



Cognizant

2015 SUSTAINABILITY REPORT

# HELPING PEOPLE NAVIGATE THE DIGITAL SHIFT



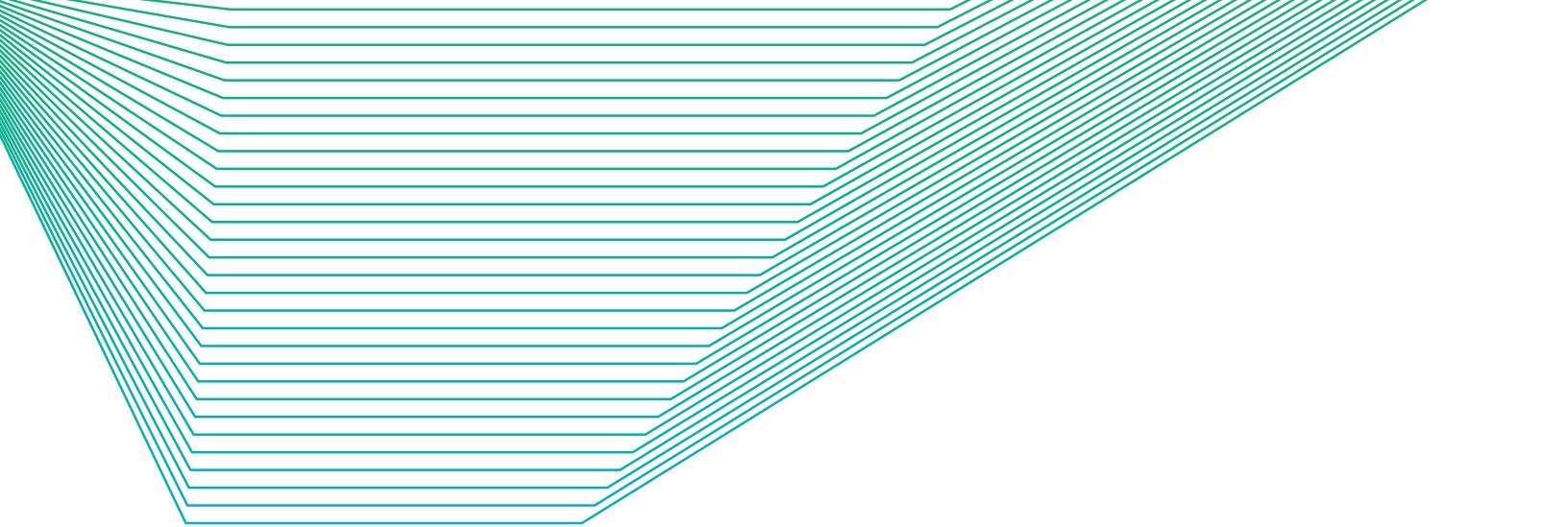
# SUSTAINABILITY AT COGNIZANT: LETTER FROM OUR CEO

As we enter the second half of this decade, digital transformation has become a driving force around the globe. Learning to navigate this digital shift is vitally important, as it is dramatically altering the way we all share information, engage with individuals and institutions, and access opportunities. In response, Cognizant is sharply focused on helping businesses navigate this digital shift.

At the same time, we believe it is our responsibility to apply our technology expertise, passion for innovation, and the energy of our team members to the evolving needs of our communities, our environment and our colleagues in this emerging digital era. Accordingly, our sustainability efforts continue to be focused primarily on three key areas where we believe Cognizant and its people can have the greatest impact: educational opportunity, environmental stewardship and employee development.

In 2015, we expanded our activity in each of these areas. For example, in education, we increased the number of grants to support science, technology, engineering and math (STEM) learning in the U.S. through our Making the Future program, and we extended our Project Outreach volunteer efforts to additional countries. With respect to the environment, we have increased our commitment to the use of alternative energy sources such as solar and wind power. In the area of employee development, we have added programs to enhance leadership capabilities and enable our associates to acquire the new skills needed for digital business, while also working to create a global culture of wellness across our organization. These and other sustainability initiatives are detailed in the following pages.

*We believe it is our responsibility to apply our technology expertise, passion for innovation, and the energy of our team members to the evolving needs of our communities, our environment and our colleagues in this emerging digital era.*



## CREATING OPPORTUNITIES THROUGH EDUCATION

To help prepare young people for an increasingly digital world, Cognizant has made a major commitment to education. In the U.S., our Making the Future program encourages young learners to take part in STEM activities. We recently awarded 40 grants – our largest number since launching the Making the Future program five years ago – which will expand after-school, in-school and summer programs across more than 60 sites in 25 states. The grants will provide approximately 175,000 hours of making activities, including projects on electronics, robotics, computer programming, digital fabrication, 3-D printing and wearable technology.

We are proud that our Project Outreach program has grown to be one of the world's largest corporate volunteer efforts, logging over 1.25 million volunteer hours since its start in 2007. Outreach now extends to 15 countries, as our employee volunteers dedicate their time to mentoring, career counseling and talent development. Meanwhile, our Cognizant Foundation supports educational opportunity, providing grants for engineering scholarships for economically disadvantaged students; funding smart classrooms, science labs and computer labs; providing advanced teacher training tools; and many other initiatives.

## SUSTAINING OUR ENVIRONMENT

As responsible stewards of the environment, we are working to conserve energy, reduce waste and build awareness of environmental issues.

Several of our facilities in India are powered by renewable energy, with 7% of our global energy consumption now coming from alternative power sources. In 2015, our campus in Coimbatore, India became our first facility to harness solar energy for part of its power requirements.

Employee volunteers, known as Green Brigadiers, helped to make a positive change in the environment in the past year by participating in various community projects, such as distributing solar-powered lanterns to remote villages, leading green education campaigns for school children, planting trees, promoting kitchen gardening, cleaning up parks and water ways, and collecting e-waste.

## DEVELOPING HUMAN POTENTIAL

As technology brings dramatic changes to businesses and society, we have sharpened our focus on augmenting and developing the talents of our employees, advancing their career opportunities while building the skills and knowledge to serve a changing marketplace. A new talent review process is honing the leadership capabilities of the next generation of senior managers. Our award-winning Cognizant Academy, learning and development arm and Cognizant Career Architecture program are helping employees acquire new competencies. We also have created programs such as Women Empowered, Veteran Hiring and Completely Cognizant to encourage diversity and enhance opportunities for women, veterans and other affinity groups.

Because a healthy lifestyle is vital to realizing one's potential, we are working to foster a culture of wellness among employees across the company. To that end, we have expanded our LiveWell program for employees, offering healthcare screenings, fitness sessions, and a digital wellness platform called HealthifyMe that enables employees to learn about and monitor healthy habits.

## COMMITMENT AND COMPASSION

I would like to take this opportunity to thank the many individuals throughout our company who were involved in the recovery efforts following the massive flooding in Chennai, India in December 2015. Despite enduring their own hardships during this devastating event, many of our colleagues volunteered to collect vital supplies for affected individuals and communities, helped rebuild schools and medical facilities, and participated in other humanitarian efforts - a true demonstration of the spirit, selflessness and compassion of our team members.

Thanks to the dedication of the Cognizant team, we have achieved many successes in education, the environment and human potential. We will continue to apply our knowledge of the digital world - guided by human inspiration and commitment - to create, grow and sustain opportunities for those whose lives we touch.

Sincerely,



**Francisco D'Souza**  
Chief Executive Officer



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*Thanks to the dedication of  
the Cognizant team, we have  
achieved many successes in  
education, the environment  
and human potential.*

”

# MAKING A SUSTAINABLE FUTURE: INTRODUCTION

Cognizant is dedicated to a sustainable future for our clients, employees, shareholders, partners and the communities in which we live and work. The Cognizant 2015 Sustainability Report describes these efforts in two parts:

1. The “Program Highlights” section describes our key activities and accomplishments in each of the following areas during the past year.

- Creating opportunities through education
- Sustaining our environment
- Developing human potential

2. The “Policies, Practices & Performance” section provides an account of all aspects of our sustainability mission, and is provided according to Global Reporting Initiative (GRI G4) Guidelines.

The full text of our Sustainability Policy, including the complete scope of our commitment to corporate responsibility, can be found at [https://www.cognizant.com/content/dam/Cognizant\\_Dotcom/about-cognizant-resources/Sustainability\\_Policy.pdf](https://www.cognizant.com/content/dam/Cognizant_Dotcom/about-cognizant-resources/Sustainability_Policy.pdf)

Please let us know what you think of this Sustainability Report, and our overall efforts, by e-mailing us at [sustainability@cognizant.com](mailto:sustainability@cognizant.com).



# CREATING OPPORTUNITIES THROUGH EDUCATION

Cognizant's education initiatives are inspired by our commitment to better prepare today's students for tomorrow's opportunities in a world empowered by digital technology. We do this by creating and supporting learning experiences that are accessible, stimulating, enriching and fun. At the same time, our education efforts are aligned with the needs of each region within our global network.

In the U.S. for example, our Making the Future program focuses on inspiring children to pursue learning in STEM disciplines, which will drive the nation's long-term ability to compete in the world economy. In 14 other nations, our Outreach program engages employee volunteers in helping to alleviate disparities in educational access based on region, economic level or gender. And Cognizant Foundation grants help to support educational and healthcare initiatives to improve the lives and opportunities of economically and socially disadvantaged sections of society in India.





# MAKING THE FUTURE

Cognizant's Making the Future initiative seeks to spark an interest in science, technology, engineering and math (STEM) education among young people in the U.S., to meet the demands of an increasingly technology-based economy. Our goal is to help close America's talent gap in STEM fields and prepare the country's youth for an increasing number of STEM job opportunities in the future. Since 2011, our Making the Future initiative has awarded over \$9 million in grants, and has introduced more than 25,000 children to 1.5 million hours of making activities focused on STEM disciplines in 200 communities.

*In 2015, Cognizant's Making the Future awarded 34 STEM grants to after-school, in-school, and summer programs at 54 sites across the U.S and has committed to increase the number of grants and programs in the coming years.*



INVOLVING MORE THAN  
**60 SITES IN  
25 STATES**

We support programs operated by children's and science museums, Boys and Girls Clubs, 4H Clubs, schools and other organizations. They inspire boys and girls, primarily in the upper elementary to middle school age range, to engage in Maker-oriented, Do-It-Yourself activities, such as electronics, robotics, computer programming, digital fabrication, 3-D printing and wearable technology, unleashing in our young people a passion to discover and create.

Some of the programs supported by our recent Making the Future grants included:

- Rogers Public Library, Rogers, Arkansas
- San Diego Makers Guild, San Diego, California
- Tampa Hackerspace Inspiration Labs, Tampa, Florida
- Chicago ACE Mentor Program, Chicago, Illinois
- Young Aspirations Young Artists (YAYA), New Orleans, Louisiana
- Digital Harbor Foundation, Baltimore, Maryland
- The Possible Project, Cambridge, Massachusetts



- Penny W. Stamps School of Art and Design at the University of Michigan, Detroit, Michigan
- Newark Museum, Newark, New Jersey
- Lower East Side Girls Club, New York, New York
- Tech Corps, Cleveland and Columbus, Ohio
- Children's Museum of Pittsburgh, Pittsburgh, Pennsylvania
- Girlstart, Bryan and Austin, Texas
- Vector Space, Lynchburg, Virginia

## COLLEGE SCHOLARSHIPS

We also support science and technology education by providing \$5,000 college scholarships to students in U.S. academic institutions who are pursuing studies in STEM fields. To be eligible for a scholarship, students must submit a three-minute video describing something they designed, engineered and built.

## CITIZEN SCHOOLS

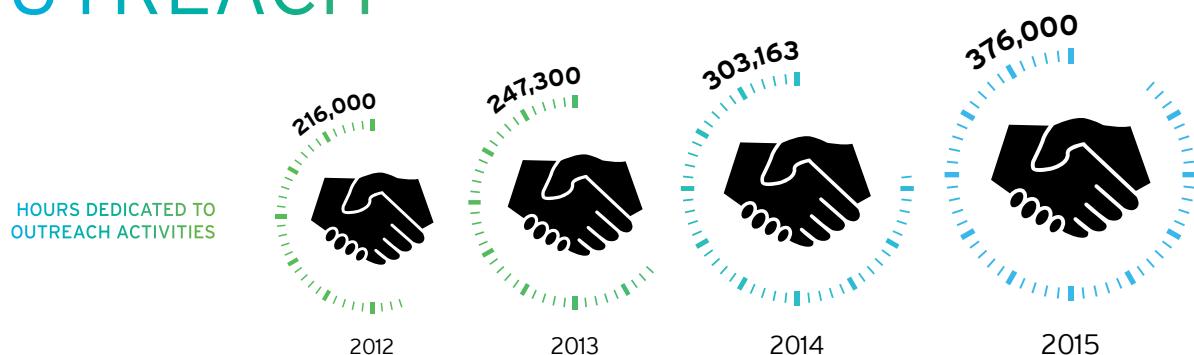
We continue to support the efforts of Citizen Schools, a national nonprofit organization that recruits professionals to become Citizen Teachers and works with students at middle schools in low-income areas. The volunteers' talent and enthusiasm help to expand the learning experiences available to the students during 11-week hands-on courses. In 2015, Cognizant fielded 45 Citizen Teacher volunteers to engage over 500 students in more than 8,300 hours of learning in such things as iDesign, robotics and solar car apprenticeships.



175,000  
HOURS OF  
MAKING  
ACTIVITIES

SERVING OVER  
10,000  
CHILDREN

# OUTREACH



Project Outreach is one of the world's largest corporate volunteer efforts, with a focus on learning, mentoring, career counseling and talent development. Outreach volunteers have logged over 1.25 million volunteer hours since its inception in 2007. Today, Outreach supports learning initiatives in India, while expanding to the Philippines, Singapore, Australia, Hungary, the Benelux region, UAE, Argentina, Germany, China, the UK, the U.S. and Canada.

