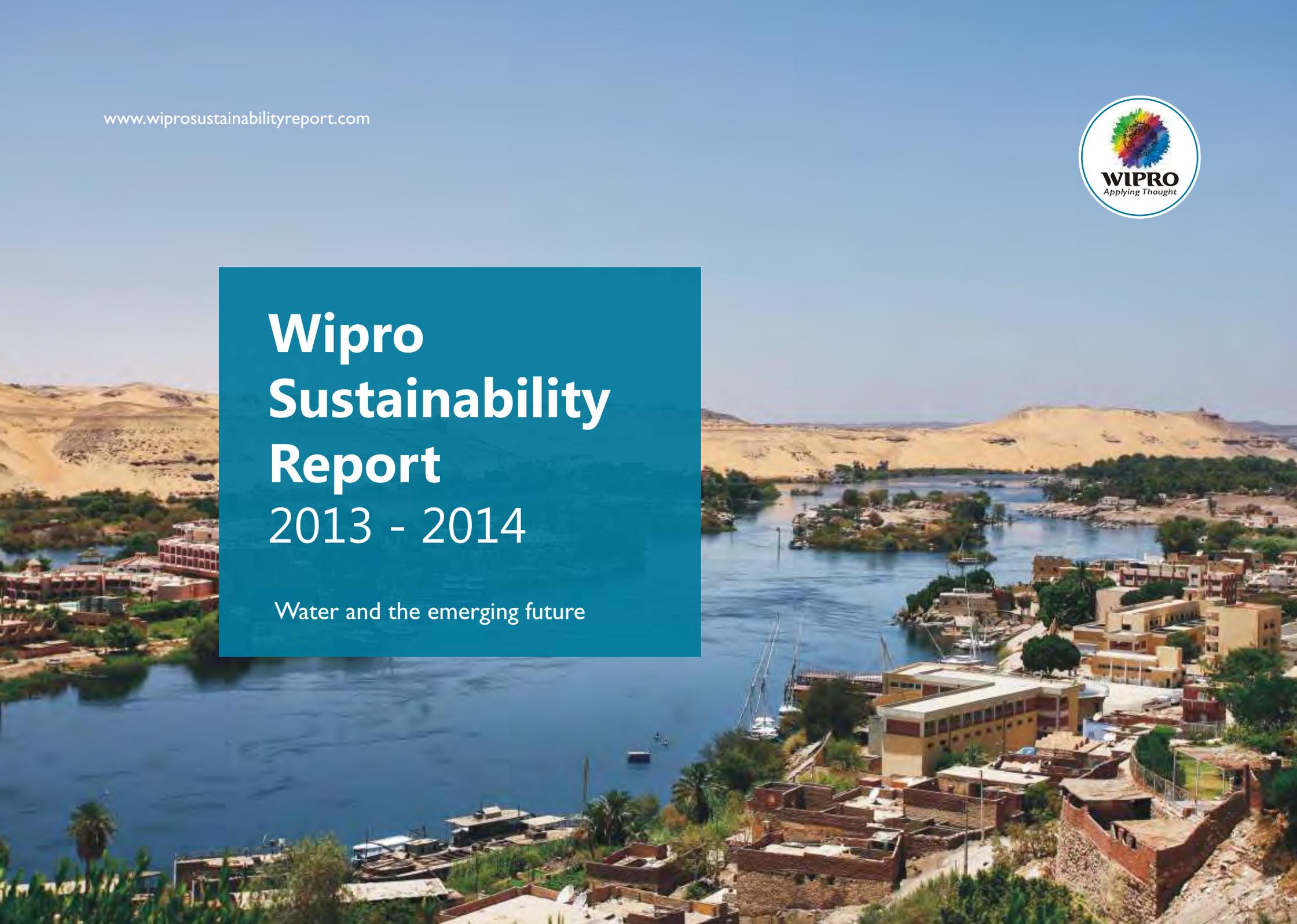




Wipro Sustainability Report 2013 - 2014

Water and the emerging future





GREAT
LAKES



WATER
AND THE
EMERGING FUTURE



NEW
YORK

The theme of our report this year, 'Water and the emerging future', underscores the centrality of water to the collective future of humanity. That water scarcity poses a risk to our well-being is starkly evident in varying degrees in different geographies of the world. The Global Risk report for 2015 released by the World Economic Forum ranks water scarcity as the number one risk in terms of impact.

The question of how we can resolve the emergent water crisis is engaging the best minds across the world. Perhaps the answer lies in our past. Over millennia, our relationship with water has been richly kaleidoscopic – somatic, cultural and spiritual. About 60% of our body is water which literally courses through our veins. The food that we eat comes from a magic alchemy of water, sunlight and soil. Water seems to have been part of our daily lives from the first beginnings – in food, in drink, in cleansing ourselves, in rituals of birth and death....and everything in between. It's not surprising therefore that many of the great, early civilizations flourished around rivers – the Tigris, the Euphrates, the Indus, the Nile, the Ganges. Water has determined the fates of many of these civilizations both ways – in their ascent as well as in their decline. Floods or the shifting course of a river or extended drought have often meant the rapid disappearance of entire cities and regions.

It is in tribute to humanity's ever evolving relationship to water that our report carries a special feature highlighting several sterling narratives on this aspect. The ingenuity of the Mayans in harvesting water in arid terrain, the network of fountains that watered the rugged slopes of the famed Machu Pichu, the engineering genius of the aqueducts of ancient Rome that served a population of a million, the first river civilization on the banks of the Tigris-Euphrates in Mesopotamia, a drainage system in Harappa of 5000 years back that is marveled at even today...and in more recent times, Australia's heroic efforts at water conservation in an endemically dry country by using science and by involving its citizens. These are just a few examples of the featured stories that serve to inform and inspire.

At Wipro, our engagement with water goes back more than a decade and spans a range of initiatives both, within our boundary as well as outside with the larger community. Our initiatives around water efficiency, recycling and harvesting have resulted in a cumulative savings of more than 3000 million liters over the last four years. In parallel, acting on the fundamental axiom that water is a collective resource that needs collaborative governance with other stakeholders, we started a program three years back around our campuses in Bangalore (Sarjapur) and Chennai that sought to critically understand the larger picture of our water trail. This project has progressed in exciting ways and we are now towards the close of completing a detailed aquifer map of groundwater for a 33 sq km area around our campus in Sarjapur. This is probably the first of its kind in the country and when combined with active citizen involvement can lead to unique model of citizen-led model of managing water.

Water and well-being are intimately connected, a fact that is intuitively understood and felt by each one of us. David Orr, the renowned thinker and humanist, says this best in his lyrical essay 'Reflections on water and oil' : "The modern world is in some ways a dialogue between oil and water. Water makes life possible, while oil is toxic to most life. Water in its pure state is clear; oil is dark....Water has inspired great poetry and literature. Our language is full of allusions to springs, depths, currents, rivers, seas, rain, mist, dew, and snowfall. To a great extent our language is about water and people in relation to water. We think of time flowing like a river. We cry oceans of tears. We ponder the wellsprings of thought. Oil, on the contrary, has had no such effect on our language."

In conclusion, water is an apt metaphor for the kind of emerging future that we want to co-create. Water is the ultimate renewable resource as it cycles perennially through land, the oceans and the atmosphere. And yet its delicate balance across geographies and seasons is disrupted easily, affecting the fates of millions. The future of our well being is similarly dependent on the delicate balance and subtle interplay of humans and the blue planet that we call home. We hope that this report is a small step in informing, educating and bringing about progress towards the change that we want.

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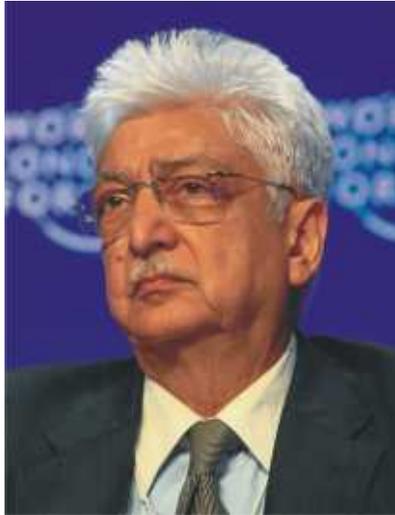
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LETTER FROM THE CHAIRMAN



Azim H Premji
Chairman, Wipro Ltd.

Dear fellow stakeholders

Welcome to our seventh sustainability report for the year 2013-14. The theme of this year's report, 'Water and our emerging future', underscores the centrality of water to our collective future. Water scarcity has been featuring in the top 10 global risks for three years running now in the annual risk report of the World Economic Forum. Evidence from all around points to the imperative of engaging urgently and deeply with the complexity of the water challenge.

Our engagement with water goes back more than a decade. One important pillar is our internal initiatives around recycling, rainwater harvesting and the use of technology in water efficiency. Over the past four years, these initiatives have helped in a cumulative savings of nearly 3000 million liters of water. The other

pillar is pivoted on the vision that that water is a community resource that needs a model of collaborative governance. Aligned with this vision, we started a program three years back around our campuses in Bangalore (Sarjapur) and Chennai that sought to critically understand the larger picture of our water trail. This project has progressed in exciting ways and we are now towards the close of completing a detailed aquifer map of groundwater for a 33 sq km area around our campus in Sarjapur. We are also actively engaged with multiple citizen groups in understanding and addressing this problem. Our plans for the next two years include similar citizen initiatives in four other clusters in Bangalore under the aegis of the Karnataka State Water Network and a program that focuses on the restoration of lakes in the city.

Our work on water doesn't stop with the above but extends to education where we are trying to develop systemic capabilities of engaging with the water challenge in schools. Through earthian, our nation-wide program in sustainability education, more than 2500 students from nearly 500 schools from across the country have, over the past two years, completed a wide range of activities that have helped develop their understanding of water from both, the practical and conceptual points of view.

Our wide engagement with water emphasizes a crucial point that responding to sustainability challenges needs to be multi-dimensional and transcend boundaries. We are trying to follow this strategic approach in our other initiatives as well. Let me illustrate with the example of our work on disability. It is a matter of some satisfaction for us that there are more 500 persons with disability as part of our workforce today. Over the past five years, we have redesigned our workspaces and systems so that they provide the crucial foundational support for such employees. We are now extending this outside to the social sector with

carefully designed engagements in the space of children with disability.. Our first projects have been initiated and you will hear a lot more about our work in this space in our next report.

The above principle of boundary-less action is also reflected in our global approach to working with communities wherever we have significant presence. Three years back, we started a program for improving science and math education in the U.S.A by focusing on developing teacher capacity in schools that are located in disadvantaged inner city districts in Chicago, New Jersey and Boston. This is progressing well and in collaboration with our partners, 250 teachers from 20 schools are part of the first cohort. We plan to expand to other cities over the next two years

I have talked about just three of our initiatives in this letter – but our sustainability program has many more elements to it, all built on a similar framework of rigorous goals, integrative execution and continuous improvement. The highlights of our principal initiatives are available in the dashboard in the beginning of this report. While we are happy with the progress we are making every year, we are simultaneously cognizant of the need to improve and raise the bar for ourselves constantly. Based on our internal reviews as well as on the feedback from customer assessments and independent third party audits, some of the areas that we have identified as opportunities to build upon are : Increasing the footprint of renewable energy, Enhancing the usability of treated water through ultra-cycling . Increasing the quantum of rain water harvesting and Expanding our work with proximate communities.

The year 2015 holds special significance with the expectation that new multi-lateral agreements will be in place on Climate Change and on Sustainable

Development Goals. The future that we all want – a sustainable, prosperous, equitable and humane world - will depend on several things to come together: sound economics, enlightened policies and empowered citizenry but above all, it will depend on our mindsets and whether we are ready to adopt new ways of seeing, thinking, feeling and acting. Let me conclude therefore by affirming that each of us has the power to make a difference for the better. Let us exercise that power.

With Best Wishes
Azim H Premji

Present Day, Rajasthan, India

In the deserts of Rajasthan, rain water runs deep

Across the Thar, besides *palar pani* (rain water) and *patal pani* (underground water), villages are nourished by *rejani pani* (surface water that doesn't make it to the water table). The mineral rich lands have an impervious layer of gypsum, formed almost 30 lakh years ago. The layer hardens when it comes in contact with water, keeping it from trickling down to the water table while the sand prevents the trapped humidity from evaporating back into the atmosphere. The cavity of a specially constructed *kuin*, a small and narrow well, turns the humidity into drops of water. The *kuin's* circumference is kept to a minimum to prevent evaporation. In places like Jaisalmer, which witnessed its lowest annual average rainfall last year at 7mm, *kuins* serve as efficient water retainers. Like a *kuin*, Lake Jaseri has a *bittu ro ballyo*, or a layer of stone which prevents rainwater from escaping, thereby maintaining a fixed water level all year around. Rajasthan is also home to *tankas*, *kunds*, *talabs*, *talais* and *johads*.



► Vertical Posts mark the opening of a *kuin* in Rajasthan.



2.Report Profile and Assurance Approach

In this section, we provide an overview of the profile of our sustainability report for 2013-14; 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, 2013 to March 31, 2014, referred to hereafter in short as '13-14



Date of the most recent previous report:

Our most recent sustainability report was for the fiscal year **2012-13**, released in **March 2014**.



Reporting cycle:

Our sustainability report is published on an **annual basis**.

This report's scope, content and boundary

Our first aim was to gain a broad understanding of material aspects across our supply chain. This we did by conducting an environmental and social risk assessment of our supplier base in association with two UK based organizations (Trucost and Fronesys in 2012 and revised in 2013). The economic/financial risk assessment was conducted by the ERM function in Wipro.

	IT services	
	Software services	BPO services
Primary offerings	<ul style="list-style-type: none"> • Consulting • Package Implementation • Application Development & Maintenance • Testing Services • Technology Infrastructure • Product Engineering 	<ul style="list-style-type: none"> • Business Process Outsourcing
Geography presence	<ul style="list-style-type: none"> • Americas • Europe • India • Japan • Middle East • Asia Pacific 	<ul style="list-style-type: none"> • India • Americas • Europe

Scope of reporting

- Financial performance indicators for all geographies
 - Environmental performance for India (only energy data reported for overseas locations)
 - 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 for India (only energy data reported for overseas locations)
 - Employee metrics for all geographies
 - Social Programs cover primarily India
 - Other qualitative reporting covers all geographies (unless otherwise specified)

The content of this report

This is our 7th 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.

Materiality Redefined

The 'Stakeholder' centric structure of this report

This is our 7th sustainability report and like our previous reports, we continue to adopt the stakeholder format of reporting. While this has been the report structure of choice for us since our first report, we have been periodically debating its merits vis-à-vis other formats. For example, a theme-centric format – wherein the structure is around themes like 'Energy', 'Water', 'Health and Well Being' – might provide a greater sense of emphasis to the materiality of issues ;it might also be able to better convey the range of issues addressed under one theme e.g. under the theme of 'Energy and Carbon', we can talk about at least three distinct tracks : Reducing the operational carbon footprint of our facilities, Providing Smart Energy Management Systems to our customers and Building Advocacy around Energy and Climate Change. But after due discussion and debate, our collective decision has been to stick to the stakeholder format for the fundamental reason that the question 'Who are your stakeholders?' has more primacy than 'What are your material issues ?'. It is a cornerstone principle of the AA1000 and the GRI-G4 frameworks that the stakeholder horse must pull the materiality cart and not the other way around - and therefore the stakeholder format is more appropriate for balanced, transparent reporting.

Materiality Context:

The transformational nature of the global IT sector is fueled by the revival that the global economic environment is witnessing. India is one of the most visible, high-growth and competitive IT markets, and Indian IT majors are expected to sustain and improve their positions, as key generators of employment and economic growth. IT Services is a people-centric and talent-intensive sector, and people issues determine a large part of the materiality map. The global nature of

our workforce, combined with our highly skilled and relatively young workforce makes for an inclusive work environment and openness to learning and driving change. It stands to reason, therefore, that in our materiality grid, top aspects include People Development, Diversity & Inclusion and Voice of Stakeholder. The urban centric nature of our business makes us more vulnerable to urban issues such as water and energy scarcity, transport congestion and long commutes. These in turn create lead to impacts such as work-life imbalance, air pollution and its effects on health and contagion risk in crowded places. Health & Safety therefore continues to be a top material aspect for us.

For IT companies in India, constant scrutiny and external assessment is a way of life. As thought leaders and role models, it is incumbent on us therefore to demonstrate high levels of integrity and transparency. This should be used to catalyze continuous improvement in transparency, across all levels of engagement. Our workplace culture and easy access to technology make it that much easier to engage with stakeholders through informal, digital channels, e.g. crowdsourcing of ideas is a common technique used in IT companies. Therefore, materiality determination should also take advantage of this.

The examples of top material aspects cited above are relatively medium to long-term priority areas i.e. they will be achieved over a period of time, and will remain priority areas in the foreseeable future. Sustainability issues are, more often than not, long term issues, e.g. climate change, and in the nature of foundational principles e.g. diversity is good. Hence, once we define a set of issues that are most material, it is not necessary to revise them frequently, even if the industry transformation takes place at a more dynamic pace.

Who are our stakeholders ?

Defining who an organization's primary stakeholders are can be relatively straightforward within the business ecosystem but when it comes to larger social and environmental contexts, the meaning of stakeholders can assume a form that is unduly large or amorphous.....and yet, faithful engagement with important social and ecological issues requires that the voice of these collectives be discerned and heard. Our eight identified stakeholders are

- i. Employees**
- ii. Customers**
- iii. Investors**
- iv. Suppliers**
- v. The Education ecosystem : Partners and Academic Institutes**
- vi. Communities and Civil Society Networks**
- vii. Government and Policy Networks**
- viii. The Young Citizen and Future Generations**

Readers may notice a slight change in the names of some of these stakeholders as well as in the number of stakeholders (an increase from 7 to 8). In this regard, let us clarify that till the previous reporting year, our practice was to 'club' the 'Education Ecosystem' and 'Community' stakeholders as one even though they are distinct. Therefore, from the current reporting year, we are splitting this into two stakeholders as articulated above. However, it may be noted that in our report sequence, the programs on 'Education' and 'Community Care' will continue to be under one section, 5g.

We have renamed the stakeholder 'Current and Future Generations' as 'The Young Citizen and Future Generations' as the phrase 'current generations' does not adequately capture the centrality of our planetary actions to the lives of the current generation of children and young adult who will have to live through and negotiate any adverse environmental impacts in a few decades from now.

Spotlight : 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. Determining the most material issues to include in this report stems from multiple dimensions of risk, returns and relevance - to Wipro, the IT Services industry and to all our stakeholders.

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

- ix. Employees**
- x. Current and Future Generations**
- xi. Customers**
- xii. Investors**
- xiii. Suppliers**
- xiv. Community**
- xv. Government, Policy makers (including Regulatory bodies)**

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 importance are not static and are likely to change with time.

a. Direct feedback from the stakeholder

a. Employees:

The employee stakeholder engagement and materiality determination scope extends to all categories of employees i.e. permanent, retainer and contract employees. People aspects covered in client assessments are also incorporated in this. Stakeholder interests are determined by a collective analysis of feedback received via:

- Employee Perception Surveys indicate the key drivers that affect engagement, as well as the relative importance of these to employees, based on the engagement scores.
- Analysis of suggestions received via the Employee Advocacy Group forum.
- Exit interview feedback.
- Analysis of concerns received and addressed by the Ombuds process.
- Types of concerns discussed with 'mitr' (counseling) volunteers.
- Key aspects studied in (external) sustainability assessments.

b. Customers:

Customer Satisfaction is evaluated at various frequencies –annually for all customers; in addition quarterly for key/focus accounts, at the end of closure of a project and at key milestones etc. Most of these are tool administered and the annual and quarterly CSAT's are third party administered. Service delivery and Product Quality is a key aspect which directly impacts customer retention and business growth. For all employees, working across different customer projects, customer satisfaction is a key objective.

b. Risk assessment Studies:

i. Supply chain:

In association with two UK based organisations – Trucost and Fronesys, we completed a preliminary environmental and social risk profiling of our IT services and IT products divisions. The 'Ethical Supply Chain' section in this report contains more details of the same. We also have commissioned two studies on supply chain maturity in our waste management program. These studies coupled with increasing interest from investors (through disclosure frameworks) and customers through information requests and assessments has led to supply chain being recognised as a key engagement area in the sustainability journey. The services business, unlike manufacturing, does not rely on deep and complex supply chain networks and hence the environmental footprint of our supply chain is not material. The people supply chain comprises of knowledge workers who are empowered and have various engagement avenues for feedback and redressal, hence aspects like Human Rights and Labour Practices are factors that pose relatively lower risk, and hence may be considered lower in the materiality assessment..

However these same factors have overarching and strategic importance for our operations and support services supply chain. Hence we have rated this as being of more than medium importance to both Wipro and stakeholders - and is hence placed in the 1st Quadrant.

ii. Natural Resources:

From a study we conducted in the proximate areas of two of our large campus areas located in water stressed areas, we recognize the central issue of water sustainability for Wipro as well as the community around our campuses.

c. Disclosure Frameworks

Frameworks: Investor backed disclosure frameworks like Dow Jones Sustainability (DJSI) , Carbon Disclosure Project (CEP) and Oekom provide useful templates for self-assessment. All these frameworks publish rating/assessment score card across key dimensions and some like Oekom undertake one-on-one dialogues with responding companies and provide detailed commentary on the assessment.

d. Indirect inference

from public sources of information e.g. expert NGO and think tank reports

e. Informed dialog and discussion

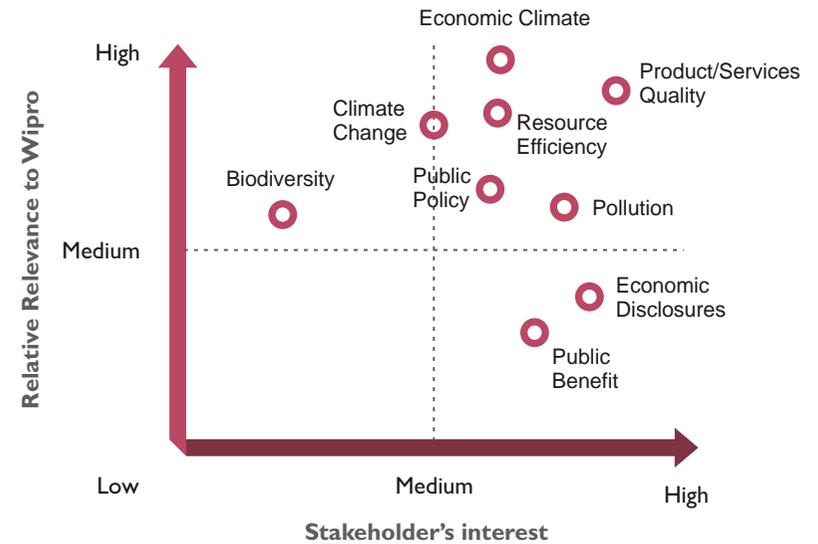
between Wipro leaders and employees in meetings, open houses, blogs etc.

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

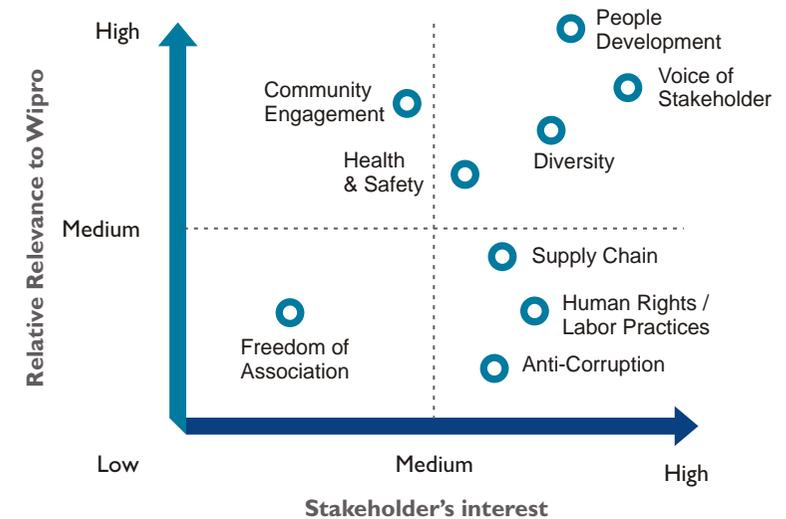
The distilled outcomes of the above processes are represented in the two matrices below – one for Social and Human Rights and the other for Ecological & Economic factors. The materiality of a particular sustainability dimension is based on the combination of two criteria – The Stakeholders’ interest 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



The 10 most material issues for this year remain the same as enumerated in the last report – these are those in the Top-Right quadrant of the two matrices and reflect high relevance for both Wipro and its stakeholders

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

These 10 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.

Announcement of change and transition to new materiality framework

The materiality framework described above was adopted by us right from the inception of our sustainability journey and finds place in every one of our sustainability reports. But as our programs have matured and our engagements have gained depth and breadth, we have felt the need to revisit and recalibrate our materiality framework. A key reason for this is that the larger sustainability context has changed and progressed significantly over the last six years – stakeholders' perceptions and expectations have changed and assessments of sustainability risks and opportunities have transformed. Another reason is the

growth of our sustainability program, which has helped us in developing a deeper understanding of various aspects and issues, and more clarity on the changes we could make in our approach. One example of a change we could make is to contextualize material dimensions more closely with geographical i.e. define specific material dimensions in terms of a country's context.

Secondly, we intend to present a more granular view of stakeholders view specific dimensions. While a dimension may be relevant to most or all stakeholders, it is interpreted differently across stakeholder groups in terms of context, issues and required actions.

Consider two examples to illustrate this point:

1. Gender Inclusion: is a factor that would be interpreted differently by internal and external stakeholders. Within Wipro, the focus is on fostering greater gender equity and inclusion in the talent life-cycle. An external stakeholder such as the Community would have different expectations, namely, education of the girl child, women's health, access to gainful employment and financial independence.

2. Water: is an area that is a today a global concern and priority. However, there are differences in how we approach this in our current efforts. Within Wipro, our corporate program has greater focus on water recycling and efficiency. Our external Responsible Water program in Bangalore, however, is contextualized to the city's groundwater situation and the risks arising from it. The program is a collaborative effort by several stakeholder groups, including citizens. The approach is informed by scientific approach and the overall objective of the program is to evolve a new decentralized, citizen-led approach to the governance of water in the context of a large Indian city.

Therefore, in early 2014, we have begun the process of reviewing our materiality framework and changing it as strategically appropriate. We will start reporting as per the new framework from our 2014-15 report onwards; however, we present below a summary and the salient highlights of the new framework.

The driving principles

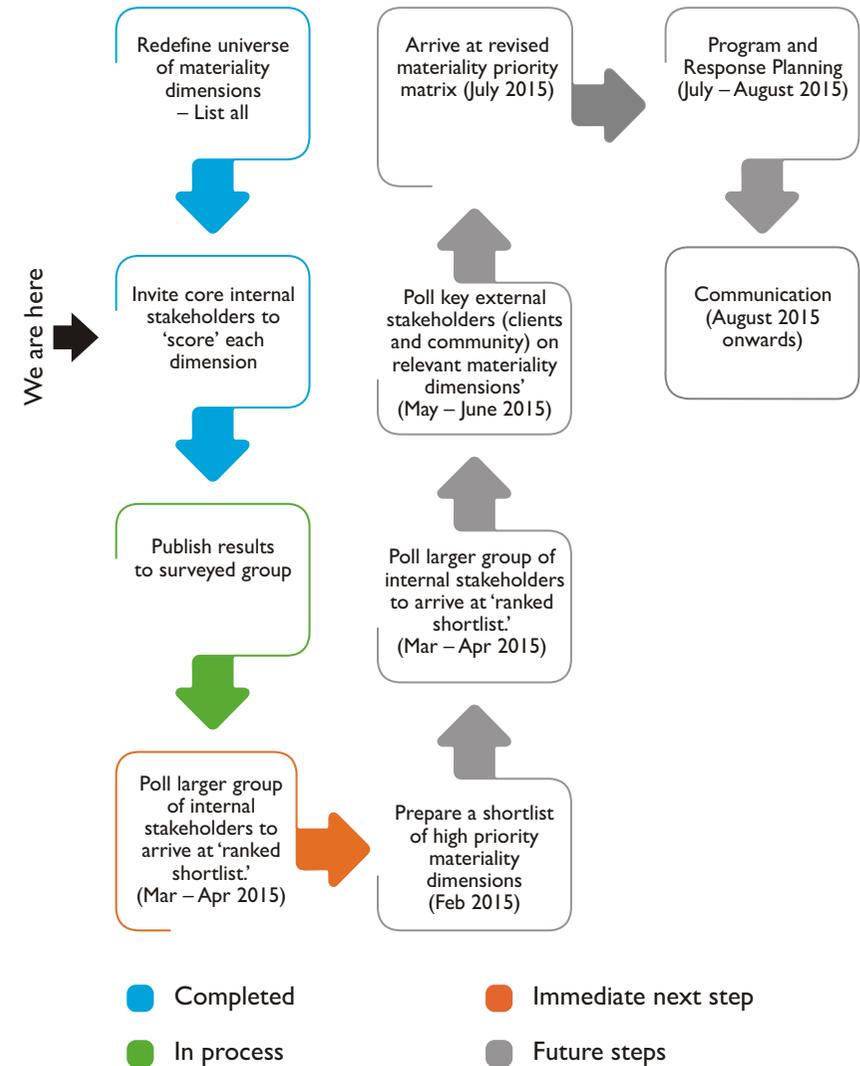
Our modified materiality framework will incorporate the following driving principles :

 <p>1 Incorporation of new elements:</p>	<p>A new set of parameters that is more representative of the multiple environmental, social and governance dimensions that are relevant to Wipro as a company and to the IT Services sector. For example, 'Data Privacy' – which does not figure in our current materiality framework – is central to an IT company like ours from at least two perspectives : (a) Commitment to protecting the privacy of customer, employee and supplier data is a basic ethical practice going beyond contractual obligations and (b) For companies that have access to sensitive information about individuals, ensuring the privacy of such data is important to the dignity of the individual</p>
 <p>2 Individual stakeholder view:</p>	<p>The conventional materiality matrix typically places issues based on relevance to the company and relevance to stakeholders; however, given that a company will have multiple stakeholders who are often very different in the roles that they play, it makes little sense to talk about 'stakeholder relevance' unless it is mapped to the next level of detail to the individual stakeholder. For example: 'Water' is a sustainability issue that is of far greater relevance to the proximate community of Wipro than to its suppliers. Therefore, in our new framework, we will define and map material dimensions materiality mapping at the level of the individual stakeholder.</p>
 <p>3 Ranking replaced by Clustering:</p>	<p>The exercise of trying to rank-order a list of sustainability issues and place them appropriately in a 2 X 2 matrix is a flawed one. Often, the difference in scores between two parameters is too trivial to justify a rank-ordering. It is much more useful to classify issues in 'clusters' that are based on a combination of domain, stakeholder and relative prioritization. The clusters will by themselves not be the sole basis for resource allocation and budgeting but will be seen more as a useful template to base one's planning and implementation goals.</p>
 <p>4 Intrinsic worth:</p>	<p>In the conventional materiality matrix of 'Relevance to Wipro' and 'Relevance to Stakeholders', certain critical sustainability issues may not score high on either of the dimensions. Examples are Biodiversity, Disability or Open Source. And yet, they have an intrinsic worth that compels serious and deep engagement. Therefore, our new framework will look at all these three factors.</p>

The Way Forward

We have embarked on the materiality revision process, to take a fresh look at the material dimensions and recalibrate them afresh, without assumptions or pre-determined notions. The process is an expansive one, and we will engage with multiple stakeholders, separately as well as collectively, so as to get individual and group perspectives. The two visuals below summarize the steps involved in the materiality calibration process, along with a draft shortlist of high priority materiality dimensions. The initiative will take us most of the current calendar year, and promises to be an enriching experience. This report is a bridging report, in which we are sharing a preview of our transition to a new framework. Our next report would contain the results of this transition and the new framework.

Materiality Recalibration Process & Steps



Shortlist of High Priority Materiality Dimensions (Draft)



People: Employees and Communities (S)

- Well-being, Health and Safety
- Knowledge, Education & Skills development
- Gender
- Human and Labor Rights
- Disability
- Connectedness



Environment and Ecology (E)

- Water
- Energy and Carbon Reduction
- Urban Resilience
- Biodiversity



Corporate Governance and Ethical Business Conduct (G)

- Ethical Business Conduct
- Disclosures and Transparency
- Privacy Protection
- IT Security
- Board structure and independence
- Government policy
- Accounting for externalities
- Open Source



1541 AD, Amazon

The Transforming Amazon River

The Amazon River was once a transcontinental river in the Miocene Epoch between 11.8 million and 11.3 million years ago. It took its present shape approximately 2.4 million years ago. If one goes by the geological clock, the desire to control the Amazon is relatively new. For the basin of the world's longest river has been inhabited for ten thousand years — by tribes, both big and small. Foreigners came in 1541 and yet it was only when the value of natural latex was realised that the world turned its eyes to the Amazon. The demand continues to be high, with Brazil controlling the world rubber monopoly. In an effort to secure this control, the government is building roads through the jungles of Amazon today, causing widespread deforestation in the process. As the tree cover thins, the waters of the Amazon keep dwindling.



► *With widespread deforestation, the dense Amazonian forest cover is thinning*



3. Organizational Profile

Our Business

Wipro Ltd (NYSE:WIT; NSE: WIPRO) is a global information technology, consulting and outsourcing company with more than 150,000 workforce serving 1000+ clients, including a number of Fortune 500 and Global 500 corporations in 175+ cities across 6 continents. The company posted revenues of \$7.3 billion for the financial year ended Mar 31, 2014.

With a track record of over 25 years, Wipro's business success has been driven by keeping the customer at the core of everything it does. Combining its deep expertise in technology with an equally clear understanding of customer industries, Wipro attempts to deliver business value to customers consistently. The consistency is driven by our pioneering efforts in service quality and predictability, through methodologies like Six Sigma, PCMM and Lean. The underlying tenets that drive this overall culture are that of speed, simplicity and excellence.

Wipro helps customers do business better by leveraging our industry-wide experience, deep technology expertise, comprehensive portfolio of services and vertically aligned business model. Our 55+ dedicated 'Centers of Excellence' enable us to harness the latest technology for delivering business capability to our clients.

Wipro is globally recognized for its innovative approach towards delivering business value and its commitment to sustainability. Wipro champions optimized utilization of natural resources, capital and talent. In 2014, Wipro was recognized as global leader in the software & service category, member of the Dow Jones Sustainability World Indices for the fifth year in a row. Wipro was also named as a World's Most Ethical Company 2014 by Ethisphere Institute for the third

successive year. Today we are a trusted partner of choice for global businesses looking for technology interventions.

In today's world, organizations will have to rapidly reengineer themselves and be more responsive to changing customer needs. Wipro is well positioned to be a partner and co-innovator to businesses in their transformation journey, identify new growth opportunities and facilitate their foray into new sectors and markets by delivering technology driven business outcomes.

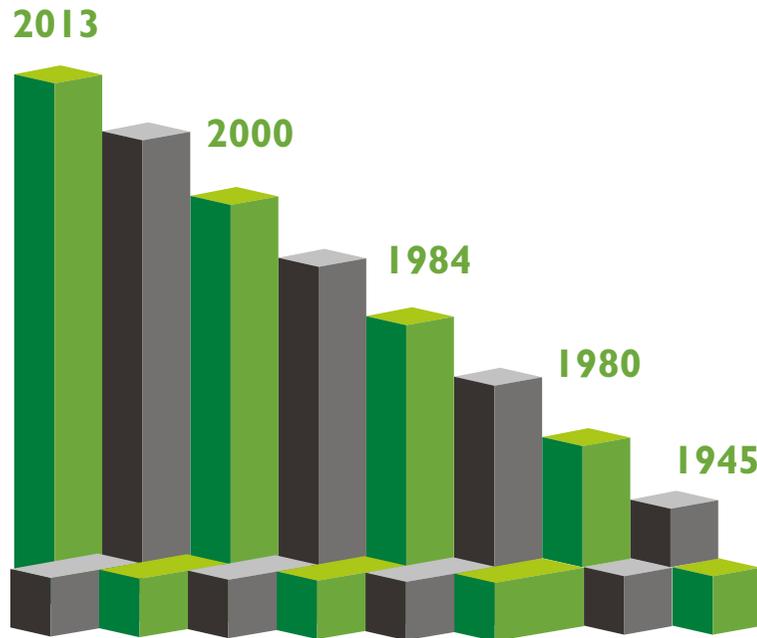
Our Values

The Spirit of Wipro represents the core values of Wipro framed around these Corporate Governance principles and practices. It 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.



Our Milestones

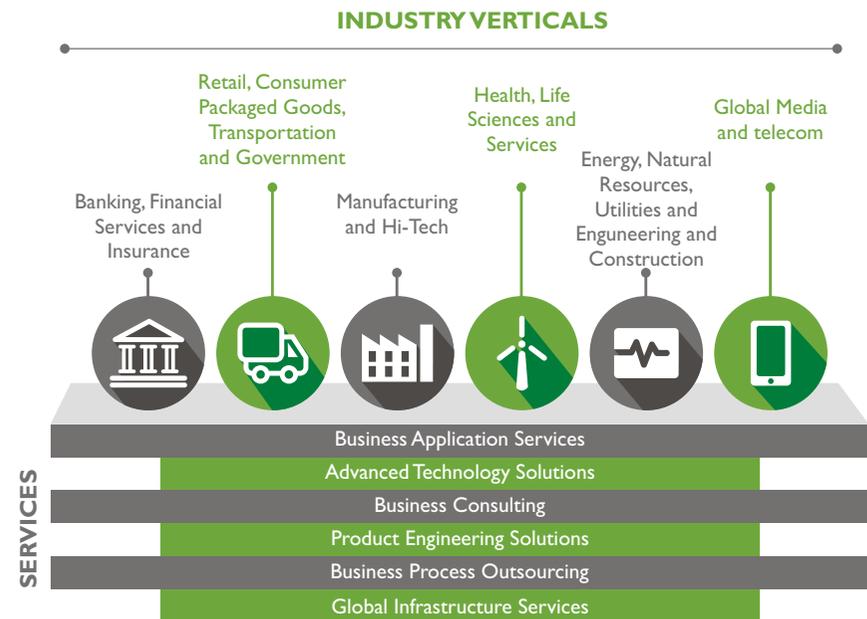
Wipro, one of the world's most trusted brands, is a name with a long history. Here's a snapshot of our journey to date:



- 1945** --- Incorporation of Western India Vegetable Products Ltd
- 1980** --- Wipro enters the IT Hardware Business
- 1984** --- Wipro enters the IT Software Business
- 2000** --- Wipro Listed in the NYSE and enters the BPO Business
- 2013** --- Wipro Ltd demerges its 'Diversified Business' into a separate company to be named 'Wipro Enterprises Ltd.' Wipro Ltd. to focus exclusively on IT Business

Our Strategic Business Units and Service Lines

Wipro continues to invest significant resources in understanding and prioritizing industry verticals. Our IT Services business segment is organized into six strategic business units by customer industry.



Wipro's service offerings are aligned with the technology needs of our customers. While our focus is on being a strategic provider of IT Services and the system integrator of choice, we also provide IT Products as a complement to our IT Services offerings. In the India and Middle -East markets, we are a leading provider of system integration services where we provide a full suite of services such as hardware solutions, software licenses and services. To fulfill system integration projects, we provide IT hardware and software licenses.

Our Presence

Global Delivery Centers, BPO and Sales Offices



49.8%
Americas



29.4%
Europe



8.6%
India & ME



12.2%
Asia Pacific & Other
Emerging Markets

Our Accomplishments

Sustainability Awards:

- Wipro selected as a member of Dow Jones Sustainability Index - World for the 5th time in a row. Also recognized as the global sector leader for the software and services industry.
- Wipro recognized as world leader 2014 for corporate action on climate change by CDP.
- Wipro is recognized by the Ethisphere Institute, a leading business ethics think-tank, as one of the World's Most Ethical (WME) 2014 Companies, for the third year in a row.
- Member of MSCI Global Sustainability index series and Global Socially Responsible Investment index series.
- Wipro featured in the Greenpeace Cool IT Leaderboard rankings for the third consecutive year. Ranked 5th in 2013.
- Wipro Limited has been selected for inclusion in the new UN Global Compact 100 stock index.
- Wipro Ltd. earned "Sustainable Plus", the world's first Corporate Sustainability Label by Confederation of Indian Industry (CII).
- Wipro rated as "Prime B+" by Oekom, leading European Sustainability rater: Wipro ranked global No#1 for the IT Services sector in 2013.
- Wipro bags ESCAP-Sasakawa Award for Disability-Inclusive Business (multinational enterprise category).

Business Innovation and Excellence Awards:

- Wipro ranks 12th in the Interbrand's 'Best Indian Brands' study, 2014.
- Wipro won 3 Awards at Info Security's 10th Annual Global Excellence Awards 2014
- Wipro Limited recognized as Champion of Women's Empowerment Principles with 2014 Leadership Award
- Wipro recognized with the prestigious Golden Peacock Award 2014, in the category of 'Innovative Product / Service' for Wipro's Assure Health™ solution
- Wipro recognized as a winner of the Global, Asian and Indian MAKE (Most Admired Knowledge Enterprise) awards for 2013
- Wipro recognized as a best in class outsourcing and consulting service provider for 2014 by 'Consumer Goods Technology' Readers
- Wipro honored with CIO Choice 2014 recognitions for Managed IT Services, Enterprise Infrastructure Automation Services and Managed Security Services.
- Wipro won the Gold award at ITSMA, 2013 under the category 'Marketing with Social & Digital Media'
- Wipro won the CIO-100 2013 Award
- Global Telecoms Business recognizes Nokia Siemens Networks and Wipro with the 'Wholesale Service Innovation Award 2013' for their unique IT R&D Partnership Project.
- American Society for Quality recognizes Wipro BPO with the Best Project with "Organizational Impact" award.

Key Organizational Metrics

Key Financial Metrics	2010-2011	2011-2012	2012-2013	2013-2014
Revenue (Rs. Billion)*	271.437	318.747	374.256	434.269
Profit After Tax (Rs. Billion)*	50.270	52.568	61.684	78.405
Total Capitalization (Rs. Billion)	293.173	345.121	348.799	396.478
Equity (Rs. Billion)	240.371	286.163	284.983	344.886
Debt (Rs. Billion)	52.802	58.958	63.816	51.592
Total Assets (Rs. Billion)	371.443	436.001	439.730	502.304

Other Metrics				
Number of shareholders	220,238	227,158	213,603	210,471
Number of Employees	130,145	138,164	134,541	133,532**

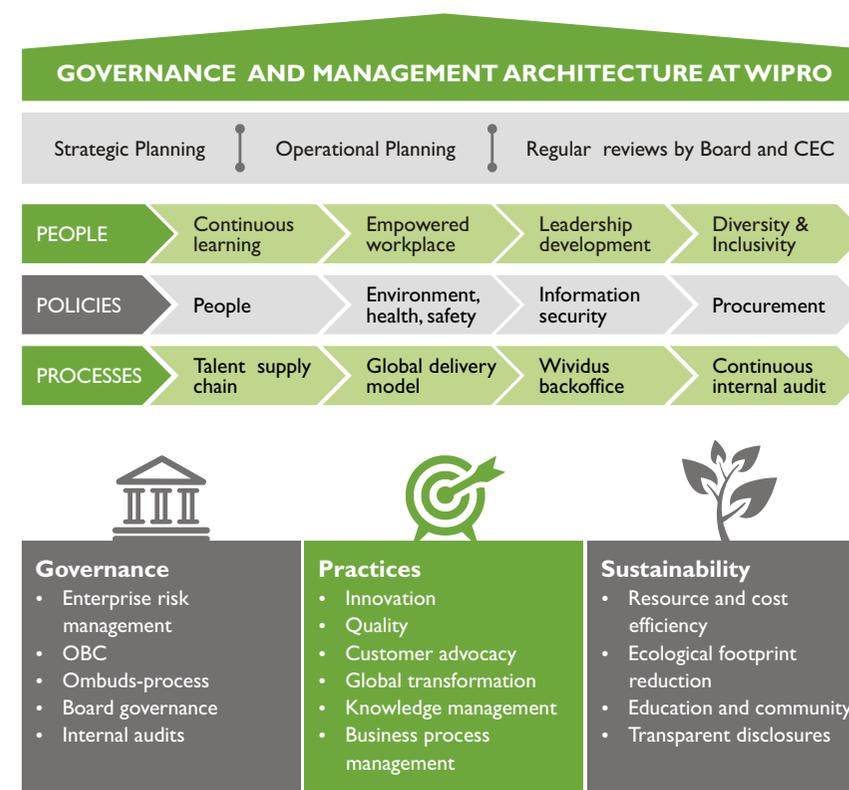
Note:

* Revenue and PAT from continuing operations only

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

Good Governance and Management Practices

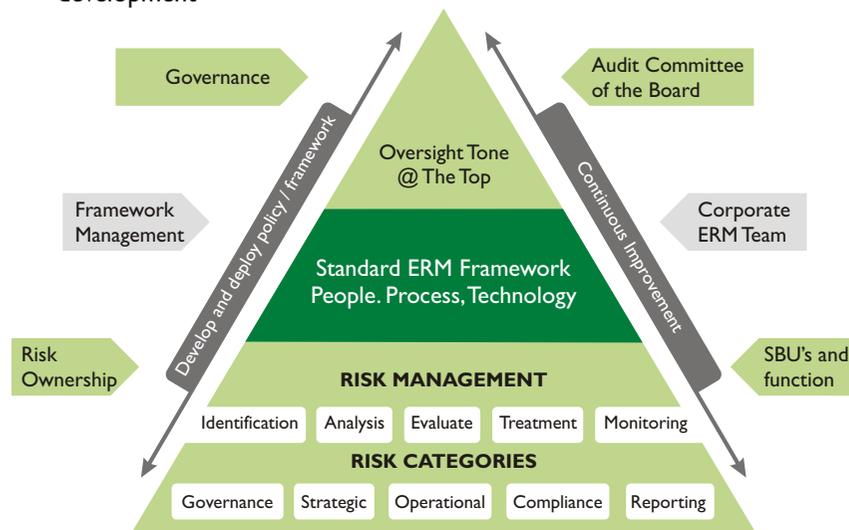
An organization's economic and social license to operate depends on the soundness of its governance and management practices. The visual below showing the organizational architecture of Wipro illustrates this point – most of the boxes reflect a long-term orientation that a company needs to assiduously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



Risk Management

Enterprise Risk Management (ERM) is a leveraged function that works in close co-ordination with Business teams, Legal, Finance, Human Resources, Quality, office of the CIO, Delivery, Internal Audit and other Functional teams. It is expected to enable and support Wipro in achieving business objectives through risk-intelligent assessment and mitigation mechanisms while providing reassurance to all stakeholders including Customers, Shareholders and Employees by way of:

- Identifying, assessing and mitigating risks within key business and functional processes through collaborative approach
- Nurturing and building the culture of risk management and compliance across the organization
- Leverage technology and tools for continuous improvement and become the Benchmark in risk management
- Become a function of choice for Delivery and Functional Leadership development



During the year, two new dimensions were added to the Risk Management Model to identify and prioritize the critical risks:

- Stakeholder Mapping:** Expectations of each stakeholder (Direct and Indirect) on key risk areas specifically with the lens of reputation risks was done and the Top Risk Map for 2014-15 was enhanced.
- Enhanced Impact Type:** Top Risk Map has been enhanced from the traditional "Probability Impact grid" to Velocity of Impact and Persistence of Impact retaining both dimensions to identify the critical risks which need management attention.

