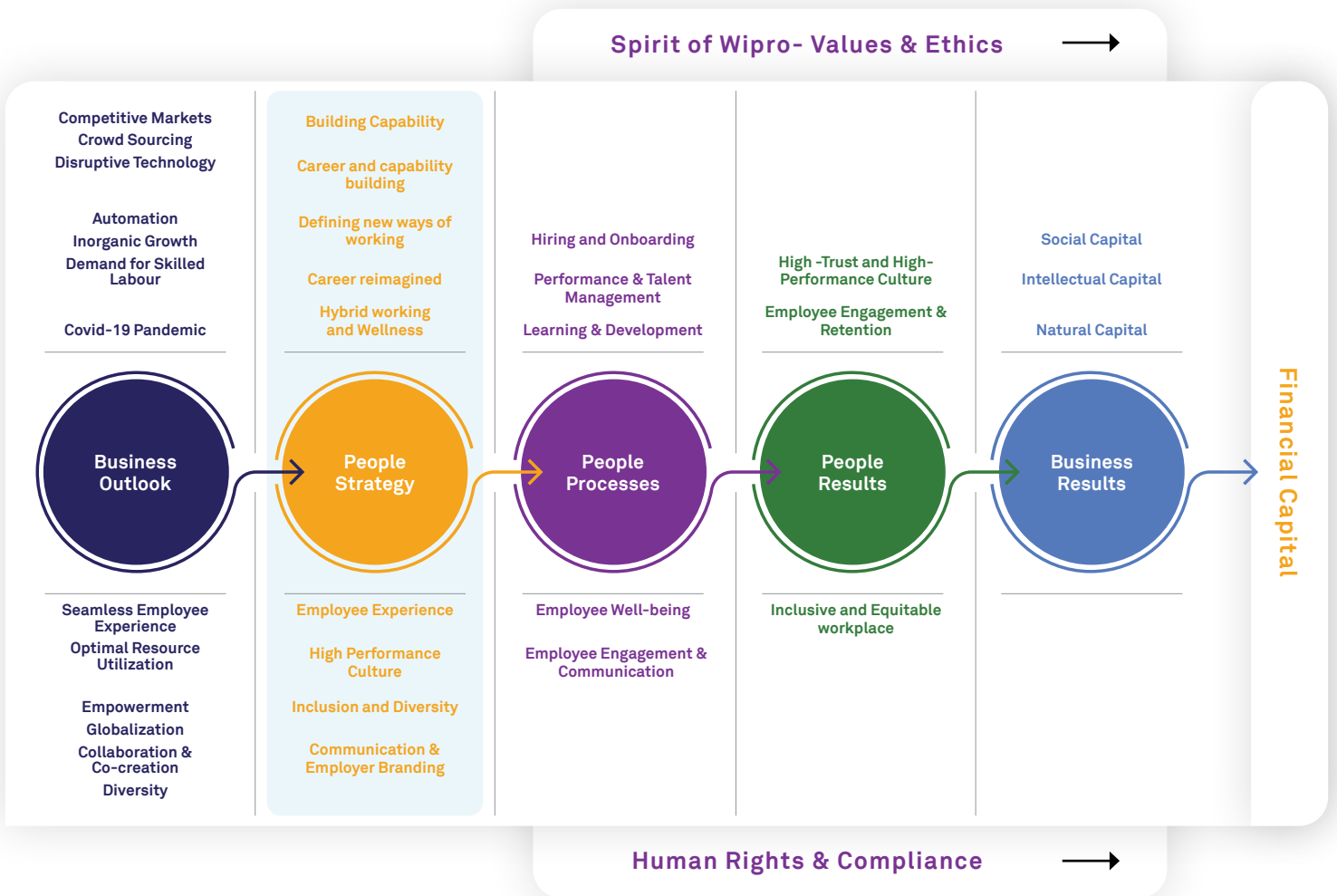




Human capital



Key material issues:

