

Our Culture in Action

How to bring our values to life in your work every day

The future is ours to make.

It's our mantra and our mark of difference—and it's no accident. It's a decision: We choose, every day, to uphold our collective promise.

Our six cultural values make it possible. The qualities inherent to our identity, they guide everything we do as individuals and as a global team: what we say, how we behave and engage, the people we hire, even the innovations we pursue. They allow us to act as one Cognizant across levels, engagements, and borders, take our plans beyond the boardroom, and ultimately deliver exceptional work to our clients.

Our cultural values are key to creating the future we imagine, and it's the responsibility of each of us to activate them. Understand them, breathe them, live them—to demonstrate, in and outside our walls, the spirit that makes Cognizant associates so special. Live them to do work that is crucial for our clients—and lead in a way that is distinctly Cognizant.

Dear associates,

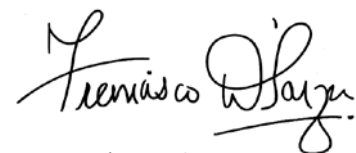
Cognizant isn't like other places. There's a focus and drive you just don't find anywhere else. From the way we work together, to the solutions we create, you can see it. You can feel it.

That's because each of you brings something special with you every day. A desire to solve complex problems, no matter what. An ability to challenge the norm and act on your ideas. And a passion for making a big impact on the world of business.

It's that culture that sets us apart from our competitors and sets our way forward. Because it's so critical to ongoing success—for ourselves, our clients, and our community—we've defined the values that drive our culture, capturing here exactly what it means to act in a Cognizant way at every level, in every role.

Keep this book close as you work, learn, and grow. Keep our values even closer. Use them as your guide as you pursue your future and help your clients pursue theirs.

Sincerely,

A handwritten signature in black ink, reading "Francisco D'Souza". The signature is fluid and cursive, with a long horizontal line extending from the end.

Francisco D'Souza
Chief Executive Officer

Our cultural
values
work together
to drive
everything
we do.



1

Customer Focus



1. Customer Focus

The customer is our true north.

Our customers' delight powers our success; exceeding expectations is our core belief. No matter whether the project is big or small, we will deliver the highest quality to our clients. Every employee, regardless of position or tenure, clearly understands that the customer is why we are here—and that we place unwavering focus on customer satisfaction.

Customer Focus in action

As a Cognizant associate, you must:

- Put the customer's priorities first.
- Always look for ways to deliver what a customer needs.
- Think beyond what a customer asks to provide the best advice and solutions.
- Be smart and innovative when figuring out what will work best for a client.

When you're leading a project:

- Be proactive in your approach, providing advice that is in the customer's best interest.
- Provide the flexibility and resources necessary for associates to best meet a customer's needs.
- Encourage associates to challenge the status quo and push their thinking in order to achieve the customer's objectives.

If you manage a person or team:

- Lead by example by doing what is right for the customer, not just what is right for Cognizant.
- Ensure every decision—from staffing to recognition to new technologies—helps us keep the customer our first priority.

2

Passion



2. Passion

We have a can-do attitude, with the enthusiasm and commitment to go the extra mile.

Everything we do at Cognizant we do with passion—whether for our clients, our communities, or our organization. We have the commitment and drive to do whatever it takes to help our customers succeed, which in turn, ensures the success of all our associates.

Passion in action

As a Cognizant associate, you must:

- Be a self-starter, with a positive, can-do attitude and drive to succeed.
- Aim to make a difference in everything you do.
- Bring genuine enthusiasm to everything you do: customer work, organizational and community initiatives.
- Work to maintain the growth and stability of the company.

When you're leading a project:

- Constantly motivate your team to achieve a common vision.
- Collaborate with your team to brainstorm solutions, no matter how big the challenge.
- Demand high performance from yourself and your fellow associates.
- Be positive and encouraging, even in the face of obstacles.
- Provide recognition when recognition is due.

If you manage a person or team:

- Create, clearly communicate, and drive your team toward a compelling organizational vision.
- Lead by example by inspiring your team to put their all into everything they do.
- Unwaveringly deliver results.
- Demand high performance from yourself and your team.
- Be positive and encouraging, even in the face of obstacles.
- Provide recognition when recognition is due.

3

Collaboration



3. Collaboration

Work together to achieve a common goal.

A cornerstone of Cognizant's success is the interconnectivity of our associates and teams across different business units. Collaboration does not stay within the boundaries of a work group but extends to all parts of our organizational environment.

