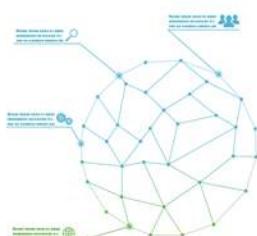




BUILDING NEW TOMORROWS

EDUCATION, ENVIRONMENTAL
STEWARDSHIP AND
EMPLOYEE DEVELOPMENT
IN A DIGITAL AGE



MAKING
SUSTAINABILITY

SUSTAINABILITY AT COGNIZANT: LETTER FROM OUR CEO

Around the world, organizations are facing a once-in-a-decade shift, driven by digital technologies, that is reshaping businesses and entire industries. At Cognizant, we work with global enterprises to decode the opportunities and master the challenges of this new age of digital business. In a similar vein, we are applying innovative, data-driven approaches - guided by human inspiration and commitment - to address some of the major sustainability issues of our time.





As you will see in the following pages, our initiatives are largely focused on three key areas where we believe Cognizant and its people can have the greatest impact: Educational Opportunity, Environmental Stewardship and Employee Development.

Our efforts in these areas have continued to evolve and progress. In 2014 we sponsored an increasing range of education activities and committed to do even more. We have expanded our efforts in renewable energy and environmental conservation. And, we have launched additional diversity initiatives, particularly in the area of veterans' opportunities, while enriching our career development, workplace health and safety initiatives. This year's report highlights these and other tangible sustainability accomplishments, as we strive to decode opportunities for those whose lives we touch.

Educational Opportunity. As the world of digital business demands increasing proficiency in science, technology, engineering and math (STEM), we are making major investments in STEM education. We have sponsored a wide range of Making the Future after-school and summer programs across the United States, supporting Making activities in areas such as computer programming, robotics, 3D printing and wearable technology. In 2014, we made 33 Making the Future grants serving 5,000 students in 22 states and sponsored 10 Maker Corps sites reaching another 25,000 students. We sponsored more than three times as many after-school and summer programs in 2014 as in 2012. And, at the 2014 White House Maker Faire, Cognizant announced an expanded commitment to triple our Making the Future investments in the next three years.



Cognizant announced an expanded commitment to triple our Making the Future investments in the next three years.

Our education efforts are also aligned with the needs of each region within our global network, with a particular focus on alleviating disparities in educational access due to gender, economic level or distance from urban centers. Outreach, our associate-led, grassroots volunteer program, is supporting learning initiatives in India, while also expanding to the Philippines, Singapore, Australia, Hungary, Netherlands, UAE, China, UK and North America. 25,000 associates dedicated 303,163 hours and participated in 13,547 Outreach activities in 2014. A key focus is our 100⁴ 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 dramatic improvement in pass rates at several schools. Cognizant Foundation, which spearheads our corporate social responsibility initiatives in India, has been working extensively towards fulfilling the education, healthcare and livelihood needs of underprivileged sections of society.

Environmental Stewardship. We continue to be responsible stewards of the environment, which we believe is essential to protect the resources needed for the future, to better manage climate change risks, and to enhance the quality of life for our employees, clients and partners. Since 2013, we have powered several major facilities in India with renewable energy. We procured 92,152.461 MJ of renewable energy, an increase of 8% over last year. Our Go Green energy program has reduced per capita carbon emissions 53% versus the 2008 baseline. Scope 1 direct carbon emissions have been cut by nearly two-thirds versus three years ago -- to 15,644 metric tons in 2014 from 46,934 metric tons in 2012.

Scope 1 direct carbon emissions have been cut by nearly two-thirds versus three years ago.

Our Green Brigade of over 4,000 associate volunteers generates a diverse range of environmental projects. In 2014, our associates participated in approximately 100 projects, such as planting trees, cleaning up waterways and public spaces, collecting e-waste, encouraging green commuting, and educating students about conservation. Bringing an innovative spirit to the challenge of preserving our environment, our teams have even used digital technologies to track flora and fauna in protected forests.

Employee Development. Cognizant's primary asset is our 200,000+ talented associates. We are committed to developing their potential while providing a healthy work environment. Our award-winning professional development arm, Cognizant Academy, offers interactive as well as classroom-based learning programs to nurture employees' abilities at each career stage. We recruit talent through initiatives such as our Global Campus program, which spans some 20 countries.

Programs such as Women Empowered and Completely Cognizant encourage diversity and enhance opportunities for a variety of affinity groups. In recent years we have launched a new initiative called CAMO to Cognizant, which focuses on providing employment opportunities for veterans. Last year, we also expanded our Wellness First health and safety initiatives, including Stepathlon, which encourages employees to count their steps toward better health, and Cognathon, a wellness run in various cities in which over 10,000 of our associates participated.



Programs such as Women Empowered, Completely Cognizant and CAMO to Cognizant encourage diversity and enhance opportunities.



We are pleased to share with you the progress we have made during the past year in our sustainability initiatives, both through our Company-wide activities and the efforts of our associates. In addition to the specific programs described here, Cognizant's commitment to sustainability entails striving to deliver positive outcomes for our clients and increasing value for shareholders. At the same time, sustainability also requires the highest standards of ethical conduct and concern for human rights, both at the Company and across our supply chain.

I wish to thank the members of our Cognizant team, who continually apply their passion for innovation, technology expertise and shared sense of purpose for the benefit of our communities, society and planet. We look forward to continuing to use our capabilities and resources to make a difference.

A handwritten signature in black ink, appearing to read "Francisco D'Souza".

Francisco D'Souza
Chief Executive Officer





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. Our efforts in this regard are described in this Cognizant 2014 Sustainability Report, which consists of two sections:

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

- Educational Opportunity
- Environmental Stewardship
- Employee Development

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) Guidelines.

The full text of our Sustainability Policy, including the complete scope of our commitment to corporate responsibility, can be found at <http://www.cognizant.com/OurApproach/Sustainability%20Policy.pdf>

Please help us by letting us know what you think of this Sustainability Report, and our overall efforts, by emailing us at **sustainability@cognizant.com**.







EDUCATIONAL OPPORTUNITY

Cognizant's education initiatives are inspired by our commitment to better prepare today's students for tomorrow's opportunities, while ensuring that future generations will have the skills needed to compete and thrive in the global economy. Toward that end, we strive to create and support 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, with a particular focus on alleviating disparities in educational access due to gender, economic level or distance from urban centers.

In the US, for example, Cognizant's principal educational initiative is our Making the Future program, which aims to inspire children to pursue learning in science, technology, engineering and math (STEM) disciplines. In India and other countries around the world, an employee-led volunteer program called Outreach engages thousands of associates in teaching and mentoring, building and equipping schools and learning centers, and related activities.

MAKING THE FUTURE

Cognizant's Making the Future initiative seeks to spark an interest in STEM education among young people in the US, to meet the demands of an innovation 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 \$7 million in grants, while also providing in-kind and volunteer support to education-oriented non-profits. Increasing STEM exposure through interactive learning opportunities is crucial to kindling interest in STEM-oriented activities and unleashing in our young people a passion to discover and create.

Our 2015 Making the Future grants will provide more than 5,000 young learners with access to over 250,000 hours of Making experiences focused on STEM topics, including electronics, robotics, computer programming, digital fabrication, 3D printing and wearable technology.

After-School and Summer Programs.

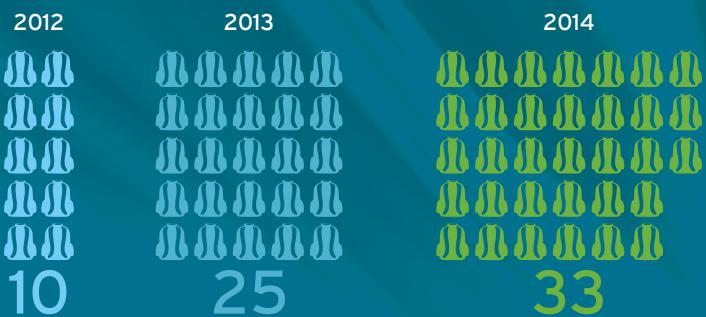
A commitment to fund after-school and summer programs across the US is one of the major elements of our Making the Future initiative. These programs are operated by a variety of children's and science museums, Boys and Girls Clubs, 4H Clubs, schools, and other organizations. The programs enable boys 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, 3D printing and wearable technology.

Cognizant supported 33 after-school and summer programs in 2014, serving over 5,000 children in 22 states. That is more than three times the number of programs we funded in 2012.

At the 2014 White House Maker Faire, Cognizant announced a commitment to triple our Making the Future investments in the next three years to provide 3 million hours of Making experiences for 25,000 children in 200 communities. To reach this goal, we are partnering with leading non-profits and maker-focused organizations to expand the maker footprint nationwide, including DonorsChoose.org in supporting grants to schools servicing military families; Maker Corps in hosting sites to train making facilitators; the New York Hall of Science in sponsoring its Maker Space; and Maker Faires in New York and California in hosting the Young Makers Pavilion.

AFTER-SCHOOL AND SUMMER PROGRAMS

Cognizant's support for after school and summer programs across the US is one of the major elements of our Making the Future initiative.



Maker Corps Host Sites. Also in 2014, Cognizant sponsored ten Maker Corp Host Sites where volunteers, including college students and corporate employees, come together with children and their families to engage in creative projects and help develop problem-solving skills. Host sites include science centers, children's museums and similar organizations. The ten Maker Corps Host Sites, which received funding as well as mentoring and program support from Cognizant, included:

- DIY Girls
- Great Lakes Science Center
- Science Center of Iowa
- The Exploratory Maker Guilds
- Digital Harbor Foundation
- Newark Museum
- Mt Elliott Makerspace
- SASTEMIC GEEKBUS
- EdVenture Children's Museum
- Science Museum of Minnesota

Cognizant continues to partner with leading nonprofits such as US2020, New York Hall of Science, NPower, and the BioForce program on the Texas A&M campus. A Veteran's Day initiative with DonorsChoose.org funded 42 classrooms serving military children with materials and equipment for Making projects.

College Scholarships. We continued a program launched in 2012 to provide \$5,000 college scholarships to students in US academic institutions who are pursuing studies in STEM fields. To be eligible for a scholarship, students must submit a 3-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 work 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. Cognizant fielded 45 Citizen Teacher volunteers engaging 463 students in 7,640 hours of student learning in such things as iDesign, Robotics and Solar Car apprenticeships.