Risk Management areas for the year



The above mentioned are broad categories of risks identified. Sustainability & climate change related risks are included under “Corporate behavior and governance” and are assessed as having low probability of occurrence and medium impact in the near to medium term.

Climate change risks are assessed both at the organization and at the asset level in terms of risks to business continuity and to our financial parameters e.g. Revenues , Profitability etc. The assessment is done for Short, Medium and Long term time horizons (3 to 6 years) where each of these risk factors is assessed for identified outcomes, probability of outcomes and magnitude of impact. The risks at the company level are driven by reputational, regulations related, fuel and energy taxes related, physical climate and reputational factors.

The two risk assessment informed studies we initiated are the natural capital assessment and the location operations-water vulnerability risk study (also referred to as the Responsible Water Study. The natural capital assessment provides a comprehensive assessment of different environmental impacts (emissions, water abstraction, pollution and waste, land use change) across our operations and the extended supply chain. The responsible water program provides location level maturity indicators that integrate quantitative metrics like responsible siting and water sustainability metric including qualitative survey based inputs on knowledge, inclusiveness and transparency.

A group of executive MBA students from Georgetown University used the "Dogra-Srivastava Framework" for Climate Change and Health outcomes and tried to correlate linkages of increase in precipitation and humidity to increase in instances of communicable diseases, like Malaria, over a four year period for a city in India. The study has helped inform ways in which we can integrate climate change and sustainability with operational and people risks in the risk management framework.

Major Risk Management and Risk Mitigation Initiatives

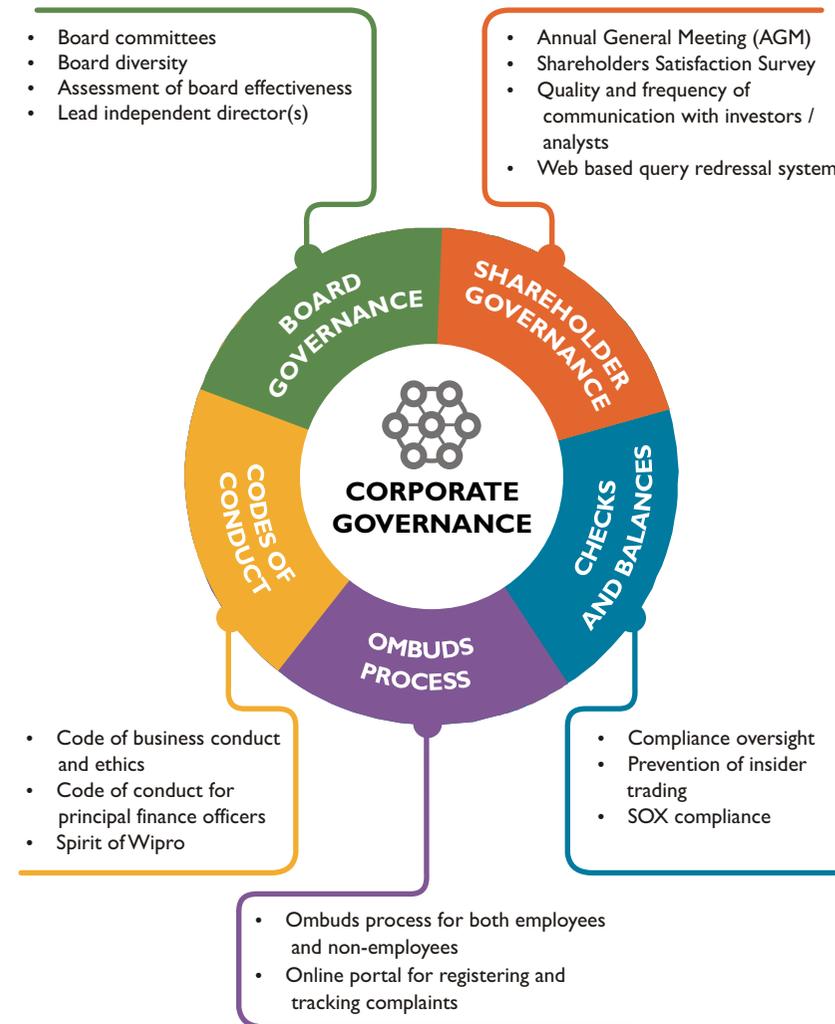
- **Business Continuity and Disaster Recovery** - Focus areas for the year included enhancing the business continuity and disaster recovery planning by preparing account specific plans, testing them through drills and including them for review with the customer.
- **The Business continuity planning includes environmental risks** - weather changes, pandemic outbreaks, floods and other events. The risk assessment procedure provides guidelines for identification of risks across different categories. The "Minimum Infrastructure & Facilities Availability" built into the planning informs account and business teams of the current minimum capability/capacity , mitigation inbuilt in case of emergency situations and process for additional support in the event of an emergency. This covers facilities, travel, communication, health and safety among others.
- **Cyber Security** - Assessment of Cyber Security risks in present day world indicates threat of persistent attacks, malware and related risks. During the year, we had taken up a strong counter measure by augmenting our monitoring and analysis infrastructure along with new technology to identify and stop attacks and advanced threats.
- **Integrated Risk Management** - We launched an organization wide program (BPE), to simplify and transform our critical business processes to mitigate the risk arising out of un-scalable, discrete processes. The initiative has touched close to 400 processes across Record to Report, Hire to Retire, Source to Pay and Order to Cash. The gaps and opportunities identified are being addressed with IT fixes and infusion of new technology, where required. The critical changes are already functional and have helped in operational effectiveness and risk mitigation.
- **Intellectual Property Protection** - Focus on Intellectual Property risk management continued during the year. The controls were further subjected

to an independent stress testing for assessing implementation effectiveness.

- **Employee Health and Safety** - Transportation and Physical Security: Employee safety continued as a core focus with enhanced measures for transportation process (24*7 operations). Employee survey, spot audits were rolled out to continuously test the robustness of the process.
- **Large Program** - Deal to Delivery: A Risk Management framework has been deployed for large value deals to assess solution fitness, credit risks, financial risks and technology risks among other risk factors. Risks are assessed and mitigated upfront at the deal stage and tracked during delivery of the engagement.
- **Proactive anti-fraud Initiatives** - Rule based anomaly detection systems were continued as pro-active measure to identify red flags and treat failure modes. Anomaly Rule books were designed in certain processes identified as critical. During the year, pilot automation of the Anomaly rule systems was done using Big Data analytics tools.
- **Stress testing** - Controls in four key areas were stress tested to assess rigor in process controls and enhance the process robustness: a) People movement to high risk countries b) Cyber Security c) Data Privacy and d) Information Security
- **Awareness and Training** - Role based training programs to enhance risk literacy covering Intellectual Property practices, information security compliance, risk management in large bids, delivery risk management, Foreign Corrupt Practices Act and UK Bribery Act compliance were conducted. Educational newsletters and case studies were also regularly published.

Corporate Governance

Wipro has a long legacy of pioneering and maintain good governance practices. The picture given below gives an overview of our systems and practices.



Code of Business Conduct

Wipro has a corporation wide Code of Business Conduct (COBC) that provides the broad direction as well as specific guidelines for all business transactions. The emphasis is on human rights, prevention of fraudulent and corrupt practices, freedom of association, elimination of child and forced labor, advertisement and media policy, avoidance of conflict of interest, prevention of sexual harassment and unyielding integrity at all times. The COBC is applicable to all business practices and employees, contractor employees and consultants. An updated COBC was launched in 13-14, with emphasis on readability and key tenets being made accessible through a Q&A format.

The updated code can be accessed at www.wipro.com/investors/corporate-governance. The COBC is socialized at multiple points of an employee's lifecycle - it is first covered as part of the induction program of new hires and subsequently, every employee has to take an online test annually to assert his familiarity with the tenets of the COBCE. We have a zero tolerance policy for non-compliance with the non-negotiable aspects of COBC e.g. child labor, anti-corruption etc.

The Ombuds-process

Having a robust whistleblower policy that employees and other stakeholders can use without fear or apprehension is a sine non qua for a transparent and ethical company. Wipro's Ombuds process is designed to be this and more. It allows and encourages any affected stakeholder to report breaches of the COBC and any other matter of integrity to the concerned Ombuds-person. In conjunction with the Prevention of Sexual Harassment policy, the Ombuds process provides a strong framework of assurance and protection to women employees.

In Wipro, our General Counsel is also the Chief Ombuds-person who works with designated Ombuds-persons in each Business Unit. The process ensures confidential and anonymous submissions regarding

- questionable accounting or auditing matters, the conduct of which results in a violation of law by Wipro
- substantial mismanagement of company resources
- Any instance of sexual harassment or any other form of discrimination
- Any violation of human rights as articulated in the COBC and as per the principles of the U.N. Global Compact.

In 2011-12, the Ombuds portal was upgraded with a 24/7 multilingual hotline facility for ease of access in logging concerns as well as access via web at www.wipro.com. In 2013-14, a total of 787 complaints were received via the Ombuds process and the action taken cases as of March 2014 was 95%. Based on self-disclosure data, 68% of these were from employees and the balance were

Break-up of Complaints received through the Ombuds Process

Types of Complaint	2013 - 14	2012 - 13	2011 - 12
TED / HR / People Process	43%	42%	46%
COBCE / Security Policy	7%	6%	7%
Harassment – Sexual	12%	9%	11%
Falsification or Destruction of Information	8%	9%	7%
Harassment – Workplace	19%	21%	20%
Others	11%	15%	9%
TOTAL	100%	100%	100%
Total Number of Complaints	787	795	728

Action Type	2013 - 14	2012 - 13
Separation	11%	10%
Warning Letter	10%	11%
Counseling / Advisory	20%	25%
Process/Policy Change	1%	5%
Benefits Granted	15%	21%
Others	43%	27%
TOTAL	100%	100%

Sexual Harrassment - Action Taken

Action Type	2013 - 14	2012 - 13
Separation	23%	27%
Warning Letter	33%	27%
Counselling	22%	22%
Others	22%	24%
TOTAL	100%	100%

Reporter	FY(13-14)	FY(12-13)
Employee	539	524
Anonymous	170	177
Others	49	60
Vendor	16	17
Contractor	9	13
Customer	4	4
GRAND TOTAL	787	795

Sustainability Governance

The centrality of Sustainability to Wipro's vision and outlook is reflected in the commitment and engagement with sustainability issues by Wipro's leadership team, starting with our Chairman. The Chief Sustainability Officer (CSO) who carries overarching responsibility for our sustainability charter reports to the Chairman and is part of the Corporate Executive Council, the senior most executive body in the organization. The strength of our sustainability governance is also derived from the fact that multiple functions see themselves as key stakeholders in its success; among these, the Global Operations team, the People Function, the Investor Relations team and the Legal team play a major role in several of the programs. The sustainability program is reviewed on a quarterly basis by the Chairman and the Corporate Executive Council.

For other details on Corporate Governance – including the governance structure, mechanisms, composition of board, board sub-committees, etc. - please refer to the Corporate Governance section of this Annual Report. <http://www.wipro.com/annualreport/2013-14/>

Diversity of our governance Bodies

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

Tenure in Wipro Board

Duration	0-5 years	5-10 years	>10 years	Total
No. of Directors	5	3	5	13

Experience Diversity of the Board

Category	No. of Directors
Former CEO's FMCG	2
Former CEO's Technology	3
Former CEO's Financial Services	1
Legal	1
Academia & Consultant	2
Government, Diplomat	1
Executive Management	3
TOTAL	13

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

Experience in Wipro

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

GUERRE D'OR

Present day, Central & Eastern Europe

The Danube has seen the rise and fall of many empires

Once an invincible frontier for the mighty Roman Empire, the Danube today forms the boundaries of eight different European countries. It is the longest river of the European Union, rising in the Black Forest mountains of Germany and flowing for almost 3,000 km before it finally drains into the Black Sea. While the Rhine has always been given economic precedence over the Danube, the latter did support the growth of two major empires: the Austrian and Hungarian.



IENT.—COMBAT SUR LE DANUBE.



► Illustration showing the combat between Russian and Turkish forces on the Danube in 1854, during the Crimean War (1853–1856)

4. Wipro's Sustainability Strategy Perspective

Preamble

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

The changes in the Earth system can be understood through the framework of nine planetary boundaries whose thresholds should not be exceeded. Proposed by a team led by Johan Rockstrom at the Stockholm Resilience Centre, it shows that at least three planetary boundaries have been transgressed (rate of biodiversity loss, climate change, and human interference with the nitrogen cycle), while some are at risk of being surpassed (freshwater use, land-system change, and ocean acidification).

While the world income (GDP per capita) has increased exponentially over the past century, income inequality did decrease till the 70's-80's and is now showing a rebound to levels seen near the beginning of the century (IMF). According to the Millennium Development Goals Report 2014, about a billion people will be living in extreme poverty in 2015. A quarter of all children under the age of five years were estimated to be stunted. Every day in 2013, 32,000 people had to abandon their homes to seek protection due to conflict. 781 million adults and 126 million youth worldwide lack basic literacy skills, and more than 60 per cent of them are women. The World Economic Forum's Global Risk Report 2015 identifies food

crises, pandemic, chronic diseases, income disparity, antibiotic-resistant bacteria, mismanaged urbanization and political and social instability as major risks faced by the world.

Seen in this context, 2015 is expected to be a pivotal year in the history of sustainable development. This was the target year for achieving the Millennium Development Goals (MDG) (<http://www.unmillenniumproject.org/goals/>) set in 2000. In the 14 years since the launch, several MDG targets have been met well ahead of the deadline. For example, extreme poverty in the world was reduced by half. The Millennium Development Goals Report, 2014 says that despite substantial progress made in most areas, much more efforts are needed to reach the set targets. The continuing upward trend in global emissions of carbon dioxide (CO₂), loss of forest cover and renewable water sources are some of the issues still threatening the sustainability agenda. The world has undertaken to conclude negotiations on three critical areas by the end of 2015: the new Sustainable Development Goals (SDGs), a new framework for global sustainable development financing, and a new climate change agreement at the COP 21 in Paris. Poverty eradication, changing unsustainable and promoting sustainable patterns of consumption and production and protecting and managing the natural resource base of economic and social development are the overarching objectives of and essential requirements of the proposed fourteen SDG's. COP 21 will aim to achieve a legally binding and universal agreement on reducing greenhouse gas emissions to limit the global temperature increase to 2 degrees Celsius above pre-industrial levels climate, from all world nations.

No country or government can attempt to solve these complex problems without business coming on board as willing partners in this journey – by bringing technology, ingenuity, enterprise, building capacities and creating markets for

development of sustainable alternatives. In this, business has to collaborate with all stakeholders across its value chain and with the community to transition to a future that is equitable to all stakeholders and is cognizant of interdependent issues and planetary boundaries.

What follows is an articulation of the eight sustainability megaforces and the business sectors role on these dimensions.

Business and the Sustainability Megaforces

	Current Scenario	Business Implications
<p>Climate change</p> 	<p>The fifth assessment report of IPCC asserts with greater certainty that climate change is a reality. The report says that “the atmosphere and ocean have warmed, the amounts of snow and ice have diminished, sea level has risen, and the concentrations of greenhouse gases have increased” and “human influence on the climate system is evident from the increasing greenhouse gas concentrations in the atmosphere, positive radiative forcing, observed warming, and understanding of the climate system”.</p> <p>Climate change can directly or indirectly lead to hunger, water scarcity, health problems, and poverty over varying time frames. It can impact employment and livelihood opportunities thereby limiting opportunities to access education, housing and energy. It can also cause large scale migration and displacement as a result of climate change related emergencies like extreme heat, floods and droughts, tropical storms and changing patterns of infection of diseases. Cost of climate change is very high and inaction can create risks of major disruption to economic and social and herein lays the implications to businesses.</p> <p>Discussions on climate change has moved from ascertaining the probability and estimating risks and costs associated to developing strategies to overcome it. The Fifth Assessment report talks about adaptation and mitigation strategies that need to be implemented. Businesses are expected to play a greater role in implementing those strategies. WRI, CDP and WWF launched ‘Mind the Science, Mind the Gap’ initiative to develop sector specific methodology to help companies set science based emission reduction targets based on IPCC’s recommendations – what is required by companies across different sectors to limit global temperatures rise by 2 degree centigrade by 2100 from pre-industrial levels.</p>	<p>Businesses may come across a multitude of risks and opportunities related to climate change. The risks include increased energy and other resource costs (water, food – inflation etc.) and insurance costs related to extreme and adverse climate events; and potential future litigation, claims and legal action. Opportunities are in the field of emission trading, carbon credits, carbon offsetting or ecofriendly technologies or products like hybrid cars and renewable energy; process improvements that can save energy and reduce GHG and enhanced brand value and reputation. The opportunities are not without challenges – both scientific and political. For example, renewables face energy density, efficiency, scalability and grid integration challenges while offsetting programs like large scale afforestation bring can adversely impact other resources due to land use change – like water and biodiversity.</p>

	Current Scenario	Business Implications
<p>Water Crisis</p> 	<p>Currently agriculture accounts for 70% of the world's total freshwater withdrawal and a 19% increase of agricultural water consumption is further expected by 2050. (UNWater, 2014). Water for food is linked to multiple factors – population, shift in food consumption patterns (non-local and higher protein food) and shift towards mechanization without concomitant application of contextualized resources, knowledge and skills. Urbanisation supported by the increase in tertiary economic activities (services) and industrialization has also contributed to the misuse of water resources – primarily driven by the shift to water being viewed as one other resource that an external entity (state in most cases) is supposed to provide. Climate change is also attributed with changes in precipitation patterns.</p> <p>The UNWater forecasts that 1.8 billion people will be living in countries or regions with absolute water scarcity and two thirds of the world population under water stress conditions by 2025 (UN Water, 2007). World Economic Forum's Global Risk Report 2015 reflects this problem and identifies water crisis as one of the top high impact and high likelihood risks.</p>	<p>Water scarcity can lead to implementation of stringent policies on water reallocations, regulations, and development of water markets that cap usage and stricter water quality standards. Subsidies will leave way for full cost pricing which may increase water prices if efficiency is not achieved. Agricultural crisis can increase food prices and this along with increased water prices can affect disposable income of consumers. This can impact profits of businesses and economic growth.</p> <p>Water is a commons which has strong/tangible societal and cultural connects. The very right of business to operate in a constrained context may be challenged in times of scarcity and there will be pressure to implement water saving measures, new processes technologies and products to reduce the water foot print by businesses. Disruption in water supply can directly impact continuity of business operations at a local level.</p> <p>Consumers are likely to consider water efficient products or from companies which are seen as water responsible.</p>
<p>Urbanisation</p> 	<p>Urban living is often associated with better access to employment, livelihood, education, health sand other social services as well as greater opportunities for social and cultural participation. It is largely lead by increased mechanization (labour replacement) in farm/rural sectors and opportunities from industries and service sectors in cities. At present, 54% of world's population lives in urban areas, projected to reach 66% by 2050 (UN, 2014). Nearly 90% of projected increase would come from Asia and Africa. Most recent and emerging urban areas are low on livability indices. They suffer from haphazard planning which is mostly post facto and reactionary. Often accessibility of basic services becomes an issue for disadvantaged sections of the society, leading to urban inequality and poverty of various social and environmental dimensions.</p>	<p>Cities are the ecosystems for businesses to access rich and diverse social capital. It can be argued that they have been the centers of economic growth since the past few decades and will continue to do so in the future. Poor social infrastructure impedes this possibility. While the state will continue to play a key role in creation of this infrastructure, they suffer from significant knowledge and governance deficits. Businesses must play an active role here by engaging with local governments and communities to look at solutions for some complex problems.</p>

Biodiversity Loss



Current Scenario

Biodiversity is critical for the proper functioning of ecosystems and ensures the delivery of various ecosystem services – from provisioning of clean air, water and food to decomposition of wastes and supporting pollination and nutrient cycles. Biodiversity is also an important source of flora and fauna with medicinal characteristics. Around 50000 – 70000 plant species are currently used in or as medicines.

Given the importance of biodiversity for the sustainability and survival of humankind, biodiversity loss is found at the nexus of many risks ranging from food price volatility and infectious diseases. Due to the increasing dependency of man on a reduced amount of biodiversity for food supplies, large tracts of biodiverse ecosystems are converted into croplands to ensure short term food security. Scientific studies have found that cropland expansion is one of the principal causes of biodiversity loss. There is also a relationship found between biodiversity loss and soil degradation which in long term would affect food production leading to food price volatility. Loss of biodiversity can also amplify environmental issues like coastal flooding and desertification.

WWF Living Planet Report reported that globally 1.5 planets are required to support the current lifestyle engaged by human beings and this figure is called the current ecological foot print of mankind (WWF, 2014). Ecological footprint is the sum of biologically productive land and sea required to produce the resources which human beings consumes and to absorb associated wastes and to provide space for infrastructure. More resources are being used than what is capable by Earth to regenerate and more waste is being produced than it is possible for the planet to absorb and this is referred to as ecological overshoot.

Business Implications

A study in 2008 by The Economics of Ecosystems and Biodiversity (TEEB) has calculated the total annual economic cost of biodiversity loss and ecosystem degradation to be between 3.3 – 7.5% of global GDP for the year. No business sector can escape the risks associated with biodiversity loss industries; either direct or indirect and remote. The type and extent of exposure to the risk could be different for different industries and the risk exposure would be greater for primary industries such as agriculture, forestry and fishing and secondary industries dependent primarily on primary produce – fast moving consumer goods (FMCG) for examples. However as per '13th Annual Global CEO Survey 2010' of 1,200 CEOs conducted by PwC, overall business concern regarding biodiversity loss was relatively low. 27% of the CEO's were either 'extremely' or 'somewhat' concerned about biodiversity loss. Hence it is all the more important that businesses actively integrate the social and indirect impacts of biodiversity loss over an extended time horizon.

	Current Scenario	Business Implications
<p data-bbox="286 263 416 288">Education</p> 	<p data-bbox="557 256 1263 411">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.</p> <p data-bbox="557 429 1263 584">With nearly 35% of children 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</p>	<p data-bbox="1326 253 2031 312">Business must recognize that solving the seemingly intractable problems of quality education cannot be the government's job alone.</p> <p data-bbox="1326 330 2031 485">As the biggest customer for the education system's output – employable talent - business must partner with government in addressing the challenges of education. This will require a steely willingness to get involved in a sector where the processes of change are gradual and where outcomes are likely to become visible only over decades</p>
<p data-bbox="217 646 488 671">Inequality & Inclusion</p> 	<p data-bbox="557 635 1263 1420">According to the Millennium Development Goals Report 2014, extreme poverty has reduced by half in 2010 compared to 2000 figures – a reduction of 700 million people. The fight against diseases like Malaria, Tuberculosis and HIV in poorer countries has shown good results. However, a study by the World Institute for Development Economics Research at United Nations University reports that the richest 1% of adults alone owned 40% of global assets in the year 2000. The UNDP report titled 'Humanity Divided: Confronting Inequality in Developing Countries' published in 2013 talks about how income inequality has significantly increased in many countries during the last two decades. The report says income inequality increased by 11 percent in developing countries between 1990 and 2010 and more than 75 percent of the population is living today in societies where income is more unequally distributed than it was in the 1990s. The UNDP report warns that this is a global trend that, if left unchecked, could have dire consequences since it "can undermine the very foundations of development and social and domestic peace." Social inequality or discrimination due to gender, nationality/ethnicity and disability further adds to this economic inequality. Diversity as a key engine of innovation and balance has been accepted by social historians and increasingly businesses. Eliminating discrimination and including disadvantaged minorities in mainstream social processes is a crucial driver of more resilient and innovative communities. Empowerment of women, for example, has shown to be closely correlated with variety of social outcomes - family planning, the prevention of human rights abuses like child labor, better management of community resources like water and healthier families.</p>	<p data-bbox="1326 635 2031 995">Businesses action on inclusion has centered on livelihood generation, micro credit and low cost technologies for bridging the resource and information gaps. While this needs to continue, there is a force multiplier effect when diversity and inclusion programs are integrated across their own operations value chain. The business sector should prioritize commitment to strong and affirmative action to promote diversity and inclusivity at the workplace and in its extended supply chain. The programs need to be carefully situated for the specific context – for example, in the case of waste handling and recycling in India, which is largely driven by the informal sector, a regulatory compliance or performance only approach may sometimes work against social inclusion, impacting livelihoods.</p>

	Current Scenario	Business Implications
<p data-bbox="250 263 465 322">Human Rights & Labour Relations</p> 	<p data-bbox="555 252 1265 555">World Report 2013 published by Human Rights Watch discusses several instances of human rights violations which happened in the previous year. The report describes companies as the most powerful and sophisticated actors on the world stage, not governments. There are instances where corporate accountability has failed and human rights were violated by companies directly or indirectly and Human Rights Watch has documented such cases of corporate complicity with human rights violations. These are not restricted to extractive industries (mining, refineries) but also include companies with poor human rights and health and safety compliances across other business sectors.</p>	<p data-bbox="1323 252 2033 614">Investors, media, consumers and communities, primarily from the developed economies, have been particularly successful in bringing the spotlight back on human rights compliance for suppliers of large businesses, many of who are based out of emerging and low-income countries. The OECD Guidelines for Multinational Enterprises (“OECD Guidelines”) and the UN Guiding Principles on Business and Human Rights (“UN Guiding Principles”) reflect the importance of proactive business interventions on upholding human rights principles. An important challenge which businesses may face is in effecting interventions where the sphere of control and influence is limited. Businesses should take efforts to ensure that business decisions and interactions are guided by the context of issues and informed consent of affected parties.</p>
<p data-bbox="219 673 488 700">Pervasive Digitization</p> 	<p data-bbox="555 655 1265 1050">According to International Telecommunications union (ITU), mobile cellular subscriptions will reach almost 7 billion by end 2014, corresponding to a penetration rate of 96%. Also by the end of 2014, the number of Internet users globally will reach almost 3 billion – 40% of the world’s population. Two-thirds of the world’s Internet users are from the developing world. With ICT becoming ubiquitous in day to day life, several technological risks arise. World Economic Forum’s Global Risk Report 2015 talks about risks related to the growing role of information and communication technologies to individuals, businesses and governments. Major risks identified by the report are critical infrastructure failure/ breakdown, data fraud/theft and cyber-attacks. These technological risks are strongly connected to each other and also to risks such as terrorist attacks and global governance failure.</p> <p data-bbox="555 1066 1265 1423">Another ICT related risk is regarding the free expression and privacy rights of the users. There are instances globally of governments compelling businesses to disclose personal data of users and limiting access to information to suppress unwanted political activity. Such actions from governments infringe human rights and often companies especially in the ICT sector face the challenge. Google transparency Report talks about the ‘worrying upward trend in the number of government requests’ to take down government criticism. Google received 3,846 government requests to remove 24,737 pieces of content—a 68 percent increase over the second half of 2012 for the period from January to June 2013. Government requests for user information in criminal cases have increased by about 120 percent since 2009.</p>	<p data-bbox="1323 655 2033 1018">ICT companies have greater responsibility in strengthening the critical infrastructure and put in place systems to protect against disruptions or attacks as the risks associated utmost important to national security and business continuity. Businesses are legally obliged to comply with lawful government demands. At the same they also have the responsibility to uphold universally accepted human rights principles. In this context, there is onus upon businesses to address this issue by balancing legal compliance with compliance with human rights principles. One approach followed by businesses is to advocate the users ‘right to know’ how businesses deal with such situations. The Global Network Initiative is such a step toward collaboration among the sectors companies to address this challenge.</p>

Sustainability strategy and governance at Wipro

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

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

A compelling vision that has leadership backing (Green)

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 corporation level ;WATIS, Mission I0X 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 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

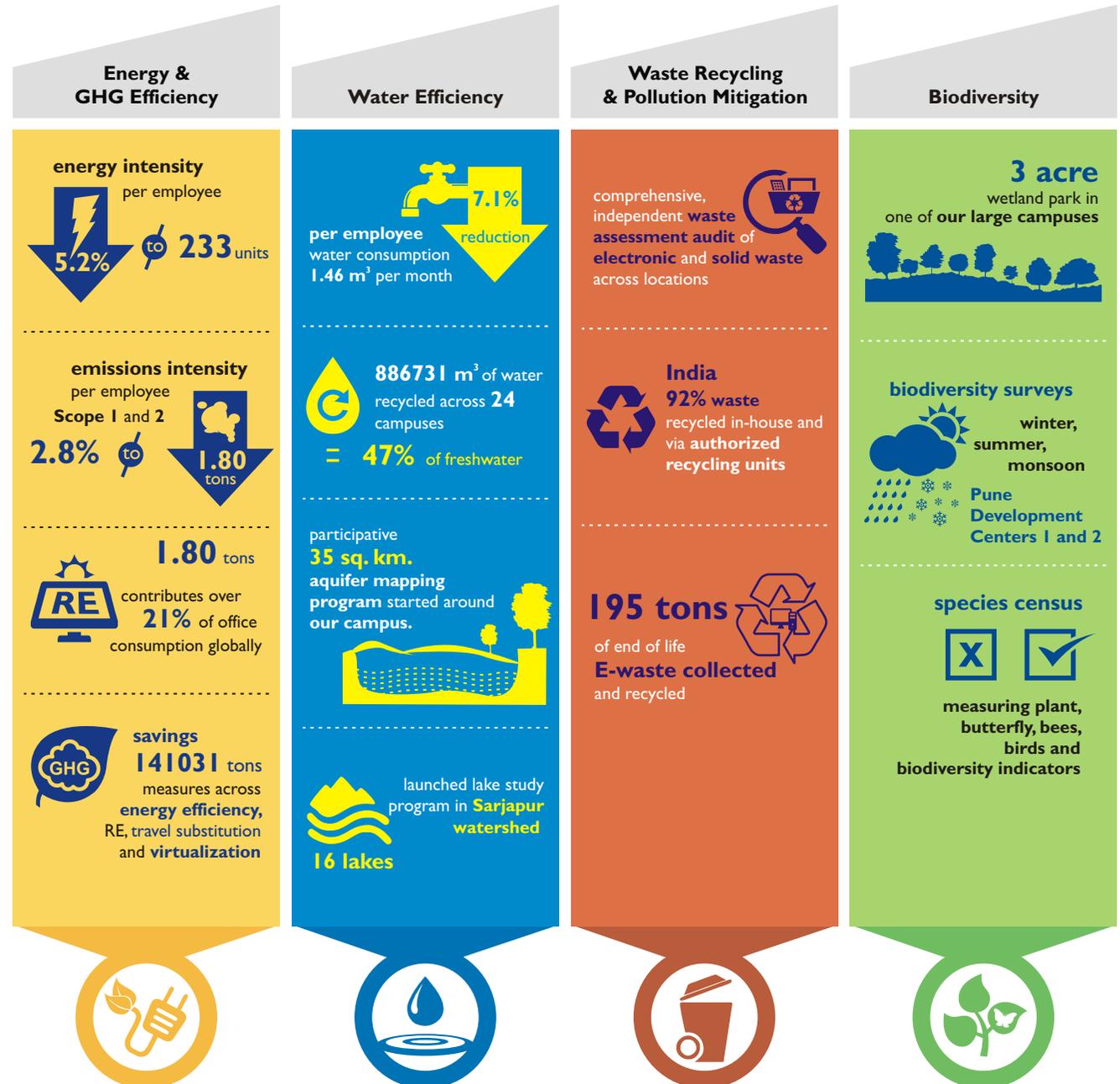
Learn and continuously explore the power of partnership

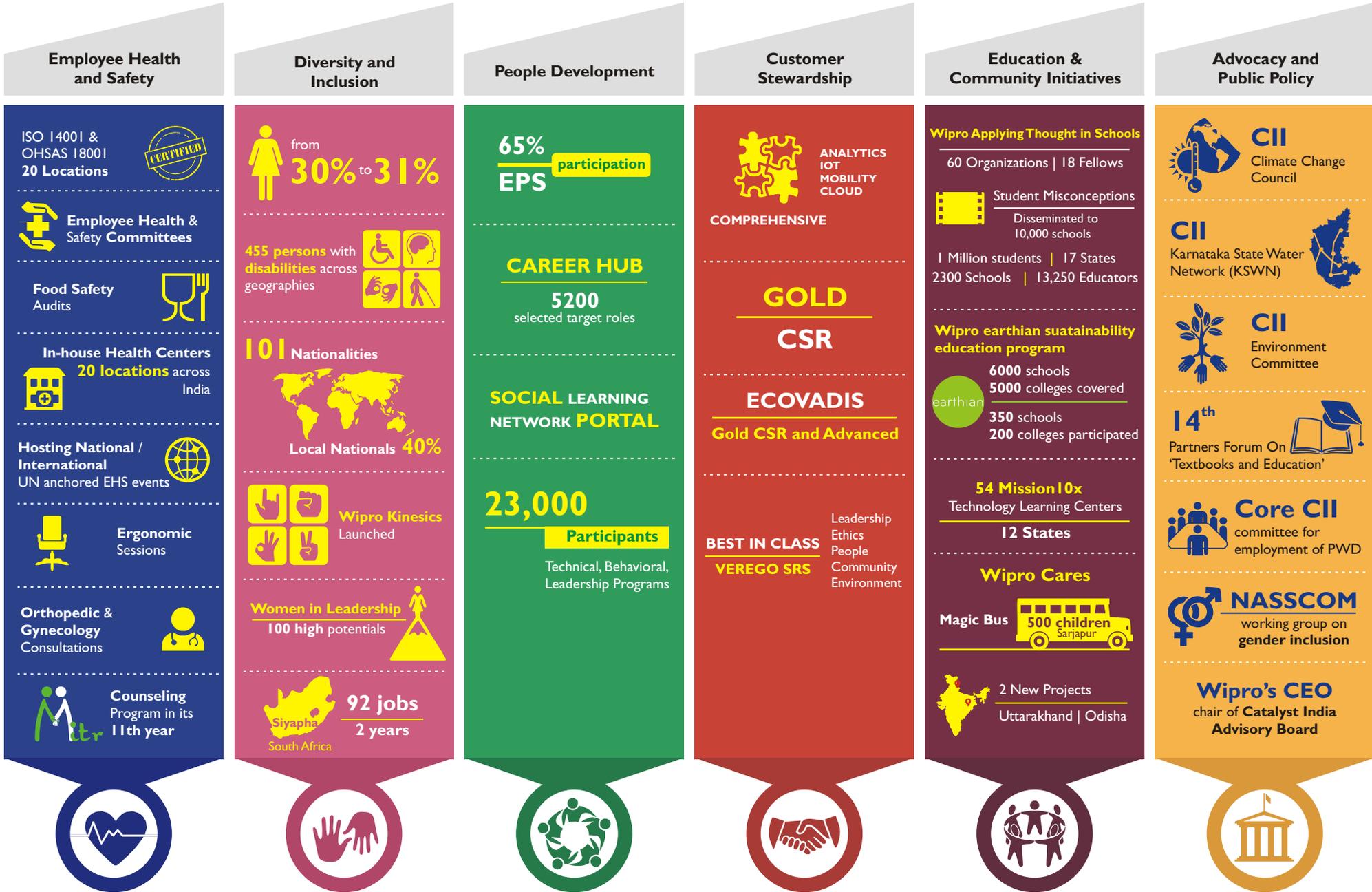
Our programs in Education, Community Care and Sustainability Advocacy are largely predicated on the principle of nurturing partner networks that foster synergies between different areas of expertise and diversity of institutions in the country

The Wipro sustainability dashboard

If sustainability is to be embedded in an organisation, 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 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. This year for our education and community programs, we have attempted to publish highlights of our programs in the IOO (Input-Output-Outcomes) framework. In the investor section, we have also have presented a complete natural capital (or environmental profit and loss account) of our value chain.

KEY PERFORMANCE HIGHLIGHTS





Spotlight: Aligning with sustainability charters and networks

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

the networks that we started out with – we provide below the updated summary of our associations and networks that is an updated version of the table in our previous report

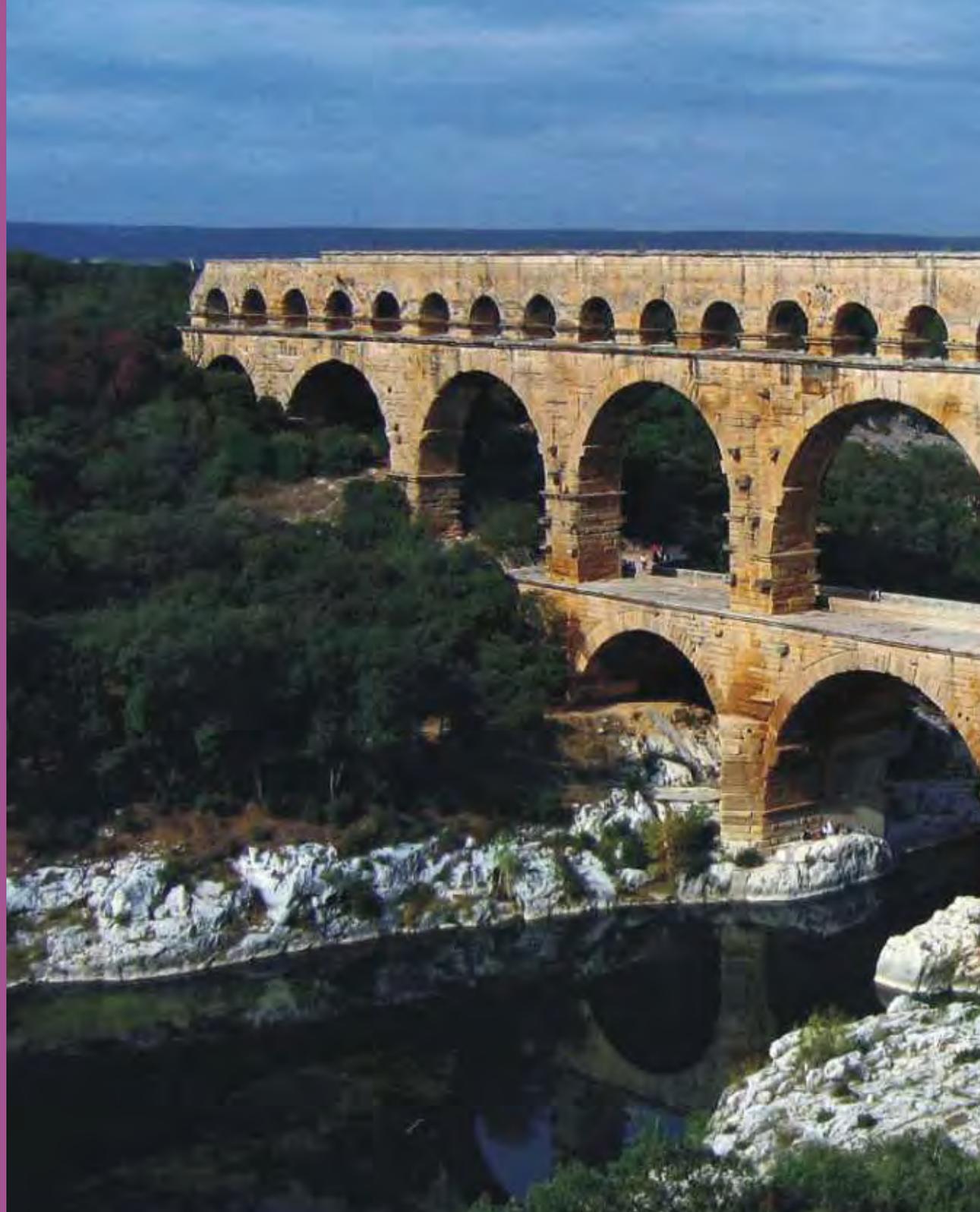
Charter /Network /Association	Brief description	Wipro's engagement
Carbon Disclosure Project	The Carbon Disclosure Project (CDP) is a pioneer in climate action by trying to align industry, government and the investment community onto a common vision and platform. It represents the interests of 655 investors 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 ranked member 1 in the Carbon Disclosure Leadership Index (CDLI) India for three consecutive years 2012, 2013 and 2014.
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 - 1. The ministry's proposed 2% of Profit After Tax spend on CSR should not be mandatory as it certain to become counter-productive 2. To keep the reporting requirement as simple and consistent as possible
CII Environment Committee	The committee constituted of a working group on e-Waste and Solid Waste ; the working group's goal was to bring producers, customers, recyclers and government together to a common platform in order to discuss improvements to the e-Waste Rules 2012	Wipro was also a convener of the working group.
India Green Building Council (IGBC)	The IGBC was formed under the aegis of the CII in 2001 with the goal of ushering in a 'Green Building' movement in India .	Wipro is one of the executive members of the IGBC panel that evolved the Green Building standards for India.

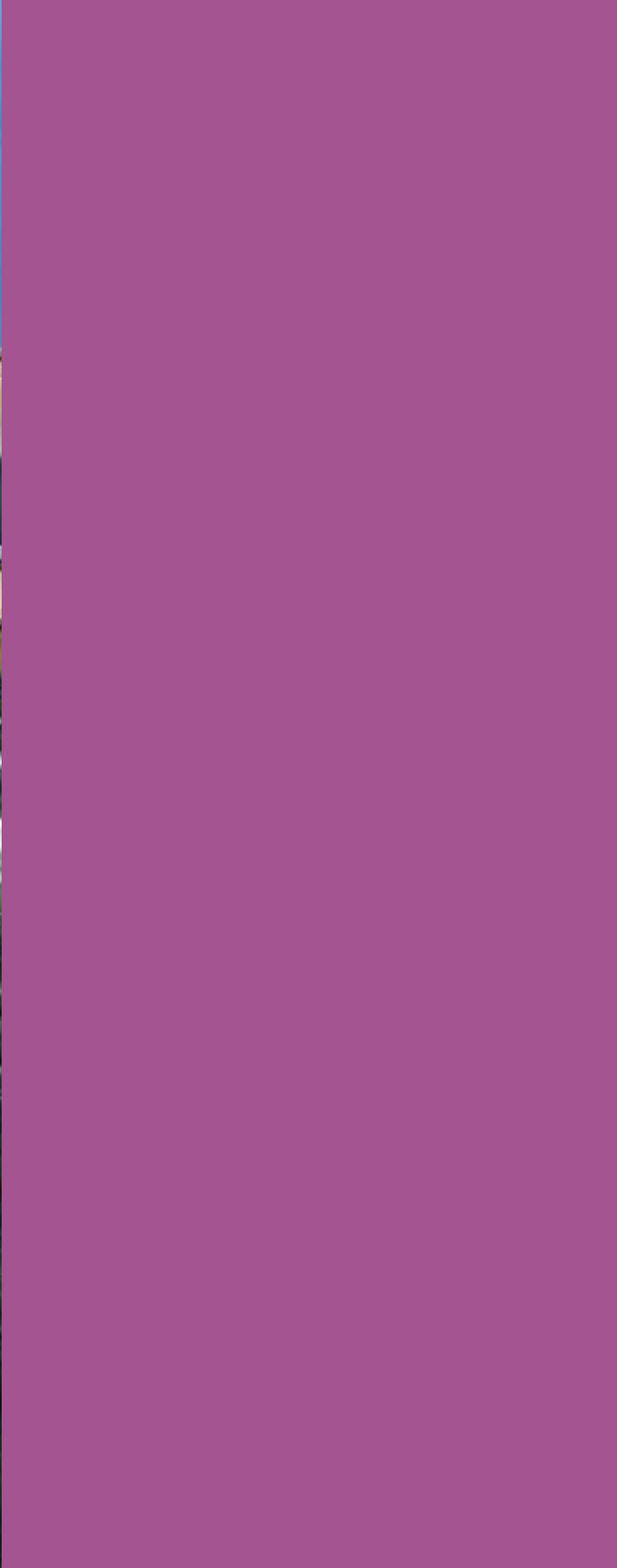
Charter /Network /Association	Brief description	Wipro's engagement
Indian Society for Technical Education (ISTE)	The ISTE is a nodal group at the national level which furthers the cause of engineering education in the right direction . Please visit http://www.isteonline.in/ for details	Wipro's Mission 10X 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 2014
CII Karnataka State Water Network (KSWN)	The KSWN brings together stakeholders from government, academia, civil society and business to address the most pressing issues in water in Bangalore and surrounding areas	Wipro is the convener for KSWN along with the CII Karnataka chapter
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. areas	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.
Catalyst India	Catalyst is a leading nonprofit organization which works on expanding opportunities for women and business.	Wipro CEO is chair of Catalyst India Advisory Board.

ca. 300 BC, Rome, Italy

2000 year old Roman aqueducts are still functional today

While the rich and the poor of ancient Rome led very different lives, they did have equal and uninterrupted access to one thing: water. The Romans were skilled engineers and conceptualized an elaborate system of winding aqueducts which carried water to all parts of this ancient city. Be it a private villa or a public bath, water reached these places from a seemingly invisible network of underground aqueducts built from a special combination of stone, brick and cement. Ducts concealed in colossal bridges and arches, crisscrossed the city, feeding water into fountains and fields. Today, one can still find the residents of Rome, just like their ancestors, filling bottles from the Trevi Fountain, which gets its water from the Acqua Vergine, revived during the Renaissance.





5. Wipro and its stakeholders

A sustainability report is an integrated articulation of the material issues for the organization. One of the first steps it needs to undertake is to understand who its stakeholders are. The primacy is not with one group, say providers of financial capital - investors, employees or customers. Undoubtedly it is them and beyond. Other stakeholders wield varying degrees of influence on the stakeholders who provide financial capital over the medium to long term. For business to earn and retain its rightful role in society; it has to evaluate material issues and risks across different stakeholders. Being in positions of relative strength compared to most other stakeholders, organisations should engage responsibly and with sensitivity. At the same time, an organization has varying degrees of influence and control over its stakeholders depending on the context, structure of its relationships and relative economic power.

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. transport, housekeeping, hospitality, security, waste handling, construction. Services suppliers and contractors have become thus a critical stakeholder for our operations. In progressing towards the goal of a sustainable and inclusive society, government, academia and research play a crucial role - the government by legislating progressive policies and the academic / research worlds by driving fundamental innovation. Over the last three years, Wipro has started engaging and collaborating closely with government and policy bodies on matters related to energy, water and ICT in governance.

Simultaneously, we have also started collaborative partnerships with research and academic institutions. To these stakeholders, we have added another stakeholder, Current and Future Generations. We think that the future must inform our thinking and actions on sustainability more than anything else, otherwise our vision will stop short of being truly sustainable; therefore, while this stakeholder group may not have a tangible and real face to it, they act as an anchor for our decisions.

