THROUGH THE
LOOKING GLASS OF HISTORY

SUSTAINABILITY REPORT
2011-12

WIPRO
Applying Thought
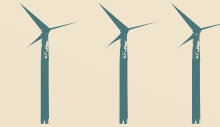
Through the looking glass of history

Lewis Caroll's 19th century classic 'Through the Looking Glass' blurred the boundaries between the real and the virtual worlds in A delightful manner that only the famed novelist could create. In the first scene, Alice steps from the cold, wintry night of her real existence into a sunny, spring garden in the alternate world of the mirror, beginning another sequence of wonderland adventures. Charmingly bizarre as the story seems, it holds many wonderful lessons – one is that the mirror's reflection is not just a static image of reality but hides within it a dynamic world that is as true and real. Only, this other world, so full of new insights and experiences, is accessible only to the curious and the courageous, like Alice.

Our theme for Wipro's fifth sustainability report, 'Through the looking glass of history', draws inspiration from Carroll's much loved story. To mark our fifth report, we have crafted and put together a special booklet on the 'History of Sustainability'. Starting with Henry David Thoreau and the epiphany of his 'Walden' experience, the booklet brings to the reader a wondrously varied cast of characters and events that have shaped our world over the last 200 years. Whether it is Rachel Carson with her seminal book 'Silent Spring' or the radical 'Clean Air Act, 1970' or J.C. Kumarappa's brave construction of Gandhian Economics, the history of sustainability provides us with new meanings into life on earth and our place in it. It is a history that is perhaps not as well known as it should be - for it is a narrative of courage, of questioning accepted wisdom, of breaking new ground and of dreaming up a new world.

It has been famously said that those who do not learn from the lessons of history are doomed to repeat them. The history of Sustainability holds within its folds several rich lessons for us as we navigate the uncertain terrain of our future in a planet that has its climate changing, its oceans and rivers turning black and its people living on the edge. Using Carroll's looking glass as a metaphor for making the unreal real, we think that sustainability's rich past offers us a dynamic template for transforming this journey forward. It is up to us to pay heed, wake up and act – for the future is no longer a distant mirage, it is already upon us.

The idea of having a booklet on History of Sustainability with Wipro's 5th Sustainability Report has its roots in wanting to do something special and unique at the end of 5 years of reporting on sustainability. This booklet covers the sustainability journey by tracing routes through ideas, people and events that have stood out, brought in new knowledge or had a large impact. Sustainability is all-encompassing – it includes many disciplines like humanities, technology, social sciences, natural sciences and so on. Our focus in this booklet is primarily on the intersection between ecological sustainability and development.

CONTENT

Dear fellow stakeholders

Welcome to our fifth sustainability report. Our journey of the past five years in sustainability has been exciting, full of meaning and learning. It has set us on a path that we know is not easy and yet is so full of promise that we look forward to pursuing it.

2007-2012 : Wipro's leap of faith into Sustainability

When we started our corporation wide initiative in Sustainability in 2007-08, its different facets were not new to us. Our programs in community care and school education were already more than five years old, and we had been working on water and electricity conservation for over a decade. We had started these programs, driven by belief that the business sector must stop seeing itself as separate from its surrounding social context.

We systematized and deepened our work in ecology with the launch of our Sustainability initiative. This was driven by the recognition of the reality that ecological issues will be a defining force for the future. Over the last five years our range of initiatives has expanded in scope, scale and richness covering multiple dimensions across ecology, the workplace, our customers and suppliers, education and community care. The milestones of this five year journey are depicted in the infographic in the next page.

Our work has won considerable recognition globally as well as in India, among which are successive inclusions in the Dow Jones Sustainability Index, the Carbon Disclosure Leadership Index and the No: 2 ranking in the Newsweek listing of the World's Greenest Companies. This is something satisfying, but it is also concerning in some measure. For we realize how early we are in our journey and how much remains to be done; and therefore, if we are among the world's leaders, it can only mean that collectively, our society has a long, long way to go.

I am convinced that if government and business can effectively get to work together to address sustainability challenges, the results can be remarkable. This, of course, is easier said than done as it needs the coming together of good regulation, transparent implementation and the consensus of all stakeholders. The government in India has, through the Companies Bill 2012, proposed a mandatory spend of 2% of profits after tax on Corporate Social Responsibility by companies of a certain size. Our belief is that good, genuine work in sustainability and social responsibility can arise only from a company's deeply held convictions and a clear vision; external factors do not help much in aiding or accelerating this.

Let me conclude by saying that we have been talking and debating the 'What' and the 'Why' of sustainability for quite some time now; it is time to move on to the 'How' and 'When' without further delay. The theme of this year's report 'Through the looking glass of history' suggests that we have enough lessons from our past to help us do this and to navigate the future- a future that is already upon us.

With Best Wishes,
Azim H. Premji

Wipro's sustainability journey: 2007 – 2012

The pull-out leaf is to help you with a quick walk through of the milestones in Wipro's sustainability journey over the last 5 years.

2 Report Profile and Assurance Approach

A REPORT PROFILE

B MATERIALITY DETERMINATION

C NOTE ON DATA METRICS IN THIS REPORT

**D** WIPRO'S APPROACH TO REPORT ASSURANCE

In this section, we provide an overview of the profile of our sustainability report for 2011-12; 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, 2011 to March 31, 2012, referred to hereafter in short as '11-12.

Date of the most recent previous report: Our most recent sustainability report was for the fiscal year 2010-11, released in March 2012.

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 guidelines provided by the GRI framework (G3.1 guidelines).The content of the report is based on the following guiding principles.

Scope and boundary: Wipro Ltd. is a diversified conglomerate with a strong presence in the IT services, Consumer Products and Infrastructure Engineering markets. This report is primarily for Wipro's IT businesses. The chart of the following page 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 5th 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 key material aspects for each of the stakeholders. In doing so, we are cognizant of other sustainability dimensions that may cut across stakeholders or are context specific. We have tried to ensure that these are covered in the 'Sustainability Strategy' section.

Table Showing the Scope and Coverage of Report

	IT Businesses			Consumer Care & Lighting	Infrastructure Engineering
	IT Services		IT Products		
	Software Services	BPO Services	WI		
Primary Offerings	› Consulting › Package Implementation › Application Development & Maintenance › Testing Services › Technology Infrastructure › Product Engineering	› Business Process Outsourcing	› Enterprise Products › Personal Computers (PCs) › Network Products	› Personal Care Products › Lighting › Furniture	› Hydraulics › Water Treatment › Clean Energy
Geography Presence	› Americas › Europe › India › Japan › Middle East › Asia Pacific	› India › Americas › Europe	› India	› India › South East Asia	› India › Europe
Scope of Reporting	› Financial performance indicators for all geographies › Environmental performance › Employee metrics for all geographies › Social Programs cover primarily India › Other qualitative reporting covers all geographies (unless otherwise specified)	› Financial performance indicators for all geographies › Environmental performance › Employee metrics for all geographies › Social Programs cover primarily India › Other qualitative reporting covers all geographies (unless otherwise specified)	› 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	› The sustainability disclosures of this division are not covered under this report	› The sustainability disclosures of this division are not covered under this report

Materiality Determination

Sustainability reporting cannot happen in a vacuum and should be a faithful reflection of an organization's values, vision, plans and progress on the different dimensions of sustainability aspects. Therefore, determining the most material issues to include in this report really stems from the sustainability issues that are the most material to Wipro, the IT industry and regions where we operate from.

Our materiality determination framework is driven by what issues hold more importance for our stakeholders. Our seven sustainability stakeholders are

1. Employees
2. Current and Future Generations
3. Customers
4. Investors
5. Suppliers
6. Community
7. Government and Policy Makers

The identification and relative prioritization of material issues is based on a combination of the following three factors ; Further it is important to recognize that these issues and their relative importances are not static and are likely to change with time.

- **Direct feedback** from the stakeholder e.g. Employee perception survey, Customer feedback, Feedback from one-on-one interaction with government and community
- **Indirect inference** from public sources of information e.g. rating by sustainability raters and analysts, expert NGO and think tank reports
- **Informed dialog 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 19 sustainability dimensions–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 19 dimensions and multiple GRI indicators.

Materiality - Ecological / Economic Goals
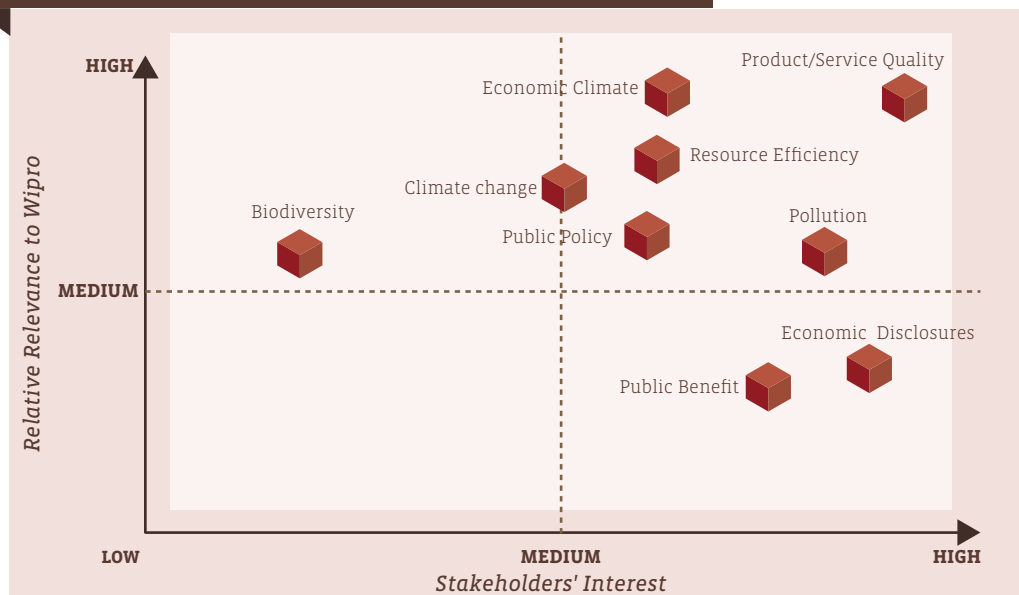
Materiality – Social / Human Rights
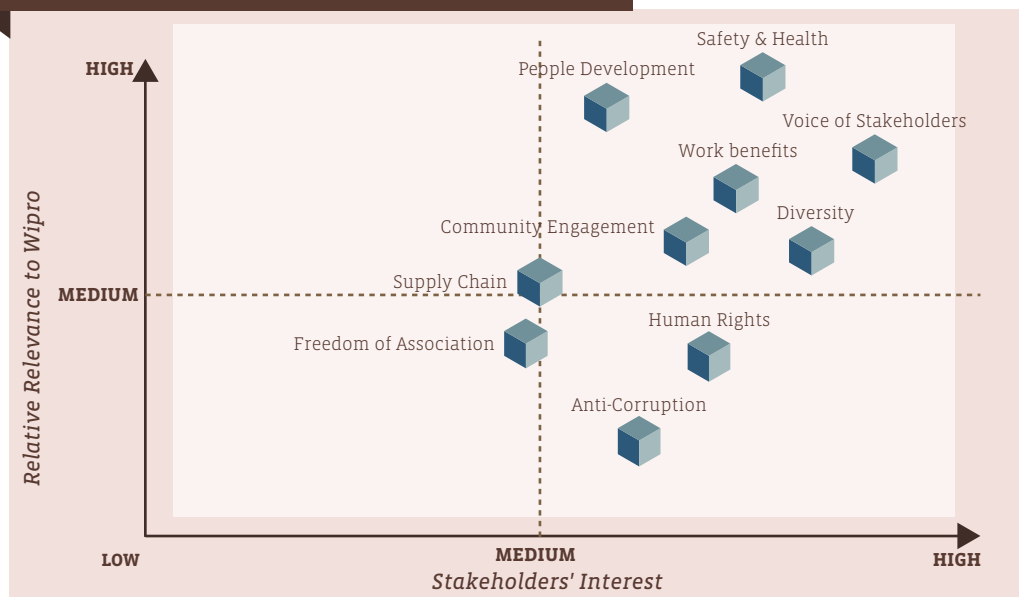
There are no significant shifts in the materiality positions of the 17 indicators represented in last year's report (Please refer Page 10 of our report for 2010-11). However we have added two new dimensions: Economic Climate and Supply Chain taking the total number to 19:

Sustainability dimension	Matrix position in 2010-11	Matrix position in 2011-12 (Relevance to Wipro, Relevance to Stakeholders)	Remarks
Economic Climate	None	New, H-H	The global economic environment is facing uncertainty from a host of causative factors, many systemic in nature – which have a bearing on the business growth, costs and overall socio-economic stability and predictability. We have introduced economic climate as a separate dimension, as the emerging scenario in developed markets of EU and North America has the potential to have a cascading impact on a wider set of stakeholders.
Supply Chain	None	New, M-M	Social and Environmental performance considerations of supply chain have so far been implicit in globally accepted norms of 'Human Rights' , 'Freedom of Association', 'Health and Safety' and are also incorporated in the Wipro code of conduct. However, we see sustainability aspects of supply chain, especially social, emerging as a distinct aspect with increasing relevance to Wipro, its customers, and the investor community. The organization has to continuously evaluate its control and influence on the supply chain, requiring active collaboration and engagement to manage risks.

The 11 most material issues for this year remain the same as enumerated in the last report with the addition of economic climate – these are those in the Top-Right quadrant of the two matrices and reflect high relevance for both Wipro and its stakeholders.

1. Product and Service Stewardship
2. Employee Health and Safety
3. Economic Climate
4. Voice of the stakeholder
5. Climate change
6. People Development
7. Workplace Benefits
8. Resource Efficiency
9. Pollution
10. Diversity
11. Community Engagement

These 11 sustainability dimensions – and the balance eight 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 – these are placed against the larger context of the relevant articulation of different sustainability issues. These metrics and numbers are...
- Either derived from IT systems or Manually calculated (largely in MS-Excel)
- Either based on standard protocols or on organization-specific rules
- Sometimes 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 and satellite systems - where most of the enterprise data and information is captured, collated and analyzed. These systems cover financial, HR, sales, delivery and procurement processes.

ii. Our financial systems comply with Section 404 of the Sarbanes-Oxley Framework.
This implies a high degree of rigor and a robust system of checks and balances that ensures 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 evaluate platform based tools for GHG analysis and it continues to be a priority action area for us.

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 continued to engage the services of DNV AS (Det Norske Veritas) 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+
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 on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 – 4.13, 4.16 – 4.17		Same as requirement for Level B	
Disclosures on Management Approach	Not Required	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured	Management Approach Disclosed for each Indicator Category	Report Externally Assured
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 any 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 Principle by either: a) Reporting on the indicator or b) Explaining the reason for its omission	

Standard Disclosures

*   Sector supplement in final version
**   Performance indicators may be selected from any finalized sector supplement, but 7 of the 10 must be from the original GRI guidelines
***   Performance indicators may be selected from any finalized sector supplement, but 14 of the 20 must be from the original GRI guidelines

Materiality dimension	Corresponding GRI indicators
Human Rights	LA5, HR1, HR2, HR3, HR4, HR5, HR6, HR7, HR8
Workplace Benefits	LA1, LA3, 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	EC7,EN28,EC5,EC8,PR2,PR4,PR6,PR7,PR8,PR9,S07,SO8
Voice of the Stakeholder	LA4, LA2
Product / Service Stewardship	PR1, PR3, PR5, PR8
Diversity	LA13 , LA14 , EC7
Resource efficiency	EN1-10, EN26-27
Pollution	EN19-26, EN29
Climate change	EC2, EN16-18, EN29
Biodiversity	EN11-15
Freedom of Association	LA4, HR5
Community engagement	SO1
Economic Climate	EC1, EC4, EC9
Supply Chain	HR2, HR6, HR7, HR8

3 An Organizational Profile
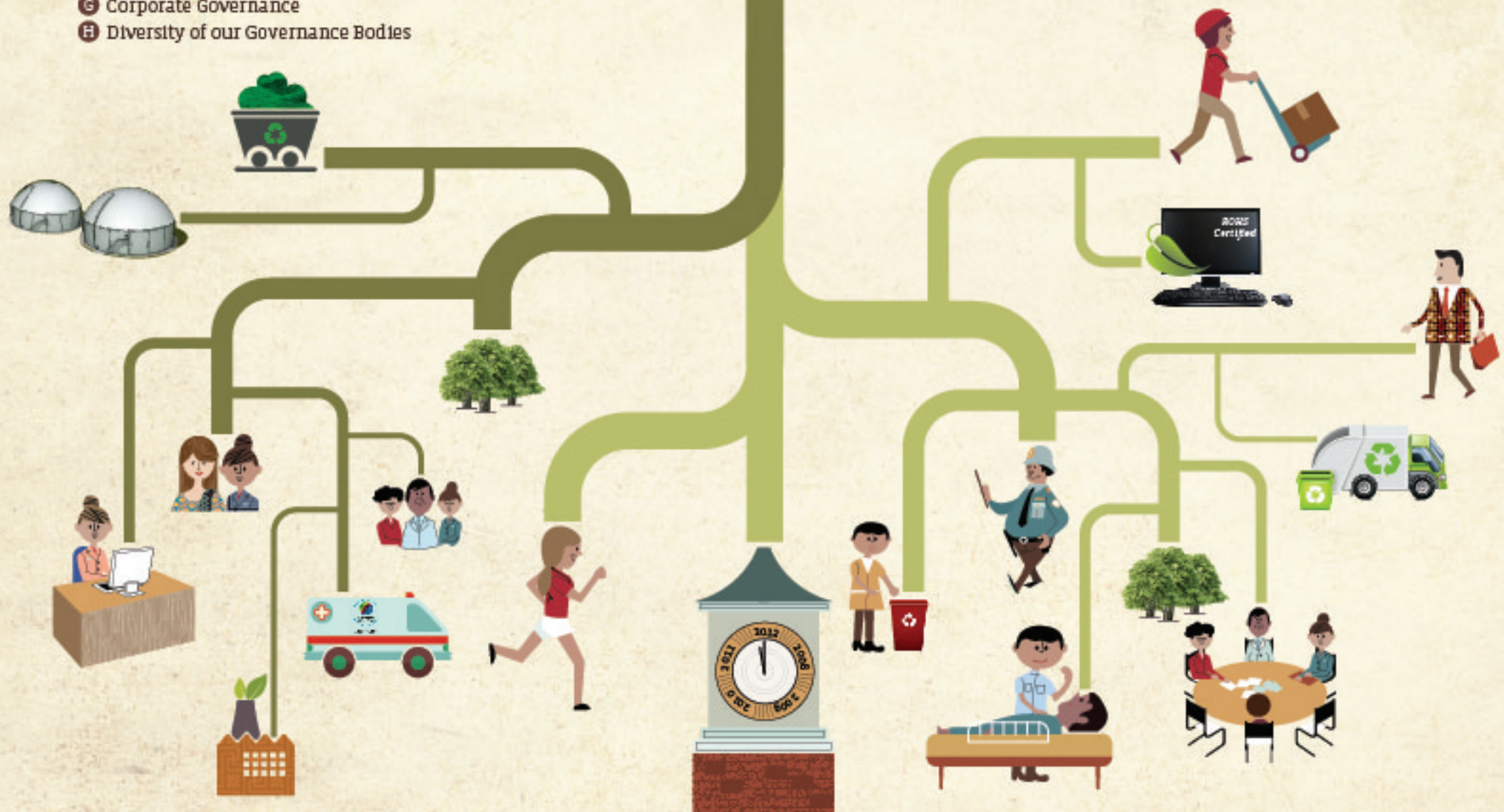
Organization Profile

In this section, we provide an overview of Wipro, the organization and provide an overarching context to the sustainability disclosures that follow. The organization profile includes many dimensions, based on a strong foundation of values and corporate governance practices which encompass its services and products offered, customers and markets and brand profile. The IT services industry is essentially people centric and relatively less capital intensive compared to other industries. The majority of the workforce is in the early stages of their working years. The customer profile is spread across a wide range of domains and geographies. Unlike manufacturing, the IT services industry does not have a deep supply chain though it has significant socio-economic impact on the local economy of its key operations. Due to their engagements with global customers and the relative advantage of starting fresh, the industry has been an early adopter of corporate governance best practices and innovation.

In the pages that follow, we provide a summary overview of each of these elements of Wipro's business profile
The information is also available in great detail in our website www.wipro.com as well as in our Annual Financial Report 2011-12, which can be downloaded from http://www.wipro.com/annualreport/2011-12/

Wipro

Spirit of Wipro

Our Business Profile
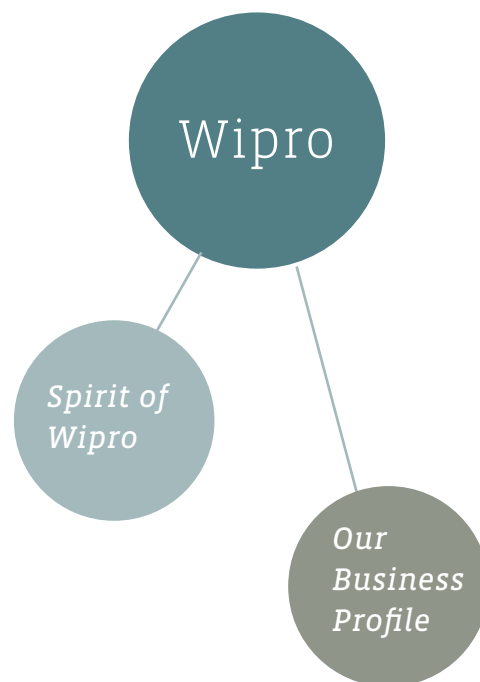
Spirit of Wipro,
Our Foundation of Values

Values define character, whether that be of an individual, an institution or a business organization. At the core of Wipro is the "Spirit of Wipro". This encapsulates the values which are the guiding principle for our culture and behavior in Wipro. The Spirit is rooted in current reality, but it also represents what Wipro aspires to be hence making it future ready. They bind us together and inspire us to achieve excellence in whatever we do.

Spirit of Wipro

Intensity to Win
• Make customers successful
• Team, Innovate, Excel

Act with Sensitivity
• Respect for the individual
• Thoughtful and responsible

Unyielding Integrity
• Delivering on commitments
• Honesty and fairness in action

WIPRO

Our Business Profile

Wipro (NYSE:WIT; NSE: WIPRO) is a Global leader in providing IT Services, Outsourced R&D, Infrastructure Services, Business Process Services and Business Consulting. With over 25 years track record Wipro is the first to perfect a unique quality methodology, the Wipro Way - a combination of Six Sigma, Lean Manufacturing, Kaizen and CMM practices- to provide unmatched business value and predictability to our clients.

Our industry aligned customer facing business model gives us a deep understanding of our customer's needs to build domain specific solutions; while our 55+ dedicated emerging technologies 'Centers of Excellence' enable us to harness the latest technology for delivering superior business results to our clients. We employ over 138,000 employees, serving over 900 clients including a number of Fortune 500 and Global 500 Corporations and are present in 57 countries with a predominant presence in the Americas, Europe and India.

We continue to have a strong presence in niche market segments of Consumer Products & Lighting and Infrastructure Engineering.

Global Leader in ADM, BPO Services, Consulting & IT

Presence in 57 countries

Global workforce comprising of 75 nationalities

Investors from 24+ countries

Global Footprint

Indicative Map - Not drawn to scale
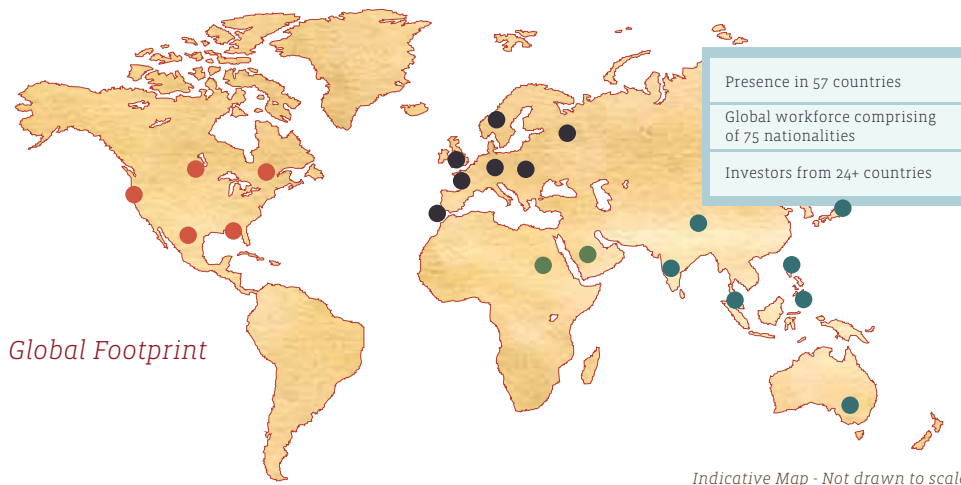
Americas	Europe	Middle East	Asia Pacific
United States of America	UK	UAE	India
Canada	Germany	Saudi Arabia	Japan
Brazil	France	Qatar	China
	Sweden	Bahrain	Australia
	Netherlands	Oman	Singapore
	Finland	Kuwait	Malaysia
	Switzerland	Egypt	Taiwan
	Romania		Hong Kong
	Portugal		New Zealand
	Austria		

	AMERICA	EUROPE	REST OF WORLD	INDIA
Revenue Share:	52%	28%	10%	10%
No. of Employees:	8%	5%	8%	79%

Our Growth Story

1945 — Incorporation of Western India Vegetable Products Ltd.

1980 — Wipro enters the IT hardware business

1984 — Wipro enters the IT software business

2000-01 — Wipro listed in the NYSE and enters the BPO business

2011-12 — $7.37 billion* organization serving customers across the globe

*IFRS figures (2011-12)

Wipro Limited has four major business segments –IT Business (Wipro Technologies and Wipro Infotech),
Wipro Consumer Care and Lighting, Wipro Infrastructure Engineering and Wipro GE Medical Systems.

Following is a graphical representation of the IT business structure - by business areas, services and products that Wipro provides.

CUSTOMER

STRATEGIC BUSINESS UNITS

Retail, CPG, Transportation & Government

Financial Services

Healthcare, Pharma & Services

Global Media & Telecom

Energy, Natural Resources & Utilities

Manufacturing & Hi Tech

SERVICE LINES

Consulting

Business Application Services

Analytics and Information Management

Global Infrastructure Services

Business Process Outsourcing (BPO)

Product Engineering Solutions

BPO Services

Customer Service Outsourcing

Technical Support Outsourcing

Finance and Accounts Outsourcing

Human Resource Outsourcing

Procurement Outsourcing

Order Management Outsourcing

Knowledge Process Outsourcing

IT Products

Enterprise Servers

Desktops Laptops

Network Technology Products

Key Organizational Metrics

	2007-08	2008-09	2009-10	2010-11	2011-12
Sales (` Billion)	203.9	256.9	272.0	310.5	372.0
PAT (` Billion)	32.8	38.8	45.9	53.0	55.7
Total Assets (` Billion)	219.3	284.3	329.9	371.4	436.0
Number of shareholders	232,932	228,456	179,438	220,238	227.158
Number of Employees (Total for IT and non-IT)	94,152	98,521	108,000	130,145	138.694*
Geographical breakup of revenue					
India	24%	21%	23%	22%	21%
Americas	44%	45%	44%	41%	40%
Europe	24%	22%	21%	22%	23%
ROW (Rest of World)	8%	12%	12%	15%	16%

*This does not include contractors and support services workforce in the campus. Further details of Wipro's financial performance for 2011-12 can be found in our Annual Report (AR) 2011-12 at
http://www.wipro.com/annualreport/2011-12/index.html*

Awards nd Accolades Received During The Year 2011-12

Sustainability

> Dow Jones Sustainability Index 2012:- Wipro is listed in the Dow Jones Sustainability Index 2012-13 for the Third year in a row - Recognized as World Sector Leader for the 'Computer Services and Internet' sector.

> Carbon Disclosure Project (2012):- Wipro is one of the 7 companies from the IT sector globally and the only one from India in CDLI 2012 - (Comprising 51 companies)

> Wipro is ranked 2nd globally and 1st among IT companies in the Newsweek 2012 World's Greenest Companies.

> Wipro is part of the NASDAQ Global Sustainability Index, a list of 100 global sustainability leaders (Nasdaq:QCRX).

> Ranked Global No 1 in the Greenpeace Guide to Green Electronics.

> Included in the Greenpeace CoolIT Leaderboard

> NASSCOM Corporate Award for Excellence in Diversity and Inclusion "Women Helping Women award" for Women in Business

Business Innovation and Excellence

> Wipro named as one of the World's Most Ethical Companies by Ethisphere Institute, 2012

> Ranked 23rd in the Top Companies for Leaders' global list announced by Aon Hewitt, The RBL Group and Fortune

>Wipro won the American Society for Training and Development, ASTD BEST Award for the eighth time in a row, in 2011

> "Wipro has been named as one of the best outsourcing service providers in the Global Outsourcing 100® ranking published in 2012 by the International Association of Outsourcing Professionals (IAOP). Wipro was ranked 7th, up from 9th place in 2011"

> Wipro wins the "The Business Impactors" award at the NASSCOM EXemplary Talent (NExT) Practices Awards 2012

> Wipro named in the NASSCOM Top 20 IT BPO Employers in India for FY 2011-2012

> Wipro won "High Performance Brand" Award from All India Management Association, 2012

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 Corporate Governance and the Ombuds process.

Governance and Management Architecture at Wipro

Strategic Planning›Operational Planning›Regular reviews by Board and CEC

People	Continuous learning	Empowered workplace	Leadership development	Diversity & Inclusivity
Policies	People	Environment, Health, Safety	Information Security	Procurement
Processes	Talent Supply Chain	Global Delivery Model	Wividus Backoffice	Continuous Internal Audit

Governance	Practices	Sustainability
• Enterprise Risk Management	• Innovation	• Resource & Cost Efficiency
• COBC	• Quality	• Ecological footprint reduction
• Ombuds-process	• Customer Centricity	• Education and Community
• Board governance	• Knowledge Management	• Transparent disclosures
• Internal Audits		

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:

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

B. Nurturing and building the culture of risk management & compliance across the organization.

C. Stress testing.

D. Though Leadership and Benchmarking.

Wipro's Integrated Risk Management: Deployment Areas

Awareness & Advocacy
Enhancing risk & compliance literacy across the organization

ERM Framework & Automation
Alignment with Global Risk Management Standards and Automation (GRC - Governance, Risk Management & Compliance tool)

Project Lighthouse
Ensuring Transparency & Propriety in Commercial Processes & Transactions

Business Risk Management
Models enabling Risk identification Monitoring controlling and reporting in all Business processes from Deal to Delivery

Integrated Risk Management at Wipro

Code of Sales Ethics
A training program to the sales team covering IP, FCPA, Anti trust, Anti competitive acts, Discrimination and Work Place behaviour

Intellectual Property
Reducing recurrence of incidents of IP infringement & positioning Wipro as the 'Best of Breed' in the area of IP safety.

Finance Controls
Strengthening and automating controls across Finance function, Stress testing and Anomaly detection

For an updated overview of our ERM initiatives, please refer page 45-47 of Wipro's Annual Financial Report 2011-12. 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.

Wipro Risk Management Areas (2011-12)

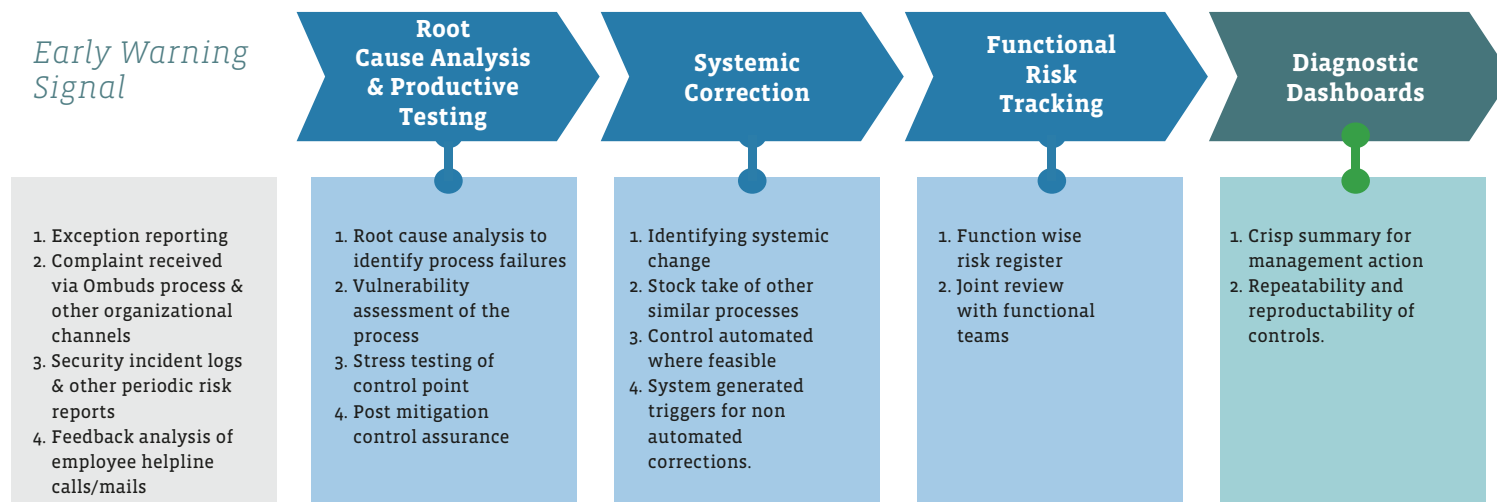|		
1. Business Continuity & Disaster Recovery	7. Fraud	14. Physical Security & Employee safety
2. Climate Change & Sustainability	8. Global Economic Conditions	15. Regulatory Compliance including FCPA, UK Bribery act, Employment, Immigration and Tax laws
3. Country (Geo-Political) Risks	9. Information Security & Compliance	
4. Critical Partner Alliance Risks	10. Intellectual Property Risks	16. Reputation Risks
5. Code of Business Conduct Compliance / Governance	11. Large Project Risks	17. Systemic Vulnerabilities
	12. M&A Integration Risks	
6. Emerging Technology Adoption	13. People Engagement & Supply Chain Risks	

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. Apart from various energy efficiency design and management practices across our facilities, we have taken a conscious decision to ensure all our new campuses encompass Biodiversity and ecological planning at the design/construction stage. Our product and services portfolio, ranging from Green computing to energy management and sustainability services for customers are examples of the application of precautionary principle to customers.
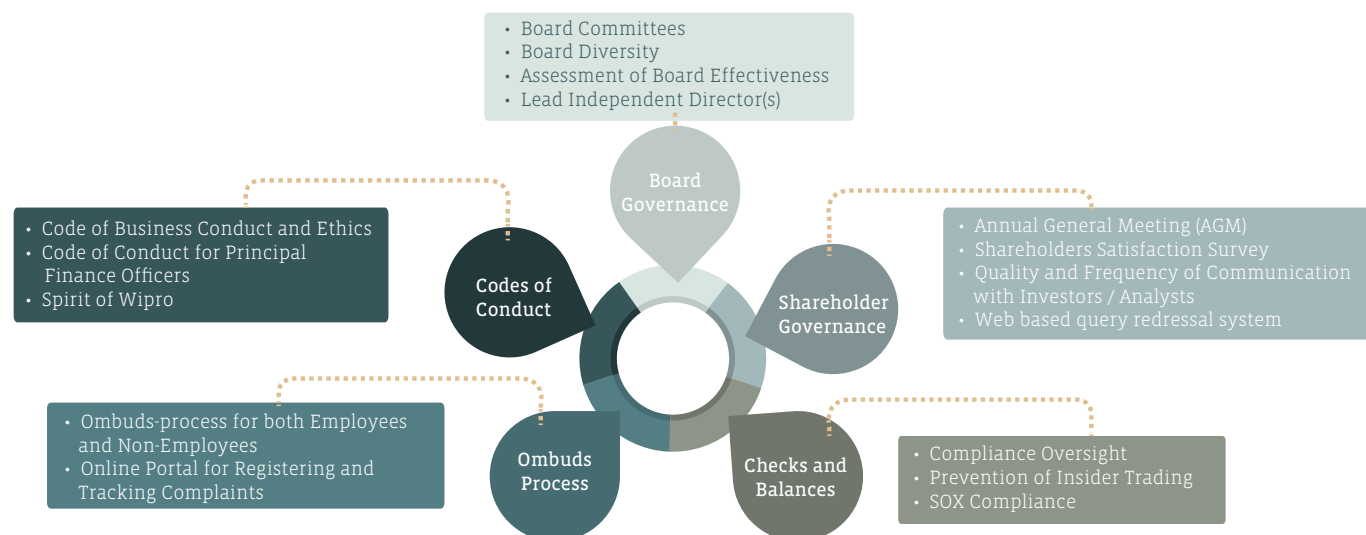
Early Warning Signal	Root Cause Analysis & Productive Testing	Systemic Correction	Functional Risk Tracking	Diagnostic Dashboards
1. Exception reporting 2. Complaint received via Ombuds process & other organizational channels 3. Security incident logs & other periodic risk reports 4. Feedback analysis of employee helpline calls/mails	1. Root cause analysis to identify process failures 2. Vulnerability assessment of the process 3. Stress testing of control point 4. Post mitigation control assurance	1. Identifying systemic change 2. Stock take of other similar processes 3. Control automated where feasible 4. System generated triggers for non automated corrections.	1. Function wise risk register 2. Joint review with functional teams	1. Crisp summary for management action 2. Repeatability and reproductability of controls.

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 in the company's disclosures.

Key elements of good corporate governance

- Board Committees
- Board Diversity
- Assessment of Board Effectiveness
- Lead Independent Director(s)

- Code of Business Conduct and Ethics
- Code of Conduct for Principal Finance Officers
- Spirit of Wipro

- Annual General Meeting (AGM)
- Shareholders Satisfaction Survey
- Quality and Frequency of Communication with Investors / Analysts
- Web based query redressal system

- Ombuds-process for both Employees and Non-Employees
- Online Portal for Registering and Tracking Complaints

- Compliance Oversight
- Prevention of Insider Trading
- SOX Compliance

Board Governance

Codes of Conduct

Shareholder Governance

Ombuds Process

Checks and Balances

Wipro has a long legacy of pioneering and maintain good governance practices – as the visual below shows, while we had instituted the practice of an independent board of directors since inception; we were one of the first to introduce stock ownership for senior managers in 1985 and to set up an Audit committee and a Compensation & Benefits committee in 1986.

