

Management discussion and analysis

IT services industry overview

Various industries across the world have struggled to adapt to the extraordinary circumstances caused by the COVID-19 pandemic. While the pandemic affected economies and industries, economies are experiencing a strong but unbalanced recovery. With increased consumer spending, the IT industry recorded its highest year-on-year growth ever. The pandemic has rapidly accelerated digital transformation for many organizations and has led to the adoption of digital business models driven by online customer service, remote working, supply chain reinventions, and automation for operational excellence. This disruption has created space for organizations across industries to drive innovation in services and products such as telehealth, online shopping experience enhanced with Augmented Reality (AR) / Virtual Reality (VR), digital payments, and virtual learning solutions. Consumers are more inclined to use digital services like digital payments, digital shopping (retail, e-commerce and housing sector) and digital healthcare. While the IT industry is witnessing an unprecedented demand, supply remains constrained and talent recruitment and retention continues to be a key concern along with current geo-political situation and rising inflation.

Outlook, opportunities and threats

Companies are investing in large and complex cloud migration and transformation programs, creating multi-year opportunities for consulting services and implementation. Due to increased demand for hyper personalized products and services, next generation technologies such as data and AI, mixed reality, digital engineering, blockchain, multi-cloud, cybersecurity, edge computing, and 5G is expected to continue to grow exponentially.

With accelerated rates of vaccination and reduction in mobility restrictions, most economies are expected to reach pre-pandemic levels. While consumption demand has improved, the recovery is uneven due to factors like imbalanced labor markets, global supply chain disruptions, geo-political conflicts, inflation, and a dearth of talent. The continuous increase in demand for skilled talent has been building pressure on IT services providers amidst a significant increase in hiring, salary hikes and higher subcontracting costs. While there is no direct impact our business from the ongoing geo-political conflict between Russia and Ukraine, we continue to monitor these developments.

A focus on ESG parameters is emerging as a new differentiator with the pandemic accelerating its adoption across the globe. It has become an important consideration for IT services provider selection. Clients expect providers to not only meet global standards on ESG, but also help them make progress on their ESG goals across key themes such as climate change, diversity and inclusion, corporate governance and cybersecurity.

According to the Strategic Review 2022 published by NASSCOM ("the NASSCOM Report"), the Indian technology sector is estimated to witness a growth of 15.5% to reach approximately \$227 billion revenue in fiscal year 2022 (excluding e-commerce). Exports (including hardware) are estimated to grow at 17.2% to reach approximately \$178 billion in fiscal year 2022 and the domestic sector is forecasted to reach approximately \$49 billion in fiscal year 2022, growing at approximately 10%.

Business overview

Celebrating over 75 years of innovation, Wipro is a purpose-driven, global technology services and consulting firm with over 240,000 employees and business partners across 66 countries helping our customers, communities and planet thrive in the digital world.

We are recognized globally for our strong commitment to sustainability. We nurture inclusivity as an intrinsic part of Wipro's culture. Our deep resolve to improve the communities we live and work in, is appreciated by our customers, investors, analysts, and employees.

We are technologists, designers, strategists, and business partners, who share an unwavering commitment to achieving our customer's ambitions and creating a humane, sustainable, and resilient future for all. Our recognized capabilities across 26 industry segments in digital strategy, Wipro FullStride cloud services, engineering, AI, and cybersecurity, have established us as a trusted leader in orchestrating transformation.

Wipro's holistic portfolio of capabilities and ability to navigate vertically and horizontally across ecosystems helps our clients achieve differentiation and competitive advantage. Our focus is to maximize business outcomes by converging themes across industry domains, products, services, and partners as we develop and deliver tailored business solutions for our clients.

We help orchestrate the transformation journey for our clients by bringing together technology, industry expertise and ecosystems to solve complex problems and deliver value through holistic business solutions that drive outcomes. Our simplified operating model and integration of consulting and technology practices strengthens our ability to deliver such solutions effectively and at scale. We are focused towards building long-term relationships with customers and tightly aligned visions and outcomes structured through a highly governed and co-managed engagement process.

The rise of ESG factors is redefining and elevating sustainability across industries. We are a founding member of the 'Transform to Net Zero' initiative and are committed to contribute to the goal of planetary zero-carbon emissions. We are also committed to bringing our expertise in strategy, design, and technology to help transform our customers and sectors of the global economy to sustainable business models, products, services, and ecosystems.

Our IT Services segment provides a range of IT and IT-enabled services which include digital strategy advisory, customer-centric design, consulting, infrastructure services, business process services, research and development, cloud, mobility and advanced analytics and product engineering to leading enterprises worldwide.

[Please refer details related to segment-wise performance and profitability in !\[\]\(6059a5aa8b4ca7bb793408023d6c6e42_img.jpg\) 48](#)

Our IT Products segment provides a range of third-party IT products, which allows us to offer comprehensive IT system integration services. These products include computing, platforms and storage, networking solutions, enterprise information security and software products, including databases and operating systems. We provide IT products as a complement to our IT services offerings rather than sell standalone IT products, and our focus continues to be on consulting and digital engagements, with a more selective approach in bidding for SI engagements.

