

# Human Capital



## The New Normal

Since March 2020, 95% of our workforce has been working from home due to the global COVID-19 pandemic. Working on client deliverables while maintaining top class support infrastructure and compliance with all legal stipulations has become the hallmark of remote working. There is a huge shift in the ways of working and the way employees interact and collaborate. Issues such as remote learning and mental and physical wellbeing have come to the forefront of HR strategy and employee experience. Coupled with this, we underwent one of our largest organizational restructuring exercises of the last decade. This change was completely managed remotely with minimum disruption to clients. These large macro and enterprise-level changes have driven and shaped our HR strategy, processes, policies and systems. These changes are closely tracked by senior leadership in both business and HR. As we continue to transform, certain things have remained at the core of the way we work, be it our unflinching commitment to the Spirit of Wipro values,

our culture transformation powered by Five Habits and our commitment to the globally recognized principles of business responsibility, human rights and corporate governance.

Key material issues	Key stakeholders
→ Hiring and onboarding	→ Employees
→ Performance and talent management	
→ Learning and development	
→ Employee well being	
→ Employee Experience	
→ Engagement & Communication	

## People Strategy

Our people strategies are geared towards creating an unparalleled employee experience through diverse learning opportunities, great careers, a strong employer brand, an empowering and inclusive culture where our employees find meaning in what they do while they create value for Wipro. Our focus now is to create hybrid ways of working to ensure employee wellbeing as well as business continuity.

## Culture Transformation and Inclusion & Diversity

### Culture / Values

Since our founding in 1945, Wipro has been driven by the belief that purpose fuels business and vice versa. Our Founder Chairman Azim Premji led the way for Wipro being an organization known for its moral compass and an unflinching commitment to values. This has helped us foster a more inclusive workplace for employees, vendors and clients alike. While our company has transformed many times over the years, the Spirit of Wipro, our core values, has remained constant. Chairman Rishad Premji, introduced the Five Habits essential to drive a Growth Mindset in early 2020, which are our values in action. The Five Habits are more relevant than ever before in light of the

ongoing pandemic as it asks each of us to be reflective, supportive, and collaborative. So far, over 21,000 leaders globally have been part of 75 immersive and interactive sessions on the Five Habits. The Five Habits can transform how we all experience Wipro as each Wiproite is a visible example of the organization culture.

### Inclusion and Diversity (I&D)

Inclusion and Diversity remains at the core of Wipro. We are committed to creating and nurturing a sense of belonging through equitable practices and by embracing all forms of differences. We renewed our I&D strategy and rearticulated our I&D policy. While we continue to have a structured approach for Gender, Disability, LGBTQ+, Race and Ethnicity inclusion, our journey involves embracing other forms of diversities including generational/ nationality/ supplier diversity, among others. We remain focused on encouraging plurality of ideas and elimination of unconscious bias. The I&D council was constituted in 2018 continues to provide direction and strategic guidance to the charter. The council is sponsored by the CEO and chaired by the Global I&D Head and consists of diverse leaders across businesses. Further, Business Unit and geography specific I&D councils drive the organizational and unit charter, led by a senior business leader from the unit or geography. They are supported by a network of Inclusion Champs.

## People Processes: Key Highlights FY 2020-21

### Hiring and Onboarding

As part of our Digitalization initiatives, we had invested in transforming our hiring and on-boarding processes for a more seamless and automated experience. These initiatives helped us navigate the pandemic effectively. Our entire hiring process was touchless and remote. We organized virtual walk-ins and leveraged digital technologies to connect and engage with candidates. Post selection, the offer roll-out process, document

collection and verification as well as onboarding were done remotely. New employees were onboarded via virtual sessions. They were enabled to be productive from the first day as we provided them with the necessary infrastructure in a work from home situation. Our strategy of localization continued to gain momentum with an increased number of local candidates in all the geographies that we operate in.

### **Performance and Talent Management**

The talent management processes contribute to the strategic priorities of Wipro by driving high performance across the organization. Our talent differentiation is sharp and is based on outcomes. 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. Our quarterly review process continues to be a strong platform to encourage candid, constructive and meaningful feedforward discussions between employees and managers. Our performance management system leverages Artificial Intelligence to aid employees and managers in writing effective reviews thereby nudging and training them while they submit reviews quarter on quarter. There is an annual 360-degree feedback survey where employees in middle and senior level roles receive feedback from their teams, peers, internal customers, managers, external customers. At Wipro, succession planning is an annual exercise. Talent is classified 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. Career building is an important pillar of our employee value proposition and in line with that the 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**

We continue to make significant investments in our learning & development function towards building a resilient organization, focused on business imperatives in the new normal. Our comprehensive efforts in digitalizing offerings and completely moving our curriculum online, have enabled employees to effectively manage the transition to a virtual work environment. We have been able to engage employees, ensure their wellbeing and cater to diverse learner needs through Virtual Instructor Led Trainings (VILTs), self-paced modules, virtual learning journeys, social learning, virtual mentoring, gamified interventions and e-summits. With the change in the ways of working due to COVID-19, we 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.