Spotlight on corporate governance @ Wipro:
Details of our four layer corporate governance structure and the update for 2011-12 can be found in the following sources

> Pages 64-83 of Wipro's Annual Financial Report, 2011-12
> Pages 94-97 of the Business Responsibility Section in the Annual Financial Report, 2011-12
> 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, 2011 and 2012.
> 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 the 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 Ombudsperson.

In Wipro, our Chief Risk Officer is also the Chief Ombudsperson who works with designated ombudsperson in each BU. The process ensure confidential and anonymous submissions regarding (i) questionable accounting or auditing matters, the conduct of which results in a violation of law by Wipro or (ii) substantial mismanagement of company's 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 for non-employees at http://www.wipro.com/documents/investors/pdf--files/wiproobudsman-process-non-employees.pdf . Anyone can report a concern to the ombudsperson online at www.wiproombuds.com

The ombuds process statistics for 2011-12 are provided below. We have seen a significant increase from previous years – due to the launch of the multilingual 24X7 hotline, revamped internet site and wider communication on possible channels with all the stakeholders. Also the sexual harassment case, reported separately in earlier years, have been included under Ombuds from 11-12 onwards. In line with the trend of the previous two years, nearly half of the employee complaints pertained to 'workplace issues' and more than a third are resolved through the process/policy changes.

Ombudsprocess Complaints by Type

Types of Complaint	2011 - 12	2010 - 11	2009 - 10
TED / HR / People Process Violation	46%	40%	50%
COBCE / Security Policy Violation	7%	18%	16%
Harassment (Sexual / Otherwise)	11%	8%	7%
Fraud / Financial Impropriety	7%	3%	3%
Aggressive / Hostile/Biased Behaviour	20%	20%	17%
Others	9%	11%	7%
TOTAL	100%	100%	100%
Total Number of Complaints	728	453	451

Ombudsprocess Complaints by Action Taken

Action Type	2011 - 12	2010 - 11	2009 - 10
Separation	9%	9%	6%
Warning Letter	8%	5%	6%
Counseling	17%	24%	35%
Process/Policy Change (Remediation of Process deficiency)	42%	31%	20%
Minor Issue/Clarifications/Closed (Benefits Granted)	12%	23%	22%
Others	12%	8%	11%
TOTAL	100%	100%	100%

Diversity of our Governance Bodies

Our topmost Governance bodies comprise of The Board of Directors and The 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.

Tenure in Wipro Board				
Duration	0-5 yrs	5-10 yrs	>10 years	Total
No. of Directors	5	2	5	12

Experience Diversity of the Board

CATEGORY	NO. OF DIRECTORS
FORMER CEO'S FMCG	3
FORMER CEO'S TECHNOLOGY	2
FORMER CEO'S FINANCIAL SERVICES	1
LEGAL	1
ACADEMIA & CONSULTANT -MARKETING STRATEGY	1
GOVERNMENT, DIPLOMAT	1
EXECUTIVE MANAGEMENT	3
TOTAL	12

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

Experience in Wipro				
Experience	>20 years	10-20 years	0-10 years	Total
No. of Members	4	2	0	6

4 Wipro's Strategic Perspective
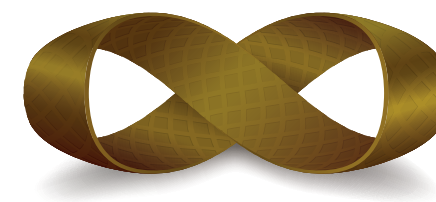
The Sustainability Mobius

The last two decades have been watersheds in recognizing the inextricable links of the role and responsibilities of corporations and business to the pressing issues of ecological sustainability and social equity. Beyond being social issues, these also pose major risks to the long term sustainability of business and the societies that they are part of.

Like slow shifting sands, the landscape of sustainability related issues and their immediate and long term impacts keep changing.

Over the past few years, there is growing consensus that systemic global economy integration issues and governance, volatility of energy and food prices, climate change, water stress, urban centric growth focus with resultant migration and geo political issues will have a significant impact on our common near future. The World Economic Forum's 2013 Global Risk Report affirms this. These are complex, interrelated issues and our fragmented and siloed societal structures have largely been incapable of responding to these with a greater sense of urgency.

The role of the business sector is visibly clear The lines are blurring between all the stakeholders, their interests and business – with no clear start and end points much like the mobius strip.

What follows is an articulation of the updated summary of the eight sustainability megaforces that we have been talking about in our previous reports.

BUSINESS AND THE SUSTAINABILITY MEGAFORCES

Sustainability Megatrend	Summary Update	The Business Sector's Role
Climate Change	The UN climate talks in Doha - called COP18 (held in Nov-Dec 2012) - has been a damp squib and modest at most. The second phase of the commitment, till 2020, accounts for only 15% of global emissions and is resting on the tenterhooks of some hope that there will be renewed commitment by 2015. There are wide variations in expectations from participating countries - the exclusive developed, developing and transition economy position has not helped much. The question is also of technology transfer, financing/incentives and the concessions that each stakeholder can bring to the table. Poorer or developing countries may eventually pay a higher overall cost - both in terms of impact and mitigation readiness. However the continued global financial stability and its impact on labor markets and growth have constrained countries from taking ambitious long term views.	The Indian government's National Action Plan on Climate Change, has the two key missions - one on Solar - the National Solar Mission and on Energy Efficiency - anchored by the Bureau of Energy Efficiency. A National Wind mission is also proposed. Business must set ambitious goals for itself on GHG reduction and energy efficiency and back it up with the necessary investments. The Renewable Energy regulatory framework provides purchase of electricity through open access, however significant variations exist in grid readiness and implementation from state to state. Notwithstanding policy issues, it is important that business continues to engage with developers and policy makers to significantly ramp up capacities.

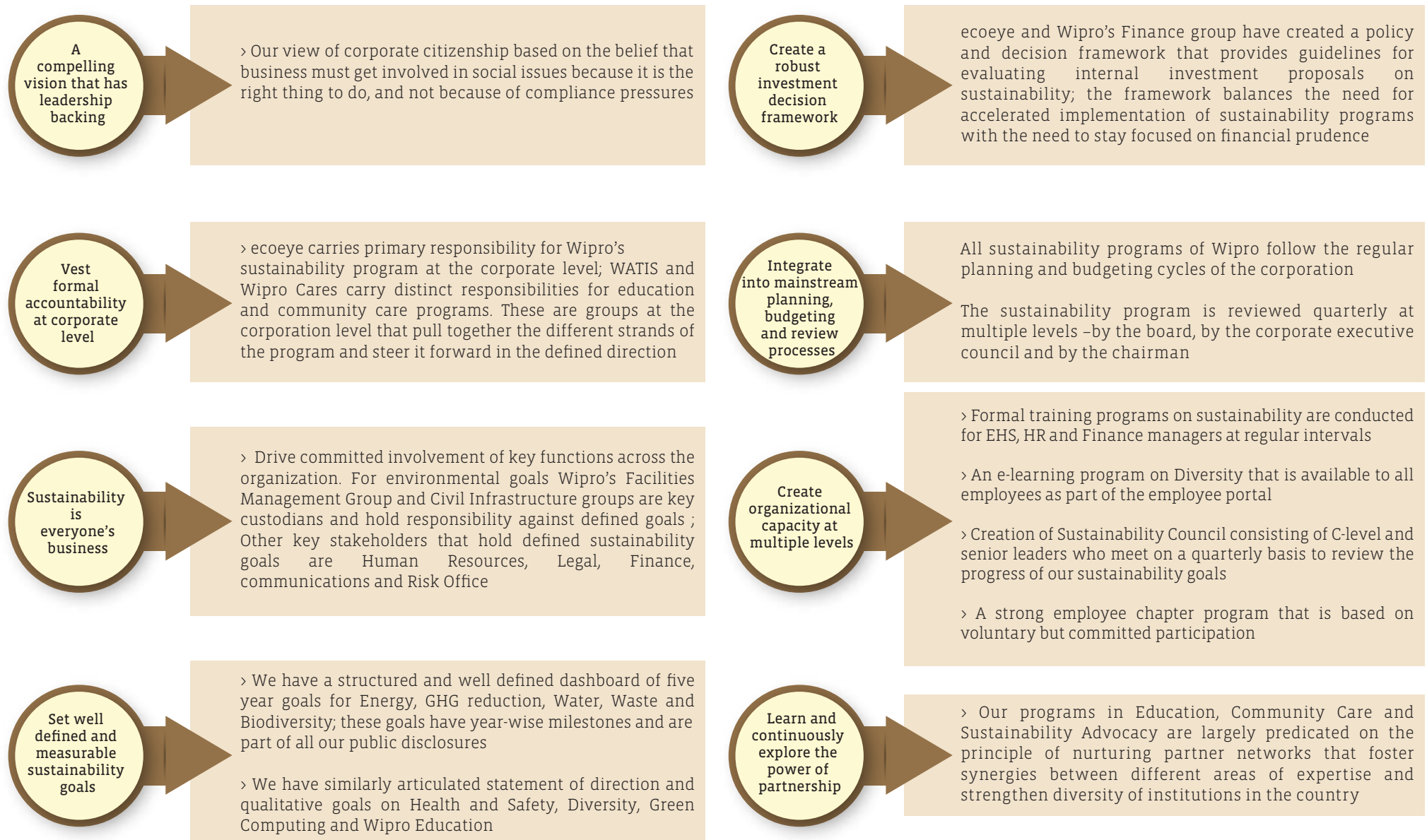| Sustainability Megatrend	Summary Update	The Business Sector's Role
Water Stress	In the recent Global Risks Report 2013, released by WEF, Water supply crisis was ranked as one of the top 5 crisis in terms of likelihood and impact the number of people globally without access to clean drinking water or 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.	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% of total freshwater consumption globally. Water intensive industries while continuing to reduce its water consumption must ensure that community water resources are not compromised. The business sector must further the agenda on water by going beyond internal efficiencies and looking at water in a more responsible way 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.
Sustainable Cities	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. 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. They also have largely contributed to unplanned development, resulting in urban sprawl putting high stresses on natural resources like water and contributing to migration from rural areas – due to the prevalent select urban centric growth model in the minds of policy makers and planners.	› 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. › Business must work with city governments in shaping the policy agenda in the direction of sustainable urban spaces. › 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 in the business sector's social agenda.
Universal Education	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 - and yet achieving universal education has proven to be an elusive goal for many developing countries. With nearly 35% of children studying in Class 5 in India not able to read or write, we clearly have a long path ahead. This is borne by recent studies: Pratham's Annual Status of Education Report (ASER), the Programme For International Students Assessment (PISA) and the Quality Education Study (QES) by Wipro and Educational Initiatives.	Business must recognize that solving the seemingly intractable problems of quality education cannot be the Government's job alone. As the biggest customer for the education system's output – employable talent, the 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 the decades.

Sustainability Megatrend	Summary Update	The Business Sector's Role
Diversity, Inclusivity and Human Rights	Diversity as a key engine of innovation and balance has been accepted by social historians and increasingly business. 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. 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. 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 families.	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. 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 any exception.
Ethics and Transparency	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.	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 and services, and demonstrate what it is doing to protect human rights within and outside the company and about its zero tolerance for bribery, corruption and discriminatory practices.
Sustainable Food	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. 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/ fertilizers and encouraging continued dialogue on biotechnology's role.	Business should actively engage with various stakeholders (environmentalists, nutritional scientists and citizen groups) to ensure that food productivity is balanced with potential impacts of the solutions on the long term impacts to food diversity and pollution. Food logistics companies must continuously reduce wastage in the supply chain. 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.

Sustainability Megatrend	Summary Update	The Business Sector's Role
Eliminating Poverty	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.	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. 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.

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 their 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 the key elements of sustainability governance and how Wipro tries to address them.

A compelling vision that has leadership backing

› Our view of corporate citizenship based on the belief that business must get involved in social issues because it is the right thing to do, and not because of compliance pressures

Vest formal accountability at corporate level

› ecoeye carries primary responsibility for Wipro's sustainability program at the corporate level; WATIS and Wipro Cares carry distinct responsibilities for education and community care programs. These are groups at the corporation level that pull together the different strands of the program and steer it forward in the defined direction

Sustainability is everyone's business

› Drive committed involvement of key functions across the organization. For environmental goals Wipro's Facilities Management Group and Civil Infrastructure groups are key custodians and hold responsibility against defined goals ; Other key stakeholders that hold defined sustainability goals are Human Resources, Legal, Finance, communications and Risk Office

Set well defined and measurable sustainability goals

› We have a structured and well defined dashboard of five year goals for Energy, GHG reduction, Water, Waste and Biodiversity; these goals have year-wise milestones and are part of all our public disclosures

› We have similarly articulated statement of direction and qualitative goals on Health and Safety, Diversity, Green Computing and Wipro Education

Create a robust investment decision framework

ecoeye and Wipro's Finance group have created a policy and decision framework that provides guidelines for evaluating internal investment proposals on sustainability; the framework balances the need for accelerated implementation of sustainability programs with the need to stay focused on financial prudence

Integrate into mainstream planning, budgeting and review processes

All sustainability programs of Wipro follow the regular planning and budgeting cycles of the corporation

The sustainability program is reviewed quarterly at multiple levels –by the board, by the corporate executive council and by the chairman

Create organizational capacity at multiple levels

› Formal training programs on sustainability are conducted for EHS, HR and Finance managers at regular intervals

› An e-learning program on Diversity that is available to all employees as part of the employee portal

› Creation of Sustainability Council consisting of C-level and senior leaders who meet on a quarterly basis to review the progress of our sustainability goals

› A strong employee chapter program that is based on voluntary but committed participation

Learn and continuously explore the power of partnership

› Our programs in Education, Community Care and Sustainability Advocacy are largely predicated on the principle of nurturing partner networks that foster synergies between different areas of expertise and strengthen diversity of institutions in the country

The Wipro Sustainability Dashboard for 2011 - 12

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 (2011-12)	Vision and Goals for Future
Energy & GHG Intensity	› Our Energy Efficiency per employee stood at 258 units (kwh) per month Vs 270 units per month for 2010-11. The 4.4% decrease is due to improvements in energy efficiency and higher occupancy resulting from better space management. ›Our GHG emission intensity (Tons per employee per annum) has reduced by nearly 20 % to 1.95 metric tons per employee as compared to 2.42 metric tons in 10-11. This represents the global Scope 1 and 2 footprint from our office space operations.	› To reduce Wipro's GHG emissions intensity to 1.3 metric tons per employee by 2015 from a 2011-12 baseline of 2.6 metric tons per employee (only Scope 1+2) › To cover all applicable Scope 3 emission heads, baseline and set targets › To significantly ramp-up share of Renewable Energy in our energy mix from about 17% currently to over 40% by 2015.
Water Efficiency	› 34 % of our total water requirements in 2011-12 was met through recycling of waste water. The recycled water is primarily used for sanitation and landscaping ›In all Wipro owned campuses, we ensure zero discharge of any untreated water into municipal drains or common public areas.	› 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 1810 liters per employee per month to 1480 liters per employee per month by 2015). › Pilot the responsible water management framework in a few campuses. › Water audit of campuses to improve data quality. › Launch program to significantly improve water infrastructure – metering, tertiary treatment, harvesting and efficiency technologies.

Sustainability Dimension	Key Performance Highlights (2011-12)	Vision and Goals for Future
Waste Recycling and Pollution Mitigation	› 84% of the total generated waste is recycled – either within our premises or externally through vendors. › The quantum of e-waste processed and recycled through certified vendors has been consistent over 200 tons annually.	› 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. › Complete independent waste audit at key locations in 2013 – the audit will help us verify our data, benchmark our processes and get insights into improving the quality and quanta of our recycling.
Employee Health and Safety	› OHSAS 18001:2007 certification completed for 2 new locations, taking the total to 16. › Employee Health & Safety committees: Committees that consist of cross functional members formed across locations who meet quarterly & participate in risk assessments, safety inspections, hygiene audits, etc › In-house occupational health centers (OHC) at 20 locations across India to provide amenities ranging from basic First Aid and to emergency care units. The OHC's are operated 24/7 at major campus locations. The OHC aims at monitoring and managing adverse health effects that may occur at the work place by promoting good workplace health practices, imparting health education, conducting employee awareness programs, capturing illness trends and by developing a framework to interpret employee health statistics to drive fitness. › Launch of the Project Assessment Checklist – This is a tool used to assess and approve all infrastructural projects based on building codes and standards to ensure the required safety standards are met. › Employee engagement and involvement was strengthened with the launch of online surveys to invite employee feedback on Environment, Health & Safety, Transportation, Hospitality and related services. Environment, Health & Safety received high scores, while the latter present identified opportunities for improvement.	› Sustain and improve wellness programs across businesses and locations. › Publish a comprehensive Health & Safety policy, covering all aspects of safety, occupational health, well-being and people practices by end 2013. › Conduct Health and Safety assessments for all infrastructural modifications prior to their commissioning. › All Occupational Health Centers to become Emergency Care Centers that house emergency equipment, drugs and Advanced Life Safety Ambulance. › Complete OHSAS and EMS certification for the balance owned facilities by 2013.
Diversity and Inclusivity	› The program is designed to actively reach/seek out and nurture three areas of Diversity – People with Disability, Gender, Nationality and the Economically Disadvantaged. ◇ We have more than 350 persons with disability working in various roles across geographies, as compared to a count of 253 in 2010-11. ◇ Women constitute 28% of the workforce, a steady trend over the last two years o 10.6% of the workforce is from non-Indian nationalities representing 75 countries.	› 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.

Sustainability Dimension	Key Performance Highlights (2011-12)	Vision and Goals for Future
Diversity and Inclusivity	› Diversity parameters are incorporated into our supplier evaluation questionnaire and are being actively sought where appropriate. › Conscious effort to source meritorious talent for each diversity category. Relationship program with sourcing agencies. › Wipro's first rural BPO delivery centre was inaugurated at Manjakkudi, a village in Thiruvarur District near Kumbakonam, Tamil Nadu. The focus of the centre is to capitalize on the literate talent pool available in the region and in doing so, create employment opportunities in the village and its surrounding areas. › WOW (Women of Wipro) speaker series - enabling networking opportunities with women leaders.	› To further our supplier engagement program on diversity by empanelling more suppliers who meet the criteria of a 'Diversity Supplier'. › Work with industry associations, like NASSCOM in India, on supplier diversity advocacy.
People Development	› Employee Perception Survey (EPS) 2011 recorded higher levels of engagement over EPS – an improvement of 4% compared to 2009. › Over 650 certified Wipro Learning Champions from across the business. › Over 3000 students joined the Wipro Academy of Software Excellence (WASE) program, now in its 18th year. 400 people enrolled in WiSTA – a new work integrated M.S. program in IT. › 180 senior executives from outside India attended the Global assimilation program. › Structured induction for over 47,000 new entrants. Wipro Infotech launches Day One Delight program – for a smoother on boarding experience. › Over 28,000 employees certified on various technical skills via the Unified Competency Framework. › Special focus on middle manager capability building via Growth Centers for Program Managers, Delivery Manager Academy and a new career framework for architects. › Leadership capacity building aligned to Wipro Leaders Qualities (WLQ) enters its 20th year.	› Create initiatives to strengthen capability and build careers across levels, for a global workforce. › Create and implement an overarching Employee Value Proposition that aims to enhance continuous learning through multi-dimensional learning opportunities appropriate to every career stage.

Sustainability Dimension	Key Performance Highlights (2011-12)	Vision and Goals for Future
Customer Stewardship	› All models of Wipro laptops and desktops are 100% RoHS compliant since 2009-10. › Launched first PVC and BFR free desktop in early 2010. Now 80% of our desktop product launches (up from 37% in 10-11) are PVC and BFR free. › Launched two desktop models free from antimony, beryllium and phthalates. › Energy Star 5 compliant desktops and laptops. Compliance with new Indian standard: BEE Star Ver 1 standard for laptops. › Green Leaf– Enterprise power management solution available with desktops. › Average of 250 tons of e-waste collected and processed over last two years. Comprehensive e-waste management study in progress to assess impact of new e-waste regulations.	› Launch the supplier engagement program for our top suppliers based on the supply chain risk assessment study. › Continue to progressively phase out PVC and BFR from new product launches. › Continue to work on the energy-chemicals-waste management plank at the same time providing differentiated value proposition to our customers.
Education and Community initiatives	› Wipro Applying Thought in Schools (WATIS) , 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. › WATIS launched following new projects in 11-12: Partnerships with Matrubhoomi and CSE (Centre for Science and Environment) for seasonwatch program, Social sciences curriculum intervention, Bilingual approaches to language education and Holistic school engagement program. › National level QES (Quality Education Survey) to understand student performances and school/teacher values and attitudes were completed. QES covered 89 schools, 23,000 students, 800 teachers and 16 principals. Followed up with a large scale advocacy program. › earthian – the annual sustainability program for schools and colleges launched in 2011 in association with our education and ecology partners. › Mission10x reached out to a cumulated total of 23000 faculty members from 1200 engineering colleges across 25 states.	› Wipro Applying Thought in Schools: To strengthen our programs based on the defined outcomes of organizational capability development, educational material and publications and public advocacy. › earthian: Build a strong sustainability in education program for schools and colleges over the next five years. › Wipro Cares: To further strengthen our programs in primary health care by expanding to our other factory locations; to continue our existing programs in education for the underprivileged in urban centers and community environment programs.

Sustainability Dimension	Key Performance Highlights (2011-12)	Vision and Goals for Future
	› Wipro Cares, our decade old community care program, strengthened our initiatives on primary health care(PHC) by adding projects in two more locations – Mysore and Amalner. › Continued our support for the 2nd year 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	
Advocacy and Public Policy	Our engagement on public policy and on issues that require wider advocacy centered around climate change, water, e-Waste, education and CSR. › We continue to be part of the CII Climate Change Council which works with government and industry on furthering the agenda on climate change mitigation and adaptation › As part of the Planning Commission working group on Water and Land, we provided detailed inputs including a position paper on Water › We were part of the central working group of CII's Green Procurement task force that published a report of comprehensive guidelines on green procurement › Based on two year study of nearly 900 schools across the country, we along with our partner Educational Initiatives published a detailed analytical study of quality of school education in India's urban school system. The report was shared with thousands of schools across the country and was widely reported in the national press. › We worked very closely – as part of the CII working group – on the CSR guidelines proposed by the Ministry of Corporate Affairs. See Section 5h 'Advocacy & Public Policy' for details	› To continue to play a central role in advancing the agenda on critical issues of Climate Change, Energy Efficiency, Water and Waste through industry networks like CII, FICCI and NASSCOM › To be closely involved in shaping the specifics of the guidelines pertaining to Section 135 on the CSR provisions of the Companies Bill 2012 › To continue our strong advocacy on relevant systemic issues of school education through the publishing of studies and literature › To work with the government on rationalizing the e-Waste rules so as to make them simpler, transparent and more inclusive. This, we will do, through the CII Environment Committee on e-Waste as well as through other industry networks › To raise the pitch on issues of water – in particular those relating to endowment, entitlement, pricing and inclusive access – through our Responsible Water advocacy

Aligning with sustainability charters and networks

Sustainability is a multi-stakeholder game and collective action is the only effective way to address it 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 have provide below the updated summary of our associations and networks, an updated version of the table from our previous report.

Charter / Network / Association	Brief Description	Wipro's Engagement
Carbon Disclosure Project	The Carbon Disclosure Project (CDP) is a pioneer in climate action by trying to align industry, government and the investment community onto a common vision and platform. It represents the interests of 655 investors with a combined asset base of US $ 78 trillion and illustrates the growing trend of responsible investment.	Wipro has been a participant in the Carbon Disclosure Project since 2007-08 and has been a top ranked member of the Carbon Disclosure Leadership Index (CDLI) for India. In addition, Wipro participates as part of the Technical working groups of CDP – for 2011-12, we were a part of the global working group that created the ICT sector supplement for the CDP disclosure.
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). The group has been engaged with the government as the voice of industry and in trying to evolve a balanced perspective of the bill's provisions.	Wipro has been a part of the core working group, the primary recommendations of which have been I. The ministry's proposed 2% of Profit After Tax spend on CSR should not be mandatory as it certain to become counter-productive II. To keep the reporting requirement as simple and consistent as possible.
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 http://www.isteonline.in/ for details.	Wipro's Mission10X is a member of the ISTE.
U.N. Global Compact	The ten principles of the UNGC act as both a policy platform and a practical framework for companies that are committed to sustainability.	Wipro became a formal signatory to the UNGC in September 2008. Our first COP (Communication on Progress) was published in July 2010 and our most recent COP was published in 2012.
CII committee for employment of people with disabilities	The confederation of Indian Industry (CII) constituted a committee to look into issues of employability of people with disabilities into the workforce.	Wipro is part of the core committee.
NASSCOM working group on gender inclusion	NASSCOM constituted a working group to explore and communicate best practices on gender inclusion.	Wipro is a member of the working group.

5 Wipro *and its* stakeholders

A SUMMARY OF OUR STAKEHOLDER ENGAGEMENT

A sustainability-lead organization takes a holistic and integrated approach to stakeholder engagement. The primacy is not with one group - investors, employees or customers. Undoubtedly it is them and beyond. For business to earn and retain its rightful role in society, it has to engage on key material issues and potential risks with different stakeholders. Being in positions of relative strength compared to most other stakeholders, organizations should engage responsibly and with sensitivity. At the same time, an organization has varying degrees of influence and control over its stakeholders, dependent on the structure of its relationships and relative economic power. For example, an organization running its operations from community sources in a water stressed area has to necessarily engage with the community – responsibly and with various groups – civil society and the government. It is no more a question of why and which stakeholders, it is how and how much.

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 few 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.

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	Modes: Strategic and operational reviews, Customer Meets, Formal customer feedback and surveys Frequency: Ongoing and continuous; Surveys are annual and project-based	• Quality and timeliness of delivery • Impact on customer's business goals • Does Wipro meet the expected norms on environment, labor and human rights and corporate responsibility?	Chief Quality Officer, the Sales and Marketing functions and their teams
Employees	Modes: Open houses, Performance reviews, 360 deg feedback, All hands meet, Focus groups, Leadership webcasts, Blogs and discussion groups, Perception Surveys Frequency: Ranges from daily (blogs) to annual (360 deg feedback)	• Empowerment, Continuous Learning, Quality of Work, Work-Life balance • Compensation & Benefits, Workplace facilities • Health & Safety, Counseling and Advice • Diversity in the workplace • Career planning, Appraisal and Feedback • Integrity and transparency at workplace, the company's larger vision on sustainability and social issues	The Human Resources group, Environment Health and Safety group (joint responsibility for health and safety)
Investors	Modes: Annual General Meeting, Annual Report, Investor meets, Analyst conferences, Road shows, Shareholder voting, Investor complaints Frequency: Ranges from Quarterly to Annual; Analyst meets and road shows may be periodic depending on situational requirement	• Company strategy and performance, future plans • Returns to shareholders • Corporate governance standards • Top risks and company's approach to risk mitigation	Investor Relations team, Chief Finance Officer, Chief Strategy Officer

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Suppliers	Modes: Regular operational reviews, Supplier meets, Vendor survey Frequency: Will vary from monthly to annual	• Quality and cost effectiveness of services • Innovativeness of delivery • 100% compliance on labor and human rights; Must subscribe to Wipro COBCE • Zero tolerance for lapses in integrity • Alignment with Wipro expectations on ecological sustainability	The Central Procurement Office, Wividus Shared Services, Facilities Management Group, Legal Group
The Education Ecosystem	Modes: Periodic meetings and discussions, Regular e-mail exchanges, Annual Education Forum, Faculty Workshops, Mission10X collaborative portal Frequency: Varies from weekly to annual	• Systemic reform in India's school education system: Educational material and publications, Organizational capability development and Public advocacy • Improving the quality of engineering education through both curriculum interventions and faculty training	Wipro Applying Thought in Schools (WATIS) for school education Mission10X for engineering education
Communities and NGOs	Modes: Periodic meetings with partners, open meets with community, Partner newsletters Frequency: Varies from monthly to quarterly	• Education for disadvantaged children e.g. children of migrant laborers, children with hearing disability etc • Primary healthcare for rural communities • Environment issues that affect disadvantaged communities e.g. Water • Long term rehabilitation for disaster affected areas	Wipro Cares, Location leadership

Stakeholders	Modes and Frequency of Engagement	Major Issues of Engagement	Primary Internal Custodian
Policy, Research and Advocacy	Modes: Planned meetings, workshops, taskforces and steering committees of industry network bodies Frequency: Varies from monthly to annual	• India's policies on climate change, energy efficiency, water, e-waste and ICT • Policy research on energy options for India • Advocacy papers and reports on business responsibility	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	• Ecological sustainability of our planet • Meaningful work, work life balance	ecoeye, 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.

5b Employees and Sustainability *at the* Workplace

A APPROACH AND GUIDING PRINCIPLES

B STAKEHOLDER ENGAGEMENT

C EMPLOYEE ADVOCACY

D BENEFITS & WELL-BEING

E LEARNING & PERFORMANCE

F DIVERSITY & INCLUSION

The evolution of human rights can be traced back to the 6th century B.C., when King Cyrus the Great of Persia decreed certain basic rights and freedom for his people. Known as the Cyrus Cylinder, the decree is recognized as the world's first charter of human rights. It is translated into all six official languages of the United Nations and its provisions are reflected in the first four Articles of the Universal Declaration of Human Rights. Over the previous millennium and the current one, the development of natural law, democracy and human rights have been shaped and influenced by significant markers such

as the Magna Carta (13th century), the French Revolution (18th century), U.S.A. Bill of Rights and Constitution (18th century) and the Geneva Convention (19th century).

The United Nations came into existence in 1945 and in 1948 the Universal Declaration of Human Rights (UDHR) was adopted by members of the U.N. and consists of 30 universal articles of human rights. The UDHR is a keystone global guide and has been translated into over 3000 languages and dialects. Its principles are included in different ways in the constitutional laws of many democratic countries.

In 1999-2000, the U.N. Global Compact initiative was founded, for businesses to promote sustainable and responsible practices. UNGC members are committed to aligning their operations and strategies with ten universal principles in the areas of human rights, labour, environment and anti-corruption. These principles are aligned with the UDHR. Wipro became a formal signatory to the U.N. Global Compact since 2008. Since 2010, we have published updates on our action and progress, in our annual sustainability reports.

Our Approach To Human Capital:

Wipro's sustainability disclosure is in its fifth year; however, our journey towards establishing sustainable workforce practices began over two decades ago. Being an IT services organization, we are well aware that in order for our clients to be successful, our employees must succeed at what they do and must look forward to doing more of it. We have always sought and implemented pioneering and meaningful practices to enhance the engagement, capability and competitiveness of our talented, global workforce. These practices are aligned to different phases of hiring, assimilation, learning, growth and retention. They are shaped by organizational values and industry best practices. During the last five years particularly, our sustainability disclosures have made us more mindful of employee stakeholder priorities and we have a specific 'people sustainability' charter that will focus our efforts on key actions during 2012-13 and beyond. These actions will focus on strengthening advocacy, making initiatives more aligned with material issues and improving people supply chain governance. The progress of these actions is reviewed on a quarterly basis by Wipro's Sustainability Council, consisting of the CEOs of all Wipro Ltd. Divisions, Chief Sustainability Officer, and senior executives responsible for Ecological, Social and Diversity programs.

Commitment To Human Rights:

Our commitment to the UNGC and our Spirit of Wipro values is translated into action via the Code of Business Conduct and Ethics (COBCE). The COBCE combines universal principles with our specific organizational context and defines our actions as a responsible and equal opportunity employer. The COBCE undergoes periodic revision too, and every year, all Wipro employees undertake an hour-long online training module and certification, to renew their understanding of the code. Induction training for new hires includes a session on the COBCE as well. Training programs on compliance with Foreign Corrupt Practices Act, UK Bribery Act, OECD Convention on Anti-Bribery, the Indian Prevention of Corruption Act, Business Courtesy, Gifts and Entertainment, Conflict of Interest, etc. are included as part of the employees' focused training programs, leadership programs and global assimilation program on ethics and compliance.

The COBCE is applicable to all employees of all categories, including contract employees and consultants. Business relationships with service providers, contractors, dealers and distributors are governed by the COBCE and service agreements explicitly state the expectation that our partners conduct their businesses in a legal

and ethical manner. These include specific clauses prohibiting child labor, forced labor, discrimination, fraud and anti -corruption. We have zero tolerance for breaches of fundamental human rights principles, bribery and anti-corruption with the resultant termination of any supplier found guilty of such breaches.

All policies and practices related to hiring, training, 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. We believe that this approach fosters a progressive and high-performing workplace culture. One indicator of this is our female:male salary ratio, which across levels and across our IT businesses, is just under 1. Employee compensation levels are determined by role, experience, expertise and performance and compensation differentiation is based on these same principles of merit. Our people policies and practices are periodically revised to keep up with regulatory changes and global best practices, so as to enable employees to realize their career aspirations in a supportive and progressive atmosphere.

Freedom Of Association

At Wipro, we respect employees' right to form or participate in trade unions. We have registered trade unions in Europe,

Brazil, Romania, Mexico and Australia. We also have Work Councils in France and Germany. Collective Bargaining Agreements are entered into with trade unions in Finland and Brazil. HR practitioners meet and consult with these groups on an-going basis, to consult on any changes that can impact work environment and terms and conditions. All operational and policy related changes are implemented with due notice period, as defined by local regulation and global company policies. The trade unions and work councils collectively cover a small percentage of our global workforce. Our entire workforce however, consists of empowered knowledge workers who have access to various means of communication and dialogue. These include structured engagement events, documented webcast meets with the CEO, an active employee advocacy platform and a well institutionalized Ombuds process.

Ombuds and Prevention of Sexual Harassment processes

Our Ombuds process is a well-established

and socialized method of receiving and redressing employees' complaints. Employees are encouraged to report any inappropriate conduct that leads to a violation of the COBCE. The Ombuds process also explicitly prohibits discrimination, retaliation or harassment of any kind against employees who come forward with complaints. If the employee registering a complaint chooses to remain anonymous for any reason, his/her wishes are respected. The harassed employee can use the services of external counselors or internal counselors through the Mitr initiative. The Ombuds channel is also available to business partners, customers, vendors, service providers, contractors and other stake holders. The Audit/Risk and Compliance Committee periodically reviews the functioning of the Ombuds process, and employees are kept updated about the feature of the process via well-planned mailers and other means of communication.

In 2011-12, the Ombuds process categorizations and definitions were made more comprehensive. The revised categories include more explicit reference to human rights principles. The process for logging complaints is widely communicated within the Company across all levels and is available on the intranet and corporate website. The Ombuds portal has been upgraded with a 24/7 multi-lingual hotline facility for ease of access in logging Ombuds concerns. Resolution of complaints is supervised by the Ombuds person of the respective division/business unit. In all, there are 9 Ombuds persons – 2 women, 7 men,

including the Corporate Ombudsperson. In 2011-12, a total of 728 complaints were received via the Ombuds process and the resolution percentage of cases was 92%.

Since 2010-11, the prevention of sexual harassment framework has been revamped to improve awareness, understanding and resolution. The revamp included a revised policy, redraft of the committee, a revised fact-finding framework, and an in-house built online training module. Complaints related to sexual harassment are referred to the Prevention of Sexual Harassment Council and investigated by fact-finders. The council consists of senior women executives from across all divisions / business units of Wipro Ltd. The team of fact-finders consists of over 28 persons from key functions such as Human Resources, Risk, Legal and Security. 61% of the fact finding team comprises of women employees. They have received training from an external expert and are equipped to address complaints relating to sexual harassment.

Stakeholder Engagement

Employee Perception Survey (EPS) 2011 recorded higher engagement levels over EPS 2007 and 2009	Employee Advocacy Group formed in 2011 with 120 volunteers to drive change to improve Wiproites experience of Wipro	WBPO's EAG enters it's 8th year. 37 EAG members across location implement people processes and enable manger in driving the Engagement Index	57 Best People Managers recognized across businesses, for excellence in people management	People Sustainability survey 2011-112 was held, to gauge materiality and impact of people facing initiatives. Over 2000 responses received

Joining and Assimilation

- Structured Induction for over 47,000 new entrants
- Over 3000 students joined Wipro Academy of Software Excellence, now in it's 18th year
- 400 enrolled in WiSTA – a new work-integrated M.S. program in Information Technology
- Over 180 senior-executives from outside – India locations attended the Global Assimilation Program
- New Day One Delight program launched in Wipro Infotech, for a smoother on-boarding experience

Benefits and Well-being

- Flexible, menu-driven benefits package to enable customization and choice
- Comprehensive Medical benefits, Technology Insurance cover and Leave package, globally top-ranked by employees in the People Sustainability Survey
- New Maternity Support program for mother- to-be
- Over 30,000 users of the online 'Fit for Life' health monitoring and upkeep initiative
- Counseling support available via an Employee Assistance program, for India and U.S. based employees

Learning and Growth

- High impact Talent Enrichment Centers introduced, for skill building and re-skilling
- Over 28,000 employees were certified with various technical skills, via the Unified Competency Framework
- Special focus on middle manager capability building via Growth Centers for Program Managers, Delivery Manager Academy and a new Career Framework for Architects
- Over 650 certified Wipro Learning Champions from across businesses
- Over 1000 new entrants in WBPO's academic enrichment program – SEED
- Leadership building aligned to Wipro's Leaders' Qualities enters its 20th year
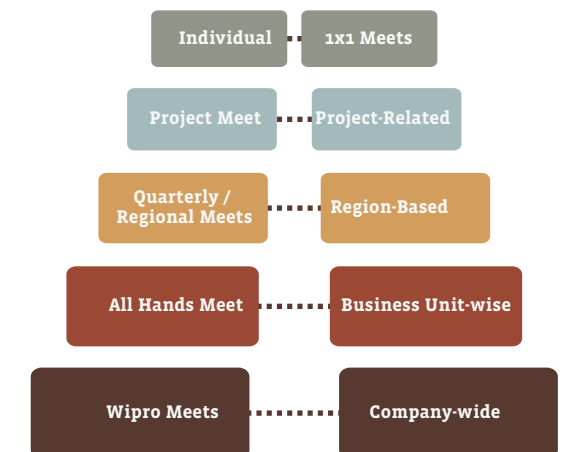
Diversity & Inclusion

WOW (Women of Wipro) speaker series - networking with senior women leaders from client organizations.	'Women in Leadership' workshops and 'Mentoring for Success' program for high-potential women employees.	7000 employees sensitized on Diversity and Inclusion via an online training module.	Structured focus group discussions and round-table launched for Persons with Disabilities.	Continued focus to make policies inclusive and improve accessibility of infrastructure for Persons with Disabilities.