- Recruiting Best Talent
- Talent Engagement & Retention
- Inclusion & Diversity
- Learning & Development
- Talent Management

Building resilience in the new normal

The COVID-19 crisis has transformed the way businesses operate and people connect at work and in life. The at-scale shift to new ways of working posed its own challenges. Throughout it all, though, we made employee well-being a top priority and a strategic focal area. We have re-evaluated our strategy, policies and systems as we transitioned to hybrid working to understand and protect the safety and health of our employees while ensuring business continuity. Our HR processes such as hiring, performance management, learning and development, employee engagement, employee

well-being, inclusion and diversity and people-result indicators have been redesigned to create a differentiated employee experience while also maximizing shareholder value. We are constantly striving to improve gender and ethnic diversity in our leadership ranks across the organization. Certain things, such as our unwavering commitment to the Spirit of Wipro values, our culture transformation powered by the Five Habits, and our commitment to the globally recognized principles of business responsibility, human rights, and corporate governance, have remained at the core of how we work as we continue to transform.

People strategy

Our people strategies are geared towards creating an unparalleled employee experience through diverse learning opportunities, great careers, and a strong brand. We believe in creating an inclusive environment that welcomes everyone and nurtures an overall sense of belonging.

Culture – global and inclusive

Culture and values

Wipro has been guided by the belief that purpose drives business and vice versa since its inception in 1945. Wipro's Founder Chairman Azim Premji has been instrumental in laying this foundation and the values at Wipro have been the moral compass guiding us all to do the right thing for decades. This has further strengthened our commitment and encouraged us to create a more inclusive workplace for our employees, vendors, and clients, as well as contribute to the creation of a more equitable, humane, and sustainable society. While our company has transformed through the years, our core principles, the Wipro Spirit, have stayed unchanged. In early 2020, Chairman Rishad Premji introduced the Five Habits, which are our values in action, to promote a growth mindset. The Five Habits are relevant more than ever in today's situation since they encourage us to be reflective, supportive, and collaborative. Over 29,000 leaders from around the world have participated in 94 immersive and interactive workshops on the Five Habits thus far. As each Wiproite demonstrates the organization's culture, the Five Habits have the potential to change how we all perceive and experience Wipro.

Inclusion and Diversity (I&D)

At Wipro, inclusion is a way of life. We are committed to integrating diversity into all aspects of our work and encourage all Wiproites to always be their authentic selves. We value the great ability and potential of people from all walks of life and foster a sense of belonging

by embracing all forms of diversity through equitable practices. Our I&D journey is an ongoing effort and involves constantly working on various pillars of inclusivity. While the Wipro I&D Council, led by the CEO, offers strategic direction, the Business Unit and geography specific I&D Councils drive organizational and unit charters. A network of Inclusion champions assists the councils.

We observed that while in entry-level roles, there is almost equal representation of men and women, the representation of women keeps dropping as we get higher up the career ladder. Finally, the percentage drops to single digits for leadership roles. This is a common challenge across the globe and industries. To tackle this challenge, in FY'21, we aimed to increase gender representation in senior leadership levels to 20% by 2025. To achieve this goal, we set a yearly target of 10% gender diversity by FY'22. We defined unit-wise Diversity KPIs (Qualitative and Quantitative) for top leaders. The progress was continuously tracked through a monthly and quarterly scorecard published to our CEO and the Wipro Executive Committee. This structured approach, continued commitment and drive from leaders have increased women's representation at the senior leadership level from 7.3% in FY'21 to 12.4% in FY'22. While this goal gives us direction towards improving our gender representation, we believe it is equally important to foster a culture of inclusion through various programs and initiatives. Last year, we launched several new initiatives in the space of Gender Inclusion like Enrich (sponsorship Program for Women leaders), Begin Again (Second career program for women, W-Connect forum, Women of Wipro (WoW) Quarterly Connects with CEO. On International Women's Day 2022, we launched the I&D page on wipro.com to demonstrate our dedication to being an inclusive employer.

