



Ambitions Realized .



Learning, Succeeding and Growing at Wipro



At Wipro, Learning is Key to Our Success

We are Wipro - a global technology services and consulting company.



More than
250,000^{*}
employees



Over
1400
clients



In
66
countries

For **more than 75 years**, we have believed that curiosity and innovation, coupled with formal learning initiatives, are critical to the success we've enjoyed since our founding.

*as of Q3 FY22-23



Since the start of this decade, we've seen how quickly business can change thanks to external events no one could have possibly foreseen.

That's why the ability to learn – from successes, from failures, and from insights readily available around the world – has become so critical to long-term success.



Thierry Delaporte
Chief Executive Officer and
Managing Director, Wipro

Our Learning and Development Framework



Companies globally rely on leading-edge technologies such as:

Artificial intelligence

Machine learning

Internet of Things

Cyber security

Cloud networks

and many more...

Being in the business of technology, we are continuously innovating, learning, and deploying these technologies for our clients. These are foundational as companies engineer themselves to better serve their customers.

While technology is a key enabler, there is a significant need to humanize client relations, build alliances, and strike strategic partnerships. This increases the importance of leaders and employees learning the skills necessary to enable their flexibility, innovation, and resilience while adhering to the highest standards of ethics and integrity.

We see learning as a multi-pronged lever for employees throughout their careers.

Early on, it is important to build the right foundation of soft skills like communication, client centricity, values, and technical expertise, while participating in on-the-job training and natural learnings that occur in the real world.

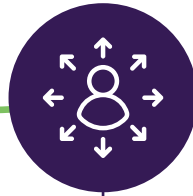
Next, there is the learning that comes in the middle of one's career, learning that supports professional advancement and enables employees to specialize in areas about which they are passionate. This may include earning certifications

in deep-tech areas and upskilling in new and cutting-edge technologies, while developing skills as a leader and manager.

Eventually, when an employee reaches a mid-level to senior-management role, the learning focuses on leadership development, strategic thinking, and growing as an individual in being self-aware. Such individuals learn critical skills in leadership and executive presence, and other competitive skills that drive their passion for serving our customers.

Platforms and Tools

Wipro is committed to the philosophy of continuous learning by providing world-class platforms and tools to help employees succeed in their learning objectives. These tools and platforms enable 360-degree learning opportunities, on-demand, friendly, and customizable to a learner's preference.



Futureskills

A new gamified learning platform, offered in partnership with India's National Association of Software and Services Companies (NASSCOM), provides a wealth of insights on technologies such as **artificial intelligence, big data, data analytics, blockchain, cloud computing, mobile technology,** and more.

Certification-based training

Provides world-class opportunities in partnership with companies such as **IBM, Oracle, Microsoft,** and **cloud-service providers.**

Topcoder and TopGear

Talent crowdsourcing platforms in the cloud where employees can get live project experience alongside **1.5 million developers, designers, data scientists,** and **testers.**

Udemy Business

Offers access to **more than 5,500 on-demand online courses** from global experts in technology, business, wellness, and more.

Harvard

ManageMentor/Spark

Our partnership with HMM/Spark provides access to all employees on Harvard University's enterprise digital-learning experience platform encompassing more than **262,000 articles, podcasts, case studies,** and **actionable tips.**

wiLearn

An internal platform with customized content for anytime, anywhere learning that includes more than **9,400 courses, 22,000 e-learning modules,** and **more than 250 bite-sized learning capsules.**

Using platforms like these, and real-world experiences gained from one of the global leaders in technology services and consulting, employees gain life-long skills in areas that make them successful and enable them to achieve delivery excellence and client delight.

Our Learning Approach

Our learning programs focus on five areas:



Our learning and development vision is:



Make Wipro a bold and resilient learning organization by influencing behaviors and building capabilities across levels that drive strategic priorities and business outcomes.

The Learning and Development (L&D) function has strategically aligned itself with Wipro's vision of a bold and resilient organization focusing on investments that make learning accessible and relevant for all employees, regardless

of level. We have built a wide portfolio of offerings to cater to diverse learning needs. This includes virtual instructor-led trainings (VILT), self-paced modules, virtual learning journeys, social learning, gamified interventions, and e-summits in addition to face-to-face programs, sponsorship to courses offered by global universities and strategic tie-ups.

The L&D team looks at the entire spectrum of behavioral capability building and development as a key part of its charter. We aspire to integrate learning principles with business requirements enabled by technology, mobile-enabled for access, thus making learning a strategic lever that helps to drive culture change.



