



PeopleFirst Aims for Employee – and Ultimately Customer – Satisfaction

Many in the industry would agree there is a direct correlation between satisfied employees and the overall productivity of an organization. The happier the associates, the more excited, energetic and productive they become. This happiness and well-being translates directly into a higher degree of satisfaction among customers.

One of the main challenges confronting the service industry at large is the increasing rate of attrition. We have taken this issue very seriously by investing in our people from the first day they step into their project, through our PeopleFirst program. The program aims at putting employees first at all times and creating an environment that is conducive to employees delivering to their highest ability. Focusing on the well-being of associates at the ground level and providing them with opportunities to grow and acquire new skills has resulted in significant benefits. Happy employees equal happy customers, and this formula has worked wonders for us, especially for our on-site teams.

“Teamwork triumphs” is the common underlying philosophy of this program, and this is achieved by developing a sense of togetherness among associates, who are otherwise spread across different locations and buildings.

PeopleFirst also serves as a platform for associates to hone their leadership, communication and interpersonal skills in preparation for future

roles. They have been empowered to create the program charter and execute it end-to-end, giving them a sense of complete ownership.

Program Overview

The PeopleFirst team is handpicked by the account management team based on the interest and willingness of associates to make a difference to the well-being and development of their fellow associates. Associates are also identified based on their leadership potential and with an intention to groom them as next-generation managers. This passionate set of associates drives this program for a period of six months to one year.

The program includes several subgroups, including employee well-being, talent development, rewards and recognition, communications and the Cognizant Woman’s Network. Each group is led by a team of two people, who in turn have smaller groups to execute the goals of the program.

Employee Well-Being Team: The EWB team helps associates transition smoothly into a new environment. This includes developing a handbook and providing tips to acclimate to the new, unfamiliar surroundings; handling their new-hire procedures at the client location; processing their I-9 forms; introducing them to the new client environment; assigning them a “buddy” to answer questions; and handling immigration issues and required

paperwork. This team is also responsible for ensuring compliance with all on-boarding policies. Every effort is taken by this team to ensure that associates are able to begin focusing on their work as quickly as possible. This team is also responsible for organizing outings, parties and sports events like tennis and cricket tournaments throughout the summer. These activities go a long way toward promoting a healthy work-life balance.

Talent Development Team: Due to the dynamic nature of the industry, it is imperative for associates to continue learning through ongoing professional education. The talent development team is responsible for working closely with the Cognizant Academy and associates to organize several internal and external training programs, with an emphasis on continuing professional education. Knowledge sharing and group coaching activities on industry certifications like PMP and APICS are organized by this team, which is also responsible for setting up one-to-one mentoring sessions with the client partner and account management. These sessions are typically focused on professional development and career guidance.

Communications: The PeopleFirst communications team works closely with other PeopleFirst teams to cover all communications within the on-site account, from training session announcements, to birthday wishes, to event announcements. The PeopleFirst program uses our ChannelOne shared space to store the artifacts of the program. Recently, the team developed a Web site, PeopleFirst Online, to enrich associates' interaction. This is a fun and informative site hosted at "Google sites," offering many collaboration features, such as a general discussion forum, a birthday calendar, a book club, the ability to share news articles, events and entertainment, etc.

Rewards & Recognition Program: One of the key goals of the PeopleFirst initiative is to have a structured and progressive rewards system. With over 70 awards annually, this is by far one of the most comprehensive rewards programs in the organization. Associates are awarded on a monthly, quarterly and annual basis, in addition to several awards for innovation. Candidates are selected by the associates themselves, and heterogeneous panels of associates across multiple solution centers are selected to evaluate them, based on a set of key parameters. Associates are encouraged to nominate themselves and their peers.

Employee Networking Programs

- **Leadership Dinner and Lunch Series:** Cognizant practice leaders and client managers are invited to participate in these quarterly networking events, with the objective of educating them on industry best practices, domain knowledge and other advancements in the IT industry.
- **Cognizant Women's Network (CWON):** This group was envisioned to help women network and develop leadership skills. CWON continues to be one of the major networking platforms for our female associates and has opened up new channels of communication for women who are leaders at the client location. CWON has been a rewarding experience for all of its members, both from a professional and a personal standpoint. The team meets on a regular basis for group discussions on business trends, leadership and current affairs. In addition, they engage in activities to hone leadership and team-building skills. This team is also encouraged to work closely and co-lead community events, such as United Way and breast cancer awareness and fund-raising initiatives, to name a few.
- **Informal Happy Hours:** Associates can interact with the client partner and account management team through this informal forum. A random set of associates is chosen to participate in this monthly networking event to discuss work-related challenges. These sessions are intended not only for brainstorming new ideas but also for providing associates with the opportunity to get to know each other better.

Strong PeopleFirst Program		
Higher Employee Retention	Higher Customer Satisfaction	Improved Productivity

Focus on People Leads to Growth

PeopleFirst's employee-centered initiatives are certain to not only improve employee satisfaction but also achieve the key long-term goals of any organization, such as higher employee retention, improved employee productivity and greater employee satisfaction. By reaching these goals, organizations will ultimately achieve the all-important goal that drives growth: happy and satisfied customers.



About Cognizant

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world's leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 50 delivery centers worldwide and approximately 111,000 employees as of March 31, 2011, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world. Visit us online at www.cognizant.com or follow us on Twitter: Cognizant.



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