

Cognizant

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October 28, 2019

U.S. Department of Homeland Security
U.S. Citizenship and Immigration Services

Re: Ritesh Grover

To Whom It May Concern:

This letter is issued in reference to our full-time, 40 hours per week, offer of employment to Mr. Ritesh Grover for a managerial role, as described herein.

Mr. Grover's managerial duties include providing advice and guidance to on-shore and off-shore professional Cognizant team members with respect to customized software design and development to ensure compliance with technical specifications, and to ensure foremost customer satisfaction. Importantly, in today's fast-paced, highly globalized information technology environment, Cognizant necessarily employs both local "on the ground" teams and offshore teams to conduct essential functions including the development of customized information technology systems. As such, Mr. Grover serves as a manager using his proficiency in planning the day-to-day activities of his team, while at the same time coordinating with teams performing duties related to the same project across geographies. Mr. Grover is charged with building team spirit by creating and leading team building events as well as presiding over team meetings to review and direct project goals and objectives. In short, Mr. Grover provides management and leadership through project management, including management duties of reporting metrics, such as deliverables to Cognizant senior management. He guides the professionals comprising the development team, which requires onsite and offshore project management, planning and executing customized systems deliverables, and knowledge transfer (e.g., training professional subordinates). He serves as an escalation to resolve technical issues, and setting and adapting goals and providing performance feedback to subordinates.

Mr. Grover's day-to-day responsibilities include defining assigned team structure, discretionary authority to hire and fire professional college/university degree holding team members of Cognizant, interviewing potential talent, recommending team members for promotions or salary revisions, and guiding team leads to ensure quality control with respect to technical specifications and processes.

More specifically, Mr. Grover is responsible for overseeing and managing the implementation of Cognizant's customized solutions. A key managerial duty of Mr. Grover is to assess and oversee the implementation of the project plan changes related to the utilization of resources by comparing the total effort to the budget effort which has a direct impact on the bottom line of financial revenue, profit and loss for the project(s) wherein underperformance by his Cognizant team members, delays in timeline and unavoidable circumstances all impact productivity metrics. Additionally, Mr. Grover is charged with managing change requests impacting the established scope of work, which ultimately could derail the entire project if not properly managed in a timely manner and within budgetary guidelines. As well, Mr. Grover holds managerial responsibility over quality assurance, which is metrics focused to prevent the entire project from straying from the stated goals and objectives and failing. He has ownership of cost management for his assigned segment of the engagement which is critical to the project's success and involves a whole host of variables, such as quality, scope and productivity. Mr. Grover reviews dashboards to show where documentation is lacking and devises and oversees the implementation of project improvements to prevent delays.

I provide the below table describing Mr. Grover's role and percentage of time:

Ritesh Grover Principal Architect - Technology	Percentage of Time
Overall Software Delivery Management for Digital Transformation Programs in Digital Practice: <ul style="list-style-type: none"> • Manage business requirements: This involves facilitating daily walkthrough sessions for user stories between developers and Business Analysts (BA); ensure that all the business requirements are captured as user stories in JIRA tool; ensure all user stories are broken down into technical work breakdown by developers; conduct daily standup call with team to review the status of the JIRA items for that sprint cycle • Manage Product delivery roadmap. This involves hosting weekly meeting with product owners and business analyst to prioritize the product backlog and bundle the features into MVP(minimum viable product) releases; working with the developers and architects on t-Shirt (effort) sizing the feature bundles; participating in the fortnightly business meeting and presenting the solutions options, their rough order magnitude efforts and cost for rolling out the desired feature bundles • Manage the delivery momentum needed for achieving time, cost and quality parameters; supervise daily status meetings to identify risks, dependencies and impediments; supervising and reviewing the daily tasks of the team leads and architects; working with other teams in provisioning and setup of infrastructure, tools and processes for project development, testing and launch; manage bi-weekly connect between design and development teams to ensure that required creative 	30%

<p>assets and design user specifications are received by development team on time; Oversee the daily scrum/meeting, sprint planning exercise; conduct daily weekly meeting with design, Infrastructure, Cloud, QA testing, Security testing, UAT testing teams to align and track their execution plan and readiness with the application development plan; working with HR to get the right skilled resources on time; weekly meetings with project leads understand any challenges being faced; Facilitating post launch support and maintenance activities</p> <ul style="list-style-type: none"> • Manage & Ensure Software Code Quality. This involves reviewing the code quality reports generated by CTS tool before each release; review the prototype being developed against the business requirements at the end of each sprint (three weeks); facilitating weekly code review workshops with architects; providing feedback to the team in daily review calls; reviewing the application post development on acceptance criteria before launch • Ensuring compliance to required legislative, data and technical standards. This entails coordinating assessments/reviews and Signoff by Security, Architecture, Accessibility and QA teams as part of all major software releases; ensuring the automation pipeline is developed by team that checks code quality before development of any feature starts; conduct bi-weekly review meeting with technology leads to go through static code analyzer reports generated to prioritize and address the findings. 	
<p>Project Management:</p> <ul style="list-style-type: none"> • Build & Manage the Project Plan using Cognizant Project Planning template. This involves conducting daily workshops with product owners on the features list; working with technical leads on the work breakdown efforts for the features identified; working with other dependent teams on their delivery schedule for the pieces; conduct weekly working meetings with business to present Project plan updates and feature sizing; • Defining and managing the project management processes. This involves leading weekly meetings to coach team on best practices for Agile Project Management; facilitating daily scrum meetings; monitor and report on key Agile performance metrics to leadership team in the monthly governance meeting • Manage Project and client expectations. This involves conducting weekly status meeting with client and providing delivery updates, burn down chart analysis, the completed work against the projected rate of completion for the current project release, key impediments, risks and plan to mitigate them; sharing End to day status report dashboard for the JIRA items in the current sprint; providing hourly updates about 	20%