US2020. Cognizant is a founding member of US2020, a partnership among leading US technology companies and non-profits to recruit one million STEM mentors annually by 2020. The US2020 initiative aims to motivate and prepare students from kindergarten through college for roles in America's technological workforce.

OUTREACH

Channeling the energy, passion and expertise of Cognizant associates toward volunteer activities is the goal of Outreach. The program's focus is on improving the quality of life—especially educational opportunities—in India and, increasingly, in other regions. Outreach volunteers participate in a wide variety of grassroots initiatives, with an emphasis on encouraging high-value efforts that can positively impact students' performance in areas such as classroom teaching, career counseling, inter-school competition coaching, and leading educational trips.

In 2014, 25,000 Outreach volunteers dedicated 303,163 hours and participated in 13,547 activities. Today, Outreach Councils are operating not only in India, but also in the Philippines, Singapore, Australia, Hungary, Netherlands, UAE, China, UK and North America.

Outreach 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 their suggestions for 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 2014 are highlighted below.

Deepening Our Impact: Striving for 100⁴.

Cognizant has set an ambitious goal for the next five years that we call 100⁴. We are aiming to help 100 schools in India achieve a 100% pass rate, 100% graduation rate, and 100% employability among their graduates. To reach this goal, we are in the process of establishing formal partnerships with 100 schools. We will involve local governments and NGOs as knowledge and execution partners, and invest in better teacher training and faculty development programs. Finally, we will engage parents to create a healthier learning atmosphere outside of school.

We are already seeing exciting progress toward our 100⁴ objectives. In Coimbatore, nine schools recorded an average 98.8% pass rate in the Class XII Computer Science board exams. The pass percentage of children in Kayar village, Tamilnadu, jumped to 97% from 57%. And in Hyderabad, mentoring by our volunteers helped the high school in Muchintala score a 100% pass rate in Class X exams.

PROJECT OUTREACH

Associates across Cognizant India volunteered to increase educational opportunities in India.

VOLUNTEERING HOURS:



Be a Teacher. Through the Be a Teacher program, our associates can volunteer to teach English, Math or Science in local schools, and to help with extra-curricular activities, with a focus on driving a noticeable increase in students' academic scores. Cognizant volunteers provide approximately 60 classroom teaching sessions every week, benefiting a significant number of students.

Each month, associates in the Be a Teacher program help approximately 5,400 students learn English and 2,630 students learn Math. 40% of activities in 2014 were classroom teaching sessions.

Outreach Scholarships. We provide scholarships for meritorious students from disadvantaged backgrounds who otherwise may not have been able to continue their post-high school education. These scholarships are partly funded through associate contributions, and matched by Outreach through its budget. There are 513 students now in college as a direct result of the Outreach Scholarship program, over 90% of whom are first generation graduates. 73.5% of these students are girls. In 2014, nearly 7,000 associates contributed a total of USD 17,500 every month for the scholarship program. In addition, Cognizant volunteers provide specialized training to help the Outreach Scholars become more employable. In 2014, 145 scholars received the Microsoft digital literacy certification. 50 scholars are being mentored by our associates on a one to one basis.

Rural Schools. In India, we are working to bring educational opportunities to remote rural districts. In partnership with the government of Telangana, for example, volunteers reached out to some 40,000 parents to raise awareness about education. We helped a school in the village of Karumarpakkam, in Tamil Nadu, to conduct an event to encourage student enrollment, resulting in 21 new students the following year.

Virtual Volunteering. We are also extending learning opportunities through virtual means. Volunteers from as far away as the UK are using Skype to reach children in India at schools in Topslip, near Coimbatore, and in a remote village in Telangana.

Career Counseling. Cognizant volunteers conduct "careers with a purpose" sessions to help students in Grade IX and above to translate their interests into functional roles and jobs. In addition, they have conducted special programs for college students to educate them on career opportunities in the IT industry.

In the past year, 680 volunteers clocked 17,445 hours and counseled more than 20,689 students. Through a toll-free hotline, volunteers addressed 356 career-related queries from students across India.

TalHunt. For several years, Outreach volunteers have helped children participate in the TalHunt inter-school cultural competition. In 2014, TalHunt has enabled 38,600 students from 144 schools in seven cities to compete in programs that showcase their abilities. Winning schools receive financial aid to help improve their facilities.

In 2014, our focus has been on enabling more students to participate in TalHunt. In Chennai, 46 schools organized a school day to give an opportunity for every child in the school to participate in a cultural competition. It was the first time many of the schools organized such an event.

Programs for Special Children. In 2014, our volunteers undertook various activities designed for children with special needs. For example, we helped organize the state level cricket tournament and chess tournament for the visually challenged in Tamil Nadu. The Chennai wheelchair basketball team coached by our volunteers finished third in the national championships. Volunteers surveyed 2,000 households across nine villages to identify special children who were confined to their homes - 22 of them are now enrolled in a special school. In Hyderabad and Chennai, volunteers have recorded over 22,000 pages as audio books for the visually challenged.

Outreach around the World. We are expanding the global reach of our volunteer activities. In 2014, 600 volunteers, clocking 3,972 hours, participated in activities in the Philippines, our largest Outreach Council outside of India.

- Volunteers helped rebuild a school and donated fishing boats to 15 families in Northern Cebu, a coastal village severely impacted by Typhoon Haiyan. Associates also donated 3,000 kg of rice through the Rice Bucket Challenge.
- 80 volunteers helped organize a medical mission for 350 patients in the Philippines.
- Associates in Hungary raised funds for humanitarian causes through a flea market.
- Associates in the UAE collected gifts for needy families in the form of clothes to celebrate the Islamic Eid al-Fitr holiday, and also donated Iftar meals for the end of the Ramadan fast to those who registered with The Red Crescent Authority.
- Associates in UK helped raise over GBP 25,000 (USD 39,000) for the Prince's Trust by participating in the Three Peaks Challenge campaign and the Million Makers project. In addition, associates raised GBP 1,000 (USD 1,600) for Cancer Research UK by participating in the Race for Life campaign.

Recognizing Performance and Progress. Outreach was featured in leading Indian publications in 2014, including Tech Republic and Business Line.



COGNIZANT FOUNDATION

We launched 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 persons in India. In 2014, the Cognizant Foundation continued to focus primarily on the areas of education (17 projects), healthcare (14 projects) and livelihood (9 projects).

COGNIZANT FOUNDATION

Improving the lives and opportunities of economically and socially disadvantaged persons in India



- Education projects included the Cognizant Foundation Scholarship Program, which awarded scholarships to economically disadvantaged students pursuing engineering education and using information and communication technology to improve education, primarily in rural schools. The foundation also helped to setup or enhance science labs and learning resource centers such as library rooms, reading rooms, and English language labs to improve quality of teaching in under-resourced government schools.
- Healthcare projects focused particularly on eye care, through investments in diagnostic and surgical equipment, innovative ophthalmic equipment for eye screening, and high-end medical equipment for ophthalmic research. The Cognizant Foundation also supported projects in the areas of critical care and capacity enhancement of rural hospitals and tribal hospitals, such as helping to purchase dialysis equipment.
- In the area of livelihood, the major focus was providing skill based training to disadvantaged youth and the differently abled.





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ENVIRONMENTAL STEWARDSHIP

Sound stewardship of natural resources is another 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.

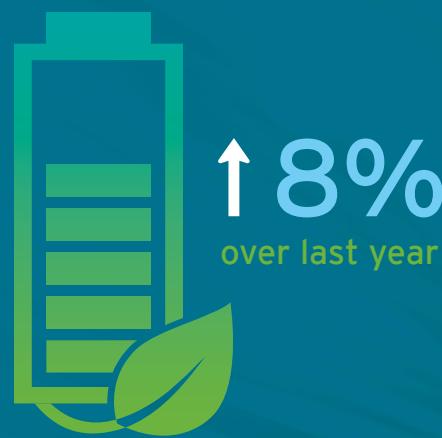
SETTING – AND SURPASSING – AMBITIOUS GOALS

Cognizant has made significant progress in meeting its ambitious goals for reducing energy use and emissions. Specifically, our Go Green energy program has reduced per capita carbon emissions by 51% from 2008 to 2014, surpassing our goal of 40% a year ahead of our 2015 target date. Energy efficiency has also improved materially, with a reduction of approximately 56% in kWh/person/month from 2008 through 2014.

GHG Performance	2014	2013	2012	2011	2010	2009
SCOPE 1	Emissions from energy sources that are owned or controlled by the company					
Direct Emissions (MT)	15,644	22,632	46,934	26,829	28,647	21,567
Intensity (MT per associate)	0.07	0.13	0.30	0.20	0.28	0.28
SCOPE 2	Emissions from energy sources not owned or controlled by the company					
Indirect Emissions (MT)	188,255	170,435	137,460	144,629	122,187	103,377
Intensity (MT per associate)	0.89	0.99	0.88	1.06	1.17	1.33
SCOPE 3	From Business Travel & Employee Commute					
Indirect Emissions (MT)	134,029	108,905	70,930	64,487	46,270	27,738
Intensity (MT per associate)	0.63	0.64	0.45	0.47	0.44	0.36

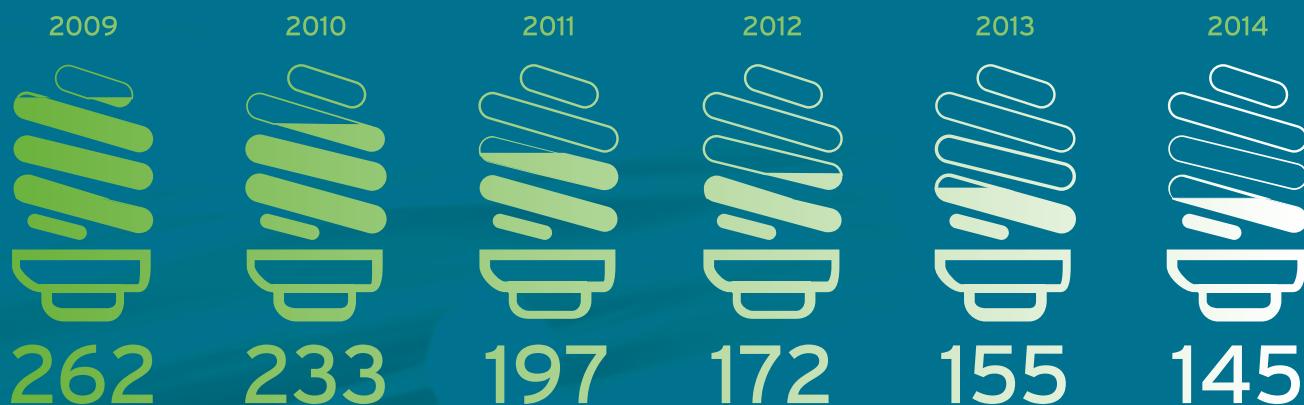
COMMITMENT TO RENEWABLE ENERGY

Starting in 2013, we began purchasing renewable energy for our campuses in India. We procured 92,152.461 MJ of renewable energy, an increase of 8% over last year. In 2015, we will increase renewable purchases significantly, through an arrangement to obtain additional energy from biomass, wind and solar.



