



# The Imperative of Hope



## THE IMPERATIVE OF HOPE

The theme of our sustainability report for 2010-11 “The imperative of hope” symbolizes the pressing need for seeking answers to the intractable social and environmental problems that the world faces in a spirit of optimism and courage. The challenges are so many and so deep rooted that many view them with a sense of resignation as part of an existential dilemma that we can only hope to cope with and not ever resolve.

For the business sector meanwhile, these problems have brought center stage the crucial questions of being responsible and being sustainable, answers to which are not very clear even to the best minds. The notion of a ‘responsible business’ has gained currency rapidly in recent years and is broadly equated to good corporate citizenship – ‘Comply with all regulations’, ‘Reduce one’s environmental impact’ and ‘Engage on community initiatives’. In comparison, the idea of ‘sustainability in business’ is much more complex and nuanced, related as it is to larger ecological and social issues. Two such big challenges – Climate Change and Universal health – illustrate the complexity involved

- “Where will solutions for Climate Change come from ➤ From big disruptive technology innovations ? or from several small efficiency levers? or from a radical structural shift to a society that de-emphasizes energy intensive lifestyles? or from continuing with the status quo and shift the focus to adaptation to the possible negative effects of climate change”
- “How do we progress on the war against disease and malnutrition ➤ From increased government spending on public health and nutrition? or from grassroots innovation that provide affordable healthcare solutions? or from radical financial disincentive programs that discourage consumption of foods that are known to cause lifestyle diseases“

What is immediately apparent in both the above examples is that it is not any one single approach that will work, rather a multitude of perspectives and approaches will be necessary. What is perhaps not clear to many is the role of the business sector in combating such challenges and the *raison d’etre* for its involvement. At Wipro, we believe that there are multiple reasons why business must not only

get involved but must lead and take charge on issues of sustainability– ranging from the logic of ‘doing well by doing good’ to the fundamental notion that business enjoys great power today which vests it with equally great responsibility. Further, it is an almost axiomatic truth that the survival and well being of business is inextricably linked to the survival of the society and planet that it is a part of.

Over the last four years, we have set up the momentum for a corporation wide sustainability program at Wipro that involves employees, customers, suppliers, investors, the government, communities and the education system. As part of this charter, we have defined some very aspirational goals on dimensions like GHG emission reduction, Water, Waste, Biodiversity, People Diversity and the Supply Chain. Like everyone else, we face many of the dilemmas and conundrums that exist around sustainability and progress is not always as fast we would like. But, to our minds, the apt analogy to view such situations is that of mountaineer battling every day towards the peak where during difficult conditions just staying alive is progress. This is the underlying spirit that this report’s theme embodies : the imperative for organizations to stay the course and journey forward. however slowly, with a sense of determination, the imperative of hope.

For this report, we invited some of the best minds to pen their thoughts on some of the core sustainability issues. What we have is a bouquet of independent, informed and insightful essays. Why and What next for corporate sustainability? Why report ? Universal Electrification, is it a possibility? What the natural world means to us ? What is quality education? Cities and are they places for Biodiversity? These perspectives come with the richness of experience, the feel for things and the underlying indomitable spirit of hope against odds.



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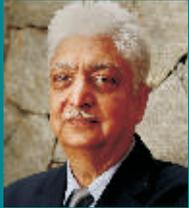
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Spirit of Wipro Run is a living example of how Wipro as an organization believes in the spirit of inclusivity. It was started with the intention of bringing the run loving community at Wipro together and also to celebrate the essence of Spirit of Wipro as a community. The annual, global run has become a recent tradition at Wipro and is really about people who love to run. The run's most recent 6th edition was held on 15th October 2011.

Images from the Spirit of Wipro Run 2011 run through this report. "Miles with the Sun" as it was called, the run was held in over 56 cities across the world and relayed across countries with the dawn at Philippines and ended in Vancouver 24 hours later. The Run is a time when diverse cultures, races and 24,000 people come together to celebrate the Spirit of Wipro in all its magnificence. What made it richer, vibrant and more exciting this year was the fact that each of the 56 locations decided to add a cultural feature to the run. Each location began the celebration with a local culture piece of that region – for example India had performances like the Chenda, Dollu Kunitha and Bhangra to kick off the run, China had the dragon dance, Canada a drum circle and there were flash mobs in Romania! 15th October 2011 was truly one of the longest days in the history of Wipro as an organization, where Wiproites from around the world embarked on a unique journey to keep the sun from setting.





## LETTER FROM THE CHAIRMAN

**Dear fellow Stakeholders,**

Welcome to our fourth sustainability report.

We started publishing our sustainability report in 2008. However, our sustainability journey has been much longer. I refer here to our decade old program in education, the even longer term engagement with our local communities and the continuing initiatives on water & energy conservation. I also refer to our core values, beliefs and principles of conduct, which have always served as our bedrock.

Let me present a brief overview of our sustainability program.

**Resource efficiency** is central to how smartly the world manages its depleting resources. At Wipro, we have a long history of efficiency driven actions, both with respect to resources and to our business processes. For example, over the last decade, we have realized an improvement of more than 30% on our electricity consumption on a per employee basis. Our initiatives on energy efficiency span a wide range: from strategic initiatives like our green building program (with LEED certifications) to smart projects like the server virtualization program and to employee-led actions on saving paper, transportation fuel and electricity. Our thrust on water efficiency encompasses the three dimensions of recycling, rain water harvesting and conservation with recycling accounting for 32% of our total water requirements. We ensure that nearly 83% of our waste gets recycled or reused appropriately.

**Climate change:** Our commitment to the global challenge of climate change is reflected in the ambitious five year green-house-gas reduction targets that we have set for ourselves. The adoption of renewable energy (RE) is a crucial plank of our reduction strategy and nearly 10% of our current electricity procurement comes from RE sources. But in order for us to be able to scale up in line with our targets, we think that several challenges need to be addressed to accelerate the creation of renewable energy capacity and supply. We stay committed to working closely with the relevant stakeholders in this regard, including the governments.

**Diversity:** We continue to drive our momentum on increasing the diversity quotient of our workforce on the three dimensions of gender, nationality and people with disability. Women constitute 28% of our workforce with many in senior leadership

roles. 20% of our employees are from nationalities besides India, this is a three-fold increase over a two year period. 253 people with disability are now part of the Wipro team. As we focus on increasing these numbers, we are striving hard to make sure that our facilities meet and exceed the access norms for people with disability.

Our programs on education and community engagement continue to get stronger every year, as does our environmental stewardship of the Wipro range of green desktops and laptops. We are starting new initiative on sustainability in the supply chain which we will strengthen in the coming years. You will find details of these initiatives and more inside this report.

While doing all of this is important, it is even more important to do it on a bedrock of integrity and transparency.

Our commitment to transparency is reflected in several actions, including a report like this and in other sustainability disclosures. I am happy to share that we are now a part of the Dow Jones Sustainability Index for two years in succession, are ranked # 1 in India in the Asian CSR Index, ranked No. 1 in the Morgan Stanley Capital International Emerging Markets Index and are a part of the Nasdaq Global Sustainability 100 Index.

In the World Economic Forum at Davos, a few weeks back, I had the opportunity to interact with several leaders from business and government. The overriding sentiment was that a new world order needs to be constructed on the building blocks of the three Es – Economic growth, Equitable society and Ecological sustainability.

This has been our view for some time. We also believe that business must play a crucial role in making this happen. Government and civil society are equal stakeholders in this mission, but as a crucible of innovation, problem solving and value creation, the business sector is uniquely positioned to make a vital difference.

What it will take is a strong willed commitment to more responsibility and to walk the extra mile. It will also require different mindsets, for as Albert Einstein said many decades back "The significant problems we face cannot be solved at the same level of thinking we were at when we created them."

Let me end by reaffirming our commitment to walking this path with determination and optimism.

**Azim H Premji**

## OUR REPORT IN SUMMARY

Our sustainability report for 2010-11 is a reflection of how we view sustainability – as something that is organization wide and is embedded in our communication to employees, solutions to our customers and in our engagement with our global supply chain. The summary that follows provides highlights of some of the work that we are doing set against the larger sustainability context of these issues.

Note: We are a global company with a presence in more than 55 countries; however, a lot of examples and metrics given below are India centric. This is more a reflection of the fact that 80% of our workforce and our environmental footprint is from our Indian operations. This is something that we clearly see changing in the years to come with an increasingly global workforce and a commensurate expansion of people and community initiatives.

### ECOLOGICAL SUSTAINABILITY

#### Energy



Our world faces rapidly depleting natural resources accompanied by significant collateral damage to the environment; India is already staring at a looming crisis in energy, water and other key natural resources. In such a scenario, conservation of resources, efficiency of energy conversion and minimization of waste have become critical drivers of value creation.

Energy efficiency coupled with significant ramp-up in renewable energy purchase and generation is the core plank of our GHG mitigation strategy over the next 3 years. We have and will continue to look for opportunities in reducing energy footprint in other areas through virtual computing, travel substitution technologies, transport and logistics optimization. We will have focused targets for each of these levers as well as benchmark ourselves with peers and leaders.

#### Water

We see that the meaning of efficiency in Water use assumes multiple dimensions: that of recycling, harvesting and of conservation. Recycling constitutes 32% of our water provisioning, while all our new campuses also have significant rain water harvesting

capacity that helps recharge ground water. We are considering 2010 - 11 as the new baseline year to set our water goals. This is mainly due to significant improvement in metering infrastructure at source and consumption points. We plan to implement customized water management plans for each of our key locations.



Over the last two years, we have been grappling with the realization that water is not just another natural resource but a strongly emotive issue that is at the heart of people's lives and of cultures; and therefore the issue of water use is not just about efficiency but also about its larger social and ecological impact. It is to understand the nuances of this dimension of water and to act accordingly that we launched the 'Responsible Water' project. Starting with two of our large campuses in Bangalore and Chennai, this uniquely important project will help us understand our upstream trails of the water that we consume and its impact on proximate communities.

#### Waste



Wipro recognizes waste material as a valuable resource; this value has been best realized by adopting stringent targets, periodic monitoring, life cycle thinking, sustainable consumption, in-house recycling units and vendor evaluations. With a focused program over the years at each of our locations, we now recycle 83% of our waste disposed. The remainder of approximately 17% is mainly disposed to landfills. We have a target to reduce this to 5% by 2013.

#### Biodiversity

Nature provides us the best illustration of why diversity is critical; it is well understood now that biodiversity or the plurality of species is crucial to human well being – from providing new sources of medical cures to preserving climate integrity and providing livelihoods to millions. We think that the business sector must get involved much more in the issues of biodiversity. At Wipro, we have started a unique program of converting some of our facilities to biodiversity campuses, starting with our campus at Electronic City in Bangalore. In addition, all our new campuses will be designed on the principles of biodiversity.



## SUSTAINABILITY IN THE WORKPLACE



Change and transformation come from empowered people whether as individuals or as part of small groups, teams, organizations, communities etc. Spirit of Wipro, our values framework, highlights this powerfully by articulating the need to act with sensitivity with all our stakeholders and through a demonstrated “Intensity to Win” where the winning implies both, our stakeholders and Wipro.

For our employees, sustainability assumes multiple dimensions – the assurance of a fair workplace, the empowerment at all levels to express oneself and to participate in the organization’s development, the focus on continuous learning, the emphasis on diversity and inclusivity and the close attention to health, wellness and safety. We look at these as part of an interrelated whole, not as silos. For example, on the dimension of employee health and safety, our emphasis is holistic and all round - starting with sound preventive health care practices that emphasize balanced lifestyles with our yoga, gym and sports facilities encouraging fitness as a way of life and going on to a comprehensively designed package of health insurance and reimbursements that includes family and dependent parents.

## COMMUNITY INITIATIVES

Health care is of course a central issue for the world and all countries, rich or poor, face serious problems that need tackling. India faces several challenges on this front, ranging from infant and maternal mortality to malnutrition and sanitation related deaths. This clearly represents a huge loss and drain of human potential but what gives reason for hope is that many of these problems are addressable with good, cost-effective primary health care practices. It is with this in mind that we initiated primary health care projects under the aegis of Wipro Cares at our operations in Waluj (Maharashtra), Tumkur (Karnataka) and Hindupur (Andhra Pradesh). Working through partners, we currently cover



34 villages with a combined population of 48000 and the results after a year of operations have been extremely encouraging. We will continue to focus and step up efforts in this direction.

In a country of 1.3 billion + people, education is a prime mover of human potential and capability; and yet, its advantages are not available to more than 30% of our populace...and wherever available, it is incomplete and inadequate in various forms. Wipro Applying Thought in Schools (WATIS), our program in school education has been trying to address some of the systemic anomalies in our urban school system for a decade now. A detailed study that we undertook with Education Initiatives, one of our partners on the quality of education in the top schools of the country reveals a not too rosy picture of learning outcomes in subjects like science, mathematics and social sciences; even more disconcerting were the findings pertaining to attitudes and values around tolerance of diversity, sensitivity to the disabled and ecological responsibility. This study reconfirms the nature of challenges that face us in our education- it is something that we recognize well through our decade long work during which period we have reached out to nearly 2000 schools and 10500 educators with an effective reach of 800,000 children, all in collaboration with our network of more than 25 partners. Our effort is a small but important nudge in the direction of making our school education system more meaningful without which the much talked about demographic dividend of India’s population is likely to remain a distant dream.

Mission10X, our four year old program, with a vision to create a significant improvement in the quality of engineering education has reached out to over 13,000 faculty members from more than 900 engineering colleges in India, covering 24 states and Union Territories.

## SUPPLY CHAIN, CUSTOMERS AND INVESTORS

Our supply chain engagement program, to be launched in 2012, recognizes the pivotal role supply chain partners play in our sustainability journey. We also collaborate with our customers to provide solutions to reduce their own ecological footprint. Our record in disclosures and transparency, as rated by widely recognized independent raters, helps investors make informed choices on responsible investing.



# SPIRIT OF WIPRO RUN

**DUBAI**

# REPORT PROFILE AND ASSURANCE APPROACH

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Report Profile

Materiality Determination

Note on Data Metrics in this Report

Wipro's Approach to Report Assurance

In this section, we provide an overview of the profile of our sustainability report for 2010-11; the profile provides the anchoring context in terms of coverage and scope for the report itself. A key topic discussed in this section is Wipro's Materiality approach that helps determine the priorities of our sustainability program and the corresponding disclosures.

In the latter part of this section, we articulate our approach to report assurance, a key determinant of the quality and transparency of any report.

### Report Profile

The profile of our sustainability report is covered under the following heads:

Profile Parameter	Brief Description
Time Period	Provides information on Reporting Period and frequency of publishing the report
Scope and Boundary	Provides the scope of the report in terms of business divisions that are covered and the sustainability topics covered in each
Content	In this sub-section, a framework is articulated for determining the relative materiality of different sustainability areas for Wipro - this largely determines the depth of coverage of these topics in the report
Data Methodologies	Provides a contextual framework of the underlying processes, systems and empirical assumptions for the data and metrics published in this report

**Reporting period:** The reporting period for this sustainability report is the fiscal year April 1, 2010 to March 31, 2011. referred to hereafter in short as '10-11.

**Date of the most recent previous report:** Our most recent sustainability report was for the fiscal year 2009-10, released in March 2011.

**Reporting cycle:** Our sustainability report is published on an annual basis.

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

The process for defining the scope of this report is based broadly on the G3.1 guidelines provided by the GRI framework. The content of the report is based on the following guiding principles.

**Scope and boundary:** Wipro Ltd. is a diversified conglomerate with a strong presence in the IT services, Consumer Products and Infrastructure Engineering markets. This report is primarily for Wipro's IT businesses. The adjacent chart provides a visual representation of Wipro's business divisions with the broad scope of reporting for the IT business.

### The content of this report

This is our fourth sustainability report and like our previous reports, we continue to adopt the stakeholder format of reporting. Given that stakeholder inclusion and engagement is such a crucial cornerstone of the AA1000 and the GRI frameworks, we believe that the stakeholder format is more appropriate for focusing attention on concrete sustainability issues for each of the stakeholders. In doing so, we are cognizant of the risk that some of the broader sustainability issues may not fall under the ambit of any particular stakeholder and we have tried to ensure that these are covered as relevant to the report.

Table showing the scope and coverage of the report

	IT Business			Consumer Care & Lighting	Infrastructure Engineering
	IT Services		IT Products		
	Software Services	BPO Services	WI		
<b>Primary Offerings</b>	<ul style="list-style-type: none"> <li>- Consulting</li> <li>- Package Implementation</li> <li>- Application Development &amp; Maintenance</li> <li>- Testing Services</li> <li>- Technology Infrastructure</li> <li>- Product Engineering</li> </ul>	<ul style="list-style-type: none"> <li>- Business Process Outsourcing</li> </ul>	<ul style="list-style-type: none"> <li>- Enterprise Products</li> <li>- Personal Computers (PCs)</li> <li>- Network Products</li> </ul>	<ul style="list-style-type: none"> <li>- Personal Care Products</li> <li>- Lighting</li> <li>- Furniture</li> </ul>	<ul style="list-style-type: none"> <li>- Hydraulics</li> <li>- Water Treatment</li> <li>- Clean Energy</li> </ul>
<b>Geography Presence</b>	<ul style="list-style-type: none"> <li>- Americas</li> <li>- Europe</li> <li>- India</li> <li>- Japan</li> <li>- Middle East</li> <li>- Asia Pacific</li> </ul>	<ul style="list-style-type: none"> <li>- India</li> <li>- Americas</li> <li>- Europe</li> </ul>	<ul style="list-style-type: none"> <li>- India</li> </ul>	<ul style="list-style-type: none"> <li>- India</li> <li>- South East Asia</li> </ul>	<ul style="list-style-type: none"> <li>- India</li> <li>- Europe</li> </ul>
<b>Scope of Reporting</b>	<ul style="list-style-type: none"> <li>- Financial performance indicators for all geographies</li> <li>- Environmental performance for all geographies</li> <li>- Employee metrics for all geographies</li> <li>- Social Programs cover primarily India</li> <li>- Other qualitative reporting covers all geographies (unless otherwise specified)</li> </ul>	<ul style="list-style-type: none"> <li>- Financial performance indicators for all geographies</li> <li>- Environmental performance for all geographies</li> <li>- Employee metrics for all geographies</li> <li>- Social Programs cover primarily India</li> <li>- Other qualitative reporting covers all geographies (unless otherwise specified)</li> </ul>	<p>The IT products division serves only the India market; therefore wherever the report contains specific reference to data on IT products, it is for the Indian geography</p>	<p>The sustainability disclosures of this division are not covered under this report</p>	<p>The sustainability disclosures of this division are not covered under this report</p>

## MATERIALITY DETERMINATION

Sustainability challenges – globally and in India – are many and it is critical that organizations carefully choose the most material ones from these. This is important so that adequate resources and management attention are allocated to these initiatives. This process of Materiality Determination should logically be based on the priorities of the organization’s stakeholders.

**Wipro’s materiality determination framework is driven by the issues that our seven stakeholders below consider relevant and important**

- |                                   |                                    |
|-----------------------------------|------------------------------------|
| i. Employees                      | ii. Current and Future Generations |
| iii. Customers                    | iv. Investors                      |
| v. Suppliers                      | vi. Community                      |
| vii. Government and Policy Makers |                                    |

The identification and relative prioritization of material issues is based on a combination of the following three factors:

- Direct feedback from the stakeholder e.g. Employee perception survey, Customer feedback, Feedback from one-on-one interaction with government and civil society
- Indirect inference from public sources of information e.g. CSR survey results in the public domain
- Informed dialogue and discussion between Wipro leaders and employees in meetings, open houses, blogs etc

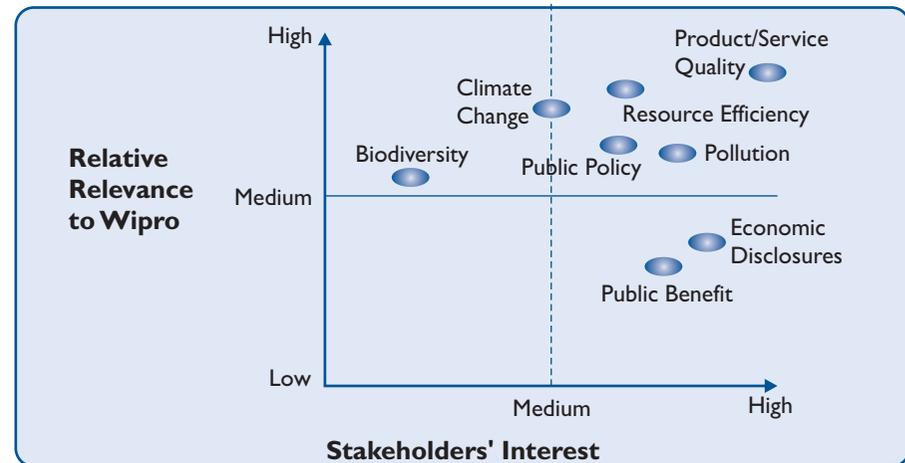
A detailed delineation of the primary sustainability issues for each of the above stakeholders is available in Section 5 of the report.

The distilled outcomes of the above processes are represented in the two matrices below – one for Social and Human Rights and the other for Ecological & Economic factors. The materiality of a particular sustainability dimension is based on the combination of two criteria – The Stakeholders’ interest in the issue and its Relevance / Priority to Wipro’s IT Business.

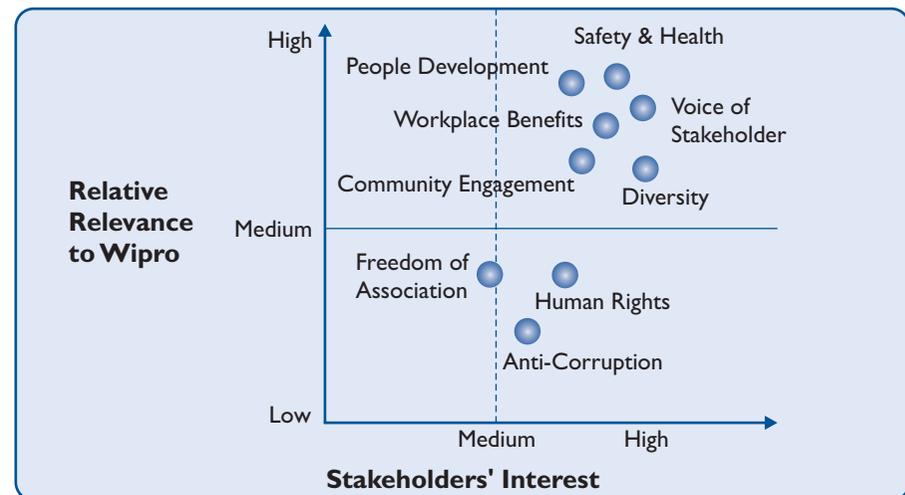
The seventeen sustainability dimensions – eight in Economic/Environmental and nine in Social – are really an aggregate of more granular parameters and factors that are part of the GRI framework. The Annexure at the end of this chapter

details out the correlation between each of the seventeen dimensions and multiple GRI indicators.

### Materiality - Ecological / Economic Goals



### Materiality – Social / Human Rights



There are no significant shifts in the materiality positions of the 16 indicators represented in last year's report (see Page 13 of our 2009-10 report). However, we have added a new dimension 'Community Engagement', taking the total number of Materiality categories to 17:

*The relationship between Business and its immediate community must be based on trust and a common understanding of issues that affect both; Continuous engagement with the community therefore becomes crucial in this context. The issues to engage with are many and vary depending on the industry and the geography e.g. Primary Health Care, Education and Sanitation are critical issues in rural India while Transportation, Tree Cover and Pollution assume significance in an urban context.*

*While Wipro has a decade old community program 'Wipro Cares', the only reason why this is being introduced as a separate dimension in this year's report is due to its centrality to our thinking and actions.*

Hence the dimension of community engagement in materiality matrices, is rated high in relevance to both Wipro and the Stakeholders.

The ten most material issues for this year remain the same as enumerated in the last report with just 'Community Engagement' getting added – these are those in the Top-Right quadrant of the two matrices and reflect high relevance for both Wipro and its stakeholders

- |                                    |                                |
|------------------------------------|--------------------------------|
| i. Product and Service Stewardship | ii. Employee Health and Safety |
| iii. Voice of the Stakeholder      | iv. Climate Change             |
| v. People Development              | vi. Workplace Benefits         |
| vii. Resource Efficiency           | viii. Pollution                |
| ix. Diversity                      | x. Community Engagement        |

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

## A NOTE ON THE DATA METRICS IN THIS REPORT: METHODOLOGIES, PROTOCOLS AND SYSTEMS

This report contains several data metrics and numerical indicators that are interwoven into the articulated flow of the different sustainability issues. These metrics and numbers are derived from one or more of the following:

- Enterprise IT systems or Manually systems ( largely in MS-Excel )
- Based on standard protocols or on organization-specific rules e.g. the GHG protocol, Rules for calculating attrition
- Based on assumptions and rules of thumb

Further, it is important to take note of the following points in the above context:

- i. Wipro maintains a sophisticated infrastructure of internal IT applications – based on SAP R/3 ERP and other Enterprise applications - where most of the enterprise data and information are captured, collated and analyzed. These systems cover financial, HR, sales, delivery and procurement processes.
- ii. Our financial systems comply with Section 404 of the Sarbannes-Oxley framework. This implies a high degree of rigor and a robust system of checks and balances that ensure integrity of financial data.
- iii. While our Environmental IT systems are not of the same maturity as our financial and HR systems, we have been making steady progress in the automation of these systems. The recording of all key EHS parameters in Wipro-owned campuses is done in a central IT system; we have taken the first few steps in using tools for GHG analysis – however, this continues to be a priority action area for us as we plan to invest in more sophisticated automation in these areas.

### Changes with respect to last report

The scope this year includes environmental performance data on Energy and GHG for operations in all countries. ( Please see Section 5c).

# WIPRO'S APPROACH TO REPORT ASSURANCE

Our approach to report assurance right from our first year of reporting has been to subject our report to the highest standards of independent, third-party scrutiny – this, we believe, will aid our objective of continuous learning and incorporating improvements into Wipro's sustainability program. We continue to engage the services of DNVAS (Det NorskeVeritas) to audit and assure our report.

## Our report assessment and GRI Application Level

We have assessed our report at application A level as per GRI Application matrix below. This report has been Independently verified and assured by Det Norske Veritas AS and the assurance engagement is for Type 2 and Moderate level as set out in the AA1000 Assurance Standard 2008. The independent assurance is presented in Sec 6.0 of this report.

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	Profile Disclosures	Report on: 1.1 2.1 – 2.10 3.1 – 3.8, 3.10 – 3.12 4.1 – 4.4, 4.14 – 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 – 4.13, 4.16 – 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	Management Approach Disclosures	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach disclosed for each Indicator Category	
	Performance Indicators & Sector Supplement Performance Indicators	Report fully on a minimum of any 10 Performance Indicators, including at least one from each of: Social, Economic and Environment		Report fully 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 and Sector Supplement indicator with due regard to the materiality Principal by either: a) Reporting on the indicator or b) Explaining the reason for its omission	

**Annexure:**  
**Correlation between Materiality dimension and GRI indicators**

Profile Parameter	Brief Description
Human Rights	LA5, HR 1, HR2, HR3, HR4, HR5,HR6, HR7,HR8
Workplace Benefits	LA1, LA3, LA15, EC3
Safety and Health	LA6, LA7. LA8,LA9
People Development	LA10,LA11,LA12,HR3
Anti-Corruption	SO2,SO3,SO4
Economic Disclosures	EC1, EN30, EC4,EC9, SO6
Public Benefit	EC6, EC7,SO1,SO5
Public Policy	EC 7, EN28,EC5, EC8,PR2,PR4,PR6,PR7,PR8, PR9,S07,SO8
Voice of the Stakeholder	LA4, LA2
Product / Service Stewardship	PR1,PR3,PR5,PR8
Diversity	LA13. LA14, LA15, EC7
Resource Efficiency	EN1-10, EN26-27
Pollution	EN19-26,EN29
Climate Change	EC2, EN16-18,EN29
Biodiversity	EN11-15
Freedom of Association	LA4,HR5
Community Engagement	SO1



# SPIRIT OF WIPRO RUN CHINA

# AN ORGANIZATIONAL PROFILE



Our Global Footprint

Our Growth Story

Our Business Profile

Key Organizational Metrics

Awards and Accolades Received during the Year 2010 - 11

Enterprise Risk Management

Corporate Governance

Diversity of our Governance Bodies

## Organization Profile

In this section, we provide an overview of Wipro's organizational profile from the primary angle of how it can inform the sustainability disclosures that follow. Therefore, we have consciously defined the scope of this section in alignment with the GRI guidelines. The building blocks of Wipro's organizational profile are shown in the visual below:



In the pages that follow, we provide a summary overview of each of these elements of Wipro's corporate profile

Additional information on these elements in considerable detail is also available in our website [www.wipro.com](http://www.wipro.com) as well as in our Annual Financial Report 2010-11, which can be downloaded from <http://www.wipro.com/corporate/investors/index.htm>

## Spirit of Wipro, our foundation of values

Values define character, whether that be of an individual, an institution or a business organization. The distilled essence of Wipro's values is represented by Spirit of Wipro, something that drives the way every Wiproite thinks and acts. Spirit of Wipro is the indivisible synthesis of three values – **'Intensity to Win'**, **'Act with Sensitivity'** and **'Unyielding Integrity'**



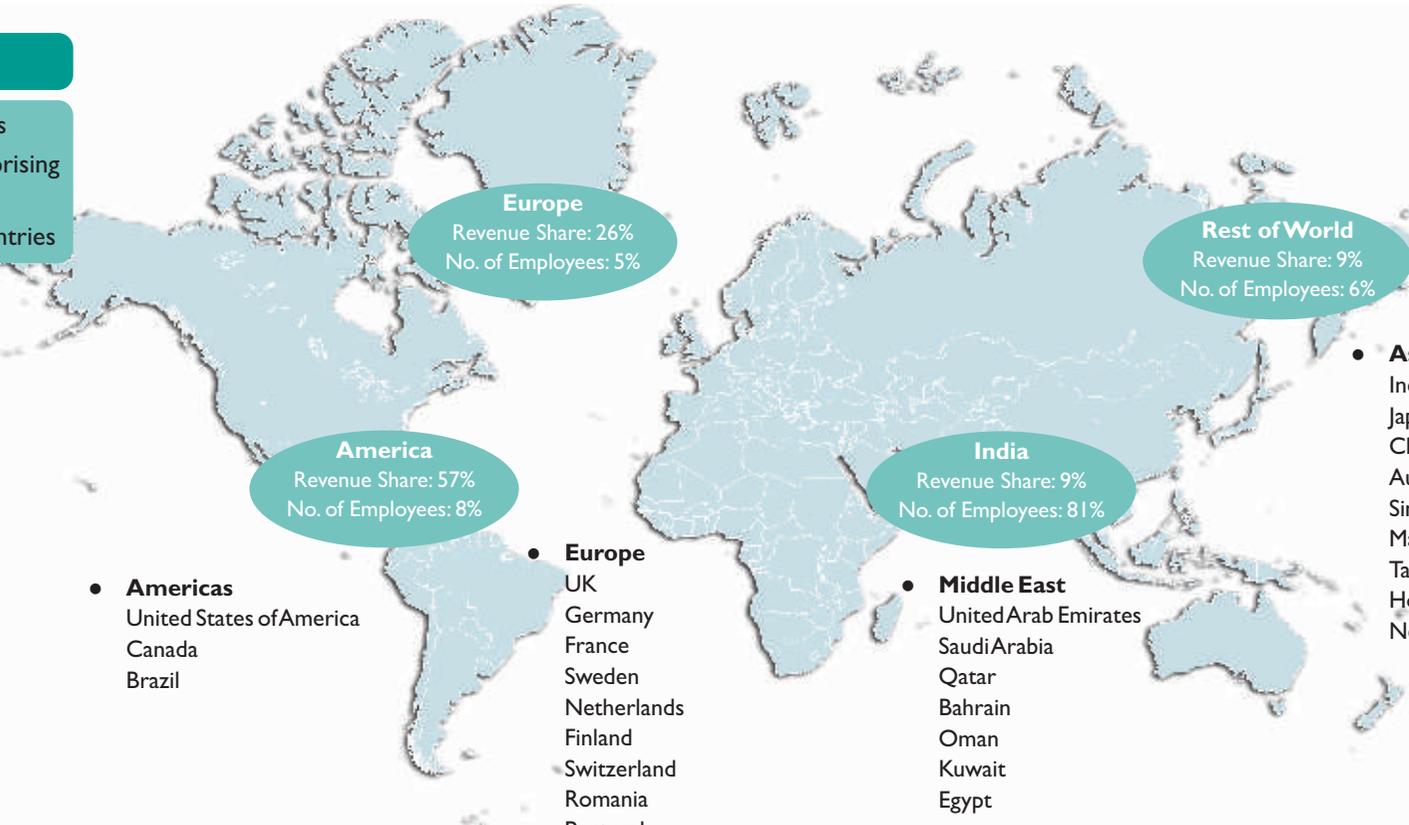
Details about each of the three values can be found on Page 24 of Wipro Sustainability Report 2009-10

# OUR GLOBAL FOOTPRINT

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 in the NYSE, USA. Wipro has 87 subsidiaries of which 7 are Indian companies and the remaining 80 companies are registered outside India.

Headquartered in Bangalore, India, Wipro has operations in over 50 countries with a predominant presence in the Americas, Europe and India.

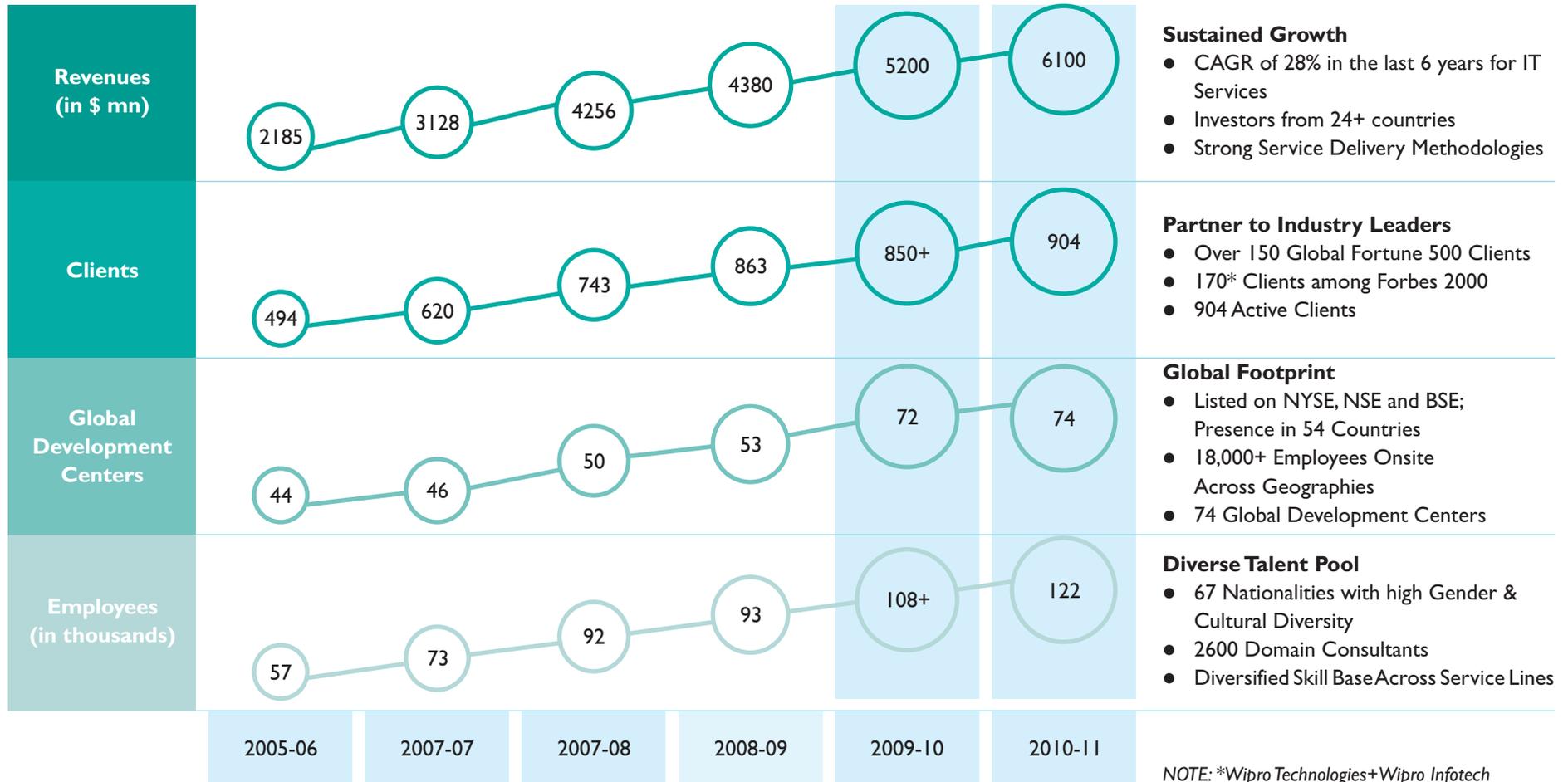
- Global Footprint**
- Presence in 54 countries
  - Global workforce comprising of 67 nationalities
  - Investors from 24+ countries



- **Americas**  
United States of America  
Canada  
Brazil
- **Europe**  
UK  
Germany  
France  
Sweden  
Netherlands  
Finland  
Switzerland  
Romania  
Portugal  
Austria
- **Middle East**  
United Arab Emirates  
Saudi Arabia  
Qatar  
Bahrain  
Oman  
Kuwait  
Egypt
- **Asia Pacific**  
India  
Japan  
China  
Australia  
Singapore  
Malaysia  
Taiwan  
Hong Kong  
New Zealand

Indicative Map - Not drawn to scale

## OUR GROWTH STORY (IT)



## Our Business Profile

Wipro's IT business comprises the three primary pillars of IT services, IT Products and IT Enabled Services (or BPO). These products and services form a critical part of our customers' IT and process infrastructure. A significant part of our software and BPO services are executed from offshore centers in India.

For the Indian market alone, we also offer - in addition to IT Services - a wide range of IT products and enterprise infrastructure.

The majority of our customers are large business enterprises in the global markets that we operate in. Our customers in the Indian market also include government and non-government institutions and a small segment of retail/individual customers for our desktops and laptops. The visual below illustrates how the IT services business is organized as a matrix containing Industry verticals and technology horizontals.

IT SERVICES		BPO SERVICES	IT PRODUCTS*
Vertical Domains	Technology Service-Lines	Practices	
Banking, Insurance & Financial Services	Business Advisory Services	Human Resource Outsourcing	Enterprise Servers
Retail, Consumer Goods, Transportation & Government	Global Infrastructure services	Procurement Outsourcing	Desktops, Laptops
Manufacturing & Hi Tech	Product Engineering Services	Order Management Outsourcing	Network Technology Products
Energy, Natural Resources & Utilities	Analytics & Information Management		Knowledge Process Outsourcing
Healthcare, Life Sciences & Services	Consulting	Finance and Accounts Outsourcing	
Global Media, Telecom & Technology		Customer Service Outsourcing	
		Technical Support Outsourcing	

\*Only for the Indian and Middle-East Markets

## KEY ORGANIZATIONAL METRICS

	2006-07	2007-08	2008-09	2009-10	2010-11
Sales (₹ Billion)	152.7	203.9	259.6	276.5	316.9
PAT (₹ Billion)	29.4	32.8	39.0	46.3	52.9
Total Assets (₹ Billion)	99.8	161.9	193.4	245.3	278.4
Number of shareholders	197,774	232,932	228,456	179,438	220,238
Number of Employees (Total for IT and non-IT)	76,260	94,152	98,521	108,000	130,145

Geographical Breakup of Revenue					
India	21%	24%	21%	23%	22%
Americas	48%	44%	45%	44%	41%
Europe	25%	24%	22%	21%	22%
ROW (Rest of World)	6%	8%	12%	12%	15%

Further details of Wipro's Financial Performance for 2010-11 can be found in our Annual Report (AR) 2010-11 at [http://www.wipro.com/documents/investors/pdf-files/Wipro\\_Annual\\_Report\\_2010-11\\_Final.pdf](http://www.wipro.com/documents/investors/pdf-files/Wipro_Annual_Report_2010-11_Final.pdf)

## AWARDS AND ACCOLADES RECEIVED DURING THE YEAR 2010-11

### SUSTAINABILITY

- Wipro is part of the **NASDAQ Global Sustainability Index**, a list of 100 global sustainability leaders
- Wipro Ltd. is ranked 1st in India and 6th in Asia in the 2010 **Asian Sustainability Rating (ASR)** - an environment, social and governance ESG benchmarking tool developed by Responsible Research and CSRAsia
- Wipro is part of the **Dow Jones Sustainability Index (DJSI)** 2011-12 for the second consecutive year
- Wipro is in the Top 2 in India in the **Carbon Disclosure Leadership Index (CDLI)**, India from Carbon Disclosure Project (CDP)
- Wipro won the **NASEOH** award in 2010 for our efforts in promoting equal opportunities for People with Disability
- Wipro won the **NASSCOM Diversity Award** in 2010 and 2011
- Wipro ranked No.1 in the Nov 2011 upgraded edition of the '**Greenpeace Guide to Greener Electronics – India Version**' – and since August 2007
- Wipro ranked global No: 2 in the **Oekom Sustainability Rating** of IT companies; Based on which, Ranked No. 1 by **MSCI in Emerging Markets**

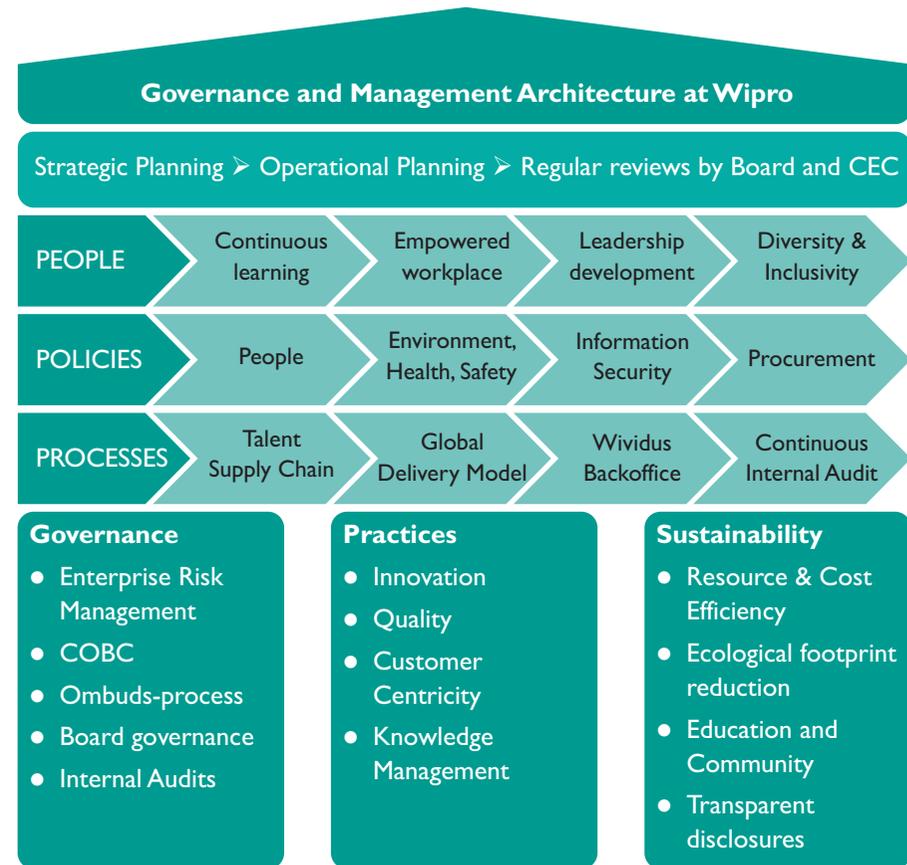
### BUSINESS EXCELLENCE AND INNOVATION AWARD

- Wipro featured in **FinTech Rankings** on Top 25 Enterprise companies
- Wipro in Top 10 in the **Aon Hewitt India's Best Employer Survey**
- Wipro in the Global Top 25 companies for leaders by **Aon Hewitt, RBL Group and Fortune**
- Wipro & Diversy win 'IT Outsourcing Project of the Year' award at the **National Outsourcing Association Awards**
- Wipro implementation at **LTA Singapore** was Winner of **Gartner BI Excellence Award for ANZ**
- Wipro's **IDAM-in-a-Rack** has won the **Global Product Excellence Award 2010** in Security
- NASSCOM Corporate Award for **Excellence in Gender Inclusivity 2010**
- Wipro won the American Society for Training and Development, **ASTD BEST** award for the eighth time in a row, in 2011

## Good Governance and Management Practices

An organization's license to operate in the long run is dependent on the soundness of its governance and management practices. The visual below showing the organizational architecture of Wipro illustrates this point – most of the boxes reflect a long-term orientation that a company needs to assiduously build and ingrain into its DNA.

Business strategic planning at Wipro takes key inputs from a variety of stakeholders with respect to changes, current and foreseen in the socio-economic climate and/or technology landscape. These create various risks and opportunities for a business entity. The purpose of enterprise risk management in an organization is to manage, mitigate and optimize the risk for compliance and assurance to various stakeholders. Hence the need for an integrated approach to governance mechanisms, risk management and compliance. These assume greater importance in a climate of changing regulatory landscape, increasing system complexity, larger scale and deeper supply chain systems. In the following sections, we articulate our approach to these interconnected elements, namely – Enterprise Risk Management and Corporate Governance.



The visual is a summary of all key constituents of Wipro's Sustainability Governance and Management framework; in the following sections, we describe in greater detail the dimensions of Enterprise Risk Management, Corporate Governance and the Ombuds-process.

# ENTERPRISE RISK MANAGEMENT (ERM)

Wipro's ERM journey started more than five years back in 2005 and has evolved rapidly in maturity and scope.

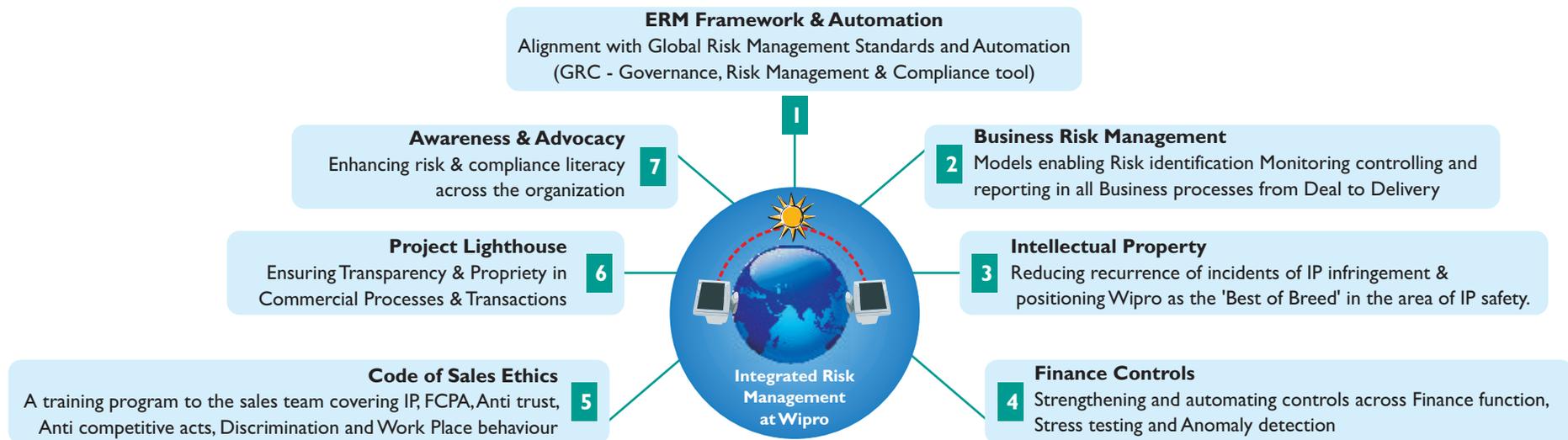
Wipro's Enterprise Risk Management office is at the center of our ERM program which it drives in an integrated manner with all key business stakeholders. The charter of the ERM program is to enable and support business growth through risk-intelligent assessment and mitigation mechanisms while providing reassurance to all stakeholders including Customers, Shareholders and Employees by way of:

- Assessing and mitigating risks within key business & operational processes through an inclusive approach

- Nurturing and building the culture of risk management & compliance across the organization
- Stress testing
- Thought Leadership and Benchmarking

The visual articulates the **seven principal areas** of deployment of the ERM framework in Wipro.

## Wipro's Integrated Risk Management: Deployment Areas

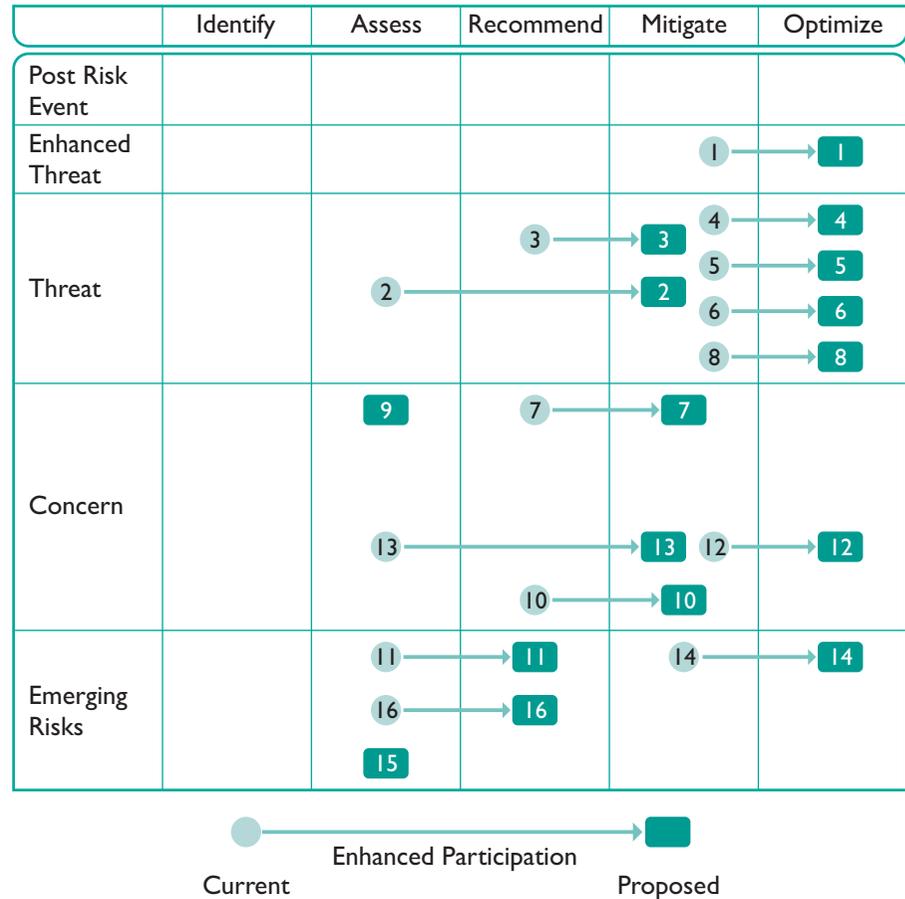


For an updated overview of our ERM initiatives, please refer page no. 45 of Wipro's Annual Financial Report 2010-11. The top 16 risks and the current/planned status in organizational preparedness and planning are shown below. We started including climate change and sustainability risk from 2008-09 onwards. We have started on a **Comprehensive Sustainability Risk Inventorization Exercise**, which will provide us with a framework to assess and integrate core sustainability risks into our enterprise strategy. This exercise will be completed by June 2012.

**Wipro's Top 16 risks (2010-11)**

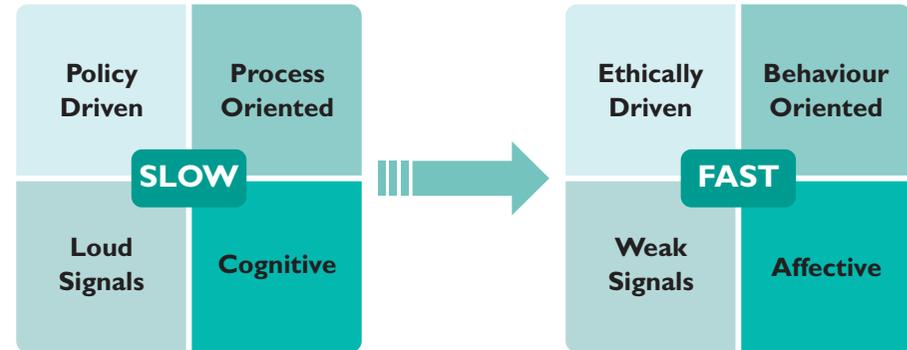
Sl.	Risk Area
1	Intellectual Property Exposure
2	IT Systemic Vulnerabilities (New)
3	Large Program – Deal to Delivery
4	Regulatory Compliance
5	Business Continuity Management
6	Information Security (Infosec) Compliance
7	Fraud Vulnerability
8	Transport Safety (New)
9	People Engagement (New)
10	Alliance Partner Risks (New)
11	Country Specific Risks (New)
12	Governance – Policy Compliance
13	Infrastructure & Operations
14	Recruitment, People Supply Chain
15	Physical Security/Safety
16	Climate Change & Sustainability (Introduced in 2008-09)

- We classify risks in five categories – **Emerging Risk, Concern, Threat, Enhanced Threat and Post Risk Event**; Similarly, we classify our responses to risks in five categories - **Identify, Assess, Recommend, Mitigate and Optimize**.
- Wipro's 16 top risks are shown laid out in the matrix below against the above articulated framework.