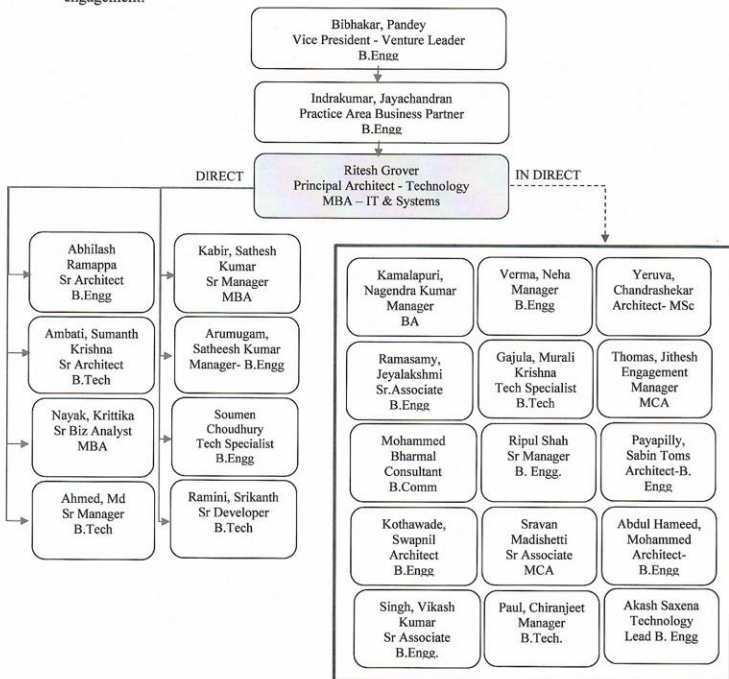
<p>progress on resolving/root cause analysis to all stakeholders in case of critical escalations/production issues; presenting sprint delivery prototypes to client at the end of each development sprint as a demo on development environment; participating in Client Quarterly Board Review meeting and presenting the progress report of my program to the leadership wrt to upcoming key milestones; hosting review meetings with client and presenting the solution approach and effort sizing for new requirements before each fortnightly Change Control Board meeting; participating in the weekly Cognizant Delivery governance meeting and presenting the project updates, status on last meeting action items, key challenges, risks, specific client feedback, upcoming milestones and any new opportunities buildup</p>	
<p>Technical Solution Ownership:</p> <ul style="list-style-type: none"> • Govern & oversee the overall application design. This means the reviewing the business use cases to the application design wireframes; presiding daily module level design workshop with the developers; conduct weekly design review meeting to ensure detailed documentation of the application design are put up by the team in Confluence tool and reviewed by architects • Coordinate with all other technical stakeholders with their solution offerings and assets. Final approver of the program design and implementation approach. Participate in the components design review meeting with architects to assess the available assets and offerings. Govern the buildup of the architectural assets repository • Collaborate with Architecture Group to ensure software developed is aligning well to target technology roadmap, Business feature roadmap and the Non Functional requirements. This involves hosting biweekly application design review meetings; review and finalize the plan to prioritize and implement the technical debts identified by Architecture team; facilitating weekly code reviews on core framework implementation. • Ensure global compliance to the required legislative, data and technical standards through suitable applications, technology and business processes • Aligning the team to the DevOps principles and toolsets being established • Participate in strategic enterprise level Architecture meetings and design walkthrough meetings to ensure goals and objectives of the scope of services is met 	20%

<ul style="list-style-type: none"> Oversee the buildup of Architecture/assets repository setup, health and adoption 	
<p>Team, People, and Resource Management:</p> <ul style="list-style-type: none"> Manage team members performance by ensuring that each team member has full clarity of his tasks, role, delivery schedule in the project and is making a meaningful contribution; assessing team member's delivery output through daily updates; training, guiding, and mentoring team on improving their use case deliverables if they are below the mark; coaching and mentoring them; recommending incentives and salary revision for team members who are delivering satisfactorily and are motivated; resolving team conflicts; handling team's timesheet approvals and or leave approvals; conduct team motivational activities from time to time to keep the team members focused and working as one team; providing 1:1 career counselling to team members; encouraging work life balance across project and teams to better team performance and project balance Recruitment - Managing the program resource needs by reviewing skills shortages, current team members performances and project ramp up needs; preparing appropriate case & seek hiring approvals from senior management; working with the HR team, sharing the JD and skills requirement, shortlisting the profiles shared, participating in interviews and recruitment drives Manage team member's career path by having monthly 1-1 feedback meetings; handling their quarterly, mid, and year-end appraisals; building their promotions case; Review & decide on new tools, processes and ideas presented by team which will help the performance and working with the necessary stakeholders to make that as part of team Preside over the monthly knowledge sharing sessions from the Architects, Leads and Subject Matter Experts so that the whole team has greater awareness and knowledge across new and current project initiatives and challenges. 	20%
<p>Business Development:</p> <ul style="list-style-type: none"> Host recurring monthly/bi-monthly with client's business and IT stakeholders and present Point of View Sessions on various areas like creative, technology, process automation, new concepts that can help augment user engagement/business opportunities Identify and evaluate new opportunities, technologies by forming a POD team to create Proof of Concepts for a slice of client custom journey leveraging Cognizant's digital platform Collaborate with cognizant consulting/sales team in expanding the services. This includes specific lead planning, developing strategy, and proposal preparation. Participate in client floor walks, onsite capability and solutions 	10%

presentation, building PoVs on technologies/tools/trends based on Cognizant Digital experience across clients and solution offering

- Report to Cognizant leadership on client feedback and action taken in the monthly governance meeting
- Review the client program Statement Of Work (SoW) contracts to validate the scope, proposed implementation strategy, the efforts estimated, milestone dates and NFR commitments.