Average per capita Energy Efficiency

(kWh/person/month)





GO GREEN

Cognizant's environmental initiatives are organized under the auspices of our Go Green program, which encourages associates worldwide to take a "hands-on" role in improving environmental practices. For instance, since 2009, our associates have helped to plant approximately 120,000 trees in a variety of countries. We continually introduce new Go Green initiatives and scale-up established programs. Several highlights of our "greenovations" during 2014 are detailed below.

Some 5,000 associate volunteers, known as Green Brigadiers, are involved in grassroots clean-up efforts, recycling campaigns and awareness-raising activities in their communities. And more than 95,000 Cognizant associates follow our Go Green efforts via social media.



TEAMING UP, GREENING UP AND CLEANING UP

Teams from across our operations regularly come together to reclaim and improve local public spaces. To share the best ideas from across the globe, Cognizant held a “green act” contest in conjunction with World Environment Day. Associates from Singapore, China, Malaysia, Dubai, Continental Europe, the Philippines, Argentina and the UK submitted inspiring stories and

suggestions for “green acts”, with winners awarded in each country. The Green Brigade leadership team also met in India during the year to exchange ideas and best practices to make the planet a better place. Among our Green Brigade’s key environmental activities in 2014 were the following:

WATERWAY CLEAN-UP PROGRAMS

Volunteers worked to clean up local rivers, lakes and beaches in India, collecting more than 200 bags of trash at Thiruvanmiyur beach in Chennai and over 100 bags at Yelahanka Lake, Bangalore. The Pallikaranai lotus pond in Chennai also was cleaned of debris and hazardous waste via the efforts of associates, community residents and the Environmentalist Foundation of India. To help revive the Mula Mutha River in Pune, Green Brigadiers and local residents collected over 200 bags of trash. A team in Hyderabad launched an awareness drive in support of a waste management program at Hussain Sagar Lake, installing composting bins to promote the collection of bio-waste.

NURTURING THE GREEN COVER

In the United Arab Emirates, Cognizant volunteers joined the “Give a Ghaf - Tree Planting Program” and helped plant 100 of these drought-tolerant, flowering trees, which is the national tree of the UAE. In India, associates and their families in Pune worked weekends to raise saplings in a nursery and plant the trees at Mahalunge. Volunteers worked with local farmers to plant and maintain trees at Peralimedu in Tamil Nadu. More than 1,000 saplings were planted by employees of Cognizant-Coimbatore in public spaces and residents’ backyards. Additional tree planting and green-up efforts were held in Tikri, Gurgaon; Ejipura, Bangalore; our new Kochi campus, and along the highly visible IT corridor in Hyderabad.



CONSERVING WILDLIFE AT MELAGIRIS

Wildlife like tigers and elephants need to be counted and monitored to track their population in forests. Cognizant associates worked with the Hosur Forest Department and Kenneth Andersen Nature Society (an NGO committed to the conservation of wildlife) in Melagiris to install cameras to track wildlife. Such initiatives in this region have seen the tiger population increase after a prolonged period of decline.

SHARE A DRIVE FOR A GREEN COMMUTE

Cognizant promotes green commuting by encouraging associates to opt for carpooling and cycling to work. Associates who chose green commute regularly were given spot rewards. The share-a-drive vehicle pooling app helps associates search and choose their carpooling colleagues.

LIGHTING UP LIVES

Project Light Up Life Up aims to light up remote villages that are off the electricity grid. A team of volunteers navigated through mud roads and thick jungle to reach Dodri in Jamui District, Bihar. They delivered enough solar lanterns to light about 150 homes, with the help of Dreams Alive NGO (a grassroots group of Cognizant) and the Rotary Humanity India Foundation.



GREENATHON

Greenathon is a 45 day celebration of green campaigns across Cognizant starting on Earth Day and extending to World Environment Day. More than 1500 associates participated in the campaigns cleaning water bodies, teaching environmental education in schools and planting trees.



E-WASTE FOR TREES

We launched the e-waste for trees campaign in our offices in Bangalore, where we encouraged associates to bring in their e-waste such as obsolete mobile phones, batteries, etc. for recycling. For every kg of e-waste collected, we planted a tree in Bangalore city (a total of 100 trees). We have similar e-waste programs in other offices of Cognizant, and approximately 57,236 kg of e-waste was collected Company-wide in 2014.

GREEN SCHOOLS

Volunteers participated in activities at schools in Pune, Gurgaon, Mumbai, Coimbatore and Chennai to educate children about the environment, encourage them to go green in their daily lives, and sponsor activities such as tree planting, waste management and more.

PLEDGED TOWARDS A POLLUTION FREE ENVIRONMENT

The volunteer team at Chennai conducted a pollution awareness campaign to combat the increasing pollution in the city by educating commuters. Participants gathered near traffic lights to display placards and engage commuters on topics like carpooling, checking vehicle emission levels and switching off engines while at signals to reduce emissions.

RECOGNIZING PERFORMANCE AND PROGRESS

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

ENERGY CONSERVATION AWARDS

The Confederation of Indian Industry (CII) bestowed three energy conservation awards on Cognizant, at the 15th National Awards for Excellence in Energy Management Ceremony. Cognizant's facilities at Bangalore and Chennai received the 'Excellent Energy Efficient Unit' Award and one of its facilities at Chennai also won the 'Innovative Projects' Award.



2014 ECO AWARD

Cognizant - Coimbatore received the 2014 ECO Award from the Residents Awareness Association of Coimbatore (RAAC) and the Association of British Scholars (ABS), Coimbatore Chapter, for promoting environment-friendly practices.



STA





ART EMPLOYEE DEVELOPMENT, WELLNESS & SAFETY

Helping clients meet the challenges and seize the opportunities of the emerging digital business landscape requires a team of highly skilled, dedicated and motivated employees. Therefore, we focus on maintaining and continually enhancing our leading-edge programs to attract and cultivate talent, build a diverse workforce, and provide for the safety and well-being of our associates.

In 2014, Cognizant's headcount increased to approximately 211,500, an increase of approximately 40,100 (including the effect of acquisitions) from the prior year. Our global campus recruiting program spans more than 20 countries. The Company's ability to attract large numbers of talented associates clearly demonstrates the effectiveness of our learning and development, inclusion, wellness and safety initiatives-and reinforces our position as an employer of choice within the global IT industry.

The positive impact of our learning and development, inclusion, wellness and safety initiatives can be demonstrated on a number of levels.

- Associate satisfaction is strong, as reflected in the 72% "favorable" response Cognizant received on the annual, independently conducted Business Effectiveness Survey (BES).
- Cognizant was cited as a "Top Employer" in the UK and the Netherlands by the Top Employers Institute, which recognizes employers around the world that excel in offering outstanding employee conditions, nurture and develop talent, and strive to continuously optimize employment practices.
- The Economic Times, a leading business journal in India, ranked Cognizant as the top recruiter from premier business schools in India for the second year running.



NURTURING TALENT AND LEADERSHIP

We are committed to comprehensive professional development and training programs for associates under the aegis of our award-winning Cognizant Academy learning and development (L&D) arm. 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. This approach encourages enhancement at every stage of an associate's career in the organization by offering learning solutions that encompass competencies.

The wide-ranging curriculum includes both classroom-based and virtual offerings, to accommodate the educational preferences of today's millennial employees and make learning highly accessible. Our mobile-enabled 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 50 learning apps in our "One Cognizant" App Store. Associates have the opportunity to learn through portals, live webcasts, online learning communities, discussion forums and cohort blogs.

- Over 22.9 million hours of training were provided by Cognizant Academy in 2014, with the average employee receiving 111 hours of training.
- Cognizant ranked #1 in the Association for Talent Development's (formerly ASTD) 2014 BEST Awards program. Cognizant is the first organization in the 70-year history of ATD to earn top honors in the BEST rankings for two years in a row.
- For the third year in a row, Cognizant was named among the world's "Top 20 Content Development Companies" by TrainingIndustry.com, a global learning analyst organization that assesses the best providers of training services and technologies.
- Trainingmag.com named Cognizant Academy for the fourth consecutive year to the Training Top 125 List
- Cognizant Academy was awarded Gold, Silver and Bronze awards in the prestigious Brandon Hall Excellence Awards in 5 categories in 2014 for its submission on various L&D practices.
- Cognizant Academy was awarded CLO Magazine's "Learning Elite Award" recognizing top companies for workforce development (Silver Award 2014).



Systematic Stages of Learning. Cognizant Academy has created a four-stage platform that closely aligns its learning and development programs with each employee's career phase within the Company.

Engage and Explore (*Campus Hires*): Focus on skill development and work-readiness with hands-on experience.

Specialize and Grow (*Employees in Client Projects*): Aid in up-skilling through role-based learning solutions and capability assurance mechanisms.

Manage and Evolve (*First Time Leads and Managers*): Focus on developing manager capabilities using an integrated talent management approach.

Succeed and Lead (*Performing and Emerging Leaders*): Foster the practice of leaders developing leaders, while providing both formal and informal leadership development solutions.

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 each associate's role within the Company. Plans are customizable, giving associates the ability to revise them as required.

Business-Specific Strategies. Our Consulted Talent Development (CTD) program enables business unit leaders to address talent management issues specific to their needs and client engagements, so that Cognizant Academy can customize relevant L&D initiatives. We work to identify particular learning challenges, provide targeted solutions, and thereby improve employee and unit performance.