## GOOD ERM PRACTICES

- Our Chief Risk Officer reports to the Chief Finance Officer and the Chief Executive Officer who are both executive members of the board. Our CRO reports to the Board committee on Risk and Compliance on a quarterly basis. The risk officers of all the major business units, service lines and programs report to the Chief Risk Officer.
- We are planning to implement a rigorous stress testing program to assess repeatability and reproducibility of controls in Finance, Information Security and Procurement Processes.
- We are consciously moving to a regimen of responding to weak signals backed by program-managed mitigation and validation. This is also aligned to the Article 15 of the Rio Principles (also known as precautionary principle), which we subscribe to, in our enterprise risk planning. The visual below illustrates the significant difference in outcomes that can happen as a result of such an approach.

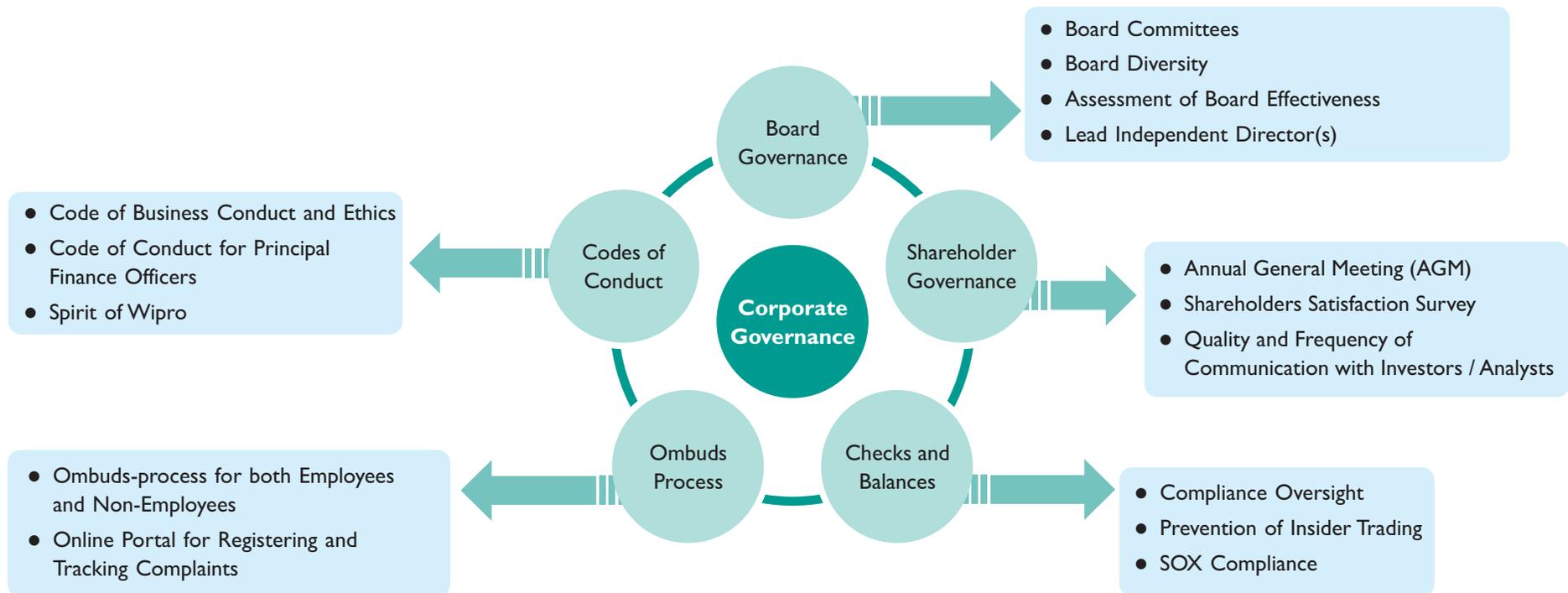


# CORPORATE GOVERNANCE

While good management creates value for the business, good governance preserves this value. The primary purpose of good corporate governance is to protect the interests of all the stakeholders of the company – by institutionalizing

a strong system of checks and balances and by promoting transparency through the company’s disclosures.

## Key Dimensions of Good Corporate Governance



**Details of our four layer corporate governance structure and the update for 2010-11 can be found in the following sources**

- **Page nos.63-82 of Wipro's Annual Financial Report, 2010-11**
- **A detailed overview at**  
<http://www.wipro.com/corporate/investors/corporate-governance.htm>  
Some of the highlights to be found here include
  - **Our Corporate Governance guidelines**
  - **Code of Ethics for principal finance officers**
  - **Code of Business Conduct and Ethics (COBCE)**
  - **The NYSE Corporate Governance report for 2009, 2010 and 2011.**
  - **The charters of the three board committees on 'Audit/Risk and Compliance', 'Compensation' and 'Board governance/nomination'**
  - **Wipro's Ombuds-process**
  - **Results of the postal ballot for 2010**

**Lead Independent Director:** Our CG guidelines require at least 50% of the board to be independent directors, of which one member is to be designated as the 'Lead Independent Director'. The lead independent director's primary role is to coordinate the responsibilities and activities of the other independent directors.

**Code of Business Conduct and Ethics:** Wipro's Code of Business Conduct & Ethics (COBCE) is a formal articulation of our approach and position on multiple dimensions of business ethics and integrity. The COBCE along with our Environment and Health & Safety policies provide policy shelter on a wide range of issues of ethics, labor and human rights. The COBCE covers human rights, prevention of fraudulent and corrupt practices, freedom of association, elimination of child and forced labor, advertisement and media policy, avoidance of conflict of interest, prevention of sexual harassment and unyielding integrity at all times. The COBCE is socialized at multiple points of an employee's lifecycle - it is first covered as part of the induction program of new hires and subsequently, every employee has to take an online test annually to assert his familiarity with the tenets of the COBCE. We have a zero tolerance policy

for non compliance with the COBCE, especially on non-negotiable factors – e.g. child labor, anti-corruption etc.

More details of the COBCE are available at  
<http://www.wipro.com/investors/Pages/corporate-governance.aspx>

**The Ombuds-process:** Having a robust whistleblower policy that employees and other stakeholders can use without fear or apprehension is a sine non qua for a transparent and ethical company. Wipro's Ombuds-process is designed to be this and more. It allows and encourages any affected stakeholder to report breaches of the COBCE and any other matter of integrity to the concerned Ombuds-person.

In Wipro, our Chief Risk Officer is also the Chief Ombuds-person who works with designated Ombuds-person in each BU. The process ensures confidential and anonymous submissions regarding (i) questionable accounting or auditing matters, the conduct of which results in a violation of law by Wipro or (ii) substantial mismanagement of company resources (iii) Any instance of sexual harassment or any other form of discrimination (iv) Any violation of human rights as articulated in the COBCE and as per the principles of the U.N. Global Compact.

#### **Complete details of the Ombuds-process**

- For employees is available at  
[http://www.wipro.com/documents/investors/pdf-files/wipro\\_ombuds\\_process.pdf](http://www.wipro.com/documents/investors/pdf-files/wipro_ombuds_process.pdf)
- For non-employees at  
<http://www.wipro.com/documents/investors/pdf-files/wipro-ombudsman-process-non-employees.pdf>.
- Anyone can report a concern to the ombuds-person online at  
<http://www.wipro.com/investors/Pages/regaconcern.aspx>

## RESOLUTION OF OMBUDS-PROCESS COMPLAINTS

Break - Up of Complaints received through the Ombuds-process - Wipro Ltd.			
Types of Complaint	2010-11	2009-10	2008-09
TED / HR / People Process Violation	40%	50%	52%
COBCE / Security Policy Violation	18%	16%	13%
Harassment (Sexual / Otherwise)	8%	7%	9%
Fraud / Financial Impropriety	3%	3%	6%
Aggressive / Hostile / Biased Behaviour	20%	17%	9%
Others	11%	7%	11%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Total Number of Complaints</b>	<b>453</b>	<b>451</b>	<b>502</b>

Break - Up of Actions taken against Complaints - Wipro Ltd.			
Action Type	2010-11	2009-10	2008-09
Separation	9%	6%	10%
Warning Letter	5%	6%	5%
Counseling	24%	35%	24%
Process / Policy Change / Clarifications	31%	20%	26%
Minor Issue / Clarifications	23%	22%	23%
Others	8%	11%	12%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

The Ombuds-process statistics for 2010-11 do not reveal any major deviation from the trend of the previous two years; there has been, however, a visible reduction in the number of complaints that pertain to violations of HR processes which is a probable indicator of a deeper understanding of HR policies.

There is no significant change in the pattern of actions taken to close these issues – the top three categories for the last three years have been Process Change / Clarifications, Minor Issue and Counseling.

## DIVERSITY OF OUR GOVERNANCE BODIES

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

The table below provides the slices of the diversity of the above governing bodies.

### Experience Diversity of the Board

Category	No. of Directors
Former CEO's FMCG	2
Former CEO's Technology	2
Former CEO's Financial Services	1
Legal	1
Academia & Consultant -Marketing Strategy	1
Government, Diplomat	1
Executive Management	3
<b>Total</b>	<b>11</b>

### Experience diversity of Wipro's Corporate Executive Council (CEC)

Experience in Wipro	
Experience	No. of Members
>20 years	4
10 - 20 years	2
0 - 10 years	2
<b>Total</b>	<b>8</b>

### Differing Tenures

Tenure in Wipro Board	
Duration	No. of Directors
0-5 yrs	5
5-10 yrs	1
>10 years	5
<b>Total</b>	<b>11</b>

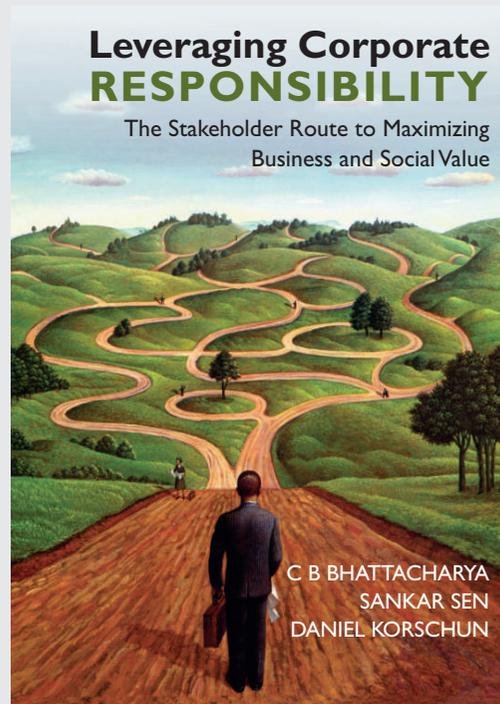
Wipro's CEC includes one senior female executive

## THE TRIPLE BOTTOM LINE: NOT A ZERO SUM GAME

**C B Bhattacharya**, Professor,  
E.ON Chair in Corporate Responsibility, and Dean of International Relations

*C B Bhattacharya is Dean of International Relations and E.ON Chair Professor in Corporate Responsibility at ESMT European School of Management and Technology in Berlin, Germany. He is an international expert in business strategy innovation aimed at increasing both business and social value. His research and teaching focuses specifically on how companies can use underleveraged “intangible assets” such as corporate identity and reputation, membership and brand communities, and corporate social responsibility and sustainability to strengthen stakeholder relationships. Address all correspondence to [cb@esmt.org](mailto:cb@esmt.org)*

Few concepts today have so totally captured the corporate consciousness the world over as the twin ideas of corporate responsibility (CR) and sustainability. Simply put, CR, sustainability, corporate citizenship and many other similar terms essentially connote that in today’s business landscape, a company’s long term success and perhaps even survival is tied to the stewardship of not only its own well-being but also that of the natural and social environment in which it operates. With stakeholders such as consumers, investors, and employees paying increasing attention to companies’ social



and environmental footprints, CR efforts have moved into uncharted management territory. We see companies reengineering supply chains to make them “greener,” supporting social causes through employee volunteer programs, or lobbying for human rights. This is valuable evidence for the importance of the concept of corporate responsibility and a great help for the social and environmental beneficiaries.

At the same time, all this hoopla means that the low-hanging fruit of corporate responsibility is mostly picked. Mere engagement in corporate responsibility is no longer enough to differentiate a company from its competitors in the eyes of customers, employees and other important corporate stakeholders. It is also not enough for managers to make a business case for corporate responsibility by merely demonstrating the economic value of energy or water conservation. To make a boardroom case for continued investment in CR, the real challenge for companies going forward is to understand the conditions under which stakeholders react favorably to corporate responsibility

initiatives and reward companies through coveted behaviors such as loyalty and positive word of mouth. Absent such understanding, it will be hard or even impossible for companies to drive competitive advantage through corporate responsibility. In other words, if stakeholders do not ultimately value corporate responsibility, rewarding companies for their efforts in this domain, then corporate responsibility itself cannot be sustainable.

No wonder then, that successful companies are increasingly construing corporate responsibility in terms of the interests of a specific but large and diverse set of stakeholder segments (among those stakeholders are consumers, employees and investors, but also communities, governments and the environment itself). These efforts are shaped by the strong belief that endeavors in the corporate responsibility domain can elicit company-favoring responses such as increased purchases from customers and greater employee loyalty. But how is a manager to know whether stakeholders will indeed respond positively to his/her CR initiative? In our book *“Leveraging Corporate Responsibility: The Stakeholder Route to Maximizing Business and Social Value”* my co-authors Sankar Sen, Daniel Korschun and I have integrated over a decade of research that spans multiple global companies and thousands of stakeholders to shed light on the conditions under which “it pays to be good.” The key premise of the book is that corporate responsibility offers opportunities to foster strong stakeholder relationships that create value not only for a company but also for society and the environment.

To find out the stakeholders’ real needs and expectations we delved into the psychological underpinnings that govern stakeholders’ relationships with companies. In particular, we focused on customers and employees, the two stakeholder groups widely recognized to be the most important<sup>1</sup>. We identified the psychological levers that drive coveted stakeholder behaviors and identified the conditions under which these psychological levers produce such desired behaviors. Admittedly, this research was conducted primarily in the U.S. and Europe, but given that our work is rooted in human psychology, we believe that the results are applicable to other contexts as well.

Our research identifies three interdependent psychological levers that drive stakeholder reactions to corporate responsibility: Understanding, Usefulness, Unity (the 3U’s model). The first lever is a stakeholder’s **Understanding** of a company’s CR initiatives. The first component of Understanding is awareness. Our research shows that most customers and even many employees are not aware of what companies do in the CR realm. The simple implication is that if they don’t know, there is no possibility that they can reward the companies for their CR initiatives. Once a stakeholder becomes aware of a corporate responsibility activity, he or she often questions the company’s motivations for engaging in CR: Are they seriously trying to help the community or is it just about profit? A study conducted for a Fortune 500 consumer goods company shows that awareness of a corporate responsibility program (in this case a large donation to a child development center) yielded significantly greater intent to purchase its products when stakeholders attributed the donation to “genuine concern” for children on the part of the company. Notably, stakeholders are remarkably supportive of profit or market motivations on part of the company as long as the company shows genuine interest and makes a difference to the social cause as well. As one focus group participant put it: *“It (the market motive) is good because they are going to help us along with themselves.”*

The second lever underlying stakeholder reaction to corporate responsibility is **Usefulness**. Usefulness refers to the degree to which a CR initiative provides benefit to the stakeholder. Much like products and services, CR initiatives also fulfill certain fundamental needs for stakeholders. The needs that they fulfill and the concomitant benefits they provide can either be functional in nature (e.g., energy savings from more efficient appliances) or psycho-social (e.g., better integration of work and personal life from working for a socially responsible company). Consider this quote from an employee at a global consumer goods company:

*“One of the things that I’ve been putting a lot of thought into the last few years personally and trying to move more and more in the direction of, is trying to overcome this complete separation of work and non-work life.*

*I don’t want to leave here for them to say I have been selling soap. It is probably not quite what I am after. So, the better I can meet the personal purpose and pair it with my professional*

*work, the more satisfied I am because then I see I can better combine the two. It is not the choice do one or the other.”*

Understanding and Usefulness work together to create a sense of **Unity** (the third lever in our framework) between the stakeholder and the company. Unity can best be described as a sense of belongingness to or connection between the stakeholder and the company. Stakeholders develop a sense of Unity with a company based partially on whether and how they Understand its corporate responsibility activity and how much they find the activity Useful. Given a choice, stakeholders tend to deepen their relationships with companies with which they feel a sense of connection based on an overlap of values and withdraw from companies with which they have a mismatch in values.

Armed with the insight of the 3Us and how they work, companies can develop and implement compelling corporate responsibility programs that drive positive stakeholder reactions. When these levers work harmoniously, they produce the greatest value for both the company and society, maximizing the triple bottom line: people, planet and profit. It is important to note that we do not view corporate responsibility as yet another cynical instrument of corporate profit. Instead, my co-authors and I argue that for firms to gain value from their corporate responsibility efforts those efforts must improve the lives of their stakeholders in significant ways. In other words, creating social value is a prerequisite for creating business value.

One key implication of this framework is that companies need to eschew the idea that corporate responsibility must be enacted in a top-down way. In spite of a strong stakeholder involvement rhetoric, most companies continue to develop and manage their corporate responsibility as a top-down process. In a recent survey, 71% of the participating companies reported to the United Nations' Global Compact that corporate responsibility policies and practices are currently developed at the CEO level. But in today's environment, there is a strong demand for co-creation. Our research shows that the best way to improve Understanding of corporate responsibility activities, to make activities maximally Useful to stakeholders and to foster Unity is to actively involve stakeholders in corporate responsibility activities whenever this is possible. Through co-creation, stakeholders become part of the

solution, thereby reducing gaps that exist between their expectations and the firm's response. Co-creation is not a new idea. Yet, most of the co-creation discussion and action has centered on the need to engage the diverse sectors of society – particularly NGOs, the government, the media and others. Less has been said and done about engaging the company's primary stakeholders, such as employees and consumers. What we find is that when most of the decisions are made by the company itself, many employees are left feeling unempowered, unmotivated, and sometimes even disillusioned and disengaged.

Another key implication to leverage corporate responsibility is that communication needs to become more prominent in corporate responsibility planning. As mentioned above, awareness of CR initiatives is quite low for many companies. This holds not only true for the general public but even for employees. Even at companies that invest huge resources and enact major sustainability programs, awareness is frequently in the low double digits for consumers and around 50% for employees. Too many companies limit their corporate responsibility communication to an annual report and a few electronic repositories. Just note this quote by an employee who participated in a focus group: *“We actually do have a volunteer website that gives you the organizations you could go to, but it's obviously not well-publicized. It's just sitting there on the 'L' drive.”* Corporate responsibility management needs to be accompanied by a communication plan that clearly articulates how effective programs are, how they fit into the company's strategy and how corporate responsibility can benefit different stakeholders.

Finally, companies that want to maximize corporate responsibility value must measure stakeholder responses with more discipline than they do at the moment. It is quite common for companies to spend much money measuring customer preferences of products and services or employee job satisfaction while only few use the same disciplined approach when assessing the value generated by corporate responsibility. The framework outlined in our book provides three leverage points (Understanding, Usefulness, and Unity) that managers need to track and subsequently relate to stakeholder behaviors as part of assessing reactions to corporate responsibility among stakeholders. In short, the answer to the oft asked question, “Does it pay to be good?” is a resounding, “It depends!” Investments in the CR and

sustainability realm are rewarded by stakeholders only under certain conditions as articulated above. But there is value to be extracted for those who get the strategy right. This message is particularly relevant for India and other emerging markets where CR and sustainability is still in relative infancy and if managers get it right from the get go, they will be able to do a whole lot more good for the environment and society as well as contribute to their bottom lines. It is time to realize that the triple bottom line is not a zero sum game.

*The article is based on the recently published book “Leveraging Corporate Responsibility: The Stakeholder Route to Maximizing Business and Social Value,” written by C B Bhattacharya, Sankar Sen and Daniel Korschun and published by Cambridge University Press.*

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<sup>1</sup> “McKinsey survey of 391 UN Global Compact participant CEOs” (2007), available at [www.mckinsey.it/storage/first/uploadfile/attach/139881/file/cest07.pdf](http://www.mckinsey.it/storage/first/uploadfile/attach/139881/file/cest07.pdf), accessed November 2, 2011.



# SPIRIT OF WIPRO RUN

**AMSTERDAM**

# WIPRO'S STRATEGIC PERSPECTIVE

A large, stylized number '4' in a light red color is centered on a dark red rectangular background. The number is composed of simple geometric lines.

Preamble: The Sustainability Mobius

Business and The Sustainability Megaforces

Sustainability Strategy and Governance At Wipro

The Wipro Sustainability Dashboard for 2010-11

Aligning with Sustainability Charters and Networks

## THE SUSTAINABILITY MOBIUS

The problems of sustainable development have emerged prominently onto the center stage only in the second half of the 20th century when the world began to understand and grapple with the multi-fold outcomes of rapid industrialization and technology infused modernization. The environmental movement has its origins in Rachel Carson's landmark findings in 1962 on the negative effects of DDT, considered a wonder pesticide till then. Her seminal book 'The Silent Spring' triggered off a wave of consciousness and actions around the need to find the right balance between ecological preservation and economic considerations.

Ralph Nader's consumer rights movement around the same time brought focus on issues of automobile safety and acted as a catalyst for manufacturers in all industries to tighten standards of safety for the end user. The history of labor rights goes back to the early twentieth century when the first unions were formed and when Henry Ford I dramatically increased workers' wages as he saw them not just as

factors of production but as consumers and citizens in their own right. In the latter decades of the century, issues of child labor and discriminatory practices gained attention as supply chains of companies spread out like webs into many more countries, including in emerging economies. All along, the problems of poverty, inequity, and corruption persisted and in fact, only got exacerbated.

In the last decade has come the realization that these ecological, social and economic problems cannot be compartmentalized; rather, they are deeply entwined with each other with no clear start and end points – much like the mobius strip shown above. At Wipro, we view sustainability challenges as mobius like in many ways. What follows is our articulation of the eight sustainability megaforges that will shape the 21st century – we have been talking about these since our 2008-09 report and each year is an updated summary of the developments on these eight dimensions.

## BUSINESS AND THE SUSTAINABILITY MEGAFORGES

Sustainability Megaforce	Summary Update	The business sector's role
<p>The Climate Change Crisis</p>	<p>The recently concluded COP 17 at Durban on climate change seemed to provide some hope of a solution to the impasse on the Kyoto Protocol. However, the deeper concern is that after more than ten years of the Kyoto Protocol, Annex I – developed countries – are nowhere near their GHG emission reduction targets.</p> <p>Opinions differ on what must be done – ranging from “a dramatic increase in R&amp;D investment that will make renewable energy technologically mainstream and commercially feasible” to “geo-engineering solutions that will cool the planet” to “shifting the focus from mitigation to adaptation, on the assumption that catastrophic global warming is sure to occur”.</p>	<p>Of the Indian government's National Action Plan on Climate Change, the two missions on Solar and Energy Efficiency have gained significant traction. The business sector must involve itself and take advantage of the several opportunities that these missions will generate. At the same time, the government must provide a clear direction path, ensure consistency in its policy of incentives, remove tariff barriers so that access to leading edge technology is ensured and facilitate easier financing for investment in clean energy.</p> <p>Business must set ambitious goals for itself on GHG reduction and energy efficiency and back it up with the necessary investments.</p> <p>Visionary companies are making early moves in research and in developing new low-carbon products and services.</p>

Sustainability Megaforce	Summary Update	The business sector's role
The Looming Water Disaster	<p>The number of people without access to clean drinking water or sanitation continues to rise. Of the 1.1 billion people across the world who do not have access to clean water, 400 million are from India. India is widely recognized as a water-stressed country with withdrawal to availability ratios ranging from 0.5 to 0.8. Access to clean water is inevitably linked to positive outcomes on gender equity, higher life expectancy and improved child mortality.</p>	<p>Agribusinesses and biotech companies must step up research on water efficient seeds and crops. This will have a cascading impact on water availability as agriculture accounts for more than 80% globally.</p> <p>Water intensive industries while continuing to reduce its water consumption must ensure that community water resources are not compromised.</p> <p>The business sector must further the agenda on water by going beyond internal efficiencies and look at water from a responsible, wider angle lens that includes social and ecological impacts of their consumption. Further, they must take the lead on driving advocacy on fair and equitable pricing of water – which implies a willingness to pay significantly higher prices.</p>
Sustainable Cities	<p>With more than 50% of the world's population living in cities today and with another 1.2 billion people set to join the ranks of city dwellers by 2025, cities are often power centers in their own right.</p> <p>Cities are held to be crucibles of innovation, diversity and wealth creation; at the same time, they are responsible for a disproportionate share of resource consumption, air and water pollution and for destroying natural ecosystems.</p> <p>The definition of a sustainable city must necessarily include several dimensions – of buildings and living spaces that are culturally congruent and ecologically sustainable, of infrastructure that is both efficient and equitable and a social fabric that inspires diversity and connectedness between people.</p>	<p>The business sector is one of the prime drivers of increased urbanization and therefore has a major stake in reversing the tide of unsustainable urbanization that is the norm today.</p> <p>Business must work with city governments in shaping the policy agenda in the direction of sustainable urban spaces.</p> <p>Sustainable infrastructure – building materials, energy efficient assets, mass transit systems, smart uses of technology along with the preservation of urban water ecosystems, biodiversity and green spaces must find place the business sector's social agenda.</p>
Universal Education	<p>That education is the most powerful force multiplier in the vision of a just, humane and sustainable society is almost axiomatic. It is one of the eight U.N. MDGs and high on the priorities of most governments -</p>	<p>Business must recognize that solving the seemingly intractable problems of education cannot be the government's job alone.</p>

Sustainability Megaforce	Summary Update	The business sector's role
	<p>and yet achieving universal education has proven to be an elusive goal for many developing countries.</p> <p>With nearly 35% of children in Class 5 in India not able to read or write, we clearly have a long path ahead.</p>	<p>As the biggest customer for the education system's output – employable talent - business must partner with government in addressing the challenges of education. This will require a steely willingness to get involved in a sector where the processes of change are gradual and where outcomes are likely to become visible only over decades.</p>
Diversity, Inclusivity and Human Rights	<p>Social historians have long held the view that diversity and pluralism engender innovation</p> <p>Closely linked to diversity are the twin issues of Inclusivity and Human Rights – eliminating discrimination on any ground and including disadvantaged minorities in mainstream social processes is a crucial driver of more diverse and vibrant schools, colleges, workplaces and cities.</p> <p>But as the latest U.N MDG reports indicate, progress has been slow. On gender diversity for example: women continue to be over-represented in vulnerable jobs and under-represented in mainstream jobs e.g. the proportion of women employees in industry has not changed from 30% between 1999 and 2008.</p> <p>Empowerment of women has shown to be closely correlated with variety of social outcomes e.g. the prevention of human rights abuses like child labor, better management of community resources like water and healthier offspring.</p>	<p>The business sector must commit to strong affirmative action to promote diversity and inclusivity at the workplace. The dimensions must include gender, nationality, physical disability and economic status at the minimum.</p> <p>Further, business must exercise oversight on its supply chain to ensure that basic human rights are protected without exception – in particular, child and forced labor must be avoided without exception.</p>
Ethics and Transparency	<p>Transparency is normally equated with ethical behavior, anti-corruption and high standards of voluntary disclosures. Financial corruption, as much as it is a moral issue, diverts crucial monies from much needed spending on social challenges and has therefore, an indirect but tangible impact on sustainability. Disclosures by institutions hold them up to public scrutiny and thereby, in a constant state of responsible behavior.</p>	<p>A recent Reuters' survey disclosed that public trust in business in the U.S. tumbled by 14%; therefore, one of the business sector's primary tasks is to restore trust in itself. This, it must do through transparent disclosures about its products, what it is doing to protect human rights within and outside the company and about its zero tolerance for bribery, corruption and discriminatory practices.</p>

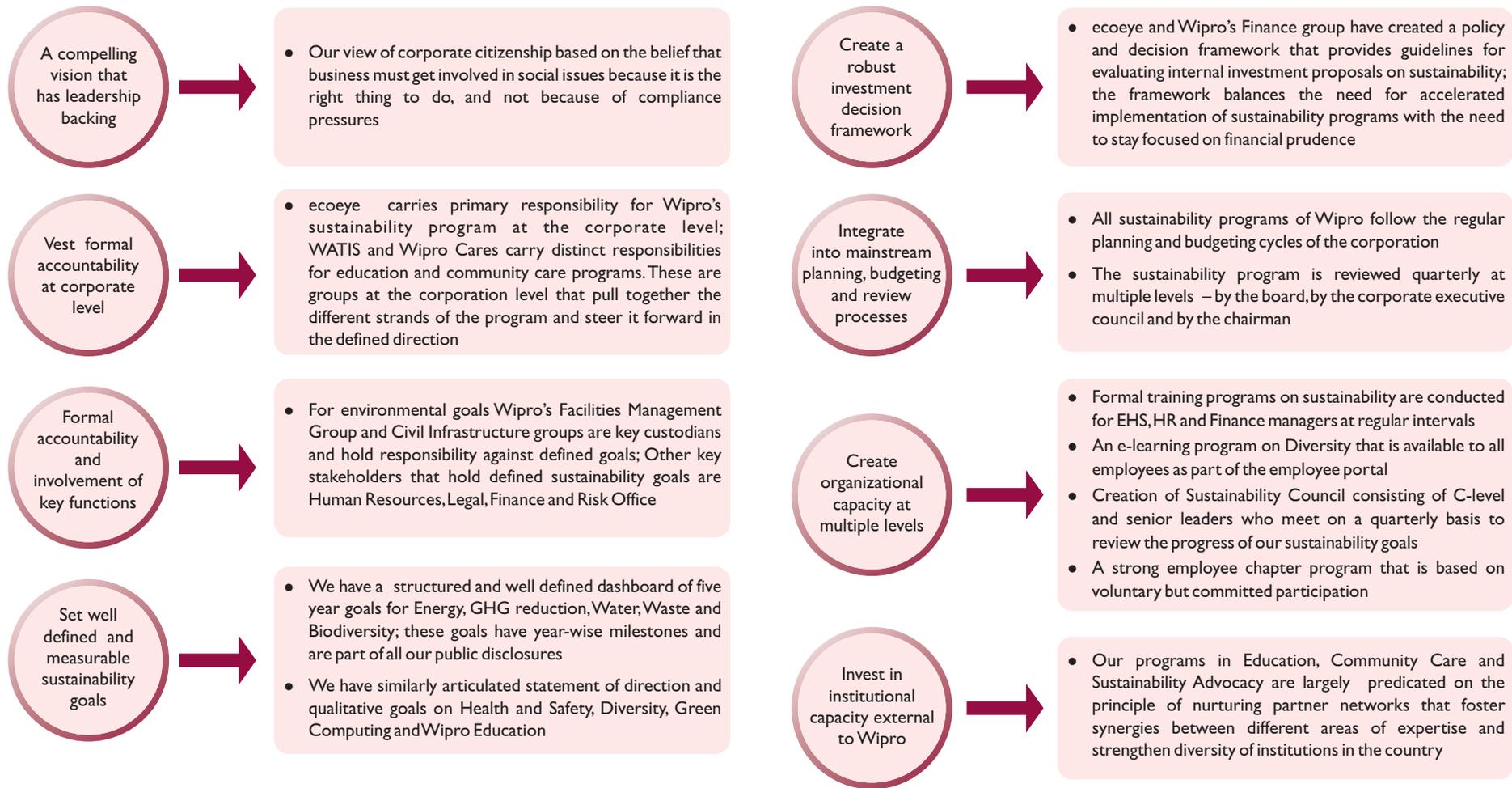
Sustainability Megaforce	Summary Update	The business sector's role
Sustainable Food	<p>Rising food inflation in India and in many other parts of the world over the last few years is seen by experts as symptomatic of a deeper malaise with agriculture and the food supply chain. As the global population is set to rise from 7 billion to 9 billion over the next four decades, the problem of feeding the world adequately is further compounded by considerations of equity and sustainability.</p> <p>Agriculture is the biggest consumer of water, accounting for nearly 80%; Reducing the intensity of its water consumption can prove central to water security in many countries. Other sustainability challenges include improving crop productivity without the use of soil depleting pesticides and fertilizers.</p>	<p>Biotech companies must engage and listen to the concerns of environmentalists, nutritional scientists and citizen groups as they try to develop solutions for crop productivity.</p> <p>Food logistics companies must continuously reduce wastage in the supply chain.</p> <p>Agri-business must collaborate with academia and research institutes for ways of preserving and enhancing soil fertility for that holds the key to sustainable food security.</p>
Eliminating Poverty	<p>An outcome of the global financial crisis of 2008 that is not widely known is that the number of people living in extreme poverty has actually risen since then. Fuelled by the economic crisis and rising food inflation, nearly 2 billion people live on less than \$1.25 a day at 2005 prices – as extreme poverty is defined. Linked with extreme poverty are higher infant and maternal mortality, lower life expectancy and poor levels of education.</p>	<p>Business – in consonance with government - must address poverty elimination in two ways – first, it must place job creation as one of its central responsibilities and second it must address underserved and unserved markets with appropriate products and services e.g. microfinance, affordable product versions for the poor, local sourcing that opens up local livelihood options, extremely affordable healthcare etc.</p> <p>The fact that addressing these markets has a strong business case should be further reason for the business sector to embrace the poverty challenge whole-heartedly.</p>

Wipro is deeply aware of these sustainability forces and the complex inter-relation between them. We are engaged intensely with some of these, especially on the issues of climate change, water, education, diversity and inclusivity and transparency. These are detailed in the rest of the report.

# SUSTAINABILITY STRATEGY AND GOVERNANCE AT WIPRO

The unique characteristic of corporate sustainability is that it straddles both the worlds of business and the social arena outside; this can, however, result in its confused positioning within the organization and therefore, it is critical to set up an effective governance structure that

addresses the twin drivers of strategy and execution equally. What follows is a visual representation of key elements of sustainability governance and how Wipro tries to address them.



## THE WIPRO SUSTAINABILITY DASHBOARD FOR 2010 - 11

For sustainability to be institutionalized within an organization, the same rigor of goal setting, measurement and monitoring is necessary as is common in business operations. Sustainability goals hide multiple layers and dimensions many of which are not quantifiable or where a numerical metric does not disclose the complete picture. Our position therefore is that the rigor of goal

setting and tracking in the sustainability arena must not be equated to a set of neat numbers. The goals and measures presented in the sustainability dashboard below are a condensed summary but a complete understanding of these dimensions is possible only in the detailed analysis that follows in subsequent sections.

Sustainability Dimension	Key Performance Highlights (2010-11)	Vision and Goals for Future
Energy & GHG Intensity	<ul style="list-style-type: none"> <li>Our Energy Efficiency per employee stood at 279 units (kwh) per month Vs 275 units per month for 2008-09. This marginal increase is largely explained by a significant increase in the proportion of data centers in our business model. After factoring for this, the metric is 270 units per month on a consistent comparable basis, a reduction of nearly 1.5%</li> <li>Our GHG emission intensity has reduced by 2.3% to 4.23 metric tons per employee as compared to 4.33 metric tons in 08-09. It is to be noted that this represents the aggregate of Scope 1, 2 and 3 emissions</li> </ul>	<ul style="list-style-type: none"> <li>To reduce the scope 1 and Scope 2 GHG emissions intensity of Wipro's operations from 2.5 metric tons per employee in 2010-11 to 1.3 metric ton per employee by 2014-15. This target applies to all of our campus facilities and offices</li> <li>For Data centers - which account for nearly 20% of our energy consumption we are in the process of establishing a metric that is representative of the nature of its operations</li> <li>For Scope 3 emissions - we report on 5 of the scope 3 emission categories. Baseline goal for overall scope 3 will be set once we expand and report on all applicable categories</li> </ul> <p><i>Note: This is a restatement of 2009 - 10 goals</i></p>
Water Efficiency	<ul style="list-style-type: none"> <li>32% of our total water requirements in 2010-11 was met through recycling of waste water. The recycled water is primarily used for sanitation and landscaping</li> <li>In all Wipro owned campuses, we ensure zero discharge of any untreated water into municipal drains or common public areas</li> </ul>	<ul style="list-style-type: none"> <li>To improve our fresh water efficiency by 5% year-on-year as measured on an per employee basis (Base year: 2010-11); this translates into a reduction from 1730 liters per employee per month to 1480 liters per employee per month by 2015. The base year has changed due to a significant improvement in water metering infrastructure, leading to better accuracy</li> <li>To define empirical norms for responsible consumption of water on the basis of its socio-ecological impact. To have the definitions in place by March 2013 and to start measuring Wipro owned campuses against these criteria from 2013-14 onwards. Ground water recharging goal (2009 - 10) will be assessed once the project is completed in 2012 - 13</li> </ul>

Sustainability Dimension	Key Performance Highlights (2010-11)	Vision and Goals for Future
Waste Recycling and Pollution Mitigation	<ul style="list-style-type: none"> <li>● 83% of the total generated waste is recycled – either within our premises or externally through vendors; This represents a visible improvement from the corresponding figure of 76% for 2009 - 10</li> <li>● The quantum of e-waste processed and recycled through certified vendors has increased nearly 14 times over the last two years – from 17 metric tons in 2008 - 09 to 241 metric tons in 2010 - 11</li> </ul>	<ul style="list-style-type: none"> <li>● To ensure by 2013 that not more than 5% of the total waste reaches landfills; 95% of the waste to be processed – within Wipro itself or through partners – and either recycled for further use or safely disposed off</li> </ul>
Employee Health and Safety	<ul style="list-style-type: none"> <li>● OHSAS 18001:2007 certification for 14 locations</li> <li>● Initiated process of frequent ergonomic work place evaluations that minimize occupational health risks</li> <li>● Employee engagement and involvement was strengthened with the launch of online surveys to invite employee feedback on Environment, Health &amp; Safety, Transportation, Hospitality and related services. Environment, Health &amp; Safety received high scores, while the latter present identified opportunities for improvement</li> <li>● Advocacy and awareness among employees was significantly strengthened with multiple sessions and mailers on ergonomic wellness as well as on lifestyle themes such as heart health, diabetes prevention, digestive dysfunctions etc</li> <li>● To encourage cycling, cycles were included under the 'Furniture &amp; Equipment' benefits program, through which employees are eligible to purchase cycles as a company funded asset</li> </ul>	<ul style="list-style-type: none"> <li>● Sustain and improve wellness programs across businesses and locations</li> <li>● Publish a comprehensive Health &amp; Safety policy, covering all aspects of safety, occupational health, well-being and people practices by end 2012</li> <li>● Conduct Health and Safety assessments for all infrastructural modifications prior to their commissioning</li> <li>● All Occupational Health Centers to become Emergency Care Centers that house emergency equipment, drugs and Advanced Life Safety Ambulance</li> <li>● Complete OHSAS and EMS certification for the balance owned facilities by 2013</li> </ul>
Diversity and Inclusivity	<ul style="list-style-type: none"> <li>● The program is designed to actively reach/seek out and nurture four areas of Diversity – People with Disability, Gender, Nationality and the Economically underprivileged</li> <li>● We hired 83 people with disability(PWD) in 2010-11, taking our total strength of PWD to 253</li> <li>● Women constitute 29% of the workforce, up from 27% in 08-09</li> </ul>	<ul style="list-style-type: none"> <li>● To continue to strengthen our diversity initiatives around gender, people with disability and nationality. This will translate into both, (I) higher numbers and proportions and (II) processes and systems</li> <li>● To further our supplier engagement program on diversity by empanelling more suppliers who meet the criteria of a 'Diversity Supplier'</li> </ul>

Sustainability Dimension	Key Performance Highlights (2010-11)	Vision and Goals for Future
	<ul style="list-style-type: none"> <li>● 19% of the workforce is from non-Indian nationalities (up from 10% the year before), representing 70 countries; 98% of the workforce at our overseas BPO business comprises local talent while this figure stands at 38% across all business units</li> <li>● Diversity parameters are incorporated into our supplier evaluation questionnaire and are being actively sought where appropriate</li> <li>● Employee engagement programs like “Wipro Diversity Festival” on Xperience Wipro, an online social media platform have received excellent response</li> <li>● The ‘Breaking all Barriers’ contest was held across 14 global locations, where employees participated in assessing our current facilities and infrastructure based on universal accessibility guidelines.</li> <li>● The Wipro Women Leadership Program was launched, for high potential women leaders</li> </ul>	<ul style="list-style-type: none"> <li>● Work with industry associations, like NASSCOM in India on supplier diversity advocacy</li> </ul>
People Development	<ul style="list-style-type: none"> <li>● The Certified Talent Transformer initiative was launched, to enable business leaders to share their expertise with others, through a unique ‘learn-while-you-share’ approach</li> <li>● The Real Life Lab was introduced, to enhance project readiness for new engineer graduate hires</li> <li>● 2023 students joined the Wipro Academy of Software Excellence (WASE) program</li> <li>● For all employees deployed in IT service delivery roles, a Role-based framework and Unified Competency Framework was launched, to enhance competency and career development</li> <li>● The Growth Centre and Delivery Manager Academy programs were initiated, to build capability at middle and senior management levels, respectively</li> <li>● Customized programs to enable the organizational change process were hosted by the CHRD team, on themes such as Building Trust</li> <li>● A total of nearly 12,000 Wipro leaders attended various leadership training programs and interventions during the year</li> </ul>	<ul style="list-style-type: none"> <li>● Create initiatives to strengthen capability and build careers across levels, for a global workforce</li> <li>● Create and implement an overarching Employee Value Proposition that aims to enhance continuous learning through multi-dimensional learning opportunities appropriate to every career stage</li> </ul>

Sustainability Dimension	Key Performance Highlights (2010-11)	Vision and Goals for Future
Customer Stewardship	<ul style="list-style-type: none"> <li>• All models of Wipro laptops and desktops are 100% RoHS compliant since 2009-10 – the number of vendors who are RoHS compliant has increased from 30 to 49</li> <li>• We launched our first PVC and BFR free desktop in early 2010 – 37% of our product launches in 10-11 were PVC and BFR free</li> <li>• All the 24 laptop models and 24 desktop models introduced in 2010-11 are now certified for U.S. EPA's Energy Star 5 rating. Out of these models, half of them exceed ES 5 rating requirements</li> <li>• Multi-fold increase (nearly 3 times from the previous year) in collection of e-waste through our collection centers - this is now available for computing e-waste from other manufacturers/ vendors</li> <li>• Power management solution for system administrators – 'Green Console' is shipped with all desktops</li> </ul>	<ul style="list-style-type: none"> <li>• Launch the supplier engagement program for our top suppliers based on the supply chain risk assessment study</li> <li>• Continue to progressively phase out PVC and BFR from new product launches</li> <li>• Continue to work on the energy efficiency plank: Develop and Launch products based on ULV (Ultra Low Voltage) technology; Improve the power management solution for system administrators with better analytics and tools</li> </ul>
Education and Community initiatives	<ul style="list-style-type: none"> <li>• <b>Wipro Applying Thought in Schools (WATIS)</b>, our decade long program in systemic reforms in school education has reached out to 10500 educators and 800000 children across 2000 schools through multiple programs that we have done through our network of 30 partners</li> <li>• WATIS launched two new projects in 2010-11 – (I) the Seasonwatch citizen science program, an innovative socio-ecological scientific study that involves schools in field based learning on tree pheno-phases (flowering patterns) and (II) the Quality of Education Study with one our partners, Education Initiatives</li> <li>• Aided by new affiliations with reputed universities, <b>Mission 10X</b> reached out to a cumulated total of 13000 faculty members from 900 engineering colleges across 24 states and union territories</li> <li>• A total of 5700 innovative learning assets in more than 20 engineering disciplines have been created till now by the institutions we engage with</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Wipro Applying Thought in Schools:</b> To complete the Quality of Education study and build advocacy around its key findings</li> <li>• To strengthen our programs based on the defined outcomes of organizational capability development, educational material and publications and public advocacy</li> <li>• <b>Mission 10X:</b> The primary goals of Phase 2 of Mission 10X are to complete by 2013 the <ul style="list-style-type: none"> <li>- Creation of 250 more Academic Leaders</li> <li>- Deployment of 2500 Unified Learning Kits</li> <li>- Empowerment of 25000 more Engineering Faculty</li> </ul> </li> <li>• <b>Wipro Cares:</b> To further strengthen our programs in primary health care by expanding to our other factory</li> </ul>

Sustainability Dimension	Key Performance Highlights (2010-11)	Vision and Goals for Future
	<ul style="list-style-type: none"> <li>● <b>Wipro Cares</b>, our decade old community care program, strengthened our nascent initiatives on primary health care(PHC) ; following our first Project Sanjeevani near Waluj, Aurangabad, we initiated similar PHC programs in Tumkur (Karnataka) and Hindupur (Andhra Pradesh)</li> <li>● We launched our support for an innovative social forestry project. TIST (The International Small Group and Tree Planting) program in Tamil Nadu. The program combines livelihood opportunities with ecological benefits</li> </ul>	<p>locations; to continue our existing programs in education for the underprivileged in urban centers and community environment programs</p>
Advocacy and Public Policy	<p>We continued to strengthen our focus on issues of advocacy and public policy through both – direct engagement with government and through industry networks</p> <ul style="list-style-type: none"> <li>● We were part of the steering committee of CII-GBC’s task force on evolving a green rating of companies, now called Greenco</li> <li>● We were part of CII-ITC Center for Sustainable Development’s core working group on evolving CSR guidelines; the context was the published guidelines of the Ministry of Corporate Affairs on CSR spend and voluntary disclosures</li> <li>● We were part of the central working group of CII’s Green Procurement task force that had the objective of evolving a framework of guidelines for green procurement by different industry sectors</li> <li>● Wipro was part of the core working group of ‘Digital Energy Solutions Consortium (DESC)’ that researched ICT solutions for sustainability. The report was released in mid-2010</li> <li>● Strengthened collaboration with Center for Science and Technology Policy (Cstep) during the year ; we participated in and supported their study “Harnessing Solar Energy: Options for India”</li> <li>● We played a central role in the MAIT led engagement with the Ministry of Environment and Forests (MoEF) on the drafting of the e-waste legislation that is due to come into effect in May 2012</li> </ul>	<ul style="list-style-type: none"> <li>● To actively participate in India’s agenda on key issues of ecological sustainability – with specific focus on low carbon solutions, water, and e-waste</li> <li>● To consolidate partnerships that further research on select areas of clean energy and biodiversity conservation</li> <li>● To collaborate closely with industry networks and engage with the Ministry of Corporate Affairs on the emerging debate around CSR</li> </ul>

## ALIGNING WITH SUSTAINABILITY CHARTERS AND NETWORKS

Sustainability is a multi-stakeholder game and collective action is the only effective way to address its challenges. Since inception, we have believed that subscribing to select charters and aligning with the right networks can be a force multiplier for some of our own programs. We continue to be deeply

engaged with the networks that we started out with – we provide below the updated summary of our associations and networks that is an updated version of the table in our previous report (Page 28).

Charter / Network / Association	Brief Description	Wipro's Engagement
The Digital Environment Sustainability Consortium (DESC) India	DESC works with the CII sustainability forum on the charter for ICT (Information and Communication Technology) as a driver of India's national goals on climate change as articulated in the NAPCC	Wipro is part of DESC's core working group that is researching the role of ICT in addressing climate change and related sustainability solutions. Our Chief Technology Officer is the co-chair of the task force that released the report in mid-2010. The report can be viewed and downloaded from <a href="http://www.digitalenergysolutions.org/india/desc-india/">http://www.digitalenergysolutions.org/india/desc-india/</a>
CII Mission for Sustainable Growth	CII, India's premier industry network, launched the <b>Mission for Sustainable Growth</b> (MSG) in 2008 with the core purpose of championing the conservation of natural resources without compromising on high and accelerated economic growth	Wipro was one of the first signatories to the CII Code for Ecologically Sustainable Business Growth; the code seeks voluntary commitments from companies towards reducing specific consumption of energy, water and other natural resources
CII-ITC CESD's task force on CSR guidelines	The CII-ITC Center for Sustainable Development (CESD) constituted a task force to study the proposed guidelines on CSR from the Ministry of Corporate Affairs (MCA). A smaller working group was formed in mid-2010 to recommend to the ministry sustainability disclosure norms for Indian companies	Wipro has been a part of the core working group, the primary recommendations of which have been <ol style="list-style-type: none"> <li>I. To have two sets of sustainability disclosures – a core set of mandatory indicators and a set of optional or leadership indicators</li> <li>II. The ministry's proposed 2% of Profit After Tax spend on CSR should not be mandatory as it could become counter productive</li> </ol>

Charter / Network / Association	Brief Description	Wipro's Engagement
CII-GBC Green Company Rating	The CII-Green Business Center, Hyderabad formed a cross-industry task force in mid-2010 with the goal of evolving a framework of 'Green Rating' of companies on multiple parameters of ecological sustainability	Wipro is a member of the task force and has played an important role in evolving a detailed 1000 point framework that assesses companies on multiple dimensions – Energy Efficiency, Renewable Energy, Lifecycle Product Design etc. The rating framework is being rolled out in phases from mid-2011 onwards
India Green Building Council (IGBC)	The <b>IGBC</b> was formed under the aegis of the CII in 2001 with the goal of ushering in a 'Green Building' movement in India	Wipro is one of the executive members of the IGBC panel that evolved the Green Building standards for India
India's National Action Plan on Climate Change (NAPCC)	The <b>NAPCC</b> comprises eight missions on different aspects of sustainable development and is India's official charter on Climate Change	Wipro has partnered with Cstep in researching and publishing a paper on the roadmap for the National Solar Mission (NSM)
The <b>Carbon Disclosure Project</b>	The Carbon Disclosure Project (CDP) was launched in 2000 to collect and distribute high quality information that motivates investors, corporations and governments to take action to prevent dangerous climate change. More than 2500 companies from 60 countries measure and disclose their GHG emissions through the CDP	Wipro has been an active participant in the CDP disclosure program since 2008. We have now participated in four editions of CDP, from the sixth to the ninth. Our carbon disclosure is available for public viewing at the <b>CDP site (www.cdproject.net)</b>
Indian Society for Technical Education (ISTE)	The ISTE is a nodal group at the national level which furthers the cause of engineering education in the right direction. Please visit <a href="http://www.isteonline.in/">http://www.isteonline.in/</a> for details	Wipro's Mission 10X is a member of the iSTE
U.N. Global Compact	The ten principles of the <b>UNGC</b> act as both a policy platform and a practical framework for companies that are committed to sustainability	Wipro became a formal signatory to the UNGC in September 2008. Our first COP (Communication on Progress) was published in July 2010
U.N. Millennium Development Goals (MDGs)	In the year 2000, the U.N. defined eight millennium development goals (MDGs) to be achieved by the year 2015. These goals form the blueprint for world's countries to meet the needs of the poorest. For more details, visit <a href="http://www.un.org/millenniumgoals/">http://www.un.org/millenniumgoals/</a>	Wipro endorses and supports the U.N. Millennium Development Goals; In our own way, we continue to contribute strongly to at least three of the MDGs – Universal Education, Gender Equality and Environmental Sustainability

## BIODIVERSITY AND THE CITY: CHALLENGES FOR BENGALURU

Dr. Harini Nagendra

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Cities represent some of the most challenging environments for ecological systems, with natural and human-induced impacts resulting in rapid and often extreme modification of environment, ecology and biodiversity. Yet, cities also provide the only face of nature that many urban residents perceive today – and the number of people who live in cities worldwide, and in India, is only increasing over time. It is becoming increasingly important, therefore, to have a good understanding of the processes that shape ecology and conservation in cities. Unfortunately, despite the vast numbers of people who live in cities, we know very little about what shapes urban biodiversity and ecosystem change. The attention of ecologists has largely been focused on “natural” ecosystems where the footprint of humankind is not as all encompassing, and cities have remained in the hinterland of ecological knowledge. This is despite the obvious fact that cities have a footprint on ecology, biodiversity and natural resources such as food and water that far exceeds their size, drawing on resources from areas far exceeding their boundaries, and depositing waste material across the world.

In recent decades, however, rapid progress has been made towards understanding the linkages and complex feedback loops between social preferences, human drivers of change, and ecological structure and function – although much of this is based on studies from North America and Europe. In most of the developing world, and certainly in India, there is a severe dearth of basic information on ecology and biodiversity. This has severe implications for urban conservation, and especially so in India, where urbanization has been an exceptionally dynamic force in the last two decades.

Bengaluru provides a characteristic example of tensions between humans and nature. Those who know the city as a recent urban center, famous for the genesis of new words such as “Bangalored”, may not be aware that the settlements around the city can be dated at least as far back as the 4th century, and the city itself boasts of an uninterrupted history as an urban center of commerce and industry since the 16th century. Bengaluru has, however, faced an unprecedented explosion of growth in recent decades, with highly unequal growth rates, rapid land use change, and contested access to natural resources including water and green spaces. Grazing land, orchards and agricultural fields are rapidly being converted into apartments and commercial complexes, water bodies are shrinking through encroachment and pollution, and the city has lost tens of thousands of trees in recent years to make way for ever-expanding traffic and infrastructure requirements. For many urban residents living in congested built environments, these urban green spaces and lakes may provide the only reference to “nature” that they will ever experience. Yet, urban planners and policy makers do not appear to adequately recognize the importance and criticality of the numerous social and ecosystem services contributed by these open areas, green spaces and water bodies, which are being irreplaceably lost.