*In 2015 alone, nearly 33,000 Cognizant associates dedicated over 376,000 hours to Outreach activities in 14 countries.*

Outreach is guided by the dual mandate of broadening its reach by getting more volunteers into the fold, and deepening its impact on the beneficiaries with whom we work. The program is entirely led by our associates, who are organized into Outreach Councils by business unit or location. Each Council sets the tone of its volunteers' activities, encourages associates to participate, and solicits employees' suggestions regarding schools and programs that might benefit from our efforts. The Councils receive corporate support for their selected programs and monitor outcomes.

Some significant Outreach activities during 2015 are highlighted below.

**100<sup>4</sup>**

A key focus in our deepening goal is our 100<sup>4</sup> effort, which aims to help 100 schools in India achieve a 100% pass rate, 100% graduation rate and 100% employability for graduates. Through this effort, we are already seeing a marked improvement in pass rates at several schools. To reach this goal, we are in the process of establishing formal partnerships with 100 schools. We are involving local governments and NGOs as knowledge and execution partners, and are working to provide better teacher training and faculty development programs. Finally, we are engaging parents to improve the learning atmosphere at home.

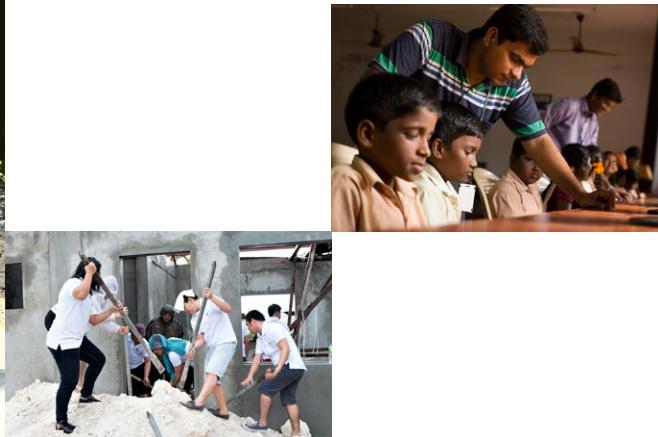
**233**

SCHOLARS RECEIVED  
THE MICROSOFT  
DIGITAL LITERACY  
CERTIFICATION



**52**

SCHOLARS MENTORED  
BY OUR ASSOCIATES  
ON A ONE-TO-ONE  
BASIS



*Approximately 35% of Outreach activities in 2015 were classroom teaching sessions. Through these teaching sessions, we are already seeing exciting progress toward our 100<sup>4</sup> objective. At the Fisheries School in Thevara, our Kochi volunteers helped Class 10 score a 100% pass rate. In another instance, three students from the Muchintala village trained by our volunteers won a regional level robotics competition and qualified for the nationals.*

## TALHUNT

For several years, Outreach volunteers have helped children participate in TalHunt, our inter-school cultural competition. In 2015, TalHunt enabled 22,000 students from 136 institutions in eight cities to compete in programs that showcase their abilities. Winning schools receive financial aid to help improve their facilities. Over the past six years, approximately 107,000 children have participated in TalHunt, encouraged by some 10,000 Cognizant volunteers.

## BE A TEACHER

Through the Be a Teacher program, our associates volunteer to teach English, Math and Science in local schools and help with extra-curricular activities, with a focus on driving a noticeable increase in students' academic scores. On an average, 93 classroom teaching sessions are held every week across India, benefiting a significant number of students.

## OUTREACH SCHOLARSHIPS

We provide scholarships for students from disadvantaged backgrounds, who otherwise may not have been able to continue their post-high school education.

These scholarships are mostly funded through associate contributions. In 2015, over 11,700 associates contributed a total of \$28,747 every month for the scholarship program. In addition, Cognizant volunteers provide specialized training to help Outreach Scholars become more employable. In 2015, 233 scholars received the Microsoft digital literacy certification. And 52 scholars are being mentored by our associates on a one-to-one basis.



*There are 771 students now in college as a result of the Outreach Scholarship program, over 90% of whom are first-generation graduates and 73.5% are girls.*

## RURAL INITIATIVES

The Outreach rural initiatives program has grown to support schools, institutions and communities in 43 villages across India. In Kolkata, volunteers have embarked on "Snehyatra," an initiative to empower rural areas in West Bengal. Through this program, 110 of our associates have spent weekends in these villages spreading awareness of proper health practices, government programs and related issues. They have also conducted educational sessions for the children in the villages. Snehyatra has so far covered over 16 districts in the state.

Another initiative that left a lasting impact in 2015 was Project Irumbai. The tribal community in Irumbai village, near Pondicherry, had few opportunities to earn a living. Vocational training conducted by Outreach volunteers has now helped several in the community to earn a livelihood.

## VIRTUAL VOLUNTEERING

We have created opportunities for associates to volunteer from their desks. For example, volunteers in India, Germany, UAE and China have translated academic content into 10 languages, including Arabic, German, Mandarin, Tamil, Telugu, Kannada, Malayalam, Marathi, Hindi and Bengali. Some of the translated content was shared with the global non-profit organization, World Possible, to make academic content available on Raspberry Pi computers for children in emerging countries that do not have internet connectivity.

## EACH ONE TEACH ONE

In line with India's National Digital Literacy Mission to make at least one person in every household digitally literate, Outreach launched "Each One Teach One." The initiative encourages associates to impart digital literacy to people in their family, neighborhood and community. Over 10,000 associates have signed up to be part of this program. The digital literacy program also encompasses training programs for Cognizant's support staff. So far, 490 of them have undergone this training.

## LEARNING AND ACTIVITIES FOR PEOPLE WITH DISABILITY

In 2015, our volunteers undertook various activities to support people with disabilities. Every week, volunteers in Chennai coached visually challenged students for competitive examinations. They also helped organize a state level volleyball tournament for the visually challenged and an athletic meet for 1,000+ children with disabilities in Tamil Nadu. The Chennai wheelchair basketball team coached by our volunteers finished third in the national championships.

## CHENNAI FLOOD RELIEF

The record rain that hit Chennai in December 2015 resulted in one of the worst floods the city had ever seen. Cognizant announced a commitment of \$40 million to help residents, employees and business partners in Chennai with relief and rehabilitation, much of which was delivered in 2016.

## OUTREACH AROUND THE WORLD

We are expanding the global reach of our Outreach volunteer activities. In 2015, 1,736 associates from locations outside India clocked 12,198 hours of volunteering efforts.

### U.S.:

- STEM mentors from Cognizant U.S. facilitated Techno Swag workshops for over 200 middle school girls at a WizGirls event in New York. The girls experienced the magic of Making by creating e-textiles while learning skills in sewing, electronics and coding.
- The Des Moines Business Process Services Team collectively packaged 10,000 meals, collected 270,000 pounds of food and donated \$14,000 to the 25th Annual Combat Hunger Drive.

### Philippines:

- Our associates here mobilized the largest group of volunteers among global Outreach councils, drawing 1,230 individuals to participate.
- 400 associates were involved in collecting more than 10 boxes of toys and school supplies for children with special needs.
- 75 volunteers from the clinical services team organized a medical mission to offer consultations for 250 people in the Gawad Kalinga community, Caloocan.

### Benelux:

• Outreach Benelux launched the Digital Conscience initiative to benefit communities. Through this program, volunteers clocked 2,000 hours, benefiting 34,597 lives. The Digital Conscience initiative has three focus areas:

- The Digital Literacy Project involves lending Cognizant's fully depreciated assets to community organizations to help teach residents use a computer, learn to read and write, search for jobs, access services and utilize tools to connect with loved ones.
- DataMinds events are quarterly "analytic-a-thons" hosted at our Cognizant office, where we receive data from small nonprofits in the region, and use our analytical skills to discover how a nonprofit can use its funding to benefit more people.
- Seniors GO Digital Empowered by Cognizant reaches out to the senior citizens in local communities to teach them how to use tablets and laptops to re-connect with their families and friends.

## **UK:**

- 61 associates participated in the National Three Peaks Challenge, climbing the highest peaks in Scotland, England and Wales, and raised over £25,000 for the Prince's Trust.
  - 15 associates in Nottingham supported the BBC Children in Need (CiN) charity program. The Cognizant stalls helped raise £410 for Children in Need.
  - 12 Cognizant associates in the UK embarked upon a 38km cycle ride to raise awareness and funds for a disease known as Frederick's Ataxia.

## **Argentina:**

- 60 associates here participated in two blood donation camps organized in our offices.

## **Hungary:**

- Associates here organized a clothes collection drive to aid the Red Cross and local homeless shelters. Collection drives for Christmas gifts, toys and stationery were also held to benefit children.
- Cognizant Hungary showed its support for the cause of protecting animals by adopting a baby elephant at the Budapest Zoo.
- Associates also participated in various events such as the Vivicitta Half Marathon to support non-profit Bator Tabor and a blood donation camp.



# COGNIZANT FOUNDATION

We launched the Cognizant Foundation in 2005 as an independent entity to support corporate social responsibility initiatives in India. The primary objective of Cognizant Foundation is to improve the lives and opportunities of economically and socially disadvantaged sections of the society in India.

## EDUCATION

In 2015, Cognizant Foundation supported 15 projects in the area of education. These included the Cognizant Foundation Scholarship Program, which awarded scholarships to economically disadvantaged students pursuing engineering education.

Using information and communication technology to improve education, primarily in rural schools, the Foundation helped to fund smart classrooms, mobile science labs, computer labs, science labs, in-class computers and libraries. It also provided support for learning resource centers and access to quality teaching for under-resourced government schools by setting up library rooms, reading rooms, Montessori classrooms and through the use of information and communication technology tools, provide enhanced training to teachers.

An example of the educational initiatives supported by Cognizant Foundation is Christel House, an international non-profit organization that assists impoverished children. Christel House recently launched a first-of-its-kind English language lab in Bengaluru with funding help from Cognizant Foundation. The lab is a unique initiative to develop English communication skills and improve the employability of underprivileged children.

## HEALTHCARE

Cognizant Foundation grants supported 16 healthcare projects in 2016. One particular focus has been eye care, through investments in diagnostic and surgical equipment, innovative ophthalmic equipment for eye screening, and high-end medical equipment for ophthalmic operating theaters.

The Cognizant Foundation also supported projects in the areas of critical care and capacity enhancement of rural hospitals, tribal hospitals and hospitals catering to the urban poor, such as help to set up neonatal intensive care units, supporting screening of babies for congenital heart defects; purchase dialysis and ultrasound equipment and the equipment for the manufacture of prosthetic devices; establish a component storage lab for a blood bank; and purchase an ambulance to reach people in far-flung areas.



15  
EDUCATIONAL  
PROJECTS



16  
HEALTHCARE  
PROJECTS



9  
LIVELIHOOD  
PROJECTS

Specific examples of healthcare initiatives funded by Cognizant Foundation grants included:

- Four advanced dialysis machines at Bangalore Kidney Foundation (BKF), an Indian NGO focused on renal healthcare for underprivileged people.
- Sophisticated ophthalmic care equipment at Sri Ramakrishna Ashrama Charitable Hospital (SRAC), Thiruvananthapuram, India. With this equipment, the hospital will be able to perform 700 additional surgeries annually.
- A critical care ambulance, bio-version hemodialysis machine and flash autoclave sterilizer at the Institute of Neurosciences Kolkata (I-NK). The advanced hemodialysis machine will help I-NK provide life-saving hemodialysis to critical neurology patients who are at a high risk of developing acute renal failure.
- High-speed vitrectomy surgical equipment at Vittala International Institute of Ophthalmology, a charity focused on improving access to specialty eye care. The equipment will enable advanced surgeries in treating diabetic retinopathy, glaucoma, cataract and eye injuries that are major causes of blindness in India.

## AWARDS AND RECOGNITION

- Cognizant has been named to *Fortune* magazine's "World's Most Admired Companies" list for the seventh year in a row. *Fortune*'s "Most Admired Companies" list is considered a definitive report card on corporate reputations. The study examines nine attributes of reputation: innovation, people management, use of corporate assets, social responsibility, quality of management, financial soundness, long-term investment, quality of products/services, and global competitiveness.
- Archana Raghuram has been named one of the "100 Most Creative People in Business for 2015" by *Fast Company* magazine "for motivating colleagues to make a difference" by way of Outreach.

# SUSTAINING OUR ENVIRONMENT

Sound stewardship of natural resources is a key pillar of Cognizant's sustainability program. We have successfully pursued a range of efforts to reduce our impact on the environment in order to protect vital and irreplaceable resources, better manage climate change risks, and enhance the quality of life for our employees, clients and partners. At the same time, we recognize the potential for significant cost savings arising from greater energy efficiency and reductions in waste. Our environmental initiatives include purchases of renewable energy, improved facilities design and re-engineered business processes - along with extensive grassroots efforts conceived and led by our Green Brigade volunteers.





# SETTING – AND SURPASSING – AMBITIOUS GOALS

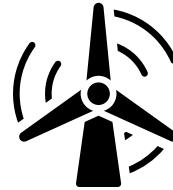
Cognizant has made significant progress meeting its ambitious goals for reducing energy use and emissions. Specifically, Our Go Green energy program has reduced per capita carbon emissions and increased our energy savings significantly since 2008. Energy efficiency has also improved materially from 2008. In fact, we essentially had surpassed our 2015 goals by 2014. As a result, our focus going forward will be on achieving a more optimal energy mix with greater reliance on renewables. (G4-DMA)

GHG Performance	2015	2014	2013	2012	2011	2010
SCOPE 1	Emissions from energy sources that are owned or controlled by the company					
Direct Emissions (MT)	30,121	15,644	22,632	45,934	26,829	28,647
Intensity (MT per associate)	0.14	0.07	0.13	0.30	0.20	0.28
SCOPE 2	Emissions from energy sources not owned or controlled by the company					
Indirect Emissions (MT)	227,504	188,255	170,435	137,460	144,629	122,187
Intensity (MT per associate)	1.03	0.89	0.99	0.88	1.06	1.17
SCOPE 3	From Business Travel & Employee Commute					
Indirect Emissions (MT)	143,253	134,029	108,905	70,930	64,487	46,270
Intensity (MT per associate)	0.65	0.63	0.64	0.45	0.47	0.44

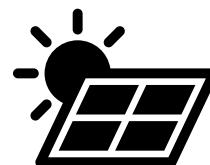
# COMMITMENT TO RENEWABLE ENERGY

Starting in 2013, we began purchasing renewable energy for our campuses in India. We procured 77,286,823 MJ of renewable energy, which is 7% of our global consumption. In 2016, we will increase renewable purchases significantly, through an arrangement to obtain additional energy from biomass, wind and solar.

