

Cognizant

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October 10, 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 Mr. Ritesh Grover and his job duties. I have firsthand knowledge of Mr. Grover's full-time, 40 hours per week employment in a managerial role at Cognizant Technology Solutions India Pvt. Ltd. in India from July 1, 2014 to August 4, 2017. I hold the position of Associate Vice President at Cognizant in India and served as Mr. Grover's manager in India during the mentioned time period.

Mr. Grover provided 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 tools. As such, Mr. Grover 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. Grover 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 IT project management experience to direct day-to-day activities of onsite and offshore professional team members who were assigned the work based on the particular phase or component of the project(s), as well as provided guidance based on his in-depth experience with the principles, techniques, and technologies necessary to complete the project(s). Mr. Grover 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. Grover 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 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. Grover'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.

Mr. Grover was responsible for overseeing and managing the implementation of Cognizant's customized solutions. A key managerial duty performed by Mr. Grover was to assess and implement project plan changes related to the utilization of resources by comparing the total effort to the budget effort which had 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 impacted productivity metrics. Additionally, Mr. Grover was 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 held 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 had ownership of cost management for his assigned segment of the engagement which was critical to the project's success and involved a whole host of variables, such as quality, scope and productivity. Mr. Grover reviewed dashboards to show where documentation was lacking and implemented project improvements to prevent delays.

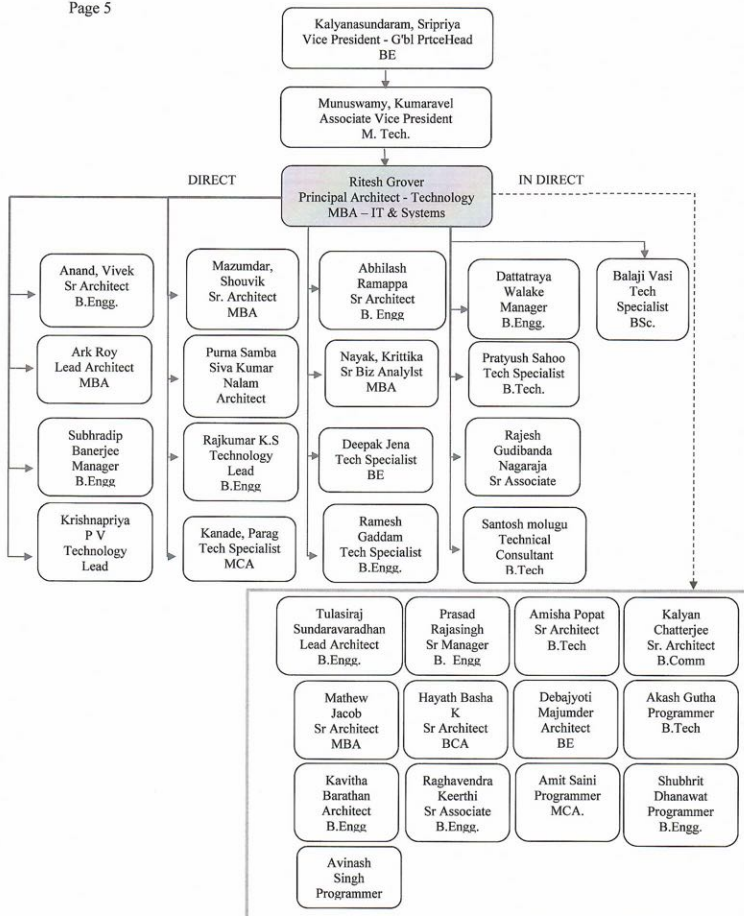
I provide the below table describing Mr. Grover's role and percentage of time:

Ritesh Grover Principal Architect - Technology	Percentage of Time
Technical Governance and Execution - <ul style="list-style-type: none"> • Set the technology roadmap, solution, approach, target and transition state, high-level design, application Architecture etc • Partner to client architecture group to ensure delivery of digital transformation project as per technical standards and specifications • Aligned and governed the transformation journey to the overall Information Technology (IT) Digital Strategy • Deployed quality engineering excellence by setting the best practices, guidelines, recommended boilerplates and built the program level seed project • Ensured global compliance to the required legislative, data and technical standards through suitable applications, technology and business processes 	50%

