

2023



Table of contents

3 Introduction

- 3 About this report
- 4 A letter from our President and CEO
- 6 About Conduent
- 8 Sustainability alignment, management and materiality
 - Aligning Sustainability with core values
 - Key Sustainability pillars
- 10 Aligning with the UN Sustainable Development Goals (SDGs)
- 14 Stakeholder engagement
- 15 Solutions with impact
 - Environmental
 - Social
 - Governance
- 24 2023 Highlights

25 Environmental

- 26 Protecting our planet
- 28 Opportunities in clean technology
- 30 Electronic waste and other recycling
- 33 Environmental KPIs

34 Social

- 35 Our people
 - Diversity, equity and inclusion
 - Associate experience (training and dev., survey)
 - Health, safety and wellbeing
- 55 Philanthropy and volunteerism
- 58 Social KPIs

59 Governance

- 60 Board of Directors governance framework
- 63 Data privacy and security
- 64 Business continuity and enterprise risk mgmt.
- 65 Sustainable procurement
- 68 Governance KPIs

69 Footnotes and indexes

- 70 Footnotes
- 71 SASB index
- 74 TCFD index

About this report

At Conduent, corporate social responsibility (CSR) is about our clients, our people, our planet and our business. As a key part of our corporate strategy, we incorporate sustainable initiatives across our entire value chain from clients to associates, suppliers, shareholders and our communities, each of which plays a critical part in driving our company forward, together.

We take an enterprise-wide approach to sustainability with cross-functional programs, Employee Impact Groups (EIGs) and committees to assess, develop and report on sustainability initiatives annually. This report covers the calendar year 2023 and provides qualitative and quantitative information about initiatives spanning the 26 countries where we operate.

This report has been prepared using globally recognized voluntary reporting frameworks, including the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate Related Financial Disclosures (TCFD), both of which are now under the stewardship of the International Sustainability Standards Board (ISSB), as well as the United Nations Sustainable Development Goals (SDGs). We also file the Climate Change Questionnaire with the Carbon Disclosure Project (CDP) and respond to the EcoVadis rating survey.

For more information and full financial disclosures, please see our FY23 Annual Report on Form 10-K and our proxy statement for our 2024 Annual Meeting of Shareholders at investor.conduent.com. Questions and feedback about this report are welcome at sustainability@conduent.com.



A letter from our President and CEO



Cliff Skelton

Conduent President and CEO

A handwritten signature in black ink, appearing to read 'Cliff Skelton', written in a cursive style.

In 2023, we continued our mission to enhance and deliver essential business process solutions to our clients and their end users.

At Conduent, we understand this comes with a significant responsibility as we impact people's day-to-day lives supporting programs such as nutrition assistance payments, healthcare administration and transportation tolling.

While we stay focused on our clients' success, we believe that our success overall is not solely measured by financial performance, but also by our commitment to social and environmental responsibility.

This past year, as we furthered our commitment to sustainable initiatives in our operations and offerings, we have expanded our SDG alignment to include two additional SDGs — SDG 12: Responsible Consumption and Production and SDG 13: Climate Action. This report details the efforts to advance our corporate social responsibility and drive positive change.

Environmental

We made great strides to further reduce our environmental footprint with sustainable practices throughout 2023. This included a commitment to the Science Based Target initiative (SBTi) to set a near-term greenhouse gas target while expanding our carbon emissions disclosures across Scopes 1, 2 and 3. We also continued to implement energy-efficient measures in our facilities and offered training to site leaders to promote recycling.

Our business specializes in digital transformation, which helps reduce waste and emissions for our company and for our clients and their end users. For example, our expanded Digital Payment Solutions now utilize the U.S. Federal Reserve's FedNow Service for immediate payments, reducing the need for physically mailed checks for countless organizations. Meanwhile, our All-Electronic Solutions for Tolling help reduce emissions by eliminating toll booths, resulting in less idle time for travelers. In addition, we received a CiTTi Award in the UK for our work in the sustainable movement of people and goods.

Social

Social initiatives are of critical importance to us because they're about our most important assets: our associates and the work we do to support millions of people with essential health and welfare solutions each day. We are one team with one mission. So, it's important that our associates feel they can be their authentic selves at work to perform at the best of their abilities. This past year, we prioritized initiatives to promote a healthy work environment that fosters a culture of continuous learning and development. We implemented wellness programs, offered flexible work arrangements and provided opportunities for career advancement and skills development through training and mentorship programs. We also strengthened our commitment to diversity and inclusion with initiatives that ensure equal opportunities for all associates, regardless of gender, race, age or background. One outcome was a 111% increase in membership among our eight diverse Employee Impact Groups. And we were honored with numerous awards for the culture we continue to build.

Our commitment to giving back includes the communities where we operate. In 2023, we continued our support for local schools and non-profit organizations through volunteer initiatives, donations and sponsorships. Our associates collectively volunteered over 15,000 hours, supporting causes ranging from education and environmental conservation to healthcare and social welfare.

Governance

Ethical business practices and integrity are fundamental to our values and we remain committed to upholding the highest standards of ethical conduct across operations, starting at the top with the leadership of our Board of Directors. In 2023, we reinforced our compliance efforts and updated our environmental and human rights policies and procedures to align with industry best practices and regulatory requirements. We also introduced a comprehensive Supplier 360 Review, which helps give us a clear view of performance and ensure our supply partners align with our business objectives around sustainability and more expectations. We are also pleased to report that 100% of associates in purchasing roles completed sustainable procurement training.



Looking ahead

Conduent remains dedicated to making a positive impact on society and the environment. Thanks to the hard work of our associates, we have continued to advance our commitment to sustainable operations as outlined in this report. We will continue to explore new opportunities for associate well-being, governance, environmental responsibility and community engagement.

About Conduent

Conduent delivers digital business solutions and services spanning the commercial, government and transportation spectrum — creating exceptional outcomes for our clients and the millions of people who count on them.

We leverage cloud computing, artificial intelligence, machine learning, automation and advanced analytics to deliver mission-critical solutions. Through a dedicated global team of approximately 59,000 associates, process expertise and advanced technologies, our solutions and services digitally transform our clients' operations to enhance customer experiences, improve performance, increase efficiencies and reduce costs. Conduent adds momentum to its clients' missions in many ways, including disbursing approximately \$100 billion in government payments annually, enabling 2.3 billion customer service interactions annually, empowering millions of employees through HR services every year and processing nearly 13 million tolling transactions every day.

Whether it's enabling safer commutes, reducing traffic congestion, streamlining benefits enrollment, digital payments and customer experiences, or providing seamless healthcare claims processing, this work comes with a significant responsibility to society. Every inquiry, transaction, payment, communication or claim includes unique, individualized information sets that must be managed punctually, accurately and securely to ensure a seamless and satisfying experience for end users.

That's why we're continuously working on ways to empower our associates, strengthen our global communities and infuse responsibility into every interaction. It's also why our policies and business practices are rooted in a commitment to timeless values, such as communication, teamwork, inclusion, humility and accountability. This commitment not only guides the services and solutions we develop, but also how we operate and contribute to society around the world.

Our company



Headquartered in **Florham Park, NJ**



Approximately **59,000 associates**



Operations in **26 countries**



30+ years of business process outsourcing expertise



Recognized as a leader by Gartner, Everest Group, Nelson Hall, ISG and GovTech



Public sector agencies in **47 states** and more than **650 commercial** businesses served by Conduent solutions

Our businesses



Commercial

Improving customer experiences and business process efficiencies

- Customer Experience Management
- Business Operations Solutions
- Healthcare Claims and Administration

2.3B

customer service interactions managed annually

5.4B

documents captured, indexed and classified annually

\$4.1B

in vendor spend under management



Government

Powering public sector service delivery and constituent-centered goals

- Payments and Child Support
- Eligibility and Enrollment
- Government Healthcare Solutions

119M

U.S. residents supported across different programs

562M

claims processed in 2023

\$99B

in benefits disbursed in 2023



Transportation

Creating smarter, safer journeys across the transportation ecosystem

- Road Usage Charging
- Transit
- Public Safety and Curbside Management

13M

tolling transactions processed every day

8.3M

payments processed annually

\$742M

citations and delinquent revenue payments collected in 2023

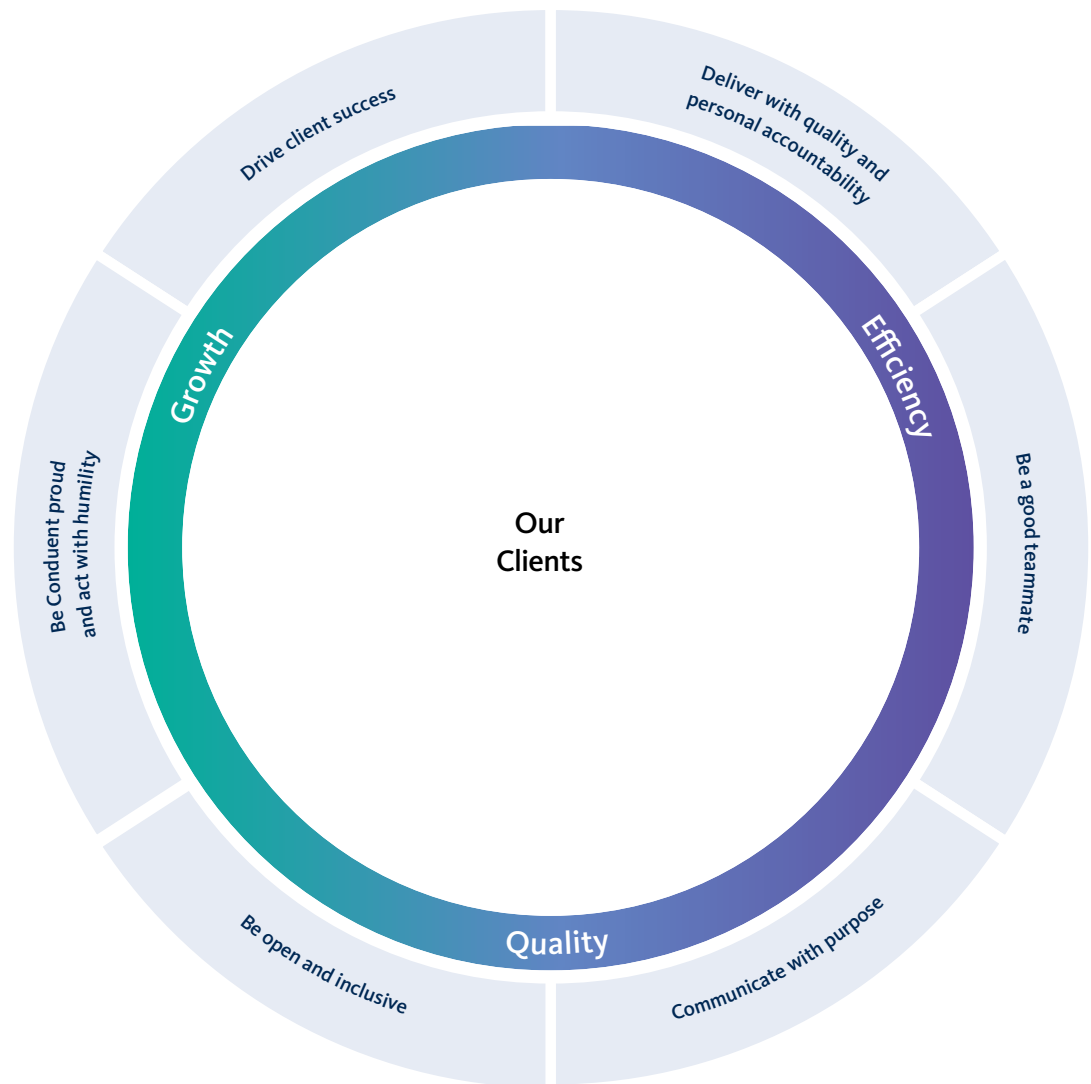
Sustainability alignment, management and materiality

Aligning Sustainability to core values

Our Sustainability focus areas are aligned to our overall business strategy along with areas that we have determined, through extensive engagement between our senior leadership team and our Board, as well as with our stakeholders, to be most relevant to our industry, our businesses and our client base.

In 2023, we conducted our first Sustainability-focused client survey and developed a foundational materiality analysis, which we plan on expanding into a double materiality analysis in preparation for Europe's CSRD requirement. These new analytics allowed us to refine our Sustainability strategy and focus, while staying closely aligned to the needs of our clients, who are at the center of everything we do.

By focusing our strategy to drive initiatives that improve our efficiency, quality and growth as a company, we're able to improve **experiences, performance and value** for both our clients and their end users.



Key Sustainability pillars

We have taken a comprehensive approach with a cross-functional, enterprise-wide program to assess, develop and report on Sustainability initiatives and performance across our company. These initiatives are overseen by our Board's Corporate Social Responsibility and Public Policy (CSR & PP) Committee.

As part of our business strategy, all of our business units and corporate functions develop initiatives and provide guidance on material Sustainability policies, processes and measurements that are focused on four key pillars:



Protecting our planet



Supporting our people and communities



Delivering mission-critical solutions for our clients

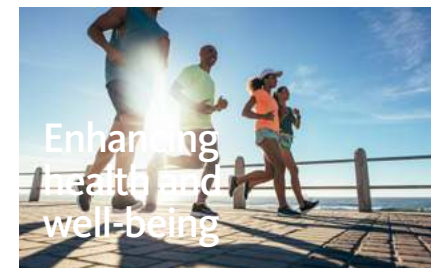


Responsibly governing our business

Key Sustainability outcomes



Reducing
environmental
impact



Enhancing
health and
well-being



Creating supportive
and inclusive
workplace practices



Promoting
sustainable cities



Alleviating
poverty
and hunger



Protecting
client data

Aligning with the UN Sustainable Development Goals (SDGs)

We have expanded to align our Sustainability key focus areas, pillars and outcomes with eight SDGs where we believe Conduent can have the most impact. Our progress in each area benefits our associates, our clients, their end users and the communities where we live and work:



End poverty in all its forms everywhere

Conduent's contribution

- Our Government segment supports federally sponsored programs that provide nutrition assistance, child support payments and unemployment insurance to the most vulnerable populations, including the delivery of electronic payments for government services in 37 states.
- Our Government segment supports Medicaid management and administration for low-income persons including children, pregnant women and people with disabilities, including pharmacy benefits management, for which we processed 562 million claims in 2023.
- Our Commercial segment supports solutions for workers' compensation claims for those injured in the workplace, to help ensure injured workers get the appropriate care and can return to work as fast as possible.
- Our Healthy Communities Institute (HCI) platform links health and social determinants of health data with technology and expertise to help agencies and providers better understand the data, find populations at highest risk and work across the healthcare ecosystem to improve health outcomes.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Conduent's contribution

- Our Government segment supports the delivery of federally sponsored programs that alleviate hunger by providing nutrition assistance, child support payments and unemployment insurance to the most vulnerable populations, including the delivery of electronic payments for government services in 37 states, such as Temporary Assistance to Needy Families (TANF), Women, Infant and Children (WIC) and the Supplemental Nutrition Assistance Program (SNAP).
- In 2023, we delivered electronic payments for government services in 37 states, including 24 Electronic Benefit Transfer ("EBT") programs; 13 of which are WIC programs and 7 are Electronic Child Care programs disbursing \$99 billion in government payments to the people who need it most.
- Our associates routinely participate in food drives, community events and other fundraising activities to help reduce hunger.



Ensure healthy lives and promote well-being for all at all ages

Conduent's contribution

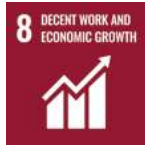
- Our Commercial segment supports healthcare and insurance clients across the health ecosystem to, among other things, improve health outcomes, experiences and overall well-being for their members and patients.
- Our Government Health Solutions provide U.S. and international government clients with a disease surveillance and outbreak management platform and services to make it easier to monitor, track and report on more than 20 communicable diseases in order to protect the health of communities globally and improve patient health outcomes through population health management.
- Our Government segment supports Medicaid management and administration for low-income persons including children, pregnant women and people with disabilities, including pharmacy benefits management, for which we processed 562 million claims in 2023.
- We provide participant eligibility and customer care services for our government clients' end users — helping agencies streamline enrollment, determine eligibility, proactively engage constituents and enable seamless access to benefits and programs, while ensuring alignment with program regulations — supporting over 30 million U.S. residents in need gain access to critical support programs.
- Our Human Capital Solutions offer Health and Wellness administration solutions that automate benefits processes to reduce health administration expense, while enabling better health and wellness outcomes for our clients' employees and retirees.
- Our Healthy Communities Institute (HCI) helps identify social determinants of health with tools such as a Mental Health Index to improve access to care and mental health outcomes. In addition, our pharmacy benefit programs promote good health and assist those who may not be able to afford their medications.
- We continue to recognize our associates' health, safety and well-being as one of our top corporate and social responsibilities, through such programs as the Employee Assistance Program (EAP), global webinars focused on mental well-being and 24/7 phone and online LiveHealth Telemedicine, as well as health insurance benefits.



Achieve gender equality and empower all women and girls

Conduent's contribution

- One-quarter of our Board members are women, and our Board's policy is to place value on director candidates who are from underrepresented groups, including women.
- Our Human Rights Policy provides for monitoring and enforcing equality, equal employment opportunities and non-discrimination in our workplaces, including on the basis of sex and gender expression.
- Our Women's Impact Network curates professional development opportunities that help to advance women across our global workplaces, including a speakers series and a mentoring program. Our DisAbility Impact Group has conducted similar events, including one on fertility issues affecting women with disabilities.
- Our Diversity, Equity and Inclusion initiative tracks diversity of women among our overall workforce and management levels, develops anti-bias and inclusion initiatives for integration into talent acquisition, mentoring programs and performance reviews. We currently conduct a gender pay equity analysis in the UK.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Conduent's contribution

- We provide solutions for workers' compensation claims, supporting more than half the claims in the United States. Through proactive nurse case management, our solutions help ensure the right care is provided at the right time to help associates return to work faster after an injury.
- We provide our clients with business solutions and services that span payroll, human resource management and benefits administration across the associate journey, to maximize business performance and increase ease and access to benefits while increasing satisfaction, engagement and overall well-being.
- We leverage cloud computing, artificial intelligence, machine learning, automation and advanced analytics to deliver mission-critical digital business process solutions that help us and our clients achieve higher levels of economic productivity, technological sophistication and innovation.
- We capitalize on a range of staffing models to enable associate flexibility and access to the best talent, including flexible work from home and hybrid work as well as geographic optimization.
- Our 8 Employee Impact Groups, each of which is aligned with an executive sponsor and member of our senior leadership team, support productive and decent work for all of our associates, regardless of gender, race, age, sexual orientation and disability. These Groups curate professional development opportunities across our global workplaces, including speakers series and mentoring programs.
- We invest in associate growth and development programs, offering our associates modern, world-class digital learning platforms that help them learn anywhere, anytime on a wide range of technological, professional and business-related topics. Our learning platforms are widely utilized with about 2 million learning assets completed in 2023, with great learning effectiveness scores for satisfaction, skill improvement and on-the-job practical application.