Cognizant Coimbatore became our first facility to harness solar energy within its campus to meet energy requirements. The center recently celebrated the commissioning of its first large-scale rooftop solar project. The total capacity of the plant is around 750 kWp and it is capable of meeting 10% of the facility's power requirement. Moreover, 14% of this site's energy requirement is now met through wind energy.



24% OF  
COIMBATORE  
FACILITY'S POWER  
REQUIREMENT IS MET  
THROUGH  
WIND  
AND  
SOLAR  
ENERGY



# GO GREEN

Our Go Green program was created to bring about a positive change for a better environment - a safe and healthy planet for all of us. In 2015, our Go Green campaigns united our associates and local communities to deliver impacts that will ensure a better future for all. Our online campaigns, grassroots initiatives, and joint efforts enabled change via various communication channels.

*Some 6,000 associate volunteers, known as Green Brigadiers, are involved in grassroots clean-up efforts, recycling campaigns and awareness-raising activities. More than 120,000 Cognizant associates follow our Go Green efforts via social media.*

Several highlights among our Go Green campaigns during 2015 are detailed below.

## LIGHT UP LIFE UP (LULU)

This program is helping to light up the lives of 27 families across two hamlets in Junnar district, Pune, Maharashtra. Our team of volunteers visited villages and distributed solar lanterns to villagers. The momentum of LULU continued with a second project, a remote forest hamlet named AkniBhavi near Erode, Tamil Nadu in February 2015, where they helped light up homes for another 21 families.

## PEDAL WISE

Volunteers promote cycling to work at our offices in Pune and Hyderabad. Pedaling to work not only contributes to cleaner air, but also provides health benefits, including stronger heart and lung functions and better stamina.



THE  
GREENATHON  
**2015**  
CELEBRATIONS



SAW A  
**20%**  
**INCREASE**  
IN PARTICIPATION  
OVER THE PREVIOUS YEAR

### SATHKRIYA

An initiative for a social cause, Sathkriya was launched by the Healthcare BPS team at Bangalore. Numerous various green campaigns, including green education campaigns were held for school children, a green quiz, and interactive sessions on cleanliness and food habits. The team also participated in tree plantation drives, clean-up drives, paper bag making, nurturing the organic garden at our MBP facility in Bangalore and much more.



# TEAMING UP, GREENING UP AND CLEANING UP

Teams from across our operations regularly come together to reclaim and improve local public spaces, including parks, beaches and waterways, through tree plantation and clean-up efforts.

Tree planting campaigns included a collaboration between our Capital One project team and TIST, the International Small Group & Tree Planting Program, which planted more than 600 saplings at a village near Vandavasi, Kancheepuram. Besides our team members, nearly 45 associates across Cognizant, Chennai participated in the plantation drive. In addition, over 300 trees were planted by NCR associates in association with the NGO SankalpTaru. And the One team held a tree plantation drive at Mahalunge, Balewadi Stadium.

The Green Brigade team in Pune conducted a sapling adoption program at a nursery, Phase-1, Hinjewadi, where the team encouraged associates to adopt and nurture saplings. A similar effort involved a team of volunteers at Coimbatore, which planted 375 saplings and cared for hundreds of others planted previously. The idea behind these campaigns is to increase the plants, trees and green cover within a city. Each person that adopts a sapling is encouraged and advised to maintain it properly and is given tips as support to nurture the growing sapling and ensure that it develops into a healthy tree or plant.

*To celebrate World Environment Day, more than 5,000 associates participated in Greenathon campaigns, including green workshops, tree planting, clean-up drives, cycling campaigns and much more.*

To teach young children a “green way of life,” our associates led a number of green activities at schools in Kolkata, Pune, Chennai and Gurgaon. The team of green volunteers engaged the students in planting flowering trees, sturdy trees and palms. They also shared green best practices with the children and school staff on how to increase the green cover, reduce pollution and save precious natural resources.

Clean up campaigns included a partnership between Cognizant and Swach, an NGO, to promote a clean environment in Hinjewadi, Pune. A team of volunteers from Cognizant joined with the NGO to organize and participate in several clean-up drives that focused on spreading awareness among local residents about the need to keep their surroundings clean and green. The drive also sought to make people aware of the environmental dangers of plastic waste.





NEWSWEEK U.S.  
GREEN 500  
RANKED  
**#55**

MOVING UP FROM #119

NEWSWEEK GLOBAL  
GREEN 500  
RANKED  
**#93**

MOVING UP FROM #190

At Hyderabad, our volunteers became “waste warriors” to help keep our environment clean and healthy. They not only were active in picking up waste at public facilities, but also have taken it upon themselves to spread the word about the importance of segregating, recycling and making use of waste where possible.

To restore the lakes of Chennai, Green Brigade volunteers collaborated with Environmental Foundation of India (EFI), an NGO that concentrates on environmental awareness and protection. Our volunteer team has joined in to clean many lakes and ponds in the city. The volunteers not only cleaned the surroundings but also planted trees to increase the green cover in the vicinity. Over 10,000 trees were planted in and around the city.



## RECOGNIZING PERFORMANCE AND PROGRESS

We are proud that our team's environmental stewardship efforts have been recognized by independent parties.

- Newsweek ranked Cognizant among the top 100 Green Companies for 2015 in the U.S. as well as globally for corporate sustainability and environmental impact. The *Newsweek* Green Rankings are one of the world's most recognized assessments of corporate environmental performance.
- Cognizant is a part of many ESG indices such as FTSE4Good, Triodos Bank Sustainable Investment Universe, STOXX Sustainability Index, Euronext Vigeo-US 50, and MSCI Global Sustainable Index.
- The Yes Bank Natural Capital Awards recognize a corporation's commitment to environmental sustainability practices and initiatives in its value chain and integrating natural capital in its business practices. Cognizant was declared the first-runner up in the “Services” sub category of the Eco Corporate Award for our commitment to environmental sustainability practices and initiatives such as the energy efficiency program and also our Green Brigade volunteering program.

## DEVELOPING HUMAN POTENTIAL

The skill, motivation and well-being of Cognizant's employees are vital to our ability to help clients meet the challenges of an increasingly digital business landscape, and to deliver on our sustainability goals. Thus, we have a sharp focus on maintaining - and continually enhancing - our leading-edge programs to attract and cultivate talent, build a diverse workforce, and ensure a safe and healthy work environment. (G4-DMA)





# LEARNING AND DEVELOPMENT



Cognizant offers a wide range of professional development programs to strengthen our talent base, ensure that we have the skills to meet clients' ever-changing needs, and provide an attractive career path for team members. (G4-DMA)

## TALENT REVIEW AND DEVELOPMENT

We continue to invest in targeted development for our leaders. In 2015, in a new initiative, we conducted talent reviews of approximately 1,300 senior leaders, and are looking to extend that further into the organization in coming years. The talent review process provides visibility into the leadership pipeline, and we use key insights to identify and optimize development of our current and future leaders. We have successfully embedded talent reviews directly into the operating rhythm of the company.

## REVOLUTIONIZING WORKPLACE COLLABORATION

To leverage employee-led innovation and build a strong engagement culture, Cognizant adopted the Yammer enterprise social network as a collaboration tool. Corporate functions established groups as hubs of information for associates, And business units leveraged this tool to work in new ways - communicating more effectively, reducing e-mail and increasing productivity. Since its

launch, the Yammer community at Cognizant has crossed the 100,000-member mark and we plan to further sustain the collaboration through various employee engagement initiatives around on-boarding and assimilation, Women Empowered, health and wellness, recruitment and more.

## COGNIZANT ACADEMY

Our award-winning Cognizant Academy Learning and Development team offers comprehensive professional development and training programs for associates. The Academy curriculum is designed to equip team members to serve clients' needs, contribute to the Company's industry leadership and growth, and encourage personal progress at every stage of an employee's career.

The wide-ranging Academy curriculum includes both classroom-based and virtual offerings to accommodate the educational preferences of today's millennial employees and make learning highly accessible. Our Learning Management System is closely aligned with our business goals, which integrates a range of offerings through a user-friendly interface. For example, there are more than 25 learning apps in our "One Cognizant" App Store. Associates have the opportunity to learn through portals, live webcasts, online learning communities, discussion forums and peer blogs.



*Over 16.2 million hours of training were provided by Cognizant Academy in 2015, with the average employee receiving 75 hours of training.*

Cognizant Academy also creates customized programs for various business units and functional areas. For example, Academy administered a 360-degree structured feedback survey for Cognizant Hungary leaders. The responses were analyzed and reported back to each participant. Currently, these leaders are using the feedback to construct personalized development plans.

### COGNIZANT CAREER ARCHITECTURE

A program known as Cognizant Career Architecture (CCA) provides an individualized career framework to help associates identify their optimal career path and accelerate their development of relevant business capabilities. CCA offers an opportunity for goal setting and upgrading of skills for the planned growth of each employee. Learning plans are self-generated by associates, with input and supervision from their business units, and are aligned with the competencies and skills needed for the associate's role within the company. Plans are customizable. Associates can customize and revise their plans.



**HIRED  
JUST UNDER  
100**  
GRADUATES IN  
EUROPE IN 2015

### GRADUATE HIRING PROGRAM

We have expanded our efforts to hire graduates of universities. For example, we hired nearly 100 graduates in Europe in 2015 - 67 graduates in Continental Europe and 29 in the UK. All attended our three-week training program, which was held at intervals throughout the year in our development center in Valladolid, Spain. Our graduates have taken up business analysis and quality engineering roles across Europe on client sites and in our centers in Valladolid, as well as Grenoble, France.

### VOCATIONAL EDUCATION AND TRAINING

We expanded our existing education program by offering an alternative to the graduate program in Switzerland, the Vocational Education and Training (VET) program. As a part of this program, we provided VET students with practical training through an apprenticeship. The apprenticeship in our offices provided education on the job roles of mediamatic specialist and information technologist. The program has enabled us to hire four apprentices in two years, and we aim to hire 10 more in 2016.

# DIVERSITY AND INCLUSION

As a leading, global, Fortune 500 company, Cognizant operates across many regions and cultures and serves a broadly diverse client base. Accordingly, diversity and inclusion are critical to our business strategy. At the same time, we view diversity as essential to attracting, retaining and developing the leadership potential of our teams. Diversity of thought, perspective and life experience allows us to see problems and opportunities from all angles and arrive at the best solutions.

We respect the individuality of every employee and strive to cultivate an environment of inclusion in which all are empowered to bring their best to work and are inspired to reach their full potential. In this regard, we continue to expand our diversity programs, while advancing opportunities for women, veterans and other affinity groups. (G4-DMA)

## COMPLETELY COGNIZANT

Our diversity and inclusion principles are unified in a platform that we call Completely Cognizant, which aims to welcome and cultivate diversity both within our organization and externally among our clients and business partners. Completely Cognizant is built upon four strategic pillars to create a strong base for diversity and inclusion efforts among our associates, clients, and the marketplace:

- **People.** Our associates are ambassadors of diversity where their individual and cultural differences make Cognizant a dynamic workforce.
- **Culture.** Our corporate culture encourages and empowers our associates to become catalysts of change for diversity.
- **Clients.** Our strong client partnerships are built upon innovation, knowledge sharing, and networking in which diversity is a leading principle.
- **Community.** Our commitment is to create educational opportunities that strengthen and develop a diverse workforce for the future.

*Our flagship engagement program for associates, Celebrating Cognizant, was launched last year, with bigger, better and more varied offerings.*

Close to 72,000 associates participated across locations in India. With a variety of programs, our associates enjoyed a range of games, sports and cultural programs that brought unique talents to the fore, in an arena outside of the workplace.





## WOMEN EMPOWERED (WE) BUSINESS RESOURCE GROUP

Women Empowered (WE) is a major focus of our commitment to diversity. It was launched in 2011 and aims to attract, develop, and inspire women. WE uses training, collaboration, networking, support, mentorship and professional development to empower women within and beyond Cognizant. The main pillars of Women Empowered are:

- **Attract and recruit** more women into Cognizant at all levels throughout the organization using targeted sourcing methods and ensuring diversity training for managers.
- **Develop** talent to maximize business success and competitive advantage by fostering women's growth and development, building leadership capabilities and skills, while increasing employee retention.
- **Network** to promote the success of women within Cognizant and the industries that we support, through networking and learning opportunities, career achievements and the creation of business relationships that foster company and personal growth.



In 2015, it became apparent that we had outgrown the grass-roots, employee-led Affinity Group Model. A WE Advisory Board was created and Women Empowered was re-launched as a Business Resource Group (BRG). A BRG framework provides more structure to the program, measurable performance goals and objectives, and a closer alignment to business unit and client diversity initiatives. In the U.S., regional networking committees were launched to focus our efforts locally in strategic areas across the country. Several new initiatives were created, such as "WE at the TABLE," a series of interviews with Cognizant's senior female leaders who share their triumphs, challenges, key insights and learnings throughout their careers. Additionally, our internal social media platform is being leveraged for our diversity efforts by launching discussion groups in three major regions: the UK, the U.S., and India. Within a few months of the launch, the U.S. WE online social group had over 1,200 men and women tagged to the group.