<ul style="list-style-type: none"> • Liaised with senior managers and technical leads along with client stakeholders in providing suitable solutions and IT services. • Aligned the team to the DevOps principles and toolsets being established and bring in high degrees of automation throughout the development process. • Ensured code quality: guide the team in understanding and alignment towards the overall IT Digital strategy, architecture principles which could impact performance and compliance needs of the final software. • Provided the architectural governance • Conducted audits and final approver of all development artefacts merge requests for higher environments • Oversaw the buildup of Architecture/assets repository setup, health and adoption • Governed and reviewed the buildup of the software architecture document and its signoff. • Ensured that security, reliability and performance are embedded into the team skills, development process and architecture • Final approver to all technical design solutions approach to be adopted across the web and mobile channel implementations 	
<p>Service Delivery:</p> <ul style="list-style-type: none"> • Understood and detailed out the scope and deliverables of program • Communication and collaboration with the account team and client stakeholders • Manage the end-to-end delivery of multiple complex digital transformation projects • Performed customer negotiations for scope, sizing and costing of the program. • Engaged with client business partners to gain buy-in on prioritization and agreement on the key performance metrics which will be impacted. • Built and managed a multidisciplinary, multi-location team ensuring that the correct structure and levels of skill are there to deliver to project objectives. • Ensured an efficient software methodology is in place, aligned to agile / lean principles, learning and iterating frequently, highly collaborative and regularly improved. • Led the Planning process of collaboratively building the Sprint wise project plan considering the user story priorities, business MVP priority, technical work breakdown tasks, dependencies and capabilities of the team • Owned the delivery roadmap, had reviews with the Product Owner and business stakeholders to prioritize the backlog and had it translated into user stories over time. • Conducted Regular delivery reviews and CTO/Architecture team connects. • Participated in strategic program level meetings and design walkthrough meeting to ensure goals and objectives of the scope of services are met • Aligned and Governed the transformation journey to the overall IT Digital Strategy 	40%

<ul style="list-style-type: none"> • Made decisions on implementation strategies post reviewing the pros and cons and identified risks. • Monitored and reviewed deliverables to ensure code quality as per NFR, BIC and compliance to industry standards accessibility and in line with agreed timelines • Ensured delivery issues are resolved in a timely fashion. • Single point of escalation and Point of Contact (POC) for all leadership updates and stakeholder communication. • Regularly reviewed operational metrics to validate the effectiveness of the software developed in meeting customer needs • Reviewed Project health with performance reports, risks and dependencies • Reported overall program delivery status to Client stakeholders and Cognizant Leadership • Planned and executed change requests and release management with the help of demand management tool, work backlog and release scheduled • Performed risk management – identification and planning risk mitigation activities for adverse impacting risks. • Setup and Led multiple innovation and incubation units, to explore new ideas and options with newer technology and processes, that help build newer digital capabilities and service lines. e.g Augment Reality, JS based Hybrid Mobile App etc. • Reviewed the skill and resource shortages in the projects and got hiring approvals from leadership accordingly • Worked closely with HR to roll out offers for selected candidates • Drive motivational and team building activities and events • Supervised and mentored the learning & Reskilling road map of the resources including talent and succession planning. • Encouraged a culture of innovation focused on adding value – enable and empower team to think and act creatively • Managed the career aspirations and appraisal of the direct reportees. 	
<p>Business Development:</p> <ul style="list-style-type: none"> • Assessment and inception of new technologies in line with business goals • Ensured that funds and other resources are made available as needed • Anchored and oversaw the business proposals, effort sizing, execution approach, client presentations. • Setup Center of Excellence (COE) and incubation center for assessment and buildup of capabilities in line with industry trends • Represented organization in business development efforts including presentations and seminars, whitepapers, industry trends, surveys etc. • Reviewed the overall technical solution: target state, competitor analysis, efforts and estimations, resource planning and execution strategy 	10%

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
Vivek Anand	Sr. Architect – Offshore	<p>Lead UI Architect driving the development Hybrid Mobile App using Ionic framework in the program. His Key Job duties were:</p> <ul style="list-style-type: none"> • UI Application Design and Documentation - designing the app modules and interface services; contributing to Overall Software architecture document; Create UI Layer high level and low level design documents; define, develop and implement UI best practices into boilerplate framework for project, (20%) of time. • UI Modules Execution: planning and execution of sub modules of the project; create application integrations strategies; conduct performance profiling of application using Chrome dev tools and lighthouse; provide technical guidance to the team members; providing estimates of the user stories, (20%) of time • Technical Delivery: Supervising and resolving technical issues; working across team to optimize code sharing across features and component reusability; providing solutions and assisting the team on technical issues, (20%) of time • Team Management: Managing and supervising a large group of associates; conducting team's performance evaluation – including Annual ratings, recommendations for promotions etc., (20%) of time • Code Quality: conducting daily code reviews; Monitoring Test Coverage & Nonfunctional requirement mandates; developing and monitoring the code static code analyzer tool; focus on 	Bachelor of Engineering