The below chart depicts Mr. Grover's role within the hierarchy of the assigned managerial engagement:



We provide a detailed description of each direct and in-direct subordinate. All of the below team members of Cognizant are professional employees, holding at minimum either a U.S. bachelor's degree or foreign equivalent.

Direct Full-Time, 40h per week, Subordinates Names	Job Title & Location	Detailed Job duties and Percentage of Time	Highest Degree
Abhilash Ramappa	Sr. Architect – Onsite	<p>Software Delivery Manager managing the development of Virtual Reality (VR) apps for a retail client. This involves:</p> <ul style="list-style-type: none"> • Program Management: reviewing the scope and effort sizing from all the involved teams; Preparing the overall project execution plan; Conducting the daily Project planning and kick-off meetings; Managing the team at offshore multiple locations and onsite through daily status calls; manage project Scope, Timeline, Cost, Quality by daily reviewing the daily progress; mitigation risks by taking necessary actions; Monitoring progress against the baseline project plans based on daily metrics form JIRA dashboards, (50%) of time • Business Development: participating in client demos and presentations; facilitating feasibility studies for major IT developments incorporating costs and benefits; Presenting proposals to clients; Identifying opportunities of growth; establishing client relationships and building expansion pipelines, (10%) of time • Delivery: managing business requirements and Scope of milestones; coordinating with all other IT stakeholders ensure timely delivery 	Bachelor of Engineering

		<p>of their dependent modules; present change request in the change control board meetings; daily track the defect closure and reopening count; daily measure the team delivery velocity and adjust resourcing/priorities accordingly; iron out any issues of bottlenecks faced by team to achieve their daily delivery targets; review the modules delivery as per technical and UX specifications; Attending leadership level meetings and presenting status updates, (30%) of time</p> <ul style="list-style-type: none"> • Team Management: Conducting effective performance evaluations; mentoring developers and senior developers through formal and informal channels for year-end appraisals; providing team member promotions recommendations; providing recommendations to hire and fire of all the reporting subordinates; Reviewing the status reports of team members and addresses issues as appropriate, (10%) of time 	
Sathesh Kumar Kabeer	Sr. Manager – Onsite	<p>Technical Manager driving the Services (API) development for a large BFS client. This involves:</p> <ul style="list-style-type: none"> • Technology Solution Architecture & Application Design: participate in creating application design artifacts - high level design & low level design, test plans, services versioning and deployment plan; involve in evaluating and creating continuous integration tooling and scripts, build proof of concepts; contribute in designing integration services contracts for payment, authentications & authorization and downstream APIs; participate in strategic technology leadership meetings for mind share with clients; attending workshop with client; publishing 	Bachelor of Engineering

		<p>roadmap and tech strategy for the client landscape,, (40%) of time</p> <ul style="list-style-type: none"> • Service Delivery & API Development: manage the development of APIs leveraging Java Spring Boot framework Understand business requirements and Scope of Milestones; ensure timely delivery of modules as per technical spec; Align the services design strategy and decisions in line with architecture, Tools, Technology stack and Execution Plan; review the code developed by team and resolve technical issues; review the automated code quality reports; validate software against the UX specifications before release, (30%) of time; • Team Management: mentoring developers and senior developers; conduct regular trainings; assess the team's performance; provide regular feedback on the team members performance; reviewing the status reports of team members and addresses issues as appropriate; handling team promotions & recommendations; recommending hire and fire of all the reporting subordinates, (30%) of time 	
Ambati, Sumanth Krishna	Sr Architect – Onsite	<p>Working as Ruby on Rails Technical Architect for the key B2C facing digital UI refresh project for BFS client. His key Job duties are:</p> <ul style="list-style-type: none"> • App Design: Working on low level design details (class/sequence diagrams); Designing the UI App and services framework; design the data storage solutions for services; design for third party component integrations (payment gateway, biometric, ticker feeds, recommendations etc.); develop the boilerplate with services framework, core modules, common utilities (20%) of time • Onsite PoC: Onsite: Coordinating 	Bachelor of Technology

		<p>with offshore for all technical decisions and work done daily; conduct and steer working session with offshore team developers to resolve bottlenecks (30%) of time</p> <ul style="list-style-type: none"> • App Development: developing his modules using ruby on rails, JavaScript MVC, HTML5, mocking frameworks; identify the bottlenecks and bugs and find solutions to the issues; Reviewing design and code with Module Leads, (40%) of time • Talent Induction & Grooming: Participating in weekly recruitment drives to bring great talent on board; Managing and supervising a large group of associates; resolving the technical and operational issues of team members, (10%) of time 	
Satheesh Kumar Arumugam	Manager – Onsite	<p>Key Manager driving the Digital Transformation journey of a large BFS client. This involves:</p> <ul style="list-style-type: none"> • Program Management: Preparing the project plan using Cognizant's C2 delivery excellence framework; running the daily scrum, sprint planning and sprint demo meetings with team and other stakeholders; coaching and mentoring team weekly on the agile best practices; Running Daily Standups; contributing to the planning for execution of the projects with project managers, (40%) of time • Delivery : presenting project level updates into leadership level meetings; attending workshop with client to understand the scope and requirement of the project; Managing Project Scope, Timeline, Cost, Quality by daily reviewing the daily progress; review and test the software developed against the functional specifications; Managing the third party contributions to the project; mitigation risks by taking necessary actions, (30%) of time 	Bachelor of Engineering