## Employee Wellbeing

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

## Physical Wellbeing

Wipro provides a safe and healthy workplace for all employees. Our key focus areas to enhance the physical wellbeing of our employees are Health and Safety Risk Assessment, all round safety and security measures, including training and sensitization to meet the standard competence required by law in performing one's duties. 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. All our facilities have safety committees, which meet quarterly and participate in risk assessments, safety inspections, incident investigations and hygiene audits. During 2020-21, more than 8,400 permanent and contract employees, were part of awareness camps and programmes. Awareness sessions were also conducted regarding off-the-job safety and road safety. 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.

## COVID-19- Business Continuity Process

The exceptional circumstances around COVID-19 have brought to light emerging risks and have made previously identified risks more critical. We identified business critical functions, equipment and employees, and also determined how, where and by whom critical services would be provided. We suspended non-essential work to reduce risk of exposure to the virus and maintained social distancing norms. We carefully monitored employee availability, health and safety. Business continuity plans were put in place to maintain seamless operations. We analyzed and assessed supply chains to identify risks which exist in our operations. Wipro also mobilized infrastructure to support remote working, to ensure employees have the necessary hardware, software, equipment and internet connectivity to work safely and efficiently from home. A real time communication plan was put in place to keep employees updated at all times.

## Emotional Wellbeing

In the new normal, to ensure the emotional and mental wellbeing of our employees, we have partnered with leading global 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 across geographies on topics including COVID-19, Work from Home and Emotional Wellbeing to enable employees cope with the new ways of working and remain emotionally strong. Key policy changes this year included changes in medical assistance, insurance and leaves.

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### Financial Wellbeing

We continually strive to provide our full-time and part-time employees with compensation packages commensurate with their skills and experience and in accordance with laws of the land. 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, medical packages and assistance in managing financial issues. For employees in India, we have organized periodic panel discussions and webinars on importance of insurance and investment awareness. We provide long-term incentives (LTI) by granting restricted stock units (RSUs) and Performance Stock Units (PSUs) to key executives. 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 higher performance.

### People Results

We have a culture of transparent and voluntary reporting which include the Business Responsibility Report, the Sustainability Report, the Dow Jones Sustainability Index, Ethisphere Institute etc. This has strengthened our employer brand and internal business processes. 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. For a detailed view on People Results please refer to Additional Supporting metrics of the Annual Report.

## Employee Experiences, Engagement and Communication

### Employee Communication

The COVID-19 pandemic compelled us to reimagine how we engage and communicate globally. Even before the pandemic, we were leveraging technology and new channels of communication. Our focus was on transparent and timely communication, regular leadership connects, coupled with initiatives on physical and mental wellness, inclusion & diversity, culture, and more, kept the employee morale high.

### Employee Experience Survey (EES) and Employee Insights

EES is the formal mechanism to capture employee feedback, annually. However, we could not conduct this survey because of the ongoing pandemic. Instead we conducted three short COVID-19 Sentiment Surveys focusing on pillars relevant to employees working from home, such as remote enablement, work life balance and productivity, remote communities, manager and senior leadership effectiveness, physical and mental health and confidence in our future. Over 172,000 employees participated in these surveys, cumulatively. The results of these surveys have been analyzed and the key action areas were to focus more on Mental and Physical Health. We took several policy decisions based on these inputs, detailed in Employee Wellbeing section.

### 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, creating a harassment-free, safe environment and respecting 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 status. 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 2.3% of our workforce with a further 1.6% 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 / 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 when the pandemic situation stabilizes. 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:

- **Returning mothers**
- **Benefits and engagement of extended/ contract workforce**
- **Unconscious bias at the workplace**

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### Mitigation Policies/Processes

We have created specific interventions to tackle these issues:

#### Returning Mothers

We are formulating a comprehensive set of support initiatives across all stages (before, during and post return from maternity) for returning mothers. The key elements include building manager awareness of unconscious bias and effective handling of women employees post return from Maternity Leave. A governance committee to oversee the program deployment and settling in of returning mothers and an ecosystem enablement through policy, process and system interventions have been also suggested.

#### Contract Employee Engagement

We engage contract employees for supporting our projects in India for short-term assignments. The duration of such engagements varies depending upon the project and the role. We ensured insurance coverage for these employees during the COVID-19 pandemic along with 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.

#### Sensitization on Unconscious Bias

Under the umbrella of our #BreaktheBias campaign, we have monthly leadership blogs, mailers and a mandatory e-learning module to raise awareness among employees on how they can eliminate biases at the workplace. At present, over 164,000 employees have undertaken the Unconscious Bias E-module and received certification.

### Initiatives to support our employees

At the onset of the pandemic in mid-March last year, we enabled Wiproites globally to Work From Home. Currently, less than 2% of our employees are working from Wipro offices. We are taking additional actions to protect and provide support to our employees and their immediate family members. Some of our key initiatives to support our employees are:

#### COVID-19 Isolation Care Centers

Created COVID-19 Isolation Care Centers for our employees and their immediate family members across locations

#### Medical Support

Partnered with major hospitals across India to ensure critically ill employees can access the best medical facilities facilitated through a 24/7 helpline

#### Wellness platform

Partnered with a tech-enabled online-to-offline delivery platform specializing in primary care and urgent response services

#### Vaccination Support

Providing free vaccines to employees and their immediate family members

#### COVID-19 safety webinar series

Organized a series of webinars on COVID-19 safety, vaccination, recovery, and more

#### COVID-19 Support Communication

Continued to share critical updates with employees regularly through multiple channels. COVID-19 support emergency helpdesk numbers were shared with employees via mailers and SMS for further reinforcement