		mobile web performance optimization techniques, (20%) of time	
Shouvik Mazumdar	Sr. Architect – Offshore	<p>Offshore Lead for Design and Development of Augmented/Virtual Reality (AR/VR) solutions for clients using 3D, Maya and OpenGL technologies. This involved:</p> <ul style="list-style-type: none"> · Business Development: Worked on Client proposals and provided AR/VR technical solution, participated in client presentations; supported tech conference and shows; developed Proof of concepts; facilitated feasibility studies for AR/VR incorporated costs and benefits; created concepts and demos for clients; (20%) of time; · Architecture and Solutions: created point of Views presentations for emerging AR/VR technologies based on proof of concepts and research; created architecture and developed best practices; built Cognizant's AR/VR platform components and IP, (20%) of time; · Service Delivery: Understood business requirements and Scope of Milestones; Ensured timely delivery of modules as per technical spec; Supervised the User journey & wireframe development; reviewed the code developed by team and resolved technical issues; reviewed the automated code quality reports, (30%) of time; · Team & Skills Development: Recruited and Mentored new talent with the niche skills of 3D, Maya, Aurdino etc; conducted trainings with developers; performed yearly team performance evaluations; provided Team promotion recommendations; provided recommendations to hire and fire of all the reporting subordinates; participated in interviews: worked with HR in role mapping; (30%) of time; 	Master of Business Administration
Ramappa, Abhilash	Sr Architect – Offshore	<p>Scrum Master managing the development of Reality (VR) apps. His key Job Duties were:</p> <ul style="list-style-type: none"> · Agile Scrum : Setup of and ensuring correct use of Scrum processes; facilitate and Moderate the daily scrum, sprint planning and sprint demo meetings for 	Bachelor of Engineering

		<p>the team and stakeholders; coaching and mentoring all team members on everything about Agile Methodology of software development, (30% of time)</p> <ul style="list-style-type: none"> · Program management - Conducting the daily Project planning and kick-off meetings; Managing the team at offshore multiple locations and onsite through daily status calls; Managing 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) · Team management - Conducting 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) 	
Dattatraya Walake	Manager – Offshore	<p>Project Manager responsible for managing the Front End Interface development track for a large BFS track using ReactJS JavaScript framework and HTML5. His Key Job duties were:</p> <ul style="list-style-type: none"> • Application Design & Documentation: facilitate and participate in architecture, code, test plans, project plans, deployments and discussions; ensure component reusability and compliance to standards, (10%) of time • Project Management: work on planning the stages of the project; coordinate closely with User Experience, Front End developers, UI Architects and key subject matter experts in defining the solution scope; review the work breakdown structure, effort estimations and amend plans as necessary; Coordinating and supervising the activities of the project team; Coordinating and overseeing the implementation of the project; monitoring progress including 	Bachelor of Engineering

		<p>project/program budget, timescale and quality; reporting on project progress & health to senior management and client, (40%) of time.</p> <ul style="list-style-type: none"> • 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, (20%) to time • Team Management: Conducting team's performance evaluation – includes Annual ratings, recommendations for promotions etc., (20%) of time • Code Review: participating in peer and architecture 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, (10%) of time 	
Ark Roy	Lead Architect – Offshore	<p>Lead UI Architect driving the Development of rich internet application interfaces based Single Page Application architecture for a large Wealth management client. His Key Job Duties were:</p> <ul style="list-style-type: none"> • UI Application design - designing the app modules and interface services; contributing to Overall Software architecture document, Create UI Layer high level design and low level design, (20%) of time. • Requirements understanding - business requirements; UX wireframes and VD (PSD's) for all form factors (mobiles/ tablet/desktop); create technical work breakdown structure of tasks; effort sizing for each task; create JIRA tasks for each user story, (20%) of time. • Application Development - planning and development of sub modules of the project using ReactJS-Redux JavaScript frameworks; Task WBS in Agile/Jira Board; Agile Milestone Plan; providing estimates of the user stories, Supervising and resolving technical issues; providing solutions and assisting the team on technical issues (40%) of time. 	Master of Business Administration

		<ul style="list-style-type: none"> • Conduct code peer reviews; provide solutions and assist team members in resolving issues; mentor junior team members, participate in interviews to hire right talent, (10%) of time. • Participate in daily onsite-offshore calls for requirement clarifications; workshops for jointly resolving development issues team members, (10%) of time. • contribute to RFP proposals; prepare presentation on emerging UI design patterns, technologies and approaches; participate in client floor walks and capability presentations, (10%) of time. 	
Purna Samba Siva Kumar Nalam	Architect - Offshore	<p>Lead for creating the Learning & Content material for all the Modules. His Key Job duties were:</p> <ul style="list-style-type: none"> • Requirements Management – document the content needs with all Business stakeholders across regions; get business Signoff on the content concepts generated for user personas and Region locales, (20%) of time. • Architect, Design and Develop – create content recommendations; define the tone and editorial guidelines; develop the taxonomy and metadata; design CMS tool (Adobe AEM) customizations needed, (30%) of time. • Content Delivery – Lead and manage the team of content writers (producers) to put out new content; conduct content assessments; validate content ecosystem; plan the Delivery Milestones and track the progress; be the Point of escalation for all issues; proofread all content and ensure legal and operational alignment; publish status updates to all CTS and client stakeholders, (30%) of time. • Team Management –performance evaluations of team members; providing team member promotions recommendations; reviewing the status reports of team members and addresses issues as appropriate, (20% of time) 	Bachelor of Technology