		<ul style="list-style-type: none"> Team Management: Conducting effective performance evaluations and mentoring developers and senior developers through formal and informal channels for year-end appraisals; providing team promotions recommendations; recommending to hire and fire all the reporting subordinates, (30%) of time 	
Krittika Nayak	Sr. Business Analyst – Offshore	<p>Working as Sr Business Lead for a key Digital program for BFS (Credit Cards) client. Her key job duties are:</p> <ul style="list-style-type: none"> Business Analysis & Documentation: Liaising with internal/external clients to clarify clients' requirements and define the scope of existing software, hardware and network; conduct analysis of existing business models and flows of data; develop detailed functional specifications; work with client to establish and clarify the aims, objectives and requirements of the IT project; assist in developing User journey & wireframes; assist in creating end user training manuals, (40%) of time. Project Management: Planning the stages of the project; reviewing the work breakdown structure and amend plans as necessary; coordinate closely with UX, developers and Architects in defining the solution scope; Coordinating and overseeing the implementation of the project. Monitoring progress including project/program budget, timescale and quality; Reporting on project progress & health to senior management and client, (50%) of time Business Development: Undertaking the feasibility studies for major IT developments incorporating costs and benefits; presenting proposals to clients. Identifying opportunities of growth; establishing 	Master of Business Administration

		client relationships; building expansion pipeline with regular monthly point of view sessions with clients, (10%) of time	
Soumen Choudhury	Technology Specialist – Onsite	<p>Working as Technical Lead for the key B2C facing digital UI refresh project for BFS client. This involves</p> <ul style="list-style-type: none"> • App Development: developing the rich front end of his module using ReactJS JavaScript framework and Bootstrap for responsive css; Building the Generic templates and boilerplate; Fixing QA and UAT defects; doing peer code reviews; Reviewing low level design and code with Module Leads, (40%) of time • App Design UI: understand the business requirements and UX design specifications; Designing the UI App framework and interface services; Working on low-level design details (class/sequence diagrams); create technical Architecture implementation Road map and approved Software; create technical work breakdown structure of tasks; effort sizing for each tasks; create JIRA tasks for each user story , (20%) of time • Onsite PoC: Coordinating with offshore team on all technical decisions and onsite progress; Conduct code peer reviews; mentor junior team members; (30%) of time • Talent Induction & Grooming: participating in recruitment drives to bring great talent on board; mentor junior developers; managing and supervising large group of associates; resolving their technical and operational issues, (10%) of time 	Bachelor of Engineering
Ahmed, Md	Sr Manager – Onsite	<p>Project Manager responsible from managing the UI track for a Key BFS Modules. This involves:</p> <ul style="list-style-type: none"> • Application Design: contributing to design of Angular JS application and 	Bachelor of Technology

		<p>HTML/CSS and JavaScript; reviewing the high level and low level architecture document and solution approaches for the application modules to ensure it is aligned with business priority and scope; conduct proof of concepts to evaluate/validate solution approach and new technology options, (30%) of time</p> <ul style="list-style-type: none"> • Execution: prepare the detailed project execution plan with milestone dates and scope of deliveries; drive meetings with client business to get approval on the project plan; monitor execution of sub modules of the project with team; owning task planning of technical jira items in agile sprint; reviewing Estimations provided by developers for their tasks for the user stories, (30%) of time • Tracking & Issues Resolution: working as a team lead for sub modules by supervising and resolving team's technical issues; providing technical solutions and assisting the team towards effective delivery by regular daily review meetings, (10%) of time • Team Management: Conducting team's performance evaluation – includes Annual ratings, recommendations for promotions etc., (10%) of time <p>Code Review: participating in peer level code reviews; monitor the static code analyzer reports on the code merged; working with team in doing root cause analysis of critical issues logged, (20%) of time</p>	
Srikanth Ramini	Sr Developer –Onsite	<p>Developer for Front End Development in UI for a Banking Transformation program. This involves:</p> <ul style="list-style-type: none"> • UI Development: developing front end of applications using HTML/CSS/jQuery and React JS; 	Bachelor of Technology

		<p>develop automated unit tests; fix defects and submit daily status report; create reusable components using responsive web design; review existing programming configurations to updated versions to ensure compatibility of the applications across browsers using; Review and Implement ARIA tags (for accessibility); fixing defects; resolving issues of other team members (60%) of time</p> <ul style="list-style-type: none"> • UI Application Design: creating low level app design document; created service interface JSON contracts; design the signature of reusable components; solution the cross cutting features and nonfunctional requirements like state management, logging etc. Updating the confluence with design decision and sequence diagrams of the flow developed, (20%) of time • Submitting daily status reports; attending daily agile scrum meetings and providing updates; creating the JIRA tasks for all technical items; provide efforts estimates to all the epic and use cases for the sprint ahead; mentoring junior developers , (20%) of time 	
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In-Direct Full-Time, 40h per week, Subordinates Names	Job Title & Location	Detailed Job duties and Percentage of Time	Highest Degree
Kamalapuri, Nagendra Kumar	Manager – Onsite	<p>Project Manager responsible from managing the UI track for Key BFS Modules. This involves:</p> <ul style="list-style-type: none"> • Project Management: preparing the project execution plan detailing the milestones, minimum viable product buckets, timelines, resource loading, 	BA

		<p>QA and rollout strategy; owning task planning of technical JIRA items in agile sprint; reviewing Estimations provided by developers for their tasks for the user stories; allocating the right resource for the right task available at my Onsite team to ensure the best quality Output; tightly control scope creep by participating in the change control meetings with client stakeholders; Preparing project metrics, capacity planning, escalation issues and related risk mitigation plans; weekly presentation to client stakeholders on the progress and achievements, (50%) of time</p> <ul style="list-style-type: none"> • Software Delivery: Tracking the progress of the different project phases using proprietary Cognizant tools like 'Cognizant 2.0; Holding status calls with Offshore team to track delivery; working as a team lead for sub modules by supervising and resolving team's technical issues; daily computation of the delivery metrics- like velocity, #open -closed-reopen defects to assess the team performance and take corrective actions; review the delivery risks identified and present client stakeholders on the potential impact and remediation options; monitor the static code analyzer reports on the code merged; working with team in doing root cause analysis of critical issues logged (40%) to time • Team Management: Conducting team's performance evaluation – includes Annual ratings, recommendations for promotions etc., assess the skill gaps and conduct trainings for team, (10%) of time 	
Verma, Neha	Manager – Onsite	<p>Technical Project Manager responsible from managing the UI track for a Key BFS Modules. This involves:</p> <ul style="list-style-type: none"> • Application Design: contribute and review to the design Angular JS 	Bachelor of Engineering