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, which enhance opportunities for women, veterans and other affinity groups.

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.

The fourth edition of our flagship engagement program for associates, Celebrating Cognizant, was launched earlier this year, with bigger, better and more varied offerings.

Inclusive Engagement, a program for contract staff (technical and non-technical), was introduced in 2013 across India, impacting some 6,000+ people. With a variety of programs, the contract staff enjoyed a range of games, sports and cultural programs that brought some unique talents to the fore, in a different arena outside of the workplace.



Women Empowered. A major focus of our diversity commitment is a program that we call Women Empowered, which strives to establish an environment that is committed to the growth, development and advancement of female associates. With a goal of increasing the number of women in management and leadership positions at Cognizant globally, Women Empowered emphasizes a collaborative and supportive networking environment for female associates. The three main pillars of Women Empowered (WE) 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.

Women Empowered is not only benefiting current Cognizant associates, but is also having a positive impact on our recruitment of new female associates who will become tomorrow's leaders.



WE Develop Pillar

Mentoring Program. Launched in early 2013, the group mentoring program enables Cognizant women to join together virtually to network, share knowledge and develop meaningful relationships while learning about relevant topics presented by internal and external speakers. Participants in the most recent mentoring programs were drawn from all North America Cognizant locations at certain levels. The sessions in 2014 covered topics such as “Work Life Balance”, “Knowing your Strengths & Opportunities”, “Code Halos” and “Negotiating Skills”.

Lean In panel events in 2014 showcased senior women business leaders who shared their stories of success, advice, insights and challenges while encouraging dialog and discussion.

Personal Mission Statement Workshop. Building upon the Develop pillar, we launched the Personal Mission Statement Workshop at ComTech in September 2014 for female associates at the level of Associate Director and above. The workshop was facilitated by senior business leader Lorraine Marchand, Cognizant Business Consulting (CBC) Life Sciences, and external trainer, Joyce Avedisian, to enhance business leadership, performance and to develop a roadmap to help participants make career and work decisions as they leverage their strengths and talents.

Additional WE initiatives in the past year included regional networking events within Cognizant, participation in women's recruitment programs through the Forté and Women in Technology (WITI) organizations, and support for various non-profit causes including the Avon Walk for Breast Cancer, the Golden Gate Relay for Organs R Us, and WE Walk for a Cause, which raised funds for a local food bank. Efforts such as these are steps along a journey to expand the opportunities for women at Cognizant and our clients and business partners.

WE Client Engagement Program. We believe Women Empowered can play a vital external role in advancing the opportunities of women within our client and business partner organizations, as well as at Cognizant. Toward that end, we sponsor various "WE Executive Forums" that focus on building strong connections between Cognizant employees and both men and women executives outside Cognizant, who view diversity and inclusion as a business imperative and who wish to foster an environment conducive to the growth and development of women.

Cognizant's WE Executive Forums were held in several cities in 2014, including Hartford, Connecticut, Chicago, Illinois and Whitehouse Station, New Jersey. All of the programs were hosted by Cognizant Chief Financial Officer Karen McLoughlin. These events explored topics such as transformative innovation in art and design intersecting with technology, how resilient leaders navigate today's turbulent business environment, and women's new levels of economic influence and power. They also examined how the eyes of the business world will be upon women at all levels of the workforce as they discover new ways - and overcome new challenges - of living out the years beyond the traditional retirement age.

We are proud that our WE Executive Forums have been enthusiastically received by both female and male executives at client companies, and also have attracted several potential client prospects. These events add a new dimension to our clients' perceptions of Cognizant, its values, and its commitment to the advancement of women in business.



HIRED

115+ Veterans

in 2014 and named a 2015 Military Friendly Employer® by Victory Media, publisher of G.I. Jobs and Military Spouse.



CAMO to Cognizant. Thousands of American veterans are returning to civilian life each year ready to utilize their advanced leadership skills, strong work ethic and highly sought after talents to begin careers at top performing organizations. Cognizant recognizes the importance and benefit of hiring veterans into its work force. To show our commitment and focus, Cognizant has developed a program dedicated to Veteran employees called "CAMO to Cognizant". This holistic program encompasses five areas that enhance the total veteran employee experience: Corporate Culture, Leadership, Recruitment, Onboarding, and Career Growth and Support. In addition, Cognizant was accepted into the "100,000 Jobs Coalition" as one of over 190 companies that are committed to hiring veterans.

Our mission with the CAMO to Cognizant program is to support and enrich the careers of those who have served while also enriching our own organization and the services we provide to our clients, and in doing so, acknowledge the service of our Veteran team members. Cognizant is proud to announce that through our CAMO to Cognizant initiative, we have been named a Military Friendly Employer® by Victory Media, publisher of G.I. Jobs and Military Spouse. We are extremely honored to be recognized in this way and continue to strive to be an employer of choice for veterans.

In addition to hiring over 115 Veterans in 2014, Cognizant hired its first "Veteran Class" into our Advanced Solutions Practice (ASP) in January 2015 as a result of our participation in the Military MOJO

Career Fair in Washington DC on September 25-26, 2014. We selected and hired nine veterans with varied experience. The entire class went through a two-week long induction program in which they were introduced to Cognizant and the ASP practice and were provided technical and business training, including Scrum Master Certification.

In 2014, Cognizant also honored our troops by funding a match offer on Maker projects at schools serving military families across the United States. Cognizant's Making the Future education initiative, in collaboration with DonorsChoose.org, committed to funding 50% of teacher requests for tools, equipment, consumables and software to support hands-on-learning opportunities for children of U.S. military families.

Affinity Groups. Cognizant is working to establish several additional affinity groups, based on the successful Women Empowered model. These groups will initially be grassroots based and employee-led, with a focus on advancing their members' personal and professional development, promoting diversity within the Company, and strengthening networking. In addition to our Women Empowered and Veterans programs, these new affinity groups currently comprise the Asian-Pacific, Hispanic/Latino, African-American and LGBT communities. At this time, the groups are in the process of organizing and developing mission statements.

OCCUPATIONAL HEALTH AND SAFETY

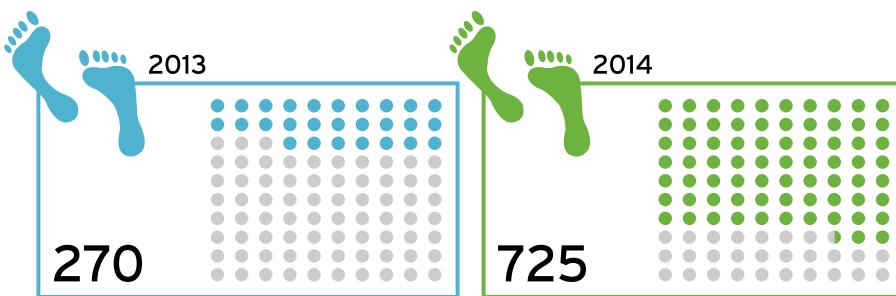
The most important thing we can do for our associates and their families is to maintain a working environment that promotes safety, health and well-being. Many of our wellness initiatives are focused on preventing occupational health issues that typically arise among knowledge-based workers, such as wrist injury, eye strain and stress, while also promoting a healthy lifestyle overall.

Fully Cognizant. In 2014 the Company rolled out an extensive associate health and wellness campaign. We believe this constitutes the largest on-site health screening program in India's technology services industry. In addition to health screening, the camps helped raise associates' awareness of medical conditions and issues such as diabetes, thyroid disease, bone mineral density, eye and dental care, and aimed to promote better nutrition and anti-smoking messages.

Under the Fully Cognizant campaign, on-site health screening "camps" have been established at 52 separate Cognizant facilities at 10 locations in India, and reached nearly 33,500 associates.

Wellness First. We have expanded 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. Under the auspices of Wellness First, we have conducted activities such as:

- On-site wellness session, awareness talks by health specialists
- Stretching to be Fit, Walking contests, Yoga and Zumba workout sessions,
- Global Road Safety Awareness and blood donation drives.



STEPATHALON

Increased participation by **threefold**.

Stepathlon. Teams of Cognizant associates again participated in the Stepathlon challenge, a global event that uses a team-based, competitive approach to motivate participants to take 10,000 steps a day, as recommended by health authorities. Using gamification principles, we encourage the teams to measure their daily step count every day for 100 days. Stepathlon encourages activity and fitness and fosters health and well-being in a fun, inclusive and relevant manner. Each team, consisting of five members, recorded and entered their daily step count into the Stepathlon website or a mobile application, using a pedometer that functions with the latest 3D motion technology.

In 2014, we fielded 145 teams from India and Australia. Cognizant received an award from the Stepathlon organization as the "Most Active Company" in our industry, as well as several awards for individual Stepathletes and teams.

iCommit2Fit (iC2F) pilot program in North America. Between January and June of this year, 127 Cognizant associates could have walked halfway to the moon. Their cumulative footsteps covered half of the 238,000-mile distance - and they're still walking. What distinguishes Cognizant's iCommit2Fit personal wellness effort is that the program combines network-aware health monitoring devices, data collection and management web portals, with the coaching of nurses to empower our associates to better manage their health.

Cognathon. Healthy associates tend to be happier and more productive. With an objective of creating awareness around healthy lifestyle, and building sense of camaraderie with co-workers, the first edition of Cognathon was launched in India. Over 10,000 associates participated in a wellness run in November 2014 across all the Indian cities where Cognizant operates. They ran 5 km and 10 km circuits promoting a healthier lifestyle.





Cognizant Sustainability Report 2014

Policies, Practices & Performance

About this section:

Our fourth annual Sustainability Report documents activities during the year ended December 31, 2014. 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 2014, including the Annual Report on Form 10-K for the year ended December 31, 2014, and the Sustainability Report 2014 to avoid repetition.

Part I: Profile Disclosures

1. Strategy & Analysis

1.1 Statement from the most senior decision-maker of the organization.

Refer to page 3 in Cognizant Sustainability Report 2014.

1.2 Key impacts, risks, and opportunities.

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 211,500 employees. Our facilities consume natural resources and energy for the physical premises and systems, and to provide employees with proper working conditions. Our employee base grew by 23.4% in 2014 as we have expanded to serve the increasingly complex needs of a growing number of clients. We rank # 39 (up from #42 in 2013) on HR Executive magazine's 2014 roster of the 100 largest US-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 lead 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 environmen-

tally 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, CAMO to Cognizant 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.