Five years ago, the Ashoka Trust for Research in Ecology and the Environment – one of India’s foremost research organizations working on conservation and sustainable development issues – began a comprehensive investigation of urban biodiversity and

ecosystems in Bengaluru. Our goal was to put together a comprehensive database of factors that shape the distribution of and changes in biodiversity, ecology, and land use in the city, which can then serve as a platform to provide informed inputs for management and policy.

The urban landscape of the city, until the late 1970s, fit its image as India's "garden city" and the "city of lakes", consisting of a few residential homes and offices interspersed with fruit orchards, lakes, agricultural fields and parks, with tree lined roads connecting large green patches within academic institutions, public sector campuses, and military grounds. While the city covered a much smaller area up until the late 18th century, Bangalore expanded substantially when it was part of the British cantonment and city, and again post-Independence, when a number of academic institutions and public sector enterprises were established across the city. Yet, the most rapid period of land use change appears to have occurred after the 1980s, with large scale degradation and conversion of open spaces and greenery into urban land uses. Yet, Bangalore remains fortunate in having a number of parks, streets, home gardens, academic institutions, public sector and government offices, and military areas that thankfully continue to preserve substantial amounts of greenery and biodiversity.

What kinds of biodiversity do these different types of land use support? In urban environments, human choice, behaviour and policies directly impact biodiversity. This can be especially noticed with respect to plants, whose location and identity is largely controlled by human choice. Old maps, photographs and documents indicate that, prior to the 19th century, the natural landscape of Bengaluru was open and scrubby. Locally valued trees such as Ficus species, mango, jackfruit, tamarind and neem were planted along roads to provide travellers with shade and fruit, while Hyder Ali and Tipu introduced large numbers of exotic species such as Eucalyptus and cypress. An awareness of increasing temperatures due to urbanization begins to find expression in documents as far back as the mid 19th century. In response to this, British and Indian horticulturalists began an extensive program of tree plantation to provide the city with shade and greenery. Species selection was done with an eye to selecting exotic trees, designed to provide a spectacular visual pageant with flowers that bloomed in successive seasons, a visual "Ritusamhara".

Our studies of street trees in Bengaluru indicates that the city has a very high species diversity compared to other urban areas worldwide, although tree density is quite low, and there is much space for additional planting. The trees that dominate the visual landscape of the city, including the rain tree, copper pod, African tulip and gulmohar, are being slowly replaced by a less diverse and smaller sized set of trees, with a preference now being shown for endemic species such as honge and orchid trees. Yet, many naturalists from the city observe that these exotic species have been around for one or two centuries, and can be considered to be naturalized "Bengalureans", supporting a number of bird and butterfly species. Their decimation across the city can cause lead to catastrophic alterations in the bird, butterfly and wildlife populations of the city. Unfortunately, very little attention is paid to developing a well formulated set of guidelines for urban planting that are scientifically grounded in data, and not based on changing opinions.

Bengaluru also has the privilege of being home to two historic gardens – Lal Bagh, which dates back to the 18th century, and Cubbon Park, formed in the 19th century. An 1891 British book by John Cameron, "Catalogue of Plants in the Botanical Garden, Bangalore (Second Edition)" describes 3,222 species of plants found in Lal Bagh alone. These two botanical gardens thus occupy a specific place in the city because of the diversity and rarity of many of the plant species found here, as well as the size of these gardens, and the age of many of these trees. In addition, the city also hosts a number of small neighbourhood parks. Visually, you can see quite clearly that these look rather different in their plan and layout, and indicate changes in planting preferences that have shaped the ecology of these parks over time. Old parks are more wooded, with large canopied trees and a more "forested" look, while the recent small neighbourhood parks that sprung up all over the city in the 1990s are horticultural parks with manicured hedges and greater lawn area, fewer trees and more shrubs.

The trees in these parks are overwhelmingly dominated by non-local species, and the most common tree, accounting for 20% of all park trees, is *Polyalthialongifolia* (also called the mast tree or false Ashoka). As with street trees, we find changes in planting preferences over time, with the large sized iconic trees like gulmohar and copper pod now giving way to trees like honge, mast trees and royal palm, and wooded parks giving way to horticultural landscaped gardens. These are changes that will impact the city's ecology as well as the environment. Ideally, we need a consistent, well formulated tree

policy that is not shaped by personal preferences of administrators and planners, instead specifying a scientifically based, appropriate mix of tree species to be planted that takes into account human needs as well as ecological and environmental requirements.

Our research also indicates that some of the largest trees in the city are located on its wide streets, and these are larger (thus presumably older) than those in Bengaluru's parks and home gardens. This has significant implications for the city, as it is the large trees on many city roads that have been decimated in recent years for a variety of infrastructure projects. Apart from the obvious impact that this has on ecology and biodiversity, we find that trees on streets can have a substantial impact in reducing pollution and bringing soaring summer temperatures under control. The levels of Suspended Particulate Matter are very high on many exposed roads, with 50% of the locations we studied showing levels approaching twice the permissible limits. This can have dangerous impacts on human health. Yet, having tree lined roads reduces levels of pollution to within acceptable or near-acceptable limits on many city streets. Sulphur dioxide levels are also reduced by much as 65%. Further, tree lined roads reduce ambient air temperature by as much as 5°C, and reduce the surface temperature of asphalted roads by as much as 25°C, leading to significant mitigation of urban heat islands and providing a “win-win” way to partially mitigate the impact of global warming and climate change. Yet, rather than encouraging this as an approach to combat climate change, Bengaluru seems to be on a path exacerbation of these impacts, by cutting down the city's oldest and largest trees – as these presumably have the greatest role to play in combating pollution and ameliorating urban heat islands.

Bengaluru is also known to host to an impressive list of other plant and animal species. A checklist of fauna compiled by S. Karthikeyan in 1999 lists as many as 340 species of birds, 160 species of butterflies, 40 species of mammals, 38 species of reptiles, 16 species of amphibians, and 41 species of fish in the city. There has even been a report of a new ant species identified in Bengaluru as recently as in 2006, from the Indian Institute of Science campus – indicating the richness as well as the unexplored nature of many Indian city environments.

Changes in land use and management practices impact such biodiversity. The challenges of urban conservation are many, and human preferences for biodiversity

shape outcomes. Thus, for instance, surveys repeatedly indicate that most city residents like birds like sparrows and enjoy looking at butterflies and dragonflies, but do not want to coexist with snakes, lizards, mice, bats or beetles. Butterflies are found where caterpillars thrive, and thus a butterfly friendly garden can also be expected to contain plants with evidence of leaf damage due to caterpillars and insects. Areas with dense greenery will often be home to snakes, toads, and frogs. Surveys of old home garden owners indicate that they are more sensitive to these issues, and the city tended to support greater levels of overall biodiversity in the past. In many locations, these large gardens are being converted to apartments, which prefer pruned, visually aesthetic landscapes that do not provide the same levels of support for overall biodiversity. Many of these “new” city habitats and landscapes including corporate campuses and upscale gated residential communities are also strongly dominated by manicured landscapes, with exotic turf grasses, non-flowering variegated shrubs and herbs, and hybridized small sized flowering trees and exotic palms that do not provide fruits, flowers, insect habitat and nesting areas for butterflies, birds, and insects. The extensive use of pesticides also impacts bird feeding, nesting and breeding.

Yet, in our experience much of this can be reversed simply by providing people with more information about the consequences of such preferences for certain aesthetics on biodiversity, which they are often unaware of. Thankfully, in recent years there is increasing attention being paid to urban ecology, and a growing population of urban residents from many Indian cities including Delhi, Pune and Bengaluru, who participate in efforts such as tree planting and lake protection. Thus in Bengaluru, for instance, collaborations between citizen groups and the government have led to the effective restoration and maintenance of lakes in the southern and western parts of the city. Corporate groups have also come forward to support some of these initiatives, especially towards tree plantation and lake maintenance. Urban advocacy groups have played a major role in increasing public awareness of “green” issues, and have pursued several landmark Public Interest Litigations that have enabled public commons such as lakes to be preserved for public use. Such collective action by a diverse array of city groups has great potential to help in providing an atmosphere that supports the conservation and promotion of urban greening and biodiversity, where policy makers and planners can be urged to pay attention to these critical issues.





# SPRINT WITH PRO RUN

**JAPAN**

# WIPRO AND ITS STAKEHOLDERS



A Summary of our Stakeholder Engagement

A sustainability-centric approach to business focuses on multiple stakeholders, not just the investor. These stakeholders may not have a direct connect with the organization's business operations and yet they assume significance in the broader sustainability context of the industry sector and the geography in which the organization operates e.g. if a company runs operations in a water-stressed area, the local community becomes an important stakeholder for the organization to engage with on water management.

At Wipro, we have always viewed our customers, employees and investors as strategic partners and stakeholders. Over the last decade, our deep outreach into education and community care has brought us in close engagement with two new stakeholders – partners in the education ecosystem and proximate communities. While the IT services industry model does not necessitate a deep supply chain, the rapid expansion of this sector in the last two decades has resulted in a variety of ancillary services e.g. bus transport, housekeeping, canteen, security. Services suppliers and contractors have become thus a critical stakeholder for our operations. As the case study on the Wipro Green PC in Section 5d shows, our suppliers have played a strategic role in the success of our Green Computing journey. In progressing towards the goal of a sustainable and inclusive society, government, academia and research play a crucial role → the government by legislating progressive policies and the academic / research worlds by driving fundamental innovation. Over the last three years, Wipro has started engaging and collaborating closely with government and policy bodies on matters related to energy, water and ICT in governance. Simultaneously, we have also started collaborative partnerships with research and academic institutions. To these stakeholders, we have added another stakeholder, Current and Future Generations. We think that the future must inform our thinking and actions on sustainability more than anything else, otherwise our vision will stop short of being truly sustainable; therefore, while this stakeholder group may not have a tangible and real face to it, they act as an anchor for our decisions.

Starting with our last sustainability report (2009-10), we had a slightly modified list of eight stakeholders wherein we had split our earlier 'Education and Society' stakeholder into two distinct groups: Education Ecosystem and Communities and NGOs. Both these stakeholders continue to be covered in the same section 'Education and Society'.

## 5a. STAKEHOLDER ENGAGEMENT FRAMEWORK

What follows is a summary representation of our eight stakeholders, the modes and frequency of our engagement with them, the major issues of engagement that have

emerged over a period of time and the primary internal custodians within Wipro for each of these groups

### A SUMMARY OF OUR STAKEHOLDER ENGAGEMENT

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Customers	<p><b>Modes:</b> Strategic and operational reviews, Customer Meets, Formal customer feedback and surveys</p> <p><b>Frequency:</b> Ongoing and continuous; Surveys are annual and project-based</p>	<ul style="list-style-type: none"> <li>- Quality and timeliness of delivery</li> <li>- Impact on customer's business goals</li> <li>- Does Wipro meet the expected norms on environment, labor and human rights and corporate responsibility?</li> </ul>	The Chief Strategy Officer, Chief Business Operations Officer, the Chief Quality Officer, the Sales and Marketing functions and their teams
Employees	<p><b>Modes:</b> Open houses, Performance reviews, 360 deg feedback, All hands meet, Focus groups, Leadership webcasts, Blogs and discussion groups, Perception Surveys</p> <p><b>Frequency:</b> Ranges from daily (blogs) to annual (360 deg feedback)</p>	<ul style="list-style-type: none"> <li>- Empowerment, Continuous Learning, Quality of Work, Work-Life balance</li> <li>- Compensation &amp; Benefits, Workplace facilities</li> <li>- Health &amp; Safety. Counseling and Advice</li> <li>- Diversity in the workplace</li> <li>- Career planning, Appraisal and Feedback</li> <li>- Integrity and transparency at workplace, the company's larger vision on sustainability and social issues</li> </ul>	The Human Resources group, Environment Health and Safety group (joint responsibility for health and safety)

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Investors	<p><b>Modes:</b> Annual General Meeting, Annual Report, Investor meets, Analyst conferences, Roadshows, Shareholder voting, Investor complaints</p> <p><b>Frequency:</b> Ranges from Quarterly to Annual; Analyst meets and roadshows may be periodic depending on situational requirement</p>	<ul style="list-style-type: none"> <li>- Company strategy and performance, future plans</li> <li>- Returns to shareholders</li> <li>- Corporate governance standards</li> <li>- Top risks and company's approach to risk mitigation</li> </ul>	Investor Relations team, Chief Finance Officer, Chief Strategy Officer
Suppliers	<p><b>Modes:</b> Regular operational reviews, Supplier meets, Vendor survey</p> <p><b>Frequency:</b> Will vary from monthly to annual</p>	<ul style="list-style-type: none"> <li>- Quality and cost effectiveness of services</li> <li>- Innovativeness of delivery</li> <li>- 100% compliance on labor and human rights; Must subscribe to Wipro COBCE</li> <li>- Zero tolerance for lapses in integrity</li> <li>- Alignment with Wipro expectations on ecological sustainability</li> </ul>	The Central Procurement Office, Wividus Shared Services, Facilities Management Group, Legal Group, Wipro Computing Division's Supply Chain Group
The Education Ecosystem	<p><b>Modes:</b> Periodic meetings and discussions, Regular e-mail exchanges, Annual Education Forum, Faculty Workshops, Mission I0X collaborative portal</p> <p><b>Frequency:</b> Varies from weekly to annual</p>	<ul style="list-style-type: none"> <li>- Systemic reform in India's school education system: Educational material and publications, Organizational capability development and Public advocacy</li> <li>- Improving the quality of engineering education through both curriculum interventions and faculty training</li> </ul>	Wipro Applying Thought in Schools (WATIS) for school education Mission I0X for engineering education
Communities and NGOs	<p><b>Modes:</b> Periodic meetings with partners, open meets with community, Partner newsletters</p> <p><b>Frequency:</b> Varies from monthly to quarterly</p>	<ul style="list-style-type: none"> <li>- Education for disadvantaged children e.g. children of migrant laborers, children with hearing disability etc</li> <li>- Primary healthcare for rural communities</li> </ul>	Wipro Cares, Location leadership

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
		<ul style="list-style-type: none"> <li>- Environment issues that affect disadvantaged communities e.g. Water</li> <li>- Long term rehabilitation for disaster affected areas</li> </ul>	
Policy, Research and Advocacy	<p><b>Modes:</b> Planned meetings, workshops, taskforces and steering committees of industry network bodies</p> <p><b>Frequency:</b> Varies from monthly to annual</p>	<ul style="list-style-type: none"> <li>- India's policies on climate change, energy efficiency, water, e-waste and ICT</li> <li>- Policy research on energy options for India</li> <li>- Advocacy papers and reports on business responsibility</li> </ul>	Eco-eye, Corporate Affairs group, Senior Leadership
Current and Future Generations	Modes: Indirect inference from our school interventions mentioned above, Published sociological research and analysis of emerging generation	<ul style="list-style-type: none"> <li>- Ecological sustainability of our planet</li> <li>- Meaningful work, work life balance</li> </ul>	Eco-eye, Human Resources

Sections 5b to 5h that follow provide extensive details of each of the stakeholder programs. For reasons of consistency, we continue to report on our Education and Community Care programs in one section.



# SPIRIT OF WHIPPO RUN

**PUNE**

# EMPLOYEES AND SUSTAINABILITY AT THE WORKPLACE



5b

The Power to do Good

Free and Fair Workplace

Feedback, Engagement and Culture Building

Change Management

Safe and Healthy Work Environment

Realizing Aspirations: Learning and Growth

Diversity and Inclusivity

Partner Employee Engagement at Wipro Infotech

Employee Citizenship in Action

“In an environment that is dynamic and constantly evolving, consistently winning is possible only through organizational agility and adaptability. In 2010-11, we underwent significant changes in our organizational structure. The primary need for this change was to recover from the effects of the global economic slowdown, as well as move to a simpler and more agile business model. The structural change was complemented by a renewed sense of direction and leadership approach.

Large scale changes often result in uncertainty, anxiety and speculation. It was very important to give our employees time and space to absorb and adapt to these changes and to manage the anxiety. Our change management program was designed to enable a constructive transition to the new structure and approach. It was participative and transparent and rich in communication. The combined strength of our established engagement practices such as “Wipro Meets” and “Open House” events with customized programs like “Dialogue Now” enhanced the effectiveness of our change management.

Effective organizational change must not just address market demand; they must also have wins for stakeholders. The year witnessed continued investment and rigor in capability building with greater variety and richer programs across levels and specializations. Information systems and online processes were enhanced to create a simpler and easier day-to-day experience for employees. We also created opportunities for employees to enhance their professional experience through newer and challenging assignments.

Our efforts to improve diversity and create an inclusive workplace continue to receive widespread support and encouragement despite the external and internal flux. Initiatives for greater gender diversity and persons with disabilities have made significant progress. Wipro was awarded the second place in the 2011 Annual Diversity Council Honors Award and was listed 1st in the IT/ITeS Industry and 9th overall in the Aon Hewitt India's Best Employers Survey 2011. The fundamental strength of our organization combined with a robust sustainability framework has ensured that we continue to surge forward in our efforts in these core priorities.”

**Pratik Kumar**

EVP – Human Resources

## POWER TO DO GOOD

Wipro sees itself as a socio-economic citizen. Our actions have an influence and impact on organizations, people and social entities around us. The philosophy that drives our actions is the 'power to do good.' We believe that we have a responsibility to create a just, humane and equitable society. Our corporate goals and actions are closely tied with principles defined by global standards defined by the U. N. Global Compact, OECD' guidelines and International Labour Organization.

Doing good begins at home. We believe that the global standards that we embrace as a corporation must translate into our actions as an employer. These standards are incorporated in meeting the strategic drivers that shape our people practices and processes. Ours is a global knowledge workforce that offers high end solutions to a global customer audience. In this context drivers such as engagement, learning and empowerment are integral to building a world class workforce. Our core values of the Spirit of Wipro create a global foundation for employees across all countries and businesses. At the same time, our practices are broad and flexible in integrating local regulatory and cultural flavours. Our practices of hiring, workplace health & safety, remuneration, learning and career advancement are influenced by internationally recognized standards set by U.N. conventions. Our Diversity and Inclusivity initiative incorporates elements from the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). All our efforts point towards creating and nurturing a workplace characterized by freedom, fairness and world-class practices, so that our global workforce may flourish and grow.

We believe that employees must experience the 'goodness' of these practices in their day to day lives at work. In order to ensure this, our communication to employees openly reiterates our intent and encourages employees to share their experiences so that we may improve. Employees are also active partners in our efforts to be a responsible citizen and this collective power of good continues to energize and renew our commitment. Our commitment to being a responsible employer extends to all permanent employees, contract employees and our third-party workforce. Irrespective of employment category, all employees are active partners in our efforts to be a responsible citizen

## FREE AND FAIR WORKPLACE

**COBCE and Ombuds Process** - The Code of Business Conduct and Ethics (COBCE) continues to be the driving governing force for all workplace and business processes and conduct. Over the years, the COBCE has set guidelines for all business transactions and practices. Since its launch in 2002, the COBCE is periodically updated; the latest one was carried out in March 2011.

The COBCE is an overarching guideline that is based on Wipro's core values. It applies to all organizational practices and is designed to help employees recognize and deal with ethical issues in their work. The code reflects the universal principles defined by the United Nation's Universal Declaration of Human Rights and the International Labour Organization. Wipro is committed to compliance with all applicable laws and regulations in its countries of operations. We are committed to conducting business in an ethical manner and acting with integrity in dealing with our customers, suppliers, partners, competitors, employees and its other stakeholders. The COBCE is applicable to all employees, contractors, consultants and all other categories of employees. Wipro also requires that its service providers, contractors, dealers, distributors and others conduct their businesses in a legal and ethical manner. Service agreements issued to contractors and vendors clearly state organizational expectations. Needless to say, geographical expansion and new office locations exclude conflict zones and locations with weak people governance regulations.

The code explicitly covers our responsibility towards preventing and eliminating child labor, forced labor and all forms of discrimination. Our hiring practices for all permanent and retainer employees have built-in mechanisms to ensure human rights compliance as part of pre-employment screening. Contracts signed with vendors for third-party employees also explicitly mention compliance requirements in line with all COBCE principles. We are also working on implementing a distinct code of conduct for suppliers, which will include environmental and people related aspects. At our campus premises, security protocol provides guidelines and vigilance on this aspect. The COBCE also includes prevention of fraudulent and corrupt practices, avoidance of conflict of interest and the advertising and media policy. Wipro respects employees' right to form or participate in trade unions. However, the evolved governance and engagement practices provide an open and

empowering workplace environment for employees. Across our IT businesses, there are no registered trade unions.

All people policies, practices and significant changes and transitions are implemented based on the COBCE principles and the Spirit of Wipro. All new hires undergo orientation on the COBCE via an online training module, Spirit of Wipro workshops and focused sessions on COBCE. All employees are encouraged to ask questions about the COBCE and Ombuds processes during these sessions as well as during interactions with business leaders. The COBCE is further socialized by the annual certification process. Every employee is required to undergo an online COBCE certification process, which assesses the extent to which the COBCE has been internalized in the individual.

Prevention of discrimination, workplace harassment or sexual harassment is a key feature of the COBCE, which reflects principles outlined in several United Nations conventions. This commitment to a free and fair workplace is institutionalized by the Ombuds process, which addresses all complaints of discrimination, harassment, hostile behavior, cheating, fraud and policy violation. In 2010-11, a total of 453 complaints were received via the Ombuds process. The data tables at the end of this section contain a comprehensive list of the categories of complaints and remedial actions taken.

The COBCE defines our commitment and actions as a meritocracy and equal opportunity employer. All decisions regarding hiring, learning opportunity, salary, compensation and separation are based on merit and performance. We are committed to non-discrimination on any grounds, such as nationality or ethnic origin, gender, race, religion, caste, disability, political or sexual orientation. This commitment reinforces a progressive and high-performing culture at work. There were no significant investments or acquisitions in 2010-11, apart from some minor restructuring of overseas subsidiaries. Due diligence on Human Rights/Labour Practices is part of all investment and M & A activities.

The complete COBCE is available for viewing on [http://www.wipro.com/corporate/investors/pdf/files/Code\\_of\\_Business\\_Conduct\\_and\\_Ethics\\_March\\_2011.pdf](http://www.wipro.com/corporate/investors/pdf/files/Code_of_Business_Conduct_and_Ethics_March_2011.pdf)

## STAYING CONNECTED - FEEDBACK, ENGAGEMENT & CULTURE BUILDING.

- Induction programs to welcome new joiners. Customized Assimilation for Client facing Leaders
- Calendar of all key events on the intranet
- Wipro Meets – Webcasts to stay informed and interact with leaders
- Spirit of Wipro Workshops
- Open House Meetings. One to One Discussions
- Direct access to Desk of CEO
- Employee Perception Survey
- Focused Feedback gathering on People Processes
- Structured Change Management Communication across IT Businesses
- #1 IT/ITeS organization: Aon Hewitt India's Best Employers Survey 2011

## EMPLOYEE ENGAGEMENT AT WIPRO

- Our Guiding Principles - Code of Business Conduct and Ethics
- Our Governing Entities - Ombuds Process, Prevention of Sexual Harassment Council

## OUR VALUES SPIRIT OF WIPRO

## EMPOWERED WORK ENVIRONMENT: SAFE AND HEALTHY

- Comprehensive medical benefits and healthcare program
- Enhanced physical security within and beyond the campus
- Health and Safety portal on the Intranet
- Health and Safety Feedback Survey
- Occupational Health Centre
- Awareness campaigns
- Comprehensive Wellness
- @ Wipro we Cycle – The Freewheelers Club
- Employee Counseling – available 24x7

## REALIZING ASPIRATIONS: LEARNING AND GROWTH

- Nurturing young Talent – Wipro Academy of Software Excellence
- e-Learning for a Global Workforce – nearly 8000 modules
- Focused Process Training for WBPO Solutions
- Building Service Delivery excellence – Training for all levels
- Project Simulations in the Real Life Lab
- Building Leaders –Leadership Lifecycle Development
- Coaching for Leaders
- 'BEST' Award Winner – Seven years in a row – Awarded by American Society of Training and Development
- Accelerated Career Framework
- Fast Track career development for engineering graduates

Participation in Gender Diversity advocacy events

Spirit of Wipro Run – 14,000 employees, 15 countries

Employee as volunteer - contributing to Wipro Cares

Joy of Giving Week

Employee-led drives on Accessibility and Sensitivity

## EMPLOYEE CITIZENSHIP IN ACTION

## DIVERSITY AND INCLUSIVITY

Partnering with Government, NGOs and Academic institutions

Customized Training for People with Disability

Inclusive Policies and Accessible Infrastructure for People with Disability

National Society For Equal Opportunities. For The Handicapped (NASEOH) award for being an equal employer for People With Disability

Ranked #2 by Association of Diversity Council USA

Customized Mentoring for Women leaders

Wipro Diversity Festival at Xperience Wipro on Facebook and Twitter

Diversity Orientation and Sensitivity to Disability Training

Our Workforce: 28% female, 72% male. 69 Nationalities.

Comprehensive Diversity Policy covering Four Pillars – Gender. Nationality. People with Disability. Underprivileged Sections.

There are various forums available to understand human rights issues – right from the organization wide biannual EPS to various interaction avenues with function and location human resources team and facility management coordinators. Some of these are the All Hands Meet, Skip meetings, quarterly senior management forums like ‘Wipro meets’ and also representation of Wipro employees in EHS committees (like transport, Health and Safety and Food). In 2012-13 we will analyse inputs from these various forums to arrive at top material human rights and labor practice issues and detail the action areas. We have also started an external independent sustainability risk assessment exercise which also covers social aspects – this will be completed in 2012-13. Some of the specific focus stakeholder groups we have identified to be material for a detailed assessment are contract workforce and support services staff (example; hospitality, facility maintenance). The Ombuds process covers grievances related to Human Rights and is available to all stakeholders (see page 86). We have recently done a comprehensive assessment of Ombuds categories, we will report those that are explicitly related to Human Rights from 2012.

#### **Strengthening the COBCE – Prevention of Sexual Harassment Council -**

Wipro has revamped its sexual harassment investigation process and procedure to make it more comprehensive, spread awareness, make the reporting easy and faster resolution of complaints. With 125,000+ employees and still counting, there was a need for extended body of fact finders within the organization in compliance with legal framework. Keeping these requirements in consideration, the central review committee worked on the revamp of the process and framework for Prevention of Sexual Harassment.

The revamp included a crisper and clearer policy, redraft of the committee, a revised fact-finding framework, and an in-house built online training module. The revamp was done in consultations with an external consultant and legal team. A heterogeneous team of more than 35 fact finders from employee facing and associated functions like Human Resources, Risk, Legal and Security was trained by an external expert. These fact finders are equipped to address complaints relating to sexual harassment.

## FEEDBACK, ENGAGEMENT AND CULTURE BUILDING

*Over the years, our people practices have evolved in scope and maturity. The core objective, however, remains one of building and nurturing a high-performance workforce and work culture. In doing so, our practices of employment, engagement, diversity, compensation, learning, promotion and many others are based on merit, non-discrimination and shaped by the values of the Spirit of Wipro.*

**New Employee Assimilation:** In 2010-11, our workforce grew in strength and we welcomed 39247 new Wiproites into the organization – a mix of lateral and campus hires. New joiners in all countries attended induction programs, which were designed based on the nature of work, type of business and geography. Lateral new hires were inducted into the organization via the weekly induction programs and campus hires attended customized, extended induction programs. 215 Middle and senior level employees joining Wipro IT businesses in client facing roles, at locations outside India, attended the Global Assimilation Program (popularly known as GAP). GAP is a quarterly induction program of 2 weeks that equips participants with a comprehensive perspective on Wipro's business groups, functions and networks specific to the participants' job roles. The GAP site is available to employees at <http://knetsites.wipro.com/sites/1062/GAP/default.aspx>

**The Engagement effort** also grew in strength and impact during the year 2010-11. The focus on employee connect was maintained and renewed via the Meet Your People Program, which enables employee connect in a cascaded manner. Employees connect with leaders in different ways: Organizational, Business Unit, Team and Individual. These engagement sessions consist of a free exchange of information and views between leaders and employees on key performance highlights, organizational changes, leadership perspectives and people priorities.

#### **Engagement at the Organizational Level - Wipro Meets:**

One of the most visible engagement mechanisms is the quarterly Wipro Meets event, which connects all employees of the IT businesses with the organizational leadership team. The event is chaired and led by the IT Businesses CEO along with the senior



leadership team and is attended by a live audience at the corporate office as well as a global audience, over an easy-access internet/intranet webcast. In 2010-11, the Wipro Meets format was revised to achieve greater reach and participation.

**Engagement at the Business Unit Level:** The All Hands Meet is hosted by Business Unit Heads, to bring business performance updates to employees. Leaders leverage the forum to confer reward and recognition awards for excellence in performance and to felicitate Long Service Award recipients. In international geographies, employees attend 'In Sync', a quarterly communication and engagement forum, held across locations and customer accounts. On an average, over 5000 employees participated in each quarterly InSync event, during 2010-11.



**Team and Individual Level Connect:** At project and smaller team levels, leadership and talent engagement leaders continued to host open, speak-easy sessions. Structured one-to-one discussions with individual employees were also planned and held.

**Employee Perception Survey:** After the 2009 Employee Perception Survey, business leaders and employee volunteers came together to form action teams and work on improvements. The improvements brought about by these teams were communicated across the organization. At present, the organization is gearing up for the next Employee Perception Survey; our collective journey of improvement continues!



**Stakeholder Feedback- Project Delta:** Over and above the various initiatives and practices of seeking feedback, Project Delta was an initiative launched in November 2010, to study and improve specific people processes and practices. The project team consisted of 26 volunteers from across IT businesses. The team interacted with over 250 leaders, managers and individual contributors, to prepare an assessment of 16 people processes. The assessment was done

through interviews and discussions, which were documented with transparency, in the presence of the audience. The team applied the People CMM framework to the project, for the assessment and recommendations. The findings and recommendations were shared with the Senior Vice President – Human Resources – IT businesses. Action planning and implementation are currently work in progress.

**The People Events Calendar** was launched in 2010 - 11, for all IT Businesses and is hosted on the intranet. The e-calendar provides a transparent and comprehensive one-shot view of all critical and significant people impacting events and processes for the year, such as engagement events, compensation revision and reward dates, performance management process dates and career progression dates.

The mid-term and annual performance reviews and career development plan is applicable to all employees in the organization.

## CHANGE MANAGEMENT

*Wipro's IT businesses underwent organizational changes during 2010-11. The organizational changes of 2010-11 were based on the principles of simplicity, agility and functional efficiency. The resultant organizational is comprised of four primary entities: Strategic Business Units (SBUs), Service lines, Go to Market & Global Delivery Organization. Strategic Business Units have been re-defined so as to better align to industry value chain and bring greater value to customers. They are the primary customer facing units and would consist of integrated Go to Market structure (Sales), Delivery and Support Functions.*

Saurabh Govil, Senior Vice President-Human Resources for Wipro's IT businesses explains the Change Management effort.

**Question: Why did the organizational change take place?**

**Saurabh:** *The primary need for this change was to move to a simpler and more agile business model, so that we can better leverage the opportunities that are coming up. The structural change was complemented by a renewed sense of direction and leadership approach.*

**Question: How did the change impact employees?**

**Saurabh:** The change impacted employees differently at different levels. Leaders were more directly affected by the leadership change; managers and employees down the line were more impacted by the structural and operational changes in their day-to-day working. As expected, these changes impacted strategic, operational and process dimensions. The changes posed challenges to existing ways of working and paradigms and called upon leaders and process owners to drive the transition effectively, in a collaborative, sensitive and transparent manner.

**Question: How did the organization understand employee perceptions and reactions to the change?**

**Saurabh:** A communication plan was designed to cascade the structural and operational changes in a cascaded manner, so that employees across levels had sufficient time and support in comprehending and aligning to the changes. The communication sessions consisted of carrying information to employees as well as gathering feedback from them. A customized communication pack was given to leaders, which consisted of talking points, FAQ kits and comprehensive presentation packs. Leaders interacted with their teams to explain the new structure via webcasts and town hall meetings. Employees received frequent updates on the new structure and related announcements; these updates were also made available to all on the intranet.

**Question: How did you respond to these reactions and anxieties / questions?**

**Saurabh:** To do so, an Organizational Change Management Group was created, which worked along with the CEO's office. The group was the central custodian of all internal communication. The change management process adopted the Head-Heart-Hand approach, with the intent of securing the rational and emotional commitment of all stakeholders. The revised organizational structure and operational model was designed to provide strategic benefit to the organization and related stakeholders. The communication of this structure was planned keeping in mind stakeholder priorities and 'emotional' points of impact. In order to achieve a strong logical and emotional connect on the ground, communication and operational tools were created to enable



leaders to drive change effectively. The Change Management Group defined the transition approach, identified change agents and leaders and streamlined processes to enable a smooth operational transition for all employees.

**Question: What is the status of the change management process?**

**Saurabh:** The operational changes are in the implementation phase. However, the experience of a 'New Wipro' will take time to be completely realized. We are in constant touch with employees on this, through channels such as 'Dialogue Now', which enables employees to directly communicate their views and suggestions to the CEO, via a confidential intranet link. We also have a newly created Employee Advocacy Group, which will work on specific matters that impact all employees. These initiatives will forge higher levels of partnership for the journey ahead.



**Aon Hewitt Best Employers**

**Survey:** Wipro participated in the Aon Hewitt Best Employers Survey 2010-11. The survey opened in



August 2010 and 200 organizations participated in it. The survey-to-results process was rigorous and lasted nearly 9 months. The first stage of information gathering involved submission of detailed entries around engagement drivers, people practices as well as submission of responses to the CEO questionnaire. This was followed by an Employee Opinion Survey to gauge employee perceptions. Post the survey, 80 organizations were selected for an onsite audit – Wipro was one among them. The day-long onsite audit consisted of interactions with employee groups, human resource functional leaders and the CEO. The final selection of winners was made after all the audits by a team of empanelled judges. The organizational change management process took place in parallel with the survey and selection stages. Wipro was listed 9th overall and 1st in the IT/ITeS Industry in the Aon Hewitt India's Best Employers Survey 2011. The 25 top companies were announced on 29th April 2011 and are profiled in the 14th May 2011 edition of Outlook Business.

## SAFE AND HEALTHY WORK ENVIRONMENT

Employee safety and health continues to be a core priority at Wipro and the basis for this stems from the value Act with Sensitivity, from the Spirit of Wipro. We view employees as complete individuals and hence health and safety practices are comprehensive. This approach is reflected in our workplace security administration, prevention and mitigation of

health and safety hazards, nutrition offerings, and numerous wellness initiatives. Practices include workplace safety, comprehensive medical policies, physical and emotional wellness, awareness on health and safety and even participatory initiatives from employees. Each year, we strive to make improvements in our performance and raise the bar.

### Building a Safety Net: Our medical policies, health and safety programs and security practices create a secure and healthy workplace environment for employees, across campuses.

#### Secure and Healthy Campus

- Security teams trained in vigilance, surveillance and sensitivity
- Emergency Response Teams with employee volunteers, for quick response to emergencies, response to Mitr and such
- Prevention and mitigation of SOS and emergencies
- Specialized focus on assistance for differently abled employees, safety for women, and expectant mothers
- Working with law enforcement agencies to continuously improve, through drills and simulations
- Educations and Awareness drives, such as Security Week

#### Facilities at major campus premises:

- Occupational Health Centers at 20 locations across India
- Amenities range from basic first aid to emergency care units
- Open 24x7 at major campus locations
- Physical fitness facilities such as gym, tennis court, basketball courts
- Health/ low calorie food options in cafeterias
- 20 facilities certified by ISO 14001:2004 Environmental Management System. 14 facilities certified by OHSAS 18001:2007 (Occupational health and safety assessment series)

#### Comprehensive Medical Benefits Package

- Contributory schemes covering employee, spouse and children, in India:
- Medical Assistance Program covers domiciliary medical expenses
- Mutual Benefit Scheme covers treatment of diagnosed illnesses
- Mediclaim coverage for hospitalization expenses.
- Company paid Accident Insurance and Life Insurance
- Premium reimbursement schemes for Parental Insurance
- Annual Health Check up for managers

#### Comprehensive Health care policies in international geographies:

- Coverage for medical expenses, dental treatment and comprehensive insurance cover.
- Medical Leave categories in India:
- Sick leave for short-term recuperation
- Comprehensive Maternity Leave, Extended Maternity Leave and Adoption Leave options for mothers
- Industrial Injury Leave extended to accidents while commuting to/from office

#### Being Prepared for Retirement and Emergencies

- Survivor Benefit Program in India (monthly amount to family if an employee dies while in service)
- Voluntary Pension Plan in India for all levels. Two different schemes of retirement planning are available to provide choice and flexibility to employees
- Catastrophic Medical Assistance Program to provide support over and above medical insurance, for critical medical emergencies

#### Employee Wellness

Fit for Life program to improve overall health and wellbeing. The program has over 34000 registered users and includes:

- Health Risk Assessment
- Expert advice from doctors, nutritionists and fitness experts.
- Online diet and nutrition counseling
- Online monitoring and tracking of wellness goals
- Yoga and Aerobic sessions
- Lectures and online chats with medical experts on common health issues
- Wellness newsletters, health fairs

#### mitr - Wipro's Counseling Program

- mitr program for emotional counseling as well as specialist legal and financial advice completes 8 successful years
- Network of 20 professionally trained Wiproite counselors-by-choice and external counselors from a leading international Employee Assistance Provider firm
- Accessible 24X7 in person or on phone
- Posters, mailers and advocacy to encourage employees to reach out to mitr in times of need
- Increased impact: 120 caller in 2008-09, 579 in 2009-10, 800 in 2010-11
- Future plans include reaching out especially to expectant mothers



**Comprehensive Education and Feedback on Workplace Health and Safety:** All through the year, various modes of communication are leveraged for educating and reaching out to employees. Apart from mailers and poster campaigns, online surveys, chats, expert sessions and events are an effective and fun way to improve awareness on various health and safety matters. Our safety and health groups remain in constant touch with employees, so as to sustain a sensitive and progressive orientation towards workplace wellness.

**Easy access portals** on the intranet for employees to report Security Incidents and Environment, Health and Safety incidents.

**Online Internal partnership Survey for all employees. Hosted by the Facilities Management Group** - on hospitality, Environment Health and Safety, Transportation and related services. Environment, Health and Safety received high scores from employees

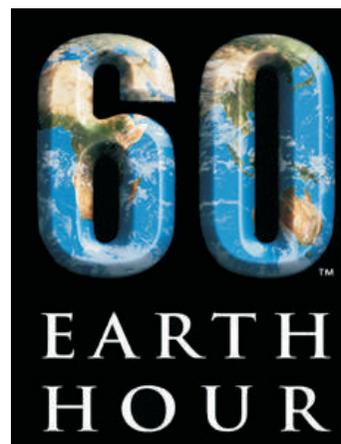
**Ergonomic Education:** The nature of work performed by employees may lead to Repetitive Stress Injury (RSI). This may be caused by poor posture, sustained repetitive tasks, stress and exertion. Ergonomists conduct sessions at major locations to help employees identify and deal with the physical risks of their jobs.

**Celebrating the 40th National Safety Day – March 4, 2011** – Flag Hoisting, pledges, awareness and role plays on emergency preparedness and rewards.

As part of the **World Health Day Celebrations** (April 7, 2010), locations conducted free Health Check-ups and sessions on hygiene and sanitation practices.

**World Environment Day** was observed on June 5, 2010. Events included awareness sessions by Greenpeace, sale of eco-friendly products, emission checks for vehicles, and workshops by experts.

Wipro has been supporting Earth Hour for the last three years. This year, we went one step ahead by celebrating Earth Hour on a working day in order to create a meaningful impact. On Friday, March 25th 2011, Wipro facilities across the globe shut off comfort cooling between 8.30AM and 9.30AM local time.

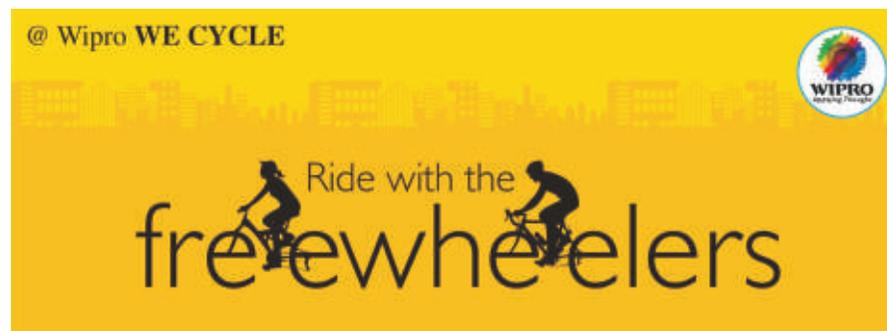


Employees were also encouraged to celebrate Earth Hour in their individual capacity on March 26th, 8.30 PM by switching off lights at their homes and in spreading the word among their friends and families.

The collective benefit - a total of 15.34 tons of Carbon-oxide was saved during the golden hour.

**@wipro We Cycle – A Unique Initiative:** As a commitment to a greener planet and fitter Wiproites, last year we launched the “@ Wipro We Cycle” initiative that aimed to keep employees fit and help contribute towards a

healthier planet. As a part of this initiative, Wiproites can now purchase a bicycle under the two-wheeler loan or Furniture and Equipment Scheme. This initiative was brought under 'Wipro Advantage' a program that enables Wipro employees to avail exclusive discounts/deals on various products/services. On the day of launch, there was a buzz created all around by the cycle camps put up by vendors. Around 100 employees were provided free cycles to ride around the campus and spread their enthusiasm.



## Spirit of Wipro Run

Every year, we conduct the Spirit of Wipro run to reinforce our belief and our employees participate enthusiastically to show their support. In October 2010, we had over 14,000 Wiproites - along with their friends, families and in some cases even Wipro customers - put on their running shoes. The Spirit of Wipro Run 2010, in its fifth edition, was spread across 35 cities from around 15 countries in the world. While each region added its special flavor to the run, the main theme of the marathon was about celebrating the spirit of diversity @Wipro. For the first time, an official Runner's list was launched as a part of the run, where running enthusiasts were given a platform to express their love for running. It also gave them an opportunity to engage with other fellow runners, and this led to the building of a Running Community @Wipro. The runners could also dedicate their run to any of the fellow runners from around the world with their original Spirit of Wipro Run T-shirts. Social Media platforms like Facebook, YouTube and Twitter played a pivotal role in engaging the employees through the event. As a finale to the entire event, Wipro has decided to engage in an afforestation project and plant a tree for each of the 14000 + participants of the run. The project also ensures that these trees are nurtured and well looked after.



## REALIZING ASPIRATIONS: LEARNING AND GROWTH

*A high-performing, talented workforce thrives on learning and development. Training and development is an integral part of the work culture at Wipro. Learning takes place in many different ways. Structured learning takes place via formal, structured programs, workshops and online trainings. Developmental efforts are shaped as longer-term investment, via our lifecycle programs and leadership building platforms, to achieve maximum impact. A large amount of learning takes place on a day-to-day basis, from everyday experiences and sharing with team-mates. Teamwork is an integral driver of our learning culture and our young and energetic workforce rates Teamwork as a satisfactory engagement parameter. The combination of world-class learning programs and systems and our work culture make learning a way of life for all employees at Wipro.*

In a year of change and transformation, the organization strengthened learning and development coverage as well as depth. Training programs were enhanced across levels, in number and in type, in order to keep pace with client expectations. Leadership and capability building efforts were also enhanced to enable leaders to drive change management successfully.

During the year 2010-11, the online **Integrated Talent Management System** increased its offerings by 2300 programs, taking the total size of offerings to nearly 8000 programs. The ITMS fulfills mandatory, broad-based learning requirements as well as individual training needs which are stored in the form of Individual Learning Plans. Every Wipro employee has an Individual Learning Plan that addresses individual learning needs. Employees across Wipro IT business now have a broader and deeper basket of ITMS offerings to choose from. At least 10% of the content on the ITMS is created by in-house leaders and technical experts from within the IT businesses.

The reach and coverage of the Talent Transformation expertise was enhanced by the introduction of the Certified Talent Transformer initiative, in 2010-11. The Certified Talent Transformer initiative is envisioned around a 'learn-while-you-share' approach. In-house professionals, who are keen to share their expertise and experience by training others, are trained on classroom or online facilitation. Through this initiative,

493 in-house middle and senior level employees were trained to become trainers. These trainers were selected for their knowledge and skill and were trained by 18 Master Trainers from the Talent Transformation function. **Certified Talent Transformers** use structured training material as well as their own experiences to maximize the value of this approach. The Certified Talent Transformer community has trained nearly 15000 employees so far, on Technical, Behavioural and Business skills.

### **Enabling young employees – Launch of the Real Life Lab.**

Every year, Wipro recruits thousands of young graduates from reputed campuses across India. In order to prepare them with the necessary skills and perspectives required to succeed in a project environment, the graduates undergo a formal training program named the **'Project Readiness Program' (PRP)** before they are assigned to work on projects. The PRP enables a smooth transition for our young talent from the academic mould into a corporate mould. The framework and the curriculum of the PRP has been designed based on inputs from business leaders and draws on the collective expertise of over 180 faculty members. The PRP is upgraded every year and in 2010-11 a significant improvement was made with the introduction of the Real Life Lab. The Real Life Lab is a 'live' learning environment for employees who join Wipro Technologies from academic and engineering institutions. New employees undergo intensive training soon after joining, of which 2 weeks is spent at the **Real Life Lab**. While at the lab, 'real-life' work and learning scenarios, in the form of case studies and scenarios, are used to familiarize employees with working in a project environment. The lab helps accelerate learning and hone their technical and project skills.

**The WASE program** (Wipro Academy of Software Excellence) continued to make progress during the year. Introduced in 1995, this pioneering initiative has enabled Wipro in preparing best-in-class young talent. The WASE program consists of an 8-semester (four years) off-campus collaborative MS Program with the Birla Institute of Technology & Science (BITS), Pilani (Rajasthan, India). Students receive technical and academic inputs as well as the opportunity to apply their learning in live projects. In 2010-11, 2023 students joined the WASE program.

**Global Delivery Capability Building:** The Global Delivery Organization is the largest employee group, consists of all IT technology and service delivery offerings. All customer facing projects within Wipro Technologies function within the overview

of the Global Delivery Organization. Technical and Project management skills are hence key business enablers and success factors. Roles and responsibilities across levels are clearly defined by our Role Based Framework which is available to all employees on our intranet portal. The framework carries a clear explanation of roles, skills and competencies and career paths available. The Unified Competency Framework enables technical competency building to create a competitive edge for our business. The framework helps in identifying technical competency needs of people and businesses, assessing gaps and enabling competency development for employees. By structured training and evaluation methods, the UCF enables a steady pool of competent engineers, which is necessary for addressing the business' growth needs. In 2010-11, 29158 employees underwent training and assessment vis-à-vis the UCF, of which 84.5% successfully cleared the assessments - 7% higher than 2009-10.

Project Management capability expectations have evolved over the years and we have a comprehensive approach to build capability across levels, covering all aspects of people, process, and cultural excellence. First-time managers handling operational responsibilities participate in the Future Manager Program. Successful completion of the FMP then paves the way to prepare for the next step, which is the Project Manager Academy which prepares front-line managers build critical operational and managerial skills. In 2010-11, customized interventions were initiated to enhance capability at middle and senior levels. At the middle management level, the Delivery Manager Academy offers individualized development. Delivery Managers are entrusted with driving growth, operational efficiencies, customer relationships and people engagement. Hence, the academy has been designed based on extensive inputs from senior management and current industry requirements. The program is delivered by experienced faculty drawn from within the organization as well as premier academic institutes such as the Indian Institute of Management, Bangalore (IIMB). The learning methodology is a blend of live and online learning modules, video-based-learning and case-based workshops. The course has been structured to ensure that participating managers apply the learning in their own work environment through on-the-job assignments to be completed under the guidance of mentors drawn from the senior management of the organization. In 2010-11, 870 Delivery Managers were training under this program.

**Growth Centers** were introduced to build Program Manager capability across all business units. A Growth Center is a development center aimed at assessing and developing our current pool of program managers. The approach consists of psychometric assessment, expert panel interviews and development via training, coaching and mentoring. The initiative was designed in-house with inputs from job experts, business leaders and psychologists from external agencies specializing in the field of behavioral assessments. 52 program managers attended Growth Center interventions during FY 10-11.

**Encouraging High Potential:** In 2010-11, 40 graduates joined a newly instituted STAR Program. The program focuses on selection of engineering graduates from premier colleges and putting them through a 2 year program which focuses on a fast track career plan aligned to business goals. A core team of trainers and business leaders mentor the program and are involved in recruitment, training, assessment and on-the-job deployment of participants. 34 out of 40 participants have completed their first assignments in project delivery operations. The second batch of 43 graduates has joined us in July 2011.

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## PROJECT MANAGEMENT AND TECHNICAL CAPABILITY BUILDING



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**Leadership Capability Building:** Our leadership lifecycle programs continue to prepare employees at different levels for current and future leadership responsibilities. The leadership lifecycle addresses leadership at various levels, from personal leadership for young professionals, to global leadership for future CEOs.



In 2010-11, CHRD experts conducted a learning needs identification exercise for top, senior and middle level executives across IT businesses, via questionnaire, group discussion and one-to-one interviews. Based on this exercise and the organization's strategic priorities, the CHRD team enhanced existing programs



and introduced new ones. New programs focused on specific aspects of leadership such as Building a Leadership Brand. Some offerings were focused on sensitivity and people development, such as Building Trust, Cross Cultural orientation, Emotional Intelligence and Talent Building. The team covered nearly 12000 middle, senior and top level executives through their programs during the year.

**Process Training at Wipro BPO Solutions:** Given the dynamic business conditions and the highly demanding and intense work environment of the BPO industry, there is a need to continuously refresh and update skill levels and expertise. Each Wipro BPO business process caters to a specific customer segment. The nature of work varies across processes, based on the technical complexity, nature of product or service offering. Each process within Wipro BPO has a robust training mechanism in place in order to provide comprehensive work related training to employees. Every new hire at a Wipro BPO process undergoes 2 weeks of pre process training, followed by process training. Pre-Process training focuses on Voice and Accent and helps orient employees with functional cross-cultural skills. Process Training trains employees on specific work processes and tools and equips them with concepts, operations skills. Process training consists of classroom instruction as well as on-the-job training and lasts 2-16 weeks. At the end of every week/stage an assessment is conducted to gauge

learning progress. The training design includes modules on organizational culture, Spirit of Wipro and corporate etiquette.

**Top Honours!** In 2010, Wipro was awarded the American Society for Training and Development Award for its learning and development practices for the seventh year in succession. Wipro is the only organization globally, to win this award seven times in a row. Organizations nominated for this award are evaluated by an external independent panel.



#### **Accelerated Career Framework:**

At Wipro, the entire spectrum of roles is divided into different career groups, based on the associated responsibilities and competencies. Based on feedback from employees as well as a benchmarking exercise with companies, a significant change was made to the career grouping structure in July 2010, in the form of an 'Accelerated Career Framework' (ACF). Before the ACF was launched, employees who joined Wipro from campus experienced career band promotion after spending 4-5 years in the organization. This practice was out of sync with the organizational merit-based differentiator approach and promotion criteria. Thus, a decision was made to bifurcate one of the core career groups into two. Engineering campus hires are now eligible for progression to the next career group, after completion of 3 years (1 year as a probationer and 2 years as a confirmed employee). The change also enables them to enjoy higher compensation. It ensures that employees with more experience and skills are differentiated from those who join fresh from campus. The change exercise was a major one, and involved changes in the career group and compensation of over 30,000 employees. All employees who were moved to the higher career group were also given the hike in compensation associated with career group progressions. All people related policies were also updated according to the new career grouping structure.

## OVREVIEW OF PEOPLE POLICIES

### Assisting in money management

- Basket of allowances to choose in Wipro Benefits Program, ranging from meal vouchers to retirement investment plan
- Revision in Car running and maintenance limits and Telephone allowance to keep up with the market trends. Since July 2011
- Furniture and equipment scheme
- Interest free loans
- **Wipro Advantage** - special price tie ups for products under lifestyle, health and fitness, finance, electronics
- Arthashastra - in-house financial planning portal
- Company lease car portal now provides a comparative view of savings from company car leasing vs. a car finance loan



### Rewarding performance

- Restricted Stock Unit grants

### Retirement benefits and benefits for contingencies

- PF, Gratuity, Survivor Benefit Program, 401 (K) plan and retirement plans for each geography in accordance with laws and best industry practices

### Flexible work arrangements

- Added flexibility to Optional Holiday scheme with the option to change OPH chosen in case of a compelling reason
- Special Compensatory off given to employees who get engaged in recruitment/ training activities on a weekend
- Sabbatical Leave program-unpaid study leave for maximum 2 years

**Policies for Retainer Employees:** The 'retainer' employee model is a well established one in the corporate sector today, especially in the IT industry. Retainerships are assignments that are mutually beneficial to the individual and organization and are formalized by legally valid contracts. Traditionally, retainerships were created to fulfill low-skilled positions of a temporary nature. However, today the retainership is a flexible employment offering, opted for by specialists, consultants and freelance experts. Across Wipro's IT businesses, retainers fulfill important and basic positions in technical and functional roles. Retainer terms and conditions include mandatory benefits such as Provident Fund and paid leave. Retainers in specialized roles who are required to travel or relocate for official requirements are eligible for appropriate travel and relocation expense reimbursements. Retainers are also covered by a medical insurance package that covers hospitalization, life insurance and accident insurance.