Our ISRE segment consists of IT Services offerings to organizations owned or controlled by the GoI and/or any Indian State Governments. Our ISRE strategy focuses on consulting and digital engagements, and we are selective in bidding for SI projects with long working capital cycles.

Our business strategy

Our vision

- Be a trusted partner to our clients in their transformation journey
- Orchestrate value to our clients through sector focused 'Business solutions', digital & technology capabilities, leading-edge innovation leveraging our strategic ecosystem partnerships, and world class talent
- Stay resolute in our commitment to the environment, societies, and communities we work and live in.

We aim to realize our ambition through our strategy, which is defined in the context of our five strategic priorities:

S1

Accelerated growth - focus and scale

Our choice of sectors in a market is being driven by both market attractiveness and by Wipro's competitive positioning and strengths. We have prioritized specific sectors in chosen geographies and markets, and we will accelerate efforts to drive market leadership in these areas.

PROGRESS

The Americas and the UK continue to be large and key focus markets. Strong growth plans are driving our ambitions for Europe and APMEA.

Five out of seven sectors in the Americas grew more than 18% year-on-year during FY'22.

Markets such as Germany and Southern Europe have grown over 1.5x in size and Benelux and the UK grew more than 20% year-on-year during FY'22.

Australia, New Zealand, Japan and South East Asia grew more than 15% year-on-year during FY'22.

Impact on capitals



S2

Strengthen clients and partnerships

We have four anchors for our growth. First, our portfolio of large clients; second, winning large deals; third, accelerating growth through our partnerships; and fourth, inorganic growth through M&A and Wipro Ventures.

PROGRESS

In FY'22, our top five and top ten customers grew 31.5% and 30.5% year-on-year, respectively. We have added eight more accounts valued at \$100 million or more. Our large deal in total contract value in FY'22 was at \$2.3 billion and overall order bookings in annual contract value grew 30% year-on-year.

We are co-investing, co-innovating, and co-creating with hyper-scalers and industry-leading platform players. In FY'22, 39% of our order book came through partnerships with the likes of AWS, Microsoft, Google, Salesforce, ServiceNow, SAP, IBM among many others.

We are also bringing cutting edge capabilities to our clients through our Venture investments in early to mid-stage start-ups. As of March 31, 2022, Wipro Ventures manages 19 active equity investments in emerging start-ups and has invested in 8 enterprise-focused venture funds.

In the last few quarters, we have closed several acquisitions including Capco (our largest acquisition ever), Ampion, Edgile, Leanswift, CAS, and Rizing. Capco had a double-digit growth in FY'22 and together, we had over 60 synergy deal wins across markets.

Lastly, we are also focusing our investments on driving a future-ready sales operating model with focused account segmentation, clear sales roles that drive impact and flying formation in deal pursuits that enables us to win and service our clients effectively.

Impact on capitals



S3

Lead with business solutions

We are focused on building and multiplying business solutions that solve business and technology problems for our clients.

PROGRESS

Wipro's FullStride Cloud Services is an example where we have stitched together our portfolio of cloud offerings, talent, capabilities, and Cloud Studio assets under one umbrella to better orchestrate the cloud journey for our clients. We continue to make strategic investments in high-growth areas like data and AI, cybersecurity, and engineering.

We are accelerating investments and focus on building industry-specific solutions and services e.g., Digital bank of the future, Core modernization for Telco for faster 5G

deployment, and Open subsurface data universe platform for oil & gas.

We are also committed to helping our clients define and accelerate Net Zero initiatives through our focused ESG solutions across the purpose, strategy and industry depth, design, and technology dimensions.

Lastly, we have also identified and are investing in emerging areas that will drive the technology-driven opportunities in the coming decade e.g., Talent cloud, Autonomic systems, Digital & Phygital economy etc.

Impact on capitals



S4

Building talent @ scale

Talent is core to our existence. We are focused on hiring, up-skilling, and re-skilling talent in domain and technology areas. We are also hiring senior leaders in market-facing roles to service our clients better.

We are committed to significantly improving gender and ethnic diversity in our workforce, building a bold and high-performance culture, and elevating our employee experience.

PROGRESS

We have a contemporary and diverse senior leadership, including in our client-facing GAE roles. We have moved our leadership closer to clients. We continue to invest in building world class talent in cutting-edge technologies such as AI, data sciences, cybersecurity, and engineering. For example, we have built a workforce of specialists in cybersecurity called 'CyberSecurists'.

Our re-skilling programs are modeled on 'Anytime, Anywhere' learning, social & community learning, mentoring networks, and talent champions.

Our ethnic diversity in senior leadership roles has increased by 24 percentage points in the last 21 months. We have hired over 50 women in senior leadership roles during FY'22, which is two times the number of women hired for senior leadership roles in FY'21.

We are relentlessly driving a cultural transformation led by our 5 Habits to build an organization that is bold, that drives a high-performance mindset, and nurtures diverse ideas & teams.

Impact on capitals



S5

Simplified operating model

Our operating model is anchored in sectors and markets.

PROGRESS

We have stabilized our operating model in 4 SMUs (Americas 1, Americas 2, Europe and APMEA) and 2 GBLs (iDEAS and iCORE) leading to better proximity to customers and a simplified and agile structure.

We are now significantly focusing our efforts on driving operational excellence to harness our new operating model.

