



SUCCESS STORY

Recognition Beyond Numbers.

Wipro's Innovative Approach to Recognition
for a Massive Workforce.

In the competitive landscape of the business world, mastering the art of engaging with an expansive and globally distributed workforce, becomes a delicate combination of challenge and opportunity, putting a company's management prowess and expertise to the ultimate test.





Introducing you to Wipro, which has consistently focused on addressing these challenges, and how they have successfully partnered with Vantage Circle to implement a Global employee Rewards and Recognition Programme.

Wipro, with a workforce of over 230,000 employees spread across more than 66 countries, is a global leader in information technology, consulting, and business process services. With a rich history dating back to 1945, Wipro is a business leader which has achieved competitive advantage through its culture, which is thoughtfully crafted around values like Passion, Respect, Global Responsibility, and Integrity. At Wipro, being a top leader isn't just about the charts and graphs; it's about fostering a culture that can consistently propel employees towards performing at their peak. This success story demonstrates, how these core values are at the heart of Wipro's culture, creating an environment where its employees are effectively recognised and rewarded for their contribution, which is ultimately responsible for driving Wipro's success as a global leader.



At Wipro, we firmly believe that when appreciation becomes a habit, excellence becomes the norm. Our recognition program, Winners' Circle, has been instrumental in embedding recognition into our daily work life and culture. Over 57% of our associates received recognition in the last fiscal year. Considering our size, this coverage attests to the strong performance of our recognition program.



Sunita Cherian

Senior VP and Chief Culture Officer, Wipro

Top Challenges

1. Building a culture of consistent and sustainable recognition throughout a large and dispersed workforce, and across all employee levels.
2. Integrate Wipro's 5 Habits of Culture- Being Respectful, Being Responsive, Always Communicating, Demonstrating Stewardship and Building Trust into the recognition framework.
3. Providing timely and meaningful recognition even amidst the rush of business and client demands.
4. Ensuring timely fulfilment of personalised awards for thousands of employees, who are reaching service milestones.
5. Empowering business units to customise R&R frameworks based on their specific objectives. Implementing sustainable flexibility to accommodate diverse unit goals within the broader recognition framework.
6. Addressing security, privacy, and GDPR compliance concerns related to sensitive recognition data.

The Challenge

Wipro's HR team strongly believed in the critical role of recognition to reinforce behaviours in shaping an organisational culture where employee feel appreciated and engaged; consequently, reinforcing desirable behaviours which, in turn, drive business success. However, they grappled with the exhausting task of driving employee recognition and appreciation, consistently and sustainably, across their extensive workforce. Given the constant pressure of business and client demands typical for a company in the services sector, they faced challenges in providing timely and meaningful recognition to motivate and engage its employees. They recognised the value of driving emotional value through awards but struggled to drive timely fulfilment of personalised awards for their large and globally dispersed workforce, especially when thousands of employees were reaching key service milestones every year. To ensure consistency in employee experience, they looked at consolidating employee recognition data across the company, but with this data being received from systems across different business units worldwide, this also turned out to be a challenge.





Wipro's Rewards & Recognition (R&R) program has evolved significantly over the last few years. As an organisation, given our scale, our business model and our diversity – there was a pressing need to have a robust program which seamlessly enables a culture of recognition, while celebrating each of these elements which makes Wipro unique.

Wipro's R&R program today enables effortless recognition across roles, levels, teams and geographies. Backed by a strong technology platform through our partner Vantage Circle, our program boasts of extremely impressive features– every associate can extend just-in-time recognition to any other associate in the organisation through the platform, making recognition an entirely democratic process. Aided by platform feeds, ability to engage on the posts, leaderboards etc. makes the action of recognition and celebration of recognition truly a social activity. Ability to curate recognition badges in line with the behaviours we want to propagate in the organisation plus the option to business units to run custom recognition programs, gives us complete flexibility in designing our program in line with organisation priorities.

At Wipro, we believe in the power of recognition. A strong R&R program can help us in creating high performing teams aligned to Wipro's values and in promoting a sense of community. Therefore, recognition has been identified as a key element of our Culture framework and a habit that we try to instil across all associates.