	Modes and frequency of engagement	Major issues of engagement	Primary internal custodian
Customers 	<p>Modes: Strategic and operational reviews, Customer Meets, Formal customer feedback and surveys</p> <p>Frequency: Ongoing and continuous; Surveys are annual and project-based</p>	<ul style="list-style-type: none"> • 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? 	<p>The Chief Strategy Officer, Chief Business Operations Officer, the Chief Quality Officer, the Sales and Marketing functions and their teams</p>
Employees 	<p>Modes: Open houses, Performance reviews, 360 deg feedback, All hands meet, Focus groups, Leadership webcasts, Blogs and discussion groups, Perception Surveys</p> <p>Frequency: Ranges from daily (blogs) to annual (360 deg feedback)</p>	<ul style="list-style-type: none"> • 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 	<p>The Human Resources group, Environment Health and Safety group (joint responsibility for health and safety)</p>
Suppliers 	<p>Modes: Regular operational reviews, Supplier meets, Vendor survey</p> <p>Frequency: Will vary from monthly to annual</p>	<ul style="list-style-type: none"> • Company strategy and performance, future plans • Returns to shareholders • Corporate governance standards • Top risks and company's approach to risk mitigation 	<p>The Central Procurement Office, Wividus Shared Services, Facilities Management Group, Legal Group</p>
Education ecosystem 	<p>Modes: Periodic meetings and discussions, Regular e-mail exchanges, Annual Education Forum, Faculty Workshops, Mission10X collaborative portal</p> <p>Frequency: Varies from weekly to annual</p>	<ul style="list-style-type: none"> • 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 	<p>Wipro Applying Thought in Schools (WATIS) for school education Mission10X for engineering education</p>

	Modes and frequency of engagement	Major issues of engagement	Primary internal custodian
<p>Communities and NGO</p> 	<p>Modes: Periodic meetings with partners, open meets with community, Partner newsletters</p> <p>Frequency: Varies from monthly to quarterly</p>	<ul style="list-style-type: none"> • 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 	<p>Wipro Cares, Location leadership</p>
<p>Policy, Research and Advocacy</p> 	<p>Modes: Planned meetings, workshops, taskforces and steering committees of industry network bodies</p> <p>Frequency: Varies from monthly to annual</p>	<ul style="list-style-type: none"> • 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 	<p>eco-eye, Corporate Affairs group, Senior Leadership</p>
<p>Current and Future Generations</p>	<p>Modes: Indirect inference from our school interventions mentioned above, Published sociological research and analysis of emerging generation</p>	<ul style="list-style-type: none"> • Ecological sustainability of our planet • Meaningful work, work life balance 	<p>Ecoeye, Human Resources</p>

Present day, Egypt/Ethiopia

The Nile is integral to more than one African country

The Nile, the world's longest river, flows across 6,650 kilometres through eleven African countries, before finally draining into the Mediterranean Sea. It was the Nile that made Egypt's majestic pyramids possible, transporting the heavy stones that they are built of. Even today, the Nile remains an important part of African life, polity and economy, facilitating agriculture and hydroelectric power. Over the years, it has become a source of conflict among several African nations.





5b. Building a sustainable workplace

Wipro's unique identity and footprint, the world over, is created by our people and shaped by our organizational culture. Today's business environment demands higher levels of maturity, thought leadership and collective through-put. Over time, individual jobs have come fuzzy in nature and there is greater need for collaboration, co-creation and learning agility.

For Wipro, this translates to an ever-increasing focus on developing and leveraging human capital, so as to enable Wiproites to learn, excel and grow.

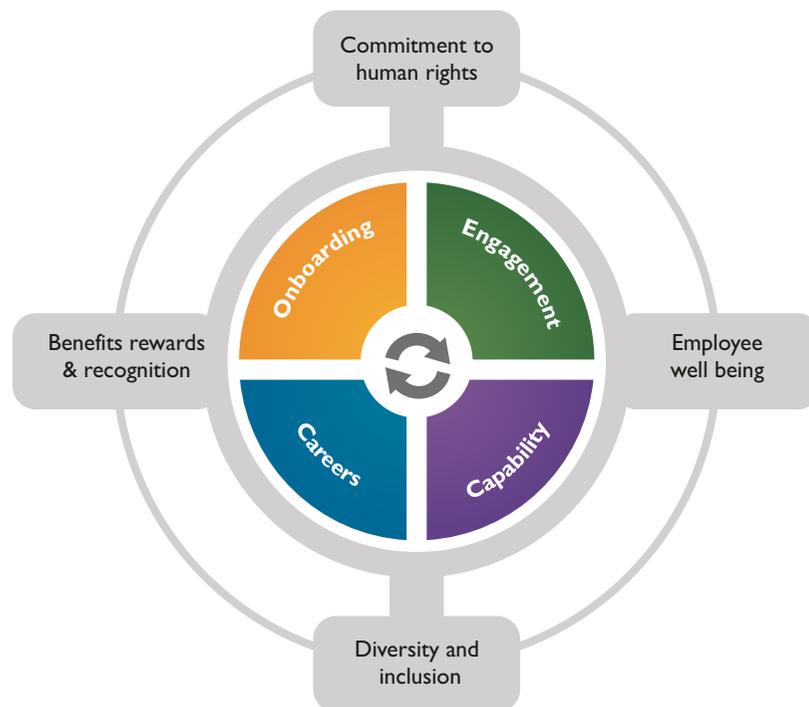


Figure 1 Organizational Tenets

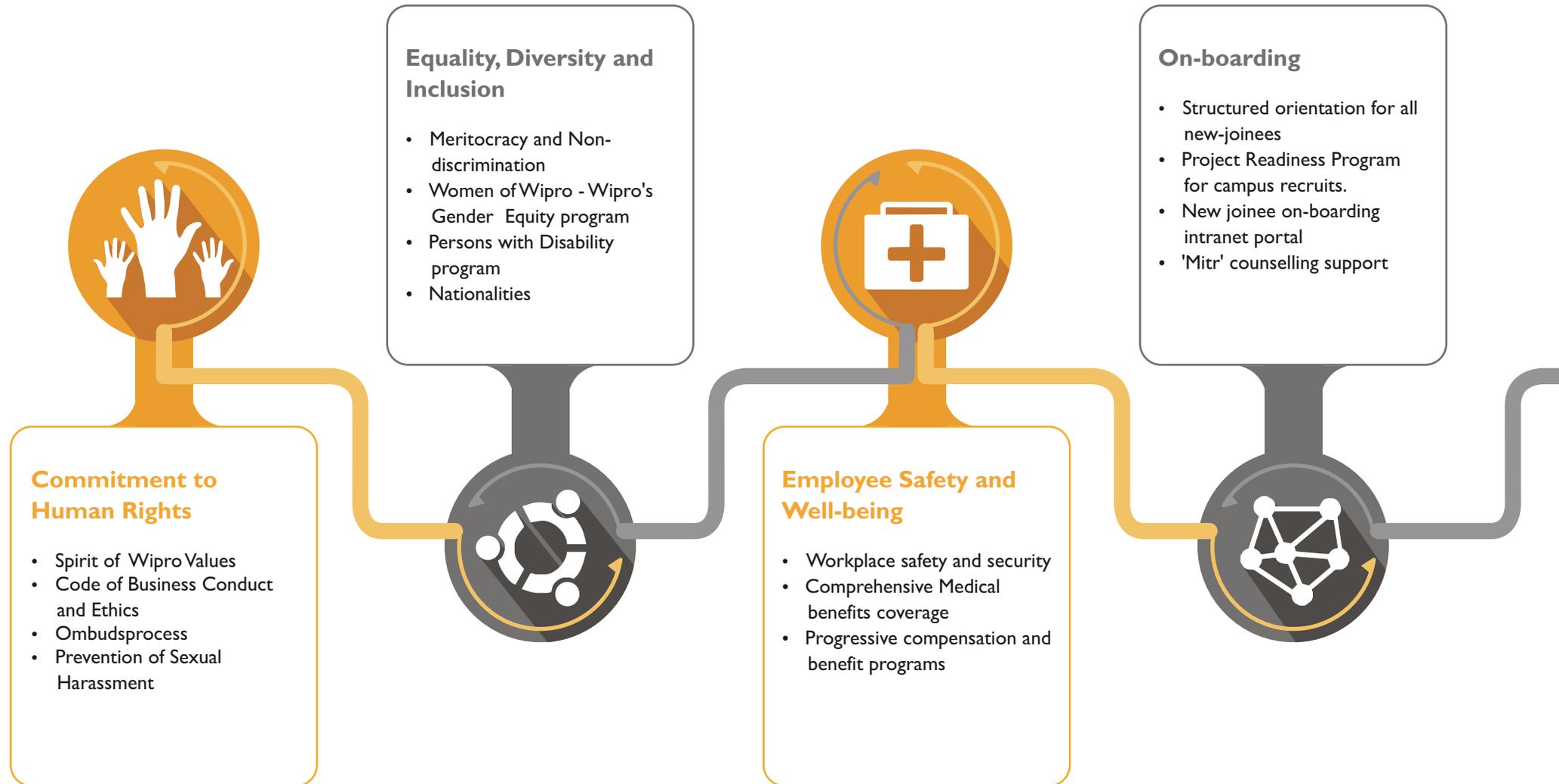
Creating a safe, inclusive and empowered workplace are therefore foundational priorities for us, and shape all our people programs and initiatives. During 2013-14, we introduced a set of organizational Tenets - specific behaviors aligned with our values that represent our unique and collective identity as Wiproites. The tenets were introduced by the CEO and the leadership team, and we now have a global pool of Tenet evangelists who have signed up to conduct advocacy workshops that will cover all employees over the next year or two. (Figure 1)

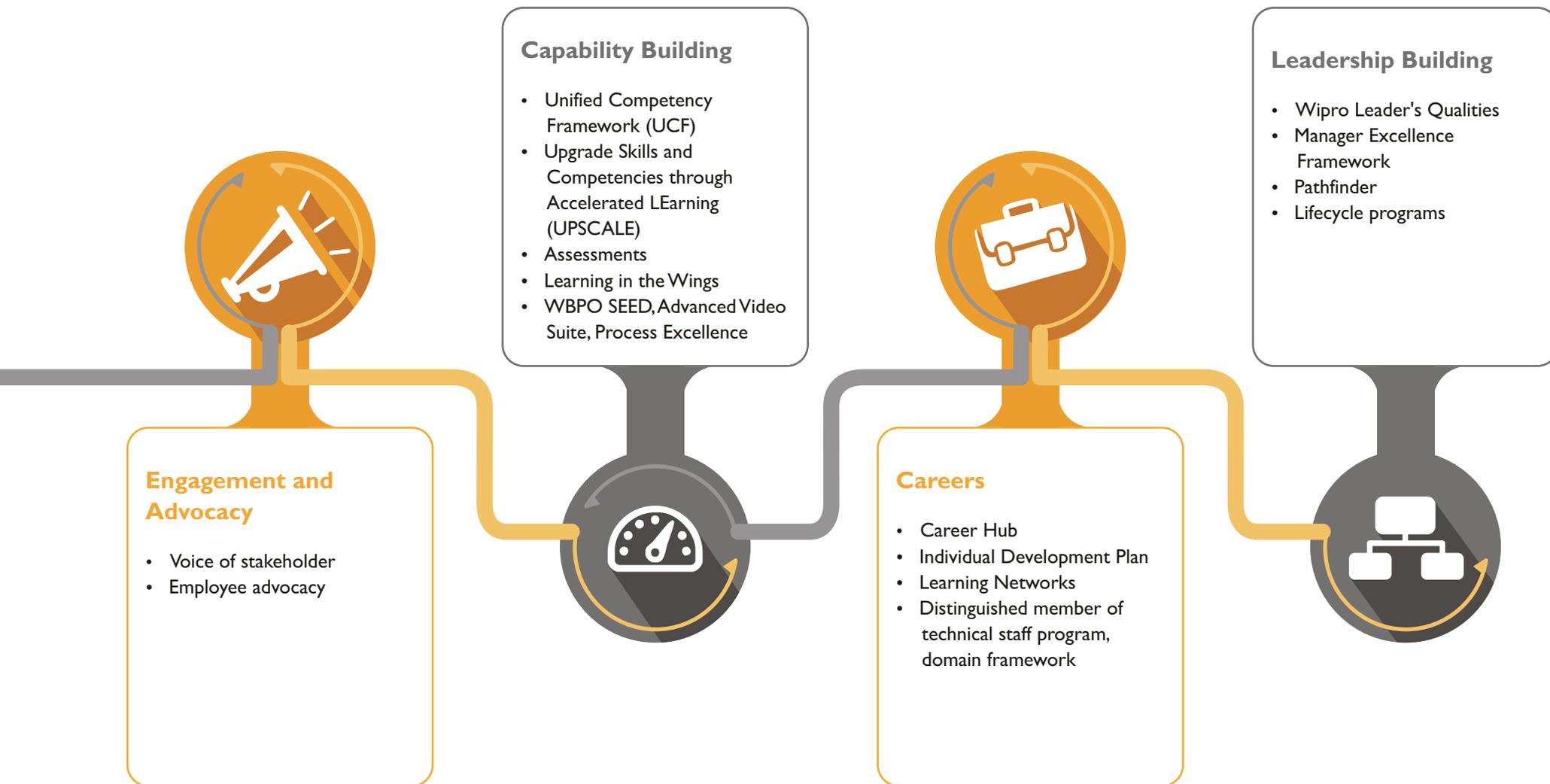
The changing technological landscape has made it evident that an organization's talent pool and expertise will emerge as the key differentiator for business growth and success. Our customers have also emphasized this through increased focus on people aspects in audits and proposal requests. Building an open, fair and transparent culture is a not only embedded in our core values but also imperative for business continuity. We believe that a culture that drives equal opportunity, meritocracy and one in which employees feel safe and 'listened to', will lead to higher levels engagement, retention and performance. Our company wide Code of Business Conduct and Ethics (COBCE) provides guidelines and direction for responsible business conduct and imbibes our commitment for human rights and zero tolerance for discrimination at all stages of employee lifecycle. Our talent management processes and programs are implemented and governed so as to align with this commitment.

For detailed information on people metrics - employee counts, hiring, attrition, training and others, please refer:

<http://wiprosustainabilityreport.com/workplace-sustainability-graphs>

Sustainable Workplace in Practice





During 2013-14, we continued to enhance our talent management processes and workplace facilities to create an empowered experience at work. We also concentrated efforts towards enabling workforce capability and engagement through focus on key areas such as expert career opportunities, managerial effectiveness and talent assessment and development. Significant focus and investment was also made in creating a more streamlined and employee-friendly onboarding experience, and the workforce transitions framework was revamped to enable a best-in-class welcome for transitioning employees.

Our global talent management programs are today more robust and integrated, for greater effectiveness. Customized initiatives and reward programs are in place to align with the specific strategic need of each business segment, so as to provide maximum benefit to each employee group. People functions across businesses and geographies create and implement programs that address challenges arising out of their specific business context, such as customized high-potential programs, retention and reward programs.

Our global campuses offer a range of facilities to enable effective team-work in a safe and accessible environment. With robust safety and occupational health protocols in place, our campuses also have in-built infrastructure for team meetings, celebrations and large business events, which is a key element of culture building. Location level committees comprising employees, functional representatives and key vendors implement corrective actions, improvements and new workplace initiatives.

Goals related to talent management and workplace programs are embedded in key performance indicators and metrics of human resource and other people functions. Key organizational feedback forums such as the Employee Perception Survey (EPS) are also key indicators of effectiveness. Basis the feedback from these forums, as well as on-going employee interaction, programs are enhanced

and introduced. Material aspects are embedded in the People Sustainability and Diversity & Inclusion mandates and are reviewed on a quarterly basis by Wipro's Sustainability Council, consisting of the CEOs of all Wipro Limited Divisions, Chief Sustainability Officer, and senior executives responsible for Ecological, Social and Diversity programs.

Engagement & Empowerment

People are our primary asset and strategic lever. Wipro has a high level of commitment to nurturing talent and the integrated talent management approach spans the complete employee life-cycle and all processes and functions like onboarding, continuous engagement, assessment & capability building, career development & career planning, leadership development, employee well-being and total rewards.

Onboarding

Our global workforce is a reflection of our diversity and our key competitive advantage. We consider a robust onboarding process as a vital step in ensuring smooth assimilation of new joiners into the organizational culture & values and to ensure flow of information & support to reduce time to become role-ready.

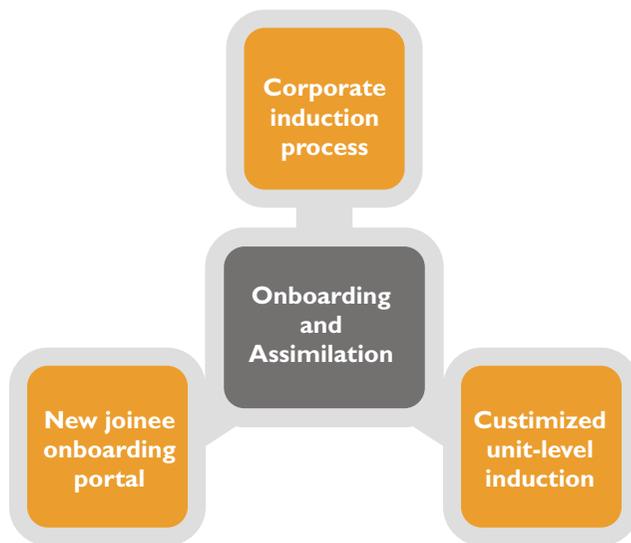


Figure 3 Onboarding and Assimilation Process

Our campus joiners undergo a 3-month onboarding process. Lateral hires undergo a 3-month onboarding process which includes a 2-day classroom induction, business unit-wise inductions, a buddy process and time-boxed learning plans. The welcoming process for campus joiners and lateral hires includes a ‘Spirit of Wipro’ session to orient all new joiners to our values and forms a key component in uniting Wipro-ites across the world.

Additionally, new joiners in senior bands also undergo customized onboarding with senior leaders; which is aligned to their specific roles. Vital information about the leadership, vision of the unit, business structure and various programs & initiatives is also disseminated through a business unit or project induction.

Presence in 59 countries with 101 nationalities makes the induction process intricate. Our ‘new hire onboarding portal’ streamlines the onboarding process through a self-paced learning plan, buddy-mapping for ongoing support and a 30- and 90 day feedback. The portal is designed to complement the in-person induction programs to ensure adequate information, interaction & networking.

Continuous Engagement

Effective engagement fosters a culture that is participative; this helps bring employees and leaders closer together on an open platform and also reinforces a culture of transparency and ownership. During 2013-14, our engagement programs were more strongly positioned in alignment with our overall people strategic drivers. Our engagement programs are driven on 3 levels – organizational, unit / team and individual.



Figure 4 Three Levels of Employee Engagement

Employees who are cognizant of organization culture, values and changes that impact them are in a better position to provide feedback and participate in the decision making process at the organizational level. Our awareness & education campaigns include online & email announcements, floor walks & kiosks.

The leadership team also engages with employees throughout the year through forums such as company level 'Wipro Meets', business unit level 'All Hands Meet', round-table discussions and function meets. These interactive sessions provide employees an opportunity to understand business highlights, plans, provide feedback and seek answers to queries. These sessions also include a rewards segment where outstanding contribution by employees is recognized.

An important enablement to engagement is through business managers and Human Resource (HR) teams. Defined engagement metrics are included in the goals & objectives of managers & HR business partners and include one-to-one meetings, team level discussions, diagnostic meetings and such. Additionally, customized engagement frameworks are used by business units to cater to different segments of employees.

With the deep and constant focus on engagement and dialogue, there are various channels of advocacy available to employees, including the right to exercise freedom of association. Wipro's Code of Business Conduct and Ethics contains our stated commitment to human rights; we respect the right of employees to exercise freedom of association and to be represented by trade unions if they desire. Given that the workplace is driven by transparent people processes, participative work culture and collaboration, only a small percentage of our global workforce is part of registered trade unions and work councils. A section of employees in Germany, Finland, Sweden, France, Austria, Romania, and Australia are part of these bodies. The HR function meets these groups periodically to consult on any changes that can impact work environment and terms and conditions.

Wipro BPO's Integrated Employee Support Centre (IESC) – In order to reinforce the strong commitment for quicker query resolution and enhanced employee care, Wipro BPO launched IESC in 2013. This is a 24x7 helpline to which acts as a one stop solution for employee queries and clarifications on HR, Payroll and Transport services. Since its inception, 68% of queries have been resolved during the first call. IESC manages approximately 6000+ transport queries and 300+ HR and Payroll queries on a daily basis.

Employee Feedback

Informal feedback is collected from employees throughout the year through forums like leadership meets, group discussions & one-on-one meetings. Besides these, Wipro also has a formal feedback mechanism in the form of Employee Perception Survey (EPS), EPS Pulse and Employee Advocacy Group (EAG). At a micro level, different accounts / regions conduct dipstick surveys which measure engagement and gather feedback about the specific micro unit. Focus areas identified through these surveys are rigorously tracked and updates are shared with employees regularly.

- Employee Perception Survey (EPS)** - EPS is administered biennially and is the most effective way of gathering employee opinion on areas that impact their work and life within Wipro. The themes covered under EPS include Culture & Values, Manager Quality, Role, Careers, Work Environment, Diversity, etc. The survey is open to all employees irrespective of tenure, career level & location and is administered in multiple languages. In 2013, 65% of Wipro-ites participated in the survey, thus giving a clear representative view of employee sentiment. While the overall engagement score registered a dip over EPS Pulse 2012, almost all individual levers of satisfaction showed an improvement. Diversity, team, Wipro values, customer focus, social responsibility and health and safety were the top scoring engagement levers with an engagement score of over 65% (top-box) while rewards, senior executive leadership, role, training and development and work-life balance were identified as areas of improvement. These five levers were also identified as focus areas through the EPS 2011 survey, and absolute scores for all of them (except rewards) have shown an increase in the 2013 survey.



Figure 6 Employee Perception Survey (EPS) Key Findings

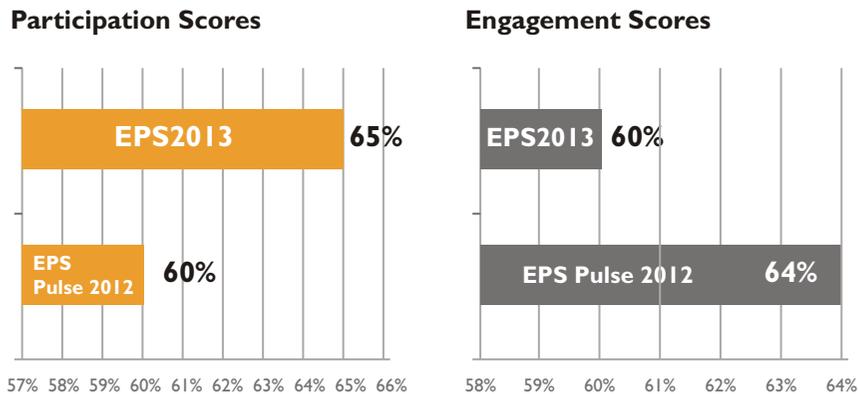
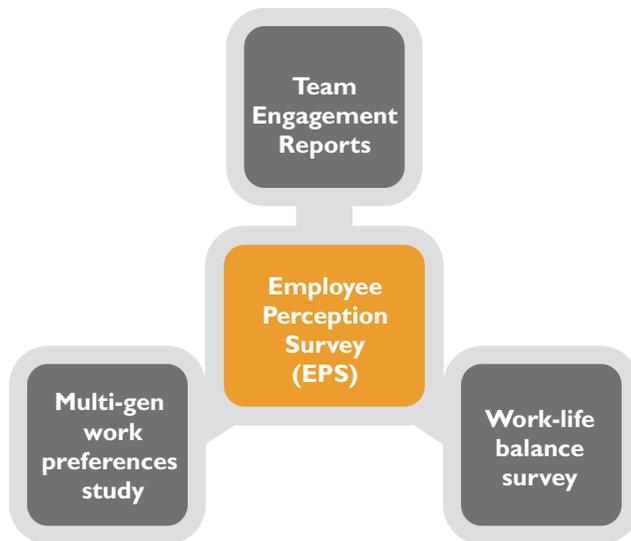


Figure 5 Employee Perception Survey (EPS)

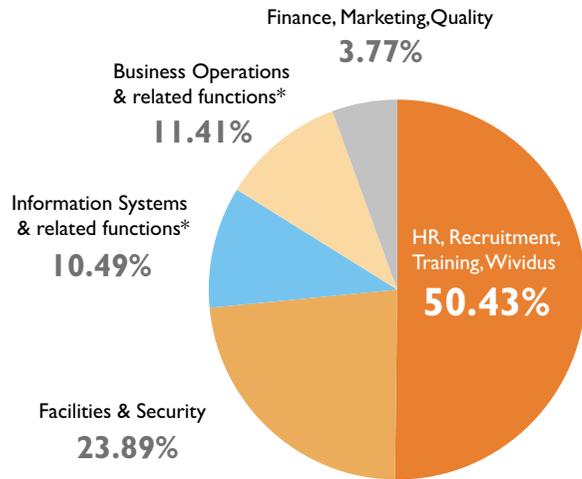
Manager Quality	Training & Development	Work-life Balance
3% increase in satisfaction with manager quality	3% increase in satisfaction with training and development	5% increase in satisfaction with work-life balance
7 - 12% increase in individual questions related to manager quality	Over 60% employees stated they have a development plan to improve skills and abilities	Over 65% employees stated that managers provide flexibility effectively

Figure 7 Employee Perception Survey (EPS) - Improvement in Focus Areas

In EPS 2013, **team level engagement reports** were introduced for top management to understand the engagement scores within their teams. This allowed further customization of action plans as per requirements of specific teams. Additionally, 2 adjunct surveys were also conducted – **Work preferences study of the multi-generational population and work-life balance study**. These surveys were administered to a random sample of employees cutting across career levels, location, gender etc. The work-life balance study provided a snapshot of how employees across the organization experience flexibility, openness to discussing work-life balance issues and expectations of support required from the organization. Women employees recorded higher levels of satisfaction on work-life balance than male employees. Women and men both placed equal importance on the following enablers of work-life balance: flexible work timings, work from home facilities, leave arrangements and health and wellness programs.



- **EPS Pulse** - A shorter dipstick survey called EPS Pulse is conducted in the interim period between two EPS surveys. Pulse provides an engagement stock-take as well as feedback on specific actions identified and implemented from the main EPS survey.
- **Employee Advocacy Group (EAG)** - The Employee Advocacy Group (EAG) is a 120+ member representative group managed by Wiproites to voice employee suggestions. EAG Members are selected amongst employees with the objective to hear out employee ideas and recommendations to improve company policies and processes. The EAG was formed in Sep 2011 with the twin objectives of – channelizing feedback on existing policies and practices, and also reviewing new policies before launch, wherever feasible. Since inception, the EAG has received about 5095 suggestions. During 2013-14, 1963 suggestions were received from employees. Themes relating to HR and people processes, recruitment and training account for approximately 50% of the total suggestions received. Suggestions are screened by the EAG team and then by functional SPOCs. The EAG then discusses shortlisted suggestions with Function Heads, and implements them in collaboration with functions. The team has also led specific improvement projects such as a revamp of the performance management system and leave policy.



*Information Systems, Infrastructure Management Group, Information Risk Management and Policy Compliance.

**Business Operations, Workforce Management Group and Overseas Operations Cell.

Figure 8 Employee Advocacy Group – Suggestions – Function Wise

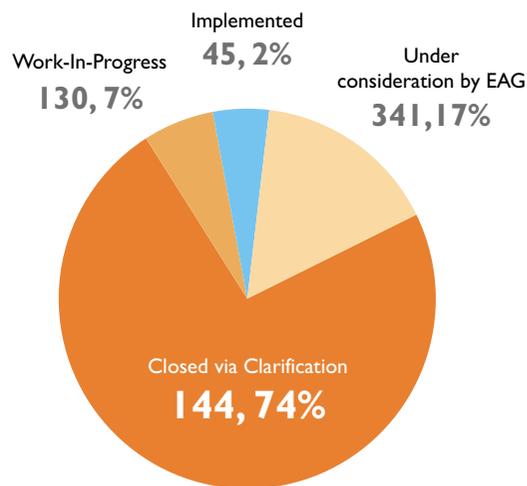


Figure 9 Employee Advocacy Group – Status of Suggestions

- WBPO Engagement Index (EI)** - Wipro BPO launched the Engagement Index (EI) in 2010, to enhance engagement effectiveness for first level and mid-level people managers from business across operations. Managers own engagement targets for engagement and retention of talent, reward and recognition and fun-at-work; performance data is tracked and translated into an EI score for each manager. Over the years, EI has been internalized as an integral responsibility of people managers and is linked to their variable pay as well. Engagement Index achievement levels for 2013-14 closed at over 90%, consistent with 2012-13 levels.

Responsible Business Closure

During the year, analysis of changes in market conditions led to a business decision to close down the computer hardware manufacturing business division, including two manufacturing and assembly units in India, located in Puducherry and Uttarakhand. The closure process was structured and managed with due sensitivity and confidentiality, and included efforts to enable employment of employees to other local businesses, to the maximum extent possible. We also ensured that all trainee contracts were honoured till completion of tenure. Local human resources functional teams set up assistance programs to enable trainees to secure new opportunities in other local firms. At our manufacturing facilities, the impact on local suppliers was also limited, owing to the fact that these facilities were located in well-established industrial areas, with a strong client base available to suppliers.

Partner Employee Engagement (PEET)

Our focus on responsible people practices extends across our people value chain, and covers over 26,000 contractors, primarily located across our operations in India. 60% of our contractors are skilled technical employees who are engaged in IT service projects. Many of them are deployed at our client sites, and a customized Partner Employee Engagement team is responsible for talent management, retention and capability building of this workforce. 40% of our contract workforce is deployed across key support functions such as Facilities Management, Security, Transportation, Hospitality and other soft services.

In the last four years, the Partner Employee Engagement program has implemented and sustained initiatives and process to develop and retain partner employee talent. Focused engagement initiatives through this program have led to higher engagement and retention levels, over the years.

Acknowledging that non-compliance to fair labour practices has a serious impact on business continuity and engagement of partner employees, Wipro conducts annual audits for partner organizations. In 2013-14, over 80% of partners were covered under the audit process and compliance to audit parameters formed a mandatory requirement for contract renewals. Where minor non-conformances/delays are observed, partners are provided with a defined period of time to implement corrective actions. Failure to act appropriately leads to the termination of contract.

The focus of the PEET program will continue to be on enabling career growth, training and competency development in order to enhance retention possibilities.

Employee Engagement	Career and Capability	Stakeholder Feedback
Site visits by HR representatives every quarter	Induction process - 92% of new partner employees covered	Satisfaction survey (Site-o-meter) conducted to capture site specific feedback of employees who are based in client locations
On-site policy awareness sessions, quizzes, celebrations	Over 460 partner employees offered retainer or full time employee positions	Participation - 94.79% Satisfaction Score - 5.56 on a scale of 7
Site visits by HR representatives every quarter	Over 520 partner employees covered under structured job rotation program	Survey designed to measure satisfaction on 6 key parameters - Basic provisions, experience with partner, experience with Wipro, career development and rewards and
	Role based assessments for movement	Survey results and focus areas communicated to employees and managers through mailers and to partner organizations to arrive at specific actions

Figure 10 Partner Employee Engagement (PEET) FY 13-14 Highlights

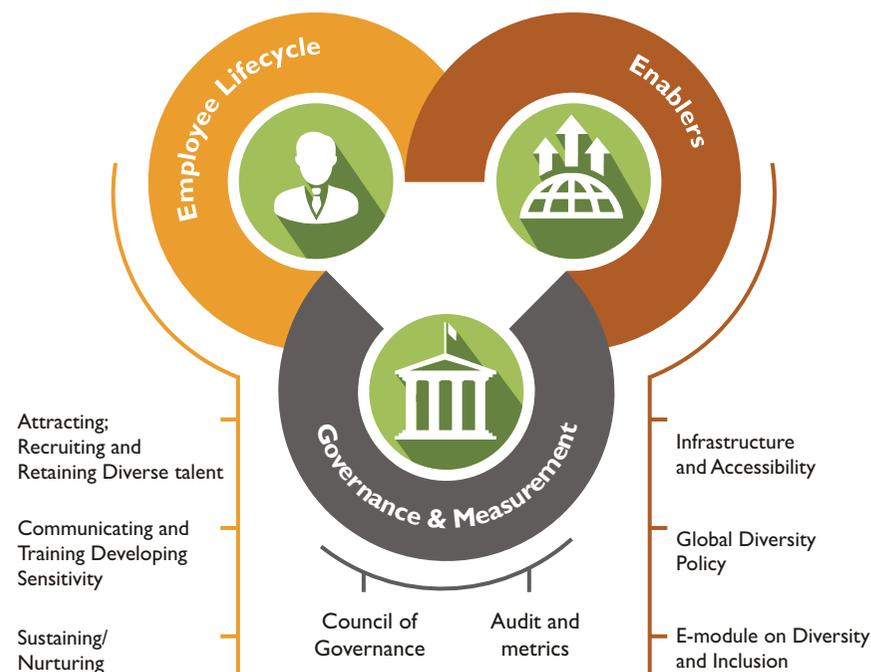
Diversity & Inclusion

A diverse workforce is a reflection of a dynamically changing world and marketplace. Wipro recognizes that a talented and diverse workforce is a key competitive advantage, and that a heterogeneous group is better equipped to handle complex and intangible problems through a rich mosaic of ideas and practices which lead to innovation and customer delight. Our focus on transparency & public disclosures spotlighted diversity as a core focus area in our materiality analysis. Nurturing diversity and making inclusivity a part of Wipro's culture has thus remained a key focus area for the organization and is a strategic enabler to ensure business growth and performance.

Wipro's commitment to being an equal opportunity employer has been integral in our code of conduct, policies and processes. Wipro's multi-dimensional Diversity & Inclusion (D & I) program was formally launched in 2008 and focuses on four pillars – gender, persons with disabilities, nationality and underprivileged / disadvantaged communities.

Worldwide, research has indicated that there has been slow progress in these areas as indicated by low work participation rate for women in the organized sector, under-representation of women in leadership positions, high unemployment rate of persons with disabilities, etc. Over the years, Wipro's diversity agenda has focused on driving initiatives to address these areas and some of these initiatives have gained prominence as industry benchmarks.

With the objective of evangelizing our 'Inclusivity is a way of life at Wipro' belief amongst all employees, we have constituted a mandatory e-learning module on Diversity and Inclusion. The online module provides flexibility and ease of access for employees to learn from anytime, anywhere. Through case studies that echo common work place issues and interactive quizzes after every topic, the content aims at sensitizing all individuals on their responsibility in respecting diversity at the workplace and manifesting inclusive behaviours. Around 54,000 employees had completed the learning module at the end of FY 13-14.



Gender Equity - Women of Wipro Program

Wipro recognizes that at different stages of life, the needs of and expectations from a women employee are different from their male counterparts. With this in mind, we launched the 'Women in Wipro' program with a life-stage approach in 2008, running multiple programs for women employees in each of these stages.

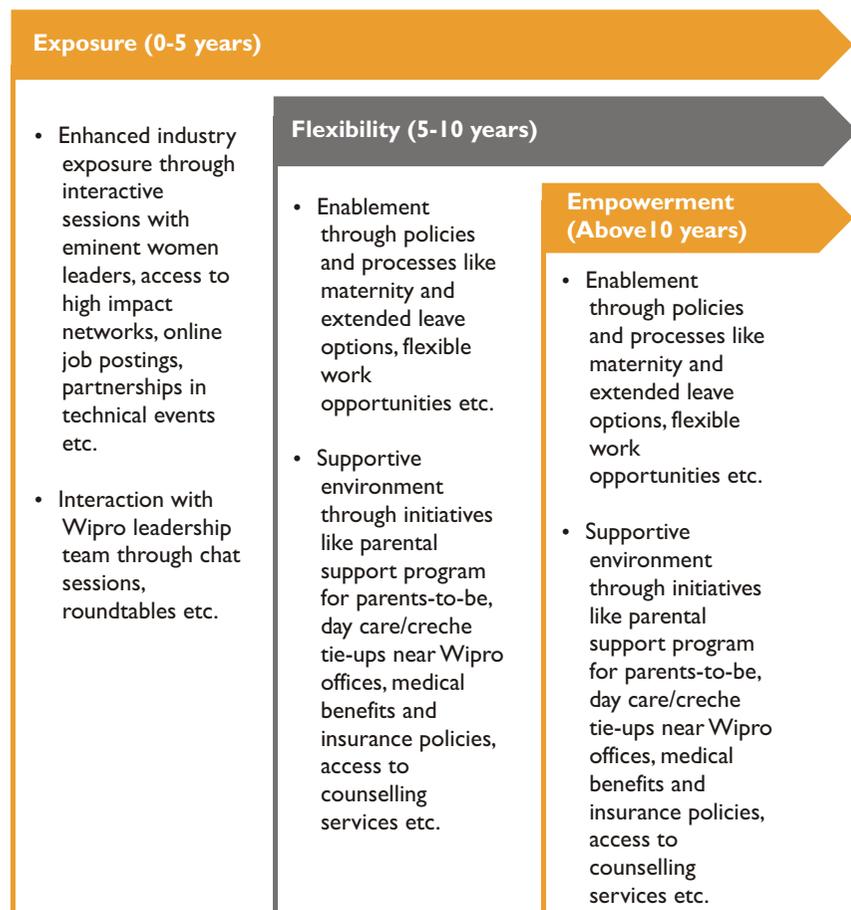


Figure 11 Women of Wipro - Life-stage Approach

Gender Ratios

- The percentage of women employees crossed the 30% mark. At the inception of the program, women comprised 23% of the workforce. This now stands at 31%.
- Over the years, the number of women in top management positions has increased from 4.08% to 8.9% and in junior management from 11.17% to 16.7%.
- Attrition levels are 2-2.5% lower for women employees than for male employees.

Talent Retention Survey & Resource Managers Survey

- Two in-house research surveys launched to identify current gender equity perspectives and focus areas and to give renewed shape to our gender equity effort.
- Research findings were supplemented by gender-disaggregated vital sign analysis on ratios related to hiring, project allocation, training, performance ratings, pay equity and attrition.

Women of Wipro

- Speaker Sessions crossed the 20-sessions threshold. Speaker sessions are powerful interactive events that connect Wipro employees with eminent women leaders across industry.
- The third batch of the Women in Leadership Mentoring program was initiated, for 100 high-potential women employees in middle management. The mentoring program brings together high-potential women employees with mentors from senior and top management. Around 200 high-potential women have participated in the first two batches.
- International Women's Day Celebrations 2014: The theme this year was 'Celebrating Learning through Partnerships.'

Awards

- 2014: Wipro Ltd. CEO honoured by the Women’s Empowerment Principle’s Leadership Award: a joint initiative of UN Women and the UN Global Compact.
- 2014: Wipro won 1st place at the NHRD Paper Competition on Managing Gender Diversity at Workplace in 2014.
- 2013: Women in Wipro cited as a Best Practice for Enabling, Retaining and Promoting Women in Science: U.S.-India Cooperation for Women in Science

Key Highlights of FY 13-14

Coverage	Themes Explored
1500 + women employees across career levels	Women professionals' perceptions regarding factors that impact their career continuity
Around 80 staffing and deployment managers	Staffing and resource managers' perceptions regarding factors that impact career continuity of women professionals
	Top talent enablers for retaining women in the workforce

Figure 12 Talent Retention Survey and Resource Managers Survey

Persons with Disability Program

Our Persons with Disability framework completed 5 years in FY 13-14 and focuses on six key themes of Policy, Accessible Infrastructure, Accessible Information Systems, Recruitment, Training and Awareness. This includes enabling infrastructural changes in existing and new premises, such as addition of hand rails, ramps, lifts, designated parking spaces, customized workstations etc.

A critical element of the program is technology enabled assistance for persons with disability in terms of modified laptops, voice activated programs and other assistive applications. Persons with disability voluntarily declare their disability through a Self-Identification Form ensuring complete transparency. In order to promote inclusivity, Wipro is has institutionalized a reasonable accommodation policy which supports employees in performing their primary job responsibilities and drives equal opportunities and benefits.

Further, all our group announcements containing images include a text-only attachment to facilitate our visually impaired employees to make use of the text-to-speech feature. Last year, a sign language expert helped in interpreting 'Wipro Meets' in sign language to facilitate our employees with hearing disabilities.

The year 2013-14 saw significant focus on recruitment with 40 people hired across various Wipro entities. As on March 31st, 2014, the number of employees who are Persons with Disabilities was 455. In addition, 15 campus offers were extended as part of the FY 14-15 hiring process.

Key Highlights of FY 13-14

Sign language interpretation introduced in Wipro-level employee communication sessions. Wipro Kinesics was launched as a one-stop-shop learning medium on the basics of sign language in the Wipro IT business environment. The online portal is easily accessible to employees who are spread across the globe and includes typical terminology prevalent in Wipro environment. 47 campus hires attended training sensitivity building on Diversity & Inclusion and on creating accessible software. Over 87 intranet applications and Wipro.com website are accessible, complying with WCAG2.0 guidelines. Digital accessibility web chat conducted for the IT-BPM industry under the aegis of NASSCOM. Initiatives in the space of persons with disabilities charter featured on CNN-IBN. Wipro sponsored two sportspersons for the Para Table Tennis Thailand Open 2013 that was held in Bangkok.

Awards

- **2013:** ASIA-PAC Region DISABILITY MATTERS Conference & Awards.
- **2013:** ESCAP-Sasakawa Award for Disability-Inclusive Business in Asia and the Pacific
- **2013:** Nupur Jain from Wipro learning and development team won the National Awards for the Empowerment of Persons with Disabilities, 2013, under the category – Role Model Awards
- **2013:** National Awards for the Empowerment of Persons with Disabilities, 2013, under the category – Best Accessible Website (Private Sector).
- **2013:** 15th NCPEDP-Shell Helen Keller Awards under Category – Role Model Companies/Organizations.
- **2013:** Ankit Jain from Wipro Strategic Marketing team wins 15th NCPEDP-Shell Helen Keller Awards under Category – Individual Nomination.
- **2013:** Wipro has been globally adjudged & awarded for its inclusive policies by Zero Project - a UN initiative, for one of the most innovative practices.
- **2013:** Asia-Pac Region 'Disability Matters' Honoree

Nationality

Wipro's workforce and business partners across the globe represent a rich variety of backgrounds, skills, & cultures. Our global workforce consists of employees in 59 countries and from 101 nationalities.

Over the years, we have cultivated a strong 'local national' footprint in our international geographies, and nearly 40% of our workforce at overseas (outside India) locations comprises local nationals. We have invested in specialized online tools such as 'Globe Smart' to develop sensitivity towards various cultures. Additionally, employees travelling to overseas locations are mandated to participate in a 2-day classroom based 'Onsite Readiness Program' which includes a module on cultural sensitivity.

While promoting a culture of meritocracy, we also take cognizance of global legal requirements and regulations with respect to diversity and inclusion. We also have partnerships with key private talent management vendors to assist us in developing action plans.

Career Development & Career Planning

Wipro's overarching philosophy is to provide learning avenues to all employees to build professional careers. Our people are our most important asset and the organization strategy is to build and retain a high performing workforce aligned with business goals. Career development & career planning initiatives at Wipro encompass building awareness on career paths, identifying developmental areas for current & aspired role, mentorship, and building capability through training & assessments.

Career Hub

Career Hub is a one-stop-shop for all career related information and career planning available to employees through the company intranet. Employees can understand the range of career options available along with detailed role descriptions including technical and behavioral competencies, certifications, knowledge and experience required for each role. The self-assessment feature helps in identifying developmental areas for the aspired role, and can be used to create a developmental plan in consultation with managers. The portal also provides a plethora of information on policies, processes and enablers around careers. A direct link to internal job postings portal allow employees to identify & apply to suitable available opportunities.

Since its launch, over 5200 employees have selected their 'target' roles on the Career Hub portal and are working towards reaching their goals.

Individual Development Plan (IDP)

While an individual learning plan (ILP) has been part of our annual appraisal process in the past several years, in 2013-14 we launched an integrated portal for employees to create developmental plans through multiple sources of feedback & developmental processes like appraisals, manager surveys, career hub self-assessments, and other job-specific assessments. While ILP was catering to only the behavioural learning needs, using IDP employees can create customized development plans to include on-the-job activities, stretch assignments, mentoring, e-learning, training etc. for behavioural and technical competencies, job knowledge and experience.

Mentoring through Learning Networks

Learning Networks is a mentoring platform, launched in 2013. It is a social learning tool which provides a focused learning opportunity to employees to learn and share on specific areas. It aids employees to network which is essential to build a culture of collaboration, and also create a sense of belongingness. This unique learning concept has two features: one-to-one and many-to-many mentoring. We have over 1000 mentors and 2000 mentees registered with Learning Networks and over 150 mentoring connections since its launch.

In the last year, we also strengthened our focus on developing specialist frameworks and initiatives for deep-technology experts and domain specialists. This would be a primary focus area for us during 2014-15.

Employee Capability

Given the current and emerging business landscape, people expertise will emerge as the winning differentiator for business success. This means that for us, developing expertise in technology and domain areas and successfully leveraging the same for our clients will determine our competitive edge in future.

The large canvas of Wipro's businesses and talent management offerings gives people the opportunity to grow in their career by continuous learning and development. We have distinct teams with separate focus on technical and domain learning and behavioral/leadership development. In 2013-14, these teams together strengthened organizational capabilities via training, e-learning, workshops, on the job learning, assessments and leadership interventions. Learning needs are derived from organizational human capital strategy and competency development objectives to enhance leadership, technical and behavioral capability.

In 2013-14, over 23,000 technical, behavioral and leadership programs were delivered across the organization.

Entry Level Training Programs

Our pioneering initiatives in the area of Work Integrated Learning continued in FY 13-14. Our programs aimed at grooming graduates into professionals armed with technical, professional & social skills while pursuing post-graduate degree programs. The Wipro Academy of Software Excellence (WASE) program is a 4-year program off-campus collaborative program from Birla Institute of Technology & Science (BITS), Pilani, Rajasthan, India and leads to a Master's degree in Software Engineering. For non-mathematics science graduates we also have the Wipro Software Technology Academy (WiSTA) program in collaboration with Vellore Institute of Technology (VIT), India leading to a Master's in Information Technology at the end of 8 semesters.



692 new entrants into the **WiSTA program** in 2013-14

1347 new entrants to the **WASE program** in 2013-14

Campus hire induction (Project Readiness Program – PRP)

The PRP is a structured 3-month program offered to all campus recruits to train them on essential behavioral & technical skills that prepare them to work on live customer projects. In FY 13-14, the program helped us engage with over 10,000 new campus hires through online self-learning modules prior to their joining the organization. The curriculum of over 70 technology streams was also better aligned to other technical frameworks in the organization like the Unified Competency Framework (UCF).

Unified Competency Framework (UCF)

UCF is a step-by-step competency building exercise for employees to up-skill technically through structured learning & assessment. The primary focus of UCF is to create a fungible pool of technically competent employees to address business needs and to enable individuals to perform better and manage transitions into new roles. The level of UCF assessment is determined by each employee's technical area, career level and years of experience. In FY 13-14, 40,000 employees cleared their UCF certifications: 82.9% of eligible employees.

Upgrade Skills and Competencies through Accelerated LEarning (UPSCALE)

The UPSCALE program was launched in FY 13-14 to address changing customer demands of multi-skilled employees. The aim of the program is to multi-skill employees on a cluster of technologies based on past demands and forecast. About 7500 employees have already completed this program and another 10,000 have enrolled to the program.