Krittika Nayak	Sr. Business Analyst – Onsite	<p>Working as Sr Business Lead for a key Digital program for BFS (Credit Cards) client. Her key job duties were:</p> <ul style="list-style-type: none"> • Business Analysis & Documentation: Liaising with internal/external clients in order to analyze business procedure, clarifying clients' requirements and to define the scope of existing software, hardware and network. develop detailed functional specifications with user stories, use cases and test plans for new systems; establish and clarify the aims, objectives and requirements of the IT project or program; assist in developing User journey & wireframes; assist in creating end user training manuals, (40%) of time. • Business Development: assist in developing and presenting proposals to clients; undertake the feasibility studies for major IT developments incorporating costs and benefits; establishing client relationships; building expansion pipeline with regular monthly point of view sessions with clients, (10%) of time • Project Management: work on planning the stages of the project; coordinate closely with UX, developers, Architects and key subject matter experts in defining the solution scope; review the work breakdown structure; Coordinating and supervising the activities of the project team; managing the third party contributions to the project; monitoring progress including project/program budget, timescale and quality; reporting on project progress & health to senior management and client, (50%) of time. 	Master of Business Administration
Pratyush Sahoo	Technology Specialist – Offshore	<p>Lead UI Architect driving the Development of rich internet application interfaces based Single Page Application architecture for a large Wealth management client. His Key Job duties were:</p> <ul style="list-style-type: none"> • UI Application Design and Documentation - designing the app modules and interface services; create and make design decisions on application features; contributing to Overall Software architecture document; 	Bachelor of Technology

		<p>Create UI Layer high level and low level design documents; define, develop and implement UI best practices into boilerplate framework for project, (20%) of time.</p> <ul style="list-style-type: none"> • Requirements understanding - business requirements; UX wireframes and VD (PSD's) for all form factors (mobiles/ tablet/desktop); create technical work breakdown structure of tasks; effort sizing for each tasks; create JIRA tasks for each user story, (10%) of time. • Application Development - planning and development of sub modules of the project using Angular JavaScript framework; Task WBS in Agile/Jira Board; Agile Milestone Plan; providing estimates of the user stories, Supervising and resolving technical issues; (40%) of time. • Conduct functional, UX and technical code reviews; provide solutions and assist team members in resolving issues; mentor junior team members, participate in interviews to hire right talent, (10%) of time. • Participate in daily onsite-offshore calls for requirement clarifications; workshops for jointly resolving development issues team members, (10%) of time. • Contribute to RFP proposals; prepare presentation on emerging UI design patterns, technologies and approaches; participate in client floor walks and capability presentations, (10%) of time. 	
Subhradip Banerjee	Manager, Offshore	<p>Project Manager responsible for managing the UI track for a Key BFS Modules. His key Job duties were:</p> <ul style="list-style-type: none"> • Application Design: contributing to design of Angular JS application and HTML/CSS and JavaScript; creating the high level and low level architecture document and solution approaches for the application modules; conduction proof of concepts to evaluate/validate solution approach and new technology options, (20%) of time • Planning and execution of sub modules of the project with team; owning task 	Bachelor of Engineering

		<p>planning of technical jira items in agile sprint; reviewing Estimations provided by developers for their tasks for the user stories, (20%) of time</p> <ul style="list-style-type: none"> • 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, (20%) to time • Team Management: Conducting team's performance evaluation – includes Annual ratings, recommendations for promotions etc., (20%) of time • 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 	
Rajkumar K.S	Technology Lead – Offshore	<p>Lead for development of Responsive UI skinning for advisor and investor tracks. His Key Job duties were:</p> <ul style="list-style-type: none"> • Developing Front End using Responsive Framework Bootstrap and Cognizant's C2 framework; creating low level application design and RWD strategy; develop automated unit tests; fix defects and submit daily status report, (40%) of time. • Requirements understanding - business requirements; UX wireframes and VD (PSD's) for all form factors (mobiles/tablet/desktop); create technical work breakdown structure of tasks; effort sizing for each tasks; create JIRA tasks for each user story, (20%) of time. • Conduct code peer reviews; provide solutions and assist team members in resolving issues; mentor junior team members, participate in interviews to hire right talent, (20%) of time. • Participate in daily onsite-offshore calls for requirement clarifications; workshops for jointly resolving development issues team members, (10%) of time. 	Bachelor of Engineering