# WE DEVELOP PILLAR



## MENTORING PROGRAM

The WE Develop group mentoring program continues to enable Cognizant women to virtually network, share knowledge and develop meaningful relationships while learning about relevant topics presented by internal and external speakers. This year's participants were drawn from across all Cognizant North America locations and all levels. The 2015 sessions covered topics such as "Introvert & Extroverts," "Cognizant Career Architecture," "Building Your Personal Brand" and "Code Halos."

Additionally, WE Develop hosted a virtual panel discussion, "Need Career Advice." Senior business leaders responded to career questions from associates, specifically on finding their voice and speaking up in meetings and other work situations.

WE Develop also conducted a live workshop, "Networking Essentials." Senior business leaders led a comprehensive, hands-on networking event packed with best practices and in-the-know strategies for successful networking techniques.

## PERSONAL MISSION STATEMENT WORKSHOP

In an effort to raise self-awareness, this initiative encouraged participants to develop a personal roadmap to assist in career development by leveraging their strengths and talents.

## 1:1 CLIENT EXCHANGE

A panel event in 2015 showcased senior women business leaders from both Cognizant and one of our life sciences clients. The leaders shared their success stories and offered advice and insights on opportunities and challenges, while encouraging interactive discussion among the attendees. Co-hosted by Cognizant and our client, this event was in support of the International Women's Day Celebration and featured senior Cognizant leaders panel.

## EARLY CAREER SPEAKER SERIES

For recently hired associates, WE organized a panel comprised of senior leaders who fielded candid questions about Cognizant, career development, challenges, and successes.



## VETERANS BUSINESS RESOURCE GROUP

Thousands of American veterans are returning to civilian life each year ready to use their advanced leadership skills, strong work ethic and highly sought after talents to begin careers at top performing organizations.

In 2015, we established the Veterans Business Resource Group (BRG), a leadership team sponsored by Cognizant's President, Gordon Coburn, to increase our visibility in the veteran talent community and solidify Cognizant's responsibility to hire and support veterans, military spouses and military families. We have established the Cognizant Veterans Network designed to advance our commitment to the veteran community.

In 2016, we will be expanding our presence in the veteran community through participation and sponsorship in key veteran hiring events across the U.S. targeting veterans and military spouses for various roles across our organization. In addition, we will be implementing our Veteran/Protégé Mentoring Program along with a comprehensive training and assimilation program specific to veteran needs.

*Our commitment to veteran hiring was demonstrated by our recognition as a Military Friendly Employer in 2015, and through participation in several military hiring events. We are also a member of the 100,000 Jobs Mission, a coalition of companies committed to employing US Military Veterans.*



# HEALTH, WELLNESS AND SAFETY

The most important thing we can do for our associates and their families is to maintain a working environment that promotes safety, health and well-being. We have placed an increasing emphasis on wellness initiatives during the past year. Specifically, we created new standards and undertook the following initiatives to drive health and safety in 2015, some of which are first in the industry. (G4-DMA)

## LIVE WELL

In 2015, we rolled out an extensive associate health and wellness campaign offering an extensive range of services under the Live Well umbrella. This entails expanding our Wellness First health and safety initiatives to cover more associates. The program aims to increase awareness of important health, food and safety habits and proactive steps associates can take to keep well. The campaign has addressed such topics as coping with stress, maintaining a work-life balance, proper diet and nutrition, ergonomics and other relevant issues.



LAUNCHED THE  
**HealthifyMe**

DIGITAL WELLNESS  
PLATFORM TO HELP  
ASSOCIATES TAKE  
CHARGE OF THEIR HEALTH  
BY MONITORING MEALS,  
BODY MASS INDEX AND  
PHYSICAL ACTIVITIES



Under the auspices of Live Well, we have driven wellness intervention activities such as:

- **Care Nine:** Scheduled specialist intervention for expectant mothers. Significant discounts are available for diagnostic testing, screening, stem cell banking and ante-natal classes through UnitedHealthcare's specialized network for our employees.
- **Out-Patient Diagnostics:** In an industry first, we partnered with Indian Health Organization (IHO), a leading health insurer that is a part of Aetna, to bring employees a health care program that addresses their day-to-day wellness and medical requirements. The IHO card was provided to our employees at a subsidized rate for access to participating doctors and medical facilities.
- **Launch of the HealthifyMe app:** Across Bangalore, Chennai, Pune and a soft launch across other locations in India, our app monitors participating associates' health by measuring his/her meals, Body Mass Index and physical activities. It also provides health advices to individuals based on their respective issues.
- **Heartfulness:** Experience-based relaxation and meditation program aimed at educating our employees on techniques to cope with stress.
- **Child Trust:** In another industry first, we provide care to associates' newborns up to the age of 18 months. Services include pediatric care, specialty consultation and immunizations.
- **Wellness Engagement:** This offers programs such as Stretching to be Fit, walking contests, Yoga, Aerobics and Zumba work-out sessions.





## GLOBAL CULTURE OF WELLNESS

We have made wellness a part of our organizational culture globally. A few of the initiatives undertaken around the world during 2015 are noted below. Associates are provided with opportunities to participate in various sporting events in their areas and encouragement to take up fitness in a fun way.

### India:

- 40,000 associates completed their master health check-up across India.
- Conducted close to 140 sessions on ergonomic issues and on any medical concerns arising out of occupational hazard.
- Forty-two medical centers are now operational at Cognizant locations across India.
- We held a Wellness Carnival in association with Reliance at Pune, covering more than 1000 Associates.
- Launch of the Cognizant Health Challenge with information kiosks across various locations.

### UK:

- Our Race to 3000 initiative aimed to train 3,000 UK associates in cardiopulmonary resuscitation (CPR) within 30 working days. We partnered with the British Heart Foundation, which supplied training videos. Our trainers were Cognizant volunteers, who organized and ran the sessions on client sites as well as our offices. CPR masks were given to all those trained and the company made a donation of £10,000 to the British Heart Foundation. We ended up training 10% over our target, or 3,326 associates, in this life-saving skill. To continue to build a nation of lifesavers, we have included CPR training in our induction program for all new hires.



## U.S.:

- The Employee Assistance Program (EAP) is a 24/7 resource available to all full-and part-time associates. EAP also provided training for managers on the topics of mental illness in the workplace and how to build resilience, restore work-life balance, and improve well-being.
- Telemedicine provides free medical support to associates enrolled in the medical plan. Over 11,000 associates sought treatment, of which 2,200 reported that they would have gone untreated were it not for telemedicine.
- We offer extensive preventive care programs. For example, preventive care exams are 100% covered by medical insurance for enrolled associates. Also, online health risk assessments are readily accessible to associates to assist in identifying opportunities for improving their well-being. And flu shots are available for associates on Cognizant campuses.
- Healthy Pregnancy Programs provide information and support to pregnant associates and their spouses.

- Our Tobacco Free Program aims to help employees "kick the smoking habit" by providing health coaching through certified tobacco cessation specialists.
- The first-ever Health and Wellness program for our BPS North America practice launched in 2015. Called BPS REACH (Renew, Engage, Achieve, Commit to Health), this program aims to help associates lead healthier lifestyles. It embraces all aspects of a wellness-oriented lifestyle and integrates the body, mind and spirit and emphasizes the positive impact of having a positive approach to living. The centerpiece of the program is a wellness initiative called iCommit2Fit, where associates receive a fitness tracker (Fitbit) and are assigned a wellness coach who works with them to achieve their wellness goals. BPS REACH also provides associates reimbursements for regular use of a gym or participation in races, as well as nutrition courses, health tips, onsite yoga or exercise classes and quarterly wellness newsletters.
- An on-site gym was established at our Minot, North Dakota facility for the use of associates.



#### **UAE:**

- Hosted a Health Screening Camp which consisted of three major stations that included blood sugar, blood pressure and cholesterol checks, measuring height and weight, and a free 15-minute session with a general practitioner.

#### **Singapore:**

- Hosted a wellness camp which was attended by over 150 associates and seven sessions of Know Your Medical Insurance, briefing associates about the medical insurance plan, was held at Singapore.

#### **Australia and New Zealand:**

- Provided associates an opportunity to participate in a health and wellbeing initiative delivered by Corporate Bodies International.
- 201 participants enrolled for one-on-one health assessments conducted by a qualified health professional in a highly confidential environment, which were conducted nationally across Australia. That is more than double the 96 health assessments completed in 2014.
- Physical measurements were taken and a comprehensive lifestyle questionnaire was administered.
- An individual action plan for addressing at risk health parameters was discussed.



### **China:**

- A program of annual physical checkups was organized with the help of professional service providers across multiple facilities in various cities. After their checkup, each associate received a detailed medical report for their future reference. Following the checkup sessions, workshops were organized by doctors to address associates' queries and concerns on their health status, as well as provide health tips and exercises.
- An Employee Assistance Program (EAP) has been operating since 2010 in Cognizant China. As the first employee psychological care program, EAP includes telephone counseling, a psychologist on-site service, and a monthly e-magazine. An enterprise crisis intervention system was also built in 2012 and has played a critical role in ensuring the safety and health of all Cognizant associates. The psychologist on-site service is still ongoing in Shanghai.

### **Hungary:**

- We organized a mobile health check for all Cognizant associates in December 2015. In the course of this program, a health truck visited our office in Budapest and offered 35 different health check programs. Roughly 72 associates participated in the mobile health checkup.
- Cognizant Hungary also has arranged a fitness benefit in conjunction with two local fitness centers, Danubius Arena and Millenium Wellness. Our associates may use their fitness facilities at a 70% discounted rate on the daily entry fee. In addition, Cognizant Hungary has partnered with All You Can Move (AYCM), wherein associates may purchase a fitness pass with the company subsidizing part of the monthly subscription fee.
- Working with a premier hospital chain, Medicover, Cognizant Hungary provides associates with subsidized medical benefits comprising basic medical care, standard diagnosis, outpatient medication, and a 24-hour medical helpline. Approximately 60% of the medical cost is borne by Cognizant. To enable cashless medical care, we deduct the associates' share from their paychecks, so they do not need to pay anything upfront.

# AWARDS AND RECOGNITION



- *The Economic Times of India* has ranked Cognizant the top recruiter from premier B-schools in India across industry sectors for the third year in a row.
- We were certified as Top Employer in 5 countries in Europe for 2016 - UK, Netherlands, Sweden, Belgium and Switzerland. Given that more than 4 countries qualified this year, we also received the region certification "Top Employer Europe." This is a certification of our HR offerings - Talent Strategy, L&D, Performance Management, Career & Succession, and Company culture.
- For the third year in a row, Cognizant has been named among the Top 20 Training Outsourcing Companies in the world by TrainingIndustry.com, a leading global learning analyst. The Top 20 list recognizes the leading training outsourcing companies for their high quality services and comprehensive capabilities.
- Our employee development efforts were honored with a "BEST" award from the American Society for Training and Development.

- The Swiss Institute for ICT Education (ICT-Berufsbildung Schweiz) honored Cognizant with the Swiss ICT Education and Training Award 2015 for providing high-quality IT education and training to talent in Switzerland. The annual awards program recognizes Swiss-based organizations that are dedicated to the ongoing education and training of young professionals, thus making a significant contribution to the future of the IT industry in Switzerland.



# Cognizant Sustainability Report 2015 Policies, Practices & Performance

## About this section:

Our fifth annual Sustainability Report documents activities during the year ended December 31, 2015. This section is written according to Global Reporting Initiative (GRI) G3.1 guidelines and the organization of this report mirror's the GRI's structure. This report covers all the GRI elements including: Economic (EC), Environmental (EN), Human Rights (HR), Labor (LA), Society (SO), and Product Responsibility (PR) performance indicators, as well as Disclosures on Management Approach (DMA) to these topics. References are made to Cognizant's Annual Report 2015, including the Annual Report on Form 10-K for the year ended December 31, 2015, and the Sustainability Report 2015 to avoid repetition.

## Part I: General Standard Disclosures

### Strategy & Analysis

#### G4-1 Statement from the most senior decision-maker of the organization.

Refer to page 2 in Cognizant Sustainability Report 2015.

#### G4-2 Key impacts, risks, and opportunities.

(G4-DMA) As a company whose "product" is information services and consulting advice, our supply chain is knowledge-based. We are a people-intensive company. Thus, our operations are not significant consumers of raw materials, nor do we sell a product that requires packaging or shipping. Our primary impact on society and the environment is the care and wellbeing of our approximately 221,700 employees. Our facilities consume natural resources and energy for the physical premises and systems, and provide employees with proper working conditions. Our employee base grew by 5% in 2015 as we have expanded to serve the increasingly complex needs of a growing number of clients. We rank # 28 (up from #39 in 2014) on HR Executive magazine's 2015 roster of the 100 largest U.S.-based non-government employers. We view our employee base as a significant resource in contributing to society, and have an active program known as *Outreach* to solicit, coordinate and support volunteer efforts. With respect to our key sustainability priorities, we believe that improving education is one of the most significant ways in which we can have a long-term positive impact on sustainability across the globe. This belief drives our intense commitment to help people gain the education necessary to participate in the global economy. Our support also underlines the critical need among businesses worldwide to meet the increasing demand for highly educated workers. At the same time, we recognize that improved education can bring more people out of poverty and give them the knowledge necessary to solve some of our world's pressing social and environmental challenges.

In addition, we are working pragmatically to improve the management of our environmental impact. We are committed to leading our industry in conserving energy, reducing and disposing of waste, and recycling. Cognizant actively supports national and international climate-change policies, protocols and initiatives. Further, we proactively teach our associates

best practices for conserving energy and shrinking individual carbon footprints—all in an effort to operate in an environmentally friendly manner and drive sustainable economic growth.