In the next few sections, we elaborate on multiple avenues of learning engagements available in Wipro, starting with the engagement and development of our campus hires, advancing to foundational skill development, role-based development, leadership development, on-demand learning/platform-based learning, and diversity-focused development.

1 Campus Hires: Engagement and Development

Each year, Wipro hires thousands of interns from leading colleges and immerses them in important projects. They are enrolled in our project-based learning platform, exposing them to specific materials, assessments, virtual labs, and hands-on assignments to build foundational skills that will serve them a lifetime.



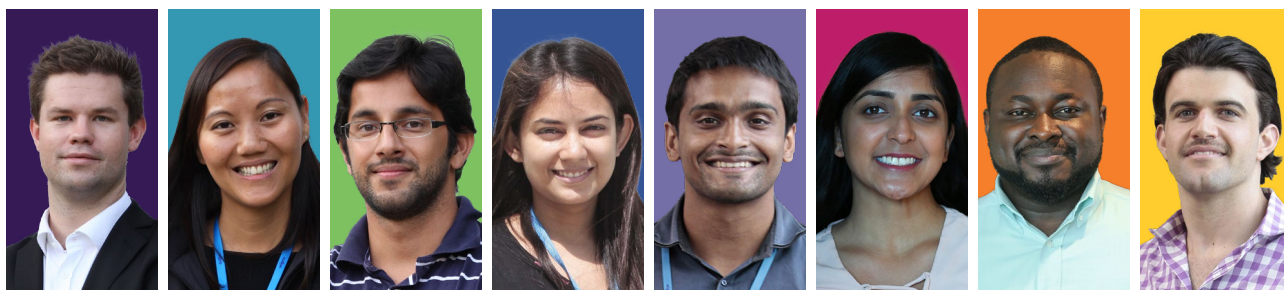
There are two distinct parts of our learning commitment for interns: Pre-joining, and Post-joining.

Pre-joining

Training focuses on five different customer-ready skills in software and large-scale integration programs. This enables our campus hires to learn these foundational skills during the final semester of the degree program at their local universities. We provide content, learning assignments, and self-evaluation assessments to enable them to learn at the pace best suited for them while still in college.

Post-joining

Training helps interns connect with our leadership teams and learn from them, integrating business understanding with technology trends in the IT industry. Through a role-based exercise, we assess their familiarity with coding and offer extra training for those who would like to hone their coding skills further before being deployed on customers' projects.



Our specific early-career programs are:

Emerge

This program develops appropriate attitudes, behaviors, and skills for a smooth transition into corporate work-life for those emerging from campus in technical fields. It focuses on communication, presentation, managing customers, virtual work ethics, and the importance of inclusion and diversity.

These modules are continuously monitored, refined, and upgraded.

MBA Talent Development

Young talent from premier management institutes across India embark on a cohort-based learning journey to strengthen their sense of belonging within the wider Wipro community. This eight-month development journey enables several learning opportunities through projects, check-ins, learning sessions, feedback mechanisms, and virtual simulations, apart from on-the-job learning opportunities.

Global 100

A focused 15-month leadership development journey for building high-potential, next-generation leaders hired from global Ivy League universities.

Through structured rotations in Sales, Consulting, and Delivery across market-facing units and global business lines, young leaders get to experience different roles within the organization. They are also mentored by senior leaders and drive real business objectives in every rotation, which includes one rotation outside their home country.

2 Foundational Skill Development

This learning engagement focuses on developing skills that are foundational for enabling Wipro employees to succeed in their careers. These areas of focus include:



Art of Business Communication

A virtual instructor-led training (VILT), enabling learners to understand and hone the “Art of Communication” in business environments.



Presentation Skills

Blend of VILT and self-paced online learning, enabling learners to create and deliver visually appealing and effective presentations.



English Speaking Skills

Blend of VILT and self-paced online learning, enabling learners to speak comprehensible English during business conversations.



Business English Writing

Self-paced online learning, enabling learners with vital business English writing tips and techniques for business-appropriate writing and structuring.

The following foundational skills are designed exclusively to develop professional behaviors around customer centricity:

Win Over Your Customer: Blend of VILT and self-paced online learning, enabling learners to create customer-centric mindsets.

Network and Influence to Win: Self-paced online learning, aiding learners with essential skills to build a professional network in a service environment.

