



# People Practices

## FY24 People Highlights

40%

Of our Hires were Women

Multi-Generational Workforce

37%

Generation Z

52%

Millennials

Over

12.9 mn

Skilling Hours Completed

83%

EES (Employee Engagement Score)

83%

Inclusion Score in EES

Over

5%

Drop in Attrition Since FY23

2.5x

Increase in the Number of Women Leaders in Last 3 Years

## DIVERSITY IN TENURE

17,000+

Colleagues with more than a Decade of Experience at Wipro

Over

60%

Of our Workforce Joined us in the Last 3 Years



## The Next Generation Workplace

At the core of Wipro's powerful legacy is its values. Our commitment to our Five Habits and the Spirit of Wipro forms the foundation for transformation and evolution. We believe that people are our greatest asset, and strive to make a difference in the lives of our employees, customers, partners, and the communities in which we live and work.

As we undergo a fundamental transformation journey, our priority is to nurture what makes Wipro, Wipro: our employees. The world is changing, and with it, so is the way we work. Over the course of the year, as we aim to build a workplace that more accurately reflects our diverse society, we have transformed our policies and processes to ensure they are more people-centric.

Around the world, Wiproites have returned to the office to build networks, celebrate successes, and access learning opportunities together. Our hybrid work model offers the flexibility of remote work combined with the collaboration and advantages of working together in the office. We have launched initiatives to promote in-person connections, networking, collaboration, learning, celebration, and growth. Our employee engagement activities aim to cultivate a positive work culture, uplift morale, and boost productivity.

## Culture and Values

Since our inception in 1945, Wipro has been guided by the belief that purpose drives business, and business drives purpose. Wipro's founder, Chairman Azim Premji, has been instrumental in laying this foundation, ensuring that our values serve as the moral compass guiding us to do the right thing. 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 remained constant. In early 2020, Chairman Rishad Premji introduced the Five Habits of Wipro, which are our values in action, to promote a growth mindset. The Five Habits encourage us to be reflective, supportive, and collaborative. Over 36,000 leaders from around the world have participated in 120 immersive and interactive workshops, and over 165,000 colleagues across accounts have been introduced to the Five Habits thus far. As a next step, we have also introduced the Wipro Leadership Mindset for our leaders, which is a set of

strategic attributes to help build future leaders at Wipro. Our recently introduced culture framework helps connect the dots between different key spaces like purpose, mindset, learning, recognition, wellbeing, and DEI, and plays a role in our culture transformation journey. As each Wiproite demonstrates the organization's culture, it truly impacts how we experience Wipro.

## Diversity, Equity and Inclusion (DEI)

Inclusion is a way of life at Wipro. We integrate diversity into everyday work, encouraging all Wiproites to be their authentic selves, at all times. **We are committed to equitable practices, to offering equal opportunities to all, and embracing all forms of differences.** This core value of inclusion and equity allows us to be an employer of choice that attracts, and grows, diverse talent.

**At Wipro**, we are committed to fostering a workplace where individuals, regardless of their gender, sexual orientation, disabilities, racial or ethnic background, and generations, are valued not in silos but as unique intersections of multifaceted identities. Through this approach, we aim to promote equity, respect, and a sense of belonging for all.

## Unconscious Bias Learning Module

Our e-learning module on Unconscious Bias with workplace scenarios empower associates to recognize and manage biases that may exist in the workplace. It also highlights individual actions that can be taken to consciously address, combat, and minimize unconscious bias at work. Over 182,500 associates have completed the module.

## Women

Our approach towards women is based on the unique life-stage philosophy inherent in our Women of Wipro (WoW) framework. These WoW programs have been tailored and customized to cater to the needs of women at every stage of their life and work; they are not a one-size-fits-all approach. The framework structures Wipro's internal policies, processes, and initiatives to promote inclusion and empowerment of women. Focused training and mentoring programs for women, networking opportunities with women leaders from across the industry, and inclusive policies and practices foster an inclusive work environment at Wipro.

Below are some of the initiatives that underscore our commitment to Women:



## Increased Representation of Women in Senior Leadership

We use a holistic approach to increase representation of women in senior leadership through focused hiring efforts and building a strong pipeline of leaders. Our structured governance, continued commitment, and drive from leaders have resulted in women's representation at the senior leadership level increasing from 17.0% in FY23 to 18.7% in FY24.