		<p>application and HTML/CSS and JavaScript, create the high level and low level design document work with services team for design of interface services; work with enterprise architects on the design documentation of approved technology stack and the implementation of non-functional requirements like authentication-authorization flow, single sign on, login and error handling; work with other stakeholders to design and document the integration with third party systems like payment gateways, data feeds, analytics engines and feeds , (30%) of time</p> <ul style="list-style-type: none"> • Execution : build the plan for execution of sub modules of the project; review the effort estimates provided by team members; ensure all technical task planned are mapped to respective agile sprint in JIRA; (20%) of time • Code quality: review the code quality rules enable through the automated static code assessment tools; ensure compliance to accessibility standards by reviewing the assessment reports; participate in design discussions with leads and architects to ensure it is in line with business priorities and architecture roadmap; tracking and monitoring of closed-open-reopen of issues; participate in root cause analysis of critical defects; Act as a team lead for sub module and supervised and resolved team technical issues, technical solution and assistant to the team,(30%) of time • Team Management: Responsible for team's performance evaluation – includes Annual ratings, recommendations for promotions etc., mentor team members; work with team to remove any onboarding and environment setup issues; conduct team building exercises; resolve conflicts; identify resource needs and work with HR to get the right resources on 	
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		boarded in a timely manner; participate in candidate interviews, (20%) of time	
Yeruva, Chandrashekar	Architect – Onsite	<p>Full Stack Architect for BFS client. This involves:</p> <ul style="list-style-type: none"> • Architecture and Application Design: creating enterprise level target architecture and transition roadmap; publish and validate the technology stack and ecosystem; review the third party products and tools; publish architecture designs with internal and external stakeholders involved in the projects; architectural Design and development activities of Digital Security projects using advanced digital tech stacks; define standards and security frameworks for all web and mobile projects; performing the integration activities with external systems, (80%) of time • Code Quality & Team Management: develop the static code analysis pipeline; onboard the team on the best practices and compliance guidelines; review the security and accessibility vulnerability findings with team and provide solution/fixes; work with team on the root cause analysis of critical defects/issues; provide solutions to resolve design or business requests; participate in candidate interviews; provide feedback to manager on team members performance, (20%) of time 	Masters in Science
Ramasamy, Jeyalakshmi	Manager – Onsite	<p>Technical Project Manager responsible from managing the UI track for a Key BFS Modules.</p> <ul style="list-style-type: none"> • Project Management: preparing the project execution plan detailing the milestones, minimum viable product buckets, timelines, resource loading, QA and rollout strategy; owning task planning of technical jira items in agile sprint; Reviewing estimations provided by developers for their tasks for the user stories; allocating the right resource for the right task available at my Onsite 	Bachelor in Engineering

		<p>team to ensure the best quality Output. Synch with the Offshore Delivery Manager regularly to ensure the best possible team is formed at Offshore as well; tightly control scope creep by participating in the change control meetings with client stakeholders; Preparing project metrics, capacity planning, escalation issues and related risk mitigation plans; weekly presentation to client stakeholders on the progress and achievements, (40%) of time</p> <ul style="list-style-type: none"> • Software Delivery: review the UI/UX wireframes and VD specifications; ensure the best practice for ReactJS Javascript framework are followed; Tracking & Issues Resolution: working as a team lead for sub modules by supervising and resolving team's technical issues; review the delivery risks identified and present client stakeholders on the potential impact and remediation options; participate in architecture meetings to ensure the design and technology decisions and priorities are in alignment with project delivery plan and business priorities; monitor the static code analyzer reports on the code merged; working with team in doing root cause analysis of critical issues logged (40%) to time • Team Management: Conducting team's performance evaluation – includes Annual ratings, recommendations for promotions etc., assess the skill gaps and conduct trainings for team, (20%) of time 	
Gajula, Murali Krishna	Technical Specialist – Onsite	<p>UI technology consultant responsible for helping our BFS client achieve their business objective through product strategy and roadmap. This involves:</p> <ul style="list-style-type: none"> • Product Strategy and roadmap: understand the product owner and business stakeholders feature roadmap; conduct competitor analysis and UX 	Bachelor of Technology

		<p>assessment following the Cognizant's UCD approach; Prepare the roadmap items based on feedback from users/stakeholders, (25%) of time</p> <p>Research and Development: Compare business requirements to technical specifications to ensure compliance with software design. evaluate the UI technologies and present solutions options to IT stakeholders; This involves gather data from business users, assessing user needs, and conducting user acceptance testing to ensure compliance with requirements; developing Front End core framework elements using JavaScript framework Angularjs; Implement ARIA tags (for accessibility) and Input validations (security vulnerabilities) compliance into the generic reusable UI components created leveraging the findings of Cognizant's accessibility and security assessment framework report , (75%) of time</p>	
Jithesh Thomas	Sr. Manager – Onsite	<p>Key Technical Manager driving the development of Key Modules of equity management platform a large BFS client. This involves:</p> <ul style="list-style-type: none"> • Software Delivery : Reverse engineer the trading monolithic modules; Working with UI architect and Enterprise architects in design of services interface; create the application service design document; develop and review the services using Spring Boot framework; Responsible smooth continuous delivery of Development and Defect fixing tracks; configure the application server on the new technology stack of WebSphere; help the infrastructure team in setup of application servers, (55%) of time • Client relationship Management: Forging relationship with concerned set of clients, understand their core issues. Setup and drive meetings with the client 	MCA