A key element of our simplified operating model is about driving delivery excellence. Core to this is our focus on workforce transformation, program management and the new ways of working enabled by our 4M framework (Model, Method, Machinery and Mindset).

We are also focusing on simplifying and transforming our core and critical processes e.g., talent supply chain, key processes in corporate functions, and our IT systems to better support and enable our business with agility.

Impact on capitals



ESG strategy and goals

Setting the context

Wipro's sustainability initiatives go back nearly two decades and stem from our core values, the Spirit of Wipro. Sustainability for us is about being responsible to our multiple stakeholders and creating shared value for each of them in a way that reinforces and amplifies. Collectively, our approach constitutes the E+ESG framework i.e. creating economic value in a manner that is ecologically sustainable, socially responsible and based on the bedrock of good governance. We briefly explain below our key goals for each of these elements.



ENVIRONMENT

Contribute effectively to addressing the Climate Change Challenge

- Reduce baseline emissions by 59% for Scope 1, 2 by 2030 on 2017 baseline
- 100% RE and 100% EV for employee fleet by 2030
- Achieve Net Zero across Scope 1, 2 and 3 by 2040

Responsible management of scarce water resources

- Reduce absolute and specific per-capita consumption of externally procured freshwater for our operations by 30% by 2030 on 2017 baseline
- Increase share of recycled water as proportion of total water consumption to 50% by 2025

Minimize waste generation from operations and its impact on communities

- Maintain 100% recycling of organic waste
- Less than 2% of inorganic waste goes to landfills by 2025
- Maintain zero discharge of untreated wastewater

Enhance the biodiversity quotient of Wipro owned campuses

SOCIAL

Maintain and enhance Wipro's workplace diversity and foster a culture of inclusion that protects human dignity and empowers employees

- Increase diversity of gender, ethnicity, nationality, persons with disability and sexual orientation
- Foster a company-wide culture of inclusion
- Ensure adequate forums that encourage employees to participate and provide feedback on workplace policies, processes and practices
- Increase diversity representation in management levels to 20% by 2025
- Maintain retention of employees post parental leave above 80% every year

Prioritize employee health, well-being, and safety always

- 100% coverage of employees for physical, emotional and financial well-being programs

Empower employees through a culture of continuous learning, open communication, and ethical conduct

- 80% coverage of employees undergoing refresher skills on digital and new technologies training by 2025
- Code of Business Conduct annual certification – maintain near 100% completion

Build a framework of Customer Stewardship that delivers integrated value across the lifecycle

- Improve Net Promoter Score by 200 basis points annually
- Integrated value delivery for customers on digital and data backed by deep domain, consulting and sustainability expertise
- Build capacity in the academic ecosystem through faculty and student learning programs
- Maintain globally accepted standards of cybersecurity and data privacy for customer systems and data backed up by transparent governance

Collaboratively develop a sustainable and responsible supply chain

- Reach global supplier diversity spend of 15% by 2024
- Enhance social compliance coverage of 80% by 2024
- Beginning 2022, engage with top 50+ suppliers (who contribute to 80% of carbon emissions)
- Ensure a transparent supplier governance process that guarantees fair practices and zero tolerance for corruption

Contribute to societal progress on the dimensions of education, ecology and primary health care

- Contribute to meaningful progress on school education by engaging deeply through a wide network of partners on systemic issues of access, equity and quality
- Drive wide adoption of sustainability education in schools and colleges across India
- Strengthen access to effective primary health care for disadvantaged communities and work on ecological commons in the cities we operate in

Support communities in times of extreme crisis - natural disasters and pandemics



GOVERNANCE

Strategy and long-term purpose aligned with ESG values

- ESG issues to be integrated with functions like corporate strategy, enterprise risk management, internal audits and ombuds.
- Set up a multi-layered governance model that combines close board oversight and leadership involvement in key ESG decisions with a collaborative execution approach

Transparent, balanced disclosures for investors and other stakeholders

- Quarterly ESG disclosure and maintain leadership in globally accepted frameworks

Enhance accessibility of ombuds process for the extended value chain

Key updates on progress against these goals can be found in the capitals section of this report as well as detailed 3 year KPI's in ESG Dashboard FY22 available at <https://www.wipro.com/investors/annual-reports/>

Resources utilised

Financial capital 	Intellectual capital 	Social & relationship capital 	Human capital 	Natural capital 	
₹659 billion Net worth ₹152 billion Debt	₹2,926 million R&D investments 6 M&A activities during last few quarters	\$250 million Committed to invest through Wipro ventures	₹2,216 million CSR expenditure 75% Manpower service providers assessed for social compliance	1,418 Active client base 16 million hours of training and development ₹457 billion Employee spends	2,713 million Investment in green buildings 80 million Units of renewable energy procurement

Our value creation process

Our values

Our values encapsulate our spirit. It defines and makes up our character

Driving our strategies

- S1** Accelerate growth focus and scale
- S2** Strengthen clients and partnerships
- S3** Lead with business solutions
- S4** Build talent @ scale
- S5** Simplified operating model