## DIVERSITY AND INCLUSIVITY

*Wipro's business success is a reflection of the quality and skill of its talented and diverse workforce. We believe in treating all people with respect and dignity. We strive to create and foster a supportive and understanding environment. We are diverse among many dimensions: race, ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, education and experience. The wide array of perspectives that results from such diversity promotes innovation and business success. Managing diversity makes us more creative, flexible, productive and competitive. Our focus on Diversity and Inclusivity has gathered significant momentum over the last three years and today it is seen as a key aspect of our work culture and ethos. This diversity charter focuses on four primary pillars: Gender, Nationalities, People with Disabilities and Underprivileged sections.*

### Our Global Workforce

- Globally, the workforce consists of employees from across 69 nationalities
- In 2010-11, 19% of the IT Businesses workforce is non-Indian as against 7% in 2009-10 and 5% in 2008-09
- In 2010-11, 7.6% of our hires were non Indians – we have hired across 43 nationalities
- Of the total workforce outside India, 38% are local nationals
- 28% of our workforce in the IT business consists of women employees, up from 26.8% in 2008-09
- At the close of 2010-11, 253 persons with disability were employed at Wipro, in different roles and employment categories across geographies

### Building a culture of Diversity

Diversity and Inclusivity orientation is reinforced at every level of the organization. This orientation begins with the hiring process and extends to Wipro's interactions with the external world.

### Diversity Orientation Training Workshops

Diversity Classroom Workshops were held across locations, to build awareness and capability for gender and disability sensitization. These workshops covered over 1000 employees. Based on this one-day workshop, an online training module was created, for all employees. This module is now mandatory for all employees.

**Celebrating Diversity** – the Wipro Diversity Festival - In 2010-11 we celebrated The Wipro Diversity Festival online, it was an organization wide - largest virtual event in the history of Wipro. This event took place on the Xperience Wipro Platform on Facebook and Twitter.

### Diversity and Inclusivity online Training Module

- Increasing employees and colleagues confidence in their ability to work with employees with diverse background.
- Showing that reasonable accommodation is not necessarily complex or expensive.
- Exploring frequently held attitudes toward diverse work force and how those attitudes impact on the employer's ability to evaluate, hire, work with and supervise everyone equally.
- Educating employees and colleagues on language and etiquette.
- Use of exercises, case studies, videos and plays.
- Now available as a mandatory e-learning module for all employees.

### Gender Diversity – the Women of Wipro program

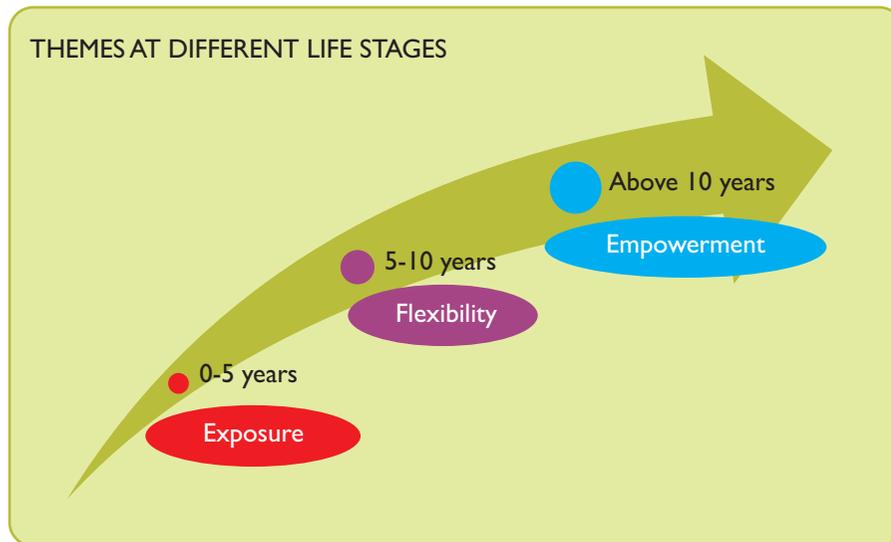
The Women of Wipro program is a strategic business enabler for Wipro. For a global organization such as ours, talent and workforce diversity is a key success factor. The objectives of Women of Wipro are to reduce the attrition of women employees, facilitate increased numbers of women managers at a senior level, and develop Wipro as an equal opportunity employer with world-class practices to nurture

women employees. The program brings together women employees across business units and locations in Wipro who have the passion for extraordinary personal and social transformation, working together for better causes and common goals.

#### Training & Induction of students from economically under privileged backgrounds in the WASE Program

A special training was initiated for 86 students from economically underprivileged backgrounds who, despite satisfactory academic scores, could not clear the Wipro Academy of Software Excellence entrance interview. Students attended a special course of 4 weeks conducted by NIIT. At the end of the course, 53 students were selected for the WASE program. The course made a significant positive impact on their communication skills and employability.

**Women of Wipro Themes** – The WOW approach is based on 3 major themes according to the life-stages of a woman employee. The themes are built into in our people processes and practices, to achieve Women of Wipro goals.



**People with Disabilities** – In 2009, Wipro introduced a comprehensive framework designed to aid the inclusion and a high degree of contribution by employees with disabilities who worked with Wipro. This laid the foundation to welcome more people with disability into Wipro. We believe that an environment that is automatically inclusive is basic to facilitating not just employment but career building for persons with disability.

Across Wipro, 82 persons with disabilities joined the organization in 2010-11 across various roles. We currently employ 253 persons with disability working with us today in different roles and employment categories across geographies. They have voluntarily declared their disability in the year 10-11, via a Self Identification Form. We have also introduced a Reasonable Accommodation policy, to enable managers and HR teams in providing an inclusive environment.

## ACCESSIBILITY AND REASONABLE ACCOMMODATION

- Campus infrastructure enhanced at Wipro Campus Facilities
- Single point of contact at each location
- Access audits of all Wipro buildings held
- Structures process created to check and maintain accessibility, as part of OHAS\*\* Compliance
- Customized travel and vehicles provided for easier commute
- Relocation and job rotation options based on personal needs
- Ramps, Railing, Wheelchairs, Voice Announcements in Elevators
- Reserved Parking, Accessible Washrooms, Braille Signage, Improved General Signage

## RECRUITMENT

- Job fairs, walk-in interviews
- Partnerships with NGOs and Academic Institutions for hiring people with disability
- Job descriptions made inclusive in description
- No restriction on role availability for people with disability. Fitment based on skill
- Detailed sensitization for interviewers
- Customized induction process to welcome people with disability

\*\* Occupational Health & Safety Assessment Series



## WIPRO'S DIVERSITY FRAMEWORK FOR PEOPLE WITH DISABILITIES

“When we set out on a journey to make Wipro more inclusive for People With Disabilities, we had resolved that we would not limit our efforts to just increasing the number of employees with disabilities. Our approach covers our employees, partners, associates and guests, and focuses on enabling serious careers for employees with disabilities. In the last year, employees worked closely with our Facilities Management Team across locations to make our premises accessible, the first phase of IS applications were made accessible and we now have over 300 employees who contribute to our success through mainstream roles and functions. We also won an award from the National Society For Equal Opportunities For The Handicapped, India for our efforts. We hope to be known as a truly inclusive place for persons with disabilities.”

Isaac George  
Vice President, Human Resources.



Wipro was awarded the 2010 award by the National Society For Equal Opportunities For The Handicapped (NASEOH) for promoting equal opportunity for People With Disability.



Wipro was awarded the Mphasis Universal Award 2010 for its work towards the cause of Accessibility by the National Centre for Promotion of Employment for Disabled People (NCPEDP)

## POLICIES

- 54 people policies across IT Businesses audited and modified for inclusivity
- Disability policy and framework formed
- Campus accessibility guidelines aligned to universal guidelines\*
- Introduction of the reasonable accommodations policy and self declaration of disability and assistance needs

## TRAINING

- Training needs identification process modified to fulfill inclusivity needs
- Assistive Technologies such as reading software, magnifiers, narrators made available
- Sensitization training held for security and hospitality teams
- Diversity appreciation training created for leaders

\* Accessibility for the disabled - based on United Nations Economic and Social Commission for Western Asia (ESCWA)

## HEALTH AND SAFETY SUPPORT

- Robust policy package systems: Maternity Leave, Extended Maternity Leave, Adoption Leave
- Over 85% of women returning from parental choose to stay with Wipro
- Tie-ups with Crèches in Major Cities
- Campus security personnel training for special focus on safety for women employees
- High monitoring of transportation, pick-up and drop facilities with escort guards and 24x7 toll free helpline availability

## ‘EQUAL OPPORTUNITY’ IN ALL PEOPLE PRACTICES

- Merit-based compensation
- Male:Female gender ratio steady at 1
- Learning and growth equally availed based on merit and learning needs



## WIPRO'S GENDER DIVERSITY FRAMEWORK

“It has been a great learning experience so far. We have had 6 sessions and have discussed on various topics like customer interactions, strategy and delivery focus. The sessions were very focused and have helped me understand the leaders thought process in a situation. The trainer compliments it with practical examples. I am looking forward to learn a lot from these sessions and from the program”

– Workshop participant.

“The philosophy behind this charter on gender inclusivity is quite simple - We aspire to create a sensitive organization where men and women alike can flourish and grow in their careers with a holistic approach towards performance and work. This commitment is also about creating a workplace where women employees can continue their careers through different life-stages and as an organization we would provide the right opportunities and support.”

Sunita Cherian

Vice-President, Human Resources.



In 2010, Wipro was awarded a Special Recognition Award towards Building Best Practices in the area of Gender Diversity at the Nasscom Diversity & Inclusivity Summit.



In 2010, Wipro Technologies was ranked #6 by the Association of Diversity Council (USA)



In 2011, Wipro Technologies was ranked #2 by the Association of Diversity Council (USA)

## GOVERNANCE

- Corporate diversity council of 15 top management leaders
- Women of wipro council at each business unit and location to maximise reach

## CUSTOMIZED LEARNING AND DEVELOPMENT INITIATIVES

- Wipro Women Leadership Program - 43 high potential women leaders trained in 2010-11
- Mentoring for women leaders - 100 successful mentoring relationships
- Special effectiveness and parenting workshops to enhance awareness and skills

## ATTRACTING AND RECRUITING

### DIVERSE TALENT

- Recruiters trained to be sensitive to gender and inclusivity
- Recruitment drives to boost gender ratio of new hires

### Breaking all Barriers Contest

We ran a month long contest called 'Breaking All Barriers', which consisted of employees reviewing Wipro workplace premises on accessibility, to create awareness around enabling Persona With Disabilities via providing best infrastructural support. Over 14 Wipro locations, including Romania and Atlanta were covered by the teams based on universal guidelines on accessibility for persons with disability and Wipro's checklist of building awareness.

Wipro Infotech's service lines operate on a talent intensive business model, consisting of skilled employees who design and implement IT services for clients that include day-to-day IT support and administration. A significant portion of the workforce deployed for this skill comprises of partner employees, who are employed by multiple authorized vendors and deployed at Wipro operational client sites, in IT management roles. This business model provides strategic advantage to Wipro's IT service offerings. At the close of 2010-11, the number of partner employees was 10495, with the majority aligned to the Professional Services Division service line. With an aim to groom and build this talent pool, Wipro Infotech has developed a focused framework to engage and develop partner employees during 2010 - 11.

## PARTNER EMPLOYEE ENGAGEMENT AT WIPRO INFOTECH

*At Wipro, we believe that the extended people supply chain is a valuable organizational contributor. Partner employees must therefore feel the benefit of working in an open and fair work environment. Our efforts towards this extend beyond policies and benefits; rather, we strive to create an experience of learning and self-led development for all. Engagement and development practices for partner employees have been designed in line with our values and our Code of Business Conduct. These practices are based on the same principles of merit and non-discrimination that drive our core people practices.*

Wipro Infotech's service lines operate on a talent intensive business model, consisting of skilled employees who design and implement IT services for clients that include day-to-day IT support and administration. A significant portion of the workforce deployed for this skill comprises of partner employees, who are employed by multiple authorized vendors and deployed at Wipro operational client sites, in IT management

roles. This business model provides strategic advantage to Wipro's IT service offerings. At the close of 2010-11, the number of partner employees was 10495, with the majority aligned to the Professional Services Division service line. With an aim to groom and build this talent pool, Wipro Infotech has developed a focused framework to engage and develop partner employees during 2010-11.

The first step was to set up a dedicated team consisting of senior employees from business and talent management, to drive the initiative. The initial objective was to create a strong foundation of engagement, in terms of talent assimilation and development. The partner employee engagement team ensured a streamlined engagement process, through regular client site visits, one-to-one discussions, team celebrations and other events. As a next step, specific processes to better assimilate and develop partner employees were initiated. These include:

- Weekly Induction sessions; these include modules of the Spirit of Wipro values, Code of Business Conduct and Ethics (COBCE) and Security policies. During 2010-11, 70% of partner employees participated in COBCE workshops
- Formal inclusion in the site-o-meter survey, by which employees convey specific workplace related feedback on aspects such as workplace conditions, hygiene, development, processes etc. Based on survey feedback, action plans are drawn up with specific timelines for closure. The site-o-meter currently extends to all employees at the Professional Services Division and in future may be extended to other talent intensive service lines of Wipro Infotech
- Performance Management and Career Management processes for partner employees were initiated. These enable performance reviews and structured feedback sharing. Opportunities to acquire new skills, build capability and explore careers with Wipro were also made available to partner employees
- Partner employees now have access to the Synergy intranet portal, which includes information on available project opportunities. It also enables easy processing of claim reimbursements and attendance record management
- A Reward and Recognition framework was established formally for partner employees

As a parallel initiative to ensure compliance to legal and human rights aspects, the Partner Employee Engagement team also invited partners to disclose their hiring and people management processes through an audit. 96% of partners participated in the

audit, which was followed by remedial action and follow-up. This is an on-going process, to collectively make continuous improvements with respect compliance. We will progressively extend this to other business units of the organization.

## EMPLOYEE CONSULTATION & REPRESENTATION

A cross functional team with representation of employees from project teams, contract staff and operations/facility management team exists across locations. These committees are anchored by the location operations team and take part in risk assessments, safety inspections, water audits & balance studies, hygiene & food quality assessments and in green initiatives. Over 500 employees are part of these groups with representation across gender and physical abilities. Over the next few years, we look to institute this at more centers.

### Formation of Employee Committees and Forums



#### Safety Committee

A committee of cross functional members that participate in risk assessments and safety inspections which are reviewed Quarterly - 7 locations



#### Food Committee

A committee of cross functional members that participate in Hygiene assessments & Provide feedback on food quality - 4 locations



#### Other Committee

Green Initiatives Committee: Consisting of cross functional members that discuss and implement green initiatives – 1 location  
WOW – Women representatives that provide health & hygiene suggestions – 1 location



#### Water Committee

A committee of cross functional members that participate in water audit & balance studies - 2 locations

## EMPLOYEE CITIZENSHIP IN ACTION

*Employees are partners in our organizational efforts to create meaningful impact on people, communities and future generations. Since inception of Wipro's Good Citizenship programs, employees have volunteered in different ways to initiatives such as Wipro Cares, eco-eye, Mission I 0X and many others. Irrespective of the length of the engagement, the participation benefits the end recipient, the organization as well as the employee.*

Every year, Wipro employees across India volunteer their services towards multiple initiatives run by Wipro Cares. Established in 2004, Wipro Cares is a not-for-profit initiative of Wipro that engages with the community outside Wipro in the areas of Education, Environment, Health Care and Disaster Rehabilitation. Wipro Cares' educational initiatives are founded on the belief that education is the key which can open doors to self-help and change. The initiatives are focused on meeting the educational needs of the urban poor, children in particular. Wipro Cares offers opportunities for holistic development such as running bridge schools, non formal schools, providing vocational training and training teachers to engage with empathy. During 2010-11, nearly 200 Wipro employees across urban India volunteered their services for various Wipro Cares activities at schools, orphanages and other institutions.

### Joy of Giving

The Joy of Giving Week is India's "festival of giving". In 2010, Wipro Cares led the events of the week in collaboration with GOONJ. GOONJ runs a 'Vastradaan' initiative that provides clothes and other amenities to far-flung villages, collecting on an average 20,000 kg (about 1.2 lakh units) of clothing every month, processing it and distributing it through a unique clothes-for-work program.

During the Joy of Giving week, employees across Wipro IT businesses, Wipro Infrastructure and Wipro EcoEnergy donated old clothes and school kits to GOONJ. Many new volunteers signed up with Wipro Cares during the week and many more sent in monetary contributions towards the Wipro Cares Trust.

## EMPLOYEE COUNT - BY SENIORITY, GEOGRAPHY AND AGE GROUP

WIPRO TECHNOLOGIES

	2010-11			2009-10			2008-09		
<b>BAND</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Associates	40699	19804	60503	35208	17318	52526	33088	15601	48689
Middle	9900	1222	11122	8628	1057	9685	8790	1056	9846
Senior	1775	180	1955	1542	178	1720	1464	151	1615
Top	104	4	108	117	4	121	95	4	99
<b>TOTAL</b>	<b>52478</b>	<b>21210</b>	<b>73688</b>	<b>45495</b>	<b>18557</b>	<b>64052</b>	<b>43437</b>	<b>16812</b>	<b>60249</b>
	2010-11			2009-10			2008-09		
<b>GEOGRAPHY</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	40241	17004	57245	33394	16326	49720	32234	14991	47225
Americas	6944	2271	9215	7071	1291	8362	6770	1202	7972
Europe	3622	1320	4942	3664	584	4248	3518	478	3996
Others	1472	568	2040	1075	308	1383	634	113	747
Japan	199	47	246	291	48	339	281	28	309
<b>TOTAL</b>	<b>52478</b>	<b>21210</b>	<b>73688</b>	<b>45495</b>	<b>18557</b>	<b>64052</b>	<b>43437</b>	<b>16812</b>	<b>60249</b>
	2010-11			2009-10			2008-09		
<b>AGE GROUP</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<30 years	31718	17847	49565	23295	14687	37982	24181	13894	38075
30 - 50 years	19858	3117	22975	697	239	936	18852	2787	21639
>50 years	902	246	1148	21503	3631	25134	404	131	535
<b>TOTAL</b>	<b>52478</b>	<b>21210</b>	<b>73688</b>	<b>45495</b>	<b>18557</b>	<b>64052</b>	<b>43437</b>	<b>16812</b>	<b>60249</b>

## EMPLOYEE COUNT - BY SENIORITY, GEOGRAPHY AND AGE GROUP

WIPRO INFOTECH

	2010-11			2009-10			2008-09		
<b>BAND</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Associates	9701	1854	11555	8728	1519	10247	7719	1189	8908
Middle	1628	95	1723	1430	97	1527	1183	76	1259
Senior	304	9	313	277	9	286	248	8	256
Top	16		16	17		17	13	0	13
<b>TOTAL</b>	<b>11649</b>	<b>1958</b>	<b>13607</b>	<b>10452</b>	<b>1625</b>	<b>12077</b>	<b>9163</b>	<b>1273</b>	<b>10436</b>
	2010-11			2009-10			2008-09		
<b>GEOGRAPHY</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	10639	1888	12527	9580	1571	11151	8480	1239	9719
Americas	12		12	17		17			
Europe	25	1	26	27		27			
Others	973	69	1042	828	54	882	683	34	717
Japan			0			0			
<b>TOTAL</b>	<b>11649</b>	<b>1958</b>	<b>13607</b>	<b>10452</b>	<b>1625</b>	<b>12077</b>	<b>9163</b>	<b>1273</b>	<b>10436</b>
	2010-11			2009-10			2008-09		
<b>AGE GROUP</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<30 years	6847	1609	8456	5833	1299	7132	5651	1037	6688
30 - 50 years	4758	347	5105	4572	323	4895	3477	235	3712
>50 years	44	2	46	47	3	50	35	1	36
<b>TOTAL</b>	<b>11649</b>	<b>1958</b>	<b>13607</b>	<b>10452</b>	<b>1625</b>	<b>12077</b>	<b>9163</b>	<b>1273</b>	<b>10436</b>

## EMPLOYEE COUNT - BY SENIORITY, GEOGRAPHY AND AGE GROUP

WIPRO BPO

	2010-11			2009-10			2008-09		
<b>BAND</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Associates	15917	8013	23930	16505	8228	24733	15272	6822	22094
Middle	436	110	546	370	95	465	318	87	405
Senior	129	22	151	133	22	155	112	21	133
Top	9	1	10	9	1	10	9	1	10
<b>TOTAL</b>	<b>16491</b>	<b>8146</b>	<b>24637</b>	<b>17017</b>	<b>8346</b>	<b>25363</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>
	2010-11			2009-10			2008-09		
<b>GEOGRAPHY</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	15225	5692	20917	16117	6421	22538	15290	6105	21395
Americas	158	369	527	146	317	463	50	72	122
Europe	286	926	1212	208	698	906	95	243	338
Others	745	1116	1861	546	910	1456	276	511	787
Japan	77	43	120	0	0	0			
<b>TOTAL</b>	<b>16491</b>	<b>8146</b>	<b>24637</b>	<b>17017</b>	<b>8346</b>	<b>25363</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>
	2010-11			2009-10			2008-09		
<b>AGE GROUP</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<30 years	11816	6112	17928	12919	6596	19515	12132	5668	17800
30 - 50 years	4588	1932	6520	3758	1214	4972	3525	1250	4775
>50 years	87	102	189	340	536	876	54	13	67
<b>TOTAL</b>	<b>16491</b>	<b>8146</b>	<b>24637</b>	<b>17017</b>	<b>8346</b>	<b>25363</b>	<b>15711</b>	<b>6931</b>	<b>22642</b>

## NEW HIRES - GENDER WISE, LEVEL WISE SPLIT

	Wipro Technologies			Wipro Infotech			Wipro BPO*			Wipro IT Business		
	2010-11			2010-11			2010-11			2010-11		
Level	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associate	14160	6317	20477	3642	720	4362	8257	3204	11461	26059	10241	36300
Middle	1981	221	2202	380	18	398	24	3	27	2385	242	2627
Senior	259	20	279	29	0	29	4	3	7	292	23	315
Top	5	0	5	0	0	0	0	0	0	5	0	5
<b>Total</b>	<b>16405</b>	<b>6558</b>	<b>22963</b>	<b>4051</b>	<b>738</b>	<b>4789</b>	<b>8285</b>	<b>3210</b>	<b>11495</b>	<b>28741</b>	<b>10506</b>	<b>39247</b>

## NEW HIRES - REGION WISE, LEVEL WISE SPLIT

	Wipro Technologies			Wipro Infotech		
	2010-11			2010-11		
GEOGRAPHY	Male	Female	Total	Male	Female	Total
India	14656	6224	20880	3920	734	4654
Americas	898	174	1072			
Europe	422	64	486			
Others	396	94	490	131	4	135
Japan	33	2	35			
<b>TOTAL</b>	<b>16405</b>	<b>6558</b>	<b>22963</b>	<b>4051</b>	<b>738</b>	<b>4789</b>

## EMPLOYEE ATTRITION - BY GEOGRAPHY AND AGE GROUP

WIPRO TECHNOLOGIES

	2010-11			2009-10			2008-09		
<b>GEOGRAPHY (In Absolute Numbers)</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	9257	4196	13453	6931	2953	9884	7043	2755	9798
Americas	1257	232	1489	749	176	925	983	247	1230
Europe	345	62	407	326	52	378	316	58	374
Others	164	56	220	97	27	124	74	11	85
Japan	33	5	38	28	5	33	32	2	34
<b>TOTAL</b>	<b>11056</b>	<b>4551</b>	<b>15607</b>	<b>8131</b>	<b>3213</b>	<b>11344</b>	<b>8448</b>	<b>3073</b>	<b>11521</b>
	2010-11			2009-10			2008-09		
<b>GEOGRAPHY (In Percentage)</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	25.14%	25.18%	25.15%	20.76%	18.90%	19.88%	21.50%	18.50%	20.60%
Americas	17.94%	13.03%	16.94%	10.59%	13.63%	11.06%	15.00%	23.60%	16.20%
Europe	9.47%	6.51%	8.86%	8.90%	8.90%	8.90%	9.10%	12%	9.50%
Others	12.88%	12.79%	12.85%	9.02%	8.77%	8.97%	13.80%	12%	13.50%
Japan	13.47%	10.53%	12.99%	9.62%	10.42%	9.73%	10.70%	6.80%	10.30%
<b>TOTAL</b>	<b>22.57%</b>	<b>22.89%</b>	<b>22.66%</b>	<b>17.87%</b>	<b>17.31%</b>	<b>17.71%</b>	<b>19.40%</b>	<b>18.60%</b>	<b>19.20%</b>
	2010-11			2009-10			2008-09		
<b>AGE GROUP</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<30	6174	3572	9746	4590	2585	7175	4830	2422	7252
30 - 50	4727	931	5658	3449	604	4053	3534	627	4161
>50	155	48	203	92	24	116	84	24	108
<b>TOTAL</b>	<b>11056</b>	<b>4551</b>	<b>15607</b>	<b>8131</b>	<b>3213</b>	<b>11344</b>	<b>8448</b>	<b>3073</b>	<b>11521</b>
<b>INVOLUNTARY ATTRITION - TOTAL: 1.89%</b>									

## EMPLOYEE ATTRITION - BY GEOGRAPHY AND AGE GROUP

WIPRO INFOTECH

	2010-11			2009-10			2008-09		
<b>GEOGRAPHY</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	2234	309	2543	1421	178	1599	1541	194	1735
Americas			0	1		1			
Europe	2		2	1		1			
Others	58	12	70	36	3	39	69	9	78
Japan			0			0			
<b>TOTAL</b>	<b>2294</b>	<b>321</b>	<b>2615</b>	<b>1459</b>	<b>181</b>	<b>1640</b>	<b>1610</b>	<b>203</b>	<b>1813</b>
	2010-11			2009-10			2008-09		
<b>GEOGRAPHY</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	16.4%	2.3%	24.3%	11.8%	1.5%	13.2%	19.20%	18.00%	19.10%
Americas	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Europe	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Others	0.4%	0.1%	0.7%	0.3%	0.0%	0.3%	16.30%	32.10%	16.30%
Japan	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
<b>TOTAL</b>	<b>16.9%</b>	<b>2.4%</b>	<b>25.0%</b>	<b>12.1%</b>	<b>1.5%</b>	<b>13.6%</b>	<b>18.80%</b>	<b>18.30%</b>	<b>18.80%</b>
	2010-11			2009-10			2008-09		
<b>AGE GROUP</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<30	1201	236	1437	865	138	1003	949	148	1097
30 - 50	1089	84	1173	592	43	635	658	54	712
>50	4	1	5	2		2	3	1	4
<b>TOTAL</b>	<b>2294</b>	<b>321</b>	<b>2615</b>	<b>1459</b>	<b>181</b>	<b>1640</b>	<b>1610</b>	<b>203</b>	<b>1813</b>
<b>INVOLUNTARY ATTRITION - TOTAL: 2.96%</b>									

## EMPLOYEE ATTRITION - BY GEOGRAPHY AND AGE GROUP

WIPRO BPO

	2010-11			2009-10			2008-09		
<b>GEOGRAPHY</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	9353	4179	13532	9349	4621	13970	9969	4204	14173
Americas	80	204	284	82	143	225	1	5	6
Europe	84	175	259	24	67	91	26	51	77
Others	229	341	570	199	323	522	73	99	172
Japan	93	58	151	0	0	0	0	0	0
<b>TOTAL</b>	<b>9839</b>	<b>4957</b>	<b>14796</b>	<b>9654</b>	<b>5154</b>	<b>14808</b>	<b>10069</b>	<b>4359</b>	<b>14428</b>
	2010-11			2009-10			2008-09		
<b>GEOGRAPHY</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
India	59.7%	69.0%	62.3%	59.5%	73.8%	63.6%	67.10%	71.80%	68.40%
Americas	52.6%	59.5%	57.4%	83.7%	73.5%	76.9%	4.00%	13.90%	9.80%
Europe	34.0%	21.6%	24.5%	15.8%	14.2%	14.6%	47.30%	36.00%	39.20%
Others	35.5%	33.7%	34.4%	48.5%	45.5%	46.6%	46.80%	34.60%	38.90%
Japan	120.8%	134.9%	251.7%	0.0%	0.0%	0.0%	0%	0%	0%
<b>TOTAL</b>	<b>58.6%</b>	<b>60.0%</b>	<b>59.2%</b>	<b>59.0%</b>	<b>67.5%</b>	<b>61.7%</b>	<b>66.70%</b>	<b>69.00%</b>	<b>67.40%</b>
	2010-11			2009-10			2008-09		
<b>AGE GROUP</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<30	8185	4166	12351	8071	4526	12597	8362	3710	12072
30 - 50	1596	723	2319	1566	623	2189	1650	628	2278
>50	58	68	126	17	5	22	57	21	78
<b>TOTAL</b>	<b>9839</b>	<b>4957</b>	<b>14796</b>	<b>9654</b>	<b>5154</b>	<b>14808</b>	<b>10069</b>	<b>4359</b>	<b>14428</b>
<b>INVOLUNTARY ATTRITION - TOTAL: 19.3%</b>									

## RETURN TO WORK AND ATTRITION FOR FEMALE EMPLOYEE POST PARENTAL LEAVE

2010-11		
	Female employees who returned to work post parental leave	Attrition numbers
<b>Wipro Technologies</b>	<b>2850</b>	<b>371</b>
<b>Wipro Infotech</b>	<b>163</b>	<b>30</b>
<b>Wipro BPO</b>	<b>177</b>	<b>73</b>

## RETAINERS – SUMMARY OF DATA

	Wipro Technologies			Wipro Infotech			Wipro BPO		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
As on 31st March 2011	4295	1150	5445	2430	347	2777	9	3	12
As on 31st March 2010	2767	684	3451	1745	216	1961	0	0	0
As on 31st March 2009	962	206	1168	1517	192	1709	21	3	24
RETAINERS - GEOGRAPHICAL DISTRIBUTION									
	Wipro Technologies			Wipro Infotech			Wipro BPO		
Geography	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	2603	791	3394	2201	319	2520	9	3	12
Americas	1053	200	1253						
Europe	379	39	418						
Others	156	47	203	229	28	257			
Japan	104	73	177						
<b>TOTAL</b>	<b>4295</b>	<b>1150</b>	<b>5445</b>	<b>2430</b>	<b>347</b>	<b>2777</b>			<b>12</b>

## RESOLUTION OF OMBUDS PROCESS COMPLAINTS

Break-Up of Complaints received through the Ombuds Process			
Types of Complaint	2010-11	2009-10	2008-09
TED / HR / People Process Violation	40%	50%	52%
COBCE / Security Policy Violation	18%	16%	13%
Harassment (Sexual / Otherwise)	8%	7%	9%
Fraud / Financial Impropriety	3%	3%	6%
Aggressive / Hostile / Biased Behaviour	20%	17%	9%
Others	11%	7%	11%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Total Number of Complaints</b>	<b>453</b>	<b>451</b>	<b>502</b>
Break-Up of Actions taken against Complaints			
Action Type	2010-11	2009-10	2008-09
Separation	9%	6%	10%
Warning Letter	5%	6%	5%
Counseling	24%	35%	24%
Process / Policy Change / Clarifications	31%	20%	26%
Minor Issue / Clarifications	23%	22%	23%
Others	8%	11%	12%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
No. of ombuds concerns received 10-11	453		
No. of ombuds concerns received 09-10	451		
No. of ombuds concerns received 08-09	502		

## SAFETY INCIDENTS

### HEALTH AND SAFETY INCIDENT REPORT\*

Particulars	Wipro Technologies					Wipro Infotech					Wipro BPO				
	2010-11			2009-10	2008-09	2010-11			2009-10	2008-09	2010-11			2009-10	2008-09
	Male	Female	Total			Male	Female	Total			Male	Female	Total		
Total Number of Incidents	165	62	256	410	445	20	6	26	183	47	188	90	278	263	187
Total Number of IIL Incidents*	136	51	187	167	445	20	6	26	22	47	161	78	239	261	187
Total Number of Transportation related incidents			29			* See Note below Not tracked separately							58		
No. of Employees affected in Transportation Incidents	32	10	42			** See Note below Not tracked separately					67	33	100		
Number of Health & Safety Incidents	9	4	13	68	Not tracked				1	Not tracked	21	10	31	2	Not tracked
Number of Days Lost	3903	1353	5256	5479	9107	592	147	739	687	733	4753	2918	7671	6399	4414

- \*The IIL (Industrial Injury Leave) incident count includes the number of accidents that happen outside the premises while commuting to and from office in public / private transport. At present we do not track these incidents separately.
- Health and Safety incidents include Ergonomic injuries, Minor and Major injuries.
- \*\*Transportation incidents are defined as those that affected employees while availing company-provided transport or while travelling to / from the workplace.

Transportation incidents reported under Wipro Technologies also include Wipro Infotech incidents. These have been recorded collectively across our major operations. Several WI offices have moved to co-located premises during the year, and the separate reporting process would be established in 2011-12.

- There was no incidence of fatal accidents within official premises, during official travel or while commuting to or from work. Wipro Infotech lost one employee in a fatal mishap at a client's premises.

## TRAINING

Average number of days of training - Gender wise and Level wise

	Wipro Technologies					Wipro Infotech				
	2010-11			2009-10	2008-09	2010-11			2009-10	2008-09
	Male	Female	Overall	Overall	Overall	Male	Female	Overall	Overall	Overall
Associates	10.6	13.4	11.5	7.9	9.4	4.8	8.3	5.4	5.0	6.7
Middle	3.8	4.4	3.9	2.7	4.3	2.5	1.8	2.4	3.4	2.5
Senior	3.4	3.9	3.5	1.7	2.7	2.0	2.2	2.0	1.8	1.1
Top	0.8	4.8	1.0	0.4	0.4	1.6	0.0	1.6	0.2	0.1
<b>TOTAL</b>	<b>9.1</b>	<b>12.8</b>	<b>10.1</b>	<b>6.9</b>	<b>8.4</b>	<b>4.4</b>	<b>7.9</b>	<b>4.9</b>	<b>4.7</b>	<b>6.6</b>

WBPO	TT, CHRD & Quality Trainings			Overall incl. Process Training	2009-10	2008-09
	Male	Female	Overall	Overall	Overall	Overall
Associates	5.7	4.6	5.3	18.1	8.1	
Middle	1.3	2.2	1.5	1.4	0.8	
Senior	2.1	1.6	2.0	2.1	0.2	
Top	2.8	3.0	2.8	2.9	0	
<b>TOTAL*</b>	<b>5.5</b>	<b>4.5</b>	<b>5.2</b>	<b>17.6</b>	<b>7.9</b>	

\* Total Average Days of Training is not the sum of levelwise average days of training. It is calculated based on the formula - Total No. of Training Days/Average Manpower for the year.





# SPIRIT OF WIPRO RUN

**POLAND**



*With*

*With*

*With*

# ECOLOGICAL SUSTAINABILITY AT WIPRO



Energy & GHG reduction

Water Efficiency

Pollution and Waste Management

Biodiversity

Environmental Expenditures

Assumptions and Rules of Thumb

## Scope of Reporting

### India

60 locations comprising of 26 owned and 34 leased facilities of Wipro Technologies, Wipro InfoTech and Wipro BPO. The number of locations has been consistently increasing every year. The data for 2007-08 pertains to 54 locations while the 2010-11 pertains to 60 locations. All India locations are part of the environmental reporting scope – energy, emissions, water and waste.

### Rest of World

19% of our IT employees work from locations outside India. Of this, a significant majority (72%) is based out of customer premises, for which we are not reporting environmental data. The Wipro overseas offices operate out of leased facilities – we have energy consumption data available for 80%, of the facilities while for the balance 20% we have used rules of thumb to arrive at best estimates.

The table below provides the reporting scope for Scope 3 emissions as laid down by GHG Protocol's new standard, GHG Corporate Value Chain (Scope 3) Accounting and Reporting Standard 2011.

Scope 3 Emissions Category	Applicability, Coverage	Reporting Status
<b>Upstream scope 3 emissions</b>		
Purchased goods and services	Yes	
Capital goods	Yes	
Fuel- and energy-related activities (not included in scope 1 or scope 2)	Yes	
Upstream transportation and distribution	Yes	
Waste generated in operations	Yes, 81% (India)	Yes
Business travel	Yes, 100%	Yes
Employee commuting	Yes, 81% (India)	Yes
Upstream leased assets (Leased office space)	Yes, 100%	Yes (currently included under Scope 1 & 2)
<b>Downstream scope 3 emissions</b>		
Downstream transportation and distribution	Yes	
Processing of sold products	No	
Use of sold products	Yes	
End-of-life treatment of sold products	Yes, 100%	Yes (Customer Stewardship section)
Downstream leased assets	No	
Franchises	No	
Investments	Yes	

## Environmental Management Systems

We have been following the guidelines of the ISO 14001 framework for more than a decade now as one of the cornerstones of our Environmental Management System (EMS). 20 of our campus sites in India are certified to the standards of ISO 14001:2004. These facilities house 72% of the employee workforce, while approximately 10% of our employees work from smaller leased offices. The balance 18% of our employees work from our overseas client sites at any given point of time. While it is in our own facilities that we have the flexibility and control to implement best practices, our attempt is to replicate some of these to the extent possible in our leased offices.

Below is an extract from our Environment Policy that articulates the driving principles of the EMS framework.

**Ecological Sustainable Commitment:** The triple bottom line of economic, environmental and social good forms an essential part of its approach to responsible Corporate Citizenship. With the environmental Management System as its backbone, Wipro reaffirms its commitment, as part of its environmental policy through a set of driving principles, namely – Regulatory Compliance, Minimization of our Ecological Footprint, Integration of Ecological Programs with Business Strategy, Customer Stewardship, Stakeholder Inclusiveness, Transparency in our reporting and Leadership Commitment.

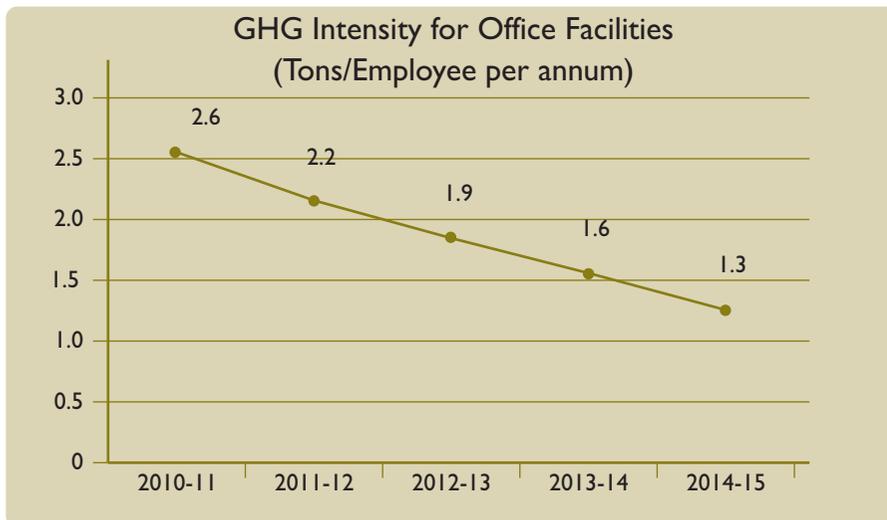
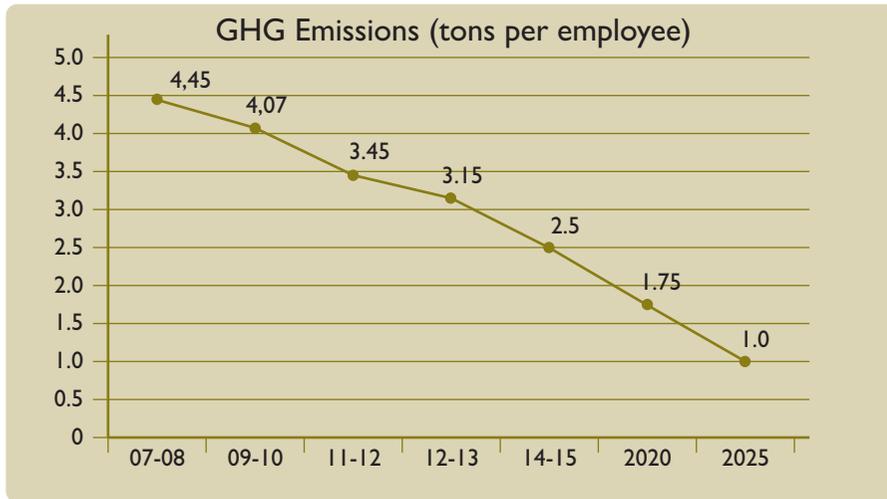
## ENERGY & GHG REDUCTION

### Goal(s)

- Reduce the Scope 1 and Scope 2 GHG intensity of Wipro's operations from 2.6 MT per employee in 2010-11 to 1.3 MT per employee by 2014-15, translating into a net reduction of nearly 60,600 tons at the Wipro Ltd level. This target applies to all of our campus facilities and offices
- For Data Centers - which account for nearly 20% of our energy consumption - we are in the process of establishing a metric that is representative of the nature of its operations
- For Scope 3 emissions - which comprise emission sources that are not in our direct sphere of control - while we have a strong baseline measurement in place, we are in the process of expanding the sources to be included under this Scope as per the new GHG Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We will complete this exercise by end-2012 and simultaneously establish goals for reduction that are appropriate for this category

*Note: Energy efficiency - our energy profile is changing rapidly; we plan to do a detailed analysis of energy optimization opportunities before, trying to arrive at targets.*

The goals as articulated above must be interpreted against the larger context of the IT Services industry's hitherto employee-centric business model where a 'Per Employee' metric seems the most logical choice. However, in recent years there has been an increasing proportion of Data Centers that we run for our customers where the 'Per Employee' metric is not the right one; therefore, we are adopting a more nuanced stance of layering our GHG emission reduction goals – while at the overarching level, our original published goals on a Per Employee basis will continue to provide an anchoring reference, for practical purposes we will monitor our goals on the three layers explained in the Box above. The former is depicted in the first chart below while the second chart shows the reduction targets for Scope 1 and 2 emissions alone for our office facilities and does not include data centers. What is clearly coming out though is our commitment to halve our GHG intensity on a Per Employee basis.



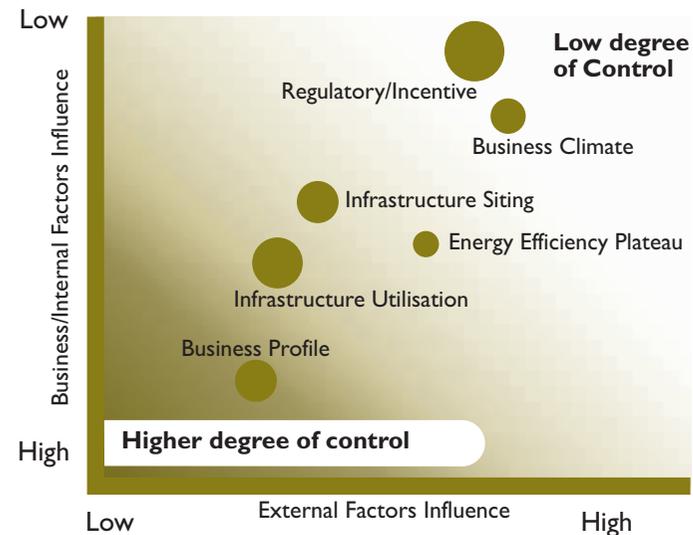
What follows is a close, nuanced analysis of our energy consumption patterns and its underlying contributing factors.

### Energy Intensity Metrics

Energy consumption per employee showed a 4% increase over the previous year, from 269 units in 09-10 to 279 units per employee per month in 10-11. It needs to be noted that this is without normalizing for the significant addition of data centers and labs; a relatively lower level of seat utilization also contributed to this increase.

The IT Services industry's energy consumption pattern is largely driven by electricity consumption in campuses and buildings and by fuel consumption in employee travel and commuting. However, the latter falls under Scope 3 emissions and our analysis is primarily centered around the former. The three primary sources of electricity consumption in buildings are – Cooling, Computing and Lighting. Empirical analysis of past data shows the split between these three sources to be approximately 50:35:10 in percentage terms with the balance 5% consumed by other infrastructure like Water Treatment Plants, Pumps etc.

Energy Efficiency is a function of four major factors – Technology, Processes for measuring, auditing and monitoring, Asset Utilization and Behavior. The changing



The size of the dot depicts the relative impact of the factors on energy efficiency

dynamics of these four factors at any given point of time will determine the relative energy efficiency that can be realized. For example, Wipro's early investment in LEED rated buildings helped us realize a cumulated energy efficiency of more than 20% over a five year period. Internal factors like these determine the Degree of Control that an organization can have on its energy consumption while external factors – e.g. Business Climate, Regulations and Incentives etc – determine the Degree of Influence on its consumption patterns. This is depicted in the visual below – when internal factors are dominant, the Degree of Control is high and vice-versa.

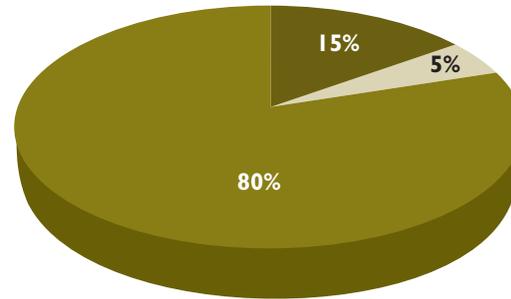
Given the wide range of factors contributing to energy efficiency, we think that a more complete picture can be derived only by adding other efficiency metrics. Therefore we propose the addition of one new intensity metrics with 2010-11 as the baseline year; For Datacenters, we will arrive at a different set of metrics. A consolidated interpretation of these metrics will help understand and analyze energy efficiency for our office facilities much more effectively.

Per Square feet of office space: This metric excludes any data centers built exclusively for customer operations/servicing. This metric is relatively more independent of the volume of business activity and can help normalize for inter-period comparisons where the external business context may be different.

The table below shows the baseline measurements for 2010-11 for all office facilities, India and Global.

GHG Emissions Intensity Metric	India	Global
Area of office space (Kg per square feet per annum)	16.8	17.7
Employee (Tons per employee per annum)	2.6	2.7

### Our GHG Mitigation Program

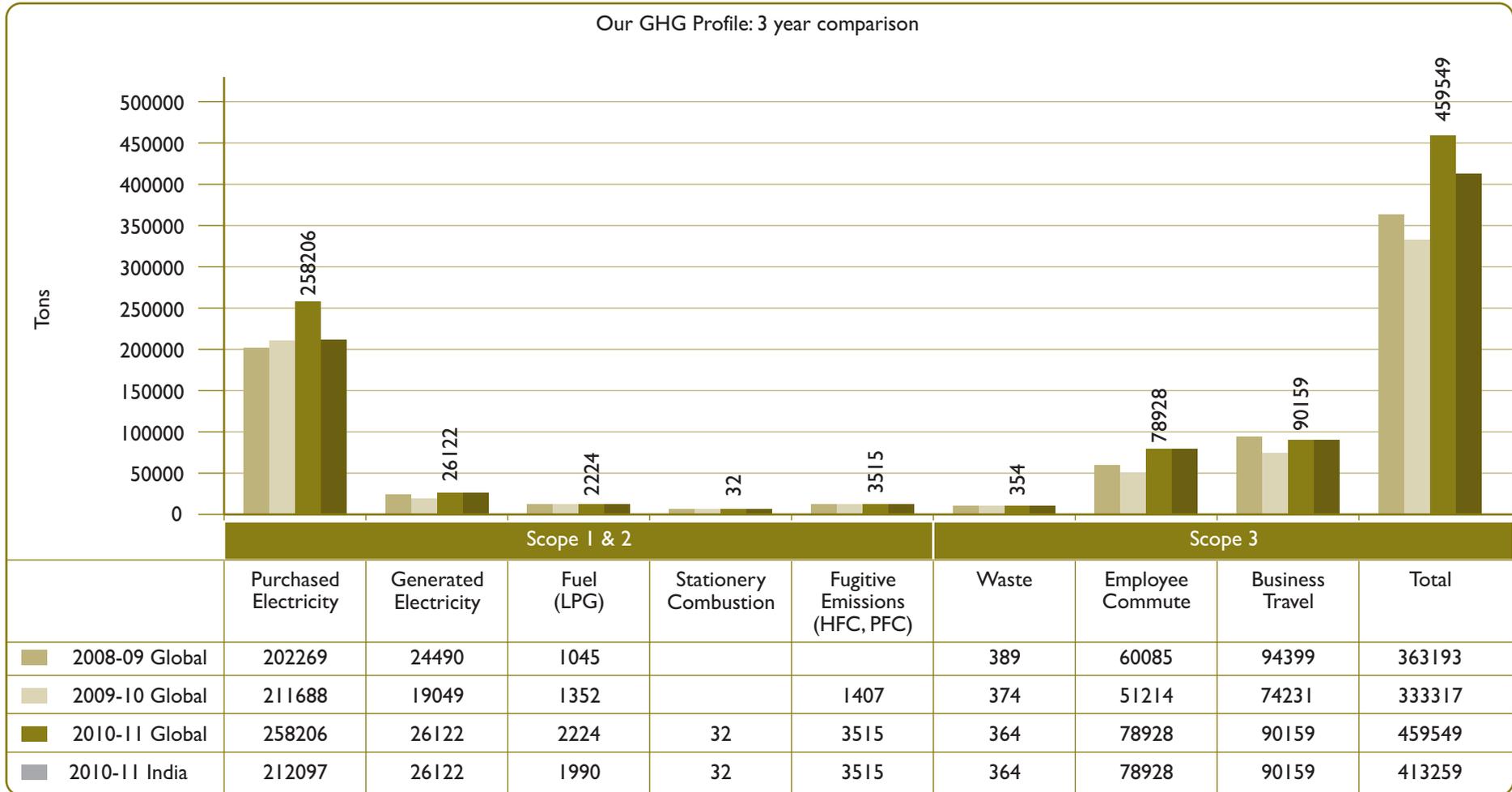


■ Energy Efficiency ■ RE Generation ■ RE Purchase

Wipro has set for itself an ambitious goal of halving its GHG intensity per employee by 2015. Meeting these goals will require much more than a business-as-usual approach. The mitigation strategy consists of three key elements – Energy Efficiency, Renewable Energy (RE) Generation and Purchase of RE. The proposed split between the three key elements is shown in the adjoining chart.

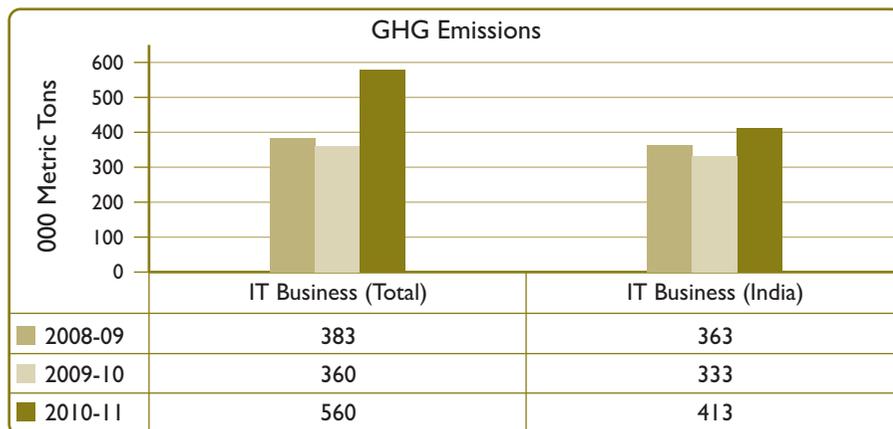
Energy Efficiency	Renewable Energy (Gen)	Renewable Energy (Purch)
<b>15%</b>	<b>5%</b>	<b>80%</b>
<ul style="list-style-type: none"> <li>- Higher Cooling Efficiency (Earth Air Tunnel, Geo-Thermal)</li> <li>- Higher Lighting Efficiency (LED)</li> <li>- Changes in bldg design</li> <li>- Behavioral and process changes</li> </ul>	<ul style="list-style-type: none"> <li>- MW Scale generation of Solar PV, Wind, BioGasifier</li> </ul>	<ul style="list-style-type: none"> <li>- MW Scale purchase of Clean Energy from third party providers</li> </ul>

Our GHG Profile: 3 year comparison



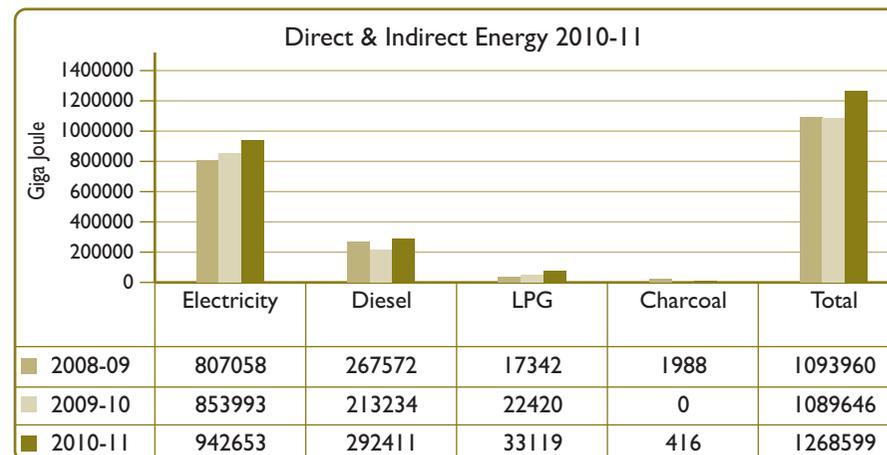
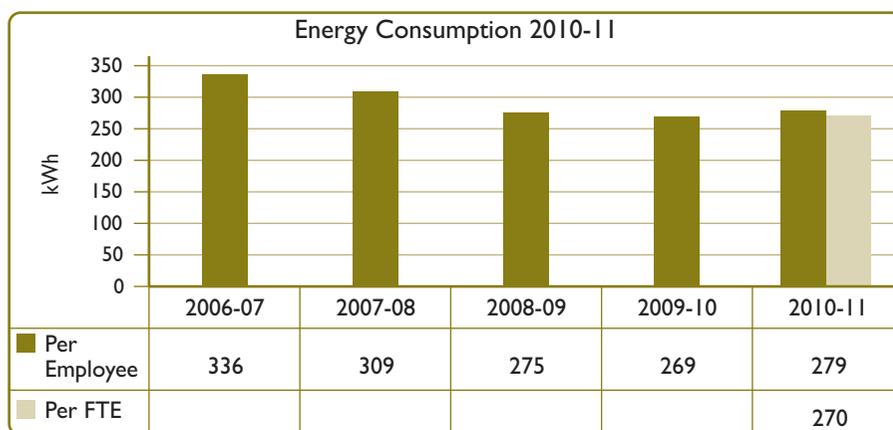
Across the last three years, the contribution of electricity related emissions has remained consistent at around 60% of our total GHG emissions, with the balance coming mainly from business travel and employee commuting. Our GHG reduction plan is primarily focused on electricity reduced emissions but we are conscious of the

need to step up the reductions that may be possible in travel and commute – e.g. through technology driven interventions and the increased use of more fuel efficient means of transport.