		<p>and dependent stakeholders. Address concerns, issues raised by client's time to time, (20%) of time</p> <ul style="list-style-type: none"> Team Management: Conducted effective performance evaluations, mentor developers, and senior developers through formal and informal channels for year-end appraisals. Responsible for team promotions recommendations. Authorized to recommend hire and fire of all the reporting subordinates, (25%) of time 	
Mohammed Bharmal	Consultant – Onsite	<p>Key SME with business equities domain knowledge leading the migration of one of the client system to new product line. This involves:</p> <ul style="list-style-type: none"> Business Analysis : Liaise with internal/external clients in order to analyses business procedure; design functional specifications and test plans for new systems in order to meet clients' needs; work in creating and reviewing the functional and technical specifications; evaluate the new products and tools alignment with required business capabilities fulfilment; coordinate with User Experience team and client product owners to understand the envisioned future flows or features; compare the current experience and feature set against the top competitors and present it to client stakeholders; identify gaps and user journey gaps; propose new features and flows to client stakeholders; work with client or senior management to establish and clarify the aims, objectives and requirements of the, (40%) of time Project Management: Plan the stages of the project, reviews actions and amend plans as necessary. Coordinates and supervise the activities of the project team – for applications in maintenance, enhancement/upgrade and re-development stages. Coordinates and 	B.Comm.

		<p>oversees implementation of the project. Manages third party contributions to the project. Monitors progress including project budget, timescale and quality. Reports on project progress & health to senior management and client, (40%) of time.</p> <ul style="list-style-type: none"> • Business Development: Undertake feasibility studies for major IT developments incorporating costs and benefits, and presents proposals to clients. Identify opportunities of growth , establish client relationships and build expansion pipelines,(20%) of time 	
Ripul Shah	Sr. Manager – Onsite	<p>Key Technical Manager driving the Digital Transformation journey of Equity management platform a large BFS client. This involves:</p> <ul style="list-style-type: none"> • Technology Solution Architecture & Services Development: reverse engineer the existing equity monolithic platform; document the business logic embedded in the current code; build the domain design and present and get approval from Enterprise architecture and product owners; design the Micro services architecture; design and document the data and interface services; understand the UX flows and finalized business feature set; develop services using Spring Boot framework; develop the automation pipeline for software integration and deployment using build scripts, (55%) of time • Strategy and Roadmap: Participated in strategic tech. leadership meetings for mind share, attend workshop with client, publish roadmap and tech strategy for the digital transformation projects; present the services design to Enterprise Architecture group; effort estimate the feature development and dependencies; participate in User Experience and Product roadmap discussions; participate in enterprise target architecture roadmap discussions , 	Bachelor of Engineering

		<p>(15%) of time.</p> <ul style="list-style-type: none"> Team Management: Conducted effective performance evaluations, mentor developers, and senior developers through formal and informal channels for year-end appraisals. Responsible for team promotions recommendations. Authorized to recommend hire and fire of all the reporting subordinates, (30%) of time 	
Sabin Payappilly	Architect – Onsite	<p>Technology Lead developer for front-end development for Mobile Hybrid app for our BFS client. This involves:</p> <ul style="list-style-type: none"> Mobile App Design & Development: understand the business requirements; understand the user design specifications; develop the mobile app strategy; create the mobile app low level design document; understand and solution for the non-functional requirement needs of performances, scalability and availability; understand the third party systems integration scope; coordinate with third party product/internal teams to finalize on the interface contracts; present the final design document to the enterprise architecture group for approval and feedback; review effort estimates for the features modules development provided by the developers; finalize and publish the coding guidelines, (30%) of time Technical Delivery: conduct task planning in every agile sprint; review and finalize estimation of the user stories; Supervise and resolve technical issues; work with the team in conducting root cause analysis of critical defects issues; provide solutions and assist the team; coordinate with third party component teams on the interface finalization; work with design team to review the responsive design patterns and UI component specifications being finalized, (60%) of time. Team Management: conduct training 	Bachelor of Engineering

		for developers; onboard developers on the accessibility and security compliance needs; mentor the team; Responsible for team's performance evaluation – includes Annual ratings, recommendations for promotions etc.; assess the performance of the team members and provide feedback; participate in the interviews to select the right candidates, (10%) of time	
Swapnil Kothawade	Architect – Onsite	<p>Key Java- Micro services Architect with SME knowledge on critical Modules for a BFS client. This involves:</p> <ul style="list-style-type: none"> • Architecture and Software Development: Reverse engineer the trading monolithic modules; Working with UI architect and Enterprise architects in design of services interface; creating enterprise level target architecture and transition roadmap; publish and validate the technology stack and ecosystem; review the third party products and tools; publish architecture designs with internal and external stakeholders involved in the projects; develop and review the services using Spring Boot framework; define standards and security frameworks for all web and mobile projects; performing the integration activities with external systems; configure the application server on the new technology stack of WebSphere; help the infrastructure team in setup of application servers; Develop Boilerplates/Core framework, (80%) of time • Code Quality & Team Management: develop the static code analysis pipeline; review code to enforce adherence for all web and mobile projects; onboard the team on the best practices and compliance guidelines; review the security and accessibility vulnerability findings with team and provide solution/fixes; work with team 	Bachelor of Engineering

		on the root cause analysis of critical defects/issues; provide solutions to resolve design or business requests; participate in candidate interviews; provide feedback to manager on team members performance, (20%) of time	
Sravan Madishetti	Sr. Associate – Onsite	<p>Key Sybase database architect with SME knowledge on critical Modules for a BFS client with following key duties:</p> <ul style="list-style-type: none"> • Architecture and Development: understand the business requirements; build assessment report on the impact of the changes on the existing systems; provide estimates and solutions for the business requirements; design the database entity solutions based on the business requirements; develop and modify the database scripts to optimize current systems and meet the needs target digital platform; Migrate data from legacy to systems to new solutions/environments; Establish the security and backup procedures; recommended architecture optimization strategies to enterprise architecture group; (70%) of time. • Application Production Support: conduct root cause analysis of the issues identified; simulate the data conditions on the dev environment; release fixes to defects; fix issues reported from security vulnerability testing; find solutions to improve the performance of the scripts , (30%) of time 	MCA
Mohammed Rajabudeen Abdul Hameed	Architect – Onsite	<p>Sr developer for front-end development for Mobile Hybrid app for our BFS client. This involves:</p> <ul style="list-style-type: none"> • Mobile App Design & Development: understand the business requirements; understand the user design specifications; understand the mobile app strategy; create the mobile app low level design document; understand and solution for the non-functional requirement needs of performances, scalability and availability; understand 	Bachelor of Engineering