Today, we can proudly say that our R&R program is class apart. Winning Gold in 'Brandon Hall Excellence Awards' 2023 for 'Best Advance in Employee Recognition Program' is a testament to this.

The journey however continues, as we aim to embed recognition as a part of each Wiproites daily works. Integrating recognition into our existing productivity/work tools to make the action of recognition easy and seamless is the next big step for us.



Meera Mohandas

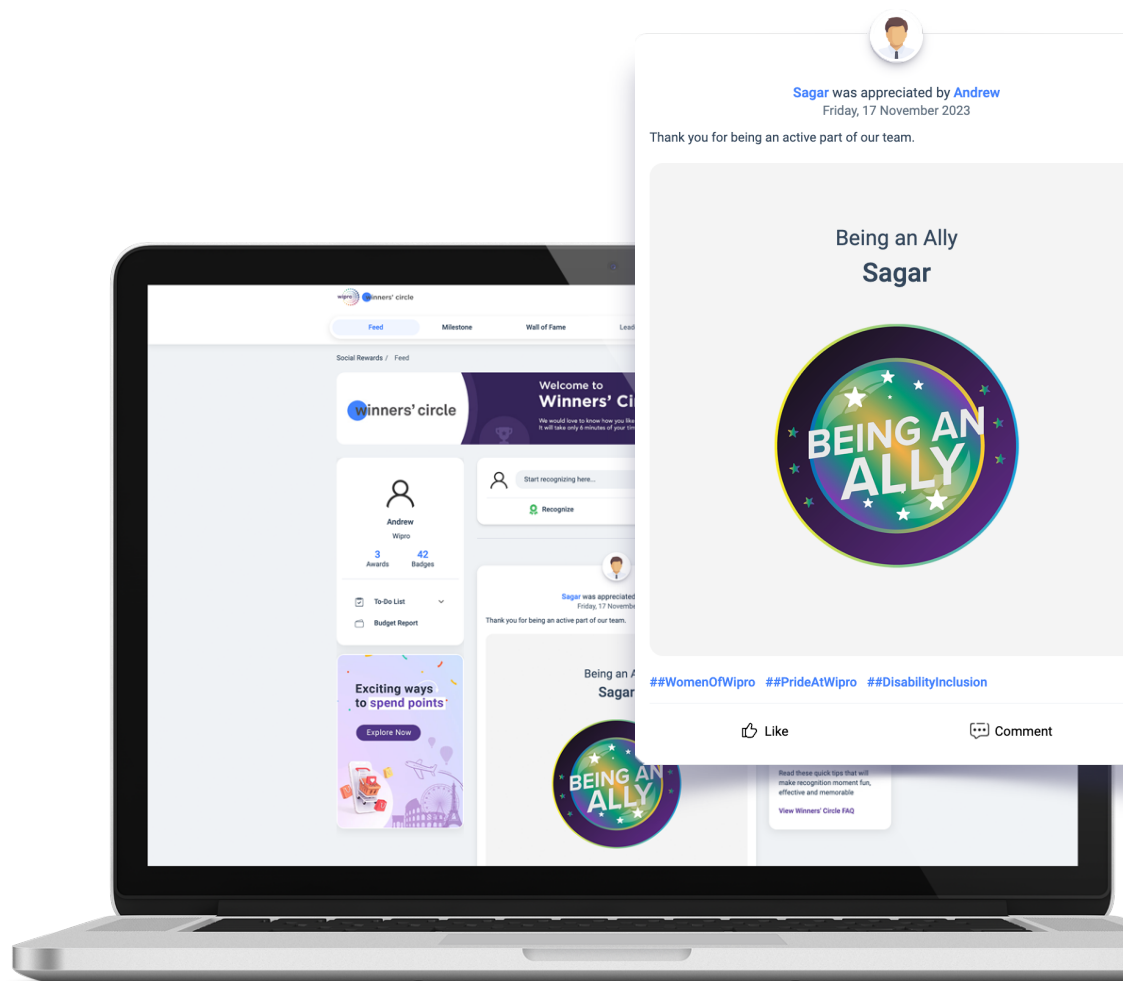
India Benefits Lead, Wipro



The Solution

Wipro decided to take up rewards and recognition as a strategic people priority. In addition to revamping the programme based on its core values, they focused on two key levers: Employee Experience and Analytics. To enable this, Wipro partnered with Vantage Circle to launch 'Winners' Circle' as their enhanced Global Peer-to-peer Rewards and Recognition Programme.

