Cognizant

August 11, 2020

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

Re: Kalyan Chatterjee

To Whom It May Concern:

This letter is issued in reference to Mr. Kalyan Chatterjee's and his job duties. Mr. Kalyan Chatterjee commenced his direct employment with Cognizant Technology Solutions India Ltd. Pvt. In India on a full-time, 40 hour per week basis, on April 26, 2010 until November 27, 2015. I have firsthand knowledge of Mr. Chatterjee's employment at Cognizant technology Solutions India Pvt. Ltd. in India from July 1, 2013 to November 27, 2015 and attest that Mr. Chatterjee has managerial expertise. I hold the position of Associate Director at Cognizant in India and served as Mr. Chatterjee's manager in India during the mentioned time period.

Mr. Chatterjee provided advice and guidance to an 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 tools. As such, Mr. Chatterjee served as a manager who exhibited proficiency in planning the day-to-day activities of his offshore team that was performing an indispensable function, while at the same time coordinating with teams performing duties related to the same project on-site. Mr. Chatterjee built team spirit by presiding over team meetings to establish project goals and objectives while ensuring full understanding and compliance with project plans. He used his vast managerial IT project management experience to direct day day-to-day activities of onsite and offshore professional team members who were conducting similar functions, as well as provided guidance based on his in-depth experience with the principles, techniques, and technologies necessary to complete the project. Mr. Chatterjee used his established technical skills and an excellent understanding of the underlying technology involved to manage and guide his team to achieve quality software deliverable. In short, Mr. Chatterjee provided leadership through project management, including management duties of reporting metrics, such as deliverables to Cognizant senior management. He guided the professionals comprising the development team, which required onsite and offshore project management, planning and

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executing customized systems deliverables, and knowledge transfer (e.g., training professional subordinates). He served as an escalation to resolve technical issues and setting goals and providing performance feedback for subordinates.

Mr. Chatterjee's day-to-day responsibilities included 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. As most organizations, our managers collaborate with our Human Resources function which is why Mr. Chatterjee held "discretionary" authority to hire and fire the professionals under his management and supervision.

Mr. Chatterjee was responsible for managing a large team of highly qualified frontend developers who were responsible for creating best in class UI prototypes for various frontend reactive applications. He guided his team to perform following activities: setting up best possible frontend architecture, setting up automation to move the completed feature to test server as the developer develop features, understood the end user goals, created high fidelity user interfaces, Documented UI standards, best practices, style guides and performance optimization to deliver world class applications.

As a project manager, Mr. Kalyan Chatterjee was involved in creating and implementing project plans, communicated the plan to stake holders and account leaders, assigned daily and weekly activities to team members, mentored and guided them in their development activities, scheduled client reviews and ensured timely sign offs on development deliverables.

As a senior member of Cognizant account management team, Kalyan also involved in building and managing fruitful client relationships to help drive more business.

I provide the below table describing Mr. Kalyan Chatterjee's role as compared to my managerial role during the above-mentioned period:

Associate Director – Ritesh Grover Job Duties Below:	Manager - Kalyan Chatterjee Job Duties Below:
• Responsible for the entire delivery and operations of multiple accounts for Cognizant Interactive • Accountable for Profit/Loss of multiple accounts • Key stakeholder in managing multiple customer relationship • Responsible for business growth for the Cognizant Interactive	Chalked out the project plan and effort Understood the scope & deliverables of projects Collected project updates and status from team members Communicated and coordinated with the account team and business stakeholders. Understood and managed day to day requirements and needs of the business owner.