		<p>the third party systems integration scope; develop the third party integration interfaces using Cordova Framework; provide effort estimates for the features modules development provided by the developers; develop the code according to the published coding guidelines; provide task breakdown in every agile sprint; provide estimation of the user stories, (70%) of time</p> <ul style="list-style-type: none"> • Code Quality: fix defects and technical issues; work with the other team members in conducting root cause analysis of critical defects issues; conduct peer code reviews and assist other team members; coordinate with third party component teams on the interface implementation work with design team to implement the responsive design patterns and UI component development, (20%) of time. • Team Management: conduct training for junior developers; onboard developers on the accessibility and security compliance needs; mentor the team; provide feedback to the lead; participate in the interviews to select the right candidates, (10%) of time 	
Vikash Kumar Singh	Sr. Associate – Onsite	<p>Key Oracle database architect with SME knowledge on critical Modules for a BFS client with following key duties:</p> <ul style="list-style-type: none"> • Architecture and Development: understand the business requirements; build assessment report on the impact of the changes on the existing systems; provide estimates and solutions for the business requirements; design the database entity solutions based on the business requirements; develop and modify the database scripts to optimize current systems and meet the needs target digital platform; Migrate data from legacy to systems to new solutions/environments; Establish the security and backup procedures; 	Bachelor of Engineering

		<p>recommended architecture optimization strategies to enterprise architecture group; (70%) of time.</p> <ul style="list-style-type: none"> • Application Production Support: conduct root cause analysis of the issues identified; simulate the data conditions on the dev environment; release fixes to defects; fix issues reported from security vulnerability testing; find solutions to improve the performance of the scripts , (30%) of time 	
Chiranjeet Paul	Manager – Onsite	<p>Key Technical Lead driving the development of Key Modules of equity management platform using java Spring Boot Framework for a large BFS client. This involves:</p> <ul style="list-style-type: none"> • Software Development : Reverse engineer the trading monolithic modules; Working with UI architect and Enterprise architects in design of services interface; work with the business analyst and product owner of the module in creation of the functional specification document and provide signoff from technology side; create the application service design document; develop and review the services using Spring Boot framework; create the coding guidelines for the team members; Responsible smooth continuous delivery of software units, (60%) of time • Code Quality: Defect fixes; ensure the team members are following the right tools and processes for development; ensure the services created have covered the functional and non-functional requirements; help the infrastructure team in setup of environment by providing them details on all the software dependencies and resolving conflicts; work with the team in providing solutions to issues and resolving the code merging conflicts, (20%) of time. • Team Management: manage a 	Bachelor of Technology

		distributed team of onsite and offshore services developers; resolve the doubts, clarifications and issues raised by the offshore team members in daily calls; conduct effective performance evaluations, mentor developers, and senior developers through formal and informal channels for year-end appraisals. provide team promotions recommendations; participate in candidate interviews to select the right talent for the team, (20%) of time	
Akash Saxena	Technology Lead – Offshore	<p>Sr developer for front-end development for Mobile Hybrid app for our BFS client. This involves:</p> <ul style="list-style-type: none"> • Mobile App Design & Development: understand the business requirements and user design specifications; understand the mobile app strategy; create the mobile app low level design document; understand the third party systems integration scope; develop the third party integration interfaces using Cordova Framework; provide effort estimates for the features modules development; develop the code according to the published coding guidelines; provide task breakdown and estimation in every agile sprint; fix defects and technical issues; work with the other team members in conducting root cause analysis of critical defects issues; conduct peer code reviews and assist other team members; coordinate with third party component teams on the interface implementation work with design team to implement the responsive design patterns and UI component development, (90%) of time. • Team Management: conduct training for junior developers; onboard developers on the accessibility and security compliance needs; mentor the team; provide feedback to the lead; participate in the interviews to select the 	Bachelor of Engineering

		right candidates, (10%) of time	
Nitin Shewale	Sr Architect- Onsite	<p>Full Stack Architect with SME knowledge for a BFS client. This involves:</p> <ul style="list-style-type: none"> • Architecture and Application Development: creating enterprise level target architecture and transition roadmap; publish and validate the technology stack for target micro services based ecosystem; define standards and security frameworks for all web and mobile projects; review the third party products and tools; publish architecture designs with internal and external stakeholders involved in the projects; architectural design and development activities of digital Security projects using advanced digital tech stacks; performing the integration activities with external systems; Develop Boilerplates/Core framework with all the Best in Class aspects as a jumpstart for the development team to leverage in developing business modules., (80%) of time. • Code Quality & Team Management: develop the static code analysis pipeline; onboard the team on the best practices and compliance guidelines; review the security and accessibility vulnerability findings with team and provide solution/fixes; work with team on the root cause analysis of critical defects/issues; provide solutions to resolve design or business requests; participate in candidate interviews; provide feedback to manager on team members performance, (20%) of time 	Bachelor of Engineering
Brahma Reddy Kolli	Senior Manager – Offshore	<p>Offshore Delivery manager overseeing software development of the strategic transformation program for our BFS client. This involves:</p> <ul style="list-style-type: none"> • Project Management: Drive requirement understanding with Product owners, business stakeholders and other stakeholders; get sign-off on the 	Bachelor of Engineering