Assessments and Certifications

Assessments & certifications at Wipro are a tool to identify and develop individuals for key roles. Multiple mechanisms and instruments used during these programs provide a holistic view on the employee's strengths along with specific feedback on developmental areas. Equipped with this data, talent managers and individuals can make critical decisions and well-informed choices about choice of assignments, roles, and trainings. Over 360 Program and Delivery Managers and Account Delivery Heads underwent customized role based assessment, with a success rate of 85% in the behavioural assessments. In the technical assessments, the success rate ranged from 70-80%. This number includes both existing and Wipro employees and external candidates who were considered for these roles.

The **Project Manager (PM) Academy** is a capability framework for building core IT service delivery capability in middle level managers. The academy structures learning in different ways – classroom techniques, e-learning, simulations, outbound learning, opportunity for reflection and coaching programs. The range of training spans technical, domain, process and behavioral training. Project Leads, who manage small/mid-size projects with medium complexity, participate in the PLCP (Project Lead Certification Program) and Project Managers who lead large critical projects that are more complex, undertake the PMCP (Project Manager Certification Program).

The **Architect Career Essentials (ACE)** framework aims to provide a transparent and structured approach towards specialist career development. The architect enablement and certification process helps to baseline and build skill levels for senior architects and enterprise architects.

Learning in the Wings

This is an experiential-learning based initiative that brings learning to the workplace, in the form of 3-4 hour modules that entire project teams can attend all-together. These modules help accelerate learning key skills on the job, such as

collaboration, innovation and emotional resilience. The initiative was introduced in 2012 and covered over 1200 employees across India locations in 2013-14.

Wipro BPO's SEED academic program

The SEED academic program helps employees enhance their academic capability. The program offers a large spectrum of courses across a range of subjects in the field of Management and Information Technology. Courses are imparted via classroom, e-learning and self-study modes and are available in India and International Locations. A dedicated SEED online portal provides 24x7 access to employees and program administrators. Since 2004, SEED has enabled over 6000 WBPO employees shape and transform their careers, with 600 enrolments in 2013-14.

Wipro BPO's Advanced Video Suite (AVS)

Wipro BPO's training team launched a video library of 50 short videos (7-10 minutes each), with videos ranging from articulation, to customer-centricity and dead-air-management, to coping with night shifts. The initiative is designed to benefit employees with tips and refreshers of the basic tenets of communication and customer service skills.

Wipro BPO's Process Excellence and Quality Framework

This is a quality process capability building framework, that is designed to translate into real-time process improvements and impact the overall client experience and Wipro cost and revenue parameters. The framework builds skills, deploys people based on right skill fitment and trains project teams across Wipro BPO on various process excellence methodologies such as Six Sigma, Lean and Kaizen. Employees then translate learning into process improvement projects that directly create business results. Over 1000 employees were trained in process excellence in FY 13-14 and they collectively undertook over 340 projects on lean, six sigma and replication.

Manager Capability

Capable managers are an essential component in driving employee engagement and retention. Acknowledging the impact on managers at all stages in the talent life-cycle, we drive multiple programs to build manager capability. Manager effectiveness had also emerged as a key focus area in EPS 2011, and specific

interventions over the last two years have led to 3% increase in the overall score on manager quality in EPS 2013, while individual questions relating to manager quality saw an improvement of 7–12%.



Wipro Leader's Qualities (WLQ) Survey

The annual 360-degree feedback survey based on key qualities expected of an effective leader was extended to middle management, covering around 19000 employees across the organization.



Manager Excellence Framework

FY 13-14 witnessed higher rigor in managers utilizing the manager excellence framework as a tool for self-development of their manager effectiveness. The framework includes tools designed to address learning needs of the manager through feedback (manager insight survey), training (process workshops), self-study (manager resources) and mentoring through Learning Networks. The framework is a non-mandatory offering and adoption statistics of the last 1.5 years indicate that it has gained wide popularity. Around 3390 manager insight surveys have been initiated since the inception of the framework and over 4900 managers have been covered under process workshops. Managers have also utilized the framework to record employee one-to-one discussions with over 1400 discussions online on the tool. The Manager Excellence Resource Centre initiated in August 2013 was used by over 1500 users.



Wipro BPO's PATHFINDER

This leadership academy focuses on developmental and functional capability building through a multi-level certification program. The program intends to develop well-rounded leaders who will be capable of mitigating operational challenges and thereby, contributing to organizational growth.

Leadership Development

Leadership Development at Wipro follows a life-stage approach to address the need for leadership competency development at various stages of an employee's career from an individual contributor to a strategic leader.

All the leadership programs are linked to the WLQ survey and drive development through focus on role, business partnership and consulting and research. The approach is that of long term individual development in the company of peers rather than training. Programs at higher levels are conducted in collaboration with reputed business schools and leading management thinkers.

- Emerging Leaders Program (ELP) – Entry level program
- New Leaders Program (NLP) – For junior levels to build talent management skills in potential people managers
- Wipro Leaders Program (WLP) – For mid-level managers this program assimilates WLQ into leaders who carry people and business responsibilities
- Business Leaders Program (BLP) – The program is aimed at developing critical to success business leadership amongst senior leaders
- Strategic Leaders Program (SLP) – The program is aimed to enhance strategic perspective among global leaders in top management cadre

Wipro also invests in Consortium-based learning for our global leaders. The consortium brings together participants from various organizations and is aimed to address specific business challenges. The learning takes place through experience sharing in the company of peers and the content is carefully crafted based on the needs of the consortium partners involved.

Comprehensive Benefits & Rewards

Wipro's benefits package has unique value proposition for employees at all levels and stages of their life. This includes a variety of tax-managing options, insurance & medical packages, assistance in managing financial and personal issues, retirements, etc. Our programs are reviewed intermittently to ensure relevance to today's changing workforce and mirrors the latest industry offerings.

The compensation & benefits programs are outlined in detailed policy documents and are available to all employees on the company intranet.



Overview of Benefits



Assistance in Money Management

- Tax-saving - aligned to individual needs
- Moneywise - financial planning tool/kiosks
- Finstat - statements for better planning & analysis
- Interest free loans - house deposit, vehicles, marriage, emergency
- Wipro Advantage - Special Price for lifestyle, health financial products



Rewarding Performance

- Winner's Circle - top-down - peer-to-peer - points based recognition
- Customized business unit rewards & recognition
- Integrated social recognition
- 5 million products - catalogue to redeem points



Work-life balance

- Leave - maternity, paternity, annual, sick, adoption, without pay
- 2 year Sabbatical
- Half-day half-pay
- Work from home



Medical & Insurance Benefits

- Medical insurance - family, parents, catastrophic illnesses
- Medical Concierge
- Medical Assistance Scheme - domiciliary medical expenses.
- Group personal accident insurance, group term life cover, survivor benefit program
- Extensive Top Up Cover



Retirement

- PF, Gratuity, 401 (k) plan and retirement plans for each geography in accordance with local laws and industry best practices
- Options to enroll in voluntary pension schemes, new pension schemes and superannuation schemes
- Retirement planning tools
- Continuity of basic medical benefits upon retirement

Benefits Fest

A comprehensive advocacy and awareness program held across locations, to assist employees in selecting and availing Wipro's wellness and benefits offerings. In FY 13-14, the various on-ground events like vaccinations, health check-ups, immunization programs, diet consultations etc. were conducted. Awareness was driven through specialty kiosks, on-floor sessions and online events. Nearly 8500 employees participated in on-ground events across locations, around 4500 availed medical check-ups and nearly 4000 participated in floor-walk events.

Employee well-being and safety

Wipro has made efforts to ensure that all aspects of an employee's life are positively influenced whether it is physical, mental or emotional well-being. Employee well-being is a core component of our organizational philosophy and this is reflected in our approach towards, health & safety, workplace security, fitness and family inclusive initiatives.

Mitr



Mitr completed 11 years in FY 14-15. Our Employee Assistance program (EAP) for emotional counseling as well as specialist legal and financial advice in India has grown over the years and touched many lives. Mitr enables employees to reach out to trained counselors (both internal and external) to discuss and share their thoughts on any issues in their personal or professional life which could be affecting them in any way.

Medical Insurance



Medical insurance is an instrument for hedging future contingent risks associated with health, life and general issues. Ensuring our employees obtain the maximum benefit of insurance benefits available, Wipro provides a total insurance package which includes Health insurance, Accident Insurance, Life insurance and Parent and Parent-in-law Medical Insurance.

Health insurance is available for the immediately family including self, spouse and children. All employees have a basic mandatory cover for the family towards which a nominal premium is deducted from the salary every month. Additionally, employees can also opt to avail top-up coverage which enables cover for any additional medical expenses.

Accident insurance protects income in the event of disability due to accident and also includes a component of survivor benefit. The premiums for accident and life insurance are borne by the company but employees have an option to increase this base cover by paying a nominal annual premium.

Wipro also provides pre-negotiated medical policies for parents and parents-in-law which the employees can choose to buy. The premium amounts as well as policy benefits are amongst the best in the market, and also cover expenses which usually are not included in retail policies offered in the market beyond a certain age.

Health & Wellness

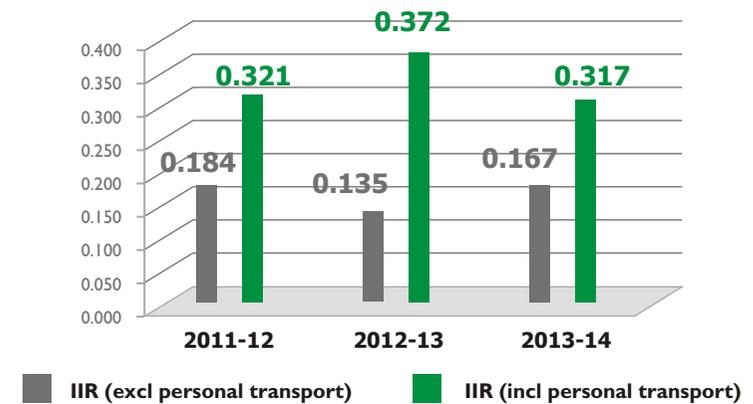


Our Fit for Life wellness initiative for employees was sustained via wellness sessions, a customized newsletter and communication via mailers. There were on the ground activities conducted for various factions like health check-ups, sessions on women health, vaccination camps etc. The “Parent to be” program launched in 2012-13 was well received, with over 1500 enrolments till date. The program proved to be useful in reducing maternity complications and providing guidance and assistance to expecting parents. The pre-employment medical check-up was changed to a joining benefit for new employees, as part of a more inclusive and proactive approach to employee health awareness and management. Medi-assist Healthcare services carried out assessments of our Occupational Health Centers at all major locations. Available at 22 locations across India, these Occupational Health Centers provide amenities ranging from basic FirstAid to emergency care units. Integrated Risk Assessments were carried out to identify and mitigate workplace accidents and other incidents. Employees, service providers and other stakeholders participate in these. Employees participated in events such as Food Safety programs, Ergonomic sessions and medical consultations with specialist doctors. As part of a comprehensive training and preparedness approach, functional teams were trained on Health & Safety, Safe Transportation, Hospitality, Security and Technical and Soft skills.

Employee Safety



Scheduled programs held across locations on emergency response, mock evacuation drills, violent action drills, life saving techniques and gender sensitization. Cab pickup and drop facility for women employees travelling late in the night or early morning. Women of Wipro committees were formed to discuss concerns and suggestions on women's safety. Women Employee Security Awareness and Self Defense sessions conducted across locations. Fire Safety Week was observed, with chats with senior fire department and National Disaster Response Force officials and demonstrations by their teams. Vehicle based Quick Reaction Teams deployed in Sarjapur, Pune, CDC and GNDC to ensure safe commute and extend help during emergencies. Help extended to employees outside the campus for police support and in case of medical emergencies Women contract employees on service provider rolls at our Greater Noida facility were provided safe commute in Wipro cabs. On-going advocacy via event such as the Security Awareness month, online quiz and ready access to Emergency Response team member details on the intranet.



Lost day rate



We are setting up better /integrated MIS and reporting to calculate lost days across functions. The lost day rate for injuries excluding personal transport/commute related is 0.330.

Occupational Diseases Rate



This is based on the the number of illness cases which can be attributed to work .The top illnesses for people visiting the in-house occupational health center (OHC) are mainly related to upper respiratory and ergonomic. The first illness may not be completely attributed to work environment or nature of work. However considering the nature of the job in the services industry and the symptoms reported (upper limb injury) - one can attribute a higher correlation to the occupation for ergonomic illnesses.

Starting this reporting year, we will report only ergonomic cases reported to OHC for occupational diseases. We had 697 ergonomic related cases which had treatments/interventions lasting more than a day. The occupational diseases rate is 0.457 for the reporting year.

Advocacy Events

A host of activities held at various locations to observe and celebrate World Environment Week, World Earth Day, World Water Day, National Safety Day and International Day for the Preservation of the Ozone Layer.

Kids@Wipro

Wipro's family inclusivity program continued to spread its wings with many innovative workshops. New Kids@Wipro chapters were started in Hyderabad and Chennai. The initiative is now becoming thematic and focuses on life skills and programs that build empathy towards all living beings and a respect for the environment and society.

Crèche

In order to enable working parents to continue with their careers, Wipro has several tie-ups with crèches across different cities in India like Bangalore, Hyderabad, and Pune. We have an in house crèche at Pune and are about to open one in Chennai. Wipro does a due-diligence of the crèches that we tie up with due to which employees can comfortably trust those institutions. Further, attractive discounts are also offered to Wipro employees. There are a number of crèches near the offices as well as city locations which our employees can choose from.

Building sustainable communities

Wipro is committed to sharing our success with the communities we operate in. Through initiatives like the Rural BPO program and Project Siyapha in South Africa, Wipro has enabled employment opportunities and capacity building amongst young graduates in local communities.

Rural BPO at Manjakkudi

Wipro's rural BPO center was launched in 2011 as a Back Office to Back Office Model as the result of a tie-up with Swami Dayananda Education Trust. The trust strives to provide quality education to the economically backward regions of Tamil Nadu. The center completed 3 years in 2014 and from an initial strength of 50 employees, it grew to 100 employees in year two, and year 3 boasts of around 150 employees. The center has enabled creation of job opportunities and in turn reduced the migration of youth to urban areas.

Project Siyapha in South Africa

Wipro is mindful of the impact our operations have on society, and to create a difference in local communities, we realized the need of a consolidated approach rather than isolated measures. In South Africa, the community responsibility effort has been aligned under a single initiative called 'Siyapha', which means 'we give' or 'to share' in the local language Xhosa. Project Siyapha comprises of four key pillars and aims at providing skill development for youth, computer literacy in rural schools and creating sustainable jobs in the country. The focus and content of these programs is driven by current and expected skill levels and has resulted in increasing the employability of individuals who undergo these programs. The program has so far created 92 jobs since its inception 2 years ago.



PwD Program in Brazil

Diversity & Inclusion is a way of life at Wipro. While local legal requirements assist in developing and driving actions in certain countries, our commitment to building a diverse and inclusive workforce shapes these initiatives beyond statutory requirements. In Brazil, we have tied up with a specialized agency to assist in the recruitment of persons with disabilities and minorities to ensure compliance with Brazilian law. Workshops have also been organized across projects to educate & sensitize Wiproites on inclusivity. A 4-month in-house training program was built to enhance skills and capabilities of persons with disabilities and to assist in their retention & motivation. Regular one to one meetings are also conducted by HR to ensure assimilation and to understand and address any challenges faced. In the last three years, we have recruited over 20 employees with disabilities in Brazil.



Employee Volunteering

In 2013-14, a total of around 4000 volunteering hours were put in by 10 chapters in India and 3 overseas chapters.

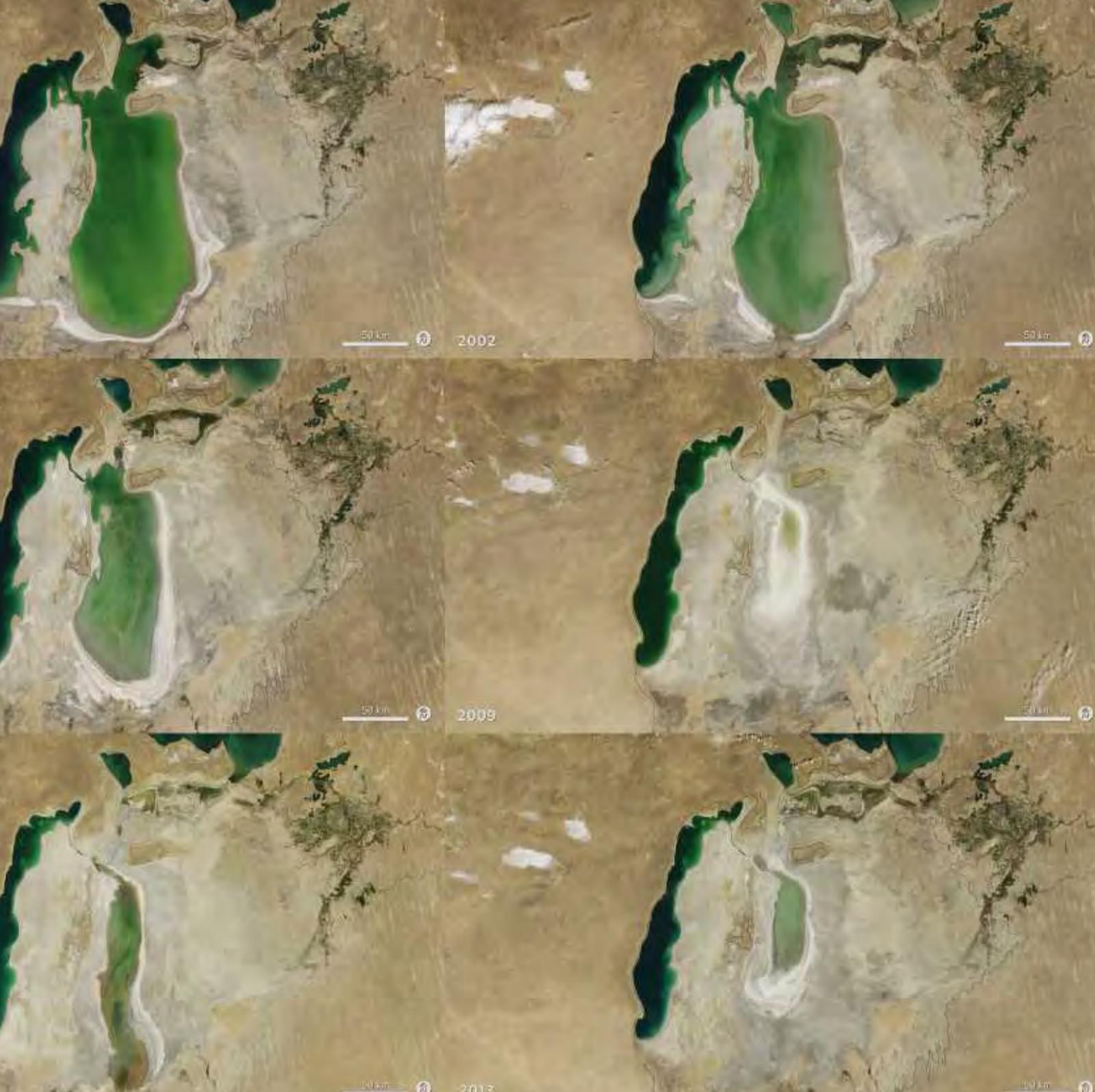


Present day, Russia

The Disappearing Aral Sea

In 1991, the Soviet government collapsed and took along with it, the rich waters of the Aral Sea. Located between Kazakhstan and Uzbekistan, this large water body gave life to the deserts of Central Asia, and was home to at least a hundred types of aquatic species. Today, it has lost 80% of its volume, and is almost one fifth its original size. It started when the Soviets diverted River Amu and River Syr — the two sources of water for the Aral — for irrigation. With its water supply cut off, the Aral Sea started evaporating and its animal species slowly disappeared. Today the waters of the Aral sea have bifurcated, leaving a long, dry expanse of desert land in between.





► These satellite images, taken between 2000 and 2013, show the final stages of the Aral Sea's drainage, which began with Soviet water diversions just as the Nimbus satellites captured images of the lake in the 1960s. Now, scientists have recovered those early views.

5c. Ecological Sustainability

Wipro's ecological sustainability program directly addresses four of the eight megafactors. It is an integral part within many of our key programs, internal and external and across stakeholders. Resource efficiency – materials, energy, water and waste management and pollution mitigation have been the principal levers of any corporate organization's environmental program. However this has changed over the past decade with the increasing centrality of issues like climate change, water stress and urban environmental challenges. Organizations have come to realize that externalizing the costs of ecological impact is a poor idea in the long run. The first step in this is to understand life cycle impacts of our complete value chain and how it can inform program design and stakeholder engagement.

Through the natural capital valuation exercise (covered under the sub section "Lifecycle impacts"), we have attempted to get an overall integrated environmental impact assessment of our operations and upstream suppliers. We continue to explore additional and specific quantitative and qualitative metrics to evaluate water (see sub section "Responsible Water Framework") and waste management in our campuses. We also would aim to baseline and set specific goals to reduce footprint of key Scope 3 categories (like emissions from Business Travel and Commute), Ozone depleting refrigerants, indoor air quality and noise pollution.

Our program is built on four pillars: Energy efficiency and GHG mitigation, Water efficiency and responsible use, Waste management and Biodiversity.

Our journey in ecological sustainability reinforces some foundational principles:

- Both the environmental impacts and outcomes of measures we implement are multiple and interrelated
- The need to assess programs through different measurements, metrics and rigorous goal setting

- Acknowledge issues, explore alternatives and prioritize responses specific to the context

Environmental Reporting: Scope and Management Systems

The environmental reporting covers all our operations globally.

The energy, water and waste reporting for India, which is around 80% of our operations, is based on actual consumption data. The energy data for overseas is based on actual consumption for 60% of our overseas locations. The energy data for the balance overseas locations as well as water, waste and commute for all overseas locations is estimated based on regional intensity figures.

India: 68 locations comprising of 28 owned and 40 leased facilities of Wipro Technologies, Wipro InfoTech and Wipro BPO.

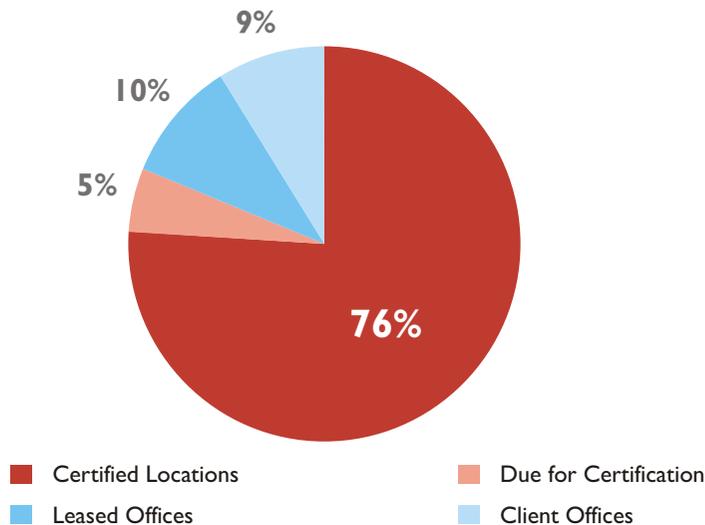
Overseas: 83 locations, which includes 8 customer datacenters. All the Wipro overseas offices operate out of leased facilities – we have energy consumption data available for 77% of the facilities by seat capacity while for the balance 23% we have used done extrapolations based on assumptions to arrive at best estimates. The uncertainty due to these extrapolations is estimated to be less than 1% (See our CDP 2014 report for more details <https://www.cdproject.net/en-US/Results/Pages/responses.aspx>). We are only reporting energy consumption from purchased electricity for overseas offices. The consumption of other energy heads like heating and cooling is negligible. Since these are multi-tenanted leased spaces, utility data is now always tracked at Wipro level for the location.

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 ISO 14001 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.

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

EMS Certification: by Employee Occupancy



Environmental Aspects and engagements across Wipro's stakeholders

The dashboard below provides a summary of approaches and programs across different ecological dimensions and stakeholders. It is clear from the representation below that an organization and its operations are not isolated from the environment. The risks, whether arising from ecological issues like climate change, water stress, urban growth and biodiversity, are of relevance to all our stakeholders. Our responses, though contextual, would be informed by the central principles of responsible citizenship and engagement with all stakeholders. This section covers programs specific to Wipro's operations. The other sections: "Responsible Investment", "Customer Stewardship", "Education and Community", "Workplace" and "Ethical Supply Chain" cover the integration of ecological sustainability aspects for relevant stakeholder groups.

Stakeholders > Aspect V	Wipro Operations	Employees	Investors / Customers / Supply Chain	Civil Society Government Future Generations
 <p>Energy</p>	<p>Infrastructure design and maintenance which integrates emissions reduction and energy</p> <p>See “Energy efficiency journey and GHG mitigation plans” efficiency measures</p>		<p>In India, Service sector contributes to more than 60% of GDP and 30% of labor occupation.</p> <p>Investor led sustainability frameworks like Carbon Disclosure Project and the Dow Jones Sustainability Index (DJSI) cover environmental aspects.</p> <p>See Investor section for more details</p>	<p>Regulation environment like the Energy Conservation Building Code (ECBC), renewable energy procurement and generation. efficiency measures</p>
 <p>Water</p>	<p>Understanding water footprint, sources mix and developing responses based on the</p> <p>See “Responsible water framework for campuses”</p>	<p>Employees residing in the vicinity of our operations are key stakeholders who could be impacted. Demand management requires user (employee) centric behavioral interventions</p>	<p>Supply chain program of customers, extended responsibility Industry and supply chain platforms like ecovadis, EICC, Sedex, CDP supply chain.</p> <p>Trucost study on natural capital valuation points to the fact that externalities account for nearly 50% of the total environmental impact for Wipro. This is across emissions, water abstraction and pollution, air pollution, land use and waste. Supply chain engagement hence is a core element of operational environmental programs.</p>	<p>Participative Aquifer mapping project – a community centered program on ground water management</p>
 <p>Waste</p>	<p>Segregation of different waste streams and downstream management with supply chain ecosystem</p>	<p>Reducing footprint at point of generation and segregation at source requires user (employee) centric behavioral interventions</p>	<p>See Supply chain section for more details</p>	<p>Community programs on waste segregation and capacity building</p>
 <p>Biodiversity/ Land use and Land change</p>	<p>Integrated planning on landscape architecture integrates biodiversity aspects with water footprint, soil quality, chemicals management and energy use.</p>	<p>In-campus biodiversity programs are a platform for employee engagement in conservation and citizen science areas</p>		<p>Biodiversity conservation and ecosystem services are primary interest areas with civil society organisations.</p>

Lifecycle impacts

Companies best positioned to compete in the future will be those that are able to decouple growth from unsustainable dependency on vulnerable natural resources. And the first step is to measure and understand full life cycle impacts across the value chain.

Natural capital can be defined as the world's stocks of natural resources which make human life possible. Businesses rely on this natural capital to produce goods and deliver services. The overall objective of the project, completed in association with Trucost, is to quantify and value the natural capital impacts and dependencies of Wipro's IT Services operations and supply chain for the 2013-14 financial year. The valuation looks at all our global operational footprint (from energy related emissions, water consumption, air/water pollution, waste generation and management, land use change) and upstream value chain sources like business travel, employee commute and the embedded natural capital in all goods and services we procure. Operational data, business data and employee commute valuation mainly relies on actual data, extrapolated for a few global locations and environmental categories. The natural capital embedded in goods and services is primarily based on valuation methodology that is based on Trucosts econometric Input-Output model which takes into account spend across different sub-categories of procurement.



GHG Emissions

Rank	Category	Impact Contribution (Physical quantities in Kilo tons of CO2 equiv)	% contribution
1	Operations (Scope 1 and Scope 2)	270 K tons Contributed by: 216 K tons (India) 54 K tons (Rest of World)	34% <i>Actuals Partially extrapolated</i>
2	Business Travel (Scope 3)	103 K tons	13%
3	Employee commute (Scope 3)	110 K tons	14%
4	Use of Sold Products (Scope 3)	117 K tons	14%
5	Fuel and energy related activities (Scope 3)	134 K tons	17%
Estimated based on econometric models:			
6	Purchased goods & services (Scope 3)	65 K tons	8%
	Other Scope 3 - Waste, Upstream logistics	Minor	
Total		799 K tons	

Operational energy footprint, directly and indirectly through upstream energy related emissions, contributes to nearly 51% of total emissions footprint, with business travel and commute contributing to nearly 27% of emissions. Purchased good and services contribute to a relatively lesser proportion (8%) of the life cycle carbon impact. This distribution is likely to change in future years as the emissions from use of sold products are expected to drop significantly.



Water

Rank	Category	Impact Contribution (Physical quantities in Kilo tons of CO2 equiv)	% contribution
1	Operations	2.39 Mn Liters Contributed by: 1.87 Mn Liters (India) 0.52 Mn Liters (Rest of World)	38% Actuals <i>Extrapolated based on number of employees</i>
Estimated based on econometric models:			
2	Purchased goods & services (Scope 3)	2.74 Mn Liters	44%
3	Fuel and energy related activities (Scope 3)	1.13 Mn Liters	18%
Total		6.26 Mn Liters	



Waste

Rank	Category	Impact Contribution (Physical quantities in Kilo tons of CO2 equiv)	% contribution
1	Operations	4549 tons Contributed by: 3698 tons (India) 851 tons (Rest of World)	26% Actuals <i>Extrapolated based on number of employees</i>
2	Purchased goods and services	3685 tons	45%
Estimated based on econometric models:			
3	Fuel and energy related activities (Scope 3)	9295 tons	53%
Total		17525 tons	



Pollution – Water and Air

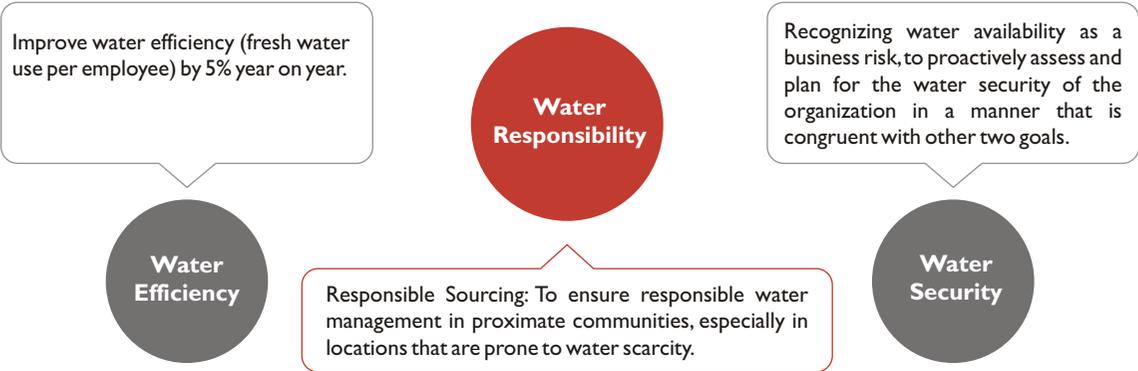
Rank	Category	Impact Contribution (Physical quantities in Kilo tons of CO2 equiv)	% contribution
1	Operations - Air Pollution	1813 tons of air pollutants Contributed by: 1413 tons (India) 400 tons (Rest of World)	Calculated based on quantity of fuel used and LCA emission factors <i>Extrapolated based on number of employees?</i>
	Operations - Water Pollution	1.4 Mn Liters of grey water equivalent Contributed by: 1.1Mn liters grey water equiv (India) 0.3Mn liters grey water equiv (India)	<i>Based on amount of dilution required on water discharged to environment to bring it to acceptable standard (Grey Water Footprint)</i>
2	Purchased goods and services	450 tons	
3	Fuel & energy related activities- Air Pollution Fuel & energy related activities - Water Pollution	3631 tons 0.85 Mn Liters of grey water equivalent	
4	Business Travel & Employee Commute – Air pollution	2664 tons	



Land use change

Rank	Category	Impact Contribution (Physical quantities in Kilo tons of CO2 equiv)	% contribution
1	Operations	353 ha Contributed by: 275 ha (India) 78 ha (Rest of World)	10% <i>Actual operational footprint Allocated based on overseas facility footprint</i>
2	Purchased goods and services	2226 ha	65%
3	Fuel and energyrelated activities	828 ha	25%
Total		3407 ha	

Goals and Performance Dashboard

Aspect	Performance Summary
<p>Energy and Carbon:</p> <p>As part of our five year goals ending 2014-15, we aim to reduce our GHG intensity to 1.3 metric tons per employee from the baseline figure of 2.42 in 2011-12. This is applicable to all our office space facilities.</p> <p>Scope 3: Starting this year, we are disclosing on all 10 of the applicable Scope 3 categories. The estimated coverage of the reporting is estimated to be nearly 95%. We plan to set up goals for the top Scope 3 impact categories in 2014.</p>	<ul style="list-style-type: none"> • Reporting includes all Scope 1 and Scope 2 emissions globally. Report on 9 all 10 the applicable Scope 3 categories. • Reduction in energy intensity per employee by 5.2 % to 233 units from 2012-13. • Reduction in emissions intensity per employee for Scope 1 & 2 : 2.8 % to 1.80 tons from 2012-13. • Reduction in absolute emissions for Scope 1 & 2 India offices: 1.8 % from 2012-13. • RE contributes to more than 21 % of total office space consumption. • Measures across Energy efficiency, RE, travel substitution and virtualization have helped in GHG savings of nearly 141031 tons
<p>Water :</p> <p>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.</p> 	<ul style="list-style-type: none"> • The per employee water consumption for the reporting year is 1.46 m3 per month, a 7.1 % reduction when compared with 1.57 m3 in year 2012-13. • We recycle 886731 m3 of water in 24 of our major locations, (839389 for 23 locations in 2010-11) using Sewage Treatment Plants (STPs). The percentage of this recycled water as a percentage of freshwater extracted is around 47%. • The reduction in freshwater consumption has been primarily through better water accounting, demand side optimization and increasing water governance through involvement of facility teams. • Responsible Water framework implemented across 4 locations. • Participative Aquifer mapping program launched in a watershed, which also covers our corporate headquarters.

Aspect

Performance Summary

Solid Waste:

The below goals have been set on the basis of an extensive independent audit done during 2012-13. While our earlier goal centered around only the aggregate level of recycling, the recalibrated goals seek to be more granular and are set at a category level. This will require close working of operations teams with partners who have differentiated capabilities across the different waste streams and jointly explore areas of improvement.

- 100% of organic waste to be handled in-house at owned locations by end of 14-15
- 100% of paper, cardboard, hazardous and e-waste, mixed metals/scrap and plastics to be recycled/ handled as per approved methods by end of 14-15.
- Reduce Mixed solid waste intensity to half by 2017 (3 year target) as compared to 13-14
- Reduce landfill intensity to half by 2017 (3 year target) as compared to 13-14

Air pollution:

We aim to baseline air pollution metrics in 14-15 and arrive at three to five year road map. Air pollution is closely linked to energy reduction goals, especially from Scope 1 sources (Generated power through DG sets).

- 92% of the total waste from our IT India operations is recycled -through both, in-house recycling units and through authorized vendor tie-ups.
- We will start reporting on category specific goals from 14-15.
- We aim to baseline air pollution metrics in 14-15 and arrive at three to five year road map. Air pollution is closely linked to energy reduction goals, especially from Scope 1 sources (Generated power through DG sets).

Biodiversity:

As an organization with large campuses in urban settings, we are acutely conscious of our responsibility towards urban biodiversity and have set for ourselves the following goals.

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

- The completed butterfly park in EC campus in Bengaluru is now host to many species of flora and fauna – including being a resting place for the annual migratory butterflies. We have started a process of regularly conducting a species census in the butterfly park. Over the 14 month period from April 2013 to May 2014, 26 butterfly, 17 bird, 5 dragon fly and 3 bee species have been sighted in the park. The park has 22 larval host plants and 32 nectaring plants.
- We have started work on the campus biodiversity project for two of our Pune campuses – PDC 1 and 2. Biodiversity surveys were conducted in the winter, summer and monsoon seasons and recommendations provided on native landscaping retrofits.

Energy and Carbon



Goals:

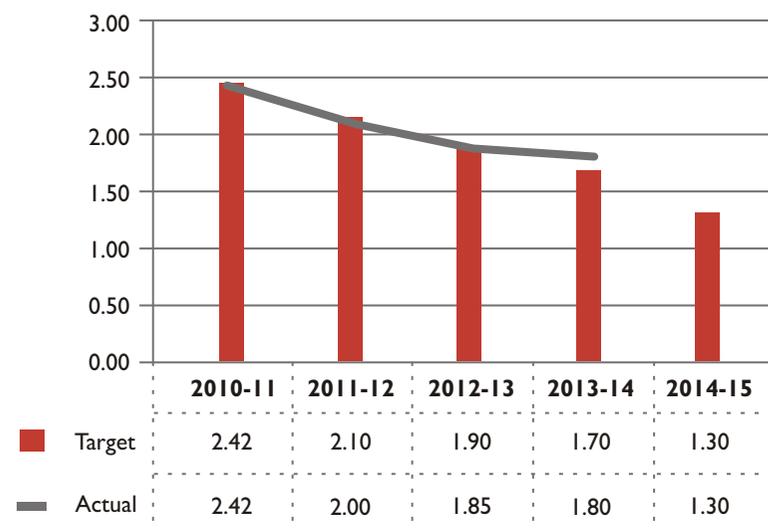
As part of our five year goals ending 2014-15, we aim to reduce our GHG intensity to 1.3 metric tons per employee from the baseline figure of 2.42 in 201-11. This is applicable to all our office space facilities.

The dashboard below provides a trajectory of our global carbon emissions intensity goals for office spaces (absolute and per employee intensity) and the contribution of renewable energy to achieve the same:

KPI	10-11 (Baseline)	11-12	12-13	13-14	14-15	% Reduction wrt baseline
Absolute emissions - Sc 1 + Sc 2 (MT)	221999	207359	198610	192767	162189	27%
MT per employee per annum	2.42	2.1	1.9	1.7	1.3	46.30 %
Total RE target (Mn Kwh)	25	64	96	136	160	

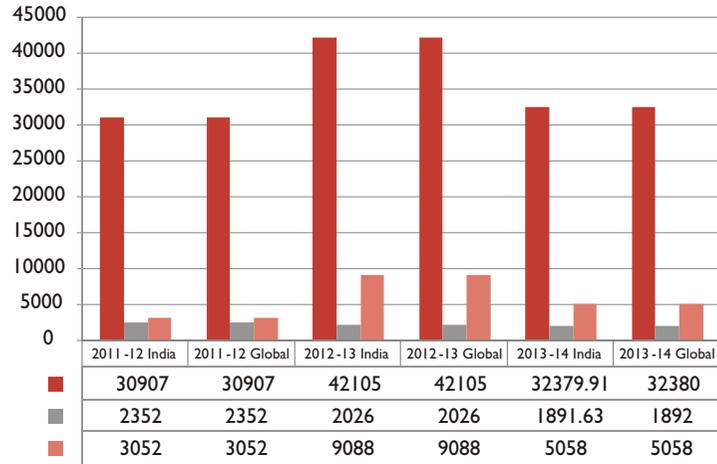
Performance Summary

- Reporting includes all Scope 1 and Scope 2 emissions globally. Report on 9 all 10 the applicable Scope 3 categories.
- Reduction in energy intensity per employee by 5.2 % to 233 units from 2012-13.
- Reduction in emissions intensity per employee for Scope 1 & 2 : 2.8 % to 1.80 tons from 2012-13.
- Reduction in absolute emissions for Scope 1 & 2 for India offices: 1.8 % from 2012-13.
- RE contributes to 19% of total office space consumption.
- Measures across Energy efficiency, RE, travel substitution and virtualization have helped in GHG savings of nearly 141031 tons.



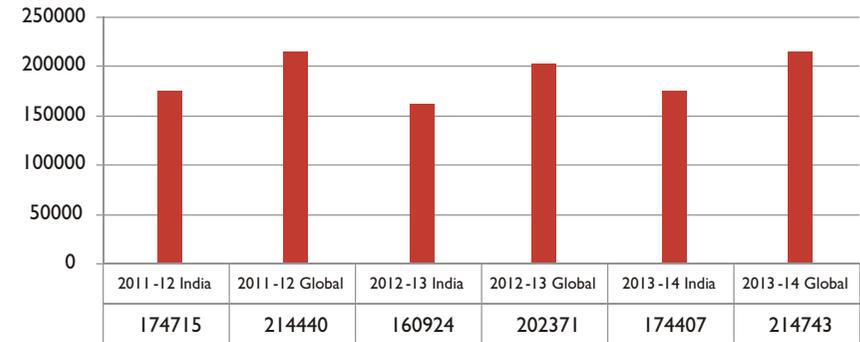
Absolute Emissions Profile

SCOPE 1



■ Generated Electricity ■ Fuel (LPG & Coal) ■ Fugitive Emissions (HFC, PFC)

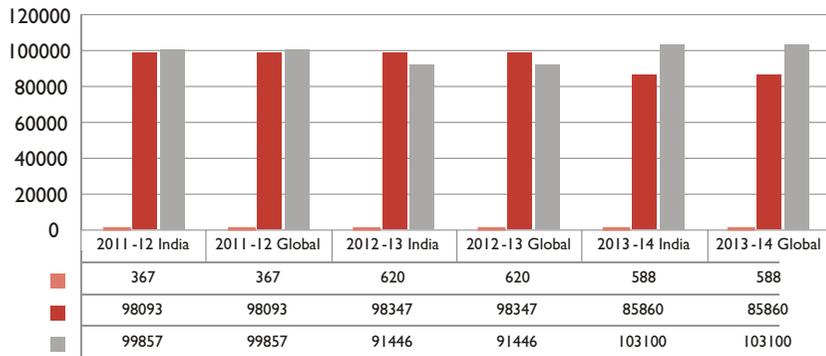
SCOPE 2



■ Purchased Electricity

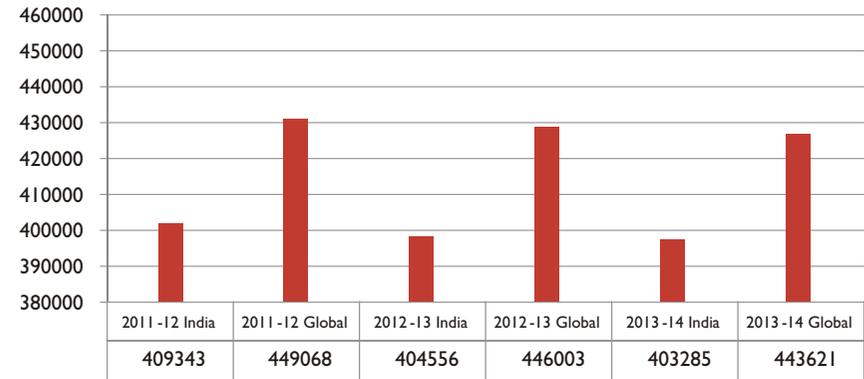
SCOPE 3

Only comparable categories involved. Other scope 3 emissions in following table



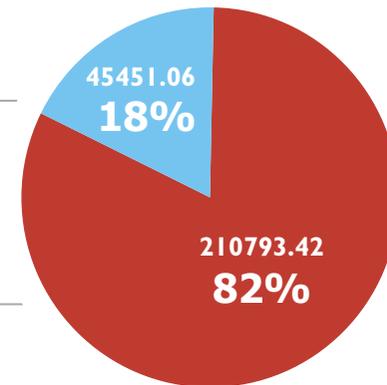
■ Waste ■ Employee Commute ■ Business Travel

TOTAL



■ Total

**Scope 1 and Scope 2 Emissions
Tons of CO2 eq, Percentage**



■ Office Space ■ Data Centers

Three year Absolute Emissions Profile -

Includes comparable scope 3 categories from previous years The Scope 1 and 2 emissions profile split by office spaces and data centers is as follows:

Scope 3 Emissions

Three year Absolute Emissions Profile - Includes comparable scope 3 categories from previous years The Scope 1 and 2 emissions profile split by office spaces and data centers is as follows:

Sources of Scope 3 emissions	Evaluation status	Metric Tonnes Co2e	Emissions calculation methodology
Purchased goods and services	Relevant, calculated	64828	Estimated based on category spend data. See explanations below
Capital goods	Relevant, explanation provided	0	Included under 'Purchased goods and services'
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, calculated	134805	Well to tank and T&D losses. See explanations below.
Upstream transportation and distribution	Relevant, calculated	1674	From import of ICT equipment. See explanations below

Sources of Scope 3 emissions	Evaluation status	Metric Tonnes Co2e	Emissions calculation methodology
Waste generated in operations	Relevant, calculated	588	Based on emission factor for nearly 35 categories of waste under broader categories of organic, inorganic, e-waste, hazardous and other mixed wastes. For computing GHG emissions from Waste, we have applied the conversion factors available in the WARM (Waste Reduction Model) tool from U.S. EPA (Environmental Protection Agency)
Business travel	Relevant, calculated	103100	
Employee commuting	Relevant, calculated	85860	
Upstream leased assets	Relevant, calculated	0	Incorporated under Scope 1 and 2 reporting
Downstream transportation and distribution	Not relevant, explanation provided		
Processing of sold products	Not relevant, explanation provided		
Use of sold products	Relevant, calculated	116856	The calculations for this is based on energy consumption (power rating) for all desktop and laptop products, split by Energy Star and non Energy Star 5 compliant, based on a usage of 8 hours per day over an assumed lifetime of 5 years.
End of life treatment of sold products	Relevant, calculated	1.40	Through our e-waste take back program we have collected 140 tons of electronic end of life in 2013-14, which also includes some non-Wipro products sold as part of integrated IT services projects. The emission from the e-waste disposal is estimated at 1.40 tons of CO2 equivalent (as per US EPA's WARM tool emission factor). All e-waste is collected and recycled by authorised recyclers.
Downstream leased assets	Not relevant, explanation provided		
Franchises	Not relevant, explanation provided		
Investments	Not relevant, explanation provided		
TOTAL		507,712	

New Scope 3 reporting heads

Purchased goods and services

This is largely based on disclosure and modelled estimates of the top 85% suppliers by spend. Nearly 50% of the data is from actual disclosures of companies and the balance is modelled. The model estimate is based on External Agency's database of environmental data from 4000+ companies and a hybridised input-output econometric model based on different environmental resources and business activities -applied to spend data across different procurement categories.

Fuel and Energy Related activities

These are emissions related to grid electricity - Well to Tank (before generation) and transmission and distribution losses in the grid. For fuels, it includes Well to Tank emissions. Emissions are based on units of electricity and fuel actually consumed, applying emission factors for Well to tank - and - T&D losses from DEFRA(UK).