Wipro People Manager – Level 1: Assisting new managers to transition from an individual contributor role to a role of leading people. This involves journey-based learning for five months in a cohort. It includes leadership connects apart from learnings and personality-assessment sessions.

Wipro People Manager – Level 2: Enabling seasoned managers to adapt and evolve in their roles, thereby contributing to a bolder Wipro. The program enables people leaders to develop superior leadership skills and be able to manage multiple teams. This, too, is a five-month, cohort-based learning pathway program consisting of VILTs, reflection sessions, small group activities, simulation-based learning and assessment, and leadership connects.

Mentor circles, leader connects, masterclasses, and career conversations: These learning initiatives and exposures help young talent develop and grow into seasoned professionals.



3 Role-based Development

Role-based interventions focus on building and ingraining competencies that enable holders of key roles to empower our clients to “scale as an enterprise and pivot as a startup.” Some of the specialized tracks cater to project leads, project managers, program and delivery managers, account delivery heads, and consultants.

Account Delivery Heads (ADHs)

An Account Delivery Head (ADH) is the focal point of Wipro’s delivery in client engagements and is accountable for client satisfaction and experience, delivery excellence, profitable growth, and employee satisfaction within the account. The following three themes sharpen their skills and help them become more effective in their roles.

Delivery-Led Growth

To help ADHs mine accounts better for profitable growth, we focus them on building financial acumen, leveraging client relationships, and identifying opportunities.

People Supply Chain Management

To enhance key capabilities and skills needed to effectively plan and fulfill people demand for growth in execution margin, we focus them on workforce planning, demand forecasting, and identifying sourcing channels.

Transforming Client Experience

To enable leaders with a structured digital approach to create a client-centric ecosystem for transforming client experience in the account, we focus them on delivery excellence capability, client business transition from run to change, and co-creating solutions.

Delivery Managers (DMs) and Program Managers (PgMs)

Delivery Managers and Program Managers are responsible for managing client deliverables within accounts and programs. They oversee the execution of multiple project groups and are accountable for client success, delivery excellence, building a culture of high performance within and across teams, and driving profitable growth in their respective portfolios or programs. The following five high-priority themes sharpen their skills and help them become more effective in their roles.



Building High-Performance Team Culture: To build a culture of high performance in the account by identifying, recognizing and rewarding differentiated contributions, we strengthen skills on sustaining a high-performance culture, selecting high performers, and developing team member skills for future client needs.

Achieving Profitable Growth through Business Acumen: To sharpen business acumen to achieve and sustain profitable growth, we strengthen skills on identifying new opportunities, building in-depth understanding of contracts, and acting as a trusted advisor.



Execution Excellence: To enhance the ability to execute account, program, or project plans in an outstanding manner by demonstrating flawless delivery and seamless operations, we strengthen skills on managing interlocks and complex execution and streamlining internal processes.

Driving Client Success: To make clients successful by delivering world-class services and solutions, we strengthen skills on understanding client needs, identifying and articulating business outcomes, and enabling teams to propose innovative solutions.

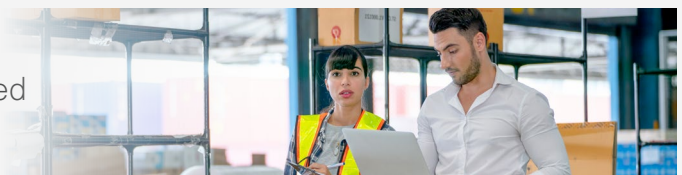


Collaborating and Winning Together: To encourage collaborating with multiple teams and maximizing results for all, we strengthen skills in creating building blocks of collaboration, maximizing results, and leveraging diversity.

We have two academies to further upskill Delivery Managers and Program Managers:

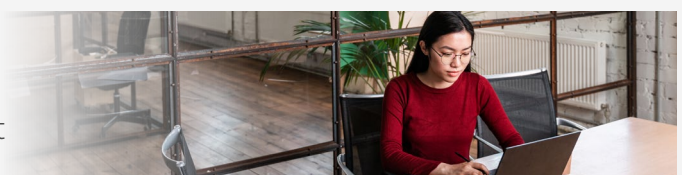
Delivery Management Academy

Prospective Delivery Managers get upskilled on delivery management, understanding customers, finance management, IT best practices, pricing models, understanding contracts, crowdsourcing, and effort and schedule estimation. They are also upskilled in Agile estimation techniques, Wipro intellectual properties, change request management, and more. After assuming the role, participants learn Agile and DevOps, service design, customer journey mapping, digital architecture, introduction to the Internet of Things, analytics, cloud, mobility, and more. The academy enables their certification through skill assessment.



