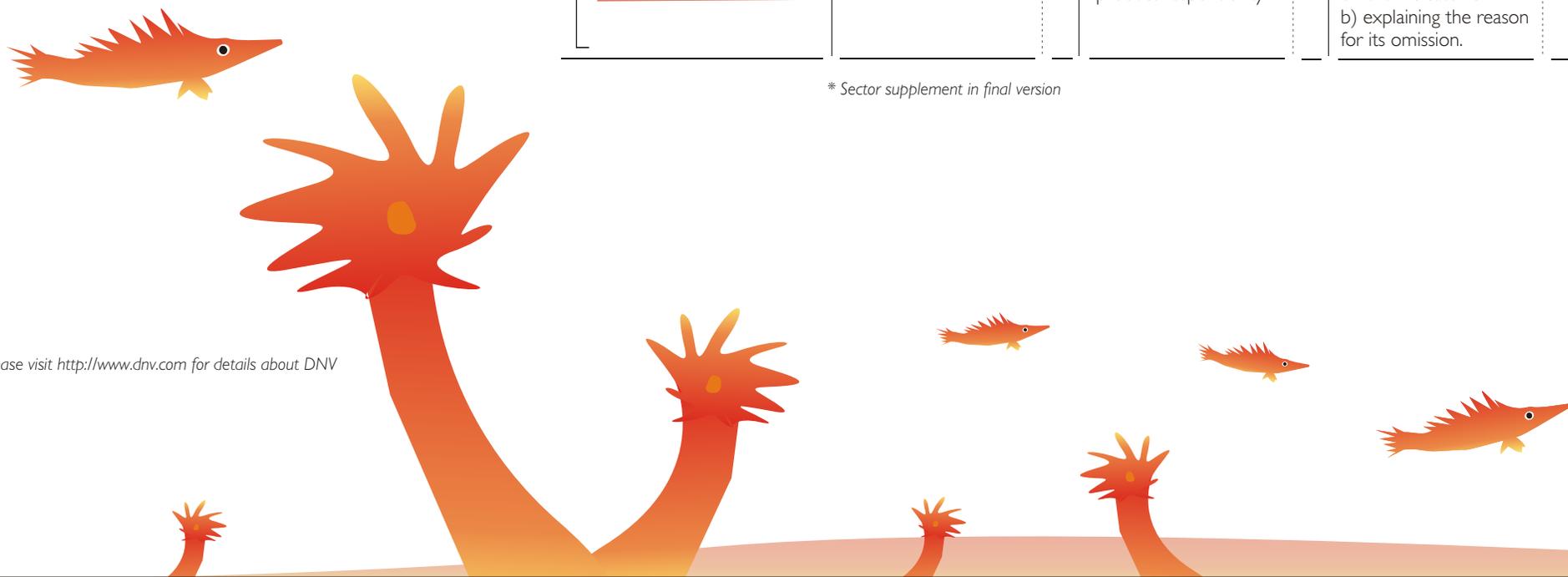
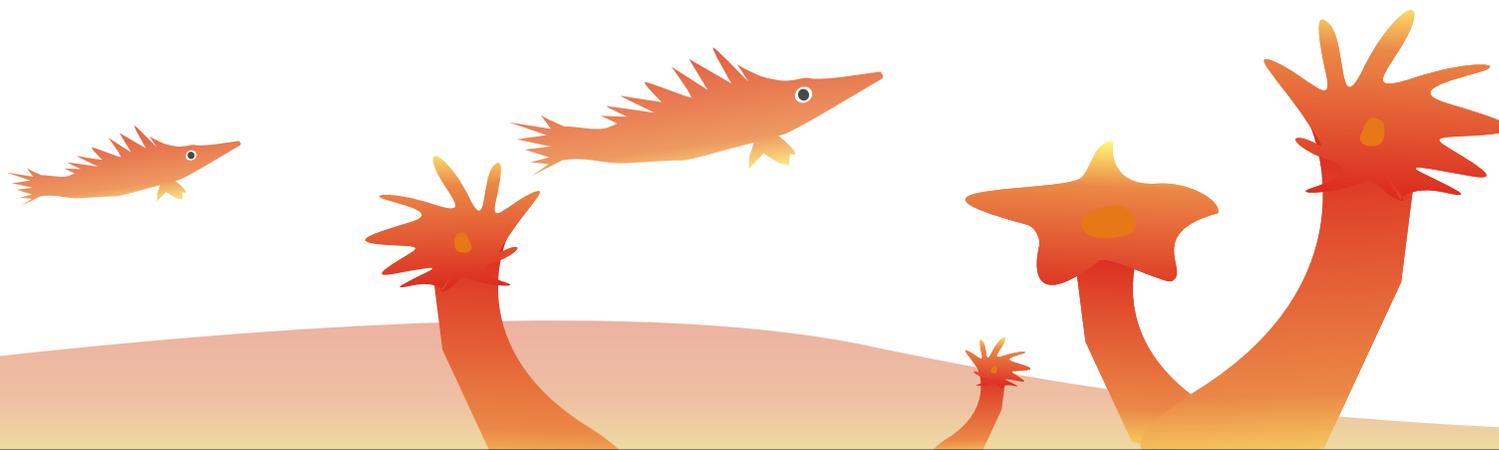


Table 4: Wipro's GRI application level is indicated in the matrix below

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



A close-up photograph of a translucent jellyfish, likely a Portuguese man-of-war, floating in clear blue water. The jellyfish's body is a pale, almost white color with a fine, reticulated texture. Several small, bright yellowish-green crabs are seen clinging to the surface of the jellyfish. The crabs are positioned at various points along the jellyfish's body, including near its long, trailing tentacles. The background is a deep, clear blue, suggesting an open ocean environment. The lighting is bright, highlighting the delicate structure of the jellyfish and the vibrant color of the crabs.

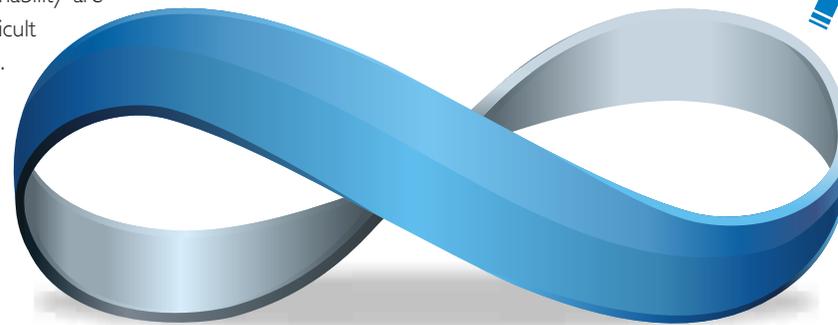
**A** crab, hitching a ride with jelly fish, rides under the protection of its free-swimming host and is carried into nutrient-rich waters which it would not be able reach on its own. In return, the crab cleans the jelly fish of parasites and scraps of food that settle on its body.

# 3 SUSTAINABILITY: WIPRO'S PERSPECTIVE AND STRATEGY

An organization's economic sustainability is strongly dependent on larger forces that determine the direction in which human society moves as a whole. These forces could be ecological, social or a blend of all three. Fig 4 illustrates this idea.

Figure 4: The sustainability Mobius

The Mobius as a metaphor for sustainability. The Mobius strip is a curious geometrical shape defined by only one surface and one boundary component. The Mobius shape is an apt metaphor for sustainability because the problems of economic, ecological and social sustainability are so inter-twined that it is difficult to separate the three. A classic illustration of this is the reality where our civilization's so called societal advancement is itself the cause of ecological damage.



Social sustainability has several dimensions to it - poverty alleviation, healthcare for all, universal access to primary and secondary education, protecting, promoting pluralism and diversity etc.

Economic sustainability of an organization is related to the larger forces of a country's economic sustainability, which in turn is linked to the global economic scenario. Economic progress becomes unsustainable if it compromises ecology, social equity and holistic human development.

Preserving the biosphere's ability to sustain life is the bedrock of human civilization. The climate change crisis is a stark reminder of the toll that unbridled economic growth can take, threatening humanity's very existence.

## Risk management and sustainability

Sustainability and risks are closely and inversely inter-related. Any identified risk has the potential to undermine economic, ecological or social sustainability as the case may be. It is therefore critical for any organization to have a mature risk management practice that is able to assess current and future risks on all the three dimensions.

Wipro's risk management office has the mandate of creating streamlined risk management systems across the group. The risk office addresses operational delivery risk management, foreign exchange risk, taxation risk, and information management risk. The office recognizes the importance of ecological and social issues that carry potential high-impact risks and is engaged with the task of incorporating these dimensions into the enterprise risk framework.

Comprehensive details about Wipro's risk management framework and the top risks identified for 2007-08 are available in Pages 19-20 of our annual report 2007-08 at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm).

## 3a. Economic sustainability

Survival, profitability and growth in profits can be identified as the first three steps of a commercial enterprise. As an entity reaches the third step, its focus gradually expands to include sustainable growth. Wipro with a track record of over six decades of sustained profitability is focused on building a business that generates predictable revenue, profit growth and commensurate cash flows.

Over the last six decades we have emerged as a multi-business entity with leadership position in every business we are in. We have steered our position towards a healthier economic sustainability by focusing on three intrinsic factors - the tangible value-add of our services and products combined with the advantage offered by the pole position of Indian economy in the global economic order and strong management values and

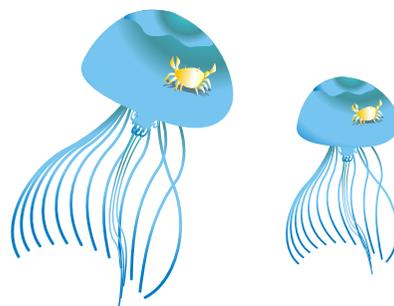
ethics. (More details on our business operations are available in pages 10-13 of our annual report 2007-08.)

In the last five years we have consistently grown our revenue and profits year on year in every one of these 5 years. The 5 year Compounded Annual Growth Rate (CAGR) of revenue is 36% and for profit after tax is 31%.

As our track record demonstrates, our business is grounded in strong fundamentals. However we do not rest on our past laurels, but constantly look out for risks that can disrupt our business. Our Enterprise Risk Management framework identifies the top 10 risks to our organization from a basket of risks. The risks are identified through external analysis and internal deliberations. We classify our risks into Strategic risks, Financial risks, Operational risks, Compliance risks and Reporting risks. We anticipate three of the top 10 business risks to be (i) our ability to attract and retain talent (ii) execute large projects as we grow bigger and (iii) business continuity in the face of unexpected disasters.

Looking ahead, we foresee rich opportunities for our business as IT and BPO services move from being just outsourcing partners to becoming significant differentiators in the business success of our customers. In our consumer and infrastructure engineering businesses, the growing Indian economy and the focus on Infrastructure build provides us the avenues for future growth. We believe we have the inherent strength to sustain and improve our leadership positions in each of our businesses.

*Note: For a detailed analysis of the IT industry, its risks, threats and opportunities, please refer Pages 10-12 of the Management Discussion and Analysis and Pages 19-20 of the Risk Management of our annual report 07-08 at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm)*



## 3b. Ecological sustainability

This section comprises the following:

- Trends in ecological sustainability
- Emerging ecological risks
- Opportunities in the ecological space

**Trends:** The history of ecological sustainability goes back a long way but its close inter-dependency with the economics of consumption-led growth is largely a twentieth century phenomenon. Mahatma Gandhi was probably one of the first to think deeply about this complex issue, as evident in several of his writings and speeches. Gandhi's leanings towards the economic model of self-sustaining communities had a definite underpinning of concern for the environment. His oft quoted statement that "the earth has enough for every man's need but not for every man's greed" is the most apt articulation of the philosophy of sustainable consumption. His thoughts on ecological sustainability influenced many, most notably E. F. Schumacher whose book 'Small is Beautiful' draws upon Gandhi's ideas on community-led sustainability.

In the 1960s the negative ecological consequences of economic actions were brought into sharp focus by Rachel Carlson in her book 'Silent Spring'. The book highlighted the negative effects of the use of DDT, a pesticide that until then was showcased as the hero of the agricultural revolution.

In recent years, the Rio summit and the Kyoto protocol have compellingly drawn world attention to the problems of global warming and climate change due to increased levels of greenhouse gas (GHG) emissions. Only this time, the concerns are more serious calling for immediate attention. This has resulted in bringing ecological concerns on the decision making radars of large commercial organizations.

Table 5 highlights some of the ecological risks that face human society and their possible effects on organizations like Wipro.

**Table 5: Risks arising out of ecological degradation**

Risk	Potential impact on organizations
Increase in sea-levels ( estimated by IPCC at between 1.4 to 5.8 inches by 2100) on account of global warming	Potential damage to infrastructure assets in coastal towns. Dislocation of people may affect employee productivity
Increased intensity of hurricanes and storms on account of global warming	Potential damage to infrastructure assets, especially in coastal cities.
Increased incidence of tropical diseases e.g. Malaria, Dengue on account of global warming	Negative impact on employee productivity due to increased absenteeism. Higher healthcare costs
Decreased availability of clean water for drinking and commercial use on account of increased consumption, pollution of ground water and drying up of sources on account of climate change	Higher costs of procuring water
Continuously degraded levels of air quality in urban centers	Possible impact on employee health; leading to higher healthcare costs and lower productivity
Continuous increase in landfill waste of all categories	Indirect impact only
Loss of species and biodiversity - both plant and animal	Indirect impact only

### How does Wipro view and address ecological risks?

We begin with the caveat that Table 5 above lists only the major ecological risks known to humanity. The risks that are unknown now or that may emerge in future may be of even greater severity. We believe that the complex feedback loops and interdependencies that exist in nature make it impossible to predict or even identify all possible ecological risks. The best possible preparation for unknown risks is for us to continue to be open and engage deeply with all dimensions of ecology.

A formal assessment of ecological risks has been initiated by our risk office in the current year (2008-09). This will be incorporated into Wipro's enterprise risk management framework. The risks that will be addressed in the first phase are (i) **climate change** (ii) **water scarcity** and (iii) **e-waste**.

Climate change is a clear example of a risk where long-term planning is essential to mitigate some potentially irreversible effects. This is a complex global issue at the intersection of science, technology and public policy. Wipro takes the view that climate change and the policy responses to climate change are becoming increasingly relevant to the business environment in which we operate. Wipro is pro-active in addressing both the threats and the opportunities that have emerged.

As part of our 'Business Continuity Planning (BCP)' framework, we have put in place a broad range of risk management procedures, processes and mitigating steps for extreme weather events. Our teams conduct regular reviews of potential risks and where appropriate, initiate the necessary steps to mitigate such risks. As part of the risk mitigation plan, Wipro has insured its real estate property against damage by extreme weather events.

It may be pertinent to mention here that India has already drafted a policy on e-waste where Wipro was one of the contributors. Converting the policy into a regulatory measure is a distinct possibility that no IT company can ignore. Wipro also foresees the possibility of additional legislative measures on other forms of hazardous waste (based on the UNEP's Basel\* convention on the control and disposal of hazardous wastes).

Wipro will continue to monitor the developments in this regard and also engage with appropriate agencies to evaluate and act upon various risks and opportunities.

### Opportunities

We believe that both emerging as well as established ecological risks will give rise to a range of new opportunities. Three mega trends will drive the opening up of such opportunities:

- (i) **Policy making and regulation by governments around the world:**

\* Visit [www.basel.int](http://www.basel.int) for details about the Basel convention

The successor treaty to the Kyoto Protocol is expected to get finalized by end-2009. It is very likely that the U.S. government will ratify and sign the successor treaty, which will imply caps on its GHG emissions. The U.S. government is expected to provide significant incentives for investments in clean energy, which will have a ripple effect on the rest of the world. Along with subsidies, governments everywhere are expected to increasingly tax products and services that have high GHG footprints.

(ii) **Large capital funding allocation for clean energy ventures:** This factor alone will trigger a fresh wave of investments in clean energy, which will happen through multiple channels and modes - new private entities, expansion and diversification by existing companies and public sector investments.

(iii) **Increased focus on and investment in research and development in clean technologies:** Large established corporate organizations as well as small start-ups will move into top gear in their R&D efforts on renewable energy, electric vehicles, alternate transport fuels etc.

Apart from products and services for the market, some of the biggest payoffs for organizations will come from internal efficiency measures and new operational models.

Wipro has a detailed strategy in place to address the emerging opportunity spaces, some of which have already been initiated on the ground e.g. Wipro EcoEnergy to address the renewable and clean energy space, the IT for Green program that tries to leverage the power of ICT (Information and Communication Technologies) for Sustainability.

Figure 5 summarizes Wipro's approach to and outlook on emerging ecological opportunities.

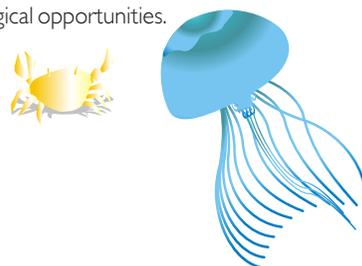
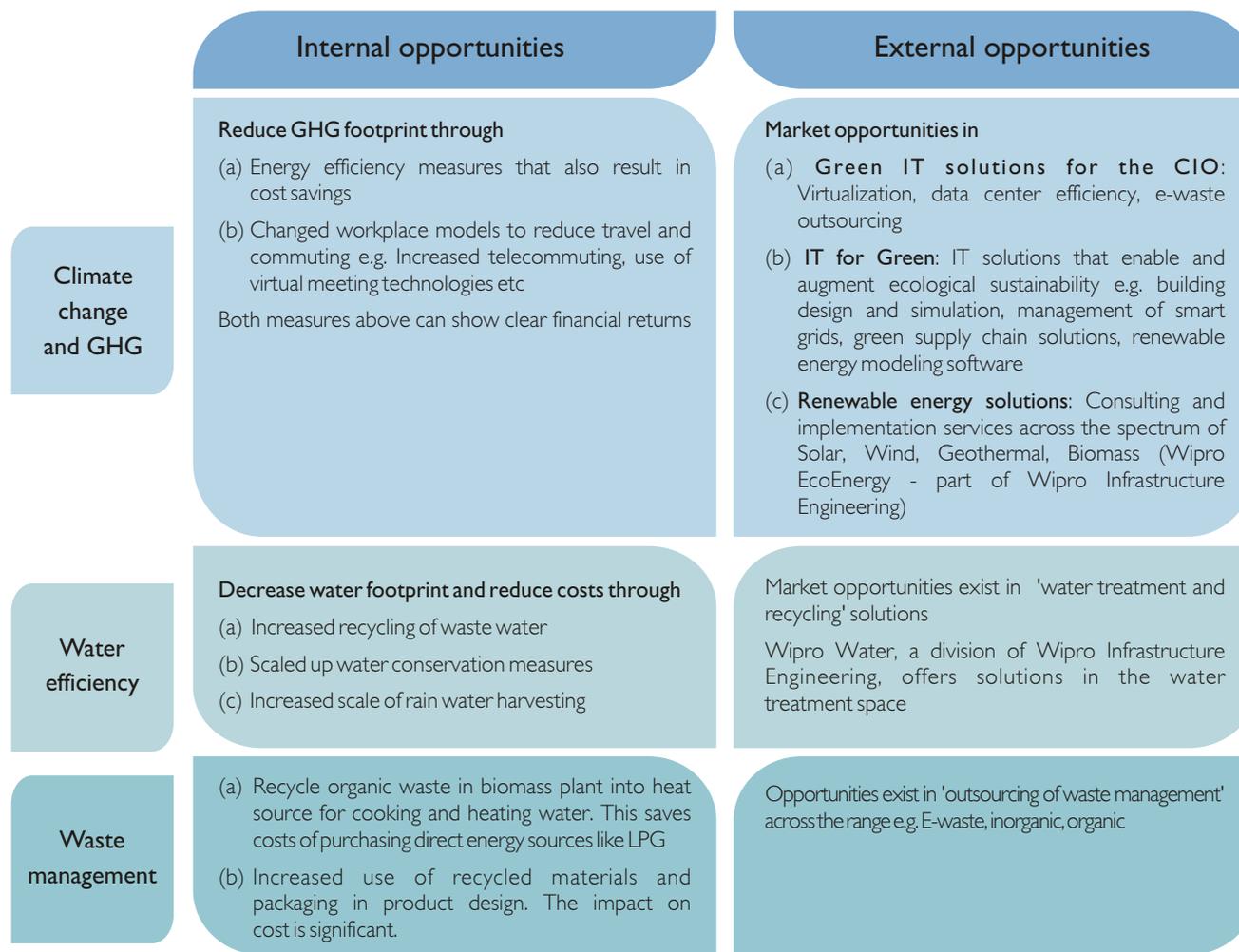


Figure 5: Market space for ecological opportunities



### 3c. Social sustainability

If ecological sustainability is about preserving the earth's continued ability to support life, social sustainability is about preserving humanity's ability to reach its full potential. Anything that diminishes a human being's ability to lead a life of dignity and excellence undermines social sustainability.

In today's world, conditions of acute poverty and hunger; absence of universal education and healthcare, existence of child labor and forced labor, inequity of gender and other forms of discrimination are realities that must be recognized and battled.

The U.N. Declaration of Human Rights in 1947 set the vision for a 'just, equitable and humane society'. Since then, enlightened governments, NGOs and community organizations and multiple U.N. bodies have labored hard to progress towards this vision. In the year 2000, the United Nations articulated 8 Millennium Development Goals (MDG\*) that set firm targets to be achieved by the year 2015 in the areas of extreme poverty eradication, universal primary and secondary education, gender equality, child health, maternal health, combating HIV/AIDS, environmental sustainability and partnership development.

#### Wipro's perspective

Wipro believes that being an integral part of society, corporate organizations must play an active role in furthering the cause of social sustainability. There are two ways in which this can be done:

(i) Build a strong internal culture and ethos that is based on respect for others and integrity towards society. The underlying principles and themes should be socialized through mission statements, policies, codes of conduct and constant communication. When every employee imbibes such an ethos in his/her daily thoughts and actions, the organization as a whole can become a powerful agent of change in society.

(ii) Companies should look beyond the interests of business stakeholders and serve the needs of social stakeholders in a concrete manner. This would have to translate into creating the right structure, allocating appropriate resources and ensuring adequate management attention. To have significant and long-lasting impact, we believe that it is critical to focus on one or two initiatives and not to spread oneself too thin.

Wipro is built on a foundation of values. Spirit of Wipro is the articulation of our core values (Spirit of Wipro is explained in

detail in Section 4 of the report). Wipro's Code of Business Conduct and Ethics (COBCE) and the Integrity Manual provide robust operating guidance to every Wiproite on how one should conduct business at the workplace with our multiple stakeholders. The COBCE provides clear direction on several 'sustainability' areas e.g. corruption and fraud, child and forced labor, discrimination, gender equality, freedom of association etc. Spirit of Wipro and the COBCE together provide the spiritual core to our organization, which is reinforced by our people policies that emphasize adequate work-life balance, health and wellness for employees and their families and continuous learning and enrichment.

In larger social context, Wipro endorses the principles and spirit underlying the U.N. Millennium goals. We are a signatory to the principles of the U.N. Global Compact (UNGC) with effect from the current year (2008).

Wipro strongly endorses the view that corporations should transcend the limited worldview of seeing themselves as economic entities and must therefore play an active role in society. In the year 2000, we did an extensive assessment of the different social challenges that require sustained attention and resources. We took the decision to focus on the area of education for the important reason that education has potentially the biggest multiplier impact on other social goals. This is particularly true for a country like India where one of the causes of the low Human Development Index (HDI) ranking of 126 is a relatively low level of literacy (65.38%).

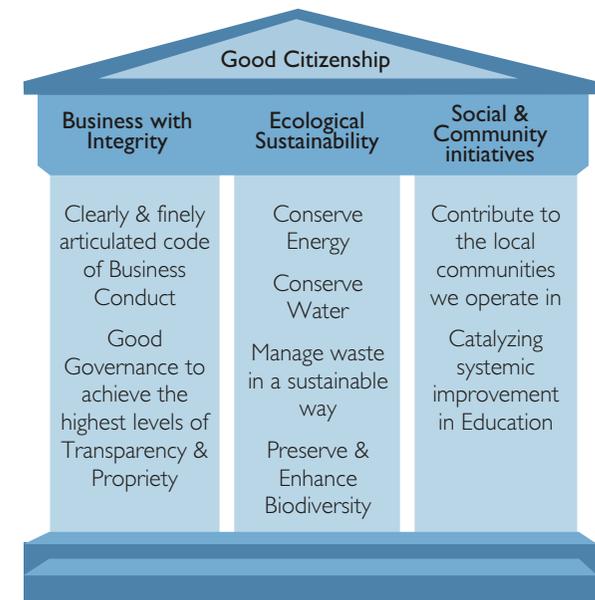
Taking this vision forward, in 2001 Wipro started the Wipro Applying Thought In Schools (WATIS) program with the purpose of improving the quality, content and pedagogy of education in urban schools in India. The program is described in detail in the Section 5g 'Wipro and Society'.

In addition to education, we focus on working with local communities in areas that have an immediate or near-term impact. Wipro Cares is a trust that owns this charter and runs multiple initiatives, especially in long-term rehabilitation of

communities after the occurrence of any natural disaster. The Wipro Cares program is described in further detail in Section 5g 'Wipro and Society'.

In September 2007, Wipro launched the Mission 10X program with the purpose of making engineering education in India more meaningful and integrated. This is done by empowering faculty with innovative techniques and methodologies of teaching. We expect that this will translate into an end outcome shaping engineering graduates who are multi-dimensional in their abilities, are more readily employable by industry and who strive to become better citizens. In summary, Wipro's model of good citizenship is represented in the visual below:

**Figure 6: The Wipro model of good citizenship**



\* For a fuller understanding of the U.N. MDG, visit <http://www.un.org/millenniumgoals/>

### 3d. Performance highlights

Table 6: Performance highlights on major sustainability dimensions

Sustainability area	Performance highlights	UNGC principle related with*	Sustainability area	Performance highlights	UNGC principle related with*
Resource efficiency (energy, water)	(i) Cumulated reduction of 18.6% in power consumption per employee from 01-02 to 07-08 (ii) 36% of total water needs for India locations are met through recycling. Net per employee consumption of 44 liters of water per day	8	Diversity	(i) Ratio of females to males in workforce increased in 07-08 to 25.7% (24.3% in 06-07) (ii) One third of our senior leadership in overseas locations (9 of 27) is of non-Indian origin	1,6
Climate change	(i) Carbon footprint base-lined for the first time. Total carbon footprint for India operations is 320367 tonnes, translating into 4.42 tonnes per employee	7,8	Human rights	(i) All our procurement contracts forbid child labor and forced labor within the vendor organization (ii) Robust 'whistleblower' or ombuds process has been established over the last 5 years. 337 complaints received in 07-08, each of which was tracked till prompt resolution.	1,2,3,4,5,6
Pollution and waste	(i) Zero discharge of untreated waste to surroundings (ii) Segregation of waste. Safe disposal of hazardous waste	8	Indirect economic impact and public benefit	(i) Wipro continues to be a significant player as a creator of employment opportunities. Total employee strength was 90,000+ as of March 08. (It is believed that every job in the IT sector generates approximately 1.4 jobs in other sectors)	-
Ecological stewardship of customers and products	(i) Wipro Infotech launches the Green PC range which is 100% compliant with RoHS specifications (excluding speakers). The range introduced a model designed for 14% higher energy efficiency (ii) Wipro Infotech's comprehensive takeback program for its customers of end-of-life hardware products.	9	Education	(i) The WATIS (Wipro Applying Thought In Schools) program works with a network of over 30 social organizations working on education reform across 17 states. This is the largest network of educational organizations in the country (ii) We launched Mission I0X, a program to enhance the quality of engineering education in engineering colleges in India. 1000 engineering faculty have been trained in the first year	1,6
People Development	(i) Invested in 114 hours of training per person in 2007-08 (ii) Wipro won the ASTD** 'BEST' award for the fourth time in a row	-			
Safety and health	(i) Enhanced safety measures for employees in 24X7 operations, with special focus on women. (ii) Focus on nutrition and exercise. All major centers have gyms and yoga rooms. Employees can avail of company negotiated discounts at gyms outside offices as well	1			

Note 1: Some of the performance highlights represent the essence of what has been achieved over a period of time and do not necessarily pertain to the reporting year 2007-08.

Note 2: Cross-reference to the corresponding principle(s) of the U.N. Global Compact is given in the last column

\* Visit UNGC site [www.unglobalcompact.org](http://www.unglobalcompact.org) for more details | \*\* To know more about ASTD, visit <http://www.astd.org/>

### 3e. Principal goals

Table 7: Performance highlights on major sustainability dimensions

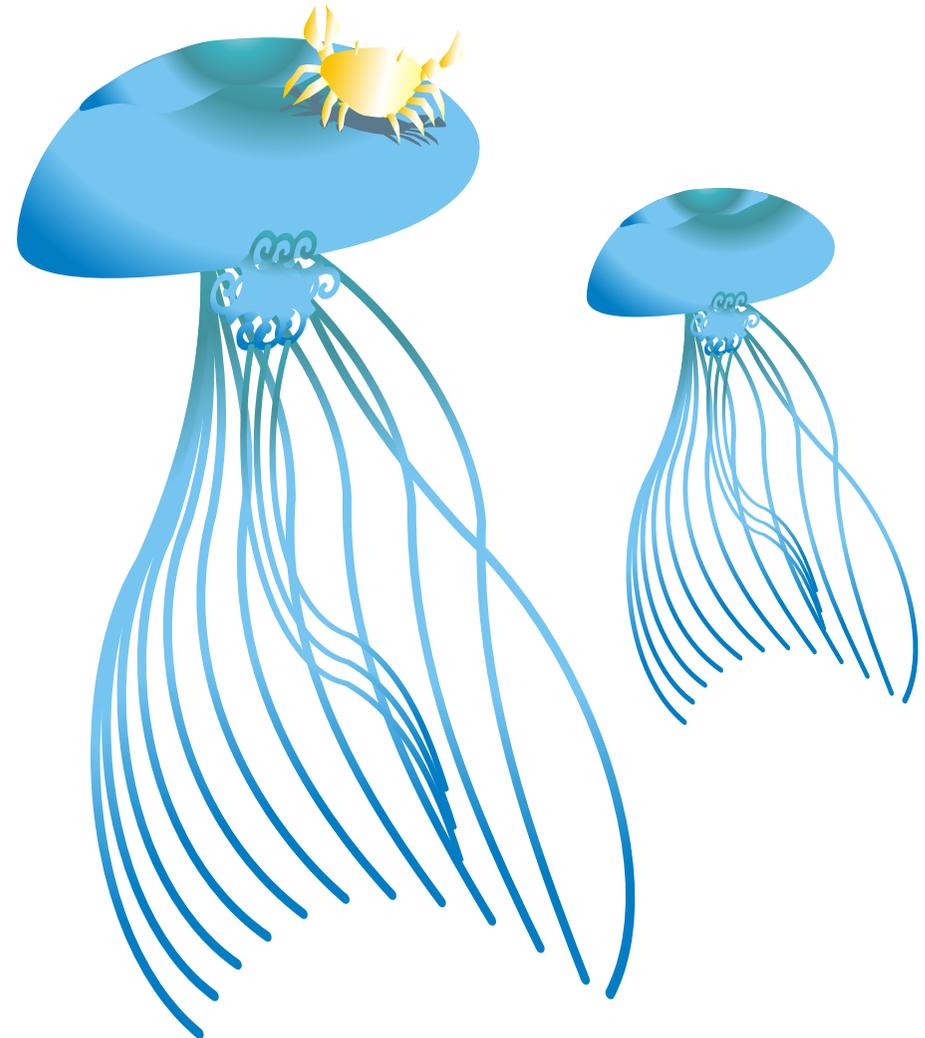
	Principal goals		Principal goals
<b>Overall business vision</b>	<p><b>Wipro Technologies</b></p> <p>To be among the top 10 Information Technology Services companies in the world, delivering innovative &amp; best in the class IT, business process &amp; design solutions to customers, in an environment that provides our employees a professionally enriching &amp; rewarding career</p> <p><b>Wipro Infotech</b></p> <ul style="list-style-type: none"> <li>(i) To lead with Business Transformation proposition to become the Number 1 IT services provider in India by March 2011</li> <li>(ii) To rank amongst the Top 3 IT services provider across Middle East (Kingdom of Saudi Arabia and United Arab Emirates) by March 2011</li> </ul>	<b>Ecological products and solutions</b>	<ul style="list-style-type: none"> <li>(i) To provide an integrated portfolio of products and services that help customers manage and reduce their GHG footprint. The portfolio will span renewable energy, water, lighting, Green IT and IT for Green.</li> <li>(ii) To continue the process of designing and releasing new and improved PC models with lower energy footprint. Wipro Infotech's PC products to become 100% (including audio speakers) RoHS** compliant by 2010</li> </ul>
<b>Climate change and GHG emissions</b>	<ul style="list-style-type: none"> <li>(i) To accelerate the rate of reduction of Wipro's internal GHG footprint with the goal of becoming carbon neutral<sup>#</sup></li> <li>(ii) To collaborate and partner with multiple stakeholders in combating climate change. Our partners-in-change are our customers, employees, suppliers as well as governments, regulators, NGOs and communities (See sidebar The Carbon neutral conundrum)</li> </ul>	<b>People development</b>	<ul style="list-style-type: none"> <li>(i) To be among the most preferred places to work</li> <li>(ii) To provide continuous opportunities for learning and individual growth to every employee</li> <li>(iii) To build a deep pipeline of leadership talent across levels</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>(i) To accelerate the efficiency of water use in our internal operations with the goal of becoming water positive<sup>#</sup></li> </ul>	<b>Safety and Health</b>	<ul style="list-style-type: none"> <li>(i) To continue the thrust on uncompromising safety at the workplace for all Wipro employees. To continue the focus on health awareness across the organization.</li> <li>(ii) In the next two years (2009-2011) Wipro intends to formalize and broadbase the scope of the health and safety programs under the aegis of the OHSAS*** certification framework</li> </ul>
<b>Waste</b>	<ul style="list-style-type: none"> <li>(i) To accelerate the efficient recycling of all categories of waste, either internally or outside</li> <li>(ii) To ensure by December 2013 that not more than 10% of the total waste reaches landfills</li> </ul>	<b>Public policy</b>	<ul style="list-style-type: none"> <li>(i) To actively engage in influencing the shape of public policies that have definite sustainability context. To work closely in this regard with governments, regulatory bodies, influencer organizations and citizen groups</li> <li>(ii) With the broader goal of social inclusivity in mind, Wipro will focus on Tier II and Tier III cities for the purpose of identifying investment opportunities.</li> <li>(iii) To continue to actively engage with policy makers and the school system with the goal of meaningful education reforms as the background</li> </ul>
<b>Biodiversity</b>	<ul style="list-style-type: none"> <li>(i) To drive the creation of biodiversity spots in Wipro campuses and nearby communities<sup>#</sup></li> </ul>	<b>Social capital (Education)</b>	<ul style="list-style-type: none"> <li>(i) Mission 10X will train 10000 faculty of engineering colleges across states in India by 2010</li> <li>(ii) Expand the network of educational organizations to cover more states and to continue to expand the thrust on education reform on multiple dimensions</li> </ul>

## The Carbon Neutral conundrum

We believe that the definition of 'carbon neutral' is far more complex than the conventional understanding of "reducing to 'zero', the Greenhouse gas (GHG) emissions of a company". The carbon footprint of a product or service is not only on account of GHG emissions from a company's internal operations but is also a cumulated aggregate of the emissions up and down the supply chain. For example, the supply chain for the petroleum sector starts with 'extraction' and ends with 'plastic'. Typically, supply-chain emissions do not enter into the computation of a company's GHG footprint. Neither does the emissions associated with disposal of the product at the end of its life.

The fact that a company can claim 'carbon neutral' status by purchasing carbon credits or by large-scale offsetting measures such as afforestation complicates matters further. Typical tree planting drives often overlook biodiversity in the process, the fragile sustenance of local communities may become seriously endangered.

Given all the factors above (and there may be more), we believe that there is misplaced importance on the 'carbon neutral' goal to the relative sidelining of equally and more important ecological goals. The right approach is to not look at the carbon neutral question in isolation but to calibrate goals around it in congruence with other ecological targets.



*"Qualifying note on the ecological goals in Table 7: We are currently in the middle of a comprehensive internal exercise to baseline our ecological footprint in GHG, Water and Waste. We expect the exercise to provide us with clear insights into the milestones that we should set for ourselves towards the eventual goal(s) of becoming carbon neutral and water positive. The exercise is expected to be completed by March 2009. We will be able to report on the timelines associated with our carbon and water goals with much greater clarity in our next sustainability report for 2008-09.*

*\*\* RoHS: Restriction of Hazardous Substances*

*\*\*\* OHSAS: Occupational Health and Safety Assessment Series. For more information on OHSAS, please visit <http://www.ohsas-18001-occupational-health-and-safety.com/>*

### 3f. Commitments to external charters and initiatives

The precautionary principle: Article 15 of the Rio principles codified the precautionary approach for the first time. The precautionary principle states that lack of scientific certainty is no reason to postpone actions necessary to avoid potentially serious or irreversible harm to the environment.