Stakeholder Engagement

Employee engagement is an inclusive and empowering platform that connects employees with leaders as well as peer groups. Forums such as company level Wipro Meets, Business Unit level All Hands Meets and Regional meets are interactive platforms for the sharing information, voicing feedback and conferring reward and recognition. Webcasts and web-chats also form a regular channel of engagement between senior leaders or Subject Matter Experts (SMEs) and employees. A host of newsletters are created internally by respective functions to keep Wiproites abreast of latest developments and initiatives. Information on people policies and practices are made available to all employees on the company intranet portal; revisions to policies are updated regularly as well.

Individual	1x1 Meets
Project Meet	Project-Related
Quarterly / Regional Meets	Region-Based
All Hands Meet	Business Unit-wise
Wipro Meets	Company-wide

During 2011-12, the engagement was made broader and deeper by strengthening existing processes and introducing new ones.

People Sustainability Survey

"We need to share with our employees about our long term sustainability programs and its linkage to business goals. Today our communication to employees on Sustainability or Diversity is very much activity based"

"It is very important that we educate the concept of sustainability and therefore as part of the induction program a couple of slides on Sustainability will ensure that people are on the right track from day one"

Keeping in mind our theme of reaching out to employees, we ran a survey to gauge 'materiality of the key people initiatives from the employee's perspective. The survey covered 36 people practices across 6 themes. The survey was for voluntary responses and 2394 employees responded to it. 'Free & Fair Workplace' was voted highest in impact, which upholds the perception of a strong values and governance approach. Medical and Insurance benefits were ranked #2, followed by Engagement initiatives such as the Employee Perception Survey. Qualitative comments indicate that employees look forward to more feedback and communication on sustainability themes.

SURVEY THEMES

Employee Perception Survey

The Employee Perception Survey has always been the most effective way of gathering employee opinions. We believe the EPS is probably the best way to gauge impressions on career, professional development, manager quality, rewards and other critical areas that shape the employees experience of life and work in Wipro. The EPS is held once every 2 years and covers various themes that are material to employees –Culture, Manager Quality, Role, Work Environment, Leadership and the Spirit of Wipro values. In 2011, the survey was launched by our CEO and subsequent communication was led by Business Unit Heads through e-mails, Open Houses and employee meetings. 60% of the global Wipro IT business workforce participated in the survey and the overall engagement scores in Wipro improved by 4% to 67% compared to 2009. The overall engagement level is positive and supports a promising trend and progress around our people initiatives. The top-rated engagement levers of EPS 2011 were Diversity, Team, Social Responsibility, Customer Focus and Values. The areas of improvement on which we are focusing are career growth, development linked to role, greater communication around Wipro's strategic direction.

We are working on improvements at an overall organizational level – related to policies and process changes – and at specific business unit level too.

Communications around action plans were centered on the theme of EPS week during which mailers/update meetings and web chats were conducted to communicate the updates on the action plans to all employees.

Overall Engagement Scores : IT Business

| 2007 | 2009 | 2011 |
| 51% | 63% | 67% |
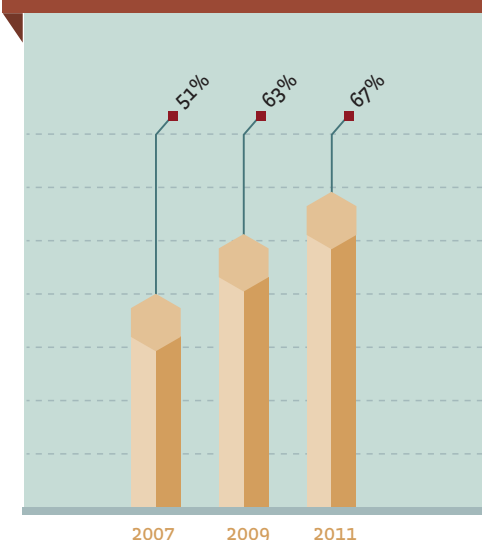
Overall Engagement represents the sum of Strongly Agree + Agree scores (known as 'Top Box' scores) to core engagement questions

Employee Advocacy Group

One of the key actions of 2011-12 was the formation of the Employee Advocacy (EAG). The EAG is a forum of Wipro employees that has volunteered to drive a change in Wipro, through seeking and acting upon feedback from their colleagues about Wipro processes, policies and services. This group has been formed with a vision "To improve Wiproites' experience of Wipro. The objective of the EAG is to augment existing mechanisms within functional teams for employee feedback and encourage employee involvement in decisions

that impact employee experience. This is a 120 member representative group managed by Wiproites to voice their suggestions and the forum is employee led. The EAG members selected among employees will listen to ideas regarding improvements in processes and company policies from employees across the organization. The suggestions are evaluated and implemented by the functional representative along with EAG members. To ensure and maintain credibility of the system, the CEO, Mr. T K Kurien reviews the progress of the group on a quarterly basis.

13% of the total suggestions received have been implemented, via changes in process or policy.
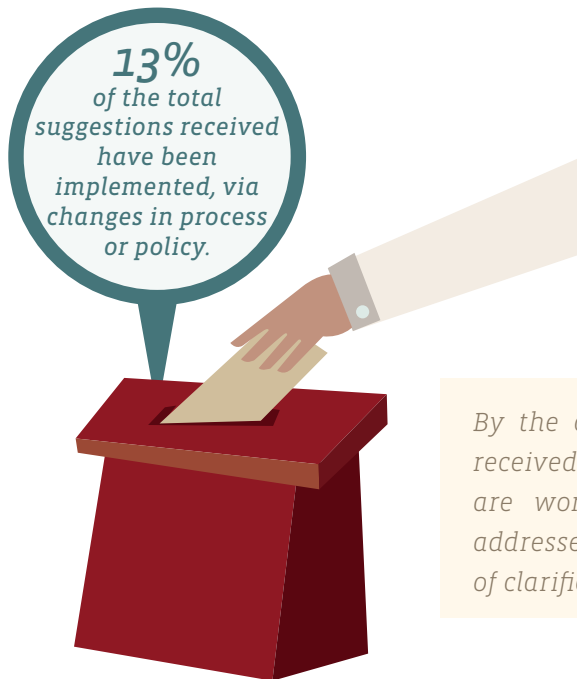
By the close of 2011-12, the EAG had received 775 suggestions. Of these, 28% are work-in-progress and 72% were addressed. 59% was addressed by way of clarification and feedback.

"It's an immense pleasure to work as a core member for Employee Advocacy Group (EAG). We have made slow but steady progress. Though change process (more obvious ones) is taking little longer time than anticipated. However, as the old saying goes "slow and steady wins the race" and we are definitely steady. We have chosen to come-off with flying colors as change in established process involves change in established mind-set as well. Therefore, it has made this job more thrilling. Since direction is set as right now, it is the time to speed up. I am sure; employees will see true differentiators from EAG. I am excited to see employees having a greater Wipro experience

Rajesh Srivastava

"The EAG gives me a chance to contribute the organization beyond my prescribed goals and objectives and more importantly in an area very close to my heart – "employee advocacy". By virtue of being a member of the EAG, I am able to bring the notice of the senior management/heads at Wipro the concerns of the employees across the board, whether big or small, significant or non-significant. I believe by doing so I am enabling a sense of belongingness in the employees at Wipro, which will ensure them acting with integrity and being loyal to the organization. More often than not employees often feel disconnected or discouraged without any medium to voice their concerns. I believe the EAG is bridging this gap very well. The one change I would like to bring through EAG is to narrow down the forums available to the people and to make specific people liable for action such that concerns, big or small are addressed in a fast and effective manner"

Tushar Mehrishi

Employee Advocacy Group Action - Distribution and Status

	Suggestions received – as a percentage of total	% Clarified: Rationale Explained	% Work in Progress (Pending / Under discussion / Awaiting implementation)	% Implemented and Closed
Finance and Marketing functions	2.2%	47%	47%	6%
Overseas travel operations, Quality, Talent Acquisition, Talent Transformation and Global Delivery functions	19.2%	62%	36%	2%
Internal I.T. provider functions	10.8%	64%	34%	1%
Facilities management, Travel, Hospitality and Security functions	24%	26%	28%	46%
Human Resources, and HR operations functions	43.7%	74%	23%	2%
TOTAL	100%	59%	28%	13%

Wipro BPO Engagement Index

Engaged employees at all levels is the key to high performance and retention of employees. We observed that across processes and locations the approach to and hence levels of employee engagement were varied. In June of 2010 WBPO launched the Engagement Index (EI). Engagement Index, as the name suggests, is a tool used to track the basic employee engagement activities for first level supervisors and middle management from operations. Their variable pay (QPLC), in addition to other performance and financial parameters, is linked to the EI score for the quarter. The index consists of specific parameters, and each one carries 20% weight-age. Target vs. achievement decides the EI score for each manager. Achievement data is captured on an online tool as well as manually, and is audited by the location HR team on a monthly and quarterly basis. Over the years, EI has been internalized as an integral responsibility of people managers.

The EPS scores for WBPO have improved by 5% from 68% in 2009 to 73% in 2011. The Engagement Index has had a credible influence on this result.

Engagement Index Parameters

Key parameters for First level Supervisors:

- Early Warning System (EWS) coverage
- Early Warning System (EWS) effectiveness
- One on one meet up once a month
- Fun activities within the team
- Rewards and recognition within the team

Key parameters for mid- level Managers:

- Saving Talent at Risk (STAR) meet ups
- Monthly performance review
- Coffee sessions with teams within their alignment
- Training for team members
- Rewards and recognition within the team

Employee Advocacy Group in Wipro BPO

Wipro BPO works in 24*7 shifts. Employee touch time was a challenge across shifts with the core HR team members only. Hence we decided to select employees from the operations floor, who are familiar with the nature of business operations and understand employees concerns. The first batch of EAG's was selected in Oct 2005. The role has matured over a period of time. To start with the EAG's primary role was to maintain touch time with the Associates on the floor, understand the pulse and be the first point of contact for associates in case of any grievance. As the role matured, EAG's responsibilities increased. These now include driving Engagement Index, monitoring Confirmations, proactive employee engagement, grievance handling and conducting FGD's, open house, and Policy Bytes sessions on the floor. In addition the senior EAG's are trained to conduct Skips for first level supervisors, Exit Interviews, STAR meet ups. An EAG member is aligned with approximately 250 – 300 employees.

EAG's, if not already management graduates in HR, are encouraged to take up the Management Courses in HR through SEED (WBPO's academic study program) or otherwise. Movement to EAG role is viewed as the first step towards career in HR. A stringent selection process is followed for selection of the EAG's. It is a lateral move-ment from operations to HR through "Career Mosaic" process. Applicants matching predefined criteria undergo an online test and shortlisted candidates go through a panel interview and then a personal interview with GM – HR. In the year 2011-12, we selected 13 EAG's through this process. As of now there are 37 EAG's across locations. There is a career path charted out for the EAG's. Basis performance they get the planned progressions. 29 EAG's from the initial batches are at mid management levels in Human Resources function today.

I joined Wipro BPO in 2004 as an Associate and today I am Deputy Manager in HR. When I look back through the years Wipro has given me everything. I enjoy working here because of the value system that we as an organization have. I have always been given opportunities and challenges to prove myself and achieve greater heights. I cherish all the memories that have come my way and I am thankful to my leadership and peers for their constant support and faith in me.

I have been with Wipro BPO for 8 years. I neither had the knowledge of what a BPO is or how corporate world would be. But, ever since I joined Wipro, it has been a journey of learning. With the continued growth at Wipro, I have been given lots of opportunities to work at different levels and in areas with different roles and responsibilities. We have a lot of fun every day as we work towards achieving the organizational objectives. Thanks to Wipro for believing in me and my potential.

Joining TED has been one of the best decisions of my life! My job allows me the unique opportunity to work with diverse people. This opportunity is definitely one of the most rewarding experiences of my life. I never feel complacent or bored with my role in this organization.

Today I stand tall with my vast experience and proudly say that I am part of the "Wipro BPO TED" family.

Best People Manager Awards

Best People Manager Awards is a company-wide, annual event to recognize and thank leaders who have institutionalized best practices to engage, motivate and retain their teams. A select number of awardees are chosen from among many nominees, by a stringent evaluation process. The awards are presented by the Chairman and the event is attended by the senior leadership team as well as awardees' spouses. During 2011-12, 57 leaders received Best People Manager awards.

Wipro BPO's Wipro At Home Initiative – Bringing Families Closer

Wipro at Home was launched by Wipro BPO at Kolkata in December 2007 and is now held at all WBPO India locations once a month. Parents and families of WBPO employees visit the BPO location and interact with senior location executives. They are given a tour of the campus, which includes visiting the premises where their wards work. The evening ends with a dinner for the families, hosted at the cafeteria. These events help improve organizational transparency and address family members' concerns, especially wrt night shift / odd-hours working.

Feedback from families:
"The company environment is excellent which I have not seen before. Also your managerial staff is very helpful and helped us to know about the company." - Pratap Chandra Manna

"I felt good after visiting Wipro if this is how Wipro works then my kid who is working here will have a bright future. I cleared a lot of doubts and misconception" - Irshad Shaikh

Employee Assimilation

During the year gone by, over 47,000 new employees underwent structured induction programs, across our IT businesses. At Wipro Infotech, the recruitment team initiated a Day One Delight program, to facilitate a smoother joining experience for new hires. This includes providing basic facilities for the new employees like laptop, ID cards and mail id creation on the day of joining, to customized induction courses and training programs for a seamless transition to professional life.

OVERVIEW OF PEOPLE POLICIES

Assistance 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. Furniture and equipment scheme.

- **Arthashastra** In-house financial planning portal.

- Interest free loans.

- **Wipro Advantage** Special price tie ups for products under lifestyle, health & fitness, finance, etc.

- Company lease car portal now provides a comparative view of savings from company car leasing vs. a car finance loan.
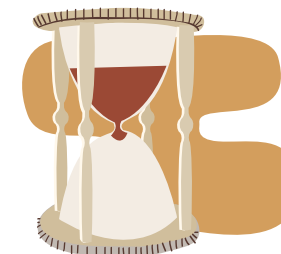
Rewarding performance

- **Winners Circle** A consolidated points' based platform of rewards and recognition launched for all employees.

All employees are covered under the half yearly performance management process.

Flexible work arrangements

- Sabbatical Leave program: Unpaid study leave for maximum 2 years.

- Timesheet Management System: Introduced to bring in flexibility of recording efforts.

- Leave Calculator: Provides a view on number of leaves one must avail over the year to avoid lapse.

Retirement benefits and contingency assistance

- Retirement planning tools that also enable efficient tax management.

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

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 mutually beneficial to the individual and organization and are formalized by legally valid contracts. Traditionally, they 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.

Comprehensive Benefits:

Wipro Benefits focuses on providing a comprehensive benefits package that caters to every reasonable need of an individual. The key advantages of this package are:

- Works as a safety net against financial impact of major life events

- Provides a variety of tax managing options

- Offers opportunities to enhance basic medical benefits package so that individual specific benefits needs can be addressed

- Provides for continuity of basic medical benefits upon retirement

- Is dynamic and innovating to meet the changing needs of the Company and Wiproites

- Mirrors the latest offerings in the industry

- Reflects principles of sound regulatory compliance at all times

Employee Safety and Well-Being

Wipro promotes and adheres to a cohesive and holistic approach to the well-being of its employees – including physical, emotional and mental well-being. Work-life balance at Wipro is perceived not just as a time share between work and home but rather as a focus on all aspects governing 'Life' for all employees, irrespective of gender or any other factor.

We view employees as complete individuals and hence our practices to promote safety, health, emergency response and overall wellness are frequently revised based on regulations, industry trends and employee feedback. This approach is reflected in our workplace security administration, prevention and mitigation of health and safety hazards, comprehensive medical policies and numerous initiatives on fitness, nutrition and emotional wellbeing. Employees actively support and participate in these initiatives, thereby making them relevant and successful. 16 of our locations, covering over 70% of our workforce, are OHSAS 18001:2007 certified (Occupational health & safety assessment series). All major certified locations have Emergency Care Centers for recording ailments. These ailments are analyzed each month and the data is used for organizing employee health awareness programs under Wipro's Fit for Life initiative on a monthly basis.

16 of our locations, covering over 70% of our workforce, is OHSAS 18001:2007 certified (Occupational health and safety assessment series).

We plan to cover all significant owned and operationally controlled locations in the next 1 to 2 years. For leased and smaller office spaces, we follow and implement same practices and governance mechanisms.

SUMMARY OF SAFETY AND WELL-BEING PROGRAMS

The focus has always been on effective communication on the range and value of benefits available. We make tremendous use of digital medium, through web chats, quiz, surveys and discussions on internal social networking interface to socialize the benefits and at the same time, solicit suggestions from end users.

Physical Safety and Security

- Security teams trained in vigilance.

- Area domination and joint patrolling of commuting areas in collaboration with Central Industrial Security Force and Police by way of Joint Task Force to secure commuting of employees at odd hours assist the commuting employees on SOS and for providing security beyond the campus through 24x7 helpdesk.

- Enablement and empowering employees by conducting anti-terror mock drills in coordination with Central/State counter terrorism forces, Local Police, Fire services and Hospitals and encouraging internal Emergency Response Team (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 greater self-belief and faith in the process.

- Intensive awareness drives aimed at extensive coverage by conduct of Security Awareness Sessions, Security Weeks along with online Interaction with Senior Police officers, quizzes, live chats, conduct of mock drills and role plays.

- Confidence and capacity building of the Security and Emergency Response team through conduct of Un-Armed Combat (Kravamaga), First Aid, Fire Safety and Yoga has been incorporated as part of the diversified training curriculum and has inculcated a greater sense of self belief by encouraging active participation during drills and providing leads for investigations and crime busting.

- Senior Police officials are invited for web-chats with employees.

- Health & Safety portal on intranet allows employees to log their concerns/safety incidents and provide suggestions on enhancing health and safety.

- Pandemic awareness and response program with updates published via email, intranet website announcements and posters displayed at office locations.

Medical Benefits

- Comprehensive medical cover across locations, globally.

- Life cover, Accidental Death and Disability cover in all key geographies.

- Additional financial support available in case of life-threatening or critical ailments.

- Reimbursable out-patient expenses for self and immediate family.

- Company sponsored health check scheme

- Comprehensive leave policies - Covering Medical Leave and Industrial Injury Leave

- Maternity, Paternity and other Parental leave, as mandated by law, across geographies.

- Voluntary pension plans.

Well-being Practices
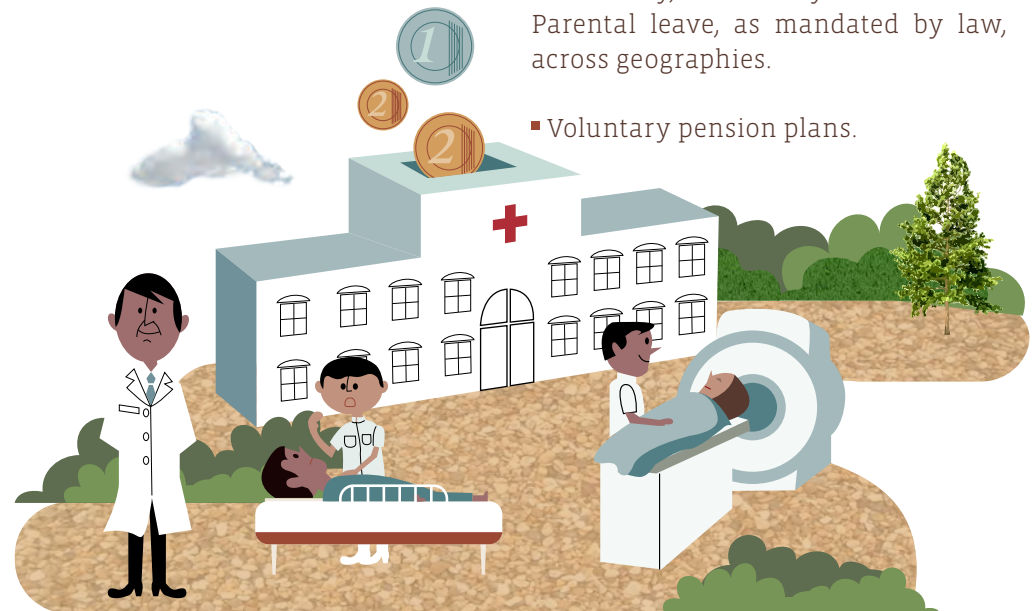
OVER 34,000 REGISTERED USERS
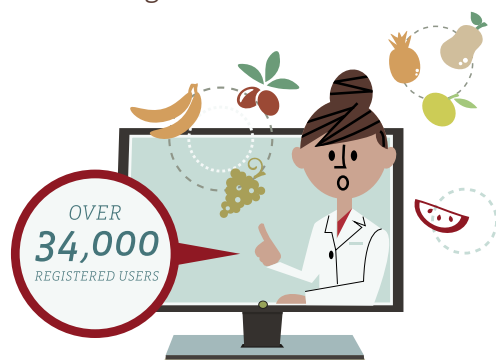
▪ Fit for Life
This program has over 34,000 registered users. Easy access to health risk assessment tool, online chat with dietician and fitness expert, and literature on variety of health related topics are available.

▪ Maternity support program Healthy Moms, Healthy Babies – to provide guidance and support to enable an expecting woman smoothly sail through pregnancy. Support is available in the form of online second opinion, insights / tips from subject matter experts, yoga sessions and discounted tariff on hospital packages for maternity.

▪ Physical fitness facilities such as gym, tennis court, basketball courts available on major Wipro Campuses. Health / low calorie food options in cafeterias.

▪ Occupational Health Centres at 20 major campus locations. Analysis of ailments reported by employees at the OHC's are carried out and corrective actions are implemented on month and month basis.

▪ Ergonomic sessions for employees, with emphasis on Repetitive Stress Injury mitigation.

▪ Tie ups with crèche, hospitals, pharmacies and gyms.

▪ Mitr 9 years old and a unique "Employee Assistance program (EAP)" for emotional counselling as well as specialist legal and financial advice in India. Accessible 24X7 on phone. Over 700 calls received by Mitr during 2011-12. Plans for 2012-13 year include identifying and focusing on major stressors and expanding the concept of emotional wellness.

Employee Assistance Program

Mitr
Accessible on the phone 24X7

9 year old EAP, accessible 24x7 on phone
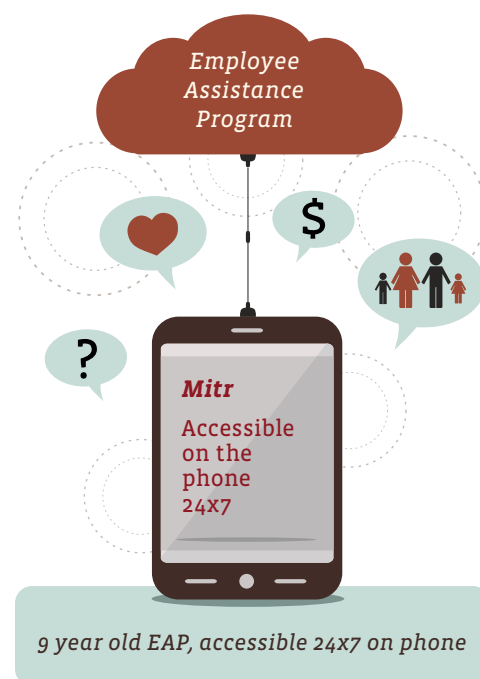
Similar EAP programs also available in key geographies like the U.S. and U.K. Package/ Retirement Benefit Options

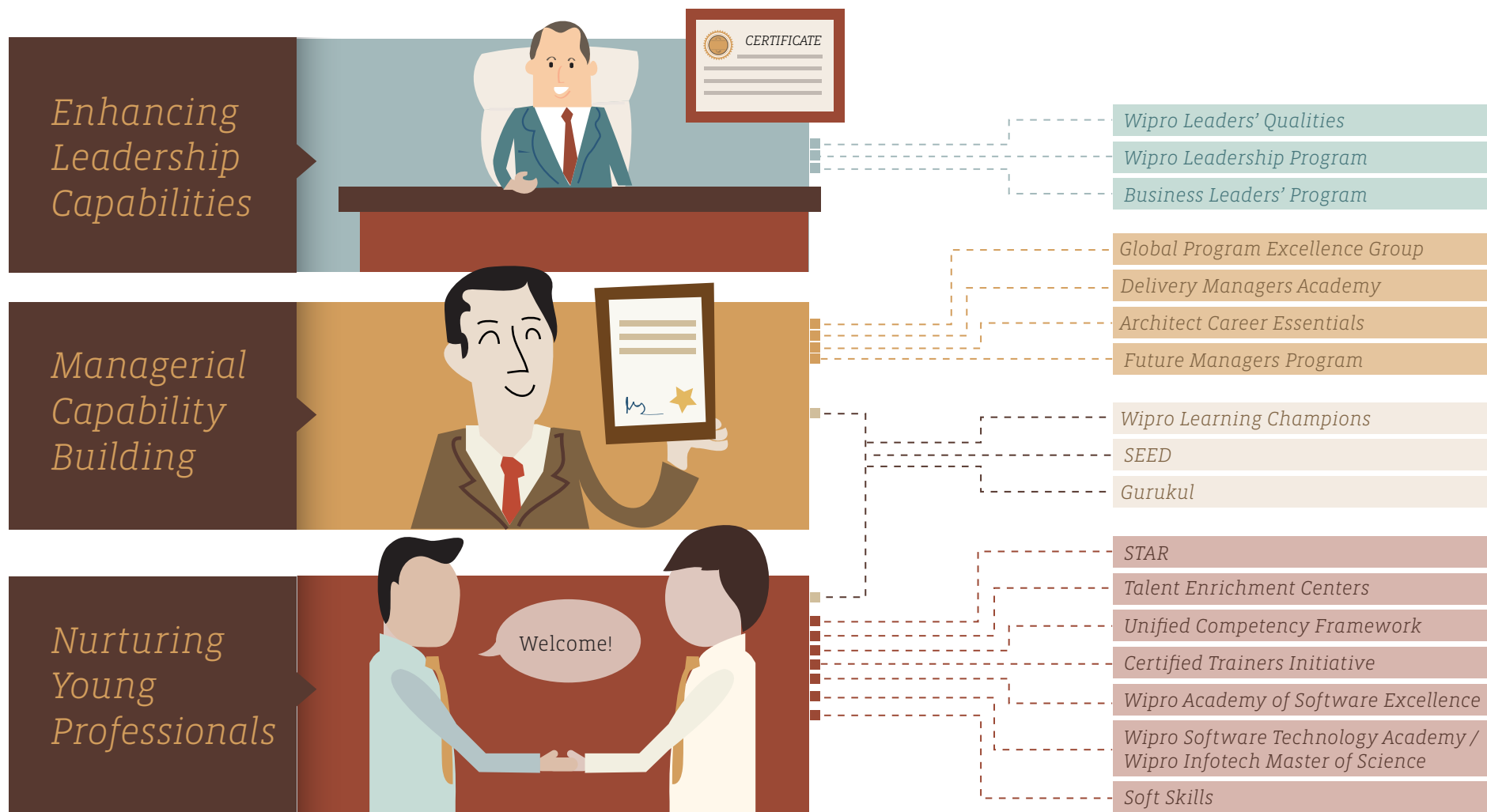## Health & Safety Events { 2011 - 2012 }

▪ Blood Donation and Eye check-up Camps at various locations.

▪ Health and Safety inspections and audits by Employee Health & Safety committees with cross-functional membership.

▪ 'No Food Wastage Day' held across locations. Nearly 8% decrease in food wastage was observed after the event

▪ World Environment Week was held to mark World Environment Day. The week consisted of:
  › Awareness Programs by Greenpeace
  › Sale of Eco-friendly products
  › Emission checks for vehicles

▪ 'Leakage Hunts' and other awareness sessions to observe World Water Day. There was an increase in the number of employees reporting leakages which led to faster corrective action. Water committees have been formed in all locations to take the ideas from employees in water conservation.

▪ E-waste awareness sessions on World Earth Day.

▪ International Day For The Preservation Of The Ozone Layer -16th Sep'11: Ozone day was celebrated at our locations by creating awareness by means of posters, quizzes and talk sessions.

▪ 41ST National Safety Day:
Activities included Flag Hoisting, pledges, rewards, role play on emergency preparedness and speeches on safety.

Workforce capability and performance enhancement are fundamental drivers of our IT businesses. Continuous learning, performance management and leadership development are therefore not enablers, but core strategic levers. Every employee has an Individual Learning Plan that is embedded in his/her annual performance goals; learning plan fulfillment is co-owned by employees and managers. The plan addresses learning needs through the Integrated Talent Management System (ITMS portal), which is a vast repository of over 17961 e-learning titles, spread over 3520 courses. These courses are customized to various levels and roles. Our training and development initiatives span across basic skill building for campus hires, middle management capability building and leadership building across levels. These initiatives are programs for middle managers to the unique Leadership Programs for senior leaders and industry veterans. Learning takes place in different ways - classroom techniques, e-learning, simulations, outbound learning and coaching programs. The range of training spans technical, domain, process and behavioural training.

Enhancing Leadership Capabilities

CERTIFICATE

Wipro Leaders' Qualities
Wipro Leadership Program
Business Leaders' Program

Managerial Capability Building

Global Program Excellence Group
Delivery Managers Academy
Architect Career Essentials
Future Managers Program

Wipro Learning Champions
SEED
Gurukul

Nurturing Young Professionals

Welcome!

STAR
Talent Enrichment Centers
Unified Competency Framework
Certified Trainers Initiative
Wipro Academy of Software Excellence
Wipro Software Technology Academy / Wipro Infotech Master of Science
Soft Skills

Objective: To shoulder the responsibility of grooming new employees into project-ready professionals armed with basic technical, professional and social skills for immediate deployment on projects.

Wipro Academy of Software Excellence {WASE}

The pioneering WASE program (Wipro Academy of Software Excellence) was launched in 1995. The WASE program consists of an 8-semester (four years) off - campus collaborative MS Program with the Birla Institute of Technology and Science (BITS), Pilani (Rajasthan, India). Students receive technical and academic inputs as well as the opportunity to apply their learning in live projects.

3143

In 2011-12, 3143 students joined the WASE program.

Wipro Infotech Master of Science {WIMS}

Similar to WASE, the WIMS (Wipro Infotech Master of Science) program was started in Wipro Infotech in 2006 with 40 campus hires joining at Mysore.

OVER 450

As of 2012, we have over 450 WIMSians in the organization.

Wipro Software Technology Academy {WISTA}

Wipro Software Technology Academy (WiSTA) is the latest entrant in Wipro's training repertoire. Launched in 2011, WiSTA is a new, work- integrated M.S. program in Information Technology for science graduates with non - mathematics disciplines. It is structured along similar lines as WASE, in collaboration with VIT University, Vellore (Tamil Nadu).

OVER 400

In 2011-12, over 400 students were inducted into the program.

Talent Enrichment Centers {TECs}

Last year also witnessed the launch of Talent Enrichment Centers (TECs). The objective of TEC's is to enable employees to upgrade their skills, spend minimal in-between projects and find the right assignments through a dedicated Workforce Management Group. This is achieved through Up-skilling, Cross Skilling or Re skilling.

About 2000 employees were trained using the TEC's in the year 2011-12.

Unified Competency Framework {UCF}

The Unified Competency Framework gives a competitive edge to our business by identifying technical competency needs of people and businesses, assessing gaps and enabling competency development for employees. Through structured training and evaluation methods, the UCF enables a steady pool of competent engineers, which is necessary for addressing the business's growth needs.

Over 28,000 employees from across lines of business, were certified in 2011-12.

Entry & Middle Management Level Programs

Wipro Learning Champion {WLC}

WLC is an initiative that nurtures a learning culture, by creating Learning Champions who would spearhead the dissemination of knowledge across the organization. Participants undergo a 2-day Facilitation cum Certification

Workshop to become effective trainers. Till 2010-11, 493 in-house middle and senior level employees were trained.

Year 2011-12 saw 170 new certified trainers under this initiative on Technical, Behavioral and Business skills

SEED

Wipro BPO's SEED academic program: Since 2004, SEED has enabled over 4000 WBPO employees shape and transform their careers. The SEED academic program helps employees enhance their academic capability through various courses in diverse subjects such as Information Technology, Software & Network Engineering and General management, Airlines, Finance, Payroll, Insurance, Credit Management, Foreign Languages, Investment Banking and Project Management. Through these courses, employees can equip themselves with the requisite knowledge and skill to seek different roles and career opportunities within the organization. SEED courses are imparted via classroom or e-learning modules and are available in India and international locations. A dedicated SEED portal provides 24*7 access to information and convenient online course tracking.

Gurukul

WBPO's Gurukul was set up to create a pool of domain experts, sourced from the existing employee base. Gurukul provides a career enhancement opportunity to those employees who have the potential to achieve and impart higher levels of learning and expertise within the organization. Gurukul members design and create specialized learning content, which in turn improves knowledge levels across WBPO. The initiative serves to create a ready pool of domain specialists to work on solutions and consulting assignments for prospective clients. In doing so, Gurukul provides a competitive edge to WBPO and also acts as a retention mechanism, to attract and develop high potential talent.

The STAR Program

The STAR Program launched in 2010 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. The second batch of 43 graduates has joined us in July 2011.

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.

Future Manager Program

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.

415

In 2011-12, 415 first time managers completed the FMP.

Delivery Manager Academy [DMA]

The Delivery Manager Academy offers individualized development in driving growth, operational efficiencies, customer relationships and people engagement. 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.

187

In 2011-12, 187 Delivery Managers were training under this program.

Architect Career Essentials {ACE}

The ACE career framework was launched in October 2011, with the objective of providing a transparent and structured approach towards specialist career development. The framework is available to all employees on the intranet and provides a clear view of career levels and sample career movements. An Architect Enablement and Certification process has also been launched, to baseline and build skill levels for senior architects and enterprise architects.

700 employees nominated under Foundation Level Architect Enablement & Certification Process in March 2012.

In 2010-11, customized interventions were initiated to enhance capability at middle and senior levels.

Global Program Excellence Group

A Global Program Excellence Group has been formed under Global Transformation Office to assess, develop and deploy program managers.

Growth Center

A development center aimed at assessing and developing program managers was launched in 2010. 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. The design of the framework has matured over the years.

Nearly **55 program managers** attended GC interventions during the year 2011-2012.

400 program managers are targeted to complete assessments by Q1 2012-2013.

Based on the inputs from growth center development initiatives like **Mentoring** have also been launched.

Manager Excellence Framework

Plans for 2012-13 include launch of the Manager Excellence Framework which aims at building capability for frontline managers. This includes a set of resources available to the frontline managers to boost team performance, build process capability and chart out self-learning and developmental plans. Through this program managers will have access to workshops, online courses and mentoring which will help them become more capable people managers.

Certified Talent Transformer

The reach and coverage of the Talent Transformation expertise was enhanced by the introduction of the Certified Talent Transformer initiative, in 2010-11. In-house professionals, who were keen to share their expertise and experience by training others, were trained on classroom or online facilitation. This initiative has been given a new structure and nomenclature in 2011-12.

Wipro Leaders' Qualities [WLCs]

Every year, all leaders above the middle management grade receive 360-degree feedback on the Wipro Leaders' Qualities (WLQs). The qualities are periodically revised to keep aligned to current and emerging business realities. In 2011, the WLQs underwent revision. The revised qualities are centered around the twin pillars of Client and People, on a foundation of the Spirit of Wipro values.

Across IT businesses, leadership programs are aligned to Spirit of Wipro values, Wipro Leaders' Qualities and specific domain / business leadership needs.

Wipro Leadership Program [WLP]

Wipro's signature Leadership Programs are aligned to the qualities identified in WLQ. The Wipro Leadership Program (WLP) for mid-management leaders contains a separate session structured around coaching, mentoring and nurturing people. The program also features an outbound learning experience that is structured around self-experiences w.r.t. to Client Centricity, Collaborative Working, Passion for Results, and Execution Excellence.

Wipro's flagship leadership program, Wipro Leadership Program (WLP), builds a strategic perspective of our corporate philosophy through the Chairman's message and personal interaction. WLP emphasizes themes of Governance, Risk, Quality, Innovation, and Shareholder Value Creation.

The Business Leaders' Program [BLP]

The BLP for senior leaders builds an integrated view of business. While the program itself is aligned to WLQ 2012, a stronger emphasis is laid out on Strategic perspective and Passion for results. The design of both WLP and BLP incorporates Spirit of Wipro values.

CELEBRATING **20** years of leadership building aligned to Wipro's Leaders' Qualities

In 2011-12, over 11,000 employees, across levels, attended leadership training offered by the Corporate Human Resources Development group. Wipro BPO's Strategic Leadership Development group trained over 13,839 employees, both nationally and internationally across all WBPO locations.
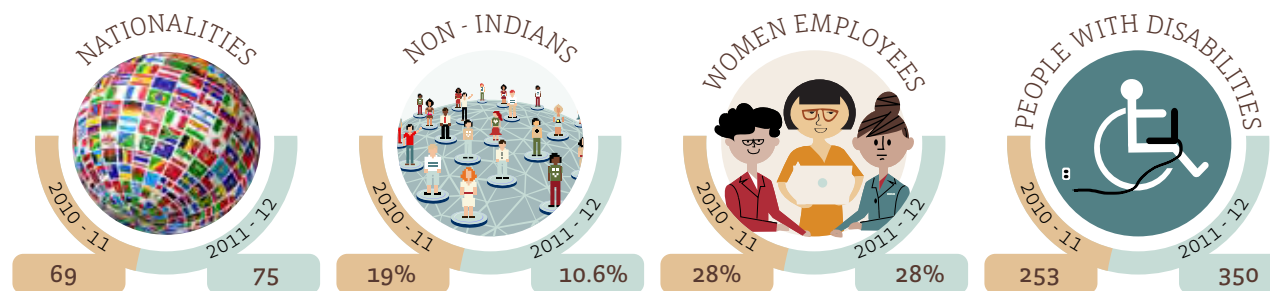
DIVERSITY & INCLUSION

Wipro's vision statement for diversity agenda emphasizes on our commitment to promote and improve demographic diversity across organizational levels. The focus on diversity makes Wipro creative and flexible in a global environment and enables engagement with a diverse client group.