Program Management Academy

Prospective Program Managers get upskilled on Wipro's program management framework, program governance, core digital technologies, design thinking, change request management, transition process workflow, and more. The academy enables their certification through skill assessment.



Project Managers

For Project Manager development, we have methodically curated PM-LEAP (Project Manager Leadership Excellence & Acceleration Program). This is an integrated approach that includes self-learning modules from Harvard and Udemy, virtual instructor-led training sessions, and interactions with senior leaders on the topics organized under four key themes:

Team Management and Collaboration

This theme equips a project manager to foster collaboration among team members with diverse backgrounds, cultures, and styles to achieve desired goals.

Successful Negotiation

This theme enables project managers to hone their negotiation skills to find mutually acceptable solutions while negotiating with clients and various stakeholders.

Change Management

This theme prepares a project manager to manage and adapt to changes to ensure successful project delivery.

Effective Communication

This theme enables a project manager to communicate effectively and remove potential communication gaps while engaging with diverse work groups.



Project Management Academy enables prospective project managers to get upskilled on scope management, estimating and costing, project planning, customer engagement, and risk management. After assuming the role, individuals learn project scheduling, basic business analytics, advanced problem solving, project governance, and Agile & DevOps methodologies. They also learn about quality systems, tools, finance management, levers for productivity enhancement, change-request management, and more. The academy enables their certification through skill assessment.

Consultants

Wipro Consultants have extensive knowledge, experience, and exposure to various industries and business domains. They work to solve clients' business problems and challenges using cutting-edge technology solutions. They respond to clients' needs and drive digital-first transformations from operations to technologies to people. To hone their consulting skills, the following learning opportunities are provided.

Consulting #101

This theme focuses on building a preliminary understanding of consulting, leveraging resources from various proprietary and open-source platforms.

Consulting Foundation

This theme enables early-career consultants to learn the thought process and practice using tools that help them deliver successful results in future consulting assignments.

Presentation Skills

This three-part masterclass focuses on designing slides effectively, structuring consulting presentations, and delivering with impact. Each masterclass offers simple, easy-to-use tips and techniques that can be immediately applied on the job.

Design Thinking

This theme focuses on a design-thinking mindset by encouraging learners to place clients front and center and solve business problems for them using a human-centered and iterative approach.

Shape Your Career

This theme makes young colleagues ready to be deployed on consulting assignments and focuses on the building blocks of client-centric consulting.

Consulting Excellence Through Structured Thinking

This theme enables consultants to work through a case study and use the steps of the Structured Thinking process to evaluate a client's problem and develop consulting recommendations.

Selling Consulting Services

This theme enables consultants to enhance their capabilities in selling Wipro's consulting services with the aim of making clients successful. A step-by-step selling process is followed with hands-on practice.

Sales

The following development initiative has been conceptualized and developed for Global Account Executives and Cluster Heads.

Voyage

This initiative focuses on business drivers regarding mindset, ownership, and relationships that enable success in the role. The learning journey includes three interlinked phases: Assessment, executive-development coaching, and learning sessions in association with leading institutes such as Harvard Business School. The overall development emphasizes 15 universal competencies across four themes: Interpersonal effectiveness, leadership impact, business management skills, and leading sales engagements.

4 Leadership Development

A leader's mindset, attitude, and passion for success are critical in today's fast-changing world.

Navigating all of this requires skills in analyzing business models, understanding human behavior, and best practices for leading teams that empower individuals while driving team achievement. Wipro has built a wide portfolio of offerings across a variety of scenarios that instill this behavior within leaders of tomorrow to foster a culture of inclusion and diversity and build winning, high-performance teams.

By investing in personal growth, senior leaders establish and encourage a

culture of continuous learning. To foster a culture of ongoing development, senior leaders in critical roles are assigned executive coaches as and when needed. Some of them also are enrolled in executive leadership programs at premier business schools around the world, including Harvard, Wharton, Chicago Booth, INSEAD, Stanford, and Columbia.

Some of the notable charters of the Leadership Development team at Wipro include the following flagship programs that have been developed to build and sustain thought leadership and they are delivered across geographies.