		<p>business objectives and scope of the program; document and get signoff on the non-Functional requirements from IT stakeholders; coordinate with internal development teams to arrive at the proposed high level solution approach and rough order magnitude budgeting/cost expected; prepare and get signoff on the final proposal; work with client and legal teams to get the Statement of work signed off; coordinate with all technology teams to collect the effort estimation and resourcing needs to arrive at a detailed project plan; conducting project management review sessions with senior leadership team and get their consent; conduct the daily Project planning and status update meetings; Setup and ensure correct use of Scrum processes; facilitate and Moderate the daily scrum, sprint planning meeting; coach and mentor team members on Agile methodology; manage the team at multiple locations- offshore and onsite through daily status calls; reviewing the daily progress; mitigation risks by taking necessary actions; monitoring progress against the baseline project plans based on daily metrics from JIRA dashboards, (50%) of time</p> <ul style="list-style-type: none"> • Software Delivery: Ensure continued delivery by keep track of any issues and risks for team in performing their duties on a daily basis. Conduct regular meeting with the team to capture the work completed and future work allocations. Update the project plan as regularly. Check for any slippage and assess risks and impacts; conduct regular reviews. prepare regression plans for every module. Measure project KPIs and report deviation to customer. Ensure adherence to Codenizant standards, (30%) of time. • People Management: conduct 	
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		<p>performance evaluations of team members; mentoring developers and senior developers through formal and informal channels for year-end appraisals; providing team member promotions recommendations; providing recommendations to hire and fire of all the reporting subordinates; reviewing the status reports of team members and addresses issues as appropriate, (20%) of time</p>	
Darurie, Venkata Santhosh Kumar	Manager – Offshore	<p>Offshore Delivery manager overseeing Front End Development of a strategic the advisor track for digital transformation program using Cognizant's C2 framework for delivery excellence. This involves:</p> <ul style="list-style-type: none"> • Project Management: Drive requirement understanding with Product owners, business stakeholders and other stakeholders; get sign-off on the business objectives and scope of the program; coordinate with internal development teams to finalize the high level solution approach, budgeting/cost expected; coordinate sessions between design team and technology team for walkthrough of user interface flows and specifications; work with client and legal teams to get the Statement of work signed off; conduct project management review sessions with senior leadership team and get their consent; present the daily updates communication to the client stakeholders; conducting the daily Project planning and kick-off meetings; Setup and ensure correct use of Scrum processes; facilitate and moderate the daily scrum, sprint planning and sprint demo meetings for the team and stakeholders; coaching and mentoring team members on Agile methodology to be followed; managing the team at multiple locations- offshore and onsite through daily status calls; mitigate risks by taking necessary actions; monitor 	Bachelor of Engineering

		<p>progress against the baseline project plans based on daily metrics form JIRA dashboards, (50%) of time</p> <ul style="list-style-type: none"> • Software Delivery: Ensure continued delivery by keeping track of any issues and risks on a daily basis; conduct regular meeting with the team to capture the work completed and future work allocations. update the project plan as required; conduct regular code reviews; prepare regression plans for every module; measure project KPIs and report deviation to customer. Ensure adherence to Codenizant standards, (30%) of time. • People Management: conduct performance evaluations of team members; mentor developers and senior developers through formal and informal channels for year-end appraisals; provide team member promotions recommendations; providing recommendations to hire and fire reporting subordinates; review the status reports of team members and addresses issues as appropriate, (20%) of time 	
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Mr. Grover's role and managerial responsibilities are no different as applied to managing direct and indirect subordinates because Cognizant's business model includes both vertical business segments (e.g., industry segment specific, such as banking and finance, healthcare, etc.) and horizontal business segments (e.g., product and service expertise, such as testing and system architecture as well as consulting, among others). Meaning, Mr. Grover directs, oversees, assigns work, evaluates the work product, and guides all direct and in-direct subordinates in terms of career development. As to indirect subordinates, there is one differential which is a corporate system functionality related to performance evaluations. The direct manager submits the annual performance evaluation for Mr. Grover indirect subordinates which contain meaningful input from Mr. Grover for his indirect subordinates.

Cognizant exclusively and directly hires, pays, supervises, and otherwise controls the activities of all employees, including all job duties and responsibilities. Mr. Grover provides services to Cognizant as a direct employee of Cognizant exclusively, and functions at all times under the exclusive direction and control of Cognizant management. Indeed, Cognizant is among many U.S. businesses that permit employees to work remotely, e.g., from an employee's home and/ or a client worksite. Throughout Cognizant maintains its employer-employee relationship with all Cognizant employees,

including those who may work remotely, through the managerial control that Cognizant generally exerts over its employees. Such Cognizant supervisory control over employees encompass many levels, including hire/ fire, assignment deployment/ re-deployment, productivity, desired outcomes, and actual processes and tools. As well, Cognizant assumes all responsibilities of an employer, including the payment of wages, the withholding of payroll taxes, the payment of federal and state taxes for unemployment, and other similar legal requirements. In the course of controlling the work activities of employees, Cognizant managers, in this instance, Mr. Grover, use a multitude of communication media and tools, including reporting and meetings, in person or through technology, such as video conferencing, desktop video, VoIP, mobile phones, and instant messaging.

In sum, I attest that Mr. Grover's role as Principal Architect-Technology is managerial, and crucial to ensuring the continued success and leadership of our company.

Sincerely,

A handwritten signature in dark ink, appearing to read "I Jayachandran". The signature is written in a cursive, somewhat stylized script.

Indrakumar, Jayachandran
Practice Area Business Partner, Cognizant Digital Business