We have re-strategized digital accessibility charter to amplify inclusivity levels for employees with disability. According to the 2016 Harmonized Guidelines for the Rights of Persons with Disabilities Act, our campuses are substantially accessible. We conducted a thorough examination of each location and devised a recommended plan to make them more accessible when necessary. This year, we plan to add a new dimension to the disability charter by embarking on Neurodiversity hiring. We're setting up the ecosystem to launch a pilot project to hire talented neurodivergent people. Also, we will run another batch of Train-to-Hire to improve the representation of employees with disability. In parallel, we will continue strengthening the Accessibility charter as it reinforces the inclusion of our employees with disability.

People processes: key highlights FY'22

Hiring and onboarding

An organization is only as good as its people, and we're making sure we bring extraordinary people to Wipro. Propelled by this recruitment philosophy, we hire diverse talent across the organization — from global early talent programs, to experienced lateral hires, to senior leadership roles. The pandemic has taught us to work in a remote environment driving our hiring growth and building strong candidate experience. The digitalization drive that started in late 2020, has helped us hire better, faster and leverage technology to collaborate, assess, select and on-board seamlessly. We adopt a multi-channel recruitment approach which leverages our careers website, social media, employee referral programs, advertisements, job boards, placement consultants, and walk-ins. We periodically revisit our re-hiring guidelines with a clear objective of making attractive and fair propositions to re-hire top talent, as well as maintain a structured approach towards compensation and band fitment considering their experience in Wipro, past performance, and experience gained outside Wipro. We do all this while maintaining parity between retained and rehired employees. To facilitate employee growth within the company, new openings are also made available to our existing employees. Through internal mobility and redeployment, we open up a world of opportunities and retain our best talent.

Performance and talent management

In line with our strategic priorities, our talent management processes drive high performance across the organization. Leaders play a key role in setting ambitious business plans and leading their teams to meet those goals. They demonstrate high accountability towards outcomes for themselves and their teams. Our talent differentiation is sharp and based on outcomes. Performance differentiation is enabled by clear rating definitions which demand high performance. Rewards are closely linked to performance outcomes. Career growth is based on sustained high performance. We believe values and performance must go hand in hand. We consider our Five Habits as our values in actions. Our quarterly review process continues to be a strong platform to encourage candid, constructive and meaningful feedforward discussions between employees and managers. During the annual review the process enables fairness and objectivity by taking into account holistic feedback through the analytics on differentiation across diversity.

There is an annual 360-degree feedback survey where employees in mid and senior level roles receive feedback from their teams, peers, internal customers, managers, and external customers. At Wipro, succession planning is a bi-annual exercise. Talent is grouped in terms of performance

and potential; successors are identified for critical roles and development actions are framed. Executive coaching is provided to senior leadership to facilitate their all-round development. The process helps identify top talent across the organization, with a clear focus on gender-diverse talent that we can engage and groom to take up leadership roles in the future. The purpose is to create a robust, future-ready, and agile leadership pipeline delivering improved business results. Career building is an important pillar of our employee value proposition. Our promotion and rotation policies have been strengthened to ensure more employees can take up internal roles and build a career that they aspire for.