Wipro has adopted the precautionary principle in its risk assessment of climate change. The IPCC report on climate change is widely accepted by the global scientific community. However, there is a small school of thought which contends that the estimates of catastrophic effects on account of global warming are exaggerated with some scientists even suggesting that the rates of temperature rise are already tapering off. Many others aver that climate science is not an exact science and forecasts and estimates of climate change can never be accurate. But we have chosen to adopt the precautionary principle in this case.

Wipro's program on ecological sustainability, eco-eye focuses on climate change and global warming to a significant extent. This is reflected in our internal initiatives as well as in our go-to-market products and solutions. For example, we started Wipro EcoEnergy, our renewable energy division, in anticipation of a progressive increase in demand from customers who seek to reduce their GHG footprint and implement clean energy solutions. The adoption of a chemicals policy based on the precautionary principle by Wipro Infotech is another example where, by 2010, we will eliminate all components in our hardware products that contain BFR, PVC\* and all forms of Phthalates, Beryllium and Antimony.

By initiating a comprehensive assessment of possible ecological risks, our corporate risk office has demonstrated the application of the precautionary principle in practice.

#### Endorsement of and subscriptions to external charters:

- Wipro subscribes to the principles of the U.N. Global Compact (UNGC) and is a signatory to the same. Our subscription to the UNGC commenced earlier this year (September 2008)
- The Confederation of Indian Industry (CII) is a flagship industry association in India. The CII has initiated a Mission on Sustainable Growth\*\*, a 10 point code for ecologically sustainable business and growth. Wipro was one of the founding signatories to the code, which expects participating members to demonstrate progress on the 10 ecological goals.
- Wipro endorses the U.N. Millennium Development Goals (MDG). Our deep commitment to universal primary and secondary education which is explained in Section 5g of this report finds resonance with Goal # 2 of the MDG.

#### Memberships and associations

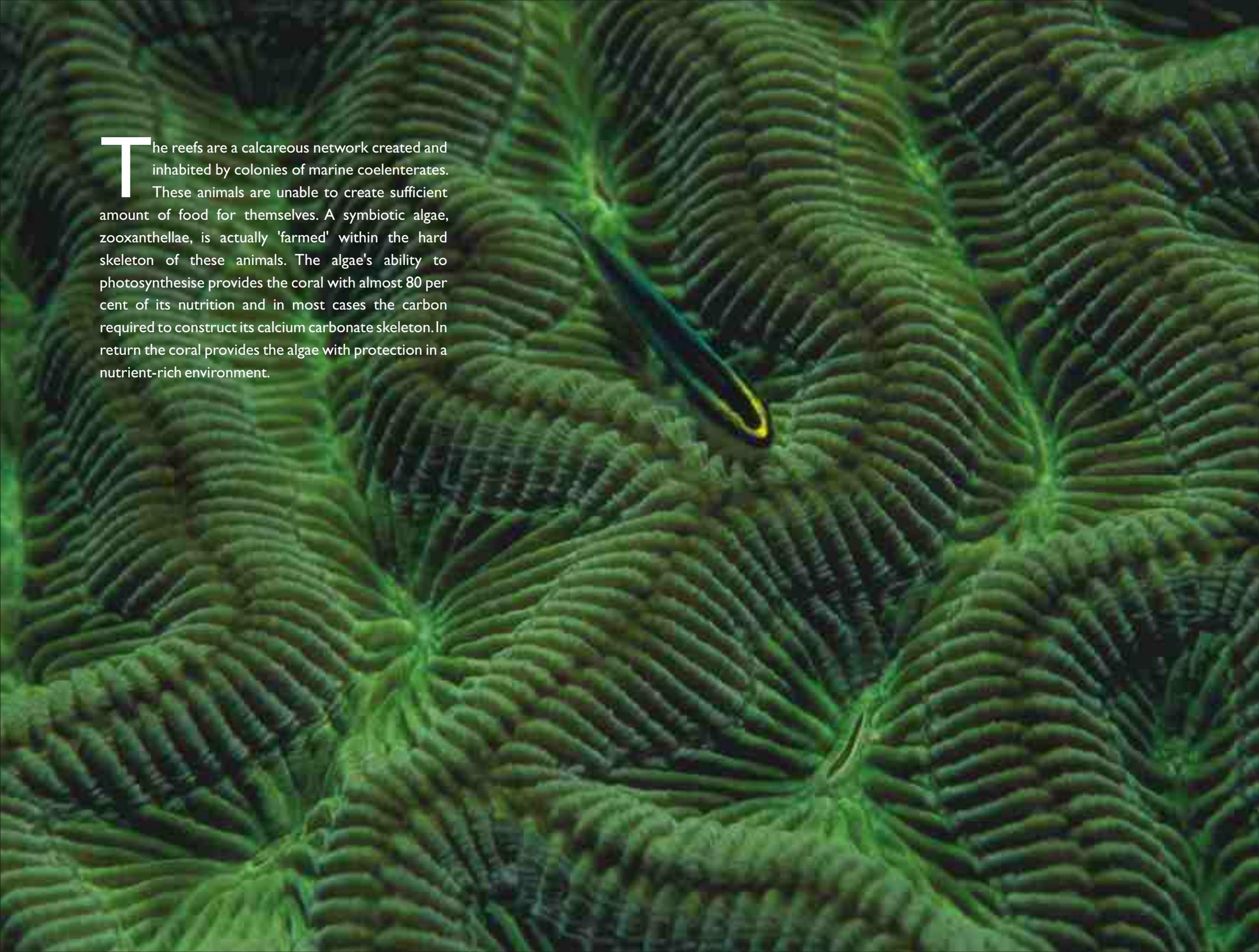
As a major global player in the IT industry, Wipro plays a leading role in several industry associations and networks. Wipro's leadership is represented on:

- Prime Minister's Trade and Policy council
- Executive council of FICCI (Federation of Indian Chamber of Commerce and Industry)
- Executive council of NASSCOM\*\*\*\* (National Association of Software and Service Companies)
- Executive council of the CII (Confederation of Indian Industry)
- Prime Minister's council of Human Resource Development
- Home Land Security Committee of the Minister of Home Affairs
- JI Irani Committee on Affirmative Action
- CII National Committee of Education Reforms
- CII and FICCI Committees on Defence Offset

- Central Board of the Reserve Bank of India
- The Manufacturers' Association of Information Technology (MAIT)
- Wipro is a member of the Green Grid, a global consortium dedicated to advancing energy efficiency in data centers and business computing ecosystems (more details at <http://www.wipro.com/news/NewsDetails.aspx?id=1114>).



\*BFR: Brominated Flame Retardants PVC: PolyVinyl Chloride  
\*\* Please visit [www.greenbusinesscentre.com](http://www.greenbusinesscentre.com) for more details  
\*\*\* NASSCOM: National Association of Software and Service Companies.  
Please visit [www.nasscom.org](http://www.nasscom.org) for more details



**T**he reefs are a calcareous network created and inhabited by colonies of marine coelenterates. These animals are unable to create sufficient amount of food for themselves. A symbiotic algae, zooxanthellae, is actually 'farmed' within the hard skeleton of these animals. The algae's ability to photosynthesise provides the coral with almost 80 per cent of its nutrition and in most cases the carbon required to construct its calcium carbonate skeleton. In return the coral provides the algae with protection in a nutrient-rich environment.

## 4 ORGANIZATIONAL PROFILE

### 4a. Spirit of Wipro

Spirit of Wipro is the distilled essence of our values and culture and drives the way every Wiproite thinks and acts.

Wipro is built on a foundation of values. The ethos and spirit of our values are deep rooted and constant. However, as Wipro evolved and grew with time, we needed to revisit and rediscover our Values to keep them rooted in a core and yet make them contemporary and aspirational.

We are, perhaps, one of the first companies in India to articulate Organizational Values. In 1971, we articulated Wipro Beliefs with the emphasis on "Integrity", "Customer", "Respect", "Excellence" and "Leadership".

Today, we call it Spirit of Wipro. It represents the core of Wipro. It is the indivisible synthesis of three values:

- **"Intensity to Win"** - It is the desire to stretch, to challenge limits. It is working together to create synergy. It is about -'I win when my team wins; my team wins when Wipro wins; Wipro wins when its customers and stakeholders win.' It is about innovating all the time. It is more about

the intensity rather than winning at all costs. The intensity to win will help in winning more often than not. It is the Spirit of fortitude, of unrelenting excellence.

- **"Act with Sensitivity"** - It is an understanding that every human being, however different, is equal. It is trusting that every individual is driven by learning, would like to grow in ability and competence, and strives for a meaningful life. It is living in harmony with our ecology. It is being a responsible citizen; it is acting with thoughtfulness and empathy.
- **"Unyielding Integrity"** - Integrity is the beacon that guides us. It is being ethical beyond doubt. It is living the law of the land, in spirit and action. It is the commitment to search for and act upon the truth. It is delivering on the commitments we make. Our word must become our deed. It is establishing the foremost standards of honesty and fairness, without compromise, ever.

The above are individually referred to as the Wipro Values. Spirit of Wipro forms the bedrock of our culture. They guide our behavior and business practices. The Spirit is rooted in current reality. It is also aspirational. It is the core that has driven and will continue to drive each Wiproite.

To live the Spirit of Wipro means manifesting 'Intensity to Win', 'Act with Sensitivity' and 'Unyielding integrity' at all times. More details on Spirit of Wipro can be accessed at [http://www.wiprocorporate.com/Spirit\\_of\\_Wipro](http://www.wiprocorporate.com/Spirit_of_Wipro)

Figure 7: Spirit of Wipro signage



## 4b. Wipro, the organization\*

Wipro is the hub intersecting the interests of investors, customers, suppliers, employees, local communities and regulatory bodies. As of March 2008, over 250,000 investors, over 90,000 employees across 56 nationalities, 32 local communities, over 900 institutional customers across the globe, millions of consumers across India and South-East Asia and several regulatory bodies had a direct interest in Wipro.

Wipro started its journey in 1945 as a producer of vegetable oil for the local markets in India. The first diversification happened in 1975 when Wipro set up an independent company to manufacture hydraulic cylinders (known today as Wipro Infrastructure Engineering). Wipro's landmark foray into the world of information technology started in 1980 with an initial focus on R&D and computer manufacturing.

Today, Wipro Ltd is a diversified company with dominant presence in IT, consumer care products, lighting and infrastructure engineering. In 2007-08, Wipro's combined revenues of US \$5 billion came from a client base of 900+ active global clients in the IT business of which 184 were Fortune 1000/Global 500 companies.

Wipro serves its global clients in the IT business by providing IT Services, Business Process Outsourcing and Outsourced Research and Product Development services. In addition, in India, Wipro manufactures IT products and provides System Integration services for a wide spectrum of medium and large organizations from the private and public sector, the government and a sizable retail segment. Our IT business is our largest business.

Wipro Consumer Care and Lighting business provides consumers personal care products, soaps, toiletries, infant care products and modular switch lights. Our Santoor brand is the third biggest soap brand in India. We have a strong brand presence in a niche segment and have significant marketshare in

select regions in India. We have strong presence in the markets for personal care products in south east Asia. It also provides institutional clients with lighting solutions and modular office furniture. This is the business with which we began operations in 1945.

Wipro Infrastructure Engineering (WIN) manufactures hydraulic cylinders and truck tipping systems that are used in a variety of earth moving, material handling, mining and construction equipment. It also provides Water Treatment & Reuse solutions to industries, communities and institutions. It also consults, engineers and executes Clean Energy & Energy Efficiency solutions around a breadth of technologies- from solar to wind to geo-thermal.

Wipro Limited, the legal entity, is a company registered under the Indian Companies Act, 1956, with its shares listed in National Stock Exchange and Bombay Stock Exchange in India and ADRs in the NYSE, USA. As on 31 March 2008 Wipro Limited had 77 subsidiaries of which 6 are Indian companies and the remaining 71 are registered outside India. Headquartered in Bangalore, India, Wipro has operations in over 35 countries. Complete details of our operational structure and the countries that we operate in are available in our annual report 2007-08 at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm)

### Primary brands, products and services

Wipro's businesses can be classified into three broad categories (i) IT and ITES (ii) Consumer Care, Lighting and Furniture (iii) Infrastructure Engineering.

In our IT businesses, we serve customers belonging to a wide range of industry segments in all major geographies of the world. In essence, Wipro helps its clients adopt and deploy information technology solutions with the end goal of boosting productivity and operational effectiveness in their organizations.

Our commitment to our customers has its roots in the early phase of our growth in the eighties, when we laid a strong R&D foundation in the frontier areas of IT. This helped us design and launch technologically superior IT hardware products for the Indian market. We extended our R&D capabilities to the global stage in the early nineties, when we started the world's first lab-on-hire, an early example of applied innovation. The early nineties saw Wipro blaze a trail in IT outsourcing, an emerging trend then that would go on to change the dynamics of the global IT services industry forever.

Even as we consolidated and expanded our IT service offerings in the global markets, we continued to retain our strong presence in IT hardware products and services in the Indian market. The portfolio of our offerings to our customers in India have expanded steadily from PCs, servers and laptops to include storage solutions, software products, the entire range of IT software services and a wide spectrum of managed and outsourced services. In the year 2007-08, 85% of IT business revenue was on account of IT Services while 15% of IT Business Revenue accrued from IT Products.

In 2002, we were one of the first IT companies to enter the area of IT-enabled services (ITES) or Business Process Outsourcing (BPO) services as it is more commonly known. We did this by our acquisition of Spectramind, a pioneer of the Indian BPO industry.

Tables 8 and 9 below show our comprehensive range of offerings - IT hardware, IT software and services, BPO - and the wide range of industry verticals and technology segments that we serve.



\* These figures are for Wipro Ltd., including all business.

**Table 8: Summary of Wipro's IT products and solutions for the global market**

<b>IT services and BPO services for global markets</b> <i>(Except India, Middle East and Australia)</i>	<b>IT services</b>	Business Intelligence, Enterprise Application services, Business Process Management, Portals and Content Management, Enterprise Security, Legacy Migration, Enterprise business integration, Service Oriented Architecture, Testing.
	<b>Technology Infrastructure Services (TIS)</b>	Managed services, Infrastructure consulting and integration, Managed security services, Telecom Infrastructure, Business Service Management, Product Support.
	<b>Consulting</b>	Business consulting, Process consulting, Quality consulting, Technology consulting.
	<b>BPO services</b>	Finance & Accounting, Procurement, Loyalty services, HR services, Knowledge services, Legal Process outsourcing.
	<b>Product Engineering Solutions (PES)</b>	Digital Signal Processing & Multimedia. Engineering design services, Hardware design (VLSI), Product strategy and architecture, Semiconductor IP, Technical publication, Testing.
<b>IT products and services for India, Middle East and Asia Pacific</b>	<b>Personal computing</b>	PCs, laptops, servers and supercomputing.
	<b>Enterprise computing</b>	Enterprise platforms, networking solutions, data storage solutions, Enterprise security, contact center infrastructure.
	<b>IT services</b>	Consulting, IT services, Availability services, Systems Integration, Total Outsourcing, Managed Services.

**Table 9: Industry verticals and technology segments served**

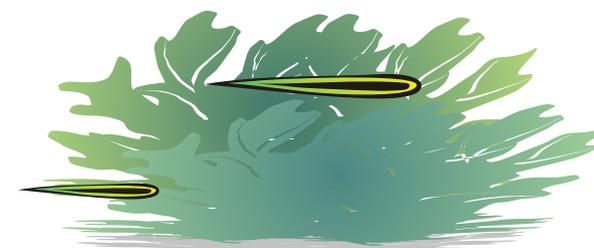
<b>Industry verticals</b>	Aerospace, Defense and Satellite, Automotive, Broadband and Optical networks, Chemicals, High Technology, Consumer Electronics, Consumer Packaged Goods, Distribution, Energy, Finance, Government, Health Science, Industrial Automation, Insurance, Manufacturing, Media and Entertainment, Retail, Telecom, Travel & Transportation, Utilities
<b>Technology horizontals</b>	Computing, IP Multimedia networks, Medical devices, Mobile devices, Semiconductors, Storage technologies, Wireless Networks and Devices

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

The nature of the IT business requires large teams of knowledge workers to deliver multiple services to our customers. A significant percentage of the employees in our IT services business have an engineering background, whereas the profile of our BPO employees comprises graduates from different streams. Our staffing model is based on the principle of hiring early from campus, followed by intensive training, mentoring and lifecycle learning programs that help develop the skills and competencies of our employees in a continuous upward path. 97% of our total workforce are permanent employees and we resort to contract hiring only on a temporary need basis. Our WI computer factory in Pondicherry follows a different approach and the staffing model for production here is based on a combination of permanent employees and interns. The interns serve for a period of 6 months to one year. We are currently evaluating this model to assess possible improvements that may need to be introduced.

In the core IT services business, the only area(s) where we outsource operations on a large scale pertain to facilities housekeeping, physical security, employee transport and implementing IT infrastructure support.

The scale, spread and value of Wipro Ltd can be understood by the table 10 below which summarizes key organizational metrics.



**Table 10: Key organizational metrics**

	2006	2007	2008
Sales (Rs. Billion)	107.6	152.7	203.9
PAT (Rs. Billion)	20.7	29.4	32.8
Market CAP (Rs. Billion)	798	816	773
Total CAP (incl debt) (Rs. Billion)	799	820	818
Total Assets (Rs. Billion)	66.9	99.8	161.9
Number of shareholders	172,564	218,003	251,351
Beneficial Holding of the largest shareholders Mr. Azim Premji, Chairman	81.44%	79.6%	79.5%
Geographical Breakup of revenue			
India	21%	21%	24%
Americas	50%	48%	44%
Europe	23%	25%	24%
Rest of the world	6%	6%	8%

### Awards and Accolades received during the year 2007-08

- Ranked 4th in the 'Top Companies for Leaders' 2007 in India, 5th in Asia Pacific region and 20th globally
- One of the most preferred employers for the top class talent (Survey by Hewitt Associates, Fortune Magazine, and The RBL group, 2007)
- Wipro won 'BEST award' from the American Society for Training & Development for 2007 for the fourth year in succession
- Wipro's leadership training programs won the 'Dale Carnegie Global Leadership Award for 2007' in the areas of Enterprise Training and Development
- CorpU Awards for Excellence and Innovation in Corporate Learning
- Golden Peacock National Training Award

### Some highlights about Wipro

- The world's largest independent R&D Services Provider
- One among the few companies in the world to be assessed at maturity level 5 for CMMI V1.2 across offshore and onsite development
- The world's first IT Services Company to use Six Sigma in 1997
- Pioneer in applying Lean Manufacturing Techniques to IT services
- The world's first SEI CMM/CMMI Level 5 IT services company in 2001
- The first to get the BS15000 certification for its Global Command Centre
- Among the top 3 offshore BPO service providers in the world
- A strategic partner to five of the top ten most innovative companies in the world\* (\*Technology Review Innovation Index 2005)
- Over 55 industry facing 'Centers of Excellence'
- 900+ clients
- 50+ development centers across globe

- Wipro BPO & Caim India declared winner at the first annual "FAO Research Awards of Distinction"
- Wipro BPO won the India Times Best BPO award for 2007

- Global MAKE award and Asian Make award for 2007
- Credit Suisse's "IT New Business Award" for Strategic Partnership
- Everest Group's "Best Offshore Award" at the Outsourcing Excellence Awards, 2007
- HP's Best Application Solution Implementation for creating world-class BTO service practice
- Verizon's 2006 Supplier Excellence Award
- International Institute for Software Testing's - Software Testing Best Practice Award
- Wipro Infotech won the Golden Peacock Innovation Management award from the Institute of Directors

- Wipro won Srishti's "Good Green Governance" Award in the Services sector for the second year running
- Wipro won CII's National award for "Excellence in Energy Management" Award for the third time in a row

## 4c. Governance and management practices

Progress is measured not by the distance travelled, but by the distance travelled in the right direction. The word governance is derived from the Greek word kybernan which means 'to steer or pilot a ship'. Governance has therefore a critical role in determining the right direction of a company.

Our good governance practices have been in place since our inception in the 1940s. We were among the early adopters of the concept of Audit Committee since 1986.

Fig 8 shows the four-layered governance framework that Wipro has adopted. In line with accepted principles of transparency, the framework emphasizes internal and external oversight in equal measure.

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

Wipro is governed by a Board of Directors elected by the shareholders having one vote for every share held by them. The Board of Directors (hereafter referred to as the BoD) is the highest governance body of the organization. As of March 2008, the Board consisted of six independent\* directors and an executive Chairman. Some changes were constituted to the composition of the board between March 31 and June 30 2008. Please refer Annual Report 2007-08 for details of these changes.

The BoD's responsibilities are two-fold: (i) To evaluate and validate the organization's strategies, plans and goals as well as to regularly monitor the performance against the plans (ii) To oversee and ensure that the company's corporate governance meets or exceeds benchmark standards, especially with respect to transparency in stakeholder engagement and integrity in all business matters.

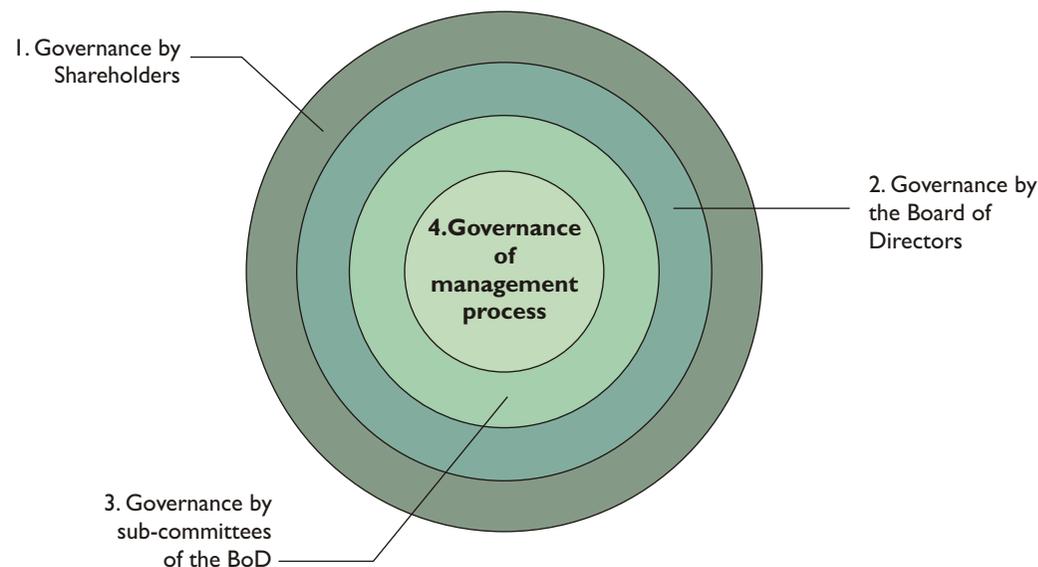
For the first, the BoD interacts regularly with the topmost executive body, the Corporate Executive Council (CEC), as well as with the company's senior leadership. For the second, the BoD operates through three sub-committees which are chaired by one of the independent non-executive directors.

(i) The day-to-day management of the organization is the responsibility of the management team headed by the executive Chairman. The management team consists of 10 business and functional leaders organized as the Corporate Executive Council led by the executive Chairman. The members of the Council include heads of the different Wipro businesses and the functional heads of Finance, Human Resources and Global Delivery. The Board approves the annual comprehensive plan and monitors performance against the approved plan that includes among others, economic, environmental and social aspects of business. The Executive Chairman provides leadership to the management team and is an active ambassador of the company with all stakeholders: employees, customers, regulators, local communities and business partners.

(ii) The Board has three subcommittees with defined charters- The Audit Committee, the Board Governance and Compensation Committee and the Administrative/ Shareholder Grievance Committee. Except in the case of the

\* Our definition of 'Independent' director satisfies the criteria defined under the listing agreement with Indian stock exchanges and NYSE's corporate governance standards. independent directors are free from any business or other relationship that could influence their judgment.

Figure 8: Wipro's four-layered governance framework

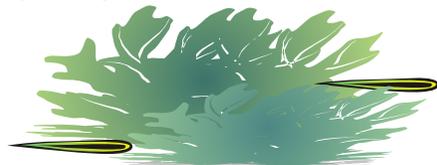


Investors grievance committee- where one of the members is the Executive chairman all other members of the three sub-committees are independent, non-executive directors. The Board of Directors and the Subcommittees provide the leadership, direction and supervision to the management team. Of particular interest in this regard is the responsibility that the audit committee carries for the company's Code Of Business Conduct and Ethics (COBCE) and the whistleblower policy or the ombuds process that is available to every employee of the organization. Reporting to the audit committee is a compliance committee that carries responsibility for adherence to the Code of Business Conduct and Ethics, the Ombuds process and the Code for Prevention of Insider Trading. The compliance committee comprises the Chairman, the CFO and Director, the Executive Vice President- Human Resources, the Vice President-Legal and General Counsel, the Chief Risk Officer and Vice President -Internal Audit.

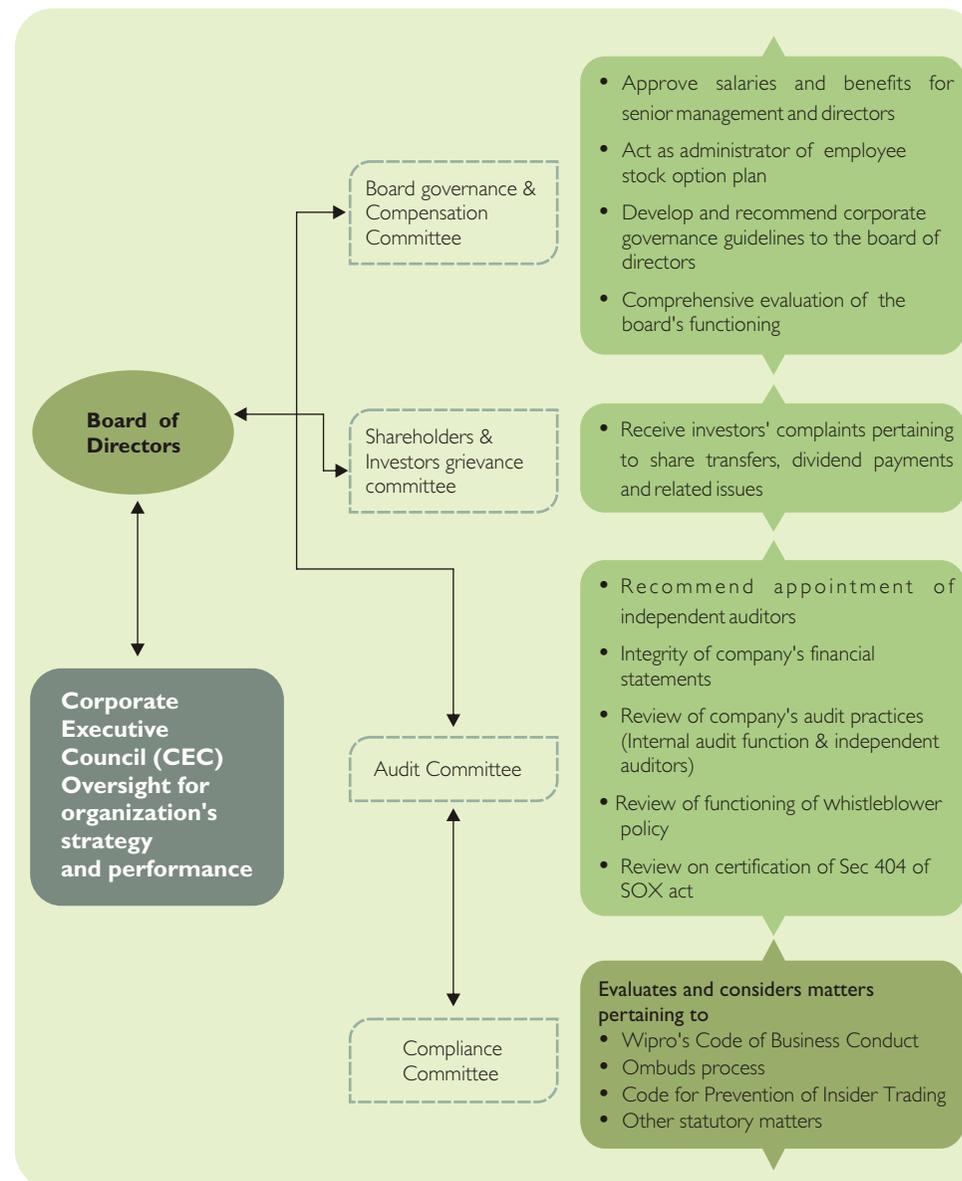
In 2007-08, the BoD met five times with a maximum interval of three months and one day between any two meetings. Each of the meetings lasts for two days and is marked by meetings with members of the CEC, the three sub-committees and other relevant stakeholders.

Our independent directors are chosen based on the impressive credentials by way of qualification and experience in different fields as well as the reputation that they enjoy. They are well-known, respected figures from academia and industry and are able to bring soundness of judgment, objectivity of opinion and knowledge of global trends that make them well qualified for guiding Wipro on its sustainability charter. They are chosen in accordance with the corporate governance norms of the NYSE and Indian stock exchanges. Adequate care is taken to ensure that the directors are free of any business interest in Wipro, thereby avoiding any potential conflict of interest. Please refer Page 26 of our Annual Report 2007-08 for details of our independent directors and their qualifications.

For further understanding of the Board of Directors and the composition and working of the sub-committees, please refer the comprehensive section on our corporate governance process (Pages 21-33) in Wipro's Annual Report 2007-08. The report is available at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm). The link [http://www.wipro.com/investors/corporate\\_governance.htm](http://www.wipro.com/investors/corporate_governance.htm) has detailed articulations of our 'corporate governance norms' and the 'charters for the three sub-committees'. Fig 9 is a summary representation of the working of the Board in relation to the company's management.



— Figure 9: The Board of Directors in relation to the company's management —



**Internal charters and principles:** High standards of corporate governance can be self-sustaining only if the organization's culture and internal charters have fully embedded the principles of transparency and integrity. As mentioned earlier in Section 4a, Spirit of Wipro is the articulation of values that are the foundation of our thoughts and actions. Since inception, this strong core of values has been an intrinsic part of our outlook and beliefs. Way back in 1983, we articulated the 'Wipro Beliefs' consisting of six statements. One of the beliefs centered on 'integrity' and was articulated as "Our individual and company relationships should be governed by the highest standard of conduct and integrity". While the substance has remained the same, this belief has evolved into a comprehensive Code of Business Conduct and Ethics (COBCE). First drafted in 2002 and last updated in February 2007, the COBCE is a living document that sets guidelines for all business transactions with clear emphasis on human rights, prevention of fraudulent and corrupt practices, freedom of association, elimination of child and forced labor, advertisement and media policy, avoidance of conflict of interest, prevention of discrimination on any ground, prevention of sexual harassment and unyielding integrity at all times. The 'Integrity Manual' provides guidelines that clarifies unambiguously on what integrity is and what is not. The COBCE and the Integrity manual are applicable to all our business stakeholders - employees, suppliers, customers - and their transactions with the company. The complete COBCE document is available at [http://www.wipro.com/investors/pdf\\_files/Code\\_of\\_Business\\_Conduct\\_and\\_Ethics.pdf](http://www.wipro.com/investors/pdf_files/Code_of_Business_Conduct_and_Ethics.pdf)

We promote this code through intensive trainings, periodic tests and appropriate control mechanisms to prevent violation of this code. We also encourage our employees, business partners, suppliers and other stakeholders to report instances of corruption or violation of ethics through our whistleblower policies.

**Employee participation:** The tenets of the COBCE are socialized extensively among employees right from the point of their entry into the organization during the induction program

and thereafter through regular online refresher sessions. All employees are expected to assess themselves on their awareness of the COBCE once a year through a self-administered online certification process.

We regularly analyze business operations for the risk of fraud and corruption and constantly improve the process to mitigate the risk of unethical behavior. Any breach of the COBCE is viewed very seriously by the organization. A well established whistleblower policy known as the Ombudsprocess is in place that allows and encourages any affected stakeholder to report such breaches to the concerned Ombudsperson. The Ombudsprocess allows for receiving, retaining and treating complaints received. The procedures ensure confidential and anonymous submissions regarding (i) questionable accounting or auditing matters, the conduct of which results in a violation of law by Wipro or (ii) substantial mismanagement of company resources.

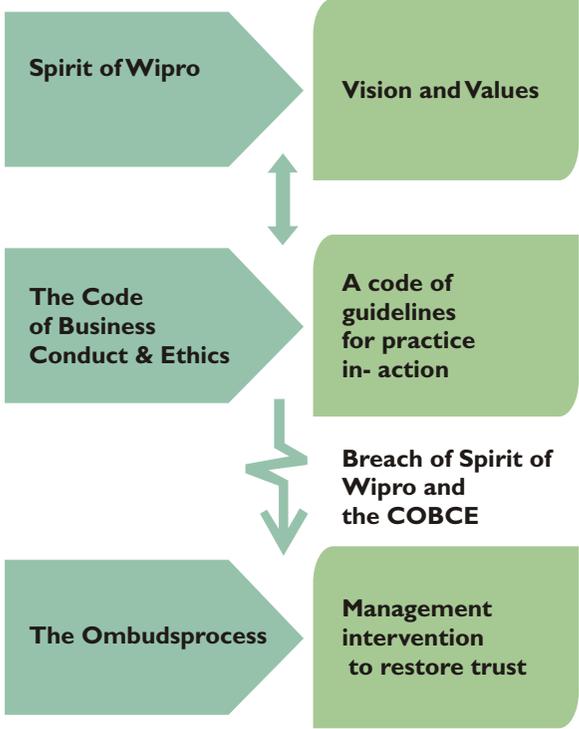
Complete details of the Ombudsprocess for employees is available at [http://www.wipro.com/datadocs/corp\\_governance/ombuds\\_process.pdf](http://www.wipro.com/datadocs/corp_governance/ombuds_process.pdf) and for non-employees at [http://www.wipro.com/datadocs/corp\\_governance/Wipro\\_Ombudsman\\_Process%20%20Nn%20employees.pdf](http://www.wipro.com/datadocs/corp_governance/Wipro_Ombudsman_Process%20%20Nn%20employees.pdf).

The COBCE and the Ombudsprocess provide mature institutional platforms for employees to practice integrity and transparency without fear or doubt. Fig 10 illustrates the overall institutional framework underlying transparency and integrity at Wipro.

When it comes to business issues and organization decisions, transparency between the leadership and employees is facilitated by the multiple forums of engagement that are available.

(i) Twice a year, the chairman, the CEC and other senior leaders host a company - wide webcast called the 'Plan communication', where they share the company's performance and future plans. All employees can login to the event and participate by asking questions and raising issues for debate and discussion.

**Figure 10: Transparency and Integrity at Wipro**



(ii) Many of our senior leaders author blogs on *Channel W*, the employee portal, where they initiate discussions on a variety of relevant topics. For example, the joint CEOs of Wipro's IT business host popular blogs of their own. The blogs are a powerful medium of participation for employees who can voice their ideas and concerns directly to the leader and expect prompt responses.

(iii) Each business unit organizes periodic open houses for senior managers to interact with all employees. The open, non-hierarchical culture of the organization motivates employees to directly involve in the planning and decisions of their units and divisions.

The above forums of interaction with senior leaders and the CEC members are an indirect conduit for feedback from employees to reach the Board of Directors.

**Shareholder participation:** Independent, non-executive directors on the board represent the voice of the shareholders who are not expected to participate directly in key decisions of the company. However, shareholders can directly voice their concerns and articulate their opinions during the Annual General Meeting (AGM). In addition, shareholders can exercise their power through their voting rights on all important resolutions which are tabled in the AGM or Extraordinary General Meetings (EGMs). For those who are unable to attend the meetings (EGM or AGM) called by the company, they can exercise their vote through the postal ballot system. Shareholders can also directly correspond with the Company Secretary and the Manager - Secretarial and Compliance on any grievances or issues pertaining to shares, dividends etc. Complete details of the AGM held in July 2008, its agenda and contact details for the shareholders are available on Pages 21-24 of the Annual Report 2007-08 at [http://www.wipro.com/investors/annual\\_reports1.htm](http://www.wipro.com/investors/annual_reports1.htm).

**Evaluation of the BoD's performance:** In line with good corporate governance practices, the performance of the board of directors is evaluated on an annual basis by the chairman of the Board Governance and the Compensation committee. The evaluation is done of the board as a whole as well as of the three committees and the individual directors. Please refer to Page 33 of our Annual Report 2007-08 for a description of this aspect.

We have been awarded the highest rating of stakeholder value and corporate governance rating practices (called SVG I) by the Indian rating agency ICRA, an associate of Moody's. This rating implies that the Company is ranked in the highest category on the composite parameters of stakeholder value creation, management and corporate governance practices. ICRA has assigned LAAA (pronounced L Triple A) rating to our long term credit. This is the highest credit quality rating assigned by ICRA.