Make cities and human settlements inclusive, safe, resilient and sustainable

Conduent's contribution

- Our Commercial segment enables our clients' customers to engage where and how they want to obtain customer care services, serving multiple industries, including financial services, health and life sciences, logistics, retail, technology and telecom, travel and hospitality sectors.
- Our Transportation segment supports electronic tolling, urban congestion management and mileage-based user solutions to help travelers get to where they need to go while generating revenue for our clients' infrastructure improvements. Our solutions utilize overhead technology and License Plate Recognition with all-electronic tolling to eliminate toll booths and the paper and congestion associated with toll booths.
- We provide transit solutions including 3D fare gates that recognize the outline of the traveler to make it easier for those in a wheelchair or with other aids such as crutches to pass through the gates while preventing fare evasion. Our transit solutions also enable digital, contactless payments, transforming and modernizing how travelers pay for public transportation. This makes mobility easier, more efficient and more enjoyable for transit agencies and their customers worldwide.



Ensure sustainable consumption and production patterns

Conduent's contribution

- We support governmental agencies by providing mission-critical public safety and streamlined digital payment solutions that create safe, seamless travel experiences while reducing the impact on the environment.
- Our Transportation segment provides our clients with data analytics, automated photo enforcement and other public safety solutions to make our streets and communities safer, especially as budgets shrink and populations grow.
- Through our dedicated global team of associates, process expertise and advanced technologies, our solutions and services digitally transform our clients' operations to enhance customer experiences, improve performance, increase efficiencies and reduce costs, including paper and mailing costs.
- As we manage and mitigate climate-related risks, our Environmental Policy and other initiatives support the conservation of natural resources in our operations and our facilities, through our reduction of our energy and water usage, deployment of more clean technologies, use of hybrid fleets and e-waste and other recycling.
- We train our procurement department on sustainable practices to ensure that our purchasing decisions align with our company's and clients' values and contribute to a more sustainable future.
- Our Transportation segment enables digital, contactless payments that are all-electronic which modernizes the experience for our clients and their customers, while reducing the impact on the environment by eliminating the use of paper tickets.



Take urgent action to combat climate change and its impacts

Conduent's contribution

- We continually improve our internal systems to measure greenhouse gas (GHG) emissions across our operations, including within our supply chain.
- We respond to voluntary emission-reporting disclosures, such as the CDP Climate Change questionnaire that requires quantifying Scope 1 and 2 emissions globally. In 2023, we expanded emissions disclosures to include Scope 3. And most recently, we committed to set near-term GHG reduction targets with the Science Based Targets initiative.
- Our sites have tailored emergency response/business continuity plans to protect our operations, associates and ensure delivery of client services, in the event of natural disasters and climate change events.
- Our Transportation segment supports electronic tolling, urban congestion management and mileage-based user solutions to help our clients reduce their — and their end users' — carbon footprint.
- We continue to monitor new technologies, initiatives and solutions to strengthen our resilience and adapt to and invest in more sustainable climate-related technologies, as client demand increases for new service offerings that address climate change issues and for service providers that have more sustainable operations.

Stakeholder engagement



Key stakeholders



Clients



Associates



Community



Suppliers



Shareholders

We regularly meet with our leadership and stakeholders and use their input to steer our strategic planning and operational choices. Through recurring meetings with shareholders, clients, suppliers, community members, analysts and other partners, we gain deeper insights into their priorities. This chart showcases examples of how we engage with our stakeholders.

Clients	Face-to-face meetings, joint industry memberships, conferences and industry events, quarterly business reviews and client business and Sustainability surveys
Associates	Global associate feedback sessions and surveys, town hall meetings, CEO discussions, EIGs and communications through email, video and our internal collaboration network
Investment community	Quarterly earnings calls and webcasts, communications, briefings and other engagements
Suppliers/partners	Regular cadence of meetings and reviews including best practices sharing and Supplier Code of Conduct
Community groups	Contributions to charities, engagement in community and philanthropic programs, promotion of diversity initiatives and veteran hiring programs — often in partnership with The Conduent Foundation
Government and industry groups	Face-to-face meetings, leadership groups and roundtable discussions
Industry analysts	Regular briefings, face-to-face meetings, Request for Information (RFI) responses and discussions

Solutions with impact:

Environmental



Helping the world we live in

Many of our solutions contribute to environmental sustainability through reducing emissions, employing recycling best practices and enabling digital delivery. The following are some examples.

Government Solutions

With our Rapid Assistance Solution, we can help state and local governments disburse funds to constituents electronically without requiring any paper — instantly transferring money to people impacted after a natural disaster.

In 37 states we have enhanced traditionally check-based benefit payment programs with digital capabilities, improving customer outcomes and reducing our environmental footprint by saving paper and postage.

Customer Experience Management

We deliver omnichannel Customer Contact Solutions for paperless, digital support that enables faster, more responsive and personalized communications. Across our business, we manage about 3.6 million daily customer service interactions.

Our Digital Payments Solution enables electronic vendor payments and instant payments for disbursements and receivables, eliminating the need for physical paper checks, invoices, envelopes and postage.

Over 4.2 million pounds of paper-based materials have been recycled across production facilities for our Customer Communications Management offering. In addition, our teams proactively encourage clients to use e-delivery to further reduce paper use.

Solutions with impact:

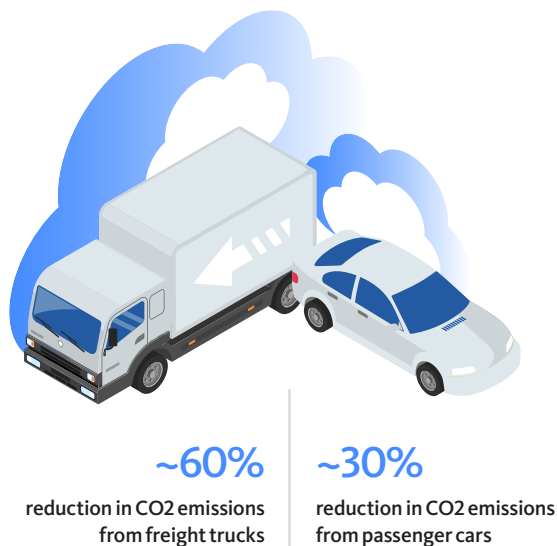
Environmental

Transportation Solutions

Every day we help transportation agencies improve traveler experiences, increase public safety and accessibility and reduce congestion and emissions. Our solutions span the smart-city and infrastructure ecosystem, including everything from Road Usage Charging and Public Transit to Public Safety and Curbside Management.

For example, on March 17, 2024, Conduent launched an innovative and completely overhead vehicle classification system in partnership with the Virginia Department of Transportation (VDOT) for boothless tolling. This is the result of multiple years of work, starting in 2021. Using real-time data analytics, this service is designed to help significantly improve traffic flow and relieve congestion for motorists and passengers by determining toll rates based on real-time traffic volume during different times of the day. Our tolling solutions also improve operational efficiency, accuracy and customer service for a better roadway experience.

This innovative solution also helps to reduce emissions. According to a recent joint study between the U.S. Department of Transportation Volpe Center and the Federal Highway Administration's Office of Natural Environment, dynamic pricing express lane tolling systems, such as the one we're implementing for VDOT, reduces CO2 emissions from passenger cars by approximately 30% and almost 60% for freight trucks over traditional tolling plazas.

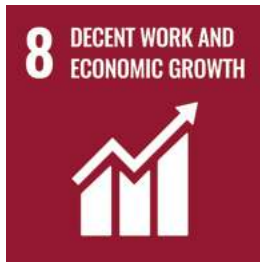


“It’s exciting to offer our clients the latest innovations in tolling technology that greatly enhance the roadway experience for motorists, from an overhead vehicle classification system to the ease of boothless electronic payment — all enabling reduced congestion and faster journeys. Cleaner transportation solutions and policies are not just a matter of compliance, but a path to protecting health and our environment, while keeping travel, commutes and businesses moving.”

Adam Appleby
President, Transportation Solutions at Conduent

Solutions with impact:

Social



Making a difference for those in need

Government Solutions

In our government business, we enable programs that support the most vital aspects of our communities, including child support payments, food assistance programs, unemployment insurance, healthcare and Social Security benefits. Whether it's getting a child support payment delivered on time, ensuring a needy family received a government benefit such as SNAP or WIC, helping government agencies enable critical health services or working with individuals to help them with eligibility and enrollment in programs, our associates are instrumental in developing and delivering services that make a difference in millions of lives every day.

\$2 billion in digital child support payments were sent to states through ExpertPay®, America's #1 child support payments platform, in 2023 with our Child Support Disbursement Processing Solution.



“We take pride in supporting the crucial endeavors of government organizations dedicated to enhancing the health and well-being of communities, nationwide. Our team forges deep, collaborative partnerships with our clients to drive innovation, enable data-based decision making, and deliver the technical and operational program efficiencies that lead to happier, healthier outcomes for all.”

Lydie Quebe

Vice President of Government Health Services

Solutions with impact:

Social

Government Payment Solutions

As one of the largest providers of these solutions, we understand the deep responsibility to ensure accurate, secure and timely payments for recipients.

Given the scale of our operations, we also actively work to streamline our offerings and decrease their environmental footprint to lead to more sustainable outcomes. For example, by using electronic payment cards, we eliminate the stigma associated with food-benefit coupons (e.g., food stamps) and enable recipients to participate in the cashless economy while reducing potential loss, theft and fraud. This table outlines the portfolio of programs we support.

Government payment programs

Card name	Programs supported	Scale
Electronic Benefits Transfer	• Supplemental Nutrition Assistance Program (SNAP) • Summer benefits for children eligible for free or reduced school lunches • Temporary Assistance for Needy Families (TANF) • Special Supplemental Nutrition Program for Women, Infants and Children (WIC)	18M U.S. cardholders supported with digital payment solutions 44% of payments under SNAP
Electronic Payment Cards	• Unemployment Insurance (UI) • Post-disaster emergency benefits • Foster care and adoption payments • Child support disbursements	\$8.3B distributed to supported cardholders 133K UI recipients
Electronic Child Care (ECC)	Childcare time and attendance service for state daycare subsidy programs	213K ECC participants served
Child Support	Child support payment processing	\$125B processed in supporting over 1/3 of all U.S. child support payments
Direct Express	25 federal programs, including Social Security (SSA), Supplemental Security Income (SSI) and Veterans Administration benefits	>\$40B distributed to 3.3M active candidates per year

Solutions with impact:

Social



Reducing fraud with more secure payment options

Conduent is moving fast to offer states innovative new fraud prevention tools to make payments more immediate and secure for the people who rely on Electronic Benefits Transfer (EBT) programs.

In 2023, Conduent implemented an advanced interactive voice response (IVR) system technology for South Carolina's EBT customer service center that automatically identifies suspicious phone call patterns, such as an unusually high number of calls from a single phone number. When threats are identified, the technology can prevent access to EBT account information in real time.



Looking ahead

In 2024, Conduent is rolling out an account protection feature available to beneficiaries, allowing them to easily and quickly lock and unlock their benefits card using Conduent's ConnectEBT mobile app and cardholder portal. This feature, which applies to both in-state and out-of-state purchases, provides cardholders more control and security in managing their accounts and helps prevent perpetrators from gaining access to their benefits. States implementing this ConnectEBT feature include South Carolina, Maryland, New York and Ohio.

In addition, for South Carolina, Conduent is implementing the ability for cardholders to receive and manage usage alerts for identifying suspicious transaction activity on their EBT accounts. This feature can help beneficiaries monitor, spot and report the suspicious activity in real-time.

Solutions with impact:

Social

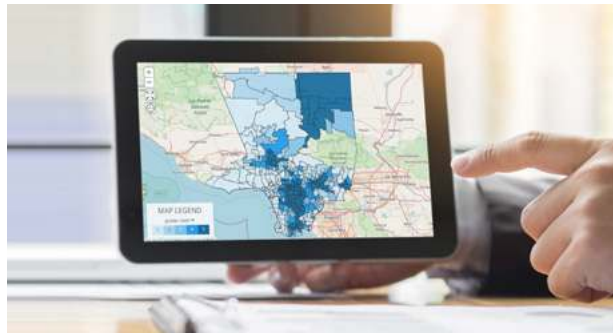
Rapid Assistance Solution

With this government payment solution, we enable instant and secure distribution of funds to constituents in need, allowing agencies to provide financial assistance in minutes. In the event of a natural disaster or unemployment, funds can be transferred quickly via a third-party payments processor widely trusted by leading banks and financial institutions. This ensures safe, reliable transfers using best-in-class practices to verify user identities and eliminates the need to be present at a physical address.

Community Health Solutions

Our HCI platform supports many of the SDGs, providing social determinants of health data to hospitals and health systems, health departments, local collaboratives and non-profit organizations across the U.S. so that they can improve community health with tailored solutions. The HCI platform provides a hub for community health improvement, leveraging the public health expertise of the HCI team for guidance on assessment and planning.

Here are a few recent examples:



Columbia Gorge Receives Funding for Suicide Prevention

The Columbia Gorge Health Council leveraged our HCI Platform to launch their own custom community management platform, designed to prevent deaths by suicide. The web-based platform features data and information for priorities such as Social Connection and Communication and Connected Care for Older Adults, which targets improved care in rural areas. The HCI Platform also helped the organization launch ahead of their 2024 Community Health Assessment, bringing information, statistical data and resources to one user-friendly location for the larger community.



Franklin County CARES Featured in Healthcare Business Today

The Franklin County CARES platform used our HCI Platform to create a custom-tailored solution for their organization that shares timely overdose data and local program efforts to address the opioid crisis in their county. By utilizing data from the platform, Franklin County Public Health is able to examine risk factors for substance use and overdose in a person's community to identify specific areas to target programs and interventions. Community partners such as the Columbus Fire department and their non-fatal overdose quick response team have utilized CARES to assess potential disparities in their outreach programming.

Solutions with impact: Social



Promoting equity in our communities

The Conduent Healthy Communities Institute (HCI) Platform provides centralized community data, including health, social and economic indicators. It is used by hundreds of organizations across the country to explore key metrics with powerful data management and analytics, intuitive visualizations and tools for strategy tracking.



Transportation Solutions

When it comes to getting people from point A to B more easily, our Sustainable Cities initiatives focus on promoting social equity and safety while also helping make daily travel smoother for drivers in multiple states.

For instance, we partnered with a U.S. law enforcement agency in 2023 to curb aggressive driving, ultimately resulting in a 78% average reduction in speed citations and 50% reduction in the number of vehicles exceeding the speed limit. By leveraging our automated traffic enforcement services, we helped significantly reduce accidents and traffic violations while also preventing social bias. These technologies have resulted in 35% fewer deaths in cities with red-light cameras than those without.

Likewise, we deployed automated work zone enforcement to help the state of Maryland reduce the number of vehicles speeding through work zones by 90%.

Solutions with impact:

Social



Human Capital Management

The volatility of the economy in recent years has put considerable pressure on HR operations and how workplaces function. Complex logistics like hybrid work models and global payroll are challenging employers to deliver an efficient and modern digital experience to their employees.

We offer a dynamic approach to help employers accelerate this transformation while also helping employees optimize their health and wealth benefits. The work our associates do in this space makes a difference in the lives of millions of employees whose employers use our solutions. Here are a few examples:



A happy retirement is something everyone works towards. So, when a pension needs to be transferred, employees and retirees can understandably need a quick resolution to any questions about their funds. When a major insurance provider needed to ensure a smooth pension transfer for over 365K people, our comprehensive Pension Risk Transfer Solution was able to help. In less than 60 days for each employee, Conduent migrated pension fund information, resulting in a 96.1% satisfaction rate, citing information to be easily accessible.



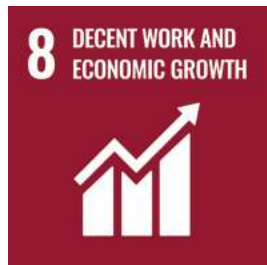
As the result of a multi-year effort, we helped a major U.S. airline deploy a cutting-edge employee experience solution in less than a year. The airline saw a \$600M reduction in payroll expenses while helping their team members get paid on time — all while growing their workforce to over 85,000 employees, globally.



When one of the best-known supermarket chains suddenly quadrupled their workforce after an acquisition, they needed help supporting their teams with personalized, timely experiences. With our solutions, they were able to provide benefits, at scale, for over 100,000 total employees without disruption.

Solutions with impact:

Governance



Casualty Claims Solutions

Conduent offers a complete solution for cost containment and compliance across the lifecycle of workers' compensation and auto casualty medical claims.

Through our Strataware® platform, Conduent processes over 29 million medical bills annually for U.S. workers' compensation insurers and third-party administrators providing regulatory compliance, state level guidance and automated reporting. Key features within the platform, such as a jurisdictional library and automated treatment assessments aligned to American College of Occupational and Environmental Medicine (ACOEM) or Official Disability Guidelines (ODG) guidelines, enable our clients to optimize their own governance practices while still delivering quality support to their injured workers.

Conduent Medicaid Suite

Conduent provides comprehensive claims adjudication, payment processing and reporting across the life cycle of Medical, Dental, and Pharmacy claims for Medicaid. Powered by the Conduent Medicaid Suite (CMdS®) platform, we process claims annually for multiple state programs providing regulatory compliance, state level guidance and automated reporting. Key features within the platform such as adherence guidelines to federal reporting standards and the T-MSIS (Transformed Medicaid Statistical Information System) Data Guide enables our clients to optimize their own governance practices while still delivering quality support to the most needy and vulnerable population in their state.