### Energy Efficiency: An analytical picture

The first graphs below shows the four year trend of Energy Efficiency on a Per Employee basis (kWh of Electricity Per Month Per Employee) while the second graph depicts the split between different sources of energy. As already explained above, the increase in energy consumption per employee for 2010-11 can be partially explained by the relatively larger proportion of data centers in our business portfolio recently.



74% of our power consumption for 2010-11 was acquired from the electricity grid with the remainder 26% being powered from captive sources, namely Diesel, Coal & LPG.

**Restatement of figures:** There is a restatement in data published in the Sustainability Report for 2009-10. The data presented earlier was the data submitted to CDP 2010. These figures have been subjected to verification audits towards the later part of 2010 as part of GRI external assessment. The observations and corrections were not incorporated in time for publication in the 2009-10 GRI report, and hence have the earlier unverified 2010 CDP figures. We are taking some steps to close the gaps between these two disclosures and the verification process.

### Energy efficiency measures

Our five year GHG reduction targets are based on an estimated improvement of 2 to 3% in energy efficiency per annum compounded. Our focus has been on the gradual improvement of energy efficiency through a variety of measures. Given that we have already realized significant energy savings from our early investments in green buildings, additional efficiencies can be realized only through a combination of real time matching of demand and usage and constant optimization of equipment efficiencies through proactive maintenance; the deployment of a smart information analytics platform that can enable the remote management of energy infrastructure is a central plan to this approach. We are aiming to include all these measures through a

formal engagement with Wipro Energy Solutions and Services (WESS) – this will also be a pioneering test bed for the deployment of the IT based energy management platform that has a potentially significant market as well.

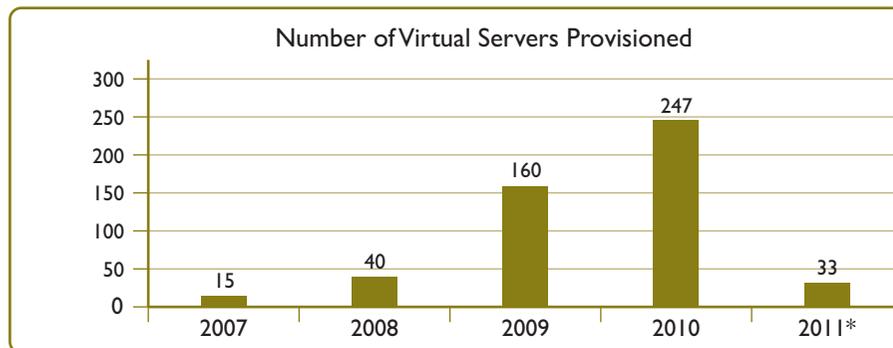
Since we last wrote a case study in our 2008-09 report on LEED buildings, we have expanded significantly our footprint of Green Buildings.

### Energy Efficient Computing

While energy efficiency of computing infrastructure seems to have followed a ‘doubling’ Moore’s law of its own, the cumulated energy consumption of IT infrastructure has increased rapidly. Computing accounts for 32-35% of the total electricity consumption in Wipro and is prime area of focus in terms of energy efficiency improvement; In this context, ‘Virtualization’ of server infrastructure is one of our major initiatives that along with greater computing efficiency also results in a smaller resource and energy footprint.

### Server Virtualization Program

We provisioned 247 virtual servers in the year 2010-11. The total number of virtual servers now is 495 - and these are hosted on 70 physical servers. Virtualization of our server environment significantly brings down the energy costs due to on-demand load sharing between server spaces, easier configurability and centralized power management of the servers. In 2010-11 alone, we saved 265 Mwh units of electricity due to this. This translates to a GHG emission reduction of 220 Metric Tons of CO2-equivalent.



## LEED BUILDINGS IN WIPRO

LEED and equivalent green building certification like GRIHA in India are a set of design tools and benchmarking systems for green infrastructure. Green buildings that use these principles cost about 2 to 4 percent more to build, but can save as much as 8 to 9 per cent in operating cost annually as compared to a conventional building.

Wipro has about 3.4 million sq.ft LEED certified space in India, approximately 25% of the total office space in India - perhaps the largest in the country. All our campuses are designed in conformance with the LEED Gold standards. Procurement norms of the LEED standard require that we procure construction materials and equipment that meet the required environmental norms and standards in Energy and Water Efficiency, Waste Management and Impact on Biodiversity.

We are addressing energy efficiency measures holistically, by both active and passive means, right from design, material selection and technology selection. Further, we are scaling up the energy performance by smart solutions and adaptive measures. Bringing down the demand by regulating usage, which could be done either by behavior efficacy or by using enablers. For example: sensors.



### Our renewable energy strategy

As shown in an earlier chart, our GHG mitigation plan has a significant dependence on the deployment of renewable energy in our operations – purchase of RE and captive RE together account for 85% of our targeted GHG emission reductions till 2015. Our five year plan (2009-10 to 2014-15) is scale-up the sourcing of RE to more than 150 million units from clean power technologies. This represents nearly 32% of our total power requirement – a significant increase from the current 9%.

The broad plan is to achieve the above goals through a mix of procurement through PPA (power purchase agreements), purchase of renewable energy certificates (RECs) through the medium of power exchanges, captive Megawatt scale projects through independent producers and a few micro-installations within our campuses.

In 2010-11, we purchased 24.5 Mn Units of RE power, mainly from small hydro producers. We are targeting a 70% increase in the current financial year (2011-12) to a figure of 40 to 45 Mn units of power, again primarily from micro hydro sources. Currently, we are well positioned to reach this target, having purchased more than 25 Mn units already. **At the targeted level of RE usage, the total estimated reduction in GHG emissions will be of the order of 32000 Metric Tons of CO2-eq for 2011-12.**

### Use of captive renewable energy in our operations

Our approach has been to start with pilot projects in Solar Photovoltaic (PV), Micro Wind Turbines and Solar heating applications. The highest footprint of usage has been in solar heating applications as solar thermal heaters are used for water heating in our guest houses, dormitories and cafeterias.

The approximate electricity savings from these applications are shown in the adjacent table.

Category of use	Approx. Savings (Mwh/Year)
Solar Thermal Heating	1274.14
Solar PV installations	3.391

## THE CHALLENGES OF RENEWABLE POWER PURCHASE IN INDIA

The Prime Minister's National Action Plan on Climate Change (NAPCC) launched in mid-2008 first suggested a renewable power purchase obligation (RPO) for state electricity distribution entities as a means of improving the RE mix in the grid and of accelerating RE development. Since RE power cannot be differentiated from 'hydrocarbon' power in the grid, the concept of the Renewable Energy Certificate (or REC) as a tradable instrument in energy exchanges was introduced in September 2010.

However for institutions other than distribution entities that wish to purchase RE from the open access market, the challenges are many – e.g. price parity with the grid, availability of sufficient supply capacity, transparency and efficiency of the governance process, inadequate market mechanisms for trading in RE etc. On the last named dimension, India currently has two energy trading exchanges – 'The India Energy Exchange' and 'Power Exchange India' – where REC's are traded on a monthly basis; but the supply of RECs is mainly against non-solar sources e.g. Microhydro, Wind, Biomass and it is not difficult to see that this is because Solar Energy is still battling several teething problems and it will be a while before solar capacity becomes visibly significant.

India's National Solar Mission (NSM) seeks to change this and provide an accelerated impetus to the development of solar energy in India through a combination of commercial incentives and technology R&D. While we appreciate the vision of the NSM, we think that a lot more foundational work needs to be done before the build up of solar capacity becomes visible; in this regard, we had communicated our concerns and recommendations to the Indian Prime Minister in early 2011, the gist of which is reproduced in Section 5H on 'Government and Policy'. The point that we are emphasizing

here is that for business entities that wish to increase their RE footprint, supply capacity is likely to pose a constraining factor in the near future.

The two major levers for organizations to increase their RE footprint are to (I) Enter into long term Private Purchase Agreements (PPAs) with independent producers and (II) to purchase RECs from the energy exchanges; each of these has its pros and cons - Long term PPAs provide revenue security to the developer who in turn can offer dynamically flexible pricing mechanisms that reflect falling prices of emerging technologies like solar energy. For the customer, it is a long term agreement that provides the best option of a commercial justification since there is reasonable assurance of declining prices.

On the other hand, the REC pricing mechanism as currently designed acts as an incentive for developers but mainly seems to cater to short obligations of green power purchase by distribution utilities and does not provide answers to questions of long term energy security for institutional purchases.

### PPAs with private RE developers

The cost of this power can be priced competitively (at par or below grid price) if one enters in to a medium or long term agreement. In the current regime, the generator and purchaser have an additional option to trade the REC in the market. Although the entity that finally holds the REC has the 'legal' claim to renewable power, the PPA partners contribute by way of long term financial arrangement and commitment to generation and purchase of power.

In summary, while the RE mission in India has had a fair start in terms of policies and incentives that aid investments in this space, there is significant ground that needs to be covered if RE has to become a force by itself in India's quest for energy security

## Business Travel

Our Per Capita GHG emissions on account of business travel for 2010-11 is 19% lower than the corresponding metric for 2008-09. Our consistent focus on the usage of video conferencing, live meetings and tele-conferencing infrastructure – backed by improved user experience – has been a significant contributory factor towards this.

### LIVE MEETINGS

Internet enabled video and voice conferencing technologies are used extensively, delivering cost savings through reduction in travel. A total of 87,600 meetings with an average attendance of 4 people per meeting have been conducted using this service.

We have assumed that 75% of meetings happen across locations in India, the balance being within the same city/facility. Even if one considers that all these meetings happened within India (which is a very conservative estimate considering most of the time the meetings are between teams at overseas customer locations and those based in our India centers) and takes an average distance of 1000 KMs between our offices in India, we have saved 25,097 tons of CO<sub>2</sub> equivalent by avoiding travel for 50% of the people attending each meeting.

## WATER EFFICIENCY

Water is an issue that entwines social and ecological concerns at once in a manner that is much more emotive and direct than other ecological dimensions. In India, Water and its availability for drinking, cooking, sanitation, farming and industrial purposes is a challenge that is much more immediate than climate change and one that requires an engagement with a different vision and approach from government, business and civil society from the myopic outlook that has been hitherto the norm.

At Wipro, we view water from the three inter-related lenses of Conservation, Responsibility and Security; our articulated goals are therefore predicated on these three dimensions.

**Goal(s): To improve water efficiency (Freshwater use per employee) by 5% year on year**

- *Responsible Sourcing - To ensure responsible water management in proximate communities, especially in locations that are prone to water scarcity*
- *Recognizing water availability as a business risk, to proactively assess and plan for the water security of the organization in a manner that is congruent with the above two goals*

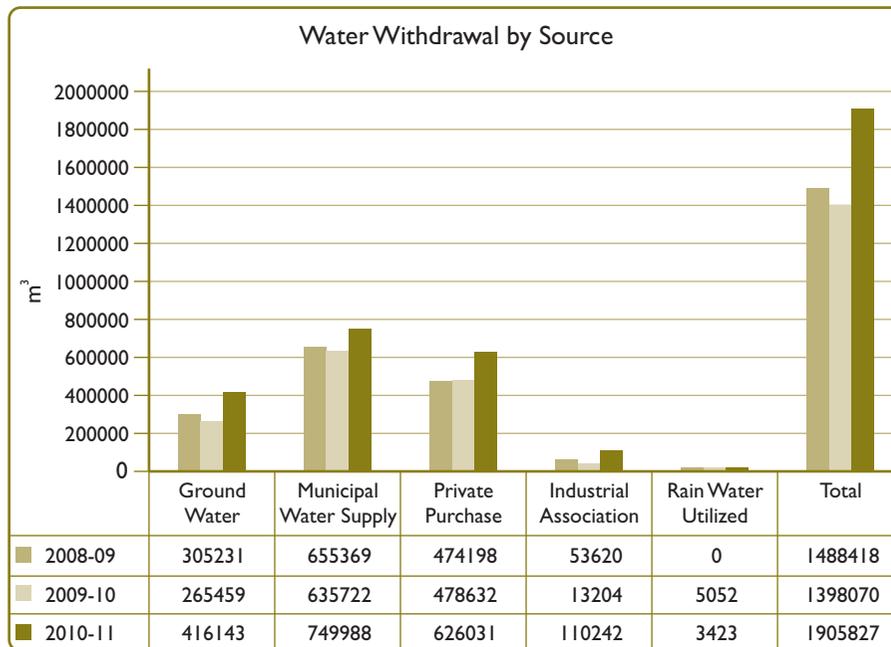


We recycle 872880 m<sup>3</sup> of water in 21 of our major locations, (647111 m<sup>3</sup> for 19 locations in 2009-10) using Sewage Treatment Plants (STPs), which represents 32% of the total water consumed.

Water is withdrawn from four sources - ground water, municipal water supplies, private purchase and rain water utilization – with the first two sources accounting for nearly 65% of the sourced water. The per employee water consumption for the reporting year is 1.81m<sup>3</sup> per month and 1.75 m<sup>3</sup> when inclusive of contract staff.

Approximately 72562 m<sup>3</sup> of the rainwater harvested in 13 locations is used to charge the ground by means of recharge pits, as against 21353 m<sup>3</sup> for 6 locations reported in 2009-10

The figure below is a snapshot of our water withdrawal by source; the 36% increase in total water consumption over the previous year is on account of a commensurate increase with the workforce and extended water requirements for our new data center cooling infrastructure. Our future steps on this would be to explore and pilot recycled water for other uses apart from flushing and landscaping.



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

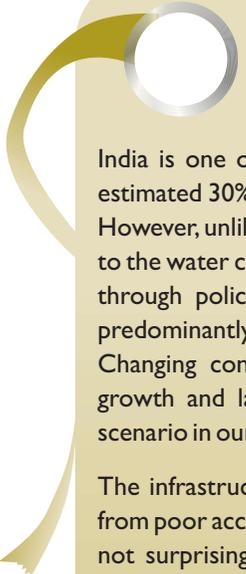
The water supplied by the municipal bodies and the industrial association are sourced by them in turn from river or lake systems. Our water that is purchased from private sources can be traced to have been extracted from ground water.

36 of our 60 locations in India are leased and located in prime city areas. For these locations, waste water is discharged to CETPs (Common Effluent Treatment plants) and to the municipal sewerage systems. We take care not to discharge waste water into any subsurface waters, surface waters or sewers that lead directly to rivers, oceans, lakes, wetlands, and ground water. The treated water from our sewage treatment plants are tested for control parameters as specified by the local pollution control board. These parameters are in conformance to permissible central pollution control board requirements. Discharges into CETP's and municipal sewers is treated and discharged as per the municipal requirements.

Our facilities do not generate any process effluents that would have needed specialized treatment plants. Our two factories are equipped with Effluent treatment plants to cater to process effluents.



## UNDERSTANDING THE SOCIO ECONOMIC CONTEXT OF WATER



India is one of the most water stressed countries in the world with an estimated 30% of the population still without access to potable, clean water. However, unlike the problems of energy and GHG emissions, the solutions to the water crisis cannot come from grand breakthroughs in technology or through policy interventions. Water has been and will continue to be predominantly a local issue that needs to be managed by local stakeholders. Changing consumer profiles, insensitivity towards usage, urban centric growth and lack of transparency have aggravated the water availability scenario in our communities.

The infrastructure of water distribution in urban centers of India suffers from poor accountability – thus leading to lack of awareness and misuse. It is not surprising that the “cost” of water does not take into account the current and future impacts to the economic, social and environmental balance of the extended ecosystem. Added to this is the issue of equitable distribution of water – access is assured to those who can pay and very often denied to those who cannot but this is accompanied by the irony of the latter paying much more than the former. Proper maintenance of water and

sewage infrastructure is another prime urban water issue that needs considerable improvement.

Sourcing of water is a complex interplay of various socio-economic factors at various levels – organization, community, catchment area and the city. Hence a multi-stakeholder approach to water management is crucial. While government agencies and the public sector have been important players in water till now, there are enough case studies from across the world that illustrates the critical importance of community management of water. With the objective of improving our own understanding of the socio-economic context of our sourcing of water and acting upon it, we have commissioned a comprehensive study to explore these areas at two of our large locations in Bangalore and Chennai. The study, to be completed in 2012, will serve as a reference template for Wipro to form an informed understanding of the water scenario in the other locations that it operates in. More importantly, the study should provide us with the basis for engaging with different stakeholders and to devise appropriate strategies and action plans that consider both the short and the long term aspects of water ecology and water security in our campuses and areas proximate to it.



## POLLUTION AND WASTE MANAGEMENT

**Goal(s): To ensure by 2013 that not more than 5% of all generated waste ends up in landfills**

*Pollution of air and water poses one of the most serious threats to community health and welfare. Wipro fosters robust processes to segregate waste into organic, inorganic, E-waste, hazardous, packaging, Biomedical and other waste. Our waste management strategies are centered around either (i) recycling the waste for further use or (ii) arranging for safe disposal.*

**Waste Management at Wipro** began its journey in 2007-08. With the split of waste approximately being - 20% reaching landfills, 35% recycled and the remainder disposed to vendors of which the final fate of the waste was unknown, nascent steps in the development and implementation of efficient waste management strategies were taken.

An established target provided the platform to drive a segment based approach to waste management – the objective being to develop a definite waste hierarchy so as to extract maximum practical benefits and generate minimum amount of waste through responsible sourcing of waste vendors, investments in in-house eco-friendly waste management units and the minimization of waste generation at the source.

A monitoring plan for the evaluation of all types of waste generated at our campuses was initiated. Based on the type of waste generated, they were classified into E-waste, Hazardous Waste, Inorganic Waste, Organic Waste, Packaging Waste and other waste. High waste generation sources such as the cafeteria and office paper were targeted and appropriate investments towards in-house recycling units were made. Our facilities are now equipped with Bio-Methanation plants, Organic Waste Converters, Vermi-Compost Pits and Paper Recycling Plants. In addition, source based segregation is put into practice with each category owning its space in the waste storage area. Colour coded and labeled bins are made available at common points around the facility.

Considering that final fate of a majority of our waste lies in recycling vendor hands, we began to evaluate category-specific vendors. Vendors are identified based on a detailed vendor evaluation process by the Central Procurement office and the Environmental Health & Safety Department. Prior to entering into a contract, the waste vendors are audited to determine the handling, storage and disposal practices & protocols.

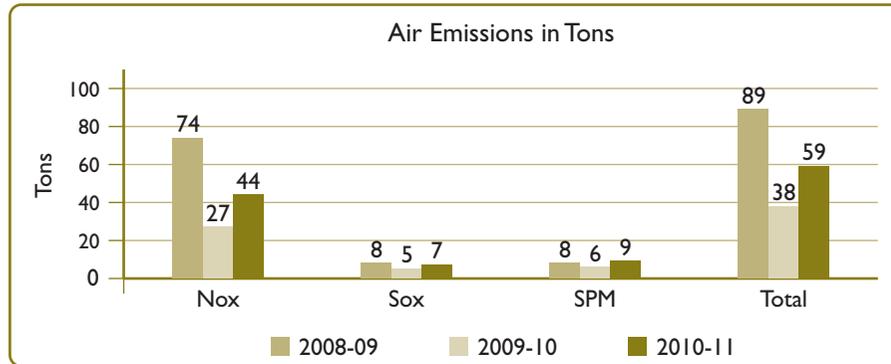
With the above practices in place, in 10-11, Wipro has evolved to a stage where we recycle 83% of the waste disposed across our campuses - through both, authorized vendor tie ups and in-house recycling units. The remainder is incinerated or disposed to municipal landfills. We continue to remain dependent on external vendors for the disposal of certain waste categories such as Mixed solid waste, Metals, Plastics, Packaging Waste, Tissue waste and Garden waste. We ensure that all vendors are evaluated for their practices and a detailed account of all waste handling is maintained and tracked on a monthly basis.

Wipro recognizes waste material as a valuable resource; this value has been best realized by adopting stringent targets, periodic monitoring, life cycle thinking, sustainable consumption, in-house recycling units and vendor evaluations. These tools and approaches are potentially transforming and have an exciting leading edge in Wipro's waste management journey in achieving its target.

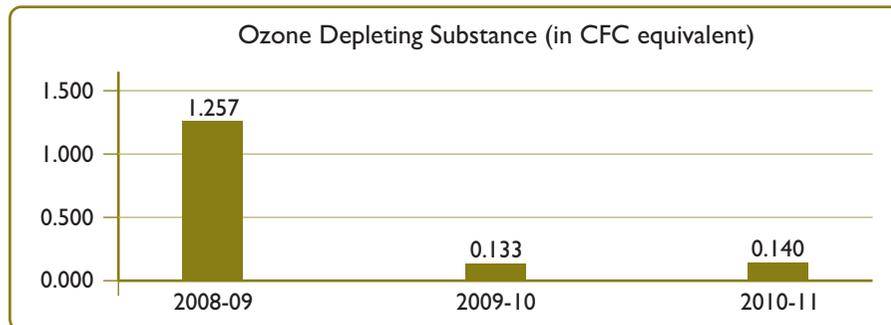
The figures in the following page provide detailed statistics on the multiple categories of waste generation, recycling and disposal that happens as part of our operations.

### Details of air emissions

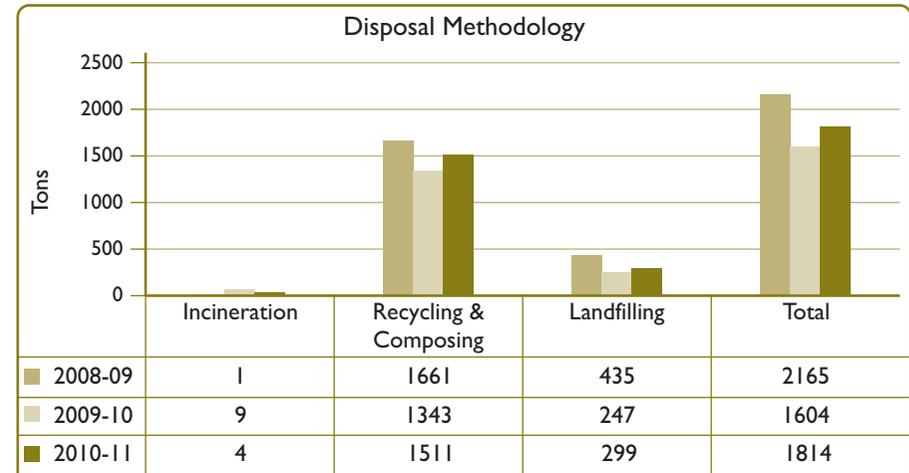
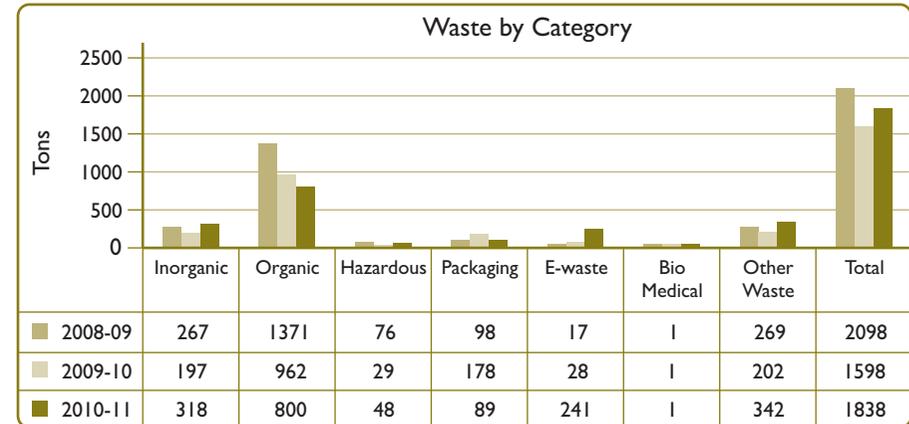
We ensure adequate maintenance of our DG sets present in 26 of our locations, this helps in minimizing the emissions of air pollutants like oxides of Nitrogen (NOx), oxides of Sulphur (SOx) and particulate matter.



Controlled emissions of ozone depleting substances (ODS): The quantity of Ozone depleting substances in 2010-11 was 2.54 metric tonnes for 34 locations. R22 gas is used in existing HVAC system as refrigerants. This in total amounts to 0.140 Tons of CFC-11 equivalent. A plan is currently underway to phase out R22. All new campuses have been designed to have zero CFC usage.



### Waste: Quantum of and type of disposal (All figures in metric tons)



83% of the waste is recycled.

Mixed Solid waste accounts for the majority of the balance 16%, which is currently land filled (accounting for 9 tons of CO<sub>2</sub> equiv. emissions). We are currently sourcing vendors across locations to recycle this waste category.

Details of different categories of solid waste disposal (All figs in metric tons)

**Waste Disposed in Tons**

<b>GHG Emissions Intensity Metric</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Garden Waste	0	158	179
Food Scraps	657	697	526
Dimensional Wood/Lumber	0	14	22
STP Sludge	714	94	73
<b>Organic Waste (Total)</b>	<b>1371</b>	<b>962</b>	<b>800</b>
Magazines	4	15	1
Newspaper	18	19	12
Office Stationary	0	3	65
Paper	132	92	76
Tissue Paper	113	69	164
<b>Inorganic Waste (Total)</b>	<b>267</b>	<b>197</b>	<b>318</b>
Cardboard	87	173	78
Styrofoam	7	0	5
Thermacol	5	4	6
<b>Packaging Waste (Total)</b>	<b>98</b>	<b>178</b>	<b>89</b>
Bio Medical Waste	1	1	1
Electronic Items	17	28	15.5
Tubelights & CFLs	10	0	2
Used Oil	24	17	26
Batteries	39	4	18
Oil soaked cotton waste	1	2	0.5
DG Filters	1	6	2
<b>Hazardous, Biomedical E-waste (Total)</b>	<b>94</b>	<b>59</b>	<b>289</b>
Mixed Metals	1	52	104
Mixed Mis. Solid Waste	258	143	125
Mixed Plastics	3	8	41
Other Scrap			71
<b>Other Waste (Total)</b>	<b>269</b>	<b>202</b>	<b>342</b>

Electronic-items waste reported above does not include end of life (EOL) computing equipment. The computing waste is handled centrally and includes customer collected EOL (as presently there is no mechanism to distinguish these). The consolidated figures are reported in the Customer Stewardship section.

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

## BIODIVERSITY

While Energy and Water are resources to be conserved and Waste is a resource to be recycled or reused, biodiversity is a natural capital that needs to be preserved. But like all other ecological capital, biodiversity loss is a trade off that considerations of economic growth have constantly to grapple with. The business sector faces this dilemma directly when it has to take decisions on setting up operations in the proximity of biodiversity sensitive zones; even if not on such a serious note, the creation of most new infrastructure invariably involves the destroying of tree cover. As an organization with large campuses in urban settings, we are acutely conscious of our responsibility on this front and have set for ourselves the following goals.

- To convert five of our existing campuses to biodiversity zones by 2015
- All new campuses will incorporate biodiversity principles into their design

Our first biodiversity project was initiated at our Electronic City campus in partnership with ATREE, a globally renowned biodiversity institution ([www.atree.org](http://www.atree.org)) in 2010-11. The project will get completed in its first phase by 2012. We think that this is a unique experiment in a corporate context; Biodiversity projects are, by nature and design, long term and visible results take many years to show. But we see manifold benefits from a program like this.

- A significant improvement in the air quality in and around the campus
- An eventual reduction of 1.5 to 2 deg C in the ambient temperature with a corresponding reduction in cooling load, electricity consumption and GHG emissions
- A higher level of ground water conservation
- Visibly superior campus aesthetics on account of more trees, less grass, natural water bodies and more species of fauna
- A unique platform to engage employees as biodiversity evangelists and champions

## WORLD SPARROW DAY AT WIPRO



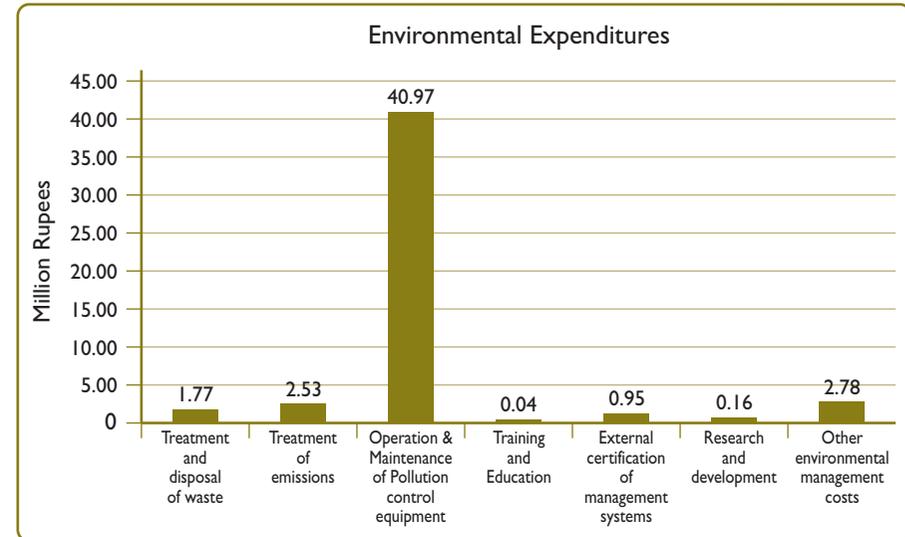
Another notable reflection of our commitment to biodiversity was the hosting of the World Sparrow Day on March 20th 2011 at our Bangalore campus. The house sparrow was once common in Indian cities but today it is equally conspicuous by its absence. Empirical research suggests

several reasons for its disappearance, many of which are symptomatic of the direction in which rapid urbanization has happened e.g. the predominance of tall vertical glass fronted buildings that do not allow nesting spaces for sparrows.

Championing the cause of the sparrow and other common bird species has been Mohammad Dilawar, one of Time magazine's 2008 'Heroes of the Environment'. Through Nature Forever Society ([www.natureforever.org](http://www.natureforever.org)), a conservation institution set up by him, Mohammad has been passionately advocating the cause of the house sparrow across the country. World Sparrow Day, a brainchild of Mohammad, has the vision of making sparrow awareness and conservation a global movement.

## ENVIRONMENTAL EXPENDITURES

The majority of the environmental expenditures incurred fall under the operation and maintenance of pollution control equipment –These expenses are inclusive of both capital as well as Operating & Maintenance costs. The chart below summarizes our annual expenditure on environmental protection and management during 2010-11



## ENVIRONMENTAL, HEALTH AND SAFETY IMPACTS ON COMMUNITY

An interested party complaint register is maintained at the gates of all our campus locations. Persons or groups concerned with or affected by the environmental, health and safety performance of Wipro can choose to voice their concerns using this medium. Immediate remedial actions are taken in-line with the concerns raised, these are tracked till closure. There were no reported instances in 2010-11.

## ANNEXURE TO SECTION 5C: ASSUMPTIONS FOR THE CALCULATIONS OF THE REPORTED METRICS

Data Cluster	Computation Process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
Energy Consumption (Electricity & Fuel)	Energy consumption data (purchased electricity, diesel and LPG) are recorded on a monthly basis by all locations in manual MS-excel sheets, which are uploaded onto a central system for audit traceability	<ul style="list-style-type: none"> <li>a) Purchased electricity is recorded on the basis of monthly electricity bills</li> <li>b) Diesel consumption is recorded in terms of liters consumed per month</li> <li>c) Liquefied petroleum Gas (LPG) is recorded in terms of the number of cylinders consumed per month. The number is converted into weight by using the standard weight of one cylinder</li> <li>d) Captive energy units are recorded based on daily meter logs</li> </ul>	<ul style="list-style-type: none"> <li>a) All kWh readings have been considered as per monthly bill reports</li> <li>b) Some of the smaller sales offices in Wipro InfoTech's India operations do not record electricity consumption separately; this is because the lease rentals paid to the landlord include electricity and hence no data are available. In all such cases, we have used the average per capita electricity consumption to extrapolate the consumption based on the number of employees who work in those offices</li> <li>c) For locations where data for all 12 months is incomplete, the average figure of the months provided has been considered</li> <li>d) A figure of 0.4 kg/m<sup>3</sup> is considered to convert cubic meters of biogas into kilograms</li> <li>e) Weight of one full LPG gas cylinder is considered as 19.5kg. This figure has been utilized in the event that locations have provided the number of LPG gas cylinders being used as opposed to the Kg</li> </ul>
Water	Data on water consumption, recycled water usage and rainwater harvesting is recorded in manual systems and aggregated in a central database	The monthly recordings are based on readings of water meters that are installed in all our major campuses	<ul style="list-style-type: none"> <li>a) For computing the quantum of rainwater harvested, we use the volume of the rainwater tank as the basis and multiply that by the number of times the tank is estimated to get filled</li> <li>b) For smaller multistoried locations where the builder maintains the total water consumed, figures are obtained by assuming one employee consumes 40 liters of water per day</li> <li>c) For smaller locations, where recycled water meters are unavailable, an average of the previous two years' figures have been considered</li> </ul>
Refrigerants	Refrigerants are recorded in manual systems and aggregated in a central database	<ul style="list-style-type: none"> <li>a) Refrigerant details are obtained from service reports</li> <li>c) For conversion of refrigerants, the Global warming potential and the standard conversion factor is used</li> </ul>	For HFC's and PFC's the Global Warming Potential of the refrigerant along with a conversion factor of 0.001 is converted into CO <sub>2</sub> e using standard conversion formulas

Data Cluster	Computation Process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
Waste	Data on air pollution and refrigerants is recorded in manual systems and aggregated in a central database	Waste figures are obtained based on the generated vs. disposed figures which are maintained in waste reporting sheets	<ul style="list-style-type: none"> <li>a) Sludge disposed in certain locations are in the form of slurry loads. Records are maintained in the form of number of loads. Post discussions with vendors the following calculations have been considered &gt; 1 load = 3kl of slurry; 1kl = 15 kg of sludge; therefore, 1 load = 45 kg of sludge</li> <li>b) Weight of one UPS battery is considered as 11.70Kgs. This figure has been utilized in the event that locations have provided the number of batteries being used as opposed to the Kg</li> <li>c) Weight of 1 liter of used oil is considered as 0.88kgs. This figure has been utilized in the event that locations have provided the number of liters of used oil being disposed as opposed to the Kg</li> <li>d) Weight of one CFL bulb is considered as 126g. This figure has been utilized in the event that locations have provided the number of CFL's being disposed as opposed to the Kg</li> <li>e) Weight of one tubelight is considered as 250g. This figure has been utilized in the event that locations have provided the number of tubelights being disposed as opposed to the Kg</li> <li>f) Weight of one DG filter is considered as 1.5Kg. This figure has been utilized in the event that locations have provided the number of DG filters being disposed as opposed to the Kg</li> <li>g) Emissions associated with waste disposed have been considered as opposed to disposed + generated + stored</li> </ul>
Employee Commute	<ul style="list-style-type: none"> <li>a) Data on employee car reimbursements are obtained from SAP Based IT Systems</li> <li>b) Data on Bus and Cab travel is recorded in manual systems and aggregated in a central database</li> </ul>	<ul style="list-style-type: none"> <li>a) Costs are determined based on reimbursement of claims that are submitted by employees on a monthly basis</li> <li>b) Bus &amp; Cab details are obtained from daily trip sheets</li> </ul>	<ul style="list-style-type: none"> <li>a) For 4 wheelers &amp; 2 wheelers, the emissions on account of employee commuting have been computed based on the assumption that 80% of fuel costs assumed are be associated with petrol, 20% of fuel costs assumed to be associated with diesel. Emissions are overstated by at least 20% as the fuel claim also includes personal travel on the part of employees</li> <li>b) An average of the Monthly petrol and diesel prices of all major Indian cities have been considered to compute the total liters consumed</li> <li>c) We have used parking lot figures to determine a factor of the employees using 4 &amp; 2 wheelers</li> <li>d) Company Provided car data has provided us the split of Petrol and Diesel cars. The same split is assumed for non company provided cars</li> </ul>

Data Cluster	Computation Process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
			<p>e) We have assumed an average of 37 KM per passenger per day for public transport. We have arrived at the average distance commuted by means of a travel survey. Thus, by multiplying the average passenger KM per day by the assumed number of working days in a year (250) and the number of employees who use the service</p> <p>f) Public Transport: We have arrived at the number of employees who use public transport by inference i.e. by subtracting the total of the number of employees who use cars, two wheelers and Wipro operated buses from the total number of employees in our India operations</p>
Business Travel	a) Data on business travel is obtained from SAP Based IT Systems	Details are determined based on Domestic and International Travel Requests	<p>a) Calculations for business travel by surface mode (Road and Rail) is based on 19 key domestic sectors, which together account for 81% of the travel. For the other 19% of surface business travel, a weighted average of 465 Km has been assumed</p> <p>This weighted average calculation has a deviation of 6.24% if we use the mean of different sectors – or a total of 70 tons of CO<sub>2</sub>e. However, the weighted average is a much better basis for calculation. Expected Deviation 6.24 % 70 tons</p> <p>b) Business travel (Air – International), Some 109 travel routes out of a total of 103826 have not been considered for calculations, due to incorrect and/or unresolved airport codes. The deviation due to this is in the order of 0.1% - roughly of the order of 68 tons</p> <p>c) Business travel (Air – Domestic), We have used the Economy class emission factor. Approximately, 97 out of 112650 domestic routes were by business class. We have used the only available emission factor for Domestic travel</p> <p>d) We have division wise break-ups for International Air travel and client cab transport. For the others (Domestic Air travel, Rail &amp; Road), where division wise splits are unavailable, we have used the employee numbers</p>

Data Cluster	Computation Process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
GHG Emissions	The computation of our GHG emissions data is done manually from MS-excel worksheets	<p>a) For GHG conversion, we primarily follow the protocol developed by WRI (World Resource Institute) available at <a href="http://www.ghgprotocol.org/">http://www.ghgprotocol.org/</a></p> <p>b) The WARM (Waste Reduction Model) tool created by the US nodal environmental agency, Environment Protection Agency (EPA) was used for emissions from waste in landfills. This tool available at <a href="http://www.epa.gov/climatechange/wycd/waste/calculators/Warm_Form.html">http://www.epa.gov/climatechange/wycd/waste/calculators/Warm_Form.html</a></p> <p>In addition, we have used GHG coefficients that are specific to India for which we have used the guidance tables available from the office of CII (Confederation of Indian Industry's) Mission for Sustainable Development at <a href="http://www.cea.nic.in/planning/c%20and%20e/user_guide_ver5.pdf">http://www.cea.nic.in/planning/c%20and%20e/user_guide_ver5.pdf</a>  <a href="http://www.greenbusinesscentre.com/documents/GHGGuide.pdf">http://www.greenbusinesscentre.com/documents/GHGGuide.pdf</a></p>	Details of assumptions on GHG emissions are mentioned above inline with the data cluster

## UNIVERSAL ELECTRIFICATION: A POSSIBLE SOLUTION

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Providing universal access to clean, affordable and reasonable quality of energy for basic needs, lighting and cooking, has been an enduring challenge for India. While it is estimated that there are at least 60 million households that use kerosene for lighting, several times that many depend on biomass for cooking<sup>1</sup>. It is either due to lack of grid access or due to poor and unreliable supply that these households, mostly of rural poor, depend on kerosene for lighting. This essay restricts itself to discussing the challenges of electrification and briefly discusses the role of solar photovoltaic technology towards meeting the challenges of rural electrification.

Universal electrification should be considered an important mandate of any government, given that the access and consumption of even small amounts of electricity is known to significantly improve the socio-economic welfare of households and communities. Towards achieving this goal, India has initiated several programs in the past. The most recent, and certainly the prominent one, has been the Rajiv Gandhi Grameen Vidyuthikaran Yojana (RGGVY) of Ministry of Power with a mandate of providing one unit (1 kWh) of electricity per day per household by 2012. This was primarily meant to be achieved by grid extension. This program has been rolled out and large sums of money have been allocated and several villages have been grid connected. Similarly, 'intense electrification' has been carried out in several villages that were originally only 'name-plate electrified'<sup>2</sup>. There have been a few studies on the RGGVY program and the jury is still out on the progress made by the program<sup>3</sup> thus far.

The additional capacity required to meet the RGGVY mandate works out to be less than 10,000 MW of installed capacity. To put these numbers in perspective, as of June 2011 the total installed capacity in India was around 177,000 MW<sup>4</sup>. However, for the annual 8-9% GDP growth rate that India is targeting, the generation capacity has to more than double by 2020<sup>5</sup>. Hence, the additional capacity requirement to meet the mandate of RGGVY is small in comparison. Large power plants based on conventional fossil fuels and renewable sources are in the books. However, it has to be noted that this is going to take time. Moreover, unless carefully planned, this is unlikely to result in significant improvement in rural electricity supply in the immediate future. Given this, what is the best way to expedite energy reach to all and make the GDP growth an inclusive story?

In fact, a range of solutions should be considered to successfully electrify un-electrified villages, hamlets and individual houses that are in electrified villages, yet not grid connected. Depending on the geography, terrain, distance from the grid, this could be accomplished by grid extension, micro-grids based on decentralized distributed generation at the regional or village level and decentralized generation at the household level. Furthermore, depending on the availability of local resources, the decentralized generation can be based on a portfolio of resources – mini-hydel, biomass, solar or fossil fuel such as diesel or natural gas.

Grid extension is the least cost option for urban areas and densely populated rural areas. However, for remote settlements mini-grid and off-grid solutions are likely to be attractive, since the deployment will have lower lead time, negligible transmission and distribution losses, local employment generation and boost to local economic activity. Furthermore, if based on local renewable source, this could be accomplished with a lower carbon footprint. However, measures should be taken to ensure that the plant will continue to operate and can be integrated with the grid when it does arrive. The key challenges related to decentralized generation is often the steep up-front sticker price, local capability to install and then maintain the system in the years to come, financing so that the end-users can afford and the cost of generation.

There are several examples of success stories in India of decentralized generation. Husk Power is one such story – it constructs and operates biomass based power micro-grids (capacity of 35 kW to 52kW to power over 250 households), using locally available rice husk as their fuel source. They are based on a pay-and-use model where the households pay periodically an upfront fee for a fixed quantum of electricity. An example of generation at household level is that of ‘Solar Home Lighting Systems (SHLS). Though solar is perceived as expensive by many, three major solar players, all Karnataka based, have been successfully servicing the rural solar markets for more than a decade with varied business models. For example, SELCO Solar operates more as an ‘energy service’ company than as a ‘solar product’ company, by providing customized systems and financial packages. The interesting part is that these three solar players have leveraged the country’s rural regional banking network and have operated thus far at market conditions – consumers have availed of loans at market rates.

Solar photovoltaic (PV) technology provides the flexibility in scaling from a few watts to light a single bulb in a home to electrify individual homes to entire communities. From a conventional techno-economics standpoint, solar PV might appear expensive with an estimated levelized cost of electricity of about Rs. 16/ kWh (assuming Rs. 120/ W for the PV modules), taking into account the other infrastructure costs for a micro grid<sup>6</sup>. However, the range of applications, and institutional mechanisms that have evolved to disseminate them, have made solar based applications flexible to meet the rural household’s needs as well as be affordable to them. Furthermore, as aspirations and affordability rise, modules can be added, allowing greater loads and consumption. Moreover as the resource is not a constraint, solar lighting systems, once paid for, can continue to operate for years to come. It can abate the grid when it is on or provide backup power in the case of outage. Of course the only catch here is that these systems need battery storage as the hours of supply (day time) and the demand (evenings) do not match. However, if adequate efforts are taken in planning this hurdle can be crossed.

The only reason why decentralized distributions have not seen a wider up-take is the institutional mechanisms that govern the operations of the plant. While, no single institutional mechanism has reliably worked in all situations, the common thread has been that the operations and maintenance has to be guaranteed and the tariff and cost

recovery mechanism has to be structured keeping in mind the end-users’ willingness and ability to pay.

Among the distributed generation technologies, solar has played an important role in rural electrification and is likely to continue to do so in the years to come. While the technology is already mature and ready to be harnessed, innovation in product designs and business models are needed for increased dissemination. With the adoption of LED based lighting the landscape is already changing; the wattage requirement has dropped translating into lower PV panel size and hence cost. At this juncture, it is important for the government to plan its role very carefully. While financial impetus is required and welcome, it has to be structured carefully not to stifle the market. The strength of the large banking network in India can be utilized to reach lighting solution to the poor in remote areas.

Even at today’s costs, solar for decentralized generation is economically viable and can play a major role in rural electrification in the coming years. Enabling policy mechanisms, tariff and cost recovery mechanisms that can vary with the ability to pay have to be carefully planned. Furthermore, if reliable service does not follow sales, these installations might end up as solar trash. If adequate efforts are taken solar lighting systems can prove to be a quick, clean and sustainable solution.

<sup>1</sup> National Sample Survey Organization, 2007.

<sup>2</sup> A village is deemed electrified if the distribution network has been set up and if minimum community facilities and 10% of the households are grid connected [http://www.powermin.nic.in/rural\\_electrification/definition\\_village\\_electrification.htm](http://www.powermin.nic.in/rural_electrification/definition_village_electrification.htm)

<sup>3</sup> ‘Rajiv Gandhi Rural Electrification Program: Urgent Need for mid-course correction’, July 2011, Prayas Energy Report.

<sup>4</sup> Ministry of power website, [http://www.powermin.nic.in/JSP\\_SERVLETS/internal.jsp](http://www.powermin.nic.in/JSP_SERVLETS/internal.jsp), accessed on August 29, 2011.

<sup>5</sup> ‘Low Carbon Studies for Inclusive Growth’, an Interim Report, May 2011, Planning Commission, Government of India.

<sup>6</sup> Detailed techno-economics of solar lighting systems are presented in ‘Harnessing Solar Energy: Options for India’, December 2010, CSTEP report.



# SPIRIT OF WARRIOR RUN

**BANGALORE**

# CUSTOMER STEWARDSHIP

The logo consists of the characters '5d' in a light pink, sans-serif font, positioned on a solid magenta rectangular background.

Our Portfolio of Sustainability Solutions

Wipro's Green Computing Journey: An Update

Extended Producer Responsibility and Beyond

Arise: An Innovation Model in Advanced and  
Affordable Health Care

## OUR PORTFOLIO OF SUSTAINABILITY SOLUTIONS

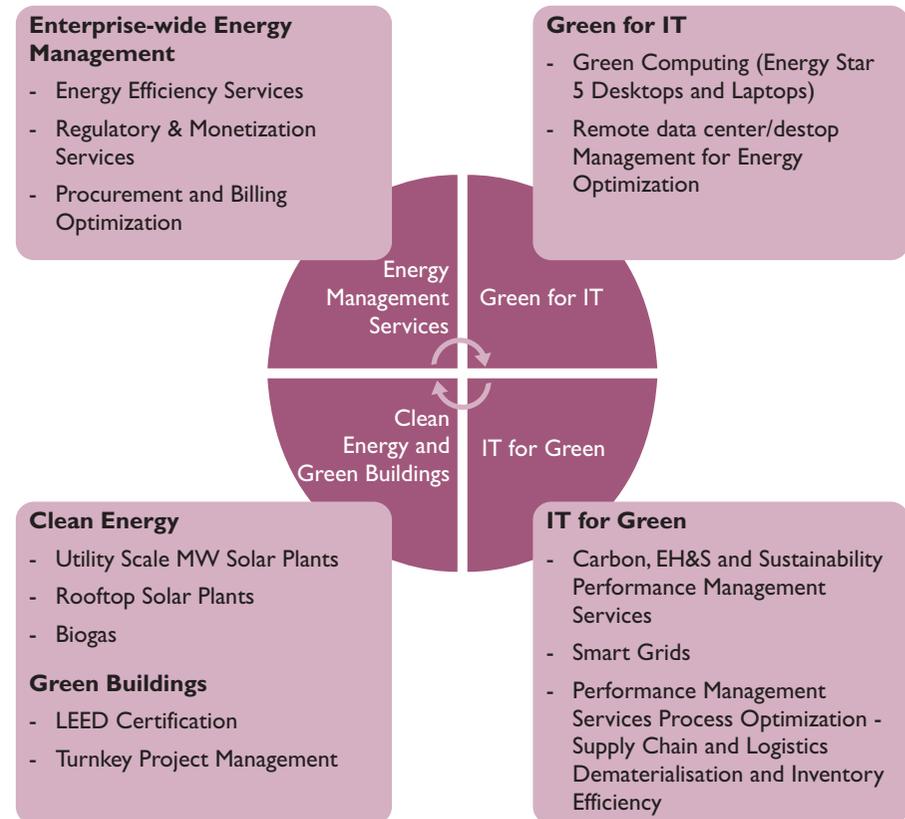
Information Technology has the potential to be a core enabler of sustainability improvements for energy intensive and material sensitive sectors – Oil and Gas, Utilities, Consumer Goods, Supply Chain and Distribution – similar to the role that it has played in improvements in business and operational productivity. Stakeholder's interest in ecological and social issues is high in these sectors and therefore, if IT can help move the needle, the multiplier effect will be significant. This therefore opens up exciting opportunities for IT services companies to serve their customers with a new range of innovative solutions.

Over the last three years, Wipro has built a portfolio of powerful IT enabled sustainability solutions for customers – this broadly covers

- **Green IT Infrastructure:** Data Centers, Cloud Computing
- **IT for Green:** IT led solutions for improvements in enterprise sustainability
- **Clean Energy**
- **Managed Energy Services:** IT platform based remote management of energy infrastructure. The technology platform helps in integrating data, analytics, predictive diagnostics and automation.

The strengths of our positioning come from decades of working with partners and customers to understand stakeholder needs – and placing it in the context of a larger purpose of providing 'sustainability' driven solutions.

An overview of our portfolio of sustainability solutions is shown in the graphical representation below:



Our sustainability solutions portfolio is anchored by various business units in the respective domains – Verticals like Energy and Utilities, Retail and Logistics, the Green Computing division and Wipro EcoEnergy.

Wipro EcoEnergy is the Clean Technology and Infrastructure business division of Wipro providing intelligent, sustainable alternatives for energy generation, distribution and consumption.

## Enterprise Energy Management Solutions

Wipro has a suite of energy management solutions in the area of energy infrastructure management and maintenance to drive efficiencies. We leverage analytical insights obtained from energy data into energy efficiency solutions that help our customers reduce their energy consumption and related costs. Our unique Managed Energy Services offering holistically addresses the entire spectrum of energy service as shown below:



Carbon management and energy procurement services are also integrated into the solution. Wipro delivers the set of services by uniquely integrating the customer facilities with our Energy Management Platform. The platform integrates with a service desk which aids in dynamic real-time interventions to deliver energy and emissions reduction with associated cost takeouts to the customer.

These solutions are illustrations of **demand management** - i.e. addressing energy demand – while the next section talks about our solutions in supply of **clean energy**.

## Clean Energy

We provide turnkey solutions for utility scale MW solar power plants. We offer a unique technology solution WEM (Wipro Energy Manager) that can be integrated into solar plants to enhance system performance. WEM provides an analytics based remote management solution to improve the performance of solar plants (either MW scale or distributed) through real time data collection/monitoring and predictive diagnostics.