Upstream transportation and distribution

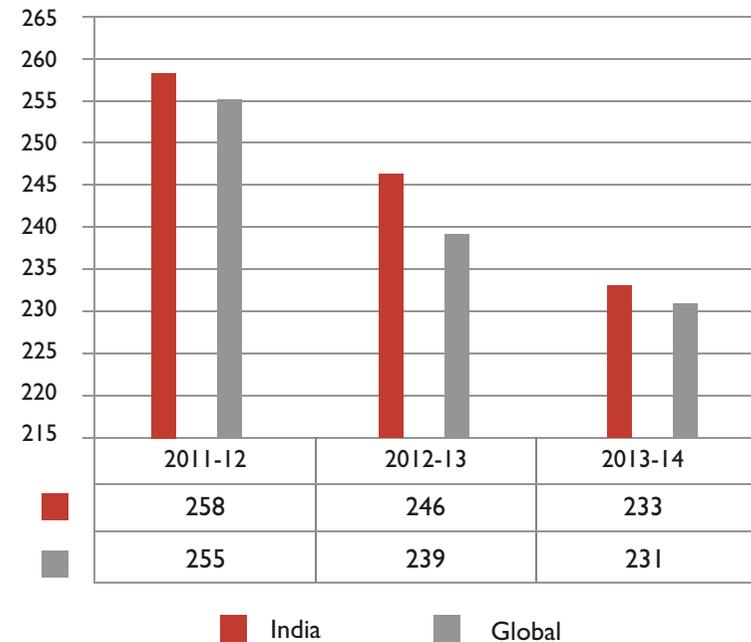
These are emissions related to import of IT hardware and equipment - company owned as well as customer provided/owned assets. The upstream transportation emissions from other category of products/goods used for operations is expected to be another 20-30% of these emissions. Data collection mechanisms are being refined for these categories

Performance Update for 2013-14

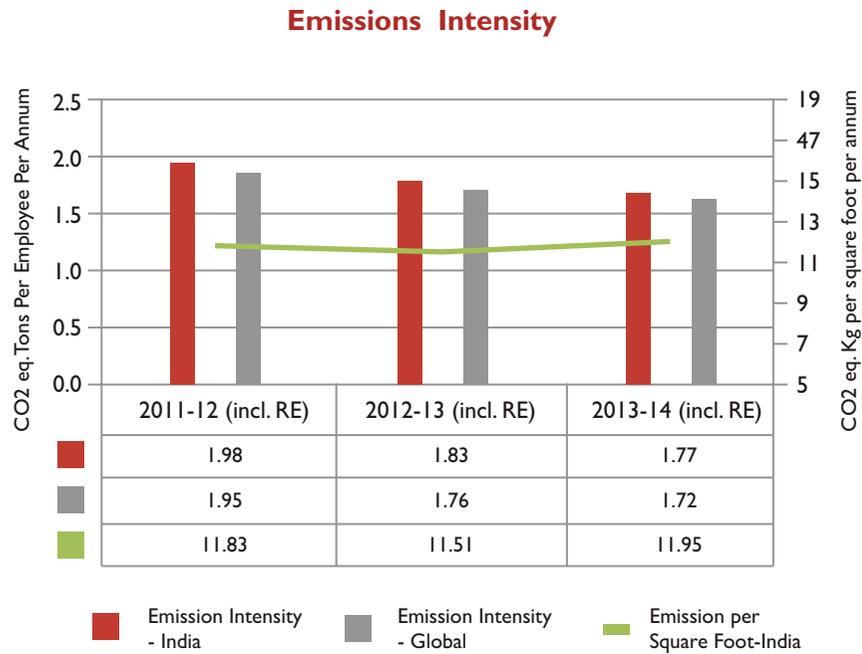
As detailed earlier in the goals section, the intensity metrics provided in this section are only for Scope 1 and Scope 2 emissions pertaining to our campus facilities/office spaces providing business IT services.

In India, energy consumption per employee showed a 5.2 % decrease over the previous year, from 246 units in 12-13 to 233 units per employee per month in 13-14. At a global level, the comparative figures were 239 units for 12-13 and 231 units for 13-14 registering a 3.4 % improvement.

Office Intensity (KWH/Emp./Month)



GHG Emissions Intensity: Comparative three year analysis



The 1.9% reduction in emissions intensity on per employee basis for global office space as compared to 2012-13 is driven by to key measures:

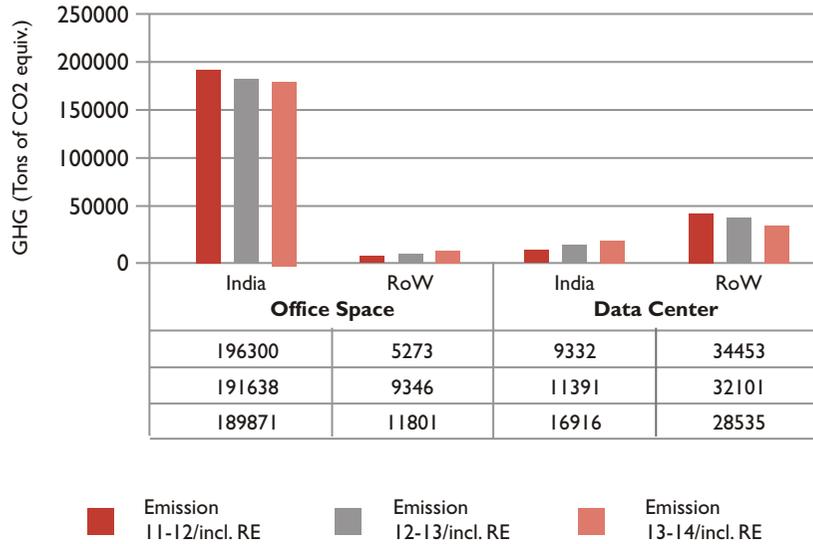
1. Energy efficiency measures contributed to 3.4% decrease in energy intensity per employee for India office spaces. This is due to
 - a. Decentralization of operation controls for select areas and operations like chillers, lights and lifts, installation of timer controls to avoid unnecessary usage
 - b. Retrofit of older equipment with more energy efficient equipment
 - c. Consolidation of operations accompanied by a transition from leased to owned facilities with the resulting increase in overall utilization of office space
 - d. Higher quality maintenance operations
2. Increase in share of Renewable Energy from 19% to 22% of the total office energy consumption

One of the key measures through which we have reduced emissions intensity (by employee) and maintained a nearly flat absolute Scope 1 and Scope 2 emissions (by area, only 0.25% increase compared to previous year) is through consolidation of operations in energy efficient owned campuses. This consolidation has happened through movement out of leased spaces; in the reporting year we have moved out of 6 leased spaces translating to a floor space reduction of 4.5% from the previous reporting year. This sharp decrease has led to this increase in the per area emissions intensity metric by 3.8% and per area energy intensity by about 2.8%.

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

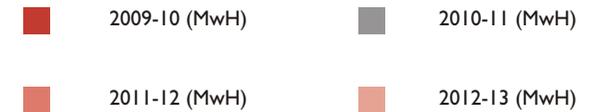
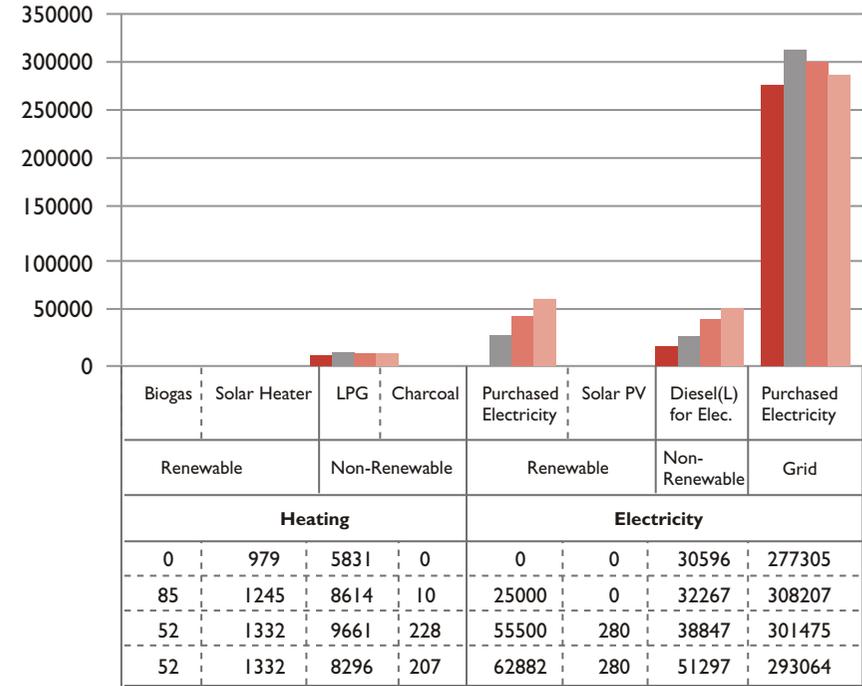
Emissions Split

By office space and Data centers - India and Rest of World



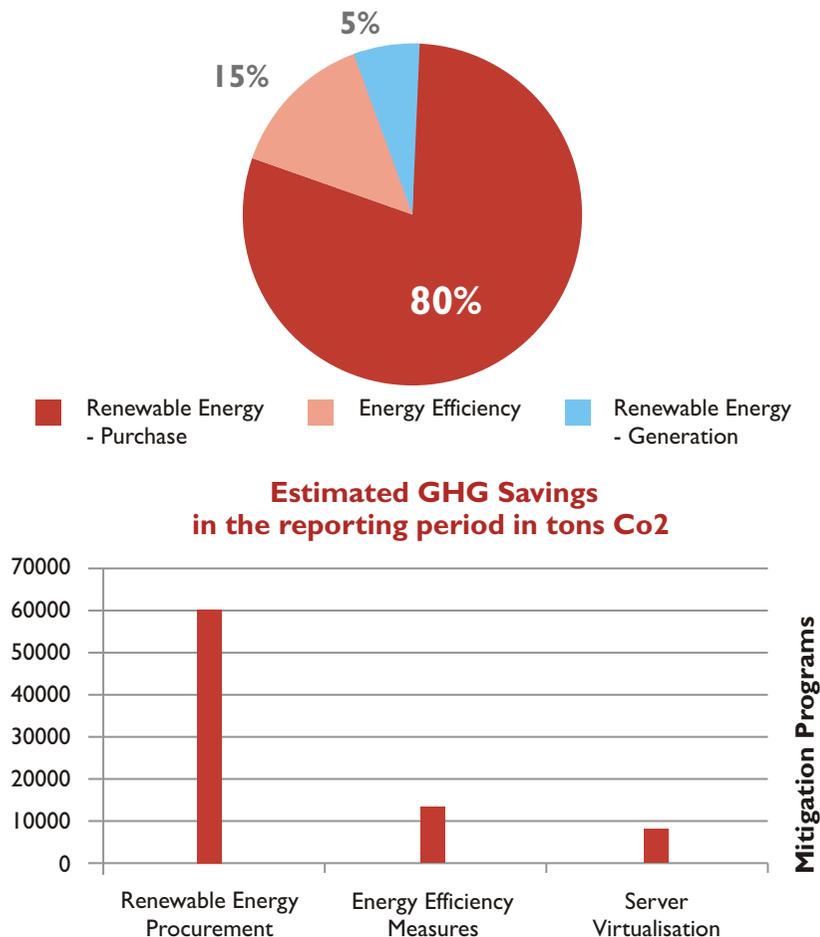
Our global energy profile predominantly comprises of grid electricity (86%) – out of which 15% is from renewable PPA (power purchase agreements). Captive generation of electricity through Diesel generators contributes to another 12%. The balance energy is consumed through small amounts for heating needs for cooking etc.

Global Energy Profile Inside the Organization



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.



Energy efficiency measures:

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

Green Buildings

We were one of the early adopters of Green Building Design with 19 of our current buildings certified to the international LEED standard (Silver, Gold, and Platinum).

Server Virtualization

Since 2007, we have been working on a server rationalization and virtualization program, through which we have decommissioned old physical servers and replaced the processing capacity with virtualization technology on fewer numbers of servers. As of March 2014, we have 1990 virtual servers running on 117 physical servers - contributing to an energy savings of approximately 8.7 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).

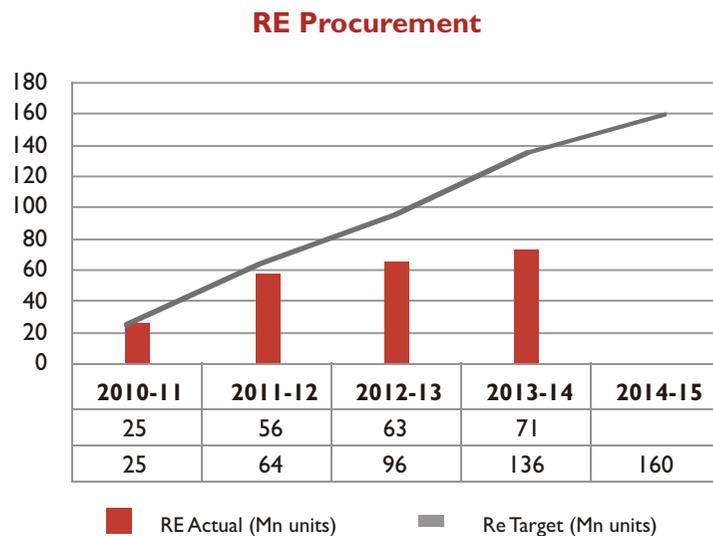
Energy Efficiency Measures

Over the years great impetus has been given on reducing our energy consumption of our location by bringing in various operational efficiency in our operation, switching over to energy efficient lighting across our campuses, automating our utility operations, correcting our design inefficiency through regular audits and roll out of energy savings initiatives. rooms, we have streamlined our energy consumption portfolio and we have been successful in reducing our energy consumption through various initiatives by adopting energy efficient lighting, streamline our utility operations through automatized control, improving our maintenance methodology there by achieving a significant reduction of energy consumption year on year.

Renewable Energy:

Strategic 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 2013-14, we procured 71 Mn units of Renewable energy through the PPAs (Power Purchase agreements) with private producers, which amounted to approximately 22% of our total office space energy consumption.



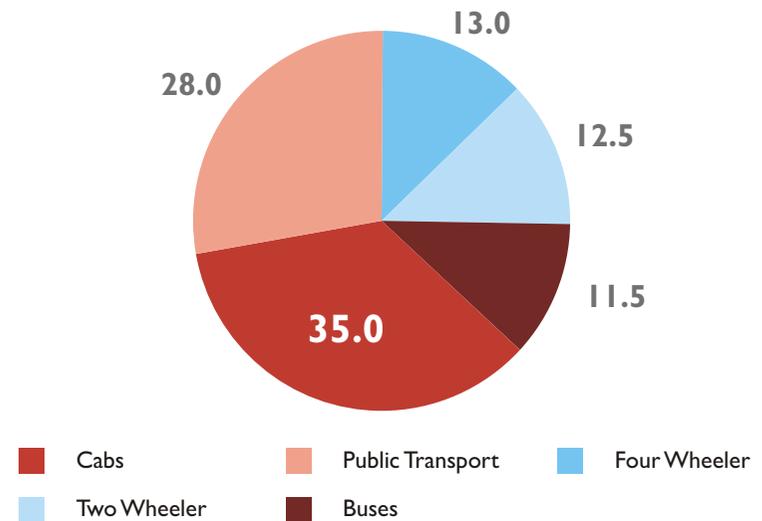
Over the past one year we have increased our renewable energy portfolio from the state of Karnataka to Chennai, Pune and Hyderabad and we have currently taken up the target of 88 million for the financial year 14-15. The key challenges envisaged whilst our journey for the procurement of renewable power has been infrastructure and regulatory issues which differ from state to state.

Business Travel and Commute:

The IT services outsourcing model require frequent travel to customer locations, mainly overseas, across the delivery life cycle . Business Travel and commute together contribute to around 27% of our overall emissions footprint. Policies on usage of different modes of travel based on distance and time taken, need based travel approval and shift towards processes which enable travel planning by employees themselves are some of the cost and process optimization measures implemented over past few years.

Employees have various choices for commuting informed primarily by distance, flexibility, work timings, costs, city infrastructure and connectivity in the case of group or public transport. In addition to company arranged transport (30-35%), employees utilize public transport (40-45%), and own vehicles (the balance).

The emissions footprint for different modes of commute for employees based in India is as follows:



Remote collaboration and mobile productivity enablers

Over the years, we have launched various remote collaboration and workstation productivity solutions, like Internet enabled voice, tele-presence and video conferencing technologies and accessibility of intranet based applications over the internet. This has resulted in a cumulative growth of over 50% in the use of web meeting technologies (like Microsoft Live Meeting and WebEx) over past three years. Our conservative estimates indicate the resulting GHG emissions savings of over 60,287 tons in Scope 3 emissions (Business Travel related), a 60% increase from previous year. Over the past few years, we have taken steps to facilitate a shift towards access to public transport for employees (buses, commuter trains), encouraging cycling to work (through an active cycling community in the organization) and carpooling. 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 6000 people have participated in these surveys for the last three years. IT lead Soft infrastructure enablers like anytime direct connectivity access to office intranet applications, secure personal device connectivity through the BYOD initiative (Bring Your Own Devices) are steps in enabling more flexible work place options.

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	60,114
Renewable Energy Generation (inch Solar Water Heating)	1290
Virtualisation	7188
Energy Efficiency Measures	13,442
Travel Substitution initiatives (Live meeting, Virtual conferencing)	60,287
Total (Tons)	142,321

Perspectives on Energy and GHG programs

These short write-ups aim to provide views on operational challenges, areas of improvement and other governance or regulatory matters.

Metrics and Goal setting:

There is no reiterating the fact that a robust mechanism of measuring and reporting performance metrics is a primary requirement to set scientifically valid, traceable and accountable goals. While we have standardized the process for accounting of Scope 1 and 2 emissions, we are slowly closing the gap in valuation of externalities (all Scope 3 heads). Starting this report, we are publishing emissions for all applicable Scope 3 heads. Our goals, which end in 2015, aim to reduce our Scope 1 and Scope 2 people emissions intensity reduction figures by half from the 2010 baseline.

Carbon Neutral

We have deliberately not set a Carbon Neutral goal or an offset program for reducing Scope 1 and 2 emissions due to the externalities involved in most alternatives like embedded carbon and water footprint, land use change and broader ecological and social sustainability issues involved in such programs. For example, mass afforestation of a single species over a large area may help achieve a carbon reduction goal but have a high negative impact on water sustainability, biodiversity and livelihoods.

Scaling Up Renewables

While we have an ambitious renewable target, renewables do bring in embedded environmental costs through materials and land use change, including emerging socio-economic challenges related to land acquisition and sustainability of

promoters and their financing. One cannot discount the fact that the technology itself is maturing and in many areas the infrastructure is not yet in place to enable large scale evacuation of renewable power. The renewable energy trading/purchase mechanism (REC- Renewable Energy Certificate) for open access consumers like India is regulated to the extent that the prices are not market determined and are fixed by the regulators. Moreover each state in India has its own mechanism on effecting access to open access. This has led to a significant reduction in demand for REC from open access consumers. The regulator is presently reviewing the pricing mechanisms, but it can be said that it will take a few years before the market matures. The mainstay of accessing RE for open access consumers like us has been through direct power purchase agreement from producers in select states – outside the REC mechanism. However this can lead to a double accounting of renewable energy sold to purchasing company as the generator can sell RECs to another consumer. We have taken adequate steps by including non-tradability of REC for contracted power through contracts and including verification of generation in the regulators national REC registry.

From 2014-15, our aim is to set energy and emissions goals based on a more appropriate measure for office spaces and data centers:

- Office spaces: Absolute and Area based emissions intensity – separately for owned and leased spaces
- Data centers: PUE (Power Usage Effectiveness).

Our offices and this could be typical of other integrated IT service providers, have varying usage and load profiles. The load in a typical office space for an ICT services organization will have office spaces, server rooms, hardware testing, labs and experience centers spread across wings and floors of a typical building. The energy usage pattern would vary widely across these end usage points. Data collection across different usage points needs sub-metering; at the same time area measurements have to keep track of demand profile changes.

Retrofits in existing campuses – Key considerations and challenges

Retrofits in campuses are largely related to key demand heads – HVAC systems, UPS systems through connected IT load and Lighting. While lighting is something that can be easily changed to energy efficient fitments, retrofits for HVAC and UPS need careful considerations of design, feasibility considerations for working/in-use campuses and economics. We actively integrate energy conservation measures through better monitoring through sensors, demand sizing and proactive monitoring and maintenance.

Water



Goals:

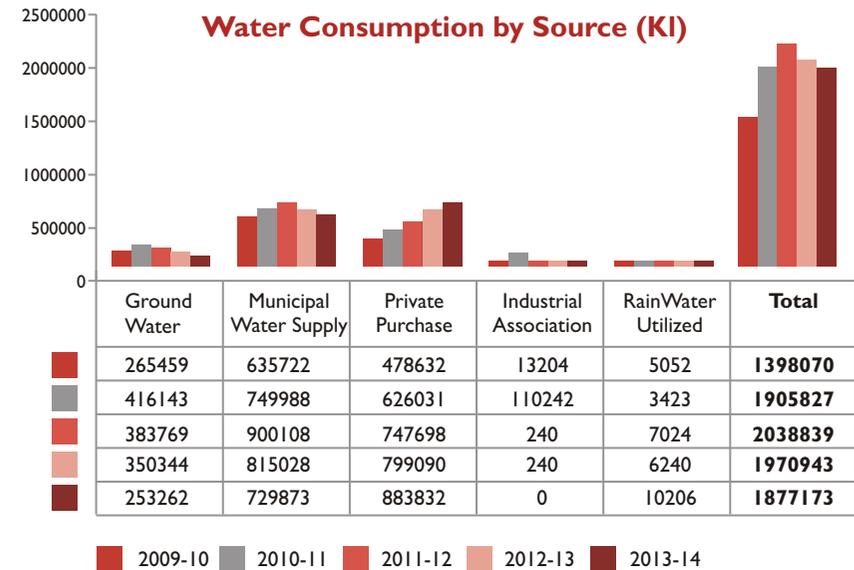
Our articulated goals are therefore predicated on these three dimensions.

- Improve water efficiency (fresh water use per employee) by 5% year on year.
- Recognizing water availability as a business risk, to proactively assess and plan for the water security of the organization in a manner that is congruent with other two goals.
- Responsible Sourcing: To ensure responsible water management in proximate communities, especially in locations that are prone to water scarcity

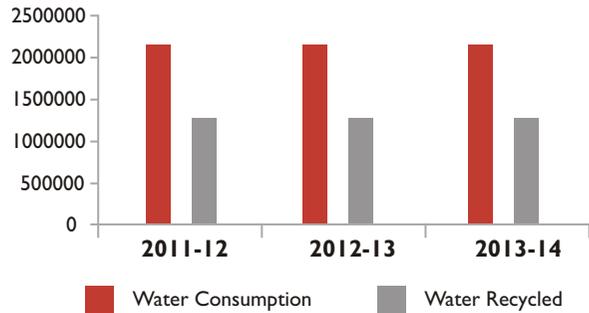
Sourcing of water

Ground water, municipal water supplies and private purchase contribute to nearly 99% of the total fresh water consumption. The water supplied by the municipal bodies and the industrial association are sourced by them in turn from river or lake systems. Water that is purchased from private sources can be traced to have been extracted from local aquifers. We take care not to withdraw water from water bodies that are recognized to be particularly sensitive due to their relative size, function, or status as a support source for endangered species. None of our operations impact any nationally or internationally designated water conservation areas.

The figure below is a snapshot of our water withdrawal by source.



Water Consumed vs. Water Recycled



Salient Water Metrics

- The per employee water consumption for the reporting year is 1.46 m³ per month, a 7.1 % reduction when compared with 1.57 m³ in year 2012-13.
- We recycle 886731 m³ of water in 24 of our major locations, (839389 for 23 locations in 2010-11) using Sewage Treatment Plants (STPs). The percentage of this recycled water as a percentage of freshwater extracted is around 47%.
- The reduction in freshwater consumption has been primarily through better water accounting, demand side optimization and increasing water governance through involvement of facility teams.

40 of our 68 locations in India are leased and located in prime city areas. For these locations, waste water is discharged to CSTP's (Common Sewage Treatment plants) and to the municipal sewerage systems. We take care not to discharge waste water into any subsurface waters, surface waters or sewers that lead directly to rivers, oceans, lakes, wetlands, and ground water. The treated water from our sewage treatment plants are tested and are in conformance with the parameters specified by the respective local pollution control boards.

Responsible Water Framework

The Responsible Water framework, developed in association with one of our water partners, aims to go beyond standard measurements of recycling and per capita freshwater efficiency – to provide a set of quantitative and qualitative metrics that provide a wider framework which also evaluate aspects of campus design and people density, harvesting of endowed water (rainwater), embodied energy of different sources of water and aspects of knowledge, transparency, governance in campus management. An integrated framework like this helps consider and evaluate water decisions from economic as well as ecological contexts. Two of the metrics are presented in the table below for four of our campuses. Responsible Siting (RS) is the freshwater demand that can be potentially met by rainwater. This metric is reflective of the rainfall endowment of the campus, campus design (with respect to harvestable surface water from rooftops) and the current/expected demand profile of the campus. Water Sustainability (WS) is amount of total demand met by rainfall and treated water.

Location	Responsible Siting (RS)	Water Sustainability	Comments
SJP-2	0.45	0.26	Low RS due to higher campus density/footprint. Scope for increasing rain water harvesting exists. In-Progress
PDC-2	0.62	0.39	RS would drop significantly after planned new development in campus. Scope for increasing rain water harvesting exists. In-Progress
HDC Manikonda	0.35	0.45	1/5th of annual freshwater demand can be met by rainwater. Low RS due to lower rainfall in region. Planned
CDC-5	1.03	0.30	High potential for rainwater; nearly half of annual fresh water demand can be met by rainwater from rooftops. Civil work challenges due to marsh land/ low water table. Planned

Participative aquifer mapping program (PAQM)

Ground water is a primary source of water in Bengaluru, especially for peripheral areas of the city which are not connected to the city municipal supply (BWSSB). Around 40% of total water requirement of the city is met through ground water, which is largely unregulated. It is a scarce resource and many areas including the South east areas (Electronics City- Sarjapur-Bellandur-Whitefield corridor) are severely stressed. There is a high reliance on private supply (tanker) of water, the source of which is again mostly ground water. Ground water being a shared common pool resource, the governance choices are complex – from unregulated to centralised responses to community centered management.

Water stewardship cannot stop at the boundaries of the organization. The Responsible Water - 2 program aims to create a community centered participatory approach for management of ground water. The watershed area for the three year PAQM extends for approximately 37 square kilometers around our campus and includes areas on Sarjapur Road, Outer Ring Road and Hosur Road.

In the first phase of the program, we are constructing a public analytical and visual interpretation platform to represent the aquifer capacity, availability and demand profiles. This is being done based on quality and quantitative studies of around 16 water bodies (lakes), 100+ bore-wells, wells, land use, geology of the region and case studies and responses at a reasonably granular level.

The later phases of the program will involve the community (resident associations, institutions, schools) in using the platform to understand ground water, inform choices and better management of ground water. A central idea of the program is to also inform government organisations and city authorities in helping with enabling infrastructure.

This program is being anchored by BIOME Environmental Solutions based in Bengaluru with hydrogeology expertise from ACWADAM (Pune) and mapping-IT solutions from Mapunity (Bengaluru)

Perspectives on Water Programs

These short write-ups aim to provide views on operational challenges, areas of improvement and other governance or regulatory matters.

Rain water usage: Rainwater harvesting and integration into freshwater use is a significant improvement area for water sustainability across our campuses. We plan to integrate rain water use into primary freshwater use cycle across identified large campuses over the next two year period.

Water Recycling: In our campuses, the bulk of treated water is used for flushing and landscaping. Around 60% of freshwater across campuses is used for flushing and the balance for landscaping. Water efficiency can be increased if we can upgrade treated water quality and find additional usage areas. For example, RO quality water (TDS<50) is required for cooling towers in air conditioning to ensure optimum efficiency of equipment. This requires detailed evaluation of water treatment options, technology upgrade and investments. We plan to implement ultra-filtration and RO projects and integrate with in three large campuses by 2016.

In most cases, the use for landscape is more than the requirement. This is also to an extent linked to landscape design. Lawns and certain exotic species of plants consume more resources and have higher maintenance costs. Our biodiversity program, detailed later, integrates lower footprint and maintenance considerations in retrofits and greenfield projects.

Zero Discharge: The pollution control board have instuted norms of zero discharge of water (treated or waste) outside the campus. However most office campuses and in fact most bulk consumers like commercial spaces and group housing have excess quantum of treated water than they can find ways to reintegrate into consumption points. Even after finding uses for all non contact purposes like flushing, air conditioning and landscaping, there would still be certain quantum of treated water. Typically in building campuses, the bulk of the excess treated water is put into landscaping, with a certain amount overflowing outside the campus. The norms, hence, are not reflective of the on-ground situation with respect to occupancy patterns and consumption areas. One solution would be to work with state and city authorities to find better ways of treated water – in construction, agriculture and other industrial use. However this requires a separate distribution network for treated water. There have also been suggestions, that where feasible, treated water that meets certain norms could flow through constructed wetlands and surface water bodies (lakes) outside the campuses. We plan to work with regulators and through citizen groups to better understand and facilitate some pilot projects.

Demand side optimization measures

Flushing design: Similarly, flushing systems and designs have improved where the water flow rate is now around 50% lesser compared to older flush systems. This is something we will continue to evaluate and especially use for new campus developments. We have also piloted waterless urinals in few campuses and are evaluating the feasibility of scaling it across campuses.

Leakages: For older campuses, identification and rectification of leakages is a priority area. Plumbing technology has also evolved over time. The plumbing network in high rise buildings is mainly pressurized systems with underground plumbing - making it more difficult to detect pressure drops and leakages. Hence, comparison of water intensity data across locations and benchmarking provide useful indicators.

Pollution and Waste Management



Goals:

The below goals have been set on the basis of an extensive independent audit done during 2012-13. While our earlier goal centered around only the aggregate level of recycling, the recalibrated goals seek to be more granular and are set at a category level. This will require close working of operations teams with partners who have differentiated capabilities across the different waste streams and jointly explore areas of improvement.

- 100% of organic waste to be handled in-house at owned locations by end of 14-15
- 100% of paper, cardboard, hazardous and e-waste, mixed metals/scrap and plastics to be recycled/ handled as per approved methods by end of 14-15
- Reduce Mixed solid waste intensity to half by 2017 (3 year target) as compared to 13-14
- Reduce landfill intensity to half by 2017 (3 year target) as compared to 13-14

Air pollution:

We aim to baseline air pollution metrics in 14-15 and arrive at three to five year road map. Air pollution is closely linked to energy reduction goals, especially from Scope I sources (Generated power through DG sets).

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 – holds special responsibility for effective mitigation and minimization. Our goal in this regard goes beyond the organizational boundaries 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-waste, hazardous, packaging, Bio medical and other categories, which are then recycled either in-house or through outsourced vendor arrangements.

92% of the total waste from our IT India operations is recycled -through both, in-house recycling units and through authorized vendor tie-ups. A majority of the balance mixed solid waste is also handled through authorized vendors - however its trail is not entirely known to us or verifiable and therefore, we have adopted a conservative approach of classifying it as untreated waste.

In 2013, we initiated a comprehensive and independent waste assessment audit across our locations for electronic waste and solid waste streams. The study highlighted the informal nature of the waste handling ecosystem across different sub-categories and the scope for improvement in governance and traceability of waste streams. We are working with our partners and vendors in driving better

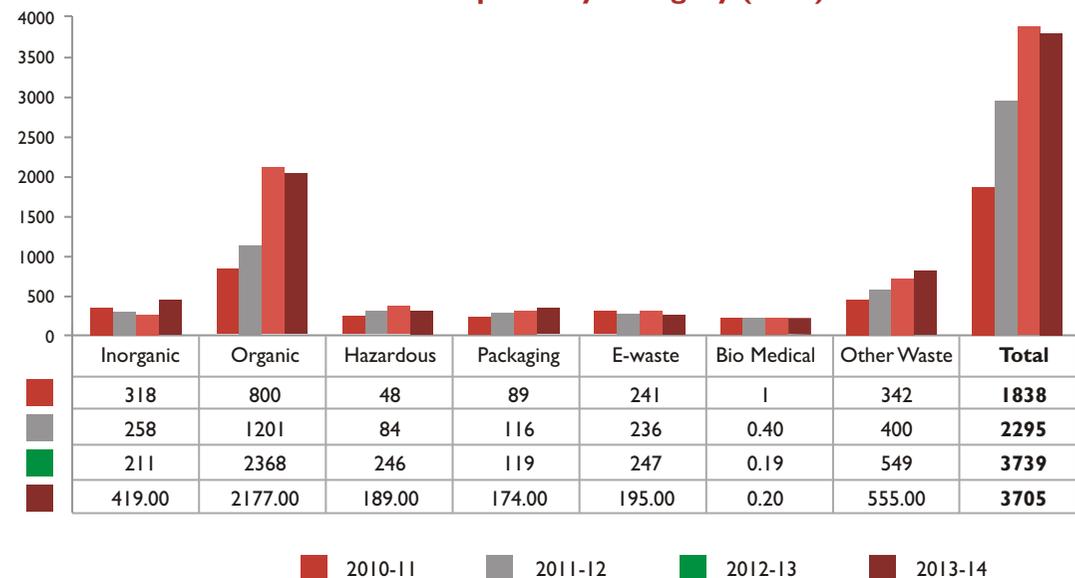
practices and behaviors keeping in mind both human and ecological impacts of any changes. This is necessarily iterative and through a process of collaboration with service providers, civil society and government. Recognising this need, we plan to start two key programs in Bangalore – a project with a waste handlers collective which aims to enhance capability of the sector in handling solid waste as well as enabling access to government provided social programs for their families. The other program aims to work with e-waste recyclers to build better joint governance and incentive mechanisms.

We continually assess operational risks to the environment and apply the precautionary principle in our approach to get insights and plan – for example, the responsible water use study and e-waste life cycle audits. In the reporting period, there were no instances of environmental fines imposed or negative consequences due to our operations. The series of figures below provide detailed statistics on the multiple categories of waste generation, recycling and disposal pertaining to our operations. Other waste includes broken furniture, tiles, worn/torn carpets – which is largely recycled.

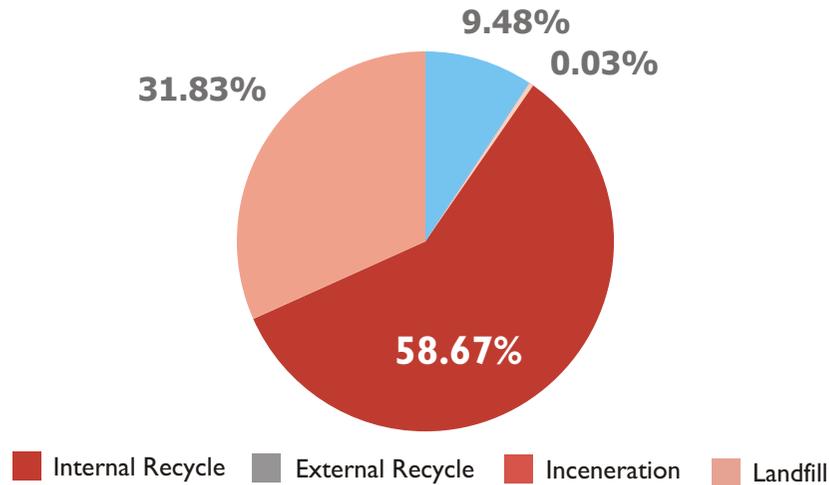
Category of handling method

- **Internal Recycling:** Almost all of the organic waste is completely handled within our campus operations through various methods: Organic waste composter, Bio gas generation and Vermi-composting
- **External Recycling:** Waste other than organic category is mainly recycled externally by vendors. For details of methodology and data source, please refer the table below
- **Landfill:** Largely a portion of mixed solid waste, scrap and biomedical waste is landfilled through approved processes
- **Incineration:** Mainly for biomedical waste

Water Disposed by Category (Tons)



Waste Handling Methods



Air Emissions

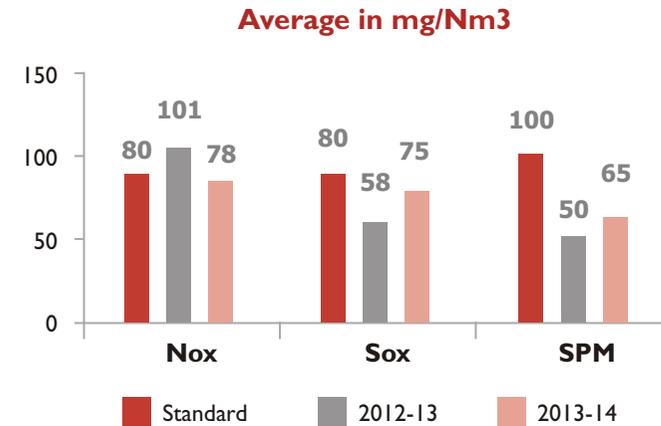


We ensure adequate maintenance of our DG sets present in 44 of our locations, this helps in minimizing the emissions of air pollutants like oxides of Nitrogen (NO_x), oxides of Sulphur (SO_x) and particulate matter.

A scheduled PPM (Planned Preventive Maintenance) is in place for carrying the maintenance of the DG sets to check the efficiency of the DG sets. Monthly stack monitoring is also carried out to check NO_x, SO_x and SPM levels to ensure the emissions are within the regulatory norms.

The average of stack emissions of 100 DG's at 20 of our larger locations is as follows. This is the average of emission quality reporting as of March 31 2014.

The age of DG's is a significant factor which can impact emissions. We also have hired DG's at some locations running for extended periods of time, in some cases for 24X7, due to insufficient supply of grid power. This leads to reduction in efficiency of combustion over extended period of time.



Indoor Air Pollutants



Indoor air quality is seen to have a correlation with health of employees and can be a cause of some respiratory ailments. We regularly monitor presence of Indoor air pollutants like VOC (Volatile organic compounds), POP (Persistent organic pollutants) and other hazardous air pollutants. The data across few campuses in March 2014 shows negligible detection of such pollutants. In the next year, we plan to set up comprehensive mechanisms to monitor and audit indoor air quality and report aggregate values of the same across campuses.

Controlled emissions of ozone depleting substances (ODS)



The quantity of refrigerants, including R-22 in 2012-13 was 5.3 metric tons for 34 locations. Out of that, R-22, a ODS substance under Montreal Protocol amounts to 3.6 tons.

Electronic Waste



During FY13-14 the total end of life E-waste collected and recycled through authorized vendors was 195 tons. During the reporting year we ramped down our hardware manufacturing business and closed operations effective March 2014. While we continue to still offer product take back service for our B2B customers, we foresee a continued drop in the quantum of EOL from consumers over the next 3-4 years.

However e-waste recycling faces multiple challenges. It is estimated that in India nearly 95% of electronic end of life is handled by the informal sector – because of the low cost methods used to dismantle/recycle and reuse of components as spares in non-branded products. While the sector is known for its entrepreneurship and economic efficiency, there are significant social and environmental risks like using hazardous methods for recycling and extracting metals. In the state of Karnataka in India, with support from a few social sector organisations and the government, a few informal recyclers have transitioned to the formal sector.

E-waste recycling involves significant capital investment, especially for extracting certain valuable metals. The current arrangements and economics of the entire chain from manufacturer-distributor-seller-purchaser-recycler/reseller do not encourage and incentivize this investment. It is clear that the formal e-waste recycling ecosystem in India is at a nascent stage and the approved recyclers will be at different levels of maturity and responsibility. Through a baseline audit conducted in 2013, we have identified key areas of improvement in our supplier engagement. Starting end 2014, we aim to start a continuing program of communication-audits-capacity building with our suppliers to ensure traceability and responsible handling of electronic waste. We are also working very closely with the Electronic City Industries Association (ELCIA), which hosts many ICT and electronic industry in Bengaluru, to establish a comprehensive program across member companies.

Perspectives on waste management

Merely relying on regulatory compliance and technological solution approaches has limitations. In the case of waste management, there are structural issues stemming from capacity and knowledge with downstream suppliers, economics of operation, socio-economic realities of the communities handling and lax regulatory environment. From our assessments, we have identified labor practices, health and safety gaps with approved recyclers. Similarly technical solutions (CFL/tube light crusher which we are piloting at our campuses) do not necessarily close the gaps with downstream environmental pollution and safe material handling.

Oil spills

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

Waste Disposed in Tons					Handling methods	
Category	2010-11	2011-12	2012-13	2013-14		
Garden Waste	179	673	475	664	♻️ RECYCLED 100%	Disposed Directly
Food Scraps	526	439	574	673	♻️ RECYCLED 100%	Disposed Directly
Dimensional Wood/Lumber	22	26	34	81	♻️ RECYCLED 100%	Disposed Directly
STP Sludge	73	63	1284	754	♻️ RECYCLED 100%	Provided by Contractor
Organic Waste (Total)	800	1201	2368	2173		
Magazines	1	6	5	2	♻️ RECYCLED 100%	Provided by Contractor
Newspaper	12	11	10	20	♻️ RECYCLED 100%	Provided by Contractor
Office Stationary	65	7	11	12	♻️ RECYCLED 100%	Provided by Contractor
Paper	76	74	98	230	♻️ RECYCLED 100%	Provided by Contractor
Tissue Paper	164	161	86	156	🏭 ICINERATION 3% 🗑️ LANDFILLED 97%	Organisational Defaults
Inorganic Waste (Total)	318	258	211	419		
Cardboard	78	98	101	168	♻️ RECYCLED 100%	Provided by Contractor
Styrofoam	5	5	2	1	🏭 ICINERATION 3% 🗑️ LANDFILLED 97%	Organisational Defaults
Thermacol	6	13	16	5	🏭 ICINERATION 3% 🗑️ LANDFILLED 97%	Organisational Defaults
Packaging Waste (Total)	89	116	119	174		
Bio Medical Waste	581 Kgs	298 Kgs	192 Kgs	204 Kgs	🏭 ICINERATION 100%	Provided by Contractor
Electronic Items	241	236	247	195	♻️ RECYCLED 100%	Provided by Contractor
Tubelights & CFL's	2	2	6	3	♻️ RECYCLED 100%	Provided by Contractor
Used Oil	26	35	48	36	♻️ RECYCLED 100%	Provided by Contractor
Batteries	18	42	189	148	♻️ RECYCLED 100%	Provided by Contractor
Oil soaked cotton waste	497 Kg	1	1	267 Kg	🏭 ICINERATION 100%	Provided by Contractor
DG Filters	2	2	2	1	🏭 ICINERATION 100%	Provided by Contractor
Ink Cartridges		2.912 Kgs	664 Kgs	5 Kgs	♻️ RECYCLED 100%	Provided by Contractor
Hazardous, Biomedical E-waste (Total)	289	320	493	384		
Mixed Metals	104	42	125	47	♻️ RECYCLED 100%	Provided by Contractor
Mixed Mis. Solid Waste (MSW)	125	203	263	349	♻️ RECYCLED 60% 🗑️ LANDFILLED 40%	Organisational Defaults
Mixed Plastics	41	20	39	34	♻️ RECYCLED 100%	Provided by Contractor
Other Scrap	71	135	121	126	♻️ RECYCLED 60% 🗑️ LANDFILLED 40%	Organisational Defaults
Other Waste (Total)	342	400	549	555		
Total Waste	1838	2295	3739	3705		

The sludge quantum has decreased significantly due to better decanting process in few locations and improvement in operating parameters of STP. Tissue paper shows an increase due to a reclassification of waste from MSW category to Tissue in one of the locations. Delays in approvals from regulatory authorities has led to delays in disposal of hazardous waste like ink cartridges.

MSW waste has increased due to more instances of office space retrofits and modifications in some of the older campuses.

Biodiversity

Electronics City, Bangalore

The completed butterfly park is now host to many species of flora and fauna – including being a resting place for the annual migratory butterflies. We have started a process of regularly conducting a species census in the butterfly park. Over the 14 month period from April 2013 to May 2014, 26 butterfly, 17 bird, 5 dragon fly and 3 bee species have been sighted in the park. The park has 22 larval host plants and 32 nectaring plants.

Our aim is to look at species diversity indicators along with other environmental indicators like soil quality, ambient air quality, temperature, water and other resources use and develop a representative set of biodiversity indices for office campuses. The development of this framework is being discussed with a few partners.



The work on phase two of the four phase project, the 3 acre wetland park, has started. It will take in excess treated water and through a network of reed bed and shallow ponds improve the quality of water and at the same time support a variety of life - aquatic plants, fish, amphibians and birds. It will additionally function as a storm water collection area for the campus, help in ground water recharge and other primary uses depending on the requirement. An amphitheater, a plaza, and a couple of pavilions are planned for visitors to the park. The plaza will depict the evolution timeline that shows the history of life and geology over the last 600 million years.

Pune Project

We have started work on the campus biodiversity project for two of our Pune campuses – PDC 1 and 2. Biodiversity surveys were conducted in the winter, summer and monsoon seasons and recommendations provided on native landscaping retrofits. The project proposes a significant increase in native plants coverage and development of policies for management of landscape and for species conservation. Active employee engagement is a central element of our biodiversity programs. The spaces and in campus programs we are curating aim to build employee connections with nature and sustainability. The engagement programs cover expert talks on species biodiversity, conservation, photography and involvement in participatory citizen science projects.

Environmental Expenditures

We shifted to an integrated facility management sourcing (IFMS) arrangement with third party (partners) across our key owned locations. The IFMS outsourcing contracts also include Operations and maintenance of pollution control equipment, hence from this reporting year we are not able to separately delineate these expenses.

In Mn Rs.	2011-12	2012-13	2013-14
Treatment and disposal of waste	2.14	1.71	2.01
Treatment of emissions	3.60	2.04	3.89
Operation & Maintenance of Pollution control equipment	21.99	14.44	3.62
Training and Education	1.07	0	0.05
External certification of management systems;	0.22	0.37	0.17
Research and development;	0.00	0	0.00
Other environmental management costs.	2.77	2.9	4.53

Community Concerns

One of our large campuses in Bangalore, the Sarjapur campus, is located in a mixed use city zone – residential, commercial and small business establishments. The area, which has seen rapid development over the last decade, was a remote peripheral area in the city and the Wipro campus was one of the first occupants. In what can be seen is typical of retrospective urban planning and increasing demand due to urbanisation, the area has since then transitioned to a mixed use area. Residents of one neighbouring community have formally registered a concern of noise pollution from Diesel Generator sets inside the campus. We have responded to these concerns and are currently implementing enhanced enclosures and acoustics to reduce ambient noise. We regularly monitor stack emissions and are evaluating newer technologies to reduce air pollutant concentrations.