We believe that the keys to our success are strong relationships and teamwork across borders; the better we share knowledge and work together, the more we can achieve for our clients and ourselves.

Collaboration in action

As a Cognizant associate, you must:

- Openly communicate with fellow associates to achieve success.
- Share knowledge with and learn from your fellow associates.
- Leverage our global network to deliver the highest quality customer service.

When you're leading a project:

- Draw from your colleagues' expertise and ideas—across levels, functions, and borders—to achieve the objective.
- Encourage associates to participate in diverse activities that expose them to a variety of people and areas of expertise.
- Allow associates to take on a variety of roles within a team that help them hone their skills and grow their careers.

If you manage a person or team:

- Lead by example by sharing activities and ideas across different business units.
- Encourage and recognize collaboration.

4

Empowerment



4. Empowerment

Figure out how to get things done and make them happen.

At Cognizant, we define ourselves by our ability to deliver results, so we always take the initiative to find new ways to get the job done. We encourage end-to-end ownership and recognition of good work. And because Cognizant is entrepreneurial and fast growing, there are numerous opportunities to shape our roles and our careers.

Empowerment in action

As a Cognizant associate, you must:

- Take ownership of your work.
- Take advantage of the autonomy provided to you to get the job done.
- Welcome additional responsibilities that develop your skills and help you grow in your career.
- Take advantage of job rotation and skill-strengthening opportunities.
- Bring structure to your work and take action to get things done.

When you're leading a project:

- Allow associates the freedom to do their job the best way they can, helping them learn from their failures.
- Create an environment that encourages ideas to come from everyone, regardless of position or tenure.
- Achieve a balance between allowing associates to make independent decisions and responding to stakeholders' needs.

If you manage a person or team:

- Enable everyone to take responsibility for and ownership of their work.
- Encourage quick decision-making and agility at every level.
- Establish a results-driven environment.
- Create an environment that encourages ideas to come from everyone, regardless of position or tenure.

5

Transparency



5. Transparency

We succeed through the open exchange of information, both positive and negative.

At Cognizant, we believe the only way to ensure success for our clients and ourselves is to operate with complete transparency. Managers at all levels—from a newly hired supervisor, all the way up to the CEO—are approachable and open to ideas. We encourage our associates to listen to ideas and share feedback that can make us a better, stronger, more capable company.

Transparency in action

As a Cognizant associate, you must:

- Listen to and provide feedback to your fellow associates, looking for ways to grow from suggestions and criticisms.
- Be open to—and welcome—positive change.
- Maintain an open-door policy, speaking freely and exchanging ideas with anyone at any level.
- Provide clear information to fellow associates and clients.
- Keep clients accurately informed about delays, deadlines, and next steps.
- Be honest, both when things are going well and, when they aren't, admitting mistakes and taking responsibility for your actions.

When you're leading a project:

- Encourage the open and honest exchange of information among associates.
- Listen to associates with an open mind and provide candid feedback.
- Clearly communicate new initiatives, actions, and future plans.
- Keep fellow associates and clients informed about a project's progress.
- Admit when there's been a mistake, and always do whatever it takes to fix it.

If you manage a person or team:

- Maintain an open-door policy, listening to the opinions and concerns of associates and managers.
- Be honest and clear about why things are happening the way they are or why they've happened the way they have.
- Remain in contact with associates and fellow managers about organizational initiatives and changes.

6

Integrity



6. Integrity

We act with integrity in every decision we make.

At Cognizant, we never compromise our integrity, and we make every decision accordingly. That means we acknowledge when something goes wrong, accepting responsibility and fixing the issue. And we value our colleagues' and clients' opinions and always treat them with respect.

Integrity in action

As a Cognizant associate, you must:

- Strive to always do what is in the best interests of clients, fellow associates, and Cognizant.
- Be honest and upfront.
- Respect fellow associates, clients, and the community.
- Respect all opinions equally.

When you're leading a project:

- Establish an environment that fosters forthright feedback.
- Respect all opinions equally.

If you manage a person or team:

- Lead by example by setting an uncompromising standard for always doing what is in the best interests of fellow associates, clients, and Cognizant.
- Look beyond revenue goals to achieve what is best for the organization as a whole.



6 cultural values

Six reasons to get up in the morning, to demonstrate what it means to work the Cognizant way.

As a Cognizant associate, these values will feel natural to you. Apply them to everything you do to fortify our culture, and connect with your colleagues worldwide to tap into the power of our values in new ways.

The result? A strong future for Cognizant, for our clients, for business—and an unrivaled edge over the competition.