Wipro recognizes it's talented and diverse workforce as a key competitive advantage. Our business success is a reflection of quality and skill of our people. Wipro is committed to seeking out and retaining the finest human talent to ensure top business growth and performance.

Gender	Persons With Disabilities	Nationalities	Under-privileged Communities

NATIONALITIES

2010 - 11	2011 - 12
69	75

NON - INDIANS

2010 - 11	2011 - 12
19%	10.6%

WOMEN EMPLOYEES

2010 - 11	2011 - 12
28%	28%

PEOPLE WITH DISABILITIES

2010 - 11	2011 - 12
253	350

Our Approach to Diversity and Inclusion

Attracting, Recruiting and Retaining Diverse Talent	Communicating and Training - Developing Sensitivity	Sustaining and Nurturing
▪ Conscious effort to source meritorious talent for each diversity category ▪ Relationship program with source agencies ▪ Advocacy and advertising of opportunities ▪ Making processes more inclusive ▪ Identify, develop and track high potential diverse employees ▪ Customized support for specific employee groups	▪ Training trainers for sensitivity to diversity ▪ Learning methodology and tools ▪ Building a culture of Diversity: diversity awareness training for employees, customized sensitivity training for managers and teams working with employees with special needs	▪ Diversity focus in succession planning ▪ Making Diversity a prominent organizational performance driver and key feature of sustainability disclosures ▪ Segmented action for identified population ▪ Diversity awards at corporation level

Our focus on Diversity and Inclusion has gathered significant momentum over the last four years and today it is seen as a key aspect of our work culture and ethos. At Wipro, **meritocracy is an essential guiding principle** to how we work. Our diversity program is about creating a supportive and understanding environment which enables our employees to deliver their best at work and strike a balance between their professional and personal lives. Our people policies and practices are aligned with the regulatory and cultural context of the countries in which we operate.

GENDER DIVERSITY

'The Women of Wipro program' is a strategic business enabler for Wipro.

Objectives

- To improve retention of women employees
- To enhance the talent pipeline of women leaders at senior levels
- To sustain Wipro as an equal opportunity employer

Notable Initiatives by WoW

- **Women in Leadership workshops**
These help identify and address issues and dilemmas that are faced by successful career women.
- **"Mentoring for Success"**
Program for high-potential women in middle management.
- **Career Conversations**
As a way forward on this, 2012 saw the launch of 'Career conversations' in one business unit, with an aim of creating awareness on different career paths and setting holistic goals which will enable high potential women employees to make the right career decisions at cross-roads. The self-awareness and self-confidence it builds helps women take ownership of their careers. The plan is to replicate this model across all business units in due course.

The goal of our Gender Diversity initiative is to nurture an environment within which women are not just encouraged but well supported to build successful careers. Action programs like "Women in Leadership", "Mentoring for Success", "WOW Speaker Series" and "Career Conversations" were platforms that presented practical solutions to life-stage barriers, widened the vistas of her exposure, and enabled flexibility and empowerment that support her career.

SUNITA CHERIAN
Vice President, Human Resources

This program came at a juncture when I was at the cross-roads of my career. It is a very helpful program as I have been able to work on certain focus areas identified in conjunction with my mentor. He has dedicated time regularly for our discussions and has been a great sounding board for me. He has shared his experiences and has guided me on the way ahead. I am looking forward to further sessions with my mentor to gain from his experiences…
Thanks for the initiative!

TEJASWINI PURANDARE
Project Manager, Wipro Technologies
Mentoring program participant

Wipro has crafted a segmented approach towards Gender diversity focusing on 3 major themes according to the life-stage of the employee.

Exposure {Life-stage 1}	**Flexibility** {Life-stage 2}	**Empowerment** {Life-stage 3}
▪ Visibility and rotation of career opportunities. ▪ Women of Wipro website featuring blogs and articles. ▪ WoW series: enabling networking opportunities with women leaders	▪ Flexible leave policies; Day Care / Crèche facilities ▪ Sensitivity workshops ▪ Work-life balance initiatives	▪ Executive coaching ▪ Mentoring for women leaders ▪ Women in Leadership Workshops

DIVERSITY FRAMEWORK FOR PERSONS WITH DISABILITY PROGRAM

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 an environment that is automatically inclusive is basic to facilitating not just employment but career building for persons with disability.

With a growing population of employees with disabilities, we scaled our efforts to make Wipro inclusive in the year. Many software applications were made accessible, over 7000 employees successfully completed the Inclusion & Diversity certification, a Reasonable Accommodation Policy was launched, and "Winclusive", a self-support group framework for different categories of disability was launched. We believe these helped create a significantly more supportive climate for persons with disability to succeed and to build meaningful careers.

V. ISAAC GEORGE
Vice President, Human Resources

Inclusive actions for Persons with Disabilities: 2011-12 Highlights

Awareness and Self - Identification

3200 employees
accessed and responded to the Self Identification process.

150 employees
employees voluntarily declared their disability / medical conditions, along with reasonable accommodation needs.

Reasonable accommodation

- Use of reserved parking space
- Call for battery operated vehicle
- Wheel chairs made available in the Campus
- Escorts during drop and pick up at office locations
- Accessible guest rooms in the Wipro guest houses.
- Cab pickup and drop facility from residence to office

Engagement

Focus group discussion and Round Table launched for regular updates and feedback with Persons with Disabilities.
80 employees were covered by these during 2011-12. Feedback from these is discussed by 'Win-Clusive', an Employee Resource Group, which comprises Persons with Disabilities and functional teams.

Emergency Response

Teams and procedures now pay more specific attention to the needs of Persons with Disability, in case of evacuation scenario, fire, etc.

In-house audits

These are conducted to continually improve our facilities and campuses to cater to be inclusive to people with disabilities. The audits are conducted by an internal audit team and include feedback discussions with Persons with Disability. Progress on audit -related actions are tracked for closure.

Assistive Technology

Assistive devices and access to Information Systems. 17 core intranet applications have been made more accessible. The plan is to make all intranet modules accessible during FY 2012-13.

Training

7000 employees
have undergone sensitivity training towards Diversity & Inclusion. Interviewers undergo sensitivity training to eliminate hiring biases.

Outreach Initiative

27 candidates
with hearing impairment were given an internship opportunity for one month at WBPO's Chennai campus. Post the internship, all candidates received employment offers from various organizations, including Wipro.

Communication Assistance

A full time sign language interpreter has been hired who will focus on ensuring signing is done for the employees during technical and soft skill training. She is available for signing during one-one discussion with managers and HR. As a next step, managers and HR representatives would undergo basic sign language training.

Accessibility in Mainstream Education

Further to the success of the ERNET project of equipping **51 schools** with an accessible computer lab, the Wipro team was able to set up accessible labs in **125 schools** in Rajasthan. This included Servers, Desktops, Peripherals, Assistive Technology Solution for persons with different impairments, Chat & Video Conferencing Solution, E-Learning and Content Management Solution. These solutions impact **more than 2000 students per year.** The team also ensured that the teachers are equipped to train students in an inclusive manner so that more and more children with disabilities are included into mainstream education.

The Global Infrastructure Services (GIS) - India is a unit of Wipro Infotech that operates on a talent intensive business model, providing services to India based clients with offices across various cities. As of August 2012, Global Infrastructure Services India has deployed 10462* partner employees, nationally from 79 partners. Almost 60% of this workforce is deployed on basic IT management skills such as desktop support, helpdesk and call management and providing Level 1 domain support to higher levels of IT Infrastructure support. This model brings with it several unique challenges which need to be addressed:

■ Clients express concern about uniform quality of services and network security.

■ Contract workforce does not exhibit similar levels of engagement as permanent staff Employees not fully engaged.

* This number represents third party employees deployed in the GIS line of business alone. Across IT businesses we have around 26000 third party employees, of which, over 16000 are deployed in IT projects, around 6000 employees are deployed in the Security function and over 4000 employees are deployed in Facilities Management and other support functions.

Partner Employee Engagement Initiative

To mitigate these challenges and craft a more inclusive approach towards all employees, the Partner Employee Engagement initiative was established in May 2010. During the initial phase of the initiative, a governance and engagement framework was implemented, with a focus on compliance, grievance handling and engagement practices. In the last 1-2 years, the initiative has progressed beyond basic compliance; today, partner employee engagement is a comprehensive talent management offering.

■ Induction sessions
These cover Spirit of Wipro, COBCE, Security policies and operational policies.

■ Site-o-Meter
An engagement survey carried out twice a year, at each customer site where employees are deployed. Partner employees of GIS are invited to share their feedback on multiple aspects of the workplace, people processes, and customer site experience. Survey results and progress updates are published periodically.

■ An Appreciation framework was launched, to enable employee recognition, along with monthly, quarterly and annual awards.

■ One-to-one discussions with partner employees to address issues and improve retention.

■ E-enablement and automation performance management, skills database and online learning.

■ Educating front line managers on partner employee policies and engagement, through training sessions and a separate Partner Employee Engagement Handbook.

■ Annual legal and compliance audit. By August 2012, 10% of the partners, who are responsible for 30% of the partner workforce, were at 100% compliance. 82% (49 partners) were at over 50% compliance levels. Starting 2012, this will be a bi-annual process.

■ Career framework revamped for partner employees, with a wider coverage of roles across all technologies and lines of business within GIS.

Partner Employees are an integral part of the Global Infrastructure Services, Wipro Infotech (erstwhile known as - Professional Services Division) Eco system. The number and spread is large across the India Geography. Given that they all work with our existing teams –a strong need was felt to have a defined framework to engage with them and assimilate them to enable a consistent customer experience across. We have covered many milestones and the attempt has been to take this journey to the next level of Partner employee experience and their over-all development as a pool of talent for Wipro.

ACHUTHAN NAIR
Sr. VP & Business Head, Professional Services Division, Wipro Infotech

Legal & Compliance Audit - Update	February 2012	July - August 2012
No. of Partners who participated	57	60
Partners with over 50% compliance	40	49
Percentage of partners with over 50% compliance	70%	82%

Wipro BPO Opens its First Rural Center at Manjakkudi, Tamil Nadu, India

Wipro's first rural BPO delivery centre was inaugurated at Manjakkudi, a village in Thiruvarur District near Kumbakonam, Tamil Nadu, on August 26th, 2011 with a capacity of 120 seats. The centre focuses predominately on non-voice data processing, conceptualized on the 'Back Office to the Back Office' (BOBO) outsourcing model.

Wipro's employees at Manjakkudi process warranty and non-warranty service claims and cash and bank reconciliation for a large US retailer. The team also services Wipro's internal employee related processes which were earlier handled by Wividus' (internal operations) services at Bangalore.

The focus of the centre is to capitalize on the literate talent pool available in the region and in doing so, create employment opportunities in the village and its surrounding areas.

I did my graduation in Swami Dayananda College of arts & science at Manjakkudi. I had big question mark while completing my graduation about my life, but at that time Wipro BPO gave me a career opportunity to me and my ambition of working in an MNC came true. I feel very proud to be a part of first Rural BPO (Wipro). I take this opportunity to thank all for giving me such a wonderful career -PRATHAP KUMAR

Wipro's Rural BPO is a community empowerment initiative. Manjakudi was selected due to the abundant availability of talent with the right qualifications, skills and attitude. This has led to employment opportunities being available at home towns/villages of employees. This will benefit our society by distributing employment opportunities beyond metros thus enabling employees to live at home and as a result help their families continue with their occupations. It also controls migration of families to metros. In addition, the initiative will help the business in terms of cost optimization and attrition management. This venture which started with a pilot of 50 seats has been a great success and has now grown to 150+ seats, with more clients wanting to be part of the project.

GEETHA ANANTHARAM
Vice President - Corporate Business Services

I am very proud to say that I am the pilot batch of our First Rural BPO. My office is near to my home. I feel happy that I am working in MNC from my hometown. It is the rarest of the rare opportunity for the rural graduates like me. My family is not in a position to send me to Chennai or Bangalore for searching of jobs. More over if I get a job in Metros my parents will not allow me to work due to their traditional and cultural fear. I am extremely happy and my sincere thanks to the top level management for starting the BPO operations in rural areas. The entire Manjakkudi area which is a tier 3 / 4 city has been developed because of our rural site. Thank you very much for this opportunity.

KAYALVIZHI

Spirit of Wipro Run was started in 2006 July and over the years it has grown both in terms of popularity, scale and the sheer number of runners. The run is an embodiment of how Wipro as an organization believes in the spirit of inclusivity. The range of running activities cater to different individual needs – we have the run varying from 2kms to 21kms across different locations. The run is also an occasion where Wiproites come together with their family, friends, clients, suppliers – anyone a Wiproite knows - and celebrate the spirit of running.

The 6th edition of Spirit of Wipro Run was held on 15th October 2011. "Miles with the Sun" as it was called, was held in over 50 cities across the world and relayed with the dawn at Philippines, across countries and ended in Vancouver 24 hours later. Each location began the celebration with a local culture piece of that region – so while in India, the locations had performances like the Chenda, Dollu Kunitha and Bhangra to kick off the run - the overseas locations had dragon dance (china), drum circle (Canada) and flash mobs (Romania) to name a few!

Oregon

Pune

Hyderabad

Illinois

Minneapolis

Bangalore

SPIRIT OF WIPRO RUN 2011

"Miles with the Sun"
THE RUN FACT SHEET: Date: 15th October 2011

Time: Start Time (IST): 2:30 AM, 15th Oct/ End Time (IST): 01:00 AM, 16th Oct
Venue: 6 Continents- 22 Countries – 56 Cities
Registered Runners: Over 25000
Distance Covered – Over 30 million miles

People Metrics

Employee Distribution
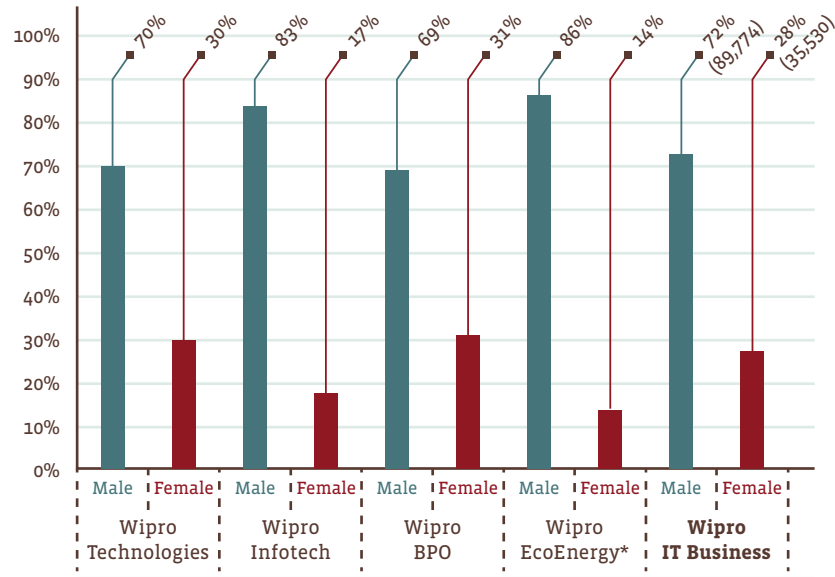
*In other graphs, Wipro Eco Energy is included as part of Wipro Technologies

Data values shown:
- Wipro Technologies: Male 70%, Female 30%
- Wipro Infotech: Male 83%, Female 17%
- Wipro BPO: Male 69%, Female 31%
- Wipro EcoEnergy*: Male 86%, Female 14%
- Wipro IT Business: Male 72% (89,774), Female 28% (35,530)

Retainers Count - As on 31st March, 2012

Data values shown:
- Wipro Technologies: Male 4,664, Female 1,339, Total 6,003
- Wipro Infotech: Male 1,754, Female 235, Total 1,989
- Wipro BPO: Male 24, Female 27, Total 51
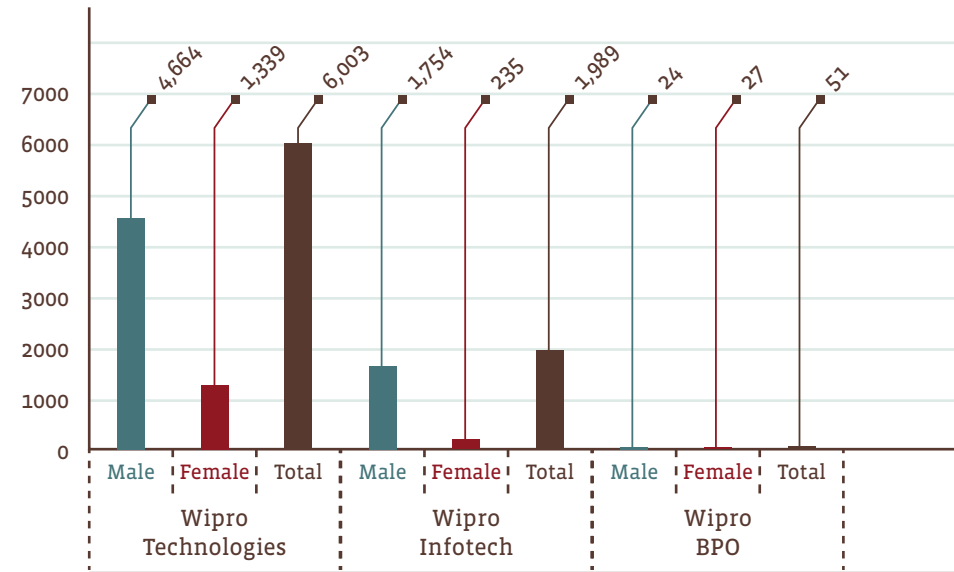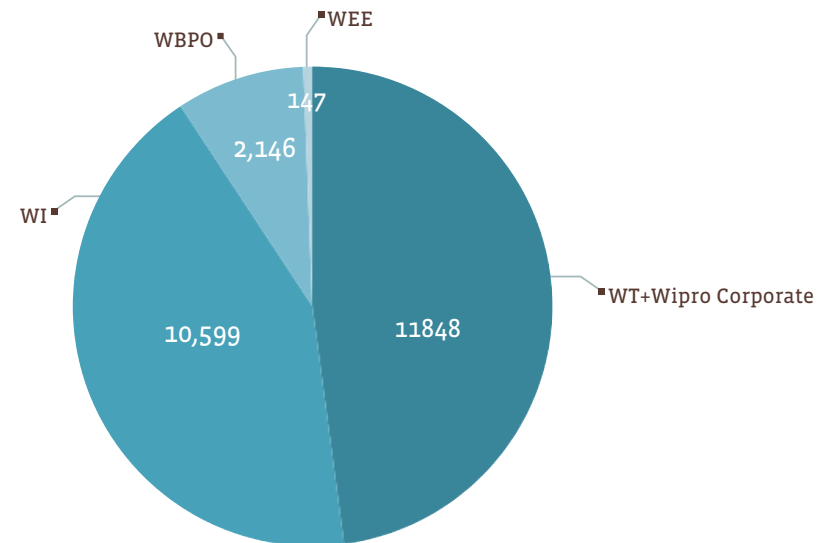
New Hires - Wipro IT Businesses

Data values shown:
- 2009 -10: 36,115
- 2010 -11: 39,247
- 2011 -12: 47,141

Partner Employees

Data values shown:
- WEE: 147
- WBPO: 2,146
- WI: 10,599
- WT+Wipro Corporate: 11848

For a detailed breakup of people metrics, please refer to: http://www.wipro.org/sustainability/sustainability-disclosures.htm
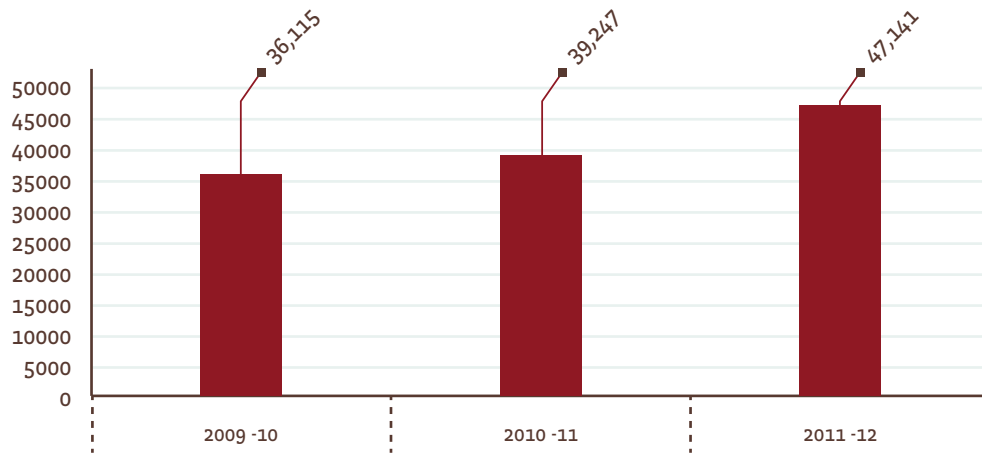
Attrition Metrics

Wipro Technologies
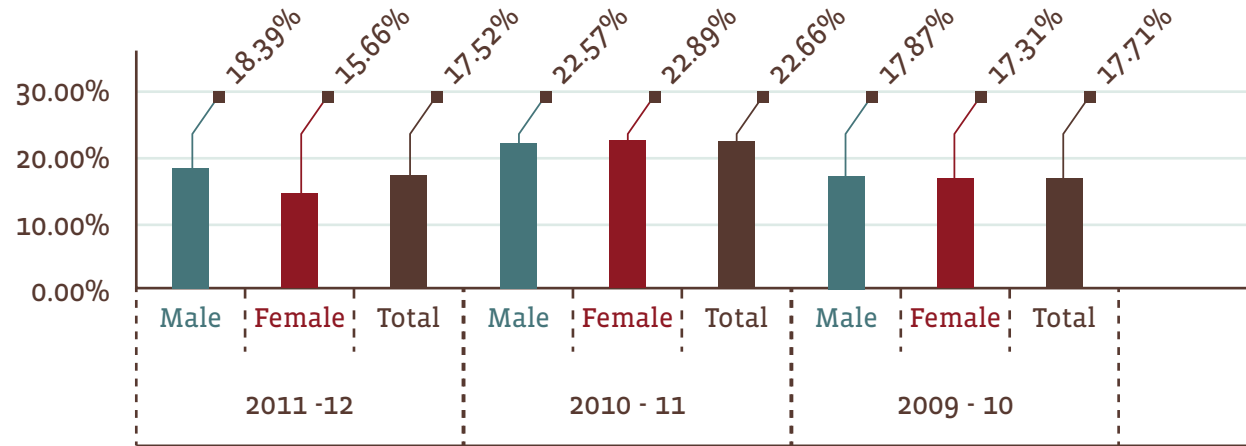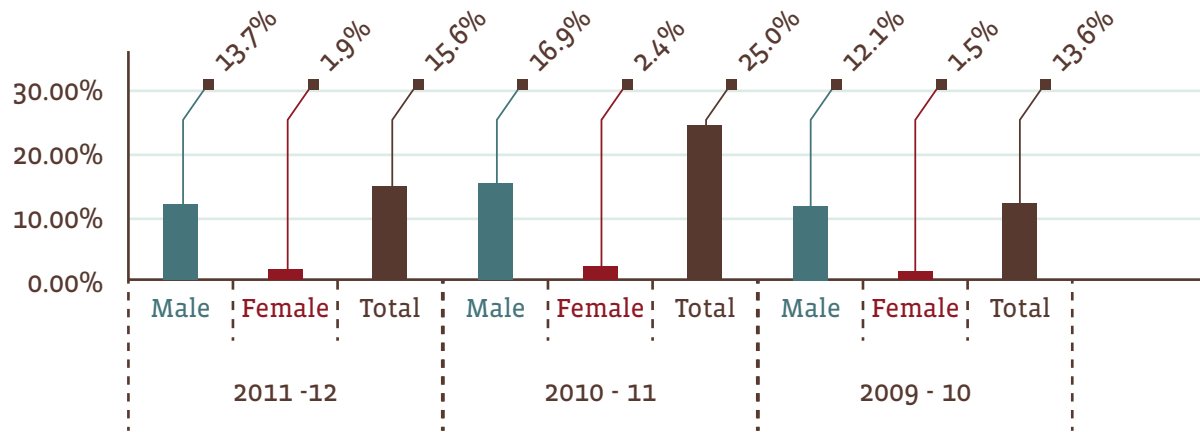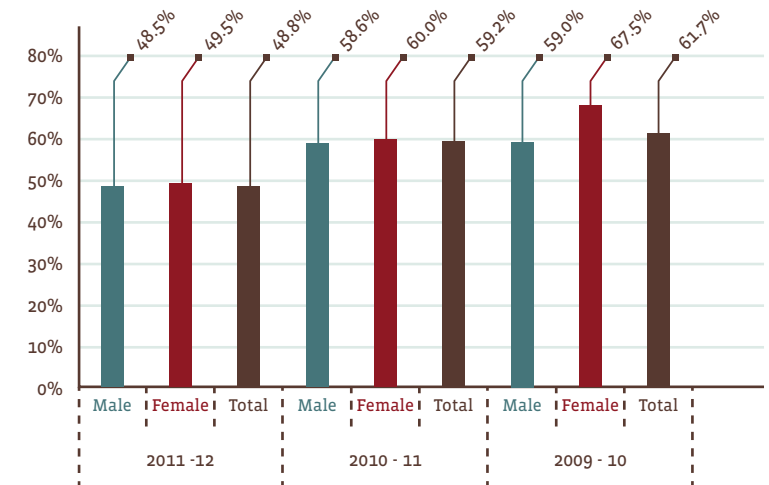
Values (left to right):
- 2011-12: Male 18.39%, Female 15.66%, Total 17.52%
- 2010-11: Male 22.57%, Female 22.89%, Total 22.66%
- 2009-10: Male 17.87%, Female 17.31%, Total 17.71%

Wipro Infotech

Values (left to right):
- 2011-12: Male 13.7%, Female 1.9%, Total 15.6%
- 2010-11: Male 16.9%, Female 2.4%, Total 25.0%
- 2009-10: Male 12.1%, Female 1.5%, Total 13.6%

Wipro BPO

Values (left to right):
- 2011-12: Male 48.5%, Female 49.5%, Total 48.8%
- 2010-11: Male 58.6%, Female 60.0%, Total 59.2%
- 2009-10: Male 59.0%, Female 67.5%, Total 61.7%

For a detailed breakup of people metrics, please refer to: http://www.wipro.org/sustainability/sustainability-disclosures.htm

Summary Metrics of Health & Safety Incidents

*Wipro Technologies - Health and Safety Incident Report

6
16
145
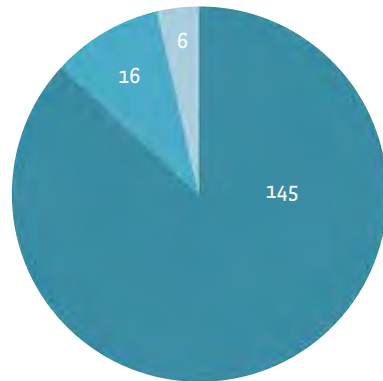
*Wipro Infotech - Health and Safety Incident Report

1
21

*Wipro BPO - Health and Safety Incident Report

8
93
183

Summary Metrics of Health & Safety Incidents

284 278 263 167 256 410 22 26 183

500
400
300
200
100
0

| 2011-12 | 2010-11 | 2009-10 | 2011-12 | 2010-11 | 2009-10 | 2011-12 | 2010-11 | 2009-10 |

WBPO   WT   WI
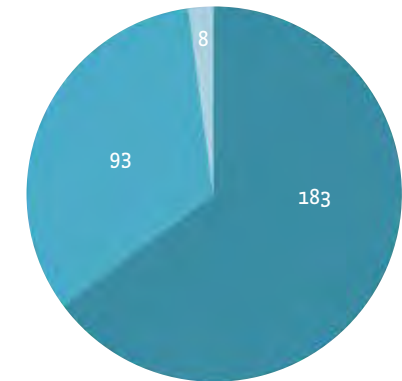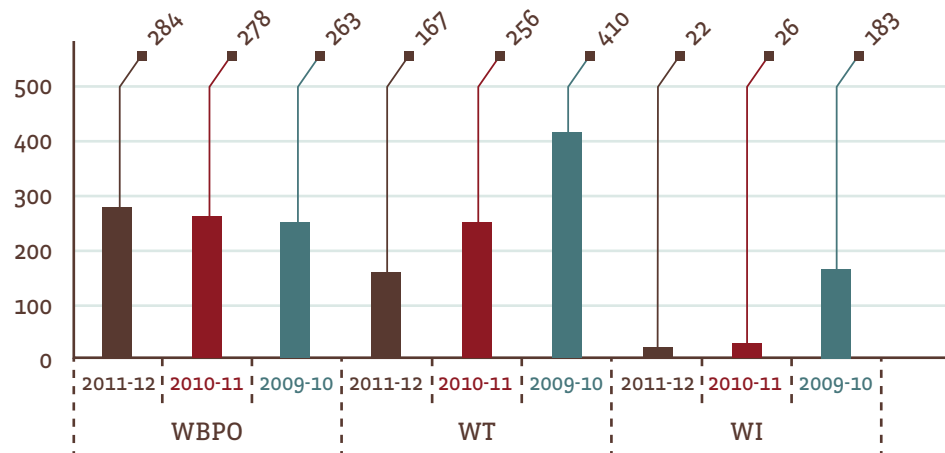
* Transportation related incidents cover those happening when traveling by company arranged transport. The IIL (Industrial Injury Leave) incident count also includes the number of accidents that happen outside the premises while commuting to and from office through other modes (public, private or personal). At present we do not track these incidents separately.
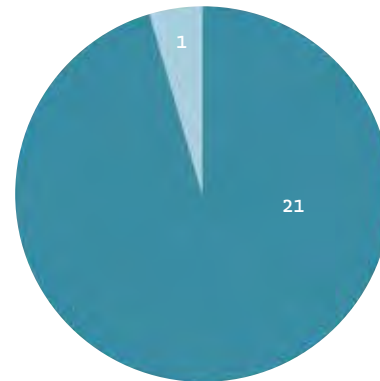
For a detailed breakup of people metrics, please refer to:
http://www.wipro.org/sustainability/sustainability-disclosures.htm

■ Total Number of Industrial Injury Leave Incidents

■ Total Number of Transportation related Incidents

■ No. of Health & Safety Incidents

Post Maternal Leave Retention	
Return to work (+3 months in the org after leave ended in 11-12)	93.8%
Retention rate (+12 months in the org after leave ended in 10-11)	80.8%

Average number of training days per employee

	Wipro Technologies			Wipro Infotech			Wipro BPO		
	2011-12	2010-11	2009-10	2011-12	2010-11	2009-10	2011-12	2010-11	2009-10
	8.8	10.1	6.9	7.4	4.9	4.7	25.0	17.6	7.9
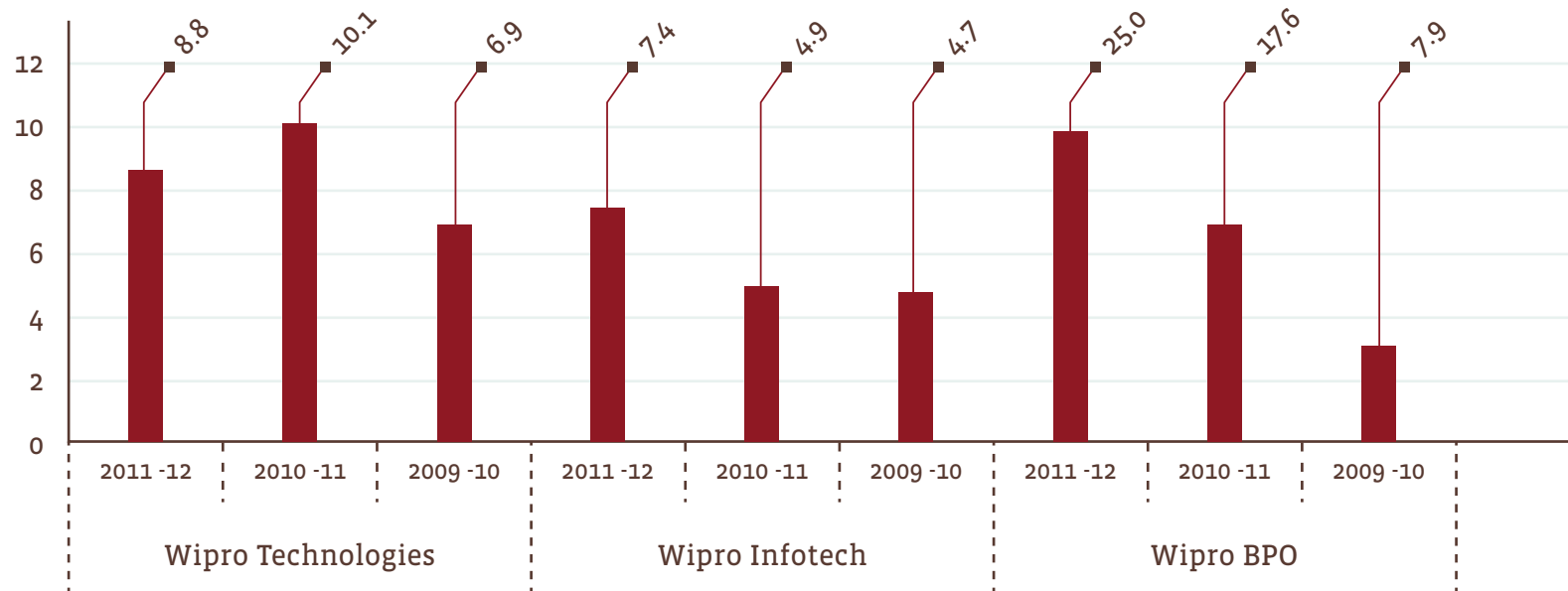
Note: The person days reported above are based on summation of all training hours and normalized into an 8 hour day.

For a detailed breakup of people metrics, please refer to: http://www.wipro.org/sustainability/sustainability-disclosures.htm

People Sustainability – Awards and Recognitions

> 2010 and 2011: Winners of 2010 and 2011 Association of Diversity Council Awards

> 2011: Wipro was presented the 2011 'NASSCOM Corporate Award' as the Best IT services and Product Company for Excellence in Gender Inclusivity.

> 2011: #1 in the 'Women helping Women' category, at the 8th Annual Stevie Awards for Women in Business

> 2011: Asia's Most Admired Knowledge Enterprise (MAKE) Winner for the Ninth Year Running

> 2011: Featured in the 2011 Global Top 25 Companies for Leaders rankings by Aon Hewitt, the RBL Group and Fortune.

> 2011: Partner Employee Engagement practice awarded a Best Practice at the NHRD National Conference and Exhibition - one among 8 awardees.

> 2012: Among the Top 3 in the 2012 Business Today list of Best Companies to work for in India.

5c Ecological sustainability

A ENERGY & GHG REDUCTION

B WATER EFFICIENCY

C POLLUTION AND WASTE MANAGEMENT

D BIODIVERSITY

E ENVIRONMENTAL EXPENDITURES

F ASSUMPTIONS AND RULES OF THUMB

Ecological sustainability is a cornerstone of our charter and a major driver of many of our key programs, internal and external. Hitherto, resource efficiency –materials, energy, water -, waste management and pollution mitigation have been the principal levers of any corporate organization's environmental program. But this has changed in the last few years; with the increasing centrality of issues like climate change and water stress, organizations have come to realize that externalizing the costs of ecological damage is a poor idea in the long run.

Scope Of Reporting

India

66 locations comprising of 27 owned and 39 leased facilities of Wipro Technologies, Wipro InfoTech and Wipro BPO. The number of locations has been consistently increasing every year from 54 in 2007-08 to 66 in 2011-12. All India locations are part of the environmental reporting scope – energy, emissions, water and waste.

Overseas

75 locations, which includes 8 customer datacenters. 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 extrapolations based on assumptions to arrive at best estimates.

The uncertainty due to these extrapolations is estimated to be less than 0.3%

(See our CDP 2012 report for more details -https://www.cdproject.net/en-US/Results/Pages/responses.aspx)

Environmental Management Systems:

We have been following the guidelines of the ISO 14001 standard for more than a decade now as one of the cornerstones of our Environmental Management System (EMS). The standard, progressively implemented across all of our large campuses, has provided a framework to create an environmental policy, identify key aspects and set goals, ensure regulatory compliance and enable the right governance structures for effective review and feedback. Over the years, the ISO14001 system has been embedded into the internal practices and processes and is now being consistently applied across the smaller and/or leased office space operations.

Key aspects and set goals, ensure regulatory compliance and enable the right governance structures for effective review and feedback.

EMS Certification: by Employee Occupancy
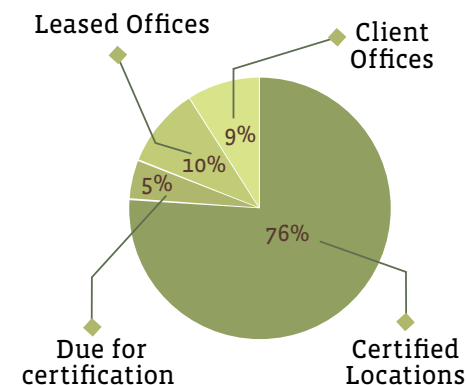
Leased Offices
Client Offices
9%
10%
5%
76%
Due for certification
Certified Locations

Over the years, the ISO14001 system has been embedded into the internal practices and processes and is now being consistently applied across the smaller and/or leased office space operations.

20 of our campus sites in India & 2 leased sites in Australia are certified to the standards of ISO 14001:2004.

ENERGY EFFICIENCY & GHG MITIGATION

WATER EFFICIENCY & RESPONSIBLE USE

WASTE MANAGEMENT

BIODIVERSITY

PRODUCT RESPONSIBILTIY

## Energy And GHG Reduction

> **GOAL**

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 office space facilities.

Intensity Target Across our Office Space Facilities - Scope 1 & 2 GHG

Intensity Target
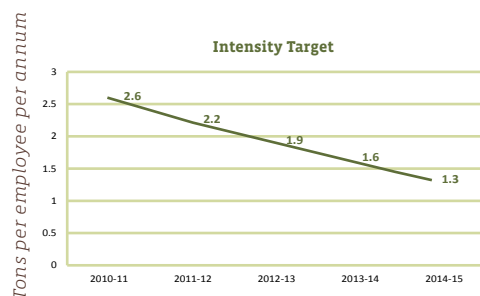
Note:
For Scope 1 and Scope 2 (Data center business division), goal setting exercise is in progress and will be in place by 2013.For Scope 3 emissions, while we have a strong baseline measurement in place; we are in the process of expanding the sources to be included under this Scope as per the new GHG Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We will complete this exercise by end-2013 and simultaneously establish goals for reduction that are appropriate for this category.