Learning and development

The Learning and development function has strategically aligned itself to Wipro's vision of a bold and resilient organization focusing on investments that make learning accessible and relevant for all. We've built a wide portfolio of offerings through Virtual Instructor-Led Trainings (VILTs), self-paced modules, virtual learning journeys, social learning, gamified interventions and e-summits to cater to various learning needs. We have enabled over 185,000 employees in foundational, intermediate and advanced digital skills. We have also created six e-learning modules on Work from Home (WFH) readiness, work etiquette, managing stress in times of crisis, staying positive in trying times, leading in a crisis situation and empathy in difficult times. Over 1.5 lakh employees across the globe have completed these modules since the start of the Pandemic till March 2022. We have enabled access to Udemy courses to employees by procuring 60,000 licenses. 1,438 first-time people managers went through platform-based learning journeys as they transitioned from individual contributors to people managers. Over 8,100 women employees underwent career building and leadership programs exclusively tailored for them. We've also curated other interventions. For example, our Global 100 (G100) program selects management graduates from top B-schools around the world for a 15-month learning program to prepare them as digital leaders of the future; our iRise program provided experiential learning to 204 management graduates from premier B-schools in India to hone and upskill their Design Thinking and Influencing skills. A 30-day virtual learning program was completed by 17,464 campus hires to improve their presentation skills, customer centricity, and professional etiquette. Over 79,000 employees are members of TopGear, a social learning and crowdsourcing platform. Through this platform, more than 42,100 real-world project challenges were completed by employees in FY'22. To foster a culture of ongoing development, some of our senior leaders in essential roles have been assigned executive coaches and have enrolled in executive leadership programmes at premier business schools across the world. To strengthen capability across critical roles in Delivery and Consulting, we offer host of training programs like, on client consulting skills, a dedicated forum for delivery head with virtual trainings. We also provide transition assistance programs to

facilitate continued employability and management of career endings resulting from termination of employment.

Employee well-being

With the ongoing pandemic, employee well-being has become an area of strategic focus for Wipro. Our employee wellness programs encompass the three areas of employee well-being, namely physical, emotional and financial well-being.

Physical well-being

Wipro provides a safe and healthy workplace for all employees. Risk management has always been one of our key focus areas. We conduct periodic and annual assessments of our campuses/offices, employees, stakeholders and service providers as a part of this process. All campuses maintain a conducive work environment in line with Indian/International standards. A Food Safety Standards Authority of India (FSSAI) license is mandatory for vendors operating within Wipro owned locations in India. Environment, Occupational Health & Safety (EHS) management systems in our campuses conform to international standards such as 14001& 45001 and are certified by accredited third party agencies. All our facilities have safety committees, which meet quarterly and participate in risk assessments, safety inspections, incident investigations and hygiene audits. Both permanent and contract employees undergo necessary Health, Safety & Environment (HSE) training to ensure they meet with the standard of competence required by law in performing their duties. More than 8,000 permanent and contract employees participated in committees on safety, food, transport, etc. across India, to represent the interests of the workforce. Over 100,000 employees were covered in 21 locations in India and 8 locations outside India under ISO 14000 and ISO 45001 certifications and we aim to cover all employees by FY 23. As an ISO 45001:2018 certified organization, we conduct a Hazard Analysis and Risk Assessment annually or anytime there is a change in process, new equipment, or service, and build risk mitigation plans as an ISO 45001:2018-certified firm. We also have processes for employees to report work-related hazards they may notice.

The following steps are taken to assess risks and hazards:

- Break down the job into successive steps or tasks
- Identify the hazards associated with each step and task
- Identify controls in place for each hazard
- Identify applicable legal obligations relating to risk assessment and implementation of necessary controls
- Estimate the potential Severity of an incident associated with each hazard for both safety and health aspects
- Estimate the probability of an incident occurring for each hazard (given existing controls)
- Calculate the risk and identify possible additional controls needed for these hazard

All Wipro campuses adhere to Indian and International standards for hygiene, lighting, ventilation and effective controls on noise and dust. Wipro has 24 Occupational Health Centres with adequate medical staff to monitor occupational health and provide immediate relief as required. We also provide non-occupational medical and healthcare services to employees. During FY'22, more than 20,196 employees participated in health drives and awareness programs. Off-the-job safety and road safety sessions were also held. Bureau Veritas, a global leader in testing, inspection, and certification services, has also awarded us platinum certification for our hygiene management and pandemic practices. The audit rated us on six essential components of hygiene management, including leadership, risk management, compliance management, personal hygiene, facility hygiene, and monitoring measurement and analysis.