2. Organizational Profile

2.1 Name of the organization.

Cognizant Technology Solutions Corporation

2.2 Primary brands, products, and/or services.

Refer to pages 3 and 4 in the Annual Report 2014 and pages 2 to 11 in Form 10-K

2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.

Cognizant is a U.S. corporation incorporated in Delaware and listed on Nasdaq. Its global delivery ecosystem spans more than 75 delivery and operations centers globally and supports customer operations in 48 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)

2.4 Location of organization's headquarters.

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

2.5 Number of countries where the organization operates.

To serve our clients' needs, we have more than 75 development and delivery centers in 16 countries and we are continuously adding or expanding global delivery capacity. Currently, our delivery centers are located primarily in India, China, the United States, Canada, Argentina, Hungary and the Philippines. We support customer operations in 48 countries.

2.6 Nature of ownership and legal form.

Publicly held U.S. corporation.

2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).

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.

2.8 Scale of the reporting organization.

Revenues: \$10.26 billion; Employees: approximately 211,500 as of December 31, 2014

2.9 Significant changes during the reporting period regarding size, structure, or ownership.

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

2.10 Awards received in the reporting period.

Cognizant was recognized with the following awards:

- Ranked among the Fortune 500 as well as Fortune's lists of the "World's Most Admired"
- Announced as a "Leader" in the "The Forrester Wave™: BI Service Providers, Q4 2014," (October 2014) by Forrester Research, Inc.
- Won the 2014 PowerUP Award for Partner of the Year at Software AG's Innovation World
- Cognizant ranked #1 in the Association for Talent Development's (formerly ASTD) 2014 BEST Awards program
- Cognizant Recognized as a Leader in Business Analytics Outsourcing Services in IDC MarketScape
- Cognizant Among Top4 Global Financial Technology Providers on FinTech 100
- Cognizant debuted among the Top 50 on this year's InformationWeek Elite 100, a list of the top business technology innovators in the U.S.

3. Report Parameters

3.1 Reporting Period for information provided.

January 1, 2014 to December 31, 2014

3.2 Date of most recent previous report.

September 2014

3.3. Reporting cycle.

Annual

3.4 Contact point for questions regarding the report or its contents.

Premkumar Pandurangam - Senior Director, Sustainability
E-mail: sustainability@cognizant.com

3.5 Process for defining report content.

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. Given this nature, 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.

3.6 Boundary of the report.

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.

3.7 Limitations on the scope or boundary of the report.

There were no limitations on the boundary of the report.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.

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

3.9 Data measurement techniques and the bases of calculations.

We have followed the GRI Indicator Protocols for data measurement. Additionally, we have used published standards for data measurement such as The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) for carbon emission calculations and the World Resources Institute's toolkit for calculating air travel emissions. In all cases, we are reporting actual data and not estimates.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.

None

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.

Our last sustainability report was for the year 2013. 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.

3.13 Policy and current practice with regard to seeking external assurance for the report.

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

4. Governance, Commitments, and Engagement

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.

Our Board of Directors includes an independent non-executive chairman and seven of our nine 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.

We also have had great continuity with our Board, with three independent directors serving at least 10 years and the other two independent directors serving two years and five years, respectively.

Our Audit Committee, whose members are in regular communication with the Chief Financial Officer (CFO), Controller, General Counsel, Chief Compliance Officer and Head of Internal Audit, consists of four independent directors, one of whom serves as chairman and who is an audit committee financial expert, having served as CFO at Paine Webber and Pan American Airways. Our nominating and corporate governance committee develops and recommends corporate governance policies and oversees the evaluation of the board's effectiveness.

Sustainability performance is also 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.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer.

The Chairman of the Board is an independent director and not an executive officer in the Company.

4.3 For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.

Our Board of Directors includes an independent, non-executive chairman and seven of our nine directors are "independent" under rules of The NASDAQ Stock Market, where Cognizant is listed. One of the directors is a woman (non-executive).

4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.

We formally engage with our shareholders every year in our annual shareholder meeting. We also brief shareholders through public conference calls every quarter on our performance and business outlook. Meetings with substantial shareholders are held regularly to explain our performance and plans and to solicit feedback. We have a whistleblower hotline, called the Compliance Helpline, which serves as a vehicle for employees, clients, vendors and others to report concerns anonymously about unethical behavior. Our dedicated compliance resources include our General Counsel, Chief Compliance Officer, Enterprise Risk Management Office and Chief Security Officer. Complaints are routed jointly to the Compliance Office and General Counsel with a detailed account of all reported incidents sent monthly to the audit committee chairman and to executive management. We conduct an annual survey of associates to monitor employee satisfaction levels and solicit feedback on leadership, management and other concerns, including on ethics and business conduct. An outside party tabulates the survey results and they are reviewed annually by management to determine if any actions need to be taken. In addition, we offer exit interviews to all terminated associates and the results of those interviews are communicated to the Compliance Office and the General Counsel if they contain allegations of fraud or unethical conduct.

4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives and the organization's performance.

Refer to Proxy Statement for the 2014 Annual Meeting of Stockholders (Form DEF 14A)

4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.

As a U.S. public company listed on The NASDAQ Stock Market ("NASDAQ"), Cognizant's Board and its members are subject to numerous requirements to ensure conflicts of interests are avoided. These requirements include, among other things, director fiduciary duties established by state corporate law, NASDAQ's requirement that the company have a Board comprised of a majority of "independent" directors and audit and compensation committees comprised entirely of "independent" directors, NASDAQ's definition of an "independent" director that ensures that certain types of conflicts of interest are avoided and others must be disclosed, higher NASDAQ independence standards for directors serving on the company's audit and compensation committees, disclosure requirements of the U.S. Securities and Exchange Commission ("SEC") as to related party transactions, and a Code of Ethics posted on the company's website and applicable to all directors that prohibits a variety of conflicts of interest. The company's legal counsel evaluates any transaction or relationship involving a director that may present conflict of interest concerns, and directors are required to complete an extensive annual survey to help ensure that no new conflicts of interest arise that have not already been addressed. The company's Board has a total of nine directors, seven of which meet the NASDAQ "independent" director requirements and the other two of which (the CEO and former CEO) are subject to the other requirements as to avoiding conflicts of interest that are described above.

4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.

Please see the company's Proxy Statement on Schedule 14A-page 34 for details regarding the process for nominating directors and holding the Annual Meeting of stockholders, the composition, qualifications and expertise of the members of the company's Board and various committees, and the selection criteria used by the company's Nominating and Corporate Governance Committee and the board of directors in selecting the nominees to be recommended by the board of directors for election by stockholders.

4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.

Cognizant has established numerous internally developed statements around values, codes of conduct, and principles related to economic, environmental, and social performance. These include our Cultural Value Drivers, our Code of Ethics, and our Sustainability Policy.

Cognizant's Six Cultural Value Drivers:

- Integrity - we act with integrity in every decision we make
- Transparent – our communications, whether positive or negative, are always proactive, direct and honest, and we view transparency as critical to the health of our Company.
- Empowered – our associates have the freedom to find the best way to meet a customer's needs within the structure of our Code of Conduct.
- Passion - we have a collective, can do attitude with the enthusiasm and commitment to go the extra mile.
- Customer Focus - the Customer is our true north
- Collaborative – predicated on the growth of individuals on their contributions to their team's success in delivering exceptional customer experiences.

Code of Ethics

Our Code of Ethics reaffirms our core values and standards of conduct that is designed to:

- Communicate the basic principles of policies, business ethics and legal requirements.
- Protect Cognizant's reputation.
- Assist in making decisions to make sure our business is conducted with integrity and honesty as well as in accordance with legal requirements.
- Instill trust and confidence in the minds of our associates, customers, shareholders, vendors and other stakeholders.

The Code contains our policies and procedures on a broad range of issues, including: the acceptable use of Cognizant and client assets; accuracy of books, records and public reports; honest and fair competition; compliance with laws, rules and regulations; confidential information and intellectual property protection; conflicts of interest; insider trading; polit-

ical activities; respectful treatment of associates, customers and business partners; and responsible use of social networking.

The Code also serves as an aid to associates and managers when making decisions. It contains industry-specific examples, frequently asked questions, key contacts and links to internal policies, among other things. The code can be found at: <http://www.cognizant.com/OurApproach/CodeofEthics.pdf>

Sustainability Policy

We have adopted a Policy on Sustainability and Corporate Responsibility, key elements of which include:

- Maintaining high standards of honest, ethical and legal business conduct at all times.
- Providing a workplace free from discrimination, harassment or abuse.
- Ensuring that child, bonded or forced labor is not used in any operations.
- Providing safe working conditions for all employees.
- Complying with all applicable environmental laws, regulations and standards and tracking and reducing negative environmental impact.
- Engaging with our suppliers to ensure they follow our supplier code of conduct and are striving to improve the sustainability of their businesses.

The full text of our Sustainability Policy, including the complete scope of our commitments to corporate responsibility, can be found at
<http://www.cognizant.com/OurApproach/Sustainability%20Policy.pdf>

4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance.

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.

4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.

The Board undertakes an annual self-assessment of its performance.

4.11 Explanation of whether and how the 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.

4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.

Our policies are based on internationally recognized standards and frameworks 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.

4.13 Memberships in associations and/or national/international advocacy organizations.

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

US-based organizations

- US India Business Council (our CEO is part of the Leadership Council)
- US Chamber of Commerce (our CEO is on the President's Advisory Council)
- Business Roundtable
- 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 chairman)
- 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

4.14 List of stakeholder groups engaged by the organization.

We engage with:

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

4.15 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.

4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.

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.

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.

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 employ-

ees 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.

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 policymakers 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.

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.

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.

4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.

See 4.16 above

PART II: Disclosures on Management Approach (DMA)

ECONOMIC

Goals and Performance

As a US publicly traded company, Cognizant is committed to providing maximum long-term returns to its shareholders. 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. Our industry-leading performance provides substantial financial reward to our investors. Our approximately 211,500 employees, as of December 31, 2014, 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.

ENVIRONMENT

Goals and Performance

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 effi-

ciency 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.

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.