Legal and Compliance Solutions

We offer numerous legal compliance services from eDiscovery to Legal Operations, Data Risk and Analytics. These solutions help legal departments combat rising costs and rapidly growing data volumes without sacrificing quality.

Our regulatory compliance solutions have resulted in a 60%–80% reduction in total cost for document review, as well as an 85% reduction in the total number of documents requiring reviews. Our financial compliance services have powered nearly 30 billion attorney decisions, significantly improving outcomes, end-to-end.



“Cybersecurity incidents are not a welcomed event for any organization, and demand the mobilization of a rapid, defensible process. The Conduent offering mitigates data loss while meeting the necessary compliance requirements. The result enables our clients to make accurate and timely notifications. Conduent values the trust our clients have in our ability to support them on these unforeseen challenges.”

Salvatore Mancuso

Senior Director, Legal, Compliance and Analytics

2023 Sustainability highlights

Protecting our planet

52%

reduction in Scope 2 emissions since base year of 2019, achieving our target

101.8M lbs.

of paper recycled since 2017

94.5K

items of e-waste recycled since 2020

61%

reduction in real estate square footage since 2017

Supporting our people and communities

14%

of sourceable spend allocated to diverse suppliers in the U.S.

15,406

hours volunteered



Forbes: America's Best Employer for Diversity



Newsweek: Top 100 Global Most Loved Workplaces

Delivering mission-critical solutions for our clients

~\$99B

disbursed in payments to support government programs

562M

U.S. health claims supported across different government programs

13M

tolling transactions processed every day

2.3B

customer service interactions each year

Responsibly governing our business

87.5%

of the Board of Directors is independent

37.5%

of the Board of Directors identify as female or ethnically diverse

99%

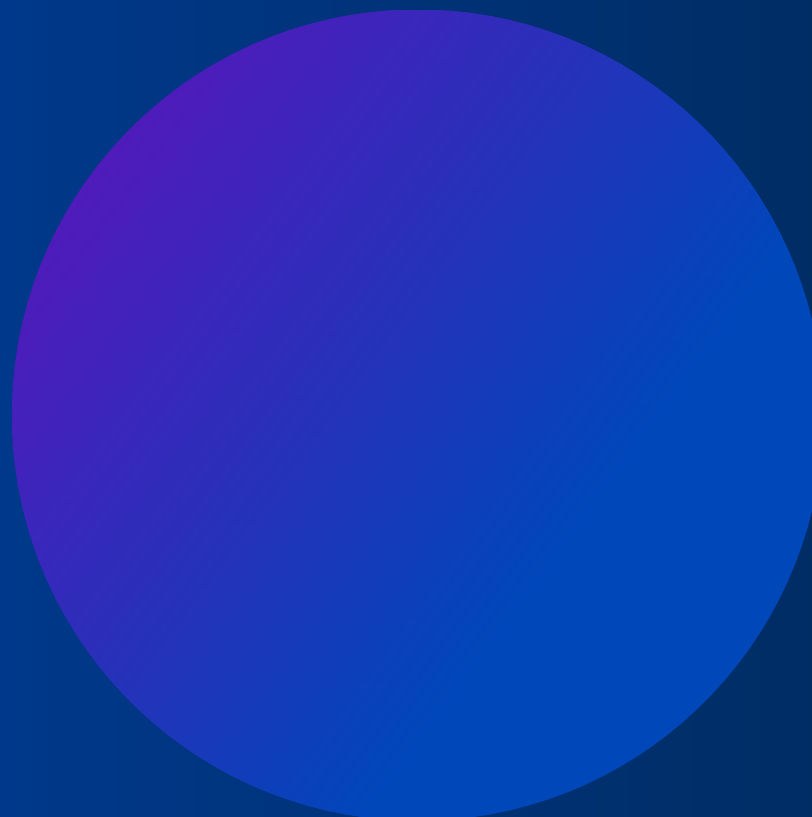
completion of mandatory annual Code of Business Conduct training by associates globally

ISO27001

certified globally at the Infrastructure-as-a-Service (IaaS) level of information security

Environmental

Sustainable initiatives to
reduce our global footprint



Protecting our planet

Our commitment to protecting our planet is focused on four areas:

- Energy and greenhouse gas (GHG) management and reduction
- E-waste and other recycling
- Clean technology
- Reducing environmental impact for our clients and communities throughout every interaction

52%

reduction in Scope 2 emissions, achieving our goal of 40%–50% reduction by 2030 over 2019 baseline.

Climate, GHG emissions and energy efficiency

In 2023, we continued to assess our sustainability disclosures and determined that making a commitment to the Science Based Target initiative (SBTi) was significant both to our key stakeholders and to continuous improvement in our environmental journey.

As part of our SBTi commitment, we will be developing near-term GHG reduction targets and actions plans for Scopes 1, 2 and 3 emissions categories and look forward to sharing those targets, along with our plans and progress towards achieving them, in our next CSR report.

In the meantime, we've advanced our GHG reporting with expanded disclosures this year, particularly in Scope 3 emissions, providing us with a more thorough picture of our carbon footprint throughout our entire value chain.

In addition, we continue to align our climate-related financial disclosures with the TCFD, (now subsumed under the International Financial Standards Board S2 Climate-related disclosures) including our responses to the governance, strategy and risk recommendations. We intend to expand our disclosures in the future to enhance our reporting on our GHG emissions and energy management in further alignment with TCFD/IFSB recommendations.

Overall GHG emissions and energy efficiency

Our goals are to increase workspace efficiency and improve environmental performance within our operations. This includes consolidating our data centers and upgrading our IT infrastructure with more energy-efficient models. We have also pursued responsible e-waste management and paper recycling within our print and mail facilities and office operations to reduce our contribution to landfills and ensure sensitive information is securely destroyed.

Although Conduent is not a carbon-intensive business, in 2023, we made the decision to strengthen how we address climate change. By surveying our remote, hybrid and in-office associates, calculating emissions throughout our supply chain and applying a monetary analysis to many factors in Scopes 1 and 2, we have developed a far more comprehensive picture of our overall carbon footprint. We know we have a long way to go, but we are proud of creating a fully comprehensive baseline that will enable us to set a strong near-term GHG target reduction with the SBTi.



Looking ahead

In 2024, we will be developing near-term GHG reduction targets and action plans for Scopes 1, 2 and 3 emissions as part of our SBTi commitment.

Energy/GHG management and reduction

We have taken proactive steps to expand our tracking and reporting of GHG emissions pursuant to the CDP (formerly known as Carbon Disclosure Project) and other sustainability reporting frameworks as part of our commitment to SBTi and in preparation for upcoming CSRD regulations. We prioritize global Scope 1 and Scope 2 emissions, as they constitute the greatest portion of our footprint within our operational control, while also expanding our disclosures of Scope 3 emissions. Emissions data was submitted to a third party for calculations and reviewed by internal audit. Disclosures on our emissions can be found on page 70.

2023 recorded emissions

Carbon dioxide equivalent (metric tons)

Scope 1 includes direct emissions from company-owned or -controlled sources, such as company vehicles and real estate	13,483
Scope 2 includes location-based purchased energy (electricity and natural gas)	38,939
Scope 3 includes indirect emissions from business air travel and associate commutes, purchased goods and services, fuel- and energy-related activities to service our customers and upstream transportation and distribution generally from our suppliers	351,824

18%
of our purchased electricity is derived from renewable sources.



Opportunities in clean technology

Focused on continuous improvement, we seize every opportunity to reduce our environmental footprint, lower emissions, mitigate climate risks, cut costs and enhance operational efficiencies. Our dedication to sustainability drives us to seek out innovative new approaches to operate using clean technology that not only benefit our business but also contribute positively to the planet.

As our Data Center Optimization Program (DCOP) entered its fifth year, we furthered our data center consolidation effort and upgraded servers with the latest and most energy-efficient technologies.

As a result, our IT function helped us recycle 6,836 total items of e-waste in 2023 and has integrated environmental considerations into our data center planning, which include:

- Eliminating unused servers that take up unneeded power.
- Increasing virtualization, which allows us to run multiple virtual computers, operating systems and applications on a single physical server that takes up less real estate and energy.
- Migrating legacy workloads to facilities that use renewable energy and energy-efficient IT equipment.

Upgrading data centers and servers to be more energy efficient

Our goal is to get the most capacity out of as few data centers as possible. This requires leveraging the latest innovations to modernize our IT infrastructure. Over the last four years, our IT function has been able to consolidate 27 facilities that were secondary data centers, data rooms or remote locations containing IT infrastructure into our two primary data centers, East and West.

These data centers use state-of-the-art infrastructure to minimize their carbon footprint and ensure business continuity and resiliency if there's a natural disaster. In addition, we decommissioned 5,695 servers through various modernization and optimization efforts (a 2X improvement over 2022) and deployed new virtual servers to further improve energy efficiency.



“2023 was a good year for Conduent, with many older virtual servers decommissioned and a number of older physical hardware being upgraded with super-efficient capabilities.”

Brian Humphreys
VP Infrastructure Engineering

Operating a modern data center

Our data center in New Jersey is one of the largest, privately owned net-metered solar projects in the Western Hemisphere. Each year, the solar power generated at this data center helps to offset ~11,100 metric tons of CO₂e.

Using state-of-the-art data centers has significantly reduced our need for electronic equipment and physical server space as well as our overall energy usage and carbon footprint.



Looking ahead

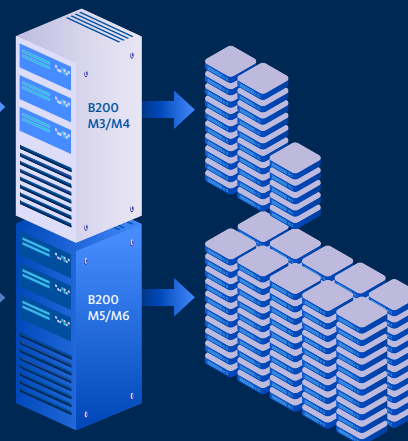
In 2024, we will be furthering our modernization efforts and improving our data center sustainability performance by migrating to CyrusOne, a leading global data center with a 2030 carbon neutrality goal and state-of-the-art water and energy conservation operations.

In 2023, Conduent upgraded to new Cisco UCS S-Series hardware that is 54% more power efficient — earning the 2023 SEAL Sustainable Product Award for products “purpose-built” for a sustainable future.

These servers enable us to use three times less hardware to perform the same tasks. We replaced 200 old servers with 50 upgraded versions in multiple locations with enhanced output. These upgrades help us save on physical space needed and reduces our energy usage by thousands of kilowatt hours.

One older B200 M3/M4 Cisco blade could run
~25 virtual servers
using **26K watts**

One new B200 M5/M6 Cisco blade can run
~100 virtual servers
using **7.5K watts**



Comparing upgraded server results:

**~100K
kilowatt hours
(kWh) saved**

= a reduction of nearly
40 metric tons of CO₂
emissions a year

Electronic waste and other recycling

Electronic waste, or “e-waste”, is any electronic product nearing the end of its useful lifecycle. If a piece of equipment cannot be reused, we are committed to disposing of it responsibly and are continuously implementing ways to manage waste and expand our recycling efforts.

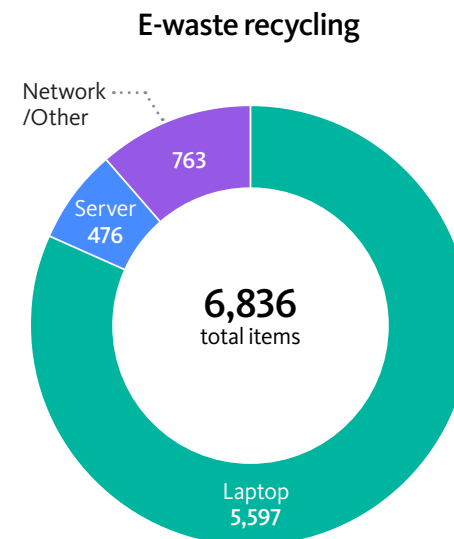
At Conduent, as part of DCOP, we evaluate all our electronic equipment on a 3–7 year lifecycle, and we try to refurbish and reuse as much as we can. We ensure the safe disposal of e-waste by partnering with secure providers that safely destroy identifying information and return usable resources to the electronic industry manufacturing stream.

We also source our equipment from a vendor that is committed to sustainability and decreasing their environmental impact. The graph at the right depicts the items we responsibly disposed of in 2023.



Waste reduction and recycling training

New in 2023, we offered training to our global site leaders in waste reduction and recycling. Over 80% of site leaders and trainees completed the course, which includes an overview of sustainable production and consumption practices, waste diversion, reduction strategies and more.



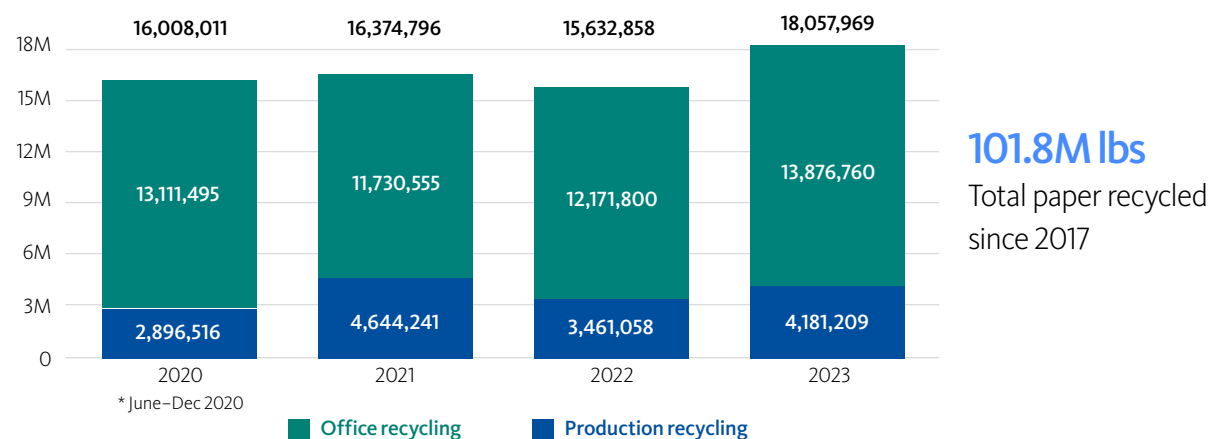
These e-waste recycling figures are lower in 2023 as a direct result of the DCOP and its significant data center consolidation efforts in 2021 and 2022, which resulted in fewer inherent items overall needing to be recycled.

Paper recycling

At Conduent, we focus on paper recycling in two ways: traditional office recycling and recycling efforts at our three print and mail service facilities. Printing and delivering statements and information is an essential service we provide to our clients and their end users. So, it's important to find ways to make our operations more efficient and sustainable. In 2023, our print and mail facilities recycled 4.2 million pounds of paper.

In our U.S. offices, we partner with third-party vendors for secure shredding and recycling. All vendors commit that 100% of secure office shredding is recycled. Globally, we have office recycling implemented at 49% of our facilities. Additionally, all our print and mail production facilities track recycling along with normal office shredding. In 2023, nearly 14 million pounds of paper was recycled in partnership with our secure shredding vendor. According to the Environmental Paper Network's paper calculator, this was equivalent to taking 7,354 gas-powered cars off the road in avoided greenhouse gas emissions.

Paper recycling (pounds)



Looking ahead

In 2024, to continuously improve our waste measurement and management program beyond paper and e-waste, we are working with our third-party Facilities Management provider to capture hazardous and non-hazardous waste by weight, globally. While Conduent does not have waste-intensive operations or facilities, we are hopeful that capturing a more thorough analysis of waste will be helpful in highlighting other opportunities to reduce and recycle.

Case study

Reducing the carbon footprint of our company and our clients

Cleaner transportation solutions and policies are not just a matter of compliance, but a path safeguarding public health and protecting our natural environment.

Conduent Transportation is working in partnership with Oxfordshire County Council on its Zero Emissions Zone (ZEZ) pilot program to reduce emissions by shaping driver behavior without major impacts to the lives of its citizens. Our technology, which relies on an advanced image capture system and data analytics, helps government officials encourage drivers to make smart decisions about when — and what — they drive.

Results

Impact analysis has revealed that Conduent Transportation's solutions have helped reduce harmful vehicle emissions by 24% in Oxfordshire's Zero Emissions Zone. This was achieved using automatic numberplate recognition (ANPR) cameras to collect vehicle registration mark (VRM) data belonging to vehicles entering the ZEZ and checking the vehicles emissions output against databases. The number plate data gathered by the ANPR cameras is used for enforcement and provides supporting evidence for a penalty charge notice when appropriate. The system uses vehicle CO₂ (g/km) data, fuel type and the emissions standards in determining the appropriate ZEZ charge for the driver.



Environmental key performance indicators

Energy/GHG management and reductions

52% reduction in Scope 2 emissions since base year of 2019, achieving our target	18% YOY reduction in Scope 2 emissions in 2023, largely driven by matured GHG reporting	18% of energy from renewable sources
--	---	---

Opportunities in clean technology

27 facilities with IT infrastructure consolidated into our 2 primary data centers since 2019	5,695 servers decommissioned through modernization and optimization efforts	10% electric and hybrid vehicles within our fleet
--	---	--

Electronic waste and other recycling

101.8M lbs total paper recycled since 2017	6,836 items of e-waste recycled	13.9M lbs. office paper recycled
--	---	--

Social

Supporting our people, communities and mission-critical outcomes for clients



Improving where we work, live and serve

With our process expertise, advanced technology and team of dedicated associates, we support millions of people in their day-to-day interactions. We strive to make a positive impact by helping promote social justice, accessibility and equity. We achieve this not only in our solutions that materially improve lives but also through proactive people management, volunteerism and giving back, which are detailed throughout this section.

Our people

We believe that our people are at the core of our success. The unique and diverse experiences, perspectives and skill sets of our global workforce are our greatest asset.