		<ul style="list-style-type: none"> • Contribute to RFP proposals; participate in client floor walks and capability presentations, (10%) of time. 	
Deepak Jena	Technology Specialist – Offshore	<p>Technology lead UI development of Investor Modules with Single Page Architecture using ReactJS framework. His Key Job duties were:</p> <ul style="list-style-type: none"> • Developing Front End using RIA JavaScript framework AngularJS and Cognizant's C2 framework; creating low level application design; develop automated unit tests; fix defects and submit daily status report, (40%) of time. • Requirements understanding - business requirements and UX design specifications; create technical work breakdown structure of tasks; effort sizing for each tasks; create JIRA tasks for each user story, (20%) of time. • Conduct code peer reviews; mentor junior team members, participate in interviews to hire right talent, (20%) of time. • Participate in daily onsite-offshore calls for requirement clarifications; workshops for jointly resolving development issues team members, (10%) of time. 	Bachelor of Engineering
Rajesh Gudibanda Nagaraja	Sr. Associate – Offshore	<p>Sr Developer Offshore for development of components for Mobile Hybrid Apps for a large Mutual fund client using Cordova, Ionic and Angular JavaScript framework. His Key Job duties were:</p> <ul style="list-style-type: none"> • Designing and Developing hybrid mobile app using Ionic framework; creating low level design; evaluate and pilot native plugins that help build rich mobile experiences using mobile capabilities like camera, accelerometer, location etc.(30%) of time. • Implement Input validations (security vulnerabilities) compliance; implement integration of third party native plugins features using camera, biometric etc., (20%) of time. • Implement mobile design patterns into components leveraging ionic native; create automated unit tests; participate in Daily onsite-offshore calls for requirement clarifications; workshops 	Bachelor of Engineering

		<p>for jointly resolving development issues, (30%) of time.</p> <ul style="list-style-type: none"> • Conduct code peer reviews; mentor junior team members; participate in interviews to hire right talent , (20%) of time 	
Krishnapriya P V	Technology Lead – Offshore	<p>Working as Technical Lead for the key B2C facing digital UI refresh project for BFS client. Her Key Job duties were</p> <ul style="list-style-type: none"> • Front End Design: Designing the UI App framework identifying the components, containers, scaffolding, cross cutting features, responsive patterns and style guide. Coordinate with Interface architects on the User Experience flows and design palette; work with Server Side API architects on the API (JSON) contracts of the services, (20%) of time. • App Development & Enhancements: developing rich front end applications using ReactJS, HTML5, bootstrap frameworks; implement best practices and standards from cross browser compatibility and accessibility; doing peer code reviews; reviewing low level design and code with Module Leads, (40%) of time. • Reverse engineering the existing code to pull out the existing front end business logic and validations; Coordinating with offshore team on all technical decisions and onsite progress; provide updates in the daily scrum standup meetings; update all the technical tasks in JIRA as per the agile methodology adopted, (30%) of time • Talent Induction & Grooming: participating in recruitment drives to bring great talent on board; managing and supervising large group of associates; resolving their technical and operational issues, (10%) of time. 	Master of Computer Applications
Parag Kanade	Technology Specialist – Offshore	<p>Sr Developer Offshore for development of components for Cognizant's digital framework. His Key Job duties were:</p> <ul style="list-style-type: none"> • Developing Front End core framework elements using Angularjs; developing server side components using Reactive programming with Spring5, NodeJS, Amazon AWS; creating low level 	Master of Computer Applications

		<p>design; develop automated unit tests; fix defects and submit daily status report, (30%) of time.</p> <ul style="list-style-type: none"> · Implement application components using RIA JavaScript framework AngularJS and Cognizant's C2 framework; create automated unit tests; participate in Daily onsite-offshore calls for requirement clarifications; workshops for jointly resolving development issues, (50%) of time. · Conduct code peer reviews; mentor junior team members; participate in interviews to hire right talent , (20%) of time 	
Ramesh Gaddam	Technology Specialist – Offshore	<p>Sr UI Developer Offshore for Advisor Modules. His Key Job duties were:</p> <ul style="list-style-type: none"> · Developing Rich Front End for advisor applications using JavaScript framework AngularJS, Bootstrap and HTML5; creating low level design; develop automated unit tests; fix defects and submit daily status report, (30%) of time · Architect & develop efficient reusable components using Atomic design; Implement software enhancements and defect fixes using Cognizant's C2 framework; review existing programming configurations and ensure compatibility of the applications across browsers using Javascript, HTML5 AngularJS, (15%) of time. · Review and Implement ARIA tags (for accessibility) and Input validations (security vulnerabilities) compliance leveraging the findings of Cognizant's accessibility and security assessment framework report; (15%) of time. · Understand the business requirements and UX design specifications; create technical work breakdown structure of tasks; create JIRA tasks for each user story, (20%) of time. · Conduct code peer reviews; mentor junior team members; define UI development best practices and apply them across the distributed team, (20%) of time. 	Bachelor of Engineering
Santosh molugu	Technical Consultant	<p>Sr Developer Offshore for development of components for Cognizant's digital framework. His key Job duties were:</p>	Bachelor of Technology