LABOR

Goals and Performance

Meeting the needs of a growing customer base and helping clients adapt to a rapidly changing technological and competitive landscape requires ever greater numbers of talented and highly motivated people. Therefore, our Labor practices are an integral part of Cognizant's sustainability efforts. We focus on attracting and retaining the best talent; building an increasingly diverse workforce; enhancing the skills and career potential of our associates; and providing attractive compensation, benefits and working conditions. In addition, we aim to foster a culture of service, characterized by a passionate commitment to partnering with clients and achieving exceptional results. We finished the year with approximately 211,500 employees, an increase of approximately 40,100 over the prior year. Annualized turnover, including both voluntary and involuntary, was approximately 15.2% for 2014. Our annual, independently conducted employee satisfaction survey, known as the Business Effectiveness Survey (BES) and conducted through Hay Group, a management consulting firm, returned a score of 72% favorable responses.

We scaled up the Women Empowered (WE) program and also introduced the program in our offices. We also launched the Healthy Pregnancy program in Cognizant India. The Healthy Pregnancy program is a comprehensive program designed to give timely guidance and advice to expected mothers. We comply with all local laws and regulations regarding labor practices and in many countries are required to report information to government organizations, such as the US Department of Labor. Like others in our industry, Cognizant is regu-

larly subject to random immigration audits by the Department of Homeland Security. These audits are designed to verify the status and identity of foreign workers in the United States and ensure compliance with appropriate H-1B visa laws and regulations. After hundreds of such DHS audits, Cognizant maintains a nearly 100% compliance rate.

Policy

Since we are a people-driven company, we have numerous internal policies which guide labor practices, such as hiring, performance management, compensation, training and development. Additionally, our Sustainability Policy (found online at <http://www.cognizant.com/OurApproach/Sustainability%20Policy.pdf>) outlines the fact that our internal policies are based on internationally recognized standards and frameworks such as the United Nations Global Compact, International Labour Organization (ILO) and the Global Reporting Initiative (GRI). Specifically, in the area of labor practice, we are committed to:

- Providing a workplace free from discrimination, harassment or any type of abuse.
- Providing safe working conditions for all employees, and complying with all local laws with respect to wages, hours and benefits.

Additionally, our Code of Conduct (found at <http://www.cognizant.com/OurApproach/CodeofEthics.pdf>) outlines many additional policies regarding our commitment to being an equal opportunity employer and providing a workplace free of discrimination and harassment. As part of our efforts to certify our facilities using OHSAS 18001, we also have a formal policy on Occupational Health and Safety and strive to provide a healthy and safe work place. Many of our facilities have been built within the last 10 years; three of our recently built facilities are LEED® (Leadership in Energy and Environmental Design) certified.

Our focus on workplace sustainability includes:

- Medical Centers and Doctors/Nurses/Paramedics across 39 offices
- Fitness Centers for associates in most of the regions
- Coverage of approximately 35,000 associates through Master Health Checks, Eye Check-up & other focused Health & Wellness Camps through 2014
- Celebrating Cognizant - An engagement program for associates in its 4th edition spread over 6 months (July-December 2014), comprised of sports, games, arts and cultural events garnered at least 50,000 active participants
- Revamp of the entire master health check-up with 90 diagnostic centers across India

Organizational Responsibility

Our Chief People Officer (CPO), reporting to our Chief Operating Officer, has global responsibility for all labor practices at Cognizant. Reporting to the CPO are country-specific HR leaders who apply the goals and targets set by our CPO within the context of each of the countries in which we operate. Additionally, groups exist to focus on specific human resources areas, such as training (Cognizant Academy), career development and performance management, compensation, benefits, and compliance. Also, our Senior Director of Sustainability

supports the CPO in pursuing OHSAS 18001 certifications for Occupational Health and Safety. We also have a designated leader of our Women Empowered and diversity initiatives.

As an organization, Cognizant has been committed to providing associates with a best-in-class, healthy and safe work environment. The year 2014 saw the Administration and HR teams play host to various campaigns like the Emergency Response Training sessions, medical check-ups, eye-screening camps, and focused Health & Wellness Camps covering approximately 35,000 associates across 11 regions in India to encourage and promote workplace health and safety.

HUMAN RIGHTS

Goals and Performance

Cognizant is deeply committed to ensuring the basic human rights of all people. Cognizant has extensive policies in place to prevent against discrimination, and Cognizant employs no child or forced labor within its operations. Newly implemented procedures are also in effect to ensure that human rights violations are not occurring in our supply chain.

Policy

Our Sustainability Policy, Core Values and Standards of Business Conduct, and Supplier Code of Conduct guide Cognizant's actions in the area of Human Rights. These policies are based on internationally recognized standards and frameworks such as the United Nations Global Compact and International Labour Organization (ILO). Our Sustainability Policy (found online at <http://www.cognizant.com/OurApproach/Sustainability%20Policy.pdf>) outlines Cognizant's commitment to:

- Maintaining high standards of honest, ethical and legal business at all times and complying with all applicable laws and regulations of the countries and locales in which we operate.
- Providing a workplace free from discrimination, harassment or any type of abuse.
- Ensuring that child labor, bonded or forced labor is not used in any operations.
- Providing safe working conditions for all employees.
- Complying with all applicable environmental laws, regulations and standards and tracking and reducing negative environmental impact.
- Engaging with our suppliers to ensure they follow our supplier code of conduct and are striving to improve the sustainability of their businesses.

We recognize the right of employees around freedom of association, in line with the Universal Declaration of Human Rights issued by the United Nations in 1948. Our Supplier Code of Conduct (found at http://www.cognizant.com/RecentHigh-lights/Supplier_Standards_Conduct.pdf) was implemented in 2011 to ensure human rights violations are not occurring within our supply chain. Our Standards of Business Conduct (found at <http://www.cognizant.com/OurApproach/CodeofEthics.pdf>) provide guidance to all employees on holding ourselves to the highest ethical standards and complying with all laws in the countries in which we operate.

Organizational Risk Assessment

We have a cross-functional risk assessment process that includes members of our risk management, compliance, legal, human resources, and finance, procurement and sustainability functions. We attend industry conferences and stay abreast of current trends on all types of sustainable development issues including human rights, ethics and sustainable supply chain. We raise and track risks at the Company level, and we analyze our business for risk across both geographical and topical dimensions.

Impact Assessment

Due to the nature of our business, we have very minimal risk of human rights violations. While the risk is low, our analysis has identified our supply chain as the highest risk area, particularly within our labor subcontractor vendor base (such as our facilities maintenance vendors, food service vendors, transportation vendors, security providers, and other similar service vendors). We have identified that vendors providing services in some countries have higher risks than others, and prioritize our monitoring activities accordingly. We work closely with these vendors to communicate our policies around ethical behavior and human rights, require them to accept our Supplier Code of Conduct, and monitor them for adherence to the code.

Organizational Responsibility

Responsibility for the Human Rights aspect is shared across our Chief People Officer, General Counsel, VP of Risk Management, Chief Compliance Officer, and Head of Procurement. Our performance on Human Rights is reviewed annually by our President pursuant to our Sustainability Policy, who then reports into our Board of Directors or Committee of the Board.

Training and Awareness

Basic Human Rights training and awareness for all employees is accomplished through our mandatory training on our code of ethics. Leaders of areas such as Procurement and Sustainability attend industry conferences and stay abreast of current literature on human rights issues.

Monitoring, Follow-Up and Remediation

With the support of the executives identified above under the Organizational Responsibility section, our Chief Compliance Officer monitors ongoing performance against aspects relating to Human Rights and works with business unit and functional heads to address any weaknesses or performance deficiencies. Any material issues are then reported to the Board Audit Committee. Cognizant encourages its suppliers to publicly disclose their performance on environmental, social, and governance measures.

SOCIETY

Goals and Performance

We take our governance responsibilities very seriously at Cognizant and have gained a reputation as an ethical company with strong governance policies and practices. We consider ethical behavior the cornerstone of our long-term business success. An indication of this commitment is that since our inception in 1994, Cognizant has never experienced a material weakness in this aspect.

Policy

Our Sustainability Policy, Core Values and Standards of Business Conduct, and Supplier Code of Conduct guide Cognizant's actions in the aspects that relate to Society. These policies are based on internationally recognized standards and frameworks such as the United Nations Global Compact and International Labour Organization (ILO).

Our Sustainability Policy (found online at <http://www.cognizant.com/OurApproach/Sustainability%20Policy.pdf>) outlines

Cognizant's commitment to:

- Maintaining high standards of honest, ethical and legal business behavior at all times and complying with all applicable laws and regulations of the countries and locales in which we operate.
- Competing ethically for our business without paying bribes, kickbacks or giving anything of material value to secure an advantage.
- Engaging with our suppliers to ensure they follow our Supplier Code of Conduct and are striving to improve the sustainability of their businesses.

More detailed guidance on ethical behavior is outlined in our Core Values and Standards of Business Conduct (found at <http://www.cognizant.com/OurApproach/CodeofEthics.pdf>), which is designed to:

- Communicate the basic principles of policies, business ethics and legal requirements.
- Protect Cognizant's reputation and ensure that all associates understand the rules of the game.
- Assist in making decisions to make sure our business is conducted with integrity and honesty as well as in accordance with legal requirements.
- Instill trust and confidence in the minds of our associates, customers, shareholders, vendors and other stakeholders.

The Code contains our policies and procedures on a broad range of issues, including: the acceptable use of Cognizant and client assets; accuracy of books, records and public reports; honest and fair competition; compliance with laws, rules and regulations; confidential information and intellectual property protection; conflicts of interest; insider trading; political activities; respectful treatment of associates, customers and business partners; and responsible use of social networking.

Organizational Responsibility

Responsibility for aspects relating to Society is shared across our General Counsel, Chief Compliance Officer and Chief Security Officer. They ensure that management and associates comply with all internal policies and external laws and regulations. As for professional guidance, we retain both outside legal counsel and independent accountants to ensure that good governance practices and regulations are followed. Additionally, our Head of Procurement is responsible for monitoring the performance of suppliers with respect to both Human Rights and Society aspects.

Training and Awareness

All associates are required to complete annual compliance and ethics training and vice presidents and above must certify their compliance with the Code's provisions annually. Daily real-time reports are available to managers to identify those employees who have not completed the mandatory training.