Another area in which we have a significant and positive impact is in providing opportunities to our employees. In addition to competitive compensation and benefits, we also provide solid global career opportunities with rapid advancement, primarily because we have always focused on building a global team and accessing top talent from leading universities and other companies in our market. Another vital aspect of our employment practices is the cultivation of a diverse workforce, supported by an increasing emphasis on initiatives such as our *Women Empowered*, *Veteran Hiring* and *Completely Cognizant* programs.

We believe that our emphasis on talent, coupled with our unique global culture, rank among our key differentiators. Also, to the extent that our services enable clients to operate more productively, effectively and cost-efficiently, we may have an indirect positive impact on stimulating growth and economic opportunity, while helping clients reduce their resource consumption. We believe our focus on the Future of Work – with its forces of globalization, virtualization, millennials and technology – puts us at the forefront of the new economy. It is changing the ways in which businesses, consumers, employees and others relate to and interact with each other. It is also driving businesses to be more transparent and more accountable for the positive and negative impacts they have on society.

Finally, we strive to be an extremely well-managed company, with strong governance, a high standard of ethics, robust financial performance and a track record of providing rewarding careers to our associates. We believe this commitment has an indirect positive impact on the value and growth prospects of the Company over the long-term. (G4-DMA)

### Organizational Profile

#### G4-3 Name of the organization.

Cognizant Technology Solutions Corporation

#### G4-4 Primary brands, products, and/or services.

Refer to pages 3 and 4 in the Annual Report 2015 and pages 2 to 11 in Form 10-K

#### G4-5 Location of the organization's headquarters.

Headquartered in Teaneck, New Jersey (U.S.).

#### G4-6 Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.

Cognizant is a U.S. corporation incorporated in Delaware and listed on Nasdaq. Its global delivery ecosystem spans more than 100 delivery and operations centers globally and supports customer operations in 60 countries. Operations in the various countries are typically through local subsidiaries.

For more information refer to Form 10-K - Exhibit 21.1 (List of subsidiaries of the Company) (G4-DMA)

**G4-7 Nature of ownership and legal form.**

Publicly held U.S. corporation.

**G4-8 Markets served.**

Our primary customers are Global 2000 companies and our business is organized around four vertically-oriented business segments: Financial Services; Healthcare; Manufacturing, Retail and Logistics; and Other, which includes Communications, Information, Media and Entertainment and High Technology.

**G4-9 Scale of the organization.**

- Revenues: \$12.42 billion for FY2015
- Employees: approximately 221,700 as of December 31, 2015
- For details on global presence, refer to page 31 in 10-K
- Total net sales for year ended December 31, 2015: \$12,416.0M. Refer to page F-4 of 10-K
- Our total equity market capitalization is available daily through Nasdaq.
- In 2015, our Consulting and Technology Services revenues represented 57.6% of total 2015 revenues, while our Outsourcing Services revenues constituted 42.4% of total revenues.

**G4-10 Total number of employees by employment contract and gender.**

Region	Headcount (FTE)		
	2015	2014	2013
Rest of the World (ROW)	9,800	8,500	6,200
Europe	8,600	8,100	6,900
India	162,500	157,100	126,800
North America	40,800	37,800	31,500
<b>TOTAL</b>	<b>221,700</b>	<b>211,500</b>	<b>171,400</b>

ROW includes APAC/LAM/China/Hungary/Philippines.

**G4-11 Percentage of total employees covered by collective bargaining agreements.**

In the IT industry in general, and across our Company, collective bargaining is not a common practice, with the exception of Norway, Sweden, France and Spain, where we have collective agreements in place. We recognize employees' freedom of association, in line with the Universal Declaration of Human Rights issued by the United Nations in 1948. As of December 31, 2015, 0.3% of our employees were covered by Collective Bargaining Agreements.

**G4-12 Our supply chain.**

Global Procurement is an independent function responsible for acquiring and fulfilling Cognizant's requirement for goods and services, collectively referred to as "Sourcing needs." The Procurement team has the functional authority and responsi-

bility for all Sourcing needs such as the selection of contractors, suppliers, agents and dealers to supply specific goods or services to the Company, together with the negotiation of terms and conditions of a contract; entering into contracts; and administration and supervision of such contracts. The Procurement team is responsible for independent finalization of commercial negotiations with the Supplier.

The team is organized by category towers and operations. Business functions raise purchase requests as per their needs along with any sustainability related requirements, which is then negotiated by the Procurement team with suppliers. Global Procurement, Sustainability and Legal collaborate to establish and maintain, as appropriate, global standard contract templates that capture the standard terms and conditions and OHSAS/ EMS requirements into Cognizant Supplier contracts. The responsibility of Contract and Supplier management after execution of the contract resides with Business stakeholders and the Procurement team's role is then limited to escalation management and renewals.

**G4-13 Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.**

There were no substantial changes, except for ongoing growth in the business, including acquisitions, that increased the size of the company.

**G4-14 Precautionary approach or principle is addressed by the organization.**

We take a precautionary approach as defined by Article 15 of the Rio Principles and have implemented significant programs to reduce our carbon emissions.

**G4-15 Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.**

Our policies are based on internationally recognized standards and frameworks from organizations such as the United Nations Global Compact, International Labour Organization (ILO) and the Global Reporting Initiative (GRI). We have implemented an Environment Management System, as defined by ISO 14001 standards, in our India and UK offices, which allows us to identify and control the environmental impact of our activities; continually improve our environmental performance; and implement a systematic approach to setting, achieving and measuring environmental objectives and targets. This system has been certified at eight of our facilities in India.

**G4-16 Memberships of associations and advocacy organizations.**

We have memberships in the following industry associations and national/international advocacy organizations:

***U.S.-based organizations***

- US India Business Council (our CEO is on the Leadership Council)
- U.S. Chamber of Commerce
- Information Technology Industry Council (one of our Executives sits on the Board of Directors)
- Trans-Atlantic Business Council

#### *India-based organizations*

- NASSCOM (our Executive Vice Chairman, Cognizant India is the past chairman and our President, Technology Solutions, is on the Executive Council)
- American Chamber of Commerce, India (our Senior Vice President - Marketing is on the national Executive Board)
- Confederation of Indian Industry (our Senior Director of Sustainability serves in the Regional Corporate Sustainability Initiative Forum)

#### *European-based organizations*

- Tech UK
- American Chamber of Commerce/European Union
- Swiss-American Chamber of Commerce

#### **G4-17 Entities included in the organization's consolidated financial statements or equivalent documents.**

Cognizant is a U.S. corporation incorporated in Delaware and listed on Nasdaq. Its global delivery ecosystem spans more than 100 delivery and operations centers globally and supports customer operations in 60 countries. Operations in the various countries are typically through local subsidiaries.

For more information refer to Form 10-K - Exhibit 21.1 (List of subsidiaries of the Company)

#### **G4-18 The process for defining the report content and the Aspect Boundaries.**

To determine this report's content, we formed a Sustainability Reporting Committee. The committee included executives from the areas that regularly interact with our stakeholders: Investor Relations; Public Policy; Compliance; Finance; Human Resources; Environment; Facilities & Procurement; Marketing; and Social Programs. This committee reviewed all GRI indicators to determine which were most material, based on their interactions with constituent stakeholder groups. This resulted in tagging each indicator as "High," "Medium," "Low," or "No" materiality. As we are a knowledge-based company that provides services rather than products, our greatest assets are our employees and the trust of our clients. Therefore we deemed the following areas as highly important to our stakeholders:

- Governance, ethics and protection of customer privacy and data.
- Overall quality of service delivery and mechanisms for gathering customer feedback.
- Labor practices, including investing in employees through training, measuring employee satisfaction and ensuring a safe and rewarding workplace.
- Our commitment to communities, particularly our global efforts to improve education.
- Our environmental performance, especially initiatives to track and reduce greenhouse gas emissions.

#### **G4-19 Material Aspects identified in the process for defining report content.**

Material Aspects	Why is it material to us?
Direct Economic Impact	We generate significant economic value to our customers, shareholders and employees
Indirect Economic Impact	We also generate thousands of direct and indirect jobs in communities we operate in
Energy Consumption	We consume large amounts of electricity to power our operations and data centers
GHG Emissions	We emit GHG due to Purchased Electricity consumption across the world
Occupational Health	We have a large employee base spending time on computers involving long-periods of sitting
Training and Education	With the constant change in the technology landscape, it is essential for us to consistently reskill our employees

#### **G4-20 Aspect Boundary within the organization.**

The report covers a global scope, which includes all countries and operating units of the Company, leased and owned facilities, and all functions and business units under operational control. The report covers a global scope, which includes all countries and operating units of the Company, leased and owned facilities, and all functions and business units under operational control. There were no limitations on the boundary of the report.

#### **G4-21 Aspect Boundary outside the organization.**

Outsourced operations such as food and beverage operations and transport operations are excluded from this report.

#### **G4-22 The effect of any restatements of information provided in previous reports.**

None

#### **G4-23 Significant changes from previous reporting periods in the Scope and Aspect Boundaries.**

Our last sustainability report was for the year 2014. We have not had any significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. Going forward, we will continue to report on an annual cycle for all our operations.

#### **G4-24 Stakeholder groups engaged by the organization.**

We engage with:

- Customers
- Stockholders
- Employees
- Governments
- NGOs
- Suppliers

#### **G4-25 Basis for identification and selection of stakeholders with whom to engage.**

Since Cognizant was founded in 1994, we have been engaging with multiple stakeholders to address key areas of our business that will impact our long-term growth and success. The stakeholder groups with which we have engaged since that time include customers, stockholders, employees, governments, NGOs and suppliers. Should a new stakeholder group wish to engage with us, our management team assesses the impact the stakeholder group has on our long-term success, the degree to which their priorities intersect with ours, our ability to productively engage with them, and the legitimacy of the stakeholder group in the context of other stakeholders.

#### **G4-26 Organization's approach to stakeholder engagement.**

##### *Customers*

While all stakeholder groups are important to Cognizant, we see our customers as the stakeholder group having the greatest impact on our long-term success. We have a customer-focused business model in which our client partners and account managers are typically embedded at the customer location and constantly monitor customer satisfaction and areas for improvement. Many customers also have regular interaction with our top management through structured account reviews every quarter. We also invite our key customers to periodic customer community events where we share ideas and industry best practices, and solicit feedback as to how we can best meet their needs. We conduct an annual independently administered customer satisfaction survey to formally assess how well we are meeting their needs. Finally, we participate in regular customer-initiated surveys and reviews of our performance across multiple dimensions of sustainability. Often, in these reviews, our customers will ask to see our public disclosures on sustainability, and in response, we provide a copy of this report. Of primary interest to our customers is our ability to solve their business and technology problems, scale our business to meet their future needs, and maintain competitive pricing. Additionally, they expect us to operate in a highly ethical manner, minimize our impact on the environment, and uphold the highest standards for labor practices and human rights. Our customers also expect us to ensure that our suppliers conform to similarly high standards, and as a result of engagement on this topic we have invested in improving our supplier sustainability processes and reporting. (G4-DMA)

##### *Stockholders*

As a publicly-traded company, our stockholders are our owners and therefore constitute another extremely important stakeholder group. We formally engage with our stockholders every year in our annual stockholder meeting. We also brief stockholders through public conference calls every quarter on our performance and business outlook. Meetings and calls with stockholders are held regularly to explain our performance and plans and to solicit feedback. Our investors are primarily concerned about revenue growth, profit margins, business risks, and our overall reputation. These issues are primarily addressed through our financial reporting and disclosures. Our policies with respect to Governance and Ethics also take the interests of our stockholders into account. (G4-DMA)

##### *Employees*

As a people-based business, our employees are the key to our success. We have frequent and deep opportunities to engage with them, both formally and informally. Our open and transparent management culture encourages instant and spontaneous feedback on issues that are material to employees by way of blog posts and comments, e-mails, participative committee meetings, and town hall meetings. We also conduct an annual formal independently-administered employee satisfaction survey, using the survey results to create action plans to address any issues identified. Our employees are primarily interested in their professional development and advancement, compensation and benefits, and working conditions. They wish to work for a responsible and ethical company that provides opportunities to give back to the communities in which they live and work. We are extremely proud of the way our employees serve not only our clients, but also our communities. One of the goals of this report is to highlight and recognize the important work our employees do through volunteer programs such as *Outreach* and *Go Green*. (G4-DMA)

##### *Governments*

Government stakeholders are primarily interested in our compliance with laws and regulations and our ability to provide economic benefit through employment, wages paid to their constituents, and taxes paid to the government. They are also interested in the size and nature of investments we make in local communities, particularly in areas such as education. For example, our US STEM Education program, *Making the Future*, was developed in part due to our desire to address an important issue to the US Government, namely, increasing the pipeline of US STEM workers. We work directly with policy-makers and through industry associations to engage with governments at national and local levels regularly. Government agencies routinely inspect/audit our operations and we also report on our financial, environmental and labor compliance. (G4-DMA)

##### *NGOs*

We engage with NGOs to work on issues of mutual interest facing the community, such as access to primary education, STEM education and primary health care access. We work with global NGOs such as the Carbon Disclosure Project and the Global Reporting Initiative that are shaping the emerging issues of sustainability and the triple bottom line. We work with education-oriented NGOs such as Change the Equation and Citizen Schools on US education issues; our *Making the Future* program, discussed in this report, was developed around our engagement with these two NGOs. The frequency of these engagements varies with each NGO and issue; with some NGOs we engage weekly, whereas with others it may be on an ad hoc or annual basis. (G4-DMA)

##### *Suppliers*

Suppliers are another important stakeholder group. Our suppliers are primarily interested in long-term beneficial relationships with Cognizant. We engage with them through regular business meetings and formal requests for proposal. In 2011, we began surveying our suppliers to understand their perception of our relationship, and also introduced a new Sustainable Procurement Policy that includes Supplier Standards of Conduct and a supplier sustainability survey, as described in the "Supply Chain Integrity" section. Our goal is to engage deeply with our top 50 suppliers. (G4-DMA)

**G4-27 Key topics and concerns that have been raised through stakeholder engagement.**

See G4-26 above.

