



Always Communicating & Maintaining a Definitive Frequency

As they went into lockdown in response to the global COVID-19 pandemic, Wipro upped its communication to employees & clients to support the changing needs. Certain practices were continued, other increased, and new ways brought in to stay connected.

RAPID ROUNDUP

- Communicate with colleagues regularly and transparently. No matter what the change.
- Negating any hearsay by providing information coherently and in time.
- Keep the spirits high and not shying away from difficult conversations either.

Leadership Communications: Even before the lockdown began in several countries, Wipro had initiated a regular cadence of leadership connects. As the situation evolved from a localized epidemic to a global pandemic they brought together leaders in different regions to define strategy and implemented it. Through transparent and frequent communications and messaging, they were able to equip the workforce within days to enable business operations. Daily meetings at regional and account level teams, supported by weekly continuity calls to take stock and ensure:

- 1) Leaders were kept informed
- 2) best practices shared
- 3) cohesive experience for colleagues and clients created

Employee Communication: As lockdowns were enforced in different regions, the initial communication to employees focussed on keeping them informed of what's going. Once assets were moved to enable Work From Home (WFH), the tenor of the messages moved towards ensuring colleagues had the information they required and educating them on safe business practices.

Engagement changed from in-person activities to virtual. Town Halls and roundtable sessions are now conducted on collaborative tools like WebEx and MS Teams. One-on-one meetings are conducted over video calls. There's a defined frequency to ensure that teams are informed. Policy changes are shared immediately via email, through HR leaders and managers. This was imperative to ensure that teams hear from leaders on a regular basis and to provide information coherently.

Boosting Morale: They've successfully leveraged emails and also the internal intranet to showcase stories of businesses and colleagues successfully adapting to the new way of

working. They were creative too and came up with fun ways to keep the spirit high. They celebrated international days (Yoga Day, Pride Month, International Ice-cream Day, and more), and also focused on making sure colleagues were staying safe and healthy. The focus on wellbeing as colleagues began WFH, and as some of them came back to the office, has been paramount. Also focussed on different aspects of wellbeing and hosted sessions on physical, emotional, social, and financial wellness. They have also instituted pulse surveys to understand colleagues' sentiments.

Client Communications: At the top of the radar was keeping clients and stakeholders informed of the measures being taken to enable WFH. Since customers themselves have gone through a transition, Wipro increased connects to understand the measures they were comfortable with, in these changing times. Each customer has managed the changes differently based on their requirements. Great positive feedback, received.

Great learning in the last few months. Increase in the number of peer-to-peer connects, and with videoconferencing, the quality of the connects has also improved. Difficult conversations are also conducted respectfully on video calls.