To realize our ambitions

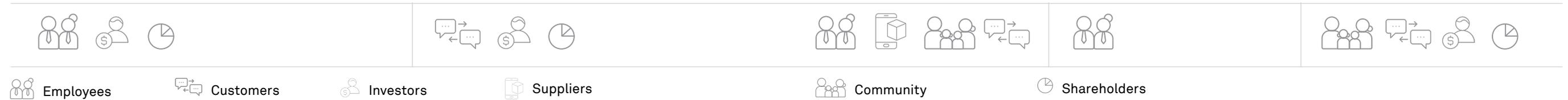
A true global leader in our industry
 A fast growing dynamic and innovative company
 Known for attracting top talent from different industries
 An orchestrator delivering transformation for our clients

Our ESG commitments

Value created

Financial	Operational	Community	Human	Natural
₹795 billion Revenues ₹122 billion Profit after tax	20.2% Return on Net Worth 66% economic interest pledged for philanthropy	1,092 Registered patents 366 Trademark registered	170+ Community partners 508 bps Increase in NPS scores 12% Supplier diversity spend	45k+ Net employee addition 80.1% Employee satisfaction survey score 2 million units Energy saved 63,000 tonnes CO ₂ emissions avoided 383 million litres Water recycled

Stakeholders Impacted



MEGATRENDS

Our key strengths



Business with a purpose

Wipro is driven by purpose and is recognized globally for its unwavering commitment to the environment, societies, and communities we work and live in. 66% of the economic interest in Wipro is irrevocably pledged for philanthropy. We are also a founding member of the 'Transform to Net Zero' alliance. **Our deep resolve towards environmental, social, and governance aspects differentiates us.**



Engaging & inclusive culture

Our bold and high-performance culture fueled by our Five Habits i.e., 'Being respectful', 'Being responsive', 'Always communicating', 'Demonstrating stewardship', and 'Building trust'; and our focus on employee experience, up-skilling/re-skilling, and diversity & inclusion helps us attract, nurture, and retain best talent across key markets.



Orchestrator of choice

Our **ability to orchestrate value** for our clients by stitching together industry knowledge, technology expertise, and ecosystem capabilities to solve complex problems faced by our clients.



World's leading open talent platform

Topcoder Talent Cloud community and crowdsourcing platform with over 1.5 million developers, designers, data scientists and testers. Topcoder provides focused enterprise offerings around AI/ML and analytics, Digital Experience, Quality as a Service ("QaaS"), workforce transformation, Talent as a Service ("TaaS") and hybrid (certified) communities.



Technology expertise

A comprehensive and integrated suite of Business solutions powered by leading-edge technologies like **Wipro FullStride cloud services, cybersecurity, data & AI, and engineering and R&D.**



Domain expertise

Our portfolio of **industry-specific business solutions** such as Digital bank of the future, Open subsurface data universe platform for oil & gas, and Core modernization for Telco for faster 5G deployment.



Strategic M&A

Our **emphasis on strategic acquisitions** to fast-track capability building in emerging areas and accelerate access to identified markets is our key strength. For example, Capco in Banking and Financial Services, Ampion & Edgile in Cybersecurity, LeanSwift in Cloud, CAS in Telco & Cable, and Rizing in SAP Consulting.



Innovation and IP

Our **investments in developing Intellectual Property (IP)** across products, platforms, frameworks, solutions, components, accelerators, tools, and apps such as Wipro HOLMES™, Wipro virtuaDesk™ etc. that enable us to deliver enormous efficiency and time-to-market advantage and drive innovation at scale for our customers.



Delivery excellence

A **global delivery model**, enabled by our **4M framework** – which is Model, Method, Machinery, and Mindset. Model is about driving global, distributed, and boundary-less ways of working; Method is about agile and no-shore; Machinery is about leveraging our AI and automation assets; and Mindset is about problem discovery, customer intimacy, and constant learning.



Simplified operating model

We are a **relationship-oriented, customer-centric, and an easy-to-do-business-with company.** Our operating model is aligned to best enable our go-to-market and ensure proximity to our clients.

Wipro FullStride Cloud Services

Wipro FullStride Cloud Services bring together an extensive partner and hyperscaler network, unrivaled platform expertise and domain-specific insights to unlock the true innovative potential of the cloud. As ecosystem orchestrators, we enable sustained end-to-end value creation. Our services deliver tangible outcomes for unique business needs, enabling the transformation of organizations into agile, sustainable and intelligent enterprises. Wipro platforms, accelerators and partnerships underpin our offering and expedite your journey to success.

Cloud enabled

Cloud is the organization's foundational building block and propels innovation and growth.

Data driven

Cloud enables seamless data flow across the business, unlocking deeper insights.



AI infused

Cloud-based AI/ML capabilities and automation models encourage innovation at scale.

Sustainability focused

The workforce and its execution partners have the tools to realize sustainable business operations.

Composable business architecture

The business is built on a set of configurable, composable platforms and is powered by an ecosystem-driven business and operating model.

A business-first, full-stack approach to cloud transformation



Business innovation

Enabling greater differentiation and creation of cutting-edge products and services through innovation studios and cloud-native design labs



Business agility and acceleration

Improving speed to market and competitive advantage by embedding automation capabilities enterprise-wide



Business sustainability

Reducing carbon footprints via the creation of sustainable cloud-powered products and platforms

Our Ambition is to help clients...