The majority of our teams span multiple geographies around the world, giving associates both exposure and opportunities to work with teammates from with different cultures and dimensions of diversity. This, combined with our focus on flexible learning and development programs, transformative projects, internal mobility and experiential learning, helps create an environment to grow and thrive. We operate as one team with one mission and, together, we make a difference in the lives of millions every day.

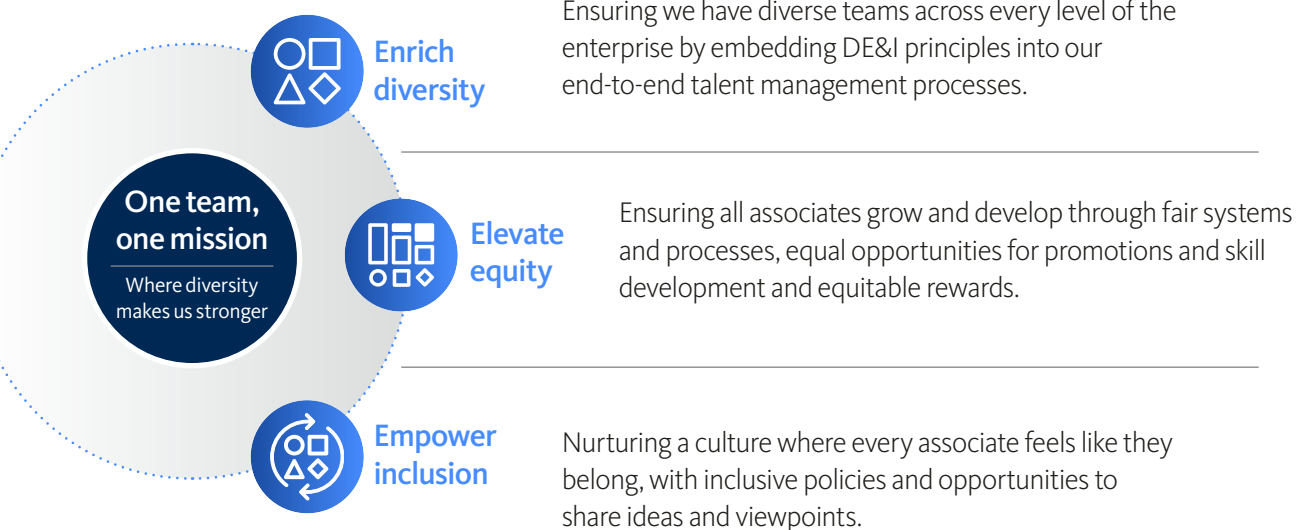


“At Conduent we operate as one team with one mission — to pursue excellence for our clients. We believe the unique perspectives of our multicultural, global workforce make us stronger. Together, we continue on our journey to enrich diversity, elevate equity and empower inclusion to drive success.”

Remy Kaul
Vice President, Diversity, Equity, Inclusion
& Internal Communications

Diversity, equity and inclusion (DE&I)

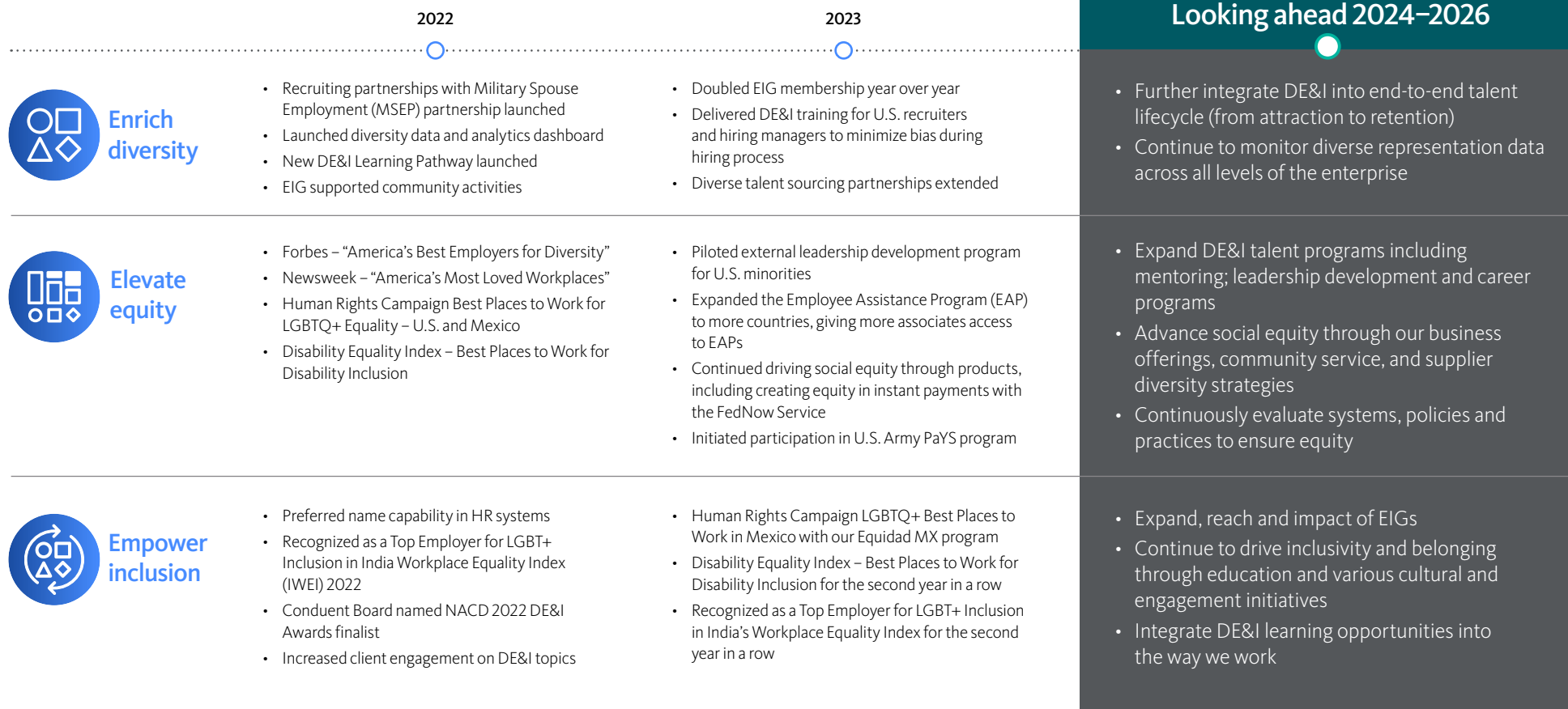
As a global company, we believe that diverse experiences, perspectives and backgrounds lead to better ideas and better outcomes for our associates, clients and communities. Every day we work to build a culture where individuality is both noticed and valued — a culture where every associate feels like they belong and can bring their authentic self to work. Our DE&I efforts are underpinned by three pillars:



Whether remote or in an office in any part of the world where we operate, our sense of community and inclusivity is nurtured by collaboration and connection with each other and our clients. It's why we've been recognized as a top employer for diversity and inclusion and ranked among some of the world's leading companies for best culture.

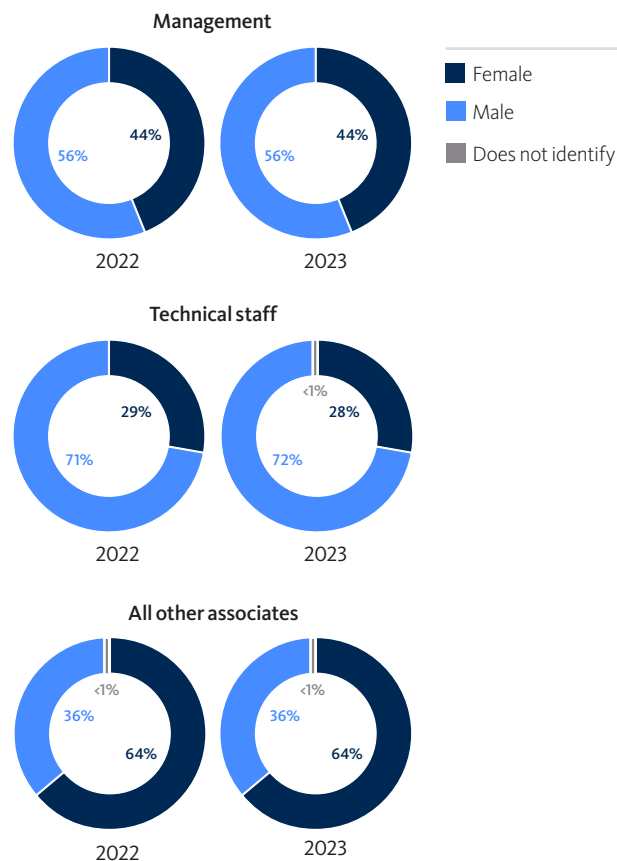
Read more about our DE&I program, plans and ongoing DE&I blog on our website at www.conduent.com/diversity-equity-and-inclusion.

Our diversity, equity and Inclusion journey

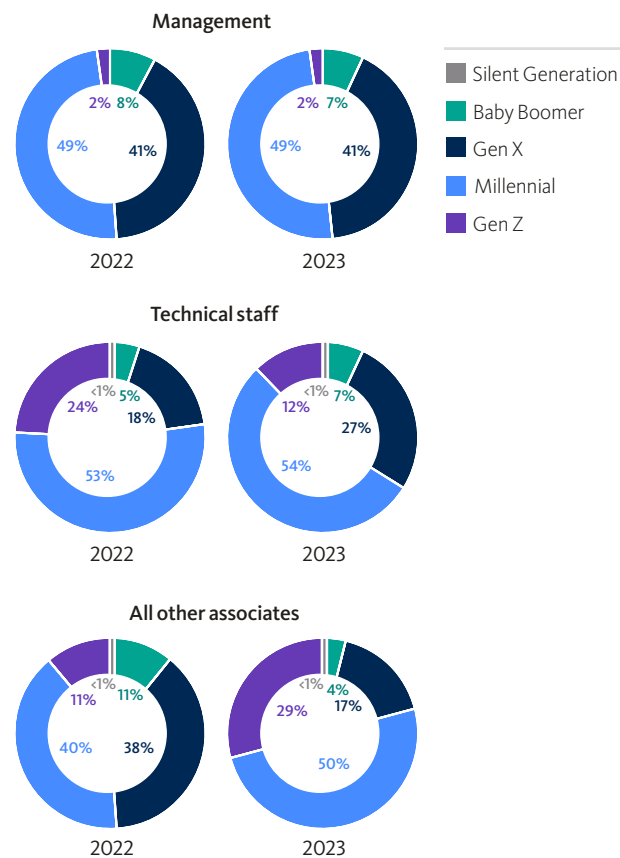


Our diversity, equity and inclusion demographics

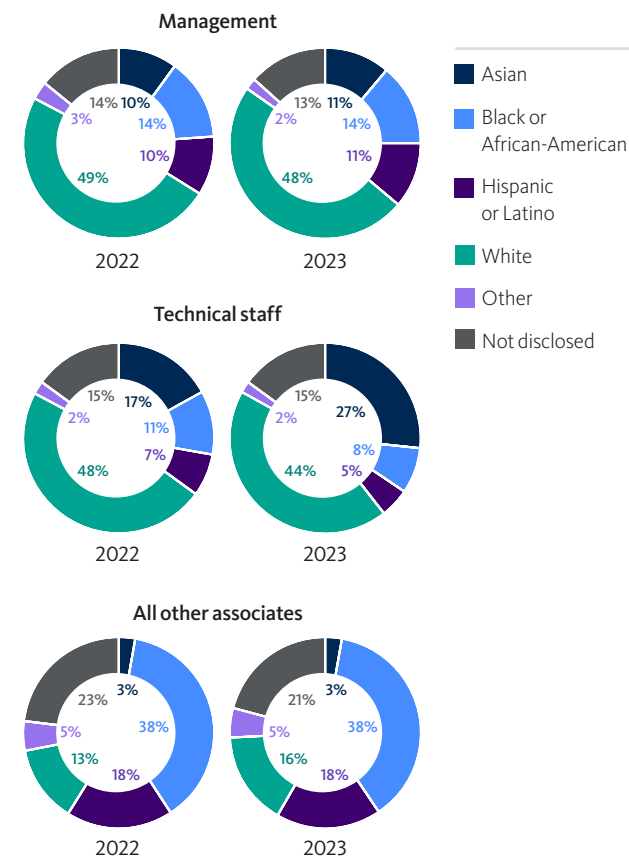
Gender data (global percentages)



Age data (global percentages)



Ethnicity data (U.S. percentages)



Conduent associate experience

At Conduent, the experience we deliver to our associates is underpinned by three core tenets. We are a workplace where associates can: **be themselves, grow and thrive and make a difference.**

Our team is united in its passion to make a positive difference around the world — together with our communities, clients and end users. We take pride in this passion. It's what pushes us to work hard, innovate, think creatively and solve problems together.

Communication and collaboration

One of the most important ways we create a safe space for our associates and engage in open and transparent dialogue is through our internal social platform. This platform is our primary communication and collaboration tool, connecting our global workforce and internal Employee Impact Groups (EIG). In addition to sharing company news, associates leverage this platform to share perspectives and points of view on pertinent social issues in our communities, recognize teammates, share information about cultural events and heritage months and drive various engagement campaigns.

Associate experience survey

As part of our ongoing efforts to maintain and improve associate engagement, we conduct regular surveys across our locations, globally. In 2023, we continued to gather associate feedback through multiple touchpoints, including external surveys, internal pulse surveys, focus groups and our internal social platform.

We were named one of Newsweek's Top 100 Global Most Loved Workplaces, which was based largely on associate feedback. We also achieved a Pulse survey score of 81%, which measures associate pride in the company, intent to stay, sense of fairness, involvement in decision-making and the potential for skill development and career growth.



Looking ahead

We continue to gather information from our associates to continuously improve the associate experience and plan to conduct another company-wide survey in 2024.

Labor and Human Rights policies and resources

Conduent has a number of regularly reviewed and updated labor and human rights policies spanning a wide variety of critical issues.

Statement of Equal Employment Opportunity (EEO): A statement of equal opportunity, signed by our CEO can be found on our company Intranet, Conduent Connect.

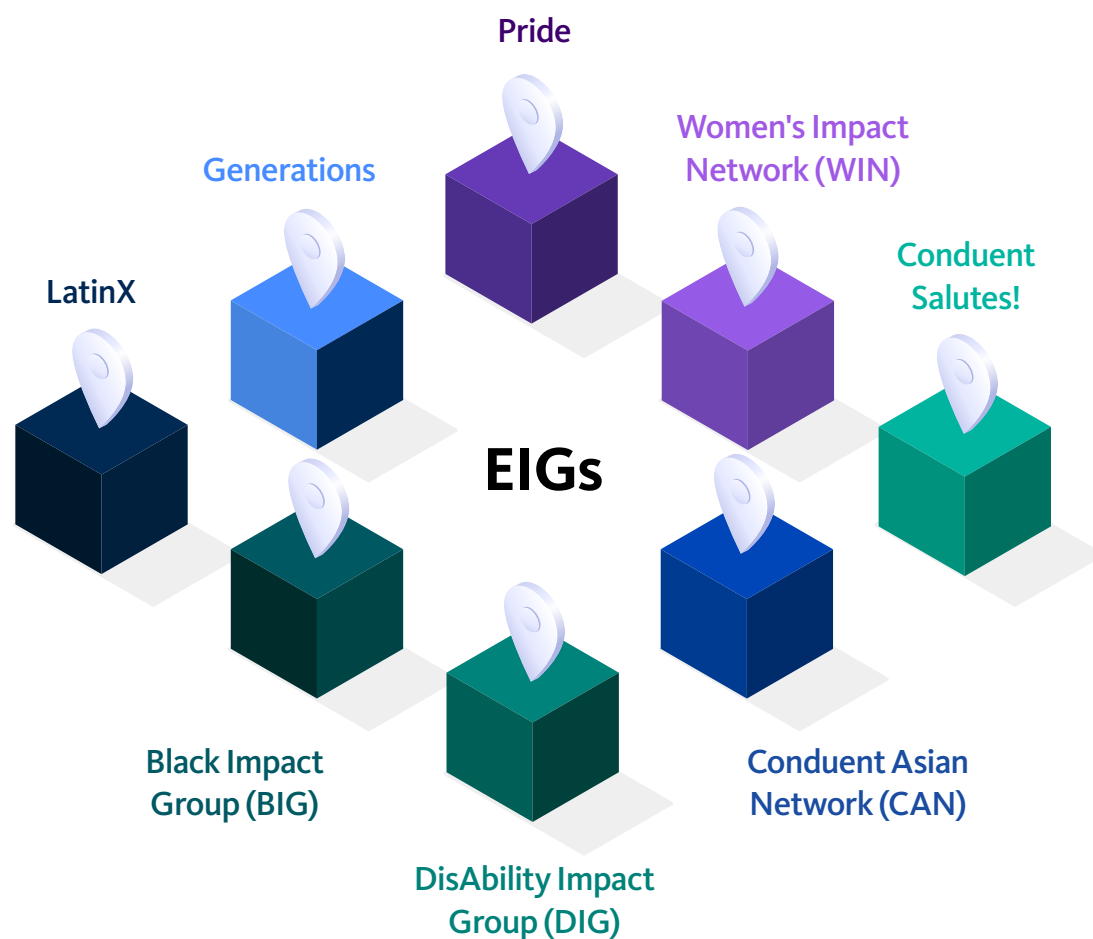
Human Rights: In 2023, we updated our Human Rights policy which can be read in full here: downloads.conduent.com/content/usa/en/document/Conduent_Human_Rights_Policy_2021.pdf

Anti-harassment and Anti-Discrimination: Policies are found within our broader Code of Business Conduct here: www.conduent.com/corporate-governance/code-of-business-conduct

DE&I: Our set of DE&I protocols, initiatives and webpage can be found here: www.conduent.com/diversity-equity-inclusion

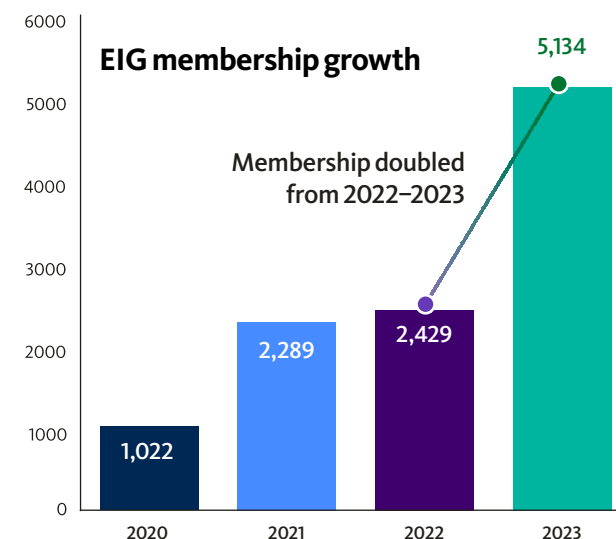
Employee Impact Groups (EIGs)

Our EIGs are a critical part of our culture to ensure associates can be themselves. They not only actively reinforce our commitment to diversity, equity and inclusion, but they also establish a valuable forum for associates to engage with and support each other. We have eight EIGs in total:



Membership

In 2023, EIG membership doubled year over year, demonstrating the value associates receive from participating.