## EcoEnergy has the capability to provide turnkey solution to develop solar power plants

World class Design, Implementation and Operational capability

### Design

- Design for loss reduction and maximizing generation
- Technology agnostic engineering
- 3rd party design validation from reputed "Solar Energy Research Institute of Singapore (SERIS)"

### Build

- Work flow methodology for high speed build
- Tie up with leading module manufacturers like NexPower, Dupont
- Integrated energy management infrastructure using Wipro Energy Manager

### Operate

- Generation Assurance for bankable returns
- IT enabled monitoring for quick resolve and high uptime
- 25 years plant Life Cycle Management
- Option of web enabled remote monitoring

## Green Buildings

We provide Green Infrastructure Services (GIS), through which we provide green building design consulting and project management services. GRIHA is the Indian equivalent of LEED and BEE (Bureau of Energy Efficiency, part of the Ministry of Power) has energy rating systems similar to Environmental Protection Agency (EPA) in the U.S. The offerings in GIS cover certification consulting, design services for mechanical, electrical, plumbing infrastructure and integration with Building Management Systems (BMS).

## Service Offerings in GIS

Green Consulting	Design Services	PMC Services
<ul style="list-style-type: none"> <li>Green certification (LEED, GRIHA, BEE)</li> <li>Water Management</li> <li>Waste management</li> <li>Energy management</li> <li>Landscape Planning</li> <li>Carbon Advisory Services</li> </ul>	<ul style="list-style-type: none"> <li>Architecture Designing &amp; Planning</li> <li>MEP Designing &amp; Consulting</li> <li>PHE Design</li> <li>Security Design (FAS / PAS /CCTV)</li> <li>BMS Design</li> </ul>	<ul style="list-style-type: none"> <li>Contract Management</li> <li>Time Management</li> <li>Design Management</li> <li>Construction Management</li> <li>Quality Assurance</li> <li>Environment, Health &amp; Safety Management</li> <li>Close out Management</li> </ul>

### Carbon & Sustainability Performance Management

Sustainability and Carbon Management solutions are designed to measure and manage sustainability performance and the carbon footprint of an enterprise. These solutions streamline the collection, verification, and analysis of company-wide sustainability performance indicators for environmental, social, safety, energy, and carbon.

EHS solutions are designed to help organizations to streamline Environmental, Health, and Safety related processes and manage associated risks. These solutions establish company-wide consistency and visibility to improve the overall EH&S performance.

### Solutions for Energy and Utility Companies

Wipro has been one of the pioneers, among global IT services companies, in providing dedicated focus on the Energy and Utilities (E&U) domains. We have successfully deployed solutions to over 75 top E&U companies across North America, Asia-Pacific and Europe in regulated and de-regulated market in the areas of Generation, Transmission & Distribution, Retailing, Energy Trading & Risk Management and Smart Grid.

Wipro has a dedicated Utilities practice for over 12 years, backed by industry partnerships with best-of-breed players for solutions in the Smart Metering and

Smart Grid area. The Product Engineering Services (PES) group is developing smart gadgets and algorithms for efficient management of the Smart Grid networks. Our Smart Grid practice provides expertise ranging from strategic consulting to vendor selection to solution integration and implementation.

Our expertise in smart grid and metering solutions covers major energy and power reform programs over the past few years: the Energy Policy Act (2005) in the USA-, Energy End Use and Energy Services Directive (2006) in the EU, Distributor lead smart metering initiative in Australia and the Restructured – Accelerated Power Development Reforms Program (RAPDRP) in India. We are the only system integrator company in India working across the range of areas that RAPDRP targets. We have implemented smart grid solutions for over 15 customers in the past few years.

### The following is a synopsis of illustrative case studies in this space

Large Electric Utility in Arizona, USA	Our first end-to-end Smart Metering Implementation, where we manage the AMI (Advanced Metering Infrastructure) and integration with Distribution Outage Management System
Large Electric Utility in Northwest, USA	End to end AMR (Advanced Meter Reading) implementation for a large Electric Utility to replace 600,000 meters
Large Retailer in Australia	Implementation of Oracle MDMS (Meter Data Management System) and integration of various Retail applications Working with the retailer on Smart City strategy
R - Accelerated Power Development and Reform Program (APDRP), India	Implemented AMR (Advanced Meter Reading) solution for Gas & Non-Gas Customers

## WIPRO'S GREEN COMPUTING JOURNEY: AN UPDATE

Driven by Moore's Law, the economics of computing has been a three decade long story of 'More for Less'- more output for less resources – in other words, a sustainability dream; But the Jevons Paradox – named after English economist Stanley Jevons and that articulates the puzzle of increased consumption of a scarce resource even as its efficiency increased – is visibly evident in the case of computing resources. Even as chips have become smaller, demand for materials used in electronics has only increased. A recent IEEE paper stated clear evidence for the Moore's Law equivalent for energy efficiency of computing i.e. where energy consumption per MFLOP of computing power has halved nearly every two years.

We already see the above in evidence: the run-in on the rare earths used in electronics and its geopolitics, the vast quantities of electronic waste that is generated every year, a lot of which either lands up at landfills or is processed unsafely in the informal sector and the fact that data centers alone account will soon account for 10% of the total electricity consumption in the U.S.A.

Given these facts, the electronics and Hi-Tech industry have a critical responsibility on product stewardship. Till now, they have responded reasonably well, driven by both, a sense of responsibility and transparency that comes more readily to the industry and by pressure from civil society. For nearly five years now, Wipro has been a pioneer in applying sustainability principles to its range of desktops and laptops. On the three drivers of Toxics Elimination, Energy Efficiency and End-of-Life responsibility, we have tried to raise the bar constantly. Our Green Computing story has been articulated in fair detail in our previous sustainability reports which the reader can refer to. What we present here is an update.

We continued to make significant progress on our green computing program. What follows is a summary of the new milestones reached during 2010-11 on the three pillars of **Energy Efficiency, Toxics Elimination and End-of-Life Responsibility for e-waste**. (For a detailed overview, refer pages 140-141 of our Sustainability Report for 2009-10).

### Energy Management

- All the 24 laptop models and 24 desktop models introduced in 2010-11 are now certified for U.S. EPA's Energy Star 5 rating. Out of these models, half of them exceed ES 5 rating requirements. On an average ES 5 models have operational power savings of 15%
- Wipro Green Console - a power management solution for system administrators shipped with desktops

### Chemicals Management

- While all our desktop and laptop models are already 100% RoHS compliant, the number of vendors who are RoHS compliant has increased from 30 to 49
- PVC and BFR free models being progressively launched since 2010. 37% of our product launches now are PVC/BFR free - and balance planned to be rolled out by 2012

### Waste Management

- Multi-fold increase in collection of e-waste through our collection centers - this is now available for computing e-waste from other manufacturer / vendors
- 600 components/parts recycled on an average per month

## WIPRO'S GREEN CONSOLE POWER MANAGEMENT SOLUTION FOR SYSTEM ADMINISTRATORS



All desktop models are now shipped with a unique power management solution for customers – called

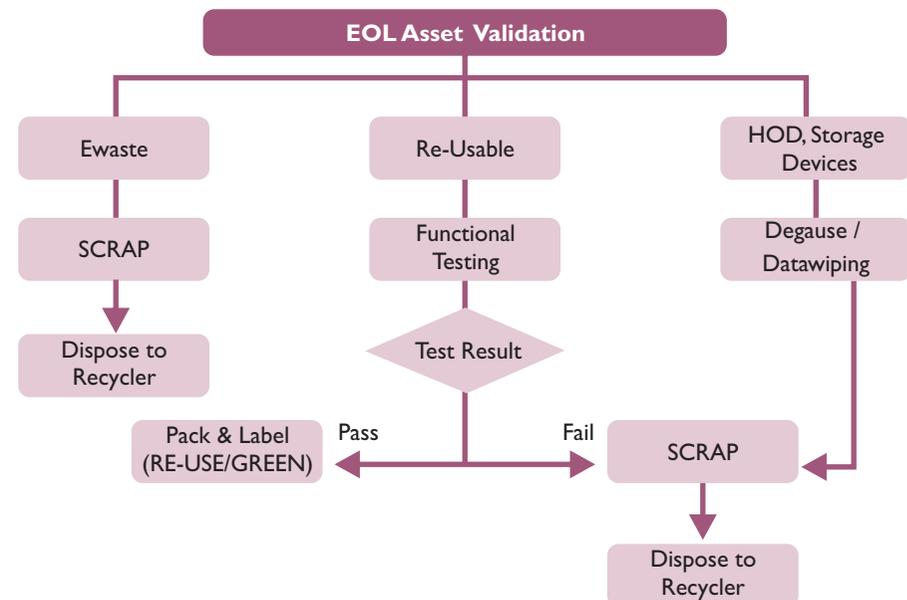
Wipro Green Console. Many of our desktop customers are large government departments and corporates. The 'Green Console' module will be useful for system and network administrators in such organizations to remotely monitor power management and manage patch deployments. The solution also provides a comprehensive aggregate dashboard of energy usage profiles and helps one identify scenarios for potential energy savings. The tool can also provide the cost of electricity based on energy tariffs for the reporting period. Wipro Green Console has been designed to empower organizations to significantly reduce their energy costs without impacting their users. The tool is estimated to save around 20-30% of energy for a networked deployment of desktops.

### Key Features:

- Client ready power saving tool
- Discover network/client system, apply power policies/schedules
- Browser Based application
- Power Audit – Defined templates
- Client power polling at scheduled intervals
- Dashboards

## Extended Producer Responsibility in Green Computing

Wipro was one of the early pioneers in recognizing the e-waste problem as one of Extended Producer Responsibility (EPR) and was the first in India to start an extensive take back program in 2007. Over the last three years, we have constantly improved and matured the process for take back and safe processing. In FY 2010-11, a total of 260.43 tons of E-waste (2.6 ton of CO<sub>2</sub> equivalent) was collected from our 17 collection centers across India and disposed through our network of certified partners. The whole process chain is depicted below:



All EOL material that arrives at the collection centers is either segregated for reuse or recycle. Storage devices first go through a process of 'datawiping' before it is sent for recycling.

Around 600 parts or components per month, ranging from monitors, motherboards and other accessories are segregated, checked thoroughly and reused in our sustenance services. The balance EOL material is sent to an authorised e-waste recycling vendor.

### Our efforts have focused around multiple levers :

- Socializing the idea to our customers and convincing them on why returning their EOL equipment constitutes responsible behaviour
- Our own investment in terms of bearing the logistics costs of collecting, warehousing and transporting the EOL equipment
- Identifying and working with certified partners who can be trusted to safely process the e-waste

As the table shows, our efforts have shown impressive results with a five fold increase in the quantum of e-waste collected over a two year period

Year	2008-09	2009-10	2010-11
Total E-waste Recycled (Tons)	49.0	92.0	260.43
Average per month (Tons)	4.1	7.6	21.70

**Beyond the norm:** In 2010 - 11, we extended our take back services beyond the norm to products that originate from other vendors. Through our Infrastructure Availability Services (IAS) division - that provides multivendor implementation, support and maintenance services to domestic customers in India – we offer our customers the choice of returning these other electronic products. This provides an enhanced convenience value to customers and is especially valuable in the instances of imported products where the primary manufacturer's presence in India is limited to sales and first level technical support.

Going forward, we welcome the impending coming into effect of **'The e-waste legislation'** from May 2012; we played a central role as part of the MAIT committee (Manufacturers' Association of Information Technology) that worked with the central government in the drafting of this regulation. The legislation's strong emphasis on Producer Responsibility is something that we have always believed in and advocated.

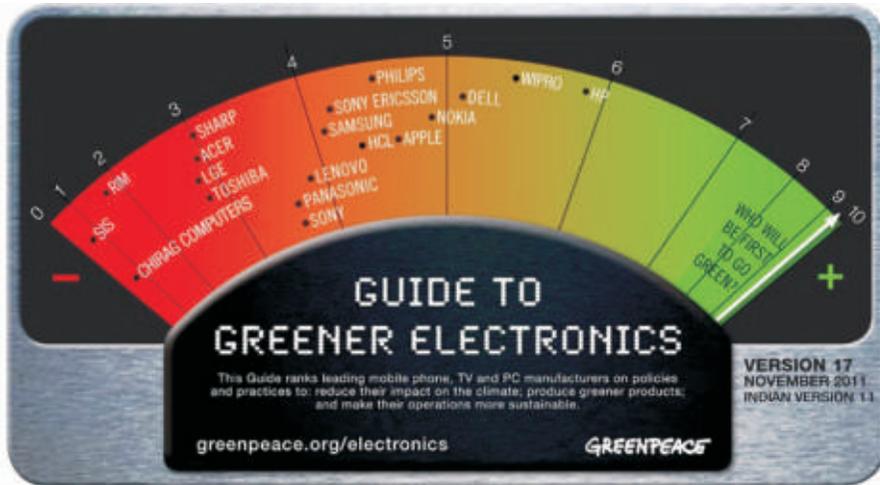
### Precautionary approach for development of new product lines

We are starting a life cycle assessment program, including verification, for some of our key personal computing product lines. The first step in this journey we have undertaken is to look at core environmental and social performance indicators across our supply chain to understand focus areas. The study, currently underway, will be completed in 2012.

## EPR (EXTENDED PRODUCER RESPONSIBILITY) AND BEYOND

Popular images of mountain heaps of discarded mobile phones typify the problem of electronic waste (e-waste) – that of the potential risk of toxic metals – Cadmium, Mercury, Antimony etc - leaching to the ground and polluting land and water. However, the problem of electronic waste globally is not one of unmanageable volume alone; many electronic products contain upto 60 elements of the periodic table and extracting them safely for further reuse requires stringent standards of the relevant technology, something which is not available in most countries. This has led to the emergence of an unorganized, informal sector in developing countries like India which uses dubious methods to extract the metals e.g. incineration, acid-bath etc. The pollution and health risks from such methods are extremely serious. It therefore becomes the responsibility of the primary producer of the electronic product to ensure that at the end of its life, the product is collected back from the customer and safely processed by the recycling ecosystem, which typically will consist of multiple points of expertise that are geographically dispersed.

Our strong leadership in Green Computing is reflected in the continued top position (India) that we hold in the latest Greenpeace ranking of Green Electronics.



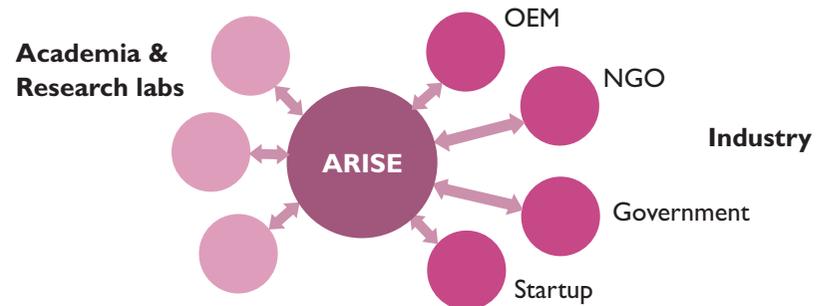
## ARISE: AN INNOVATION MODEL IN ADVANCED AND AFFORDABLE HEALTH CARE



In early 2011, we created a joint initiative with IMEC - a leading research organization in nano-electronics and nano-technology – to co-innovate and build next generation intelligent

systems, called Applied Research in Intelligent Systems Engineering (ARISE). The joint initiative will initially focus on developing intelligent systems based on next generation sensors, wireless and energy harvesting technologies for key industry verticals. Emerging markets, consisting of 80% of the global population, offer great opportunities for intelligent products to be designed ground up to address its unique needs. Nanoelectronics is one of the cornerstones of the thrust to designing product that address societal challenges like efficient and sustainable healthcare system, sustainable urbanization, and sustainable use of energy.

Arise is designed to be a bridge between industry and academia. Focused teams will work on applied research, technology scanning & evaluation, humanistic science and systems design. In the initial phases, arise will explore and develop solutions based on bio-sensor based interventions for affordable patient health monitoring and advanced imaging technologies.







# SUPPORT TO WARRORS RUN

**CHENNAI**

# SUSTAINABILITY AND THE RESPONSIBLE INVESTOR



Responsible Investing and Wipro

Investor Engagement

Our Economic Performance and Value Add to Investor

## RESPONSIBLE INVESTING AND WIPRO

Wipro has been closely observing the discernibly growing trend of Investors adopting the Principles of Responsible Investing into their decisions. While there is a long way to go, we are heartened by the visible increase in the support for this movement from the business sector. The measurement of social and environmental externalities in financial terms is a central driver of this movement but this is an area which is still at a nascent stage and one that will require both, more rigorous academic consistency and vigorous advocacy to make it a mainstream practice.

One of the data sources on environment, governance and social factors used by institutional investors is the indices that track the performance of socially responsible companies to facilitate Responsible Investment. Wipro's commitment to sustainability is reflected in us being part of two leading global sustainability ratings/indices, the DJSI and NASDAQ Sustainability 100.

Wipro is a constituent of the global DJSI 2011 (Dow Jones Sustainability Index) for the second consecutive year, widely considered as the gold standard for companies in sustainability. The Global DJSI comprises 318 companies, 2 of which are incorporated in India. We were rated in the top 2 in India in the Carbon Disclosure Leadership Index (CDLI) for 2011 and No.1 in 2010 by Carbon Disclosure Project. Our CDP response for 10-11 can be viewed at [www.cdproject.net](http://www.cdproject.net). Newsweek International rated Wipro as one of the top 50 Greenest companies in the world for 2011. We have also been included in the NASDAQ 100 Global Sustainability Index of the 100 global sustainability leaders from across industry sectors.



Wipro Limited is also ranked first among Indian companies in the 2010 Asian Sustainability Rating (ASR). ASR 2010 analysed the publicly available information of the 542 largest listed companies in 10 Asian countries. The rating provides companies, investors and other stakeholders a view of the strategic sustainability of these companies. Wipro's sustainability disclosure has been awarded an overall score of 83% and ranked as 6th in Asia and 1st in India.

The following table shows the total number of signatories to the Principles of responsible investing and those invested in Wipro.

Signatories	915
Investors in Wipro	>10%

### Investor Engagement

Investors in Wipro are our significant stakeholder. Over the years we have strived to build a symbiotic relationship to realize our conjoint goals and aspirations. We have developed multiple channels of communication with the investors to best suit their growing needs. Our primary focus is on fair and transparent communication to keep them abreast with the business and organizational developments.

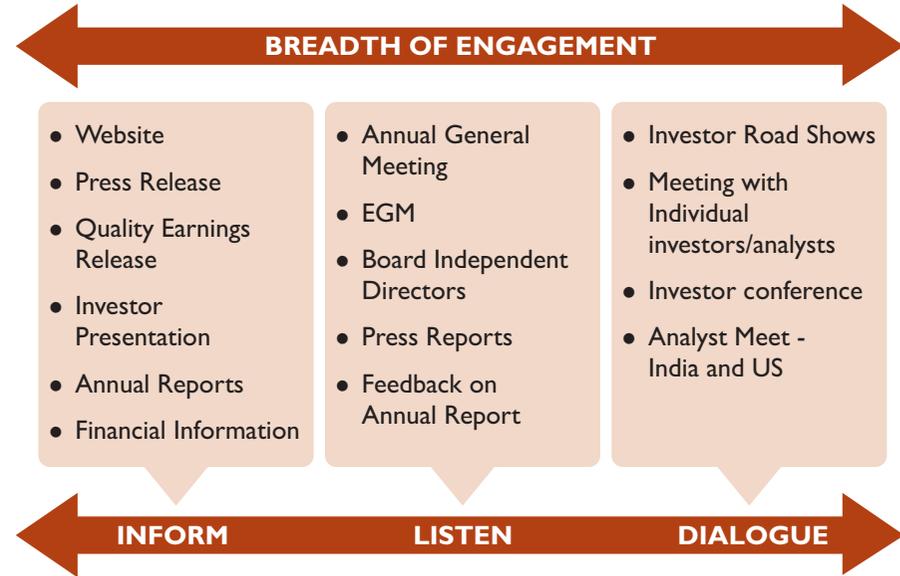
### Shareholding Pattern in Wipro

The table below shows the total number of shareholders consolidated during the year in both domestic (India) and ADR holdings:

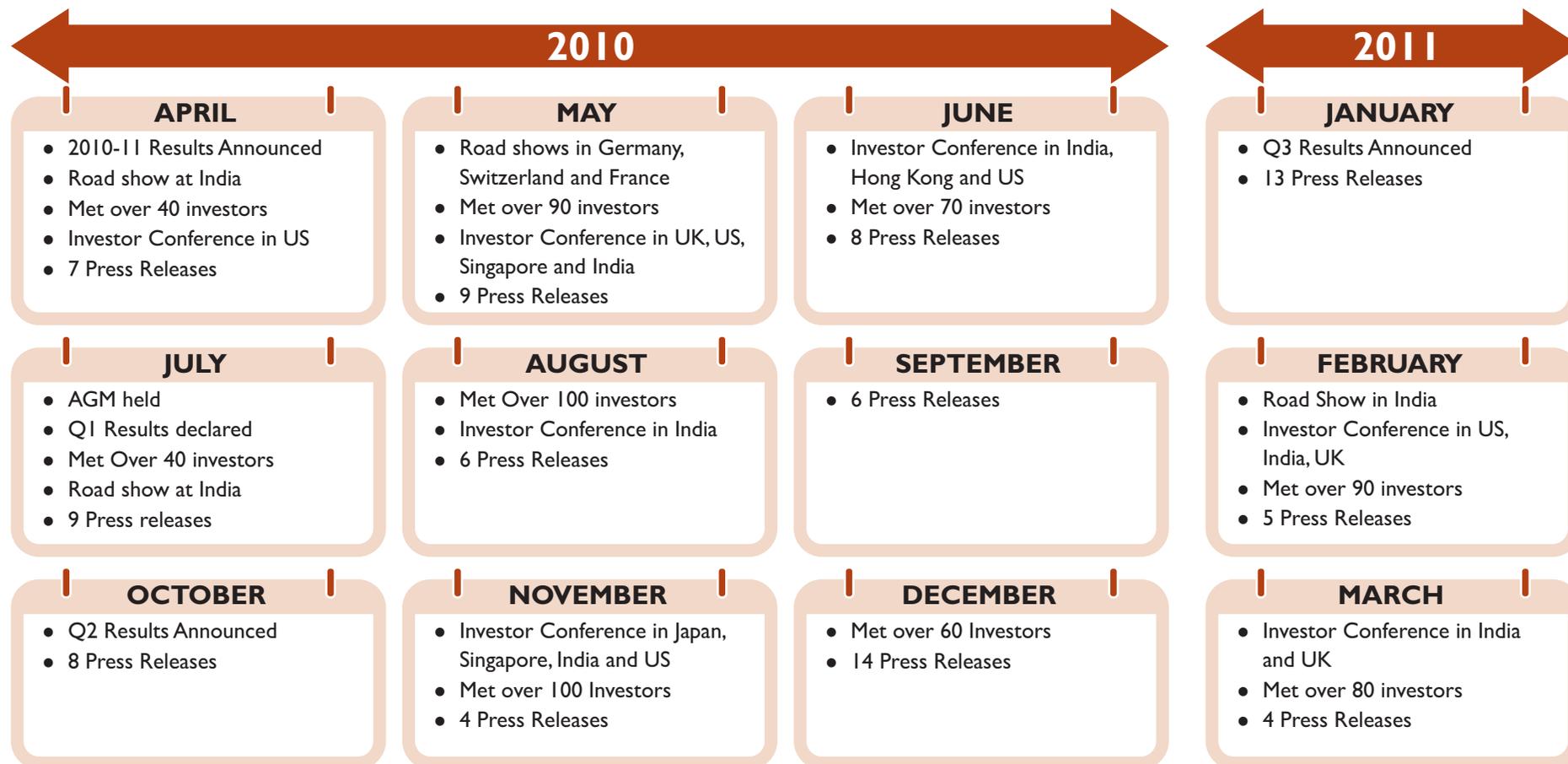
	2006-07	2007-08	2008-09	2009-10	2010-11
No. of shareholders	197,774	232,932	228,456	179,438	220,237
ADR holders	20,229	18,428	14,945	15,383	12,544
Total shareholders	218,003	251,360	243,401	194,821	232,781

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

The Following table reflects the breadth of our engagement with Investors.



## INVESTOR ENGAGEMENT CALENDAR FOR 2010-11



In addition to the information provided in the investors section of our website we have been providing them updates through multiple channels like Twitter (follow us on [www.twitter.com/wipro](http://www.twitter.com/wipro)) Facebook ([www.facebook.com/WiproTechnologies](http://www.facebook.com/WiproTechnologies)) and

Wipro Blogs at <http://blog.wipro.com/>. The above supplemented our quarterly results announcement to the stakeholders through a Press release and presentation.

## OUR ECONOMIC PERFORMANCE AND VALUE ADD TO INVESTORS

Wipro believes that economic success is a by-product of the goal of meeting the expectations of all its stakeholders, of which Investors form a critical segment. We believe that our investors look for good governance, fair and unbiased reporting and consistent and predictable business performance. For the investors, these performance criteria will translate to a more liquid, fairly valued and profitable investment. We seek to build investor confidence in our company by benchmarking

our practices with the highest standards of governance, continuing investor interactions and being responsive to feedback and critique.

Our financial performance can be better understood against the larger backdrop of the Indian IT industry and the macro forces that are important underlying factors. The box item below is a critical summary of the Indian IT industry.

### The Indian IT sector

The global business environment continued to remain unpredictable and uneven in FY 11. While the developed economies reflected softness, the emerging economies compensated by continuing to growth, though at a subdued rate. This made global businesses reassess their strategies and identify areas for both near term and long term improvements. In this new environment, the IT Sector has identified new customer needs and defined new opportunities to continue its growth trajectory:

- Global GDP is estimated to have contracted by 0.6% in 2009 and subsequently expanded by 5% in 2010. The expectation for the year 2011 is 4.4% growth. With Global IT spends being directly linked to GDP growth, the expectation is a growth of 4% in FY 11
- In India, IT-BPO sector revenues have grown from 1.2% of the national GDP in 1998 to an estimated 6.4% in FY 2011 reaching USD 88.1 billion
  - IT software sector and services sector (excluding hardware) is estimated to account for USD 76.1 billion
  - IT services segment was the fastest growing segment, recording 22.7% growth

- Indian software sector export was estimated to gross USD 59 billion in FY 2011. Its share of total Indian exports (merchandise plus services) increased from less than 4% in FY 1998 to 26% in FY 2011

- In the domestic market the IT - BPO revenues excluding hardware was expected to grow at almost 16% to reach INR 787 billion in FY 11. The growth is primarily driven by the strong economic growth, rapid advancement in technology infrastructure, increasingly competitive environment for Indian businesses, increase in government focus on governance and emergence of business models. This has helped IT reach new customer segments even as the penetration into the existing customer segments continued

Viewed from the customer segments, BFSI continued to dominate demand, even as emerging verticals such as retail, health care, media and utilities witnessed growth. The direct employment provided by the IT Sector in FY 11 was expected to reach 2.5 million, an increase of 240,000 employees, while indirect job creation is estimated at 8.3 million.

## Financial Performance

Wipro's Economic Value Add and distribution among its constituents is broadly consistent in FY 11 when compared with FY 10. To the equity owners, the dividend

payout increased from 2% of revenue in FY 10 to 4% in FY 11. This entire increase came from lower Economic Value retained in business.

### Economic Value Add: A four year Snapshot

		2010-11		2009-10		2008-09		2007-08	
Revenue		310,542	100%	271,957	100%	256,891	100%	203,970	100%
Operating Cost		125,997	41%	111,988	41%	104,241	41%	82,028	40%
Employee Wages and Benefits		126,867	41%	107,230	39%	107,266	42%	83,182	41%
Payments to Government	India	7,448	2%	6,457	2%	4,649	2%	4,025	2%
	Others	3,895	1%	3,403	1%	2,538	1%	1,954	1%
Payments to providers of Capital	Interest	776	0.2%	1,232	0.5%	2,333	1%	1,690	1%
	Dividend	13,643	4%	5,792	3%	5,849	2%	8,765	4%
Economic Value Retained		31,916	10%	35,855	13%	30,015	12%	22,326	11%

Under IFRS dividends are not recognized as liabilities until they are approved by the shareholders. Therefore the dividend paid during the year and tax thereon is considered for the computation of payments to government and providers of capital. The data for the previous years of 2008-09 and 2009-10 has been presented on the basis of IFRS financials.

## Financial Assistance from the Government

Considering the value created by the IT sector through the generation of direct and indirect employment and the earning of foreign exchange, the Government of India has been providing fiscal incentives to IT companies.

(See Box Item "The Indian IT Sector").

Our IT business contributes significantly to both these goals, thereby qualifying a significant part of the profits from our global IT services for exemption from Income Tax in India. We have not received any other direct or indirect financial assistance beyond the scope of the state policy.

Tax benefit to Wipro	2009	2010	2011
Employees in Global IT services	97,810	108,071	122,385
Benefit from Income tax exemption (in INR. Mn)	10,787	12,040	11,085
Percentage of tax benefit to (PBT) Profit Before Tax	24%	22%	18%

### Response to Investors' and Shareholders' Concerns

One of the measures of our success is having satisfied stakeholders. Quick responsiveness to complaints and queries from our investors is part of this whole process. Our goal is to have Zero pending complaints or queries. The table below presents the status of complaints/ queries received and our response.

Description	Nature	Received	Replied	Pending
Non receipt of Securities	Complaint	140	140	0
Non receipt of annual reports	Complaint	85	85	0
Correction / Revalidation of Dividend Warrants	Request	260	260	0
SEBI/ Stock Exchange complaints	Complaint	10	10	0
Non Receipt of Dividend Warrant	Complaint	552	548	3
Demat request received	Request	2	–	2*
Others	Request	–	–	0
<b>TOTAL</b>		<b>1,048</b>	<b>1,043</b>	<b>5</b>

\*The pending demat requests has been cleared subsequently by 4th April 2011.

### Data Calculation Methodology and Assumptions

Data Cluster	Computation Process (IT systems or Manual)	Protocols followed	Assumptions and Rules of Thumb
Economic performance data for last three years	<ol style="list-style-type: none"> <li>All raw financial data are recorded in our SAP based systems with a maker and checker concept</li> <li>The consolidation and analysis of the financial data is done in our Hyperion Business intelligence System</li> </ol>	Our financial reporting is on the basis of IFRS frameworks	
Impact of financial assistance from the government on our profit after tax	The impact benefit was calculated in MS-excel sheet; the financial is from SAP and Hyperion Systems		We have used the government exemption figures as the basis of calculation
Metrics on analyst meets and diversity of governance bodies	These data points are maintained in MS-excel sheets in IR Central Database by the investor relations group		

## CORPORATE SUSTAINABILITY: WHY DID IT START? WHERE CAN IT GO?

Shankar Jaganathan

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The term 'Corporate Sustainability' sounds technical, abstract and remote to many. But given the growing influence of corporate sector in the modern world, it needs to be better understood and appreciated by all stakeholders. For only then we can shape a better world, for us today and for the future generations tomorrow.

Given the poetic liberty, the origin and evolution of corporate sustainability movement can be anchored on a select few individuals without missing out on anything substantial. This article attempts to do just that by anchoring on four individuals - a 19th century economist William Stanley Jevons, Henry Ford the 20th century entrepreneur-industrialist, John Elkington, the sustainability crusader and the 17th century evangelist, John Weseley. While the economist highlighted the finite nature of resources in the face of accelerating consumption, the industrialist fought a losing battle in his attempt to leverage the corporate entity for public good. It took eight decades for this issue to resurface in the public domain as the crusader defined a

revised measurement system to place the shareholders' demand in a proper perspective. Enforcing this measure needs the evangelist's idea to be revived, where he highlighted the social issues integrated in economic decisions that required a comprehensive view.

### **Jevons Paradox**

This story begins with the industrial revolution, a period that heralded material affluence on a scale never seen or imagined before. Mass production enhanced the quality, quantity and variety of goods and services available to humanity. William Stanley Jevons, one of the deep thinkers of that era called it the Age of Coal. To him coal made all the difference. 'With coal almost any feat is possible or easy; without it we are thrown back into the laborious poverty of earlier times' he noted. Coal, a fossil fuel was leveraged for the first time on a large scale to produce energy for manufacturing that dwarfed all previous human endeavors. As the quantum of coal consumption accelerated, its finite availability triggered a basic question in Jevons mind. He addressed it in his book *The Coal Question* published in 1865. The byline to this book explains the issue that troubled Jevons, 'An Inquiry Concerning the Progress of Nation, and the Probable Exhaustion of Our Coal-Mines.'

Coal was the first of non-renewable resources that mankind used in large quantities which triggered concerns over its exhaustion. Following coal, as petroleum was mined and used for transport needs, the same question came up; would the world run out of oil? Gradually this concern for exhausting the non-renewable resources came up in all cases where non-renewable resources are used. Today this concern extends to the two basic resources that nourish human life, i.e. water and air too, which earlier was seen as renewable. This concern however is not shared by all. Some believed that science and technology will provide the answers for meeting the human needs. Either new substitutes would be found like petroleum to supplement coal, or the resource itself would be used more efficiently, if not both.

In the days of Jevons himself, the efficiency argument was put forward. Not only was it articulated loudly, but tangible evidence inspired it, with events like James Watt improving Thomas Newcomen's steam engine by increasing energy utilization from coal. Jevons the economist noticed a strange phenomena occur when efficiencies increased. Consumption of coal instead of declining rose sharply. Analyzing this phenomenon, he concluded, 'It is a confusion of ideas to suppose that the economical use of fuel is equivalent to a diminished consumption. The very contrary is the truth.' This observation today goes under the name of Jevons paradox. In short, this paradox states utilization increases with an increase in efficiency, thereby consuming larger resources.

Computer users over the last two decades can attest to this phenomenon as data-storage space evolved from KB to MB to GB to finally arrive at TB or Terra-bytes. Jevons paradox, over the years has been repeatedly validated across a range of resources thereby eliminating increased efficiency as a solution to overcoming resource scarcity. Search for alternatives is the only avenue that remains. Petroleum became the next source of energy to supplement coal. Its liquid state, enhancing its portability, made it very attractive for individual consumption as distinct from coal which is primarily used for industrial purposes.

### **Not Just Fords' Defeat**

Petroleum opened up new options for personal transport. Henry Ford the American industrialist leveraged it by building low cost automobiles providing personalized transport solution to masses. The successful entrepreneur within a short time realized another dimension in Jevons Paradox. Increased efficiency meant reduced cost. Reduced costs enables lower prices translating to an expanding market. In his attempt to increase efficiency and reduce costs, he made a radical departure. In line with other costs like rent, wages and interest, which are traditionally capped, he added profit to this list unleashing pandemonium.

Starting on a clean slate in 1903, Henry Ford built a very successful company. In 1915, the company recorded revenue of \$120 million with \$25 million profits. From this profit he distributed a dividend of \$16 million translating to 800% return on the \$2 million capital investment. In line with his desire to limit costs and increase efficiency, Ford issued a newspaper advertisement on July 31, 1916, where he shared his

intention to limit future dividend payments to 5% of the original capital invested per month. After capping the dividends at 60% per annum, Ford declared he would use rest of the money to reinvest in business to employ more men and share the benefits of the new industrial system with the greatest number possible.

Other shareholders, namely the Dodge Brothers who held 10% interest in the company filed a suit in the court seeking to restrain Ford from implementing his plan. They contended that the interest of the shareholders was impinged. Instead of maximizing profit for shareholders, Ford had deviated from this '11th Commandment' and was seeking to limit profits. During the court hearing, Henry Ford was asked to state the objective of organizing the Ford Company. Violating the '11th Commandment', he replied, 'Organized to do as much good as we can, everywhere, for everybody. And incidentally to make profits.' In response, the Court in 1919 gave a landmark judgment which shaped the future of the corporate world. Upholding the '11th Commandment' it held.

A business corporation is organized and carried on primarily for the profit of shareholders. The powers of the directors are to be employed for that end. The discretion of the directors is to be exercised in the choice of means to attain that end, and does not extend to a change in the end itself, to the reduction of profits, or to the non distribution of profits among stockholders in order to devote them to other purposes.

This judicial decision legitimized the view that the objective of a business is to make money. Though this decision was applicable only in the United States of America its economic success made most other nations emulate it. They adopted not just the regulatory environment, but also the American business philosophy. In the new scheme of thinking, all other stakeholders became costs to be minimized, as maximizing the shareholders' interests became the sole concern. A defeat for Henry Ford in the year 1919, turned out to be a defeat for all other stakeholders for the rest of the 20th century. A cynical view is to herald this decision as the entry of the corporate world into the barbarian age. For the corporate world to return to civilization, it would take many decades before a Swede opened up the gate for its homecoming.

### **Elkington's Civilization**

The single minded focus on serving the shareholders interest helped the corporate sector grow in numbers and size. By the end of the 20th century of the 100 largest economic entities in the world, 51 were corporate entities. In large countries like the USA and India, their largest corporate, Wal-Mart and Reliance Industries had an annual turnover accounting for about 3% of the country's GDP. This size provided the corporate entities with power to influence their environment. Further with globalization opening up national borders, large multi-national entities present in scores of countries wielded enormous influence over the foreign governments shaping economic legislations and defining fiscal policies. This in turn further accelerated their turnover and profits, making the global corporate citizens first among equals in a predominantly democratic world.

In the 20th century, new influences emerged working at multiple levels. While the corporate influence is visible in the physical sphere, hidden from the public eye, a more subtle influence was at work in shaping human aspirations. Human life and social concerns which for centuries were shaped by a blend of religious, ethical, social, political and economic thoughts gradually came under the sole influence of economic considerations. Increasingly ethical, social and political issues came to be viewed through an economic lens. An illustration of this feature is when economic theory invaded social and personal life. Garry Becker, the Nobel laureate in Economics among his other contributions evaluated the institution of family using economic concepts. Viewing family as a small factory producing services for its members, he equated the decision to have a child with buying consumer durables to be evaluated on a cost-benefit scale. He added up the cost of food, shelter, clothing, toys, and the child's education to be balanced with the joy of having and raising children and the desire for care in old age. He even attributed the falling fertility rate in the western societies to government retirement schemes that guaranteed income to the aged, which reduced the benefits from having children.

Perhaps it is in anticipation of these trends and their implications that Stanislaw Lec the 20th century European poet remarked 'Is it progress if a cannibal uses a fork?' This quote captures the context for a debate on the corporate impact on growth and progress. While corporate contribution to growth is not contested, its positive influence on progress is hotly debated. The negative influence of a single minded focus

on profits has seen many corporate entities being identified with sweat shops where employees were placed in inhumane work conditions, spurious products that harmed rather than benefited the consumers, exploitation of natural resources to the detriment of the society and unethical means used that erupted from time to time in corporate scandals which cheated investors out of their share of profits.

Many conceded the mixed impact of corporate sector, but believed the positives far exceeded the negatives. Even among those who saw the negative impact grow, they could not size it nor balance it against its positives. A sector trained to pursue targets needed something tangible to chase. John Elkington, the environmentally sensitive Swede provided the corporate sector with not one but three bottom-lines to chase. In addition to the traditional financial profits, the Triple Bottom-Line added two more dimensions, people or the social impact and planet or the environmental impact. Building on the triple bottom-line concept, we have the Global Reporting Initiative a voluntary reporting framework for corporate entities with performance indicators to track all the three bottom-lines.

Is triple bottom-line the gate that will permit the corporate sector to return to the civilized world from the barbarian age? However triple bottom-line and Global Reporting Initiative are only voluntary initiatives. If the corporate entities do not voluntarily enter who or what can induce them to come in?

### **Weseley's Ethics**

Hyman Minsky, an American economist identified five phases in the evolution of capitalist economies. He painted a vivid picture of this evolution by identifying the triggers for change and the power wielders in different eras. He traced the origin of capitalism to sea trade in 1600 AD and identified the merchants as its primary driver. The advent of industrial revolution shifted the power from the merchants to the industrialists marking the second phase. The third phase saw the bankers usurping power by financing mergers and acquisitions to construct big businesses. The Great Depression in 1930s brought to the forefront the importance of management in running big business, placing the power in the professional managers' hands. This marked the fourth phase. The fifth and the final phase identified by Minsky was the advent of institutional investors who shaped the economy with equity markets dominating the mindshare.

Large corporates are publicly listed entities. With their shares listed in stock exchanges, the corporate top management looks to their share price and market capitalization for vindicating their performance. Moreover in the last three decades, many companies have linked their top management compensation to their share price appreciation. This provides the investors with a lever to induce corporate management to toe their line. For a variety of reasons, the investors in the last three decades have used multiple other factors in making their investment decision, giving rise to the concept of Socially Responsible Investments or SRI.

SRI has both a long and a short history. The triggers were multi-fold and can be grouped under three broad heads: religious, environmental and humanitarian. Each of them played a distinctive role in different geographies to bring SRI to the forefront. Religious edicts have had a major influence, especially in Islam and Christianity. Likewise environmental disasters and inhuman practices triggered environmental and humanitarian filters.

The apartheid regime in South Africa that differentiated between human beings and sanctioned discrimination based on the color of their skin, was opposed by the investment community, though belatedly, by avoiding companies operating or investing in South Africa. Likewise, the Pax World fund launched in 1971 by a Methodist preacher focused on pacifist activities by eliminating companies engaged in manufacturing war weapons, triggered by the popular opposition to Vietnam War. The environmental triggers too came into effect after the Bhopal plant disaster in India in 1984, which was followed in quick succession by the Chernobyl nuclear leakage in 1986.

The long history of religious triggers to economic activities goes back to the *Sharia* law applicable to Muslims. This law separates all activities into *halal* or what is approved and *haram* or what is prohibited. The prohibited economic activities include *riba* or collecting interest, *maysir* or gambling and *gharar* or what is ill-defined. *Gharar* has a more descriptive definition. It prohibits the sale of the birds in the sky, the fishes in the sea, the unborn calf and the milk in the udder. In short, it prohibits contracts where the goods are not defined, certain or the time of delivery or their quantity is not fixed. Though *Sharia* law goes back to the seventh century, its presence in the investment world is quite recent. It was only in early 1990s that the first *Sharia* - compliant mutual funds started to appear. Today there are many *Sharia* based indices across the world

like Dow Jones Islamic Market Index, FTSE Global Islamic Index Series and Malaysian Kula Lumpur Sharia Index. In India, the BSETASIS *Shariah* 50 index is the first.

Like in Islam, the Bible too has strong strictures on regulating economic dealing with brethren. Over time as these strictures began to lose their stringency, John Wesley, the founder of the Quakers sect delivered his sermon on *The Use of Money* in the 18th century. In this sermon he gave three guiding principles. He said gain all you can, save all you can and give all you can. But this advice was with certain reservations. In short he advocated a livelihood that did not harm the individuals' life, mind or soul. A life that was styled on prudence and austerity in spending with the excess income shared with other fellow humans. A visible evidence of these ideas was in their shunning the slave trade and armament business, both profitable businesses of that era.

In the recent times, triggered by these ideals, Friends Provident Stewardship Fund was launched in 1984, which is among the first funds that used ethical filters in their investment decision making process. Soon thereafter a wave of ethical funds was launched to meet the growing needs of the church, the discerning individual and the long term oriented pension funds. Ethical funds either have a negative list of industries in which they avoid investing, or a positive list of industries to which they confine their investing. However, these funds remained on the fringes in the 20th century.

SRI successfully moved from being a niche segment in the 20th century into the mainstream in April 2006, when the United Nations launched the Principles of Responsible Investing initiative. Investors who are signatory to this initiative are required to align their interests to the broader objective of society by nudging their investee companies to comply with the requirements of triple bottom-line. Though this is also a voluntary initiative for the investors it has assumed greater importance due to the endorsement from the United Nations combined with the global financial crisis of 2008 that has made financial sector players search for respectability.

Looking ahead, a basic issue that needs to be addressed is whether sustainability reporting should be mandated? Supporters of this move see it as the only way to mainstream it in the corporate world. On the other hand, advocates who want it to remain voluntary believe this movement will be stronger only when corporates with conviction adopt it. For the non-compliant, a hostile environment created by the stakeholders will do.



**ROMANIA**

# ETHICAL SUPPLY CHAIN

The logo consists of the characters '5f' in a light blue, sans-serif font, positioned on a dark blue rectangular background.

Supply Chain Engagement

## SUPPLY CHAIN ENGAGEMENT

Business models of most industry sectors today are based on multi-tier, geographically dispersed supply chains. Efficient access to resources and skills and the increasingly globalized nature of markets have aided and accelerated this process. The environmental footprint of the end product is thus distributed across the value chain, typically in an uneven manner; issues of governance, labor and human rights also fall in the domain of each firm in the chain and may present a widely varying picture. However, it is an axiomatic norm that the primary producer of the product or service carries overall responsibility and is expected to exercise varying degrees of influence and control on its supply chain in its sustainability charter. Wipro recognizes this compelling state of affairs and is committed

to including its supply chain in its sustainability program. As a predominantly IT Services organization, our supply ecosystem comprises a high proportion of contract workforce – both, software and facility services. The social and ethical dimensions of sustainability - Child Labor, Forced Labor, Discrimination, Health and Safety – assume greater significance for us; In our first phase of the program therefore, our primary focus will be on the Ethical Supply Chain.

We present below the broad areas of supply chain engagement and some examples of our engagement areas with a high level assessment of the ‘materiality’ of each category. Since we are at a nascent stage of our supply chain program, we are not presenting the ‘maturity’ level of each category of engagement.

Supplier Category	Broad Sub-Categories	Materiality	Examples of current eEngagement
People-based Onsite Services	Software Contract Workforce	High	<p>We have extended our diversity and equal opportunity program to our contract workforce ecosystem in India; in particular, we encourage our partners to increase the focus on women and people with disability.</p> <p>In line with the Wipro Code of Business Conduct, we have a zero tolerance policy for breaches of basic human rights – Child and Forced Labor and Discriminatory Practices. In addition, we encourage our services partners to continually improve the provisioning of health and safety benefits and</p>
	Skilled and Unskilled Labor	Medium	
Utility Services	Transport Electricity Water	Medium	<p>Periodic review of performance and Integrating employee feedback. Refer to our engagement with a local transport authority in our previous report (2009-10, Pages 170-174).</p> <p>The responsible water use framework study, which we are doing with a reputed NGO, works closely with local water authority. The study will be a good basis in furthering our engagement.</p>
Material Providers	Civil and Infrastructure	High	<p>LEED building standards prescribe procurement from local suppliers within a 800 KM range. Our COBCE applies uniformly.</p> <p>Most of our software and hardware providers are large multinational organizations and hence are at a reasonably advanced stage of their own sustainability journey.</p>
	Software/Hardware	Medium	

The visual below presents our broad approach to supplier sustainability – based on the four pillars of ethical, ecological, responsible and local:

Ethical	Ecological	Responsible	Local
<p>Wipro expects its suppliers to adhere to similar standards of ethics and integrity as for itself. Specific clauses in the COBCE require our suppliers to adhere to ethical behavior in every respect with zero tolerance for any breaches.</p> <p>Our Ombuds process is available 24X7 (online and through specified contacts) for suppliers and contractors to report any breach of code of conduct by Wipro employees. In 2011-12, we are rolling out other channels e.g. multilingual 24X7 call center.</p> <p>During 2010-11, there were 13 instances of suppliers who were found in breach of the COBCE, subsequent to which we terminated and blacklisted 10. For the balance 3 – where the breaches were not serious- limited actions were taken along with counseling and warnings.</p>	<p>On ecological sustainability, our expectations from suppliers are twofold – first, we expect suppliers to supply products and services that exceed environmental standards. In particular, for our LEED buildings and for our Energy Star green computers, our supplier selection criterion is entirely based on this set of capabilities.</p> <p>Second, we expect our suppliers to establish a program of ecological sustainability in their own operations.</p>	<p>We recognize that it is our extended responsibility to maintain oversight for the fact that our suppliers and contractors adhere to the minimum principles of human rights and employee welfare.</p> <ul style="list-style-type: none"> <li>● Adhere to all regulations on minimum wages, maximum working hours etc</li> <li>● Protect health and safety of employees</li> <li>● Demonstrate – in policy and action – zero tolerance for child and forced labor</li> </ul> <p>We influence suppliers who are in the breach to take corrective actions. Our plan is to set up a system of supplier-training and independent verification of our suppliers by 2012.</p>	<p>Recognizing the socio-economic benefits of local procurement, we encourage sourcing from the local economy.</p> <p>Aligned to the LEED standards, nearly 50% of the construction materials are sourced locally.</p> <p>At an aggregate level, nearly 80% of our supplier base is based in India; By value, 68% -up from 44% last year - of the procurement for the year was from these India based suppliers.</p> <p>We have also started an exercise in consolidating our supply chain base - to make our engagement more focused and meaningful.</p>

### **Case Study: Collaborating to Provide a Secure Work Environment.**

For an organization of our operational scale – number of locations and employees working out of large campus facilities – protection of assets and employees' safety is a critical responsibility. Wipro's Global Security Group (GSG) is vested with this responsibility; the staffing model of GSG is predicated on a very high level of outsourcing to an external agency but with important leadership roles retained within Wipro. What we present here therefore is a case study of supply chain engagement that combines elements of sensitivity to human rights, employee safety and working conditions, all built on a bedrock of collaborative partnership.

The Global Security Group (GSG) collaborates with employees, industry associations, state and central governments to ensure enterprise wide management of physical risks and vulnerability. We have converged physical security requirements with Information Technology (IT) in the areas of access control, fire safety system, transport security and surveillance. GSG restores lost and found items worth more than Rs.10 Mn to the employees every year. GSG is a central stakeholder in business continuity planning and in facilitating client audits across business units.

**Outsourced manpower** is an integral to the staffing of GSG. Minimum wages with additional allowances for retention coupled with statutory obligations and rewards and recognitions are some of the measures encouraged for retention and motivation of the outsourced security personnel. The focus on people development is maintained through training programs that leverage Wipro's internal expertise. Accurate, timely payouts to the security staff are ensured through diligent oversight backed by prompt redressal mechanisms. Incentives for exemplary performance of duties, fair play and acts of bravery are encouraged. Considerable emphasis is laid on enhancing soft skills for the security staff. Confidence and capacity building of the Security and Emergency Response Training team is done through a diversified training curriculum.

### **The other areas of focus in the GSG are**

- Joint patrolling of employee commute areas in collaboration with **CISF and Police** - through Joint Task Forces - to provide a safe commuting experience for employees at all hours, especially during night
- Augmented security preparedness by conducting anti-terror mock drills in coordination with **NSG, Special Forces, NDRF, CISF, Local Police, Fire services and Hospitals**
- Encouraging internal ERT members for role plays during Evacuation and Fire Drills at all locations. Interactive briefing and debriefing session after the event with the **Government agencies and their representatives** leading to role-clarity for all the agencies backed by greater self-assurance and confidence in the process
- Intensive awareness drives – through the hosting of Security Week - are periodically organized; these are characterized by interactions for the security staff with **Senior Police officers**, quizzes, live chats, conduct of mock drills and role plays
- Assistance to employees in critical SOS situations increasing security awareness, rehearsals and augmentation of ERT volunteers and assistance to **Mitr** (in house counseling program) and the all pervasive concern for the **differently abled employees** are the cornerstones of inclusive security
- Security beyond the campus concept is accepted as part of duty and enhanced **focus on women safety** through self defense lessons, provisioning of escort services, toll free helpline numbers are part of the drive to ensure a safe and secure work place and beyond

## WHAT THE NATURAL WORLD MEANS TO US

Suhel Quader

*Suhel Quader is an ecologist at the National Centre for Biological Sciences in Bangalore. His research group asks questions about why animals behave as they do, how populations change as their environment changes, and how the interactions between species is influenced by their surroundings. Suhel has a particular interest in participatory science; that is, in encouraging volunteers from all walks of life to contribute to a better understanding of the natural world. He runs two such Citizen Science efforts: MigrantWatch ([www.migrantwatch.in](http://www.migrantwatch.in)) and SeasonWatch ([www.seasonwatch.in](http://www.seasonwatch.in)), the latter in collaboration with Wirpo Applying Thought in Schools. Suhel's MSc in Wildlife Science (from the Wildlife Institute of India) was followed by a PhD from the University of Florida and post-doctoral research at the University of Cambridge.*

In the end, it's about joy and about sorrow. About wonder at what is, and regret at what could have been, and hope for what could be.

### Let me explain

Imagine a world with pterosaurs. They soar majestically in the open skies, some with leather wings spanning the length of a bus, others compact enough to fit into a small backpack. They wheel and circle in our cities, fighting the kites for roadkill. They skim the ocean's surface, banking sharply at the sight of a shoal of fish. They hiss at us when we come too close, and flash their patterned head-crests in annoyance. They perch on top of our apartments and trees, hunched and brooding and glaring at all who pass below.

Sadly, pterosaurs aren't with us today, and all we know about them comes from fossils wrested out of their graves. But how splendid it would be to be able to marvel at one of these creatures in the flesh! How wonderful to gaze upon a living dinosaur! The absence of live pterodactyls is, of course, not due to human agency, but their absence still impoverishes us – the mystery of these wondrous flying reptiles reaches out to us across a chasm of a hundred million years.

Now imagine a world with moas. The biggest of these great birds of New Zealand were twice the height of a man and weighed as much as a tiger. Their only predator was a huge eagle, largest of all known birds of prey, and as close to a tiger-hunting raptor as the world will ever see. Both moa and eagle were driven extinct 700 years ago, the moas hunted by settling Maori tribes and the eagle by consequent starvation.

Humans drove moa and eagle extinct; how much worse that it happened like this, than with the pterosaurs, for whom our fateful intervention was not to blame. But why is it worse?

### The unmeasurable preciousness of culture

Let me draw a parallel with human culture and artefacts. How much is the Taj Mahal worth? What would a developer need to pay to compensate us and future generations for razing it to build a new highway? What is the dollar value of the Great Sphinx of Giza, or one of the world's fast disappearing languages, or of the Mona Lisa? I don't mean the dollar value of possession, but rather the value of their very existence.