The below dashboard provides a summary of our emission reduction (absolute and per employee intensity) and the contribution of renewable energy to achieve the same:

KPI	(Baseline)	11-12	12-13	13-14	2014-15	% reduction wrt baseline
Absolute emissions - Sc 1 + Sc 2 (MT)	290151.0	266938.9	242914.4	221052.1	198576.0	32%
MT Per Employee	2.5	2.2	1.9	1.6	1.3	47.5%
Total RE footprint in millions of units	25	38	73	115	161	

A summary of our Scope 3 emissions reporting is provided below. In2011-12, we added new reporting heads contributing to 5% of overall emissions, for example Agent airline bookings and cash claims on on conveyance and hotel stays. We report on 8 of the 13 applicable scope 3 categories for our business.

Scope 3 Emissions Category	Applicability	Current Reporting, Coverage
Upstream scope 3 emissions		
Purchased goods and services	Yes	Yes, 85% (India)
Included in the Supply Chain section		
Capital goods	Yes	Not yet reported
Fuel- and energy-related activities (not included in scope 1 or scope 2)	Yes	Not yet reported
Upstream transportation and distribution	Yes	Not yet reported
Waste generated in operations	Yes	Yes, 85% (India)
Business travel	Yes	Yes, 100% for Air Travel and 95% for other modes.
Employee commuting	Yes	Yes, 100%
Upstream leased assets (Leased office space)	Yes	Yes, 100% this is reported under Scope 1 & 2
Downstream scope 3 emissions		
Downstream transportation and distribution	Yes	Yes, 100% Material only for transportation & distribution of computer products
Processing of sold products	Yes	Not yet reported
Use of sold products	Yes	Yes, 100% Included as part of the customer stewardship section
End-of-life treatment of sold products	Yes	Yes, 100% Included as part of the customer stewardship section
Downstream leased assets	No	
Franchises	No	
Investments	Yes	Not yet reported

As detailed earlier in the goals section, the intensity metrics provided in this section are only for our campus facilities/office spaces providing business IT services. This contributes to nearly 85% of our overall Scope 1 and Scope 2 emissions footprint.

Energy and Emissions Intensity

Global Energy Consumption
(In Million Units)

77 — Data Centers 20%

317 — Campus Facilities 80%
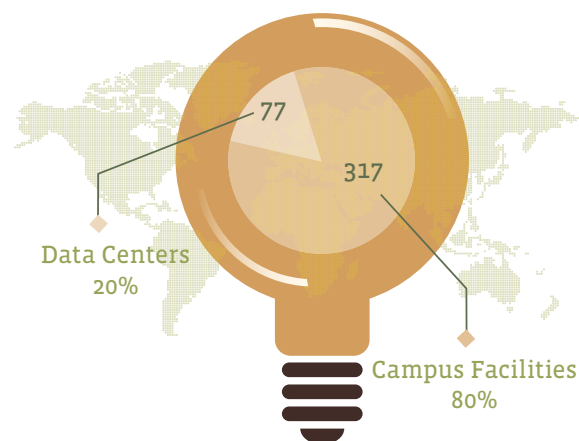
Energy Consumption Per Employee

IN INDIA
270 — 2011
258 — 2012

GLOBALLY
267 — 2011
255 — 2012

4.4% REDUCTION

Aided by improvements in energy efficiency as well as a steep increase in our renewable energy footprint during the year, our GHG emission intensity improved by nearly 20% when measured on a Per Employee basis and by about 9.5% on a Per Sq.Ft basis. The two charts below show the details

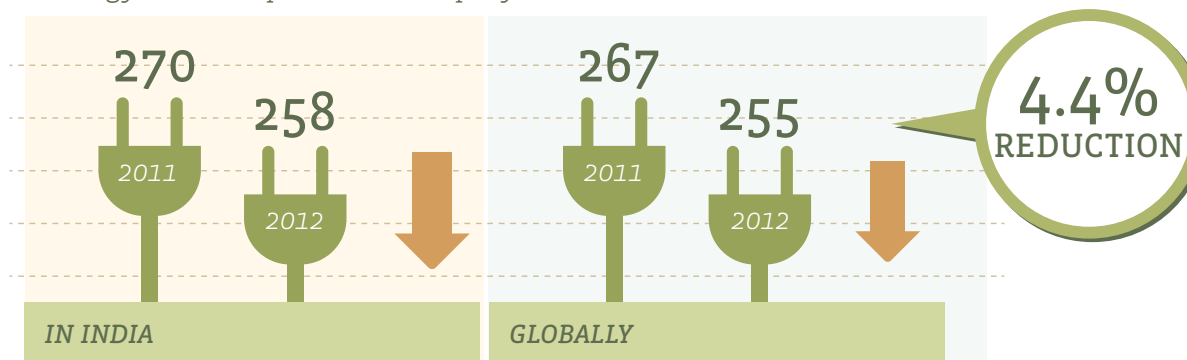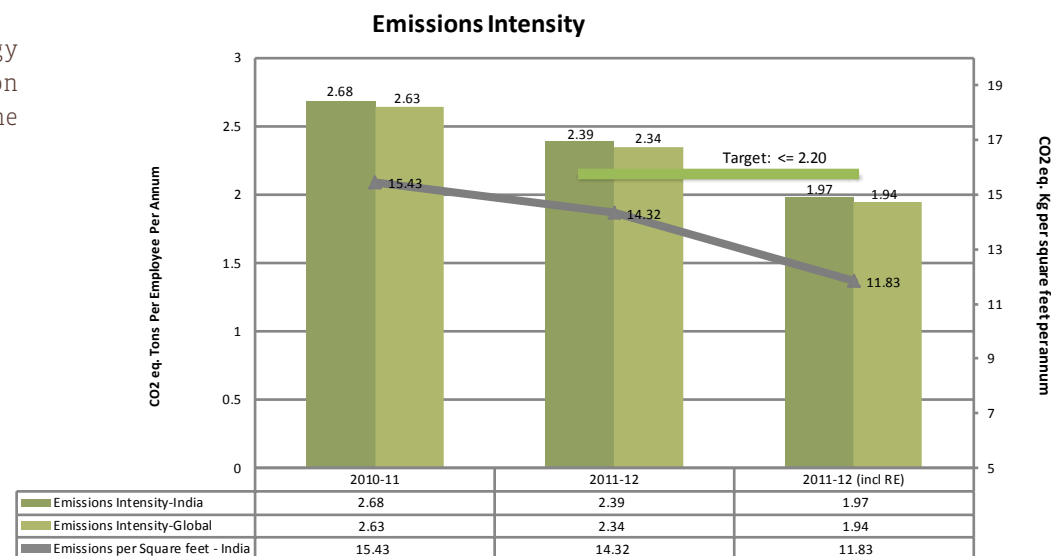| Metric	2010-11		2011-12	
	Overall	Including RE Purchase	Overall	Including RE Purchase
Emissions Intensity – India (in MTons per employee per annum)	2.7	2.45	2.39	1.98
Emissions Intensity – Global (in MTons per employee per annum)	2.6	2.42	2.35	1.95
Emissions Per Area – India (in Kgs per sft per annum)	15.91	13.03	14.33	11.83

Emissions Intensity

	2010-11	2011-12	2011-12 (incl RE)
Emissions Intensity-India	2.68	2.39	1.97
Emissions Intensity-Global	2.63	2.34	1.94
Emissions per Square feet - India	15.43	14.32	11.83

Target: <= 2.20

Energy efficiency measures include energy optimization measures, replacement of some older equipment with more energy efficient equivalent and the consolidation of operations accompanied by a transition from leased to owned facilities with the resulting increase in overall utilization of office space. We have doubled our RE procurement to 55 Million units as compared to the earlier period 2010-11.

Note: We have used separate grid emission factors (from Central Electricity Authority) based on locations of our operations; for South India operations we have used 0.75 Kg/KwH while for other regions we have used 0.80 kg/KwH. The undifferentiated emission factor in 2010 was 0.79 kg/KwH. The emission factor for south used is 5% lower than the grid emission factor used for 2010-11. This is a more accurate representation of our GHG emissions.

Absolute Energy and GHG Emissions Profile

Chart: GHG (in kilo tons)

Period	IT BUSINESS (TOTAL)	IT BUSINESS (INDIA)
2009-10	360	333
2010-11	459	413
2011-12	490	450
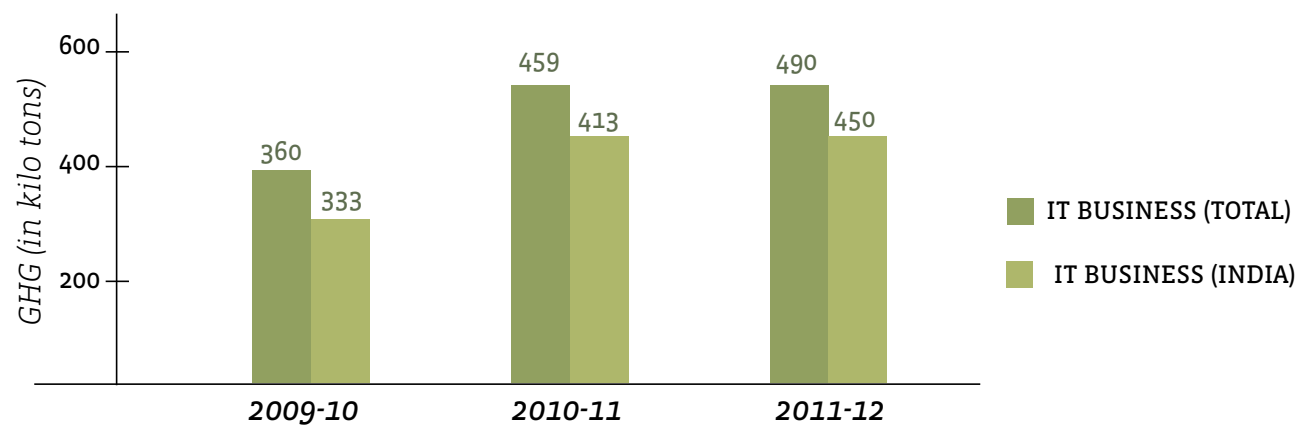
3 Year Absolute GHG Profile (IT Business - Office Space and Data Centres)

	PURCHASED ELECTRICITY	GENERATED ELECTRICITY	FUEL (LPG & COAL)	FUGITIVE EMISSIONS (HFC, PFC)	WASTE	EMPLOYEE COMMUTE	BUSINESS TRAVEL	DOWNSTREAM LOGISTICS	TOTAL
2009-10 Global	211688	19049	1352	1407	374	51214	74230		359315
20010-11 India	212097	26122	2043	3515	364	78928	90158		413228
20010-11 Global	258206	26122	2277	3515	364	78928	90159		459571
2011-12 India	215965*	30907	2351	3052	367	98093	98370	1573	450678
2011-12 Global	255690*	30907	2351	3052	367	98093	98370	1573	490403

*The emission reduction due to share of procurement of Renewable Energy is not included in this graph to show like to like comparison over previous years.Only Scope 2 emissions (purchased electricity) is available for overseas offices. There is no fuel use reported for overseas locations. Business travel is combined with India figures.

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.

The below charts provide a split of emissions across our two main IT business divisions and the sources of energy. IT hardware is a small component (amounting to less than 1%) and is included in office space profile.
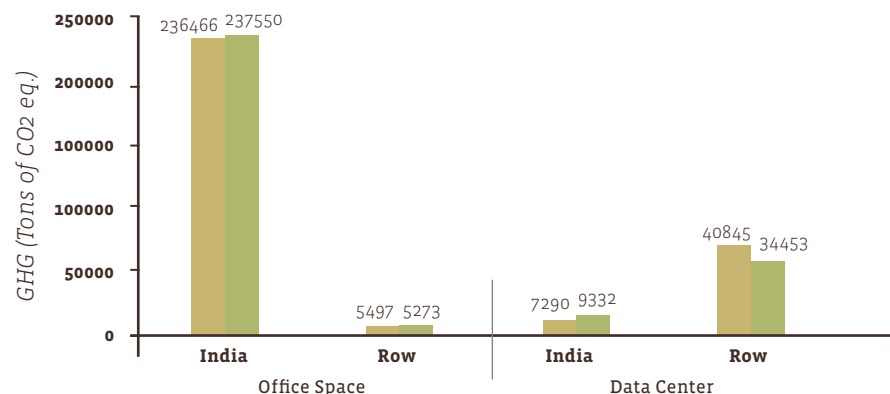
Emissions split (by office space and Data centers - India and Rest of the World)

72% of our power consumption for 2011-12 was acquired from the electricity grid with the remainder 28% being powered from captive sources, namely Diesel, Coal & LPG.
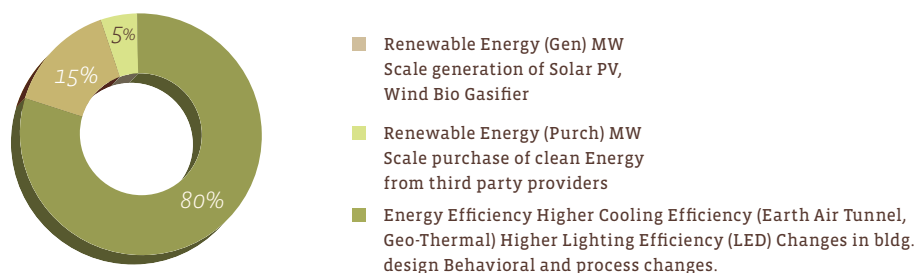
Our GHG Mitigation Program

Our five year GHG mitigation strategy consists of three key elements – Energy Efficiency, Renewable Energy (RE) Purchase and Captive RE ; of this, strategic RE procurement will contribute the maximum to GHG emission reductions. The visual below depicts a graphic representation of this strategy:

■ Renewable Energy (Gen) MW Scale generation of Solar PV, Wind Bio Gasifier

■ Renewable Energy (Purch) MW Scale purchase of clean Energy from third party providers

■ Energy Efficiency Higher Cooling Efficiency (Earth Air Tunnel, Geo-Thermal) Higher Lighting Efficiency (LED) Changes in bldg. design Behavioral and process changes.

Energy Efficiency Measures:
Over the preceding five year period, we have implemented a variety of energy efficiency measures e.g. we were one of the early adopters of Green Building Design with 18 of our current buildings certified to the international LEED standard (Silver, Gold, Platinum).

Server virtualization:
Since 2007, we have been working on a server rationalization and virtualization program, through which we have decommissioned old physical servers and replaced the processing capacity with virtualization technology on fewer numbers of servers.

Remote collaboration and mobile productivity enablers:
The IT services outsourcing model require frequent travel to customer locations – primarily to overseas locations - across the delivery life cycle and contributes to around 20% of our overall emissions footprint. Over the years, we have launched various remote collaboration and workstation productivity solutions e.g. Internet enabled voice and video conferencing technologies and accessibility of intranet based applications over internet. This has resulted in a 30% increase in the use of web meeting technologies -e.g. Microsoft Live Meeting and WebEx -, translating into a GHG emissions savings of over 30,000 tons.

As of March 2012, we have 800 virtual servers running on 120 physical servers - contributing to an energy savings of approximately 3 Million units annually. This assumes a saving of 0.75 KW/hour for every physical server avoided. This, we believe, is a conservative estimate considering that many servers run for 7 days a week and the power rating ranges from 0.75 Kw to 1 Kw (we have considered the lower power rating for the savings estimate calculation).

Renewable Energy:

Renewable Energy procurement:
Our five year plan (2009-10 to 2014-15) is to scale-up the sourcing of RE to 161 million units from clean power technologies, a more than six times increase. For the reporting period of 2011-12, we procured 55 Mn units of Renewable energy through the PPAs (Power Purchase agreements) with private producers, which amounted to approximately 17% of our total office space energy consumption. At the current level of RE usage, the total estimated reduction in GHG emissions was of the order of 41,250 Metric Tons of CO_2-eq for 2011-12. There is increasing focus on putting in place an enabling regulatory and infrastructure environment to increase the share of direct PPA's in the space of renewable energy.

Use of captive renewable energy in our operations:
We implemented two pilot installations of solar PV of 100 KW each in our Kolkata and Chennai campuses; this is combination with our extensive use of solar water heaters in our guest blocks and cafeterias have resulted in a cumulated savings of 1.6 Mn units of purchased electricity. The approximate electricity savings from these applications are shows in the table below:

Category of use	Approx. Savings (Mwh/Year)
Solar Thermal Heating	1332
Solar PV installations	289

Business Travel and Commute

Business Travel

The multiple measures that we have adopted – virtual conferencing, targeted reductions etc – have resulted in a reduction of travel intensity of 5% compounded over the last two years - from an average of 5791 KM per employee per annum (PEPA) to 5221 KM PEPA on a consistent basis.

Commute

Employees have various choices for commuting in addition to company arranged transport, employees utilise public transport, and own vehicles. Over the past few years, we have been taking steps to facilitate access to public transport for employees. Our annual transport survey launched last year provides insights into modes of transport, distance traversed and qualitative feedback on improving services across our locations.

Around 7000 people have participated in these surveys for the last two years.

In our last Sustainability Report (2009-10, pages 170-174), we had detailed a case study on the successful transition towards public transport arrangement at one of our major locations – this was largely due to a symbiotic arrangement with the local transport authority. We also aim to provide a more comprehensive and clear 'Work from Home' policy. This and other options like enabling secure personal device connectivity through the BYOD initiative (Bring Your Own Devices) are steps in enabling more flexible work place options. There is a 7.5% reduction in the average

distance traversed by various modes of transport from 4880 Km PEPA (per employee per annum) in 2010-11 to 4533 Km PEPA in 2011-12 (This is only to provide a sense of the commute miles reduction. The figures are aggregated across modes of transport and hence emission reduction from this cannot be allocated to each employee) A summary of the above GHG mitigation programs, excluding direct commute and travel reduction, is provided below:

Mitigation Programs	Estimated GHG Savings in the reporting period in tons CO2
Renewable Energy Procurement	44,000
Renewable Energy Generation (inch Solar Water Heating)	1,290
Virtualisation	2,400
Energy Efficiency Measures	11,400
Travel Substitution initiatives (Live meeting, Virtual conferencing)	30,131
Total (Tons)	89,221

Water efficiency

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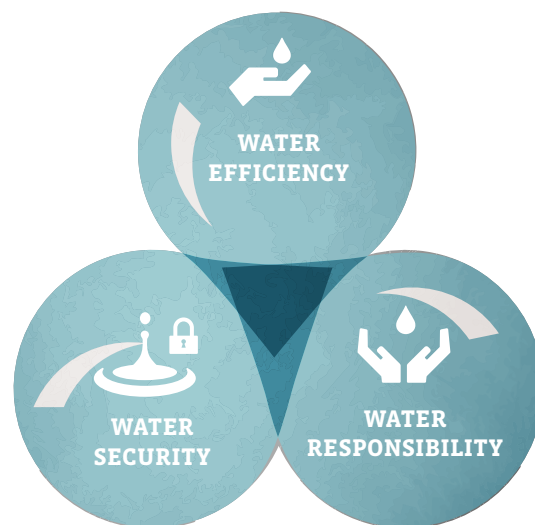
Our Sources of Water

Water is withdrawn from four sources – Direct ground water withdrawals, Municipal water supply, Private purchase and Rainwater utilization - with the first two sources accounting for nearly 63% of the sourced water. The majority of the balance 37% is from private sources that are typically in the vicinity of our operations.

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.
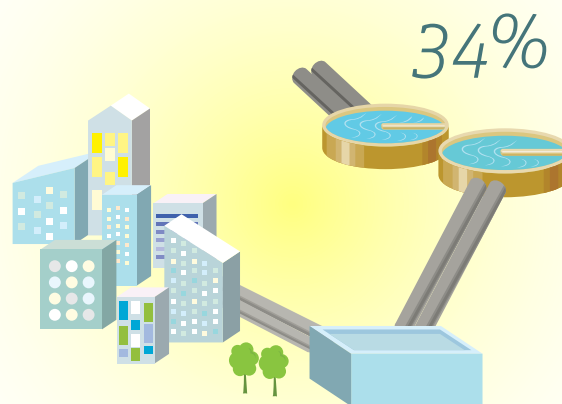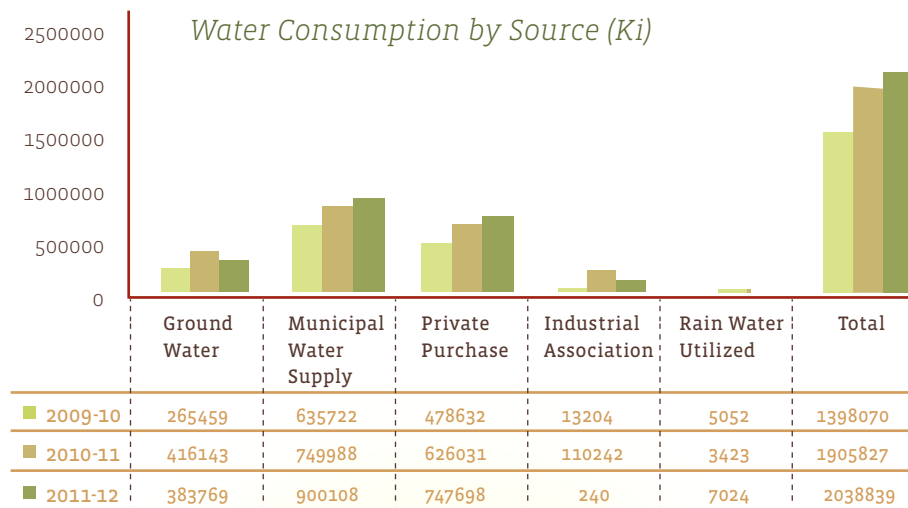
Salient Water Metrics

> The per employee water consumption for the reporting year was 1.71 m3 per month, a 5% reduction on the figure of 1.81 m3 in 2010-11.

> About 1,025,781 m3 of water across 23 of our major locations is recycled through in-campus Sewage Treatment Plants (STPs). This represents about 34% of our total water consumption for our India operations and a 17.5% increase in recycling over the previous year's quantum of 872,880 m3 across 21 locations.

> Approximately 64729 m3 of the rainwater that is harvested in our campuses is used effectively to recharge the groundwater.

39 of our 66 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 and are in conformance with the parameters specified by the respective local pollution control boards.

Our two computer factories at Kotdwar and Pondicherry are equipped with Effluent treatment plants to for processing and treating effluents.

Water Consumption by Source (Ki)

	Ground Water	Municipal Water Supply	Private Purchase	Industrial Association	Rain Water Utilized	Total
2009-10	265459	635722	478632	13204	5052	1398070
2010-11	416143	749988	626031	110242	3423	1905827
2011-12	383769	900108	747698	240	7024	2038839

34%

Note: We are continuously exploring improved metering of our water infrastructure at both, input and consumption points. This will help strengthen the measurement processes which currently rely on a mix of meter readings and water balance derivations.

Case study of Responsible Water Study

As India grows, an emerging issue is the "Water Cost" of urban-industrial growth. The last decade has seen conflicts – small and big – arising out of waters being diverted from rural and agricultural use for urban or industrial use. While the corporate /business relationship with water has been driven by the need to secure supply, regulation and pollution control norms, it is time for them to

be more proactive and imaginative in engaging with issues of water. It must realize that being responsible in its water use is an imperative - a matter of business continuity and sustainable growth. With the objective of improving our own understanding of the socio-economic context of our water use and acting upon it, we along with a reputed water expert organization in India, BIOME, embarked on a comprehensive study to explore these aspects at two of our large campus environs - in Bangalore and Chennai. The two locations are unique in the sense that both are located in a water stressed environs and rely on private external sources of fresh water.

The project started with an in-depth assessment of the water trail inside these campuses covering various infrastructure and management aspects like understanding demand points, the embedded energy in distribution and treatment of water and the potential for improvements.

The study in the immediate neighborhood included an assessment to understand the use and source profiles of water, surface water systems of the area and aquifer mapping of the proximate area. Understanding the knowledge and prevalent behaviors to source management, the regulatory mechanism, context of the city and economics of various sources were also considered. The study has also evolved a guiding "framework for responsible water management" that can help institutionalize water sustainability as an objective across the organisation.

We plan to share the study learnings across a wider audience of practitioners, thinkers and researchers in the water sector through a workshop for feedback, refinement and potential collaboration. The study, to be completed in late 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. The study could also play a role in larger advocacy across government, utility service providers and business.
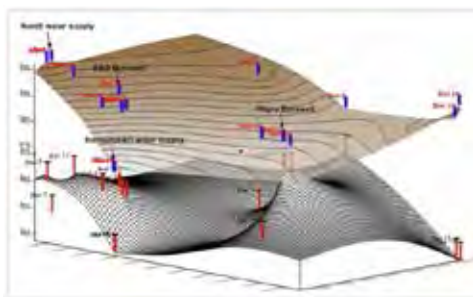
Aquifer map of one of our campuses

Pollution and Waste Management

> GOAL

To ensure by 2013 that not more than 5%of all generated waste ends up in landfills

Pollution of the air and water poses one of the most serious threats to community health and welfare and industry – which is one of the principal sources of pollution – bears special responsibility for effective mitigation and minimization. Our goal in this regard goes beyond the organizational fence to what happens downstream all the way to the landfill. Our waste management strategies are centered around either i) recycling the waste for further use or ii) arranging for safe disposal.

To operationalize our strategy, we follow robust processes of segregating waste into organic, inorganic, E-waste, hazardous, packaging, Bio medical and other categories, which are then recycled either in-house or through outsourced vendor arrangements.

84% of the total waste from our IT India operations is recycled -through both, in-house recycling units and through authorized vendor tie-ups. A majority of the balance mixed solid waste is also handled through authorized vendors -

however its trail is not entirely known to us or verifiable and therefore, we have adopted a conservative approach of classifying it as landfill waste.

In 2012-13, we are initiating a comprehensive and independent waste audit at key locations through an external agency – the audit will help us verify our data, benchmark our processes and get insights into improving the quality and quanta of our recycling.

In the reporting period, there were no instances of environmental fines imposed or negative consequences due to our operations.
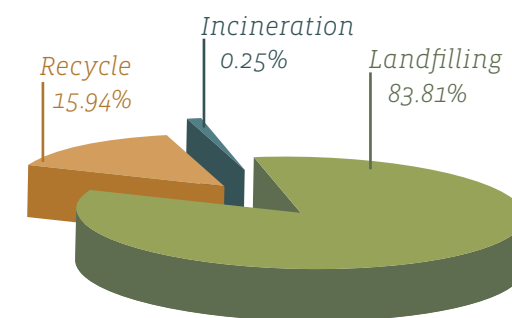
Incineration 0.25%

Recycle 15.94%

Landfilling 83.81%

Waste Disposed by category (Tons)

	Inorganic	Organic	Hazardous	Packaging	E-Waste	Bio Medical	Other Waste	Total
2009-10	197	962	29	178	28	1	202	1598
2010-11	318	800	48	89	241	1	342	1838
2011-12	258	1201	84	116	236	0.40	400	2295
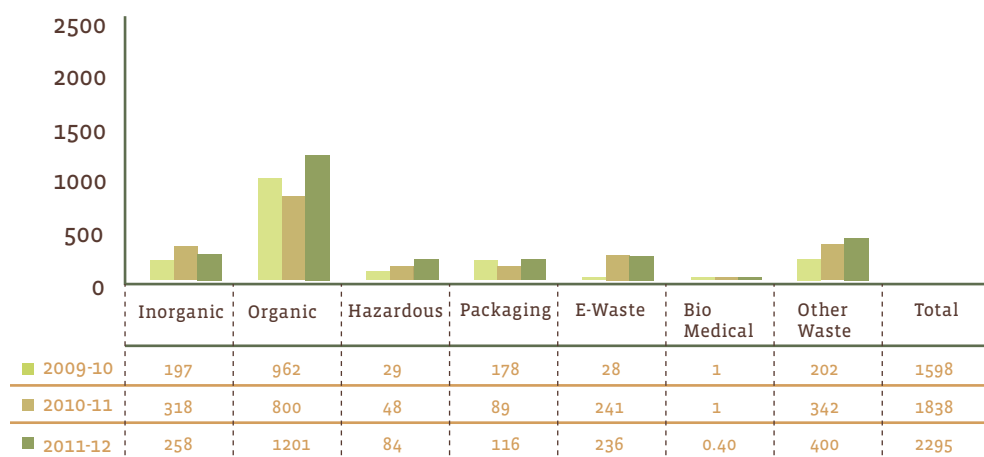
Air emissions

We ensure adequate maintenance of our DG sets present in 44 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 2011-12 was 2.30 metric tons (excluding R22) for 34 locations. GHG emissions footprint for this has been included in the dashboard on Page 73. In addition, R22 gas is used in existing HVAC system as refrigerants. A total of 2 Tons was used in the reporting year, which amounts to 0.112 Tons of CFC-11 equivalent (this is not part of the emissions footprint in Page 73). We plan to phase out use of R22 in the next two years. All new campuses have been designed to have zero CFC usage.

Emissions to Air (Tons)
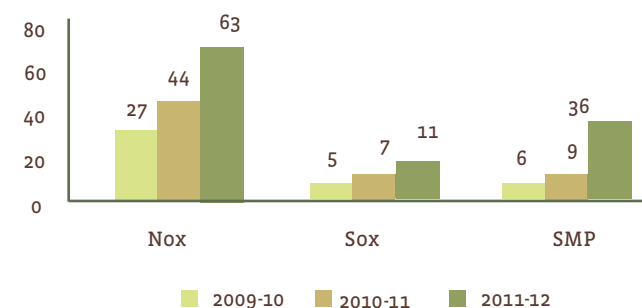
Ozone Depleting Substance (CFC Equivalent)
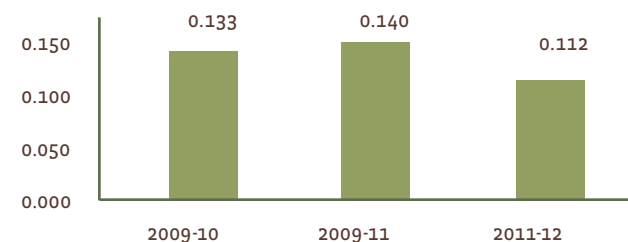
Waste: Quantum of and type of disposal (All figs in metric tons)

Waste By Disposal Methodology (Tons)

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

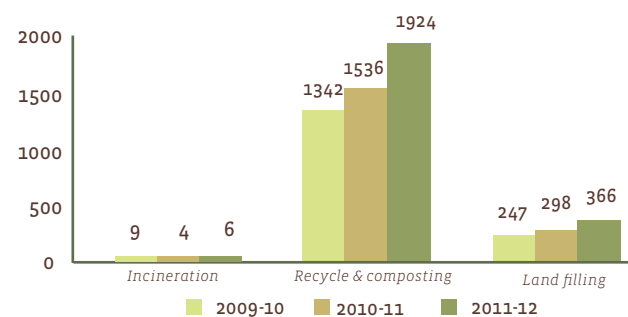| WASTE DISPOSED IN TONS			
Category	2009-10	2010-11	2011-12
Garden Waste	158	179	673
Food Scraps	697	526	439
Dimensional Wood/Lumber	14	22	26
STP Sludge	94	73	63
Organic Waste (Total)	962	800	1201
Magazines	15	1	6
Newspaper	19	12	11
Office Stationery	3	65	7
Paper	92	76	74
Tissue Paper	69	164	161
Inorganic Waste (Total)	197	318	258
Cardboard	173	78	98
Styrofoam	0	5	5
Thermacol	4	6	13
Packaging Waste (Total)	178	89	116
Bio Medical Waste	1	1	0
Electronic Items	28	15.5	6
Tubelights & CFL's	0	2	2
Used Oil	17	26	35
Batteries	4	18	42
Oil soaked cotton waste	2	0	1
DG Filters	6	2	2
Ink Cartridges			3
Hazardous, Biomedical E-waste (Total)	178	89	116
Mixed Metals	52	104	42
Mixed Mis. Solid Waste	143	125	203
Mixed Plastics	8	41	20
Other Waste (Total)	202	342	400
Total Waste	1598	1613	2066

Note on Computing Electronic Waste:
Electronic-waste reported above does not include end of life (EOL) computing equipment, only electronic peripherals and parts of replaced electronic components . The computing waste is handled centrally under the 'Computing E-waste Take Back program' by a division of Wipro. The consolidated figures for e-Waste processing reported in the Customer Stewardship section under the Green Computing case study update also include a minor component of e-waste from our computing products customer.

The new e-waste (Management and Handling Rules), 2010 notified in May 2011 are expected to be applicable from May 2012. The rules provide guidelines on responsibilities on the role of the producer, bulk consumer, collection centers, dismantler and recycler. It also provides rules for authorisation and procedures for filing of annual returns by all life cycle stakeholders. This is a significant ruling in the context of the primary responsibility for collection of 'end of life' electronic products being placed with the producer, in line with the principle of 'Extended Producer Responsibility'. By mapping to our current processes, at least three of these roles are applicable to Wipro – that of producer, bulk consumer and collection center. We are studying the e-waste regulation and its impact on our operations closely.

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

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 2011-12:

Environmental Expenditures (In Million Rupees)

	Treatment & disposal of waste	Treatment & of emissions	Operations & Maintenance of Pollution Control Equipment	Training & Education	External Certification of management systems	Research & Development	Other environmental management costs.
■ 2010-11	1.77	2.53	40.97	0.04	0.95	0.16	2.78
■ 2011-12	2.14	3.60	21.99	1.07	0.22	0.00	2.77
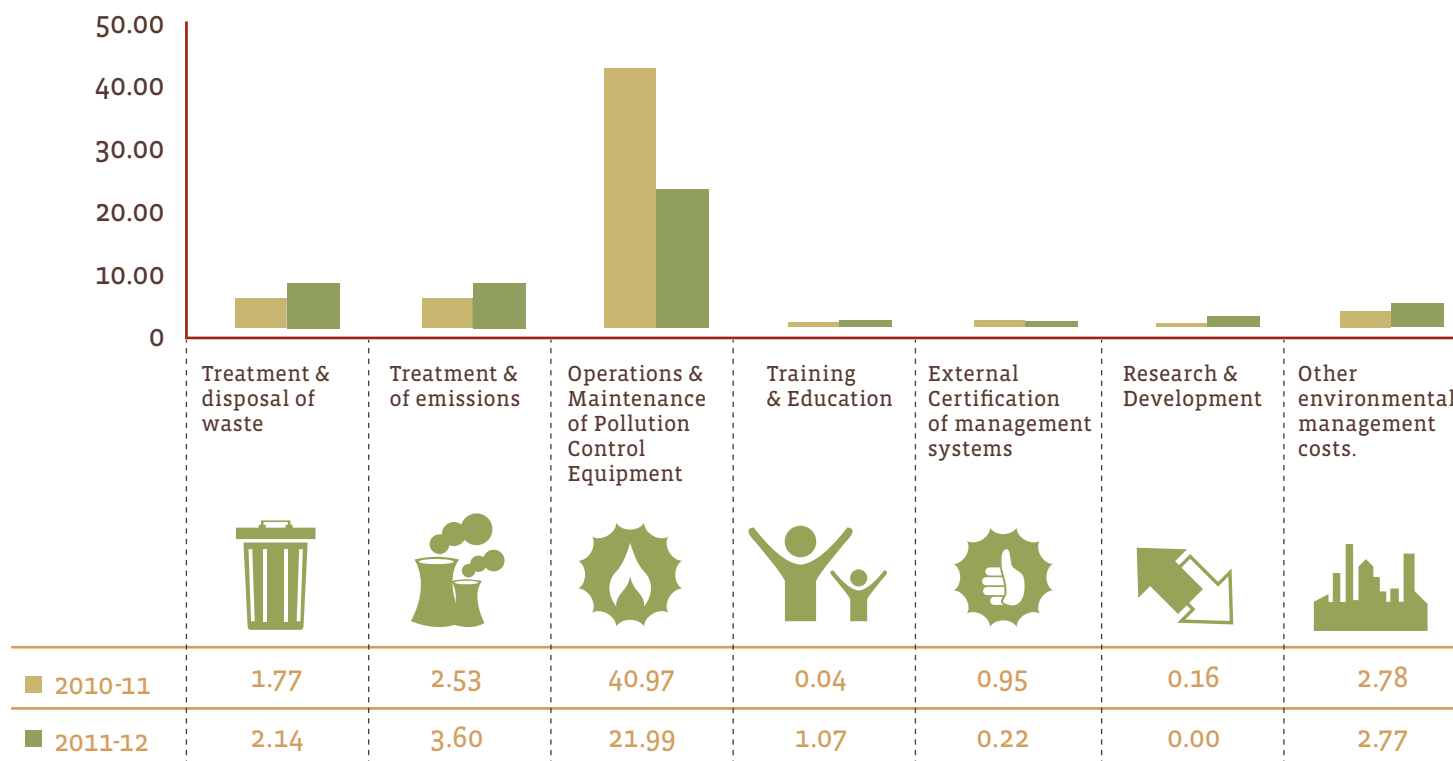
Biodiversity in our Campuses

Nature provides us the best illustration of why diversity is critical for it is well understood now that biodiversity or the plurality of species is crucial to human wellbeing ranging from providing new sources of medical cures to preserving climate integrity and providing livelihoods to millions. We believe therefore that the business sector must get involved much more in issues of biodiversity.

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.

GOAL

• To convert five of our existing campuses to biodiversity zones by 2015.