Figure 11: The Ombuds Process\*

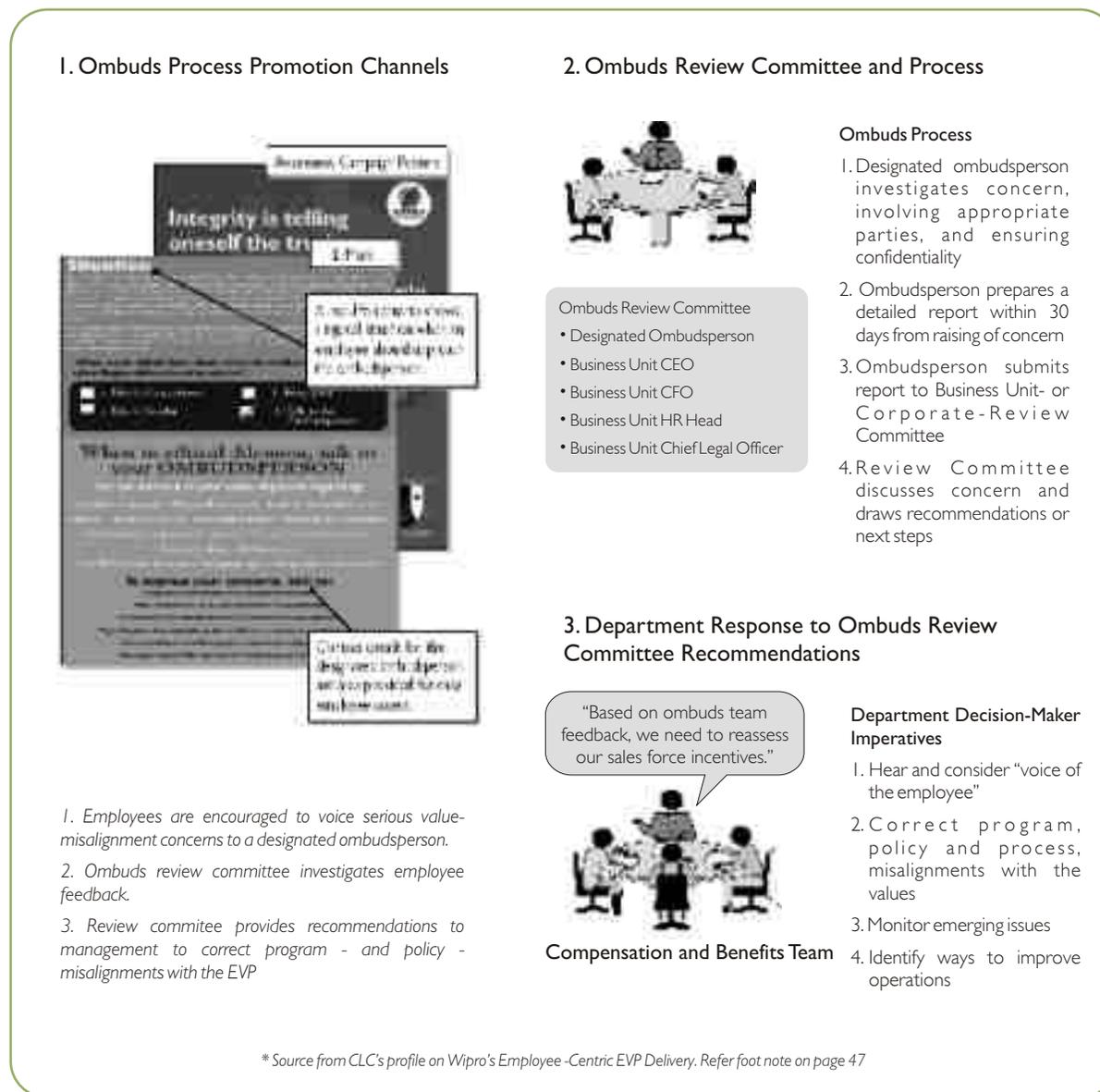


Figure 12a: Wipro's organization architecture  
Shared values and common practices

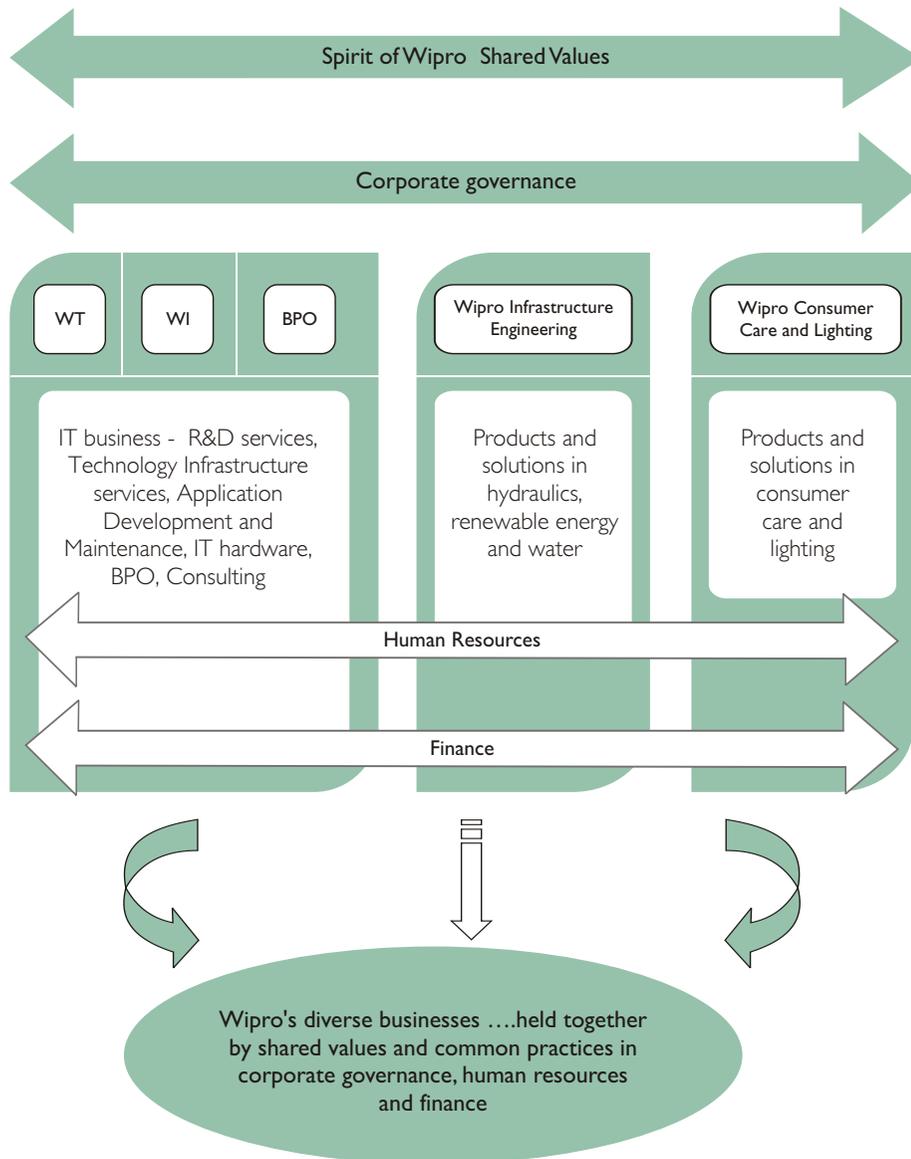
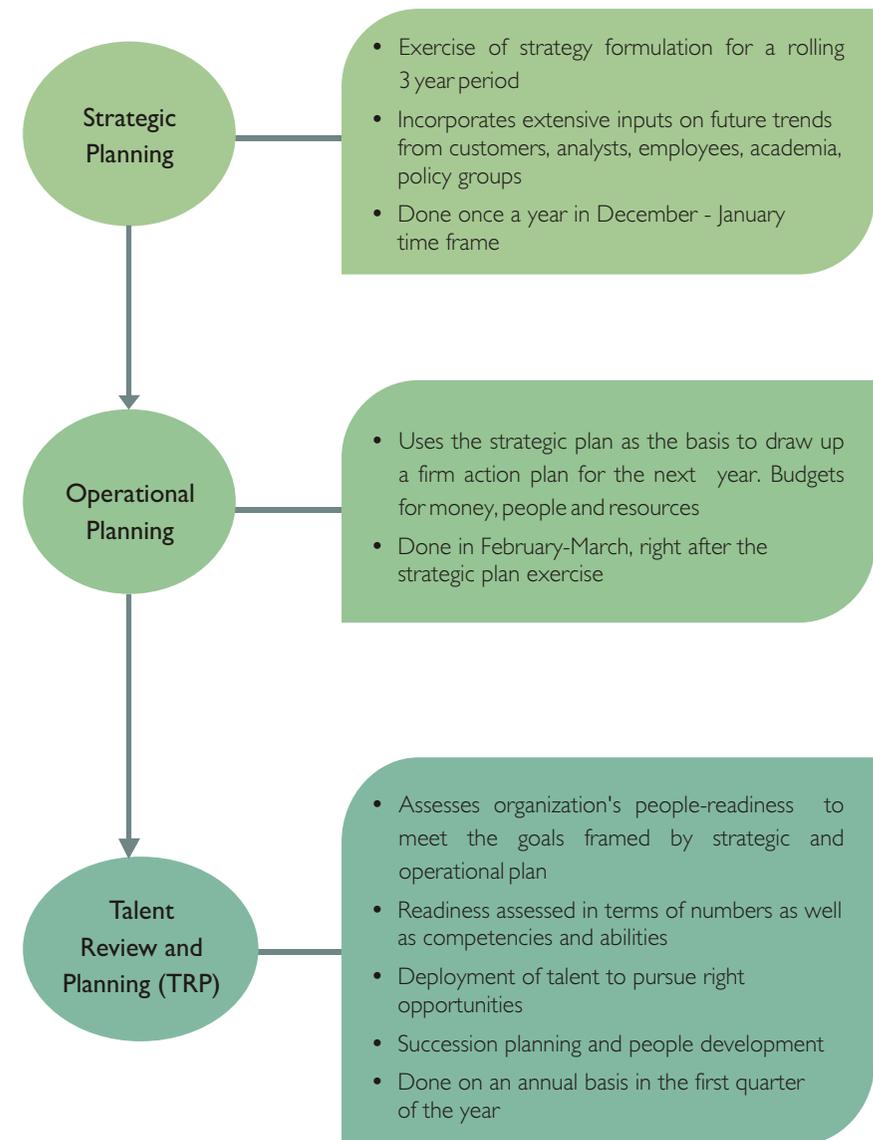


Figure 12b: Wipro's organization process architecture





**N**early 5,000 species of reef fish have been identified, and there are more than 25,000 species of coral located in various reefs. Going by human history, it is an uphill task to ensure harmonious living with neighbors. But it is a simple principle that drives life in coral reef and sustained harmony among all these diverse species - live and let live.

## 5 WIPRO AND ITS STAKEHOLDERS

An organization's economic sustainability is strongly dependent on larger forces that determine the direction in which human society moves as a whole. These forces could be ecological, social or a blend of the two. The Mobius in Fig 4 illustrates this idea.

### 5a. Stakeholder identification & engagement framework

In identifying the stakeholders for this report, we considered two primary factors

**i. Materiality analysis:** What groups can affect or are affected by our actions? What group can help define value propositions for our organization?

**ii. Interaction intensity:**

#### Direct Interaction

- Which stakeholders do we interact with regularly?

#### Indirect Interaction

- Which stakeholders do we affect by our actions but do not engage with directly?

We considered 10 possible stakeholders and mapped them against the same list of issues that were considered for materiality analysis. In addition, we considered the intensity of interaction for each of the stakeholders. Table 11 below illustrates the methodology used for stakeholder mapping.

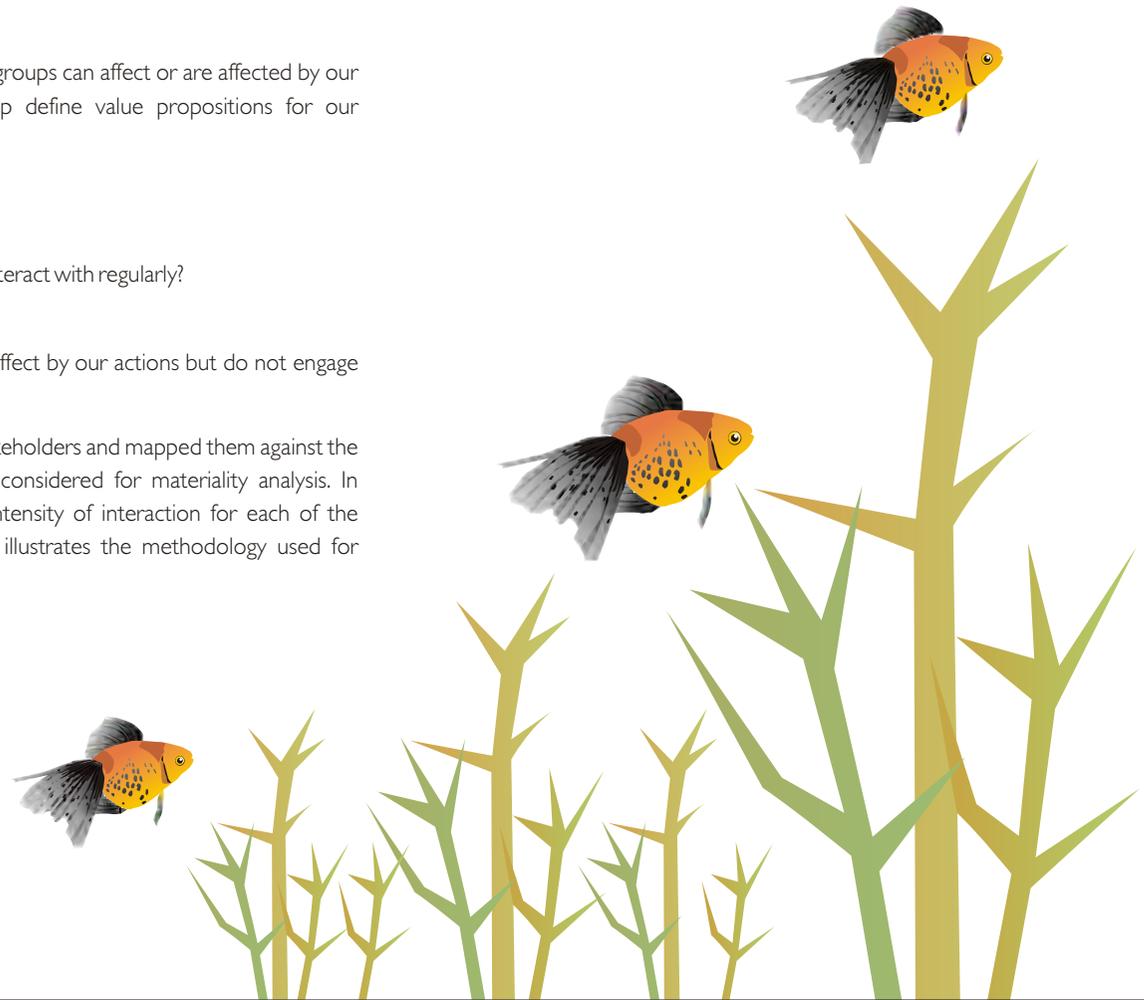


Table II: Stakeholder Mapping

	Employees	Customers	Suppliers	Current & future gen	Investors	Communities	Govt	Research & Academia	Media / Opinion makers	Alliance partners
<b>Category of Impact on business</b>	Direct	Direct	Direct	Indirect	Direct	Direct	Indirect	Indirect	Indirect	Direct
<b>Intensity of interaction</b>	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
<b>Impact of material issues</b>										
<b>Prod/Service quality</b>	○	○	○					○	○	○
<b>Resource efficiency</b>			○	○						
<b>Pollution</b>				○		○	○			
<b>Biodiversity</b>				○		○		○		
<b>Climate change</b>		○	○	○	○	○			○	○
<b>Economic reporting</b>					○		○		○	
<b>Public policy</b>				○		○	○			
<b>Public benefit</b>				○		○	○			
<b>Compliance</b>					○		○		○	
<b>People development</b>	○									
<b>Employment terms</b>	○									
<b>Diversity</b>	○					○	○			
<b>Collective bargaining</b>	○						○			
<b>Safety &amp; health</b>	○	○				○				
<b>Human Rights</b>	○		○			○	○		○	○
<b>Corruption</b>		○	○			○	○			○

○ The presence of this symbol in a cell indicates that the issue against that row does have a material impact on the stakeholder under that column.

Based on the above methodology, we identified the following seven stakeholders for this report. The table also shows the primary custodian in Wipro who has responsibility for each stakeholder.

**Table 12: Identified stakeholders and their custodians**

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

The interaction intensity with indirect stakeholders like 'current and future generations' may be low but - as the materiality mapping shows- the potential impact of ecological issues for this stakeholder is so high that we included them in the final list. Similar examples are 'Government and Regulators' and 'Communities'.

**Engagement framework**

Wipro's engagement with its stakeholders is based on the bedrock of Spirit of Wipro - Intensity to Win, Act with Sensitivity and Unyielding Integrity. Our approach to our stakeholders is long-term and

partnership based, not short-term and transaction based. Global trends in stakeholder engagement indicate a clear movement from compliance-driven, single channel communication to partnership based, multi-channel frameworks. Figure 13 below shows that engaging with stakeholders must be based on trust, communication and involvement of all the parties.

**Figure 13: Increasing sophistication of stakeholder relationships\***

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

Our engagement with stakeholders is based on the above principles and takes four forms **Inform, Listen, Dialogue and Partner**. All four modes of engagement are used simultaneously as the context demands. For example in the engagement with our customers (i) We 'inform' customers through our website www.wipro.com and through our monthly newsletter 'Ping' (ii) We 'listen' to our customers through periodic surveys (iii) We 'dialogue' during customer events and conferences and (iv) We 'partner' with our customers through deep business relationships that often manifest as large multi-year contracts.

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

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

\* By Stakeholder Research Associates Canada Inc. (Katharine Partridge, 2005)



## 5b. Wipro and its employees



The second of our three values in Spirit of Wipro - Act with Sensitivity, focuses on respect for the individual and being thoughtful and responsible. This value forms the basis for our relationship with our employees from hiring, building a multi-cultural work force, designing competitive and innovative compensation packages to creating an environment for continuous learning.

Our objective is to build a high performance work culture. To enable this we have invested in world class learning programs that cover a wide range of technical and behavioral subjects. The technical and behavioral program is supplemented by a dedicated team focused on organization-wide, multi-layered leadership development covering the entire life-cycle of employees' careers.

Safe and healthy work environment is a prerequisite for a high performance work culture. We have institutionalized various fora in which the employees participate and help us create the desired environment.

### Engage

A living organization constantly interacts and responds with its stakeholders. We engage with our stakeholders (both our employees and prospective employees) in a variety of ways.

Figure 14: Stakeholder Engagement Lifecycle

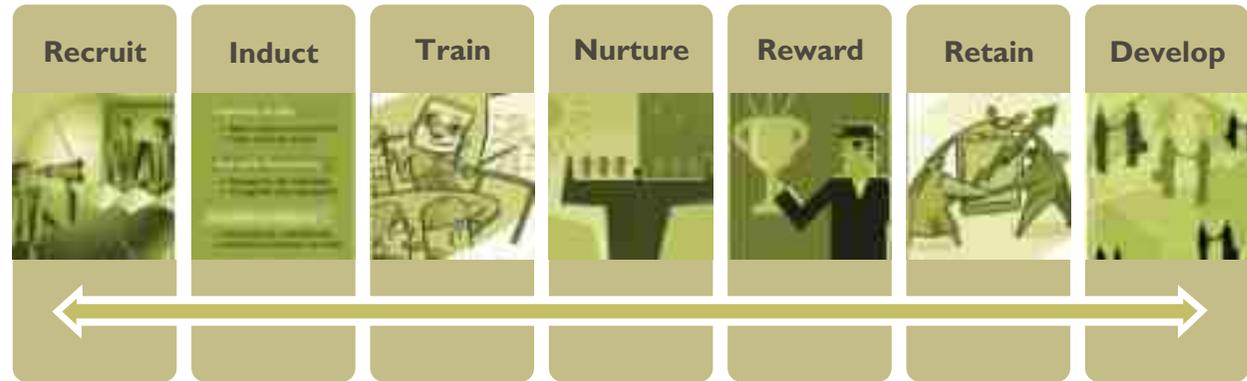
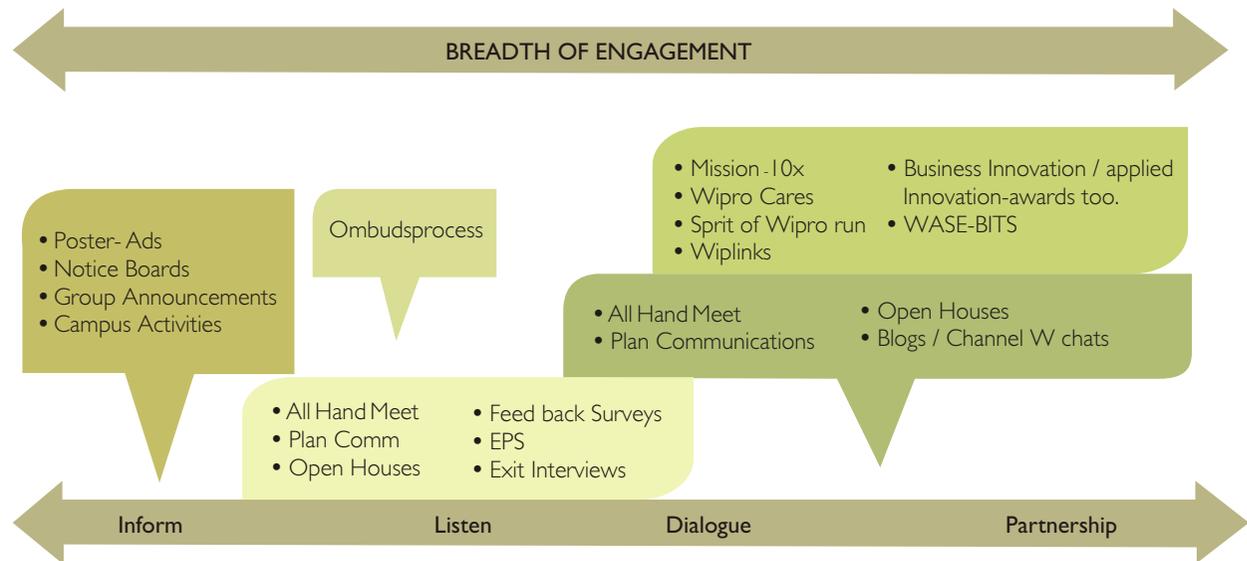


Figure 15: Stakeholder Engagement: Employee / Prospective Employee



- Plan Communication - a forum where the Chairman of our company along with the rest of the leadership team addresses and interacts with employees worldwide live through a webcast. The Chairman opens the meet with an address after which the floor is opened for questions and answers. This is held two or more times a year.
- Open House is a forum where the Business Unit Human Resources Team interacts with a group of employees for any policy clarifications and for free exchange of opinions, ideas etc.
- SKIP or an NMA (New Manager Assimilation) is a meeting where feedback is taken by the HR manager from the direct reports of a manager in his absence but in the presence of his manager.
- All Hands Meet is a quarterly forum where the Business Unit's leadership lays down the report card for the quarter gone by and the expectation, opportunities and challenges in the forthcoming quarter and answers questions from the employees.
- Employee Blogs: Blogs at Wipro is an initiative to encourage informal dialogue amongst employees on the values of the Employee Value Proposition (EVP). By sharing and collaborating constantly on the blog, employees reinforce desired behaviors laid out in the EVP.

Every 18 months, we conduct an employee perception survey, the Voice of Wipro (VOW), in all the group companies of Wipro Limited. This is an intensive and extensive exercise within the company. It is designed on par with world class models. The question formulating, survey awareness, result analysis, report sharing and planning of actions as an outcome of this is all done in-house. It's a great high to see this from start to finish. It is promoted as an organization wide campaign which has its basis not so much in fact finding but as an authentic source for Wiproites to share their views, get their voice heard and see results to highlight the good things and help improve the things which could be better. We also follow it up with a Pulse Survey –

which is shorter and runs usually once a year. This is more to get a quick pulse check on the employee satisfaction.

Methodology – The questionnaire comprises of 67 questions divided into 12 sections - these sections cover everything from their interest at Wipro, how they find their work, environment, their managers, how they see the organization, leadership and all the factors that pertain to it. There is both a qualitative and quantitative section to it. This is an online survey in almost all business units across Wipro.

This survey is open for a window of 4 weeks. After the completion of the survey window, results are analysed on various parameters as per the sections and also at various Business Unit levels so that specifics and overall perspective are arrived at.

The summary of the results with details is declared over the HR portal for all Wiproites to access. Following this there are detailed sessions with HR Managers and Business Units that further share a detailed report on specific Business-Unit-wise information. There are task forces formed across Business Units to identify action areas and to initiate and activate them.

Every Wiproite is kept updated of these changes and plans through both organization wide announcements as well as Business Unit meets with heads and HR managers. Action plans are initiated in phases for easier understanding by all.

Post the EPS, we implement a round of actions/changes which we internally communicate as the wave of changes. The most important part is that we keep employees as part of that process and informed at every stage. Cross functional teams are formed that work on all the changes.

We followed up the EPS in the IT Services business with an Employee Opinion Survey – EOS . A quick check – this was conducted to assess satisfaction on the three areas identified for action post VOW 2007\* and highlight areas where further action is required. There was a 20 point increase in the Satisfaction Score as compared to the previous survey for Wipro Technologies.

## Recruit

We are a meritocracy. We endeavor to hire highly talented professionals (both experienced and entry-level) from diverse cultural backgrounds. We hire experienced professionals in all geographies we operate in. At entry levels, we recruit from over 160 technical campuses and 50 B-schools spread across geographies including India, United States of America, Europe and China.

Meritocracy demands that we differentiate candidates only on merit and not discriminate on other grounds. We do not discriminate in hiring, compensation, access to learning, promotion, termination or retirement on **any grounds** such as ethnic and national origin, race, caste, religion, disability, gender, sexual or political orientation.

'Equal Pay for Equal Work' is a policy in Wipro. For Instance, during the year 2007-08, the male to female salary ratio was marginally above 1. This when adjusted for work experience and work profile is not a significant difference. Any violation of the policy may be promptly referred to the Ombudsprocess.

We employ scientific testing and impartial screening processes in selecting candidates. In recognition, we have won the Rasbic Award for "Best use of Technology for Recruiting".

## Diversity & Inclusivity

While recruiting, we are conscious of encouraging diversity amongst our workforce, knowing that people from different cultures, citizenship and gender can bring vibrant energy and ideas, both different and new.



\* VOW, Voice Of Wipro - the title of our EPS.

In 2007-08, in Wipro Technologies, the global IT services division, we had nearly 3% (2.7% in 2006-07) of employees whose citizenship was other than Indian. Across our IT businesses, 25.7% of the work force in 2007-08 was female (24.3% in 2006-07). As our Operations outside India increase, we are conscious of recruiting local talent. For our operations outside India, 9 of 27 (11 of 24 in 2006-07) of senior employees\* were of citizenship other than Indian.

Currently, our recruitment policy does not consciously focus on increasing the number of differently-abled individuals in our work force. We are in the process of engaging with stakeholders like external experts on disability, internal teams for recruitment and facilities in evolving a policy for the same.

## Induct

The corporation-level preliminary Induction program for new recruits is held for a duration of one and a half days. Spirit of Wipro, the core values that Wipro abides by and the Code of Business Conduct and Ethics (COBCE) are mandatory features of the induction process. All employees are required to take up a certification program of the COBCE. Entry-level candidates have a function-specific extended induction, for up to three months. Experienced and senior level recruits undergo customized induction lasting between 4 and 6 weeks.

## Train

What is conventionally called 'Training' in many corporate organizations is called 'Talent Transformation' in Wipro Technologies. The term symbolizes our approach to learning which, in our vision, must serve the individual employee in multiple ways – enabling him/her to be more effective in his job, to transform and help realize his/her potential to the fullest.

\* Senior employees in this context refer to employees in the equivalent of our career band E.

In the rapidly evolving technology business, our ability to offer expert solutions to our customers depends on how well we are updated on emerging and established technologies. We target 5% of an employee's working time to be spent on learning. We understand that the learning needs of each employee are unique. These are identified mutually during discussions between employees and their supervisors. We also have many programs which employees can self-initiate, and which need not be immediately relevant to their projects. Our employees take these self-paced programs in their spare time. In WT, during 2007-08, over 6.4 million hours were spent on learning. This is about 114 hours per person on an average. Our learning team engages employees in technical skills as well as behavioral skills. Both the streams have carefully designed curricula for entry-level, middle management and senior-level employees.

### State-of-the-art infrastructure & world-class faculty

- 110+ highly-qualified exclusive Trainers with an average teaching experience of 5+ years
- Organization-wide Capacity to train over 12,000 persons a day
- Over 1,800 courses offered on e-learning with 24X7 mentoring
- 8 Collaborative Labs with Best-in-Class Technology Partners
- Virtual Classrooms connecting all employees across the globe
- State-of-the-art classrooms, assessment Center
- Technical Training, Behavioral Training, Language and Culture Training

### World Class Training Programs

- Global Learning Alliance (GLA)

- Coaching for Leadership Program
- Stanford Advanced Program Management
- Advanced Leadership Program (ALP)

### Leadership Lifecycle Programs

- Early Leader's Program (ELP)
- New Leader's Program (NLP)
- Wipro Leader's Program (WLP)
- Business Leader's Program (BLP)
- Strategic Leader's Program (SLP)

We conduct

- Job focused learning in technology, software engineering and quality
- Technology update, seminars, discussion forums, e-learning modules for continuous learning
- Targeted Capability building Programs
- Management learning
  - ♦ Lifecycle Leadership programs
  - ♦ Soft-skills programs

Our management learning programs are designed to make our managers more multi-dimensional in their thinking, perspective and action. The leadership lifecycle programs nurture the leadership talent in Wiproites from a very early stage (Emerging Managers' Program). For example, in 2007-08, 20 of Wipro's senior leaders spent close to 8 days each (157 hours) in attending flagship programs in global and advanced leadership. A key aspect of these Leadership Learning Programs are the significant amounts of Top Management time spent on sessions and mentoring.

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

Our Talent Transformation team is 110+ strong, with more than 50% of them having a Masters degree and 10 with doctorates. 60% of our faculty are Dale Carnegie certified. We have seating capacity for over 12,000 participants in aggregate, supplemented by virtual classrooms and Automated Assessment centers. E-learning allows any employee to learn any subject offered from any location and learn at his or her pace. Additionally, we offer employees funding support for external learning or education subject to certain requirements.

**In 2007-08 we won 'BEST award' from the American Society for Training & Development for 2007 for the fourth year in succession.** Our Leadership Learning Programs won us the 'Dale Carnegie Global Leadership Award for 2007' in the Enterprise Training and Development space making us the first Indian organization to do so. Also during the year, we won

- **Golden Peacock National Training Award - 2007**
- **CorpU Awards for Excellence and Innovation in Corporate Learning - 2008**
- **4th Ranking in the 'Top Companies for Leaders' 2007 in India, 5th in Asia Pacific region and 20th globally.**

Some learning sessions go beyond the call of business. For example we organize learning sessions on personal finance titled, Arthashastra (loosely translated as the science of wealth). This program is aimed at teaching employees to manage their personal finance better- to meet current needs and provide for the future.

WASE or Wipro Academy of Software Excellence is a unique approach to training that combines academic knowledge with on-the-job training. Designed as a 4 year program, an entry-level science graduate obtains a Masters Degree in Engineering from Birla Institute of Technology and Science, Pilani while gaining valuable work-experience at Wipro. Initiated in 1995, 939 candidates had graduated from the Program and another

5,132 were undergoing the program, as of 31 March 2008. The synergy of students, Wipro and BITS has resulted in WASE Program being ranked 2nd among the most mature Corporate Universities by CUBIC. For more details visit [http://careers.wipro.com/wiprocampus\\_wase.asp](http://careers.wipro.com/wiprocampus_wase.asp)

## Nurture

### Work Environment - Physical

The best of talent blooms only under the right environment. We take care that the work environment is conducive and fulfilling. The physical environment is designed to be pleasing and convenient. Inviting campuses have large open spaces, ergonomic workstations, convenient access to refreshments and nutritious food and are equipped with Emergency Care.

### Health

**Awareness** - We conduct regular and distributed workshops, awareness sessions - online and offline - on the lifestyle impact on health and the measures employees can take to prevent RSI, stress and lifestyle related illnesses. Periodically, we issue advisories based on local and global events, on a precautionary basis.

**Nutrition** - Food, nutrition and a balanced meal form an important part of a healthy lifestyle. At Wipro the in-house hospitality team in consultation with experts maintains a balance between taste, nutrition, consistency and variety. Paramount emphasis is given to hygiene levels at the cafeterias and stringent standards are enforced both, in the front- and back-end operations. Periodic audits are carried out in ensuring adherence to various food and beverage related quality-compliance.

**Exercise** - We have negotiated steep discounts on fitness club membership fees in main cities to enable our employees to take advantage of fitness facilities near the place of their residences. Our employees enjoy significant medical benefits

including reimbursement of medical expenditure towards preventive care, diagnostics and treatment.

All development centers have recreation activities including gymnasiums, yoga and aerobics learning centers commensurate with the size of the center.

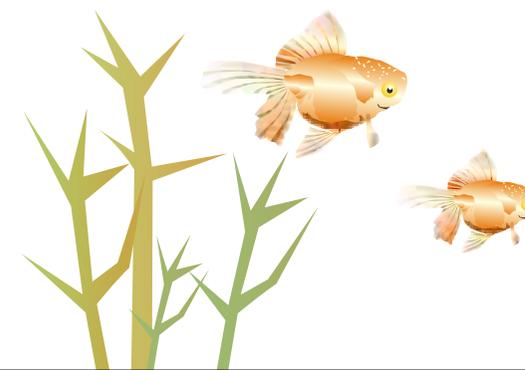
## Safety

Employee safety is of paramount importance. All buildings that we construct strictly adhere to the National Building Code. We are constantly enhancing various aspects of workplace safety. Mock drills in evacuation and first-aid are held to acquaint employees with procedures in the event of an emergency.

There were zero reported incidents of employee accidents in our premises, during the year 2007-08. In line with our employee-friendly policies, we treat accidents that employees meet with during the commute between work and home as industrial injury thereby providing such employees paid leave and facilitating medical benefits. Table 19 under the 'Data Sheets' section presents the number of such instances during 2007-08. We continue to enhance our security and safety procedures and training to assure physical security for our employees, property and data.

Employees are encouraged to express their views on health and safety during open house sessions. Employees may also log their concerns in our intranet portal My Wipro. These logs are tracked by the Facilities Team till the concerns are redressed satisfactorily.

Emergency Response Training (ERT) is a training initiative at Wipro that consists of employee volunteers who are trained in basic fire safety, first aid including Cardio Pulmonary



Resuscitation (CPR), evacuation procedures, and hydrant operations and LPG safety. These programs are conducted to and create awareness on safe work practices. The trained employees are geared to handle emergencies and are expected to be the first responders in such situations. The location security manager is the ERT leader at every location.

In businesses where we operate on a 24x7 basis, several additional measures are taken to ensure the security of our employees, especially women:

- No First-pick-up or last drop of female employees
- Security guards to escort female employees commuting alone
- Awareness programs on emergency procedures
- 24 hour helpline

All security personnel are trained to handle emergency situations. Security personnel are trained in procedures so as to be thorough yet sensitive to human rights. We have created Safety Booklets, which are also shared with employees at the time of Induction.



Mitra ('friend' in Hindi) is an in-house counseling initiative commenced in 2003 to help Wiproites cope with stress and crisis faced in personal and professional life. 'Mitra' is based on the principle of "non-directive lay counseling" wherein the counselor (a formally trained Wipro Employee) does not prescribe solution to problems. Rather s/he provides an empathetic environment and helps the counselee to identify and cope with their issues.

The counseling process followed by Mitra counselors ensures that the counselee feels sufficiently empowered

to think through and implement the solutions that they feel are best suited to resolve their problems. Confidentiality is maintained when dealing with the cases. An external practicing Doctor in Preventive Medicine and Community Health with over 20 years of experience is our lead panelist. A group of practicing Mitra counselors manage the entire program.

Over the years, Mitra has grown from 13 Mitra volunteers to 26 and more than 400 employees have reached out. The Mitra Counselors are Wipro employees who have come forward to help and balance this activity along with their regular work. Mitra is introduced to new employees through induction and details are available in our employee portal Channel W. Regular communication happens via posters, mailers and Webchats.

### Work Environment - Ethical

We provide a healthy work atmosphere, built on ethical values the foundation of which is Spirit of Wipro. All business transactions are governed by the COBCE. We do not use forced labor or child labor. In all our premises, especially campuses with on-going construction activities, our security personnel ensure that persons below the age of 18 are not admitted in to our campuses.