We are actively working to increase women's representation in decision-making roles. Currently, 22.2% of our Board of Directors, 20.0% of the Wipro Executive Board, and 22.6% of the Wipro Executive Committee are women.

## Key Programs and Initiatives

### Enrich

A sponsorship program for high-potential senior women leaders, to strengthen the talent pipeline and create an ecosystem of enablement. Two cohorts of the program have already graduated. Following the success of the program, the next cohort has seen a two-fold increase in participation.

### Begin Again

A program for women who want to restart their career after a hiatus, whether it's due to a sabbatical, parenthood, senior care, travel, pursuing a passion, or any other cause.

### WoW Mom

A program that aims to support women employees proceeding for or returning from maternity leave. It comprises policies to support employees, encourage pre-maternity connections and HR connections with mothers returning from maternity leave. We also offer a WoW Mom handbook, information on day care facilities, lactation facilities and more.

Our holistic policy ensures a smoother integration for our returning mothers and supports them as they take on new responsibilities and new adjustments in their life. We also run a quarterly survey for returning mothers to solicit their input. We have Leadership Connects and sessions for returning mothers on various topics. This program is customized based on geographies.



We have implemented e-learning modules to support maternity management in the workplace. One module is designed for women associates, while the other is tailored for managers. These modules provide step-by-step guidance from the announcement of pregnancy, through the maternity leave period, the transition back to work, and beyond.

### Other Programs

Our flagship capability programs — such as Your Career Your Choice and She Leads — help women stay competitive and tackle workplace challenges. The voices of women leaders are heard through quarterly discussions with our CEO and the Wipro Executive Board through a W-Connect Forum.

## Disability Inclusion

At Wipro, we are committed to creating an inclusive and accessible workplace for all colleagues, including those with disabilities, chronic medical conditions, and primary caregivers to dependants with disabilities. We align our efforts with the CREATE framework (Career, Recruit, Engage, Accessibility, Train, and Enable) to implement initiatives such as hiring, redeployment, engagement through accessibility improvements. Our efforts have led to increased self-identification among colleagues with disabilities, participation in observances and campaigns



throughout the year, and recognition from Forbes and NASSCOM. We've enabled over 1200+ reasonable accommodation requests and enhanced policies and benefits to ensure inclusion of our colleagues. Our external advocacy includes participation in roundtables with leading organizations, demonstrating our commitment to holistic diversity, equity and inclusion.

## LGBTQ+ Inclusion

Our priority is to create a safe, welcoming workplace for LGBTQ+ employees. We do so through raising awareness, developing a strong network of allies, and implementing policy reforms. We constantly examine, amend, and add new features to our policies and processes to make them more inclusive.

Wipro Pride is an employee resource group (ERG) that helps employees share important information and best practices, network with other LGBTQ+ colleagues and allies, start conversations, and more. We have a Global Prevention of LGBTQ+ Discrimination Policy to protect our employees from bias and discrimination based on their gender identity or sexual orientation. In many countries, Wipro's insurance policy covers gender-affirming or transition surgery and related medical procedures.

In addition, we have inclusive/gender-neutral restrooms available at most offices in India and in other countries. Recently, we introduced a dedicated e-module for Championing LGBTQ+ Inclusion in the workplace, and pronouns were also included in Office 365.

## Race and Ethnicity

The Black Alliance ERG strives to promote a diverse and inclusive work environment, with a focus on Black and African - American employees. We established and observed an additional holiday in the US on Martin Luther King Day. Efforts to raise awareness about Wipro with students attending historically Black colleges and universities (HBCUs) by partnering with a local fraternity are also ongoing. Our first Juneteenth event focuses on increasing knowledge about Juneteenth. We commemorate Black History Month throughout February.

There are also regional and country specific chapters along with affinity groups for Hispanic & Latin/o/a/x employees and allies, Asian & Pacific Islander employees and allies, etc.