The Winners' Circle R&R platform is designed to recognise high performers, acknowledge employee efforts, and sustain motivation through timely and frequent recognition. The R&R framework of the 'Winners' Circle' programme is built on four main pillars: **Unit Awards**, **SPOT Awards (monetary)**, **SPOT Awards (non-monetary)**, and **Long Service Awards (LSA)**.



Unit Awards are given to recognise significant moments of impact on business objectives, which are presented in collective forums such as Town Halls and All Hands Meetings.

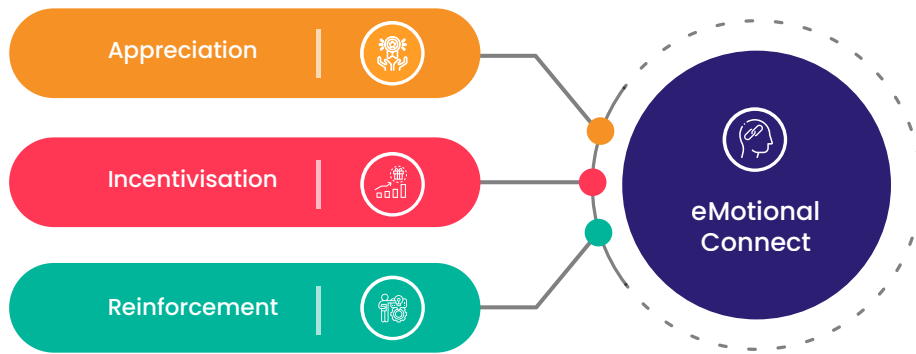
SPOT Awards are divided into monetary and non-monetary categories. In the monetary category, Wipro rewards behaviours aligned with its cultural values by integrating its five habits into the employee recognition process. Non-monetary SPOT Awards, on the other hand, are tokens of genuine appreciation, and are given to recognise the display of desired behaviours and collaboration among peers.

Long Service Awards are given to celebrate employees who are reaching service milestones with Wipro (5, 10, 15 years, etc.), thereby making their service anniversaries memorable.

Each monetary award is given as Gift Points, which hold monetary value, and can be accumulated and redeemed against a wide variety of options like Gift Card, Merchandise, etc., on the platform. This structured approach ensures that recognition is both meaningful and flexible, catering to the diverse contributions and preferences, of a large and dispersed workforce.

1. One-Stop Lightning-Fast Secured Recognition Platform

Wipro introduces a cloud-based platform which redefined the speed and efficiency of employee recognition. This innovative online platform provides a seamless experience for employees and programme administrators, along with incorporating robust security measures for safeguarding sensitive data. Emphasising privacy, the platform implements stringent protocols backed by GDPR.EU, ISO 27001:2022, SOC2 certification; to ensure the protection of individual information. This helps Wipro's recognition programme in maintaining a delicate balance between respecting the privacy rights of its employees, and offering a seamless experience for its employees as well as programme administrators. Additionally, it fundamentally enhances programme effectiveness in alignment with the **AIR® framework**.