Further, the Ombudsprocess (explained in detail in Section 4c of this document) is well institutionalized to handle violations to the COBCE. The Ombudsprocess provides a simple, confidential and trusted route to report any perceived violations and misalignments between employee or organizational actions and the values. The violations reported are investigated and resolved at the earliest.

Instances of discrimination, fraud, cheating, policy violation, harassment and hostile behavior can be referred to the

Ombudsman. These complaints are addressed suitably, actions varying from issuing clarifications to even separation from employment for more serious offences. During the year 2007-08, 337 complaints\* were received by the Ombudsprocess. 340 cases (including complaints received in prior period) were promptly resolved in the year.

**Table 13: Break-up of Complaints received in Ombudsprocess**

Types of Complaint	2007-08 %age
TED/HR/ People Process Violation	57%
COBCE/ Security Policy Violation	13%
Harassment (Sexual/ Otherwise)	12%
Fraud/Financial Impropriety	8%
Aggressive/Hostile/Biased Behavior	4%
Others	6%

**Table 14: Break-up of actions taken against complaints**

Analysis of Action Type	2007-08 %age
Separation	11%
Warning Letter	8%
Counseling	21%
Process/ Policy Change/ Clarifications	33%
Minor Issue/ Clarifications	15%
Others	12%

“While most organizations establish an ombudsprocess for legal and compliance issues, Wipro goes a step further to utilise this mechanism to ensure that all internal programs, policies, and processes are aligned to the Employee Value Proposition and Values”. - **The Corporate Leadership Council®** \*\*

### Freedom of Association

We respect the right of our employees to form and join trade unions. It is our expectation that our suppliers will also do the same. In our IT businesses, no registered employee unions exist.

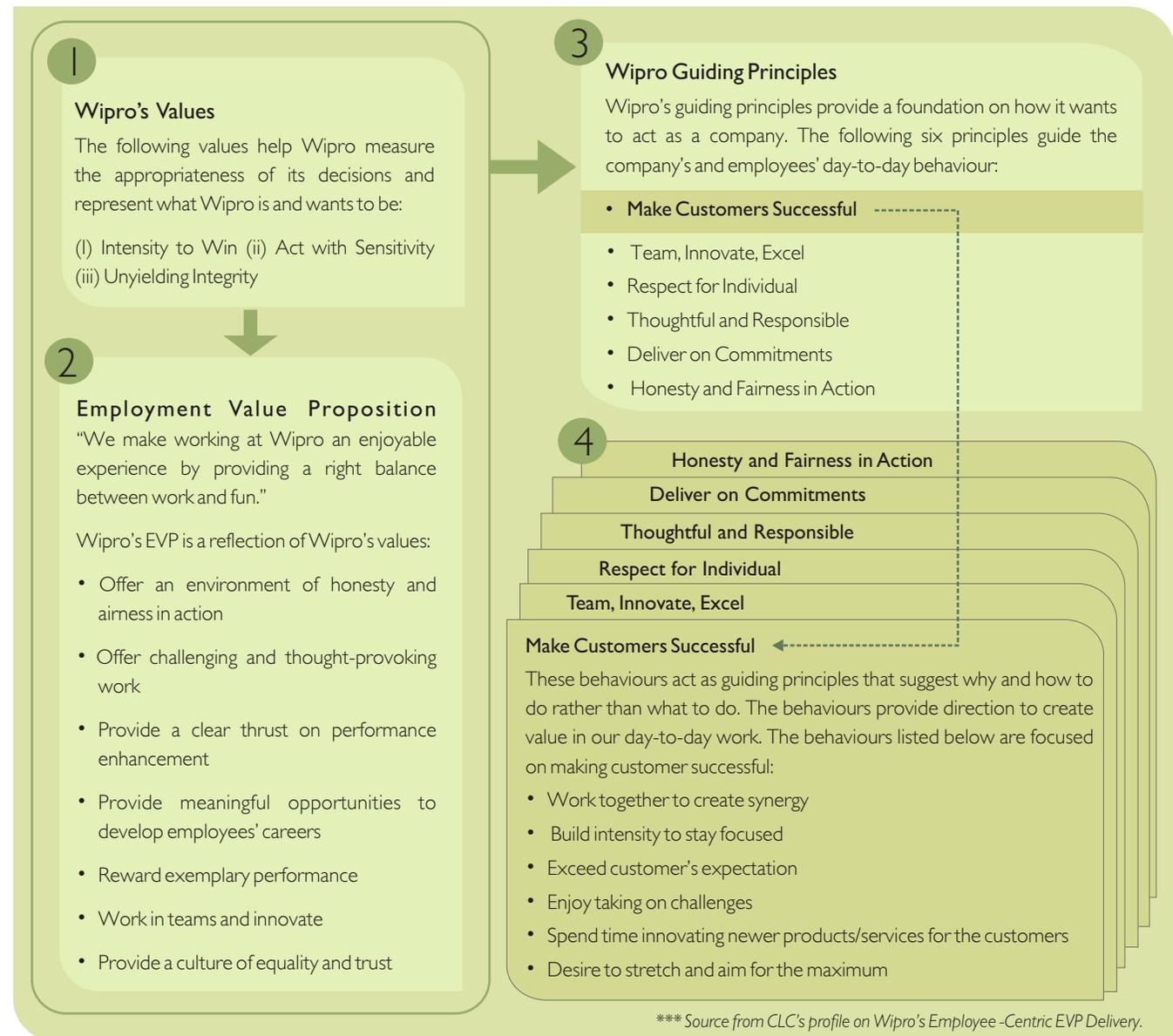
### High Performance

As an organization with a high performance culture, we understand the need to have credible practices to measure performance. The strong appraisal process in the organization measures performance and provides feedback for improvement. Our Annual Appraisal process, covering all employees, undergoes two levels of reviews- first the employees self-assess their performance against the set goals and objectives; and at a second level get feedback from immediate supervisor. In addition, there is also an assessment of competencies. For the managers, there is a 360 assessment of the Leadership competencies apart

\* 5 of these were from the consumer-care and infrastructure engineering business.

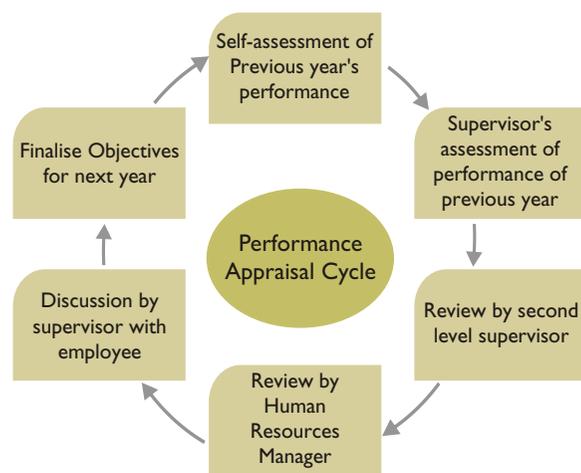
\*\* CLC is a part of The Corporate Executive Board, a leading provider of best practices research, executive education seminars, customized research briefs, and decision support tools to the world's largest and most prestigious corporations. More at <http://www.executiveboard.com/>

Figure 16: Values-Driven EVP and Behaviors Articulation\*\*\*



from the regular appraisal process. For the year 2007-08 in Wipro Technologies 96.6% of appraisals were completed. In Wipro Infotech 60% of appraisals had been completed and 36% are in progress. In Wipro BPO, 100% of employees' appraisal was completed. While the appraisal system is designed to cover all employees, 100% completion may not be always achieved for reasons of employee sabbatical, long/ study leave, maternity etc.

— Figure 17: The Performance Appraisal Cycle —



## Reward & Recognition

### Reward

Our employee compensation and rewards practices has evolved out of Total Reward philosophy. We believe that apart from the monetary and non-monetary rewards to employees, providing them a great career path and really challenging work can be a key differentiator. The rewards are given based on performance, competence and future potential.

Our Compensation and Benefits practices are influenced by our policies towards employee health, rewarding performance

and teamwork, assisting long-term wealth creation, retirement planning and the need to offer a tax-efficient compensation structure.

**Health** - The medical benefits include insurance (personal accident insurance, group life insurance, and survivor benefits) and reimbursement towards preventive, diagnosis and treatment expenses.

**Superannuation** - For employees in service prior to April 1991, a benefit-defined retirement plan is in place\*. For Employees who joined service post April 1991, a contribution defined superannuation plan is in place.

**Rewarding Team Performance** - The Quarterly Performance Linked Incentive or QPLC seeks to reward team performance. The Team performance is measured against pre-set goals and achievement is rewarded.

### Long-Term Wealth Creation

**Rewarding High Performance** - To reward long-term performance and build strong bonding with the company, we were one of the earliest employers in India to use Employee Stock Ownership Program (ESOP) from 1986. Even after the stock options went out of public favor due to the need to account for stock option expenses, we continue to provide stock options by accounting for its cost. In 2004 we modified our stock option program by introducing Restricted Stock Units or RSUs. RSUs align employee reward with long-term company performance and enhance employee retention.

**Temporary Workers** - In our business model of global delivery across service lines, we offer service availability up to 24x7 at multiple locations across multiple platforms. On occasions, we deploy the services of temporary workers called 'contract workers' through agencies to satisfy short-term requirements in certain skill-sets, or in locations where we may not have a significant presence. As of 31 March 2008, contract workers employed by Wipro Technologies, the Global IT services division

was about 3% of the total employee strength. As the terms of these relationships are different from employees, the contractual benefits to such short-term workers are also different. We go that extra mile to ensure that the interests of contract workers are protected by insisting the contracting agency pays the statutory liabilities in respect of such workers. We ensure that temporary contract workers work under the same working conditions as employees and employee benefits such as recreation and refreshments also made available to them. Salaries of all employees and payments made to temporary workers are in compliance with the relevant Minimum Wages legislations.

### Recognition

We have a Recognition culture across verticals, practices and service functions to encourage, identify and recognize employees who make a performance difference either individually or through teams. These awards are given every 6 months to recognize achievements or accomplishments that contribute to the overall objectives of the organization. Some of our awards are presented below:

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

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

\* For more details refer to page 121 of Annual Report-II

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

Instant recognition programs are informal awards that are completely online where one can easily nominate in any of the following categories which we call 'Encore Awards':

- **Thanks a Zillion:** An award that can be given when one wishes to "thank" another for help rendered especially when the nominee has gone out of the way to do the same
- **Dear Boss:** An award where a team/individual can nominate their manager for being a "great boss"
- **Feather-in-my-cap:** Typically given by a supervisor to his/her reportee for good work done
- **Long Service Awards:** Employees who complete long service in the organization (5/10/15/20 years) are given awards in recognition of their dedication, loyalty and contribution to the organization.

From awards presented in formal forums, to awards given in semi-formal forums, we encourage employees to create higher standards of work and values on a continuous basis. We attach a lot of importance to these awards. For instance, the awardees of 'Best People Manager' across the organization are invited with family for an award ceremony and dinner with the Chairman.

**Work-Life Balance** - Work-life balance is an area of individual preference and choice. We work 5 days a week and have a flexible leave policy. We insist on all employees availing a certain number of days of mandatory leave during the year to promote work-life balance and rejuvenate themselves. We offer our female employees Extended maternity leave and Half day working.

## Retain

Retaining employees has been a challenge in the India-based IT industry. During the year 2007-08, Wipro Technologies turnover rate was 18.5%. Of this, 2.2% of the separations were involuntary due to reasons of integrity and performance.

Amongst the reasons for employees to leave an organization are to pursue higher education, relocation or to break the monotony of work. We have innovative policies to satisfy employees' genuine needs while retaining them. Sabbatical leave and educational leave policy cater to some of these higher order needs. Role rotation is an implicit practice that we live by every day at Wipro. We believe that constant rotation of roles provides employees fresh challenges and bring in newer perspectives to their thinking.

## Develop

We understand that employees have a need to constantly challenge themselves and to seek change and develop their faculties and potential to the full.

While the role rotation program is one such vehicle, employees are also encouraged to participate in the Wipro Cares program, Wipro Applying Thought in Schools and the eco-eye program. This provides them with a window to different world where their horizons are expanded in directions that make them socially responsive and sensitive.

## Significant Operational Changes - Acting with Sensitivity

We take employees into confidence over any significant change that might affect their working hours, location, nature of work. We understand that any change could have varying impacts to different employees and appreciate the need for notice sufficiently in advance. A change in management need not be disruptive to

employees. When we acquire businesses, integration is a crucial process that we handle with sensitivity. Our integration principles form the basis of all integration activities. These principles are: maintaining business and customer experience continuity and ensuring minimum discomfort to employees during transition. Integration process is managed by an integration team consisting of members from both the teams and all integration decisions are taken jointly.

Changes are gradual and care is taken that overall the employees' benefits are the same if not better than before. A key objective of the integration team is to communicate consistently, timely and honestly. Our attempt is not to impose Wipro culture or even to create a new culture; we follow an approach of appreciation of different world views. We conduct surveys titled- Transition Integration & Effectiveness Survey- at the end of 30, 90 and 180 days post-acquisition to provide feedback to continuously help improve the process. Examples are entry into new geographies such as Brazil, Austria, Portugal and Finland.

We have successfully, in 2 of our acquisitions, integrated employees who are a generation older than rest of Wipro employees; and integrated business models different from Wipro. We believe that there's something unique that employees in each of the integrating companies value and its important to appreciate it - it could be technical expertise, marquee customers, a strong leadership team, pride of 'making it happen', pride in national culture or the company culture.



## Data Sheet

Table 15: Demographics of Employees

Wipro Technologies							Wipro Infotech							Wipro BPO						
Seniority	2008			2007			Seniority	2008			2007			Seniority	2008			2007		
	Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total
Associates	33,877	15,252	49,129	28,735	11,127	39,862	Associates	6,706	863	7,569	4,324	472	4,796	Associates	14,097	5,591	19,688	12,124	4,907	17,031
Middle	8,431	922	9,353	7,001	753	7,754	Middle	996	69	1,065	721	47	768	Middle	269	80	349	195	59	254
Senior	1,357	123	1,480	1,083	86	1,169	Senior	213	15	228	152	14	166	Senior	116	23	139	95	16	111
Top	99	5	104	80	3	83	Top	16		16	14		14	Top	6	1	7	10	1	11
Total	43,764	16,302	60,066	36,899	11,969	48,868	Total	7,931	947	8,878	5,211	533	5,744	Total	14,488	5,695	20,183	12,424	4,983	17,407

Region	2008			2007			Region	2008			2007			Region	2008			2007		
	Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total
India	33,272	14,815	48,087	28,032	10,803	38,835	India	7,553	919	8,472	4,880	472	5,400	India	14,419	5,604	20,023	12,424	4,983	17,407
Americas	6,309	893	7,202	5,061	660	5,721	Americas			-			-	Americas	-	-	-	-	-	-
Europe	3,426	492	3,918	3,162	440	3,602	Europe			-			-	Europe	20	48	68	-	-	-
Others	439	71	510	356	40	396	Others	165	21	186	113	47	121	Others	19	30	49	-	-	-
Japan	318	31	349	288	26	314	Japan	213	7	220	218	14	223	Japan	-	-	-	-	-	-
Total	43,764	16,302	60,066	36,899	11,969	48,868	Total	7,931	947	8,878	5,211	533	5,744	Total	14,458	5,682	20,140	12,424	4,983	17,407

Age group	2008			2007			Age group	2008			2007			Age group	2008			2007		
	Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total
<30 years	26,084	13,951	40,035	22,017	10,099	32,116	<30 years	5,085	724	5,809	2,789	354	3,143	<30 years	11,427	4,660	16,087	10,180	4,206	14,386
30-50 years	17,453	2,329	19,782	14,736	1,862	16,598	30-50 years	2,820	219	3,039	2,399	175	2,574	30-50 years	2,946	1,000	3,946	2,227	776	3,003
>50 Years	227	22	249	146	8	154	>50 Years	26	4	30	23	4	27	>50 Years	85	22	107	17	1	18
Total	43,764	16,302	60,066	36,899	11,969	48,868	Total	7,931	947	8,878	5,211	533	5,744	Total	14,458	5,682	20,140	12,424	4,983	17,407

Table 16: Attrition of Workforce

Wipro Technologies						
Attrition	2008			2007		
	Male	Female	Total	Male	Female	Total
India	6238	2327	8565	4822	1578	6400
Americas	1024	140	1164	694	79	773
Europe	295	36	331	149	29	178
Others	64	12	76	13	3	16
Japan	30	4	34	15	3	18
Total	7651	2519	10170	5693	1692	7385

Attrition	2008			2007		
	Male	Female	Total	Male	Female	Total
%						
India	20%	18%	20%	20%	17%	19%
Americas	18%	18%	18%	15%	15%	15%
Europe	9%	8%	9%	6%	9%	6%
Others	16%	22%	17%	6%	12%	6%
Japan	10%	14%	10%	6%	13%	6%
Total	19%	18%	19%	18%	17%	17%

Wipro Infotech					
2008			2007		
Male	Female	Total	Male	Female	Total
1213	140	1353	968	92	1060
0	0	0	0	0	0
0	0	0	0	0	0
8	1	9	10	0	10
45	1	46	21	1	22
1266	142	1408	999	93	1092

2008			2007		
Male	Female	Total	Male	Female	Total
19.5%	19.5%	19.5%	23.8%	22.2%	23.7%
0	0	0	0	0	0
0	0	0	0	0	0
5.8%	6.9%	5.9%	10.0%	0.0%	9.3%
20.9%	16.7%	20.8%	9.6%	20.0%	9.9%
19.3%	19.2%	19.3%	23.4%	21.9%	23.2%

Wipro BPO					
2008			2007		
Male	Female	Total	Male	Female	Total
11328	4854	16182	10954	4636	15590
0	0	0	0	0	0
3	8	11	0	0	0
4	4	8	0	0	0
0	0	0	0	0	0
11335	4866	16201	10954	4636	15590

2008			2007		
Male	Female	Total	Male	Female	Total
84%	92%	86%	93%	97%	94%
0%	0%	0%	0%	0%	0%
30%	33%	32%	0%	0%	0%
42%	27%	33%	0%	0%	0%
0%	0%	0%	0%	0%	0%
84%	91%	86%	93%	97%	94%

Amongst the above - Involuntary Attrition 2.2% 1.6%

3.6% 4.6%

11% 15%

Note: Attrition figures are presented for employees only; temporary workers are not included.  
Attrition percentage is computed as total separations during the years as a percentage of average headcount for the year.  
The average headcount is  $\frac{\text{Opening headcount} + \text{closing headcount}}{2}$

Table 17: Temporary Workers

Particulars	Sub-Contractors								
	Wipro Technologies			Wipro Infotech			Wipro BPO		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
'As on 31 March 2008	1,417	361	1,778	1,373	234	1,607	69	26	95
'As on 31 March 2007	1,259	227	1,486	1,085	127	1,212	36	18	54

**Legend:**

**Top Management:** Refers to Career Band E in Wipro Technologies and its equivalents in WBPO and WI.

**Senior Management:** Refers to Career Bands D1 and D2 in Wipro Technologies and their equivalents in WBPO and WI.

**Middle Management:** Refers to Career Bands C1 and C2 in Wipro Technologies and their equivalents in WBPO and WI.

The rest of the employees constitute Associates.

Table 18: Attrition of Workforce, age-group wise

Wipro Technologies			
Attrition	2008		
Absolute no.	Male	Female	Total
<30 years	4734	2119	6853
30-50 years	2877	396	3273
>50 Years	40	4	44
Total	7651	2519	10170

Wipro Infotech			
Attrition	2008		
Absolute no.	Male	Female	Total
<30 years	773	108	881
30-50 years	492	33	525
>50 Years	1	1	2
Total	1266	142	1408

Wipro BPO			
Attrition	2008		
Absolute no.	Male	Female	Total
<30 years	10023	4386	14409
30-50 years	1279	473	1752
>50 Years	33	7	40
Total	11335	4866	16201

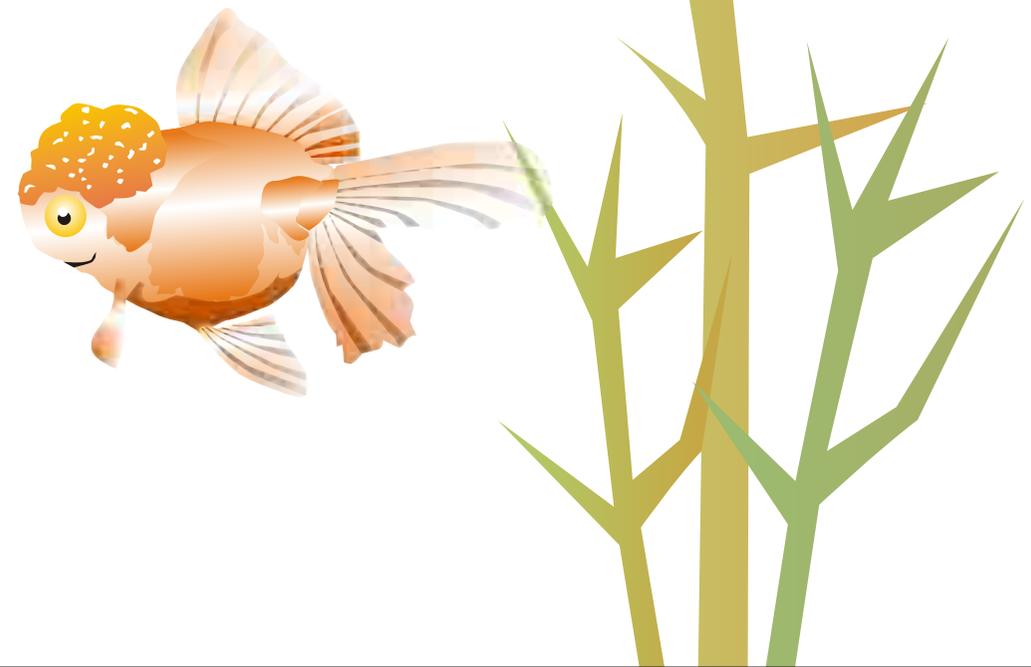
Table 19: Safety Incident Report

Particulars	WT	WI	WBPO
Number of Incidents	190	15	168
Number of days lost	5,687	439	3,383
Number of Fatal accidents	0	0	1

Note: There were zero reported incidents of employee accidents on our premises, during the year 2007-08. In line with our employee-friendly policies, we treat accidents that employees meet with during the commute between work and home as industrial injury thereby providing such employees paid leave and facilitating medical benefits.

Table 20: Average No. of hours of Internal Training

Category	Avg No. of Days of Training per person	
	WT	WI
Junior/Associates	16	6
Middle	5	4
Senior	3	2
Top	0.4	0
Overall	14	6



## 5c. Wipro and current / future generations

Spirit of Wipro pervades everything that we think and do. Two of the cornerstones of Spirit of Wipro - Act with sensitivity and Unyielding integrity - are central to Wipro's philosophy and approach to preserving ecological balance. Stated simply, caring about the larger interests of the biosphere that we live in is an 'act of sensitivity'. Failing to realize how our actions of today could adversely affect the world's future generations is a lapse of integrity. Hence, Wipro's vision and charter on ecological sustainability stems from its very character and spirit and goes beyond what is sought by external pressures of regulation and compliance.

### Current and future generations: Wipro's ecological stakeholders

The problems of ecological degradation - global warming, water scarcity, poor air quality, hazardous wastes, species loss - affect society in varying degrees. While issues like global warming affect the whole world, problems like air pollution and water scarcity are more localized, having an impact on communities in a particular region or a country. Whichever way one sees it, one cannot overlook the fact that an organization's ecological impact spills beyond its boundaries. This is unlike its engagement with business stakeholders like customers, suppliers and employees - where the effects of the relationship are by and large restricted to the two involved parties. Who therefore are the affected stakeholders of Wipro's actions on ecological sustainability? It could be (i) local communities who get affected if an organization's untreated waste water is released into the local water body (ii) entire cities which get affected due to the pollution and congestion from a company's huge transport fleet (iii) the greenhouse gas emissions from a company's operations may affect the entire world by contributing to increased warming of the planet.

The fact that 'cause and effect' cycles play out much more slowly in the ecological sphere than in other domains of human life makes it that much more easy to be myopic in our ecological actions; for example the current crisis of climate change is the result of more than two centuries of profligate industrial activity. Similarly, the pollution of major river systems is often evident over years and decades, rather than in weeks and months. The tragedy of the commons finds its fullest expression in the ecological arena.

Given the above context, Wipro's stakeholders for its ecological sustainability program belong to two categories:

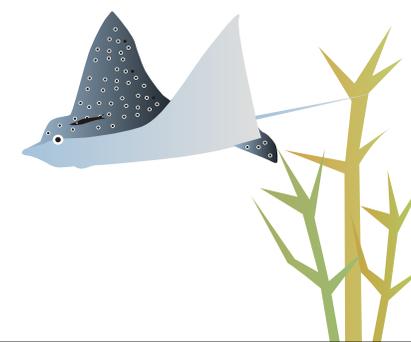
- **Affected stakeholders:** The affected stakeholders of Wipro's 'green' charter are all of humanity, current and future generations\* - and in particular, local communities and citizens

- **Representative stakeholders:** The interests of current and future generations are represented by multiple stakeholders, rather than any single group. Each of these stakeholders has a definitive role to play in the strategies and actions for a 'greener' future. Wipro's engagement process with these stakeholders is represented below -

— Table 21: Current and future generations - Wipro's ecological stakeholders —

Stakeholder	Role	Wipro's engagement model
Governments and policy makers	Environmental legislation and policy creation, designing fiscal structure of incentives and penalties	Proactive and continuous engagement with central and state governments both, one-on-one and as part of industry forums (CII, FICCI)  Example: Wipro is a signatory to CII's mission on sustainable growth; Wipro is a signatory to the U.N. Global Compact (UNGC)
Civic bodies	Creating and running public infrastructure in an ecologically sustainable manner	Wipro engages with municipal and civic agencies in issues of larger ecological importance. For example in the city of Bangalore, India, Wipro worked with the Bangalore municipality (BBMP) in late 2007 on a pilot to transplant fully grown trees
Communities and 'Green' NGOs	Grassroot-level awareness building and execution of projects in ecological sustainability	Wipro identifies key NGOs to work with in different areas. Wipro has a partnership alliance with WWF to work on areas in biodiversity and IT for Green.

\* Our future generations are also stakeholders for our social initiatives in 'Education'. See Section 5g for the context



## Ecological impact of Wipro's business operations

Wipro is a multi-geography, multi-location organization employing more than 90,000 employees. There are multiple points of impact of our operations on the environment. Table 22 below is a summary representation of our ecological impact.

**Table 22: Ecological impact of Wipro's business operations**

Operational area	Ecological impact	Mitigating actions (illustrative)
Consumption of power by Wipro's campuses and buildings across locations. In India, a significant part of the grid power is drawn from coal based power stations	Contributes proportionately to increase in GHG emissions, the primary cause of global warming	<ul style="list-style-type: none"> <li>Increased energy efficiency measures</li> <li>Wipro is piloting renewable energy solutions</li> </ul>
Consumption of water in campuses and buildings across locations; Normally purchased from municipal bodies, sources can be rivers, lake systems or ground water (drawn directly)	Contributes to proportionate depletion at source. Considering the fact that the IT business is not water intensive, our withdrawals are not of the scale to make a material impact on the water source	<ul style="list-style-type: none"> <li>We recycle a lot of our waste water as high as 60% in some places</li> <li>Rainwater harvesting to recharge ground aquifers in some of our campuses</li> </ul>
Generation of waste - water, organic, inorganic and electronic - from internal operations	Pollution of landfills and water bodies if waste is discharged untreated. Contributes to GHG emissions also	<ul style="list-style-type: none"> <li>Food waste is recycled in biomass plant in main campus in Bangalore</li> <li>E-waste is disposed off through certified agency only</li> </ul>
Wipro sells IT hardware Pcs, laptops, servers etc to its customers .	In absence of takeback responsibility, the hardware finds its way to landfills with potentially toxic results	We have in place extensive takeback program with our customers in India along with a back-to-back tieup with an e-waste processor agency.
Daily to and fro commute of Wipro's large workforce; Frequent business travel (domestic and international) of a section of the workforce	GHG emissions from the large transport fleet run by the company and from employee owned vehicles ; Proportionate impact on air quality in the cities where we operate. GHG emissions from business travel	<ul style="list-style-type: none"> <li>Increased use of remote and virtual technologies (V-Cons, Virtual meetings) to reduce business travel</li> <li>Car-pooling programs in Bangalore and Hyderabad</li> </ul>

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

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

### The eco-eye themes

The eco-eye program is built on the five themes shown in table 23.

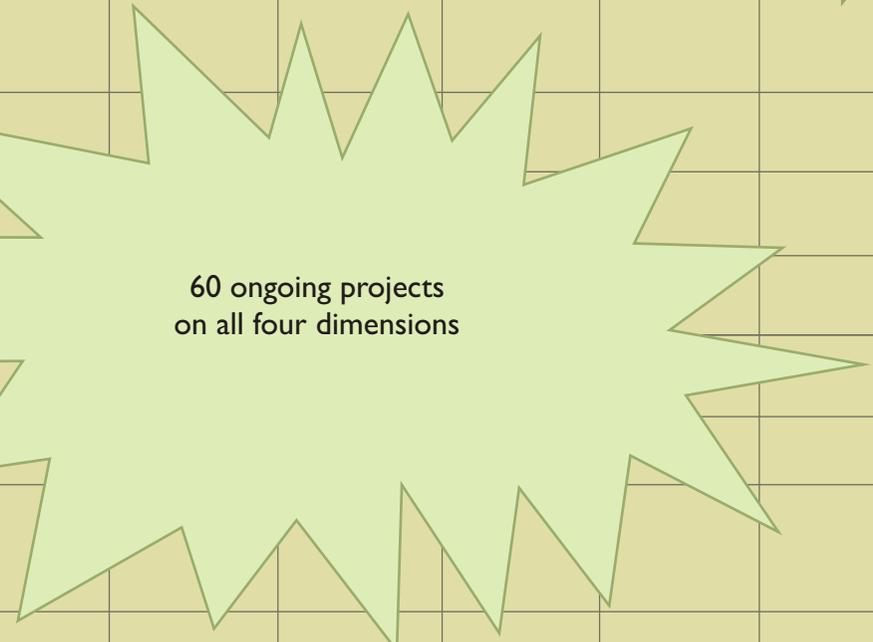
**Table 23: eco-eye themes**

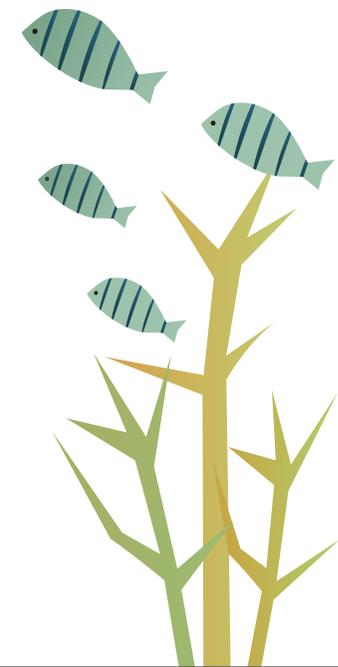
<b>1. Ecological surplus organization</b>	Remodel operations (reduce, recycle & offset) to reach neutrality / surplus in the four identified areas (energy, water, waste & biodiversity)
<b>2. Business investments</b>	Build a portfolio of investments that will open new opportunities of sustainable business
<b>3. Partnering and Influencing</b>	Partner with regional, national & global groups as part of larger sustainability initiatives in energy, water, waste & biodiversity
<b>4. Transparent reporting</b>	Establish a framework of sustainability-centered measuring & reporting based on GRI guidelines
<b>5. Risk planning &amp; mitigation</b>	Assess risks to Wipro arising from climate change & ecological degradation; Publish the risk-mitigation plan

## eco-eye implementation framework

The eco-eye framework is built on the principles of 'comprehensiveness' and 'stakeholder inclusiveness'. The comprehensive nature of the charter is defined by the four inter-connected dimensions of 'Carbon energy', 'Water', 'Waste' & 'Biodiversity' and the fact we will touch multiple stakeholders. The stakeholders and constituencies that are included in our charter are customers, suppliers, employees, NGOs/ citizen organizations, governments and regulators etc.

Table 24: The eco-eye framework

		Wipro		Extended Circle of Influence				
Focus Area	Objective	Internal Operations	Employees	Community	Suppliers	Partner Network	Customers	Advocacy
Energy (All types of fuels & electricity)	Reduce	← Stakeholder inclusiveness →						
	Switch to Renewable Resources	 <p>60 ongoing projects on all four dimensions</p>						
Water	Reduce							
	Recycle & Reuse							
	Preserve Aquifers							
Emission, Effluents & Solid Waste (Both hazardous & non-hazardous)	Reduce							
	Recycle & Absorb							
	Render harmless by eco-friendly decomposition							
Biodiversity	Preserve Regenerate							



## Environmental policy framework and management systems

A comprehensive and robust policy framework is a critical success factor for an organization's environmental charter. This must be backed by a sound environment management system (EMS) based on globally accepted standards like the ISO 14001 system.

Wipro was one of the earliest IT companies to initiate the EMS certifications according to ISO14001 standards. As early as 2001, we had begun EMS certification at Bangalore development centre. This early advantage in conjunction with constant operational improvements helped Wipro articulate its environment policy in 2005. The salient highlights of our policy are available at [http://wiprocorporate.com/eco-eye/fileadmin/template/files/Art\\_Work\\_-\\_EHS\\_Policy.pdf](http://wiprocorporate.com/eco-eye/fileadmin/template/files/Art_Work_-_EHS_Policy.pdf)

## Environmental Management System

A good policy is only a start. Implementing on the ground requires a mature management system. Some of the salient highlights of Wipro's EMS are:

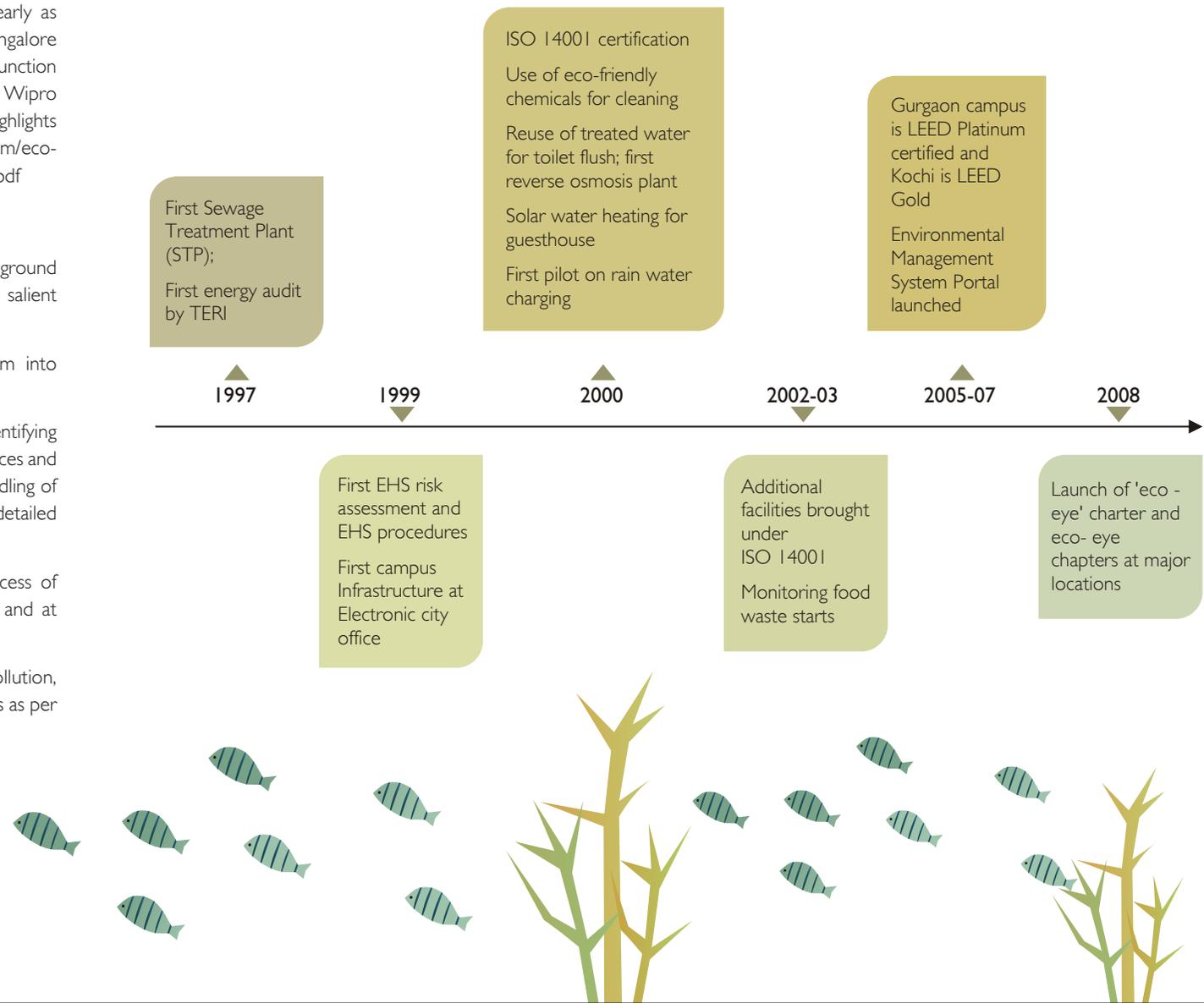
- Defines major environmental goals, converts them into initiatives and tracks their regular progress
- Templates and methodology for assessing and identifying environmental impact of Wipro's key products, services and operations. There is particular emphasis on the handling of chemicals and hazardous substances for which a detailed process needs to be adhered to
- Broadbase the ownership of goals through a process of objective(s) / target setting for different functions and at different organizational levels
- Goals primarily pertain to prevention of pollution, compliance with regulations, and other internal goals as per the eco-eye charter

- Expand awareness of EMS through regular learning sessions for different groups.