## People Processes: Key Highlights FY24

### Hiring and Onboarding

Our legacy, culture, and values have always provided a strong foundation for an industry-leading Talent Attraction Model. We have leveraged this to attract, identify and hire diverse top talent across the organization at all levels. Early career hires are provided with a sustainable platform to grow into technology leaders of tomorrow. We have also focused on creating and launching an Employer Value Proposition (EVP) this year to market the right jobs to the right lateral hires to build strength in the organization and to find the best leaders for experienced roles.

Improving candidate experience has also been a priority. This focus has paid off in our Glassdoor ratings, where 70% have voted to recommend Wipro to a friend. Diversity and inclusion have been rated as the highest quality for Wipro at Glassdoor.

We have also seen our highest-ever rating on Indeed where we have been rated 3.8 out of 16,000+ reviews. Technology and automation have been at the forefront of our hiring practices and this has helped us make quick and data-backed hiring decisions. We have also created flagship programs such as 'Begin Again' to further our commitments to diversity and inclusion.





## 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 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 require 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 have a bi-annual appraisal process and encourage real-time feedback throughout the year to make job growth and learning an ongoing process, not a once-a-year meeting. The annual review process enables fairness and objectivity by considering holistic feedback throughout the year. There is also an annual 360-degree feedback survey where employees in senior-level roles receive feedback from their teams, peers, internal customers, managers, and external customers.

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 on new roles and build the career they seek. To ensure talented and capable employees have adequate growth opportunities, we have doubled and sustained the frequency of promotions at junior and mid-career levels.



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 leaders to facilitate their holistic development. The process helps identify top talent across the organization, with a clear focus on diverse talent that we can engage and train to assume leadership roles in the future, creating a robust and agile leadership pipeline delivering improved business results.

## Learning and Development

Learning & Development at Wipro dovetails with the strategic imperatives to build capabilities aligned to business priorities. Some of our key initiatives:

**Digital & On-demand Learning:** Associates encouraged to acquire at least one new high demand skill annually through an initiative called MySkill- Z, including knowledge acquisition, assessment (leveraging global platforms like Codility) and sandbox projects.

Wipro invests into building capability in Cloud technologies through Hyper-scaler certifications from our Cloud and AI Academy. We have partnership with key IT industry bodies for providing 'FutureSkills' platform, enabling upskilling of employees in technologies like AI-ML, Big data, Analytics, Cloud, Mobility etc.

To enable behavioral learning on demand, Wiproites have access to SPARK an enterprise digital learning platform offered by Harvard Business Publishing which hosts 27,900+ learning assets.

**Initiatives for Leadership Development:** Wipro's flagship programs are designed to shape mindsets, foster personal growth, and recalibrate strategic focus, and were delivered in-person to 262 leaders. Our senior leaders in key roles are assigned personal coaches; and participated in executive leadership programs at Ivy League and equivalent institutes.

**Enhancing Capabilities for Critical Role-holders to drive a High-Performance Culture –** Over 13438 role holders across delivery, consulting and people management were upskilled through combination of Virtual Instructor-led Trainings (VILT), self-paced learning and learning journeys around specific role based behavioral competencies.



Nurturing Future Leaders – 1,98,813 employees benefited through foundational skilling programs in areas like business communication, presentation skills and customer orientation. 11,170 associates were covered through programs like Overcoming Unconscious Bias, Decoding Microaggressions, Embracing Generational Diversity etc. 2200+ women associates underwent career building conversations and development programs. Global 100 program recruited management graduates from top global business schools to ready them into future leaders, over a 15-month program; and the MBA talent development program provided pragmatic learning opportunities to management graduates from premier business schools in India.

## Employee Wellbeing

Wellbeing is a pillar of our culture framework. We are advocates of wellbeing and focus on the holistic wellbeing and good health of our people. Beyond providing for

professional growth, we believe every individual must invest in personal fulfilment and fun.

Wipro Wellbeing is a journey to help each of us feel well and have the energy to live the life we want by connecting the three important aspects of our lives: Mind, Body, and Community. We adopted a data-driven approach to healthcare that made it sustainable, scalable, and unique. This also includes a holistic wellbeing platform with offerings for health and wellness across geographies aligned to the three-point plan towards employees' wellbeing, connecting mind, body, and community.

Leaders define the ecosystem within which their teams operate. Hence leadership involvement in Wellbeing is a key area of focus. A leader sponsor has been identified for Wellbeing at Wipro. The role of the leader sponsor is to normalize wellbeing conversations and socialize wellbeing interventions.