Appreciation

Acknowledging the inherent worth/value of an employee or the behaviour/result demonstrated

Incentivisation

Making recognition attractive enough for employees, so they aspire to receive it

Reinforcement

Guiding employees towards desired behaviours or results, through recognition

eMotional Connect

Attaching strong personal feelings to boost the power of recognition

Appreciation

Incentivisation

Reinforcement

eMotional Connect

Drivers of Authenticity

Coverage:
What portion of the workforce is covered by the programme

Clarity:
How well do employees understand how awardees are determined

Specificity:
How well defined are the behaviours that merit recognition

Personalisation:
To what extent are the awards and messaging customised for each awardee

Drivers of Impact

Frequency:
How often do employees get recognised

Impetus:
How meaningful is the value of awards

Alignment:
How do the behaviours create business impact

Delivery:
In what manner is the recognition shared

1.1 Swift Acknowledgments

‘Winners’ Circle is designed to deliver instant recognition, ensuring that employees receive appreciation and rewards in real-time, creating a culture of immediate gratification and motivation. Such instant, real-time capability drastically enhances the theme of Appreciation, impacting not just Frequency but also Coverage of the R&R programme.

1.2 User-Friendly and Customisable Interface

The platform is intuitive and easy to navigate, requiring minimal training and providing a frictionless experience for HR professionals and employees alike. This leads to higher platform adoption, which in turn impacts Coverage. The customisable aspect of the platform allows for tailored experiences, accommodating diverse preferences and individual choices. Having more employees regularly logging onto the platform drives up the social value of recognition, thereby enhancing Incentivisation through Impetus. Clear and easily accessible programme documentation further enhances Incentivisation through Clarity. The platform's innate flexibility, coupled with its customisable features, not only streamlines operations but also plays a pivotal role in fortifying the overall success of the recognition programme.

1.3 Real-Time Tracking

Employees and managers can monitor recognition metrics and reward progress on a dynamic dashboard, fostering transparency and motivation. For managers, this results in them driving higher Coverage and Frequency, thereby enhancing Appreciation. For employees, this also brings in some healthy competition and gamification, thereby enhancing social value, and leading to higher Incentivisation through Impetus.

1.4 Scalability and Accessibility

Through the Vantage Circle platform, **‘Winners’ Circle** is seamlessly scaling to accommodate Wipro's vast employee base without compromising speed or performance, regardless of which country they are based in. Moreover, since the platform is mobile-responsive, it further enables recognition on-the-go, catering to the needs and preferences of a modern, mobile workforce.

2. Innovative Monetary Award Programme

Wipro's innovative monetary award programme recognises and incentivises exemplary performance and behaviours that align with the company's core values and culture. This programme encompasses two types of monetary awards: Spot Awards and Unit Awards.



2.1 Spot Award

The Spot Award at Wipro recognises employees who exemplify the company's core values and 5 habits, fostering alignment and positive culture across the organisation.

Standardised Recognition: Spot Awards are a standardised form of recognition aimed at integrating Wipro's 5 habits into its culture. These habits include Being Respectful, Being Responsive, Always Communicating, Demonstrating Stewardship, and Building Trust.

Alignment and Cohesion: Employees who exemplify these habits and set a positive example in their daily work at Wipro are eligible for Spot Awards. This approach fosters alignment and cohesion within the workforce, bringing every employee onto the same page in terms of expected behaviours and values.



2.2 Unit Awards

The Unit Award at Wipro offers flexibility and autonomy for business units to reward outstanding achievements within their teams, contributing to a cohesive and motivated workforce. The HR team collects data from award nominators, including the reasons for the award and the award amount, and compiles this information on a monthly basis. This data is then uploaded onto the Vantage Circle platform for streamlined distribution of awards by Vantage Circle representatives.

Flexibility and Autonomy: Unit Awards provide flexibility and autonomy to business units within Wipro to reward outstanding achievements and contributions within their respective teams.

Platform Integration: The data is uploaded onto the Vantage Circle platform for the streamlined distribution of awards, ensuring transparency and efficiency in the process.

Supporting Diverse Priorities: The Unit Award process not only acknowledges individual or team accomplishments, but also supports Wipro's broader goal of implementing a comprehensive reward programme, catering to diverse business priorities.

3. Long Service Award Programme

As a company that believes in growing talent internally, Wipro has always focused on honouring and celebrating long-term employee commitment, with Long Service Awards playing a key role. The R&R platform automates the process of tracking service milestones and allocating awards, saving a significant amount of time for Wipro's HR team and ensuring that there are no lapses. Even more importantly, the platform enables some key features that significantly enhance eMotional Connect.