In 2006, a new portal was launched on Wipro's intranet providing information on the Environmental Management System and OHSAS Management system. The portal, which is the responsibility of Wipro's EHS group, is a comprehensive online learning medium for policies, best practices, and facts on EMS.

## Performance highlights

Figure 18: Milestones of our ecological journey over the last decade



## Accolades & recognition received during 2007-08

- Srishti's "Good Green Governance"\* Award in the services sector 2007. This is the second year in a row
- CII's National award for "Excellence in Energy Management"\*\* for energy efficient facilities for 2006, 2007 & 2008
- Certificate of Assessment from UVDB for Safety, Health, Environment & Quality practices

## Performance highlights -2007-08

**Scope:** 54 locations comprising owned and leased facilities of Wipro Technologies, Wipro Infotech and Wipro BPO, in India.

## Energy efficiency

**Performance highlights:** A range of measures to improve energy efficiency in buildings and campuses has resulted in a decrease in per employee power consumption from 338 units (kwh) per month in 01-02 to 275 units in 07-08, a decrease of 18.6% in total; we expect this to reduce even more rapidly in the coming years as more numbers of employees move into LEED certified buildings. The table illustrates some of the implemented measures.

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

\* For details, please refer <http://www.gofomature.com/gcube-award.php>

\*\* For details, please refer <http://www.greenbusinesscentre.org/site/events/eventitem.jsp?eventid=4822&event=dd>

*Note: No of Employees in India considered for performance analysis: 72,350*

Table 25: Energy Efficiency Initiatives

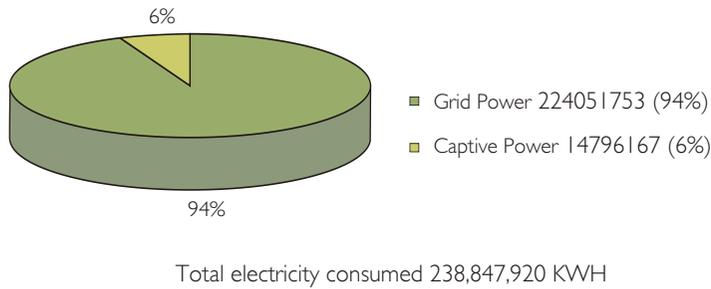
Energy efficiency domain	Implemented Initiatives (illustrative)
Building design	<ul style="list-style-type: none"> <li>(a) LEED rated campuses at Gurgaon (Platinum) and Kochi (Gold) help in energy efficiency improvement of nearly 15%</li> <li>(b) Use of skylighters in basements</li> <li>(c) Double glazed glass reduces cooling demand</li> <li>(d) Greater use of natural ventilation and lighting</li> </ul>
Cooling equipment	<ul style="list-style-type: none"> <li>(a) Shift from window ACs to centralized cooling systems</li> <li>(b) Adopted technologies that enhance cooling efficiency like Variable Frequency Drives, Screw compressors, Autovents, Ambiators which use ambient air in Winter</li> </ul>
Computing equipment	<ul style="list-style-type: none"> <li>(a) Use of energy star certified PCs</li> <li>(b) Use of computing tools to switch off power automatically</li> <li>(c) Increasing use of TFT monitors in lieu of CRT monitors</li> <li>(d) Use of virtualization technologies in data centers</li> </ul>
Lighting	<ul style="list-style-type: none"> <li>(a) Use of occupancy sensors and timers</li> <li>(b) 100% use of CFLs and Hi-lumen tubes (pilots on LED lighting completed)</li> </ul>
Processes	<ul style="list-style-type: none"> <li>(a) Regular energy audits</li> <li>(b) Life cycle analysis of equipment like lifts, ACs and right-sizing of the same</li> <li>(c) Use of Building Management System (BMS) to optimize energy use</li> </ul>
Practices	<ul style="list-style-type: none"> <li>(a) Switching off all equipment – PCs, Photocopiers, ACs – after office hours</li> <li>(b) Recalibrate temperature settings in conference rooms and laboratories</li> </ul>

For 2007-08, nearly 94% of our power consumption for the reporting year was sourced from the electricity grid while the balance 6% is powered from captive sources like coal, LPG and Diesel (See figure 19).



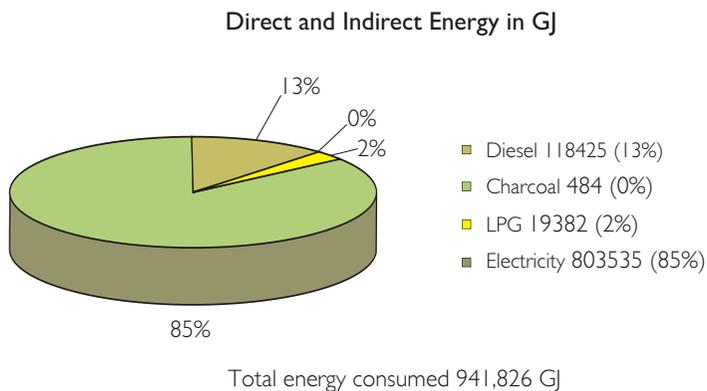
These implemented measures in energy efficiency have resulted in a cumulated improvement of 18.6% over six years in the power consumption per employee (see figure 21).

Figure 19: Electricity Consumption in KWH



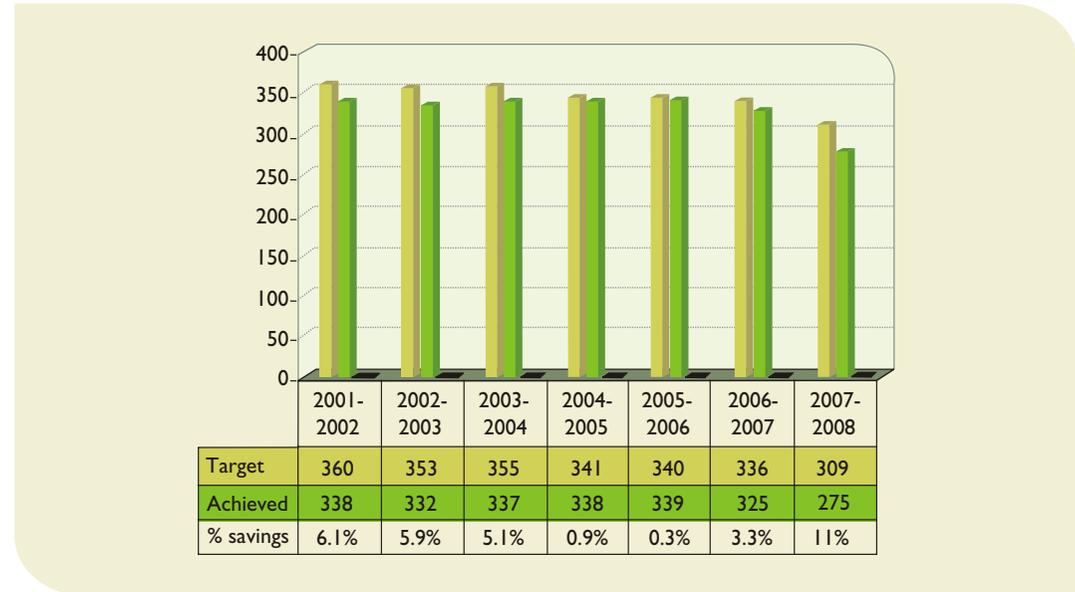
The energy consumption pattern shown below is in terms of Gigajoules and includes both electricity and heat sources.

Figure 20: Energy consumption details in Gigajoules (GJ)



The total primary energy purchased and consumed in 2007-08 was 138291 GJ whereas the quantum of intermediate energy purchased and consumed from non-renewable energy sources is 803535 GJ.

Figure 21: Energy - Kwh/ Person 2001 to 2008



Note: The number of locations has been consistently increasing every year. The data for 2001-02 pertains to 15 locations while the 2007-08 pertains to 54 locations.

### Case study: LEED buildings at Wipro

**Context:** LEED\* (Leadership in Energy Efficient Design) is a building design standard introduced by the U.S. Green Building Council (USGBC) as a guidance framework for the design and construction of buildings. LEED buildings are significantly more resource efficient than conventional buildings in the use of energy and water. The buildings also provide healthier work and living environments, which contributes to higher productivity and improved employee morale.

Wipro builds and maintains several campuses for its 90,000+ workforce. Wipro has adopted the LEED standard as the basis for designing its green buildings and campuses. Our facility at Gurgaon near Delhi is Platinum rated, the highest level in the LEED rating system, while our facility at Kochi is rated 'Gold'. The payoffs have been significant with a reduction of 14% in the per capita installed capacity from 0.8 KVA in conventional buildings to 0.69 KVA in the LEED centers.

All our future campuses, including the ones in progress, will be built to the standards of a minimum of LEED Gold.

\* For a more detailed understanding of the LEED framework, visit their website <http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

## Use of renewable energy

The eco-eye charter has a dominant focus on reducing the carbon footprint and in galvanizing the widespread use of renewable energy. Till now we have been seriously evaluating the available renewable energy options while simultaneously taking the first steps through pilot projects. Solar water heaters are being used in a couple of large campus cafeteria as well as to service the water heating requirements for 372 rooms across guesthouse facilities in Bangalore, Hyderabad, Pune and Kolkata. This has resulted in saving 451,744 units of electricity during the year. We have successfully completed a pilot project using windmills in our Electronic city, Bangalore campus to power streetlights.

### Climate change and greenhouse gas (GHG) emissions

The cause-effect relationship between GHG emissions and global warming induced temperature rise is firmly established now. The atmospheric concentration of GHG in the current year is estimated at 382 ppm (parts per million) of CO<sub>2</sub>-e\* and rising at 2 ppm every year. It is the opinion of the majority of the scientific community that 450 ppm is the tipping point\*\* beyond which the effects of further global warming will be potentially disastrous.

The global GHG emissions are estimated at 35 billion tonnes (Source; www.epa.gov/). Governments, public bodies, think tanks, R&D institutions, the private sector, NGOs and citizen organizations around the world have sprung into action in combating climate change. The Kyoto Protocol is the umbrella governing mechanism for reducing greenhouse gases. While India is a signatory to the Kyoto Protocol, as a developing nation, it is exempt from GHG emission caps. Even so, the Prime Minister's Office (PMO) has released the National

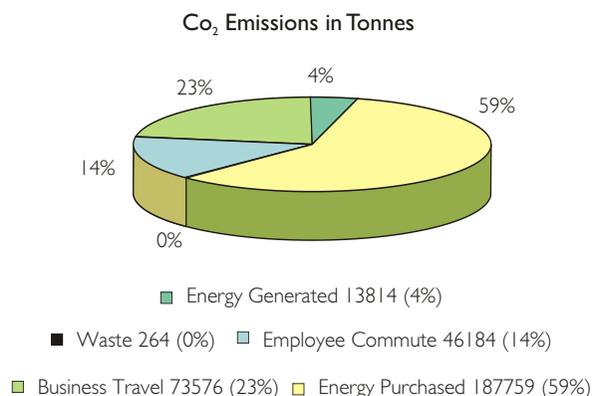
\* CO<sub>2</sub>-e: CO<sub>2</sub> equivalent of the 30 greenhouse gases

\*\* Please refer article 'Tipping point: Perspective of a climatologist' by James Hansen at [http://www.columbia.edu/~jeh1/2008/StateOfWild\\_20080428.pdf](http://www.columbia.edu/~jeh1/2008/StateOfWild_20080428.pdf)

Action Plan for Climate Change (NAPCC) in June 2008 which lays down an 8-point agenda for India to act upon. We believe that corporate organizations must lead the way in the climate change agenda and work closely with governments in ushering in that change fast. Wipro is one of the initial signatories to the CII Mission on Sustainable Growth, a 10-point code of ecological conduct for organizations to follow.

- Wipro took the first step of measuring and baselining its GHG footprint for the year 2007-08. The GHG footprint for our IT business was 321,597 tonnes, translating into 4.45 tonnes per offshore employee.
- As the graph below shows, nearly 63% of our GHG footprint comes from our consumption of electricity, captive and grid. Business travel and employee commute account for the majority of the balance 37%.

— Figure 22: Sources of our GHG emissions —



### Transportation and commuting

The business model of our IT services business is employee intensive, which explains our considerable workforce over 72,350 for India locations (average for 2007-08) of our India employees, 42% of our Indian employees use the company

operated transport services, 17% use their personal vehicles while the remaining 41% use public transport. We have measured the GHG impact of the first two categories, which amounts to 46184 tonnes for 2007-08. Apart from GHG emissions, we also realize the strain on urban infrastructure that the combined transport operations of several large companies (like us) together can cause. As detailed elsewhere in this document, we are extensively leveraging innovative processes and technologies (like car-pooling and virtual meetings), that can significantly reduce the commuting footprint per employee.

We have not yet started to measure the carbon footprint on account of transporting materials and products, either inbound or outbound in our supply chain. The plan is to start the measurement process during the current year (2008-09) and start reporting it from next year (2009-10) onwards.

### How are we approaching the climate change challenge?

Wipro is addressing the challenge of climate change through a two-pronged approach.

(i) For the immediate and the near terms, we have initiated several measures targeted at improving energy efficiency, reducing business travel and commute-miles per employee. As mentioned earlier in the section on 'energy efficiency', LEED buildings by design result in a 15% reduction of per capita consumption of electricity. As more of our workforce starts to work from LEED buildings, we expect substantial gains in energy efficiency. The different energy efficiency measures in cooling equipment, computing equipment, lighting and process changes have been enumerated earlier.

To reduce commute related emissions, we have initiated car-pooling programs in Bangalore and Hyderabad (two cities which account for a significant percentage of our workforce)

which will be expanded to at least two more cities in the current year. Another major thrust is in the usage of different kinds of virtual meeting technologies such as Telepresence, Video conferencing and Netmeetings. We have already deployed some of these technologies extensively. The use of such technologies will help reduce both, business travel and intra-city commuting.

(ii) For the medium and long terms, we are in the process of planning a detailed carbon strategy with the eventual goal of becoming carbon neutral. By March 2009, we would have completed a comprehensive due diligence of the multiple technology options and investment choices that underlie serious GHG reduction programs. We are looking at a reference time frame of 5 years to become carbon neutral along with alternative timelines for comparison.

### Water efficiency

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

- Performance highlight: We recycle 707,492 m<sup>3</sup> of water in 19 of our major locations, using state of the art Sewage Treatment Plants (STPs). This represents 39% of the total water used in these locations. When considered for all the 54 India locations, the above volume of recycled water represents 36% of the total water consumed (total water used = total water withdrawn + total water recycled)
- Reverse Osmosis plants in major centers ensure a very high quality of drinking water (IS 10500 standard), obviating the need to purchase bottled water
- A number of other water conservation measures are practiced in our operations. Some examples :
  - ♦ Use of treated water for gardening / landscaping and toiletflushing
  - ♦ Use of sprinklers for watering the garden/landscaped area at scheduled intervals

- ♦ Implementation of rain water harvesting at campus location and reuse of rain water after treatment for gardening, cooling towers, sanitation purpose and recharge to the ground
- ♦ Use of dish washing machines to clean utensils at kitchen
- ♦ Pre-valves Installation
- ♦ Installation of Auto sensors for Urinals and Wash Basins
- ♦ Installation of meters to monitor the water usage wherever feasible
- ♦ Automatic level sensors fixed in main tank and STP water tank.

All the measures above have resulted in a net per employee consumption of water of 44 liters per day (drinking, sanitation, washing, gardening).

- Wipro was one of the early pioneers of rainwater harvesting. We employ both rooftop and ground harvesting of rainwater in many locations. The total quantum of rainwater harvested in 07-08 was 8522 m<sup>3</sup>, of which approximately 50% was used as feeds into the cooling plants and for irrigating the campus greenery while the balance 50% was recharged to the ground.

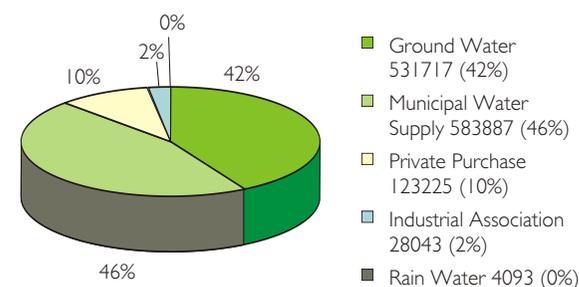
Water is withdrawn from five sources - ground water, municipal water supplies, private purchase, rain water recharge and industrial associations - with the first two sources accounting for nearly 88% of the sourced water.

- We take care not to withdraw water from water bodies that are recognized by professional bodies to be particularly sensitive due to their relative size, function, or status as a support source for endangered species, animal or plant.

The water supplied by the municipal bodies and the industrial association are sourced by them in turn from river or lake systems. Water purchased from private sources, for example, bottled water can be traced to have been extracted from ground

water. In the absence of reliable public data on the water tables in the areas where we operate, we are not in a position to make a statement on the kind of impact that Wipro's water consumption has on the ground water table.

**Figure 23: Water withdrawal by source in m<sup>3</sup>/year**

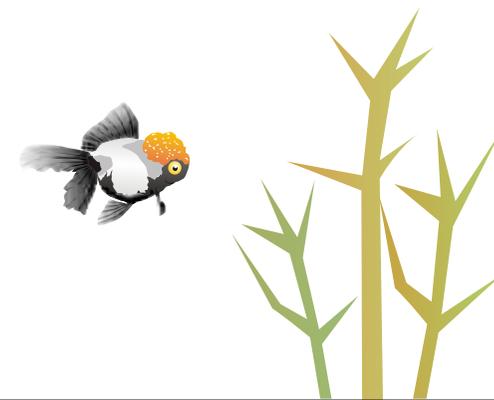


Total water withdrawn 1,270,964m<sup>3</sup>

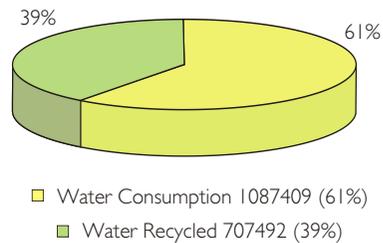
65% or 35 of our 54 locations in India are leased and located in prime city areas. For these locations, waste water is discharged to CETP (Common Effluent Treatment Plants) and to the municipal sewerage systems. We take care not to discharge waste water into any subsurface waters, surface waters or sewers that lead directly to rivers, oceans, lakes, wetlands, ground water.

We do not generate any process effluents that would have needed specialized treatment plants.

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



**Figure 24: Water Consumption v/s Water Recycled in m<sup>3</sup>/year**



Total water 1,794,901 m<sup>3</sup> Data from: STP in 19 locations

### Plans forward

We intend to step up measures in water conservation, recycling and in rainwater harvesting with the eventual goal of becoming 'water positive'. In this regard, we have initiated a detailed water strategy exercise wherein we will evaluate multiple technology options and processes for recycling to higher degrees of purity. The purpose is to increase the quantum of water recycled significantly for all grades of use, for example drinking, washing, gardening and sanitation. We are evaluating a reference time of 5 years in which to become water positive along with alternative timelines. We expect to complete the evaluation exercise by March 2009.

### Pollution and waste management

Pollution of air and water poses one of the most serious threats to community health and welfare. Commercial organizations are major generators of waste and therefore bear the responsibility of minimizing their waste as well as of treating the generated waste in a safe manner.

The main highlights of Wipro's waste management program are given below:

- Robust process to segregate waste into organic, inorganic, electronic, hazardous and packaging waste

- Our waste management strategy is centered around
  - ♦ recycling the waste for further use or
  - ♦ to arranging for safe disposal.

Examples of waste recycling are

- Using treated waste water for non-drinking purposes. The waste water is treated in our own STP units and comprises 36% of the total water consumption
- Recycling of used and waste paper in our paper recycling plant at Electronic city, Bangalore
- Recycling of food waste to source calorific heat for the cafeteria kitchens. This is done in the Biomass conversion unit at Electronic city, Bangalore.
- Safe disposal of our electronic waste (e-waste) through authorized partners in Bangalore (Saahas and e-parisara). However the quantum of stored e-waste is relatively high (see graph on stored e-waste). We are putting in place an action plan to minimize stored e-waste
- Safe disposal of hazardous waste such as used oil and batteries through authorized partners. However, the quantum of stored hazardous waste is proportionately higher than the desired levels
- Controlled emissions of ozone depleting substances (ODS) and air pollutants like oxides of nitrogen and sulphur.
  - ♦ The emissions of ozone depleting substances (ODS) amounted to 1.90 tonnes of R22 A, a gas used in existing HVAC system and refrigerants. This amounts to 0.0095 tonnes of CFC-11 equivalent. None of the new campuses use refrigerants that emit ODS
  - ♦ We deploy air pollution abatement equipment in all major locations, which helps in minimizing the emissions of air pollutants like oxides of Nitrogen (NO<sub>x</sub>), oxides of Sulphur (SO<sub>x</sub>) and particulate matter. The total emission of air pollutants in 2007-08 was 93 tonnes

- No incidents of spills of oil or chemicals during inbound transportation in the reporting period.

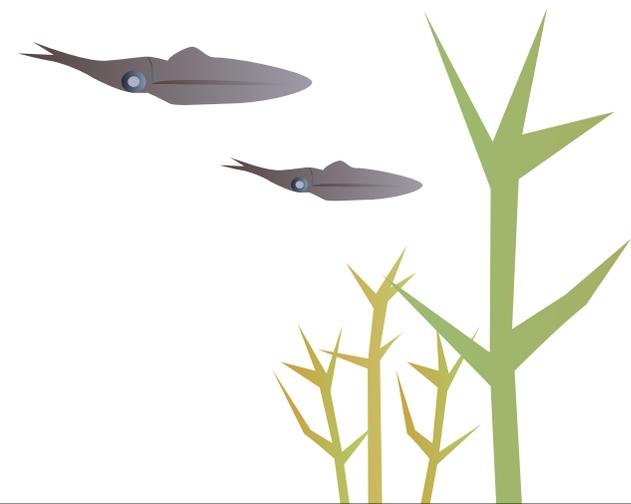
Note: Detailed statistics of waste management are provided in the data sheet at the end of section 5c.

### Material intensity of our products

Of Wipro's IT business divisions, only Wipro Infotech markets hardware products such as desktops, servers and laptops. The total weight of the units produced in our factory at Pondicherry, India is shown below:

**Table 26: Weight of products assembled in Wipro's Pondicherry factory for 2007-08**

Product Type	Units	Weight in tonnes
Desktop	179,705	2,220
Server	4,001	106
Laptop	16,821	66
Backend processors	1,843	31
DIBOLD	541	7
Total		2,430



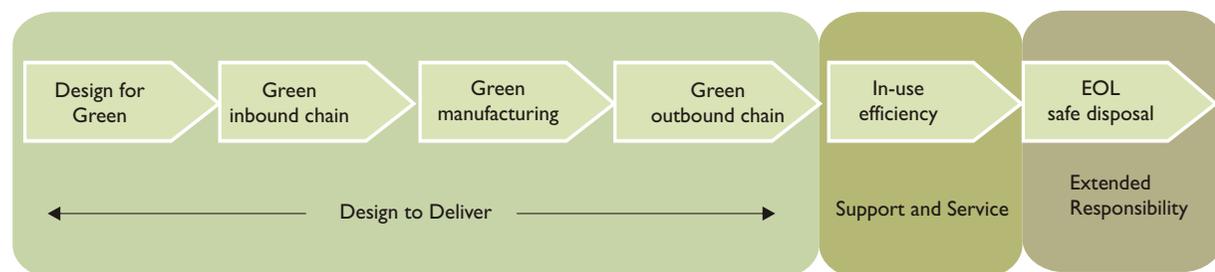
**Material reuse:** Our IT products are based on global benchmarks and the majority of the components are sourced from reputed global vendors. They do not have any recycled components. We recognize the use of recycled components as a good environment practice and will incorporate this parameter in our vendor evaluation framework, going forward.

The LEED design standard mandates that any construction material of the previous structure must be reused in the new building. Wipro adheres to this principle strictly in all its LEED buildings.

### Ecological stewardship for our customers

The emerging ecological market space offers a multitude of opportunities for both, incumbents and new entrants - clean power, clean transportation, Green buildings, Green products, Green IT and IT for Green and a consulting layer wrapped around all such offerings. The concept of ecological stewardship applies to manufacturers and vendors of ecological products. It considers ecological criteria over the entire lifecycle of 'Design to Disposal' of the product. Within the lifecycle, an important area is that of 'Extended Producer Responsibility (EPR)'. This refers to the responsibility that product manufacturers bear beyond the useful life of a product wherein they must work with customers in ensuring the ecologically safe disposal of the product.

Figure 25: The concept of ecological stewardship



### Performance highlights 2007-08

Wipro Infotech (WI) has been one of the pioneers in India in providing ecological stewardship for its hardware products (PCs, laptops and servers)

- WI is the first Indian company to launch RoHS\* compliant green PCs. The current product range is 100% ready in terms of RoHS compliance (Audio speakers offered with the PC are excluded from the RoHS program). The goal is to become 100% (including audio speakers) RoHS compliant by 2010
- WI launched a number of products in the Green PC range that were designed for higher energy efficiency and lower GHG emissions. The usage of energy star certified SMPS in three of our PC models WSG38255V, WSG36255 and WSG36255V along with other power saving components results in a saving of 13.7% in rated capacity. Similarly, the widespread introduction of TFT monitors helps in reducing power consumption substantially for the customer. A TFT monitor is rated for

only 35 Watts as compared to a 75 Watt rating for the older CRT monitors. Two new models that were introduced in 2007-08 deserve special mention

- ♦ The N-computing model in the desktop range consumes only 6 watts per user
- ♦ The PROTOS, India's smallest PC consumes the same power as a laptop (60 watts).
- Since September 2006, WI has been offering an e-waste disposal service to its customers in India. The take-back program gives the customer the convenience of returning his old hardware box to any of the 17 authorized collection points. The collected hardware is routed to authorized e-waste recyclers, who have the technical competence to safely dispose the e-waste. WI runs a periodic communication campaign to educate its customers about the importance of safe disposal of their equipment. Detailed information on WI's e-waste program is also available at the website <http://www.wipro.in/Products/greenpc/html/0005ewaste.htm>. During 2007-08, a total of 47,430 Kg by weight of e-waste was disposed through certified agencies.

### Goals forward

We are confident that the market space for ecological products, solutions and services offers a great opportunity to invest in and to build an integrated portfolio of customer offerings. Our positioning in the market will be based on a 'One Wipro' model that offers solutions across the spectrum - consulting, renewable energy, water, lighting, Green IT and IT for Green.

\* RoHS: Restriction on Hazardous Substances

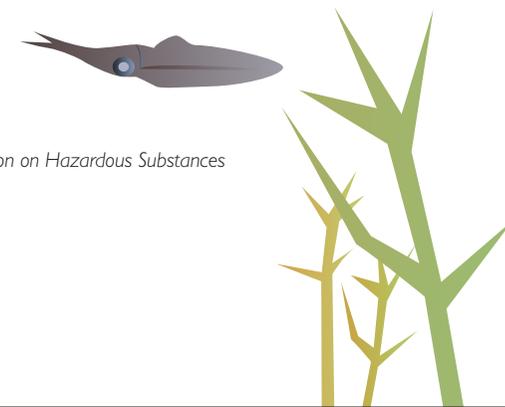
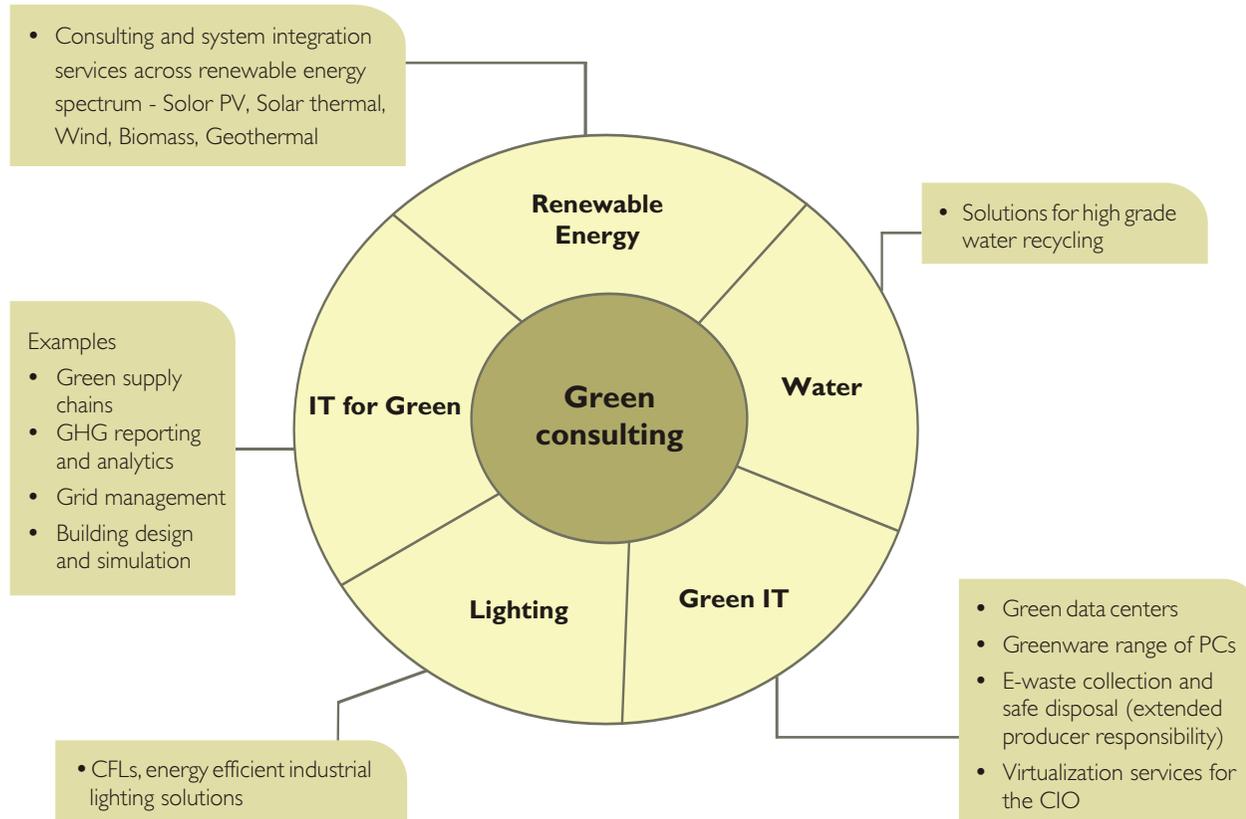


Figure 26: Integrated portfolio of ecological solutions



- We will further augment the ecological design of our computer products for the India market with specific focus on our chemicals policy. The goal is to make the range of personal computing products 100% (including audio speakers) RoHS compliant by 2010. The first milestone is to eliminate PVCs and BFRs from our products by 2009 and phthalates, antimony and beryllium by 2010. For a detailed overview of our RoHS program, please visit <http://www.wipro.in/products/greenpc/index.htm#4>

- Wipro and the Worldwide Fund for Nature (WWF) have signed MoU to collaborate in several areas of sustainability. A dominant focus area in the MoU is the application of IT solutions for ecological sustainability. This program is in its initial stage and is expected to quickly gather momentum in 2009
- For complete details on Wipro's IT for Green program, please visit [http://www.wipro.com/greenit\\_new/index.htm](http://www.wipro.com/greenit_new/index.htm)

## Biodiversity

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

- Several of Wipro's campuses have a large proportion of open spaces. These spaces are a combination of lawn cover and tree cover. In line with LEED standards, whenever we construct a new building / campus, we make sure that the existing tree cover is preserved. In addition, we conduct regular tree planting drives in our new campuses.
- In 2007, we collaborated with the Bangalore municipality in a pilot project involving the transplantation of 40 fully grown trees. Given the gestation period of at least 10-12 years for a sapling to provide ecological benefits, we believe that a twin pronged approach should be followed: (i) planting new saplings to regenerate lost tree cover for our future generations and (ii) transplanting existing trees to minimize the loss for the current generations.
- None of our current campuses and offices are near a sensitive biodiversity area. Our business operations pose zero risk to any endangered species, plant or animal.
- Government Order III in Hyderabad restricts organizations from operating within 10 kilometers of the Osmansagar and Himayathsagar lake in Hyderabad. This has been done because of the potential threat to the biodiversity of the lake on account of polluting discharges from commercial organizations around the area. Five of our offices in Hyderabad are situated in the proximity. It should be noted that our offices are part of the government set-up technology parks and special economic zones where several leading companies operate in similar proximity. We have taken adequate care that there is ZERO discharge of wastewater from our operations into the lake by having 100% of the sewage treated at our STP and reusing the same within the campus.

- **Going forward:** We plan to formally launch a program with the goal of converting our existing campuses to mini biodiversity hubs. All new facilities planned for the future or those that are currently being built - will have a tree cover footprint that is significantly higher than the current norm.

As we expand our new campuses to different parts of India, we will further strengthen the due diligence process with respect to biodiversity, when planning new campuses and buildings.

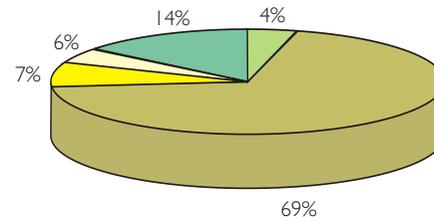
### Investments in environmental protection and compliance to regulations

We are in the process of strengthening and refining the reporting and analytics system so that we are able to track such expenditures with greater clarity and assurance for the next reporting year i.e. 2008-09.

There have been no instances of any fines being paid by us on account of non-compliance to environmental regulations.