EIGs focus on four key areas:

- 1 Culture:**
Driving awareness and appreciation for group members and advancing our culture of openness and inclusion
- 2 Professional development:**
Identifying the professional needs and desires that matter most to their respective members to facilitate thought leadership, mentoring and connections
- 3 Community:**
Creating camaraderie through activities and contributions to the communities in which our members live and work
- 4 Business impact:**
Providing unique and varying perspectives that drive growth, quality and efficiency



At Conduent, EIGs are more than affinity groups. EIG leaders, known as co-chairs, are aligned with an executive sponsor and a member of the senior leadership team. By design, this alignment serves two purposes: foster growth and champion member needs.

Each EIG also has a committee chair who strategically aligns with senior business functional leaders to drive programs, processes and tools. Examples of these initiatives include membership, communications and professional development.



Promoting openness and inclusivity

In 2023, our EIGs made significant contributions to our sustainability initiatives by promoting our core values of openness and inclusivity. They curated hours of cultural activities aimed at engaging and educating our associates on diversity and inclusion. Our EIGs operate in every region where we have a presence, which has enabled us to foster a more inclusive workplace culture by bringing together diverse perspectives.

Furthermore, our EIGs deployed hours of professional development activities, which were tailored to address the specific needs of our diverse workforce. This investment in the development of our associates is aligned with our goals to help associates grow and thrive at Conduent.

Groups and events

Pride seeks to inspire LGBTQ+ associates to bring their whole selves to work, share their experiences and connect team members across countries and business groups to share knowledge and skills. The group meets once a month to discuss relevant LGBTQ+ topics within our company.

- Pride held several panel discussions throughout 2023 around awareness, acceptance and challenges members of the LGBTQ community often face along with overcoming unconscious biases. The panels had over 1,600 participants.
- The second annual Halloween costume contest was back by popular demand with recognition going out to various categories such as spookiest, best drag and best team costume.
- In Mexico, Pride established a campaign to help feed, medicate, sterilize and find homes for street dogs and cats.



“Our Conduent community helps us support each other through trying times and gives us a voice to make positive change within our offices, countries and corporation. We will continue to try our best to represent the LGBTQ+ community to leadership for an equitable future for us all.”



Stephen Goodsell
Co-chair, Pride

The Women's Impact Network seeks to inspire all of our associates to embrace diversity and act inclusively across the organization by curating learning and professional development opportunities that advance women across all groups and amplifying how diverse teams accelerate business outcomes.

- In the Philippines, WIN organized a donation drive to support diverse communities, schools and orphanages. The team provided bags filled with chocolates, chips and other special treats for kids to enjoy.
- In Mexico, WIN held a drive to collect health products for women's shelters in support of Alternativas Pacificas in Monterrey.
- Throughout the year, WIN held educational events and panels, including "Anxiety and Depression, a Chat with a Professional." Here, an expert therapist discussed identifying symptoms and how to seek professional help when needed. Other topics covered included emotional intelligence, emotional balance, effective communication, workplace etiquette and presentation skills.



"In 2023, WIN embarked on a journey brimming with diverse activities, embracing the essence of our members' passions — be it health, art, culture, or new work skills. As we nurture well-rounded leadership, our commitment to empowering women's success remains unwavering. Together, we thrive, shaping a brighter tomorrow."



Abril Nava
Co-chair, Women's Impact Network (WIN)

Conduent Salutes! seeks to foster understanding and connections by leveraging the leadership and experience of our associates who are military veterans, military reservists, spouses and family or supportive members of the armed forces community.

- Participation in this group saw spikes of 50% for Armed Forces Day and 25% for Veterans Day with over 500 participants in total.
- Salutes also conducted a Veterans Tribute executive panel discussion for Conduent veterans, which drew over 1,000 participants.



“2023 was the start of relaunching Conduent Salutes. We created a Veterans Tribute ceremony which we will continue annually and we look forward to 2024 with great anticipation.”



Kay Robinson
Co-chair, Conduent Salutes!

The Conduent Asian Network (CAN) is a community for associates who identify with Asia Pacific heritage or experiences. It fosters personal development through key initiatives across the company that advance growth, quality and efficiency to deliver the best outcomes for our clients. This year CAN offered several events for our members to connect:

- At our Florham Park headquarters, CAN celebrated the Mid-Autumn Festival with moon cakes and other traditional treats.
- CAN hosted a “How to design for PowerPoint” session for its members in 2023. Here participants learned the most effective way to present and take presentation content beyond just bullets.
- CAN organized a virtual tour of Seattle’s Wing Luke Museum to learn about the neighborhood’s history and how Asian American and Pacific Islanders created homes and communities in what is now the museum.



“Conduent Asian Network’s mission is to provide members with opportunities, resources and support that foster a sense of community and advance each CAN member’s journey of personal and professional growth, while delivering the best outcomes for our clients.”



Jane Chai
Co-chair, Conduent Asian
Network (CAN)

The DisAbility Impact Group (DIG) seeks to empower associates with different abilities to maximize their full potential through unique and powerful collaboration with other like-minded individuals. DIG meets quarterly with members and collaborates with senior leadership to sponsor various events throughout the year, promoting opportunities for networking and information sharing.

- DIG held several panels and events throughout 2023, including: “It is not the Disability but the Ability that counts” where several team members discussed their experiences and how to overcome common misperceptions.
- For “Join Healing Arts with Hannah Garrison,” participants were led through various art exercises designed for healing. Hannah creates and implements accessible patient-centered projects that foster a sense of community within that space.
- Another panel discussion was hosted, focusing on “Understanding invisible disabilities” such as PTSD and how it can affect returning service members.



“The DisAbility Impact Group has taught me that awareness is not just about empathy, it’s about understanding, inclusion and celebrating the unique strengths each individual brings to the table.”



Leena Bhawanani
Co-chair, DisAbility Impact
Group (DIG)

The Black Impact Group (BIG) seeks to serve and support associates, positively impact global communities, offer broader contributions to our company, develop professional networks and provide an opportunity for members to be heard.

- In February, as part of a month-long program to celebrate Black History Month, BIG held an event with special guest Chef Janelle Pitterson called “High on the Hog.” Discussion explored foods that originated in Africa but took root in America as a result of the Transatlantic slave trade.
- As part of World Day for Cultural Diversity for Dialogue and Development on May 21st, BIG and CAN held a shared conversation to discuss common ground between Asian and Black communities following the pandemic along with ways to support each other.
- BIG commemorated Juneteenth Freedom Day, presenting historical information on the origins of Juneteenth and the journey to make it a national holiday.



“The mission of the Black Impact Group is to create a culture that embraces the abundant talent and insight of people of color throughout the company. We are working to champion diversity and inclusion at all levels within Conduent with events and activities that enrich the experiences of black people across the company.”



Sharon Lakes
Co-chair, Black Impact
Group (BIG)

The LatinX Impact Group seeks to provide an opportunity for LatinX associates to see their culture represented, advance their careers and build a range of skills to become leaders and role models while sharing their voices and creating a sense of camaraderie and belonging. With close to 800 members globally, the LatinX impact group has grown significantly over the last two years.

- LatinX along with WIN participated in the ROSAesROJO 5th SuperVive Virtual Races, where 312 Conduent associates registered to join forces towards the well-being of Hispanic women and families. Conduent participants collectively logged a total of 5,118 miles.
- In October, volunteers celebrated Children's Day with a visit to the Cardiovascular Surgery Unit of Guatemala. Volunteers set up play areas in pediatrics to interact with the children and their parents.
- LatinX also helped create the first public library at La Unidad de Cirugia Cardiovascular de Guatemala (UNICAR) with a donation of over 500 books. Thanks to this donation, patients in the pediatric and adult outpatient areas, as well as the bedridden area, will have access to reading materials during their waiting times.



“Coming to work, having fun and making friends while you further your career. That’s what LatinX at Conduent is all about. We are an enthusiastic group who likes to collaborate while representing our Hispanic heritage. We cook, dance and help Latinos further their careers with professional development programs.”



Merly Sandoval
Co-chair, LatinX

Generations is an intergenerational group for associates to create a bridge of understanding and teamwork while fostering opportunities for professional development, community, culture and business impact. Through a series of speed networking sessions, Generations has successfully connected over 500 associates to date.



“Generations is an intergenerational EIG that values the perspectives and experiences from everyone. We like to say we’re full of fun and friends and it’s so true! I never could have imagined how many people I would meet from different business units and leadership levels across Conduent.”



Alison Sunahara
Chair, Generations



Looking ahead

In 2024, we are launching a cross-enterprise DE&I Council with a focus on advancing Conduent’s practices, policies and cultural momentum related to various protected groups including race, gender, LGBTQ+, veterans and associates with disabilities. As Conduent continues its DE&I journey, the council will help recommend and implement DE&I best practices that help us retain and hire talent and influence business objectives.

Culture awards



Top Employer for LGBT+ Inclusion in India's Workplace Equality Index for the second year in a row



Best Places to Work for Disability Inclusion for the second year in a row



Named in Newsweek's List of Top 100 Global Most Loved Workplaces



America's Best Employers for Diversity for third year in a row



LGBTQ+ Best Places to Work in Mexico with our Equidad MX program



Best CEO, Best CEOs for Women and Diversity, Best Company Leadership 2023



2023 Best for Vets List

Associate engagement, training and retention

Our dedicated associates are the foundation of our success at our company, and we strive to continuously develop, retain and train top talent across our operations to help associates grow and thrive.

Our associates accessed a variety of topics aligned to key business needs such as customer service, Six Sigma, effective communication, stress management, time management, people and performance management and leadership. We expanded Lean Six Sigma Certification to all businesses with another 1,000+ people participating in the certification courses. We continued to focus on deploying role-based and job specific skill-based programs. Furthermore, we also organized virtual instructor-led training sessions for hundreds of our senior associates including people across our EIGs, which focused on using behavioral science to create experiences and tools that enable inclusive behavior.

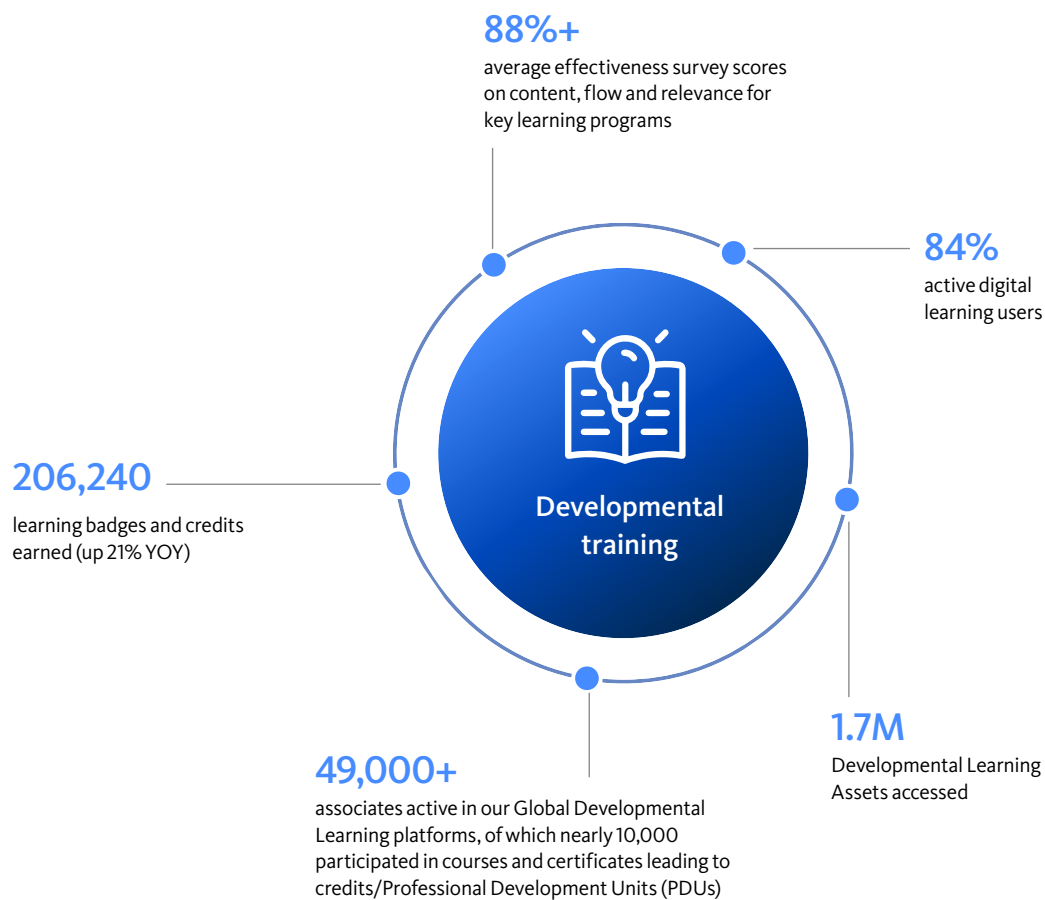
Given our geographic footprint and the diversity of roles within Conduent, we have a robust set of career growth and skill development programs at the business and regional levels. This includes programs such as EXCELeRate in India, which focuses on upskilling associates in key business areas. It also features an advancement program for our call center associates in the Netherlands, as well as a leadership development program powered by MIT Sloan that is available to all associates.

Developmental training

Throughout the year, we continued to elevate the learning experience both in person and virtually to better meet the learners where they are, even if they are remote. Here are just some of the highlights:



24
average learning hours
per associate in 2023



Skill benchmarks

In this program, associates can take guided, virtual self-assessments on a variety of skills they'd either like to learn or become more proficient in. Associates can benchmark their progress by earning proficiency scores for each skill they select as their knowledge develops.

In 2023, associates had access to over 400 unique skill benchmarks, enabling them to assess and improve their skill level through personalized learning recommendations. Over 2,500 unique learners earned scores for more than 7,000 skills they selected.

We also provided developmental resources on topics like problem solving and decision making, communication, relationship building, coaching, teamwork, executive visibility, training and education. These resources enabled our associates to put into practice skills learned through provided tools, such as practice aids, templates, guides and job aids.

Top five skills assessed:

Skill assessment	Count
 Communication essentials	1,442
 Developing others	711
 Stress management and wellness	625
 Empowering others	537
 Customer service essentials	499

Human resources risk assessment

At Conduent, we consider human resources risk in our enterprise risk assessment process and incorporate appropriate controls within our global operating model to manage that risk, as well as other related risks, to an acceptable level in all operating locations. We maintain appropriate oversight and governance mechanisms to ensure and enable sufficient control and consistent policies and practices at an enterprise level.

We maintain a global HR function, including an enterprise talent acquisition team, to enable and support our ability to attract, develop and retain exceptional talent. We also maintain and support local and industry partnerships, as deemed necessary and appropriate, in the countries where we operate.

Mandatory training

Our associates completed regulatory and compliance training on a range of topics — including Information Privacy, Harassment Prevention, Code of Business Conduct, General Data Protection Regulation (GDPR) and information security awareness based on their role and geography.



99%
completion of training
by associates globally

Health, safety and well-being

We recognize associate health, safety and well-being as one of our top responsibilities. We ensure our facilities are inspected and maintained to the highest standards, preventing risks and safety issues before they arise. We have developed robust emergency preparedness programs in alignment with corporate standards and relevant laws. To improve our work environments, we have also educated our associates on their responsibility to immediately report injuries and unsafe work practices or conditions. We update our Environment, Health and Safety (EHS) policy annually and conduct H&S risk and site assessments on a rolling basis as needed. Our site assessments are designed to identify over 50 H&S risks and hazards, covering items such as functioning appliances in breakrooms to the condition of curbs and sidewalks and more. We ensure coordination, alignment and best practices through our monthly EHS communication calendar.

We believe health and safety is everyone's responsibility. An Emergency Action Plan (EAP) template is reviewed and updated annually. Each site is required to review, update and submit the completed EAP annually.



Promoting well-being for our associates and Government clients' constituents

Our Healthy Communities Institute (HCI) platform links health and social determinants of health data with technology and expertise to help agencies and providers better understand the data, find populations at the highest risk and work across the healthcare ecosystem to improve health outcomes.



Williamson County Uses Health Equity Index to Highlight Areas of Need

Williamson County and Cities Health District, located in Round Rock, TX, used Conduent's Health Equity Index to complete their 2023 Community Health Assessment by leveraging the HCI Platform to identify Health Equity Zones. These areas of higher need will be prioritized for interventions in the county's upcoming Community Health Improvement Plan (CHIP), helping to keep the county in the top five healthiest communities.

Associate well-being

A healthy workforce creates a stronger, more resilient organization, which promotes healthier communities. Due to global events, we as a society have all learned more about well-being. We believe we can transform our work environment into a place that prioritizes mental health and whole person wellness to create better outcomes across our entire value chain.

At Conduent, we go beyond occupational wellness. We are committed to promoting whole-person health, providing resources and benefits to help address both stress management and major stressful life events, cultivating a sense of belonging, accommodating their personal lives and facilitating their personal development. We believe the effort invested in this transformation will yield significant benefits for both our associates and clients. This includes tools and resources that span total wellness, physical and financial well-being. Our regional HR offices curate country-specific benefit options for local associates. The below illustrate some of the well-being resources offered to U.S. associates participating in select medical plans.