Report Profile

**G4-28 Reporting period for information provided.**

January 1, 2015 to December 31, 2015

**G4-29 Date of most recent previous report (if any).**

June 2015

**G4-30 Reporting cycle (such as annual, biennial).**

Annual

**G4-31 Contact point for questions regarding the report or its contents.**

Joseph Korah - Head of Sustainability and Corporate Workplace Services

E-mail: sustainability@cognizant.com

**G4-32 The 'in accordance' option the organization has chosen.**

This report provides detailed information on our responsible business practices across the economic, social and environmental parameters "in accordance" - Core with the Global Reporting Initiative G4 guidelines. Refer to the GRI content index on page 58 of the report.

**G4-33 External Assurance for the Report.**

At this point in time, we have not chosen to pursue third-party assurance of our sustainability report.

**Governance, Commitments, and Engagement**

**G4-34 Governance structure including committees of the highest governance body.**

Our Board of Directors includes an independent non-executive chairman and nine of our eleven directors are "independent" under rules of The NASDAQ Stock Market, where Cognizant is listed. Directors are required to complete an extensive annual survey to guard against conflicts of interest that could interfere with the exercise of independent judgment.

The tenure of our independent directors ensures a balanced mix of extensive Company and industry knowledge and experience and fresh perspective, with four independent directors having served less than five years, two independent directors having served between five and ten years, and three independent directors having served more than 10 years.

Our Audit Committee, whose members are in regular communication with, among others, the Chief Financial Officer (CFO), Controller, Chief Legal Officer, Chief Compliance Officer and Head of Internal Audit, consists of six independent directors and two of which qualify as an "audit committee financial expert," under the Item 407(d)(5)(ii) of Regulation S-K promulgated by the U.S. Securities and Exchange Commission. Our nominating and corporate governance committee develops

and recommends corporate governance policies and oversees the evaluation of the board's effectiveness.

Sustainability performance is reviewed at the Board level. Cognizant's Senior Director of Sustainability leads a global committee that is responsible for developing and driving implementation of the corporate responsibility and sustainability strategy and targets guided by our global policy, described previously. Cognizant's President is responsible for reviewing the committee's performance against this policy on an annual basis and reporting the results of this review to our Board of Directors or a Committee of the Board of Directors.

**G4-56 The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.**

As a global business, Cognizant is committed to complying with the laws of the countries in which we operate. We make this pledge not just because it is the right thing to do, but also because it is an integral part of our commitment to excellence and exceeding client expectations, as well as our dedication to being a good corporate citizen and improving our communities.

Cognizant treats reports of misconduct seriously. All reports are reviewed by the Chief Compliance Officer, who appoints a responsible person as appropriate to conduct an informal inquiry or a formal investigation. If a violation of our Standards has occurred, appropriate disciplinary action will be taken against individuals involved as permitted by local laws. Additional steps will be taken if an alleged violation involves an Executive Officer or Board Member.

Today's dynamic global marketplace demands that we achieve the highest standards of behavior. It is therefore critical that all of us at Cognizant make business decisions that align with our ethical principles. This means, in part, that we comply with all applicable anti-corruption laws, rules, and regulations wherever we conduct business.

(G4-DMA) Cognizant believes in being a responsible corporate citizen that places high value on respect for individuals and sustainability. As such, we uphold human rights in all of our global operations, in line with the United Nations Global Compact and the principles set out by the International Labour Organization. All Cognizant Associates around the world are entitled to fair wages and hours, consistent with local laws, and are entitled to work in an environment free from discrimination. Our Company does not make use of child (i.e., a person under the minimum age provisions of applicable laws and regulations) or forced labor (i.e., prison labor, indentured labor, bonded labor, military labor, slave labor or any form of human trafficking), and will not work with third parties who do so.

Cognizant is committed to providing quality services with a strong customer focus that is consistent with our Values. Therefore all of our services must meet stringent requirements for the safety and satisfaction of our valued customers. To achieve this high performance and maintain our reputation for quality, all Cognizant associates must comply with quality control standards and follow contract specifications at all times. As Cognizant Associates, we must be familiar with the standards and specifications that apply to the projects we work on, and raise any potential issues immediately.

We uphold the same strict standards for quality when working under our client contracts. As Cognizant Associates, we are each responsible for knowing and complying with the exact requirements of a contract at all times. We must take steps to ensure that we never deviate from contract specifications without prior authorization.

## PART II: Specific Standard Disclosures

### ECONOMIC

#### **Goals and Performance:**

As a US publicly traded company, Cognizant is committed to providing maximum long-term returns to its stockholders. Cognizant's economic goals and financial performance are extensively documented in our annual report and other regulatory filings which can be found on our investor relations website at [www.investors.cognizant.com](http://www.investors.cognizant.com). Our industry-leading performance provides substantial financial reward to our investors. Our approximately 221,700 employees, as of December 31, 2015, benefit by having high-paying knowledge-worker jobs, with excellent working conditions, interesting and rewarding work, and ample career growth. We seek to build a strong and positive market presence in the communities in which we work. We hire a vast majority of our employees in the local geography and provide highly competitive compensation. We work to use suppliers based in the local community to the extent possible. (G4-DMA)

#### **Aspect: Economic Performance**

##### **G4-EC1 Direct economic value generated and distributed**

(in millions, except per share data)

	2015	2014	2013	2012
Revenues	\$12,416.0	\$10,262.7	\$8,843.2	\$7,346.5
<i>Operating Expenses:</i>				
Cost of Revenues (exclusive of depreciation and amortization expense shown separately below)	7,440.2	6,141.1	5,265.5	4,278.2
Selling, general and administrative expenses	2,508.6	2,037.0	1,727.6	1,557.6
Depreciation and amortization expense	325.2	199.7	172.2	149.0
Income from operations	2,142.0	1,884.9	1,677.9	1,361.5
Total other income (expense), net	21.6	39.1	10.0	26.1
Income before provision for income taxes	2,163.6	1,924.0	1,687.9	1,387.6
Provision for income taxes	540.0	484.7	459.3	336.3
Net income	1,623.6	1,439.3	1,228.6	1,051.3
Basic earnings per share	2.67	2.37	2.03	1.74
Diluted earnings per share	2.65	2.35	2.02	1.72

For details, refer to page F-4, F-34, F-35 of 10-K

##### **G4-EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change**

We recognize that climate change may pose operational risk to our facilities located in coastal cities around the world. It could also cause disruptions to our operations if severe weather caused by climate change impacts goods and services in our supplier chain. Unchecked growth in the consumption of resources could also lead to escalating electricity and transportation costs or uncertainty of supply, which could also impact our business. At the same time, concern over climate change has provided an opportunity to reassess our energy dependence and energy productivity. We have identified opportunities to conserve energy through disciplined energy management practices, improved facilities design and re-engineered business processes. The result is not only enhanced

energy efficiency and productivity, but also the potential for significant cost savings. For details, refer to the risk factors section of 10-K.

#### **G4-EC3 Coverage of the organization's defined benefit plan obligations**

Refer to Note 13 (Employee Benefits) in the Company's Annual Report on page F-31 of Form 10-K for the year ended December 31, 2015.

#### **G4-EC4 Financial assistance received from government**

Refer to Note 8 to the Financial Statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2015.

#### **Aspect: Market Presence**

##### **G4-EC6 Proportion of senior management hired from the local community at significant locations of operation**

In 2015, 82% of our senior managers were local hires, meaning they live locally and are citizens or legally authorized to work within the country in which they are hired. Director and above considered as Senior management. While we do not have explicit procedures for local hiring, factors considered include skill availability in the marketplace, migration regulations, geography, and local customs.

Proportion of Senior Managers and Above Hired from the Local Community (As of December 31, 2015)				
Region	Local Hires	Transfers	Total	Percent
ROW	91	48	139	65%
Europe	332	108	440	75%
India	1,254	29	1,283	98%
North America	1,062	432	1,494	71%
<b>TOTAL</b>	<b>2,739</b>	<b>617</b>	<b>3,356</b>	<b>82%</b>

#### **Aspect: Indirect Economic Impacts**

##### **G4-EC7 Development and impact of infrastructure investments and services supported**

Our 2015 charitable contributions were more than U.S. \$3,000,000, most of which went to education-oriented non-profits serving children as well as natural disaster recovery efforts in the cities we operate. An additional US \$2,000,000 was provided to charitable organizations through donor-advised grants from our charitable fund. Extensive details on these investments are covered under "Creating Opportunities through Education" in the Program Highlights section of this report. In addition over 33,000 associates volunteered over 376,000 hours towards the cause of education. For more details, refer to the section on Educational Opportunity in the Sustainability Report.

#### **G4-EC8 Significant indirect economic impacts, including the extent of impacts**

Several of our social programs, including our *Making the Future, Outreach, and Cognizant Foundation* programs, are covered under "Creating Opportunities through Education" in the Program Highlights section of this report.

## **ENVIRONMENT**

#### **Goals and Performance:**

(G4-DMA) Cognizant is committed to leading our industry in energy conservation, waste reduction and recycling. Taking a responsible stance with respect to the environment is a business imperative. We have set organization-wide goals with respect to energy and carbon emissions. Our goal was to reduce energy consumption and emissions by 40% per capita by 2015 versus our 2008 baseline. We achieved our goal ahead of time. We have focused on energy conservation, energy efficiency and energy productivity, which included reducing energy waste, improving energy efficiency, and generating higher productivity from a unit of energy, all of which helped us reduce per capita energy consumption by 53%.

We believe in reducing our impact on the environment by managing our waste in an efficient and sustainable manner. In order to help our associates contribute towards this organizational objective, we took a first step of installing e-waste recycling bins across our facilities in India and we encourage associates to dispose their e-waste responsibly. E-waste is then recycled through Cognizant authorized recycling partners.

#### **Policy**

We have a series of policies that govern our environmental impact. Our Sustainability Policy outlines our overall commitment to "Complying with all applicable environmental laws, regulations and standards, and tracking and reducing negative environmental impact." Additionally, we have an Environmental Policy which further guides our actions in this area.

#### **Organizational Responsibility**

We have a Senior Director of Sustainability, reporting to our Chief Operating Officer, who oversees performance across all aspects of sustainability. Our Senior Director of Sustainability oversees our "Go Green" team which focuses specifically on our environment, health and safety performance. This team manages our annual Carbon Disclosure Project data gathering and reporting, our ISO 14001 and OHSAS 18001 certification processes, works with facilities management on energy efficiency and water conservation programs, and also organizes our "Green Brigades" across the globe, which are grass-roots groups of employees who wish to become involved in projects to benefit the environment in the communities in which they live and work.

#### **Training and Awareness**

The Go Green team provides frequent Company-wide communications on topics ranging from energy and resource conservation to personal conservation. We provide environmental training via e-learning and specific training with resources, such as our Energy Handbook, to our facilities management teams to ensure they are trained in best practices around energy management and conservation. As part of our ISO 14001 certification process, we provide facility management teams

with information about hazardous materials and proper disposal procedures. We leverage social media tools such as Facebook, Twitter and internal blogging tools. More than 110,000 employees are engaged on the blogging platform with over 500 blog posts on the environment.

#### **Monitoring and Follow-Up**

The Go Green team gathers data on both a monthly and annual basis. We follow industry standard protocols to gather and report environmental performance information, such as the Greenhouse Gas Protocol. In key areas such as energy use, we produce a monthly dashboard on energy consumption, and use Six Sigma and lean techniques to work with managers at under-performing facilities to learn from the best practices employed by the top-performing facilities. Other areas are monitored on a quarterly or annual basis. As outlined in our Sustainability Policy, we conduct annual sustainability reviews with our President, who then reports the results to our Board of Directors or a Committee of the Board.

#### **G4-EN3 Energy consumption within the organization**

Energy	2015	2014	2013	2012
Total direct energy consumption in joules or multiples by renewable primary source. (in MJ)	77,286,823	92,152,461	85,100,691	-
Direct energy consumption by non-renewable primary energy source. (in MJ)	86,476,673	50,593,925	85,309,200	171,900,000
Indirect energy consumption by primary source. (in MJ)	918,445,425	940,916,546	762,213,600	656,611,200
Total energy consumption in joules or multiples. (in MJ)	1,082,208,921	-	-	-

- Standards, Methodologies and assumptions used: As per ISO 14064
- Source of the conversion factors used: For US geography we used CBECS factor

#### **G4-EN4 Energy consumption outside of the organization**

We are an IT services company and hence upstream and downstream energy consumption is not relevant to us. We do not track this.

#### **G4-EN5 Energy intensity**

- Energy intensity ratio: 147 kWh/person/month
- Specific metric (the ratio denominator) chosen to calculate the ratio: Full time associate headcount in the reporting cycle
- Types of energy included in the intensity ratio: Scope 1 and Scope 2
- Ratio uses only energy consumed within the organization

#### **G4-EN6 Reduction of energy consumption**

Energy	2015	2014	2013
Energy saved due to conservation and efficiency improvements. (in MJ)	12,743,662	35,912,932	104,252,400

- Type of energy included in the reduction: Fuel , Electricity, Cooling
- Basis for calculation reductions in energy consumption: Assuming similar energy efficiency ratio as last year
- Standards, Methodologies and Assumptions used: This is reported and tracked for only one geography which is responsible for more than 90% of our overall energy consumption

#### **G4-EN7 Reductions in energy requirements of products and services**

- The reductions in the energy requirements of sold products and services achieved: 12,993,289 MJ

- Basis for calculating reductions in energy consumption: Assuming similar energy efficiency ratio as last year
- Standards, methodologies, and assumptions used: This is reported and tracked for only one geography which is responsible for more than 90% of our overall energy consumption

#### Aspect: Water

##### G4-EN8 Total water withdrawal by source

Water	2015	2014	2013	2012
Total water withdrawal by source. (in Kilo Liters)	1,015,710	1,589,233	1,251,958	1,590,853
Total water withdrawal by source. (KL per associate)	6.29	9.98	7.30	10.19

As a service business, we do not use water in our supply chain. Accordingly, while we do not see significant opportunity for reducing water use, we do compile and study water usage data and look for opportunities to conserve water. We have measured consumption of water procured from external sources for the majority of our India operations. We chiefly use water for air conditioning, personal hygiene, cleaning, landscaping, drinking and cafeteria operations purchased from third-party vendors. Based on a total consumption of about 1,015,710 kiloliters of utility water, the average associate uses about 524 liters per month at the office. Our operations also harvest rainwater and do not affect any local water body and they effectively recycle at site and reuse the recycled water.