Become intelligent enterprises by building their business in the cloud

Businesses need an end-to-end transformation partner to orchestrate a cloud ecosystem that maximizes innovative, sustainable platforms and products to deliver personalized outcomes.

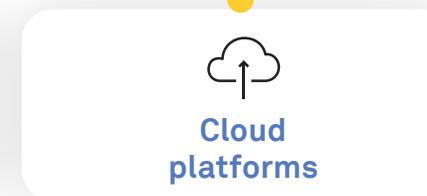
Orchestrating multi-cloudecosystems...

Bringing together an extensive partner and hyperscaler network, platform expertise and industry-specific insight to unlock the **true innovative potential of the cloud**.



...for highly personalized business outcomes

Delivering **tangible outcomes for unique business needs** and transforming organizations into agile, sustainable intelligent enterprises.



Solutions that are— designed, managed and executed—to achieve a tangible business outcome and accelerate digital transformation.



90,000+

Cloud professionals



15,000+

CSP certified experts



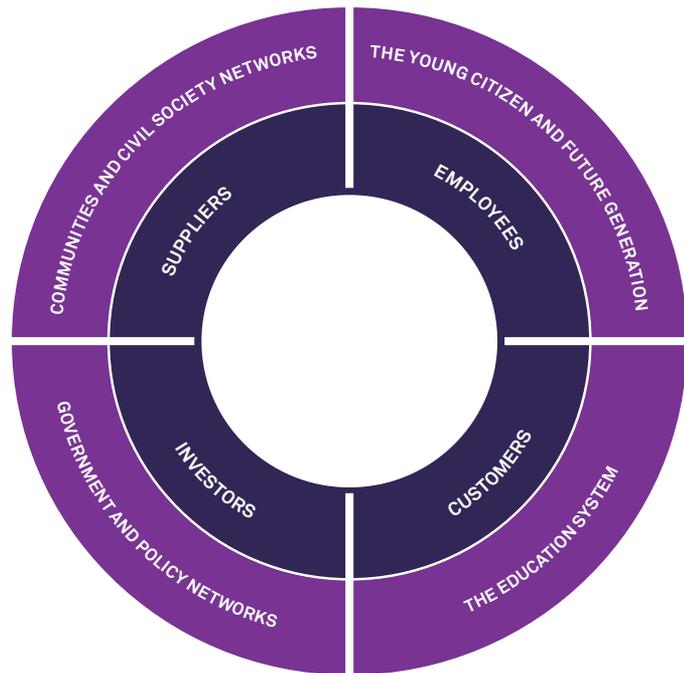
250+

IPs & assets

Stakeholder management and materiality determination

At Wipro, we identify our stakeholders through the multiple lens of Impact, Influence, Interest, Legitimacy, Urgency & Diversity of Perspective. We converge these attributes with the context of our organization’s core business and value chain as well as in relation to emerging societal issues. Based on these first principles, we have eight identified stakeholder groups. The four extended stakeholders are also collectively depicted as Community or Society where we are embedded.

- Direct
- Extended



Materiality

Our approach to identifying the most material ESG issues for us stems from recognizing the importance of creating value for all our stakeholders. Incorporating the range of our stakeholder interests and expectations help provide a unbiased view of the most important emerging issues.

Materiality determination for Wipro is based on a comprehensive process that includes an internal process combined with external benchmarking with peers and global sustainability standards. This helps us understand issues relevant to our stakeholders over short-, medium-, and long-terms. A key element at play here is the assessment and identification of emergent ESG risks. We combine our internal perspective through our enterprise risk management process, internal audits using disclosure frameworks etc. along with an extensive review of external analyses and studies e.g. the WEF Global Risk report.

The process we have described above is embedded in overarching global standards and principles like GRI Standards, the AA 1000 principles of ‘Stakeholder Inclusiveness’, ‘Materiality’ and ‘Sustainability Context’ and Sustainability Accounting Standard Board (SASB, now part of IFRS Foundation).

We recognize that the determination of material issues for Wipro and our stakeholders is not static and evolves dynamically over time. We take care therefore to integrate multiple determinants that reflect this dynamic - Direct economic impact on our business model, organizational values, peer norms, stakeholder concerns and emerging societal challenges.

We also apply the concept of double materiality in arriving at the priority issues i.e. “The impacts on us” and the “The impacts due to us”. The same is presented for environmental aspects in the ESG Dashboard FY22 available at <https://www.wipro.com/investors/annual-reports/>