**The 3 Point Plan:** Wellbeing is connected to every aspect of our lives and is the sum of how we feel in mind, body, and our communities. When we find meaning in our work, it energizes our personal lives. When our relationships are fulfilling, we are in harmony with our communities. When our communities are supported and sustainable, so is our planet. And it all begins with feeling well. Wipro Wellbeing is designed to help us find the habits, activities, and approaches we need to succeed and thrive.

The three-point plan is a set of programs and tools – from healthcare to fitness challenges, webinars to support groups, self-help guides to volunteering opportunities – designed to help employees build individualized three-point plans for themselves and their families. These include:



**Mind:** From time to time everybody needs some space, a break, professional help or a 'digital detox'. Wipro Wellbeing offers a structured program that ranges from leave days to self-help to confidential counselling.



**Body:** Physical health is the most visible part of how we feel. Wipro Wellbeing offers not only medical coverage, but also fitness training, a range of sessions and expert panels designed to help employees sleep and eat better, get fit, build healthy habits, and more.



**Community:** Being involved in a community and nurturing a sense of belonging is essential to overall wellbeing. Wipro Wellbeing offers volunteering opportunities, causes, support groups and other ways to reach out the way most meaningful to each employee.

## Employee Experience Survey (EES) and Employee Insights

Employee Engagement Survey (EES) is a purposefully designed active listening mechanism to understand employee engagement and various drivers leading to engagement at the organisational 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.

Here are the Key Highlights from the EES:

- Employee engagement at 83% (with 75% participation). Engagement score is reported as a combination of job satisfaction, discretionary effort & willingness to recommend: Wipro continues to lead benchmark of Fortune 500 companies, IT / Professional Services organizations.
- The survey also touches upon 20 engagement drivers, some of them being wellbeing, psychological safety, diversity & inclusion, transparent communication, work-life balance, role fit, trust in manager & leadership etc. Wipro is leading benchmarks of Fortune 500 companies, IT / Professional Services organizations.
- 91% of Wipro associates believe Wipro is having a positive impact on the world.
- Innovation (90%) & Empowerment (89%) were the other two top scoring engagement drivers.
- Action plans based on the surveys have been created and communicated to Wiproites. Based on the May 2023 survey, 66% associates saw positive changes in the organization because of the feedback they gave.





## Human Rights & Values at Wipro

### Commitment to Human Rights

Wipro is committed to protecting and respecting Human Rights and remedying rights violations as they are identified.

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.

**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 3% of our workforce, with an additional 1% under collective bargaining agreements.

**Risk Identification Process:** We have established committees and processes like the Ombuds, Prevention of Sexual Harassment Committee, etc to review progress and formulate strategies to address issues pertaining to compliance, safety and a harassment-free workplace. We keep our employees informed about these processes regularly through trainings, mailers and internal social media platforms. 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, as key areas of focus:

- A level playing field across key pillars of diversity specifically for employees with disabilities and for members of the LGBTQ+ community
- Contract employee engagement
- Eliminate unconscious bias at the workplace

### Mitigation Policies and Processes

We have created specific interventions to address these identified risks:

**A level playing field across key pillars of diversity specifically for employees with disabilities and for members of the LGBTQ+ community:** Inclusion champions and allies in the business have been trained to conduct awareness sessions on themes like understanding gender and sexual orientation, inclusive language, and behavior at the workplace, becoming an ally, and others.

To foster more inclusion, we have customized workshops to raise awareness on inclusive procurement, digital accessibility, accessible workplaces, communicating in sign language, awareness on reasonable accommodation, and workplace solutions to strengthen inclusivity.

**Contract Employee Engagement:** We engage contract employees to support our projects in India Business on short-term assignments. The duration of such engagements varies depending on the project and the role. We ensure the parent organizations provide medical insurance coverage along with Group Life Insurance, for employees. We drive internal mandatory trainings (Code of Business Conduct, Information Security Awareness Course & Code of Operations Conduct).

### Awareness of Unconscious Bias:

At Wipro, we have had an e-learning module on unconscious bias for all employees to deepen their understanding of the subject. More than 1,82,500 employees have completed the module.