Monitoring and Follow-Up

Our Chief Compliance Officer monitors ongoing performance against aspects relating to Society and works with business unit and functional heads to address any weaknesses or performance deficiencies. Any material issues are then reported to the Board Audit Committee. We also have an independent internal audit capability that includes audit teams in the United States, India and Europe. They have direct access to the Board's Audit Committee and their scope is set annually based upon risk assessments, e.g., finance, compliance and security.

PRODUCT RESPONSIBILITY

Goals and Performance

Cognizant is a service-based business and provides IT services to leading companies across the globe. Because we may be working with sensitive and private client information, Cognizant has extensive processes to ensure customer privacy. Our goal is to have no material breaches of customer privacy. With respect to advertising and marketing communications, we strive to employ the highest standards in all advertising and marketing communications. Marketing is not targeted to individual consumers, but rather to business executives in the target industries we serve. We conduct an annual customer satisfaction survey to get feedback from our customers on the quality of our services and the way in which we conduct business. Given the nature of our service, the GRI Aspects of Customer Health and Safety, and Product and Service Labeling aspects are not material in our business.

Policy

Our Core Values and Standards of Business Conduct and Acceptable Use Policies (found at <http://www.cognizant.com/OurApproach/CodeofEthics.pdf>) cover aspects relating to Customer Privacy. We have no written policies in place regarding Marketing Communications but strive to adhere to industry standard practices.

Organizational Responsibility

Our Chief Security Officer and Global Information Security team track and report on security measures with respect to customer privacy. Our VP of Marketing ensures the integrity of all advertising and marketing communications.

Training and Awareness

We do extensive organization-wide training on customer privacy. This training is part of our mandatory training on our Standards of Business Conduct. There is no specific training relating to Marketing Communications.

Monitoring and Follow-Up

Our Global Information Security team monitors all potential breaches to customer privacy and reports them to our Chief Security Officer (CSO). Our CSO will then engage our business unit heads, General Counsel, Compliance Office and Human Resources teams to take corrective action.

PART III: Performance Indicators

ECONOMIC

EC1 Direct Economic Value.

	2014	2013	2012
Revenues	\$ 10,262,681	\$ 8,843,189	\$ 7,346,472
Operating Expenses:			
Cost of revenues (exclusive of depreciation and amortization expense shown separately below)	6,141,118	5,265,469	4,278,241
Selling, general and administrative expenses	2,037,021	1,727,609	1,557,646
Depreciation and amortization expense	199,664	172,201	149,089
Income from operations	1,884,878	1,677,910	1,361,496
Total other income (expense), net	39,153	10,007	26,100
Income before provision for income taxes	1,924,031	1,687,917	1,387,596
Provision for income taxes	484,764	459,339	336,333
Net income	\$ 1,439,267	\$ 1,228,578	\$ 1,051,263
Basic earnings per share	\$ 2.37	\$ 2.03	\$ 1.74
Diluted earnings per share	\$ 2.35	\$ 2.02	\$ 1.72

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 reengineered business processes. The result is not only enhanced energy efficiency and productivity, but also the potential for significant cost savings.

EC3 Coverage of the organization's defined benefit plan obligations.

Refer to Note 9 to the Financial Statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2014

EC4 Significant financial assistance received from government.

Refer to Note 10 to the Financial Statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2014

EC7 Local Hiring.

In 2014, 72% of our senior managers were local hires (an increase from 66% for the prior year), meaning they live locally and are citizens or legally authorized to work within the country in which they are hired. 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, 2014)

Region	Local Hires	Transfers	Total	Local %
APAC	93	153	246	38%
Europe	410	221	631	65%
India	1,013	67	1,080	94%
Americas	1,202	640	1,842	65%
Total	2,718	1,081	3,799	72%

EC8 Investments for public benefit.

Our 2014 Charitable Contributions were US \$1,850,000, most of which went to education-oriented non-profits serving children across the globe. An additional US \$1,000,000 was provided to charitable organizations through donor-advised grants from our charitable foundation. Extensive details on these investments are covered under "Educational Opportunity" in the Program Highlights section of this report. In addition over 25,000 associates volunteered over 303,163 hours towards the cause of education.

EC9 Understanding and describing 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 "Educational Opportunity" in the Program Highlights section of this report.

ENVIRONMENT

Energy	2014	2013	2012	2011
EN3 Total direct energy consumption in joules or multiples by renewable primary source. (in MJ)	92,152,461	85,100,691	–	–
EN3 Direct energy consumption by non-renewable primary energy source. (in MJ)	50,593,925	85,309,200	171,900,000	97,718,400
EN4 Indirect energy consumption by primary source. (in MJ)	940,916,546	762,213,600	656,611,200	690,055,200
EN5 Energy saved due to conservation and efficiency improvements. (in MJ)	35,912,932	104,252,400	122,832,000	49,611,600

Our Energy Management program aims to conserve power by maintaining equipment properly, powering down desktops when not in use, providing air conditioning to the workspace based on occupancy levels, etc. This program helped us stay energy efficient while also ensuring we do not compromise on associate comfort levels. We continued with the trend of improving energy efficiency in the year 2014. We achieved it by retrofitting inefficient equipments apart from focusing on our operational discipline that balances efficiency while improving comfort. **EN18**

Water	2014	2013	2012	2011
EN8 Total water withdrawal by source. (in Kilo Liters)	1,589,233	1,251,958	1,590,853	945,952
EN8 Total water withdrawal by source. (KL per associate)	9.98	7.30	10.19	6.90
EN9 Water sources significantly affected by withdrawal of water.	0	0	0	0
EN10 Percentage and total volume of water recycled and reused.	32%	47%	34%	22%

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 1,589,233 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.

Emissions, Effluents, and Waste	2014	2013	2012	2011
EN16 Total direct and indirect greenhouse gas emissions by weight. (MT)	203,899	193,067	184,394	172,458
EN17 Other relevant indirect greenhouse gas emissions by weight. (MT)	134,029	108,905	70,930	64,487
EN19 Emissions of ozone-depleting substances by weight. (MT)	4.06	8.09	7.31	7.09
EN20 NO, SO, and other significant air emissions by type and weight. (MT)	0.11	0.16	0.35	0.21

EN22 Total weight of waste by type and disposal method.

Description	2014		Disposal Method	2013		2012	
	Generated	Disposed		Generated	Disposed	Generated	Disposed
Paper Waste (in Kg)	273,902	257,076	Paper Recyclers	211,460	207,662	231,684	227,346
Per Capita (Kg/person)	1.72	1.61		1.23	1.21	1.48	1.45
Food Waste (in Kg)	945,600	873,604	Waste Composting	761,086	761,086	635,452	593,431
Per Capita (Kg/person)	5.94	5.48		4.44	4.44	4.07	3.8
Plastic Waste (in Kg)	35,434	32,739	Landfill	24,004	21,396	19,578	19,409
Per Capita (Kg/person)	0.22	0.21		0.14	0.12	0.13	0.12
Metal Waste (in Kg)	56,928	53,860	Authorized Recyclers	22,644	24,159	6,957	4,486
Per Capita (Kg/person)	0.36	0.34		0.13	0.14	0.04	0.03

EN24 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	2014		2013		2012	
	Generated	Disposed	Generated	Disposed	Generated	Disposed
E-Waste (in Tons)	56,330	57,237	1,694	1,586	75,751	78,015
Per Capita (Tons/person)	0.36	0.37	0.01	0.01	0.48	0.50
Used Oil (in Liters)	41,418	35,871	45,150	27,405	32,962	27,247
Per Capita (Liters/person)	0.26	0.23	0.26	0.16	0.21	0.17
Waste Oil (in Liters)	899	899	1,938	2,705	19,680	2,970
Per Capita (Liters/person)	0.01	0.01	0.01	0.02	0.13	0.02
Batteries (in Tons)	122,965	109,422	216,000	191,000	35,950	27,363
Per Capita (Tons/Person)	0.77	0.69	1.26	1.11	0.23	0.18
Oil Filters (in Tons)	2,102	1,488	2,394	1,542	2,213	1,472
Per Capita (Tons/Person)	0.01	0.01	0.01	0.01	0.01	0.01
Oil Soaked Cotton Waste (in Tons)	470	272	595	264	696	509
Per Capita (Tons/Person)	0.003	0.002	0.003	0.001	0.004	0.003

EN 29 Significant environmental impacts of transporting products and other goods and materials used 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 1,596 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-drive app to help associates vehicle pool.

LABOR

LA1 Total Workforce by Region

Region	Headcount (FTE)		
	2014	2013	2012
APAC	7,324	6,218	4,512
Europe	8,078	6,843	5,250
India	157,027	126,802	119,648
Americas	39,094	31,531	27,312
Total	211,523	171,394	156,722

LA2 Total number of new employee hires and employee turnover region.

The total number of new employee hires in 2014 was approximately 65,000.

Attrition for the year 2014 was 15.2%– 0.8% lower than that for the corresponding period in 2013. (Cognizant calculates attrition as the percentage of workforce exited / Average workforce size for the period. This includes our BPO business as well).

LA3 Benefits provided.

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.

LA4 Percentage of 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 Belgium, Sweden and France, 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, 2014, 791 of our employees (0.38%) were covered by Collective Bargaining Agreements.

LA5 Minimum notice period(s).

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.

LA6 Formal joint management-worker health and safety committees.

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.

LA7 Injury Rates.

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

Accidents With Injury Cases	2014	2013	2012
Total Number of Injury Cases	111	139	353
Total Number of Lost Time Cases	10	28	15
Total Number of Fatalities	1	0	0
Total Time Injury Rate	0.06	0.16	0.10

LA8 Education, training, counseling, prevention, and risk-control programs.

We inform and educate our workforce on safety at the workplace and offer online 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 75 development centers on five continents, 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.

LA10 Training and Awareness.

Our global Talent Management teams provide extensive training and awareness across all aspects of our business, including topics such as basic human resource management, conducting effective performance appraisals, managing career development, and opportunities for training. Over 22.9 million hours of training were provided in 2014, with the average of 111 hours of training per employee (which includes both campus training and continuous learning).