Materiality map

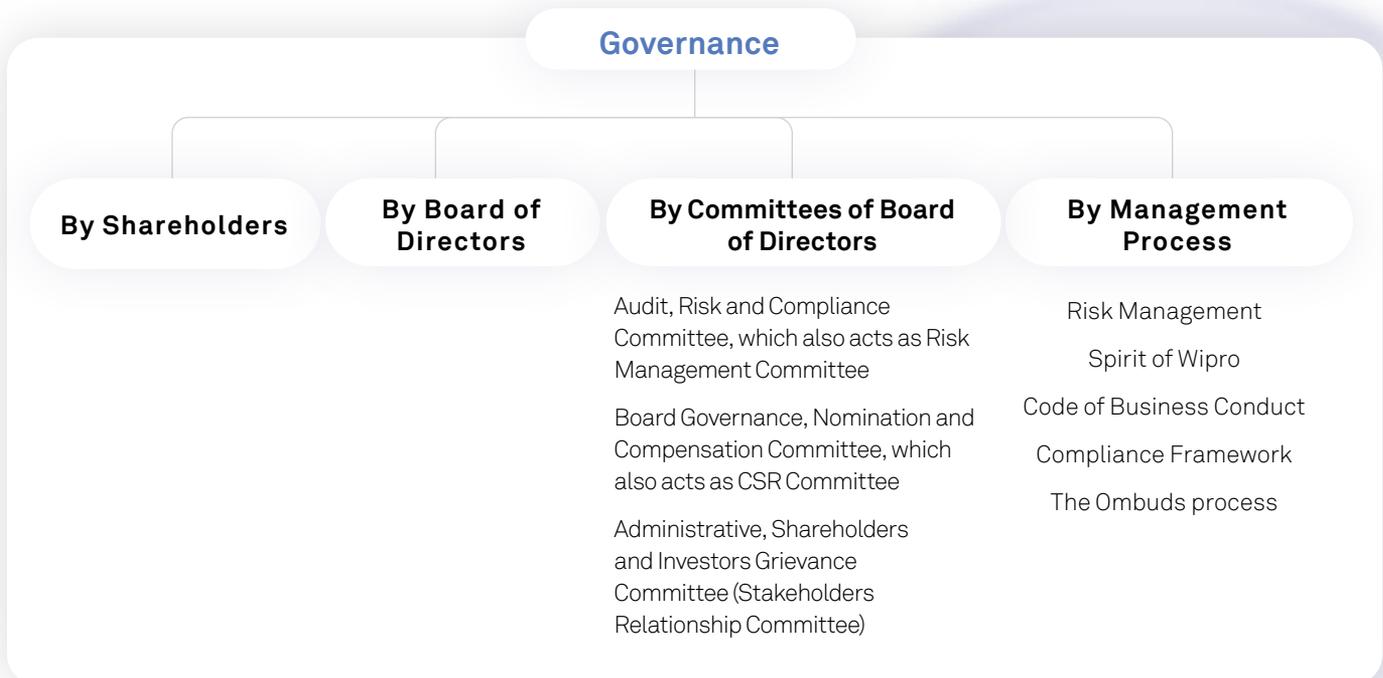
Environmental	Social	Governance	
Climate change	Human Rights – Freedom of Association, Non-Discrimination, Forced Labor, Child Labor, etc.	Data Privacy	Regulatory compliance
Energy		Innovation	Open Source
Water	Employee Health Safety and Well-being	Intellectual Capital	Tax strategy
Urban Resilience	Diversity, Equity and Inclusion (Gender, Nationality, Persons with Disabilities, LGBTQ+ and others)	Customer Engagement & Satisfaction	Stakeholder Transparency & Disclosure
Natural and man-made catastrophes		Board Governance	Aligning business and purpose
Waste	Talent Attraction, Engagement, and retention	Anti-Corruption & AntiBribery	
Campus Biodiversity	Corporate Citizenship	IT System security & Operational resilience	
	Employee Capability Building and Career development	Accounting for externalities (Natural Capital Valuation)	
	Fair Labour Practices	Economic performance	
	Responsible Supply Chain		

Drawn from internal assessments and global sustainability frameworks like GRI, DJSI, SASB, WEF Stakeholder Capitalism

■ Text with side bar: Priority material issues to our business (rest all is the universe of issues)