COVID-19 business continuity process

We took several measures to preserve business continuity during these trying times, putting employee safety first. We established protocols for controlling prevention, reporting, and tracking infections, quarantine procedures, premise sanitization, and return to work following recovery. We have COVID task forces at both the location and organizational level. Cross-functional leadership constantly monitors identified risks and mitigation plans. All of our facilities have taken precautionary steps in accordance with government rules and best practices. With hybrid working becoming the new normal, vaccinated staff from all bands can work from our India campuses three times a week. All safety standards and guidelines are rigorously followed.

Emotional well-being

To ensure the emotional and mental well-being of our employees, we have partnered with leading global employee assistance program (EAP) providers across the globe. It enables employees to reach out to counsellors 24x7 in-person and/or on phone to seek assistance for issues pertaining to personal or professional life. We conducted multiple sessions on topics including COVID-19, Work from Home and Emotional Well-being to enable employees cope with the new ways of working and remain emotionally strong. Key policy changes in the Financial Year includes leaves, medical assistance and insurance.

We provide the below key benefits to ensure employees can strike a work-life balance:

- Our flexible working policy and work from home options enable employees to adjust their hours based on their personal commitments; more than 95% of our employees were working from home during the pandemic
- Globally, Wipro commits to provide 12 weeks of paid maternity leave to female employees across the globe; 5 days of paid leave to male employees/secondary caregivers

to be availed within first 90 days of childbirth and 4 weeks of paid leave for adoption/surrogacy. Parents also have the option of the extended parental leave (90 days on unpaid basis) to care for and bond with their new-born. Earlier the extended leave post childbirth was only available to women, now we have included even new fathers under the purview of this policy to enable them to take the extended parental leave for 90 days anytime within the first year of childbirth. In the event that the local legislative standards are more beneficial, the local legislative standards would apply. Apart from these, we also have day care and breast-feeding/lactation facilities for all our full time and contract employees in India. At present, we have 10 on campus day care centres and tie ups with over 100 centres pan India

- All our employees in India are covered under the medical and accident insurance policies. These benefits are also provided to employees across geographies as per the applicable laws of the land

Financial well-being

We continually strive to provide our employees with compensation packages commensurate with their skills and experience in accordance with laws of the land. Our salaries determined by market prices and also the cost of living in a particular city/state/country. This approach ensures that we are pay fairly and justly to all employees, maintaining a certain standard of living. The offered package for both full time and contract employees is well above the statutory minimum wage. Our benefits program follows an integrated approach and provides a range of options for better financial and social security, including efficient tax-management options, life and accident insurance, and medical packages. Apart from this, periodic webinars are conducted to raise awareness on financial planning, investments, and more. We provide long-term incentives (LTI) by granting restricted stock units (RSUs) and Performance Stock Units (PSUs) to employees at senior leadership roles holding key positions. Our LTI plans are aimed at motivating and retaining key leaders. We continue to drive a high-performance and growth-oriented culture through our variable pay programs. Our management compensation is closely aligned with organizational objectives and priorities and rewards for high performance. We also conduct monthly audit of all labour standards for all full-time and part-time employees. To ensure all our Value chain partners are remitting statutory dues to the employee and the authority regularly, we conduct regular audits of all third-party vendors by internal auditors and external labour consultants.

Employee experiences, engagement and communication

Employee communication

As we move towards a hybrid way of work, the need to foster a culture of connectedness and belonging within the organization becomes more critical than ever. Our people are our strength and at the center of everything we do, and the core of this is ensuring we create a workplace where each Wiproite feels heard, included, and respected. Our communication strategy focuses on building trust, pride, transparency, and authenticity. We inspire colleagues to live our purpose and uphold our values while creating differentiated experiences for them.

In line with this strategy, given the plethora of information available to Wiproites, we follow an evaluation process of the messages that need to be communicated with employees, so that every Wiproite has all the latest information and updates they need to do their job.