### Data sheets for statistics of waste management

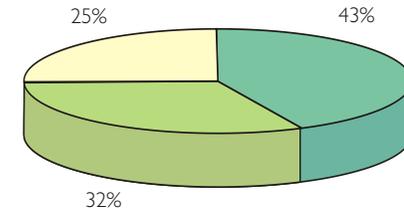
Figure 27: Quantity of waste by category (in tonnes)



Total quantity 1,303 tonnes

- Inorganic 52 (4%)
- Organic 904 (69%)
- Hazardous 85 (7%)
- E-waste 76 (6%)
- Packaging 186 (14%)

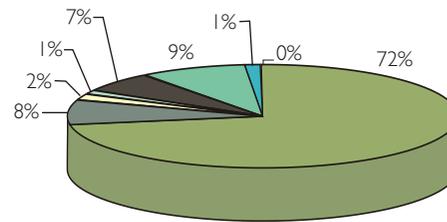
Figure 28: Emission of air pollutants (in tonnes)



Total emission 93 tonnes

- Nox 40 (43%)
- Sox 30 (32%)
- PM 23 (25%)

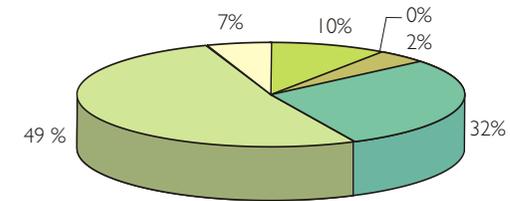
Figure 29a: Quantity of organic waste disposed by category (in tonnes)



Total quantity 904 tonnes

- STP Sludge 71 (8%)
- Food Waste 651 (72%)
- Paper 61 (7%)
- Wood 9 (1%)
- Garden Waste 20 (2%)
- Tissue Paper 79 (9%)
- Newspaper 12 (1%)
- Magazine 1 (0%)

Figure 29b: Quantity of inorganic waste disposed (in tonnes)

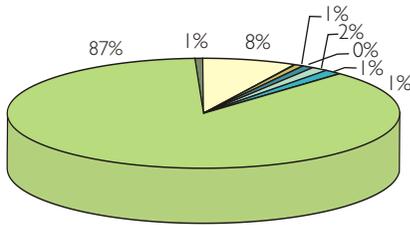


Total quantity 52 tonnes

- Rest of office stationary 5 (10%)
- Metal 0 (0%)
- Plastic 1 (0%)
- Dry Garbage 70 (32%)
- Wet Garbage 25 (49%)
- Mixed Garbage 4 (7%)



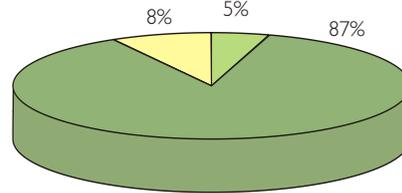
Figure 30: Hazardous and e-waste disposed (in tonnes)



Total quantity 84 tonnes

- Used Oil 7 (8%)
- Ink Cartridges 1 (1%)
- Tube Lights 1 (1%)
- DG Filters 0 (0%)
- Bio Medical 1 (1%)
- CFL 1 (1%)
- Oil Soaked Cotton Waste 1 (1%)
- Computer Peripherals 73 (87%)

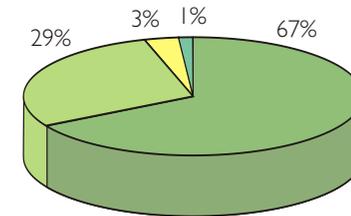
Figure 31: Packaging Waste disposed (in tonnes)



Total quantity 186 tonnes

- Styrofoam 9 (5%)
- Cardboard 161 (87%)
- Thermo coal 16 (8%)

Figure 32: Onsite storage of e-waste (in numbers)

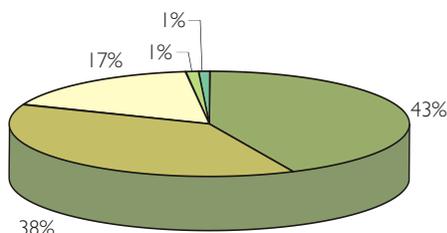


On-site Storage

Total quantity 9,327 units

- CPU's 6164 (67%)
- Monitors 2731 (29%)
- Laptops 305 (3%)
- Servers 127 (1%)

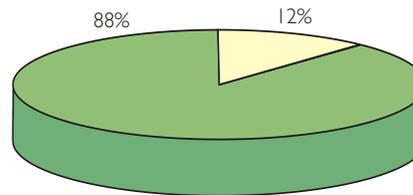
Figure 33: Onsite Storage of Hazardous Waste (in tonnes)



Total quantity 77 tonnes

- Batteries 33 (43%)
- Used Oil 29 (38%)
- Oil Soaked Cotton 13 (17%)
- Bio Medical 1 (1%)
- DG Filters 1 (1%)

Figure 34: Hazardous vs Non Hazardous waste (in tonnes)



Total quantity 1,303 tonnes

- Hazardous 161 (12%)
- Non-Hazardous 1142 (88%)

### Assumptions for the calculations of the reported metrics

The information reported for environmental indicators tries to cover the 54 India offices for our IT business (WT, WI and WBPO). Of these, as many as 32 buildings and offices are rented or leased facilities for which some of the data points may not be readily available. The rentals paid for some of these facilities include the maintenance charges for electricity, water etc and hence no separate data is available.

Of the 22 Wipro-owned facilities, 12 are certified under the ISO 14001 Environment Management System (EMS). 8 rented facilities are also certified under the same.

## 5d. Wipro and its Customers

Customers are the fulcrum around which businesses revolve. Individual customers buy products and services that satisfy their needs, whereas business customers purchase materials and services to run their business in an efficient and effective manner. The primary source of revenue and operating profits for a business is its customers. A portfolio of profitable customers enhances the intrinsic value of the firm to all its multiple stakeholders.

### Who are our Customers?

The customers for Wipro's IT business are primarily business firms that seek to use information technology (IT) products and solutions to run a more profitable, growing and sustainable business.

The IT business had over 900 active customers (as of March 2008) spread across 50 countries around the globe, of which 184 are from the Fortune 1000 list. Our customers are located in North America (U.S.A and Canada), Europe, India, Middle East, Japan and Australia. Our customers represent 30+ industry and technology sectors, ranging from aerospace and defense to the wireless space.

The primary customer-group for our IT products and services is the CIO organization of our clients. We also offer PCs and laptops for the retail segment in India, where the end customer is an individual or a household. Other customer segments for our hardware products are government departments, educational institutions and research organizations.

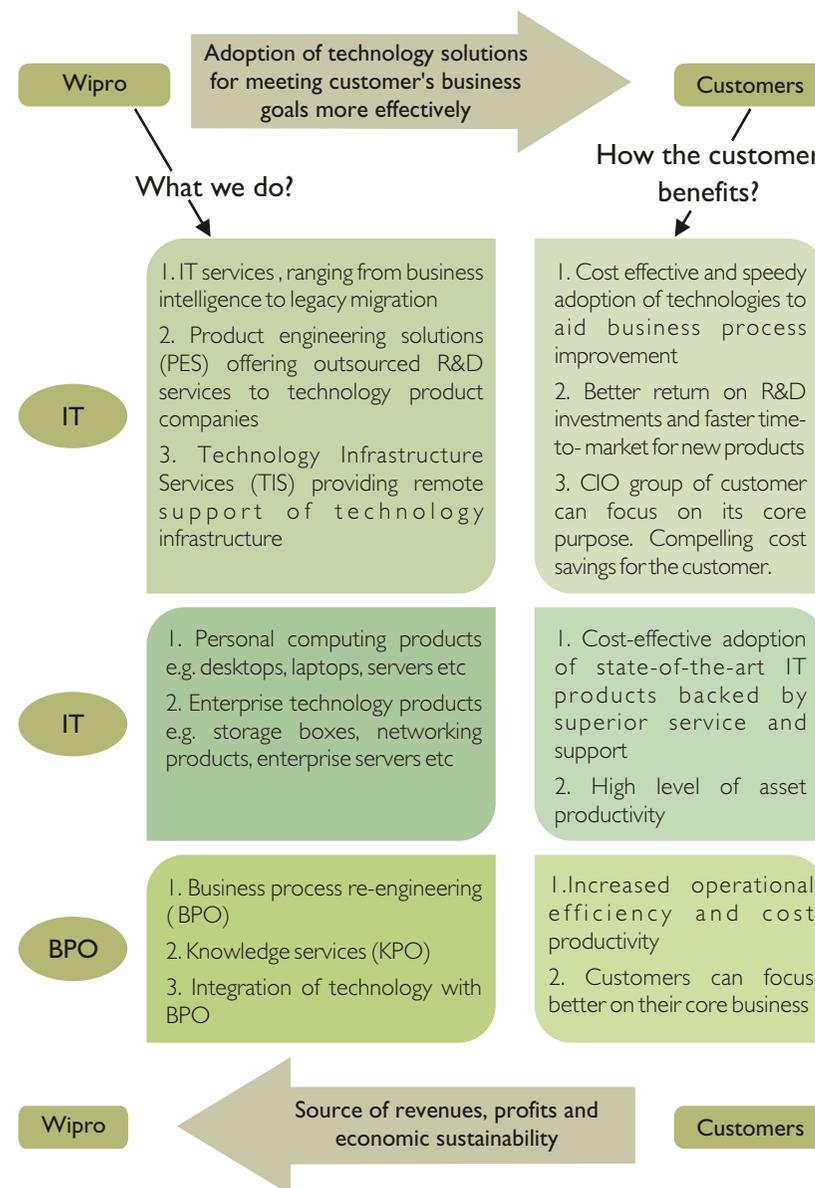
The primary customer group for our Product Engineering Solutions is the CTO organization of our clients. Our solutions in this space form a critical component of an end product in the Hi-Technology segments like a router or a mobile phone. Customer groups for our BPO and KPO services may comprise any part of the client organization that is seeking to enhance the efficiency of its processes such as Finance & Accounts, HR, Customer service, Technical support and Legal.

### Defining our mutual value proposition

Wipro's approach to its customers is shaped by our core values enshrined in Spirit of Wipro. The first of the values, Intensity to Win, drives our value proposition to our customers, while the other two values- Act with Sensitivity and Unyielding Integrity - form the basis for our relationship with customers. Winning is not only about our success but it is equally about making our customers successful.

Our customers look for a technology partner who can help them deploy IT as an effective enabler of multiple business goals i.e., responding nimbly to market dynamics and improving their ability to serve their clients while simultaneously improving productivity and optimizing costs. We believe that we possess the right combination of deep technology skills, broad domain expertise, a robust quality framework and a culture of innovation and continuous improvement to address these needs.

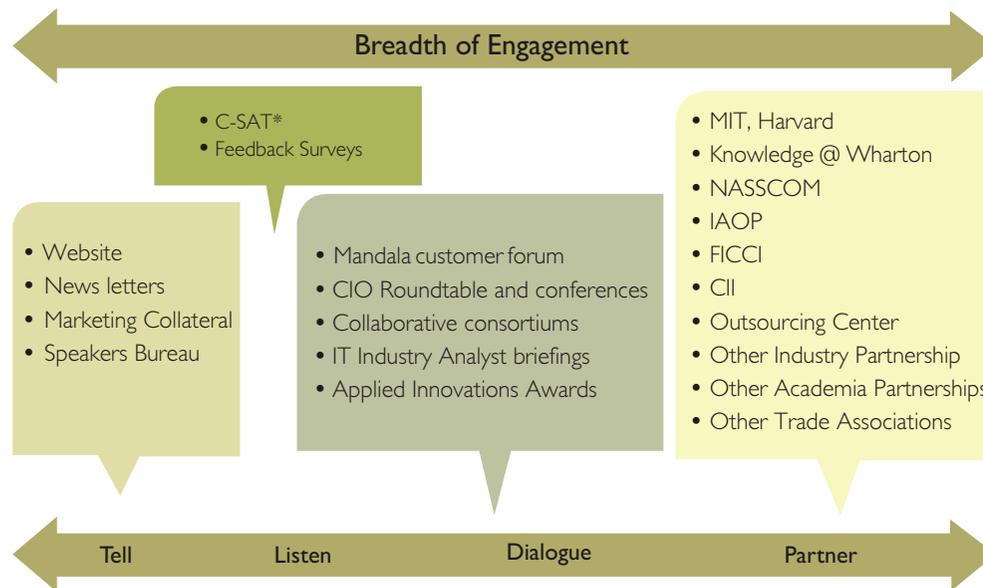
— Figure 35: Wipro and its customers: The mutual value proposition —



## Our engagement model with customers

Our engagement model with customers is both, broad and deep. We have simultaneous engagements at the four levels of 'Inform-Listen-Dialogue-Partner' with our customers, as shown in figure 36.

Figure 36: Engagement framework - Customers



Our direct engagement with our customers and prospective clients happens through multiple touch points and at varying frequency. Our sales and consulting teams engage with customers and prospects regularly during the proposal and 'contracting' stages. During the project or service delivery cycle, our software delivery and support teams interact with customers intensely on a daily basis. These interactions are a process of dialogue that provides us substantial inputs from the customer. In addition, we interact with customers and prospects at conferences, trade shows and Mandala, Wipro's annual customer meet. Formal feedback on our delivery performance is provided at the end of every project that we complete while overall feedback on Wipro as a strategic partner is provided through the Annual C-SAT survey.

Apart from direct interaction, we constantly try to develop insights into our customers' needs by engaging deeply with IT analysts and working with academia and industry associations. Such engagements help us become proactive in assessing changing customer needs in advance.

- **C-SAT\* surveys:** The annual customer satisfaction survey (C-SAT) is conducted once a year and forms a very important tool of feedback in conjunction with the Project C-SAT survey that is conducted at regular intervals of the project. The annual C-SAT is a third party administered survey of middle and senior leadership of all our customers. The survey measures an overall customer experience index, which is a composite score on the four dimensions of Performance Satisfaction, Advocacy, Loyalty and Value for Money. Another metric, the Net Promoter Score (NPS) elicits responses on whether a customer will recommend Wipro to other prospects or not. When aggregated across our customer base, the NPS represents the residual statistic that reflects the overall satisfaction levels of our customers with Wipro. The project CSAT is a real time indicator of our performance on the customer expectations of quality, timeliness and cost on a particular project and helps us to incorporate feedback on an immediate basis
- **Monthly newsletter:** We send a monthly newsletter "Ping" to 14,000 senior leaders in our customer organizations. The newsletter is a rich source of information on industry and technology trends and case studies
- **Annual customer forum:** We host Mandala, an annual forum for the customers of Wipro Technologies. The forum is a prime example of the 'dialogue' element of our stakeholder engagement model, where we discuss and interact with CIOs, CTOs and other senior leaders on the most important issue for them. The forum is live barometer of how our customers' thinking is changing and what should we do in response to that. Mandala, held in February 2008, saw a turnout of over 155 CIOs across industries. In addition to Mandala, we participate in more than 25 CXO level events in a year
- **Influencers:** IT industry analysts like Gartner, Forrester, IDC, Ovum and AMR influence the choices and decisions of companies in their adoption of information technology solutions and frameworks. Wipro engages with analysts in two modes: (i) As an IT services vendor, we provide inputs and information about our offerings to the analysts (ii) We value the objectivity and thought leadership that leading analysts bring with them and use their published research in calibrating our own customer strategies. Wipro is an active member of industry bodies like NASSCOM, IAOP, FICCI and CII.\* These networks provide us with a direct line of sight into shifting paradigms in the thinking of our customers and markets.

We have tie-ups with thought leaders like Knowledge@Wharton, the Outsourcing Centre, MIT and Harvard. We use the leading edge work of these institutions to shape

\* See Glossary for the expansion of these acronyms

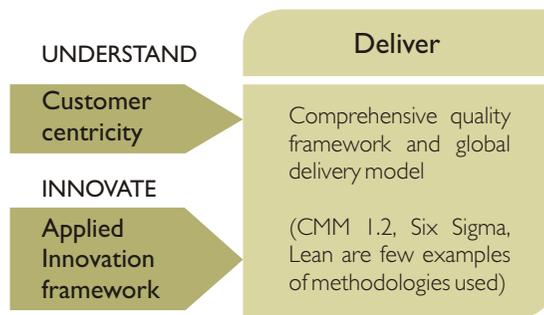
our thinking towards customers. In turn, we are a rich source of authentic information to the institutes who use it in their research and for preparing case studies. For example, we collaborated with Harvard Business School (HBS) in creating a case study on the application of Lean manufacturing principles to our operations (Please visit [http://www.wipro.com/customers/itservices/services/content\\_management/harvard\\_lean\\_mgmt.htm](http://www.wipro.com/customers/itservices/services/content_management/harvard_lean_mgmt.htm) for details)

- Our website [www.wipro.com](http://www.wipro.com) receives more than 2.7 million hits a month and is a primary source of information for many of our prospects as well as for analysts, customers and other external stakeholders. This website [www.wipro.in](http://www.wipro.in) is our portal for all information on Wipro Infotech.

### How do we deliver on our promise?

The cornerstones of our successful engagement with customers are (a) customer centricity (b) applied innovation and (c) flawless and reliable execution. This is represented by the "Understand-Innovate-Deliver" model in figure 37

**Figure 37: How we deliver on our customer promise**



\* Wipro coined the phrase 'Close to the customer' in the early eighties to articulate its core positioning  
 \*\* To know more about Wipro's Applied Innovation framework, please visit [www.wipro.com/ai](http://www.wipro.com/ai)

#### (i) Customer centricity

We have adopted a proven framework of customer engagement that has been used by product and service industries successfully for many decades now. The framework focuses on the overall customer experience which is a function of the tangible delivery of goods and services as well as the aggregate of intangible experiences. Learning by listening deeply to our customers is at the heart of a customer centric culture. While being close to the customer\* is not new to us, we are conscious of the fact that developing insights into our customers' mind requires both, formal and informal ways of listening to the customers' voice. The multiple modes of engaging with and listening to our customers help us stay aligned with our customers' priorities.

#### (ii) Applied Innovation

If customer centricity is about engaging with and understanding our customers, Applied Innovation\*\* is about providing value to customers through differentiated solutions. We have institutionalized the spirit of Innovation through the Innovation initiative that started in the year 2000.

We have today

- A mature innovation framework spanning the entire life cycle of innovation - from incubation of ideas to implementation
- Proactive quick innovations to address industry-specific challenges
- Solutions co-created with technology partners
- Collaboration with academic institutions on joint research

We apply innovation to technologies, delivery models and processes. The source of innovation comes from all our employees. To tap the innovation talents of our employee force, we have institutionalized an annual awards program that recognizes the best ideas in different categories.

#### Case study: Applying Lean principles to software delivery

Wipro has pioneered the application of Lean Thinking and Six Sigma principles to the planning, execution and management of software projects. Lean techniques have been implemented in more than 700 projects with improved adherence to schedule and efforts and an estimated savings of 20-30% in time and efforts.

Our software factory model for standardized delivery has resulted in 10-15% reduction in cycle time from demand to delivery, a 15-20% cost reduction in capital and operational expenditure and a 10% increase in productivity through reusable components, tools and knowledge banks. Wipro's Lean Thinking for IT Services and the factory Model for managing global delivery are now case studies at Harvard Business School.

#### (iii) Quality and Global Delivery

At the heart of how customers perceive and rate us is our ability to execute and deliver superior quality consistently.

The IT business of Wipro has a comprehensive and documented quality system, the roots of which can be traced to the ISO 9000 framework. Since then, the system has constantly evolved and upgraded to cater to multiple frameworks, many of which have been the world's firsts. VelociQ, our quality system, is compliant with the CMMI 1.2, Automotive SPICE<sup>#</sup>, AS 9100, SW68, BS 7799, TL 9000, ISO 20000 and IS 13485 frameworks. We were the first to adopt improvement methodologies of Six Sigma and Lean, and techniques like Agile in software delivery.

Our quality models, as well as the best practices and learnings of our delivery system have been ploughed back into the

<sup>#</sup> Please refer [www.automotivespice.com](http://www.automotivespice.com) for more details

Veloci-Q framework. This has helped us to broad-base the ability to practice these techniques across the organization, embedding them into the way we work. This is at the heart of our strong culture of process excellence, a core strength area as identified by our customers.

### Performance highlights

The real measure of our intensity to win and to make our customers successful is the durability of the relationships with our customers. This is borne out by the fact that we have more than 50 clients who have been with us for more than 10 years. We work with the top companies in the industries we service. Two of the top five companies in Energy and Utilities, eight of the top 10 communication equipment vendors and seven of the top 10 airlines are part of our marquee client list from different industries.

- Our Global Command Center (GCC), the Flex delivery model, the software factory, the Green PC are all examples of the success of our innovation culture. The Applied Innovation program contributes more than 8% of the revenues of Wipro Technologies.

Table 27: Wipro's quality journey

Year	Highlights of the Quality journey
1993	ISO 9000 certification
1997	CMM L3 certification
1998	CMM L5 certification
2000	Six sigma introduced to software delivery
2001	TL 9000, PCMM L5 – World's first
2002	CMMI 1.1 L5, BS 7799
2003	Statistical rigor introduced
2004	IEEE Award for process excellence
2005	Lean introduced
2006	Spice Automotive L5, SW 68, AS9100, IS 13485
2007	CMMI 1.2

### Quality

The milestones and successes of our quality journey are many. The table 27 is a timeline summary.

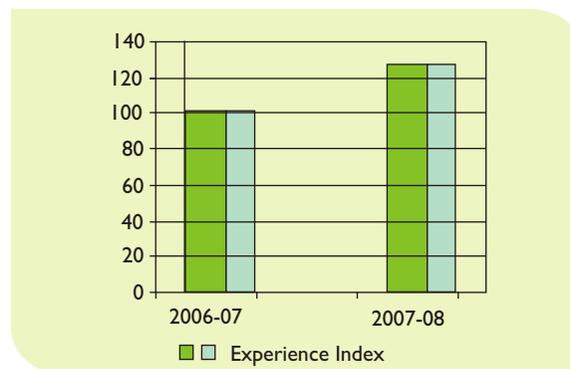
### Results of customer satisfaction feedback survey 2007-08

As explained in an earlier section, we follow a layered approach to assess the customer satisfaction levels at both, the relational level and the operational level.

At the relational level, we conduct an annual survey of the senior leadership of our customers on the four dimensions of performance, advocacy, loyalty and value for money. For 2007-08, our score for the overall customer experience index for showed a 28% improvement on a normalized index of 100 for 2006-07.

The Net Promoter Score (NPS) for WT increased by 64% for the year 2007-08. 27% of our customers are promoters and would recommend Wipro to their peers and colleagues. The promoters for WI are 20%. Our customers perceive our strengths to be (i) ability to provide comprehensive solutions (ii) deep and wide business domain knowledge and

Table 28: Two year comparison of Customer Experience Index



(iii) seamless onsite-offshore integration.

WI's Brand Equity index improved by 50% to 5.9 and WI was rated best in class against its competitors by the customers. Brand equity monitors the long term potential of the brand to be profitable.

### Recognition from customers

- Credit Suisse's "IT New Business Award" for Strategic Partnership
- Everest Group's "Best Offshore Award" at the Outsourcing Excellence Awards, 2007
- HP's Best Application Solution Implementation for creating world-class BTO service practice
- Verizon's 2006 Supplier Excellence Award

At the operational level, we conduct surveys on the completion of delivery of a project, or at periodic intervals in the case of support / long running programs. The survey assesses customer feedback on the three dimensions of cost, quality and timeliness through 13 diagnostic questions. The feedback is acted upon by delivery task forces and act as important inputs to improving our delivery process. The project C-SAT results have been range-bound in the category of 85-95% of respondents satisfied on an ongoing basis.

The feedback from our C-SAT surveys provide us with strategic insights into changing customer priorities and serve as the base for both, organization level improvements and customer specific actions.

In our PC division, Wipro Desktops were ranked second in the Desktop Vendor Ranking in 2007 as per an independent CSA (Customer Satisfaction Audit) 2007 conducted jointly by

Dataquest and IDC. The survey sought detailed feedback from 584 large enterprise CIOs in January 2007.

### Sustainability solutions for customers

- Wipro Infotech (WI) introduced India's first Green PC that is 100% (excluding audio speakers) RoHS compliant. All our products are designed and made to global best-in-class benchmarks with zero compromise on customer safety. For complete information on WI's products and the Green Computing range, please visit <http://www.wipro.in/products/#>
- Wipro Technologies collaborated with select customers to provide point software solutions that have a 'green' impact such as Emissions compliance management and Freight optimization system
- Infocrossing, one of our acquisitions in 2007, provides data center services to customers. Both Infocrossing and Wipro Infotech (for the India market) started offering green data center solutions.

### Goals in sustainability context

- As explained in detail in the section 'Ecological stewardship for our customers', we plan to build on the foundation and create an integrated portfolio of ecological solutions spanning renewable energy, Green IT, IT for Green and Green consulting. For more information, please refer [www.wipro.com/green](http://www.wipro.com/green)
- Wipro Infotech will focus significant attention on the Green PC products. The target for 100% (including audio speakers) RoHS - compliant PCs is 2010. For more details, visit [www.wipro.in](http://www.wipro.in)
- The extended producer responsibility (EPR) program for collecting used hardware from its customers will be scaled up with more collection points and better back-to-back integration with 'safe disposal' agencies.

## 5e.Wipro and its investors

We believe investors have multiple needs i) preserve liquidity, ii) generate steady income flow and / or iii) realize capital gains within a defined risk framework. Wipro values investors as they are a source of funds, a barometer of business decisions and business health, enhanced reputation with stakeholders and are the source of a long - term employee reward mechanism.

Table 29: Economic Performance - Investor Perspective

Particulars	2007-08		2006-07	
	Rs. In Mn	%	Rs. In Mn	%
Revenues	203,970	100%	152,714	100%
Operating costs	82,028	40%	56,886	37%
Employee wages & benefits	83,182	41%	62,716	41%
Payment to Government	India	4,025	2,919	2%
	Others	1,954	2,127	1%
Payment to providers of capital	Interest	1,690	124	0%
	Dividend	8,765	8,697	6%
<b>Economic value retained</b>	<b>22,326</b>	<b>11%</b>	<b>19,245</b>	<b>13%</b>

Notes: In line with GRI guidelines, deferred tax has not been considered. Dividend distribution tax is included as part of payment to government. Community investments have not been quantified.

This symbiotic nature forms the basis of relationship between the investors and the company. It is a mutually beneficial relationship built on trust, fairness and clarity in communication that enables the company and investors to realize their objectives across multiple time periods - short, medium and long run. In addition to investors, over 40 sell-side analysts critique our performance and give feedback to the world at large on our performance.



Table 30: Shareholding across the years

	2005-06	2006-07	2007-08
No. of Shareholders - India	155,832	197,774	232,923
ADR Holders	16,732	20,229	18,428
Total Shareholders	172,564	218,003	251,351

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

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

We publish the results for each of the four quarters in the first month after the end of the quarter. This is disseminated through the quarterly press release where the Wipro leadership discusses the results for the preceding quarter and provides guidance for the next quarter. We provide guidance on revenue (in US Dollars) for our IT Services business one quarter in advance. We believe that our guidance provides shareholders and investors visibility on our future outlook and reinforces their belief that we are moving in the right direction. We also believe that providing annual guidance may cause organizations to become over-cautious and not realize their full potential. Our quarterly releases are available since the year 2000-01 at <http://www.wipro.com/investors/qtreports1.htm>.

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

investors and another catering to the time zone of international investors. Along with our quarterly release, we organize press conferences for the wider dissemination of our quarter results. The details of our results, quarterly and annual filings, transcripts of our earnings call and media presentations are available at <http://www.wipro.com/investors/>.

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

We also provide the investors and analysts continuous access to management throughout the year except during the silent period\*. During the year 2007-08 we hosted 131 visits by institutional investors and analysts. In addition, our management team participated in 27 conferences and 10 road shows during the year. The continuous access to management enables investors to develop perspective on the performance of the company and also provides an opportunity for us to receive first-hand feedback.

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

Table 31: Experience Diversity on the Board\*\*

Category	No. of directors
Former CEOs FMCG	2
Former CEOs Technology	1
Former CEOs Financial Services	1
Legal	1
Academia & Consultant- Marketing Strategy	1
Executive Management	4
<b>Total</b>	<b>10</b>

\* The silent period starts from 15 days before the quarter end to the date of the announcement of quarterly results

\*\* The Board of Directors and Corporate Executive Council as in annual report 2007-08 are as on 30 June 2008

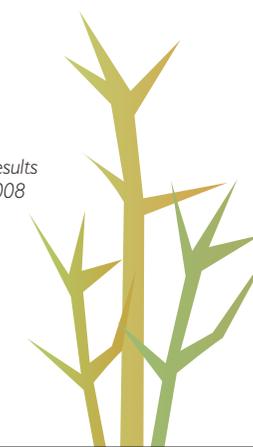


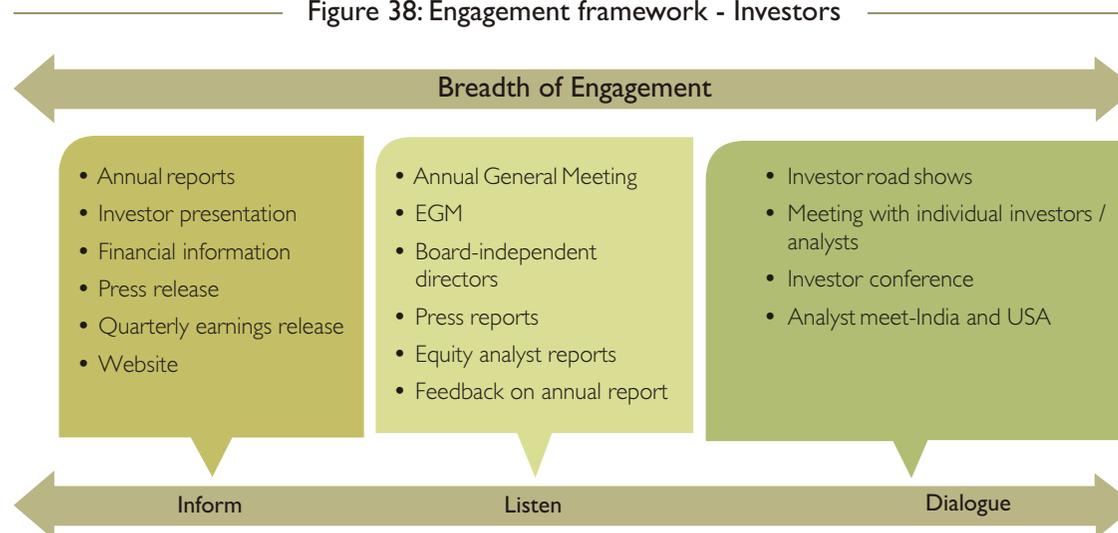
Table 32: Wipro Tenure of CEC members\*

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

Table 33: Tenure on Board\*

Duration	Tenure in Wipro Board			Total
	0-5 years	5-10 years	> 10 years	
No. of Directors	4	3	3	10

Figure 38: Engagement framework - Investors



### Financial assistance from government

The Government of India has pursued a policy of providing fiscal incentives to companies to promote employment generation and increase foreign exchange earnings through export of goods and services from India. Our IT business contributes to generating employment and earning foreign exchange significantly. Consequently, a substantial portion of the profits from our Global IT services is exempt from income tax in India.

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

Table 34: Direct tax benefit received

	2006	2007	2008
Employees in Global IT Services	53,742	67,818	82,122
Benefit from Income tax exemption(in Rs. mn)	5,322	7,948	8,450
% of tax benefit to PAT	25.7%	27.0%	25.7%

\* The Board of Directors and Corporate Executive Council as in annual report 2007-08 are as on 30 June 2008

## Economic Impact

The Indian IT & ITES sector (including the domestic and exports segments) is estimated to have grown at 33% in FY2007-08. Total revenue for the sector is estimated at USD 64 Billion, a nearly thirteen-fold increase over the revenue of USD 4.8 Billion reported for FY 97-98. As a proportion of national GDP, the revenue of the Indian technology sector has grown from 1.2% in FY97-98 to an estimated 5.5% in FY2008.

According to the NASSCOM Strategic Review Report 2008, the Indian IT Industry employed about 1,996,000 software professionals as of 2007-08, an increase of 375,000 professionals over the previous year, making it one of the largest employers in the services industry. Of this, Wipro's IT business employs in excess of 90,000 employees (as of March 2008).

In a study by CLSA\* in Feb 2007 it was estimated that

- One IT Job generated 1.4 other jobs in the economy. The industry has potential to address more than a third of urban unemployment in India
- IT & ITES exports from FY08 will exceed India's net oil imports, the largest component of its import-bill
- The IT Industry accounts for 17% of new home loans, 12% of credit cards, 20% of online trading accounts and 20% of incremental air travel
- The IT Industry will cause the demand for 70-75% of residential space and 67% of commercial space demand between FY07 and FY10
- 13-14% of personal Income Tax collections are attributable to IT Industry.

The IT Industry accounts for 33% of the demand for budget hotels today. It is estimated that it will drive demand for 67% of room additions in 5-star hotels between FY07 and Fy10.

\* CLSA is one of the leading investment and brokerage houses in Asia-Pacific. For information on CLSA, please visit <https://www.clsa.com/home.php>

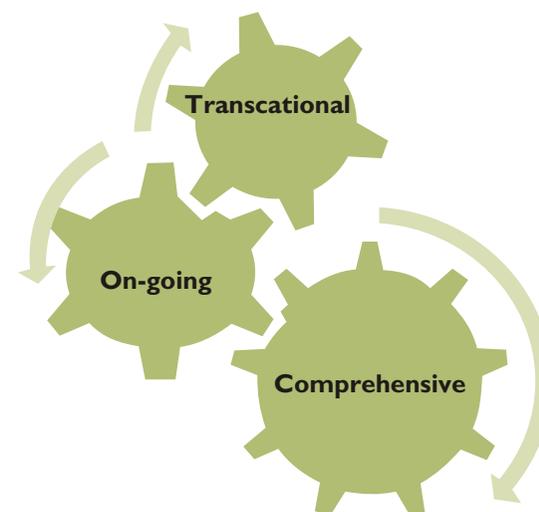
## 5f. Wipro and its suppliers

The third of our three values in Spirit of Wipro -Unyielding Integrity- implies delivering on commitments and honesty and fairness in our actions. These values form the basis for our relationship with suppliers and vendors.

Our objective is to partner with socially and environmentally-responsible suppliers who offer products and services of definite business value. We see these partnerships as transcending short-term transactional relationships into sustainable ethical relationships.

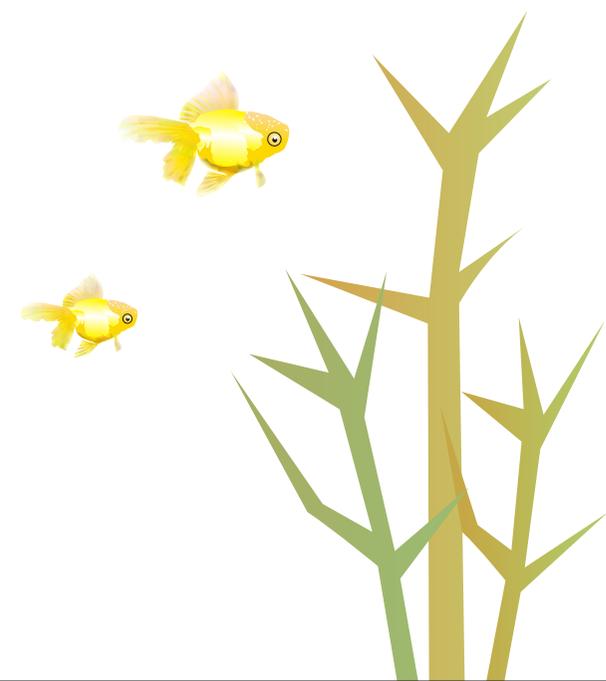
In the IT business, the importance of the supplier partnership crystallized as we made a conscious shift from a service provider to a total-solution provider. The latter paradigm requires that we offer customers not only in-house products and services but products and solutions derived from our partner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

— Figure 39: Kinds of Supplier Relationships —



We can classify our vendors into three kinds:

- 1. Transactional:** Suppliers with whom we interact for specific products or services infrequently or on a one-off basis.
- 2. Ongoing Relationship:** Suppliers with whom we have regular business transactions continuously. Innovations like vendor portal enable quick communication for a faster business turnaround. We work with our regular suppliers to innovate quicker and more efficient methods for satisfying internal and external customers' needs. Joint teams from Wipro and the supplier work on issues of quality control and value-add to the offering.
- 3. Comprehensive Relationship:** Large suppliers with whom we have strategic alliances to offer integrated solutions to the customer. The relationship is based on co-innovation and co-delivery. Delivering on commitments is the key to ensure that the ultimate customer wins. Our record in such relationships with major organizations is best illustrated by the awards that we have won. The sidelight bar illustrates some of the awards that we won from major supplier-partners.

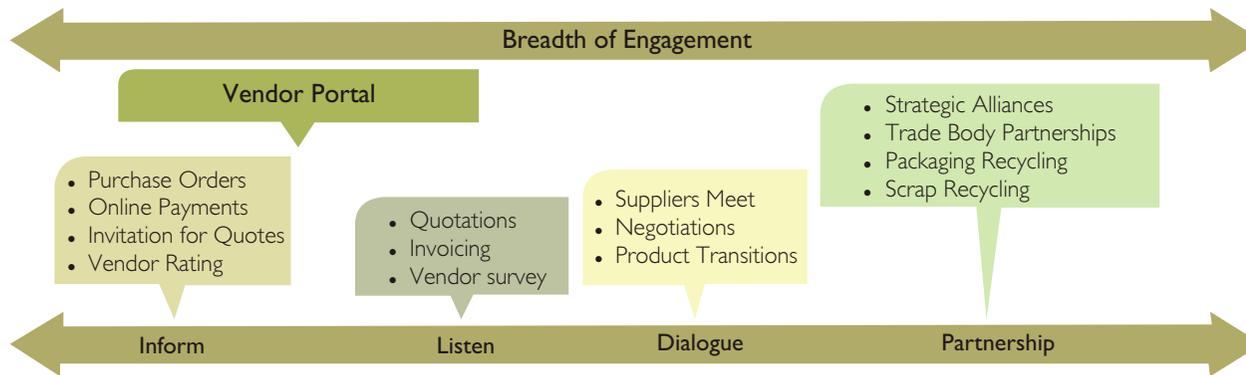


**During the year 2007-08 we won the following awards**

- SAP® Pinnacle Award for Software Solution Leadership
- AP Pinnacle Award for Best Partner across Asia Pacific in mid-market segment, 2008
- Cisco's Top Sales Achievement Partner and Best Post Sales Support Partner, 2007
- First ever Microsoft Platinum Partner Award, 2007
- Oracle - Partner of the Year Award in System Integration in APAC region, 2007
- IBM - Best SI & Infrastructure Solutions Provider for India, 2007
- Radware - Outstanding Partner Award, 2007
- HP - Premier Enterprise Business Partner, 2007
- Nortel - Partner of the Year Award, 2007
- NetApp - Best Services APAC Partner Award , 2007

During the year 2007-08 we procured goods and services from 1,912\* regular suppliers worth INR 36,872 Mn.\*

**Figure 40: Stakeholder Engagement Model - Supplier/ Prospective Supplier**



• **Vendor Portal** - Our vendor portal is an online one-stop platform for our supply chain partners to transact and interact, right from accessing requisitions to the payment process. This portal takes care of the request for quotation, order processing, invoicing, payment transactions, queries and clarifications, all as part of completely paperless

processes. This application is available for all our supply chain partners free of cost. Our Vendor Portal can be accessed by registered vendors at <https://vendorpro.wipro.com>

• **Online Payments** - We have successfully implemented the Electronic Fund Transfer (EFT) / online payment remittance mechanism through Real Time Gross Settlement (RTGS)

\* Vendors with business over 0.5Mn INR considered

and the National Electronic Fund Transfer (NEFT) mode for suppliers based in India. This process avoids wasteful stationery, transit delays and inefficiencies on account of human error. Suppliers get their payments credited instantly accompanied by immediate information to the supplier. The end outcome is a more transparent process and it is estimated that paper to the extent of 250 kg per year was saved.