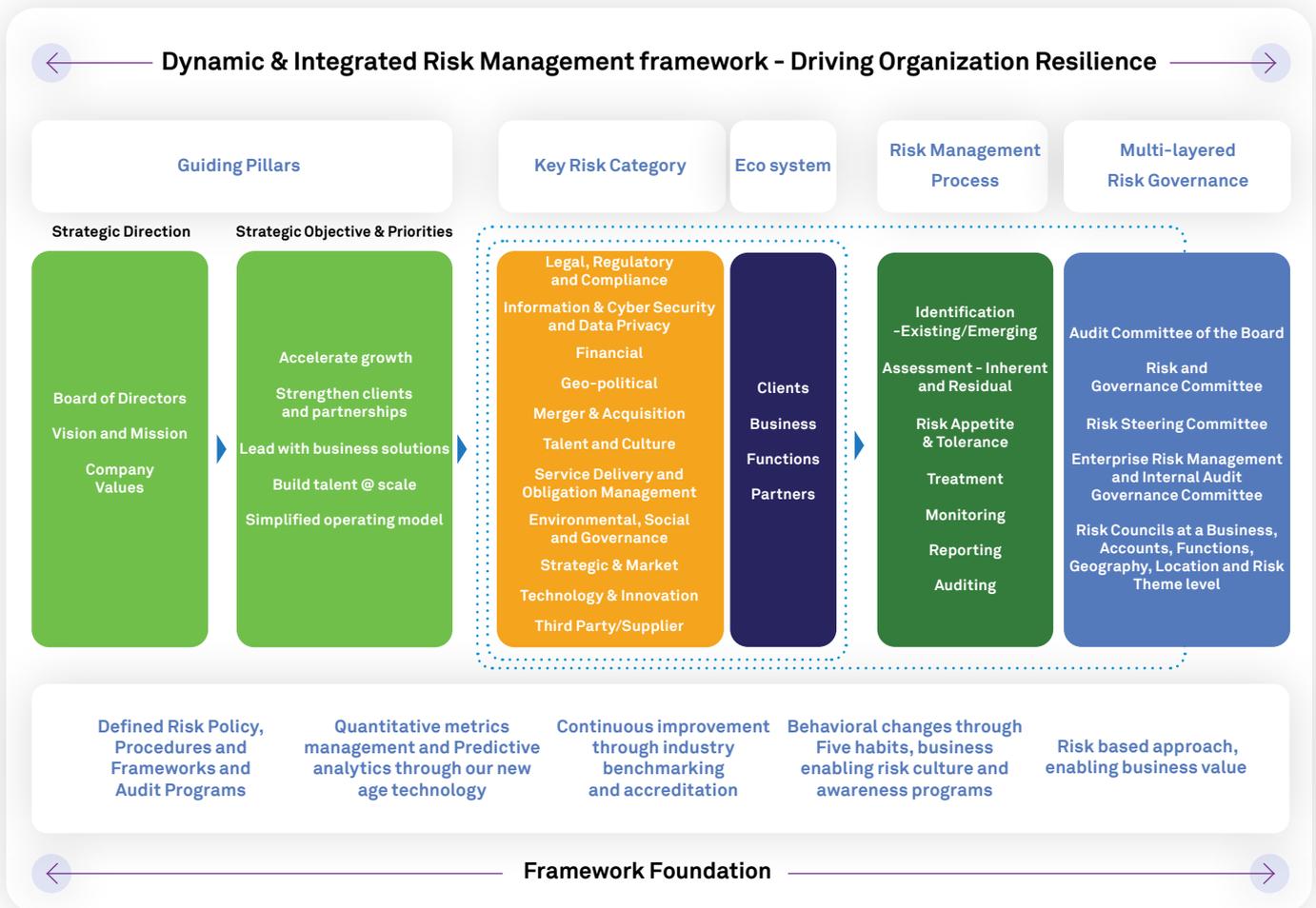
Governance framework

Our Corporate Governance philosophy is put into practice at Wipro through four functional layers



Risk management framework

Our Next-Gen Enterprise Risk Management (ERM) framework is based on globally recognized standards and is designed to be dynamic and flexible to adapt to the changing business environment. The objective of the ERM framework is to enable and support achievement of business objectives through risk-intelligent assessments, in addition to placing significant focus on constant identification and mitigation of all categories of risks within the business. The framework has been benchmarked against best-in-class industry practices and is continuously strengthened. The framework has been digitized, enabling businesses to take faster, informed and quality risk based decisions and encourages a risk resilient culture. The ERM framework is administered by the Risk and Governance Committee and is supported by a multi-layered risk governance structure across the enterprise.



Risk identification and mitigation

Risk Category

Legal, Regulatory and Compliance Risk

The risk that arises from non-compliance to federal, state, local and foreign laws relating to various aspects of business operations that could lead to financial exposure and reputational risk to the organization.

Mitigation plan:

- A program on statutory compliance is in place to track all applicable regulations, obligations and corresponding action items that require to be adhered to, to ensure compliance

Information and Cyber Security Risk

Providing a secure, resilient and reliable technology landscape within the organization for protecting the confidentiality, Integrity, availability of systems/data and risks arising on account of increase in surface area of devices.

Mitigation plan:

- Controls put in place to identify and disable inactive devices
- Effective security controls implemented to detect, prevent and remediate threats
- Program to continuously monitor the effectiveness of the controls and sustain the security controls
- Focus on continuous improvement of the efficacy of the security controls with the adoption of new processes and latest technology solutions

Data Privacy compliance

Non-Compliance to contractual & regulatory Data Privacy requirements impose significant risk to organization.

Mitigation plan:

- Continuous strengthening of global privacy program through reviews of country and regional regulations, revalidation of existing frameworks, policies and processes covering all applicable geographies and areas of operations
- Ongoing assessments and mitigation actions are in place for new requirements and existing controls
- Strengthening of Cross border data transfer procedures and controls with adequate Data Transfer/Data Processing agreement for clients and vendors
- Privacy by design, privacy impact assessment and record of processing activities for all new data processing applications, processes, surveys or changes to the existing applications/processes prior to go live
- Privacy by design education and frameworks related to Artificial intelligence, automated decision making and decentralized technologies

Intellectual Property (IP) infringement risk

Third party/Client IP Infringement by Wipro may result in claims and can lead to reputational and financial risk. Inadequate protection of Wipro's Intellectual Property may result in loss of ownership of Wipro IP and revenue.

Mitigation plan:

- IP related organization policies, frameworks, mechanisms and teams are in place to ensure Wipro does not infringe third party IP
- A dedicated IP unit and an elaborate program exists to safeguard Wipro's Intellectual Property
- Employee awareness and training programs, systemic controls and periodic reviews drive adherence

Fraud Risk and Anti Bribery and Anti Corruption (ABAC)

Integrity is of utmost priority for safeguarding market confidence and building client trust. Non-compliance or fraud instances can expose an organization to reputational and financial damage.