Grade / Level	Total Training Hours		Average Headcount		Average Training Hours Per Employee	
	2014	2013	2014	2013	2014	2013
Senior Management	213,840	190,440	15,408	12,303	14	15
Middle Management	1,509,973	1,461,833	55,159	44,834	27	33
Associates	21,269,616	17,126,938	136,401	113,924	156	150
Overall	22,993,429	18,779,211	206,968	171,061	111	110

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

LA12 Percentage of Employees receiving regular performance and career development reviews.

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.

LA13 Diversity

Women represented 32.4% of the Company's employees overall, and 17.6% of management, as of December 31, 2014. Women represented 35% of our global hires last year.

% of Women by level and geography

Level	2014	2013	2012
Management	18%	17%	16%
Associate	40%	40%	39%
Grand Total	32%	32%	32%

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

LA14 Ratio of basic salary of men to women.

Ratio of basic salary of men to women (Dec. 31, 2014)

Level	APAC	Europe	India	the Americas	Overall
Senior Management	1.19	1.03	1.08	1.04	1.10
Middle Management	1.05	1.05	1.13	1.03	0.94
Associate	1.33	1.06	1.09	1.12	1.05
Overall	1.42	1.05	1.39	1.17	1.18

HUMAN RIGHTS

HR 3 Training on Human Rights.

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 661,800 hours on ethics training in 2014, compared to an aggregate of 489,560 hours on ethics training in 2013. 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.

HR 6 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.

HR 7 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.

SOCIETY

SO 3 Training on Anti-Corruption.

In 2014, we introduced role based anti-corruption training to supplement the anti-corruption provisions of the general ethics training our employees received. We delivered 331,114 hours of Code of Ethics training through eLearning in 2014. We also delivered live Code of Ethics trainings to targeted audiences of over 18,000 associates in India and the Philippines. Our formal learning was supplemented in 2014 by education campaigns featuring games, quizzes and prizes.

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.

SO4 Actions taken in response to incidents of corruption.

No incidents reported in 2014.

SO 5 Public policy positions and participation in public policy development and lobbying.

In terms of public policy, a wide range of policies are in place or are being considered by governmental bodies in capitals from Washington to Brussels to Delhi that can and do have a material impact on our business. The company considers policy advocacy on issues of importance to its business, customers, employees, shareholders and industry an essential component of its strategic planning. The company works to ensure that its public policy positions complement or advance our global sustainability and citizenship objectives.

Cognizant's public policy objectives are focused on issues that it considers essential to advancing innovation, competitiveness, job creation, economic growth and sustainable standards of living. The company's policy agenda is centered on workforce development, education, tax, market access, and information privacy and security.

Workforce Development. Cognizant's success depends significantly on recruiting, hiring and retaining highly skilled professionals. Cognizant and its customers face near and long-term skills gaps in developed countries, which necessitate workforce development and migration policies to gain access to the skilled talent Cognizant needs to compete and innovate.

Education. Cognizant participates in broad-based industry associations and coalitions to support policy initiatives geared to increase curriculum quality and student participation in the science, technology, engineering and math disciplines.

Tax. Tax laws have a substantial impact on capital investment and economic development. The company advocates for tax policies that facilitate innovation, improve competitiveness, and fuel investment and job creation.

Market Access. Trade agreements that reduce barriers and improve access to new markets are vital for improved commerce and collaboration for Cognizant, its partners and its customers. The company advocates for bilateral, regional and worldwide trade agreements that facilitate trade in services, enable temporary migration of skilled professionals, increase protections on intellectual property, and allow for greater regulatory transparency.

Information Privacy/Security. Today's technology infrastructure facilitates global commerce and communication, drives the creation of new consumer products and services, and provides a foundation for governments to better serve citizens. To protect this infrastructure, which is mostly owned and managed by the private sector, governments work with private entities to protect citizens from cyber-attacks and data breaches. The company supports policies that improve cyber-security through effective information management and technological innovation.

SO 7 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.

PRODUCT RESPONSIBILITY

PR 5 Practices related to customer satisfaction, including 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 46% of the nominees participate in the quantitative portion.

In our most recent annual customer-satisfaction survey, more than 87% of our clients expressed a high degree of satisfaction, which is considered extraordinary in our industry. Over 68% 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.

PR 9 Monetary value of significant fines for noncompliance 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.



1. STRATEGY AND ANALYSIS

Profile Disclosures	Description	Level of Reporting	Page	Other References
1.1	Statement from the most senior decision maker of the organization	Fully	3	
1.2	Description of key impacts, risks, and opportunities.	Fully	40	

2. ORGANIZATIONAL PROFILE

Profile Disclosures	Description	Level of Reporting	Page	Other References
2.1	Name of the organization.	Fully	40	
2.2	Primary brands, products, and/or services.	Fully	40	AR Page 7,8,9,13; Form 10-k Pages 1-9
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	40	
2.4	Location of organization's headquarters.	Fully	40	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	40	
2.6	Nature of ownership and legal form.	Fully	41	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	41	
2.8	Scale of the reporting organization.	Fully	41	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	41	
2.10	Awards received in the reporting period.	Fully	41	

3. REPORT PARAMETERS

Profile Disclosures	Description	Level of Reporting	Page	Other References
3.1	Reporting period.	Fully	41	
3.2	Date of most recent previous report (if any).	Fully	41	
3.3	Reporting cycle.	Fully	41	
3.4	Contact point for questions regarding the report or its contents.	Fully	41	
3.5	Process for defining report content.	Fully	41	
3.6	Boundary of the report.	Fully	41	
3.7	State any specific limitations on the scope or boundary of the report.	Fully	41	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	41	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Fully	41	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	41	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	42	
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	57	
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	Fully	42	

4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

Profile Disclosures	Description	Level of Reporting	Page	Other References
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	42	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	42	
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	42	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	42	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	42	Form DEF 14A Page 35-55
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	42	
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	43	Form DEF 14A Page 14
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	43	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	43	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	43	Form DEF 14A Page 41

4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT (continued)

Profile Disclosures	Description	Level of Reporting	Page	Other References
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	43	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	44	
4.13	<p>Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> • Has positions in governance bodies • Participates in projects or committees • Provides substantive funding beyond routine membership dues or • Views membership as strategic. <p>This refers primarily to memberships maintained at the organizational level.</p>	Fully	44	
4.14	List of stakeholder groups engaged by the organization.	Fully	44	
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	44	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	44	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	45	

GRI Indicators

STANDARD DISCLOSURES

PART II: Disclosures on Management Approach (DMA)

Aspects	Level of Reporting	Page	Other References
Economic performance	Fully	45	AR Page 1,7
Market presence	Fully	40	AR Page 10
Indirect economic impacts	Fully	9	AR Page 11
Materials	Partially	45	
Energy	Fully	45	
Water	Partially	45	
Emissions, effluents and waste	Fully	45	
Products and services	Fully	45	
Compliance	Fully	45	
Transport	Partially	45	
Overall	Partially	45	
Employment	Fully	46	
Labor/management relations	Fully	46	
Occupational health and safety	Fully	46	
Training and education	Fully	46	
Diversity and equal opportunity	Fully	46	
Equal remuneration for women and men	Partially	46	

Disclosures on Management Approach (DMA) (continued)

Aspects	Level of Reporting	Page	Other References
Investment and procurement practices	Fully	47	
Non-discrimination	Fully	47	
Freedom of association and collective bargaining	Partially	47	
Child labor	Fully	47	
Prevention of forced and compulsory labor	Fully	47	
Security practices	Fully	47	
Indigenous rights	Partially	47	
Assessment	Fully	47	
Remediation	Partially	47	
Local communities	Fully	47	
Corruption	Fully	47	
Public policy	Fully	47	
Anti-competitive behavior	Fully	47	
Compliance	Fully	47	
Customer health and safety	Fully	48	
Product and service labelling	Fully	48	
Marketing communications	Fully	48	
Customer privacy	Fully	48	
Compliance	Fully	48	

GRI Indicators

STANDARD DISCLOSURES

PART II: Disclosures on Management Approach (DMA)

ECONOMIC

Profile Disclosures	Description	Level of Reporting	Page	Other References
Economic Presence				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	49	Annual Report Pages 48-51; Form 10-K: Page F-9
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	49	
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	49	Form 10-K: Page F-19, F-20
EC4	Significant financial assistance received from government.	Partially	49	Form 10-K: Page F-20, F-21
Market Presence				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	Fully	49	
Indirect Economic Impacts				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement.	Fully	50	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	50	

ENVIRONMENTAL

Profile Disclosures	Description	Level of Reporting	Page
Energy			
EN3	Direct energy consumption by primary energy source.	Fully	50
EN4	Indirect energy consumption by primary source.	Fully	50
EN5	Energy saved due to conservation and efficiency improvements.	Fully	50
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	50
Water			
EN8	Total water withdrawal by source.	Fully	50
EN9	Water sources significantly affected by withdrawal of water.	Fully	50
EN10	Percentage and total volume of water recycled and reused.	Fully	50
Emissions, Effluents, and Waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	51
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	51
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	20, 50
EN19	Emissions of ozone-depleting substances by weight.	Fully	51
EN20	NO, SO, and other significant air emissions by type and weight.	Fully	51
EN22	Total weight of waste by type and disposal method.	Fully	51
EN24	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.	Fully	52
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	52

LABOR

Profile Disclosures	Description	Level of Reporting	Page
Employment			
LA1	Total workforce by employment type, employment contract, and region.	Partially	53
LA2	Total number and rate of employee turnover by age group, gender, and region.	Fully	53
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	53
Labor/Management Relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	53
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Fully	53
Occupational Health and Safety			
LA6	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.	Fully	53
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region.	Fully	53
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	53
Training and Education			
LA10	Average hours of training per year per employee by employee category.	Partially	54
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	54
Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	54
Equal Remuneration for Women & Men			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Partially	54

HUMAN RIGHTS

Profile Disclosures	Description	Level of Reporting	Page
Investment and Procurement Practices			
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	55
Child Labor			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Fully	55
Forced and Compulsory Labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Fully	55

SOCIETY

Profile Disclosures	Description	Level of Reporting	Page
Corruption			
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	55
SO4	Actions taken in response to incidents of corruption.	Fully	55
Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	55
Anti-Competitive Behavior			
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	55

PRODUCT RESPONSIBILITY

Profile Disclosures	Description	Level of Reporting	Page
Product and Service Labeling			
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	56
Compliance			
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	Fully	56



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