Total wellness

- **Employee Assistance Program (EAP):** Available to associates and their eligible household members at no cost. The EAP provides a support network for emotional and personal services for associates in many of our countries.
- **Dynamic learning platforms:** Offer associates with learning pathways, audiobooks, podcasts and global webinars on a variety of mental well-being topics, including resilience, coping, stress and healthy workplaces.
- **Individual Country Wellness programs:** For example, IndiaExcelerate Wellness offers multiple activities focused on mental well-being including an expert led “Ask Me Anything” and live yoga sessions focusing on building resilience, mindfulness techniques and breathwork for associates in India.

Financial well-being

- **Retirewise:** This series of workshops helps associates plan for their future, including investment basics, tax strategies and college and estate planning.
- **Upwise:** The Upwise app helps our associates change the way they think and feel about money and form healthy money habits.
- **Employee Assistance Program (EAP):** Beyond the mental well-being services, the EAP also provides financial services support and advice to associates.
- **Dynamic learning platforms:** Available to all associates, our world-class learning platforms offer learning pathways, audiobooks, podcasts etc. on a variety of financial well-being topics, including retirement planning, wealth management and investment portfolios

Physical well-being

- **Online Telemedicine:** Provides 24/7 phone or online video access to board-certified doctors, if enrolled in a medical plan.
- **Tobacco Cessation Program:** Provides coaching and nicotine replacement therapy.
- **Perk Spot employee discount program:** Offers associates savings on health and wellness, such as gym memberships, classes, nutrition, weight management and fitness equipment, as well as outdoor gear.
- **Virta Health:** Provides a clinically proven diabetes reversal program for those who have been diagnosed with Type 2 diabetes.
- **Omada Health:** Provides coaching and support for those who are at risk for diabetes and high blood pressure.
- **Maternity Management:** Provides resources who can offer advice and answer questions for a healthy pregnancy.
- **Disease Management:** Provides support for those diagnosed with a chronic condition such as asthma, cancer, depression, diabetes, heart disease, high blood pressure or stroke. Services help prepare for physician visits, get answers to questions and reduce obstacles to health.
- **Health Advocate:** Provides specialized help to navigate the healthcare system, including support for medical conditions, research and second opinions on diagnoses and coordination of medical care.

Please note: these items may or may not be available in some countries, depending on local needs, affordability, and agreement with the local medical vendors or other vendors such as for discounts on gyms.

Philanthropy and volunteerism

As our company believes in giving back to and growing alongside our communities, our associates participate in several charities and causes throughout the year that make a difference.

We have identified key focus areas to maximize the impact of our national and local volunteering efforts. These are:



Education:

Contribute to child development through partnership with schools



Health and well-being:

Strengthen awareness of and access to health- and hygiene-related essentials and support



Quality of life:

Provide outreach support and donations to those in need with a focus on poverty and hunger



Environment:

Protect and care for the world's natural resources and reduce our carbon footprint



Veterans:

Supporting the re-entry, upskilling and integration of veterans back into the workforce and civilian life

The Conduent Foundation

As our philanthropic organization, the Conduent Foundation makes donations to support and extend our ongoing volunteerism program, ConduentCares. From responding to crises like natural disasters to simply helping people in their day-to-day lives by serving meals or organizing food drives, ConduentCares oversees the company's efforts to build strong, vibrant communities where we work and live. A key criteria for the Conduent Foundation is group volunteerism that ensures strong alignment with our charitable causes across the company to bring our corporate responsibility to life.

Proud to be Conduent

Every January is "Proud to be Conduent" month. For 2023 our theme was "Together we are making a difference," which focused on how our associates are making a tangible difference in support of our culture, both for our clients (internal and external) and in our communities. All month, associates participated in a variety of engagement activities — sharing kudos, expressions of Conduent pride, giving back stories and client testimonials. More than 2,000 individual messages were posted in Yammer/Viva Engage with over 12,000 reactions received.



Giving back in our local communities

We believe we have a responsibility to actively engage in our communities and participate in causes that matter to our associates and clients. Here are just a few examples of our teams' contributions around the world.



Asia-Pacific (APAC)

In the Philippines and Malaysia, associates volunteered thousands of hours to various causes, including:

- Delivering CARE kits filled with hygiene products and food for the Marillac Hills National Training School for Girls and Bethany Children's Home.
- Organizing our annual international coastal cleanup day where associates helped clean up the beaches for 3,000 families living along the coast of Cebu.
- Implementing a reusable utensils program, which provided 5,000 metal eating utensils to associates, helping eliminate plastic use from cafeterias and break areas.
- Campaigning with associates to conserve resources, which resulted in significant reduction of paper use onsite, equivalent to \$23,000 over the last two years.
- Organizing our annual Earth Hour event where associates collectively turn off all lights for an hour at the office and at home.

In India, associates across Bangalore, Hyderabad, Kochi, NCR and Vizag contributed their time and talents towards 19 different community and environmental initiatives. Some highlights include:

- Making seedballs that can be easily planted and spread to grow plants.

- Donating water purifiers for schools in Hyderabad, providing over 500 students in primary and secondary schools with clean drinking water.
- Organizing the responsible recycling or disposal of e-waste in our offices and planting a tree for every item donated.
- Donating 115 school bags filled with school supplies along with sports items to students in Kochi.
- Conducting a blood drive and free eye checkup camp for associates and support staff.

United States

In the U.S., our associates volunteered to health, hunger relief, environmental and education-focused organizations around the country, including:

- Hosting a food drive for Interfaith Food Pantry, resulting in 447 pounds of non-perishable food and baby items being donated to those who need it most in our headquarters community of Florham Park, NJ.
- Funding registration fees for a virtual race hosted by ROSAesROJO, which gained over 300 participants from Conduent to help make cancer wellness and prevention accessible to Hispanic women and their families.
- Donating 713 pounds of dry goods to the San Antonio, Texas Food Bank.

Latin America and Caribbean Region (LACAR)

Associates in LACAR volunteered thousands of hours and participated in events, including:

- Delivering over 1,000 items of school supplies and lunch boxes in Guatemala to the SED Foundation that supports under privileged children.
- Volunteering 58 hours of live translation between American doctors and Guatemalan families for “Surgery Week,” which helps provide otorhinolaryngology, urology and general surgery for children.
- Donating baby formula and gifts for Centro Moore, a pediatric hospital.
- Visiting the Margarita Tejada Foundation to teach children about cooking, sewing, technology, physical activity, math and more.

“It fills me with great joy to be able to see the faces of happy children receiving their school supplies... these kids are being given the tools they need to successfully continue their studies, become professionals and change their future.”

Silvia Meda

Supervisor, Transaction Processing Service Delivery,
Guatemala

Europe, the Middle East and Africa (EMEA)

Associates across the region contributed in various ways, including:

- Associates in Greece donating toys for The Smile of a Child organization and providing over 2,000 bottles of water those most affected by Rainstorm Daniel.
- Organizing a donation to Unicef in Italy as well as an associate participating as a guide for a blind athlete on a team together.
- Setting up multiple blood drives in France, raising awareness of breast cancer prevention and helping patients currently under treatment.
- Supporting employees impacted by an earthquake in Turkey with financial and paid time off support.
- Donating computers, TVs, basic school supplies, sports equipment and stationary materials to a village school in Turkey with 70 students.
- In Romania, presenting in local schools about “Jobs of the future,” sponsoring a marathon that provides scholarships for children, mentoring students during the “Leaders Explore” program and holding a workshop for 128 students in collaboration with the local university and the Association of Business leaders.



Volunteerism by numbers



10,153

volunteer hours in 2022

15,406

volunteer hours in 2023

Social key performance indicators (KPIs)

Conduent associate experience

84%

associate participation in developmental training

76%

favorability for Inclusivity according to associate feedback

1.7M

developmental learning assets accessed

Diversity, equity and inclusion

249%

increase in EIG members since 2020

7

awards for diversity, equity and inclusion

78.6%

Newsweek SPARK index score

Giving back in our local communities

15,406

hours volunteered

113

organizations impacted

Governance

Operating with integrity,
accountability and transparency



Responsibly governing our business everywhere we operate

We strive to be a role model in ethical behavior and business practices, managing risk and nurturing a culture of integrity, accountability and transparency.

This starts with our Board of Directors' governance framework, detailed throughout this section, and manifests across our company from our Code of Business Conduct to our overall business strategy. These responsibilities are built into expectations for all associates, worldwide.

Board of Directors' governance framework

Our Board of Directors is committed to conducting business in an environmentally sustainable and socially responsible manner in all our interactions with our stakeholders including clients, associates, suppliers, shareholders and global communities. The Board regularly monitors the effectiveness of policies and decisions that it has delegated to management, including the creation and execution of our strategies. The Board is also responsible for monitoring the establishment and enforcement of procedures to ensure our company operates in a legal and ethically responsible manner — including oversight of all sustainability initiatives and programs.

Our Corporate Governance Guidelines dictate that diversity should be considered by the Corporate Governance Committee in the director identification and nomination process. We believe that the backgrounds and qualifications of the directors, considered as a group, should provide a broad diversity of experience, professions, skills, geographic representations, knowledge and abilities that will allow the Board to fulfill its responsibilities. In addition, the Board recognizes the tremendous value of having a diverse collection of directors, and as such, also places value on candidates who are women, from an underrepresented racial or ethnic group, who are LGBTQ+, have disabilities, who are military veterans or have other diverse or underrepresented characteristics.

Our Corporate Governance Guidelines outline our commitment to monitoring policy and decision-making effectiveness at the Board and management level, with a focus on enhancing long-term shareholder value.

Board structure

- Independent chair
- Annual director elections
- Annual Board committee evaluations
- Majority voting for directors
- All independent committees
- No director-related party transactions

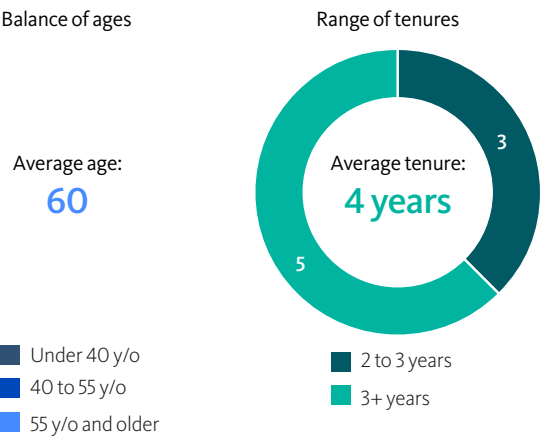
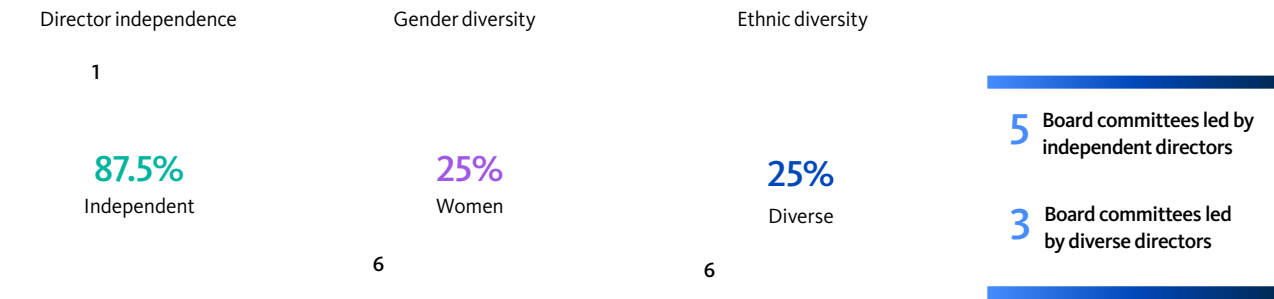
Shareholder rights

- No cumulative voting rights
- No poison pill
- No supermajority voting requirements

Compensation

- Annual "Say-on-Pay" vote
- Pay for performance compensation programs
- Anti-hedging and anti-pledging policies
- Clawback policy for both cash and equity awards
- Stock ownership guidelines for directors and executives

Board overview



Committee assignments

	Audit	Compensation	Corporate Governance	Risk Oversight	Corporate Social Responsibility and Public Policy
Hunter Gary		★	●		
Kathy Higgins Victor	●				★
Scott Letier		●		●	
Jesse Lynn			●		●
Steven Miller	●			★	
Michael Montelongo	★			●	●
Margarita Paláu-Hernández		●	★		
Cliff Skelton					

★ Committee chair

Below is a summary of the responsibilities of each Board Committee. A copy of the charter of each Committee is posted on the Company's website at <https://www.conduent.com/corporate-governance/>.

Audit Committee

The Audit Committee oversees our accounting and financial reporting processes and the audit of our financial statements and other matters as delegated by the Board, including the appointment, retention, compensation and evaluation of our independent auditors.

Compensation Committee

The Compensation Committee reviews and approves the compensation of the company's executive officers and acts as the administering committee for equity compensation plans as designated by the Board.

Corporate Governance Committee

The Corporate Governance Committee oversees matters relating to the identification and qualification of current and potential Board members, director compensation, the membership for each Board committee and other corporate governance matters, including those required by federal securities laws and Nasdaq listing rules.

Risk Oversight Committee

The Risk Oversight Committee oversees our risk-related policies and practices, including the Enterprise Risk Management program and the development, implementation and operation of policies necessary to identify, assess, monitor and manage all categories of enterprise risk, including strategic, operational, technology and compliance. Additionally, the Risk Oversight Committee evaluates our risk exposures and reviews the effectiveness of our internal controls over compliance and management risks.

Corporate Social Responsibility and Public Policy (CSR & PP) Committee

The CSR & PP Committee assists the Board in providing oversight of the company's material sustainability strategies, initiatives, investments and policies. This Committee is also responsible for reporting on the Company's Social Responsibility Focus Areas: GHG emissions, energy efficiency and renewables, opportunities in clean tech, electronic waste and other recycling, Conduent associate experience, diversity, equity and inclusion, giving back in our local communities, business ethics, data privacy and security, business continuity and enterprise risk management and sustainable procurement. The Company's management is responsible for executing on the Company's Social

Responsibility Focus Areas, while the CSR & PP Committee provides the governance structure for programmatic oversight and guidance, concentrating its efforts on material matters that support and integrate with the Company's overall strategy.

The Company's strategy, which integrates our sustainability initiatives, is led by the Company's CEO and his team.

A management-level Sustainability Steering Committee, comprised of Legal, Marketing, Investor Relations, Diversity, Equity and Inclusion, Human Resources, Real Estate, Strategy, Procurement, IT and Risk Management leaders, is charged with working with business units and corporate functions to set and execute sustainability goals and to provide long-term strategic guidance and direction on material sustainability policies, processes and measurements. Members of the Sustainability Steering Committee meet quarterly with the CSR & PP Committee and the full Board to discuss Conduent's sustainability objectives, as well as to provide periodic briefings and education on trends and emerging issues and regulations that impact the company. This regular engagement gives the Board insight into how sustainability initiatives are integrated into the Company's overall company strategy, operational management and solutions and services.

Data privacy and security

Keeping data private and secure was one of the top three most important considerations our clients listed in our company's first ever Client Sustainability Materiality Survey in 2023. As a leading provider of digital business solutions and services, we take this trust and responsibility very seriously. We are committed to safeguarding personal data through industry best practices, technologies and policies. Backed by a comprehensive data privacy and security program, we continually invest in our teams, processes and tools to best protect that data.

99%
of our associates completed our dedicated information privacy and security training sessions

Our program is aligned with the National Institute of Standards & Technology (NIST) framework and standards. We are also proud to be ISO 27001 certified globally at the Infrastructure-as-a-Service (IaaS) level of information security. Certified companies have demonstrated that they have a sound process for managing, identifying and remediating risks, as well as implementing security controls.

Our dedicated data privacy team

To ensure responsiveness and protect against emerging threats, our dedicated data privacy team continuously reviews and strengthens our programs with a focus on:

- Monitoring
- Preventing
- Responding
- Testing
- Analyzing
- Educating
- Supporting

Privacy program

Our Online Privacy Policy includes principles of accountability, choice and consent, data minimization, fair and lawful use, incident reporting, individual rights, notice and transparency, safeguards and training. Our organizational, technical and administrative measures are designed to protect personal data and meet or exceed industry standards and global data privacy regulations.

We invest in best-in-class technologies to safeguard data and ensure compliance, which is overseen at the executive level and by our Board.



Payment Card Industry (PCI) Data Security Standard (DSS)



General Data Protection Regulation (GDPR)



International Organization for Standardization (ISO)



Compliant to the Health Insurance Portability and Accountability Act (HIPAA) Regulation



“Data privacy and security is not only critically important to our clients — it is vital to Conduent as an organization. Continually sharpening and strengthening our processes to protect against risks in an ever-evolving and complex cyber threat landscape is the cornerstone to our own organizational resiliency, security and health.”

Nicole D. Bearce, Chief Privacy Officer

Business continuity and enterprise risk management

We have adopted the Institute of Internal Auditors Three Lines of Defense Governance Model to ensure that roles and responsibilities for effective risk management practices are clearly defined and understood across the company.

- 1 Business and operational leaders manage the risks facing our company as the first line of defense.
- 2 The Enterprise Risk Management (ERM) function is the second line of defense and provides risk governance, monitoring and oversight.
- 3 Conduent Audit Services (CAS) is the third line of defense providing independent evaluation and assurance over risks and controls.

Our ERM program is designed to strengthen our risk-management capabilities by developing and implementing a comprehensive risk framework, inclusive of a governance structure, policy and processes, which establish the standards for identifying, assessing, monitoring and managing any strategic, financial, operational, technology, cyber, legal and compliance risks.

The ERM program creates organizational value through effective integration of risk practices into strategic planning and organizational decision making. The ERM function is administered under the direction of our General Counsel.

Our risk leaders within our first and second lines of defense work with management throughout our company to identify and address emerging risks, including climate risks as outlined in the Task Force on Climate-Related Financial Disclosures (TCFD) appendix of this report, as well as review and establish risk tolerances and prioritize risk remediation.

Business continuity

Our business continuity programs are designed to create a resilient operating environment with pre-established response and recovery strategies in the event of disruption. Overseen by our Chief Administrative Officer, these strategies focus on safeguarding our people, assets, information and clients.