##### G4-EN9 Water sources significantly affected by withdrawal of water

Water	2015	2014	2013	2012
Water sources significantly affected by withdrawal of water.	0	0	0	0

##### G4-EN10 Percentage and total volume of water recycled and reused

Water	2015	2014	2013	2012
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Percentage and total volume of water recycled and reused.	58%	32%	47%	34%
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As a service business, we do not use water in our supply chain. Accordingly, while we do not see significant opportunity for reducing water use, we do compile and study water usage data and look for opportunities to conserve water. We have measured consumption of water procured from external sources for the majority of our India operations. We chiefly use water for air conditioning, personal hygiene, cleaning, landscaping, drinking and cafeteria operations purchased from third-party vendors. Based on a total consumption of about 68,142,868 kiloliters of utility water, the average associate uses about 589 liters per month at the office. Our operations also harvest rainwater and do not affect any local water body and they effectively recycle at site and reuse the recycled water.

#### Aspect: Emissions

##### G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)

- Gross direct (Scope 1) GHG emissions: 30,121 MT
- Gases included in the calculation: All
- Biogenic emissions are not material
- We chose 2008 as base year as we launched a company-wide energy efficiency program from 2009. Base year emissions were 22,981 MT.
- Standards, methodologies, and assumptions used: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- Source of the emission factors used: IPCC Second Assessment Report (SAR - 100 year)
- Chosen consolidation approach for emissions: Operation control

##### G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)

- Gross indirect (Scope 2) GHG emissions: 227,504 MT
- Gases included in the calculation: Not applicable. We chose 2008 as base year as we launched a company-wide energy efficiency program from 2009. Base year emission were 98,784 MT
- Standards, methodologies, and assumptions used: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- Source of the emission factors used: IPCC Second Assessment Report (SAR - 100 year)
- Chosen consolidation approach for emissions: Operation control

##### G4-EN17 Other indirect greenhouse gas (GHG) emissions (Scope 3)

- Gross other indirect (Scope 3) GHG emissions: 143,253 MT

- Gases included in the calculation: Not applicable
- No biogenic emissions reported
- Scope 3 emission reported is from travel related data. Other aspects are not material for us
- We chose 2008 as base year. Base year emission were 35,964 MT.
- Standards, methodologies, and assumptions used: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- Reference to the GWP source: IPCC Second Assessment Report (SAR - 100 year)

#### **G4-EN18 Greenhouse gas (GHG) emissions intensity**

- GHG emissions intensity ratio: 1.16 MT per associate
- Specific metric (the ratio denominator) chosen to calculate the ratio: Associate headcount
- Types of GHG emissions included in the intensity ratio: Scope 1 and Scope 2
- Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>,

#### **G4-EN19 Reduction of greenhouse gas (GHG) emissions**

- Amount of GHG emissions reductions achieved: Our scope 1 and 2 intensity increased by 21% from last year due to operational reasons. However we are still 41% below our baseline intensity
- Amount of GHG emissions reductions achieved: All
- Chosen base year: We chose 2008 as base year as we launched a companywide energy efficiency program from 2009
- Standards, methodologies, and assumptions used: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- Our per capita energy consumption continued the downward trend. However in terms of emission intensity ratio , there was an increase in all three parameters

#### **G4-EN20 Emissions of ozone-depleting substances (ODS)**

- Production, imports, and exports of ODS: 0.02 of CFC-11 equivalent
- Substances included in the calculation: HFC-134a; R 22
- Standards, methodologies, and assumptions used: Using Ozone depleting potential of each refrigerant
- Source of the emission factors used: Ozone depleting potential of each refrigerant

#### **G4-EN21 NOx, SOx, and other significant air emissions**

- Amount of significant air emissions: NOx - 0.19 MT
- Standards, methodologies, and assumptions used: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- Source of the emission factors used: IPCC Second Assessment Report (SAR - 100 year)

#### **Aspect: Effluents and Waste**

#### **G4-EN22 Total water discharge by quality and destination**

All owned campuses have zero water discharge. The used water is sent to STP which is then used for gardening and flushing. Water is treated in our STP plant through various stages starting with aerobic treatment, clarification, settlement, filtration, UV disinfectant and finally ultra-filtration. Quality, storage and pumping of treated STP water meets the state pollution control board norms for various usages. The water is not reused by another organization.

**G4-EN23 Total weight of waste by type and disposal method**

Description	2015			2014	
	Generated	Disposed	Disposal Method	Generated	Disposed
Paper waste (in Kg)	360,664.36	361,193.36	Paper Recyclers	273,901.9	257,076.12
Per Capita (Kg/person)	2.23	2.24		1.719	1.614
Food waste (in Kg)	1,236,408.69	1,236,408.69	Waste Composting	945,599.75	873,603.75
Per Capita (Kg/person)	7.66	7.66		5.936	5.484
Plastic waste (in Kg)	45,667.9	40,787.4	Landfill	35,433.84	32,738.54
Per Capita (Kg/person)	0.28	0.25		0.222	0.206
Metal Waste (in Kg)	23,404	20,086	Authorized Recyclers	56,928	53,860
Per Capita (Kg/person)	0.16	0.09		0.357	0.338

**G4.EN24 Total number and volume of significant spills**

None

**G4-EN25 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally**

Description	2015		2016	
	Generated	Disposed	Generated	Disposed
E-waste (in Tons)	6,618	5,084	56,330	57,237
Per Capita	0.04	0.03	0.36	0.37
Used oil (in Liters)	57,759	25,066	41,418	35,871
Per Capita	0.36	0.16	0.26	0.23
Waste oil (in Liters)	4,677	1,378	899	899
Per Capita	0.029	0.009	0.006	0.006
Batteries (in Tons)	53,254	92	122,965	109,422
Per Capita	0.330	0.001	0.772	0.687
Oil filters (in Tons)	85	450	899	1,488
Per Capita	0.0005	0.028	0.013	0.009
Oil soaked cotton (in Tons)	84	338	470	272
Per Capita	0.0005	0.002	.003	0.002

**G4-EN26 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff**

None

**Aspect: Transport**

**G4-EN30 Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce**

As a global company, travel is a major part of our environmental footprint. We have placed a significant corporate emphasis on video conferencing and telepresence facilities, using this technology to reduce travel to meetings and other business-related sessions. To date, with environmental impact in mind, we have deployed over 2,597 telepresence and high-definition video units, reduced our air travel and, in the process, improved our associates' work-life balance and our collaboration with customers. Along with reducing our environmental impact by optimizing our transport commute, we also established bicycle bays for our associates across our facilities and have also launched a share-a-ride app to help associates vehicle pool.

**SOCIAL**

**SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK**

**Aspect: Employment**

**G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region**

The total number of new employee hires in 2015 was approximately 49,500.

Attrition for the year 2015 was 18.1%. (Cognizant calculates attrition as the percentage of workforce exited / Average workforce size for the period. This includes our BPO business.)

**G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation**

Cognizant offers attractive employment packages that include competitive salary and benefits packages tailored to each geography, as well as additional financial incentives and performance rewards. We also reward personal achievement and contribution, financially and through public recognition. Our operations in other countries have compensation and benefit programs that are at or above local statutory requirements and are specifically designed to attract, retain and reward our employees. While Cognizant offers attractive remuneration to temporary employees, the benefits are not available to temporary employees.

**G4-LA4 Minimum notice periods regarding operational changes, including whether these are specified in collective agreements**

In all geographies, Cognizant complies with local norms, employment laws and best practices, including but not limited to regulations that relate to minimum notice periods in relation to operational changes.

**Aspect: Occupational Health and Safety**

**G4-LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs**

We began pursuing OHSAS 18001 certification of our facilities in 2010 and have achieved certification of thirteen of our largest facilities in India. We have health and safety committees in all our large facilities that focus on areas such as ergonomics, transportation and the cafeteria. The committees meet every month to discuss opportunities for improvement and how to make changes to ensure a healthier and safer workplace. Because we are a knowledge-based industry and do not have a physical manufacturing process, injury rates in our business are extremely low and generally fall into the category of repetitive strain from computer or keyboard use and long sitting hours.

**G4-LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender**

We track injuries in accordance with local requirements. We have begun implementing a global injury tracking system.

Accidents with injury cases	2015	2014	2013
Total number of injury cases	110	111	139
Total number of Lost Time cases	37	10	28
Total number of fatalities	1	1	0
Lost Time Injury Rate	6.00	0.06	0.16

**G4-LA7 Workers with high incidence or high risk of diseases related to their occupation**

We inform and educate our workforce on safety at the workplace and offer on-line training on Occupational Health & Safety. We have a systematic risk assessment system to identify occupational diseases and implement control measures to mitigate these risks. We also offer counseling to our associates via anonymous helplines. Through our more than 100 development centers, we contribute to skilled labor markets and stimulate economies in developing nations, particularly India, by helping thousands of clients worldwide grow their businesses and run them efficiently and effectively.

**G4-LA8 Health and safety topics covered in formal agreements with trade unions**

Please refer to the section on Occupational, Health & Safety section of the report, page 24.

**Aspect: Training and Education****G4-LA9 Average hours of training per year per employee by gender, and by employee category**

Our global Talent Management teams provide extensive training and awareness across all aspects of our business, including topics such as basic human resource management, effective performance appraisals, career development, and training. Over 16.2 million hours of training were provided in 2015, with the average of 75 hours of training per employee. This includes both campus training and continuous learning.

Grade / Level	Total Training Hours		Average Headcount		Average Training hours per employee	
	2015	2014	2015	2014	2015	2014
Senior Management	226,223	77,603	77,603	6,963	14	11
Middle Management	1,370,907	1,646,210	1,646,210	63,604	23	26
Associates	14,649,673	21,269,616	21,269,616	136,401	104	156
Overall	16,246,804	22,993,429	22,993,429	206,968	75	111

**G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings**

Refer to the section on Learning and Development of this report - page 16.

**G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category**

Our global Talent Management team gathers information and monitors our internal performance at various intervals throughout the year. Virtually all of our employees are covered under this performance management process. Performance is directly linked to all forms of reward and recognition, both monetary and otherwise.

**Aspect: Diversity and Equal Opportunity****G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity**

Women represented 32.8% of the Company's employees overall, and 17.7% of management, as of December 31, 2015. Women represented 36.4% of our global hires last year.

Grade / Level	% of Women by level		
	2015	2014	2015
Management	18%	17.6%	17%
Associate	41%	40.1%	40%
Grand Total	33%	32.4%	32%

\*C1,Equinox, Cadient, Odecee and Trizetto have not been considered

#### **Aspect: Equal Remuneration for Women and Men**

##### **G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation**

Ratio of basic salary of men to women (December 31, 2015)

Level	APAC	Europe	India	The Americas	Overall
Senior Management	1.11	1.10	1.09	1.01	1.05
Middle Management	1.21	1.04	1.13	1.03	1.09
Associate	1.31	1.20	1.11	1.10	1.12
Overall	1.48	1.10	1.11	1.14	1.10

#### **SUB-CATEGORY: HUMAN RIGHTS**

##### **Aspect: Investment**

##### **G4-HR2 Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained**

All associates are required to complete annual ethics training and vice presidents and above must certify their compliance with the Code's provisions annually. Our employees spent over 669,617 hours on ethics training in 2015, compared to an aggregate of 661,800 hours on ethics training in 2014. We have placed substantial effort into delivering live ethics and compliance training to supplement electronic courses and address the needs of associates sitting in high security locations behind client firewalls.

##### **Aspect: Non-discrimination**

##### **G4-HR3 Total number of incidents of discrimination and corrective actions taken**

There were no incidents reported involving discrimination.

##### **Aspect: Child Labor**

##### **G4-HR5 Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor**

Cognizant recognizes the critical importance of fundamental human rights, such as the prohibition of child labor. Cognizant does not use child labor in any of our operations. As a technology services company, such issues are not a significant risk factor in our business operations.

##### **Aspect: Forced or Compulsory Labor**

##### **G4-HR6 Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor**

Cognizant recognizes the critical importance of fundamental human rights, such as the prohibition of forced labor. Cognizant does not use forced labor or bonded labor in any of our operations. As a technology services company, such issues are not a significant risk factor in our business operations.

##### **Aspect: Security Practices**

##### **G4-HR7 Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations**

80% to 95% of our security personnel in India have received formal training in the organization's human rights policies or specific procedures and their application to security.

#### **Aspect: Indigenous Rights**

##### **G4-HR8 Total number of incidents of violations involving rights of indigenous peoples and actions taken**

There were no incidents reported involving rights of indigenous peoples during 2015.

#### **SUB-CATEGORY: SOCIETY**

##### **Aspect: Anti-corruption**

##### **G4-SO3 Total number and percentage of operations assessed for risks related to corruption and the significant risks identified**

There were no incidents reported in 2015.

##### **G4-SO4 Communication and training on anti-corruption policies and procedures**

We delivered 689,288 hours of Code of Ethics training through eLearning in 2015. We also delivered live Code of Ethics trainings to targeted audiences of over 203,947 associates in India. Our formal learning was supplemented in 2015 by education campaigns featuring games, quizzes and prizes. The percentage of Associates completing the online Code of Ethics training was 94%. Anti-Corruption training was provided for 500 hours and delivered for selected associates in Administration, Procurement, Sales & Marketing, Finance and other support Functions.