These human creations are priceless; which does not mean that we should spend the Earth to preserve them, but rather that humanity would be diminished if they were to disappear or be destroyed. Literature, custom, art, artefact – these speak to us about our human-ness, as cultural animals divided by language, religion and tribe, yet still bound by our common roots as bipedal apes; and by our common future as stewards of our shared planet. The destruction of these human creations shrinks that space which we occupy in the universe. Not the physical space, but in that of our imagination – of who we are, and what we could be. Consider a world without our rich cultural inheritance. Delete, one by one, Ajanta, the Acropolis, the Coliseum, the Dancing Girl of Mohenjo-daro; and closer in time, Konark, the Red Fort, the Eiffel Tower, the Statue

of Liberty. Life would not change materially – we would still be pursuing our human dreams and our human desires through our human material means. But our world would be less rich, our perspective less broad, our understanding of ourselves and our history less nuanced. How too could we explain to future generations why a road replaced the Coliseum, a power plant the Acropolis, a factory the Red Fort? Our sadness at their loss prompts us to ponder our joy in their existence.

### **The natural world**

So also do we derive joy from the natural world. Plants, animals, creatures of all types are meaningful to us in many ways. The outward beauty of their form delights us. We frame their meaning in metaphor. Their life and their death inspires poetry and literature. Deeper still, we know they are shaped by natural selection; a force exquisitely simple yet incomparably powerful in generating new forms. Every creature we see is the product of millions of generations of evolutionary tinkering; changing now this way, and as the environment alters, now that. And, of course, these creatures have not arisen, and do not exist, in isolation. Instead, every organism is linked to uncountable others through invisible chains of material need into a great machine of interlinked flows of matter and energy. In this network of life, even the meanest, most unremarkable creature has a place – by which I do not mean that it is necessarily important, but rather that it fits. So the beauty of nature lies not only in individual creatures, but also in its connections: in the processes that sustain the intricacies of ecosystems, with their uncountable interactions.

You could say, well, this is not so special: we can create new species and we can make artificial ecosystems. And, of course, we can. But we cannot create history. Each species has a history stretching back to the beginning of life on Earth. Imagine the evolutionary tree as a river system moving back through time, human trickle meeting the rivulet of the other apes, then merging with the monkeys to form the primate creek, which eventually joins that of all the other mammals. And the swift stream of mammals reaches that of the reptiles, and then the amphibians, then the fishes. And at each confluence the diversity, the number of species, increases greatly, far outnumbering the creatures that are alive today. And the vertebrate river lumbers backward in time to meet the massive tributary of arthropods, swelled by countless millions of insects; and so on, branches joining as we go further and further back in

time, with most of the river's length consisting of single-celled animals and plants. Until finally, 3.8 billion years away, the river ends at the beginning of life; a beginning that we barely understand, but where we know something unique and precious has taken place. And every drop of water in every little creek and rivulet bears an imprint of what has gone before – of what is downstream in our imaginary backwards river of evolution. Every creature is related to every other, through a deep and wonderful ancestry.

In the same way, each ecosystem has a past and history, of how environments changed and species colonised and disappeared, to leave the plants and animals we see today. When the Indian plate collided with Asia, the bottom of the Tethys Sea was pushed upwards, rock shearing and buckling in unhurried convulsions. Muddy ocean-bottom was replaced by seagrass beds, then by grasslands, then tropical forests. And as the millennia ground on, and the land rose high and higher into the rarefied sky, broadleaved trees were replaced by conifers, which in turn yielded to stunted bushes and finally to the hardy herbs and grasses of the high Himalayas, that live and die in temperatures that would kill an unclothed man in minutes. Here, now, snow leopards stalk mountain sheep; and vultures shatter bones to eat their marrow, heirs of the long and dramatic history that has shaped their habitat and themselves.

So the rock and soil and plants and animals of any acre on the Earth are precious and unique. Again, this does not mean that every individual beetle, every species of lichen, every network of beings must be protected in some kind of Platonic museum of Ideals forevermore. No, the world is, and has ever been, a changing place, and enforced stasis is not our Ideal. Rather, I mean that if we choose to kill an individual or destroy a species or bulldoze an ecosystem, we must do it with our eyes open to the magnitude of our loss rather than in ignorance and indifference.

### **Changing attitudes, changing values**

If nature is a commodity, then our relationship with nature is subject to the coldblooded rules of pure economics. Instead, I argue that totalling the material benefits that nature provides us with an incomplete valuation. Nature is part of our human being. We are all the poorer for not recognising and celebrating this.

As sapient masters of our home planet, how can we promote this view? How can we convey the sense of beauty and preciousness in each living thing, surrounded as we are by the concrete and electronica of modernity? How can we be better curators of our rich past and better stewards of our shared future? I think the place to start is to be open and honest about what we hold good and true about nature. To express our sense of awe and wonder at our ancient planet and its creations, and our gratitude to be alive to see and smell and touch the world around us.

This sense is not, I think, difficult to convey to young children. But as they get older, and more and more caught up in the technological and social minutiae of life, I suspect that the battle becomes harder and harder, until finally we are so occupied by the here and now that we rarely step back to marvel at the larger world around us. But step back we should and marvel we must.

In doing so, though, there is a trap to avoid – which is to be fixated on what is cute or cuddly or ferocious or clever. In the 1980s, two Australian species frogs went extinct. These were unremarkable except for one thing: the eggs developed in their mother's stomach. Female frogs swallowed their fertilised eggs, switching off acid production in

their stomachs. When the tadpoles emerged, the mother would regurgitate her babies out into water, where they would swim and develop into adults themselves. How bizarre, how wonderful, and yes, how beautiful! But these species were alone among frogs in the habit, and so this unique behaviour is now lost forever to us, one of the uncounted victims of our accelerated world.

It's about joy, and about sorrow. About what is, what could have been and what can still be.



Miles With The Sun

Spirit of Run 2011

Miles With The Sun

Miles With The Sun!

SPRIT OF  
WARRIOR  
RUN

PUNE

# EDUCATION & COMMUNITY CARE



Education and Community Care

Wipro Applying Thought in Schools

Mission I0X - Transforming Engineering Education in India

Wipro Cares - Community Care Where it Matters

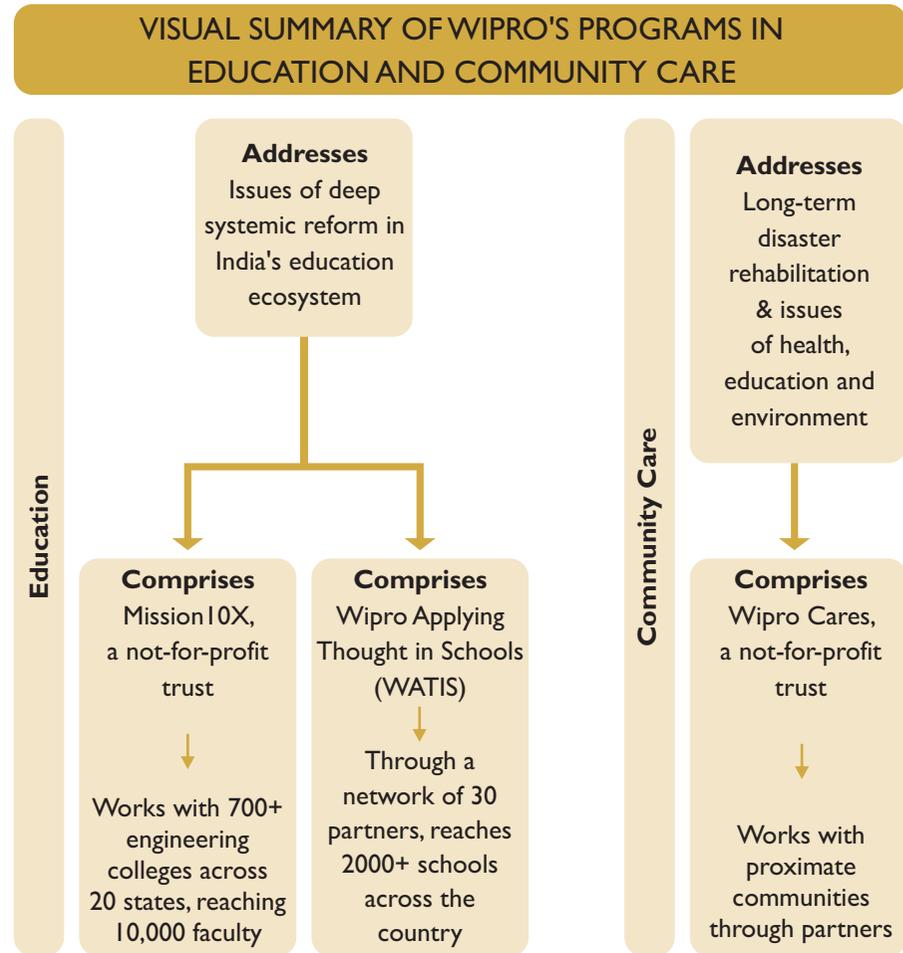
## EDUCATION AND COMMUNITY CARE

Readers who have been following our previous sustainability reports would know that it is in Education and Community Care that we started our Corporate Sustainability program a decade back in 2001. The reasons for this deliberate set of choices then have the same compelling validity today.

- Education is the only catalyst of social development that can bring about change which is truly sustainable and durable over the long term; and
- It is a fundamental responsibility of every business to engage deeply with its proximate communities and try to address some of their biggest challenges

The following visual is a condensed summary of the primary areas that these three programs address and the current profile of each of these initiatives. While the sections that follow provide the salient highlights of our programs in Education (**Wipro Applying Thought In Schools** and **Mission I0X**) and Community Care (**Wipro Cares**) for the year 2010-11, they really represent outcome of a decade long journey of iterations and changes that these programs have undergone. Further, we are acutely cognizant of the reality that we are still in a fairly early stage in these initiatives and that there will be many more changes in the years to come.

Most of our operations are located in urban centers in India and overseas in commercial or industrial clusters. We work with the civic authorities, resident associations and NGOs in understanding and addressing core issues arising from our operations. These could be specific resource issues – e.g. the Responsible water use study at two of our campuses, Page 103, local public transport facilitation, pages 170 – 174 of our earlier 2009-10 report or lake restoration or sanitation projects near our campuses. However, from our experience in urban community programs, the primacy challenge is not one of resources and capabilities and therefore our primary focus is around advocacy and addressing deeper, more systematic issues e.g. in our school education system or in our engineering education – which are addressed by WATIS and Mission I0X respectively. Wipro Cares, our community care program, is focused on health and education programs for local communities around our factories in the consumer care and infrastructure engineering businesses – these are predominantly located in non-urban centers. In cities, Wipro Cares focuses on the education needs of children who are disadvantaged in some sense e.g. children with hearing disability, children of migrant laborers etc.



## WIPRO APPLYING THOUGHT IN SCHOOLS

### School Education: Where it all starts

The primary driver behind our decision to work on improvement of school education was that it was one of the most important social issues in India and also because it has the largest multiplier effect on social change.

We realized that while our schools reflect notions of good education that are held widely in society, quite a few issues plague the education system - the perceived objectives of education, the methodology employed in classrooms, the organization and culture in schools and the social and individual outcomes it produces. This makes the need for a critical engagement with this idea important and this has to be at multiple levels: with schools, educators, parents and larger society.

To impact/influence education at a systemic or societal level, it is imperative that we engage with it in a sustained manner and timeframe and continuously learn and revisit our strategy based on work on the ground. We believe this is a more effective way of contributing to Indian education than working directly with a few schools.

This was the thought that led to the initiation of the Wipro Applying Thought in Schools program in 2002.

### The primary stakeholders and the most material issues that arise on this theme

Wipro Applying Thought in Schools is driven by a vision of an equitable and just society and we see our work in education as a way to contribute to the building of such a society. Therefore, in a way, the primary stakeholder is the larger society. Within the education space, however, our stakeholders have been the teachers, students, leadership and management team, parents and most importantly for us, the network of social organizations that directly work with schools.

So far, we have worked with around 2000 schools and 10,500 educators, reaching out to approximately 8,00,000 children.

More importantly we have worked on projects with 30 organizations so far and the projects helped them develop specific capabilities and hence capacity to work in education reform. We are currently actively working with around 21 organizations while we are part of a network of 26 social organizations.

## THE JOURNEY SO FAR

### Teacher Empowerment Programs

**What we did** - 2 year long intense Teacher training program for schools in partnership with qualified partner organizations.

**What we learnt** - While teachers benefited immensely we realized that a teacher functions as part of the school system which in turn enables or restricts her from working in a certain manner. So looking at the education problem only as a teacher and the teaching-learning problem is limited and not enough.

### Holistic School Engagements

**What we did** - HSE projects were long-term projects that engaged with all stakeholders in one or a few schools and included curricular, assessment and administrative issues in a school. The approach towards these projects was consultative and dialogic and the specific issues dealt with were determined by the context of the school.

**What we learnt** - Schools respond positively to cultural or procedural changes when a third party intervention happens. Need for specific inputs and usable material is critical. Given the largeness of our country, there is a need for more organizations to engage deeply in educational issues.

### Organizational Capability Development

**What we did** - Work with more organizations on projects that help them develop specific capabilities. We also helped build new organizations and support them in developing capacity and stature in education reform space.

**What we learnt** - Issues related to subject matter and curricular pressures limit a school and a project's ability and inclination to make fundamental changes in the way the school functions. There is a need to keep specific subject areas central to a project and develop a deeper understanding and share this with schools. So that, it is in sync with the school's objectives. Some educational issues demand a larger visibility and engagement at societal level - this brings the need for a few large scale, high visibility projects.

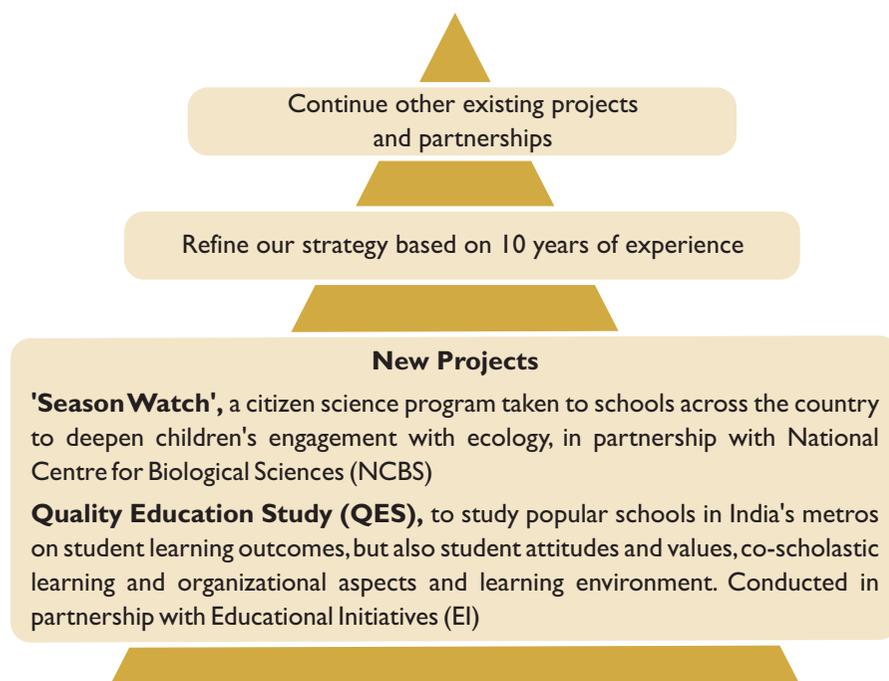
### In the coming years...

**Focus on Themes & Outcomes:** We believe we are on the right track in having the primary objective as building capabilities in social organizations across the country. While this objective will remain, additionally significant part of our work will focus on specific thematic areas and have tangible outcomes from each project - outcomes that can be disseminated to a large audience.

**Themes:** Ecology & Education, Social Sciences, Maths, Science, Values, attitudes and School environment.

- **Outcomes:** Organizational Development, Material and Literature for children and Educators, Public Advocacy

**Goals For 2010-11:** As an organization, we have been continuously learning from our experience and evolving. After a decade of evolution through Teacher Empowerment Program (TEP), Organization capacity building and Holistic School Engagement (HSE), in 2010-11 it was time to look back at our learning and refine what we do. An exercise to articulate a refined strategy was to be conducted this year. Also in the current strategic phase as described above, work in themes like ecology & education and public advocacy needed to be brought into focus in a big way. With this in mind last year we decided to work on two large projects – SeasonWatch and Quality Education Study. While doing this we also wanted to continue to remain committed to our core ideas of organizational capability development based on direct work in schools. This formed the three-fold goals of 2010-11.



## Summary of Progress Highlights for 2010-11

### Refining our strategy

In 2010-11 we reflected on the past experience and articulated our concerns in school education and also the refined strategy.

Over the years of our work in this space, we have become exposed to many issues within school education reform and have documented them in detail as “**Our concerns on school education**” (available at [www.wiproeducation.com](http://www.wiproeducation.com). Click “Our concerns in School Education” under “Position papers” on the right panel.)

Out of the many concerns within school education, we have chosen to engage with a few which we feel are important and where we can make the maximum difference. These are listed below:

- Most issues with schools require an external organization to intervene and help. For a country of India's size there are not that many organizations that are committed and have the capacity to work on the cause of improvement of quality of education
- We feel that there is a paucity of good material on education and in children's literature
- We perceive a need to broaden public discourse on schools and quality education based on ideas stemming from deep educational thinking. We work towards raising matters like the following from our direct work in schools and also through studies and public advocacy:
  - School education is still focused on rote memorization and textbook based learning focussed on examinations and marks
  - Different areas of knowledge are not dealt with sufficient depth of understanding. Knowledge is compartmentalised into subjects and the process of connecting with the experiences of the student is not aided well
  - Student is not conceived of as an active participant in the process of knowledge creation
  - Schools are not inclusive places that help different kinds of children including those from all socio-economic backgrounds learn well

## Modus Operandi: How did we do it

We have been engaged with these issues for a decade now. While the specific program objectives have continuously evolved, we have stayed constant with a certain mode of working. This can be articulated as specific characteristics we firmly believe in:

- Working on experimental projects in one or a few schools to understand educational issues better from a school's perspective
- The projects are always in partnership with social organizations committed to education reform. They have the capabilities to engage with schools and have the staying power
- Each project should have an objective of learning something – for the school, the partner organization and larger society
- We learn from the project and advocate some causes towards shaping public thinking about schools and education

In the process we build and nurture a community of partner organizations working across India in diverse contexts and in different areas within education.

## Our Strategy

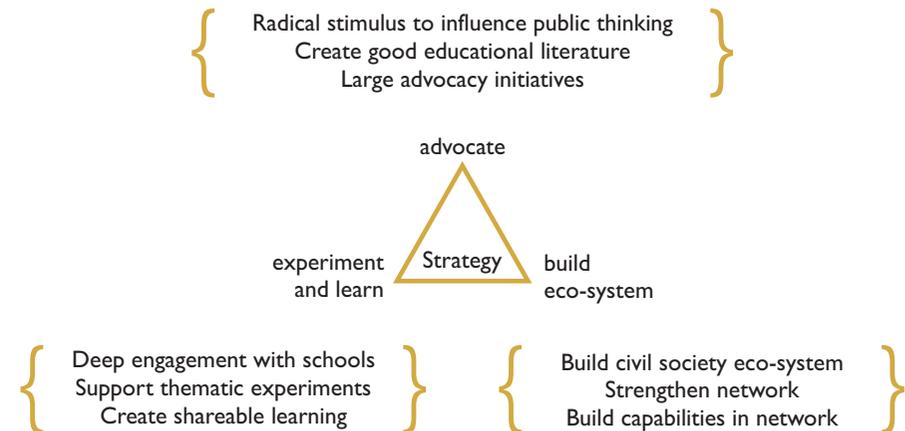
**Our Social Vision:** A democratic society which values equality, diversity, justice and social sensitivity, where each citizen is capable of realizing his/her best individually and collectively.

**Our Mission:** Work with social organizations to increase their capacity in engaging with school education to realize the vision.

### Our focus areas:

- Org capability building in the education space
  - to address the scarcity of organizations and people in this space
  - for sustainable impact

- Developing Educational Material & Literature
  - to address the scarcity of good material for children and educators
- Public Advocacy
  - to create greater awareness on important educational issues



## Updates on our new Project: Quality of Education Study

### Study various aspects of popular, good schools in India, nation wide campaign to expand the popular notion of a Good School

- Study of student performance, values and attitudes of students and teachers in 120 popular schools across India
- More in depth study of 20 popular and alternative schools including organizational parameters, perspectives to good education and other important indicators

## Updates

- Study was held in 89 mainstream schools and 16 schools with alternate learning environments. 23,000 students, 800 teachers and 16 principals have participated in this study
- 7 different tools administered for rich data including questionnaires, focus group discussions, interviews and subject assessment papers
- Data Analysis completed
- Findings shared with Steering Committee, final report to be ready by early 2012
- Discussing with a leading print media house to take the findings to a large audience

## QUALITY EDUCATION, GOOD SCHOOLS AND HOLISTIC SCHOOL ASSESSMENT – SRIDHAR RAJAGOPALAN, EDUCATIONAL INITIATIVES (A WIPRO PARTNER)

The only way to achieve quality education is to do it in a sustainable way since it depends so fundamentally on human capacity. The analogy of this idea is learning with understanding, which is sustainable versus cramming for an exam, which is unsustainable. What is needed for achieving quality education is a stated vision of quality education, clearly defined processes and low-stakes assessment and monitoring system.

### Vision of Quality Education

Multiple visions of quality education are possible – e.g., one vision could be emphasis on holistic education involving sports, character building, understanding, sensitivity, nation-building, etc.

Some of the key ingredients of the vision setting exercise are:

- what is chosen or emphasized in the vision should be clearly stated and actions of a week / month must be relatable to it
- attempt must be to paint a picture of what quality education will look like - in society, in the class room, in the staff room, in relations with parents, in relations with teachers, etc

- diversity in student population, demographic, cultural, ability-based, is critical to represent real life and build sensitivity

### Clearly defined processes

Certain things must be defined and monitored so they are done regularly - e.g. process for visits by teachers to other schools, parent interaction etc. Teacher capacity building should arguably be the most important process in the school. In many cases, internal ratings can be made for a process – for instance, teachers could observe each others' lessons and rate them. Best ideas from areas like ICT and HR should be consciously included.

### Low-stakes assessment and monitoring

Low-stakes assessments ensure that the feedback from the exercise is accurate (essential for taking corrective actions) and does not create stress in the system. Attempts should be made that these test not only help the student with cognitive learning but also other aspects like values and creativity.

- efforts should be undertaken to make this a shared vision - it is not about what we want but as much about discovering what we are and truly believe in

## Updates on other Projects

**Holistic School Interventions** have the charter of working closely with a few schools, understanding school level issues and developing prototypal solutions. The table below is a summary of all the projects that we are working on under the aegis of this charter

Project focus	Partner organization	The past year
<ul style="list-style-type: none"> <li>● CBSE's Continuous and Comprehensive Evaluation</li> <li>● Effective classroom management skills</li> <li>● Activity clubs for subject areas</li> </ul>	Center for Education and Voluntary Action (CEVA), Chandigarh	Working now with a new school Engagement with Rayat & Barha teacher college continues
<ul style="list-style-type: none"> <li>● Helping a govt academic support system function</li> <li>● School and community interaction in rural spaces</li> <li>● Research and Documentation of government school intervention</li> </ul>	Digantar, Jaipur	5th and last year of project. Winding down process in progress Planned research and documentation
<ul style="list-style-type: none"> <li>● Implementing a multi grade multi level (MGML) curriculum and teaching methods in 50 govt schools</li> </ul>	Samavesh, Bhopal Work in 50 schools in Dewas and Harda districts, Madhya Pradesh	22 balmelas were organised in the 50 villages with support from the local community and youth groups
<ul style="list-style-type: none"> <li>● Emotional Safety and sensitivity in schools</li> </ul>	The Teacher Foundation (TTF), Bangalore Safe and Sensitive Schools (SASS) project	2nd year in progress. Notable acceptance of Quality Circle Time in many schools Phase II of research in progress
<ul style="list-style-type: none"> <li>● Implementation of an interactive, activity based curriculum, XSeed in one school</li> </ul>	iDiscoveri, Gurgaon School – Elite Public School, Bangalore	Project initiated in one school in Bangalore

## Content development, Writing and Publications

Some specific assignments through the Wipro Education Fellowship and in partnership with organizations to develop educational material and books/videos were taken up.

Description	Status
Water curriculum for teachers Teacher Manual on Inter-disciplinary approach to teaching about water	Tested in 3 schools
Bengali Language learning material for first generation learners	Completed collection and testing of good material in English language learning
Monograph on intervention in Bhopal schools	Draft completed
Book on mid-level functionaries in government school system	Draft completed
Why the sky is blue – Photo book on Prof. CV Raman’s talk	Published in 8 languages
www.goodbooks.in – compilation of a catalog of good books and reviews online	Compilation and categorization of data completed
Book for teachers on Philosophy of Education	Literature Survey commenced

## Organization support and Network

Some projects have the objective of helping an organization develop certain capabilities and help in their larger work in education.

Project focus	Partner organization	The past year
Navchetna – Continuous Teacher development framework based on Chrysalis methodology developed	EZVidya, Chennai 9 schools in Tamil Nadu, Bangalore and Delhi	Concluded project. Helped EZVidya develop new services for schools
Foundation Course in Education	Digantar, Jaipur	6 course scholarships in 2010
Kabir in Schools – worked closely with a few schools to demonstrate how Kabir’s poetry could be integrated in education	Shabnam Virmani, Kabir Project, Bangalore	Worked closely with around 10 schools across India and developed material
Courage to Lead – program for school leaders	Disha-India, Gurgaon	26 participants in 2010 course. 75 school leaders participated so far

11th **Partners’ Forum** – December, 2010 - “History and Influence of Historical understanding on social thinking and education”. 70 participants from over 20 organizations across the country participated.

Proceedings of 10th Partners’ Forum on “Ecology and Education” published with the help of Vidya Bhawan Society, Udaipur.

# SEASONWATCH

## SeasonWatch: An innovative project that brings together schools, scientists and media

SeasonWatch is a citizen science project to monitor and study tree phenophases (leaving, flowering & fruiting) with active school and student participation. In many ways SeasonWatch is a very innovative socio-ecological project with multiple stakeholders.

### Program Objectives

#### Public Awareness

Lateral way to infuse consciousness on sustainability issues

#### School

Platform for meaningful environmental education

#### Scientific

Collection & analysis of phenology data

### The Science

#### We learn about Seasonality

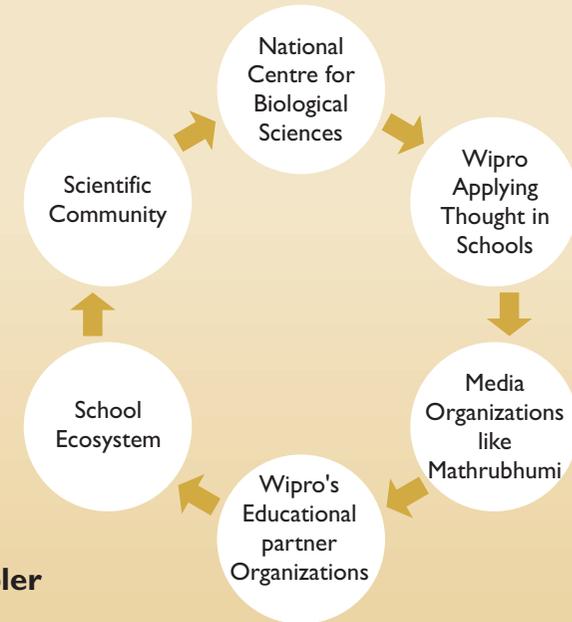
- valuable plant resources – leaves, fruits and flowers are seasonal and available in pulses
- changes in seasonal pulses, impact on animals that consume plant parts
- due to climate change in temperate countries, seasonal pulses are changing

#### The data gathered can be used to

- understand phenological pattern in an area
- compare phenological patterns across regions
- compare phenological patterns across the years
- correlate patterns with meteorological data

### Partnerships

A rare occasion when the academia and social initiatives of a business entity are collaborating with civil society educational organizations and media to encourage school participation



### Internet as an enabler



The data collection is channeled via face-to-face interactions, physical paper forms and mobile to populate an internet database that makes the data openly available.

## Going Forward - Future Plans

With the refined strategy in place, the broad framework of our work now has a much more clear anchorage. New projects and partnerships are firming up. From this year onwards we are going after these outcomes – organizational capability development, educational material & publications and public advocacy.

In the next year, we intend to make more progress in the various themes we have identified in the refined strategy. In ecology and education, we are already working through the SeasonWatch project. The plan is to widen the reach and participation in this project and also to forge new partnerships and projects in this theme.

Recognizing the critical role of Social Sciences in building a better society, we intend to start working in Social Sciences. The partners' forum of 2010 on "History and Education" has given us more impetus to work in this area. In the next year, we plan to explore ideas and experiments with our existing partners as well as forge new partnerships in this theme.

In the area of Mathematics education, we have researchers and educators in our partner network who have been working in this area for years. We intend to deepen our understanding of Mathematics education through study and discussions with our partners. We are aiming at identifying focus areas and opportunities for work in Math education.

The QES study phase has been completed and findings and report will become available next year. These will be shared with our partner network in the next year's partner forum. With data on wide range of aspects of schools and student learning available, there is an opportunity to build a large advocacy effort. We plan to do a nationwide campaign to expand the notion of quality in education.

Apart from these, there are many projects which are in various stages. For those beginning and winding up, we intend to engage closely to give it shape or to study the impact and garner the learning. For those continuing, we intend to continue engaging through visits and periodic reviews and other engagements.

## THE VOICE OF ONE OF OUR KEY PARTNERS

### Diversity and space for social organizations in education - Rohit Dhankar, Digantar

In India, the discourse around what is good education has gained significant popular attention in the past decade. And this is triggering many different ideas, ideologies and visions, often leading people, systems and policy in different directions. In education, sharing and critiquing ideas and practices in a spirit of understanding is very important. The Wipro Applying Thought In Schools initiative has been facilitating that from the beginning through its Partners' Forum and encouraging partners to work with each other in various ways. I can see an all round churning of ideas and learning happening in this way.

Another important contribution of Wipro in current scenario of supporting educational ideas and action is even more important. In partnering with Wipro, there is still space for the actors on the ground to develop their own agendas and convince Wipro of the worthwhileness of these to get financial support.

This is especially important for two reasons. One – education needs continuous seeding and nurturing of ideas to remain robust in theory and practice. Shutting down the generation and nurturing of ideas is a sure way to emaciate education. The second is that in the present climate the space for developing their own agendas by actors in education (NGOs) is closing. This significantly decreases the space for the blooming of new ideas and diverse thought processes.

Wipro seems to still retain faith in the 'other' by allowing their partners to pursue their own agendas and allowing diversity in ideologies and methods.

# MISSION 10X

## TRANSFORMING ENGINEERING EDUCATION IN INDIA

### The journey so far

On Teachers Day, 5th September 2007, Mission10X embarked on a journey to transform engineering education in India. The key challenge to be addressed was the dismally low employability skills of engineering graduates in the country. Mission10X sought to create a quantum improvement in the situation by bringing about systemic change in the existing teaching-learning paradigms in engineering education.

As of March 2011, Mission10X has reached out to over 13,000 faculty members from more than 900 engineering colleges in India, covering 24 states and Union Territories. Based on the inspiration from Mission10X, many noteworthy innovations are now practiced by the faculty members in their classrooms. Community of Mission10Xians has created over 5,700 innovative assets across various Engineering disciplines, which are hosted in our community portal [www.mission10x.com](http://www.mission10x.com). Many Universities have concurred with this innovative methodology and are actively supporting this initiative. These University bodies along with Mission10X collaborate in conducting faculty enablement workshops and engagements, undertaking joint research in creation of educational assets and disseminating new learning. The partnerships have opened new doors for Mission10X in various States across India by providing a platform to cultivate a culture of innovative thinking in the faculty members within the States.

Premier educational bodies like **Indian Society of Technical Education (ISTE)**, an Apex body of All India Council for Technical Education (AICTE) has partnered with Mission10X and now jointly certifies the efforts of faculty members attending the Mission10X workshop and learning Mission10X Learning Approach. Mission10X is also recognized as Gold member of the **International Federation of Engineering Education Societies (IFEES)**, Washington DC.

Recently **NASSCOM [National Association of Software and Service Companies (India)]**, IT industry association has partnered with Mission10X to adapt Mission10X methodology as the backbone of pedagogy across IT industry members. This understanding intends to enhance employability skills through multi-pronged approach.



Behind the impressive numbers that Mission10X has achieved are the many stories of individual teachers, heads of institutions and students opening their minds to new ways of learning. Change is never easy and it is only because all these individuals have wholeheartedly embraced and championed change that we are seeing the transformation in engineering education.



**MISSION10X**  
Phase II

**250**  
Academic Leaders

**2500**  
Learning Kits

**25000**  
Faculty Members

### The launch of Phase 2

Change needs to be tangible. The impact of an initiative that seeks to bring about change is best evaluated in terms of its progress on appropriate metrics. Having already empowered 10,000 faculty members across the country in its first three years, Mission10X has now embarked its Phase 2 on a more rigorous journey to strengthen the quality of engagement in engineering education by setting for itself a larger goal to empower 25,000 more Faculty, deploy 2,500 Learning Kits and develop 250 Academic Leaders by 2013.

The launch of Phase 2 has seen more faculty members across India benefit from the movement and this is only going to grow from strength to strength to change the landscape of Engineering education in India.

One of the gaps that Mission10X observed in engineering education is the students' lack of exposure to the latest technology, particularly in their laboratory practices and the industry expectations. **UNIFIED LEARNING KIT** as it is aptly coined helps the learner to possess higher forms of learning using a practice based approach. With ULKs, students are exposed to the latest technologies, encouraged to do research in emerging areas and motivated to adopt a multidisciplinary learning approach.

Phase II of Mission10X will ensure that the students are kept abreast with the rapid advances in technology by facilitating deployment of over 2500 Unified Learning Kits.



ULK helps the learner to possess higher forms of learning using a practice based approach. These learning kits provide state of the art technologies integrated into small form factor kits that are handy and could be carried by each learner from early years to final year. Currently learning kits have been deployed in the 4 partner institutes and will be moving into open source shortly.

Leadership in the education space influences the quality of learning through institution building. Successful institution building requires academic leaders to innovate, inspire and transform institutions by working through constraints, adapting to the changing global environment and rising to the expectations of all stakeholders.



In the last one year, the launch of Phase 2 of **Mission10X ACADEMIC LEADERSHIP PROGRAM** has helped Academic Leaders to equip them with skills to better manage organizational challenges, build high performing teams of faculty members and develop the next class of high-potential faculty members within their institutes.

There is no formal training process to prepare academic leaders. In the light of increasing stakeholder's expectations, global challenges and possible opportunities available to India, academic leaders need to be prepared. This workshop was designed after a detailed need analysis and identifying a list of required competencies. Mission10X conceptualized multilevel academic leadership program along with

international partners like Harvard Business School Publishing(HBSP), Development Dimensions International (DDI) and many others. The first Level 1 workshop was launched in the month of March 2011 in Hyderabad. By the end of phase 2 by 2013 more than 250 senior academic leaders from engineering are expected to be part of this process.

4 years ago Mission10X embarked on a journey of transformation. While much has been achieved there is much that still needs to be done. Creating institutional change is never an easy task. Yet, getting significantly better returns from higher education is

absolutely essential if India wishes to reap the fruits of the demographic dividend. Along with the thousands of Mission10Xians, heads of institutions, partners and students who are the key focus of this initiative, the mission rededicates itself to changing the face of engineering education in India.

# WIPRO CARES: COMMUNITY CARE WHERE IT MATTERS

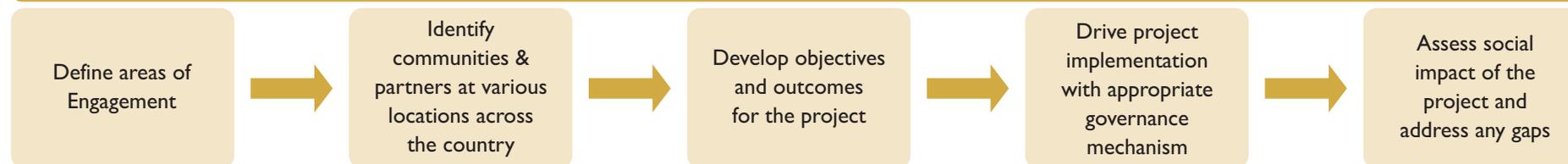
## The overarching context

Responsibility towards proximate communities, especially those who happen to be more disadvantaged, must constitute a fundamental commitment of every responsible corporate entity. It is with this belief and philosophy that Wipro Cares was formed in 2003. The charter of Wipro Cares – stemming from the values of Spirit of Wipro - is thus centered around the following needs of marginalized communities in the proximity of our operations.

- Access to decent education
- Access to affordable primary healthcare
- Restoration of degraded environments
- Long term rehabilitation in disaster struck areas

Wipro Cares is organized as a Trust with funds donated by Wipro employees that are matched by Wipro. In each location, the Wipro Cares work is driven by a Location Committee constituted of volunteering Wiproites.

## The Wipro Cares approach to meaningful engagement with communities



## The primary stakeholders and the most material issues that arise from them

The principal stakeholders for Wipro Cares are

- Disadvantaged proximate communities
- Our NGO partners who engage directly with the community and
- Wipro's employee volunteers

As stated earlier, the material community issues that we have chosen to address are: **Primary health care, Access to school education, Restoring local environments and Long-term rehabilitation after a disaster.**

## Summary of progress highlights:

During 2010-11 Wipro Cares added support for four new projects, taking the total number of active community projects to 15.

The summary highlights are represented below:

Access to Education	Reached out to more than 10500 children in Pune, Mumbai, Bangalore, Kolkata and Hyderabad
Primary Healthcare Services	Provided to more than 25000 people in 25 villages around our plants in Waluj, Tumkur & Hindupur
Restoration of Environment	Social forestry initiative in rural Tamil Nadu that addresses ecological preservation and rural livelihoods
Disaster Rehabilitation	Continued support for the victims of Tamil Nadu Tsunami, Karnataka & Bihar Floods

**The new projects:** In 2010-11, we built on our nascent initiative started in 2009-10 on **Primary Health Care** and added two more programs at Tumkur and Hindupur where we have a Consumer Care factory and a Hydraulics Cylinder factory respectively. Our first program at Waluj, Project Sanjeevani continues to be a flagship project and a role model on delivering primary health care to rural villages in India. A brief descriptive summary is provided below:

- **Tumkur Health Care Project** (around WCCLG plant at Tumkur)  
The health care project in Tumkur covers 11 villages with a population of over 11000 to ensure comprehensive primary health services delivery and regular health camps on various diseases. The program also includes community mobilization and the capacity building of anganwadi workers and traditional birth attendants
- **Hindupur Health Care Project** (around WIN Hindupur Plant)  
The health care project in Hindupur covers 9 villages with a population of around 12000 to provide comprehensive primary health services and specialized services through regular health camps. The project also generates awareness around issues related to health
- **Sanjeevani Health Care Project** (around WCCLG Plant at Waluj)  
In its second year now, Project Sanjeevani continued to cater to the primary health care needs of nine villages around Waluj. In 2010-11 the mobile clinic provided health care services to more than 12,000 patients and the Reproductive Child Health (RCH) clinic aided more than 1500 expectant mothers on key health issues pertaining to them
- **Schooling for Children with Hearing Disability:** Ashrya Akruiti. Hyderabad is a centre that caters to the needs of hearing impaired children and provides them with special education. The project provides for the school staff that is trained to meet the needs of the hearing disabled children. The center provided to the needs of 197 hearing impaired children in 2010-11
- **Social Forestry in Rural Tamil Nadu:** TIST, Thiruvallur  
The project involves sustainable tree plantation and its scientific management along with generation of livelihoods for farmers. Targeted at 25 subsistence farmers in Thiruvallur district - around 150 kms from Chennai - the aim of the

project is to create sustainable green cover on degraded lands along with providing livelihood options to farmers from the tree produce. The project is managed by TIST (The International Small Group & Tree Planting Program) but the governance model is really one of collaborative community management of the commons – this ensures stability, consistency and eventual durability of the trees. With 25,000 saplings on 100 acres of land, this project is a stand-out example of an initiative that meets both, ecological and social goals in a balanced manner

**Rural e-Governance:** Wipro is part of the consortium-anchored by the Center for Public Policy, IIM Bangalore – that is working on the design of an effective and sustainable Common Service Center (CSC) in rural India. The consortium has a number of public and private sector organizations who have volunteered to join in true public-private partnership spirit. The introduction of the CSC at the Gram Panchayat level is in line with the objectives of the National E-Governance Plan. The CSC is intended to be an effective service delivery mechanism to the citizens of rural India. Specifically, the purposes of the CSC are:

- Envisioned as the front-end delivery points for Government, Private and Social sector services to rural citizens of India
- Provide high quality and cost-effective video, voice and data content and services, in the areas of e-governance, agriculture and allied sectors, artisans, education, health, telemedicine, insurance as well as other private services. A highlight of the CSCs is that it will offer web-enabled e-governance services in rural areas, including application forms, certificates, and utility payments such as electricity, telephone and water bills etc

The idea is to develop a platform that can enable Government, private and social sector organizations to integrate their social and commercial goals for the benefit of rural populations in the remotest corners of the country through a combination of IT as well as non-IT services. Some key applications that are integrated into the CSC are Mathru Suraksha (Health information for expectant mothers and government health workers) and NREGA mobile feature.

The consortium was formally launched in October 2009 and as of March 2011 there were 15 centers functional in Karnataka. Wipro is program managing the planning, design and implementation work and also providing technical evaluation and consultancy services.

## QUALITY EDUCATION, GOOD SCHOOLS AND HOLISTIC SCHOOL ASSESSMENT

**Sridhar Rajagopalan**

*Managing Director, Educational Initiatives*

Quality education, by definition, has to be delivered in a sustainable way since it depends so fundamentally on human capacity. For example, 'learning with understanding' is sustainable while 'cramming for an exam' is unsustainable. It is widely accepted that while the latter may get marks and possibly a degree, it is the former that truly helps students to discover and achieve their full potential.

I believe there are three main ingredients for achieving sustainable, quality education. They are collectively necessary and sufficient. These three are:

1. a clear and stated vision of quality education
2. clearly defined norms and processes and
3. low-stake assessment and monitoring systems.

### **A Clear and Stated Vision of Quality Education**

Multiple visions of quality education are possible – for example, emphasis on holistic education versus emphasis on character building, versus a strong focus on academic excellence versus an orientation towards nation-building and patriotism, etc.

So more important than the specific vision are the way the vision is shared and implemented. Specifically:

- the vision must be clearly articulated and known widely in the school
- the actions of a week / month in the school must clearly draw from the larger goals and vision. The linkage should be clear to the stake-holders

- continuous efforts should be made to make the vision a shared one and clarify it if necessary
- very often visions reflect a generic desire and such visions can be quite hackneyed ('to be among the top 10 schools in the country'). Rather the vision should follow from a reflection exercise to understand what the leaders truly stand for and believe in
- the vision must try and describe a picture of what the class room, the staff room, relations between teachers and parents and indeed society would look like were this vision to be perfectly achieved
- and finally, I firmly believe that diversity in student population - demographic, cultural, ability-based - is critical to represent real life and build sensitivity - and must be a key part of the vision

### **Clearly Defined Norms and Processes**

Clearly defined norms and processes are a must both for transparency and sustainability. It is interesting that in schools many key processes are unmonitored [and performed by individuals singly]. Also many of these processes are performed regularly – for example, what exactly is done when a teacher is suddenly absent, or what should be done if a child falls sick, or what is the response if a parent seeks leave on the first day after vacations. Many processes would relate to teachers' professional development – for example, the process for visits by teachers to other schools, teachers observing each others' classes etc.

Ideally along with the norms and processes, the rationale or logic behind each of them should also be documented. Such documentation may contain reasons for and against a particular decision followed by a final decision. This helps in the process of the vision and values being understood and shared more widely in the school.

For example, Eklavya School, Ahmedabad, the school co-founded by the author in 1997 publishes processes for various important tasks:

- The Students' Continuous Overall Performance Evaluation (SCOPE) process involves details of a student's overall progress being recorded in a file from the year student joins the school until she leaves. It is seen as a gateway through which a class teacher knows a student better as it contains details about home visits family details including photos, report cards and anecdotes written right from the child's first year in the school. The process clearly describes how a teacher has to observe and record brief details of one or two students every day, making it easy even for a new teacher to follow the process.
- Norms specifying what is allowed for lunch and tiffin are clearly defined. The list of items of foods allowed is also displayed in each classroom. Some items like fried snacks and fast foods are restricted to a particular day of the week. All these are also discussed in the first mother's workshop for the year and during home visits – for which too the process is defined.

### **Low-stakes Assessment and Monitoring Systems**

Any institution needs to have in place mechanisms to help it continuously improve. Periodic, low-stake, student assessments conducted by an independent body can play a critical part of any continuous quality improvement strategy in education.

Low-stakes assessments ensure that the feedback from the exercise is accurate (essential for taking corrective actions) and does not create stress in the system. It is important that the test should be low-stakes for students and teachers so that it does not create pressures and fears among parents, teachers, etc. If that happens, the original purpose of determining the actual state of learning is likely to get distorted by special preparation, coaching, cheating, etc.

It may appear that the power of a student assessment exercise comes from testing every school and child and knowing where it stands. However, the real power comes from bringing into the open the issue of student learning. The exercise of conducting an assessment and sharing the findings gives a clear message that what students learn eventually is very important in education. A scientifically designed student assessment can achieve that.

This triggers debates about issues like whether every child can learn well with understanding, teacher capacity, facilities in the school or classroom, etc. The actual levels of learning become visible to the physical and educational community.

These discussions are invaluable. Individual teachers realise how students in other parts of the country are learning, and this causes them to reflect and question their own assumptions.

The reverse also happens, with school heads understanding individual teacher's strengths and weaknesses and cases where teaching aids or resources or training workshops may need to be provided.

If the assessment studies are conducted by an independent agency that specialises in educational assessment, the quality of the assessment process and the standardisation achieved is likely to be higher. Being an external agency, it has no stake in the performance of particular schools or systems – and hence, external testing is always considered more credible.

To make the student assessments in cognitive areas meaningful, the tests should include not only procedural or straightforward questions on basic skills but should also test the student ability in understanding and applying the knowledge. At the same time, attempts should be made that these test not only the student's cognitive learning but also other aspects like sports, music, values and creativity that constitute a holistic school education.

### **Findings from a Quality Education Study**

Our organisation, Educational Initiatives, has, jointly with Wipro, recently completed the first part of a study to look at factors that may be promoting or hindering quality education with holistic skills including student attitudes and values and school climate being studied through multiple instruments. While the detailed findings will be separately discussed and released, two of the findings were that there was a negative correlation between student performance and Principal and Teacher belief that strict discipline is important in the school and classroom. A second finding is related to academic pressure. When students express that they are under a lot of pressure to perform academically, they also seem to display a higher degree of confidence in their scholastic abilities, but actually perform lower in the scholastic assessment.

Both these findings lend important lessons if our goal is sustainability. Short term measures and short term goal focus or a narrow academic focus alone does not make a great education. Only when schools, parents and society as a whole recognise this, can we hope to provide holistic, quality education to our children.



# SPIRIT OF WARRIOR

**RUN  
SINGAPORE**

# ADVOCACY AND PUBLIC POLICY



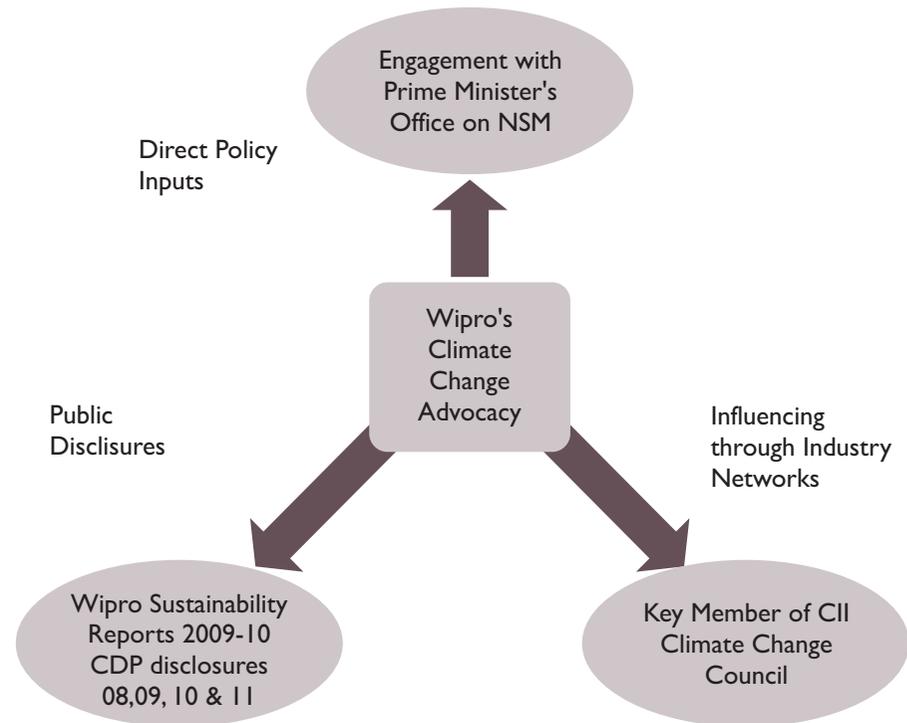
Wipro and Regulatory Compliance

**Good policies and regulations are like a lighthouse** – they direct and guide without standing in the way. Unfortunately, the short history of social and environmental regulation over the last few decades has been characterized by a ‘Business Vs Government’ position that is ruled by a paradigm of compliance, rather than collaboration between the two. This paradigm must change to one of constructive dialog and interaction especially in the arena of sustainability where enlightened regulation can be a clear differentiator for driving change. We are beginning to see this happen globally as well as in India. The Indian business sector has been an active participant in both, policy formulation and in a more general process of debate and dialog on various challenges of development and sustainability. Clean Energy, Climate Change, Energy Efficiency, Water, e-waste, Green Procurement and Corporate Social Responsibility norms are some of the areas where business and government have been engaged with each other quite deeply.

At Wipro, we have always strongly believed that meeting the challenges of development cannot be the government’s job alone and that the business sector must participate along with other stakeholders. Our sustainability advocacy is constructed on the three pillars of

- Direct policy inputs to government
- Engagement and dialog as part of industry networks
- Publications and Disclosures that advance and further knowledge and action

Our areas of focus have been Climate Change, CSR norms, Green Rating of companies, Green Procurement and e-Waste. The visual below illustrates our actions in the area of climate change on the praxis of the three pillars mentioned above.



Our engagement in sustainability advocacy is summarized in the following pages, where we articulate the highlights of five of our engagements on multiple areas: Sustainability rating of companies, CSR norms, Green procurement, Solar Energy roadmap for India and e-waste regulation.