Assumptions - Rule of Thumb

Data Cluster	Computation process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
<p>Energy Consumption (Electricity & Fuel)</p> 	<p>Energy consumption data (purchased electricity, diesel and LPG) are recorded on a monthly basis by all locations in manual MS-excel sheets, which are uploaded onto a central system for audit traceability</p>	<ul style="list-style-type: none"> • Purchased electricity is recorded on the basis of monthly electricity bills • Diesel consumption is recorded in terms of liters consumed per month; • Liquefied petroleum Gas (LPG) is recorded in terms of the number of cylinders consumed per month. The number is converted into weight by using the standard weight of one cylinder • Captive energy units are recorded based on daily meter logs. 	<ul style="list-style-type: none"> • For smaller locations where DG units have not been provided, the diesel consumption of that location has been multiplied into an assumed engine efficiency of 2.8 Kwh/l to obtain the total units • A figure of 0.4 kg/m3 is considered to convert cubic meters of biogas into kilograms. • Weight of one full LPG gas cylinder is considered as 19.5kg. This figure has been utilized in the event that locations have provided the number of LPG gas cylinders being used as opposed to the Kg • For locations where data for all 12 months is incomplete, the average figure of the months provided has been considered
<p>Emissions, Water and Waste footprint from Purchased Goods and Services</p> 	<p>Based on disclosures and data modelled based on spend</p>	<p>Trucost proprietary</p>	<p>This is largely based on disclosure and modelled estimates of the top 85% suppliers by spend. Nearly 50% of the data is from actual disclosures of companies and the balance is modelled. The model 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 -applied to spend data across different procurement categories.</p>

Data Cluster	Computation process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
<p>Water</p> 	<p>Data on water consumption, recycled water usage and rainwater harvesting is recorded in manual systems and aggregated in a central database</p>	<p>The monthly recordings are based on readings of water meters that are installed in all our major campuses</p>	<ul style="list-style-type: none"> • For computing the quantum of rainwater harvested, we use the volume of the rainwater tank as the basis and multiply that by the number of times the tank is estimated to get filled • For leased spaces in smaller multistoried locations where the builder maintains the total water consumed, figures are obtained by assuming one employee consumes 50 liters of water per day . Overall the quantum of total water calculated across leased spaces this way amounts to about 3% of the overall water consumption.
<p>Waste</p> 	<p>Data on air pollution and refrigerants is recorded in manual systems and aggregated in a central database</p>	<p>Waste figures are obtained based on the generated vs. disposed figures which are maintained in waste reporting sheets</p>	<ul style="list-style-type: none"> • Weight of one UPS battery is considered as 11.70Kgs. This figure has been utilized in the event that locations have provided the number of batteries being used as opposed to the Kg • Weight of 1 liter of used oil is considered as 0.88kgs. This figure has been utilized in the event that locations have provided the number of litres of used oil being disposed as opposed to the Kg • Weight of one CFL bulb is considered as 126g. This figure has been utilized in the event that locations have provided the number of CFL's being disposed as opposed to the Kg • Weight of one tube light is considered as 250g. This figure has been utilized in the event that locations have provided the number of tube lights being disposed as opposed to the Kg • Weight of one DG filter is considered as 1.5Kg. This figure has been utilized in the event that locations have provided the number of DG filters being disposed as opposed to the Kg. • For Bangalore and Kochi locations based on independent audit of recycling vendors - we have considered 40 % of Municipal Solid waste (MSW) is landfilled and balance 60 % is recycled. For other locations, all MSW category waste is sent to landfills.

Data Cluster	Computation process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
Upstream Logistics	Freight data from import of IT hardware and equipment is recorded in SAP		Calculations of “Distance X weight” were done for 15 source-destination pairs which covered nearly all of the main importing countries.
Employee Commute 	<ul style="list-style-type: none"> • Data on employee car reimbursements are obtained from SAP Based IT Systems • Data on Bus and Cab travel is recorded in manual systems and aggregated in a central database 	<ul style="list-style-type: none"> • Costs are determined based on reimbursement of claims that are submitted by employees on a monthly basis • Bus & Cab details are obtained from daily trip sheets 	<p>The proportion of people using different modes of transport and average distance travelled is corroborated with data from the annual commute survey.</p> <ul style="list-style-type: none"> • Personal Transport : For number of employees 4 wheelers and 2 wheelers we assume 100% occupancy of all parking slots across locations – we see this as a conservative estimate considering that parking slot capacity in most cases is as per the requirement and is not always fully occupied. For 4 wheelers, we assume that 80% of fuel costs assumed are be associated with petrol vehicles and balance 20% of fuel costs assumed to be associated with diesel vehicles. This proportion is also corroborated with the company leased vehicles split – offered to certain bands of employees. Emissions for company owned vehicles is at actuals and is overstated by at least 20% as the fuel claim also includes personal travel on the part of employees. The average mileage for petrol and diesel cars is taken as 10 and 14 KM per liter respectively. • Company arranged transport (buses and cabs): Number of people and distance travelled provided by operator. • Public Transport: We have assumed an average of 29 Km per passenger per day for public transport. We have arrived at the average distance commuted by means of a travel survey. Thus, by multiplying the average passenger KM per day by the assumed number of working days in a year(250) and the number of employees who use the service. The number of employees who use public transport by inference i.e. by subtracting the total of the number of employees who use cars, two wheelers and Wipro operated buses from the total number of employees in our India operations

Data Cluster	Computation process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
<p>Business Travel</p> 	<p>Data on business travel is obtained from SAP Based IT Systems</p>	<p>Details are determined based on Domestic and International Travel Requests</p>	<ul style="list-style-type: none"> • Air Travel (WTSL* and Agent Booked, covers all geographies across all businesses): Itineraries with IATA airport codes are available for this category. The itineraries are split into individual legs and the distance for each airport leg is calculated using the a airport distance calculator. The flights were classified into domestic, short haul and long haul depending on the distances. GHG protocol emission factors (see last row in this table) were then applied to the total kilometers for the three classifications. • Bus and Rail for India (WTSL Booked): Itineraries of all tickets (rail and bus) booked are available with Indian Railways Station Codes. For both bus and train, we have considered route segments which contribute to 80% of travel. For Rail, this contribution is from 24 routes, while for road it is from 31 routes.. For the selected routes, the distance has been calculated using the station code rail distance calculator available at erail.in. A weighted average for distance (based on selected routes and the number of journeys for that route) is calculated each for rail (520 Km in 13-14) and bus (636 Km in 13-14). The weighted average distance is applied across the trips for which actual distance is not calculated. • Self booked tickets: A significant portion of bus and rail travel in India (50 to 60%) is self booked by employees as per travel policies and then subsequently reimbursed. • For self booking tickets, IATA airport codes, Railway Station Codes or standard city names is not available. Hence we have used a fare basis for different modes of travel to arrive at Kms traversed. However, this assumes that a linear (Kilometer based) cost model is used by all service providers. In India, this assumption is reasonably valid – especially with Indian Railways. • Rail: As per India policy, all train travel is by 2nd A Class. Based on 5 key travel sectors for rail travel, we have calculated the cost per Km to be Rs 3.36/Km. For Bus, we have calculated the cost per Km also to be Rs 2.58/Km. For air, we have calculated the cost per Km also to be Rs 8.3/Km. (All these have seen upward revisions from 2012-13 figures).

This cost/km basis is used to calculate the total business travel Kms and then apply appropriate passenger-km based emission factors.

- Conveyance Claims (India): While on business travel, employees also use local conveyance to travel between residences and airports /stations. The new application on the intranet now captures actual kms travelled by employees for different modes. GHG protocol emission factors are applied to different modes of travel.
- Conveyance Claims (Overseas): Rental car and trains in 8 countries amount to 95% of total claims. For these countries, we have calculated cost of travel (in USD equivalent as \$/km) for these taxi/car rentals and train/metro rail based on average travel costs available on websites for the city and country. This average cost was applied to total claims for 95% of total claims to calculate distance traveled and emissions. The balance 5% was extrapolated.
- Hotel Stays (during Business Travel): Based on literature survey and assumptions a typical 30 sq mt room which has air conditioning, lights and TV – including loading for general areas and restaurant – would consume around 30 units per day per room of single occupancy. We have used this energy consumption (30 units) across number of days of hotel stays for different countries and applied national emission figures to calculate total emissions. For India, this year we have also considered 80:20 as the split between grid and Diesel generated electricity.

Data Cluster	Computation process (IT Systems or Manual)	Protocols Followed	Assumptions & Rules of Thumb
<p>GHG Emissions</p> 	<p>The computation of our GHG emissions data is done manually from MS-excel worksheets</p>	<ul style="list-style-type: none"> • GHG Protocol for country emissions, fuel, passenger transport and freight transport emissions • CEA Report , Version 8 for India Grid Emissions • IPCC 4th Assessment report and ASHRAE Standard 34 for Refrigerant emissions • EPA Warm tool and GHG protocol for emissions from Waste • DEFRA (UK) for Well to tank and T&D losses for grid electricity 	<p>None</p>

1842, New York City

New York City, home to the world's largest water supply system

A network of tunnels and aqueducts in the Big Apple meets the daily water needs of eight million New Yorkers with ease. In 1842, the Old Croton Aqueduct was built, carrying almost 90 million gallons of water into the city per day. The following years saw newer reservoirs and the New Croton Aqueduct in 1890. The consolidated distribution system in New York City today provides uninterrupted supply of 1500 million gallons of clean, potable water across the five boroughs of the city.



► A picture of *The Old Croton Aqueduct*



4. HIGH BRIDGE (CROTON AQUEDUCT)
 ACROSS HARLEM RIVER, FROM THE EAST.

John Scheidig & Co., 50 Maiden Lane, New York City. Printed in Germany



5d. Customer Stewardship

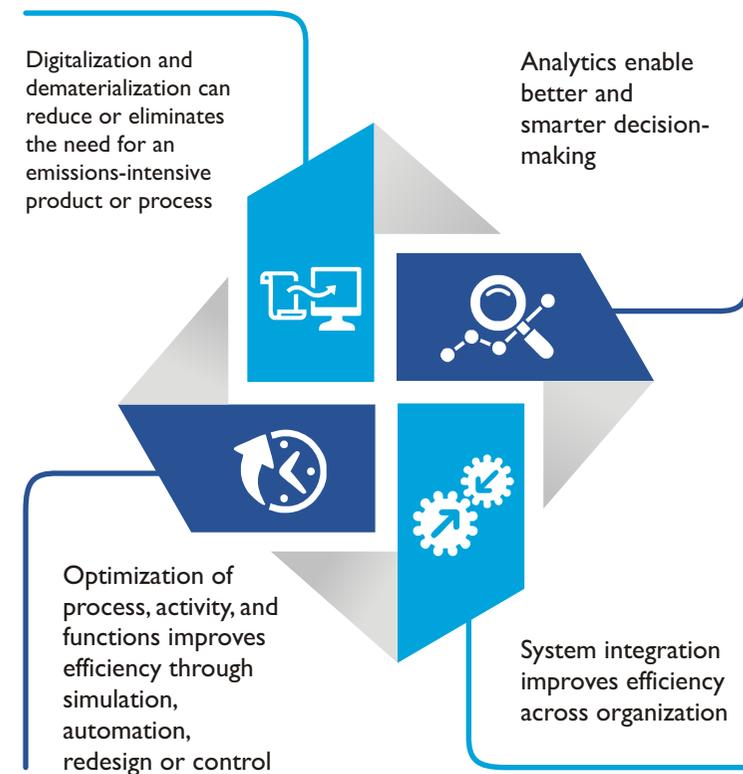
Information and communication technologies now play a central role in driving efficiency and productivity improvements through dematerialization and automation for most businesses. While the application in earlier decades was largely for in-company functional efficiencies, its use now has expanded through the value chain and is an integral tool to leverage information between the organization and its customers, suppliers and other stakeholders. Exploitation of inter-organizational synergies through system integration has now become a common application of IT.

Emerging Trends

This trend is being further strengthened with the continuing influence and adoption of new disruptive technologies like Big Data, Analytics, Internet of Things and Mobility. The trend of disintermediation is changing the way customer and business interactions takes place. Disintermediation gives consumers direct access to information that otherwise would require a mediator. As a result, new business models are being created and e-commerce is gaining wide acceptance. E-commerce is also helping scale models of resource sharing and use – for example, the sharing economy has gained wide acceptance in sectors like transport (uber, lyft) and hospitality (airbnb).

Information technology provides unique opportunities for product innovation making technology more accessible and affordable to customers. This democratization of ICT is resulting in IT becoming ubiquitous in everyday life addressing different needs of end users. For example, mobile phone technology meets certain social needs of staying connected across several barriers at low cost. 74 out of 100 Indians are connected through wireless mobile technology. Newer platforms to access a multitude of services also are becoming a reality.

Emerging technological innovations can play a critical role with digitalization & dematerialization, analytics, system integration and optimization technologies acting as levers. These technological opportunities can drive sustainability by way of decoupling resource use from growth.



Risks and Challenges

However, technology is not without any associated risks and challenges. Despite its potential to transform economy, society and environment, dependency on ICT technology results in increased energy use and electronic waste. Studies estimate that the ICT systems now use 1,500 terawatt-hours of power per year which is about 10% of the world's total electricity generated. Jevons paradox proposes that the increase in efficiency which comes along with technological progress tends to increase (rather than decrease) the rate of consumption of that resource. Almost 48.9 million metric tons of electronic products waste was produced in 2013 — an average of 7 kg for each of the world's 7 billion people, which is expected to increase by 33 percent by 2017.

The pervasive nature of the technology also raises concerns of data mismanagement, increase in surveillance, loss of privacy, and possible abuse. WEF Global Risks Report 2014 lists large-scale cyber-attacks and major data fraud/theft among the top 10 in terms of likelihood.

Customer expectations

Our global customers expect disclosures and compliance on different sustainability aspects, which in turn extend to Wipro's complete value chain. For example, JAC (Joint Audit Consortium) - a group of eight European telecom companies along with an independent consulting firm conducted a comprehensive audit at two of our operations as well as two of our critical suppliers.

Our profile is also updated regularly and assessed by third party supply chain CSR raters like Ecovadis and Verego. Ecovadis, a Paris based organization provides a collaborative platform for our customers to monitor the sustainability

performance of companies across 150 sectors. More than 20 Wipro customers use this platform. In the recent assessment, we have achieved an overall **CSR rating of Gold** (highest among possible three levels) and a CSR engagement rating of **"Advanced"**. The areas of improvement are on supplier sustainability assessments and procurement and on evidence of certification coverage for Environment, Health and Safety and Human rights. Verego SRS (Social Responsibility Standard) is an independent supplier CSR assessment framework which is subscribed to by leading companies in the U.S. Verego has rated us **"Best in Class" across all the 5 SRS areas (Leadership, Ethics, People, Community and Environment)** and designated us as a **"CSR Thought Leader"**. The suggested areas of improvement include transparency in internal CSR communications, employee engagement and supply chain programs.

Active engagement with our customers provides us valuable insights into emerging sustainability risks and focus areas. We collaborate with our customers and partners in implementing identified areas of improvement.

The opportunities for ICT lies in this wide intersection of domain areas – from solutions which continue to address resource efficiency and dematerialization, improve connectedness and collaboration, while enabling a safer society.

Stakeholder management – Measurement and Goal setting

Voice of customer (VOC) is heard at various levels i.e., at project level, program level, account level and through direct feedback, informal meetings, governance meetings and senior management interaction with the client. PCSAT (Project Customer Satisfaction), Program CSAT, Quarterly pulse surveys and Account CSAT through third party surveys are conducted formally and at appropriate intervals to capture customer satisfaction/ dissatisfaction with Wipro. The individual business units set CSAT goals which roll up to the organization level. Strategic marketing conducts surveys on brand perception where they also understand customer's expectations of Wipro and Wipro's position relative to its competitors. Wipro's Senior Leadership visit to customers is another source of information on VOC. Wipro also conducts webinars with its alliance partners to capture customer voice.

The business units also have access to various reports and analytics at the business unit, account and program level. These reports provide a comprehensive view of metrics related to account health, opportunity reviews and revenue forecasting among others which are reviewed regularly across various levels.

Wipro's portfolio of Solutions

Emerging ICT services portfolio	Sustainability Impact through
Analytics	Improving resource efficiency Dematerialization Transparency Connectedness
Cloud based services	
EcoEnergy – Energy Management solutions	
Internet of Things	
Mobility	
Open Source	
Information Management	Safe virtual world
Enterprise Security	

In 2013, Verdantix, a leading analyst firm which provides advice to clients in the field of energy, environment and sustainability challenges named Wipro Technologies as a "Leader" in its report "Green Quadrant® Sustainable Technology Services (Global), March 2013". The report commends Wipro for its notable work with utilities, retailers and in the field of Environment, Health & Safety.

EcoEnergy

Wipro EcoEnergy, the clean tech business unit of Wipro Limited offers Enterprise wide Energy Management Services to help customers reduce their energy consumption, reduce CO2 emissions, and improve the efficiency in energy operations.

The value proposition of EcoEnergy is to help its customers achieve 6% – 18% of effective cost savings through reduced consumption, optimized operations, monitoring and maintenance over a multi-year engagement.

Cases

- EcoEnergy is offering multiyear energy management services to a large North American Retailer to reduce energy consumption across its 1000+ stores. The engagement promises to deliver >13% energy savings realized on total energy spend through continuous identification and commissioning of energy saving strategies through dynamic control of connected stores.
- EcoEnergy is engaging with one of the largest Pizza delivery chains in the world based out of the US having 500+ restaurants in India. The objectives of engagement covers energy spend optimization, policy enforcement and central visualization of energy. Wipro deployed its technology platform called Wipro Energy Manager (WEM) – Application Suite.

For more information, please check: <http://www.wipro.com/services/ecoenergy/>

Cloud & Virtualization Services.

The Smart 2020 report “Enabling the Low Carbon Economy in the Information Age” states that data centers would be the fastest-growing contributor to the Information and Communication Technology (ICT) sector’s carbon footprint and estimates environmental footprint from data centers to almost double between 2007 and 2020. In this context, the virtualization can reduce energy consumption thereby reducing carbon output by consolidating resources, at the same time adding flexibility, scalability and resilience to the infrastructure. Cloud computing

services has the potential to significantly decrease environmental footprint.

Wipro offers a cloud Services portfolio which includes Cloud infrastructure, business applications and processes. These services are designed to optimize, scale, manage and outsource customer’s IT resources thus helping them achieve efficiency and control costs and bring down upfront investments.

One of the key virtualization solutions of Wipro is VirtuaDesk™ which is a Desktop as a Service offering for the virtual workplace, enabled through desktop virtualization technology. Taking advantage of cloud architecture principles and technologies, VirtuaDesk offers a high performing and cost-efficient solution for delivering virtual desktops and applications with key benefits of rapid virtualization deployment, increased business agility and improved risk management.

For more information, please check: <http://www.wipro.com/services/cloud-services/>

Open Source

In a rapidly changing business environment where agility, innovation and cost are critical factors for success, Open Source plays a key role in addressing IT requirements. By eliminating high licensing costs, product dependencies and vendor lock-ins, this technology brings down the barriers to access.

Open Source helps fosters collaboration thereby help users to realize the potential of ‘wisdom of the masses’. It can contribute greatly towards "appropriate technology" which is designed with special consideration to the context of the communities. This technology makes it possible for recipient communities to participate in the programs designed to address their needs. Wipro's advisory, consulting and implementation services provide a strategic advantage in Open Source adoption, leveraging pre-built solutions and best practices.

For more information, please check: <http://www.wipro.com/services/open-source/>

Internet of Things

Recent advances in networking and communication technologies have led to the emergence of the Internet of Things (IoT) and this concept is being used or tested for implementation by businesses across industries. This technology allows devices to seamlessly interact with each other to gather, store, and process data. An example of how this technology can influence lives is the remote monitoring of patients. It can also help consumers and businesses use resources such as water and energy more efficiently. Wipro leverages its technology expertise, IP solutions, deep industry-specific knowledge, strong partner ecosystem and a robust delivery mechanism to offer IoT solutions to clients from different industries.

For more information, please check: <http://www.wipro.com/services/product-engineering/capabilities/internet-of-things/>

Mobility

Mobility solutions help improve organizational interactivity and create seamless experiences for customers while having real-time engagements with the field force. This helps customers make informed and intelligent decisions to achieve better business results. Mobility can improve productivity of employees up to 30% through simple workflows and optimized processes. It can provide seamless and affordable access to business critical information for field force anywhere and anytime.

For more information, please check: <http://www.wipro.com/services/mobility/>

Analytics

Collecting and understanding data on how an organization operates can lead to improved efficiency as the knowledge gained from the data will improve decision making, refine goals and streamline efforts. Big data analytics makes it possible to monitor and measure business performance by sifting through various large real time data sources, making connections and helping draw inferences. Analysis of large and seemingly discrete social and environmental parameters can help organizations assess risks, plan and seek opportunities.

For more information, please check: <http://www.wipro.com/services/analytics/>

Enterprise Security

Organizations today face threats to their information security which in turn could affect their business continuity. They also face challenges due to complex and diverse regulations surrounding information security. Wipro's Governance, Risks & Compliance Consulting Service helps customer meet their risk mitigation and compliance goals through:

- Technology Advisory
- Information Risk Management
- Compliance Management
- Business Continuity Management
- Data Security and Privacy

For more information, please check: <http://www.wipro.com/growth-drivers/enterprise-security/>

Industry Focus

The section below illustrates how ICT solutions are being applied to the more resource intensive sectors like oil and gas companies, automotive and manufacturing sectors.

Automotive

Wipro supports its automotive industry customers in achieving their sustainability goals through an innovative solution called EcoMeter Connect solution (US patent applied) which supports various stakeholders involved in the emission reduction business. This solution which is offered as a part of Connected Car platform is an innovative and cost effective way of tackling emission reductions and fuel-efficiency improvements.

Wipro's EcoMeter Connect solution has the potential to improve fuel efficiency, reduce Co2e emissions, reinforce green driving and meet regulatory requirements. The solution captures information related to driving behavior that has an impact on eco parameters in terms of higher emissions or fuel consumption and the data is processed using Telematics Control Unit to estimate the Eco-Index. Driving behavior related data is sent to the back-end server, which runs an analytics engine to derive intelligence from the trip, and carry out multiple projections, comparisons and recommendations. The cloud-hosted server ensures that the users could use this application based on their needs and the pricing is based on a cost-effective model.

Manufacturing

Wipro offers a unique suite of Sustainability and Energy Management applications to manufacturing industry clients which helps them track real-time consumption, perform higher asset utilization and predict energy consumption patterns.

Energy, Utilities & Natural Resources

Wipro offers environment centric solutions to energy, utilities and natural resources industries with focus on environment, health and safety. These integrated solutions are designed to help customers meet legal and regulatory requirements; reduce carbon footprints and hazardous emissions; efficiently manage water and waste; improve occupational Health Safety, process and asset safety; and reduce risks to employees, proximate communities and environment. The services portfolio includes the following.

- Sustainability/Global Reporting Initiative(GRI)/Carbon Disclosure Project (CDP) reporting
- Carbon Management
- HSSE solution implementation
- HSSE Data Management and Managed Services
- Incident/accident Reporting and Regulatory Compliance
- Occupational Health and Medical Service Reporting
- Hazardous and E-waste inventory, disposal and reporting

Understanding the specific need of Water industry in the context of dramatically increasing operating costs, Wipro offers an Energy Management platform together with a robust analytics framework to provide energy saving which could help in better control of energy consumption. The offerings include:

- Energy Assessments
- Energy Measures Consultation
- Energy Data Management
- Energy Strategy
- Design and Delivery of Energy Conservation Measures
- Sustained Energy Saving via Energy Platform

Future Directions

Internet data traffic is expected to grow by a compounded rate of 21% over the next three to four years (Statista, 2015), necessitating investments in large data centers. Data analytics/ mining and customer data privacy will continue to be the two focus areas for ICT companies. We already are seeing a major trend of companies and businesses moving their IT infrastructure, data and applications to a shared infrastructure (cloud). A study of climate change performance and preparedness of 320 global ICT companies, completed by IIM-B and CDP, reinforced the importance, risk and opportunities arising from sustainability challenges like climate change. ICT will continue to play a key role in better management of energy, water and other natural resources across the sectors of the economy including its own – primary, manufacturing and services. For cities, ICT is poised to a major role in delivery and management of utilities, transportation and other citizen services. Wipro continues to actively seek opportunities across these areas by working closely with government departments and solution providers.

ca. 1000 AD, Tamil Nadu

The 2,000 year old Grand Anaicut Dam, still working hard today

While the Early Cholas ruled ancient India only for a century, they created something which has lasted many more. The Grand Anaicut dam, built by them in the 2nd century AD, diverted waters of the Kaveri river, irrigating the surrounding areas of the Chola dynasty. Years later, engineers used it as a prototype to build other dams. What's incredible is that the massive structure, more than a thousand feet high, is still fully functional today, irrigating 1,000,000 acres of land surrounding it.





► *Grand Anaicut Dam*

5e. Wipro and Investor Engagement

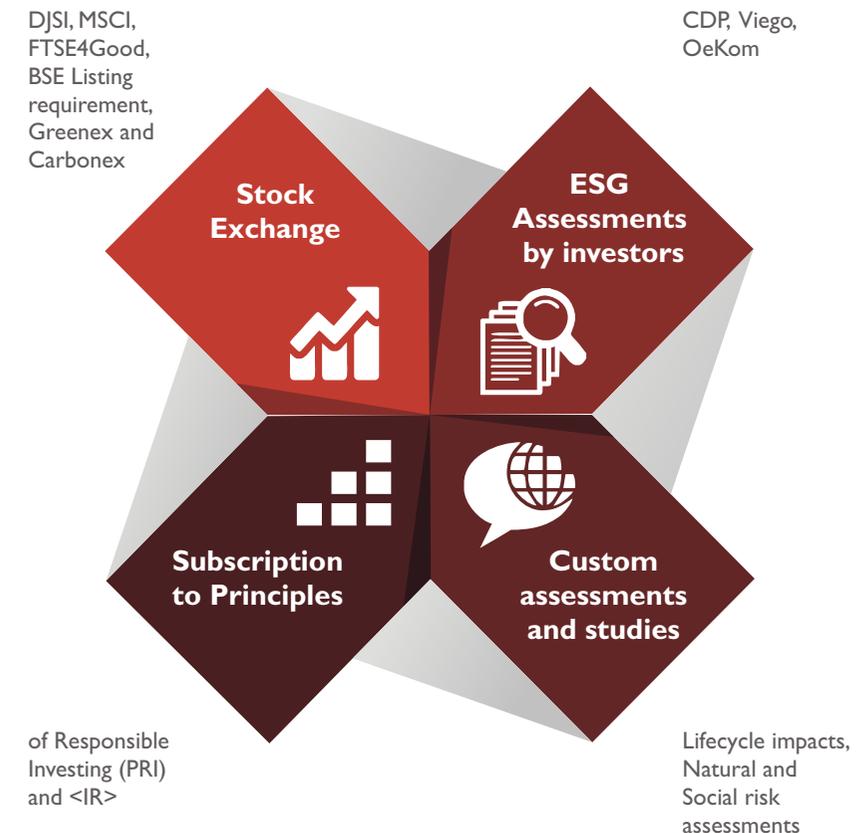
Building better accountability and stewardship

The International Integrated Reporting Council (IIRC), a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs, is facilitating adoption of integrated reporting (<IR>) as the corporate reporting norm. <IR> promotes a cohesive and efficient approach to reporting, drawing different reporting trends that can communicate the full range of factors that materially affect the ability of an organization to create value over time. It adopts 'integrated thinking' as a way of breaking down internal silos and reducing duplication. It improves the quality of information available to providers of financial capital to enable a more efficient and productive allocation of capital. Integrated Reporting can play a role in the shift from short-term capital markets to sustainable capital markets.

One of the core elements of the <IR> framework is accountability and stewardship of the stocks and flows of the six forms of capital: financial, manufactured, intellectual, human, social and natural. The first two forms of capital are covered in almost all annual reports and the others to varying degrees by some organisations depending on their context and understanding of impacts to significant stakeholders. The Natural Capital Coalition (NCC) is one such platform created by a wide stakeholder group to develop methods for natural and social capital valuation in business. In association with Trucost, we have attempted to complete a natural capital valuation (in financial lingo - an environmental Profit and Loss account) of our entire value chain for the reporting year (2013-14).

The increasing recognition that social and environmental risks can affect a company's operational strength and continuity has prompted response from

investors, regulators and government. Investors are increasingly incorporating ESG criteria (Environmental, Social and Governance) into their investment decision frameworks. Over the last decade, this has manifested in at least four different ways as shown in the chart below.



Our engagement with responsible investment

We view the trend of responsible investment from two distinct angles:

1. as a catalyst for making the business sector more responsible and
2. 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 2014 the 5th year in a row and also part of the Emerging Markets Index for the 3rd consecutive year. We are also the Global Sector Leader for the Software and Services industry.
- Wipro was ranked first in the Carbon Disclosure Leadership Index (CDLI - India) 2014 for the third consecutive year. 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. Wipro was also included in the global CDP Supplier Performance Index 2014. Our CDP responses can be viewed at www.cdproject.net
- Wipro was selected by Ethisphere institute in their 2014 'World Most Ethical Companies' list, for the third consecutive year. The think tank has been publishing the World's most Ethical (WME) company rankings for the last eight years now by reviewing hundreds of companies and evaluating applications utilizing its proprietary methodology through in-depth research and multi-step analysis

- Wipro was given 'AAA' Intangible Value Assessment (IVA) Rating by MSCI Inc., which is a leading provider of investment decision support tools to investors globally. This places us in the top 5% of the global IT services sector. IVA measures and analyzes companies' risk and opportunities arising from environmental, social and governance issues. Ratings range from AAA (best) to CCC (worst). Scores range from 10 (best) to 0 (worst). By assessing indicators typically not identified by traditional securities analysis, IVA Ratings uncover hidden risks and value potential for investors.
- Wipro was ranked first in the global Software Services sector in the ESG (Environment, Social and Governance) ratings by Societe-Generale.

Principle for Responsible Investment

The Principles for Responsible Investment (PRI), developed by an international group of institutional investors under the umbrella of Principles for Responsible Investment Initiative (PRII), reflect the increasing relevance of environmental, social and corporate governance issues to investment practices. UNEP Finance Initiative and UN Global compact are partnering with PRII in this initiative. As of 2014, there are over 1300 signatories to PRI. The table below represents an increasingly alignment of Wipro's investors to PRI.

	2011	2012	2013	2014
Signatories To PRI	915	1,122	1,204	1,304
Investors in Wipro*	>10%	>30%	>30%	>40%

*Investors in Wipro denote the % of investors who are signatories to PRI amongst the number of institutional investors in Wipro Limited.

“Principles of Responsible Investment” launched in 2006, has quickly garnered support in terms of increased subscribers with 40% of institutional investors in Wipro being subscribers to PRI. The financial community too has supported this initiative with various tools to measure and track such investments. In India, various indices like S&P ESG India index, BSE Carbonex and Greenex have been launched. However, we are yet to see definitive actions from the investment community in this regard in terms of increased fund allocations and benchmarking towards these initiatives.

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:

Year of first appearance	Key Content
1977	Comparative financial information of 5 year and 10 years
1983	<ul style="list-style-type: none"> 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.

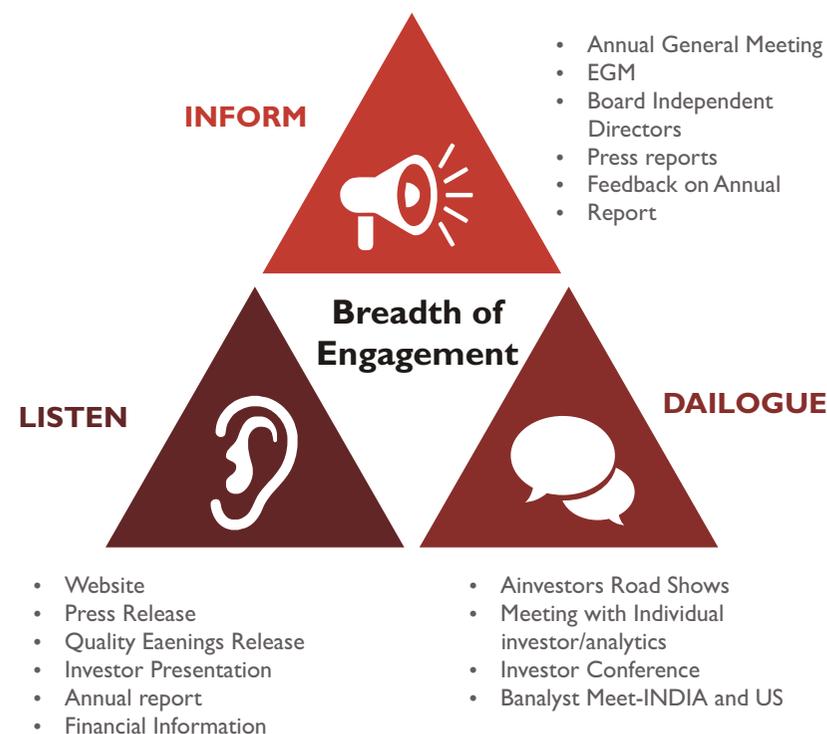
1984	<ul style="list-style-type: none"> Chairman's Statement content enhanced to include a paragraph on 'Finance, Future Policy and Wipro beliefs'. One page on the directors, senior executives of the company and manufacturing locations.
1993	<ul style="list-style-type: none"> Segment reporting on business performance. Graphs on trends of key financial indicators. Earnings per share. Shareholders' return over ten-year holding period.
1995	<ul style="list-style-type: none"> Wipro Leaders' qualities. Vision for the year 1999-2000.
1996	Cashflow statement.
1998	<ul style="list-style-type: none"> Letter to the stakeholders. Reconciliation of profits between Indian GAAP and US GAAP.
2001	<ul style="list-style-type: none"> Theme-based annual reports: Customer testimony on the quality and nature of service offerings.
2012	<ul style="list-style-type: none"> 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 in both domestic (India) and ADR holdings:

	No. of shareholders	ADR holders	Total shareholders
2007 - 08	232,932	18,428	251,360
2008 - 09	228,456	14,945	243,401
2009 - 10	179,438	15,383	194,821
2010 - 11	220,238	12,544	232,782
2011 - 12	227,158	11,813	238,971
2012 - 13	213,603	11,162	224,765
2013 - 14	210,471	10,146	220,617

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



FY 13 - 14

Particulars	Q1	Q2	Q3	Q4	FY
Investor Meeting	20	33	34	25	112
Conferences attended	9	9	8	8	34
Road shows conducted	1	1	3	5	10
AGM Held		1			1
Press Releases	18	16	22	19	75

Response to Investors' and Shareholders' Concerns

One of the measures of success in the investor relations & secretarial functions is having satisfied stakeholders. Our goal is to have zero pending complaints or queries at the end of a period.. The table below presents the number of complaints/ queries received and the number of queries responded to.

Description	Nature	Received	Replied	Pending
Non receipt of Securities	Complaint	147	147	-
Non receipt of annual reports	Complaint	130	130	-
Correction / Revalidation of Dividend Warrants	Request	425	425	-
SEBI/ Stock Exchange complaints	Complaint	35	35	-
Non Receipt of Dividend Warrant	Complaint	342	342	-
Others	Request	-	-	-
Total		1079	1079	

Our economic performance and value add to investors

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

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

A sustained revival is being witnessed in the Global Economy. Global trade and activity picked up in the second half of 2013. IMF has forecast the world output growth to reach 3.6% in 2014, up from 3% recorded in 2013. Strengthening of developed economies is likely to boost demand, which, in turn, will help emerging market and developing economies strengthen further. Geopolitical uncertainties in some parts, though, remain a cause of concern. Leading the growth revival of developed economies, the US has witnessed sustained strengthening in recording a GDP growth of 1.9% in 2013, which is projected to further rise to 2.8% in 2014. The euro area appears to be transiting from recession to recovery with a projected GDP growth of 1.2% in 2014 as against a marginal de-growth of 0.4% recorded in 2013.

The Global IT sector

- Enterprises are increasingly outsourcing their technology and IT services requirements to global IT services providers, leveraging their capability to deliver on a global scale and competitive prices. While global technology spending grew by 4.5 % in 2013, global IT sourcing grew at almost double this rate to record an 8% growth in 2013, according to 'Strategic Review Report 2014' of the National Association of Software and Service Companies (NASSCOM).
- Global IT service providers offer a range of end-to-end solutions including Software Development, IT Business Solutions, Research & Development Services, Business Process Outsourcing (BPO), Consulting and related support functions.

The India IT sector

- Over the past two decades, India has steadily emerged as a leading sourcing destination for global IT Services, BPO and Research & Development services.
- Global IT services providers from India possess a proven track record of delivering competitive and effective solutions; duly aided by country's large and highly skilled English-speaking talent pool coupled with a friendly regulatory environment.
- Growth drivers of India-based IT Services Providers:
 - A vast pool of highly skilled and competent workforce available at comparatively lower wages helps India with significant cost and productivity advantages. India-based IT services providers have been maintaining their cost competitiveness through various measures such as adding delivery networks in Tier II/III cities, offsetting wage inflation with operational gains and productivity enhancement.
 - The NASSCOM Report estimates the IT-Business Process Management industry in India to employ nearly 3.1 million software professionals as of March 31, 2014, making it one of the largest employers in the global IT services industry.
 - Favorable policies such as The Software Technology Park ("STP") Scheme and the Special Economic Zone Act of the Government of India have been instrumental in the development of robust IT and BPO sectors.
 - Rapid transformation of the telecom sector coupled with lowered cost of international connectivity and improvement in service standard has benefitted the sector immensely.
 - India-based IT Services companies possess proven abilities to deliver premium IT and BPO services to exacting quality needs of international clients Domestic IT – BPO revenue (excluding hardware) is expected to grow at 14% to gross Rs. 1047 billion in FY 2013. It is expected to grow at 13-16% in FY 2014. 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.
- The NASSCOM Report estimates the revenues of India-based IT-BPM industry to be US\$118 billion in the fiscal year 2014, which corresponds to a YoY growth of 8.8%. IT export revenues from India, excluding hardware, are estimated at 13%.
- While the growth has been broad-based across all customer segments, the segments of government, enterprise consumers and small and medium businesses are estimated to have made larger contribution to this growth. With nearly 27% of the total business coming from India, domestic market remained a key growth driver, with an estimated growth of 9.7% in 2014,

Wipro's Financial Performance

Wipro's economic value add and distribution among its constituents is broadly consistent in FY 13-14 when compared with FY 12-13.

Particulars	2011-12		2012-13		2013-14	
	Rs.In Mn.	%	Rs.In Mn.	%	Rs.In Mn.	%
Revenue	318,747	100.0%	374,256	100.0%	434,269	100.0%
Operating cost	113,813	35.7%	127,283	34.2%	141,706	32.6%
Employee Wages and benefits	148,350	46.5%	179,627	48.3%	206,568	47.6%

Payments to government

India	12,995	4.1%	16,576	4.5%	21,767	5.0%
Others	4,065	1.3%	5,314	1.4%	2,293	0.5%

Payments to providers of Capital

Interest	937	0.3%	863	0.2%	868	0.2%
Dividend	14,836	4.7%	14,188	3.8%	19,920	4.6%
Economic Value retained	23,751	7.5%	30,405	8.2%	41,147	9.5%

Profit After tax as % of Revenues 2012 - 2013 = 17.7%
2013 - 2014 = 18.0%

Note: Effective March 31, 2013, Wipro Group completed the demerger of its consumer care and lighting, infrastructure engineering and other non-IT business segments. Consequent to the demerger, the financial position of Wipro Limited as at March 31, 2013 includes only the balances of the continuing IT business and are therefore strictly not comparable with the financial position of the previous year. Corresponding figures for previous year presented have been regrouped, where necessary, to conform to the current year presentation and classification.

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.

	2012	2013*	2014*
Benefit from Income tax exemption (in INR. Mn)	10,501	11,077	13,987
Percentage of tax benefit to Profit Before Tax (PBT)	15%	14%	14%
PBT	69,814	78,688	101,143

* Subsequent to demerger of non-IT business, this is only for IT business

Natural Capital Valuation

The context

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

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

Traditional 'single parameter' environmental metrics such as cubic metres of water or hectares of land provide an indication of the scale of dependency on ecosystem goods and services or environmental impacts. However, they often fail to identify optimisation opportunities for business. Natural capital valuation, on the other hand, provides a deeper insight because it factors scale alongside critical environmental parameters such as regional water scarcity and the ecosystem services provided by land.

There are several global and country led projects underway which aim to develop environmental accounts and integrate them with traditional national accounts (GDP) including India. UNPRI, in 2010, estimated the environmental costs due to activities of top 3000 companies at US\$ 6 Trillion per year. The Natural Capital

Coalition (NCC), for example, is developing a Natural Capital Protocol to provide a standardised approach to natural capital accounting and valuation for businesses. The launch of new rankings indices such as the Natural Capital Leaders Index also aims to identify leaders in this area. In 2012, apparel footwear and accessories company PUMA published the world's first environmental profit and loss account – for a total sales of 2706 Mn Euros, total environmental impacts were estimated at 145 Mn Euros.

Wipro's Environmental Profit and Loss Account

Wipro, in association with Trucost, has now attempted a similar environmental Profit and Loss account of its entire value chain for the last financial year 2013-14. The valuation looks at all our global operational footprint (from energy related emissions, water consumption, air/water pollution, waste generation and management, land use change), business travel, employee commute and the embedded natural capital in all goods and services we procure. Operational data, business data and employee commute valuation mainly relies on actual data, extrapolated for a few global locations and environmental categories. The natural capital embedded in goods and services is primarily based on valuation methodology that is based on Trucost's econometric Input-Output model which takes in spend across different sub-categories of procurement. Monetisation of impacts is based on emerging models and a selection of global and local factors - hence certain assumptions and accounting rules are inherent to the exercise.

For the 2013-14 financial year, the total environmental costs relating to Wipro's operations and supply chain was equal to INR 9,478 million. The largest contributions (see first chart) came from GHG emissions (50%), water abstraction (18%) and air pollution (19%). The second chart below shows the breakdown in environmental costs across each value chain stage. The operational value chain stage accounted for 38% of Wipro's total environmental cost. From a geography perspective, as expected, India accounts for 86% of the overall environmental cost.

Our environmental programs (emissions reduction, water recycling) have reduced the overall environmental costs by INR 1,009 million. (12% of the total 2013-14 environmental costs).

For Wipro, this study provides useful indicators to understand impact assess value of our environmental programs and probably use a shadow price for programs and investments. For external stakeholders like customers and analysts, this is a unique way to demonstrate full accounting of our impacts.

This is likely to be the first such comprehensive assessment by an Indian company.

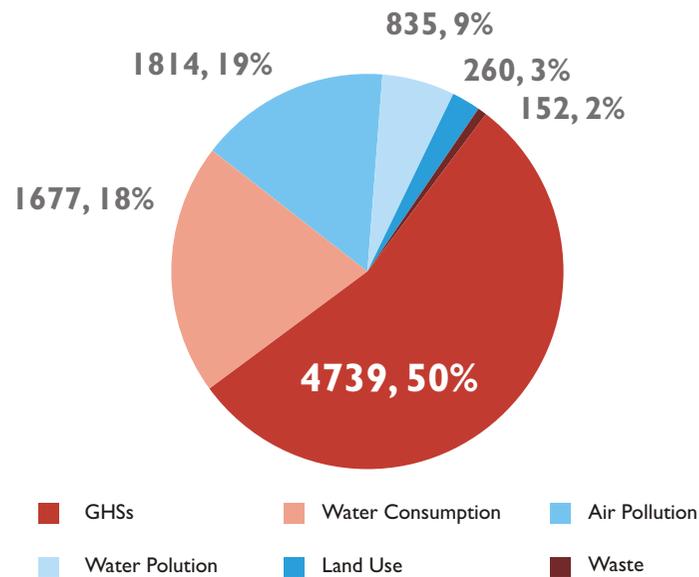


Chart 1: Environmental Indicator - Valuation (in INR Mn), Percentage

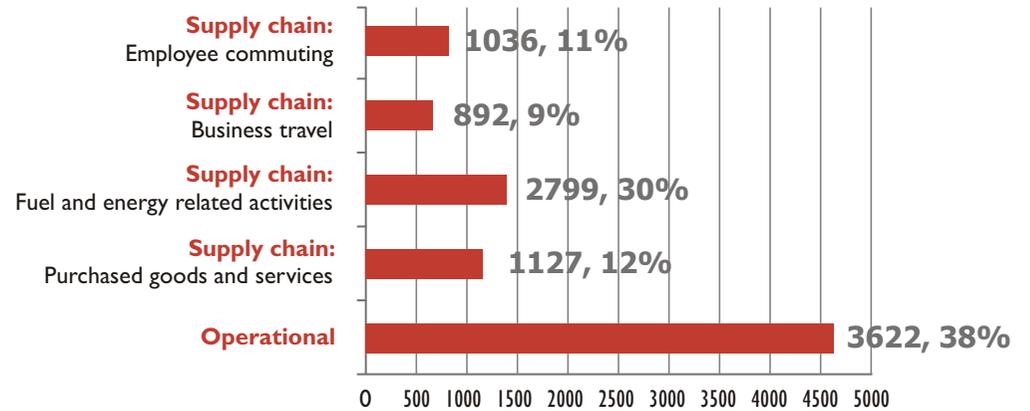


Chart 2: Value Chain Split - Valuation (in INR Mn)

1952 AD, China

Reviving China's Mother River

Few waterways capture the soul of a nation more deeply than the Yellow, or the Huang, as it's known in China. Acknowledged as the cradle of Chinese civilization today, the Mother River is dying, owing to pollution, and ill-conceived dams. The South-North Water Transfer Project, is a ambitious, multi-decade, infrastructure mega-project undertaken by the People's Republic of China that will take the bountiful waters of the Yangtze and link it to the Yellow River hopefully breathing new life into this revered water body. While this will ease the water crises in cities like Beijing and Tianjin in the north, there are concerns that at least 330,000 people will lose their homes and jobs down south and pollution will rise.



► Hukou Waterfall



8.Sustainable Supply Chain

Organizations now increasingly realize that the impacts of the business do not end within its boundaries, but are felt across the ecosystem and stakeholders in the value chain. Outsourcing business activities does not absolve them of their obligations and responsibilities. Supply chain can contribute significantly to an organization's complete value chain impacts. However, the context, scale and complexity of modern supply chains pose challenges for organizations to identify, influence and control these impacts.

The Annual Global Supply Chain Survey conducted by PwC in 2013 among 500 supply chain executives from across the world came up with new insights about how businesses look at supply chain sustainability. More than two thirds of respondents to the survey were of the opinion that sustainability will increasingly become the focus of supply chain management in the coming years.

A study by Trucost approximates that supply chain contributes to about 93% of natural (ecological) impact of technology firms (aggregated across product manufacturing as well as services firms) as against 7% from its direct operations. This ratio can differ across sectors. Trucost's natural capital accounting study for the reporting year estimates that the ratio of supply chain impacts to operational impacts for Wipro is at 50:50 in percentage terms.

The supply chain sustainability program of Wipro rests on four pillars of being ethical, ecological, responsible and local. Encompassing these pillars are governance and management frameworks, which help in communicating our expectations, build awareness and set us on a path of continuous improvement.

Ethical:

Engaging beyond compliance and evaluating and controlling exposure to risks



Ecological:

Protecting the environment



Responsible:

Ensure ethical labour practices



Diverse and Local:

Promoting diversity in supply chain and local sourcing

Material Issues in Our Supply Chain

Our first aim was to gain a broad understanding of material aspects across our supply chain. This we did by conducting an environmental and social risk assessment of our supplier base in association with two UK based organizations (Trucost and Fronesys in 2012 and revised in 2013). The economic/financial risk assessment was conducted by the ERM function in Wipro.