Last year, we launched the myCommunication platform that gives users the freedom to choose the updates and information they want to receive when they want it. This platform also gives employees the ability to send us feedback, which is then relayed to the right stakeholders for action. Within six months of its launch, the platform has more than 200,000 users with over 8,45,000 engagement actions (like, view, share, bookmark).

While our colleagues are now starting to come back to office, last year was predominantly a Work from Anywhere model. And that meant we were engaging with our teams virtually. From celebrating national and international days that unite colleagues across regions, to increasing awareness of peoples with different abilities, to having a bit of fun on National Donut Day, we supported our colleagues with a host of initiatives that enabled them to engage at multiple levels. We encouraged colleagues to give back to the community and be socially responsible. We also brought families together by actively encouraging participation to some of our events. The goal was to ensure colleagues have access to the information they need, wherever they need it. And to stay connected with each other and with the organization wherever they are.

Other ways in which we drive employee communication and connectedness include:

- Wipro OnAir –our flagship global podcast series, launched in 2017 to showcase our culture and people, has received over 820,000 hits across 110 podcasts
- Yammer, our enterprise social platform since 2014, currently has over 200,000 users who have shared more than 3.2 million messages and formed thousands-strong communities within Wipro. It continues to be the largest social engagement platform at Wipro.

- MS Teams act as an effective collaborative tool as remote working became the norm. It continues to be used to set up meetings, instant messaging, group messaging, data sharing, and collaboration across geographies and time zones. The platform has over 200,000 users with over 64 million conversations per month.

As a central internal communications team, keeping in mind global labour laws, we share important safety-related messages with our contractors and temporary staff through appropriate channels as needed.

Employee Experience Survey (EES) and Employee Insights

EES is a purposefully designed active listening mechanism to understand employee experience at the organizational level. Covering the entire employee lifecycle, the survey gauges the overall engagement and satisfaction on aspects such as career, work life balance, enabling environment, and more. The annual EES was put on hold in 2020 due to the onset of the pandemic. However, this year again, we rolled out the annual Employee Experience Survey. Here are the key highlights from the survey:

- **Over 115,000 employees** participated vs over 106,000 participation in 2019
- The overall engagement score received was **80.1%**, an increase of 5.1% compared to FY19
- There has been **an increase in scores for all six engagement drivers** over FY19
- **Engagement scores of women at 82.9% is higher than that of men at 79.1%**
- **The overall experience score has increased by 7.9%** from FY19 to 75.2%, indicating an increased sense of belonging at the workplace
- **Support during the pandemic has emerged as the highest scoring experience driver, followed by Meaningful Role**
- **Remote work environment, Training/Learning & Development** are the top two areas of strength in the qualitative feedback, while Role / Career and Rewards & Recognition are areas that need more focus

Digitalization and talent analytics

We continue to digitalize and transform our internal systems to drive business outcomes and enhance employee experience. Relevant analytics and insights are made available to HR business partners and business to enable decision-making based on data.

Human Rights & Values at Wipro

Commitment to Human Rights

Wipro is committed to protecting and respecting Human Rights and remedying rights violations in case they are identified; for example issues relating to human trafficking, forced labour, child labour, freedom of association, the right to collective bargaining, equal remuneration and discrimination. Providing equal employment opportunity, ensuring distributive, procedural, and interactional fairness in all what we do, creating a harassment-free, safe environment and respecting one's fundamental rights are some of the ways in which we ensure the same. As an equal opportunity employer, we do not discriminate on the basis of race, colour, religion, sex, national origin, gender identity, gender expression, sexual orientation or disability. Our Code of Business Conduct (COBC), Supplier Code of Conduct and Human Rights Policy are aligned to globally accepted standards and frameworks like the U.N. Global Compact, U.N. Universal Declaration of Human Rights and International Labour Organization's Declaration on Fundamental Principles and Rights at Work (ILO Declaration). They cover all employees, suppliers, clients, communities and countries across geographies where we do business. Wipro is also one of the founding members of CII's Business for Human Rights Initiative.