Global Executive Leaders' Program (GELP)

Focuses on two aspects of leadership: Strategic thinking and self-awareness, with a goal of enhancing leaders' leadership capabilities. These skills help to visualize and prepare for the challenges of future business scenarios by disrupting the status quo and comfort zones. This leadership development offering is custom designed and delivered along with a world-class business school, academic inputs and dialogue with respected achievers and industry leaders.

Global Business Leaders' Program (GBLP)

This explores the distinctive strategies and managerial challenges of working with a "bold mindset" specific to various horizons and the learning agility required to transcend seamlessly across time horizons. Leaders examine strategies that improve organizational effectiveness and performance in each of the time horizons and call out corrective actions one needs to invoke and influence. This is intended to be a transformational experience that enables stepping back and reflecting on professional leadership capabilities to succeed in the current ecosystem. Leaders benefit from an open classroom environment, which serves as a forum for raising difficult issues; they also practice the skill of creating and maintaining a conversation that leads to change.

Global Wipro Leaders' Program (GWLP)

This is targeted at mid-level leaders to advance their understanding of business performance levers. The program offers the opportunity to experience contemporary leadership attributes in action and helps participants sharpen the critical skills necessary for impact and success in leading business units. Leaders have the opportunity to interact with a cross-section of peers and recognized external faculty, industry leaders, and senior Wipro Leaders. Some of the skills in focus are commercial acumen, business models, stakeholder management, and controlling operating levers for application and delivering business impact. In addition, leaders enhance their understanding of leading themselves, the team, and all relevant stakeholders through self-discovery and self-awareness to create a "bold mindset."



5 Diversity-Focused Development

Our commitment to inclusion and diversity is steadfast. We recognize the need to work closely with colleagues from different diversity groups and within an ecosystem that creates an inclusive environment for all of us to thrive. Following are several initiatives that help further our commitment:

Your Career Your Choice

This initiative encourages women to explore their approach to their careers, recalibrate if required, and plan for growth in a mindful way. It is an early career intervention to guide women colleagues to achieve success.

Women In Leadership

This initiative is aimed at helping women understand and overcome challenges they may face at different stages of their careers. It focuses on imparting skills in team management, influencing, networking, strategic thinking, and more, all of which are useful at different career stages.

Overcoming Unconscious Bias

This initiative aims to create awareness about unconscious biases that hinder creating an inclusive workplace. It focuses on creating a sensitive and inclusive workspace and eliminating workplace bias in all interactions with colleagues, including interviews with new hires, team meetings, career progression, or work allocation. It encourages people to overcome the “bystander effect.”

Understanding Micro-aggressions

This initiative illustrates how an inclusive workplace can be created if we are conscious of how our daily behavior can impact people from various identities and diversities. This session raises awareness about micro-aggressions, how to identify them, changes that can be made in our own behavior, and ways to handle certain situations.



Global Learnings, Global Partners

Our commitment to create learning opportunities for employees extends to world-class academic institutions globally, learning centers that share our vision for continuous development.



In the United States and Canada, we team with the University of Texas in Austin on a variety of programs, as well as the University of California/Berkeley and the University of Toronto.



In Europe, we team with Sheffield Hallam University; Kings College/ London; University Politecnica of Bucharest; University of Gdansk, and with Fraunhofer, Europe's largest application-oriented research organization.



In India, we team with the Indian Institute of Science, Bangalore; BITS Pilani; VIT University Vellore, IIM Bangalore, and Symbiosis International University, Pune.

Wherever in the world you may work, we are proud that our commitment to employee learning and development has provided a wealth of opportunities from which employees can choose.

Training that Helps Employees Help Customers

Training is important for improving employees' worldviews on key elements of business. But it is equally important to train employees on the day-to-day skills they need to succeed. That is why our commitment to training includes improving their competency in critical roles, including:



MySkill-Z, a new future-oriented competency framework, which helps employees practice in-demand skills necessary for long-term career growth. It gives them hands-on expertise, enhanced learning avenues, and assessments through internal and external certifications to improve their performance when deployed on projects. Through this framework, employees are given the opportunity to acquire additional skills in their areas of interest.



Technology Trainings, which enable employees to upgrade their skills into new and emerging areas to stay current with the changing technology landscape. These immersive programs are designed to help employees develop technical depth in emerging technologies through extensive hands-on exposure, capstone projects, and live projects. These internally developed programs enable employees to create end-to-end solutions using polyglot technologies and earn certifications on Microservices, AI/ML, Decision Science, DevOps, Blockchain, IoT, Cloud Native and SDET.