We are committed to maintaining an appropriate resilience posture that supports client, regulatory and stakeholder requirements and expectations. Accordingly, we maintain Business Continuity, Disaster Recovery and Information/Cybersecurity programs with frameworks and methodologies designed to manage business continuity risk. These frameworks include ISO 22301, NIST 800-53 and Information Technology Infrastructure Library (ITIL) processes.

The Business Continuity and Crisis Management Policy specifies the requirements that business units must follow to plan for and respond to disruptive events. Cybersecurity policies, protocols and assessments are designed to protect sensitive information and enable effective response to cyber or security threats.

Business ethics and professional integrity

We have a global associate Ethics and Compliance Program to help promote a culture of integrity and honesty, where everyone understands the values that are critical to our success.

The Code of Business Conduct is the principal component of our Ethics and Compliance Program, which can be read here: www.conduent.com/corporate-governance/code-of-business-conduct.

In 2023, 99% of our associates, including 100% of our senior leaders, completed annual ethics training and affirmed their commitment to uphold our conduct standards. As part of our commitment to transparency in ethics and governance, we disclose annual ethics reports per 1,000 associates as part of our EcoVadis submission.

We are committed to ensuring all associates and others feel heard and supported. We encourage associates and others to use resources such as the Conduent 24/7 Ethics Helpline, which is operated by an independent third party. We also maintain an Europe, the Middle East and Africa (EMEA) Whistleblowing Policy in compliance with the EU Whistleblowing Directive.

Foreign Corrupt Practices Act (FCPA) and Anti-Bribery Compliance Program

As a global company, we are subject to the U.S Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and the anti-bribery/anti-corruption laws of countries where we operate. Associates must refrain from actions and behaviors prohibited under anti-bribery laws and participate in compliance programs and training to understand our policies and available remediation resources.

Our comprehensive anti-bribery policy establishes an International Trade Compliance Office (ITCO) within the legal department and requires all associates to obtain review and approval from the legal department for applicable business expenses or donations. The policy requires a due diligence risk assessment of all intended third-party intermediary arrangements (arrangements involving any individual, company or entity representing or acting on behalf of our company to a government official or entity). We provide local support through our anti-bribery coordinator network, site-level programs, detailed expense policies and anti-bribery training to associates and third-party intermediaries. 100% of our associates completed anti-bribery training in 2023.

Sustainable procurement

As a global leader in digital business solutions and services, we understand the significant impact that procurement decisions can have on our business, the environment and society at large. By training our procurement department on sustainable procurement, we can ensure that our purchasing decisions align with our company values and contribute to a more sustainable future. We recognize that sustainable procurement also makes us a more desirable business partner for our clients.

Supplier 360 Review

All of Conduent's strategic suppliers undergo a comprehensive 360 review to gain a complete understanding of their performance, risks and potential areas for improvement. The key indicators included in this evaluation are: Quality, Performance, Sustainability, Risk, Financial and Cybersecurity.

When evaluating each metric, the supplier receives a score per metric and then an overall score which will help determine where the supplier can improve or where there is a potential risk and/or risk that needs to be addressed immediately.

Integrating sustainable business practices into supply chain management

Our suppliers must also answer standardized questions when onboarding and attest to our [Supplier Code of Conduct](#).



Example questions:

- Q: Are you considered a certified Diverse Business within the United States?**
- Q: Do you comply with the relevant Environmental, Health & Safety Regulations that are applicable to your business?**
- Q: Do you accept and agree to our Code of Conduct?**

In 2023, we invested in a comprehensive training program for our procurement department.

This program reflects our belief that sustainable procurement is not just the right thing to do, but also a smart business strategy. By considering the environmental and social impact of our purchases, we can:

**Reduce our environmental footprint:**

Many of our services rely on data centers, transportation networks and office supplies. Sustainable procurement allows us to make informed decisions regarding these resources, minimizing waste and lowering our carbon emissions.



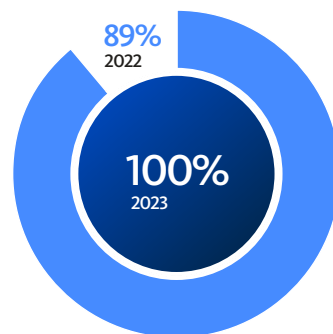
Ensure ethical sourcing: We partner with suppliers who share our commitment to responsible environmental and social management.



Boost efficiency and cut costs: Sustainable practices often lead to reduced waste disposal fees and energy-efficient solutions, contributing to long-term cost savings.

The program provided in-depth training on various aspects of sustainable procurement. Our buyers gained a comprehensive understanding of how their choices can positively impact our company's sustainability, the environment and the communities we serve.

In 2023 and early 2024, we saw excellent participation with 100% of associates completing the course. This underscores our team's dedication to integrating these principles into our business operations. This training equips our procurement team to make informed decisions that benefit Conduent, our partners and the world around us.



of associates in purchasing roles completed the sustainable procurement training

“We are proud of the investment we made in our buyers’ education, and we look forward to continuing to implement sustainable procurement practices that align with our values, support our business strategies and make meaningful environmental or social impact.”

Craig Parker

Head of Global Procurement Operations

Supplier diversity

As part of our global sourcing and procurement commitment, we actively seek out certified diverse suppliers to become part of our long-term supply chain. By working with diverse suppliers, we can increase creativity and innovation, access new markets and improve client satisfaction. We believe this is important for economic growth, development and social responsibility. You can learn more about our commitment to supplier diversity here: www.conduent.com/supplier-relations/diversity



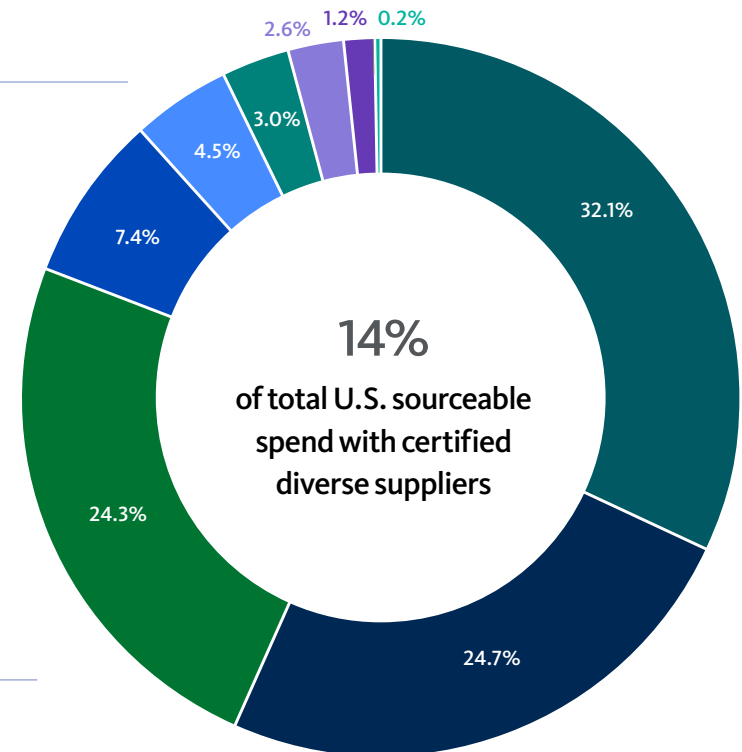
Looking ahead

Throughout 2024 and beyond, we are planning to deepen our Sustainable Procurement Engagement strategy by gaining more information about the environmental, social and governance performance of our most material suppliers by issuing an in-depth supplier engagement sustainability survey, as well as by leveraging the EcoVadis platform. Our goal is to gain greater insight into the organizational health and resiliency of our most material suppliers, as well as valuable information into the carbon intensity of our supply chain.

Sourceable U.S. spend by diversity category

Diversity category*	Percentage
SBE	32.1%
MBE	24.7%
WBE	24.3%
HBCU	7.4%
VBE	4.5%
Disabled Owned	3.0%
8(A) Designation	2.6%
HUBZone Certified	1.2%
LBGTQ+	0.2%
Total	100%

*Diversity categories defined in appendix



Governance key performance indicators (KPIs)

Board of Directors' governance framework

96%

average shareholder vote in favor of our eight directors

Business ethics and professional integrity

99%

completion of mandatory annual Code of Business Conduct training by associates globally

100%

of senior leadership completed mandatory annual Code of Business Conduct training

Supplier practices

14%

of sourceable spend with certified diverse suppliers

100%

of associates in purchasing roles completed sustainable procurement training

Data privacy and security

99%

completion of mandatory annual information privacy training by associates globally

100%

regular review of privacy policies that required review for updates to regulations, security and best practices

92%

of environments with personal health information (PHI) completed annual HIPAA risk assessments

Footnotes and indexes



Footnotes

Scope 1, 2 & 3 disclosures

We utilized the guidance of the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute's (WRI) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard, to evaluate, calculate and report GHG emissions.

Scope 1 emissions include:

- Direct emissions from company-owned or controlled sources, such as transportation of materials, products, waste and employees; and generations of heat, electricity or steam and fugitive emissions.

Scope 2 emissions include:

- Location-based purchased energy (electricity and natural gas) from leased, owned or occupied properties larger than 10,000 square feet and accounts for over 94% of our total real estate portfolio of 5.4 million square feet. For any information not accessible, an estimate was calculated on readily available information which included location, square footage, building type and headcount.

Scope 3 emissions include:

- Indirect emissions from business air travel and associate commutes, purchased goods and services, fuel- and energy-related activities to service our customers and upstream transportation and distribution generally from our suppliers.

Total Energy Consumed

In 2023, purchased grid energy consumed totaled 536,659 GJ, 18% of which is sourced through renewable energy. Purchased grid electricity accounted for 100% of total energy consumed. Renewable energy was estimated based on global publicly available grid data, obtained from the International Energy Agency Database, related to leased, owned or occupied properties larger than 10,000 square feet and accounts for over 94% of our total real estate portfolio of 5.4 million square feet.

Water risk index

We operate across 190 sites globally and pay water providers directly for 9% of those sites. For all the remaining sites, water costs are absorbed as part of lease agreements where we do not have billing data currently.

Of those 190 sites, 32 are located in extremely high or high baseline water stress areas as noted by the Water Risk Atlas Tool, Aqueduct.

The below table represents all sites globally, including sites where Conduent pays water providers directly.

Total sites located in water stress areas:

Water risk	Sites
Extremely high	16
High	16

For the 9% of sites in which we pay water providers directly, 17.36 thousand cubic meters of water were consumed in 2023. One of these sites is located in high or extremely high-water stress areas and consumed a total of 2.3 thousand cubic meters of water.

Total sites where we pay water providers directly:

Water risk	Sites	Thousand cubic meters of water
Extremely high	0	–
High	1	2.3
Total	1	2.3

Supplier diversity definitions

Our Supplier diversity definitions define each of the acronyms used in this chart. All of our suppliers are responsible for signing and adhering to the standards in both our [Code of Business Conduct](#) and our [Supplier Code of Conduct](#), as well as the laws and regulations of the locations where they conduct business. Further information, including our Supplier Diversity policy, can be found on our [Supplier Diversity web page](#).

8(A) Designation: Given to small companies owned by socially and economically disadvantaged people so they may bid and obtain federal government contracts and other assistance to develop their business.

Disadvantaged Business Enterprise (DBE): For-profit small businesses where socially and economically disadvantaged individuals own at least a 51% interest and control management and daily business operations. Assumed categories include Black, Hispanic, Native and Indigenous and Asian-Pacific and Subcontinent Asian American people, as well as people who identify as female. Other individuals may qualify as socially and economically disadvantaged on a case-by-case basis.

HUBZone Certified: A business operating in a certified historically underutilized business zone.

Minority Business Enterprise (MBE): A designation for businesses that are at least 51% owned, operated and controlled by one or more people who are Black, Hispanic, Asian American or Native American. MBEs can be certified by local, state or federal agencies. National certification is also offered through the National Minority Supplier Development Council (NMSDC).

LGBTQ+ Enterprise: A designation for businesses that are at least 51% owned, operated, managed, and controlled by LGBTQ+ person(s) who are either U.S. citizens or lawful permanent residents. Exercises independence from any non-LGBTQ+ business enterprise.

Disabled Owned: A business that is at least 51% owned by one or more disabled persons who control and operate the business. Control in this context means exercising the power to make policy decisions and operate means to be actively involved in the day-to-day management of the business.

Small Business Enterprise (SBE): Indicates whether a business concern is eligible for assistance from the SBA, usually certified by a federal, state or local government agency or organization as having met all of the government standards that award eligibility.

Veteran Business Enterprise (VBE): A designation for small business concerns that are at least 51% owned and controlled by one or more veterans. In the case of a publicly owned business, at least 51% of the stock is owned by one or more veterans.

Women's Business Enterprise (WBE): A national certification for women-owned businesses managed by the Women's Business Enterprise National Council (WBENC). Widely accepted by corporate and nonprofit organizations, as well as local, state and federal agencies.

2023 SASB Disclosure Table



2023 SASB Disclosure Table

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization dedicated to enhancing the efficiency of capital markets by fostering high-quality disclosure of financially material sustainability information that meets investor needs. The following table references the Standard for the Software and IT Services industry, as defined by SASB's Sustainable Industry Classification System™ (SICS™) and our SASB-aligned responses. The data contained herein is as of December 31, 2023.

Environmental footprint of hardware infrastructure

Accounting metric	SASB code	2023 disclosure
(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	TC-SI-130a.1	Refer to pages 27 and 70 within the 2023 CSR Report.
Water risk index (1) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	Refer to page 70 within the 2023 CSR Report.
Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	Refer to pages 28, 29 and 30 within the 2023 CSR Report.

Data privacy privacy and freedom of expression

Accounting metric	SASB code	2023 disclosure
Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1	Refer to page 63 within the 2023 CSR Report.
Number of users whose information is used for secondary purposes	TC-SI-220a.2	0
Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	Our total amount of monetary losses as a result of legal proceedings associated with user privacy is zero (0). Additional information on legal proceedings is disclosed in our 2023 Annual Report on Form 10-K page 84 (Note 16 - contingencies and litigation).
(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Percentage resulting in disclosure	TC-SI-220a.4	As a "Business-to-Business" provider supporting our clients' end customers, we do not typically receive requests for user information except in our capacity as a service provider for our clients' customers.
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring	TC-SI-220a.5	0

Data security

Accounting metric	SASB code	2023 disclosure
(1) Number of data breaches (2) Percentage that are personal data breaches (3) Number of users affected	TC-SI-230a.1	We routinely process significant volumes of data (including PII and PHI) for a broad, diversified global customer base. Accordingly, we are periodically subjected to unauthorized attempts to compromise or acquire data. To protect our company and our customers, we do not broadly disclose specifics regarding these attempts other than in instances where we are legally required to do so. Refer to pages 63 within the 2023 CSR Report for more information regarding our Data Privacy and Security.
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	Refer to pages 63 within the 2023 CSR Report.

Recruiting and managing a global, diverse and skilled workforce

Accounting metric	SASB code	2023 disclosure
Percentage of employees that are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	(1) 0.76% of U.S. employees on visa (2) 58.11% of total associates located offshore. Refer to page 36 within the 2023 CSR Report for more information regarding diversity, equity and inclusion
Employee engagement as a percentage	TC-SI-330a.2	Refer to page 39 within the 2023 CSR Report.
Percentage of (1) gender and (2) diversity group representation for (1) management (2) technical staff, and (3) all other employees	TC-SI-330a.3	Refer to page 38 within the 2023 CSR Report.

Intellectual property protection and competitive behavior

Accounting metric	SASB code	2023 disclosure
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TC-SI-520a.1	Our total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations is zero (0). Additional information on legal proceedings is disclosed in our 2023 Annual Report on Form 10-K page 84 (Note 16 - contingencies and litigation).
Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	TC-SI-550a.1	For competitive and security reasons, we chose not to disclose this information at this time. We continuously improve the quality of our solutions and services to maximize uptime and performance.
Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	Refer to page 64 within the 2023 CSR Report.

Managing systemic risks from technology disruptions

TCFD index



TCFD index

In 2023, the Financial Stability Board announced that the work of the TCFD has been completed. Companies applying IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures will meet the TCFD recommendations as the recommendations are fully incorporated into the ISSB's Standards. For consistency, we have continued to follow the Task Force on Climate-Related Financial Disclosures Report for this reporting year. In this report, we provide disclosures on governance and strategy that build on our responses to CDP's Climate Change Questionnaire.

Governance

A) Describe the Board's oversight of climate-related risks and opportunities.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Additional detail
Climate-related issues are incorporated into the discussions and updates at quarterly Board and CSR & PP Committee meetings	- Climate-related issues are incorporated into governance mechanisms associated with reviewing, developing and guiding strategy, business plans and related budgets and risk management practices as appropriate - The CSR&PP committee master agenda includes coverage of our CSR strategy, Focus Areas for Environmental, Social and Governance and review of sustainability trends and best practices.	Each member of the Board of Directors receives CSR & PP Committee materials, is invited to and may attend the CSR & PP Committee meetings and receives a report from the Committee chair during each Board meeting	Pursuant to its charter, the Board's CSR & PP Committee assists the Board in providing oversight of our key sustainability focus areas, while management is responsible for execution of these areas, which include climate-related issues such as energy and greenhouse gas emissions management and reductions; opportunities in clean technology; electronic waste and other recycling; business continuity in response to climate change and other environmental matters; supplier practices impacted by climate-related issues and our associate health/safety/well-being

B) Describe management's role in assessing and managing risks and opportunities.



We have assigned day-to-day management of sustainability risks and opportunities, including those related to climate matters, to the Sustainability Steering Committee, as set forth in the company's Environmental Policy. The Sustainability Steering Committee is composed of senior leaders responsible for different functions, including Legal (Co-Chair), Marketing (Co-Chair), Investor Relations, Diversity, Equity and Inclusion (DE&I), Human Resources, Real Estate, Strategy, Accounting, Procurement and Risk Management. The Committee members prepare materials for and/or present to the Board's CSR & PP Committee on a quarterly basis. All materials are reviewed by Corporate Audit. The Sustainability Steering Committee meets quarterly to discuss climate related and other Sustainability issues and to provide guidance to subject matter experts who execute tactical aspects of our overall strategy, including: Setting ESG strategy and financial planning, short, medium and long-term business plans/goals and related budgets to include consideration of climate-related risks and opportunities, including applicable guidance on major capital expenditures, acquisitions and divestitures.