Freedom of association

We respect the right of employees to freely associate without fear of reprisal, discrimination, intimidation or harassment. Our employees are represented by formal employee representative groups in certain geographies including Continental Europe and Latin America which constitute 1.8% of our workforce with a further 2.4% under collective bargaining agreements. Our HR representatives ensure legislative awareness and compliance and meet these groups periodically to inform and consult on any change that can impact their terms and conditions or work environment.

Risk identification process

We have established committees and processes like the Ombuds, Prevention of Sexual Harassment Committee, Employee Experience Survey, Audit/Risk & Compliance committees, EHS, an Inclusion & Diversity Council and Culture council to review progress and formulate strategies to address issues pertaining to compliance, safety and a harassment-free workplace. These processes are periodically reviewed by the top management. We keep our employees informed about these processes regularly through trainings, mailers and internal social media platforms. We have identified the need for a continuing Human Rights due diligence program, which we plan to carry out this year. The human rights requirements form part of our business agreements and contracts. Also, a detailed due diligence is done before each merger or acquisition which outlines compliance and governance risks.

Identified risks

Through various projects, audits and feedback we have identified the following as potential risks to Human Rights:

- A level playing field across key pillars of diversity specifically for Employees with Disability and LGBTQ+ community
- Evaluate the benefits and engagement of extended/ contract workforce
- Eliminate unconscious bias at the workplace

Mitigation policies/processes

We have created specific interventions to tackle these issues:

A level playing field across key pillars of diversity specifically for Employees with Disability and LGBTQ+ community

Inclusion champions and allies from the business have been trained to conduct awareness sessions for employees across units. These sessions cover themes like understanding gender and sexual orientation, inclusive language and behavior at the workplace, becoming an ally, among others. We are also creating an LGBTQ+ toolkit that will act as an important reference and aid to enhance understanding of the LGBTQ+ community. It will also act as a helpful guide on working with and managing colleagues from the LGBTQ+ community. To foster more inclusion of colleagues with disability, we have developed in-house awareness modules and workshops on aspects such as inclusive procurement, digital accessibility plus Web Content Accessibility Guidelines 2.1 standards, inclusive recruitment, and more. Customized workshops are conducted periodically to raise awareness and equip employees on non-discrimination, accessible workplace, communicating in sign language, awareness on reasonable accommodation and workplace solutions to strengthen the inclusivity quotient.

Contract employee engagement

We engage contract employees for supporting our projects in India for short-term assignments. The duration of such engagements varies depending on the project and the role. We ensured insurance coverage for these employees during the COVID-19 pandemic. We have also ensured complete compliance on processes like internal mandatory trainings (i.e. Information Security, Data Privacy, and Prevention of Sexual Harassment, among others) as well as background verification. The resignation portal for contract employees has been modified to include asset declaration. Processes like reimbursement and invoicing have been digitalized to provide contract employees with a faster and more seamless experience. We have also implemented a new tool "Simplify Vendor Management System (VMS)" which manages Purchase Orders for our contingent workforce.

Sensitization on unconscious bias

We have an e-learning module to raise awareness among employees on how they can eliminate biases at the workplace. At present, over, 180,000 employees have completed the Unconscious Bias E-module.

People results

We have a culture of transparent and voluntary reporting across capitals which include the Business Responsibility and Sustainability Report, the Sustainability Report, the Dow Jones Sustainability Index, Ethisphere Institute to name a few. This has strengthened our employer brand and internal business processes, creating differentiated people outcomes. Leaders who significantly influence human capital strategies of the organization are measured on the performance of key indicators in this area. The indicators provide insights into the effectiveness of human capital strategies and are reviewed regularly both at organizational and individual business unit levels.