Workforce Transformation, which offers exposure into the latest digital skills in demand by customers. This outcome-oriented training focuses on providing breadth of experience on several foundational levels with deep learning in other skills. Employees' expertise level is measured with a goal towards moving to proficiency in multiple skills.



Catapult, offers employees upskilling opportunities that train individuals on more advanced skills in the IT infrastructure universe. This program matches business needs to employee aspirations and offers them the ability to contribute with a higher level of skills cutting across IT infrastructure technologies, such as network administration, end-user computing, Linux administration, software-defined everything, Agile automation, and database administration on cloud and data centers.

Big Bet and Venture Skilling

Architects/
techno-functional
consultants

Cybersecurity skills
through virtual skill
experience centers

Internet of Things,
pivotal cloud
foundry, and more



Building capabilities in cloud technologies – AWS, Azure, Google, IBM, Oracle and SAP cloud platforms and full-stride cloud

Practices that identify the applicable course areas/topics as well as learning content



Degree-based Training through Work-Integrated Learning

Some of our best learning opportunities are those that combine working in the real world with customers and participating in programs offered by top universities to complete a four-year master's degree – working five days a week, studying on the weekend – or obtain a two-year executive post-graduate diploma in business management. These opportunities are targeted at those who wish to combine the pursuit of education with professional work.

Our tie-up with BITS Pilani for Higher Education, is the largest program of its type in the industry. This tie-up enables Bachelor of Computer Application (BCA) and Bachelor of Science (B.Sc.) graduates to pursue a four-year work integrated Master of Technology (M. Tech) in Software Engineering/Software Systems, called the **WASE** (Wipro Academy of Software Excellence) program, and an M. Tech in Computing and Infrastructure, called the **WIMS** (Wipro Infrastructure Management School) program. Additionally, the School for IT Infrastructure Management, or **SIM**, enables diploma holders to pursue a work integrated B. Tech in Information Systems and M. Tech in Systems Engineering.

Notch-Up program, which is targeted at certain levels and provides learning in collaboration with Symbiosis International University and BITS.

Step-Up program, which offers Finance employees a Graduate Diploma in Education (GDE) and SAP training as well as insights into workforce management and Finance in collaboration with Symbiosis International University, Pune.

Apprenticeship Program, offered for United Kingdom Localization Program (UKLP) interns as a four-year undergraduate degree aligned with Sheffield Hallam University in the UK and Symbiosis International University, Pune.

People Ambassador, a three-year exclusive program for non-engineering graduates to kickstart careers in the field of Talent Acquisition, Human Resources, and Workforce Management. These graduates pursue a Wipro-sponsored Executive Post-Graduate Diploma in Business Management (EPGDBM) from a prestigious management institution while also gaining professional experience.

Velocity, an industry-unique program for employees in early careers, prepares them to stay on top of emerging technologies. We have partnered with five EdTech organizations for training in four community skills tracks – Full-Stack (MERN/MEAN, Java and dotnet), Salesforce, DevOps, and Cognitive Skills such as artificial intelligence and machine learning. Our young talent undergoes rigorous training, assessments, and a capstone project to earn certification as Full-Stack developers.

Recognized as a Leader in Employee Learning

Wipro has been recognized as a leader in the learning and development of its employees as well as developing leaders and a strong leadership pipeline by well-regarded external organizations, including the Association for Talent Development, Society for Human Resource Management, Aon Hewitt, and more.



Wipro and You

The learning and development strategy at Wipro is aligned with the organization's vision and priorities. It is focused on building a client-centric organization driven by excellence and the ambitions of high-performing teams. We appreciate that every learner is unique, and we provide opportunities and platforms to empower learning and growth based on the individual's aspirations. Our people strategies are geared towards creating an unparalleled employee experience through diverse learning opportunities, great careers, and well-rounded exposure.

Whether you are an intern just starting your career journey or a seasoned executive looking to make a difference, we'd love to hear from you. To learn more about Wipro, please visit our website [here](#).

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Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading technology services and consulting company focused on building innovative solutions that address clients' most complex digital transformation needs. Leveraging our holistic portfolio of capabilities in consulting, design, engineering, and operations, we help clients realize their

boldest ambitions and build future-ready, sustainable businesses. With over 250,000 employees and business partners across 66 countries, we deliver on the promise of helping our customers, colleagues, and communities thrive in an ever-changing world.

For more information, please write to us at info@wipro.com