		<ul style="list-style-type: none"> • Developing Front End core framework elements using JavaScript framework Angularjs; developing server side components using Reactive programming with Spring5, NodeJS, Amazon AWS; create technical work breakdown structure; (30%) of time. • Implement ARIA tags (for accessibility) and Input validations (security vulnerabilities) compliance into the generic reusable UI components; (20%) of time • Implement responsive web design patterns into components using leveraging Bootstrap; develop JavaScript polyfills to ensure the features work across all browsers and supported versions; create automated unit tests; participate in Daily onsite-offshore calls for requirement clarifications; workshops for jointly resolving development issues, (30%) of time. • Conduct code peer reviews; mentor junior team members; participate in interviews to hire right talent , (20%) of time 	
Balaji, Vasi	Technology Specialist	<p>Sr Developer Offshore for Advisor Modules. His Key Job duties were:</p> <ul style="list-style-type: none"> · Understand the business requirements and UX design specifications; create technical work breakdown structure of tasks; create JIRA tasks for each user story, (20%) of time. · Front End development for advisor module using RIA JavaScript framework AngularJS in line with Architecture Blueprint. This involves fixing defects, low level design, estimation of the user stories, unit testing of the pages and submitting daily status reports, 60% of time • Conduct code peer reviews; mentor junior team members; participate in interviews to hire right talent , (20%) of time 	Bachelor in Science (BSC) –Computer Science

In-Direct Full-Time, 40h per week, Subordinates Names	Job Title & Location	Detailed Job duties and Percentage of Time	Highest Degree
Tulasiraj Sundaravaradhan	Lead Architect – Offshore	<p>Full Stack Architect with Subject Matter Expertise in the mutual funds space for the design and development of Responsive Web Interface and Hybrid mobile app. His Key job duties were:</p> <ul style="list-style-type: none"> • Architecture and Development: prepare review the Reverse Engineering document of the current application; review and Sign Off of the final Functional Specification document; review and final sign off of the Software Architecture document; define standards and security frameworks for developing Front End using HTML5, Bootstrap, AngularJS, Ionic frameworks ; review the third party products and tools; publish architecture designs with internal and external stakeholders involved in the projects; ; build the business data model; define the contract for Business, facade and data services; develop boilerplates/core framework with all the best in class aspects as a jumpstart for the development team to leverage in developing business modules, (60%) of time • Software Delivery: supervise and help resolve all technical issues; 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 weekly status review meetings with client; Ensure standardization and reusability across modules; Ensure compliance to standards and agreed SLAs, NFR's, (30%) of time 	Bachelor of Technology

		<ul style="list-style-type: none"> • Team Management: Provide feedback on team members performance; mentor developers and senior developers; conduct training for junior developers; onboard developers on the accessibility and security compliance needs; provide feedback to the lead; participate in the interviews to select the right candidates, (10%) of time 	
Prasad Rajasingh	Sr Manager – Offshore	<p>Key expert providing front-end technology consulting and subject matter expertise into digital transformation program for clients. His Key job duties were:</p> <ul style="list-style-type: none"> • Business Development & Consulting: establish and clarify the aims, objectives and requirements of the program; define the scope of existing software, hardware and network; conduct analysis of existing business models and flows of data; develop detailed assessment of the existing technology ecosystem and feature heat map; conduct the feasibility studies and comparison of technology options for Responsive Design Patterns, component strategy, mobile strategy and tooling landscape incorporating costs and benefits; presenting final proposals to clients. Identifying opportunities of growth; establishing client relationships; building expansion pipeline with regular monthly point of view sessions with clients working with client or senior management to establish and clarify the aims, objectives and requirements of the IT project or program, (50%) of time • Project Management: Planning the stages of the project; reviewing the work breakdown structure and amend plans as necessary; coordinate closely with User Experience, developers, Architects and key subject matter experts in defining the solution scope; coordinating and overseeing the implementation of the project; managing the third party contributions to the project; monitoring progress including project/program budget, timescale and quality; reporting on project progress & health to senior management and client; participate in change control meeting and present the 	Bachelor of Technology

		efforts, solution options, cost and timeline impacts; participate in the defect triage meetings to address the development teams doubts or queries, (50%) of time	
Amisha Popat	Sr Manager – Offshore	<p>Scrum Master for a key digital transformation program in the mutual funds vertical. Her Key job duties were:</p> <ul style="list-style-type: none"> • Scrum Management: setup scrum processes; facilitate and moderate the daily scrum, sprint planning and sprint demo meetings for the team and stakeholders; coaching and mentoring all team members on everything about Agile Methodology of software development; ensure correct use of Scrum processes; track and help remove impediments for the development team; help product owner and team make the robust product backlogs to be taken up for next/subsequent sprints; organize exchange/workshops events between development team and all the required stakeholders; conduct release planning exercise; mediate the conflicts between the goals of development team and product owner/business teams, (30%) of time • Project Management: get sign-off on the business objectives and scope of the program from business stakeholders; 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 budgeting/cost expected; coordinate sessions between client design team and internal technology team for understanding requirements; prepare and get signoff on the final proposal; 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; present the daily updates communication to the client stakeholders; conducting the daily project planning and kick-off meetings; managing the team at offshore multiple locations and onsite 	Bachelor of Technology