3.1 Personalised Service Yearbook

A personalised digital collection of heartfelt wishes, messages, and photographs is collated in the form of a yearbook (in both digital and physical formats) and is shared by colleagues with employees celebrating their work anniversary, which builds a greater and longer-lasting emotional value.

3.2 Anniversary Reward Points

The objective of giving personalised awards to each award winner is met by giving reward points, that can be redeemed across a plethora of offerings on the Global Rewards Catalogue, which is managed by Vantage Circle.

3.3 Automated Social Feed Post

The automated social feed post informs other employees about a colleague's milestone anniversary, and allows them to share their wishes through exclusive badges and personalised messages. This adds further value towards making the awardees feel special as well as making them feel a sense of belonging.

Result & Impact



Consistent recognition isn't just a nice-to-have; it's a must-have for cultivating engaged, high-performing teams. Our recognition program empowers everyone to celebrate success at all levels of interaction, transforming colleagues into cheerleaders who champion each other's victories and create a culture of mutual respect and admiration.



Jo Debecker

Managing Partner and Global Head,
Wipro FullStride Cloud

In the inaugural year, the majority of Wipro's extensive workforce, comprising over **230,000+** employees worldwide, actively participated in and benefited from implementing the cutting-edge recognition and rewards system.

What sets Wipro's programme apart is the substantial contribution from individual contributors, representing a notable shift from traditional Manager-only nominations to a more inclusive non-monetary Peer-to-peer recognition model.

We found about a 97.5% increase in non-monetary awards in the form of Badges and appreciation tokens in 2 years from 2021 to 2023,

indicating that Wipro established an appreciation-based culture among peers.

SUCCESS HIGHLIGHTS

- **Programme design, leadership support, and modelling:** Frequency: On average over **768** awards are given per day translating to a total of **553,490+** awards given over **2** years.
- **Strong peer-to-peer participation:** There is a **97.5%** increase in the number of badges and appreciation tokens distributed among peers from **2021** to **2023**.
- **A broad base of givers:** Wipro employees have received a total of **550,000+** awards in the last **2** years from **25243+** unique nominators.

Almost 30,000 Long Service Awards (LSA) have been given since 2021, and around 9.8 times increases in engagement (Wishes and praises) on the LSA post in the last 2 years, indicate that people feel valued and care for their co-workers more than before, thanks to personalised reward options which are resulting in an outstanding satisfaction rate.

Through a comprehensive analysis of data obtained from nearly 160,000+ Wipro employees, who received, on average, more than 3 Recognition awards in the last 2 years; our team identified a positive correlation between engagement levels in the R&R platform (in terms of non-monetary badges, likes and comments) and the frequency of receiving monetary awards throughout the years.

In the triumphant echo of Wipro's recognition culture, the numbers speak volumes—
every 1.2 minutes in 2023, a Wipro employee stood proudly recognised.

This statistic isn't just a testament to Wipro's commitment to recognising excellence; it's the rhythmic pulse of success in a workplace where every contribution is valued and celebrated.





A Partnership of Continuous Enhancement

What makes market leaders who they are, is their belief that good is never enough; they are always looking to get better!

Wipro is now working with Vantage Circle to take its Rewards & Recognition programme to the next level. Here are some of the new initiatives being worked on:

- Making R&R seamless to ensure that recognition is timely and impactful, without impacting (or being impacted by) organisational bandwidth, through initiatives like integrating R&R into existing workflows like WiNow and MS-Teams, streamlining processes, etc.
- **Detailed benchmarking and audit** of programme design and execution to ensure programme relevance and identify opportunities for enhancement, now that 'Winners' Circle' is completing 3 years.
- **Leveraging data science** to establish causal relationships which will enable greater platform engagement and clearer attribution of ROI.
- **Training and info-sharing sessions** across all employee segments to enable greater programme adoption and utilisation.