Mitigation plan:

- Wipro Code of Business Conduct, Zero Tolerance policy on integrity, ABAC program, Fraud program, Finance Risk Management program, Vendor Management program and our Ombuds program ensure a strong governance
- Stress testing by a independent team and governance by a cross functional committee ensures adherence and timely actions

Finance Risk

The risks such as taxation risks, foreign currency risk, credit risks arising from normal course of business.

Mitigation plan:

- See 'Finance capital → Risk management procedure' section

Geo-political Situations

Risk of Protectionism policies and Geo-political situations impacting business and employee safety.

Mitigation plan:

- Country Risk Assessment framework considered prior to doing business in a geography
- Continuous monitoring by a dedicated team to ensure pro-active mitigation
- Agreements with multiple reputed international risk consulting firms for the exchange of information, their assessments, advice and forecasts for timely detection of these risks

Mergers & Acquisitions (M&A) integration Risk

M&A being a key strategy for Wipro, the seamless and successful integration of acquired entities into the organization is a high priority.

Mitigation plan:

- Wipro's Post-Merger Integration (PMI) team constitute of experts in M&A integration, program and change management. They have a charter to drive all aspects of integration, including realization of synergies
- PMI team integrates acquired entities people, processes and systems with Wipro and also ensures alignment to Wipro standards
- M&A integration tool enables real-time tracking of the integration process

Talent & Culture Risk

A highly motivated and skilled resources are a backbone of the organization. Effective and efficient people management helps business gain a competitive advantage. A risk that could arise if organizations fail to hire and manage resources appropriately.

Mitigation plan:

- See 'Human capital → Learning and Development' section

Risk Category

Business Continuity Risk

The risk that the organization fails to undertake on advance planning, testing and effective execution of critical processes, to ensure the ability to recover and maintain business operations in the event of a disruption due to internal, third party, physical or natural circumstances etc.

Mitigation plan:

- A Business Continuity Management System (BCMS) framework, aligned to ISO 22301:2019, is implemented across all global delivery locations covering customer accounts and service functions
- Independent assessment of BCM framework to strengthen the framework
- Core BCM team is a cross-functional team comprising of members from Business Continuity Management, Delivery and Functions to proactively identify and manage Business Continuity risks

Service Delivery and Obligation Management Risk

Delivery & Operational excellence is the foundation to any customer engagement. Delivering secure, compliant and resilient business solution to meet customer's requirements is necessary. It's absence can lead to customer dissatisfaction, penalty, litigation, etc.

Mitigation plan:

- Dynamic and integrated Risk Management framework to drive organization resilience
- Focus on large value deals to assess solution fitness and potential risks of the deal
- Contractual compliance programs with a focus on pro-active risk management and emerging risks
- Governance Risk and Compliance Tool for Risk Governance, Contract Management and Analytics

Employee work place Environment, Health and Safety Risk

Providing a healthy and safe working environment will improve employee productivity, retention and avoid any reputational impact. It will also help business gain a competitive advantage.

Mitigation plan:

- See 'Human capital → Physical well-being' section

Environmental, Social and Governance (ESG) Risk

ESG is a social compass of an organization and is used by conscious investors and clients for strategic partnerships. A low sustainability score will impact business growth and lead to financial and reputational impact.

Mitigation plan:

- See 'Natural capital' section

Strategic & Market Risk

Strategy supports value creation for our clients and accelerates growth. Growth by focusing on identified markets and sectors will provide best in class solutions. The risk of not aligning with our strategic objectives may impact growth, market share and profitability.

Mitigation plan:

- Significant focus on large deal origination, solving for Environmental, Social and Governance, driving Mergers and Acquisitions and orchestrating business value to our clients with an ecosystem of partners
- Co-investing, co-innovating and co-creating with hyper-scalers & industry leading platform players
- Evolving our Topcoder platform to become a Talent Cloud to enable enterprises anytime and anywhere
- Strong governance and reporting mechanism at a market, sector, offering, etc. levels to review performance and manage gaps with corrective steps to achieve strategy

Technology & Innovation Risk

Our capability to invent new technology solutions while keeping pace with rapidly changing technology and service offering needs of clients. Failure to do so will result to loss of client and revenue.

Mitigation plan:

- To remain competitive in new areas, we are making strategic investment to build unmatched capabilities in new technologies, through reskilling, strategic hiring, research work and IP creation by leveraging deep understanding of client needs across specific domains.

Third Party/Supplier Risk

Our inability to identify and govern suppliers/partners that provides products and/or services and have access to privileged information, can lead to contractual, legal and regulatory risks incase of a breach.

Mitigation plan:

- Comprehensive technical and compliance assessment while onboarding new suppliers
- Ongoing compliance, performance and business continuity readiness reviews of critical vendors
- Defined program and governance around high risk vendors and vendors in high risk countries

Emerging Risk

Risk of not being able to identify and respond to new and evolving risk scenarios can catch an organization off-guard and lead to contractual and reputational impact.

Mitigation plan:

- An Emerging risk mitigation team helps to pro-actively identify internal and external emerging risks , perform assessment and work with stakeholders for timely action and treatment
- The Emerging Risk Mitigation Committee consisting of experts across Business and Functions steers the program, ensuring that it is effectively managed