Additionally, our Enterprise Risk Management group conducts annual risk analysis surveys covering all business units and corporate functions to assess the likelihood of various risks including corruption.

##### **G4-SO5 Confirmed incidents of corruption and actions taken**

There were no incidents reported in 2015.

##### **Aspect: Anti-Competitive Behavior**

##### **G4-SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes**

We have had no legal actions for anticompetitive behavior, anti-trust, or monopoly practices.

##### **Aspect: Compliance**

##### **G4-SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations**

There were no incidents reported in 2015.

#### **SUB-CATEGORY: PRODUCT RESPONSIBILITY**

##### **Aspect: Product and Service Labeling**

##### **G4-PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes**

There were no incidents reported in 2015.

##### **G4-PR5 Results of surveys measuring customer satisfaction**

We put our commitment to client satisfaction to the test by soliciting regular client feedback. Since customer satisfaction is one measure of an organization's sensitivity to its customers' needs, from an organizational perspective, it is essential for long-term success. Every year, we conduct a customer-satisfaction study, employing both quantitative and qualitative methodologies. Customers within client organizations are nominated for inclusion in the study and vetted by the client organizations. A minimum of 47% of the nominees participate in the quantitative portion.

In our most recent annual customer-satisfaction survey, more than 76% of our clients expressed a high degree of satisfaction, which is considered extraordinary in our industry. Over 65% of our customers indicated that their overall experience with our services was better or much better compared to similar service providers. Each of our business units develops an action plan to address any issues that may arise with its scores on customer-satisfaction surveys.

##### **Aspect: Marketing Communications**

##### **G4-PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes**

None.

##### **Aspect: Compliance**

##### **G4-PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services**

We have not had any significant claims against us regarding the use of our products or services.

## GRI G4 Content Index

# GENERAL STANDARD DISCLOSURES



Content Index  
Cognizant Technology Solutions

Aug 2016  
Service

### STRATEGY AND ANALYSIS

General Standard of Disclosures	Page Reference	Disclosure Requirement
<b>G4-1</b>	SR page 46	Statement from the most senior decision-maker of the organization.
<b>G4-2</b>	SR page 46	Key impacts, risks, and opportunities.

### ORGANIZATIONAL PROFILE

<b>G4-3</b>	SR page 46	Name of the organization.
<b>G4-4</b>	SR page 46	Primary brands, products, and services.
<b>G4-5</b>	SR page 46	Location of the organization's headquarters.
<b>G4-6</b>	SR page 46	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.
<b>G4-7</b>	SR page 47	Nature of ownership and legal form.
<b>G4-8</b>	SR page 47	Markets served.
<b>G4-9</b>	SR page 47	Scale of the organization.
<b>G4-10</b>	SR page 47	Total number of employees by employment contract and gender.
<b>G4-11</b>	SR page 47	Percentage of total employees covered by collective bargaining agreements.
<b>G4-12</b>	SR page 47	Our supply chain.

## ORGANIZATIONAL PROFILE

General Standard of Disclosures	Page Reference	Disclosure Requirement
<b>G4-13</b>	SR page 47	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.
<b>G4-14</b>	SR page 47	Precautionary approach or principle is addressed by the organization.
<b>G4-15</b>	SR page 47	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.
<b>G4-16</b>	SR page 47	Memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>• Holds a position on the governance body</li> <li>• Participates in projects or committees</li> </ul>

## IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

<b>G4-17</b>	SR page 48	Entities included in the organization's consolidated financial statements or equivalent documents.
<b>G4-18</b>	SR page 48	The process for defining the report content and the Aspect Boundaries.
<b>G4-19</b>	SR page 48	Material aspects identified in the process for defining report content.
<b>G4-20</b>	SR page 48	Aspect Boundary within the organization.
<b>G4-21</b>	SR page 48	Aspect Boundary outside the organization.
<b>G4-22</b>	SR page 48	The effect of any restatements of information provided in previous reports, and the reasons for such restatements.
<b>G4-23</b>	SR page 48	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.

## STAKEHOLDER ENGAGEMENT

General Standard of Disclosures	Page Reference	Disclosure Requirement
<b>G4-24</b>	SR page 48	Stakeholder groups engaged by the organization.
<b>G4-25</b>	SR page 49	Basis for identification and selection of stakeholders with whom to engage.
<b>G4-26</b>	SR page 49	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.
<b>G4-27</b>	SR page 50	Key topics and concerns that have been raised through stakeholder engagement.

## REPORT PROFILE

<b>G4-28</b>	SR page 50	Reporting period (such as fiscal or calendar year) for information provided.
<b>G4-29</b>	SR page 50	Date of most recent previous report (if any).
<b>G4-30</b>	SR page 50	Reporting cycle (such as annual, biennial).
<b>G4-31</b>	SR page 50	Contact point for questions regarding the report or its contents.
<b>G4-32</b>	SR page 50	The "in accordance" option the organization has chosen.
<b>G4-33</b>	SR page 50	External Assurance for the Report.

## GOVERNANCE

<b>G4-34</b>	SR page 50	Governance structure of the organization, including committees of the highest governance body.
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## ETHICS AND INTEGRITY

<b>G4-35</b>	SR page 50	The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.
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## GRI G4 Content Index

### SPECIFIC STANDARD DISCLOSURES

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
<b>CATEGORY: ECONOMIC</b>				
<b>Economic Performance (OECD)</b>	<b>G4-DMA</b>	SR page 51; Annual Report page 2		Generic disclosures on management approach.
	<b>G4-EC1</b>	SR page 51; Form 10-K Page F-4, F-34, F-35		Direct economic value generated and distributed.
	<b>G4-EC2</b>	SR page 51; Form 10-K - risk factors section		Financial implications and other risks and opportunities for the organization's activities due to climate change.
	<b>G4-EC3</b>	SR page 52; Annual Report Note 13; Form 10-K - Page F-31 (Employee Benefits and F-32		Coverage of the organization's defined benefit plan obligations.
	<b>G4-EC4</b>	SR page 52; Form 10-K - Note 8		Financial assistance received from government.
<b>Market Presence</b>	<b>G4-DMA</b>	SR page 46; Annual Report page 31		Generic disclosures on management approach.
	<b>G4-EC6</b>	SR page 52		Proportion of senior management hired from the local community at significant locations of operation.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
<b>CATEGORY: ECONOMIC</b>				
<b>Indirect Economic Impacts</b>	<b>G4-DMA</b>	SR page 46; Annual Report page 39-41		Generic disclosures on management approach.
	<b>G4-EC7</b>	SR page 52		Development and impact of infrastructure investments and services supported.
	<b>G4-EC8</b>	SR page 52		Significant indirect economic impacts, including the extent of impacts.
<b>CATEGORY: ENVIRONMENTAL</b>				
<b>Energy</b>	<b>G4-DMA</b>	SR page 22, 52		Generic disclosures on management approach.
	<b>G4-EN3</b>	SR page 53		Energy Consumption within the organization.
	<b>G4-EN4</b>	SR page 53		Energy consumption outside of the organization.
	<b>G4-EN5</b>	SR page 53		Energy intensity.
	<b>G4-EN6</b>	SR page 53		Reduction of energy consumption.
	<b>G4-EN7</b>	SR Page 53		Reductions in energy requirements of products and services.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
CATEGORY: ENVIRONMENTAL				
Water	<b>G4-DMA</b>	SR page 52		Generic disclosures on management approach.
	<b>G4-EN8</b>	SR page 54		Total water withdrawal by source.
	<b>G4-EN9</b>	SR page 54		Water sources significantly affected by withdrawal of water.
	<b>G4-EN10</b>	SR page 54		Percentage and total volume of water recycled and reused.
Emissions	<b>G4-DMA</b>	SR page 22, 52		Generic disclosures on management approach.
	<b>G4-EN15</b>	SR page 54		Direct greenhouse gas (GHG) emissions (Scope 1).
	<b>G4-EN16</b>	SR page 54		Energy indirect greenhouse gas (GHG) emissions (Scope 2)
	<b>G4-EN17</b>	SR page 54		Other indirect greenhouse gas (GHG) emissions (Scope 3).
	<b>G4-EN18</b>	SR page 55		Greenhouse gas (GHG) emissions intensity.
	<b>G4-EN19</b>	SR page 55		Reduction of greenhouse gas (GHG) emissions.
	<b>G4-EN20</b>	SR page 55		Emissions of ozone-depleting substances (ODS).
	<b>G4-EN21</b>	SR page 55		NOx, SOx, and other significant air emissions.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
CATEGORY: ENVIRONMENTAL				
<b>Effluents and Waste</b>	<b>G4-DMA</b>	SR page 52		Generic disclosures on management approach.
	<b>G4-EN22</b>	SR page 55		Total water discharge by quality and destination.
	<b>G4-EN23</b>	SR page 56		Total weight of waste by type and disposal method.
	<b>G4-EN24</b>	SR page 56		Total number and volume of significant spills.
	<b>G4-EN25</b>	SR page 56		Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.
	<b>G4-EN26</b>	SR page 57		Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff.
<b>Transport</b>	<b>G4-DMA</b>	SR page 52		Generic disclosures on management approach.
	<b>G4-EN30</b>	SR page 57		Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
<b>CATEGORY: SOCIAL</b>				
Sub-Category: Labor Practices and Decent Work				
<b>Employment</b>	<b>G4-DMA</b>	SR page 49		Generic disclosures on management approach.
	<b>G4-LA1</b>	SR page 57		Total number and rates of new employee hires and employee turnover by age group, gender and region.
	<b>G4-LA2</b>	SR page 57		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.
<b>Labor/ Management Relationships</b>	<b>G4-DMA</b>	SR page 29, 49		Generic disclosures on management approach.
	<b>G4-LA4</b>	SR page 57		Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.
<b>Occupational Health and Safety</b>	<b>G4-DMA</b>	SR page 38		Generic disclosures on management approach.
	<b>G4-LA5</b>	SR page 57		Percentage of total workforce represented in formal joint management-worker health and safety committees.
	<b>G4-LA6</b>	SR page 57		Type of injury and rates.
	<b>G4-LA7</b>	SR page 57		Workers with high incidence or high risk of diseases related to their occupation.
	<b>G4-LA8</b>	SR page 58		Health and safety topics covered in formal agreements with trade unions.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
<b>CATEGORY: SOCIAL</b>				
Sub-Category: Labor Practices and Decent Work				
<b>Training and Education</b>	<b>G4-DMA</b>	SR page 30		Generic disclosures on management approach.
	<b>G4-LA9</b>	SR page 58		Average hours of training per year per employee by gender, and by employee category.
	<b>G4-LA10</b>	SR page 58		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.
	<b>G4-LA11</b>	SR page 58		Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.
<b>Diversity and Equal Opportunity</b>	<b>G4-DMA</b>	SR page 32		Generic disclosures on management approach.
	<b>G4-LA12</b>	SR page 58		Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.
<b>Equal Remuneration for Women and Men</b>	<b>G4-DMA</b>	SR page 49		Generic disclosures on management approach.
	<b>G4-LA13</b>	SR page 59		Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
Sub-Category: Human Rights				
<b>Investment</b>	<b>G4-DMA</b>	SR page 49		Generic disclosures on management approach.
	<b>G4-HR2</b>	SR page 59		Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.
<b>Non-discrimination</b>	<b>G4-DMA</b>	SR page 49		Generic disclosures on management approach.
	<b>G4-HR3</b>	SR page 59		Total number of incidents of discrimination and corrective actions taken.
<b>Child Labor</b>	<b>G4-DMA</b>	SR page 50		Generic disclosures on management approach.
	<b>G4-HR5</b>	SR page 59		Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
<b>CATEGORY: SOCIAL</b>				
Sub-Category: Human Rights				
<b>Forced or Compulsory Labor</b>	<b>G4-DMA</b>	SR page 50		Generic disclosures on management approach.
	<b>G4-HR6</b>	SR page 59		Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.
<b>Security Practices</b>	<b>G4-DMA</b>	SR page 49		Generic disclosures on management approach.
	<b>G4-HR7</b>	SR page 59		Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations.
<b>Indigenous Rights</b>	<b>G4-DMA</b>	SR page 32		Generic disclosures on management approach.
	<b>G4-HR8</b>	SR page 60		Total number of incidents of violations involving rights of indigenous peoples and actions taken.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
<b>CATEGORY: SOCIAL</b>				
Sub-Category: Society				
<b>Anti-Corruption</b>	<b>G4-DMA</b>	SR page 49		Generic disclosures on management approach.
	<b>G4-SO3</b>	SR page 60		Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.
	<b>G4-SO4</b>	SR page 60		Communication and training on anti-corruption policies and procedures.
	<b>G4-SO5</b>	SR page 60		Confirmed incidents of corruption and actions taken.
<b>Anti-Competitive Behaviour</b>	<b>G4-DMA</b>	SR page 50		Generic disclosures on management approach.
	<b>G4-SO7</b>	SR page 60		Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.
<b>Compliance</b>	<b>G4-DMA</b>	SR page 50		Generic disclosures on management approach.
	<b>G4-SO8</b>	SR page 60		Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.

Material Aspects	DMA and Indicators	Page References	Omissions	Disclosure Requirement
<b>CATEGORY: SOCIAL</b>				
Sub-Category: Product Responsibility				
<b>Product and Service Labeling</b>	<b>G4-DMA</b>	SR page 46; Annual Report Page 3, 4		Generic disclosures on management approach.
	<b>G4-PR4</b>	SR page 60		Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.
	<b>G4-PR5</b>	SR page 60		Results of surveys measuring customer satisfaction.
<b>Marketing Communication</b>	<b>G4-DMA</b>	Annual Report page 9		Generic disclosures on management approach.
	<b>G4-PR7</b>	SR page 60		Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.
<b>Compliance</b>	<b>G4-DMA</b>	SR page 50		Generic disclosures on management approach.
	<b>G4-PR9</b>	SR page 60		Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.



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