- Setting sustainability strategy and financial planning, short, medium and long-term business plans/goals and related budgets to include consideration of climate-related risks and opportunities, including applicable guidance on major capital expenditures, acquisitions and divestitures.
- Providing guidance on related policies, practices and partnerships to ensure compliance and alignment with overall corporate strategy.
- Setting up systems to monitor and measure progress on key environmental targets and related initiatives and providing advice on how to improve performance in these areas.
- Reviewing current and emerging sustainability issues, including climate-related issues.
- Advising the CSR & PP Committee on shareholder proposals and sharing concerns related to sustainability.
- Reviewing the sustainability strategy, policies, practices and disclosures for consistency.
- Reviewing sustainability development strategies, policies and practices, compliance related to Environment, Health & Safety incidents/laws, current pending related legal actions against the company and emerging issues, inspection audits and corrective action reports associated with climate-related issues.
- Overseeing internal and external communications with associates, investors and other stakeholders regarding the company's positions on our approaches to sustainability matters (including climate related ones), including the coordination and review of, as appropriate, draft responses, corporate social responsibility reports or other disclosures to stakeholders.

Strategy

- A) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long-term.
- B) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

As an organization we have defined short, medium and long-term time horizons in the following chart.

	From (years)	To (years)		
Short-term	0	1	Our company was formed in 2017 as a standalone business process services and solutions company, as a spinoff from Xerox. We deliver digital business solutions and services spanning the commercial, government and transportation spectrum – creating exceptional outcomes for its clients and the millions of people who count on them. Through a dedicated global team of approximately 59,000 associates, process expertise and advanced technologies, our solutions and services digitally transform its clients’ operations to enhance customer experiences, improve performance, increase efficiencies and reduce costs. Our overall strategy is guided by three goals of growth, efficiency and quality. Our vision is to become the leading business services partner for companies and governments worldwide.	We organize our operations in three segments, each of which support key sustainability outcomes:
Medium-term	1	3		
Long-term	3	4+		
			We have taken a holistic approach to managing our sustainability strategy, risks and opportunities, including climate-related ones, that have the potential to have a material financial or strategic impact on our businesses.	Commercial Solutions, our largest segment by revenue, provides a range of global business process services and solutions, including customer experience management, business operations solutions (e.g., document management, payments, accounts payable, human capital solutions), commercial healthcare and casualty solutions and digital payment solutions. This segment contributes to the good health and well-being of our clients’ associates, their customers and communities. Government Solutions includes government healthcare solutions including Medicaid program management and pharmacy benefit management, payment solutions, child support services and eligibility and enrollment support for social benefit programs. This segment enables federal, state and local governments to help alleviate poverty and hunger and enhance well-being. Transportation Solutions provides systems, solutions and services to transportation departments and agencies globally. Primary offerings include electronic tolling, transit, parking and public safety solutions to enable agencies to capture revenue while improving traveler experiences, increasing public safety and accessibility, reducing congestion and emissions and modernizing multi-modal travel. Our solutions promote positive environmental impact and more sustainable cities and communities.

Risks

The following are examples of climate-related risks and opportunities that management, under Board oversight, has identified as potentially arising in each time horizon that may have a financially material impact on our company:

Policy and legal: Enhanced emissions-reporting and reduction obligations

Risk rating	Time period	Description	Impacts	Financial implications and response
High	Short-term	The results of our operations and financial condition could be materially adversely affected by legal and regulatory matters in the U.S. and outside the U.S., including those arising from changes in securities and environmental laws, particularly those that would require enhanced greenhouse gas (GHG) emission disclosures and reductions by our company, our suppliers and our clients.	Medium	Such laws and regulations could result in devoting increased funding and resourcing to ensure compliance therewith. We monitor and prepare for global and national regulations, such as emerging CSRD and SEC regulations, and set up internal systems to measure emissions across the company, including our supply chain. We will continue to respond to voluntary emission-reporting disclosures, such as the CDP Climate Change questionnaire, and have committed to setting a near-term GHG target across Scopes 1, 2 and 3 emissions with the Science Based Target initiative (SBTi).

Acute and chronic physical risks: Natural disasters or effects of climate change

Risk rating	Time period	Description	Impacts	Financial implications and response
High	Short, Medium, Long-term	We occupy a sizeable global real estate footprint, with a global workforce and global clients. Our associates and clients in a particular country or region in the world may be impacted as a result of a variety of disruptions, including natural disasters or the effects of climate change (such as drought, flooding, wildfires, increased storm severity, sea level rise, power shortages or outages and major public health issues). These disruptions could impact the ability of our personnel to travel to their workplaces, have uninterrupted telephone and data services, and deliver services to our clients. There may also be financial impacts due to associated penalties for missing contractually obligated service level agreements.	Low-Medium	In the event of a disruption in a country or region where we have a significant workforce (such as the U.S., India or the Philippines), clients (such as those in the U.S. or Europe), or vendors (such as telephone or data service providers), our business and associated revenues could be materially adversely affected. This financial impact could be lost revenue from not being able to maintain business continuity, or service level agreement penalties as well as costs associated with repairing damage to our sites. Our sites have tailored emergency response/business continuity plans to protect our operations in the event of natural disasters and climate change events. These plans are designed to protect the safety and security of our associates while also minimizing the risk of client service disruptions — including mitigating risk by shifting work to other geographies or time shifts. In addition, our data centers are geographically dispersed and have automated fail-over protocols to prevent disruptions. The plans are periodically exercised via test scenarios and updated as appropriate.

Reputation: Shifts in client preferences, resulting in demand for more sustainable operations

Risk rating	Time period	Description	Impacts	Financial implications and response
Medium	Medium-term	To attract and retain large outsourcing contracts, we sometimes make significant capital and other investments to enable us to perform our services under those contracts — such as servicing those clients from more sustainable facilities and providing those clients with data about emissions or recycling from those operations. To the extent that we rely on third-party providers, such as subcontractors and utility and network providers, our client contracts increasingly expect these providers to also have more sustainable facilities and to provide emissions data to our company. Requests for such emissions data are increasing in frequency.	Medium	With increased demand for more sustainable operations and facilities, our costs (capital and operating) to meet those requirements are likely to increase. This could result in margin compression unless we are able to include those costs in the contracts we have with clients. The competitive environment may throttle how much of the costs may be passed on to clients. We may also incur additional liabilities if our third-party providers do not meet our or our clients' expectations for more sustainable business practices. We will continue to monitor new developments in sustainable technology as input to our capital allocation strategy as well as changing client preferences for doing business with service providers that have more sustainable operations.

Technology: Lack of investment in new technologies

Risk rating	Time period	Description	Impacts	Financial implications and response
Low	Medium-term	The results of our operations and financial condition could be materially adversely affected by failing to develop new service offerings — including new technology components that address climate change issues, which would impact our ability to retain current clients, attract new clients and risk revenue decline.	Low	Lack of technologies that address climate change issues could result in lost business with existing clients or lack of ability to attract new clients who have certain climate-related technology requirements, resulting in reduced revenue. We are investing in technologies to mitigate climate risk in our operations, such as our Data Center Optimization Plan, increased cloud migration and transition, and upcoming move to a Tier 1 high efficiency data center planned for 2024.

Supply Chain: Assessing and managing carbon-related risks in third parties

Risk rating	Time period	Description	Impacts	Financial implications and response
Medium	Medium-term	Carbon-related risks and climate regulation readiness in our supply chain is increasingly an important consideration to both sustainable procurement management and the expectations of new and existing clients.	Low - Medium	Lack of understanding and transparency of the carbon intensity, climate risk management and climate actions in our supply chain potentially erodes confidence among new and existing clients, as well as critical third-party suppliers. In addition, supplier non-compliance with emergent climate regulations presents a risk to our business. We have enhanced and strengthened our Third Party Risk Management (TPRM) process, which includes an environmental, social and governance risk assessment when a new or existing supplier or vendor is onboarded or renewed. Our entire procurement team receives annual sustainability training, which includes environmental and carbon risk assessments, and in 2024, we will be launching a Supplier Engagement survey to gather more information about the carbon intensity and GHG reduction targets among our most material suppliers.

Opportunities

The following opportunities will provide value in the short, medium and long-term time horizons.

Markets: Access to public sector infrastructure investments

Opportunity rating	Description	Impacts	Financial implications and response
Medium	As governments are setting mandates to address climate-related problems, we have the opportunity to be a partner to provide services and solutions that help to solve these problems and capture a portion of the infrastructure investments.	Medium	We have the opportunity to increase revenue through access to new and emerging markets in both our Government and Transportation businesses, such as fraud prevention and smart city infrastructure. Our Government and Transportation Solutions segments are working to make a difference for constituents, citizens and travelers. With public-sector initiatives such as U.S. President Biden's executive order for clean energy and enhanced sustainability solutions, we are poised to capture new opportunities for revenue growth.

Products and Services: Digital Solutions

Opportunity rating	Description	Impacts	Financial implications and response
Medium	Increasingly, our clients are demanding lower emission digital services and solutions. For some of our solutions, we can offer our clients digital solutions that help them reduce their environmental footprint.	Medium	We have the opportunity to expand our revenues through greater penetration of existing digital solutions and continued development of new digital solutions. As a result, we continue to develop digital solutions that meet client requirements and could therefore increase company revenues. Some examples include: Transportation: Reducing congestion, emissions and paper-consumption through all-electronic toll collection (AET) for traffic tolling; cashless fare collection for public transit buses; analytics-based public safety and congestion management solutions. Indirectly, our solutions include distance-based tolling which enables government agencies to maintain sustainable funding for their highways and other infrastructure projects across the respective government's scope of operation. Government Payments: The use of digitally reloadable electronic payment cards for a variety of government benefit programs, which reduces both the paper used for checks as well as the carbon footprint associated with the periodic delivery of paper checks. This also results in more timely receipt of funds for our clients' end users. Commercial: Digitizing document management services (digital scanning and digital mailroom services). This reduces the need or desire for paper and automates processes to reduce manual effort, improve efficiency and lower client costs. Indirectly, we employ omnichannel solutions to shift end- users to more digital types of interactions rather than paper based.

Resilience: Global organizational footprint

Opportunity rating	Description	Impacts	Financial implications and response
Medium	We have a global footprint with geographically dispersed sites, data centers and workforces to mitigate risk of extreme weather events in a specific geography.	Low	With a mixed working model that includes site-specific roles, remote work and hybrid work, we are positioned to maintain or increase client revenues and company market valuation through resiliency/business continuity planning that enables us to maintain service, insulating us from geographic climate-related events, and making us a partner of choice. Our sites have tailored emergency response/business continuity plans to protect our operations in the event of natural disasters and climate change events. These plans are designed to protect the safety and security of our associates while also minimizing the risk of client service disruptions — including mitigating risk by shifting work to other geographies or time shifts. In addition, our data centers are geographically dispersed and have automated fail-over protocols to prevent disruptions. The plans are periodically exercised via test scenarios and updated as appropriate.

Energy source: Purchasing or generating renewable energy

Opportunity rating	Description	Impacts	Financial implications and response
Low	Wherever feasible, we look for opportunities to pursue a renewable energy procurement strategy in the higher density countries (people or sites) in which we operate.	Low	By increasing our use of renewable energy, we lower our carbon footprint, making our company a more desirable business partner for our clients, which should positively impact revenue retention and growth. Over time, we expect that renewable energy sources will also be less expensive options for our company, further reducing our costs and our sensitivity to changes in the cost of carbon-based fuel sources.

Products and services: Shift in client preferences for more sustainable business practices and offerings

Opportunity rating	Description	Impacts	Financial implications and response
Low-Medium	Our commitment to reducing greenhouse gas emissions and optimizing energy usage is increasingly becoming an integrated part of our value proposition to existing and potentially new clients. We anticipate demand will continue to grow for companies who place an emphasis on reducing greenhouse gas emissions and using lower and no-carbon energy solutions — not only in their operations but also through their suppliers. We have an opportunity to expand our revenue by promoting our sustainability initiatives to gain greater consideration and new business from carbon conscious companies.	High	As we continue to adopt more sustainable practices and disclosures, we will win more business as more clients require sustainability-focused business partners who can provide environmentally focused disclosures.

Resource efficiency: Agile hybrid working model

Opportunity rating	Description	Impacts	Financial implications and response
Low	We have demonstrated that when required, we can maintain service delivery with 75% of our associates working from home. This enables us to maintain service delivery in the event of on-site disruptions such as inclement weather or pandemic mandates. In addition, we have shifted our hybrid work model to have a greater percentage of work-from-home associates.	Medium	This results in benefits to workforce management and planning (e.g., enhanced satisfaction by our associates who appreciate the flexibility to work remotely), resulting in lower operational costs if sites are unoccupied (e.g., lower energy use) and the ability to optimize our real estate portfolio. We continue to optimize remote-only or hybrid work models for associates, including the benefits of associate retention/satisfaction, recruitment of more skilled associates from more locations in a highly competitive job market and reduced real estate footprint.

Resource efficiency: Upgrade and maintain modern facility equipment to reduce operating costs

Opportunity rating	Description	Impacts	Financial implications and response
Low	We are focusing on high Seasonal Energy Efficiency Ratio (SEER) Heating Ventilation Air Conditioning (HVAC) equipment and converting lighting to LEDs in our offices and data centers. We have also made investments in building management systems (BMS) to ensure we are not using excess power when space is not being utilized.	Low-medium	Capital investment in facility improvements and high efficiency equipment should decrease operating expenses and lower utility bills. These investments should be paid back in energy savings. We also anticipate increased revenues from clients that value resource efficiency and disclosure by their service providers. While our facilities footprint is predominantly leased, we continue to explore more high-efficiency equipment that should decrease operating expenses, including lowering utility bills. We are conducting energy and lighting audits of our sites on a rolling basis to identify conservation opportunities. This also helps us be responsive to increasing client requests for lower greenhouse gas emissions by their services providers, thereby expanding our revenue opportunity.

Risk Management

C) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the company's overall risk management.

Climate change presents both physical and transition risks to our business and the clients we serve, with a degree of uncertainty over the direct impact and speed as to how these risks affect our business.

Physical climate-related risk considers increased severity and frequency of how chronic and acute climate change (e.g., increased storms, drought, fires, floods) and how those events can damage physical assets (e.g., call centers, data centers, corporate offices) and impair our ability to sustain operations in those locations. Transition risk considers how changes in global regulations, technology, business practices and shifts in client preferences to address climate change can lead to changes in the value of assets, increase operational costs and otherwise adversely affect our client solutions.

We classify climate-related risk as an “emerging risk,” which represents those risks that are developing but cannot be fully assessed due to limited data and/or high uncertainty of their impact. However, we recognize that certain emerging risks, including climate-related risks, could have a future impact on our operations and the viability of our long-term corporate strategies. For additional information on climate-related risks, see “TCFD Disclosures – Strategy – Risk” above.

We review factors related to climate-related risk under our longstanding environmental policies, which include a focus on climate-related risks associated with servicing clients. In 2017 we began a real estate and data center consolidation project, which is financially beneficial to our business and also helps reduce the reputational risks associated with our carbon emissions. As this project has continued, our environmental policies have been updated to encourage conserving natural resources, eliminating the use of toxic or hazardous materials, conserving energy and using suppliers who do the same in support of reducing emissions across our value chain. In 2023, we also expanded our emissions disclosures to include Scope 3 emissions and made a commitment to the Science-Based Target initiative to set a near term GHG reduction target. These approaches allow us to set a comprehensive approach to clarify our positions, set clear expectations for our clients and suppliers and help address certain climate risk concerns while simultaneously reducing reputation risk.

As we consider the implications of climate-related risks, we are exploring different methodologies for identifying and assessing how climate-related risks could impact our operations and service delivery to our clients across our three lines of business. In the near term, we will embed climate-related risk

discussions into our ongoing enterprise risk assessments and engagement with risk leaders across our lines of business.

Our long-term strategy will include an integrated approach to managing client risks across various elements of our business (e.g., suppliers, facilities, new business and climate-specific risk assessments).

Furthermore, we are developing globally consistent principles and approaches for managing climate-related risk across the company. Climate-related risk will be embedded into relevant policies and processes over time. We are also closely monitoring regulatory developments on climate-related risk and are actively engaging with regulators and consultants on these topics.

For additional information about corporate social responsibility and other sustainability matters at Conduent, visit www.conduent.com/corporate-social-responsibility or email Sustainability@conduent.com

Cautionary Statements

This report contains environmental, social, governance and other information about our company and certain areas of our business segments. Statements regarding our future direction and intent represent goals and objectives only and are subject to change or withdrawal without notice.

This report may contain “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. These forward-looking statements and other information are based on our beliefs as well as assumptions made by us using information currently available. The words “anticipate,” “believe,” “estimate,” “expect,” “plan,” “intend,” “will,” “aim,” “should,” “could,” “forecast,” “target,” “may,” “continue to,” “endeavor,” “if,” “growing,” “projected,” “potential,” “likely,” “see,” “ahead,” further, “going forward,” “on the horizon,” and similar expressions, as they relate to us, are intended to identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking. Readers should not place undue reliance on forward-looking statements, which speak only as of the date such statements were first made. Except to the extent required by law, we undertake no obligation to update or revise our forward-looking statements. Forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those projected, anticipated, or implied. Although it is not possible to predict or identify all such risks and uncertainties, they include, but are not limited to, factors described under “Forward-Looking Statements” and “Risk Factors” in our most recent Form 10-K and Form 10-Qs filed with the United States Securities and Exchange Commission (SEC).

Except where noted, the information covered in this report highlights our environmental, social, governance and other performance and initiatives in fiscal year 2023. All calculations and statistics are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. This report has not been externally assured or verified by an independent third party.

The inclusion of information or absence of information in this report should not be construed to represent our belief regarding the materiality or financial impact of that information. For context on information that is material to our company, please see our filings with the SEC, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

This report may contain links to other internet sites or references to third parties. Such links or references are not incorporated by reference to this report, and we can provide no assurance as to their accuracy. The use or inclusion of the information is also not intended to represent endorsements of any products or services.