		<p>through daily status calls; managing 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</p> <ul style="list-style-type: none"> • People Management: Conducting 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 	
Kalyan Chatterjee	Sr Architect – Offshore	<p>UI Architect leading the development for all hybrid Mobile App development using Ionic framework. His Key job duties were:</p> <ul style="list-style-type: none"> • Architecture and Development: Understand business requirements; understand the Technical Architecture Road map and approved Software Architecture Document (SAD) directions; Design the mobile App Architecture and solutions strategy. This includes –CSS strategy, Ionic framework components, Native plugins, scaffolding and Modules, Security framework, Tech Stack, Devops and NFR; develop the core boilerplate framework as a jumpstart for all the developers; review the desing of the UI service interfaces contract; develop proof of concepts for integrating with third party tools and libraries; develop the build automation pipeline for the project, (40%) of time • Software Delivery: Responsible for planning and execution of modules of the project; task planning as per agile sprint plan; Estimation of the user stories; Review existing programming configurations, versions dependencies and assess its compatibility with the new technology stack; Supervise and help resolve all technical issues; provide 	B.Comm

		<p>solutions and assist the team; manage a very large team running two parallel sprint/agile tracks; monitor the daily task delivery as per plan; update all stakeholders on progress; participate in weekly status review meetings with client; Review code and ensure standardization and reusability across modules; Ensure compliance to standards and agreed SLAs, NFR's, (40%) of time</p> <ul style="list-style-type: none"> • Team Management: Manage a very large team of mobile ionic developers, UX designers. Technology leads and BA's in the program; Conduct team member's performance evaluation – includes Annual ratings, recommendations for promotions etc.; mentor developers and senior developers; conduct regular technology training sessions for the team, (20%) of time 	
Mathew Jacob	Sr Manager – Offshore	<p>UI Competency location Lead managing the development of Front End skills competency and providing the overall software delivery governance for the programs in the location. His Key job duties were:</p> <ul style="list-style-type: none"> • Business Support: Understand the scope and Project plan from skills, timeline and resourcing needs for the digital practice; Identify and assess the skill gaps and training needs; Provide support for request for proposals by identifying the right architect to provide solution; oversee and review the solution and estimates given by architect; work with team in creating skills capability presentation, case studies demonstrating the delivery success across domain and technology choices; participate the Demo of turnkey solutions like 3D, AR/VR/Mobile Hybrid apps to clients; work towards preparation of white papers on front end excellence, (30%) of time • Resourcing Fulfilment: Provide the required JD for resource fulfilment; Work with HR team in the recruitment and Job offer rollout of the selected candidates; Monitoring progress against the baseline project plans; Work with Academy to outline the required training for the team; 	Master of Business Administration

		<p>Facilitate and oversee the technical training to all the team members, (30%) of time</p> <ul style="list-style-type: none"> • Delivery Management: Supervise the activities of the project team; Coordinate and oversee implementation of the project; Attend escalation meetings and help resolve the issues; Work on team building activities to ensure the team is working as a team and motivated towards project delivery Act on resource feedback form delivery managers; Resolve team conflicts; Help resolve resource difficulties and any distractions that he may be facing in his location, (20%) of time • Team Management: Conducted effective performance evaluations; Team promotions recommendations; Authorized & recommended hire and fire options for subordinates; review the status reports of team members and addresses issues as appropriate, (20%) of time 	
Hayath Basha K	Sr Architect – Offshore	<p>Full Stack Architect with Subject Matter Expertise in the mutual funds space. His key job duties were:</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; evaluate the frameworks for all the three layers: Front end Javascript, Middle Tier Service API and Downstream data handling; 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; participate in weekly status review meeting with 	Bachelor of Computer Applications

		<p>client; ensure standardization and reusability across modules; , (80%) of time</p> <ul style="list-style-type: none"> • Software Delivery & 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 	
Debajyoti Majumder	Architect – Offshore	<p>UI Architect for the Development of Rich Experience driven Single Page Web Applications and Hybrid Mobile App for an insurance client. His key job duties were:</p> <ul style="list-style-type: none"> • UI Architecture: Requirements and UX understanding; designing the app modules and interface services; contributing to Overall Software architecture document; creating low level application design and RWD strategy; develop the boilerplate on AngularJS framework for developers as a jumpstart based in with all the best practices, (30%) of time • UI Modules Execution: planning and execution of sub modules of the project; Task WBS in Agile/Jira Board; Agile Milestone Plan; reviewing Estimations provided by developers for their tasks for the user stories, (20%) of time • Technical Delivery: Supervising and resolving technical issues; providing solutions and assisting the team on technical issues; workshops for jointly resolving development issues; working with team on the root cause analysis of the critical defects, (30%) of time • Team Management: Managing and supervising a large group of associates; conducting team's performance evaluation – including Annual ratings, recommendations for promotions etc., (30%) of time 	Bachelor of Engineering