• All new campuses will incorporate biodiversity principles as an integral part of their design
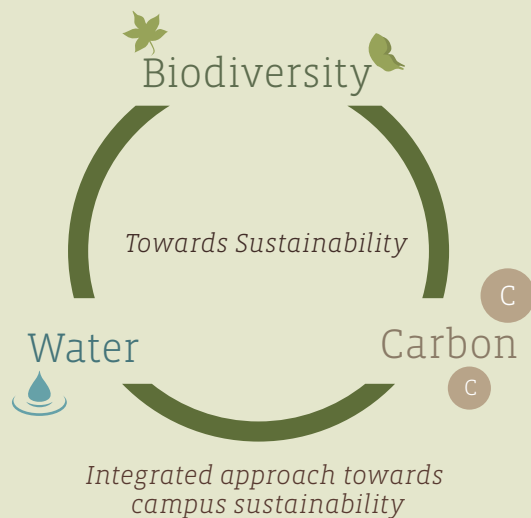
Electronics City Biodiversity Project

Our first biodiversity project was initiated in 2010-11 at our Electronic City campus in partnership with ATREE, a globally renowned biodiversity institution. The project started with an assessment of the existing plant, birds, butterflies, insects, small mammals and other taxa in the campus and recommendations to increase locally adapted species biodiversity and its integrated linkages to better water efficiency and conservation, nutrient recycling, reduce cooling needs of some buildings and improve overall aesthetics of the campus. The project is perhaps the first integrated effort of its nature in India.

The project area is divided into four themed parts:
a) Butterfly Court: Garden showcasing native butterfly host and nectar plants
b) Deccan: Based on the predominant geology of south India uses mounds, rocks and natural water body designs
c) Medicinal Circuit: Herbal garden classified by types of healing – i.e. heart and circulation, women's issues.
d) Wetland Park: ecosystem sustaining a variety of fish, water birds, insects and amphibians. Also integrating sustainable water management inside the campus.
The first stage of the project - a butterfly park – is expected to be completed by Dec 2012.

Biodiversity

Towards Sustainability

Water

Carbon

Integrated approach towards campus sustainability

Trees-growing regimes	Carbon sequestration	Biodiversity values	Water-use efficiency	Livelihood benefits	Resilience to pest attacks
Single species Tree plantations (Exotic)	🌳🌳🌳🌳	– –	– –	– –	– – – –
Single species Tree plantations (indigenous)	🌳🌳🌳	🌳	🌳	–	– –
Mixed Species plantations	🌳🌳🌳	🌳🌳🌳	🌳🌳🌳	🌳🌳🌳	–
Locally adapted forests	🌳	🌳🌳🌳🌳	🌳🌳🌳🌳	🌳🌳🌳🌳	🌳🌳🌳🌳
Agro forestry (Trees grown in farms)	🌳	🌳🌳	🌳🌳🌳🌳	🌳🌳🌳🌳	🌳🌳

Impacts of various tree growing regimes (Source: Adapted from Smith.J & Scherr, 2003. Capturing the value of forests of carbon for local livelihoods)

VI. Assumptions and Rules of Thumb

The assumptions for calculation of reported metrics on different environmental areas in this section are available online at ‹http://www.wipro.org/sustainability/sustainability-disclosures.htm›
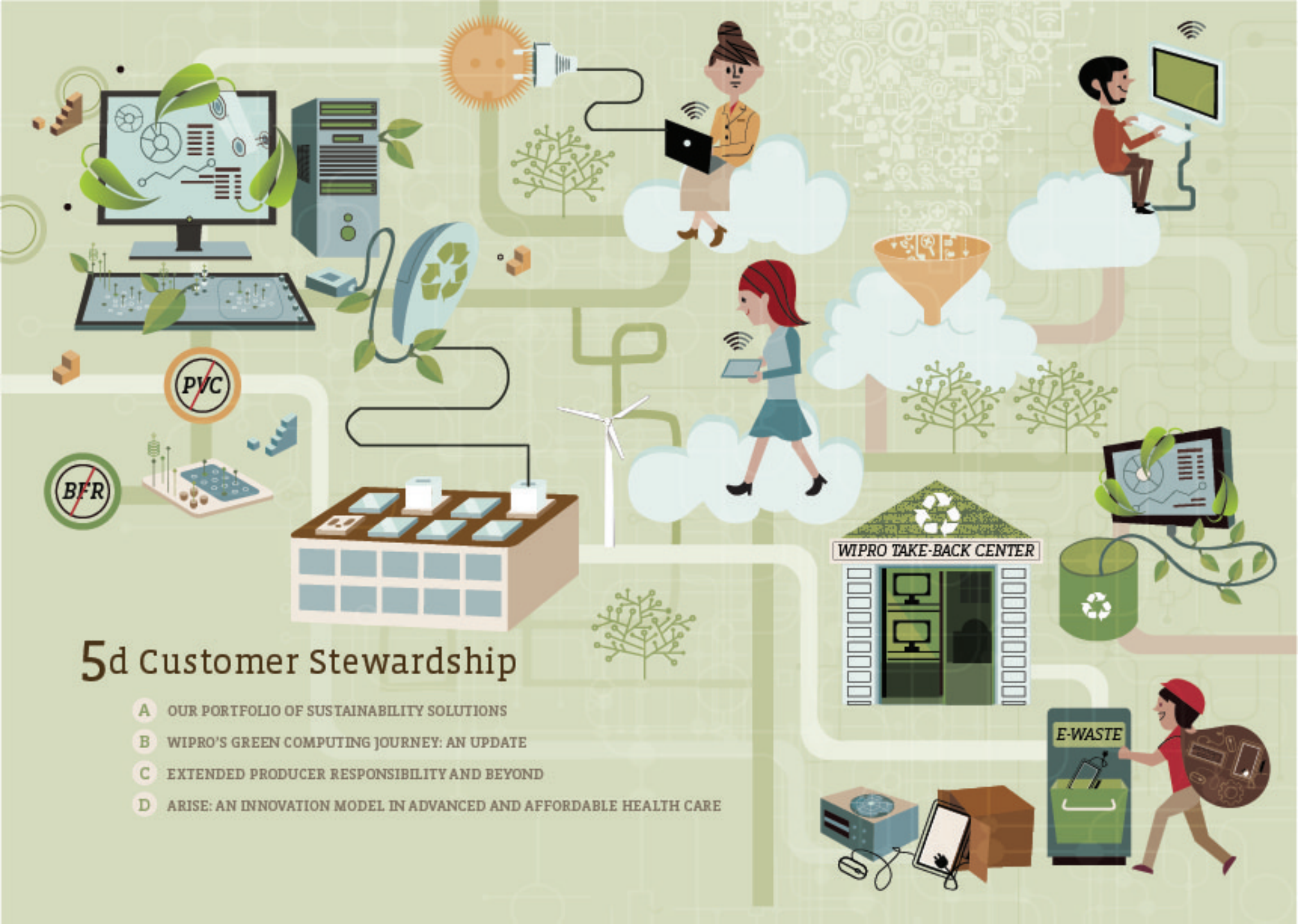
5d Customer Stewardship

A OUR PORTFOLIO OF SUSTAINABILITY SOLUTIONS

B WIPRO'S GREEN COMPUTING JOURNEY: AN UPDATE

C EXTENDED PRODUCER RESPONSIBILITY AND BEYOND

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

Customer Stewardship

Increasing automation in manufacturing and dematerialisation of services through IT over the past few decades has resulted in achieving economies of scale through productivity gains in all sectors of the modern economy. This has also lead to increasing stress on natural and derived resources – be it energy, water, raw material - leading to huge socio-environmental challenges. Businesses , governments and consumers are increasingly therefore demanding energy and resource efficient products and services.

The businesses of today, whether in the manufacturing or services sectors, increasingly rely on making meaningful sense of large amounts

of complex data. Data analytics and integration with smart devices can help in creating and designing sustainable built environments. They can also help improve efficiencies in resource and energy intensive sectors like power generation, utilities, logistics, consumer goods and retail.
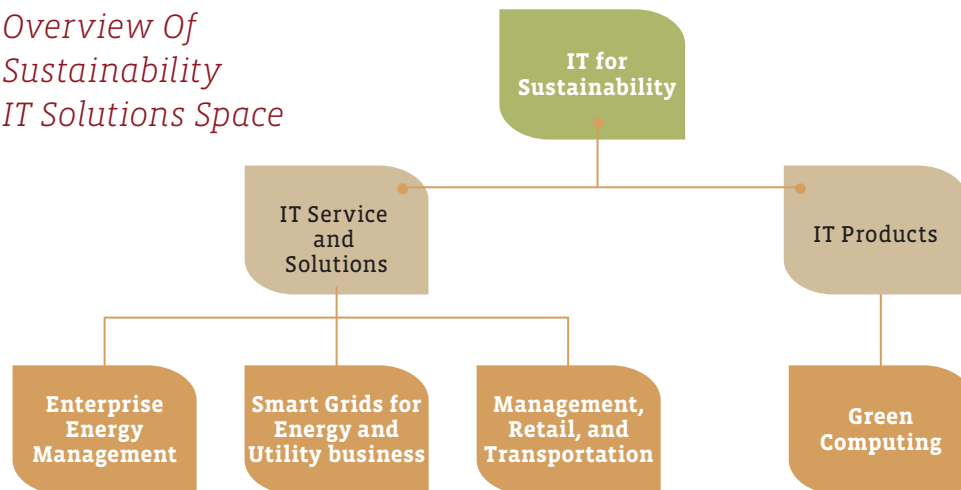
Wipro, over the past four years, has built a portfolio of leading IT enabled sustainability solutions for our customers. The strengths of our positioning come from decades of working with partners and customers to understand stakeholder needs – and placing it in the context of a larger common purpose of providing 'sustainability' inspired solutions.

Overview Of Sustainability IT Solutions Space

- IT for Sustainability
  - IT Service and Solutions
    - Enterprise Energy Management
    - Smart Grids for Energy and Utility business
    - Management, Retail, and Transportation
  - IT Products
    - Green Computing

Overview of Smart Grids Solutions Space

- Across the space: Generation, Transmission & Distribution, Retailing, Energy Trading etc.
- Consulting : Strategy Vendor Selection, Advisory, Solution Integration
- Smart Grids (Energy and Utilities)
- Project Management and Implementation
- Operating Expertise across markets: Regulated and De-regulated markets, Americas, Asia Pacific, Europe
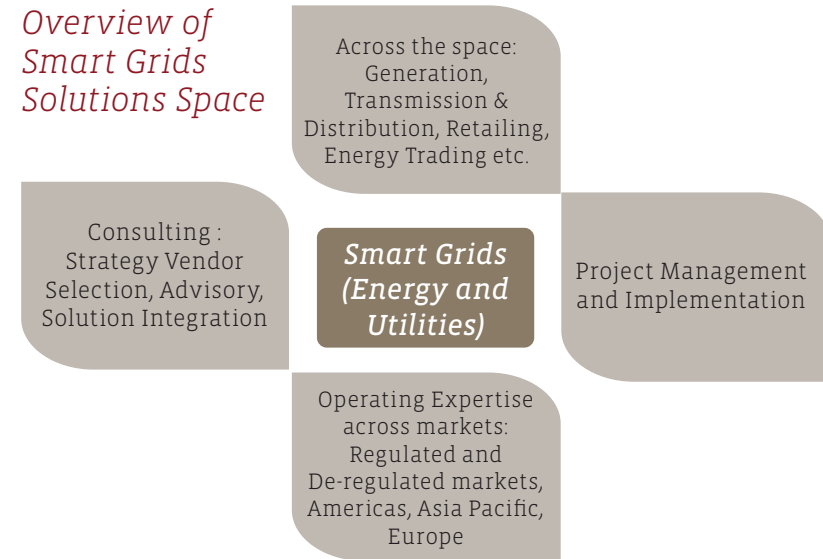
Overview of IT Solutions for Energy Intensive Sectors

- Dematerialisation
- Efficiency and Optimisation
- Solutions for Customers in transportation, manufacturing, Natural Resources (oil and Gas), retail.
- Analytics and low cost smart infrastructure
- Energy Carbon and Sustainability Management
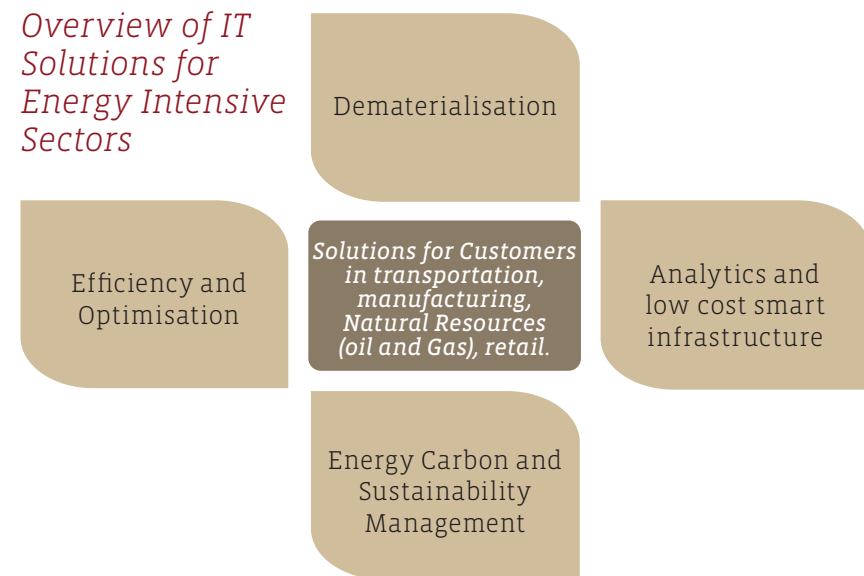
EcoEnergy is the clean-tech business division of Wipro providing intelligent, sustainable alternatives in energy generation, infrastructure and management. We leverage analytical insights obtained from energy data into energy efficient solutions helping our customers reduce their energy related cost. Our unique managed service offering holistically addresses the entire spectrum of energy and sustainability services.

Enterprise Energy Management Solutions

Wipro has a suite of energy management solutions in the area of energy infrastructure management and maintenance to drive efficiencies. Carbon management and energy procurement services are also integrated into the solution. Wipro delivers the set of services by uniquely integrating the customer facility data and external environmental monitoring data feeds with the Energy Management Platform. The platform integrates with an operations service desk which aids in dynamic real-time interventions to deliver energy efficiency, emissions reduction and cost benefits to the customer. A typical deployment snapshot of our solutions is provided below:

Reduce	Recover		Replace
Enterprise Energy Management	*Green IT Solutions*	*Green Infrastructure Services*	*Renewable Energy Solution*
• Energy Efficiency Services • Regulated & Monetary Services • Procurement & Billing Optimization	• Carbon EH&S and sustainability Performance Management Services • Data Center Energy optimization	• LEED Certification • Energy Star Rating • MEP Consulting • Turnkey Project Management	• Utility Scale MW Solar Plants • Distributed Alternative Energy Solutions

Enterprise Energy Management Platform

Customers Site

Meter, Censor and Controller

External Data Feeds

Central Data Aggregation

Wipro's Energy Management Platform

Wipro's Energy Operations Centre

Centralised Energy Manufacturing | Asset Mgmt. and O&M Optimization | Energy Intelligence | Green Procurement | Carbon Accounting | Policy Enforcement
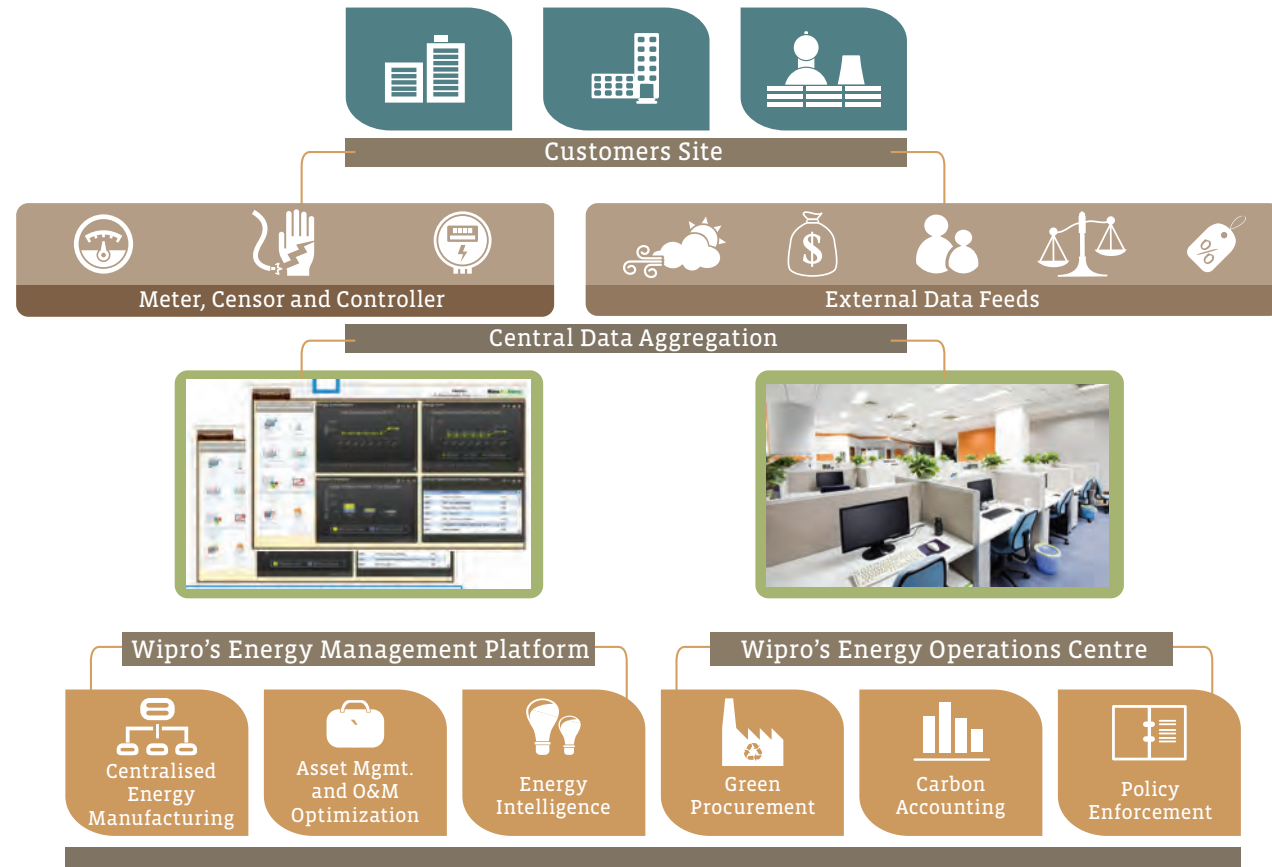
Clean Energy – WEM Solution:

On the energy generation side, we provide turnkey solutions for utility scale MW solar power plants. Our energy management solution, WEM (Wipro Energy Manager), can be integrated into the plant to boost 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.

Green Infrastructure:

We provide Green Infrastructure Services (GIS), through which we provide green building design consulting and project management services. The offerings in GIS cover certification consulting, design services for mechanical, electrical, plumbing infrastructure and integration with Building Management Systems (BMS). IT is a key enabler for building automation and management information systems. In the reporting period years, we have implemented and designed five large green building projects - 2 for Wipro factory office spaces and the balance 3 for commercial office spaces. Three of the projects are green certified by IGBC and the other two are in the process of commissioning and certification. Some of the key initiatives implemented in these buildings are 2 stage evaporative cooling, thermal

energy storage systems, efficient building systems and lighting and other building process/operations optimizations. On an average these buildings are estimated to have 15-20% lesser energy consumption as compared to a standard building (ASHRAE code).

Greening our Data Centers:

The Wipro data centers in the US (through Infocrossing acquisition in 2007) historically had low energy efficiency compared to industry due to older design. We are implementing targeted energy efficiency initiatives progressively at each data center.

A summary of the key initiatives are:
- Efficient data center infrastructure
- Efficient computing infrastructure
- Strict raised floor management
- Raised floor support systems design

This suite of initiatives will be rolled out over the next 2-3 years, starting from 2013-14.

In June 2011, we commissioned our data center in Kings Mountain, North Carolina. Recently this data center was awarded the coveted LEED Gold certification. This is significant considering that there are less than 50 data centers worldwide which are LEED certified. In July 2011, one of our enterprise data centers in India was also accredited with LEED Gold by IGBC. The PUE (power usage effectiveness) rating of the newer

data centers ranges from 1.65 to 2.0.

Energy and Utilities (E&U Domain)

Wipro is one of the pioneers, among the global IT services companies, in providing dedicated focus to the Energy and Utilities (E&U) industry. With more than a decade of experience, Wipro was the first Indian IT services vendor to provide System Integrator (SI) services to E&U industry. Our Smart Grid practice provides expertise ranging from strategic consulting to vendor selection to solution integration and implementation. Our consultants have rich domain knowledge that spans across Electricity, Gas and Water Utilities in multiple geographies. 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.

For oil and gas companies, our solutions portfolio includes providing advisory and implementation services for Health and Safety management and carbon management. Over the past two years, we have worked with 8 customers in the areas of enterprise system implementation (SAP EHS modules, Enablon) and maintenance

services. We estimate around 8 to 10% savings in energy from implementation of these programs and most of it can be attributed to the IT solution integration part.

Transportation and Logistics:

Our portfolio in the transportation sector involves joint collaboration with customers to provide solutions on route optimization and dematerialisation of services. A few examples are the e-freight work in association with IATA and route optimization work for a range of logistics service providers.

An update on Wipro Green Computing

Our commitment to responsible innovation in our green computing journey has recognised by Greenpeace since 2009. While we have been rated the No.1 company in the India version of the annual green electronics rankings since 2009, we were placed in the No.1 position globally in the 2012 Greenpeace Guide to Greener electronics, ahead of larger industry players.

Guide To Greener Electronics

Source: http://www.greenpeace.org/international/en/Guide-to-Greener-Electronics/18th-Edition/WIPRO/

Journey so far

Chemicals Management

Total RoHS compliance since 2007

Follow OSPAR list for toxics compliance

Energy Management

Energy star 5 compliant desktops and laptops

Green Leaf - Enterprise power management solution available with desktops

Waste Handling

19 collections centers across India, First one set up in 2006.

Adopted WEEE standard

Work with authorised e-waste processing firms

2011-12 Update

Chemicals Management

80% of desktop product launches are PVC and BFR free (up from 37% in 2010-11)

Launched two desktop models free from antimony beryllium and phthalates

Energy Management

Compliance with new Indian standard :
BEE Star Ver 1 standard for laptops.

50 Models certified for Energy Star 5 or its equivalent

Waste Handling

Average of 250 tons of e-waste collected and processed over last two years.

Comprehensive e-waste management study in progress to assess impact of new e-waste regulations.

Energy Management:

All new products launched in 2011-12 are compliant with Energy Star 5 norms in both sleep and standby modes. By sales, 98% and 26% of desktops are ES5 certified. Green Leaf – the power management solution is available for desktops.

Chemicals Management:

All desktops and laptops models are 100% ROHS compliant. We consider the OSPAR list of chemicals as a primary reference point for identification and elimination of toxic chemicals from its products. The list provides 21 chemicals that are banned, restricted, or subject to phase-out from its products. 80% of desktop product launches are PVC and BFR free (up from 37% in 2010-11) Launched two desktop models free from antimony, beryllium and phthalates. These two products constitute 20% of its product range free from these three hazardous chemicals, which is an encouraging development.

Waste Management:

19 collection centres across India. We are studying the modalities of the new E-Waste Management and Handling Rule 2012 and its impact on our operations. Collected and recycled 229 tons of EOL (end of life) material in 2011-12.

We have also communicated to suppliers on not sourcing tin, tungsten and gold (minerals) from conflict zones. The assessment process is currently in progress, the output of which will help in understanding and helping eliminate conflict minerals from our manufacturing.

"The emission from the e-waste disposal is estimated at 2.29 tons of CO_2 equivalent (as per US EPA's WARM tool emission factor). However, all e-waste is collected and recycled by authorised recyclers."

In use energy savings:

We assume a 15 to 18% energy efficiency of our Energy Star 5 (ES-5) compliant computing products (desktop and laptop) over conventional models. Considering a life time of 5 years for our products and based on the sales of ES-5 in the reporting year, we estimate a savings of 6057 tons of CO_2 equivalent due to product use.

The total in use emissions from our hardware products over a five year period, for the ES 5 and conventional models sold in the reporting year (2011-12), is estimated at 291000 tons of CO_2 equivalent.

Year	2009-10	2010-11	2011-12
Total E-waste Recycled (Tons)	92	260.43	229
Average per month (Tons)	7.6	21.7	19.1

The emission from the e-waste disposal is estimated at 2.29 tons of CO_2 equivalent (as per US EPA's WARM tool emission factor). However, all e-waste is collected and recycled by authorised recyclers.
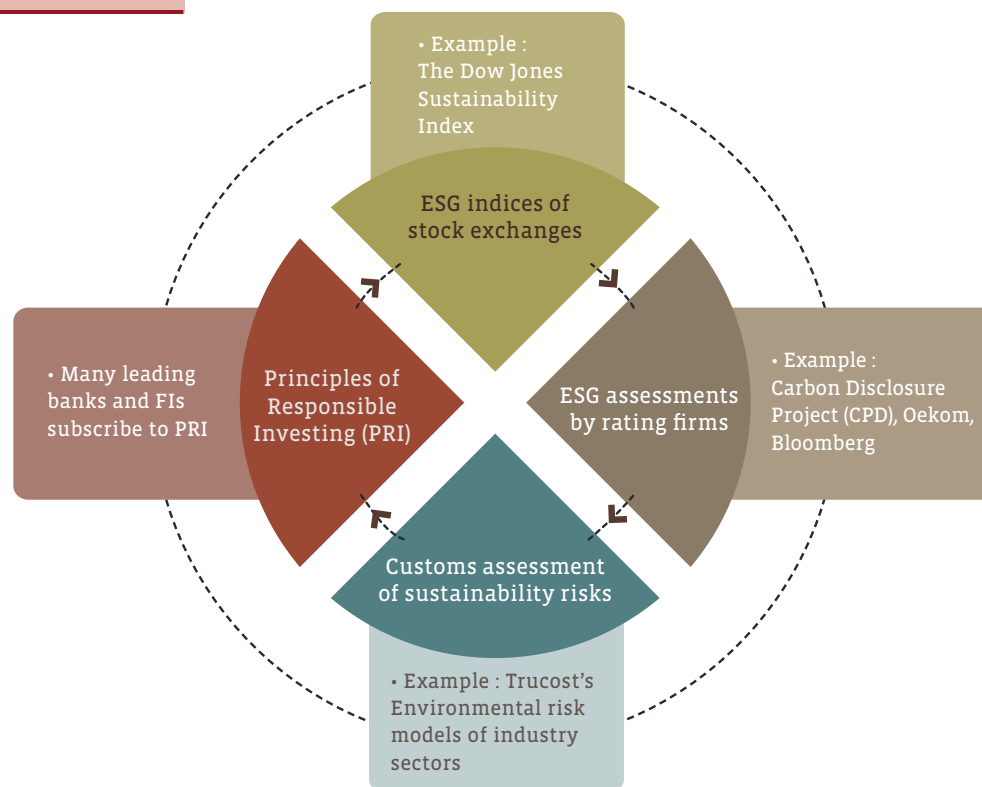
5e Sustainability *and the* responsible investor

A RESPONSIBLE INVESTING AND WIPRO

B INVESTOR ENGAGEMENT

C OUR ECONOMIC PERFORMANCE & VALUE ADD TO INVESTOR

Wipro and Responsible Investing

Today, companies are required to comply with a rather elaborate and extensive set of statutory financial statement disclosures – the logic for this is that detailed reporting can act as a guide for further investments and can protect investors. The investing and business community have come to appreciate the importance of these disclosures accompanying financial statements in present a true and fair view of the financial health and state of affairs of the reporting entity.

A parallel trend has been that of the growing impact of corporate organizations on the environmental, business and social eco-system the requirements for non-financial disclosures have also gained relevance. These disclosures enable stakeholders to assess the extern-alities that are material to both the business entity and society at large. The increasing recognition that social and environmental risks can affect a company's operational strength and continuity has prompted investors to incorporate ESG criteria (Environmental, Social and Governance) into their decision frameworks. Over the last decade, this has manifested in at-least four different ways as shown in the chart below

- Example : The Dow Jones Sustainability Index

ESG indices of stock exchanges

- Many leading banks and FIs subscribe to PRI

Principles of Responsible Investing (PRI)

ESG assessments by rating firms

- Example : Carbon Disclosure Project (CPD), Oekom, Bloomberg

Customs assessment of sustainability risks

- Example : Trucost's Environmental risk models of industry sectors

Our engagement with responsible investment

We view the trend of responsible investment from two distinct angles – (i) as a catalyst for making the business sector more and more responsible and (ii) as a driver of internal rigor, innovation and improvement in a company's operations. Therefore, we have been a conscious and keen participant in multiple such disclosure frameworks; this has helped us continuously calibrate our sustainability program and enhance it through step changes. Our commitment is reflected in the recognition of our leadership in various global ESG rating programs

- Wipro has been a constituent of the **Dow Jones Sustainability Index** **(World) for three years in a row** – in 2012, we were also designated the **RobecoSAM Gold Class sector leader for the Computer and Internet Services** sector. 2,500 largest companies (by free-float market capitalization) from 58 sectors are invited to report annually on their sustainability performance DJSI, launched in 1999 follows a best-in-class approach – which means they only include companies that fulfill certain sustainability criteria better than the majority of their sector peers. The index family has USD 6 Billion in assets under management

- Wipro is one of the 51 companies from the Global 500 selected that are part of the **Carbon Disclosure Leadership Index** (CDLI) 2012. The index is administered by Carbon Disclosure Project (CDP) on behalf of 655 investors with assets of US$ 78 Trillion, this is the definite climate change disclosure framework. The only company from India in this ranking, we are also ranked # 1 in the CDLI (India) version Our CDP responses can be viewed at www.cdproject.net.

- Part of the **NASQAQ 100 Global Sustainability Index** that comprises 100 global sustainability leaders from across industry sectors.

• Rated 'Prime' by **Oekom**, a leading European ESG rating agency. The rating indicates a low-risk assessment from the point of view of ESG risks and therefore 'prime' from an investment perspective. Oekom's clients are reputable financial service companies, managing a total volume of EUR 520 billion on the basis of their sustainability research.

• Wipro was selected by **Ethisphere institute** in their 2012 'World Most Ethical Companies' list. The think tank has been publishing the World's most Ethical (WME) company rankings for the last six years now by reviewing hundreds of companies and evaluating applications utilizing its proprietary methodology through in-depth research and multi-step analysis. The 2012 list features companies in more than three dozen industries, including 40 companies headquartered outside the United States. Ethical investing or commonly referred to as Responsible Investing in companies provides long term value for investors by exemplary governance mechanisms and taking active stewardship of environment and society.

Part of NASQAQ 100 Global Sustainability Index

Part of Carbon Disclosure Leadership Index (CDLI)

Rated 'Prime' by
oekom r|e|s|e|a|r|c|h

Part of

Dow Jones Sustainability Indexes

World Most Ethical Companies

ETHISPHERE
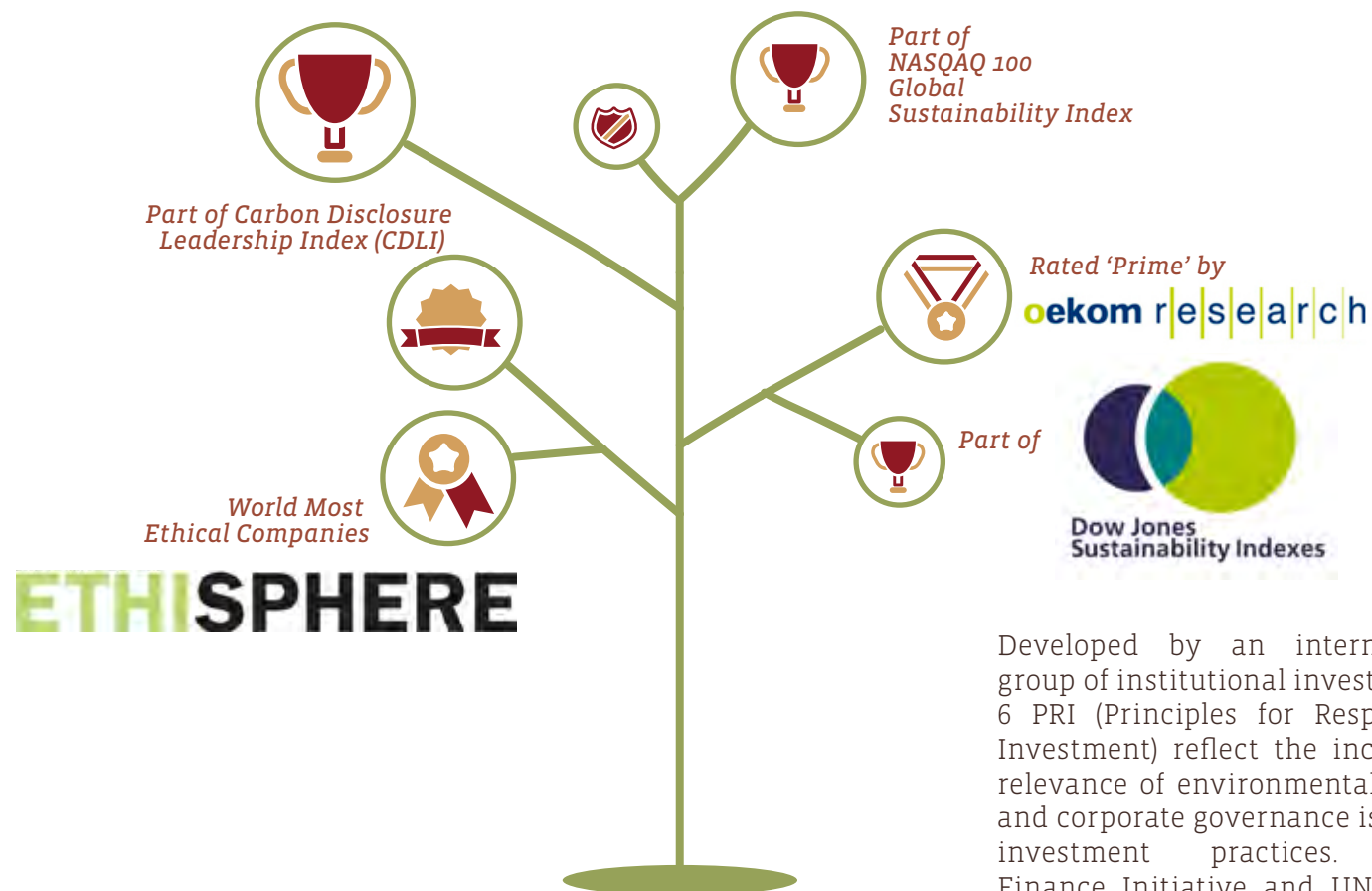
Developed by an international group of institutional investors, the 6 PRI (Principles for Responsible Investment) reflect the increasing relevance of environmental, social and corporate governance issues to investment practices. UNEP Finance Initiative and UN Global compact are partnering with PRI in this initiative. The below table for Wipro shows an increasingly alignment of investors to PRI.
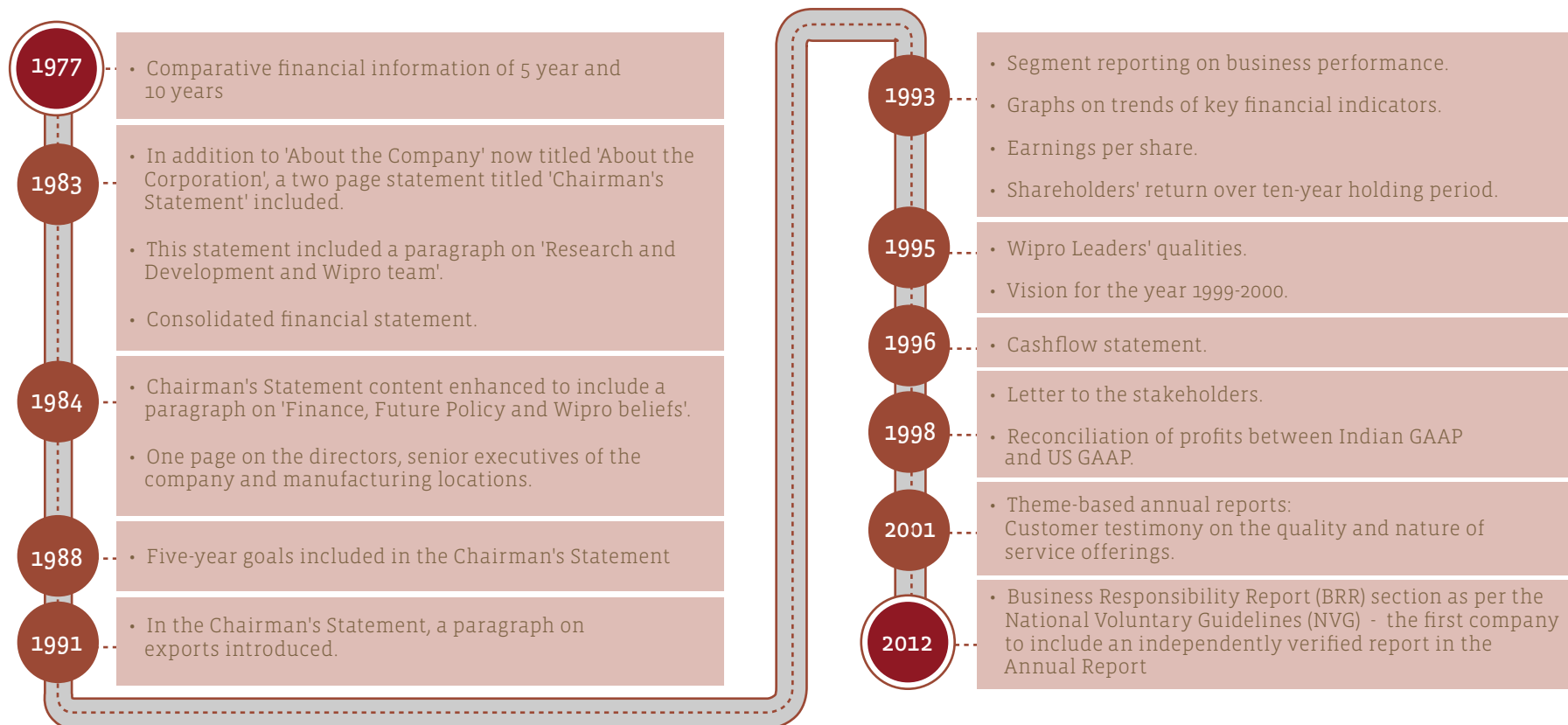
	2011	2012
Signatories to PRI	915	1,122
Investors in Wipro	›10%	›30%

Our engagement model with the investor community

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

Communication with stakeholders in the Annual Report – A chronological journey:

1977
- Comparative financial information of 5 year and 10 years

1983
- In addition to 'About the Company' now titled 'About the Corporation', a two page statement titled 'Chairman's Statement' included.
- This statement included a paragraph on 'Research and Development and Wipro team'.
- Consolidated financial statement.