• **Vendor Survey** - We conduct annual dipstick surveys of our suppliers to solicit feedback on their experience with the Wipro supply chain processes. For 2007-08, 135 suppliers participated in the survey and the average satisfaction rating on the overall experience was 4.31 on a 5 point scale.

• **Suppliers' Meet** - Since 2004-05 we have been hosting an annual event 'Suppliers' Meet', to promote dialogue and further a higher degree of mutual understanding.

**Approach**

Our approach to engaging suppliers consists of 4 key layers:



**Values/Ethics**

Acting with Integrity, one of the values of Spirit of Wipro is an absolute core value. We conduct ourselves transparently in line with our Code for Business Conduct and Ethics. We expect similar standards of integrity from each one of our suppliers and partners.

Our Ombudsprocess is available to vendors, suppliers and contractors to raise a flag should they detect any potential

breach of the COBCE by our employees. The Ombudsprocess document for suppliers can be referred at [http://www.wipro.com/datadocs/corp\\_governance/Wipro\\_Ombudsman\\_Process%20%20Non%20employees.pdf](http://www.wipro.com/datadocs/corp_governance/Wipro_Ombudsman_Process%20%20Non%20employees.pdf).

In cases of fraudulent practices by vendors, we sever all business engagements with the party and advise all business units of the organization to do the same. During the year 2007-08, we found one firm indulging in fraudulent practices. We have severed our relationship with this firm.

### Value

The parameters that we use to consider suppliers' value to us are quality, performance and price. A compelling value-proposition from suppliers is key to ensure that our customers benefit from a superior quality-cost equation.

### Responsible

In line with our COBCE and the UNGC, we try to ensure that our suppliers adhere to essential principles of human rights and employee welfare in their operations. A precondition before we finalize contracts with suppliers and vendors is that they must as a regular practice-

- Pay statutory dues with regard to their employees
- Operate with due regard to the health and safety of their employees
- Work towards the elimination of discrimination of any kind and of forced labor and child labor

**Ethics, Social Responsibility and Protection of Environment:** Vendor shall comply with the applicable statutory provisions governing the treatment of employees, environmental protection, health and safety at work, to work on reducing the adverse effects of its

activities on human beings and the environment. In this regard, vendor shall set-up and further develop a management system in accordance with the standards specified in ISO 14001 to its fullest ability. Vendor shall comply with the principles of the UN Global Compact initiative relating basically to the protection of international human rights, the right to collective bargaining, the abolition of forced labor and child labor, the elimination of discrimination when personnel is engaged and employed and the responsibility for the environment.

We are cognizant that some industry sectors are more prone to discriminatory practices and breaches of human rights. Our contracts for suppliers from such sectors have a clause explicitly seeking compliance with good practices and the UNGC principles.

We also urge that the contractor set up a management system in accordance with ISO14001 and take responsibility for environment protection.

### Local

We recognize the economic and social benefits of sourcing from the local economy and encourage the same. While we are engaged with suppliers across the globe, nearly 78% of our suppliers are India-based. An interesting sidelight to this is that since all our new campuses are being designed on the principles of the LEED framework, this by default requires that most of the raw materials for construction are sourced from suppliers within a radius of 800 km.

For high technology products - where local equivalents of comparable quality may not be available - we source from global markets and international manufacturing hubs. During the year 2007-08, 44% of procurement value was from India based vendors.

## 5g. Wipro and Society

A sustainable business cannot exist in a vacuum. Its sustainability is directly related to the well being and sustainability of the society in which it is embedded. Wipro's social and community initiatives are based on the belief that business has a clear responsibility to contribute to the creation of a just, equitable and humane society.

This belief drives our decisions and actions in trying to be a good citizen of the world. Our approach to social change is not driven by 'cheque book philanthropy' but by direct engagement. This is reflected by the fact that within our organization structure we have created distinct groups to focus on the chosen areas of engagement. These groups have their own budgets and resources. A distinctive characteristic of our social and community initiatives is that they carry the same level of strategic thinking and operational rigor as our mainstream business initiatives.

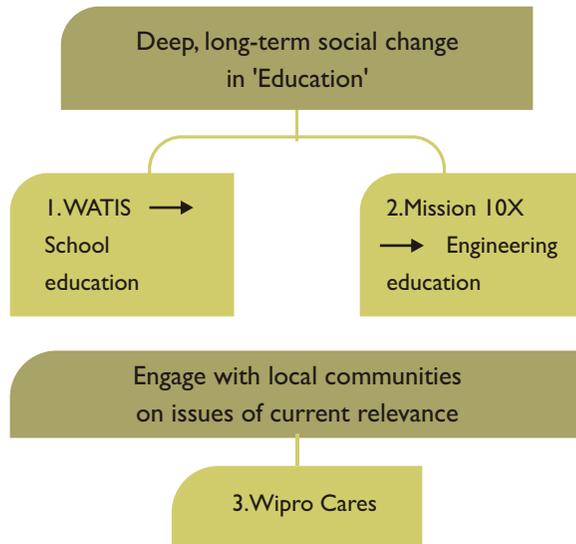
On one hand it is important to engage with the immediate communities that we are a part of and respond to current issues; On the other hand, we try to engage deeply in an identified area (education) with the vision of bringing about long-term social change.

We run two distinct programs in the realm of 'Education' (1 and 2 below) while Wipro Cares (3) is our community engagement program.

**1. Wipro Applying Thought In Schools:** This initiative works to build capacity for education reform through a large network of social organizations. The goal is to contribute to influencing the education system in our society with the end outcome of shaping citizens who are sensitive, caring, creative and driven by a spirit of inquiry with a strong conviction in democratic principles.

**2. Mission 10X:** The goal is to 'significantly improve the quality of engineering education in India and thereby, improve the level of employability of engineering graduates'.

**Figure 41: Our social and community initiatives framework**



**3. Wipro Cares:** Our major businesses locations are in cities, which face multiple challenges. Among them are (i) lack of opportunities for marginalized communities to avail of good education, (ii) environmental degradation resulting in compromised health and wellness and (iii) wide disparity in the economic status of people. Wipro Cares tries to address the first challenge in partnership with our employees who volunteer to participate and involve in such societal issues. In addition Wipro Cares works for rehabilitation of people affected by natural disasters anywhere in India.

**WiproApplyingThought In Schools (WATIS)**

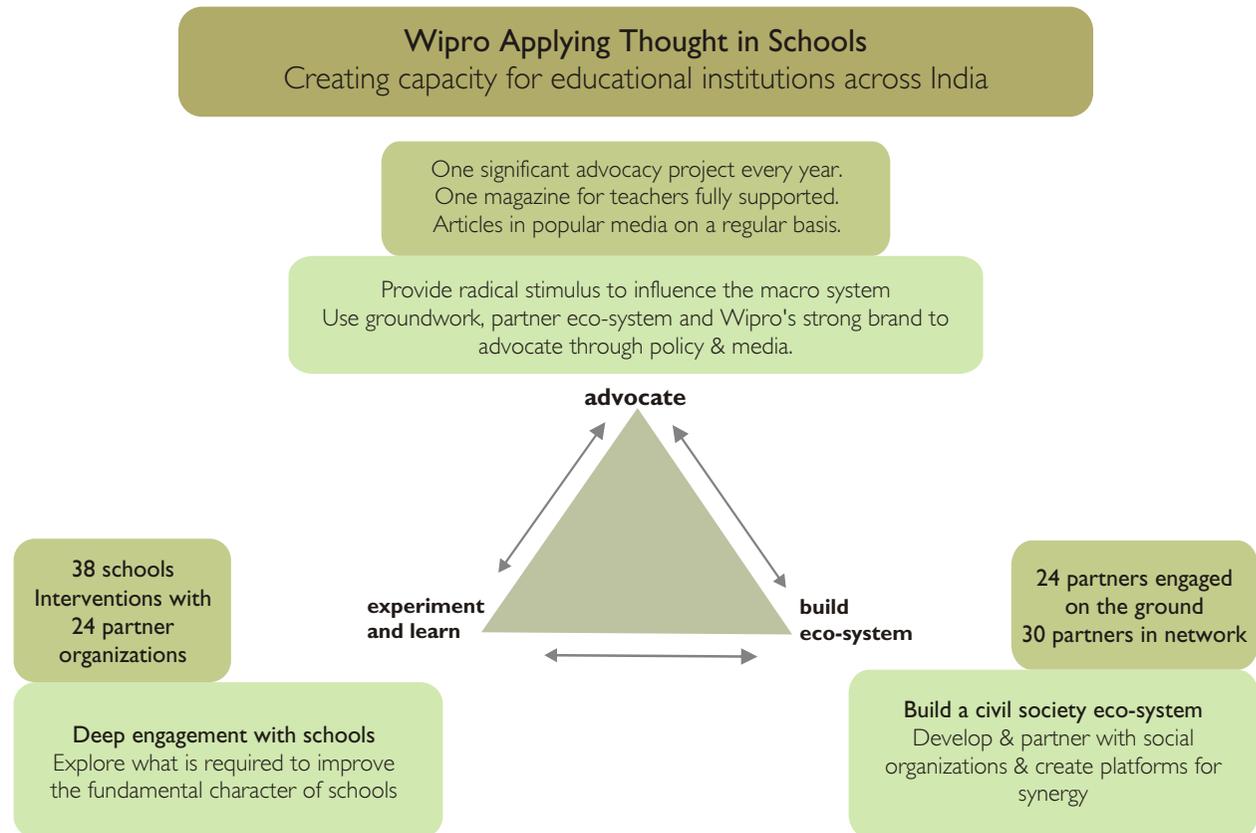
The quality of education is a serious challenge in our country with several issues that demand attention (i) Learning equated with memorization (ii) an absence of dialogue in our teaching-learning process which blunts the spirit of inquiry in our children

and (iii) classrooms that are insensitive to the uniqueness and needs of each child. This reality is in conflict with the need to create citizens who would further the process of building the kind of society we aspire for.

Many non-governmental organizations are actively engaged in this space and doing exceptional work but in islands. We believe that creating a connected eco-system of these organizations will provide them with intellectual insights that will deepen their understanding of systemic issues. It will also impart emotional resilience that comes from being part of a community. In addition, there is also a need to encourage more such organizations to start and expand their influence to different parts of the country. Wipro Applying Thought In Schools is actively engaged in creating such an eco-system.

We follow a three-pronged strategy of advocacy, experiment-based learning and building the eco-system ( See Fig 42).

**Figure 42: The WATIS strategy for reform in school education**



## Building the eco-system

Since its inception in 2001, WATIS has evolved in scale and scope. In concrete terms, we facilitate networking and sharing among 30 organizations including 24 partner organizations. We have promoted 38 multi-year experiments in partnership with 24 organizations covering over 1000 schools and 10,000 educators in school reform and learning, and supported the advocacy of these experiments.

One of the methods deployed by us to create a strong eco-system is to bring all our partners together once a year. The Wipro Annual Partners' Forums are 2-3 day engagements with participation from various social organizations working in the area of education reform. These are hosted at the premises of one of our partner organizations. The forum facilitates the sharing of experiences and cross-pollination of ideas. The work of a selected organization is observed and discussed closely with the goal of learning from its experience. The most recent Partners' Forum was held in March 2008 at Digantar, Jaipur\* where 60 representatives from over 30 organizations participated.

The forum is also a means for us to engage with new organizations and work towards expanding the network of partners. Apart from the annual forum, there are various sub-forums where specific issues are deliberated - in June 2007 we hosted a workshop on holistic school reform around the projects that we are supporting.

## Experiment and Learn

The projects that further experiment-based learning are broadly of two kinds:

**(i) Holistic school engagement programs:** Since 2001, we have worked with over 1100 schools in holistic school improvement programs. Currently we are engaged with 9 organizations in working with 644 schools on multi-year school

\* Jaipur is the capital of the state of Rajasthan in Northern India

improvement programs. Through these programs we catalyze changes in teaching-learning practices and in the curriculum to make education more experiential. These also help children in becoming more collaborative in the learning process. Another initiative has been in the area of continuous, comprehensive assessment of a child's learning.

For example, we have engaged with Eklavya in Bhopal since 2004 in working with four schools that provide education for economically underprivileged sections. In this project, Eklavya has helped significantly enhance the education experience through teacher development, learning centers for pre-primary students and curriculum development. The work in these schools helped Eklavya develop curricular material and teacher development programs that could benefit other schools.

**(ii) Capability building for organizations:** Currently we support eight organizations in building capabilities to enhance their work in school reform. Typically these are projects in curriculum development, action research or grants to build resource centers within the organization.

For example we have been working with EZ Vidya in Chennai on an action research project that helps them understand how the ICT driven curriculum (Chrysalis) that they have developed is implemented in schools. This research also brings out newer possibilities in the product. Another example is the support that we provide to Udaan-Janvikas from Ahmedabad in helping build the organization into an educational resource center.

## Advocacy

While there is active work happening on the ground, it is important to continue to create awareness in society about issues with the education system and cascade the desire for change. These efforts include specific projects like the Metro School Study published in Nov 2006 that assessed conceptual learning in top schools in our country. Another example is the support that we provide Spark-India in the publication of a monthly magazine for teachers - TeacherPlus.

The Wipro Education Fellowship provides a platform for individuals to work in education reform through two year assignments with our partner organizations. This experience helps them develop a deeper understanding of issues in education.

## Summary

In 2007-2008 there were 26 live projects in partnership with 18 organizations. We started with an initial project outlay of Rs 5 million in 2001. In the two years (2006-7 and 2007-8), we spent a total of Rs 65.2 million on the WATIS initiative. This does not include the compensation of individuals of the Community Initiatives Team and other non-project costs.

## Assessment

When it comes to assessment of a subject as complex as educational reform, it is our view that if the assessment is done on a project basis and articulated qualitatively, it is much more meaningful than attempting to aggregate the results into metrics at the macro level.

We review the projects with our partner organizations through direct participation in the projects and through regular interaction and dialogue. On occasions, a different partner organization or an individual expert conducts an external assessment of the projects.

A quarterly review with our senior management helps us continuously reflect and evolve our strategy. While the broad approach and strategy remain firm, it is essential for us to be continuously exploratory, learn from the experience and keep adapting the programs.

In the past 7 years the progress of the WATIS initiative has been on many fronts. Wipro now has the recognition in India as an organization that is seriously engaged in the education sector. We believe that one of our main strengths is the network of partner organizations that we engage with.

- We have worked with 24 social organizations in multi-year school reform projects that reached out to over 1,100 schools

- A network of over 30 social organizations working in education reform whose work reaches out across 17 states. This is the largest network of educational organizations in the country (Please see Fig 43 for a view of the WATIS partner network across India).

Going forward the direction is to:

- Expand the network of educational organizations to cover more states in the country and with more capabilities in different areas of education

- Provide a robust platform and mentoring framework for individuals to work in education reform through Fellowships and Organization Development opportunities
- Create abilities to do research and documentation on the school reform experiments and share learnings with a large audience. This will significantly help in active advocacy.

— Figure 43: A geographical perspective of WATIS partners across India —



### Case study : Teacher Plus

Wipro Applying Thought In Schools' objective of



influencing the Indian education system is lofty. While we are actively working with close to 1000 schools, there is a need to broad-base that engagement across many more schools in the country.

We realized that there was a dearth of good magazines that would help teachers connect with each other, become aware of larger educational issues and share interesting teaching-learning methods.

Teacher Plus was such a magazine established in 1989, published jointly by Orient Longman and Spark-India. Since April 2006 Wipro has been supporting the publication of Teacher Plus independently by Spark-India. It is now printed every month in a vibrant and more attractive format.

We have leveraged the expertise of our wide network of educationists to provide rich and diverse content to the magazine. This, combined with an active marketing plan, has seen a steady rise in the readership of the magazine. Today Teacher Plus has a growing subscription base close to 2000.

## 2. Mission I0X

More than ever before, industry recruiters are looking for employable graduates who can thrive and persevere in an era



of globalization and challenging economy.

Comprehending

this state of affairs well ahead in time, Wipro as an industry leader initiated Mission I0X, a not-for-profit trust under the auspices of Wipro Technologies, with the aim of transforming the employability quotient of the engineering graduates.

### What is Mission I0X?

Mission I0X, a not-for-profit trust, was conceived as a platform to improve employability of engineering graduates in collaboration with academia. It was formally launched on Teachers Day, 5 September 2007.

We initiated Mission I0X to significantly impact the employability landscape. We conducted research and surveys to identify the key factors that could improve employability of engineering graduates. The surveys with senior academicians revealed that the current teaching methodology used in the institutes of engineering and the faculty capability are the significant areas that needed focus.

### What is the objective of Mission I0X?

The key objective of this Mission is to empower engineering faculty with innovative teaching techniques and tools that would enable them to help learners:

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

### What does Mission I0X do to achieve its objectives?

The Mission I0X Learning Approach (MxLA) has been

conceived as a framework of organizing a layered set of faculty enablement programs and hand holding Engineering faculty members in implementing innovation in the class rooms.

### How is Mission I0X doing this?

1. Workshops - a layered set of workshops to bring innovation into the classrooms.
2. Asset Building - These workshops generate teacher support material, leading to the creation of a repository of world class learning assets.
3. Community Building - Launch of Portal <http://www.mission10x.com> and community learning forums - To build communities amongst engineering faculty.

### What is the progress so far?

The Mission I0X community is growing fast. As targeted, in the first year of its operation Mission I0X has empowered more than 1000 faculty members through 36 workshops. It has set its footprints in five Indian states,

### Are there any collaborations with Mission I0X?

While Wipro is the chief sponsor of the idea, Mission I0X is in fast collaboration with other institutions in India and abroad. Significant collaborations are with Anna University, Chennai, the University of Cambridge, IIT Bombay and Dale Carnegie training. It has recently constituted an advisory board comprising senior academicians who have contributed significantly in the field of engineering education.

### What is the goal of Mission I0X?

The goal of Mission I0X is to empower 10,000 faculty by 2010.

## 3. Wipro Cares

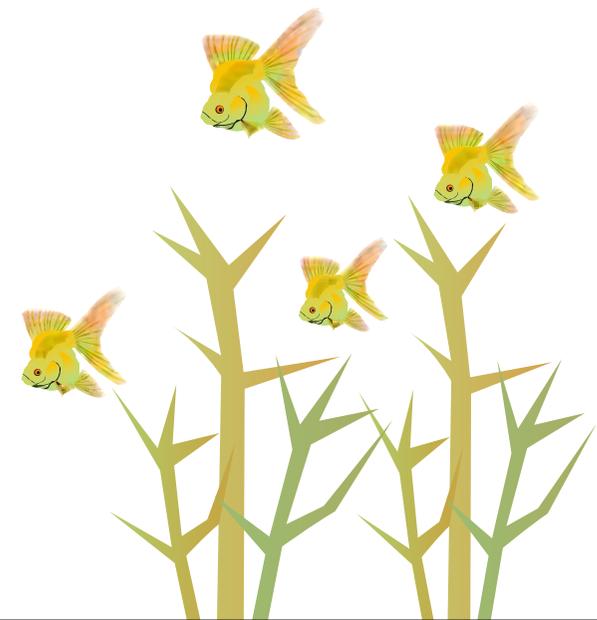
Wipro Cares is a not-for-profit registered trust, with chapters in each of the major Wipro locations in India. Wipro Cares works on the model of channelizing voluntary employee efforts to contribute to the needs of proximate communities.

Employees who are interested in volunteering become members of the local chapter and a few of them emerge as leaders and become part of the core team.

The chapters in different locations receive proposals from the NGOs or proactively identify projects based on the need of the community in that location. The projects are evaluated for support by the chapter head jointly with the central team for approval of the trustees.

In 2007-08, we launched five projects. This was in addition to eight projects that were already in progress. Four projects were completed during the year. At the end of 2007-08 we were working with nine projects in Bangalore, Chennai, Pune and Nagapattinam district in Tamil Nadu. This is in addition to the disaster rehabilitation work that was taken up in tsunami affected areas of south India.

One of our significant projects has been that of rehabilitation of the tsunami affected areas in coastal Tamil Nadu. Since 2005-06, we have allocated Rs 43.4 million for the tsunami rehabilitation initiative, of which Rs 21 million was spent in 2007-08. On all our other initiatives we spent Rs 4.5 million in 2007-08.



## Five projects launched in 2007- 08

### We initiated five new projects in 2007-08.

1. **TVK School in Chennai:** Wiproites work with children in this trust-run school for underprivileged children. They spend time with children of classes V to VII every Saturday to do workshops and sessions to help build self confidence, communication skills and general motivation. Our partner in education reform work, EZ Vidya, provides the learning material required to the Wiproites.

2. **Brick Kiln Labor Camp Children:** Employees from our Kolkata Development Center identified a labor camp at a brick kiln outside Kolkata where children were not going to any school. The nearest school was 5km away and hence not accessible, moreover language was an issue since they did not speak the local language, Bengali. Wiproites worked with 120 children in this camp, helping them in education and partnered with an NGO to provide healthcare services for the families. The kiln is closed as of now, so work is discontinued.

### Respond to immediate needs of communities in development

3. Along with Swadhar, an NGO in Pune, Wipro has helped set up a community center for families in marginalized communities. Swadhar also runs a bridge school, vocational course and a mobile library from this center in Pune.

### Education opportunities for the disempowered

4. Wipro is working with Door Step School in Pune in setting up a teachers' learning institute to train teachers for their Learning Centers in Pune. These centers are for children of migrant laborers. The initial engagement with DSS is for 2 years. DSS has till date trained 109 teachers through the 2-week full-time program. The objective is to train 100 teachers a year to work in learning centers for around 25,000 out-of-school children in Pune. This is an ongoing project.

### Environment and urban ecological issues

5. **Tree Transplantation in Bangalore:** When the roads in Bangalore were to be widened, several large healthy avenue trees faced the axe. Wipro Cares intervened and worked with the municipal corporation and forest department to transplant a total of 40 healthy trees to a lake side and a park. The trees were transplanted from Sarjapur road (in front of St. John's Hospital) and Chowdiah Road to Agara lake side and a park in Yelahanka.

## Ongoing projects from pre-2007-08

### Disaster rehabilitation

#### 1. Continuation of rehabilitation efforts in tsunami hit areas in Nagapattinam district

We are currently engaged with Kasturba Gandhi Kanya Gurukulam School, in constructing a school with boarding facility for girl students. The two-storied, 30,000 sq ft building of 10 class rooms with laboratory and boarding facilities will benefit over 1000 girl students. This building, which is very close to the coast, has been designed after considering safe bearing capacity of soil. It will be constructed as per National Building Code and the code of Indian Standards Bureau.

We are supporting Vanavil, a unique school catering to tsunami affected nomadic tribe's children. We worked with Vanavil to evolve a model to make this school self sustaining to generate food to take care of the children studying at Vanavil. We funded the purchase of a farm land where we have engaged a consultant to develop organic farming, with harvesting of rain-water and intermixing of crops to eliminate the need for any chemical fertilizers or pesticides. We are now constructing an eco- friendly building for a semi-residential school.

### Education opportunities for the disempowered

2. **Makkala Jagriti-Wipro Cares Center in Bangalore** is an after school safe home which is focused on providing an enriching and secure environment for children. This Learning Centre

aims to provide a child-centric and enjoyable learning experience at its center. Around 200 children from marginalized communities are currently benefiting from this learning centre.

### Channelize employee efforts to contribute to needs of proximate communities

3. **Olcott Memorial School** is run by a trust for children from marginalized communities. Wiproites engage with children from classes V and VI to teach them spoken and written English. They also organize health check ups and events such as sports day and cultural day to make the children's stay in school enjoyable.

4. **Government School in Vivek Nagar, Bangalore** offers education to marginalized children in three different language mediums. Wiproites are engaged in the three schools since 2004. They work with children from classes III to V. teaching them simple Mathematics, English and Environmental Sciences.

5. **Support Staff Learning Initiative:** Every day Wiproites interact with the contract staff serving refreshments, and running errands. These are youngsters in early twenties with high latent talent and visible ambition. Some Wiproites launched a learning initiative to develop English language skills, communication skills and etiquette for support staff who work inside Wipro. 32 people have enlisted for this program. This course had a duration of eight months with face-to-face interaction twice a month spread across two intense half-days. At the end of the course all those who clear the final test will be issued certificates of competency which would help them move up the ladder in their present set up or seek better job opportunities.

## Assessment framework of Wipro Cares

1. Quarterly review of specific projects are conducted with feedback from the beneficiaries and partners.

These reviews cover:

- a. Whether the project is meeting the needs of the people that it was meant for
  - b. Whether it can become a sustainable model
  - c. Whether there is scope for involvement by Wipro employees, and how they should be involved.
  - d. Whether the project is involving the local community.
  - e. Are its plans for being self sufficient and to make the recipients independent, secure and safe, on course?
2. The quarterly report at the overall initiative level covers a budget review and reviews of proposals and plans for the forthcoming quarter.

#### Pushpavanam: A forest of flowers

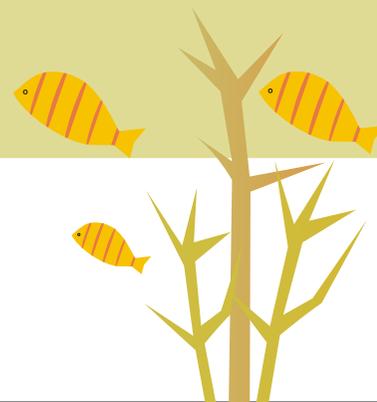
Post the tsunami of 2004 in the Nagapattinam district on the East Coast of India, Wipro Cares team met with the district administration, NGOs with local presence and people of the area to identify one village and work closely with them to provide a comprehensive rehabilitation solution. Livelihood, housing and insuring against the recurrence of a similar catastrophe were the main issues to address.

Pushpavanam a village with 6000 inhabitants, was severely affected. Villagers here lost their livelihood as some fishing families lost their bread-earner, others lost their boats and the farmers had their agricultural land rendered useless as it was submerged in the muck. The sea water increased the salt content in the soil making the soil unfit for cultivation. In addition, the village was exposed to the sea and the potential for flooding by sea water was high.

Wipro Cares team working with the villages evolved a cost effective and simple but labor intensive solution to reclaim over 100 acres of agricultural land. The top layers of dirt and muck was manually removed and deep holes were drilled for rain water to seep inside and dilute the saltiness of the soil. This provided employment opportunities for the people and in the first monsoon after tsunami, gingelly and green gram were grown.

The fishermen were provided with 11 boats and fishing gear, to take care of 44 fishing families. The landless and women in the village were encouraged to grow saplings which was purchased by us to create a coastal plantation. On October 1 and 2 2005, 180 Wipro Cares volunteers assisted the villagers to plant 2,54,464 saplings on 47 acres covering two kms of length along the coast. Today this is a dense forest, under the formal care of the revenue department, protecting the village from sea.

No rehabilitation is completed without the needs of children being addressed. We refurbished the four schools with around 500 students by building toilets and drinking water facilities. Our engagement with the village continues. We today support Vanavil, an NGO that has set up a semi residential school for children from a deprived community. Vanavil was a group of like-minded individuals. Wipro Cares supported in formalizing this group and in making the school self sustaining. Wipro Cares also supports a 60-year-old school Kasturba Kanya Gurukulam to construct a two storied school cum dormitory to house a total of 3000 girl students.



## 5h. Wipro and the government/regulators

Regulation is an important element of any comprehensive governance framework for promoting economic growth and achieving social, economic and political stability in the society. In the spirit of good corporate behavior, we comply with regulation in its true spirit and in return, we benefit from the societal/regulatory framework that facilitates business growth.

As a large business entity committed to its stakeholders, we believe that it is important for us to pro-actively engage with the governments and regulatory bodies to evolve a legal and regulatory framework that addresses the needs of all societal stakeholders as well as ensuring the ground for a fair and sustainable business environment.

Our engagement with regulators and governments on the front of Public Policy takes four forms.

#### • Proactive Suggestions

We often provide our perspective to government on vital economic issues of larger national interest. An example is the case of the Offset Policy. Wipro shared a draft for the new Offset Policy to enable Indian industry gain from large defense contracts with multinational corporation beside facilitating technology transfer to India.

#### • Responsive Experience Sharing

We respond to government queries seeking our expertise or experience in domains that we are familiar with. For instance, governments seek industry inputs on inter governmental economic agreements. Under international relations national governments enter into double taxation treaties with other nations. It invites input from those companies that operate in the particular economic region for a quid pro quo. We have provided inputs to the Government of India for such cases in the past.

• **Involved Consultations**

We dialogue with regulators and government on various issues. For instance, we have provided inputs to the Government of India on reforms in the education sector.

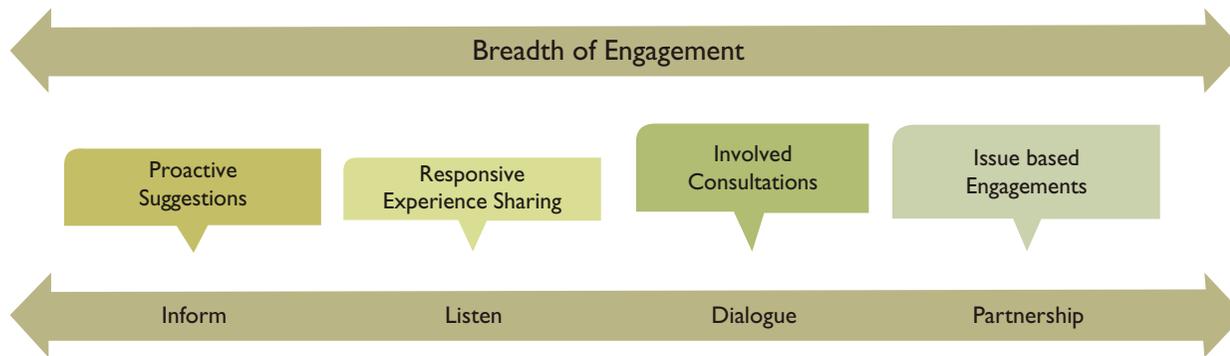
• **Issue-based Engagements**

This is where we partner with the government for a win-win situation. We have partnered with the government in promoting economic growth in tier II and tier III cities across India. We continue to expand our presence in these cities.

**Code of business conduct with the government**

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

Figure 44: Stakeholder Engagement Model - Government / Regulators



**Compliance**

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

Our track record on legal compliance has been exemplary, always. It is in this context we disclose an aberration with transparency though the circumstances causing the situation have been far from within our control. This is related to the BPO operation at Okhla, Delhi. This operation is housed in a set of buildings that are part of an industrial estate called the Okhla Industrial estate. This industrial estate - which has been in existence there for decades - has been in breach of the building regulations of the Delhi municipal body. We are tenants in these buildings. This tenancy was inherited as part of our acquisition of Spectramind in 2002, which enabled our entry into the BPO business. The fact that Wipro is only a tenant in this facility has not helped in our earnest efforts to rectify the situation.

Nor has the fact that the status of the industrial estate has been the same for decades before we inherited the tenancy. We have therefore put in place a plan to move out of the Okhla premises at the earliest. This plan will be executed so as to not disrupt operations and continuity of service to our customers. In line with the local laws, we paid the necessary fines in 2007-08 pertaining to non-availability of building clearances for our WBPO operations at Okhla, Delhi. This is the only instance of any fine paid during the reporting year.

**Public Policy**

We have a dedicated team working on the public policy domain. The team interacts with the business operations in identifying issues that need to be addressed through public policy. On a proactive basis we provide specific inputs to public policy bodies in promoting a conducive regulatory environment.

Our engagement with public policy bodies takes the following forms.

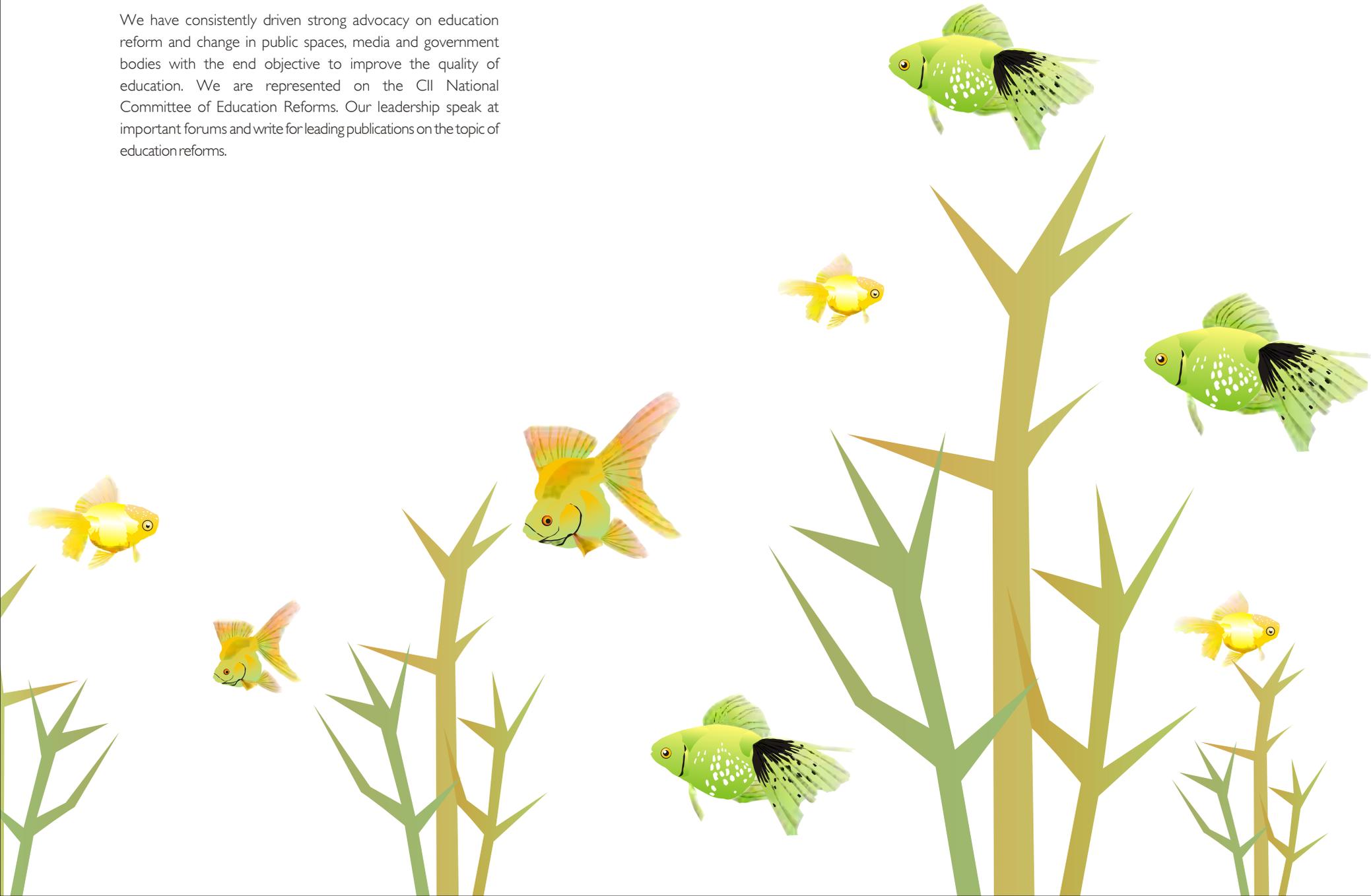
**National Bodies**

We engage with governments directly as well as through industry chambers (FICCI, CII, Nasscom etc.) at various levels. We are represented in several industry committees that are set up by the industry chambers and also by government departments. Members of our leadership team represent us on the following key forums:

- Central Board of Reserve Bank of India,
- Prime Minister's council on trade and industry
- Executive council of CII.
- Prime Minister's Council of Human Resource & Development
- Executive Council of Nasscom
- Defence Committee on Offset in CII and FICCI
- JJI Irani committee on Affirmative action
- Sustainable development Committee of CII.

We actively participated in the discussions with IASB on furthering the convergence of Indian accounting standards with the IFRS. We actively participate with state government and local bodies with regard to industrialization and expansion.

We have consistently driven strong advocacy on education reform and change in public spaces, media and government bodies with the end objective to improve the quality of education. We are represented on the CII National Committee of Education Reforms. Our leadership speak at important forums and write for leading publications on the topic of education reforms.