Program	Key Highlights
CII-GBC Greenco Rating	<p>The CII Green Business Center, Hyderabad constituted a task force to evolve a framework of sustainability ratings. The framework is designed to assess companies on a 1000 point scale on multiple dimensions of energy efficiency, renewable energy, waste, water, lifecycle footprint and product responsibility. Wipro was a key member of the task force that designed this framework. The task force, comprising leading companies from across industry sectors, completed the exercise over a nine month period from June 2010 to February 2011. The rating framework has since been introduced on a pilot basis for select companies during the latter half of 2011.</p> <p>We think that rating frameworks such as these will introduce rigor into the way ecological goals and outcomes are measured and further, they will bring in a virtuous cycle of continuous improvement on key sustainability dimensions.</p>
CII-ITC CESD work group on CSR norms	<p>In mid-2010, the Ministry of Corporate Affairs (MCA) instituted a study cum engagement with industry around the idea(s) of evolving a set of guidance norms for Corporate Social Responsibility (CSR) for Indian industry. Among other points, the notions of a mandated spend on CSR and off mandatory sustainability disclosures were placed on the table for discussion. This was followed by the publishing of the National Voluntary Guidelines (NVGs) by the MCA in collaboration with the Indian Institute of Corporate Affairs (IICA) in mid-2011.</p> <p>The CII-ITC Center for Sustainable Development (CESD) constituted a working group that was tasked with the goals of coming out with a set of recommendations that would represent industry's position on the above points. Wipro played an active part in the working group. Based on the inputs of the working group, CII has come out with a detailed report that lists two categories of disclosures – Essential or Mandatory and Leadership</p>

Program	Key Highlights
	<p>or Optional. This is designed to encourage many more companies to start the practice of publishing their position and progress on sustainability, even if it is at a basic level.</p> <p>Wipro's position on mandatory CSR spend is that such a move would eventually prove counter-productive as companies, in the pressure to comply, will find contrived ways of meeting the norm. We think that CSR must flow naturally from a company's values and convictions and will work best when aligned with the company's overarching mission and goals.</p>
CII Green Procurement Council	<p>CII instituted a Green Procurement council in mid-2010 with the objectives of framing guidelines for procurement of goods and services that would be aligned with sustainability parameters – e.g. Energy Efficiency, Material Intensity, End of Life handling, Compliance with human rights norms etc.</p> <p>Wipro was a key member of the steering committee of the council which published detailed draft recommendations in late 2011. The draft report addressed industry specific parameters as well as a more universal set of issues e.g. e-waste handling is an issue that is specific to the electronics industry.</p> <p>We think that a green procurement framework will help establish a minimum standard for suppliers to meet and will set in motion, a cycle of healthy competition and continuous improvement of green products and services.</p>
CSTEP Report on Solar Energy options for India	<p>The National Solar Mission (NSM) has set an ambitious goal of 20 GW (Gigawatts) of solar energy for India by 2022. Given that the aggregate installed capacity of Solar PV (Photovoltaic) is not even 200 MW, the NSM goal looks daunting. A multitude of factors and forces have a bearing on solar power: relatively high footprint of land, the requirement of high solar insolation on the land and the relatively high price per unit of solar energy compared to current grid prices. While the last few years has seen a sharp increase</p>

Program	Key Highlights
	<p>in investment in R&amp;D, solar technology is still nascent and peak energy efficiency conversion is in the low range of 17-20%.</p> <p>Given the above context, a comprehensive analysis and study of solar energy options for India would be of great value. Our partner, Center for Study of Science, Technology and Policy (CSTEP) commissioned such a study in early 2010. The study assesses technology options in the two major categories of Solar Photovoltaic and Solar Thermal, the cost structures and options for designing incentives and subsidies, the options of grid connected and off-grid models and the governance challenges and choices that India must consider. Wipro EcoEnergy was an active participant and contributor to the study which was released in January 2011 titled <b>“Harnessing Solar Energy: Options for India”</b>. A summary of the report, authored by Dr. Shuba Raghavan of Cstep, is available elsewhere in this report.</p>
MAIT e-waste task force	<p>The acute problem of e-waste has been discussed in brief in our section 5D on ‘Customer Stewardship’. The unorganized sector in India is ridden with unsafe practices of toxics handling and the unethical practice of child labor. We hold the position that producers and manufacturers must bear the major responsibility for end of life e-waste handling; what this means is that while the actual processing and disposal can be done by an ecosystem of certified vendors, the producer has the onus of collecting the end-of-life products and ensuring its safe processing in subsequent stages.</p> <p>The Ministry of Environment and Forests (MoEF) proposed a draft e-waste legislation to address the above issues. The Manufacturers Association of Information Technology (MAIT) formed a task force to engage with the MoEF in evolving the legislation. By virtue of our early pioneering work in e-waste, we played a central role – as part of the MAIT committee – in helping draft the e-waste legislation that is now due to come into effect from May 1st 2012</p>

## WIPRO AND REGULATORY COMPLIANCE

As a responsible corporate citizen and driven by our core values of integrity and ethics, Wipro has an exemplary record of compliance with government regulations in all the countries that it operates in. The visual below illustrates the common regulations and directives that Wipro complies with in the financial, labor and environmental domains across the geographies we operate in.

### Financial Regulations

- Taxation (Payment of Excise duties, Sales tax, Customs duties, Corporate Income Tax)
- Mandatory publishing of quarterly and annual results (both U.S. GAAP and Indian GAAP)
- Compliance with SEBI guidelines for companies listed on Indian stock exchanges and with SEC rules for companies listed on U.S. stock exchanges
- Compliance with requirements of the Sarbanes Oxley Act

### Labor Regulations

- Maximum number of working hours per week
- Minimum number of days for casual and sick leave
- Minimum Wages Act
- Shops and Establishments Act
- Freedom to form trade unions and employee associations
- Laws in EU and American countries that govern data privacy on employee information

### Environmental Regulations

- Environment Impact Assessment (EIA) prior to the start of a new facility
- Clearance from state Pollution Control Board (PCB) on measures for water treatment, diesel storage, handling and disposal of hazardous substances etc; This is required prior to the commencement of a new facility and subsequently on an annual basis

Our Code of Business Conduct and Ethics (COBCE) is an important reference anchor that determines our compliance with key regulations pertaining to labor and human rights, anti bribery and anti corruption, supplier responsibility and transparency on government engagements.

In our previous sustainability reports, we have been making a mention of the peculiar circumstances surrounding the industrial estate of Okhla in Delhi, India which houses one of our older BPO operations. This entire industrial estate has been in breach of the local building regulations, including the office buildings where operate as tenants. Our status as tenants prevented us from rectifying the situation and as a result, we have been obliged to pay a fine every year. We moved out of the premises during 2010-11 to our own facilities in Greater Noida and therefore, there was no fine that we had to pay on this account. There were no other instances of fines paid by us during the reporting year.

#### **Code of business conduct with the government**

As with other business partners, our code of business conduct and ethics 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 geography that we operate in.**

## 6a. FEEDBACK AND COMMUNICATION

We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability Report 2010-11 in particular and on our sustainability program in general and look forward to hearing from you. It is your honest feedback that will enable us to strengthen and improve our sustainability program. You may write to us at any of the following contact points:

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<b>Mr. R. Sridhar</b> <i>CFO &amp; Investors' Relations                      Americas &amp; Europe</i>	<b>Wipro Limited</b> East Brunswick, Tower 2, New Jersey, US Ph: +1 732-509-1516 Email: sridhar.ramasubbu@wipro.com
<b>Mr. Santosh Karagada</b> <i>Vice President &amp; Head - HR                      Americas &amp; Europe</i>	<b>Wipro Limited</b> 2, Tower Center Boulevard, Suite 2200, East Brunswick, New Jersey Tel: +1-818-620-6506 Email: sontosh.karagada@wipro.com
<b>Mr. Manoj Jaiswal</b> <i>Vice President &amp; Corporate Treasurer</i>  (Can be contacted for queries and clarification on financial matters)	<b>Wipro Limited</b> Doddakanelli, Sarjapur Road, Bangalore 560 035. India Tel. 91 80 28440011 (Extn. 226186) Email: manoj.jaiswal@wipro.com



## 6b. INDEPENDENT ASSURANCE STATEMENT

### Introduction

Det Norske Veritas AS ('DNV') has been commissioned by the Management of Wipro Limited ('the Company') to carry out an independent / assurance engagement on the Wipro Limited Sustainability Report 2010-11 ('the Report'). This assurance engagement has been conducted against the Global Reporting Initiative, 2011 Sustainability Reporting Guidelines Version 3.1 (GRI G3.1) and AccountAbility's AA1000 Assurance Standard 2008 (AA1000AS (2008)). The verification was conducted during August 2011 and March 2012 for the year of activities covered in the Report, 1st April 2010 to 31st March 2011.

DNV is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. DNV states its independence and impartiality with regard to this assurance engagement. In 2010-11, DNV did not work with Wipro Limited on any engagement that could compromise the independence or impartiality of our findings, conclusions and recommendations. DNV was not involved in the preparation of any statements or data included in the Report, with the exception of this Assurance Statement. DNV maintains complete impartiality toward any people interviewed. DNV expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this Assurance Statement.

The intended users of this assurance statement are the management of Wipro Limited and readers of this Report. The Management of the company is responsible for all data and information provided in the Report as well as the processes for collecting, analysing and reporting the information. DNV's responsibility regarding this verification is to company only and in accordance with the agreed scope of work. The assurance engagement is based on the assumption that the data and information provided to us is complete and true.

### Scope, boundary and limitations of Assurance

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

- The content of the 2010-11 Sustainability Report, i.e. reporting of economic, environmental, and social indicators, related to its Wipro Technologies (WT), Wipro Infotech (WI) and Wipro Business Process Outsourcing (WBPO);
- Evaluation of the AccountAbility principles and specified performance information, described below, for a Type 2, moderate level of assurance, in accordance with the requirements of AA1000AS (2008) detailed below:
  - Information relating to company's sustainability issues, responses, performance data, case studies and underlying systems for the management of such information and data;
  - Information relating to company's materiality assessment and stakeholder engagement processes;
- Confirm that the Report meets the requirements of the GRI G3.1 for an Application Level A, as declared by Wipro Limited

The reporting boundary is as set out in the Report, i.e. covers the company's IT business (which includes Software services, BPO services and IT products) only, the Consumer Care and lightning and Infrastructure Engineering business units, other joint ventures and subsidiaries under Wipro Limited are not included and is separately reported.

Also during the assurance process we did not come across limitations to the scope of the assurance engagement.

### Verification Methodology

This assurance engagement was planned and carried out in accordance with the AA1000AS (2008) and the DNV Protocol for Verification of Sustainability Reporting. The Report has been evaluated against the following criteria:

- Company's approach to stakeholder engagement and its materiality determination process;
- Adherence to the principles of Inclusivity, Materiality and Responsiveness as set out in the AA1000AS (2008); the reliability of the specified sustainability performance information, as required for a Type 2, moderate level assurance engagement as per AA1000 (2008),

- Adherence to the additional principles of Completeness and Neutrality as set out in DNV's Protocol, and the principles and requirements of the GRI G3.1 for an application level A+

As part of the engagement, DNV has verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flow and controls. In doing so, we have:

- Reviewed the Company's approach to stakeholder engagement and its materiality determination process;
- Verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls;
- Examined and reviewed documents, data and other information made available by Wipro Limited;
- Visited the Corporate Office at Bangalore, computer factory at Kotdwar, four Development centers and Business process outsourcing centers located in India i.e. at Bangalore, Hyderabad, Noida and Kolkata;
- Conducted interviews with key representatives including data owners and decision-makers from different divisions and functions of the company;
- Performed sample-based reviews of the mechanisms for implementing the Company's sustainability related policies, as described in the Report;
- Performed limited stakeholder engagement to verify the qualitative statements made in the report;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report

### Opportunities for Improvement

The following is an excerpt from the observations and opportunities for improvement reported to the Management of Wipro Limited and are considered for drawing our conclusion on the Report; however they are generally consistent with the Management's objectives:

- extend the materiality determination system and continuously monitor and evaluate the material issues at site level, including human rights and site compliances as a result of changes in internal and external environments;
- strengthen the existing data management system to ensure consistency in measurement methodology for internal benchmarking, monitoring and reporting of sustainability performance;
- implement a systematic data verification mechanisms to cover all performance indicators across the IT sites, which will assist in further improving the quality of quantitative and qualitative data for sustainability reporting;
- fully report on key material performance indicators that are partially reported, in the subsequent reports

### Conclusions

We have evaluated the Report's adherence to the following principles on a scale of **'Good', 'Acceptable' and 'Needs Improvement'**:

**Inclusivity:** As a part of its stakeholder engagement process, the company engages with its identified stakeholders through different modes and at frequent intervals and the inputs from the stakeholder engagement has been reported with due regard to materiality.

In our view, the level at which the Report adheres to this principle is **'Good'**.

**Materiality:** The Company has fairly attempted to bring out the issues of significance to its IT businesses in this report. In our opinion the material issues have been appropriately prioritised and responded to in the Report. The Report provides a balanced representation of material issues related to the company's sustainability performance.

In our view, the level at which the Report adheres to this principle is **'Good'**.

**Responsiveness:** We consider that the Company has responded adequately to key stakeholder concerns, through its policies and management systems and the same are adequately reflected in the Report.

In our view, the level at which the Report adheres to this principle is **'Good'**.



## GREEN HOUSE GAS VERIFICATION

The verification of Green House Gas Inventory ('the GHG Inventory') for Wipro's (IT business) covering the period 1st April 2010 to 31st March 2011 was carried out as part of the verification and assurance of Wipro Limited Sustainability Report 2010-11.

For details related to scope of work, verification methodology, Independence and other relevant conclusions and opportunities for improvement, please refer to the Independent Assurance Statement in the "Wipro Limited Sustainability Report - 2010-11".

On the basis of our verification methodology and scope of work agreed upon nothing has come to our attention that would cause us not to believe that the GHG assertion (of Wipro's IT business) as below is not materially correct and is not a fair representation of the GHG data and information:

	Source	GHG Emission
Scope 1	Process emissions and other direct emissions (Fuel & Fugitive emission)	31,861
Scope 2	Purchased Electricity	258,206
	Total GHG Emission (tons)	290,067

**Reliability:** The majority of data and information verified at corporate office and site were found to be accurate. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors have been corrected. Hence in accordance with the AA1000AS (2008) requirements for a Type 2, moderate level assurance engagement, we conclude that the specified sustainability data and information presented in the Report is generally reliable and acceptable.

### Additional Parameters as per DNV's Protocol

**Completeness:** Some of the GRI G3.1 core indicators have been reported partially and the rationale behind partial reporting and exclusions are explained within the Report along with the time frame for complete reporting.

In our view, the level at which the Report adheres to this principle is '**Acceptable**'.

**Neutrality:** The Company has reported its sustainability performance and related issues in a transparent and balanced manner, in terms of content and tone.

In our view, the level at which the Report adheres to this principle is '**Good**'.

*Wipro Sustainability Report 2010-11 provides a fair representation of the Company's sustainability policies, objectives, management approach and performance during the reporting year. DNV also confirms that the Report meets the requirements for GRI application level A.*

for Det Norske Veritas AS

**Nandkumar Vadakepatth**

Lead Verifier  
Head-Sustainability &  
Business Excellence Services(South)  
Det Norske Veritas AS, India

Bangalore, India, 21th March 2012

**Antonio Astone**

Global Sustainability Manager  
DNV Business Assurance, Italy.

for Det Norske Veritas AS

**Nandkumar Vadakepatth**

Lead Verifier  
Head-Sustainability &  
Business Excellence Services(South)  
Det Norske Veritas AS, India

Bangalore, India, 21th March 2012

## 7a. GLOSSARY OF ACRONYMS

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

Acronym	Expansion	Brief Explanation	Website Reference
AA1000	AccountAbility Standard	AA1000 is a series of standards from AccountAbility to help organizations become more accountable, responsible and sustainable.	<a href="http://www.accountability.org">www.accountability.org</a>
AC	Air Conditioning	Air cooling system that provides thermal comfort in buildings, cars etc	
ADR, ADS	American Depository Receipt / Shares	Represents ownership in shares of non-US company that trades in US financial markets	
AGM	Annual General Meeting	An annual meeting of public companies with shareholders as required by law	
AHM[w]	All Hands Meet	A business unit forum where leaders present strategy, assess progress and discuss plans with employees	
AICTE	All India Council for Technical Education	National level Apex Advisory related to technical education.	<a href="http://www.aicte-india.org/">www.aicte-india.org/</a>
AMI	Advanced Metering Infrastructure	Electricity metering infrastructure systems which measure, analyse and communicate with utility consumption devices.	
AMR	Advanced Meter Reading	Electricity metering infrastructure which is a part of the smart grid solution	
APAC	Asia Pacific	Abbreviation for the region: Asia-Pacific and Japan	
ARISE	Applied Research in Intelligent Systems Engineering	Lab created in partnership between Imec-a leading research organization in nano-electronics and nano-technology and Wipro	
ASTD	American Society for Training and Development	A non-profit association for workplace learning and performance professionals	<a href="http://www.astd.org">www.astd.org</a>
ASR	Asian Sustainability Rating	An environment, social and governance ESG benchmarking tool developed by Responsible Research and CSR Asia.	<a href="http://www.asiansr.com/">www.asiansr.com/</a>
ATREE	Ashoka Trust for research in Ecology and Environment	NGO, based in India, working to promote environmental conservation and sustainable development	<a href="http://www.atree.org">www.atree.org</a>
BEE	Bureau of Energy Efficiency	Statutory body under Ministry of Power, Government of India	<a href="http://www.bee-india.nic.in">www.bee-india.nic.in</a>
B.Ed	Bachelor of Education	A basic graduate program in India for entry into the teaching profession.	
BFR	Brominated Flame Retardants	A group of chemical flame retardants used in electronics and textiles	
BFSI	Banking, Financial Services and Insurance	Commonly used abbreviation for companies representing the financial sector	
BMS	Building Management Systems	Technology enabled remote building infrastructure management system	
Bn	Billion	Unit of measure	

Acronym	Expansion	Brief Explanation	Website Reference
BPO	Business Process Outsourcing	A form of outsourcing that involves contracting of operations of specific business functions or processes to a third-party service provider	
BSE	Bombay Stock Exchange	Stock exchange based in Mumbai	<a href="http://www.bseindia.com">www.bseindia.com</a>
BU	Business Unit	Cost center aligned to a customer service line, technology or competency practice	
CAGR	Compounded Annual Growth Rate	A term for geometric mean growth rate on an annualized basis, used to describe the growth rate of business results like revenues	
CBSE	Central Board of Secondary Education	Board of Education for public and private schools, under the Union Government of India.	<a href="http://cbse.nic.in/">http://cbse.nic.in/</a>
CDP, CDLI	Carbon Disclosure Leadership Index	An independent not-for-profit, investor backed organization working to drive greenhouse gas emissions reduction and sustainable water use by business and cities. CDLI is a disclosure leadership index designed by CDP.	<a href="https://www.cdproject.net/en-US/Pages/HomePage.aspx">https://www.cdproject.net/en-US/Pages/HomePage.aspx</a>
CEC [w]	Corporate Executive Council	Top executive governance body of Wipro, comprising the Chairman	
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women	Adopted in 1979 by the UN General Assembly, CEDAW is often described as an international bill of rights for women.	<a href="http://www.un.org/womenwatch/daw/cedaw/">www.un.org/womenwatch/daw/cedaw/</a>
CEO	Chief Executive Officer	One of the highest-ranking corporate officers in charge of total management	
CETP	Common Effluent Treatment Plant	A unit that treats effluent waste from places like factories to reduce the harmful effects on environment	
CEVA	Center for Education and Voluntary Action	An NGO operating in the education space.	<a href="http://cevachandigarh.org/">http://cevachandigarh.org/</a>
CFC	ChloroFluoroCarbons	An organic compound containing carbon, fluorine and chlorine being phased out under the Montreal protocol because of its contribution to depletion of ozone layer	
CFL	Compact Fluorescent Lamp	A type of fluorescent lamp, used for lighting purposes, requiring less power compared to traditional incandescent lamps	
CFO	Chief Finance Officer	A corporate officer primarily responsible for managing the financial matters including planning, reporting and managing financial risks	
CHRD [w]	Corporate Human Resource Development	A dedicated function of the human resources team in Wipro responsible for management and leadership skills enhancement	
CII	Confederation of Indian Industry	A non-government, not-for-profit business association that works towards creating and sustaining an environment conducive to the growth of industry in India	<a href="http://www.cii.in">www.cii.in</a>
CIO	Chief Information Officer	An executive responsible for development, implementation and operation of a firm's information technology policy to facilitate management control over all corporate resources	

Acronym	Expansion	Brief Explanation	Website Reference
CISF	Central Industrial Security Force	A multi skilled security agency set up by the government of India	<a href="http://cisf.nic.in/">http://cisf.nic.in/</a>
CMM	Capability Maturity Model	A model of process maturity for software development including a collection of prescribed activities and a way of assessing the way these processes are being performed by an organization	<a href="http://www.sei.cmu.edu/cmm/">www.sei.cmu.edu/cmm/</a>
CO2	Carbon Dioxide	One of the main greenhouse gases as per the Kyoto and Montreal protocols	
COP	Communication on Progress	Annual disclosure to be provided by companies who are participants to the UN Global compact	
COBCE [w]	Code of Business Conduct and Ethics	Corporation wide code of business conduct and ethics that sets the broad direction and defines specific guidelines for all business transactions	
CPU	Central processing Unit	One of the primary elements of a computer system which carries out instructions of a computer/software program	
C-SAT [w]	Customer Satisfaction	Commonly denotes a customer satisfaction initiative, like feedback or survey	
CRO	Chief Risk Officer	Person responsible for enterprise risk management	
CSR	Corporate Social Responsibility	Common term used to denote, primarily, voluntary initiatives by the organisation in environmental and social areas-which may be (or even otherwise) to mitigate impacts due to the its product, service or operations	
CTO	Chief Technology Officer	Executive level position in a company who looks after Research and development, scientific and technological initiatives for the organisation	
DC	Data Center	A dedicated facility used to house computer systems and associated components	
Disha-india		DISHA is a voluntary organization working for socio-economic development of urban and rural communities.	<a href="http://www.dishaindia.org/">www.dishaindia.org/</a>
DESC	Digital Energy Solutions Consortium	A consortium of organisations in technology, energy and environment to promote the role of ICT for energy and related issues	<a href="http://www.digitalenergysolutions.org/india/desc-india">www.digitalenergysolutions.org/india/desc-india</a>
DG	Diesel Generator	An equipment to generate electric energy fueled by diesel	
DJSI	Dow Jones Sustainability Index	An index created by Dow Jones and SAM to provide asset managers with reliable and objective benchmarks to manage sustainability portfolios.	<a href="http://www.sustainability-index.com/">www.sustainability-index.com/</a>
DNA	Genetic entity	DNA is used, figuratively, to denote the essence of an organizations values, philosophy and belief systems	
DNV	Det Norske Veritas	An audit organization, established in Norway in 1860's, with worldwide operations	<a href="http://www.dnv.com">www.dnv.com</a>
EGM	Extraordinary General Meeting	A meeting of shareholders of a company at an irregular time where inputs are required before the next AGM is to be held	
EH & S	Environment, Health and Safety	A group within organizations that takes care of workplace environment, health and safety issues like preventing accidents and reducing environmental impact	

Acronym	Expansion	Brief Explanation	Website Reference
EI	Educational Initiatives	Educational Initiatives(EI) is works in order to ensure every child learns with understanding	<a href="http://www.ei-india.com/ei-www/index.htm">www.ei-india.com/ei-www/index.htm</a>
EOL	End Of Life	End-of-life (EOL) is a term used with respect to a Product supplied to customers, indicating that the product is in the end of its useful lifetime and a vendor will no longer be Marketing, Selling, or Sustaining a particular product and may also be limiting or ending support for the product.	
EPA	Environment Protection Agency	US regulatory authority for environment related matters and issues.	<a href="http://www.epa.gov">www.epa.gov</a>
EPS [w]	Employee Perception Survey	An annual survey conducted for all employees	
EPR	Extended Producer Responsibility	Various ways to promote the integration of environmental variables into marketing of products.Among others, it could be through pricing or end- of-life services for products provided to customers. (Source:Adapted from Wikipedia)	
ERM	Enterprise Risk Management	A framework for risk management, involving identification of risks and opportunities relevant to the organization's objectives, assessing likelihood and magnitude of impact, determining a response strategy, and monitoring progress	
ES	Energy Star (followed by a number)	US EPA's (Environmental Protection Agency) energy efficiency rating for electrical appliances	<a href="http://www.energystar.gov">www.energystar.gov</a>
ESI	Employees State Insurance	A State instituted insurance scheme to provide to provide social benefits to employees in certain adverse circumstances	<a href="http://www.esic.nic.in">www.esic.nic.in</a>
ESG	Environment, Social and Governance	Common acronym to include themes relevant to sustainability	
ESOP	Employee Stock Option Purchase	Program that offers employees option to purchase stock at certain price (normally less than the market average)	
EVP	Executive Vice President	Designation in the organisation function. There are multiple such positions across various business units	
e-waste	Electronic Waste	Waste material that comprises of electronic devices or their electronic parts	
FMG [w]	Facilities Management Group	Team responsible for overall management of facilities and campuses for Indian locations	
FTE	Full Time Equivalent	A way to measure employees involvement in a project, typically for “Time and Material” financial model projects. FTE of 1.0 is equivalent to a full time worker.	
FICCI	Federation of Indian Chamber of Commerce and Industry	A non-government, not-for-profit association of business organizations playing a leading role in policy debates in the social, economic and political spheres	<a href="http://www.ficci.com">www.ficci.com</a>
FMCG	Fast Moving Consumer Goods	A term used for the category of products that are sold relatively quickly and are generally replaced or fully used up over shorter periods like soaps, detergents and food products	
FY	Financial year	Accounting year. In India this is from 1st April to 31st March of the subsequent year.	

Acronym	Expansion	Brief Explanation	Website Reference
GAAP	Generally Accepted Accounting Principles	The standard framework of guidelines for financial accounting used in any given jurisdiction, which includes the standards, conventions, and rules accountants follow	
GDP	Gross Domestic Product	A basic measure of a country's economic output i.e. the market value of all final goods and services made within the borders of a country in a year	
GHG	Greenhouse gases	Gases in the atmosphere like CO <sub>2</sub> , methane and nitrous oxide that cause the greenhouse effect of trapping heat within the surface-troposphere system	<a href="http://www.ghgprotocol.org">www.ghgprotocol.org</a>
GIS	Green Infrastructure Services	Services provided for building green infrastructure – which could range from project management, consultancy and auditing.	
GJ	GigaJoules	One billion joules, joule being a derived unit of energy in the International System of Units	
GRI	Global Reporting Initiative	A network-based organization that developed the world's most widely used sustainability reporting framework that sets out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance	<a href="http://www.globalreporting.org">www.globalreporting.org</a>
GRIHA	Green Rating for Integrated Habitat Assessment	A green building 'design evaluation system', designed by the Ministry of New and Renewable Energy, Government of India along with partner institutions.	<a href="http://grihaindia.org/">http://grihaindia.org/</a>
GSG [w]	Global Security Group	Name of the function in Wipro, responsible for Physical security.	
HFC	Hydrofluorocarbon family of gases	Part of a family of Kyoto 6 Greenhouse Gases	
HRD	Human Resources Development	Department responsible for learning and development requirements of employees	
HR	Human Resources	A term used to refer to how people are managed by organizations	
HSE[w]	Holistic School Engagement	A program engagement methodology for learning in schools, adopted by Wipro's education program (WATIS).	
HVAC	Heating, Ventilating and Air Conditioning	A system that uses ventilation air ducts installed in a building that supply conditioned air to a room through outlet vents and ducts that remove air through return-air grilles	
ICT	Information and Communication Technologies	A term that includes technologies, both hardware and software, that provide access to information or means to communicate, used in specific contexts	like education
IDAM-in-a-Rack [w]	Identity and Access Management (IDAM) in a Rack	A Wipro solution to implement IDAM systems for customers	
IFEES	International Federation of Engineering Education Societies	IFEES works to establish effective engineering education processes of high quality around the world to assure a global supply of well-prepared engineering graduates.	<a href="http://www.ifees.net/">www.ifees.net/</a>
IFRS	International Financial Reporting Standards	Standards, Interpretations and the Framework adopted by the International Accounting Standards Board	<a href="http://www.ifrs.com">www.ifrs.com</a>
IGBC	Indian Green Building Council	Council to facilitate green buildings in India	<a href="http://www.igbc.in">www.igbc.in</a>

Acronym	Expansion	Brief Explanation	Website Reference
IIL	Industrial Injury Leave	Leave taken due to injury at workplace or during commute	
ILP [w]	Individual Learning Plan	Customized “Learning” plan based on discussions of annual performance review for each employee	
INR	Indian Rupee	The currency of India	
IP	Intellectual Property	A term that refers to creations of the mind: inventions, literary and artistic works, and symbols, names, images, and designs used in commerce	
IPCC	International Panel on Climate Change	A scientific intergovernmental body tasked with evaluating the risk of climate change caused by human activity	<a href="http://www.ipcc.ch">www.ipcc.ch</a>
IR	Investor Relations	Department of a company that primarily engages in communicating financial and economic matters to shareholders, investors and other interested parties	
ISTE	Indian Society for Technical Education	Program unit under the Ministry of Human Resources Development responsible for coordinating quality improvement programs for engineering colleges and polytechnic institute faculty	<a href="http://www.isteonline.in">www.isteonline.in</a>
ISO	International Standards Organization	The world's largest developer and publisher of International Standards to Specify the requirements for state-of-the-art products, services, processes, materials and systems, and for good conformity assessment, managerial and organizational practice	<a href="http://www.iso.org">www.iso.org</a>
IT	Information Technology	The study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware	
ITES	Information Technology Enabled Services	Another term used for Business Process Outsourcing services i.e. outsourcing of specific business functions or processes to third-party vendors	
ITMS [w]	Integrated Talent Management System	Comprehensive online portal for employees on learning, training and competency management	
JAWS®		Window screen reading software	
KL	KiloLiter	A unit of length in the metric system equal to one thousand liters	
KM	KiloMeter	A unit of length in the metric system equal to one thousand meters	
KPI	Key Performance Indicator	Industry terminology for a measure of performance	
KWH	KiloWatt Hour	A common unit for measuring electricity, which is equal to the amount of energy expended (or dissipated) if work is done at a constant rate of one thousand watts for one hour	
LED	Light Emitting Diode	A semiconductor based light source used as indicator lamps in many devices increasingly being used for lighting	

Acronym	Expansion	Brief Explanation	Website Reference
LEED	Leadership in Energy and Environmental Design	A Green Building Rating System, developed by the U.S. Green Building Council, providing a suite of standards for environmentally sustainable construction	<a href="http://www.usgbc.org/leed/">www.usgbc.org/leed/</a>
LPG	Liquefied Petroleum Gases	A mixture of hydrocarbon gases used as a fuel in heating appliances and vehicles	
M&A	Mergers and Acquisitions	Buying, selling and incorporation of different companies into the organization.	
MAKE	Most Admired Knowledge Enterprise	A study that is part of Teleo's research program to recognize organizations for their ability to leverage enterprise knowledge to deliver superior performance in the areas of innovation and product development, operational effectiveness and excellence in products and services	<a href="http://www.knowledgebusiness.com">www.knowledgebusiness.com</a>
CAP (Market and Total)	Market Capitalization Total Capitalization	Market CAP: a measurement of the size of a business enterprise equal to the share price times the number of shares outstanding of a public company Total CAP: Market CAP including debt	
MCM	Mahila Chetana Manch	A women awareness forum NGO working on women empowerment and child development	<a href="http://www.mcmngo.org">www.mcmngo.org</a>
MDMS	Meter Data Management System	A key component of the smart grid solution related to metering data analytics.	
M.Ed.	Masters in Education	A post graduate degree in Education	
MIS	Management Information Systems	Group of information management methods tied to the automation or support of human decision making like Decision Support Systems or Expert systems	
Mn	Million	A number equivalent of a thousand thousands (1, 000, 000)	
MS®	Microsoft®	NYSE listed software products company	<a href="http://www.microsoft.com">www.microsoft.com</a>
MoEF	Ministry of Environment and Forests	Ministry under the Government of India – a regulatory and policy making authority	<a href="http://moef.nic.in">http://moef.nic.in</a>
MoU	Memorandum of Understanding	A document describing a bilateral or multilateral agreement between parties, expressing a convergence of will and indicating an intended common line of action	
MQIP	Madrasah Quality Improvement Program	Project with a partner to improve teaching in madrasah's	
MT	Metric Tonnes	A unit of measure in the metric system denoting 1000 Kilograms	
MW	Mega Watt	Watt is a measures the rate of energy conversion. The megawatt is equal to one million (10 <sup>6</sup> ) watts	
NASEOH	National Society For Equal Opportunities For the Handicapped, India	NASEOH working towards developing comprehensive rehabilitation opportunities for the persons with disabilities so as to facilitate integration into the mainstream of the society.	<a href="http://www.naseoh.org/organizations/">www.naseoh.org/organizations/</a>
NASSCOM	National Association of Software and Service Companies	The premier trade body and the chamber of commerce of the Information Technology – Business Process Outsourcing industries in India	<a href="http://www.nasscom.org">www.nasscom.org</a>

Acronym	Expansion	Brief Explanation	Website Reference
NASDAQ	National Association of Securities Dealers Automated Quotations	A US based stock exchange	<a href="http://www.nasdaq.com/">www.nasdaq.com/</a>
NCBS	National Centre for Biological Sciences	The National Centre for Biological Sciences (NCBS), . located in Bangalore is part of the Tata Institute of Fundamental Research. The mandate of NCBS is fundamental research in the frontier areas of biology	<a href="http://www.ncbs.res.in/">www.ncbs.res.in/</a>
NCPEDP	National Centre for Promotion of Employment for Disabled People	A non-profit voluntary organization working towards employment of disabled people	<a href="http://www.ncpedp.org">www.ncpedp.org</a>
NDRF	National Disaster Response Force	A unit constituted by the government of India for the purpose of specialized response to natural and man-made disasters (Adapted from Wikipedia)	
NEMS	Nano Electro Mechanical Systems	Devices integrating electrical and mechanical functionality at the nanoscale level. (Source: Wikipedia)	
NGO	Non Government Organization	A legally constituted, non-governmental organization created by natural or legal persons with no participation or representation of any government	
NIC	National Informatics Centre	National Informatics Centre (NIC) is a premiere S & T institution of the Government of India, established in 1976, for providing e-Government / e- Governance Solutions adopting best practices, integrated services and global solutions in Government Sector.	<a href="http://www.nic.in/">www.nic.in/</a>
NOx	Oxides of Nitrogen	Any binary compound of oxygen and nitrogen like nitrous oxide or a mixture of such compounds	
NREGA	National Rural Employment Guarantee Act	National Rural Employment Guarantee Act aims at enhancing the livelihood security of people in rural areas by guaranteeing hundred days of wage-employment in a financial year to a rural household whose adult members volunteer to do unskilled manual work.	<a href="http://nrega.nic.in/netnrega/home.aspx">http://nrega.nic.in/netnrega/home.aspx</a>
NSE	National Stock Exchange	National Stock Exchange, based in India	<a href="http://www.nseindia.com">www.nseindia.com</a>
NSG	National Security Guard	The National Security Guard (NSG) was set up in 1984 as a Federal Contingency Deployment Force to tackle all facets of terrorism in the country	<a href="http://www.nsg.gov.in/">www.nsg.gov.in/</a>
NYSE	New York Stock Exchange	A stock exchange located at Wall Street, New York	<a href="http://www.nyse.com">www.nyse.com</a>
OCED	Organization for Economic Cooperation and Development	The mission of the Organisation for Economic Co-operation and Development is to promote policies that will improve the economic and social well-being of people around the world.	<a href="http://www.oecd.org/">www.oecd.org/</a>
ODC	Offshore Development Center	Operation unit set up in an offshore location (like India) specific to each customer.	
ODS	Ozone Depleting Substances	Substances like chlorofluorocarbons that cause depletion of the earth's ozone layer	
OHSAS	Occupational Health and Safety Assessment Series	An international occupational health and safety management system specification intended to help organizations control occupational health and safety risks	<a href="http://www.ohsas-18001-occupational-health-and-safety.com/">www.ohsas-18001-occupational-health-and-safety.com/</a>

Acronym	Expansion	Brief Explanation	Website Reference
OPD	Out patient department	Department in a hospital which treats patients who come for diagnosis or treatment without being admitted for overnight stay at hospital	
PAT	Profit After Tax	Is equal to the profit or bottomline of a company after all expenses like cost of sales, overheads, interest payable, one-off items and tax for a given accounting period	
PC	Personal Computer	Any general-purpose computer whose size, capabilities, and original sales price make it useful for individuals, and which is intended to be operated directly by an end user	
PF	Provident Fund	Contributions based state provision with an aim to provide a fund due to retirement, unemployment, sickness etc.	<a href="http://www.epfindia.com">www.epfindia.com</a>
PFC	Perrfluorocarbon family of gases	Part of a family of Kyoto 6 Greenhouse Gases	
PM	Particulate Matter	Tiny particles of solid or liquid suspended in a gas or liquid	
PPM	Parts Per Million	A number used to denote relative proportions in measured quantities like for the proportion of CO2 in atmosphere	
PRI	Principles for Responsible Investment	An investor initiative in partnership with UNEP Finance Initiative and the UN Global Compact	<a href="http://www.unpri.org">www.unpri.org</a>
PUE	Power Usage Effectiveness	A metric used to determine the energy efficiency of a data center	
PVC	PolyVinyl Chloride	A thermoplastic polymer which is a form of plastic generally used in plumbing, electric wires etc	
QES	Quality Education Study	Study popular schools in India's metros on student learning outcomes, but also student attitudes and values, co-scholastic learning and organizational aspects and learning environment. In partnership with Educational Initiatives (EI)	
RAPDRP	Restructured – Accelerated Power Development Reforms Progra	A program under the aegis of the Ministry of Power, Government of India, looking at reduction in power losses	<a href="http://www.apdrp.gov.in/">www.apdrp.gov.in/</a>
R&D	Research and Development	A function within an organization through which new products and new forms of old products are created through technological innovation by doing basic and/or applied research	
REC	Renewable Energy Certificates	Are tradable, non-tangible energy commodities in the United States that represent proof that 1 Megawatt (MWh) of Electricity was generated from an eligible Renewable energy resource (Renewable Electricity).	<a href="http://en.wikipedia.org/wiki/Renewable_Energy_Certificates_%28United_States%29">http://en.wikipedia.org/wiki/Renewable_Energy_Certificates_%28United_States%29</a>
RoHS	Restriction on Hazardous Substances	A directive on the restriction of the use of certain hazardous substances like lead and mercury in electrical and electronic equipment	
ROI	Return on Investment	Ratio of money gained (+) or lost (-) in relation to the amount of money invested	
ROW	Rest of World	Used in a specific to context to include regions other than India, Americas and Europe	
Rs	Rupees ( Indian currency)	A symbol for the currency of India	

Acronym	Expansion	Brief Explanation	Website Reference
RSU [w]	Restricted Stock Unit	Stock option purchase program offered to employees with lock in period	
SaaS	Software as a service	Refers to software/IT services offered on an on-demand and pay-as-you-go basis	
SAAS	Safe and Sensitive Schools (SASS) project	A project by TTF supported by WATIS	<a href="http://teacherfoundation.org/index.php/index.php/safe-and-sensitiveschools.html">http://teacherfoundation.org/index.php/index.php/safe-and-sensitiveschools.html</a>
SAP R/3®	Leading ERP package from software major SAP AG®	The main enterprise resource planning software produced by SAP AG®, which is an enterprise-wide information system designed to coordinate all the resources, information, and activities needed to complete business processes such as order fulfillment or billing	<a href="http://www.sap.com">www.sap.com</a>
SEBI	Securities and Exchange board of India	Regulatory body in India with a mandate to protect investors and regulate securities markets.	<a href="http://www.sebi.gov.in">www.sebi.gov.in</a>
SEZ	Special Economic Zones	A geographical region that has economic laws that are more liberal than a country's typical economic laws intended to increase investment by foreign investors	<a href="http://sezindia.nic.in">http://sezindia.nic.in</a>
SIF [w]	Self Identification Form	Form for employees to share any special need (esp. for any disability)	
Solar PV	Solar PhotoVoltaic	Arrays of cells that convert solar radiation into direct current electricity	
SOA	Service Oriented Architecture	A software/ IT implementation architecture model which incorporates a flexible set of design principles	
SOX	Sarbanes Oxley	A United States federal law that set new or enhanced standards for all U.S. public company boards, management and public accounting firms	<a href="http://www.sarbanes-oxley.com">www.sarbanes-oxley.com</a>
SOx	Oxides of Sulphur	Any binary compound of oxygen and sulphur like sulphur dioxide	
STP	Sewage Treatment Plant	A unit that uses physical, chemical, and biological processes to remove contaminants from wastewater and household sewage, both runoff (effluents) and domestic	
SUV	Sports utility vehicle	General term for a mid-sized vehicle capable with a seating capacity of 8 to 9 people	
T (used in conjunction with material)	Tonnes	Unit of measure in the metric system, equivalent to 1000 kilograms. Used in conjunction with materials like TCO <sub>2</sub> is for Tonnes of Carbon dioxide	
TASIS	Taqwaa Advisory and Shariah Investment Solutions (TASIS).	A Shariah Advisory institution associated with the vast majority of Shariah compliant products available in India.	
TED [w]	Talent Engagement and Development	Team which has the mandate of training, capacity building and career development of employees	
TEP	Teacher Empowerment Program	A set of programs for teacher classroom intervention, designed by Wipro Education (WATIS) in collaboration with partners	
TIS [w]	Technology Infrastructure Services	Unit which provides technology infrastructure solutions and services to customers	
TTF	The Teacher Foundation	An NGO operating in Bangalore working on teaching skills training.	<a href="http://www.teacherfoundation.org/index.php">www.teacherfoundation.org/index.php</a>

Acronym	Expansion	Brief Explanation	Website Reference
U.N.	United Nations	an international organization whose stated aims are facilitating cooperation in international law, international security, economic development, social progress, human rights, and the achieving of world peace	<a href="http://www.un.org">www.un.org</a>
U.N. MDG	United Nations Millennium Development Goals	Eight international development goals that 192 UN member states have agreed to achieve by the year 2015 including reducing extreme poverty, reducing child mortality rates etc	<a href="http://www.un.org/millenniumgoals">www.un.org/millenniumgoals</a>
UNCRPD	UN Convention on the Rights of Persons with Disabilities	UN convention on the rights of person with disabilities, which has country/state ratifications and signatories	<a href="http://www.un.org/disabilities/">www.un.org/disabilities/</a>
UNEP	United Nations Environment Program	A programme within UN that coordinates UN environmental activities, assists developing countries in implementing environmentally sound policies and encourages sustainable development through sound environmental practices	<a href="http://www.unep.org">www.unep.org</a>
UNGC	United Nations Global Compact	A strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption	<a href="http://www.unglobalcompact.org">www.unglobalcompact.org</a>
US, USA	United States of America		
UK CRC,	UK Carbon Reduction Commitment	UK's carbon reduction commitment program – an energy efficiency initiative	
USD	United States Dollar	The currency of United States of America	
VOW	Voice of Wipro	Employee perception survey conducted at Wipro	
WASE [w]	Wipro Academy of Software Excellence	WASE is a pioneering initiative in the field of higher education in collaboration with BITS Pilani that selects the finest students from the B.Sc streams for a four year work integrated program leading to an integrated degree in engineering	
WARM	Waste Reduction Model	A model created by EPA (Environment Protection Agency, US) to track and report GHG emissions from different waste management practices.	<a href="http://www.epa.gov/">www.epa.gov/</a>
WATIS [w]	Wipro Applying Thought In Schools	A long-term, deliberate and focused initiative by Wipro Technologies to bring about systemic reform in school education	<a href="http://www.wiproapplyingthoughtinschools.com">www.wiproapplyingthoughtinschools.com</a>
WBPO [w]	Wipro Business Process Outsourcing	Wipro BPO Solutions is a leading provider of Business Process Outsourcing (BPO) focusing on the complex, voice and non-voice based segment of customer-care services. The BPO offerings are around – customer service, technical help desk, finance and accounts outsourcing, HR and procurement outsourcing	
WCCLG [w]	Wipro Consumer Care and Lighting	Wipro Consumer Care and Lighting, (WCCLG) a Business Unit of Wipro Limited, has a profitable presence in the branded retail market of toilet soaps, hair care soaps, baby care products and lighting products. It is also a leader in institutional lighting in specified segments like software, pharma and retail	

Acronym	Expansion	Brief Explanation	Website Reference
WEF	World Economic Forum	An independent international organization committed to improving the state of the world through multi stakeholder engagements.	<a href="http://www.weforum.org">www.weforum.org</a>
WEM	Wipro Energy Manager	An energy management IT solution from Wipro. WEM provides an analytics based remote management solution to improve the performance of solar plants (either MW scale or distributed) through real time data collection/monitoring and predictive diagnostics.	
WESS	Wipro Energy and Sustainability Services	A division of Wipro's Eco Energy team focused on IT for Green solutions to customers	
WI [w]	Wipro Infotech	Wipro Infotech is the leading strategic IT partner for companies across India and Middle East-offering integrated IT solutions. Wipro Infotech plans, deploys, sustains and maintains the entire IT lifecycle through, total outsourcing, consulting services, business solutions and professional services. Wipro Infotech is also leading provider of branded IT hardware like PC's and Servers in the Indian market	<a href="http://www.wipro.com">www.wipro.com</a>
WIN [w]	Wipro Infrastructure Engineering	Wipro Infrastructure Engineering delivers precision-engineered hydraulic cylinders, components and solutions and truck hydraulics components to OEMs globally in the infrastructure and related industries. It also has entered the industrial water business division in 2008	<a href="http://www.wiproinfra.com">www.wiproinfra.com</a>
WOW	Women Of Wipro	An umbrella program in Wipro – with the primary aim in making the workplace more engaging, suitable and friendly for women.	
WRI	World Resources Institute	A global environmental think tank working with different stakeholders to build solutions for environmental challenges	<a href="http://www.wri.org">www.wri.org</a>
WT [w]	Wipro Technologies	Wipro Technologies, a division of Wipro Limited (NYSE:WIT) provides comprehensive research and development services, IT solutions and services, including systems integration, information systems outsourcing, package implementation, software application management, and datacenter managed services to corporations globally	<a href="http://www.wipro.com">www.wipro.com</a>

## 7b. INDEX OF GRI INDICATORS

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
<b>STRATEGY AND ANALYSIS</b>				
1.1	Statement from the most senior decision-maker of the organization.	●	3-5	
1.2	Description of key impacts, risks, and opportunities.	●	19-24, 39-43	45
<b>ORGANIZATIONAL PROFILE</b>				
2.1	Name of the organization.	●	16	
2.2	Primary brands, products, and/or services.	●	19	13
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	●	16-19	49
2.4	Location of organization's headquarters.	●	17	Outside Back Cover
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.	●	17	89-91
2.6	Nature of ownership and legal form.	●		68-71
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	●	17-19	13, 35, 36
2.8	Scale of the reporting organization.	●	17-19	12, 13
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	●		49, 51
2.10	Awards received in the reporting period.	●	20, 126	11, 64
<b>REPORT PARAMETERS</b>				
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	●	8	49
3.2	Date of most recent previous report (if any).	●	8	
3.3	Reporting cycle (annual, biennial, etc.)	●	8	
3.4	Contact point for questions regarding the report or its contents.	●	171	
3.5	Process for defining report content.	●	12-13	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	●	9	
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	●	9	

● Covered fully in the report    ● Partially Covered in the report    ○ Non Covered in the report

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
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.	●	8-9	49, 163-164
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. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	●	13, 108-111, 131	
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).	●	39, 97	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●	8	
3.12	Table identifying the location of the Standard Disclosures in the report.	●	10-14, 18-22, 34-38, 39-43, 108, 116, 146, 164	
3.13	Policy and current practice with regard to seeking external assurance for the report.	●	12-13	
<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.	●	21, 25-27	63-66, 92
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	●		72
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	●	27	72
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	25, 127-131	79
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 & environmental performance)). <sup>1</sup>	◐	26, 69	75, 78
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●	26-27	82
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	●	26, 27	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	●	25, 26, 38, 59, 139	63-82
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.	●	26, 22-24, 38, 44-45	

<sup>1</sup> Social and environmental aspects are the joint responsibility of multiple functions – it is part of the performance appraisal for core functions (like HR, Operations) and hence is indirectly related to compensation.

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	26, 27	78-82
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	24, 121	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	44, 45	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	●	164-166	
4.14	List of stakeholder groups engaged by the organization.	●	10	
4.15	Basis for identification and selection of stakeholders with whom to engage.	●	10, 11	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	53-55	
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.	●	39-43	
<b>ECONOMIC</b>				
<b>DMA EC</b>	<b>Disclosure on Management Approach EC</b>	●	126-127	32-48
<b>Economic Performance</b>				
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.	●	1126, 129-130	12-13
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	●	22-23, 34-35, 39, 116-119	
EC3	Coverage of the organization's defined benefit plan obligations.	●		150-151
EC4	Significant financial assistance received from government.	●	130	
<b>Market Presence</b>				
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	●	59	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●	139-140	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	●	72, 78-79	
<b>Indirect Economic Impacts</b>				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	●	129, 146-159	

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	●	129	
<b>ENVIRONMENTAL</b>				
<b>DMA EN</b>	<b>Disclosure on Management Approach EN</b>	●	34-35, 39-40	
<b>Materials</b>				
EN1	Materials used by weight or volume. <sup>2</sup>	○		
EN2	Percentage of materials used that are recycled input materials. <sup>2</sup>	○		
<b>Energy</b>				
EN3	Direct energy consumption by primary energy source.	●	97	
EN4	Indirect energy consumption by primary source.	●	97	
EN5	Energy saved due to conservation and efficiency improvements.	●	97-98	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	●	148-159	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	●	99	
<b>Water</b>				
EN8	Total water withdrawal by source.	●	102	
EN9	Water sources significantly affected by withdrawal of water.	●	102	
EN10	Percentage and total volume of water recycled and reused.	●	102	
<b>Biodiversity</b>				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. <sup>3</sup>	●	106	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. <sup>3</sup>	●	106	
EN13	Habitats protected or restored. <sup>3</sup>	○		
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	●	106	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. <sup>3</sup>	○		

<sup>2</sup> This is not material to the service and product profile of the organisation-since 85-90% of our revenues are from IT services.

<sup>3</sup> None of our operations are adjacent to protected areas or areas with high biodiversity value

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
<b>Emissions, Effluents and Waste</b>				
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	96	
EN17	Other relevant indirect greenhouse gas emissions by weight. <sup>4</sup>	◐	96	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	●	97-99	
EN19	Emissions of ozone-depleting substances by weight.	●	105	
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.	●	105	
EN21	Total water discharge by quality and destination.	●	102	
EN22	Total weight of waste by type and disposal method.	●	105	
EN23	Total number and volume of significant spills.	●	106	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	○	Not applicable	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	●	102	
<b>Products and Services</b>				
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●	116-122	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	○	Not applicable	
<b>Compliance</b>				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	●	167	
<b>Transport</b>				
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. <sup>4</sup>	◐	96, 101	
<b>Overall</b>				
EN30	Total environmental protection expenditures and investments by type.	●	107	
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK</b>				
<b>DMA LA</b>	<b>Disclosure on Management Approach LA</b>	●	58	
<b>Employment</b>				
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	●	78-80, 85	
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	●	82-84	

<sup>4</sup> 5 of the 15 scope 3 categories as per new Scope 3 GHG protocol are reported. The inventorisation of other applicable scope 3 categories will be completed by 2013.

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	●	71, 76-77	
LA15	Return to work and retention rates after parental leave, by gender.	●	85	
<b>Labor/Management Relations</b>				
LA4	Percentage of employees covered by collective bargaining agreements.	●	59	
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	●	59	
<b>Occupational Health and Safety</b>				
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.	●	62-63, 77	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender. <sup>5</sup>	●	87	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	65-66	
LA9	Health and safety topics covered in formal agreements with trade unions.	●	59	
<b>Training and Education</b>				
LA10	Average hours of training per year per employee by gender, and by employee category.	●	88	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●	67-70	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	●	63	
<b>Diversity and Equal Opportunity</b>				
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	●	77	
<b>Equal Remuneration for Women and Men</b>				
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	●	59	
<b>SOCIAL: HUMAN RIGHTS</b>				
<b>DMA HR</b>	<b>Disclosure on Management Approach HR</b>	●	24, 140	
<b>Investment and Procurement Practices</b>				
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	●	62	

<sup>5</sup> Injury, absenteeism etc. rates/metrics at regional level to be reported, Target for 2012

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken. <sup>6</sup>	<input type="radio"/>	62	
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.	<input checked="" type="radio"/>	59	
<b>Non-Discrimination</b>				
HR4	Total number of incidents of discrimination and corrective actions taken.	<input checked="" type="radio"/>	86	
<b>Freedom of Association and Collective Bargaining</b>				
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	<input checked="" type="radio"/>	139 (No instances)	
<b>Child Labor</b>				
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor. <sup>6</sup>	<input type="radio"/>	59, 139	
<b>Forced and Compulsory Labor</b>				
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor. <sup>6</sup>	<input type="radio"/>	59, 139	
<b>Security Practices</b>				
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations. <sup>6</sup>	<input type="radio"/>	139, 140	
<b>Indigenous Rights</b>				
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	<input type="radio"/>	Not Applicable	
<b>Assessment</b>				
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments. <sup>6</sup>	<input type="radio"/>	62	
<b>Remediation</b>				
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	<input checked="" type="radio"/>	65, 86	
<b>SOCIAL: SOCIETY</b>				
<b>DMA SO</b>	<b>Disclosure on Management Approach SO</b>	<input checked="" type="radio"/>	39-43, 146-147, 158	
<b>Local Communities</b>				
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	<input checked="" type="radio"/>	107, 146	

<sup>6</sup> Target Reporting year: 2012-13

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
SO9	Operations with significant potential or actual negative impacts on local communities.	●	146	
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	●	146, 158-159	
<b>Corruption</b>				
SO2	Percentage and total number of business units analyzed for risks related to corruption.	●	25-26, 107	81-82
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	●	25-26, 107	
SO4	Actions taken in response to incidents of corruption.	●	27, 139	
<b>Public Policy</b>				
SO5	Public policy positions and participation in public policy development and lobbying.	●	43, 164-166	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	●	167	
<b>Anti-Competitive Behavior</b>				
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	●	No instances	
<b>Compliance</b>				
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	●	167	
<b>SOCIAL: PRODUCT RESPONSIBILITY</b>				
<b>DMA PR</b>	<b>Disclosure on Management Approach PR</b>	●	42, 116	
<b>Customer Health and Safety</b>				
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. <sup>7</sup>	○	119	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	●	No instances of non compliance	
<b>Product and Service Labelling</b>				
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. <sup>7</sup>	○	119-120	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	●	No instances of non compliance	

<sup>7</sup> Not material to our business. However the green computing division meets and exceeds product information requirements on Energy, Waste and Chemicals management.

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2010-11 Page(s)
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	●	53	
<b>Marketing Communications</b>				
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	●	167 (We comply with local and national laws)	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	●	No instances of non compliance	
<b>Customer Privacy</b>				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. <sup>8</sup>	○		
<b>Compliance</b>				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	●	167	

<sup>8</sup> Systems and processes exist for customer data – in all cases jointly agreed with customer. We are strengthening them to ensure better controls and reporting.





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