1984
- Chairman's Statement content enhanced to include a paragraph on 'Finance, Future Policy and Wipro beliefs'.
- One page on the directors, senior executives of the company and manufacturing locations.

1988
- Five-year goals included in the Chairman's Statement

1991
- In the Chairman's Statement, a paragraph on exports introduced.

1993
- Segment reporting on business performance.
- Graphs on trends of key financial indicators.
- Earnings per share.
- Shareholders' return over ten-year holding period.

1995
- Wipro Leaders' qualities.
- Vision for the year 1999-2000.

1996
- Cashflow statement.

1998
- Letter to the stakeholders.
- Reconciliation of profits between Indian GAAP and US GAAP.

2001
- Theme-based annual reports: Customer testimony on the quality and nature of service offerings.

2012
- Business Responsibility Report (BRR) section as per the National Voluntary Guidelines (NVG) - the first company to include an independently verified report in the Annual Report

The Shareholding pattern in Wipro

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

	2007-08	2008-09	2009-10	2010-11	2011-12
No. of shareholders	232,932	228,456	179,438	220,237	227,157
ADR holders	18,428	14,945	15,383	12,544	13,322*
Total shareholders	251,360	243,401	194,821	232,781	239,701

* Holders data as on 31st December 2012.

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/

Breadth of engagement

INFORM
> Website
> Press Release
> Quarterly Earnings Release
> Investor Presentation
> Annual Reports
> Financial Information

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

DIALOGUE
> Investor Road shows
> Meeting with individual investors/analysts
> Investor conference
> Analyst Meet - India and US

2011			2012
April	**May**	**June**	**January**
2010- 2011 Results Announced 10 press release	Road show in UK Investor conferences in US, Singapore, Hong Kong & India Met over 60 investors 3 press release	Road show in US and Europe Investor Conference in US & India Met over 60 investors 2 press release	Q3 Results declared Road show in Singapore 7 press release
July	**August**	**September**	**February**
AGM held Q1 Results declared 5 press release	Road show in India Investor Conference in US, Singapore and India Met Over 90 investors	Road show in London Met Over 80 investors Investor conference in US &UK	Road Show in US, Singapore and Hong Kong Met Over 60 investors
October	**November**	**December**	**March**
Q2 Results declared 5 press release	Met over 120 Investors Road shows in India Investor Conference in US, Singapore, Hong Kong and India 2 press release	1 press release	Investor Conference in US, UK and India Met Over 40 Investors 1 press release

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	33	33	0
Non receipt of annual reports	Complaint	40	40	0
Correction / Revalidation of Dividend Warrants	Request	429	429	0
SEBI/ Stock Exchange complaints	Complaint	7	7	0
Non Receipt of Dividend Warrant	Complaint	161	161	0
Demat request received	Request	-	-	0
Others	Request	-	-	0
Total		**670**	**670**	**0**

Our economic performance and value add to investors

Investors in Wipro are our key stakeholders and must get fair returns for staying invested in our company. Investors' benefit stem from the fact of benchmarking and comparing of companies against the primary criteria of governance, performance consistency and the adequacy and transparency of financial disclosures allows them to take informed decisions on short, medium and long term investments. Companies who meet and exceed these performance criteria deliver stronger financial performance which, in turn ensures appropriate compensation / returns to investors.

Wipro tries to translate the benefit of company's performance to its investors through best in class governance practices, voluntary disclosure of facts in financial statements as appropriate, and actively engaging with the investors through various mediums of communication and dialogue.

Our financial performance can be better understood against the larger backdrop of the Global and Indian IT industry and the macro forces that are important underlying drivers

The global environment

Though the overall macro environment continued to be volatile, with a lot of uncertainty originating from sovereign debt crisis and high unemployment levels, businesses have tried to transform by driving towards a dual objective of growth and differentiation, with technology as a key enabler.

The Global IT sector

2011 recorded steady growth for the technology and related services sector, with worldwide spending exceeding USD 1.7 trillion, a growth of 5.4% over 2010. The global sourcing spend grew twice as fast as global technology spending in 2011. Global GDP grew 2.7% in 2011 and is expected to grow 2.5% in 2012. Developing economies are expected to grow thrice as fast as developed economies. Better economic conditions signifying return of consumer confidence and renewal of business growth, is expected to drive IT spending going forward. IT outsourcing market is set to grow at a CAGR of about 8% over 2011 and 2012, while BPO off shoring is expected to grow at a little over 7% during this period. Industry expertise and innovation is expected to drive future sourcing requirement.

The year 2011 was the year of technology adoption with growth in tablet and smartphone sales. This mobile revolution witnessed, spending by organizations in developing both consumer apps and enterprise apps. From IT industry perspective – the enterprise mobility solutions alone is expected to grow to USD 17 Billion by 2015, presenting a huge opportunity to increase revenue from this segment at a pace of triple- digit growth. Public cloud services spending is expected to outpace growth of the overall IT spend by about four times between 2012 and 2015.

The India IT sector

As a proportion of national GDP, the sector revenues have grown from 1.2% in FY 1998 to an estimated 7.5% in FY 2012. The aggregate revenue for the India IT-BPO industry for FY 2012 is expected to cross USD 100 Billion. Aggregate IT software and services revenue (excluding hardware) is estimated at USD 88 Billion.

The industry currently accounts for almost 25% of India's total exports, and 11% of total services revenue. Its share of total Indian exports (merchandise plus services) increased from less than 4% in FY 1998 to about 25% in FY 2012.Export revenue (excluding hardware) during FY 2012 is likely to reach USD 69 Billion.

These exports also account for over 68.5% share in aggregate IT-BPO revenue. IT- BPO exports is expected to grow 11-14% in FY 2013, driven by proliferation of as –a – service model around enterprise mobility, cloud and platform solutions, analytics offerings and social media.

Domestic IT – BPO revenue (excluding hardware) is expected to grow at almost 17% to reach Rs. 918 billion in FY 2012. It is expected to grow at 13-16% in FY 2013. Strong economic growth, rapid advancement in technology infrastructure, increasingly competitive Indian organizations, enhanced focus by government and emergence of business models that help provide IT to new customer segments are key drivers for increased technology adoption in India.

From a verticals perspective, BFSI is set to increase its share in India IT-BPO exports to 41.2% however, share of telecom is to decline from 20% in FY 2011 to 19% in FY 2012, largely due to slowdown in telecom investments in the US and UK. Emerging verticals – retail, healthcare, media and utilities continue to record fast growth.

The direct employment provided by the IT Sector in FY 12 is expected to reach 2.8 million, an increase of 230,000 employees, while indirect job creation is estimated at 8.9 million.

Wipro's 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.

Particulars	2008-09		2009-10		2010-11		2011-12	
	Rs. in Mn	%	Rs. in Mn	%	Rs. in Mn	%	Rs. in Mn	%
Revenue	256,891	100.0%	271,957	100.0%	310,542	100.0%	371,971	100.0%
Operating cost	104,241	40.6%	111,988	41.2%	125,997	40.6%	156,889	42.2%
Employee Wages and benefits	107,266	41.8%	107,230	39.4%	126,867	40.9%	154,066	41.4%
Payments to government								
India	4,649	1.8%	6,457	2.4%	7,448	2.4%	12,993	3.5%
Others	2,538	1.0%	3,403	1.3%	3,895	1.3%	4,065	1.1%
Payments to providers of Capital								
Interest	2,333	0.9%	1,232	0.5%	776	0.2%	1,057	0.3%
Dividend	6,842	2.7%	6,788	2.5%	15,582	5.0%	17,229	4.6%
Economic Value retained	29,022	11.3%	34,859	12.8%	29,977	9.7%	25,672	6.9%

Financial Assistance from the Government

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

Wipro has benefitted from such incentives extended to the IT sector as illustrated in the table below. We have not received any other direct or indirect financial assistance beyond the scope of the state policy.

The data calculation methodology and assumptions for this section can be viewed here ‹www.wipro.org/sustainability/sustainability-disclosures.htm›.

Tax benefit to Wipro	2010	2011	2012
Employees in Global IT services	108,071	122,385	135,920
Benefit from Income tax exemption (in INR. Mn)	12,040	11,085	10,501
Percentage of tax benefit to Profit Before Tax (PBT)	22%	18%	15%
PBT(in INR. Million)	55,095	62,348	69,814

5f Ethical Supply Chain

Ⓐ SUPPLY CHAIN ENGAGEMENT

ROHS certified

The distributed, multi-tier and global nature of the supply chain is one of the defining characteristics of a global corporation. These supply chains have developed with increasing focus on resource efficiency, supported by scale economics and specialisation of standardized processes. The supply chain footprint for most companies extends beyond state and national boundaries. On an average, a supply chain environmental footprint can be of a significant higher order compared to that of organizations own internal footprint – estimated to account for about 85% of a company's total emissions (Reference: CDP Supply Chain Report 2011) . Compliance on the social dimensions of human rights, labour practices and ethical principles is seen as a sine qua non today and even minor breaches can increase the risk of reputational and legal damage greatly. Wipro recognizes the critical role of the primary produce in any supply chain in communicating and influencing change in the right direction down the supply chain.

In the core IT services organization, our supply ecosystem comprises of a high proportion of contract workforce who have specialized skills in software development. The People engagement function bears primary responsibility for engaging with this group. Our practices allow a range of options for feedback and grievance redressal (See Pages 43 and 46-48). From our ongoing assessments and feedback, we do not see any major issues or concerns on basic human rights and labour practices with this empowered and informed stakeholder group, most of who are equally qualified and experienced as our own knowledge workers.

Materiality of environmental and social aspects is impacted by various factors like product category and the region's human rights and corruption record e.g. Manually intensive work in developing countries with poor Human Development Index (HDI) indicators is more prone to human rights breaches. While there are differences in the nature of supplier requirements and their region of operation, the rating of materiality and maturity provided below is averaged across IT services and IT products supplier portfolio.

The other constituents of our supply chain are shown below in the tabular summary for our IT Services and the Computer divisions

IT Services	IT Product Manufacturing
Business Support Services	Computer and Electronic Products
Facilities Management	Electrical Equipment, Appliance and Component
Information Management	Chemical
Telecom Services	Paper
Civil Infrastructure	Fabricated metal product
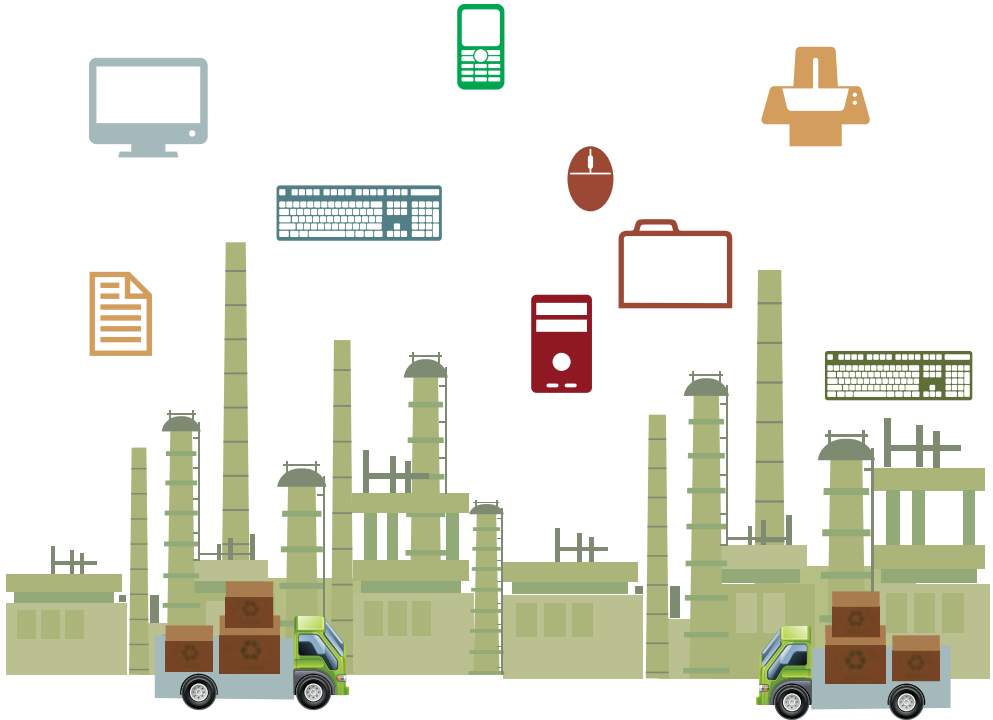
We present below the broad areas of supply chain engagement and some examples of our engagement areas. A low maturity is primarily due to social context and the governance mechanisms we have been able to reasonably effect.

Supplier Role	Broad Sub-Categories	Materiality	Maturity	Examples of Engagement
People	Contract Workforce	High	Medium-High	For resource subcontracting, we have extended our diversity and equal opportunity program to our people supply chain in India and this encourages the suppliers to provide a diverse resource base, especially women and persons with disabilities. Also see Partner Employee Engagement Initiative on Pages 61
	Skilled and Unskilled Labour	Medium	Low	For our subcontracted manual and skill labor, efforts are made to extend the bidding to all suppliers especially to organizations / NGOs and suppliers who have a focus on diversity and can bring in diverse candidates like women, people with disability and people from socially and economically backward communities.

Our Code of Conduct has a clear no-compromise position on core human rights principles, like elimination of child and forced labour. Socio-economic context and education /information have a crucial role to play in improving compliance in spirit. |
| *Service Providers* | Transport, Utility (Electricity, Water) | High | Medium | Periodic review of performance and Integrating feedback.

The responsible water use framework study, which we are doing with a reputed NGO, works closely with local water authorities and suppliers. The preliminary report from the study and its larger advocacy goals were discussed with a wide representative stakeholder group in the water sector. |
| *Materials and Equipment Providers* | Civil and Infrastructure | High | Medium | The supplier code of conduct was launched in early 2012. In association with two expert organizations, an environmental and social risk profiling study was completed for our supply chain (see case study at the end of this section). |
| | Software/ Hardware | Medium | Medium-High | Most of our software and hardware providers are large multinational organizations. We have been collaborating with our supply chain over the past few years as part of our green computing program which is based on sourcing of energy efficient hazardous substances free components. |

OUR BROAD APPROACH TO SUPPLIER SUSTAINABILITY

Ethical

Wipro expects its suppliers to adhere to similar standards of ethics and integrity as for itself.

Wipro launched 'Supplier Code of Conduct'; this Code shall apply to all Suppliers who engage in business relationships with Wipro or on behalf of Wipro. The term 'Wipro' shall include all its group companies, subsidiaries and affiliates.

Our Ombudsprocess 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 have launched a multilingual 24X7 call center.

During 2011-12, there were 25 instances of suppliers who were found in breach of the, subsequent to which we terminated and blacklisted 6. For the balance 19 where the breaches were not serious-limited actions were taken along with counseling and warnings

Green Computing: Over a two year period, we have worked with 30 suppliers covering 100% of targeted components to meet requirements.

Ecological

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 suppler selection criterion is entirely based on this set of capabilities.

As per new 'Supplier Code of Conduct' -- Wipro Suppliers are expected to contribute to preserving nature and be responsible for conducting safe and environmentally-sound operations. There is a direct impact on the environment through our daily consumption needs of natural resources via energy, water and other inputs in our process. Wipro Suppliers shall comply with applicable environment and related laws and regulations.

As regards Health & Safety, Wipro Suppliers shall take appropriate measures to prevent workplace injuries and ill health and to provide employees with a safe and healthy working environment by considering evolving industry practices and societal standards of care.

Responsible

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. As per our 'supplier code of conduct', suppliers

> Demonstrate – in policy and action – zero tolerance for child and forced labor
> Adhere to regulations and laws regarding child labour
> Adhere to all regulations on minimum wages, maximum working hours etc
> Adhere to regulations on 'equal employment opportunity and non-discrimination/ no harassment
> Protect health and safety of employees
> Demonstrate – in policy and action – zero tolerance for child and forced labor
> Demonstrate business relationship and compliance with anti-bribery laws

We influence suppliers who are in the breach to take corrective actions and help them with measures like counseling and warning

Local

Recognizing the socio-economic benefits of local procurement, we encourage sourcing from the local economy.

Aligned to the LEED standards, nearly 50% of the construction materials are sourced locally.

At an aggregate level, nearly 88% (up from 80% in 10-11) of our supplier base is based in India; by value, 73% (up from 44% in 09-10 and 68% in 10-11) of the procurement for the year was from these India based suppliers.

We have also started an exercise in consolidating our supply chain base – to make our engagement more focused and meaningful.

Supply chain program – the first steps

We have taken the first steps of our supply chain program this year, starting with the roll out of the supplier code of conduct. In association with Trucost and Fronesys (two UK based organizations), we have also completed a preliminary environmental and social risk assessment of our supplier base. On the environmental impact side, the study estimate is based on Trucost's database of environmental data from 4000+ companies and a hybridised input-output econometric model based on different environmental resources and business activities. The social risk assessment was based on a weighted scores based on following metrics:

- *Human rights risk for the country of supply*
- *Corruption risk for the country of supply*
- *Child labour risk for the country of supply*
- *Product category risk*
- *Risk associated with level of spend*
- *Risk associated with volume of units purchased*
- *Internet sentiment score*

The initial hotspot analysis then drove an engagement process (only for the computing division) with the top 50 suppliers responsible for Wipro's supply chain environmental impacts. There was a 24% response rate from this engagement process, which is low, but the companies that responded were responsible for over 50% of Wipro's supply chain environmental impacts. The top areas of suppliers business which have a higher social risk profile are from hospitality, security and other office based people support services.

The next steps in the program is to prioritise risk areas and select suppliers for a detailed engagement; with the intention to first understand and then collaborate with them on a jointly agreed program to better environmental and social performance . This will be done through a program consisting of periodic reporting, benchmarking, assessments and feedback. Our aim is to progressively include sustainability considerations into procurement decisions.

Key summary data from the study:

Green computing: *Of the total supplier base of 94 , just 5 suppliers contribute to nearly 60% of the carbon footprint while 50% of the suppliers contribute to nearly 99% of the footprint. This concentration suggests that reductions can be made by engaging with only a handful of the top contributing suppliers. The total GHG emissions footprint estimated from all of the supply chain activities is 21705 tons of CO2 equivalent. The below graphic shows the footprint of our operations (16% of total GHG footprint) in comparison to the supply chain (the balance 84%).*

	Operational	Supply Chain
Waste (tons)	25	1018
Emission (tons CO_2 equiv.)	4400	21705
Water m^3	18000	1726703

IT Services business: Out of 174 suppliers analysed who make up for 90% of total expenditure, the top 5 contributes to a quarter of carbon footprint, while the top 50 contribute to 60% of the footprint. The total GHG emissions footprint estimated from all the IT services supply chain activities is 21,778 tons of CO2 equivalent.

	Operational	Supply Chain
Waste footprint	2694 tons	1311 tons
Water footprint	2034330 m^3	4442863 m^3

In contrast to IT products, IT services presents a differing picture where a significant part of the overall footprint is from operations - this is primarily due to the low raw material dependency of the supply chain.

5g Education and Community Care

A Education & Community care

B Wipro Applying Thought in Schools

C Mission10X - Transforming Engineering Education in India

D Wipro Cares - Community Care Where it Matters

Wipro's Education and Community care initiatives continue the multi-pronged, multi-stakeholder, long-term approach taken by Wipro more than a decade back. The initiatives address diverse stakeholders ranging from the proximate communities to Wipro facilities and colleges from which Wipro recruits a large pool of its human resources to the larger society. The impact of these will be felt in the short and long term both and this is done by engagement with as diverse stakeholders as village and peri-urban communities, local educational and healthcare institutions, engineering colleges, universities, educational and other civil society organizations, schools, teachers, students and parents.

Over time these have achieved significant scale in terms of 1000s of schools and colleges and many lakhs people touched directly or indirectly. It has also built partnership networks and thus created value through capacity building. Such value though needs to be seen at different levels:

• The direct value received by someone receiving a healthcare service or school education

• The indirect value in the long-term to society through the capacities that are created

• The indirect business value to Wipro

in working towards a more democratic and humane society

Towards the larger objectives as described, each of the initiatives below have followed strategies appropriate to their own context – the context determines the strategy. Wipro Cares focuses on ensuring overall wellness & sustainable living for communities and hence has supported direct provision of healthcare services, school education, environmental restoration and disaster rehabilitation. Mission 10X focuses on making the engineering education system responsive to evolving needs and so has supported faculty development in colleges to increase learning with understanding and employability of graduates. Wipro Applying Thought in Schools focuses on long-term societal development through school education reform and so has supported civil society capability development, published quality educational support material and influenced ideas in education through public advocacy.
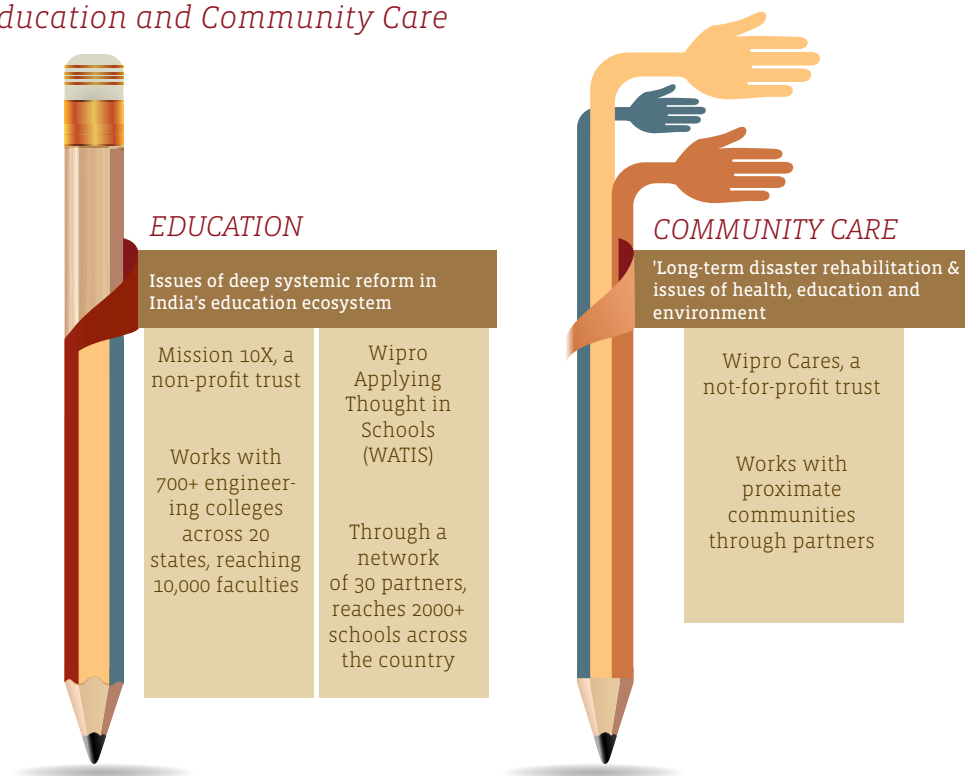
For more information on our needs assessment of our community programs please refer to page 146 of our 2010-11 Sustainability report and also www.wipro.org

Wipro applying thought in schools

Wipro Applying Thought in Schools is a social initiative of Wipro's working on building capacities in school education reform in India. Our work in education is driven by the belief that education is a key enabler of social change. We believe in a social vision of democracy where each citizen is not only capable in an individual sense but also sees the ethic of equity, the essentiality of diversity, the ethos of justice, and is thus driven by social sensitivity. Schools have to be spaces that nurture these principles, capabilities & values.

We believe that a sustained effort is required and our projects are attempts to bring about a change of this kind. Our key strategy is to partner with civil society and other organizations across the country in this endeavour. This gives us higher leverage, deeper connect with the place and also ensures higher sustainability of the initiatives we commence.

Visual Summary of Wipro's Programs in Education and Community Care

EDUCATION

Issues of deep systemic reform in India's education ecosystem

Mission 10X, a non-profit trust	Wipro Applying Thought in Schools (WATIS)
Works with 700+ engineering colleges across 20 states, reaching 10,000 faculties	Through a network of 30 partners, reaches 2000+ schools across the country

COMMUNITY CARE

'Long-term disaster rehabilitation & issues of health, education and environment

Wipro Cares, a not-for-profit trust

Works with proximate communities through partners

The key outcomes in the three focus areas since 2002 can be summarized as

Working in schools	**Org Capability building**	**Edu Material & Literature**	**Public Advocacy**
	Leads to		*Key Impact (cumulative)*
Worked with around 2000 schools and 10,500 educators across 17 states reaching around 800,000 students.	Supported over 65 projects with 30 organizations Partner network of 27 of India's foremost educational organizations 14 Wipro Fellows recruited so far	Published 3 books 3 in progress Learning Standards for primary classes A video series on Student Misconceptions	Student Learning Study results as cover story of "India Today" Student Misconception video disseminated to 10,000 schools Completed Quality Edu. Study, advocacy efforts underway

Focus themes going forward

Our aim is bring about a systemic change towards what we envision as "good education". Our idea of what is good education has been outlined in the reports before and can also be read in detail on the website (www.wiproeducation.com) under the titles: "Good Education" and "Our Concerns on school education".

In moving in this direction, the most important thing is to identify gaps in the current system and address them. Through our decade long experience, we have identified gap areas which are integral to the above conception of education but are most often neglected.

Within these areas our current focus is on:
› Ecology & education
› Affective education & school environment
› Social Sciences
› Language education specifically focused on multi-lingual approaches

We feel that these areas are integral to any conception of good education but are very often neglected

Our current focus area:
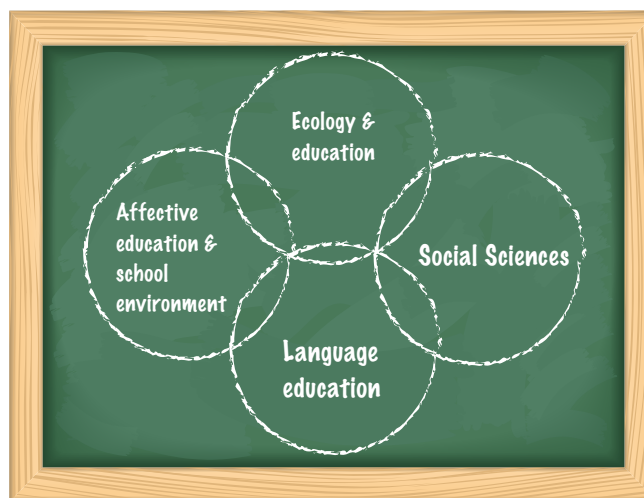
Outcome areas

Within the various possible outcome areas, based on historical experience and assessment of strengths, we have identified three key areas to focus on:
› Organizational capability building: to help organizations increase capability in bringing about quality education by working in different parts of India and in different knowledge areas
› Educational material & Literature: to address paucity of good quality educational material and literature to aid in this effort
› Public Advocacy: to increase awareness and critical thinking amongst educationists, parents and government

Thus our current strategy, in short, is to focus on the above outcomes and theme areas.

Project update by themes

Theme area	Overall idea	Specific projects	Key 2011-12 updates
Ecology and education	Work on following key areas: • Science & Nature • Ecological footprint and • Conservation. Progressively integrate these into a connected learning experience on ecology and education.	·**SeasonWatch with National Centre for Biological Sciences:** A project to instill the scientific spirit and connect with nature by going outside the classroom and being with trees ·**Green Schools Program 2 (GSP2) with Centre for Science & Environment**: A project that makes children aware and active about their ecological footprint on land, water, energy etc starting from the school campus ·**Nature Conservation Foundation:** We have just started working on a new project that tries to bring localized knowledge created through conservation activities into school education.	2 Key partnerships **'Mathrubhumi'** in Kerala and **Centre for Science and Environment** in New Delhi ·In GSP2, 20 schools where identified and customized workshops conducted for all. Tasks to be completed by them have been identified. Continuous support being provided.
Affective education & school environment	To bring about changes in the school environment by making the environment more safe and friendly for the child. The affective education element covers a wide range of elements: attitudes, beliefs, values, feelings, emotions, interpersonal relations etc.	• **The Teacher Foundation** is taking forward the 'Safe and Sensitive Schools' project by starting work on research project that will draw on existing literature and work in this area and attempt at arriving at some kind of learning standards in this area. • In a radically different approach there is also work going on which draws on **The Kabir project** and creates resources for teachers and schools to bring the richness of this mystic poet to classes.	• The 2nd year of the intervention (2010-2011) focused on helping the teachers set up processes and systems in the school that would help instill listening and appreciation as part of the school culture ·A number of workshops and events were conducted with diverse sets of schools, colleges and groups of educators on the theme of 'Learning with Kabir'. The work done and materials collated were reviewed to put out a bank of shareable ideas and resources through a website for teachers and educators.
Social Sciences	This is a new area of work for us, though Social Science has been an important part of many of the earlier projects and was one of the focus areas within the Quality Education Study(see table below).	Partnership with **Vikramshila** to consolidate on what they have done in the past in Social sciences and also come out with tangible curricular material which is interdisciplinary and project-based.	·Social Sciences Textbook analysis and initial workshops have been completed. ·Existing curriculum has been consolidated. ·Schools to pilot have been brought on board

Theme area	Overall idea	Specific projects	Key 2011-12 updates
Language education specifically focused on multi-lingual approaches	The idea here is to use the child's mother tongue in learning other languages like English. It is a research-based project and it will look at the effectiveness of such an approach. However this is more than just learning language as existing research suggests that usage of mother tongue boosts self-esteem and may have a larger link with the child's education.	Partnership with **Eklavya** in the final stages of being drafted.	Partnership with **Eklavya** in the final stages of being drafted.
Holistic school engagement	We started working on Holistic School engagement programs to build capacities and understand school reform work better.	Partnership with: **Digantar** in 100 government schools in **Phagi, Rajasthan.** 6 year project with teacher and community engagement in alterative pedagogic practices, leading to better functioning of the government school system **Vikramshila** and the **West Bengal Madrasah Board** schools in West Bengal. Intensive work done with 10 schools to improve the quality of education and with the Board by helping them in planning, reviewing and developing curricular material.	•Phagi project (Direct work with 550 children ,20 proving academic support to 40 schools) concluded in its stipulated time by March 2012. • Madrasah project: Consolidate the activities and learning of the past 4 years though resource books & documentation of field level experiences with a documentary film.

Future plans

Over the 2011-12 period we have commenced 8 new projects mostly within the focus theme areas. We plan to consolidate these and align them to the refined strategy as above. Over the course of 2012-13, 4 resource/advocacy portals will be launched:

- *Portal on Quality Education*
- *GoodBooks.in having reviews on good quality children's literature*
- *Kabir resource portal for educators*
- *SeasonWatch revamped portal for citizen science*

We also plan to consolidate on our work in ecology and education and provide leadership in this area and shape the idea of Sustainability education within the post-awards engagement of earthian program (www.wipro.org/earthian).
We will continue on the advocacy work in QES and may take up advocacy in another important area within school education.
We believe that by working on these areas we would address the systemic gaps that exist in the school education system and move in the direction of our idea of what is good education.

Quality Education Study (QES)

What is QES?

A study of schools with these objectives:
- Study of student performance, values and attitudes of students and teachers in popular, good schools in India
- To be followed by a nation-wide campaign to expand the popular notion of a Good School

QES covered 89 schools, 23,000 students, 800 teachers and 16 principals.

Key findings of QES

- Further dip in conceptual understanding of students from last study
- Problematic biases in student attitudes and values
- Schools with a participative climate have higher student performance

Read more at: www.wiproeducation.com/qes

Large-scale public advocacy campaign

- Covered thro a 4-day series in Mint newspaper
- Main Editorial and Op-Ed in The Hindu
- More than 20 coverages in newspapers and magazines
- Key findings shared with school principals and teachers at day long advocacy events in Chennai, Kolkata; Delhi, Mumbai and Bangalore to follow
- TV Panel discussion in partnership with Mint. Telecast awaited.

The earthian program

Sustainability thinking has environmental, social and economic dimensions. It is a way of looking at these issues in an integrated manner without straying from paying attention to either the human development problem or the value and constraints imposed by our environment.

This kind of thinking requires understanding, debate and action, especially in our educational institutions. At Wipro, we have endeavored to work on both the educational challenges in schools and colleges and on ecological sustainability issues, both, within our organization and outside. From our work in these areas came this realization that sustainability issues require greater attention in schools and colleges. This was the genesis of the earthian program, an annual program, the first edition of which was launched in April 2011.

The purpose of earthian

The vision of earthian is rooted in the challenging task that humanity faces of finding solutions to several sustainability issues – climate change, water scarcity, rapid urbanization, biodiversity loss - to name just a few. The fact that solutions will have to be found to these challenges even as we ensure balanced and inclusive economic growth will require an

exceptional caliber of leadership from our future generations. Those in schools and colleges today will be our future policy makers, technocrats, administrators and educationists who will lead this change.

Program Design

This program is positioned distinctly – both in structure and expected outcomes. In the first phase of the program, we asked teams to write critical and well reasoned essays on various themes – by looking at issues through the lens of different socio economic contexts and exploring interrelatedness of issues. We had debates on what is the right medium of expression for schools and colleges. We thought writing, a skill that is increasingly marginalized in the present times, will engage multiple faculties and take them through the rigor which one may find hard to see in other mediums - like a slide presentation, video or collage.

Over 1700 institutes across the country registered to participate in the first edition of this program in 2011.The engagement was through online and face to face mediums. Over 50 employees across the organization volunteered to mentor teams across the country. We also leveraged our access to schools and engineering/science colleges through our long running programs, namely, education partners with Wipro Applying Thought In Schools and Mission10x. We also created a short video for earthian – that received encouraging reviews. (http://tinyurl.com/cdtm2qo)

To get a drift of the approaches being taken, we invited teams to submit a brief before the main paper. We received over 1000 abstracts. At the final count, we have received more than 800 entries, 60% of them from schools. The 10 best entries, 5 each from schools and colleges, were selected by an eminent jury with varied experience in academia,

research, non-governmental organizations and business roles. Even though the evaluation criteria and selection process were in place – picking a few best entries has not been an easy process. The best entries were awarded by the Chairman of Wipro at a day long program, which comprised of engaging, informative and entertaining sessions by experts, writers, school and college panel discussions and music performances.

The selected institutes are now part of a 3 year Continuous Engagement Program (CEP) which will be a focused intervention to embed sustainability thinking and action in their school and community environments. The CEP is being offered by our partners and in the first year covers teacher workshops, campus environmental footprint measurement, biodiversity and theater workshops. The 2nd edition of earthian will be launched in May 2012.

MISSION 10X

On 5th September 2007, Mission10X a not-for-profit initiative of Wipro embarked a journey – "to transform engineering education in India". With the growing demand and need for engineers in the economy, it is a challenge for the education system to be responsive and adapt quickly to the changing demands and requirements from the Industry.

To overcome the challenges faced by the industry, Wipro initiated Mission10X to empower the engineering faculty on new methods of Teaching-Learning.

Mission10X closely works with faculty members and Principals from various Engineering Institutions across India.

Mission10X Learning Approach is a methodology designed to empower the faculty members with innovative teaching techniques which enables teachers to:

• Imbibe higher levels of understanding of a subject
• Effectively apply the concepts learnt to practical situations, and
• Develop key behavioral skills required for employability.

Since its launch Mission10X has gained tremendous recognition and momentum in the field of engineering education. Mission10X has reached out to over 1,200 engineering colleges across 25 States in India and has empowered over 23,000 engineering faculty members.

It has its network across 25 Indian States and Union Territories viz., Andhra Pradesh, Karnataka, West Bengal, Maharashtra, Orissa, Kerala, Tamil Nadu, Puducherry, Uttar Pradesh, Uttarakhand, Delhi, Punjab, Madhya Pradesh, Himachal Pradesh, Haryana, Chandigarh, Gujarat, Chhattisgarh, Jharkhand, Rajasthan, Tripura, Sikkim, Assam, Goa and Jammu & Kashmir.

Global Recognitions:

› World Economic Forum featured Mission10X among 50 best talent mobility good practices across the world. It was highlighted as the collaborative work
of the industry and academia which addresses skill gaps in engineering educational scenario in India.

› Mission10X was honored with the "Best Practice" award at the 13th Annual Corporate University Exchange ("Corp U") Awards for Excellence and Innovation at the University of Pennsylvania in Philadelphia, USA. Mission10X won this award in the "Launching" category for its effort in addressing the long-term need to improve the employability of Indian engineering graduates.

Key Highlights of Mission10X 2011-12

ALW: Initiated Academic Leadership Workshop for the Principals of engineering colleges to help them in institution building. This leadership workshop helps Principals to enhance their strategic thinking capabilities, vision building, skills and competency developments. This program is designed in collaboration with international partners like Development Dimension International (DDI) and Harvard Business School Publishing (HBSP) along with Mission10X Research Center.

Conclave 2011: The Mission10X Conclave was conducted to provide a platform to teachers in sharing their classroom experiences and various Mission10X teaching methodologies that were implemented across classrooms. Various groups were formed to discuss and work on "Mathematics and its applications in Engineering". 120 faculty members from 38 colleges across Karnataka took part in this Conclave.

IIT Madras MoU: Partnered with IIT Madras to collaborate in the areas of teaching, learning and research. Graduates from the top engineering colleges in India rank excellently in employment suitability, but there is a steep decline in quality beyond the top-tier institutions. To address such issues Mission10X signed a MoU with IIT Madras, this MoU intends to bring collaborations in the areas of Teaching, Learning and Research in Engineering Education.

MTLC: Launched Mission10X Technology Learning Center to bridge the technology gap between Academy and Industry. This platform will help faculty to provide experimental and project based learning to theirs students. The MTLC being part of the Unified Technology Learning Platform (UTLP) provides an opportunity for students to work on industry relevant projects and gain the necessary skills required by the Industry. Currently 12 technology centers have been inaugurated at engineering colleges across India.

Mission10X Impact Study: This was conducted in engineering classrooms which opened insightful points about the changing classroom practices. 220 Mission10xians across the state participated in this study. Though the results of the study are to be officially published, the study indicated that the attitude of teachers and the pedagogy followed in the classroom have changed enormously after teachers underwent Mission10X workshops.