	 Economic	 Environmental	 Social
Nature of aspects	<ul style="list-style-type: none"> • Probability of default • Bankruptcy • Corruption risks 	<ul style="list-style-type: none"> • Compliance with regulations • High carbon footprint • Water consumption • Waste generation 	<ul style="list-style-type: none"> • Human rights and labour practices (forms of bonded labour, statutory benefits denial, working hours, discrimination, work place harassment, child labour) • Corruption
Supplier categories to which aspects are relevant	<ul style="list-style-type: none"> • Spread across supplier categories 	<ul style="list-style-type: none"> • Computer and electronic product manufacturing • Electrical equipment, appliance, and component manufacturing • Paper manufacturing 	<ul style="list-style-type: none"> • Office services (security, casual labour, food suppliers) • Facility services • Travel • Consumables • Energy

Engagement Areas

Our engagement with the major categories of our supply chain is summarized below

	 Supplier Category	 Engagement Plan
Human Resources	Company employees	See "Work Place Sustainability" at Wipro
	Partner employees	
	Support staff (skilled/unskilled)	Partner Employee Engagement Initiative (GIS business unit)
Service Providers	Transport providers	<ul style="list-style-type: none"> • Supplier engagement program • Communicating code of conduct • Audits and assessments • Incorporation in procurement criteria • Natural capital accounting study • Supplier diversity program
	Utility (water, waste, electricity)	
	Hospitality and facility management	
Materials & Equipment Providers	Civil & infrastructure	
	Software / hardware	

For an IT services organization like ours, the supplier ecosystem comprises of a high proportion of contract staff - both, people involved in core delivery with specialized technology and consulting skills as well as skilled or unskilled support staff who work in campus operations. This dependency on external human resource providers brings with it potential risks related to compliance on human rights and labour practices. The details of these can be found in the section "Work Place Sustainability".

Key Programs



Supplier Diversity

Wipro encourages supplier diversity by identifying and engaging qualified suppliers in the following categories: (a) supplier firms owned by person with disability (b) Women owned enterprises and (c) minority owned enterprise. Wipro is an equal opportunity employer and strongly advocates the same through its supply chain. The quantum of spending from these categories contributes 11.4% of our total central procurement tracked spend for India operations.

(Note: The above diversity classification is based on supplier self-disclosure and is not verified)

Anti-Corruption and Ombuds process for Suppliers

A dedicated vendor helpdesk handles supplier queries on payment issues, policy clarifications and provides the initial contact for grievance redressal. Our organization wide multi-lingual Ombuds process is available 24x7 (phone and internet enabled) for our Suppliers and Contractors. While a good proportion of Ombuds process cases are anonymous, based on self-disclosure, we know that there were 16 complaints reported by suppliers during the year. There were two instances of serious supplier breaches of our code of conduct, both of who have been black listed. There have been no instances related to anti-trust in the reporting period across our business divisions.



Local Procurement

Recognizing the socio-economic benefits of local procurement, we encourage sourcing from the local economy. At an aggregate level, nearly 81% of our suppliers are based in India; by value 73% of the procurement for the year was from India based suppliers. Local sourcing reduces costs, provides local employment benefits and reduced environmental footprint in sourcing.

Integrated Facility Management Services

One of the major supply chain related challenge faced by the organization was the supply side fragmentation and the resultant complexity of facility management supply chain. We used to engage 102 vendors for services like housekeeping, pest control, waste management, mail room management, front office operations, landscaping, inventory management and engineering services. To ensure better governance and traceability among these suppliers and thereby improve the operational efficiency of the operations, we consolidated all services across facility management, including consumables under one single scope of service and outcome based model, wherein one supplier is accountable for delivery & performance. We managed to reduce the total number of suppliers and contracts to less than five across operations. We continue to engage with these five integrated services providers on incorporating sustainability governance across their value chain. However, in comparison, third party sub-contracting may have the potential impact of reducing the direct control and influence over tier 2 and tier 3 suppliers.



Supplier Engagement Program

- The Next Steps

Wipro has a multi-pronged approach towards supplier engagement. The program involves the communication of a code of conduct and category requirements to suppliers, conducting audits and assessments to monitor compliance with the Code of Conduct (COC) and continuous improvement through partnerships with suppliers. The first step in this direction was the launch of supplier code of conduct (SCOC) communicating key requirements in business practices, environmental and social aspects to the suppliers in 2012-13. It is now mandatory for the suppliers to accept and sign the Code of Conduct.

Sustainable solid waste and e-waste management is dependent on the maturity of the external supplier eco-system and the maturity of this sector, especially in developing economies like India, is low due to the socio-economic context and largely unregulated (informal) nature of the industry. We completed two independent studies which looked at solid waste and e-waste management across our value chain; which also included audits of 14 external suppliers. We also piloted food safety audits at two of our campuses. These audits have helped us understand critical areas of intervention.

Currently, we are in the process of identifying material issues of the main procurement categories and develop specific requirements for communicating expectations. This in turn will be input to the audit protocol development for evaluating vendors/suppliers. We expect this to help us in building an effective management system to continuously evaluate sustainability risks in the supply chain and encourage responsible actions from our partners.



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1871 AD, New Zealand

New Zealand's Karori Dam

Started in 1871, Wellington's first public water supply reservoir was a boat-shaped dam in the suburb of Karori which diverted the waters of the Te Aro Stream through a series of cast iron pipes. Another dam, the Lower Karori, built on the Kaiwharawhara Stream was completed in 1878, spelling the end of Wellington's water woes for a short time – but not for long as it couldn't keep up with population growth and industrial demands.



► A lone man sits on the Baker's Hill gold mining weir, which had supplied water to a stamper battery.



► Karori Upper Dam



5g.Education and Community

Management Approach

Our social transformation initiatives have been in place for nearly 15 years. Over the years, our approach has been to engage in social issues with sensitivity, rigor and responsibility.

Education and Community Care are the two areas that we decided focus on when we started. The reasons for this deliberate set of choices have the same compelling validity today as they had then

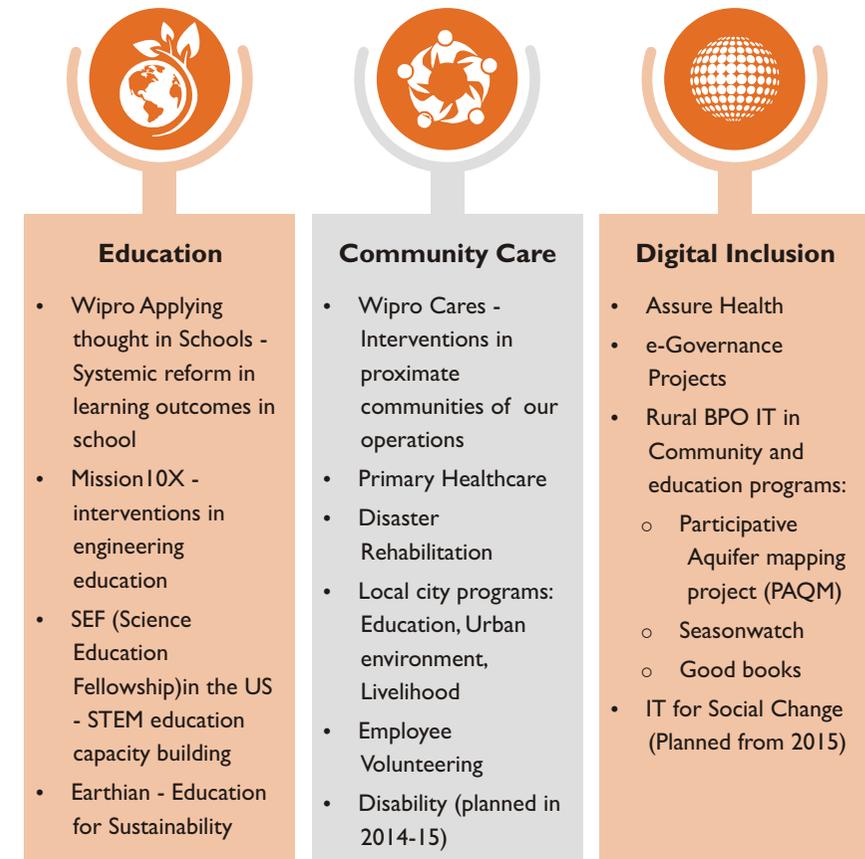
- Education is the only catalyst of social development that can bring about change which is truly sustainable and durable over the long term; and
- It is a fundamental responsibility of every business to engage deeply with its proximate communities and to try to address some of their biggest challenges

Digital Inclusion is a more recent addition to our community program through its focus on low cost technology interventions in health care and enabling citizen science and services.

Measuring Outcomes

In the sections below, we have summarized work in different programs in terms of Input, Output and Outcome. This is the first attempt at representing our work using such a framework. Our inputs to the program and the outputs from it have been easier to discern. Deriving the outcomes has been more challenging. We have tried to assess the outcomes at two levels – the project or intervention level

and at the level of the partner organisation. The outcomes have been drawn from our interactions with the field, project reviews with partners and our partners' own observations and records from the field. These have not been assessed or verified independently. In future we aim to do this as well as qualify the long term impacts of some of our longer running programs.



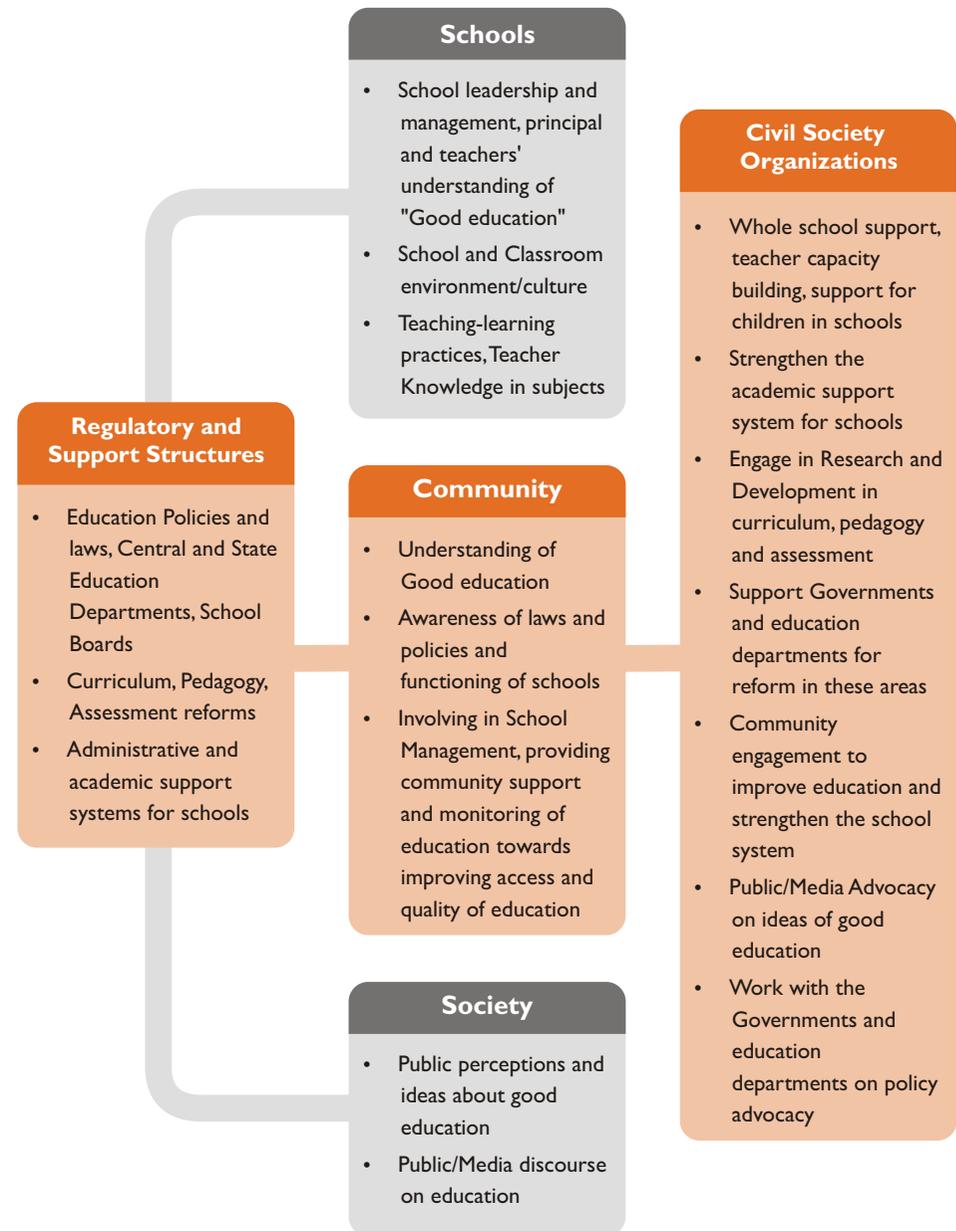
Wipro Applying thought in Schools

Wipro Applying Thought in Schools was setup in the early 2000s to work in the area of school education. The program was born out of Wipro's idea of good citizenship that a corporation's 'power to do good' must manifest in thoughtful and deliberate set of initiatives towards a social purpose. Education was chosen as the sphere of work as it's a significant enabler for social change.

Wipro Applying Thought in Schools has been working consistently since its inception to further the goal of systemic reform in school education. The program's vision of good education derives from ideas such as learning with understanding, integrated or holistic learning and cultivating an ethos of democracy, justice and equality. (More details on our idea of good education and the concerns in school education are articulated in the two documents, "Our idea of Good Education" and "Our concerns on school education"). These ideas are also in alignment with education as envisioned in the National Curriculum Framework (NCF) 2005.

The Education Ecosystem

The school education ecosystem includes many participants at different levels. Some of the key roles and areas of work within each level are presented below. The functioning of the system is a complex interplay among the various participants at different levels.

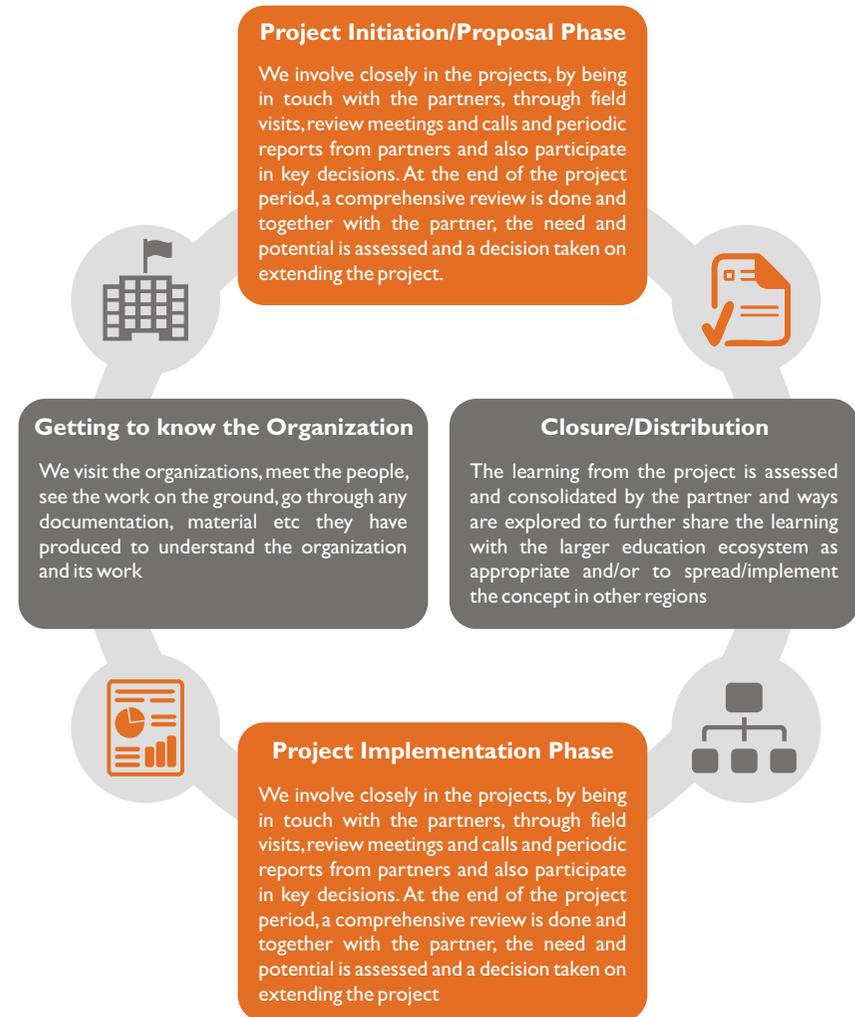


Approach and Strategy

School education not being the core competency of a business entity, we see our role as one of enabling and empowering others who work in this domain. Civil society organizations being a key lever of change, our approach is to work with them and support them to develop and enhance their capacity in working for systemic reform in education. We work closely in a partnership model, providing project and programmatic grants, to the organizations to develop and pilot innovative ideas and practices and work with various stakeholders to build capacity in the system to implement these ideas and further educational reform across different contexts and geographies in the country. We support organizational learning by catalyzing and facilitating a reflective learning network of educational organizations, and by nurturing newly developing organizations with the help of established organizations.

Program review is done at multiple levels. Every 3 to 4 years, the program strategy is reviewed with the Chief Sustainability Officer (CSO), based on the work so far, and revised as needed. Every year, an annual review and goal setting is done with the CSO and presented to the Chairman and Chief Executives Council (CEC). Every quarter, the progress is reviewed by the CSO and presented to the Chairman and the CEC.

Our work with organizations are usually in the nature of a project or a program support. They typically span a period of 3 years and may be extended further, if needed. We work closely with our partners and review the progress and participate in important decisions along with them during the lifecycle of the project. The workflow, lifecycle and review processes at the project level are captured below.



Program Outcome and Impact

The most significant outcome of our program has been the growth of our partner organizations. Many of our partners have grown significantly in their impact in education at the state and national levels, enhanced their capabilities and effectiveness in areas they have been working in and developed new capabilities through the years. Our partnership has been one of the factors that have enabled them to achieve this growth and impact.

Another noteworthy outcome has been our Annual Partners' Forum. It has emerged as a unique annual gathering of educational community, where practitioners get together to engage in reflective discussions and exchanges. Often new ideas emerge, key educational issues are discussed and cross-leveraged in these gatherings. The above assessment is based on our close engagement and interaction with partners and their work, these have not been studied systematically. Some of the more tangible outcomes from our work have been:

Organizations and People	Educational Material & Literature	Public Advocacy	School Reach out
<ul style="list-style-type: none"> • Associated with 60 organizations at different levels of engagement. • Worked closely with 35 organizations & supported 67 projects. • Developed strategic focus on a few themes and areas like ecology, social sciences, languages, affective education, creating education material and public advocacy. • Supported 18 Fellows for individual work in Education; eg: for writing a book on Learning Psychology of Children, documenting our projects etc 	<ul style="list-style-type: none"> • Published 8 books, booklets and reports eg: Water Stories, Why the Sky is Blue • Developed Learning Standards and Curriculum Map for primary classes • Developed a video series on Student Misconceptions 	<ul style="list-style-type: none"> • Student Learning in Metros Study results widely shared; appeared as a cover story of "India Today" • Student Misconception videos disseminated to 10,000 schools • Quality Education Study becomes the most cited study in 2011-12; large-scale advocacy campaign • SLIM Study 2006 brought out the need to go beyond rote memorization to conceptual understanding • QES 2011 highlighted quality in education to be broader than academic learning 	<ul style="list-style-type: none"> • Overall we have worked with over 2300 schools and 13,250 educators across 17 states, reaching around 1 million students. • The indirect reach of our work through our partners is manifold the number of schools that we have reached out to (between 25-50X).

Our work in 2013-14

In 2013-14, we supported 27 new and continuing initiatives (organizations/projects and fellowships). These may be grouped into a few theme-areas – some based on knowledge areas/disciplines in education like ecology and social sciences and some based on outcome areas like organization development and educational material development.

In the sections below, we have summarized our work in the different theme-areas in terms of Input, Output and Outcome. This is the first attempt at representing our work in such a manner. Our inputs to the program and the outputs from it have been easier to discern. Deriving the outcomes has been more challenging. We have tried to look at the outcomes at two levels – the project or intervention level and the organization level. The outcomes have been drawn from our regular interactions with our partners and the field, periodic project reviews and our partners' own observations and records from the field. These have not been assessed or verified independently.

Ecology

We have chosen ecology as one of our focus areas as this is a domain which does not get sufficient attention or the right kind of attention in school education. Over the last few years, we have expanded our work to 4 projects. These include SeasonWatch with National Centre for Biological Sciences (NCBS) and Nature Conservation Foundation (NCF), Green School Programme II (GSP II) with Centre for Science and Environment (CSE), a project on Nature Education with

NCF and earthian, Wipro's own sustainability education program for schools and colleges. Collectively, these programs aim to develop a portfolio of diverse approaches covering various aspects of ecology and sustainability education, eventually leading to a set of effective ecology/sustainability education approach and strategies for a wide variety of objectives and contexts in ecology and education.

Input	Output	Outcome
<ul style="list-style-type: none"> Financial support for all projects Review of project progress and operations for SeasonWatch Critical evaluation of the project with CSE and evolving focus and approach for further work Participation in program and content design in Earthian 	<ul style="list-style-type: none"> Workshops with various organizations/bodies across the country on SeasonWatch Workshops with teachers and activities with children in Kerala through SeasonWatch 285 schools participating in SW in Kerala SW crossed 50000 tree observations Continued engagement with schools as part of the GSP II program with CSE; Resource material produced by NCF; Articles published on ecology in newspapers and children's magazines Resource book on water and sustainability for earthian was brought out; material reached 5000+ schools through online as well as offline channels ATREE workshop on "forests and biodiversity" conducted for selected schools as part of earthian continuing engagement program 	<p>Org level</p> <ul style="list-style-type: none"> SeasonWatch is now a 5-yr old institution with an expanded and strengthened team as well as an established base in Kerala and fledgling participation in the rest of the country Earthian has gained credibility as a sustainability education program for schools and colleges; program design and evaluation processes have stabilized; team has enhanced capacity through increased team strength as well as partnerships CSE has increased its capacity to work closely with schools on improving ecological footprint NCF is improving its capability to engage with education outreach and understanding its effectiveness <p>Project/Program level</p> <ul style="list-style-type: none"> Increased participation from schools and children in SeasonWatch Increased availability of data for the scientific objectives Improved solutions implemented in GSP II schools for various environmental issues faced by the schools such as water, waste, energy etc.; Improved awareness among teachers and students about these issues and some possible solutions Around 350 schools and 200 colleges participated in earthian Increased consciousness about water and conservation and their own usage and context among schools, children and teachers who participated in earthian Increased engagement on issues in the domain of sustainability in colleges who participated in earthian

Affective Education and School Environment

For good education to happen, a conducive environment in the school and the classroom is essential. This spans a wide array of matters including the freedom that the school system provides to all stakeholders; how emotionally safe the child finds the school to be, the amount of free time a child gets to play, read or just "be" within our education system etc. Equally important is the area of affective education, covering aspects such as development of attitudes, beliefs, values, feelings, emotions, interpersonal relations etc. A few of our projects

belong to this broad focus area. Examples are the work by The Teacher Foundation (TTF) to make schools safe and sensitive spaces, the Kabir projects to efforts to bring mystic poetry into classrooms, the Quality Education Study which tried to understand the school environment in the popularly best private schools in Metro cities. Currently, we are working with The Teacher Foundation to develop a framework for teachers and educators to unpack the concept of Social and Emotional Learning (SEL).

Input	Output	Outcome
<ul style="list-style-type: none"> • Financial support • Active engagement in advisory council as well as regular project review meetings to influence the strategy and approach to develop the SEL framework • Meetings with Kabir project 	<ul style="list-style-type: none"> • Comprehensive literature study and report on SEL • Preliminary survey conducted with teachers and psychologists regarding SEL developmental milestones • Draft set of tools for perception survey with teachers, students and parents • Pre-consultation with a group of experts in different disciplines about a framework for SEL • Development of tools in phase 2 of the Indian Framework Study for the larger SEL study. • Existing content from Kabir project's work with schools is being edited to put it online • One book is being produced based on the past work with schools; New books being developed around mystic property 	<p>Org level</p> <ul style="list-style-type: none"> • Understanding about SEL as a domain has significantly expanded within TTF and Wipro teams <p>Project/Program level</p> <ul style="list-style-type: none"> • Validation of ages at which SEL outcomes would emerge in children in the Indian context. • Initial ideas are emerging for a framework and approach towards SEL

Languages

Language is an overarching capability that enables a wide range of other learning; deficiencies in language learning and capabilities can severely impact all other learning outcomes. India is a multi-lingual/ multi-cultural society and this is reflected in the classrooms too. Increasingly, a multilingual approach is seen as more effective in developing language capabilities among children. We are supporting Eklavya and Muskaan to develop a multilingual approach to language

education by working with schools and community centres in Bhopal in an action research mode; once developed, this can be further disseminated and used for policy advocacy.

Input	Output	Outcome
<ul style="list-style-type: none"> Financial support Participation in workshops, field visits and project review meetings 	<ul style="list-style-type: none"> Workshops conducted for capacity building of team 6 sites/schools with varied socio-cultural and linguistic context identified by Eklavya to work at Profile of schools, students and languages in classroom mapped Good literature from different publishers for use in classrooms have been identified. Content in children's language created through translation and sourcing from community Draft of English beginners' module for teachers prepared to improve the teacher's capability in English Muskaan increased their multi-lingual learning centres from 2 to 4 Material developed to teach english in a multi-lingual manner 2 stories from the community ready for publication as reading material for children Classroom sessions conducted with co-creation of content in the children's languages such as Pardhi and Gondi 	<p>Org level</p> <ul style="list-style-type: none"> Eklavya team is gaining capacity and understanding to work on multilingual education in schools and communities in Bhopal Muskaan team is gaining capacity in systematizing and documenting their pioneering work in multilingual education <p>Project/Program level</p> <ul style="list-style-type: none"> Improved language learning among children in Muskaan centres Feeling of importance and empowerment among children in the Muskaan centres as they are involved in the creation of material in their mother-tongues for use in classroom Enhanced sense of identity among the community that Muskaan works with, as they develop a better understanding of their own history, awareness about issues in society and so on Documentation of Muskaan's multilingual pedagogy available for wider dissemination

Social Sciences

Unlike Natural Sciences, matters in Social Sciences do not fit into formulas nor is any one theory able to explain across time and space any significant aspect of societies. There is a multiplicity of ways of seeing the world and this can be very confusing and needs attention of a different kind. Our serious engagement with this theme area began with a Partners' forum on History and education in 2010

which brought out the various aspects of History as a discipline and how this can be learnt in schools. Currently, we work with Vikramshila on a project which is developing an integrated/interdisciplinary approach to social sciences.

Input	Output	Outcome
<ul style="list-style-type: none"> Financial support Participation in workshops with teachers, program reviews 	<ul style="list-style-type: none"> Meetings with subject matter experts to understand the significance and nature existing curriculum of Social Sciences Creation of material on various themes like 'gender', 'markets', 'diversity', 'livelihoods' etc. created and used in schools Nearly 8000 students reached through 82 teachers who attended workshops conducted by Vikramshila 	<p>Org level</p> <ul style="list-style-type: none"> Improved capacity in Vikramshila to further integrated approach to social science curriculum and pedagogy <p>Project/Program level</p> <ul style="list-style-type: none"> New resource material available to teachers and students to understand important concepts like gender and diversity. Awareness among teachers about an integrated approach to social sciences curriculum and pedagogy An exposure to a holistic understanding of social sciences for children who participated in this programme

Education Material and Literature

Quality education literature helps further the teacher, parent and society's ideas and understanding about good education and ways to achieve it. Availability of a wide range of books for children which are appropriate for different ages, contexts and cognitive levels creates an environment conducive to take children beyond the textbook and into a world of imagination, creativity and sensitivity. Our initiatives in this area have been very diverse. We have been supporting

publication of variety of content for children, some books and journals for teachers and larger public in collaboration with organizations like Tulika, Eklavya and Education Dialog Trust. We have recently launched a portal, Goodbooks.in, catering to reviews and articles on good children's literature from the Indian context.

Input	Output	Outcome
<ul style="list-style-type: none"> Financial support Review and feedback on documents, book concepts, and drafts before publishing and disseminating Participation in conceptualization of design and strategies for dissemination 	<ul style="list-style-type: none"> Goodbooks.in, a portal of book reviews and a blog on Indian children's literature was launched Around 150 contemporary Indian children's books reviewed on the site Tulika reprinted Water Stories and Why the Sky is Blue. Tulika brought out First Look Science Series for early readers in 9 Indian languages 4 news books by Tulika are in progress Translation of Kamala's "What did you ask in School today" into Kannada, Hindi and Malayalam are in progress. 2 issues of Contemporary Education Dialog published Chakmak, a children's magazine in Hindi, is being published every month 	<p>Org level</p> <ul style="list-style-type: none"> Goodbooks.in is evolving into a one-of-its-kind initiative focused on Indian children's literature for parents and educators Chakmak, Eklavya's children's magazine, has strengthened as an initiative <p>Project/Program level</p> <ul style="list-style-type: none"> A variety of content has become available for children as books and magazines in multiple Indian languages. Chakmak children's magazine has improved its quality by introducing a variety of features Water stories and Why the Sky is Blue (books produced by Tulika in partnership with Wipro) is being used in diverse contexts, by various people Information on good books in Indian children's literature and other interesting content about children's literature is available for parents and educators through Goodbooks.in A small set of users have started accessing the content on Goodbooks.in

Organizational Support

In addition to the focused work around specific themes, WATIS has continued to support several organizations to build and expand their capabilities and expertise across several areas in school education. The organization support programs don't always stick to the focus theme areas like ecology or language alone. However, a commitment to the ideas and sensibilities reflected in National Curriculum Framework 2005 is something that we look for in the projects and organizations we work with.

Some examples include the Shiksha Samarthan Pariyojana with Digantar to improve the quality of education in govt schools in the Phagi block of Rajasthan,

supporting the Education Resource Centre of Vidyabhawan in improving the quality of education in Vidyabhawan schools as well as other schools in Udaipur, supporting Center for Equity Studies in developing education support models at homes for street children and so on. Apart from financial support, participation in these projects also involve shaping the project idea, reviewing critical milestones as well as the overall program and helping partners connect to other organizations and resources that may be useful to develop their capacities and further their work.

Input	Output	Outcome
<ul style="list-style-type: none"> Financial support Participation in periodic reviews of organization's activities and progress Inputs to organizational agenda, specific projects or other organizational issues where possible 	<ul style="list-style-type: none"> Worksheets for class 3, 4 and 5 on Maths and Language were consolidated. Worksheets on EVS is being developed. Study on language and mathematics with primary teachers piloted and revised based on findings Workshops, trainings and academic support of teachers in Vidyabhawan schools Lifeskills program developed for Dil Se homes Regular education support activities conducted at Dil Se homes Trainings and learning activities undertaken by Phagi project team for teacher empowerment through reflective practice Schools visits, monthly meetings with teachers conducted Meetings and discussions with block level education officials in Phagi Resource centre established Newsletter published 	<p>Org level</p> <ul style="list-style-type: none"> Vidyabhawan Education Resource Centre is gaining experience in conducting research studies, improving their understanding of teachers' perception and improving their ability to support capacity building of VB schools Dil Se homes have developed a stable education support model; A well-developed structure and approach towards planning and management of education, lifeskills and extra-curricular activities has been evolved Team at Phagi has improved their understanding and capacity to work with the government schools in Phagi Improved resource and team strength at Shikshamitra to carry out their work in primary education NEEV team is developing their understanding about the issues in secondary education and their ability to design appropriate interventions

Input	Output	Outcome
	<ul style="list-style-type: none"> • Schools identified in Jaipur by NEEV to work to improve transition of children from primary to upper primary classes • Baseline survey of student learning levels being carried out • Library established at the Shikshamitra resource centre in Kolkata • 3 sets of early reader story cards published • 3 items of documentation produced on Shikshamitra's past programs • Team expanded • Research study initiated on understanding or decoding the "errors" in children's writing • 2 Learning collectives organized by Shiksharth in Delhi among teachers, school leaders and department officials • Small research conducted on children's perception of education and school experiences • Activities undertaken towards development of education leadership courses in collaboration with other organizations 	<p>Project/Program level</p> <ul style="list-style-type: none"> • Improved capacity of teachers in Vidyabhawan schools • Worksheets for different subjects in primary classes available; this will help provide additional material for teachers to use in classroom for children to work with • Improved academic performance, learning and development of Children at Dil Se open homes for street children • A good rapport has developed with schools, teachers and the officials • Newsletter available as a means to share ideas and learnings from the project with the teachers in Phagi • New material available in Bangla for early readers; There is lot of demand for the material from teachers, parents and schools • Learning and insights from Shikshamitra's past work is available as documents for others to learn from

CASE STUDIES

Case Study I - The Teacher Foundation

The Teacher Foundation (TTF) has been one of Wipro's earliest partners. Wipro has been a partner in TTF's journey from 2002, when it was a 3 member organization working with teachers and schools in Bangalore to its present day strength with centers in different parts of Karnataka, working with schools and teachers across the country, offering variety of programs for teacher and school development.

In the early years of Wipro's Teacher Empowerment Program (TEP), as one of its partners, TTF provided trainings and school based support to participating schools. When this program evolved into Whole School Transformation (WST) projects with closer sustained engagement with schools, TTF worked closely with many schools as a partner.

From early on, the domain of teacher-student interactions, the nature of their relationship and its impact on student learning and attitudes has been an area of interest in TTF. Quality Circle Time (QCT) model, developed by Jenny Mosley Consultancies, UK, is one of the core ideas around which TTF has worked to transform the student-teacher relationship in schools and the nature of classroom interactions and the school climate.

Learnings from these experiences and interests led to the germination of the idea for the "Safe and Sensitive Schools" (SASS) initiative. SASS initiative, a pilot action-research project supported in partnership with Wipro, was initiated in 2009-10 with the objective of making 15 selected schools safe and sensitive through embedding policies, spaces and interactions that are positive, constructive, nurturing and collaborative for students and staff alike. The Whole School Quality Circle Time (QCT) approach was used as a core tool in this process.

The SASS initiative involved intense work with the selected schools. In the first year, it focused on training teachers in QCT and familiarizing them with its structure and approach, to enable them to comfortably and in the right manner conduct QCT sessions with their students. The 2nd year of the intervention 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. Whole School Behavior Policies were formulated through a democratic process of gathering inputs from the school management, teachers and students.

Through the two year engagement, the non-verbal listening systems in many schools have helped children open up and talk. Bubble time, a one-on-one listening system has been effectively used by teachers to discuss problems with students and help resolve them. The consultations for Whole School Behavior Policy helped in bringing to surface many underlying concerns and issues and this has brought about many positive changes in the schools' systems and processes. Teacher interactions with students had increased in a positive manner with regard to discipline. Teachers' recognition & praise was not restricted to academic achievement and the overall impact was seen across different facets of teacher-student relations in the school.

Though concerted efforts were made to urge schools to re-look at their practices and progress was achieved towards making these schools safer and sensitive spaces, it was observed that the new practices were often limited to QCT sessions, teachers are often ill-equipped to deal with sensitive issues that come up during such sessions and deeper change in school ethos and teacher capabilities required more sustained efforts.

A need was felt to move from work done in such specific contexts to understand the space of Social and Emotional Learning (SEL) better so as to facilitate deeper transformations in teachers and schools. The current phase of partnership between Wipro and TTF is thus focused on deepening the team's own understanding of SEL by looking at the SEL theory and practice globally and understanding the teachers' and students' perceptions and challenges in

classrooms across India through a national survey. Synthesizing the learning from these two exercises, TTF aims to create a framework that could be used by teachers to think through and understand SEL domain better across the range of contexts and situations that they face in their daily work. The framework could be piloted in different schools and the learnings documented and shared with wider education community for further refining and wider adaption.

Input	Output	Outcome	Impact
<ul style="list-style-type: none"> Financial support Regular engagement with the organization over the years Participated in regular project reviews and feedback; Participated in conceptualizing and shaping the project 	<ul style="list-style-type: none"> Workshops/trainings and school based support in schools, with 1100+ teachers during TEP Deeper engagement with 1 school through WST projects Sustained engagement with 15 schools as part of SASS project Project documentation and reports. Literature review of SEL theory and practice in other regions of the world 	<p>Org level</p> <ul style="list-style-type: none"> Strengthened TTF's understanding of education, issues that teachers and students face in schools and the processes of school transformation Improved capacity in TTF to intervene in schools to create conducive learning environments Developed expertise and experience in QCT and related processes and in facilitating schools to adopt them Enhanced understanding of SEL theory and practice <p>Project/Program level</p> <ul style="list-style-type: none"> Improved understanding of educational theory and newer ideas in education among teachers who participated in TEP Sustained changes in educational practices and school/classroom environment in schools where TTF worked through WST QCT and bubble time established as practices in most SASS schools Whole School Behavior policy rolled out in most SASS schools Improved positive interactions among teachers and students and improved school environment in some SASS schools A body of knowledge created on SEL theory and practice in other regions of the world 	<ul style="list-style-type: none"> TTF has grown into an organization with a close understanding of the teacher and her challenges and built capacity to help the teacher and the school improve the quality of learning and make schools safe and sensitive spaces for learning Many teachers who have been part of these programs have developed a deeper understanding of education and become conscious of their own practices; some have become constantly learning individuals and teachers Teachers whom TTF have associated with for long through QCT and SASS programs have become more sensitive to the affective aspects of education and the social and emotional wellbeing of students In some schools, students now have a more sensitive and safer space to learn New knowledge developed and documented which could potentially be widely useful in for research and practice purposes

Case Study II - Goodbooks.in

Indian children's literature publishing has been increasing by leaps and bounds in the last decade or so. The children's literature market in India is flooded with a wide variety of books in Indian languages as well as English, based in a variety of contexts and with varying quality. When choosing books for children, it's important to look at various aspects such as whether the book stimulates curiosity and engagement, does the content reflect any biases, is there a strong and logical plot, is the language appropriate for children, what age or cognitive level is a book appropriate for and so on. There is often inadequate awareness and information among parents, teachers and educators about what is good children's literature and how to choose good books for children.

The Goodbooks Trust has in the past worked towards increasing the availability of children's books produced in India. Wipro and Goodbooks Trust had been in discussions for quite some time about creating an online platform where information about Indian children's literature can be found. The idea of Goodbooks.in, a website that exclusively reviews, discusses and critically engages with Indian children's books, was born through these discussions. The aim of this initiative was to promote the reviewing of children's books in a professional manner and as a result, enhance the understanding of what constitutes good children's books and provide a space for educators and parents to find good books and make information about children's books and the issues involved accessible to all interested through reviews and articles.

Finding the right people and partnerships for the initiative took time and the work finally kicked off in 2011. Goodbooks and Wipro teams worked together in the project. Goodbooks team reached out to publishers, created a panel of reviewers and consolidated the entire archive of reviews of children's books from The Book Review (TBR). The identification of technology/design partners, the conceptual and visual design of the website are some of the parts of the project

where the Wipro team actively collaborated along with the Goodbooks team. Complexity of the data organization for book reviews and getting publishers to partner in a new initiative have been some of the challenges.

Two years after the work started, goodbooks.in was launched in Dec 2013, with 1500+ book reviews from the TBR archive and a small collection of reviews of contemporary Indian children's literature. The website also featured articles on children's literature (from TBR) and a blog covering interviews with authors and other interesting personalities from the children's literature domain, children's literature events and curated articles on relevant themes.

Since its launch, goodbooks.in has been making steady progress in adding more reviews and blog content, getting more publishers to provide their books for review and increasing its user base. Goodbooks.in now has a social media presence on Facebook and Twitter. More than 200 titles have been reviewed so far. The blog has covered children's books events like Bookaroo, Junior Writer's Bug etc. and interviews with people from the industry and so on.

Publishers have responded well to this initiative and have sent books for review. The future goals for the team are to encourage more publishers to send their titles for review, strengthening the review panel and processes, providing a wide variety of content through its blog and increasing the user base significantly.

Input	Output	Outcome	Impact
<ul style="list-style-type: none"> Financial support Participation in the core team to architect and design the Goodbooks portal and strategy to popularise it 	<ul style="list-style-type: none"> Goodbooks portal created with reviews, blogs, articles and databases of children's literature, authors, illustrators, publishers. 200+ contemporary reviews, 1500+ archives, 150 articles. Children's literature events, interviews with authors and other personalities in the field covered on the blog. Regular newsletters and social media activity generated to share content from the portal with a wider audience. 	<ul style="list-style-type: none"> Consolidated information about good Indian children's literature available to parents, teachers and librarians. 600+ visitors to the website every month 	<ul style="list-style-type: none"> It's only been a year since the website has been launched. The following are the intended impacts of the initiative: Improved quality of books selected by parents, teachers, libraries in schools. Improved awareness among librarians and teachers and parents about good children's literature and ability to engage with children using books Improved reading habit among children at schools and homes.

Case Study III - Wipro Science Education Fellowship Program in the U.S.A.

This is one of our key social initiatives in US, in line with school education as a key area of our work as well as with the US government's identified priorities in Science & Math education. It focuses on contributing to improving Science and Math education in inner-city schools that primarily serve disadvantaged communities, in select US cities. It was initiated in March 2013 and is now running successfully in 15 districts of Greater Boston, Northern New Jersey and Greater New York. We are partnering with University of Massachusetts, Boston; Montclair State University, New Jersey and Mercy College, New York for this program.

The initiative's main intervention is around teacher development for which it works in close collaboration with 5 school districts in each region, to choose teachers who go through a 2-3 year fellowship and continuous engagement, with intense support to develop their capacities to be better teachers and change leaders. The district administrators are an important part of the program. Teachers are chosen from all disciplines of Science, Technology, Engineering and Math across all grade levels (primary, middle and high schools) through a rigorous selection process with defined criterion. They then go through 1 year of capacity

development and 2 years of continuing engagement in the field. Participants take three graduate level College of Education courses focused on STEM education and leadership which requires approximately 145-160 hours of work, consisting of structured learning assignments, interaction with peers and instructors and project planning and implementation in their classrooms - closely mentored by the partnering institutes' College of Education team. Each cohort of teachers is also undergoing a 6-week blended (combination of face-to-face and online) intensive summer experience. While one of the primary goals of the capacity development is to improve teaching capacity and promote STEM education in the teachers' respective schools; there are also specific mechanisms and activities for each of the teachers to institute change and involve other teachers at their schools, as well. Teachers completing the program will earn nine credits and a Graduate Certificate in STEM Teaching and Leadership recognizing their commitment and expertise in STEM fields in urban education. The nine credits can also be applied to further studies in Master's programs in the area of education. The program is expected to expand to other cities in future.

Input	Output	Outcome
<ul style="list-style-type: none"> Financial support Facilitating collaborations with institutes of higher education (UMass Boston, Montclair University and Mercy College) who are anchoring the program Periodic visits and discussions with teacher trainees, faculty and district education administrators 	<ul style="list-style-type: none"> 37 Cohort 1 teachers (19 from New Jersey and 18 from Greater Boston) have successfully completed their 1 year training and are working on their 'Growth Plan Systems' with MSU and UMass advisors. Cohort 2 teachers from New Jersey and Greater Boston; and Cohort 1 from New York are currently undergoing intensive training through classroom discussions and presentations, monthly Vertical Collaborative Coaching and Learning in Science meetings, periodic full-day workshops, retreats etc. Faculty/Staff at all three sites have come together to form a common group to hold monthly review and planning meetings Plans in place to recruit Cohort 3 for NJ and Boston area and Cohort 2 for NY, in Dec-Feb 2015 	<ul style="list-style-type: none"> Having completed 1 year of rigorous training, Cohort 1 teachers are expected to be able to teach more effectively now; and gradually involve other teachers at their respective schools in knowledge sharing and innovative pedagogic practices, as well The program is expected to build capacity in Science and Math teaching in inner-city schools in the selected cities over the next few years

Mission I0X

Mission I0X is a not-for-profit initiative of Wipro Technologies. It started on 5th Sept 2007 towards building the employability skills through engineering college teachers training. Mission I0X has offered faculty empowerment training programs to more than 26,000 teachers across 26 states in the country. In 2012, Mission I0X redefined the way forward on addressing the important issues of the engineering education. The new model is designed on the "SMALLER and DEEPER Engagement" philosophy and operationalized in terms of graduate engineer attributes (GEA).

The following three essential attributes of a 'good engineer' are covered in all Mission I0X interventions:

1. **Communication** : Ability to communicate with others for shared understanding in technical, behavioral, logistical and practical concern
2. **Collaboration (Team work)** : Ability to work collaboratively to explore possibilities to address the stated problem by drawing knowledge from diverse professionals and backgrounds
3. **Deeper Learning** : Ability to learn deeply to articulate a problem statement and analyze given data

The needs of important stakeholders of engineering education ecosystem such as principals, heads of the departments, faculty members and students are met through a program that enhances overall learning incorporating structured engagement and effective delivery systems.

A good number of Academic Leaders such as Principals and Heads of the Departments (HoDs) are trained on Academic Leadership Programs. We have covered 230+ Principals and 50+ HODs so far. These Academic Leaders come to Wipro and undergo the training for 3 days on - Building a shared vision, Essentials of leadership, Appreciative inquiry, Delegation for better results and Decision making. Academic Leaders will have a Leadership Dialogue where they can share their challenges and seek inputs from other leaders. The workshop leaves with

each leader an action learning component which they have to undertake after returning to their Institutes and submit the progress of the Action Learning with the Mission I0X.

Progress so far

- 27,089+ Engineering College Faculty have been trained.
- 363 Principals / HoDs covered in Academic Leadership (238 Principals + 125 HoDs)
- More than 1,300 colleges across the 26 states are covered in Mission I0X interventions
- Launched "Aarambh" an e-learning program for fresher faculty to learn how to teach. 560+ faculty have undergone this program.
- Set up 54 Mission I0X Technology Learning Centers (MTLCs) across 12 states to integrate UTLP (Unified Technology Learning Platform), a multi-disciplinary technology kit and curriculum in the colleges; Institutes invest in MTLC set up, faculty training and students projects. Some projects have been recognized by NASSCOM and TI's international conference.
- 217 Faculty are trained in UTLP (Unified Technology Learning platform)
- We have started Engineering Thinking workshop for the students who are part of the Mission I0X Technology Learning centers (MTLCs). We have trained 332 students on inculcating Engineering thinking in problem solving and application development. The target is to cover 500 students from 50 MTLCs.
- 5,500+ students from MTLCs addressed: 3,500 on Employability Skills and 2,000 on Emerging Technologies
- About 10,000 unique integrated innovations created by Mission I0Xians
- Mission I0X also piloted a faculty empowerment program for Science College teachers and trained about 320 Faculty on Enhancing Teaching Skills workshop.
- Mission I0X reached out to North-Eastern States and offered a 3 day program at NIT Nagaland, attended by 32 faculty.
- VTU Belgaum did an independent research on how impactful Mission I0X interventions have been on faculty and academia. Reveals great impact on teachers.
- Mission I0X has been recognized Globally by CorpU (Corporate University exchange, USA) in innovation.
- Affiliation with IITM Chennai, IIT Mumbai, Anna University, VTU, JNTU, KIIT University, VIT University etc



earthian



WIPRO's Sustainability education program for schools and colleges

Stakeholder/beneficiary needs assessment and identification

The first step towards good education is through understanding of the ethos and pedagogy followed in the institute. And good education would necessarily explore the role of the institute as enablers for students to be good citizens. Any lasting transformation towards integrating sustainability education would require innovations and changes in multiple dimensions. In practice, this would mean that an institute encourages active and participatory learning. It would require active engagement with the management, faculty, students and wider community stakeholders which include governments, businesses and parents.