• Provided thought leadership and consulting in Interactive space.	Worked with onsite client-facing project manager for clarification and new project request.
• Had ownership of a large delivery team comprising of Project Managers, Architects, Team Leads and Developers and provided guidance through next level. • Responsible for customer satisfaction	• Provided daily and weekly status update to client and business owner. • Managed strategic projects and provided though leadership to the business owners. • Managed and coordinated with multiple stakeholders across teams.
• Led multiple Business unit level initiatives around delivery excellence, Career Architecture and innovation in alignment with the vision of the organization.	• Presented prototypes to stakeholders for understanding gaps and performance issues in the application. • Worked with the development team to provide required assets and design alignment. • Reviewed application post development on acceptance criteria before launch.
• Lead member of the account level steering committee to ensure sustainable operation and growth for the accounts being managed.	• Conducted performance appraisal for the associates and provided feedbacks regarding their strength and weaknesses. • Planned, assigned and tracked performance goals of the associates.
• Mentored next level leadership • Engaged in business development and operational efficiency improvement.	• Communicated project status and metrics. • Managed project risks and Project escalations.
• Technology thought leadership. • Decision maker on technology or platform choice for key program implementations. • Responsible for People functions (Performance reviews, Learning & Development, Retention strategies) in coordination with Cognizant HR leadership. • Provided key business and operation inputs to Cognizant senior leadership on business functions.	• Oversaw billing • Forecasted and time managed for assignment segment and engagement.

The below chart depicts Mr. Chatterjee's role within the hierarchy of the assigned managerial engagement:
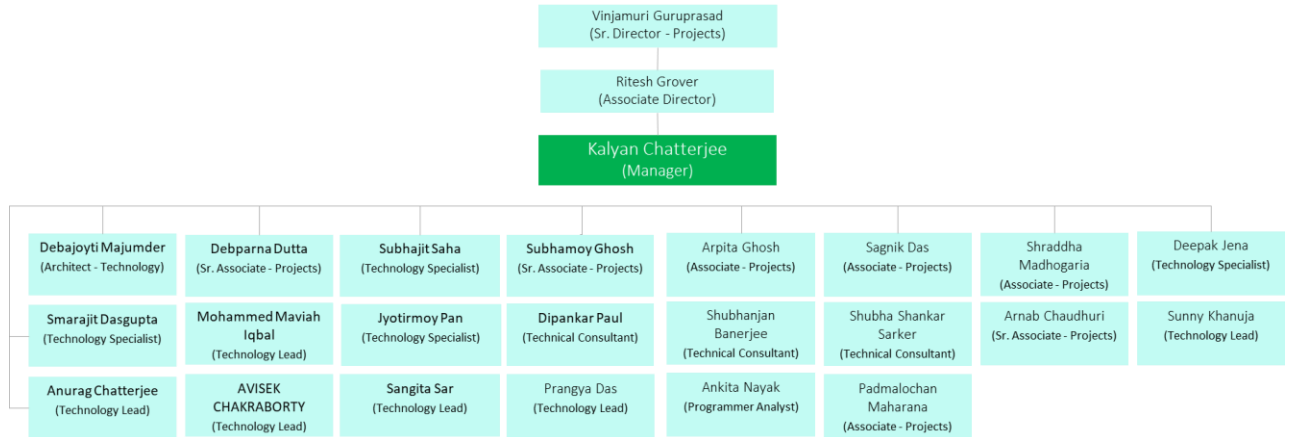
Mr. Chatterjee's role and managerial responsibilities did not vary in terms of managing direct and indirect subordinates because Cognizant's business model included both a vertical business segment (e.g., industry segment specific, such as banking and finance, healthcare, etc.) and horizontal business segment (e.g., product and service expertise, such as testing and system architecture as well as consulting, among others). Meaning, Mr. Chatterjee directed, oversaw, assigned work, evaluated the work product, and guided these subordinates in terms of career development. As to indirect subordinates, there was only one differential which is a corporate system functionality related to performance evaluations. The direct manager submitted the annual performance evaluation for Mr. Chatterjee's indirect subordinates which contained meaningful input from Mr. Chatterjee for his indirect subordinates.

In sum, I attest that Mr. Chatterjee's role as Manager-Projects was managerial, and crucial to ensuring the continued success and leadership of our company.

Sincerely,

Ritesh Grover
Associate Director