Karnataka Conclave 2012: A congregation of Industry and Academia to bring out the best practices that can benefit both Institution and the Organization. It was held on the 25th August, 2012 at Vidya Vikas Institute of Engineering and Technology, Mysore. The theme of this Conclave was "Innovative topics for interdisciplinary projects". Over 110 participants from 20 engineering colleges in and around Mysore took part in this event. Principals from various colleges shared the impact of Mission10X in their colleges while the faculty members shared some of their best classroom experiences.

Mission10x: Future Directions

Mission10X aims at reaching greater heights and it plans to do the following through an online Center of Excellence.

This Center of Excellence would include creating an Online Learning System on 'Pedagogy' as part of Education Support; Video modules on various methods of Pedagogy, converting the 5 days Faculty Empowerment Program and Academic Leadership workshops into interactive video sessions and role / career based Learning plan for faculty in engineering colleges

Mission10X also plans to extend Mission10X workshops to faculty in Science Colleges:

Being aware of the fact that faculties in Science Colleges do not have much Industry Orientation, Mission10X conducted surveys to assess the feasibility of extending such workshops to them.

• The results of the survey are encouraging and training modules would be designed based on the survey outcomes
• It is planned to roll pilot workshops to these faculty during Q3 of 2012-13

"Mission10X is an extraordinary effort in building the builders of the nation; I learnt the science and art of teaching with the effective tips given from extraordinary facilitators from Mission10X. I am proud to be part of Mission10X community".

- A faculty participant

25 States

23,000 Engineering Faculty Members

1,200 Engineering Colleges
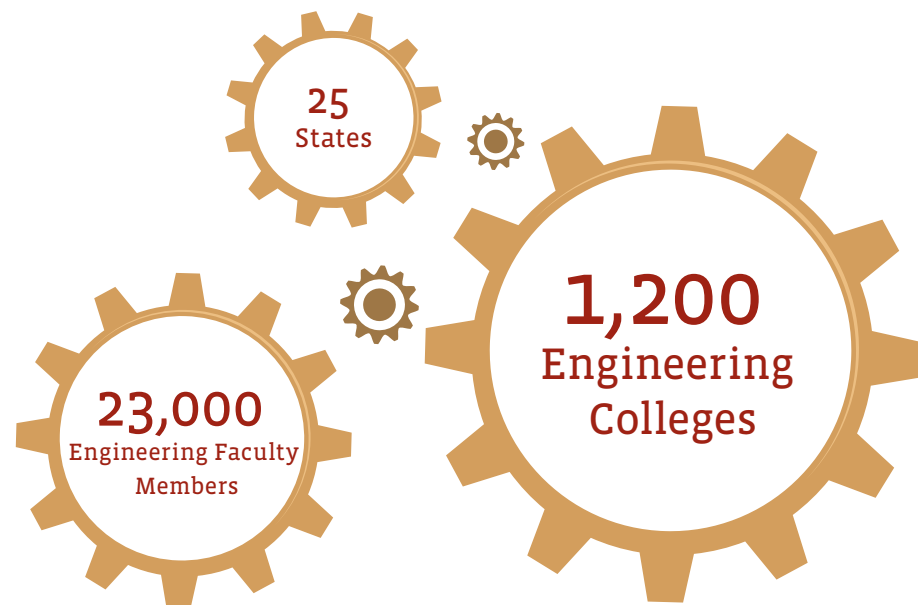
Wipro Cares

The theme and its macro context for Wipro:

Responsibility towards proximate communities, specially pertaining to more disadvantaged sections, is not just the prerogative but duty of every responsible corporate citizen. It is with this belief and philosophy that Wipro Cares was formed. A strong focus on marginalized communities in immediate neighborhoods on issues of access to quality education and healthcare, degraded environments and disaster rehabilitation is based on the 'Spirit of Wipro', which drives the charter of Wipro Cares.

Wipro Cares is organized as a Trust with funds donated by Wiproites being matched by Wipro. In each location, Wipro Cares work is driven by a Location Committee made of volunteering Wiproites.

Its charter is to support the developmental needs of marginalized communities in those cities and towns where Wipro has a large presence and offer Wiproites an opportunity to engage meaningfully with local communities. The primary focus of Wipro Cares is to ensure overall wellness & sustainable living for communities with larger ecological sustainability in mind.

Wipro Cares approach to engage meaningfully with communities includes clearly identifying areas of engagement, with appropriate partners and well defined measures & governance to assess social impact of each project.

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

The principal stakeholders for Wipro Cares include Wiproites, NGO partners and most importantly, marginalized proximate communities that face challenges with regards to access to quality education and healthcare, degraded environments and that are affected by natural disasters.

Covers 30 Villages

71500+ Kids

Built 539 Houses
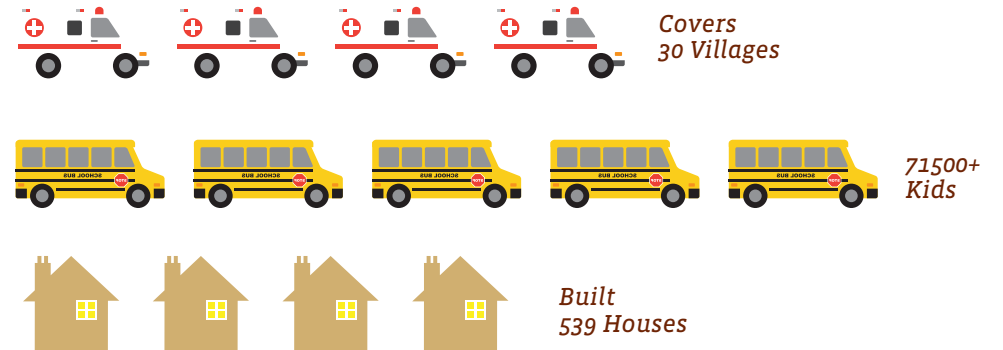
Key highlights of Wipro Cares 2011-12

Primary Health Care Services	Supported a population of 45,000 covering 30 villages in Aurangabad, Tumkur and Hindupur with OPD and RCH (Reproductive Child Health) facilities
	Started similar projects in Mysore and Amalner covering a population of 5000 people
Access to Education	Supported the education of 71500+ children in 6 cities & 1village through 8 projects
Restoration of Environment	Planted more than 25,000 trees and generated livelihood for more than 25 subsistence farmers in rural Tamil Nadu through a social forestry project
Disaster Rehabilitation	Karnataka Floods project completed, built 539 houses for two districts (Yadgir & Koppal) in North Karnataka
	Completed the project which provided eco sanitation, dug wells, rainwater harvesting for a village of 90 households which was affected by the Kosi floods in Bihar
	Carried out a global collection drive for Japan, collected 100,000 USD which was donated to Ashinaga, an NGO that supports the educational and emotional needs of children
Overseas	Trained 134 professionals through its Communication Excellence for Public Education (CEPE) initiative in Philippines
Employee Engagement	Increased employee engagement through various campaigns across Wipro locations pan-India, currently have a base of around 700 volunteers
	Clocked in around 900 volunteering hours in 2011-12 in India

Brief Description of the New Projects in 2011-12

Mysore Health Care project, Karnataka:

Mysore Health Care Project is one of our recent projects, which was started in Dec 2011. Wipro Consumer Care & Lighting Group (WCCLG) and Wipro Infotech Ltd (WI) has a presence in Mysore. The chosen villages in Mysore, house around 70% of schedule caste and 30% of (Other Backward Caste') OBC's. The project caters to the primary health care needs of 5 villages in Mysore taluk reaching out to a population of around 3000. The project includes focus on personal and community health and hygiene with specific emphasis on women and child health. Since December 2011 the project has catered to the medical needs of 1035 people, 9 health awareness programs, on personal and community hygiene, were organized which were attended by 270 people. 83 malnourished children have been identified through the health camps.

Social Forestry in Rural Communities, TIST, Tiruvallur and Tiruvannamalai District, Tamil Nadu:

The project involves sustainable tree plantation and its scientific management along with generation of livelihoods for farmers. 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. We have continued to support TIST for the second year with another 25,000 tree saplings on about 40 acres of land. This project is a stand-out example of an initiative that meets both, ecological and social goals in a balanced manner. The program is the recipient of several awards from the state forest department.

Aikyatan Primary School, Midnapore, West Bengal:

Wipro Cares is attempting to provide educational opportunities to rural children through Aikyatan Primary School in rural Bengal. This school was started by few dedicated youths of the area, to address the educational needs of the children in that area. 43 children benefited from the project and were promoted to the next higher class.

Amalner Health care Project, Maharashtra:

Amalner Health Care Project is one of our most nascent projects. It was started in January 2012. Amalner is considered as the birth place of Wipro; currently we have a Wipro Consumer Care & Lighting Group (WCCLG) plant situated in Amalner. The five villages selected for the project, lack adequate health care facilities. The project aims at providing curative and preventive health care facilities, along with working towards increasing the efficacy of existing health care infrastructure. Since January 2012, 374 people availed the health care services.

Communication Excellence for Public Education (CEPE), Philippines:

The Communication Excellence for Public Education (CEPE) initiative was launched by the Wipro Philippines team in May 2011 under the aegis of Wipro Cares. CEPE initiative aims to produce better English speakers in the country's graduate pool. By partnering with the Department of Education, Wipro hopes to increase the students' test scores by helping public high school teachers improve their verbal and written proficiency in the English language through training and refresher courses on communication skills. 134 professionals from the field were trained through five batches of training


Rural Connect– Partnering in the Common Services Center(CSC) for Rural Communities Program

Wipro is part of a consortium, anchored by the Indian Institute of Management – Bangalore, comprising of a group of organizations who volunteered to join in a true PPP (Public Private Partnership) spirit aimed at bringing a constructive change in Rural India. This is by way of introducing sustainable Common Service Center (CSC) at Gram Panchayat level in line with the objectives of the National E-Governance Plan. The CSC is intended to be an effective service delivery mechanism to all stakeholders –Public, Private and more importantly Citizens of Rural India. The CSC's 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 they 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. There are 15 CSC centers running in Gubbi Taluk, Tumkur District, Karnataka State at Gram Panchayat Level.
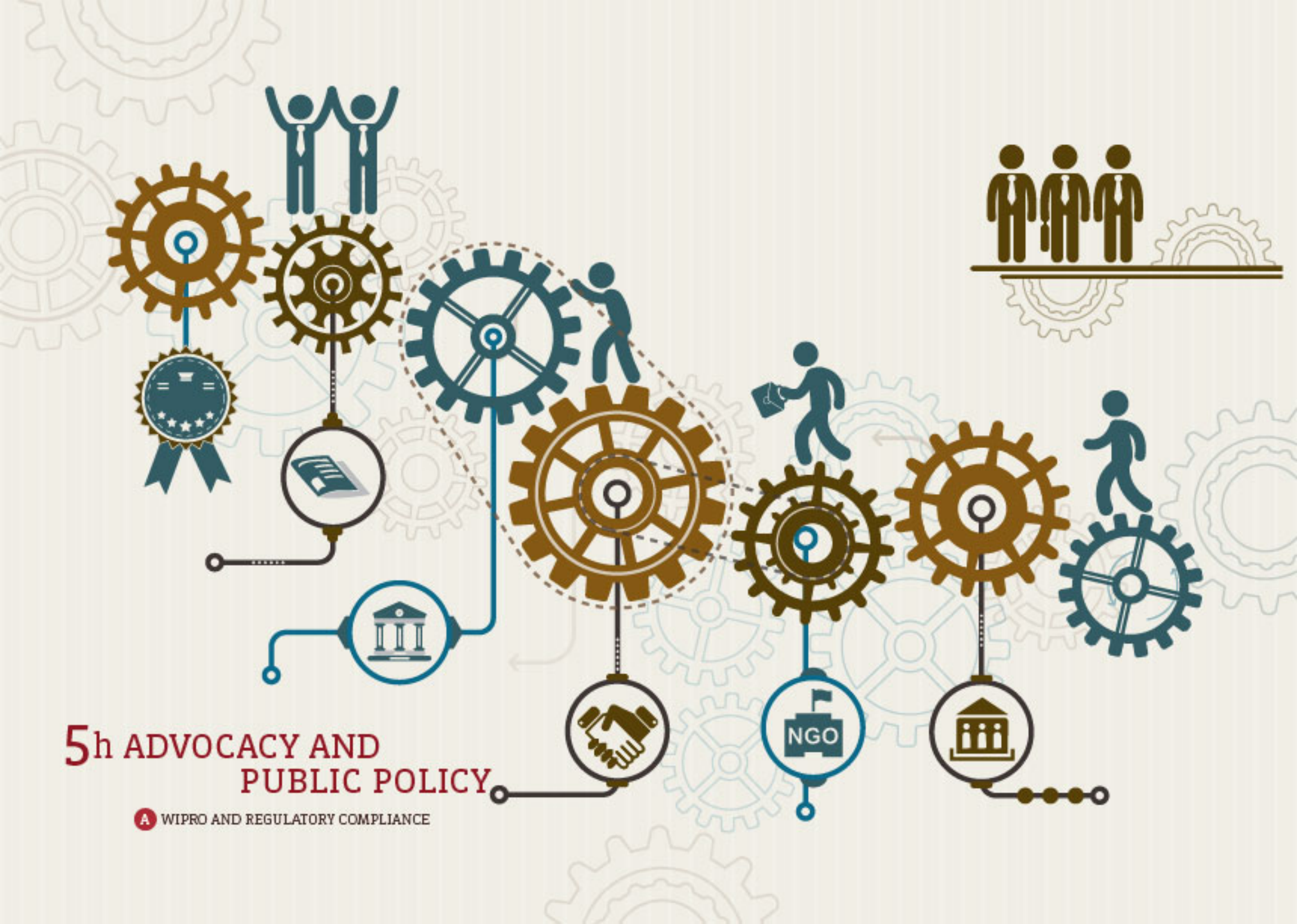
5h ADVOCACY AND PUBLIC POLICY
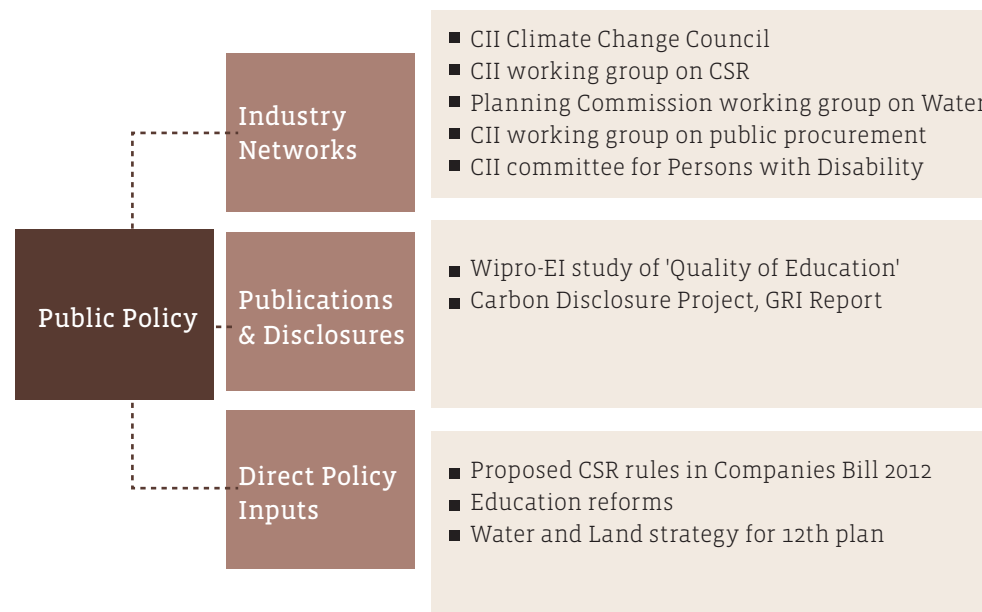
A WIPRO AND REGULATORY COMPLIANCE

Advocacy and public policy

Good policies and regulations help catalyze social change and environmental protection by aligning the incentives and benefits of all stakeholders. A good policy can be differentiated from a mediocre one by how easy it is to implement and by whether benefits derived from it outweigh the costs of compliance. 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. A sterling example is the Clean Air Act, 1990 in the U.S.A – over a 20 year period, it has resulted in a cumulated savings of $ 20 Bn and avoided premature deaths of 10000 people for a total compliance cost of $ 870 million. 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 the 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.

Public Policy

Industry Networks
- CII Climate Change Council
- CII working group on CSR
- Planning Commission working group on Water
- CII working group on public procurement
- CII committee for Persons with Disability

Publications & Disclosures
- Wipro-EI study of 'Quality of Education'
- Carbon Disclosure Project, GRI Report

Direct Policy Inputs
- Proposed CSR rules in Companies Bill 2012
- Education reforms
- Water and Land strategy for 12th plan

Our engagement in sustainability advocacy is summarized in the table below 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
Planning Commission working groups on 'Land and Water'	The Planning Commission constituted several working groups as part of the process of the 12th plan formulation. Wipro was part of one such group that was tasked with looking at issues of land and water. As part of the inputs, we provided a position paper where we articulated our views. On Water, a key issue that we think needs urgent addressing is that of strategic management of groundwater in terms of endowment, entitlement, pricing and rainwater harvesting. How well we manage this issue will determine our water future that is, in turn, inextricably linked to sustainable economic development.
CII-ITC CESD work group on proposed CSR rules in Companies Bill 2012	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 has played a central role in this whole exercise which is still ongoing.
	Wipro's position on mandatory CSR spend is that such a move would eventually prove counter-productive. We think that CSR must flow naturally from a company's values and convictions and that any mandate based regime will kill the motivation to go the extra mile and will lend itself to window-dressing and trying to game the system . Good work cannot and must not be legislated. This is different from the need to legislate environmental protection which must be done, albeit in a transparent manner.
Quality of Education study in partnership with Education Initiatives (EI)	Based on two year study of nearly 900 schools across the country, we along with our partner EI published a detailed analytical study of quality of school education in India's urban school system. The study was covered in detail in select national press media. We convened discussions with schools and other stakeholders in education across the four cities of Kolkata, Chennai, Bangalore and New Delhi . In addition, the report shared with thousands of schools across country. The Study and discussions around it can be accessed at www.qualityeducationstudy.com
CDP working group on ICT sector module	We were part of the working group constituted by the Carbon Disclosure Project (CDP) that was tasked with providing detailed inputs towards creating a sector specific module for the Information and Communications Technology (ICT) industry. This module will constitute additional questions that ICT companies will need to respond to as part of the annual CDP disclosure process.
Initiatives on e-Waste and Climate Change	We have been part of the CII Climate Change Council that works towards advocacy around GHG mitigation in industry and works with government on the several dimensions that frame this issue. The council led the industry delegation to the Durban Conference of Parties (COP 17) We have been playing a central role – through MAIT (Manufacturers Association of Information Technology) in the provision of inputs to the e-Waste rules 2012. While we believe in the need for such a regulation, we think that act in its current form does need directional changes so as to make it more transparent and less cumbersome, inclusive of the informal sector and to create the right structure of incentives for all stakeholders i.e. producers, recyclers and end-users.

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* *Compliance with e-Waste rules 2012*

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. There were no instances of environmental 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 2011-12 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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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 2011-12 ('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 May 2012 to March 2013 for the year of activities covered in the Report, 1st April 2011 to 31st March 2012.

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 Sustainability Report - 2011-12, 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 planned to be separately reported. Also during the assurance process we did not come across limitations to the scope of the assurance engagement; external stakeholder engagement was limited to employees at sites visited and certain outsourced partners, as part of this 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 Chennai, Greater Noida, Pune 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 especially with employees and waste handlers 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.

Conclusions

Wipro Sustainability Report 2011-12 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 +.We have evaluated the Report's adherence to the following principles on a scale of **'Good', 'Acceptable' and 'Needs Improvement':**

AA1000AS (2008) principles

Inclusivity: Stakeholder engagement process and outcomes are well established, documented and implemented across the IT Business entities; 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 opinion, the level at which the Report adheres to this principle is **'Good'.**

Materiality: The Company has a documented an effective process to determine materiality issues of significance to its IT businesses and has established appropriate strategies, systems and policies to manage its sustainability performance. In our opinion the material issues have been appropriately prioritised and responded to in the Report and 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'.**

Reliability: The majority of qualitative and quantitative information verified at corporate office and site were found to be accurate, however some of the data inaccuracies identified during the site 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 are of the opinion that the Report is generally reliable and acceptable.

Specific evaluation of the information on sustainability performances: We consider the methodology and process for gathering information developed by the Wipro for its sustainability performance reporting is appropriate and the qualitative and quantitative data included in the Report, was found to be identifiable and traceable; the personnel responsible was able to demonstrate the origin and interpretation of the data and its reliability. We also assessed the reported progress against the company's commitments as disclosed in its previous Report and observed that the Report presents a faithful description of the sustainability activities and the goals achieved.

Additional Parameters as per DNV's Protocol

Completeness: Report has fairly attempted to respond to sustainability performance based on the reporting requirements of GRI G3.1 including response to core indicators for the application level A for the reported boundary, in our opinion the level at which the Report adheres to this principle is **'Acceptable'.**

Neutrality: Report presents the Company sustainability performance and related issues in a transparent and balanced manner, in terms of content and tone. In our opinion, the level at which the Report adheres to this principle is **'Good'.**

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:

• to disclose the sustainability performance at regular interval (quarterly) on its sustainability disclosure web site and publish the sustainability report well in time i.e. 3 – 4 months from close of reporting period, so as to enable stakeholder to make informed decisions well in time;

• to strengthen the organisation wide data management system i.e. the sustainability performance data may be captured at source at the various operating locations through an Information technology enabled system to further improve the accuracy and reliability of reported data.

DNV's Competence and Independence

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 2011-12, DNV did not work with Wipro Limited on any engagements 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.

For Det Norske Veritas AS,

Vadakepatth Nandkumar
Project Manager,
National Head-Sustainability &
Business Excellence Services,
Det Norske Veritas AS, India.

Antonio Astone
Assurance Reviewer,
Global Sustainability Manager,
DNV Business Assurance, Italy.

Bangalore, India, 25th March 2013.

AA1000
Licensed Assurance Provider
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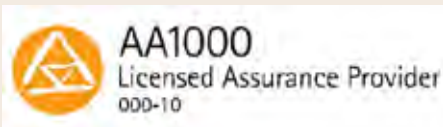
Green House Gas Verification

The verification of Green House Gas Inventory ('the GHG Inventory') for Wipro's (IT business) covering the period 1st April 2011 to 31st March 2012 was carried out as part of the verification and assurance of Wipro Limited Sustainability Report 2011-12 as requested by Wipro Limited.

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

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 2011-12 and the management report issued to Wipro. DNV expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this verification Statement.

The verification was of based on limited/moderate verification approach as per DNV VeriSustain and sample verification was carried out at 5 locations in India. 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 Green House Gas 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 (Tons of CO_2 e)
Scope 1	Process emissions and other direct emissions (Fuel & Fugitive emission; emission from waste not included)	36,310
Scope 2	Purchased Electricity	255,690
	Total GHG Emission (tons of CO_2 e)	292,000

For Det Norske Veritas AS
 Signed:

Vadakepatth Nandkumar
Lead Verifier
National Head, Sustainability and Business Excellence
Det Norske Veritas AS, India
Bangalore, India. 25th March 2013.

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.	www.accountability.org
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.	www.aicte-india.org/
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.	www.astd.org
ASR	Asian Sustainability Rating	An environment, social and governance ESG benchmarking tool developed by Responsible Research and CSR Asia.	www.asiansr.org/
ATREE	Ashoka Trust for research in Ecology and Environment	NGO, based in India, working to promote environmental conservation and sustainable development.	www.atree.org
BEE	Bureau of Energy Efficiency	Statutory body under Ministry of Power, Government of India.	www.bee-india.nic.in

Acronym	Expansion	Brief Explanation	Website Reference
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	
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	www.bseindia.com
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	
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.	https://www.cdproject.net/en-US/Pages/HomePage.aspx
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.	www.un.org/ womenwatch/ daw/cedaw/
CEO	Chief Executive Officer	One of the highest-ranking corporate officers in charge of total management	
CETP	Common Effluent Treatment Plant	A unit that treats effluent waste from places like factories to reduce the harmful effects on environment	
CFC	ChloroFluoroCarbons	An organic compound containing carbon, fluorine and chlorine being phased out under the Montreal protocol because of its contribution to depletion of ozone layer.	
CFL	Compact Fluorescent Lamp	A type of fluorescent lamp, used for lighting purposes, requiring less power compared to traditional incandescent lamps.	
CFO	Chief Finance Officer	A corporate officer primarily responsible for managing the financial matters including planning, reporting and managing financial risks.	

Acronym	Expansion	Brief Explanation	Website Reference
CHRD {w}	Corporate Human Resource Development	A dedicated function of the human resources team in Wipro responsible for Resource Development 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	www.cii.in
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	
CISF	Central Industrial Security Force	A multi skilled security agency set up by the government of India.	http://cisf.nic.in/
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	www.sei.cmu.edu/cmm/
CO2	Carbon Dioxide	One of the main greenhouse cases 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.	
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.	www.sustainability-index.com/

Acronym	Expansion	Brief Explanation	Website Reference
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.	www.dnv.com
Earth Hour		Earth Hour is a global event organized by WWF also known as World Wildlife Fund and is held on the last Saturday of March annually, asking households and businesses to turn off their non-essential Electric light for one hour to raise awareness towards the need to take action on Climate change.	www.earthhour.org
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	
EI	Educational Initiatives	Educational Initiatives(EI) is works in order to ensure every child learns with understanding	www.ei-india.com/ ei-www /index.htm
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.	www.epa.gov
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	www.energystar.gov
ESI	Employees State Insurance	A State instituted insurance scheme to provide to provide social benefits to employees in certain adverse circumstances	www.esic.nic.in
ESG	Environment, Social and Governance	Common acronym to include themes relevant to sustainability.	

Acronym	Expansion	Brief Explanation	Website Reference
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.	
FCPA	Foreign Corrupt Practices Act	A United States federal law known primarily for two of its main provisions, one that addresses accounting transparency requirements under the Securities Exchange Act of 1934 and another concerning bribery of foreign officials	
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	www.ficci.com
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.	
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_2, methane and nitrous oxide that cause the greenhouse effect of trapping heat within the surface-troposphere system	www.ghgprotocol.org
GIS {w}	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	www.globalreporting.org

Acronym	Expansion	Brief Explanation	Website Reference
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.	http://grihaindia.org/
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.	www.ifees.net/
IFRS	International Financial Reporting Standards	Standards, Interpretations and the Framework adopted by the International Accounting Standards Board	www.ifrs.com
IGBC	Indian Green Building Council	Council to facilitate green buildings in India	www.igbc.in
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	www.epa.gov
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	www.ipcc.ch

Acronym	Expansion	Brief Explanation	Website Reference
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	
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.	www.usgbc.org/leed/
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	www.knowledgebusiness.com
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	www.isteonline.in
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	www.iso.org
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	

Acronym	Expansion	Brief Explanation	Website Reference
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	www.mcmngo.org
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	www.microsoft.com
MoEF	Ministry of Environment and Forests	Ministry under the Government of India – a regulatory and policy making authority	http://moef.nic.in
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	
MT	Metric Tonnes	A unit of measure in the metric system denoting 1000 Kilograms	www.igbc.in
MW	Mega Watt	Watt is a measures the rate of energy conversion. The megawatt is equal to one million (106) 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.	www.naseoh.org/ organizations/
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	
NASDAQ Global Sustainability Index	National Association of Securities Dealers Automated Quotations-Sustainability Index	An index instituted by NASDAQ (a US based stock exchange) is made up of companies that have taken a leadership role environmental and social parameters.	www.nasdaq.com/
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	www.ncbs.res.in/
NCPEDP	National Centre for Promotion of Employment for Disabled People	A non-profit voluntary organization working towards employment of disabled people	www.ncpedp.org

Acronym	Expansion	Brief Explanation	Website Reference
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.	www.nic.in/
NOx	Oxides of Nitrogen	Any binary compound of oxygen and nitrogen like nitrous oxide or a mixture of such compounds	
NSE	National Stock Exchange	National Stock Exchange, based in India.	www.nseindia.com
NYSE	New York Stock Exchange	A stock exchange located at Wall Street, New York	www.nyse.com
OECD	Organization for Economic Cooperation and Development	The mission of the Organisation for Economic Co-operation and is to promote policies that will improve the economic and social well-being of people around the world.	www.oecd.org/
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	www.ohsas-18001-occupational-health-and-safety.com/
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.	www.epfindia.com
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 CO_2 in atmosphere	

Acronym	Expansion	Brief Explanation	Website Reference
PRI	Principles for Responsible Investment	An investor initiative in partnership with UNEP Finance Initiative and the UN Global Compact	www.unpri.org
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	
QPLC {w}	Quarterly Performance Linked Compensation	A variable component of monthly pay which is paid based on business and division performance of the last quarter	
RAPDRP	Restructured – Accelerated Power Development Reforms Program	A program under the aegis of the Ministry of Power, Government of India, looking at reduction in power losses	www.apdrp.gov.in/
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).	http://en.wikipedia.org/wiki/ Renewable_Energy_ Certificates _%28United_States%29
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)	TA symbol for the currency of India	
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	http://teacherfoundation.org/ index.php/ index.php/ safe-and-sensitiveschools.html
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	www.sap.com
SEBI	Securities and Exchange board of India	Regulatory body in India with a mandate to protect investors and regulate securities markets.	www.sebi.gov.in

Acronym	Expansion	Brief Explanation	Website Reference
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	http://sezindia.nic.in
SIF {w}	Self Indentification 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	www.sarbanes-oxley.com
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 TCO2 is for Tonnes of Carbon dioxide	
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.	www.teacherfoundation.org/index.php
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	www.un.org
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	www.un.goals/millenniumgoals
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	www.un.org/disabilities/

Acronym	Expansion	Brief Explanation	Website Reference
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	
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	www.unep.org www.unglobalcompact.org
US, USA	United States of America		
UK CRC, 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 {w}	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.	www.epa.gov/
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	www.wiproapplyingthought inschools.com
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. e 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	
WEF	World Economic Forum	An independent international organization committed to improving the state of the world through multi stakeholder engagements.	www.weforum.org
WEM {w}	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 {w}	Wipro Energy and Sustainability Services	A division of Wipro's Eco Energy team focused on IT for Green solutions to customers	

Acronym	Expansion	Brief Explanation	Website Reference
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	www.wiproinfra.com
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	www.wipro.com
Wividus {w}		Shared services arm of Wipro that supports many internal process in functions like HR, operations, finance, administration and payroll.	
WOW {w}	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	www.wri.org
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.	www.wipro.com

INDEX OF GRI INDICATORS

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
STRATEGY AND ANALYSIS				
1.1	Statement from the most senior decision-maker of the organization.	●	3-5	
1.2	Description of key impacts, risks, and opportunities.	●	3-5, 18-21, 30-34	45-47
ORGANIZATIONAL PROFILE				
2.1	Name of the organization.	●	14	
2.2	Primary brands, products, and/or services.	●	14-16	13,33,38-40
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	●	14-16	13, 33, 49, 149-152
2.4	Location of organization's headquarters.	●	14, Back Cover	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.	●	15	90-92
2.6	Nature of ownership and legal form.	●		70-71
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	●	15-16	33,36
2.8	Scale of the reporting organization	●	15-17	12, 13, 33, 36, 95
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	●		49-51
2.10	Awards received in the reporting period	●	17,89-90	19,65-66
REPORT PARAMETERS				

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	●	7	49
3.2	Date of most recent previous report (if any).	●	7	
3.3	Reporting cycle (annual, biennial, etc.)	●	7	
3.4	Contact point for questions regarding the report or its contents.	●	117	
3.5	Process for defining report content.	●	9-10	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	●	7-8	
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	●	7-8	
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.	●	7-8,70	49,149-152
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.	●	Check details for Environmental and Economic metrics at*	
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).	●	71-72	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●	7-8	
3.12	Table identifying the location of the Standard Disclosures in the report.	●	12	
3.13	Policy and current practice with regard to seeking external assurance for the report.	●	11-12	
*http://www.wipro.org/sustainability/sustainability-disclosures.htm				

● 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 2011-12 Page(s)
GOVERNANCE, COMMITMENTS, AND ENGAGEMENTE				
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.	●	18,20,23,29	73-76,79-80
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	●		73-83
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.	●	23	73
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	21,46-48,91-93	82-83
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).*	◕	53-57	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●	20-21	75-76, 82-83
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.	●	23	73
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.	●	14,18,21,42-43,99	75-76,79
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.	●	9-10,18-20,25-28, 35,42, 50, 70	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	20,21	79-80
4..11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	20	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	35	

*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 2011-12 Page(s)
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.	●	114-115	
4.14	List of stakeholder groups engaged by the organization.	●	9	
4.15	Basis for identification and selection of stakeholders with whom to engage.	●	9-10	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	37-40	
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.	●	30-34	
ECONOMIC				
DMA EC	Disclosure on Management Approach EC		89-92	33-44
Economic Performance				
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.	●	95	12-13
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	●	19,25,30,74-75,83	
EC3	Coverage of the organization's defined benefit plan obligations.	●		142-145
EC4	Significant financial assistance received from government.	●	95	
Market Presence				
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	●	43	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●	99	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	●	58,62	

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
Indirect Economic Impacts				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	●	94,99,102	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	●	99	
ENVIRONMENTAL				
DMA EN	Disclosure on Management Approach EN	●	25-26,30-31	
Materials				
EN1	Materials used by weight or volume.*	○		
EN2	Percentage of materials used that are recycled input materials.*	○		
Energy				
EN3	Direct energy consumption by primary energy source.	●	74	
EN4	Indirect energy consumption by primary source.	●	74	
EN5	Energy saved due to conservation and efficiency improvements.	●	74-75	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	●	75	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	●	75	

*This is not material to the service and product profile of the organisation-since 85-90% of our revenues are from IT services. We do have recycling and reuse programs for most consumables including paper – however they are not part of core product/service profile. For IT products, we will start reporting materials used from next year.

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
Water				
EN8	Total water withdrawal by source.	●	76	
EN9	Water sources significantly affected by withdrawal of water.	●	76-77	
EN10	Percentage and total volume of water recycled and reused.	●	75-76	
Biodiversity				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.*	●	80-81	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.*	●	80-81	
EN13	Habitats protected or restored.*	○		
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	●	80-81	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.*	○		
Emissions, Effluents and Waste				
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	74	
EN17	Other relevant indirect greenhouse gas emissions by weight.	●	74	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	●	74-75	
EN19	Emissions of ozone-depleting substances by weight.	●	78	
*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 2011-12 Page(s)
EN20	NOx, SOx, and other significant air emissions by type and weight.	●	78	
EN21	Total water discharge by quality and destination.	●	75-76	
EN22	Total weight of waste by type and disposal method.	●	79	
EN23	Total number and volume of significant spills.	●	79	
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.	●	80-81	
Products and Services				
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●	83-87	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	○	Not Applicable	
Compliance				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	●	116	
Transport				
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.*	●	73	
Overall				
EN30	Total environmental protection expenditures and investments by type.	●	80	

*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 2011-12 Page(s)
SOCIAL: LABOR PRACTICES AND DECENT WORK				
DMA LA	Disclosure on Management Approach LA	●	42-43	
Employment				
LA1	Total workforce by employment type, employment contract, and region, broken down* by gender.	●	64	
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.*	●	64,65	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	●	50,61	
LA15	Return to work and retention rates after parental leave, by gender.*	●	66	
Labor/Management Relations				
LA4	Percentage of employees covered by collective bargaining agreements.	●	43	
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	●	43	
Occupational Health and Safety				
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.	●	50-52	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender. [5]	●	66	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	51,52	
LA9	Health and safety topics covered in formal agreements with trade unions.	●	43	
* Details of people metrics are available at ‹‹http://www.wipro.org/sustainability/sustainability-disclosures.htm››				

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
Training and Education				
LA10	Average hours of training per year per employee by gender, and by employee category.	●	67	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●	53-57	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	●	53-57	
Diversity and Equal Opportunity				
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.**	●	59-60	
Equal Remuneration for Women and Men				
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	●	43	
SOCIAL: HUMAN RIGHTS				
DMA HR	Disclosure on Management Approach HR	●	42-43,99	
Investment and Procurement Practices				
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.	●	99-100	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.*	◖	99-100	
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.	●	42-43, 66	

* Prelim assessment study done in 2012. Inputs into supply chain engagement plans for 2012 and beyond.

**Also see detailed breakdown of employees by age, gender and levels in the organization at the 2011-12 link at http://www.wipro.org/sustainability/sustainability-disclosures.htm

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
Non-Discrimination				
HR4	Total number of incidents of discrimination and corrective actions taken.	●	22	
Freedom of Association and Collective Bargaining				
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.	●	99 (No Instances)	
Child Labor				
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.*	◔	43,99-100	
Forced and Compulsory Labor				
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.*	◔	43,99-100	
Security Practices				
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.*	◔	99	
Indigenous Rights				
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	○	Not Applicable	
Assessment				
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments. [6]	◔	42-43,99	
Prelim assessment study done in 2012. Inputs into supply chain engagement plans for 2012 and beyond.				

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
Remediation				
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	●	22	
SOCIAL: SOCIETY				
DMA SO	Disclosure on Management Approach SO	●	33-34,102	
Local Communities				
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	●	102	
SO9	Operations with significant potential or actual negative impacts on local communities.	●	102	
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	●	102, 110-112	
Corruption				
SO2	Percentage and total number of business units analyzed for risks related to corruption.	●	20-21	82
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	●	21	
SO4	Actions taken in response to incidents of corruption.	●	22,99	
Public Policy				
SO5	Public policy positions and participation in public policy development and lobbying.	●	114-116	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	●	116	
Anti-Competitive Behavior				
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	●	No instances	

Profile Disclosure	Description	Reported	Cross Reference to this report / Direct Answer	Annual Report 2011-12 Page(s)
Compliance				
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	●	116	
SOCIAL : PRODUCT RESPONSIBILITY				
DMA PR	Disclosure on Management Approach PR	●	33,86	
Customer Health and Safety				
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.*	◐	86-87	
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	
Product and Service Labelling				
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	●	86-87	
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	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	●	38	
Marketing Communications				
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	●	116 (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	

*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 2011-12 Page(s)
Customer Privacy				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.*	○	18-21	
Compliance				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	●	116	
	*Systems and processes exist for customer data – in all cases jointly agreed with customer. We are strengthening them to ensure better controls and we will report summary information from next year.			

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