Material Issues and selected area of intervention

Through our extensive work in education and ecological issues over the past fifteen years, we realised the critical need to create spaces for sustainability learning for future generations. Challenges and our concerns in education have been elaborated earlier. Sustainability learning requires taking a systems approach integrating inputs from earth sciences, physical sciences and social sciences. While some attempts have been made in recognizing this and frameworks have been developed, there has been little real integration on the ground (in the classroom). The earthian program is an endeavor in that direction – to enable sustainability learning in schools and colleges.

Summary and Update of 2013-14

The first edition of the earthian program was launched in April 2011.

This program is positioned distinctly – both in structure and expected outcomes. In the first phase of the program schools and colleges submit an entry on a theme within sustainability and the 10 best entries each from schools and colleges receive awards every year. Subsequently, through the three year Continuing Engagement Program (CEP) offered by our partner organisations, we aim to create and nurture spaces for engaging with teachers, faculty members, management, students and their communities. Over 60 institutes, selected over the last three years, are currently part of CEP.

Each school works within a context shaped by its heritage, its current vision and development plans, aspiration and physical environment. earthian's three phase continuous engagement program's (CEP) primary objective is to devise means of deeper, more meaningful engagement with earthian awardees for whole school whole system development. This would require change in institutional thinking processes, initiate action on sustainability issues and help them build institutional capacity on an ongoing basis.

There were two key changes introduced in 2013-14. First, we also started accepting entries in Hindi language from schools. Through our partnership with CEE (Center for Environment Education), this has significantly helped get participation from schools in the Hindi speaking Indian states – contributing to nearly 50% of overall submissions. The second thing we have done is to introduce a separate program for middle level school students (classes 4 to 7), earthian foundations.

Input	Output	Outcome
<p>Development</p> <ul style="list-style-type: none"> • earthian team worked on the design and development of the water activity booklet for schools, in collaboration with BIOME • earthian team conceptualized and developed content the sustainability essay themes for colleges <p>Development</p> <ul style="list-style-type: none"> • Partnered with CEE(Centre for Environment Education) for mass outreach and teacher orientation workshops in states across India • Through Employees: ‘Back to School’ program and a Mentor program- More than 100 Wipro volunteers for this year’s Mentor program. Mentors provide regular updates on the registrations and also the progress of the institutions • Through networks: Partners- CEE (Centre for Environment Education) TFI fellows (Teach for India), NISA (National Independent Schools Alliance) • earthian Ambassador Program: Ambassadors register through the earthian website to promote earthian to Schools and colleges. • Wipro Recruitment Team, Mission 10X: Reach out through Wipro’s recruitment team in India and abroad. • Social Media: Promotion through social media like Facebook, twitter, LinkedIn. Also used e-community/e-groups. • Outreach team- Two full time callers to touch base, follow up and monitor registered teams and institution 	<ul style="list-style-type: none"> • earthian reached out to over 6000 schools and 5000 colleges • The school teams undertook a set of structured activities based on the theme of water followed by a well-reasoned, analytical essay. • College teams had to apply critical thought and write essays on various themes – by looking at issues through the lens of different socio economic contexts and exploring interrelatedness of issues. • The 10 best entries from schools and colleges each were selected by an eminent jury with varied experience in academia, research and civil society organizations. • The program culminated in the earthian award event in January 2014. • Winners felicitated at a daylong flagship award event in Bangalore at the Nimhans Convention Center. 	<ul style="list-style-type: none"> • In this edition, over 350 schools and 200 colleges participated in the program. • The awards program served an experience sharing platform that saw a high level of commitment towards sustainability. • Teachers were recognized for the guiding role and stewardship • Owing to our outreach initiatives, this edition saw massive participation and even winners from rural and semi-rural India, making this a highly inclusive program • For children who participated, the experience has produced some learning, action and/or behavioural change which is well documented in their submissions through personalized video shoots with students and teachers

CEP (Continuous Engagement Program)

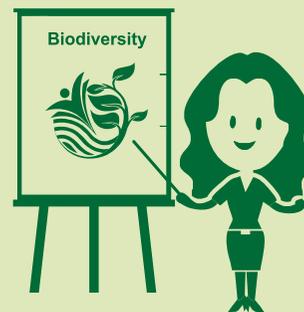
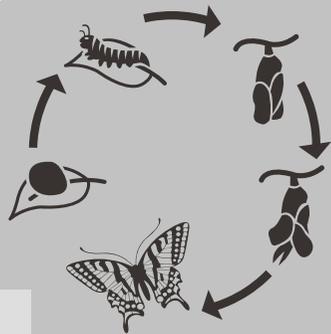
The earthian winning schools and colleges from the earlier editions are engaged in the Continuous Engagement Program (CEP) offered in association with Wipro's partner ecosystem in education and sustainability. The core focus of this engagement is on driving sustainability thinking and action through the learning process.

Colleges sustainability internships

For students from winning institutes, earthian offers a diverse and unique range of sustainability related internship opportunities that can be undertaken for a period of two months. These internships are offered in partnership with our highly reputed partner organizations who are domain specialists in sustainability and related areas. The internship is not only a great career move for those interested in this area but it is more importantly, a great opportunity to engage with students and expose them to interesting paradigms, schools of thought, innovations and specializations in the sustainability arena.

School Workshops

Biodiversity & Conservation workshop- for school faculty was conducted at the ATREE field station at BR Hills with the central theme of 'Learning for forests – forests culture and us'. ATREE is an organization that conducts research and grassroots work with local forest communities that combine livelihoods mainly deriving out of the natural resources with conservation efforts. ATREE's Community-based Conservation Centres provide a platform for such engagement in forest and rural locations making use of which they customized a special sustainability module for teachers from earthian winning schools. The rationale of the module with ATREE was to understand the human-nature and other interconnections across water, biodiversity, agriculture, climate change etc better and also learn some research methods in the process.



Project	Input	Output	Outcome
<p>CEP (Continuous Engagement Program)</p>	<ul style="list-style-type: none"> • 10 earthian winning schools and colleges from the earlier 2012-13 edition were engaged in the Continuous Engagement Program (CEP) offered in association with Wipro's partner ecosystem in education and sustainability • Partnerships forged with ATREE, CSTEP, BIOME, DNVN CDP to help deliver sustainability related content and programs to schools and colleges 	<p>ATREE Biodiversity & Conservation workshop for schools</p> <ul style="list-style-type: none"> • experiential learning module attended by 8 teachers from 4 winning schools <p>College sustainability internships</p> <ul style="list-style-type: none"> • Internships undertaken by 5 institutes with participation from 8 students. • Comprehensive internship papers submitted and displayed on the earthian website. • Internships completed: <ul style="list-style-type: none"> • DNV: Lifecycle assessment study in consumer goods industry • ATREE: Water quality issues in wetland ecosystem (Vembanad Lake) • BIOME: Fieldwork on Fluoride contamination in rural Karnataka • CDP: Drivers of Sustainability Reporting in India • CSTEP: Tech & policy related to grid-connected PV systems 	<ul style="list-style-type: none"> • Driving sustainability thinking and action through the learning process • College Internships exposed students to interesting paradigms, schools of thought, innovations and specializations in the sustainability arena. • The school workshops helped teachers understand the human-nature and other interconnections across water, biodiversity, agriculture, climate change etc better and also learn some research methods in the process • Stronger commitment from schools and colleges • Institutional buy- in and acceptance of the earthian program, reflected in the enthusiastic participation

Future Directions

In the three years of the earthian program, we have deliberately attempted different approaches – both in outreach as well as the continuing engagement program. These choices have been informed by a few key aspects:

- Striking a balance between theoretical/reflective and activity based learning
- Making the participation process itself challenging and learning.
- Provide multiple choices for the institute – understanding the context of different institutes and their stakeholders.
- Whole school/college approach: Find avenues for involving faculty and institute management
- Feedback from evaluation panel and jury members on the general drift of the entries with respect to the above aspects.

In 2014-15, we plan to also extend the activity based approach to colleges through a preliminary environmental foot printing study. For schools, we plan to introduce other themes along with Water, starting with biodiversity.



Wipro Cares



Established in 2003, Wipro Cares focuses on key developmental issues faced by underserved and underprivileged communities. Wipro Cares was started with the idea to provide a platform to the employees to engage meaningfully with communities in Wipro's proximate locations. This involvement could be in terms of financial support or by volunteering at these communities on an identified issue. Wipro Cares is funded by the employees of Wipro, which is equally matched by Wipro. The domain areas Wipro Cares has chosen to work in are primary health care, education, environment and disaster rehabilitation. Apart from having projects under the mentioned domain areas we have active volunteering chapters across the globe, as well as conduct events like various donation drives.

Stakeholder/beneficiary needs assessment and identification

The communities proximate to Wipro's centers of operation are our primary stakeholders. Based on the identified needs of the communities', areas of engagements are decided. The implementation of the project happens through a non-governmental organization, Wipro Cares is deeply involved in all stages of conceptualization, execution, monitoring and assessment of the project.

Material Issues and selected area of intervention

Over the years we have noticed certain patterns of challenges faced by communities in the urban and rural contexts.

Access to primary health care continues to remain a challenge in rural India due to remoteness of the villages, difficult geographical terrains and lack of public transport. These challenges often lead to people missing on basic primary health care, which may risk their lives. In order to bridge this gap we have primary health care projects in rural or semi-rural environments. These health care projects are

preventive and curative in nature. The project visits the identified project villages to provide medical services and the preventive aspect creates awareness on key issues of health and hygiene so the community can take ownership of their own health rights.

Poverty usually makes education take a back seat in an individual's life, especially if the individual is part of a migrant population. The rapid development and expansion of the Indian cities are witnessing migration in vast numbers from rural India. The children of these migratory populations often lose out on education. Our projects in the urban cities attempt to address this gap by supporting organizations that provide bridge schools that help these children enter mainstream education.

Rapid urbanization and development is also fast degrading our environment. Our projects in environment engage with issues that impact the lives of communities. Through our social forestry project we attempt to mitigate the increasing pollution levels along with livelihood generation for the farmers associated with the project.

Wipro Care's focuses on long term rehabilitation of the affected communities after a natural disaster. The nature of rehabilitation varies depending on the individual context of the geography, culture and larger socio-economic realities of the region. We focus on long term rehabilitation instead of immediate relief as we feel that any kind of natural calamity usually affects the social fabric of the community and it is important for us to address that gap which can have a long term, systemic and positive impact.

Summary of 2013-14

Primary Health Care: As a part of our primary health care initiatives, we reached out to a population of around 36 thousand people across 39 villages. Our Aurangabad Health Care Project added five additional villages to its project and two villages were added at Amalner.

Education: In Education, Wipro Cares added a project that reaches out to 500 children in Sarjapur area in Bangalore to improve their health and educational status in collaboration with Magic Bus, India. Further, we have continued supporting the education of more than 47000 children in five cities through five projects in Bangalore, Kolkata, Gurgaon, Hyderabad and Pune.

Social Forestry: Our social forestry project, in its third phase now, saw the planting of 25,000 young saplings by about 25 farmers in Villupuram district of Tamil Nadu. Over the last three years, the livelihood of more than 60 farmers has been improved through this project and more than 75000 trees have been planted in rural Tamil Nadu.

Disaster Rehabilitation: We have seen a number of natural calamities that occurred in 2013-2014 in India, in the states of Uttarakhand and Odisha and also in other countries like the Philippines, claiming hundreds of lives and resources and wreaking havoc. As a part of Wipro Cares charter of supporting communities affected by disasters, we are working with few of the communities in these regions to help restore their livelihoods and/or look for alternative, more sustainable modes of livelihood.

Under disaster rehabilitation, in the state of Uttarakhand Wipro Cares finalized a project that would work with 1000 families on exploring alternative modes of livelihood to reduce their economic dependence on tourism. In the state of Odisha, the chosen project will work towards restoring the livelihood of 250 families of the fishermen community from 15 villages of five Gram Panchayats in Polasara Block of Ganjam District. The implementation of the project would start in 2014-15.

Overseas Programs: In the Philippines, through the Wipro BPO team we mobilized funds by employees which was matched by Wipro. The money was donated to an organization called GMA Kapuso Foundation, a leading organization in Philippines working on challenges faced by the marginalized communities and those who were affected by the typhoon Haiyan.

2013-14 also saw the starting of our South Africa Chapter called Wipro Siyapha. Based on local needs Wipro Siyapha initiated its activities in providing graduate programs to deserving students, creating computer learning incubators for children who have no access to computers and encouraging employees to contribute towards social causes by donating in kind and volunteering with the community.

Employee Chapters: The Wipro Cares Chapters across India and few chapters overseas continue to give back to the society through their engagement with social initiatives. Employees choose these initiatives based on their interests and used the Wipro Cares platform to engage people with similar interests and passion. This year we saw our Maia office in Portugal join the list of international chapters. In 2013-14, a total of around 4000 volunteering hours were put in by 10 chapters in India and 3 overseas chapters.

In nine locations across India, Wipro Cares organized a blood donation drive for thalassaemias where 3696 units of blood were collected. We also continued celebrating 'Joy of Giving @Wipro, 2013' across WT, WI, WBPO, WIN, WCCLG in 11 locations in India, UAE was a part of the festival as well.



Primary Health Care Services

As a part of our primary health care initiatives, we reached out to a population of around 36 thousand people across 39 villages through our five health care projects. Our Aurangabad Health Care Project added five additional villages to its project areas.



Access to Education

Added a project that reaches out to 500 children in Sarjapur area in Bangalore collaboration with Magic Bus, India. Continued supporting the education of more than 47000 children in five cities.



Restoration of Environment

In Phase III of the social forestry project we supported the planting of another 25,000 young saplings by about 25 farmers in villupuram district of Tamilnadu



Disaster Rehabilitation

Finalized two new projects on livehood in Uttarkhand and Odisha.



Overseas

Started our South Africa Chapter called Wipro Siyapha. Based on local needs Wipro Siyapha initiated its activities in providing graduate programs to deserving students, creating computer learning incubators for children who have no access to computers.

Australia donated a total of 1.714 AUD to various charities, ranging from cancer to child protection.

Volunteering activities were carried out in Philippines, Brazil, UAE. This year we saw our Mala office portugal join the list of international chapters.



Employee Engagement

In nine locations across India, Wipro Cares organized a blood donation drive for thalasseemics where 3696 units of blood were collected. We also continued celebrating 'Joy of Giving @ Wipro, 2013' across WT,WI, WBPO,WIN,WCCCLG in 11 locations in India, UAE was a part of the festival as well.

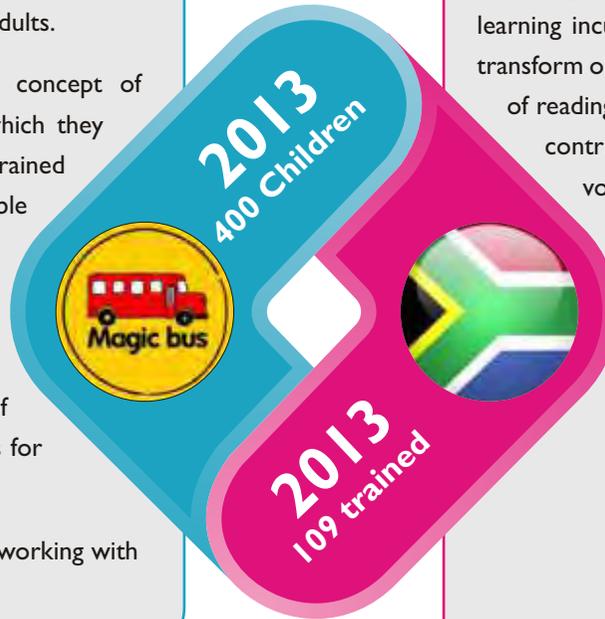
Brief Description of the New Projects in 2013-14

Magic Bus, Bangalore

Magic Bus enables some of the world's poorest families to move out of poverty, through the use of a mentoring model and a sport-based curriculum, it engages children and ensures that they make the right choices so that they have a constructive journey from childhood all the way through towards better and dignified livelihoods as adults.

The organization's philosophy revolves around the concept of mentoring. Young people from the communities in which they intervene, volunteer to work with Magic Bus. They are trained over an extended period of time to emerge as able Community Youth Leaders. They function then as Mentors for children in the community, with whom they conduct weekly sessions based on a well-researched, activity-based curriculum that Magic Bus has developed. As Mentors they become enablers of learning not only during sessions, but also role models for children across the community.

The Magic Bus project started in October 2013 and is working with around 400 children around Sarjapur area in Bangalore.



South Africa Chapter

Wipro Siyapha is our South Africa Chapter which initiated activities in 2013-14 based on the identified needs of the communities that they are a part of. The core areas of engagement of Wipro Siyapha are to provide graduate programs to deserving students, create computer learning incubators for children who have no access to computers, transform old shipping containers into libraries to encourage a culture of reading amongst the communities and encourage employees to contribute towards social causes by donating in kind and volunteering with the community. In 2013-14:

- A total of 109 graduates were trained on different topics
 - 23 graduates on testing technology
 - 7 graduates on SAP
 - 40 graduates on Oracle, Java, Mainframe, Testing, Six Sigma
 - 25 participants were a part of GTP (4 weeks of overseas training)
 - 7 learners on end user computing
 - 7 learners on networking & desktop support
- Partnered with Ingula Community Centre project, outfitting a Community centre with Computers.
- Partnered with SLOVO CENTER OF EXCELLENCE - A Beacon of Hope to transform shipping containers to libraries that can be publicly accessed by people of that community.
- Carried out donation drives of books, warm clothes and stationery.
- Volunteered at the Tshwane University

Employee Volunteering

In 2013-14, a total of around 4000 volunteering hours were put in by 10 chapters in India and 3 overseas chapters.

Primary Healthcare

Project	Input	Output	Outcome	Impact
Sanjeevani, Aurangabad	Financial Support; Timely Feedback on project design, monitoring and administrative process for smooth functioning of project; Visits to understand challenges and address gaps.	Provided health services across 8 villages offering mobile clinics, specialized health camps and Arogya banks	A total of 23025 people availed of curative services from the various services provided at the project villages. 18194 patients availed the benefit of the mobile clinic, 4432 villagers benefitted from the Arogya Banks and 399 patients visited the specialized health camps.	The percentage of women opting for home deliveries has been reducing in its 4th year as well, it dropped to 3.31% from previous years 6.5% Early registration of pregnancies increased by 5%, it became 86.16% as compared to last year's 81.25%. The neonatal death saw a further decline to 11 from 15 per 1000 live births
Narendra Foundation	Monthly monitoring of activities by Wipro Factory Coordinator at villages as well as health clinic; hands-on decision making on governance issues at clinic; administrative and financial support of all activities.	<ol style="list-style-type: none"> 1. Availability of Primary Health Care facility covering an area of 11 villages 2. Organized 10 adolescent trainings 3. Trained 2 people in each village (totally 22) folks on First Aid 	<ol style="list-style-type: none"> 1. 2013-14 saw a total number of 4143 people availing the curative services in 11 villages. 2. Adolescent girls got awareness about the importance of personal and community hygiene to prevent diseases. 3. First Aid volunteers attended to 769 minor medical issues faced by the people from the community 	
Adhar	Financial support and timely monitoring and administrative support.	Availability of Primary Health Care facility covering an area of 7 villages	A total of 4068 people availed the services.	
Rural Literacy and Health Programme (RLHP)	Financial support and timely monitoring and administrative support.	<ol style="list-style-type: none"> 1. Availability of Primary Health Care facility covering an area of 05 villages 2. Organized 20 health awareness programs 	<ol style="list-style-type: none"> 1. Around 4000 people availed the PHC services. 2. 716 people participated in health awareness programs and got an understanding of the importance of personal and community hygiene. 	

Education

Project	Input	Output	Outcome	Impact
Door Step School, Pune - Parivartan	Financial Support	Totally 53 trainings conducted majorly covering the below areas: <ul style="list-style-type: none"> • Understanding of the language curriculum according to state syllabus. • Learning level for maths • New teaching aids (Ex: Snake and Ladder game) for language development • Inclusive education and managing children with disabilities 	500 teachers got trained	46000+ children of a migratory population got benefitted with the enhanced skills of the teachers
Towards Future- Back to Future	<ul style="list-style-type: none"> • Financial Support • Regular reviews and monitoring 	Operational of Bridge School for drop out kids or kids not going to school	<ul style="list-style-type: none"> • 60 children got learning opportunity from the bridge school • 13 children got enrolled into mainstream government schools 	
Ashray Akruiti	<ul style="list-style-type: none"> • Financial Support • Regular reviews and monitoring 	Operational of School (school at Srinagar, Hyderabad) for children with hearing disabilities	154 under privileged children with hearing disabilities availing education	
Magic Bus, Bangalore	Financial Support	Training kids on education, health, gender through sports in two government schools	Sensitized 400+ children on importance of education, gender issues and health hygiene	
	Regular reviews and monitoring	Community Leadership program for youth	Trained 10 youth leaders in the community to take leadership roles	
RockFUND, Bangalore	Financial Support	Funded the tuition fee of 63 girl children		
Ananda Vidyalaya, Gurgaon	Financial Support	Provided learning opportunities to 125 children from		

Environment

Project	Input	Output	Outcome	Impact
TIST	Financial support and timely monitoring and administrative support.	<ul style="list-style-type: none"> A total of 25000 trees have been planted in Neerthiruthagaram, Mambakkam and Veeranamur at Gingee Taluk of Villupuram District. 30 acres of dry land belonging to 17 farmers has been converted into productive land 		

Future Directions

Based on our engagement with urban communities new areas of engagement are also being identified. This is being done by taking active inputs from the city facility management and human resources team members who bring in a good understanding of the location context.

Disability will be introduced as a new thematic area under Wipro Cares areas of work from 2014-15. Under disability Wipro Cares will be focusing on the education of children with disabilities from an underprivileged background.

Digital Inclusion

Wipro ASSURE Health™ platform is a holistic solution for remote health monitoring & diagnosis. This platform addresses the growing healthcare needs in cardiac and fetal monitoring by providing a technology platform that enables physicians, paramedical staff and healthcare providers to monitor and take timely action for high risk patients both in the hospital and at home using a unique combination of remote monitoring and personal healthcare delivery.

One of the key community programs that we started in 2013 is the participative aquifer/watershed program - to enable better watershed management in the proximate of one of our large campus areas in Bangalore. The community portal www.groundwaters.in aims to facilitate data sharing from and for the community. More details are covered in the 'Ecological Sustainability' section.

Similarly, SeasonWatch, is a citizen science program that engages students through a web based platform used by over 300 schools who regularly submit information on the portal www.seasonwatch.in

We have a separate "Governments" vertical that works on various e-governance projects, some recent ones in the area of enabling community access and education on using IT based platforms, being:

- Implemented Integrated Land Information system for a district in India - provides land and tile information and
- Facilitates transaction for all stakeholders in local language.
- MIS/ IT systems for transparency and accountability in MNREGA (Rural Employment Guarantee Act)
- Market price information protocols/portals to help farmers secure better prices for their produce
- E-Municipality solution for enabling community participation and accountability of ULB's.

Training the youth in rural areas for employable skills is a crucial element of any rural strategy. At Wipro, we see great potential in tapping into the rural youth segment for our Business Process Outsourcing (BPO) business.

We opened our first rural BPO more than three years back in 2011 in an area in rural Tamil Nadu in India. The center provides training and employment for up to 200 people from the villages in that area.

Considering the enabling role of IT in effecting social change, we plan to start new programs under the charter of 'IT for social change' in 2015.

Present Day, Arctic and Antarctic

Poles apart , yet home to 78% of the earth's freshwater

While the term 'polar regions' and an atypical climate club the Antarctic and Arctic regions together, the two ends of the earth are quite different. The biggest difference is geography; the Arctic is surrounded by land while Antarctica, by an ocean. Owing to this difference, there are several other contrasting features as well: Arctic ice is much thicker than the ice at the South Pole, and its biodiversity is less endemic. But perhaps the starkest contrast of them all is age: glaciation and winter ice cover developed in the Arctic only two million years ago, as opposed to Antarctica where it did almost 14 million years ago.





5h. Advocacy and public policy

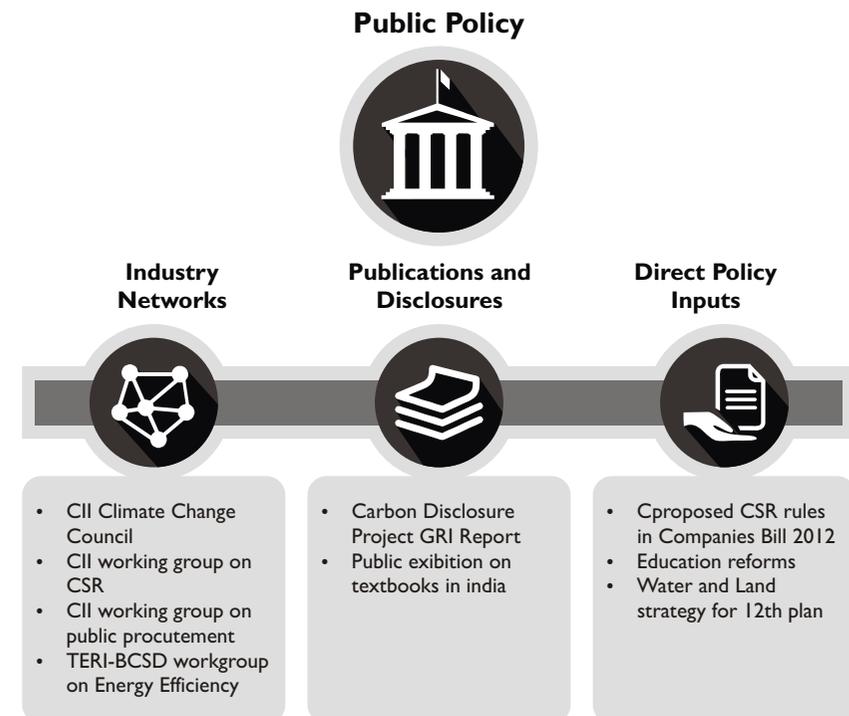
Setting the context

Good policies and regulations help catalyze social change and environmental protection by aligning benefits for different 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. Each stakeholder – Business, Government, Academia, Civil Society – brings a dynamic and energy to the table that is unique and complementary and that adds up to something greater than the mere sum of its parts. We think that industry's role must go beyond its own boundaries and should be one that seeks to vigorously promote advocacy of sustainability challenges. In doing so, the conscious emphasis must be on the more difficult and long term issues in preference to the easy and the short term. At this point, let us explicitly clarify that the term 'advocacy' is often equated with political lobbying for one's own interests; we do not participate in political lobbying of any kind, including but not limited to donations to political parties. Our use of the term 'advocacy' is entirely in its sense of advancing awareness, thought and action amongst a wide spectrum of stakeholders.

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. Our own areas of have centered around Clean Energy and Climate Change, Water, e-Waste, Education and Diversity. We work through industry platforms like CII, TERI-BCSD, Nasscom as well as with research partners who carry expertise in these domains.. 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

This section provides an overview of the work that we have been doing on policy and advocacy in the above mentioned domains with an emphasis on the highlights for 2013-14.



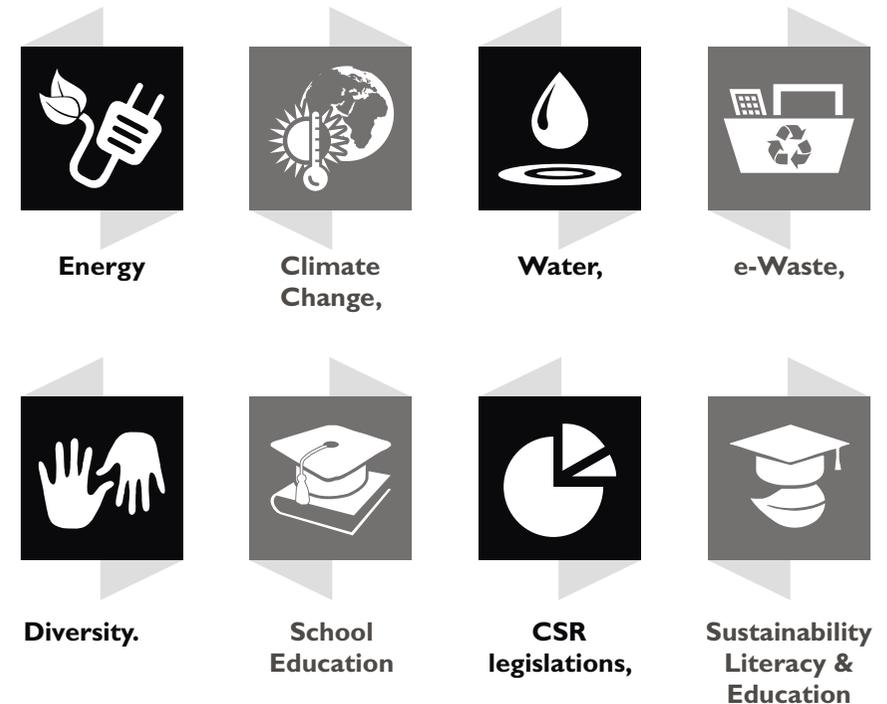
Stakeholders and the primary issues

Our primary identified stakeholders for public policy and advocacy are

- **Relevant government ministries and departments**, both at the center and the states where we operate in ; Our interactions have been largely with the Ministry of Environment and Forests, Ministry of New and Renewable Energy, the Planning Commission and Ministry of Corporate Affairs
- **Industry networks and associations** play a crucial role as catalysts for awareness, advocacy and action on the multiple dimensions of sustainability ; by providing a common platform for industry representatives to share and exchange ideas and practices, industry association can help foster a virtuous cycle of feedback led improvement. Industry networks also lend strength and credibility in the dialogue process with government on important matters of policy and directives. The industry networks that we have been an integral part of are:
 - The CII-Godrej Green Business Center
 - The CII-ITC Center for Sustainable Development
 - The CII Climate Change Council
 - The Nasscom working groups on Gender Diversity
 - The FICCI Sustainability Forum
- **Research and Advocacy NGOs:** Issues like Energy, Climate Change, Water, Biodiversity, Community Education, Health etc require strong civil society involvement as the third pillar after government policies and business engagement . NGOs and academic institutions, by combining the right blend of field work and academic rigor can generate valuable insights that can inform the work of practitioners, policy makers and industry professionals.

Illustrative examples of such organizations that we work with are: (a) Biome and Acwadam in the area of Water (b) ATREE in the area of Biodiversity (c) Center for Environment Education and Bangalore Little Theater in the field of Sustainability Education and (d) our network of nearly 30 education partners across the country

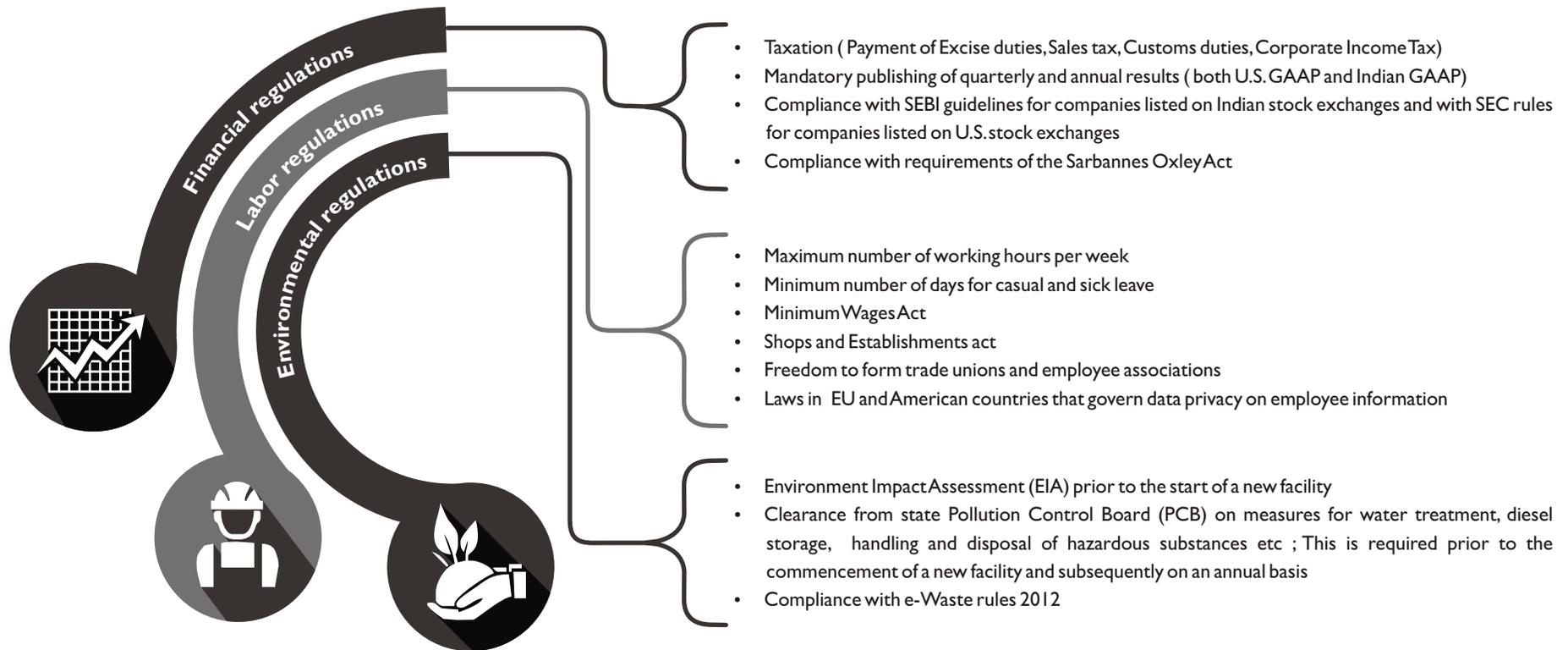
Our engagement in sustainability advocacy is summarized in the table below where we articulate the highlights of our engagements on multiple areas:



Domain	Brief highlights
Energy , Climate Change, Water, e-Waste	<ul style="list-style-type: none"> • Through the CII Climate Change Council, enhance awareness among industry on the role of business in mitigating climate change ; Advance advocacy and partnership with the Government of India on matters of common interest. Climate Change was also a central area of dialog and advocacy of the CII Environment Committee and the FICCI Environment Forum • Water was a major area of collaborative focus for us in 2013-14. The three major advocacy platforms that we have been deeply involved in are <ul style="list-style-type: none"> ○ Convening the Karnataka State Water Network (KSWN) along with the CII Karnataka chapter. The KSWN brings together stakeholders from government, academia, civil society and business to address the most pressing issues in water in Bangalore and surrounding areas ○ As part of the Electronic City Industry Township Association (ELCITA), we have set a goal of creating a Sustainable Water Zone in E-city. A comprehensive commissioned study was completed in March 2014, basis which the action phase will start in 14-15 ○ We initiated the next phase of the Responsible Water program that seeks to address the pressing issue of ground water in the larger Sarjapur area in Bangalore through a combination of scientific hydrogeology and committed citizen action • We have been part of the CII Environment Committee that convened multiple task groups during 2013-14 to focus on different issues of relevance. Two of these task groups focused on e-Waste and Solid Waste ; we played a central role in the progress of the e-Waste task group's study and recommendations
Corporate Social Responsibility (CSR)	<ul style="list-style-type: none"> • We continued to engage in-depth with the Indian government – in particular, the Ministry of Corporate Affairs – on the CSR provisions in the Companies Bill 2013 amendments. • Our primary position on the CSR provisions of Bill continues to be that CSR as a mandate may not be the most effective means of getting industry to engage on larger social issues. Second, we believe that business sustainability plays a critical role in moving the needle forward and conceptually, business responsibility and social responsibility are extensions of each other . Third, as a global corporate citizen, we think that CSR must include community programs of all the countries that a company operates in and should not be restricted to India
School Education	<ul style="list-style-type: none"> • The topic of 'Textbooks' was taken up as an area of advocacy in 2013-14 and an exhibition on 'Textbooks in Colonial India' was held as a beginning. We plan to follow this up in 2014-15 with an online archive on textbooks and public events • Our 14th Partners' Forum deliberated on the issue of 'Textbooks and Education' and was attended by over 70 members from civil society organizations, academic institutions and education department of various state governments • Our projects received regular coverage in English and vernacular media; such as Season Watch (Malayalam) and GoodBooks (English)
Sustainability Literacy and Education	<ul style="list-style-type: none"> • Through earthian, Wipro's flagship program in sustainability education for schools and colleges, our goal is to act as catalysts for wider sustainability advocacy among the young in India's schools and colleges • With the idea of using theater in education as the platform for sustainability learning, we have in place a long term partnership with Bangalore Little Theater • Partnership with CEE (Center for Environment Education) to offer the program in Hindi in four Hindi speaking states. • Provided internships for college students with partner organizations on sustainability.
Diversity	<p>During 2013-14, we also participated in industry research and advocacy on key Diversity and Inclusion themes. We continued our engagement with external stakeholders where we hold advisory board / core committee positions, namely with Catalyst, NASSCOM and CII.</p> <ul style="list-style-type: none"> • Wipro is part of the core CII committee for employment of people with disabilities and also part of the NASSCOM working group on gender inclusion • Catalyst is a leading nonprofit organization which works on expanding opportunities for women and business. Wipro's CEO is chair of Catalyst India Advisory Board.

Spotlight: 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.



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.

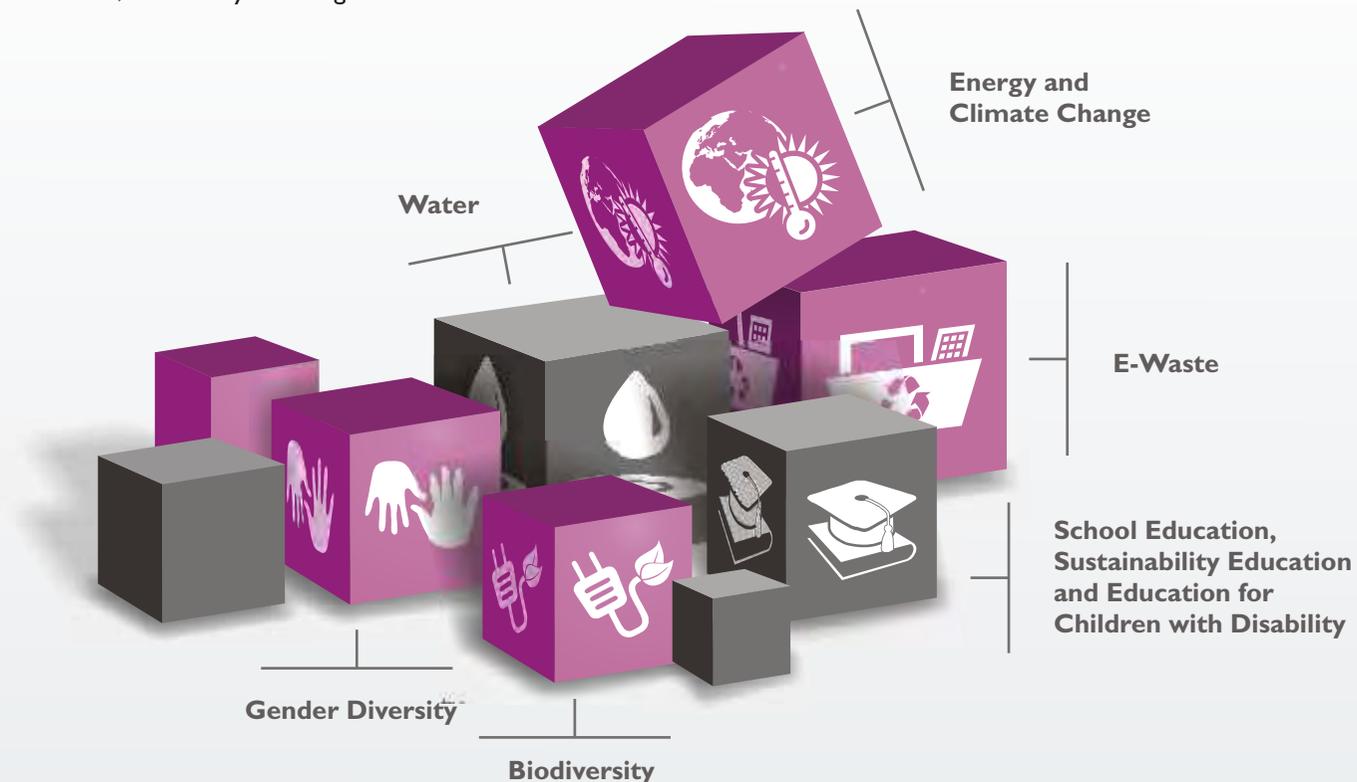
Code of business conduct with the government

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 stated policy, contribute to political parties in either cash or kind in any of the geographies that we operate in.

Plans and direction forward:

Our sustainability advocacy and outreach will continue to be based on the three important pillars of (i) Promoting decentralized, community-centric governance

and management models that involve a wide range of stakeholders (ii) Providing carefully crafted inputs policies on government policy and (iii) Increasing awareness and fostering exchange through participation as speakers in a variety of forums, events and workshops the right direction. Our approach will be to continue to work with our network of academic and civil society partners as well as with industry networks. We will strengthen and expand our partner network as appropriate. The areas of focus for 2014-15 will be



6. Assurance statement



SGS INDIA PRIVATE LIMITED'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE WIPRO LIMITED SUSTAINABILITY REPORT FOR YEAR 2013 - 14 NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

SGS India Private Limited was engaged by Wipro Limited to conduct an independent assurance of the Wipro Limited Sustainability Report 2013 - 14. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the text, and Year 2013 - 14 data in accompanying tables, contained in this report.

The information in the Sustainability Report 2013 - 14 of Wipro Limited and its presentation are the responsibility of the directors, governing body and the management of Wipro Limited. SGS India Private Limited has not been involved in the preparation of any of the material included in the Wipro Sustainability Report 2013- 14. Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all Wipro Limited's stakeholders.

The SGS protocols are based upon internationally recognized guidance, including the Principles contained within the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (2013) for accuracy and reliability and the

guidance on levels of assurance contained within the AA1000 series of standards and guidance for Assurance Providers.

This report has been assured at a moderate level of scrutiny using our protocols for:

- evaluation of content veracity;
- AA1000 Assurance Standard (2008) Type 2 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2008);
- evaluation of the report against the Global Reporting Initiative Sustainability Reporting Guidelines (G3.1 2011);

The assurance performed comprised the review, evaluation of and providing comments on the reporting processes as well as evaluating the accuracy of the report content and indicators. This included the following activities:

- Desk study to identify material issues in relation to the organisation, its sector, location and operations, and stakeholders;
- Evaluation of the Wipro Sustainability Report 2013 - 14 against the requirements of the GRI G3.1 and Type 2 moderate level of assurance in accordance with the requirements of AA1000 (2008);
- Planning of site visits and preparation of bespoke checklists for evaluation of data collection processes and accuracy of reported data;
- Interviews carried out at Wipro Limited Corporate Office and at the various sites, including - Mysore, Hyderabad - Manikonda Ph I, Chennai - CDC 5, New Delhi - Sarita Vihar BPO and Mumbai - Kensington (BPO) sites to complete the evaluation of data collection processes and accuracy of reported information and data, including:

- Interviews with relevant personnel,
- Document and record inspection,
- Confirmation of information sources.
- Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS India Private Limited affirms our independence from Wipro Limited, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with Quality Management System (QMS), Environment Management System (EMS), Occupational Health & Safety (OHSAS), Social Accountability (SA) and having rich experience and relevant qualification in the areas of Sustainability Reporting Assurance, Verification and Validation Services.

VERIFICATION/ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the information and data contained within Wipro Sustainability Report 2013 - 14 verified is accurate, reliable and provides a fair and balanced representation of Wipro Limited sustainability activities in Year 2013 - 14. Some statements and data within the scope were not assured due to lack of

accessible records during the timescale allowed for assurance, and these are clearly marked throughout the text.

The assurance team is of the opinion that the Report can be used by the Reporting Organization's Stakeholders. We believe that the organization has chosen an appropriate level of assurance for this stage in their reporting.

AA1000 ACCOUNTABILITY PRINCIPLES (2008) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

Inclusivity

Wipro Limited is committed to being accountable to its stakeholders and to integrating inclusivity into its strategic and management approach. Interviews at various stakeholders and at corporate level demonstrated an awareness and understanding of the obligations of the organization to its stakeholders as well as the importance of stakeholders in realizing Wipro Limited's goals and values.

Materiality

Wipro Limited has established the materiality process in determining the content of the report identical to material issues. The outcomes of the process are represented in the two matrices - 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 Limited. The process evaluates material issues with balanced focuses on risks and opportunities together with the appropriate prioritization.

Responsiveness

Wipro Limited has established a framework for addressing its key sustainability issues, embracing a number of mechanisms and functions described in the report. Together, these enable responses to be developed and implemented.

GLOBAL REPORTING INITIATIVE REPORTING GUIDELINES (G3.I 2011) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

In our opinion the Wipro Limited Sustainability Report 2013 - 2014 fulfills the content and quality criteria for GRI G3.I Application Level A+

Principles

Overall GRI Principles for Report Content and Quality are well established. The level of accuracy of sustainability performance information of the report was found to be acceptable. Data trails selected were generally identifiable and traceable, and the personnel responsible were able to reliably demonstrate the origin(s) and interpretation of data.

Standard Disclosures

The sustainability performance disclosures are appropriately presented within the report.

Indicators

Disclosures on Management Approach and core performance indicator for all categories and core indicators are broadly available and appropriately reflect environmental, social and economic performance achieved during the period.

Overall, the information presented within the report is fair and accurate. The report was also found to be a reliable account of Wipro Limited sustainability performance during the reporting period.

Positive Developments

We would like to mention some positive developments made in the following areas:

- Starting this year there are disclosures on all 10 of the applicable Scope 3 categories
- Next steps regarding supplier engagement program and building an effective
- Management system to continuously evaluate sustainability have been defined
- The following are few of the opportunities for improvement identified for the purpose of encouraging continual improvement:
- Considering the large amount of data on various parameters being compiled from various locations covering broad scope of reporting, periodic reconciliation between location and corporate data may be undertaken to ensure ongoing correctness of compiled data.

Formal Impact assessment may be carried out for key community development projects taken under Wipro Care which will help in reporting sustained effectiveness of the projects undertaken. Signed:

For and on behalf of SGS India Private Limited



Nilesh Jadhav

SGS Systems & Services Certification
Director - Certification Services
Mumbai, India
March 2015
WWW.SGS.COM

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<http://www.wiprosustainabilityreport.com/gri-index>

Glossary

<http://www.wiprosustainabilityreport.com/glossary>

Feedback and Communication

We welcome our readers' feedback, points of view and suggestions on Wipro's Sustainability Report 2013-14 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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