Coral reefs are among the oldest eco-systems on Earth. They form natural barriers that protect nearby shorelines from the eroding forces of the sea, thereby protecting coastal dwellings, agricultural land and beaches. Without the existence of coral reefs, parts of Florida would be under water.

## 6

ASSURANCE STATEMENT &  
CONTACT INFORMATION

## 6a. Feedback and communication

We welcome readers' feedback, points of view and suggestions on Wipro's sustainability report and look forward to hearing from you. You may email us at [sustain-report@wipro.com](mailto:sustain-report@wipro.com).

For queries related to Wipro Sustainability Report 2007-08 please contact:

Name	Contact details
<b>Mr. P. S. Narayan</b> <i>General Manager eco-eye</i>	<b>Wipro Limited</b> Doddakanneli, Sarjapur Road, Bangalore 560 035, India. Tel: +91 80-28440011 Ext 226766 email: <a href="mailto:narayan.pan@wipro.com">narayan.pan@wipro.com</a>
<b>Mr. R. Sridhar</b> (For N. America) CFO & Investor Relations, Americas and Europe	<b>Wipro Limited</b> East Brunswick Tower, 2 New Jersey U.S.A Tel: +1 650-316-3537 email: <a href="mailto:sridhar.ramasubbu@wipro.com">sridhar.ramasubbu@wipro.com</a>
<b>Mr Santosh Karagada</b> (For Europe) General Manager, Human Resources	<b>Wipro Limited</b> 185, Kings Court, Kings Road, Reading, United Kingdom Tel: +44-118-9022-306 email: <a href="mailto:santosh.karagada@wipro.com">santosh.karagada@wipro.com</a>

For queries on financial matters please contact:

Name	Contact details
<b>Mr. Rajendra Kumar Shreemal</b> Vice President & Corporate Treasurer	<b>Wipro Limited</b> Doddakanneli, Sarjapur Road, Bangalore 560 035, India. Tel: +91 80 28440011 Extn. 226184 Fax: +91 80 28440051 email: <a href="mailto:narayan.pan@wipro.com">narayan.pan@wipro.com</a>
<b>Mr. R. Sridhar</b> (For N. America ) CFO & Investor Relations, Americas and Europe	<b>Wipro Limited</b> East Brunswick Tower, 2 New Jersey U.S.A Tel : +1 650-316-3537 email: <a href="mailto:sridhar.ramasubbu@wipro.com">sridhar.ramasubbu@wipro.com</a>



## 6b. Assurance statement by DNV

### Introduction



Det Norske Veritas AS ('DNV') has been commissioned by the management of Wipro Limited ('the Company') to carry out an assurance engagement on the Company's Sustainability Report 2007-08 ('the Report') in its printed and web based format against the

Global Reporting Initiative (GRI) 2006 Sustainability Reporting Guidelines Version 3.0.

The Company is responsible for the collection, analysis, aggregation and presentation of information within the Report. Our responsibility in performing this work is to the management of the Company only and in accordance with terms of reference agreed. The assurance engagement is based on the assumption that the data and information provided to us is true, complete and sufficient. DNV expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

### Scope of Assurance

The scope of work agreed upon with 'Wipro Limited' is confined to its IT business contributed by Wipro Technologies (WT), Wipro Infotech (WI) and Wipro BPO (WBPO), and includes the following:

- Activities undertaken and reported by the Company over the reporting period April 2007- March 2008
- Confirmation of GRI –G3 application level A
- Information relating to the Company's issues, responses, performance data, case studies and underlying systems to manage such information and data
- Verification of economic indicators disclosed in the Report based on data from externally audited financial accounts (Annual Report)

- Information relating to materiality assessment and stakeholder engagements
- The assurance engagement entailed visit to following locations:
  - ♦ Company's corporate office in Bangalore
  - ♦ Two of Wipro Technologies' Development Centers in Bangalore & Hyderabad
  - ♦ Wipro BPO in Delhi
  - ♦ Wipro Infotech computer factory in Pondicherry.

**Exclusions** include acquisitions made by the Company during 2007-08 for the IT business (Infocrossing – USA) and environmental indicators with respect to overseas business operations of Wipro Technologies, Wipro Infotech & Wipro BPO.

### Independence

DNV did not provide any services to the Company during 2007-08 that could conflict with the independence of our work. DNV was not involved in the preparation of any statements or data included in the report except for this assurance statement.

### Verification Methodology

Our assurance engagement was planned and carried out in accordance with the DNV Protocol for Verification of Sustainability Reporting, which is based both on the GRI Guidelines and the AA1000 Assurance Standard (2003). DNV took a risk-based approach throughout the assurance engagement, concentrating on the issues that we believe are most material for both the Company and its stakeholders.

As part of the verification we have:

- Challenged the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls

- Execution of the audit trail on selected claims and data streams to determine the level of accuracy in collection, transcription and aggregation
- Examined and reviewed documents, data and other information made available to DNV by the Company
- Visited the Company-Corporate office in Bangalore, two software development centers of Wipro Technologies based in Bangalore & Hyderabad, Wipro BPO operation centre in Delhi and the computer manufacturing unit of Wipro Infotech in Pondicherry
- Conducted interviews with 56 representatives (including data owners and decision-makers from different divisions and functions including shop-floor employees)
- Reviewed the Company's approach to stakeholder engagement
- Performed sample-based audits of the mechanisms for implementing the Company's own sustainability related policies, as described in the report
- Performed sample-based audits of the processes for generating, gathering and managing the quantitative and qualitative data included in the report
- Reviewed the process of acquiring information and economic/financial data from the Company's 2007-08 certified consolidated balance sheet.

### Conclusions

In DNV's opinion, the Company's Sustainability Report 2007-08 provides a fair representation of the Company's policies, strategies, management systems, initiatives and projects. The report meets the general content and quality requirements of the Global Reporting Initiative (GRI) 2006 Sustainability Reporting Guidelines Version 3.0, and DNV confirms that the GRI requirements for Application Level 'A+' have been met.

- **Materiality:** The Company has demonstrated reasonably good materiality determination process that helps bring out issues of significance to identified stakeholders that are covered in the report.
- **Completeness:** Within the reporting boundary defined by the Company, we accept that the report does not omit relevant information that would influence stakeholder assessments or decisions or that reflect significant economic, environmental and social impacts.
- **Accuracy:** The data measurement techniques and basis for calculations have been adequately described to DNV. Although some systematic and manual errors have been detected, the same have subsequently been corrected. In the final version of the report DNV has not found any major material inaccuracies in the data presented. However, the Company is committed to continually improving the quality of data management system.
- **Neutrality:** DNV considers that the information contained in the report is balanced. The emphasis on various topics in the sustainability report is proportionate to their relative materiality. The Company has in a transparent manner included the positive and negative trends in this report.
- **Comparability:** This is the first sustainability report published by the Company and the reported information provides basis for benchmarking and would enable stakeholders form appropriate opinion when the next report is published.
- **Responsiveness:** In our opinion the Company has fairly demonstrated its intentions to respond to stakeholder concerns and the same has been addressed in the report.
- **Stakeholder inclusiveness:** In our opinion the Company has demonstrated an active commitment in its engagement with all the identified stakeholders.

## Opportunities for Improvement

The following is an excerpt from the observations and opportunities gathered during the performance of our assurance procedures which are reported back to the management of the Company. However, these do not affect our conclusions on the sustainability report, and they are indeed generally consistent with the management objectives already in place.

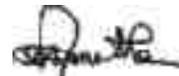
In order to improve accuracy of reporting, the Company should further strengthen system(s) for data capturing and managing information related to key performance indicators and develop an internal verification mechanisms for improving reliability of data for sustainability reporting.

Strengthening of the monitoring of applicable local building regulation and laws related to the Company's leased & rented facilities can decrease risk in this area.

The scope of the Company's risk management framework could be expanded further to include broader sustainability issues related to outsourced activities that are pertinent to its business model.

To improve sustainable performance at all levels and functions the Company could strengthen mechanisms for creating awareness on the organization's sustainability charter and related actions.

Signed:

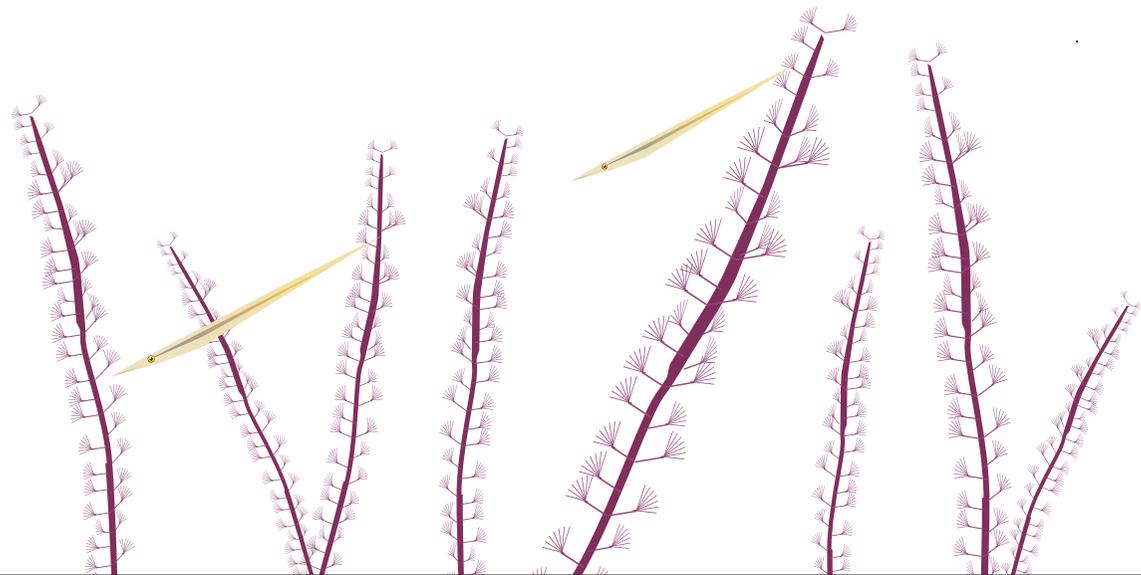


**Viswanathan Padmanabhan**  
Lead Verifier  
Corporate Responsibility Services  
Det Norske Veritas AS, Bangalore, India.

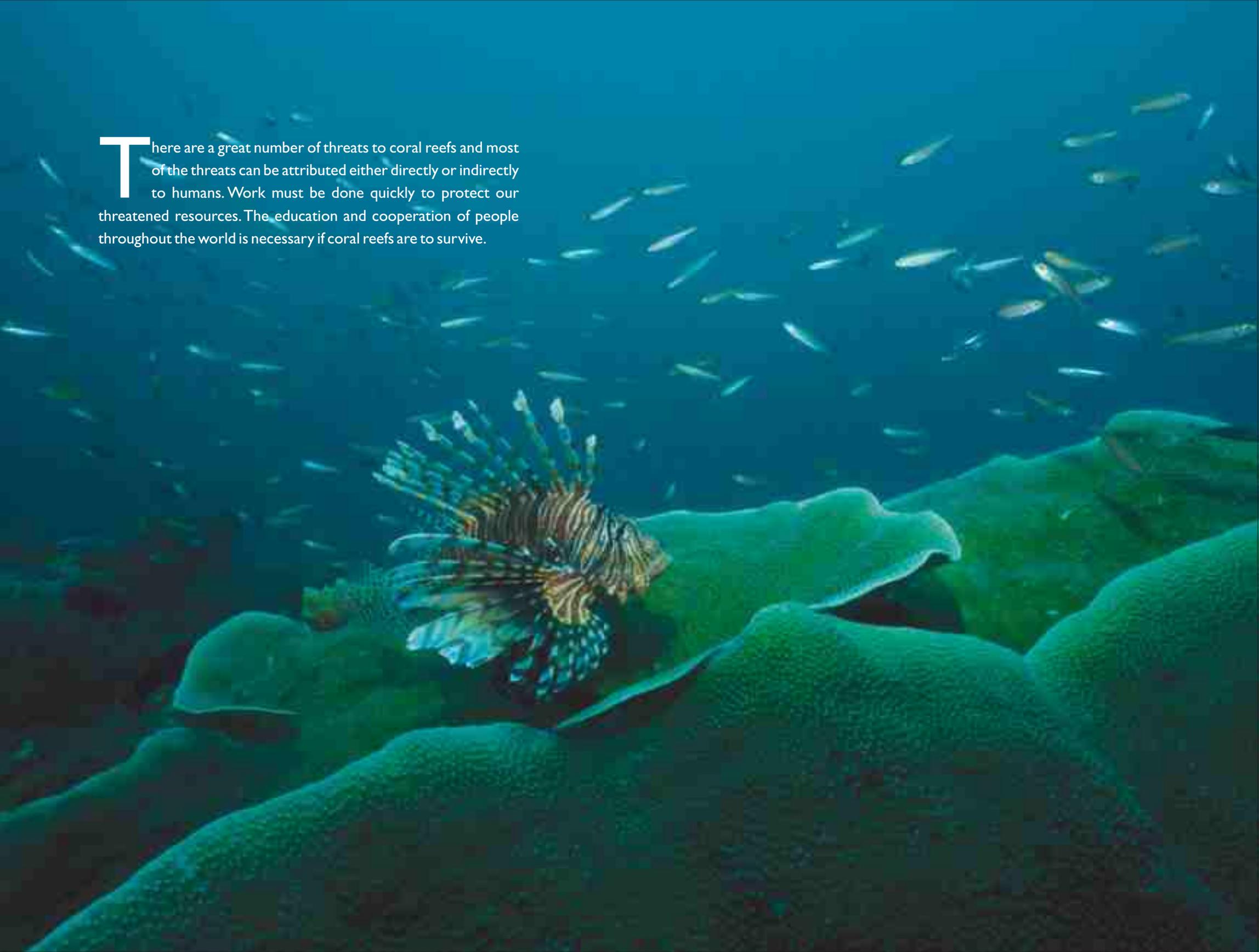
Signed:



**Eli Bleie Munkelien**  
Global Manager  
CR Services DNV  
Veritasveien 1, 1322 Høvik, Norway.



**T**here are a great number of threats to coral reefs and most of the threats can be attributed either directly or indirectly to humans. Work must be done quickly to protect our threatened resources. The education and cooperation of people throughout the world is necessary if coral reefs are to survive.



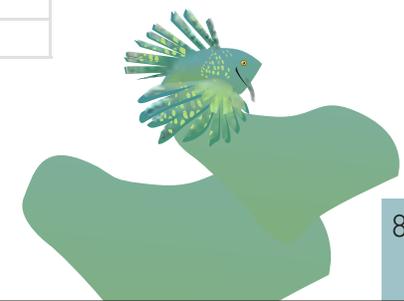
# 7 INDEX & GLOSSARY

## 7a: Index of GRI indicators

SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
1	<b>Strategy and Analysis</b>			
1.1	Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.		7	●
1.2	Description of key impacts, risks, and opportunities.	19,20	19-23	●
2	<b>Organizational Profile</b>			
2.1	Name of the organization.		30	●
2.2	Primary brands, products, and/or services.		30	●
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	10	14,30,31	●
2.4	Location of organization's headquarters		30	●
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	30-38	31	●
2.6	Nature of ownership and legal form.		30,71	●
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	30-38	31	●
2.8	Scale of the reporting organization, including Sales, Employee, Capital, Quantity		32	●
2.9	Significant changes during the reporting period	3	15	●
2.10	Awards received during the reporting period		32,36,43,74,69	●
3	<b>Report Parameters</b>			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		11	●
3.2	Date of most recent previous report (if any).		First Report	●
3.3	Reporting cycle (annual, biennial, etc.)		11	●
3.4	Contact point for questions regarding the report or its contents.		85	●
3.5	Report scope and boundary		11,14,15	●

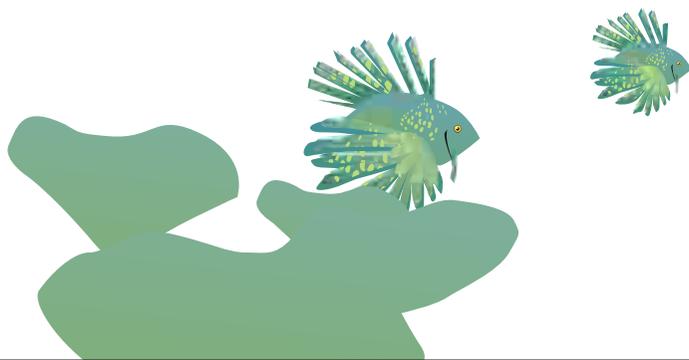
### Legend for GRI indicators

- Covered fully
- Not covered



SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
3.6	Boundary of the report (eg. JV, Subsidiaries)		11-14	●
3.7	State any specific limitations on the scope or boundary of the report <sup>8</sup> .		15	●
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.		15	●
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.		15	●
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		15	●
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		First Report	
3.12	Table identifying the location of standard disclosure.		89-93	●
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).		16,87	●
<b>4</b>	<b>Governance, Commitments and Engagement</b>			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	23-33	33-34	●
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	23-33	33	●
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.		33	●
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	22	35-36	●

SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	32,33		●
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	32,33	34	●
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	30	34	●
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	32,33	29,35,36	●
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		33-35	●
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	33	36	●
<b>Commitments to External Initiatives</b>				
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		27	●
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.		27	●
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization:		27	●
<b>Stakeholder Engagement</b>				
4.14	List of stakeholder groups engaged by the organization.		41	●
4.15	Basis for identification and selection of stakeholders with whom to engage.		39-41	●
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		41,42,54,68,72,75,77,80	●



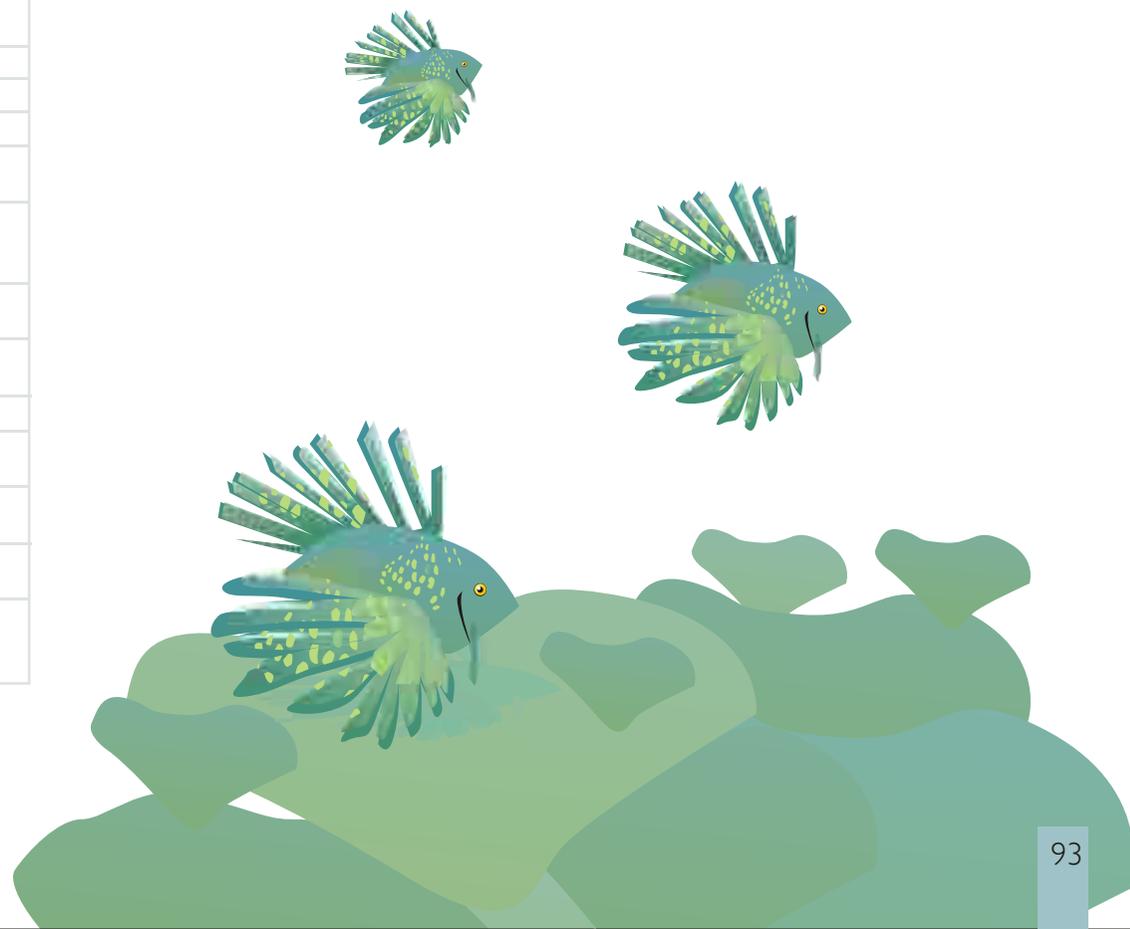
SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		41,42,54,68,72,75,77,80	●
	<b>Economic Performance Indicators</b> Disclosure on Management Approach		20	●
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.		70	●
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.		21	●
EC3	Coverage of the organization's defined benefit plan obligations.	121	48	●
EC4	Significant financial assistance received from government.		72	●
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.		48	●
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		75	●
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		44	●
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.		75-81	●
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.		73	●
	<b>Environmental performance indicators</b> Disclosure on Management Approach		53-54	●
EN1	Materials used by weight or volume.		61-62	●
EN2	Percentage of materials used that are recycled input materials.		62	●
EN3	Direct energy consumption by primary energy source.		58	●
EN4	Indirect energy consumption by primary source.		58	●
EN5	Energy saved due to conservation and efficiency improvements		57	●

SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.		57-59	●
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		57-59	●
EN8	Total water withdrawal by source.		60	●
EN9	Water sources significantly affected by withdrawal of water.		60	●
EN10	Percentage and total volume of water recycled and reused.		60-61	●
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		63	●
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		63	●
EN13	Habitats protected or restored.		NA	○
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.		64	●
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		NA	○
EN16	Total direct and indirect greenhouse gas emissions by weight.		59	●
EN17	Other relevant indirect greenhouse gas emissions by weight.		59	●
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		59-60	●
EN19	Emissions of ozone-depleting substances by weight.		61	●
EN20	NOx, SOx, and other significant air emissions by type and weight.		61	●
EN21	Total water discharge by quality and destination.		61	●
EN22	Total weight of waste by type and disposal method.		64-65	●
EN23	Total number and volume of significant spills.		61	●
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.		NA	○
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.		63	●

SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		61,62	●
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		62	●
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		64	●
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.		29	●
EN30	Total environmental protection expenditures and investments by type.		64	●
	<b>Human Rights Performance Indicators</b> Disclosure on Management Approach		23	●
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		30	●
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		75	●
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		44	●
HR4	Total number of incidents of discrimination and actions taken.		46	●
HR5	Operations identified in which the right to exercise freedom of association or collective bargaining may be at significant risk, and actions taken to support these rights.		47	●
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		46,75	●
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.		75	●
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		46	●
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.		NA	○

SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
	<b>Labor Practices and Decent Work</b> Disclosure on Management Approach		42-49	●
LA1	Total workforce by employment type, employment contract, and region.		50,51	●
LA2	Attrition		49,51	●
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		48	●
LA4	Percentage of employees covered by collective bargaining agreements.		47	●
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		49	●
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.		45	●
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region.		51	●
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.		45	●
LA9	Health and safety topics covered in formal agreements with trade unions.		NA	○
LA10	Average hours of training per year per employee by employee category.		44,52	●
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		44,45	●
LA12	Percentage of employees receiving regular performance and career development reviews.		47,48	●
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.		50,73-74	●
LA14	Ratio of basic salary of men to women by employee category.		43	●

SI	Topic	Annual Report Page No.	Sustainability Report Page No.	Coverage in Sustainability Report/ Annual Report
	<b>Product Responsibility Performance Indicators</b> Disclosure on Management Approach		62,63	●
PR 1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of products and service categories subject to such procedures		63	●
PR 2	incidents of non-compliance with regulations and voluntary codes concerning health and safety impact of products and service		NA	○
PR 3	Types of product and service information required by procedures and percentage of significant products and services subject to such information requirements		62,63	●
PR 4	Non compliance with codes Pertaining to Product and Service Labelling		62,63	●
PR 5	Practices related to customer satisfaction and results of survey		69,70	●
PR 6	Programs for adherence to laws, standards and codes relating to marketing communications		67	●
PR 7	Number of non compliance in above.		67	●
PR 8	Substantiated complaints for breach of privacy and data loss.		NA	○
PR 9	Monetary value of significant fines and non compliance.		82	●
	<b>Society Performance Indicators</b> Disclosure on Management Approach		75-76	●
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.		75-76,79-81	●
SO2	Percentage and total number of business units analyzed for risks related to corruption.		35	●
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.		44	●
SO4	Actions taken in response to incidents of corruption.		46	●
SO5	Public policy positions and participation in public policy development and lobbying.		81-83	●
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		82	●
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.		NA	○
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		82	●



## 7b : Glossary of acronyms used in the report

Acronyms suffixed with [w] indicate that their usage is specific to Wipro

Acronym	Expansion	Website reference
AC	Air Conditioning	
ADR	American Depository Receipt	
AGM	Annual General Meeting	
APAC	Asia Pacific	
AS 9100	AeroSpace 9100	
ASTD	American Society for Training And Development	<a href="http://www.astd.org">www.astd.org</a>
B.Tech	Bachelor of Technology	
BBMP	Bruhat Bangalore Mahanagara Palike	<a href="http://www.bmponline.org">www.bmponline.org</a>
BCP	Business Continuity Planning	
BE	Bachelor of Engineering	
BFR	Brominated Flame Retardants	
BMS	Building Management System	
BoD	Board of Directors	
BPO	Business Process Outsourcing	
BS7799	British Standards7799	<a href="http://www.17799.com">www.17799.com</a>
BTO	Business Technology Optimization	
CAGR	Compounded Annual Growth Rate	
CEC [W]	Corporate Executive Council	
CEO	Chief Executive Officer	
CETP	Common Effluent Treatment Plant	
CFC	ChloroFluroCarbons	
CFL	Compact Fluroscent Lamp	
CFO	Chief Finance Officer	
CII	Confederation of Indian Industry	
CIO	Chief Information Officer	
CMM	Capability Maturity Model	<a href="http://www.sei.cmu.edu/cmm/">www.sei.cmu.edu/cmm/</a>
COBCE [W]	Code of Business Conduct and Ethics	

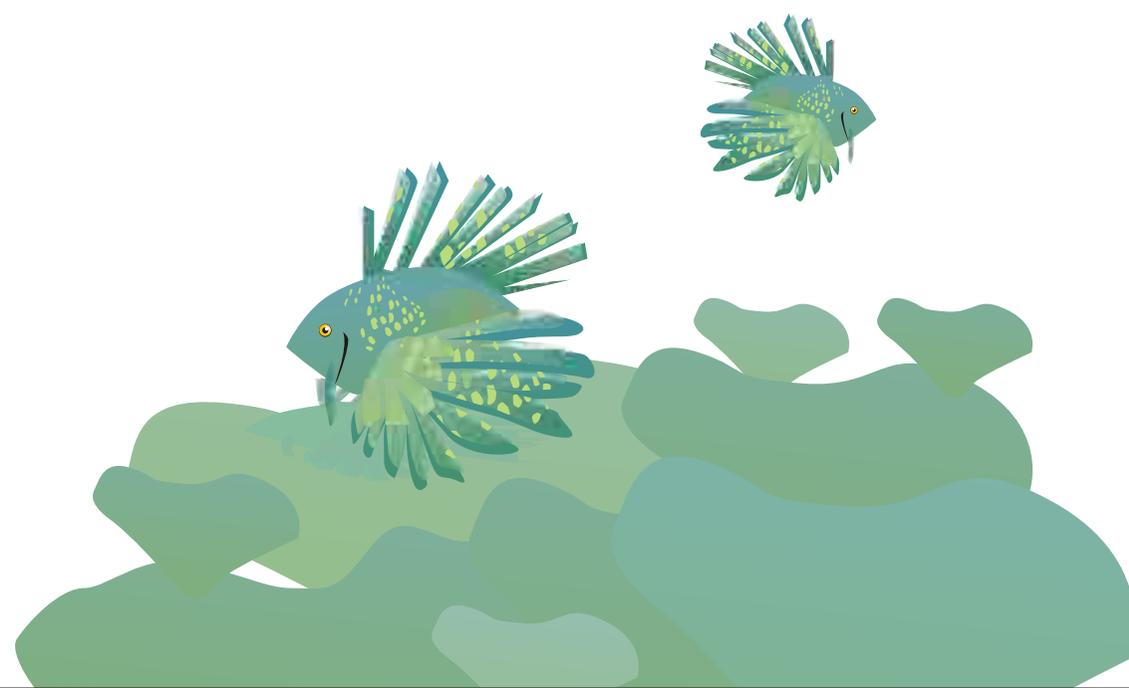
Acronym	Expansion	Website reference
CorpU	Corporate University	<a href="http://www.corpu.com">www.corpu.com</a>
CPR	Cardio Pulmonary Resuscitation	
CRT	Cathode Ray Tube	
C-SAT [W]	Customer Satisfaction	
CTO	Chief Technology Officer	
CUBIC	Corporate University Best In Class	
DG	Diesel Generator	
DNV	Det Norske Veritas	<a href="http://www.dnv.com">www.dnv.com</a>
EGM	Extraordinary General Meeting	
EHS	Environment, Health and Safety	
EMS	Environment Management System	
EPR	Extended Producer Responsibility	
EPS [W]	Employee Perception Survey	
ERM	Enterprise Risk Management	
ERP	Enterprise Resource Planning	
ERT [W]	Emergency Response Training	
e-waste	Electronic Waste	
FAO Research	Finance and Accounting Research	<a href="http://www.faoresearch.com">www.faoresearch.com</a>
FICCI	Federation of Indian Chamber of Commerce and Industry	<a href="http://www.ficci.com">www.ficci.com</a>
FMCG	Fast Moving Consumer Goods	
GAAP	Generally Accepted Accounting Principles	
GDP	Gross Domestic Product	
GHG	Greenhouse gases	<a href="http://www.ghgprotocol.org">www.ghgprotocol.org</a>
GJ	Gigajoules	
GRI	Global Reporting Initiative	<a href="http://www.globalreporting.org">www.globalreporting.org</a>
HDI	Human Development Index	<a href="http://hdr.undp.org/humandev/">http://hdr.undp.org/humandev/</a>
HIV/AIDS	Human Immunodeficiency Syndrome / Acquired ImmunoDeficiency Syndrome	

Acronym	Expansion	Website reference
HP	Hewlett Packard	www.hp.com
HR	Human Resources	
HVAC	Heating,Ventilating and Air Conditioning	
IAOP	International Association of Outsourcing Professionals	www.outsourcingprofessional.org
IASB	International Accounting Standards Board	www.iasb.org
ICRA	Information and Credit Rating Agency	www.icra.in
ICT	Information and Communication Technologies	
IEEE	Institute of Electrical and Electronic Engineers	www.ieee.org
IFRS	International Financial Reporting Standards	www.ifrs.com
IIT	Indian Institute of Technology	
INR	Indian Rupee	
INR	Indian Rupees	
IP	Intellectual Property	
IPCC	International Panel on Climate Change	www.ipcc.ch
ISO	International Standards Organization	www.iso.org
IT	Information Technology	
ITES	Information Technology Enabled Services	
KM	KiloMeter	
KPO	Knowledge Process Outsourcing	
KWH	KiloWatt Hour	
LED	Laser Emitting Diode	
LEED	Leadership in Energy and Environmental Design	www.usgbc.org/leed/
LPG	Liquefied Petroleum Gases	

Acronym	Expansion	Website reference
MAIT	Manufacturers' Association of Information Technology	www.mait.com
MAKE	Most Admired Knowledge Enterprise	
Market CAP	Market Capitalization	
MIS	Management Information Systems	
MIT	Masachussets Institute of Technology	www.mit.edu
Mn	Million	
MoU	Memorandum of Understanding	
NASSCOM	National Association of Software and Service Companies	www.nasscom.org
NGO	Non Government Organization	
NMA [W]	New Manager Assimilation	
NOx	Oxides of Nitrogen	
NPS	Net Promoter Score	
NYSE	New York Stock Exchange	www.nyse.com
ODS	Ozone Depleting Substances	
OHSAS	Occupational Health and Safety Assessment Series	http://www.ohsas-18001-occupational-health-and-safety.com/
PAT	Profit After Tax	
PC	Personal Computer	
PCMM	People Capability Maturity Model	
PES [W]	Product Engineering Solutions	
PM	Particulate Matter	
PPM	Parts Per Million	
PVC	PolyVinyl Chloride	
QPLC [W]	Quarterly Performance Linked Commission	
R&D	Research and Development	
RASBIC awards	Recruiting and Staffing Best In Class awards	www.rasbic.com

Acronym	Expansion	Website reference
RFP	Request For Proposal	
RoHS	Restriction on Hazardous Substances	
ROW	Rest of World	
Rs	Rupees ( Indian currency)	
RSI	Repetitive Strain Injury	
RSU [W]	Restricted Stock Unit	
SAP R/3	Leading ERP package from software major	
SAP AG	www.sap.com	
SEZ	Special Economic Zones	<a href="http://sezindia.nic.in">http://sezindia.nic.in</a>
SMPS	Switched Mode Power Supply	
Solar PV	Solar PhotoVoltaic	
SOX	Sarbanes Oxley	<a href="http://www.sarbanes-oxley.com">www.sarbanes-oxley.com</a>
SOx	Oxides of Sulphur Automotive SPICE	<a href="http://www.automotivespice.com">www.automotivespice.com</a>
STP	Sewage Treatment Plant	
SVG	Stakeholder Value and Governance	
TED [W]	Talent Engagement and Development	
TERI	The Energy and Resources Institute	<a href="http://www.teriin.org">www.teriin.org</a>
TFT	Thin Film Transistor	
TIS [W]	Technology Infrastructure Services	
TL9000	Telecom Quality 9000	<a href="http://www.tl9000.org">www.tl9000.org</a>
TRP [W]	Talent Review and Planning	
U.N.	United Nations	<a href="http://www.un.org">www.un.org</a>
U.N. MDG	United Nations Millennium Development Goals	<a href="http://www.un.goals/millenniumgoals">www.un.goals/millenniumgoals</a>
UNEP	United Nations Environment Program	<a href="http://www.unep.org">www.unep.org</a>
UNGC	United Nations Global Compact	<a href="http://www.unglobalcompact.org">www.unglobalcompact.org</a>
USA	United States of America	
USD	United States Dollar	

Acronym	Expansion	Website reference
UVDB	Utilities Vendor DataBase	
VLSI	Very Large Scale Integration	
WASE [W]	Wipro Academy of Software Excellence	
WATIS [W]	Wipro Applying Thought In Schools	
WBPO [W]	Wipro Business Process Outsourcing	
WCCLG [W]	Wipro Consumer Care and Lighting	
WI [W]	Wipro Infotech	
WIN [W]	Wipro Infrastructure Engineering	
WT [W]	Wipro Technologies	



To know more about Wipro's Sustainability practice, log on to  
<http://www.wipro.com/investors/sustainabilityatwipro.htm>  
<http://www.wiprocorporate.com/sustainability>  
Alternatively, you can email us at [sustain-report@wipro.com](mailto:sustain-report@wipro.com)

**Wipro Limited:**

**India (Corp. Office)** : Wipro Technologies, Sarjapur Road, Bangalore 560 035, India. Phone: +91 (80) 2844 0011 Fax: (080) 284 40256  
**USA (California)** : Wipro Technologies, 1300 Crittenden Lane, 2nd Floor, Mountain View, CA 94043. Phone: (650) 316 3555  
Fax: (650) 316 3468.  
**USA (New Jersey)** : Wipro Technologies, East 2 Tower Center Boulevard, Ste 1100, East Brunswick, NJ 08816. Phone: (732) 509 1500  
Fax: (732) 514 0860. USA (New York)  
: Wipro Technologies, 245 Park Avenue, 24th Floor, New York, NY 10167. Phone: (212) 792 4256 Fax: (212) 372 8798.  
**UK** : Wipro Technologies, Kings Court, 185 Kings Road, Reading, RG1 4EX. Phone: +44 118 902 2300 Fax: +44 1189 5723 47.  
**Germany** : Wipro Technologies, Willy-Brandt-Allee 4, 81829 Munich, Germany. Phone: +49 89 12 477 450 Fax: +49 89 12 477 460.  
**France** : Wipro Technologies, 76 Route De La Demi Lune, Immeuble Madeleine D, 92057 Paris La Defense Cedex 6 France.  
Phone +33 (0) 1 46 93 95 95 Fax +33 (0) 1 46 93 95 99.  
**Japan** : Wipro Technologies, #911A, Landmark Tower, 2-1-1, Minatomirai 2-Chome Nishi-Ku, Yokohama 220-8109.  
Phone: +81 (45) 650 3950 Fax: +81 (45) 650 3951.

To know more about our other global offices, go to <http://www.wipro.com/aboutus/locations1.htm>