		<ul style="list-style-type: none"> • Code Quality: conducting daily code reviews; Monitoring Test Coverage & NFR mandates; developing and monitoring the code static code analyzer tool; mentor junior team members; conduct weekly training sessions, (20%) of time 	
Akash Gutha	Programmer – Offshore	<p>Developer for Front End Development of Mobile Hybrid App for a Banking Transformation program. His key job duties were:</p> <ul style="list-style-type: none"> • UI Development: developing front end of mobile hybrid applications using ionic framework ; 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 platforms (iOS and android); created service interface JSON contracts; design the signature of reusable components; implement reusable components; review and Implement ARIA tags (for accessibility); fixing defects; resolving issues of other team members (80%) 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 	Bachelor of Technology
Kavitha Barathan	Architect – Offshore	<p>Developer for API development using APIGEE framework for a Banking Transformation program. His key job duties were:</p> <ul style="list-style-type: none"> • API Development: developing the REST based services; create automated unit tests; fix defects and submit daily status report; create reusable components; review existing programming configurations; (60%) of time • API Design: creating low-level services design document; created service interface JSON contracts; design the signature of reusable components; solution the cross cutting features and nonfunctional requirements like state 	Bachelor of Engineering

		<p>management, logging etc. Updating the confluence with design decision and sequence diagrams of the flow developed, (20%) of time</p> <ul style="list-style-type: none"> 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 	
Raghavendra Keerthi	Sr Associate – Offshore	<p>Working as the UI Technical Lead for the project. His key job duties were:</p> <ul style="list-style-type: none"> Architecture & Development: Understand business requirements; Understand the Technical Architecture Road map and approved Software Architecture Document (SAD) directions; Design UI Architecture of his module. This includes – CSS strategy, AngularJS SPA scaffolding and Modules and design patterns; low level design artefacts of the application i.e sequence and class diagram for the modules, (30%) of time Software delivery: task planning as per agile sprint plan; Estimation of the user stories; planning and execution of the tasks; Review existing programming configurations, versions dependencies and assess its compatibility with the new technology stack; supervise and help resolve all technical issues; provide solutions and assist the team; monitor the daily task delivery as per plan; review code and ensure standardization and reusability across modules, (50%) of time Team management: conduct training sessions; Conduct team member's performance evaluation – includes Annual ratings, and recommendations for promotions mentor developers and senior developers, (20%) of time 	Bachelor of Engineering
Amit Saini	Programmer – Offshore	<p>Developer for Front End Development of Mobile Hybrid App for a Banking Transformation program. His key job duties were:</p> <ul style="list-style-type: none"> UI Development: developing front end of mobile hybrid applications using angularjs based ionic framework ; 	Master of Computer Applications

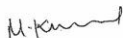
		<p>develop automated unit tests; fix defects and submit daily status report; create reusable components using responsive web design; review existing programming configurations to updated versions to ensure compatibility of the applications across platforms (iOS and android); created service interface JSON contracts; design the signature of reusable components; implement reusable components; fixing defects; resolving issues of other team members (80%) of time</p> <ul style="list-style-type: none"> 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 	
Shubhrit Dhanawat	Programmer – Offshore	<p>Developer for Front End Development in UI for a Banking Transformation program. His key Job duties were:</p> <ul style="list-style-type: none"> UI Development: developing front end of applications using HTML/CSS/jQuery and React JS; 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; created service interface JSON contracts; design the signature of reusable components; implement reusable components; review and Implement ARIA tags (for accessibility); fixing defects; resolving issues of other team members (80%) 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 	Bachelor of Engineering
Avinash Singh	Programmer – Offshore	<p>Developer for Front End Development of Mobile Hybrid App for a Banking Transformation program. His Key job duties were:</p>	Bachelor of Technology

		<ul style="list-style-type: none"> • UI Development: developing front end of mobile hybrid applications using angularjs based ionic framework ; 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 platforms (iOS and android); created service interface JSON contracts; design the signature of reusable components; implement reusable components; fixing defects; resolving issues of other team members (80%) 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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Mr. Grover's role and managerial responsibilities did not vary in terms of managing direct and indirect subordinates because Cognizant's business model includes 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. Grover directed, oversaw assigned work, evaluated the work product, and guided all direct and indirect 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. Grover's indirect subordinates, which contained meaningful input from Mr. Grover for his indirect subordinates.

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

Sincerely,



Munuswamy, Kumaravel
Associate Vice President – Projects